

Theatre Workshop of Nantucket
Board of Directors Meeting
Monday, May 24, 2019, 9:00 a.m.
Nantucket Police Department, Second Floor Conference Room
4 Fairgrounds Road, Nantucket

Directors present: Amber Cantella, John Copenhaver, Beth English, Susan Lucier, Linda Mason, Maria Roach, Terry Schubach

Directors on the phone: Kay Bernon, Nina Duchaine, Jane Forman, Chris Mortenson, Helene Patterson

Council members present: Carole Beller, Peggy Kaufman, Jan Purdy Metcalf, Les Silverman, Lisa Soeder

Council members on the phone: Kathy Garre-Ayars, Jeff Lucier, Calista West

Staff present: Artistic Director Justin Cerne, Managing Director Bethany Oliver, Artistic Director Emeritus John Shea

Welcome and Call to Order: Susan welcomed everyone to the second board meeting of the year and welcomed those present in person back to Nantucket.

Election of new Board member: Terry had previously nominated Jean Doyen de Montaignou and sent his résumé to the board. **MOTION:** Upon motion duly made and seconded, Jean was elected by unanimous vote for a 3-year term expiring in 2022.

Approval of Minutes of the March 11, 2019 board meeting: The minutes were distributed via email prior to today's meeting. Upon motion duly made and seconded, they were approved by unanimous vote.

President's remarks:

- Board member resignations. Marilyn Lane and Jennifer Oberting have stepped down from the board for personal reasons. Susan thanked them for their service and support for TWN.
- Victoria Girvan's husband Joe Lipuma is seriously ill and is being treated at Mass General in Boston. Please keep Victoria and Joe in your thoughts.
- Meeting schedule. The original schedule has been amended to include meeting locations. The revised schedule is posted on the Board portal.
- Strategic Planning. Susan thanked everyone in advance for their participation. The process started with our facilitator, David Mallett of Management Consultant for the Arts, conducting phone interviews with several stakeholders. The first planning session is scheduled for July 16 and 17, from 9:00 a.m. to 12:30 p.m., location TBD. Justin stressed the importance of strategic planning, saying it will inform some big decisions for the future of TWN. We received a grant from ReMain to fund the process, and we must use the money as effectively as possible. Bethany said that David Mallett has a great deal of experience working with performing arts organizations, and it's important for us to maximize our time with him. In response to a question from Carole about the timeline, Justin said the goal is to have the plan in place by late fall. Following the 2-day session in July, a smaller group will move the process forward.
- Important Dates:
 - Thursday, June 27, 6:00 to 8:00 p.m. -- Benefit Host Committee kickoff party at Kay & Peter Bernon's home. This will be a great way to meet people who will promote our benefit and a chance to catch up with other Board and Council members. Susan urged everyone to RSVP if they haven't already done so, and she thanked Kay & Peter for opening their home. Nametags will be provided on arrival.
 - Tuesday and Wednesday, July 16 and 17, 9:00 a.m. to 12:30 p.m., location TBD. -- Strategic Planning.
 - Saturday, July 20, at the White Elephant Village Ballroom following a 4:00 p.m. performance of *Grease*. -- TWN's summer Gala Benefit.
 - Tuesday or Wednesday, August 6 or 7. -- Verdura jewelry trunk show to benefit TWN. We are still trying to recruit a host who will agree to open their home for this event, which last year, when hosted by Max and Pam Berry, raised \$21k for TWN. Susan asked for host suggestions, preferably at a location close to town. Verdura provides valet parking, catering and security.

- Monday, August 19, at Bennett Hall. -- Cabaret starring Tony Award winner Liz Callaway.

Artistic Director's report:

- Justin said our first main stage production of the season, *California Suite*, opens tonight to a “nice house” – but ticket sales then taper off. He appealed to everyone to promote the show and urge friends to come. Talk it up among people in the service industries. We plan to distribute flyers to hotel concierges, inn owners and real estate brokers, all of whom are usually willing to make them available to their guests and clients.
- Our housing needs for cast and crew have been met. Thanks to Susan, Lisa and everyone else who is providing housing.
- Justin and Bethany want to produce Theater for Young Audience this summer, ideally for three weeks from the end of July to mid-August. Typically, a familiar Broadway musical is abridged down to an hour-long production and performed by professional actors for an audience of children ages 5 to 18. For the first show, Justin would like to do *Seussical*, a musical based on the stories of Dr. Seuss. He has also secured the rights to translate it into and perform it in Spanish. Justin stressed that this is an experiment and it won't happen unless we can secure underwriting of \$20K (\$5K is committed so far). Carole said she knows of a foundation that funds programs for children that might be interested. In response to a question from Nina about timing, Justin said TWN needs to raise its profile in children's programming, and Bethany added that it's a way to reach out to young families and we will already have the talent available to do it.
- Our budget goal for the Producer Appeal is \$360K, and we have less than \$20K to go. *[Note: after the meeting, Justin secured another \$25K pledge, putting us over our original goal. Well done!]*

Managing Director's report:

- Bethany reported on grant requests. We sent a proposal to the Community Foundation to fund Theatre for Young Audiences (decision pending); and we received a grant from ReMain to produce a winter show in 2020. This is important for TWN to be perceived as a year-long theatre and a vital part of downtown revitalization.
- We've applied to the Town for 25 one-day pouring permits, allowing us to serve wine at certain performances. Amber said she has experience in this area and offered to help.
- We are getting close to launching our new website. The design is laid out and we are submitting content to our designer. Bethany said it looks beautiful and predicted everyone will love it.
- The Outreach Committee is working on organizing opening night parties, the first of which will be tonight at PPX Events, a new catering company in the old Fog Island space. Special thanks to Ellie, Lisa and Peggy.

