

Spotlighters Theatre Board Meeting  
Mon - Oct 9, 2017 6:30pm

Board Photos - Make-Up Session 6:30pm

## AGENDA

1. Minutes from previous meeting
2. General Business  
Jack/Lucy Henningfield
3. Lease Discussion  
Vote to Authorize Signing of new lease  
Copy sent in earlier email
4. Development/Marketing/Communications Audit  
Copy sent in earlier email  
- Questions: Leslie Marqua
5. AHC Report and Tasks
6. Education Report  
Attached - Lydia to provide highlights - issues/questions
7. Financial Reports  
P&L Report  
Show Report

REMINDER: Board Training on Tue, Oct 17th 6:30 - 9:30pm  
- should I order a pizza?

Task		Timing	People
Silent Auction Preparation (Set up items and bid sheets)		Pre-Event	1
Theatre Supplies delivery (Pick up items from theatre & deliver to hotel)		Pre-Event	2
Sound Check (Pianist, Singer(s), & DJ to test audio sound and issues)		Pre-Event	3
Registration Preparation (Cash box, laptop, clover)		Pre-Event	1
Room Preparation (Video Screen & show cards on tables)		Pre-Event	1
Uplight Set-Up		Pre-Event	2
Greeter (3 half hour shifts)		Event	3
Registration		Event	2
Raffle Ticket Sales		Event	2
Welcome Speech		Event	1
Audrey Herman Award Presentation		Event	1
Spotlighters Award Presentation		Event	1
Silent Auction Close-Out (Tabulation and Final Sales)		Event	2
Goody Bag Table		Event	1
Pack Up Leftovers (Silent Auction & Goodie Bags)		Post-Event	1
Pack-Up TV		Post-Event	1
Pack-Up Uplights		Post-Event	1

Quantity	Shift	Station	Volunteers
1		Event Manager	Robbie Heacock
2	Friday	Spots Supply Delivery	Robbie Heacock
3	3:00-5:30	Load-In & Set-Up: Lighting Registration, Décor, Auction/Raffle	Robbie Heacock FUZZ Roark Alan Zemla
1	5:30-6:15	Registration Table 1	ALL BOARD MEMBERS IN ATTENDANCE
1	6:15-7:00	Registration Table 2	
2	6:00-7:30	Raffle Ticket Sales	
2	7:30-9:00	Raffle Ticket Sales	
ALL	6:00-7:00	Networking	
1	5:30-6:00	Greeter 1	
1	6:00-6:30	Greeter 2	
1	6:30-7:00	Greeter 3	
1	7:00-7:15	Welcome Speech - <i>Part 1</i>	
1	8:00-8:15	AH Award Presentation - <i>Part 2</i>	
1	9:00-9:15	Spots Award Presentation - <i>Part 3</i>	
1	9:00-9:15	Goody Bag Table	FUZZ Roark
1	9:30-9:40	Auction & Raffle Announcement	<i>Part 4 FUZZ or Mona Pick + Alan</i>
2	9:30-10:00	Auction Wrap-Up -Checkout	
2	9:45-10:30	Pack Spots Leftovers	
2	10:00-10:30	Lighting/TV Strike	
1	10:00-10:15	Clover/Cash/Registration Close	
2	10:15-10:30	Store Spots Items	
2	Sunday	Spots Supply Load-Out	Robbie Heacock FUZZ Roark

*Mona*

1) First Date

2) Partie

3) DessuKox

4) Judy + the band

Spotlighters Theatre  
Education Programs

Young Actors Academy Fall After-School Programs:

- Actors Tool Box for grades K-3 takes place on Mondays, from 4 P.M-6 P.M. There are 3 students in the class, the class is taught by Lydia James-Harris. Dates of the class are 10/2-11/27.
- Actors Tool Box with Shakespeare and Movement class for grades 4-8 takes place on Tuesdays, from 4 P.M-6 P.M. There are 7 students in the class, the class is taught by Lance Bankerd. Dates of the class are 10/3 – 11/28.

