

Carrollwood Players Theatre

Board of Trustees Meeting Minutes

4333 Gunn Highway, Tampa FL 33618

March 31, 2020 7:09 PM

Board Members Present: Victoria Richards, Presiding; Zach Griswold, Judith Sachs, Pam Senk, Christine Smith

Members Absent: None

Staff: David Fraga, Jim Russell

Guests: None

AGENDA:

- I. Call to Order 7:02pm**
- II. Approval of Agenda**
- III. Approval of the Minutes from January 2020-** ZG moved VR seconded. Approved
- IV. Reports**

a. President:

1. Thanks to Jim for excellent communications during the Covid-19 crisis. Thanks to David for being in touch with actors to set up contingencies.

b. Vice President:

1. Directors have been selected for the 20-21 season as follows:
 - Plaza Suite - Penni Willen
 - The Rocky Horror Show - Thomas Pahl
 - A Christmas Carol - Clareann Despain
 - Murder on the Nile - Dennis Duggan
 - Godspell - Ann Lehman
 - Run For Your Wife - Hippie Griswold
 - Cabaret - Jim Russell
 - Gem of the Ocean - Aaron Washington
 - Scotland Road - Cinda Goeken
 - Come Back to the Five and Dime, Jimmy Dean, Jimmy Dean - William Myerholtz
 - The Mountaintop - David Valdez
 - You Can't Take It With You - James Skinner
 - That Championship Season - Keven Renken

c. Secretary: No report

d. Treasurer:

1. DF is in the process of preparing the sales tax report due April 12.
2. DF will update the CWP page on Sunbiz.
3. DF will update banking name authorizations to reflect current staff and officers.

e. Managing Director:

1. Report attached.
2. Season ticket sales will begin in early April which will help with cash flow.
3. CS reviewed the key recommendations from the Disaster Preparedness Webinar. JR is sending the link.
4. JR met with a representative from Naffco. They will get back to us with a bid for bathroom floors and entire theater carpet.

f. Production and Finance Manager

1. JR and DF have worked on possible changes for production dates, Streetcar is ready to go physically, Vanya is in rehearsal by conference calls.
2. Quarterly reports are due this month, DF is working on them.

g. Fundraising Committee:

1. CS will prepare a Gift Acceptance Policy for the Board’s approval
2. CS, JS and JR are developing a Fundraising Plan for the Board’s approval

V. Adjournment

Meeting adjourned at 9:14 p.m.

New Business	Motion by:	Vote
CS moved that Pam Senk be elected Treasurer of the Board of Trustees;	CDS, ZG	Unanimous approval
CS suggested that the Board of Trustees decisions and policies during the Covid-19 crisis be prioritized as follows: 1) Safety of individuals, 2) Financial health of the organization and 3) Safe and convenient scheduling for reopening of theater and commencing of rehearsals and performance.		
Covid-19 Theatre closure. DF: Rehearsal schedules are being changed in order to follow CDC recommendations. There will no rehearsals through April 15. Board will convene by phone on April 21 to discuss possible re-opening of theater for performances.		

DF presented the contingency budget if we had no ticket sales by month. Using our building funds, Adopt the working budget submitted for 20-21 season (attached)	PS, CS	Unanimous approval
Proposal for Budget for 2020-21: PS and DF put together a proposed budget combining historical and optimistic projections, taking into consideration the number of shows and predicted income and revenue. Jim had proposed production expenses for each show, by category, so that fees are appropriate by show.	???	Unanimous approval

Old Business	Motion by:	Vote
Name Change – tabled until next meeting		
Bylaws need to be reviewed. VR will distribute latest version.		

Pending	Responsibility	Action	Due Date

Next meeting April 21, 2020, 7 PM

Action Items:

JR will discuss ramifications of immediate decisions with the Arts Council,
CS will get home addresses, correct spelling of names, etc. for the Sunbiz site updates.

We will plan a meeting on April 21 at 7 pm on a call to confirm our plans for the re-opening the theater for rehearsals and performances.