Treasurer's report:

- Chris reported that the Finance Committee (Chris, Les, Amber and John Copenhaver) met recently to review the 2018 draft Auditor's Report and the 2019Q1 financial statement and to appoint an Investment Committee (Chris, Jeff and John C), which also met.
- First order of business was to decide how to manage the \$100k in the Schwab account that was established in January. After reviewing a third party proposal, the Investment Committee decided to allow Chris to manage the funds. His plan is conservative and prudent – to avoid individual stocks, use mutual funds and dollar cost averaging, and comply with the provisions of the Investment Policy Statement approved by the Board in March.
- Copies of a draft Auditor's Report for the year 2018 and a Statement of Activities (a.k.a. P&L), budget vs. actual, for the first quarter of 2019 were distributed prior to the meeting. Chris said changes are still being made to the Auditor's Report but that it includes an unqualified “clean opinion” and shows a change in net assets (a.k.a. surplus or “profit”) of \$147k. This compares to a loss of \$98k in 2017, for a turnaround in financial position of almost \$250k. Results in 2018 were boosted by the anonymous gift of \$100k to replace funds from a bequest and the fact that we did not have a Managing Director on the payroll for most of the year.
- Chris called attention to the reference in Note 7, “Net Assets with Donor Restrictions,” to “acquisition of a permanent performance facility” and reminded everyone that we had successfully negotiated a

change in this restriction. Now, if necessary, the money can be used for rental payments and/or leasehold improvements to Bennett Hall.

- Highlights of 2019Q1 results include total revenue 2% ahead of plan, total expenses 3% below plan and net income nearly 10% ahead of plan. Thanks to Justin and Bethany for their careful financial management.
- The draft April P&L shows we are still doing well, but Chris is concerned about May collections. Bottom line: we are doing better than last year but we still have a lot of work to do.
- In response to a comment from Kay regarding a lag in business sponsorships, Bethany said we are actually ahead of last year at this time and will continue to solicit through June. We produced a “temporary” Playbill for *California Suite*, and our “permanent” Playbill for the remainder of the season will credit all sponsors.
- Kay inquired whether our bank and investment account balances exceed federally insured limits (Chris will investigate and report back). She also spoke about creating an endowment reserve, saying this should be part of our strategic plan.

Development report:

- Jeff referred to an updated version of the “TWN Development Scorecard,” copies of which Susan distributed to those present and Bethany emailed to everyone. He thanked Bethany for compiling the numbers and explained why they are different from the ones in the financial statements: they are more current (complete through May 23); and they include pledges as well as cash received.
- When pledges are added to cash received, we have raised close to 70% of our annual development budget. Thanks primarily to Justin’s efforts, our top category, Producer Appeal, is only \$20K shy of our total budget for the year.
- Jeff told of garnering leads from Anna-Karin Dillard and Maria Roach – friends of theirs whom they were reluctant to solicit directly – and sending them emails with the subject line “referral from [name]. In two instances, this resulted in donations, and Jeff encouraged others to follow Anna-Karin’s and Maria’s example.

Benefit report:

- Terry thanked her co-chairs, Maria and Kay. Benefit planning is in better shape than it was last year at this time. Invitations are in the mail earlier than anticipated, and we will soon be visiting the venue to envision what the evening will look like.
- Six tables have been sold so far and we are working on the seating plan.
- Justin said that Broadway stars Max Crumm and Caroline Bowman have agreed to attend the event.
- Paul Canaan and his friends from Take It From the Top will return as Master of Ceremonies. We still need to find lodging for them (two couples from July 14 to 21), and we need it to be donated since it is not in our budget. Kay suggested trading a season pass to a guest house owner. Carole suggested asking the White Elephant to comp the rooms.
- The co-chairs will be meeting soon to set the agenda for the Host party.
- Maria said Chris Drake will underwrite the flowers and decorations. We still need an underwriter for lighting and talent.

New Business

- Justin’s housing. Susan reported that the property Justin rents is going on the market this weekend, and we need to help him find another suitable apartment as soon as possible. We all know how few year-round rentals are available on Nantucket, so we need everyone’s help. Most opportunities are discovered by word-of-mouth, so if you know of one or hear of one, please let us know asap.
- Justin gave props to Susan who is back onstage tonight in *California Suite*.

Adjournment: Upon motion duly made and seconded, the meeting was adjourned at 10:18 a.m.