In-School Programs:

- Baltimore Leadership School for Young Women – We are offering at Actors Tool Box for grades 6-8. Thomas Bowers is the Instructor. The class takes place on Mondays, from 3:15 P.M-4:15 P.M, and there will be up to 12 students in the class. Dates of the class are 9/27 – 12/13.
- Mount Royal Elementary – We are offering a Musical Theatre program to grades 3-5 on Tuesdays and Thursdays, 2:45 P.M-3:45 P.M. There will be up to 24 students in the class, and Billy Georg will be the Instructor. We are working on finding a Teaching Assistant. The dates of the class are 10/10 – 11/9.
- North Bend Elementary – We are offering an Actors Tool Box class for up to 24 students on Mondays and Thursdays. Classes run from 3 P.M-4 P.M, or from 3 P.M-4:30 P.M. Krystal Yizar is the Instructor for the class, and Shartoya Baptiste is the Teaching Assistant. The dates of the class are 9/28-12/14.
- Roland Park Country School – We are offering a Musical Theatre class on Mondays, 3:30 P.M-4:30 P.M. There will be up to 12 students in the class, in grades K-5. Billy Georg will be the Instructor. The dates of the class will be 9/25-11/13.
- Harford Heights Elementary – We are offering a Musical Theatre class on Wednesday. The class will be for up to 12 students in grades 3-5. The times and date have yet to be decided
- Brooklyn Park Middle School – We are offering an Improv class to students in grades 6-8. CK Crowe is the Instructor for the class, and the class will run for the school year, on Wednesdays, from 3:00 P.M – 4:00 P.M. The date of the class will be 9/25-5/21.

Other Partnerships:

- The Strand Theatre – We are offering two Actors tool Box class on Wednesdays, from 3:30 P.M – 4:30 P.M, and from 5:30 P.M – 6:30 P.M.. The classes will be for students in grades K-5, and there will be up to 12 students in each class. The dates of the classes will be 10/11-12/6.

New Format with Production Costs													
Show Statistics - 16/17	# Perf	TKts	Ave Seats	Sales	Ave Tkt	% Cap	Props	Production Costs			Ticket		NET Income
								Sets	Costumes	Royalties	Fees	Income	
Marx in Soho (10)	7	202	28.86	\$ 2,800.50	\$ 13.86	23.91%	\$ 1.98	-	\$ -	\$ 280.05	\$ 100.85	\$ 2,417.62	
Political Cabaret (4)	2	101	50.50	\$ 1,593.00	\$ 15.77	45.91%	-	-	\$ -	\$ 1,091.16	\$ 52.40	\$ 449.44	
Das Barbecu (13)	13	476	36.62	\$ 6,694.90	\$ 14.06	56.33%	-	\$ 119.78	-	\$ 2,840.00	\$ 253.05	\$ 3,482.07	
Game's Afoot (16)	16	760	47.50	\$ 12,729.67	\$ 16.75	73.08%	\$ 250.06	\$ 291.37	\$ 199.34	\$ 1,500.00	\$ 436.70	\$ 10,052.20	
Three Penny Opera (13)	13	605	46.54	\$ 10,249.73	\$ 16.94	71.60%	\$ 35.00	\$ 35.00	\$ 25.00	\$ 1,500.00	\$ 350.20	\$ 8,304.53	
The Women (13)	13	627	48.23	\$ 10,271.19	\$ 16.38	74.20%	\$ 170.00	\$ 265.00	\$ 295.00	\$ 960.00	\$ 358.90	\$ 8,222.29	
The Wiz (13)	13	717	55.15	\$ 11,582.59	\$ 16.15	84.85%	\$ 75.00	\$ 850.00	-	\$ 2,895.00	\$ 400.05	\$ 7,362.54	
Judy & the General (2) StgRd	2	51	25.50	\$ 480.00	\$ 9.41	19.62%	-	\$ 52.00	-	\$ -	\$ 22.85	\$ 405.15	
She Kills Monsters (13)	13	536	41.23	\$ 8,762.10	\$ 16.35	63.43%	\$ 101.80	\$ 336.11	-	\$ 900.00	\$ 308.70	\$ 7,115.49	
Spring Awakening (13)	13	700	53.85	\$ 12,249.61	\$ 17.50	82.84%	-	-	-	\$ 2,620.00	\$ 410.60	\$ 9,219.01	
Vinegar Tom (10)	0	0	#DIV/0!	\$ -	#DIV/0!	0.00%	-	-	-	\$ -	\$ -	\$ -	
Audrey Herman Celeb (1)	1	91	91.00	\$ 5,775.00	\$ 63.46	75.83%	-	-	-	\$ -	\$ 50.70	\$ 5,724.30	
Acad Performance (2)	0	0	#DIV/0!	\$ -	#DIV/0!	0.00%	-	-	-	\$ -	\$ -	\$ -	
Cabaret Series (6)	4	57	14.25	\$ 1,094.00	\$ 19.19	14.62%	-	-	-	\$ 650.00	\$ 29.00	\$ 415.00	
<b>TOTAL (123)</b>	<b>110</b>	<b>4,923</b>	<b>44.75</b>	<b>\$ 84,282.29</b>	<b>\$ 17.12</b>	<b>68.85%</b>	<b>\$ 633.84</b>	<b>\$ 639.12</b>	<b>\$ 1,829.48</b>	<b>\$ 15,236.21</b>	<b>\$ 2,774.00</b>	<b>\$ 63,169.64</b>	