Respectfully submitted,
Christine Smith, Secretary

ADDENDUM: Managing Director's Report

REVENUE

1. Grants

The application for the Arts Council Grant for 2020/2021 was scheduled to open on April 3. They announced a few days ago that the application period has been postponed until further notice. I don't expect it to be delayed for long, but have no further information.

We will still apply for \$25,000. (We received just under \$19k for FY 18/19 and just under \$12.5k for FY 19/20)

The application for the State of FL Division of Cultural Affairs Grant opens on April 1, 2020 with a deadline of June 1, 2020. We will apply for \$10,000. There has been no announcement of a delay for this grant, and I will be focusing heavily on this application starting two days from now.

David and Pam have been working hard on preparing a 2020/2021 budget proposal, and I have given input. Will need this to complete applications for both grants.

I am also hoping to apply for a Bank of America grant this year. We need to have an independent audit of our financials this year. Not having this prevents us from applying for numerous grants.

2. Donors

December, 2019 - \$12,894 compared to \$814 in December, 2018
Smith matching campaign

January, 2020 - \$552 compared to \$736 in January, 2019.

Jen Martin had to skip her standard \$500 monthly personal gift due to temporary situation of owning two houses.

February, 2020 – \$976 compared to \$1,755 in February, 2019

Howard and Rita Dickson gave \$1,000 in Feb. of 2019. I have been in communication with him recently and expect another \$1,000 gift will be coming soon.

March, 2020 (through 3/29) - \$3,348 compared to \$1,800 from Mar. 1-29, 2019

This does not include “ticket sales” for the Cabaret Evening, which add up to an additional \$980.00 (gross) (these funds are currently in limbo – we will need to reschedule soon.) The \$3,348 total does include an additional sponsorship of \$1,500.00 from Jen’s company, which is partially restricted. She would like some of the money to support bathroom floors and new carpet.

3. Fundraising Events

Nancy Awards – net proceeds approximately \$2,500. Did we get that final accurate number?

Cabaret Evening – see notes above

New “Walk for CWP” Fundraising Campaign –

I would like to try a “Walk for CWP” fundraiser during the current quarantine situation. People are allowed to go for walks. We can ask our supporters to get pledges for each mile walked for CWP in a 30 day period. Say from April 15th through May 15th. We can set a giving level per mile and ask walkers to get pledges. All of this can be funneled through pledgeit.org which provides easy, free online pledging and promotion. Of course we would heavily promote ourselves as well.

Since this would last for a month, we would keep the pledge \$ per mile low, say \$1 per mile. If 50 supporters walk 30 miles in the course of 30 days (that’s a mile per day), and get just ONE pledger, that’s 1500 miles x \$1 = \$1,500. Imagine if walkers got two pledgers or three pledgers, etc.

It involves literally no effort on our part other than setting it up and promoting the heck out of it. And it’s a fun and clever way to get “pledgers” to donate about \$30 while generating excitement and community within social distancing guidelines.

We can suggest to people that they FB live when they walk. We could set up “group walk” times, when people all go out to walk at the same time, BUT NOT IN THE SAME PLACE. We could encourage people to sing a song, or talk about theatre while they walk and FB live. They could even walk in costumes! Walkers can track their miles with fit bits or smartphone apps. Pledge-it.org also permits one time donations in general support of the fundraiser.

“Would you walk one mile a day to help CWP?”

“Would you support me? I’m walking for community theatre and we need your pledge.”

4. Overall fundraising to date FY 19/20: (only includes grants, individual gifts, and events. Does not include 50/50 raffle income, co-sponsorships or concessions lobby donations. Also, not all of the below funds went into operating. Some were restricted to building fund.)

Grants: \$12,436

Donations: \$22,154

Fundraising Events: \$2,500 estimated (not currently including Cabaret Evening because we don't know what net will be)

Total as of 3/29/20: \$37,090

5. Box Office

The box office situation is in major limbo.