MainStage Info (100)													
Show Statistics - 16/17	# Perf	TKts	Ave Seats	Sales	Ave Tkt	% Cap	Props	Production Costs			Ticket		NET Income
								Sets	Costumes	Royalties	Fees	Income	
<b>TOTAL (100)</b>	<b>92</b>	<b>4,075</b>	<b>44.29</b>	<b>\$ 65,163.68</b>	<b>\$ 15.99</b>	<b>68.14%</b>	<b>\$ 633.84</b>	<b>\$ 639.12</b>	<b>\$ 1,777.48</b>	<b>\$ 13,495.05</b>	<b>\$ 2,619.05</b>	<b>\$ 45,999.14</b>	

New Format with Production Costs													
Show Statistics - 17/18	# Perf	TKts	Ave Seats	Sales	Ave Tkt	% Cap	Props	Production Costs			Ticket		NET Income
								Sets	Costumes	Royalties	Fees	Income	
Two Trains Running (16)	16	663	41.44	\$ 10,641.46	\$ 16.05	78.46%	\$ 1.98	-	\$ -	\$ 1,500.00	\$ 375.90	\$ 8,763.58	
The Hairy Ape (13)	0	32	#DIV/0!	\$ 227.60	\$ 7.11	14.55%	-	-	-	\$ -	\$ 11.05	\$ 216.55	
First Date (14)	0	10	#DIV/0!	\$ 100.00	\$ 10.00	1.18%	-	-	-	\$ 3,470.00	\$ 6.50	\$ (3,376.50)	
I Hate Hamlet (13)	0	8	#DIV/0!	\$ 60.00	\$ 7.50	0.77%	-	-	-	\$ 1,200.00	\$ 3.90	\$ (1,143.90)	
Dessa Rose (16)	0	7	#DIV/0!	\$ 70.00	\$ 10.00	0.83%	-	-	-	\$ 2,595.00	\$ 4.55	\$ (2,529.55)	
Purlie (16)	0	5	#DIV/0!	\$ 80.00	\$ 16.00	0.59%	-	-	-	\$ 2,575.00	\$ 3.25	\$ (2,498.25)	
Judy & the General (16)	0	2	#DIV/0!	\$ 20.00	\$ 10.00	0.24%	-	-	-	\$ -	\$ 1.30	\$ 18.70	
AHC-2017 (1)	1	45	45.00	\$ 2,570.00	\$ 57.11	17.31%	-	-	-	\$ 4,200.00	\$ 27.95	\$ (1,657.95)	
Cabaret Series (5)	0	0	#DIV/0!	\$ -	#DIV/0!	0.00%	-	-	-	\$ -	\$ -	\$ -	
Acad Performance (2)	0	0	#DIV/0!	\$ -	#DIV/0!	0.00%	-	-	-	\$ -	\$ -	\$ -	
<b>TOTAL (123)</b>	<b>17</b>	<b>772</b>	<b>45.41</b>	<b>\$ 13,769.06</b>	<b>\$ 17.84</b>	<b>69.86%</b>	<b>\$ 1.98</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 15,540.00</b>	<b>\$ 434.40</b>	<b>\$ (2,207.32)</b>	

MainStage Info (100)													
Show Statistics - 17/18	# Perf	TKts	Ave Seats	Sales	Ave Tkt	% Cap	Props	Production Costs			Ticket		NET Income
								Sets	Costumes	Royalties	Fees	Income	
<b>TOTAL (100)</b>	<b>17</b>	<b>772</b>	<b>45.41</b>	<b>\$ 13,769.06</b>	<b>\$ 17.84</b>	<b>69.86%</b>	<b>\$ 1.98</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 11,340.00</b>	<b>\$ 405.15</b>	<b>\$ (568.07)</b>	

**SPOTLIGHTERS**  
**Profit & Loss Budget vs. Actual**  
 September 1 through October 9, 2017

	Sep 1 - Oct 9, 17	Budget	\$ Over Budget
<b>Ordinary Income/Expense</b>			
<b>Income</b>			
<b>5100 · Income</b>			
<b>5400 · AHC Income</b>			
5410 · AHC Silent Auction Income	0.00	435.48	-435.48
5420 · AHC Ticket Sales	1,461.00	5,475.81	-4,014.81
5430 · AHC Donations	1,265.00	72.58	1,192.42
5450 · AHC Raffle Income	0.00	58.06	-58.06
5460 · AHC Program Ad	165.00	0.00	165.00
5470 · AHC Sponsorship	500.00	5,145.16	-4,645.16
<b>Total 5400 · AHC Income</b>	<u>3,391.00</u>	<u>11,187.09</u>	<u>-7,796.09</u>
<b>Total 5100 · Income</b>	3,391.00	11,187.09	-7,796.09
<b>5110 · Theatre Income (Programs)</b>			
5111 · Ticket Sales	10,386.00	9,354.84	1,031.16
5112 · Program Ads	0.00	450.00	-450.00
5113 · Subscriptions	340.00	1,272.58	-932.58
5115 · Misc Income	34.60	0.00	34.60
5118 · Props/Costume Rental	-163.88	0.00	-163.88
<b>Total 5110 · Theatre Income (Programs)</b>	<u>10,596.72</u>	<u>11,077.42</u>	<u>-480.70</u>
<b>5200 · Grants &amp; Donation Income</b>			
<b>5210 · General Grants</b>			
5214 · Foundation Grant			
5214-1 · Baker Fund	15,000.00	0.00	15,000.00
5214-13 · Deutsch Grant	30,000.00	0.00	30,000.00
<b>Total 5214 · Foundation Grant</b>	<u>45,000.00</u>	<u>0.00</u>	<u>45,000.00</u>
5215 · Government Grants			
5215-1 · FreeFallProgram	430.00	1,000.00	-570.00
5215-2 · BOPA - Baltimore City	3,200.00	0.00	3,200.00
<b>Total 5215 · Government Grants</b>	<u>3,630.00</u>	<u>1,000.00</u>	<u>2,630.00</u>
<b>Total 5210 · General Grants</b>	<u>48,630.00</u>	<u>1,000.00</u>	<u>47,630.00</u>
<b>Total 5200 · Grants &amp; Donation Income</b>	48,630.00	1,000.00	47,630.00
<b>5211 · Partner</b>			
5211-0 · Partner-Individual	4,280.00	7,645.16	-3,365.16
5211-1 · Partner-Show Donation	78.25	0.00	78.25
<b>Total 5211 · Partner</b>	<u>4,358.25</u>	<u>7,645.16</u>	<u>-3,286.91</u>
<b>5220 · Educational Program Grants</b>			
5223 · Academy Grants-Foundation			
5223-1 · Wright Family Foundation	5,000.00	0.00	5,000.00
<b>Total 5223 · Academy Grants-Foundation</b>	<u>5,000.00</u>	<u>0.00</u>	<u>5,000.00</u>
<b>Total 5220 · Educational Program Grants</b>	5,000.00	0.00	5,000.00
<b>5300 · House Income</b>			
5310 · Concession Sales	331.80	387.10	-55.30
5320 · Souvenir Sales	20.00	141.94	-121.94
<b>Total 5300 · House Income</b>	<u>351.80</u>	<u>529.04</u>	<u>-177.24</u>
<b>5500 · Education Income</b>			
5511 · Acad-AfterSchool	1,322.50	43.55	1,278.95
5513 · Acad-Schl-CurriculumPrograms	416.00	0.00	416.00
<b>Total 5500 · Education Income</b>	<u>1,738.50</u>	<u>43.55</u>	<u>1,694.95</u>
<b>Total Income</b>	<u>74,066.27</u>	<u>31,482.26</u>	<u>42,584.01</u>