The GREAT news is, with some reasonable exceptions, we have received VERY FEW requests for refunds. We had to refund the two school groups that were scheduled to come see Streetcar. That was a big hit – about \$1900.00.

Other than that, we have only had TWO refund requests.

One was parents of a cast member who live outside the US and cannot make it back for the new dates.

The other was a Canadian couple who winter in FL and had to go home.

All patrons who hold tickets for performances that were moved have been contacted directly and offered numerous options.

About 10% have already moved their tickets to new dates.

The rest appear to be waiting at the moment.

When the time is right, I will send out a reminder about their options. (soon)

We've had VERY FEW new ticket sales since we announced the suspension/postponements. We will slowly amp up publicity as we get a little closer to the hopeful new dates.

Ticket sales March 1 – March 29, 2020: \$3042

Ticket sale March 1 – March 29, 2019: \$8055

I am planning to start promoting gift certificates. Support CWP by purchasing a gift certificate. (they don't expire.)

I believe people will start buying tickets when the picture becomes clearer. Of course, we don't know how that is going to play out.

Additional Box Office Notes:

Our 15% early bird discounts do not significantly impact ticket sales revenue. Most tickets are still purchased later rather than earlier. However, as a small measure to help mitigate finances during this crisis, I have removed early bird discounts from all remaining shows in this season. They will resume with the new season. We still have the option to offer ad hoc promotions during the rest of this season as called for.

6. Retail

Retail items are another source of revenue. These are the optional items patrons can purchase during a ticket purchase transaction, plus gift certificates. The submission fee for One Acts is also considered a retail item. Below are the gross sales totals per item for FY 19/20 as of 3/29/20 (9/1/19 – 3/29/20). Nearly ALL of the “optional ticket add-ons” happened before we announced the suspension/postponements. The One Act fees were received between 2/21 and 3/29:

First Choice Seating: \$2802.00 compared to \$2202.00 from 9/1/18 through 3/29/19

Cast and Crew Yummy Grams: \$540.00 compared to \$150.00 from 9/1/18 through 3/29/19

Co-Sponsor This Performance: \$775.00 compared to \$425.00 from 9/1/18 through 3/29/19

Gift Certificates: \$155.00 compared to \$100.00 from 9/1/18 through 3/29/19

One Act Fees: \$425.00 compared to \$790.00 from 9/1/18 through 3/29/19

Total: \$4697.00

Note – This year, we allowed 1 month for submission of One Acts, rather than the standard 2 months. This factored in the reduction of revenue generated by One Act fees.

7. Season Ticket Sales

Thanks to being on a much better planning timeline this season, we will be able to start selling season tickets on Wednesday, April 1st. In the past, this revenue stream has come later during the year. This is good news. It remains to be seen how quickly our usual STH will start buying.

8. Outside Group Bookings Revenue

We had a very successful experience with the ‘Duel Pistols’ outside group at the end of February. They had two sell-out matinee performances, on a Friday and Saturday, and we generated revenue by splitting the net ticket sales and charging rehearsal space fees, and with concessions sales. We netted \$790 not counting concessions.

CRH/Crazy Random Happenstance – 3/28 performance had to be canceled. We hope they will reschedule with us soon.

Shenanigans Senior Theatre Troupe – 3/29 performance has been moved to 6/12.

Nine and Numb Improv – Booked for 9 performances in 2020 as follows:

Saturday, May 2, 2020 at 11 p.m. – had to be canceled.

Saturday, June 13, 2020 at 11 p.m.

Saturday, July 11, 2020 at 11 p.m.

Saturday, August 8, 2020 at 11 p.m.

Saturday, September 12, 2020 at 11 p.m.

Saturday, October 10, 2020 at 11 p.m.

Friday, November 6, 2020 at 8 p.m.

Saturday, November 7, 2020 at 8 p.m.

Sunday, November 8, 2020 at 2 p.m.