**SPOTLIGHTERS**  
**Profit & Loss Budget vs. Actual**  
 September 1 through October 9, 2017

	Sep 1 - Oct 9, 17	Budget	\$ Over Budget
<b>Gross Profit</b>	74,066.27	31,482.26	42,584.01
<b>Expense</b>			
<b>10000 · Mgmt &amp; Ops Expenses</b>			
11004 · Licenses Dues & Subscriptions	449.60	0.00	449.60
11005 · Dues & Subscriptions	0.00	450.00	-450.00
11006 · Office Equipment	18.99	500.00	-481.01
11007 · Office Supplies	34.99	258.06	-223.07
11008 · Postage	31.98	129.03	-97.05
11011 · Internet & Voice Services	279.14	251.61	27.53
11012 · Insurance-Com 40%	286.50	354.84	-68.34
11013 · Salary-MgmtOps (10%)	0.00	387.10	-387.10
11013a · Thtre-AdminAsst	0.00	258.06	-258.06
11015 · Interest & Finance Charges	0.00	96.77	-96.77
11016 · BGE-H 927892	180.00	251.61	-71.61
11017 · Salary (10%) G&A	456.00	0.00	456.00
11022 · Legal & Accounting Fees	0.00	200.00	-200.00
11026 · Bank Fee	0.00	75.00	-75.00
<b>Total 10000 · Mgmt &amp; Ops Expenses</b>	<u>1,737.20</u>	<u>3,212.08</u>	<u>-1,474.88</u>
<b>6000 · Theatre Expenses</b>			
6001 · Advertising-Promo-Marketing	1,146.84	451.61	695.23
6002 · Costumes	492.57	387.10	105.47
6003 · Props	225.84	258.06	-32.22
6004 · Sets	0.00	129.03	-129.03
6008 · Tech Staff			
6008b · TheatreTechIntern	300.00	258.06	41.94
<b>Total 6008 · Tech Staff</b>	<u>300.00</u>	<u>258.06</u>	<u>41.94</u>
6009 · Talent Fees			
6009-5 · Spots Cabaret	133.20	1,600.00	-1,466.80
<b>Total 6009 · Talent Fees</b>	<u>133.20</u>	<u>1,600.00</u>	<u>-1,466.80</u>
6010 · Theatre Equipment			
60100 · Lighting & Sound Equipment	0.00	64.52	-64.52
<b>Total 6010 · Theatre Equipment</b>	<u>0.00</u>	<u>64.52</u>	<u>-64.52</u>
6012 · Thtre-Repairs & Maintenance			
6012-1 · Parking	270.00	180.65	89.35
6012 · Thtre-Repairs & Maintenance - Other	178.00	322.58	-144.58
<b>Total 6012 · Thtre-Repairs &amp; Maintenance</b>	<u>448.00</u>	<u>503.23</u>	<u>-55.23</u>
6013 · Thtre-General Supplies	0.00	64.52	-64.52
6014 · Royalties	3,506.94	4,161.29	-654.35
6016 · Credit Card Fees	613.93	516.13	97.80
6017 · Arts People Fees	76.70	322.58	-245.88
6018 · Thtre-Rent (50%)	1,345.00	896.77	448.23
6019 · BGE-T 039624	250.00	516.13	-266.13
6020 · Thtre-Salary ED (50%)	2,280.00	1,935.48	344.52
6021 · Printing (Ink & Paper Cost)	3,010.91	700.00	2,310.91
6022 · PhotoCall	325.00	193.55	131.45
6023 · Thtre-Ins Liability D&O (60%)	351.50	580.65	-229.15
6024 · Scripts	17.98	161.29	-143.31
<b>Total 6000 · Theatre Expenses</b>	<u>14,524.41</u>	<u>13,700.00</u>	<u>824.41</u>
6028 · Professional Development Course	0.00	500.00	-500.00
66000 · Payroll Exp-Taxes	551.34	483.87	67.47
66900 · Reconciliation Discrepancies	-154.67	0.00	-154.67
7000 · Educational Programs			
7100 · Academy Expenses			
7101 · Acad-Staff			