Education Programs:

I am closing out the revenue section of this report with a repeat of insights gained from fellow community theatres. Education programs are a CASH COW. We need to get a spoon into this bowl of gravy.

EXPENSES

I don't usually include a section on expenses, because this is covered in David's reports, and my main focus is on generating revenue (with an eye on expenses always of course)

That said, I do want to share in general that it is not just our revenue that is being impacted by the current situation. We are also saving some money....

1. We are not being charged royalties for the reduced performance schedule now in place. For each performance not held, we are saving between \$100-\$200 in royalties. For example, the royalties for Streetcar are \$120 per performance. Reducing performances from 11 to 8 is saving us \$360.00

2. We will also need less playbills for the reduction in performances. This is an expense reduction.

3. Obviously, we are not spending money on concessions inventory at this time.

4. Our cleaning service is not currently operating, saving \$100 per week.

5. We spend a decent amount of money on volunteer water, paper towels, toilet paper, soap, trash bags, etc. This has all been slowed down significantly.

We certainly didn't wish for this situation, but there are some expenses being reduced. These were just a few I have been thinking about.

CONTINGENCIES FOR WORST CASE SCENARIOS

We have to consider the possibility that we may not be able to open Streetcar on May 15th. This would be absolutely tragic, but it is a possibility we have to be prepared for.

How will we handle this?

Do we cancel Streetcar to protect the stability of the rest of the season?

Do we request streaming rights from the publisher and present Streetcar live online? (Publishers are actually approving such requests in an unprecedented way right now.)

Do we move Streetcar again and cancel something else in the season? Would the Streetcar cast be able to handle another change?

I worry that shifting multiple shows forward may at this point become very complicated. Ultimately, it would be more feasible for one show to take the hit while others remain in place. I'm not saying it would have to be Streetcar necessarily.

We also have to consider best possible mitigation of confusion for patrons, though I do believe they will be very understanding if we have to go to a plan B or C.

What will we do if we have to cancel the rest of the season? I know these are scary questions.

FACILITY

1. Carpet and Lobby Bathroom Floors

Christine and I have been working on this. Both Christine and Jen Martin have designated funds toward these projects, and Jen specifically gave an additional \$500 recently that must be earmarked towards replacing the bathroom floors.

We received a quote from a contact of Christine's to replace the bathroom floors as follows:

We are working on scheduling a quote for the carpet. The ideal time to get this work done is during the shutdown.

2. Facility Work Days

Shirley Overton and I are planning to begin other spring cleaning, painting, and facility upkeep projects over a series of days beginning approx. April 15th. We are planning an overhaul of the cluttered/messy backstage hallway area, repainting of the lobby bathrooms, and touchup painting throughout the facility, as well as replacing additional bad lighting.

3. Electrician

We are going to need an electrician to look at power outlet issues in the Green Room.

4. Lobby AC

One of the lobby AC units has been underperforming for the past month, and may have more issues despite the recent work we had done. We have been stalling because temperatures haven't been bad. It may become an issue soon.

MARKETING

1. Announcement of 2020/2021 Season

We announced the season on March 15th! I am almost finished with creating the new season brochure. We will also release a teaser video soon for the season to generate excitement for season ticket sales.

2. Uncertainty

Marketing specific upcoming shows has been tricky under the current circumstances. Temporarily, I have been spending most of my social media real estate on marketing CWP more generally, with positive response.

As the next couple of weeks reveal how things are going to go, I am very anxious to start heralding our return. However, at this very moment, I am cautious about blowing that trumpet too loud. I reconsider my approach literally daily based on what is happening with the crisis.

MANAGING DIRECTOR CONTRACT

My contract expires on April 15th

I am working on preparing a new contract, with no planned changes.

Will try to have that in time for the meeting tomorrow.

CONTRACTS FOR ALL INDEPENDENT CONTRACTORS

It is in the best interests of both CWP and all independent contractors that a contract be executed for all individuals receiving compensation for contracted services from CWP.