**SPOTLIGHTERS**  
**Profit & Loss Budget vs. Actual**  
 September 1 through October 9, 2017

	Sep 1 - Oct 9, 17	Budget	\$ Over Budget
7101a · Acad-Ed Director	2,000.00	2,435.48	-435.48
7101g · After-School Program	0.00	72.58	-72.58
7101k · Acad-AdminCoordinator	300.00	387.10	-87.10
7101l · Acad-School Instructor	0.00	203.23	-203.23
7101m · Acad-School Teaching Assistant	0.00	58.06	-58.06
7101z · Acad-ExeDir Admin (20%)	912.00	774.19	137.81
<b>Total 7101 · Acad-Staff</b>	<b>3,212.00</b>	<b>3,930.64</b>	<b>-718.64</b>
7102 · Acad-Supplies&Materials	0.00	96.77	-96.77
7104 · Acad-Advertising & Promotions	0.00	129.03	-129.03
7105 · Acad-Rent (20%)	538.00	358.71	179.29
7107 · Acad Insurance	0.00	161.29	-161.29
7199 · Acad-HR Expense	41.10	0.00	41.10
<b>Total 7100 · Academy Expenses</b>	<b>3,791.10</b>	<b>4,676.44</b>	<b>-885.34</b>
7300 · Acad - Prof Development	37.00	500.00	-463.00
<b>Total 7000 · Educational Programs</b>	<b>3,828.10</b>	<b>5,176.44</b>	<b>-1,348.34</b>
<b>8000 · House Expenses</b>			
8003 · Receptions			
8003-C · Cabaret-Receptions	0.00	150.00	-150.00
8003-S · Opening Night Receptions	0.00	500.00	-500.00
<b>Total 8003 · Receptions</b>	<b>0.00</b>	<b>650.00</b>	<b>-650.00</b>
8004 · Hse-Rent (20%)	538.00	358.71	179.29
8005 · Hse-Repairs&Maintenance	0.00	64.52	-64.52
8006 · Sales Tax	0.00	32.26	-32.26
8009 · Concession Supplies	475.44	322.58	152.86
8010 · Souvenir Cost	200.00	141.94	58.06
<b>Total 8000 · House Expenses</b>	<b>1,213.44</b>	<b>1,570.01</b>	<b>-356.57</b>
<b>9000 · Development Expenses</b>			
9001 · Development-Advertising	0.00	250.00	-250.00
9002 · Development-Consultant Fees	2,500.00	0.00	2,500.00
9005 · Development-Salary ED (20%)	912.00	774.19	137.81
9006 · Development-Rent(10%)	269.00	180.65	88.35
9007 · Development-Misc Expenses	0.00	250.00	-250.00
9010 · Development Intern	0.00	258.06	-258.06
<b>Total 9000 · Development Expenses</b>	<b>3,681.00</b>	<b>1,712.90</b>	<b>1,968.10</b>
<b>9500 · AHC Expenses</b>			
9501 · AHC Advertising	0.00	967.74	-967.74
9502 · AHC Catering	2,710.00	967.74	1,742.26
9503 · AHC Production	350.00	0.00	350.00
9504 · AHC Promotional Materials	137.85	129.03	8.82
9505 · AHC Talent Fee	0.00	145.16	-145.16
9506 · AHC Auction/Raffle Expense	0.00	64.52	-64.52
<b>Total 9500 · AHC Expenses</b>	<b>3,197.85</b>	<b>2,274.19</b>	<b>923.66</b>
<b>Total Expense</b>	<b>28,578.67</b>	<b>28,629.49</b>	<b>-50.82</b>
<b>Net Ordinary Income</b>	<b>45,487.60</b>	<b>2,852.77</b>	<b>42,634.83</b>
<b>Net Income</b>	<b>45,487.60</b>	<b>2,852.77</b>	<b>42,634.83</b>





6001 Bellona Avenue Baltimore, MD 21212  
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### **ACTIVITY REPORT FOR SPOTLIGHTERS**

Prepared 6 Oct 17

Based on the contracted Scope of Work, Hathor Associates' activities for Spotlighters since the last Activity Report (8 Sept 17) have included the following:

□ Hathor Associates continues development, marketing and communications services for Spotlighters, with emphasis on fund raising activities to promote individual 2017 year-end giving. This work has included:

○ E-mail contribution ask sent from new MailChimp e-contact service for development activities and results analysis on 25 Sept 17. Follow-up to non-opens not sent due to other e-mail sols sent for ticket sale AHC Celebration purposes. There can be too much e-mail. Here is a 10-day summary of the results of that e-mail solicitation:

\$ 0 revenue

630 e- mails opened

14.2% open rate (10.7% is industry average)

102 e-mails bounced (undeliverable)

19 click-throughs

8 people unsubscribed.

○ The poor performance of the first two e-mail asks leads us to revise the 2017 year-end campaign to include a traditional snail-mail solicitation in November as well as to encourage increased emphasis on telephone follow-up by Spotlighters Board members.

○ We will continue to use MailChimp for 2017 year-end individual solicitations.

○ The workplan/timeline for the 2017 year end campaign is Attachment B to this report.

□ Development/Marketing/Communications Audit completed and delivered.

□ Consultation on new lease.

#### **Current work-in-progress and other activities:**

□ Board Training. Preparation for Board training and assessment scheduled for Tuesday, 17 Oct 17. The purpose of this training would be to provide the basic skills necessary to fully engage Directors in the fund raising and to help Directors be successful in their campaign efforts to assist the Spotlighters Theatre in securing contributions.