

Sudbury Savoyards Board of Trustees Meeting Agenda  
August 3, 2017 7:30 pm  
Home of Laura Jacobson, 54 Atkinson Lane, Sudbury

Attending: Tom Powers (chair), Karen Powers, Paul Baxter, Susan Elberger, Sue Flint (secretary), Laura Jacobson, Jim Ravan, Mike Zimmer (treasurer), Brendon Chetwynd

1. Consideration of agenda
2. Approval of minutes for July: change genera to genre (page 3 paragraph 2 under Show Selection). Move to approve July minutes as amended. All in favor.
3. Secretary's report (Sue Flint): Tom Powers & Laura Jacobson each have mailbox keys and will cover checking the mail between them. Sue got a spreadsheet of the ticket-buyers' data from Brown Paper Tickets with ticket buyer's names and emails; will share with Jim (for database) and send email asking them sign up for the newsletter (if they're not already signed up) and invite them to join.
4. Treasurer's report (Michael Zimmer): Mike is setting up Quickbooks for the company budget & show budgets. Open question about who is responsible for tracking memberships and renewals. Hersch was keeping spreadsheet of paid members; Mike isn't on PayPal yet. Hersch Clopper, Mike, and Tom went to bank to change account signatures to Mike as new Treasurer. Hersch remains on the accounts as "principle user;" they'll have to fix it with the bank again. It was recommend that we have two signatures on the requests for reimbursement over some amount (probably >\$1K).

There is a need to track members, send renewal notices, and send thank you (for tax purposes). Need a membership coordinator; which could be a staff position? Need to come up with program of membership.

5. Consent reports: Any questions or comment on consent agenda. None. Motion to accept as submitted. All in favor.
  - (a) Archivist (A. Roessler): A photo of David Baldwin has been sent to EACT c/o Harriet Freidman for the Deceased Members presentation at the DASH Awards taking place on August 26th.
  - (b) Database Manager (J. Ravan): Nothing to report.
  - (c) Costume Rental (D. Roessler): Nothing to report on costumes.
  - (d) List Manager (J. Cobleigh): nothing to report.
  - (e) Props and scenery rentals report (L. Martin): No rentals in the past month. Following up on a platform request for June 2018.
6. Committee reports: prefaced with discussion of committees' programs of work. Committees still need scope of responsibility for each. Only A & F has specific responsibilities according the bylaws. Request for brainstorming from each committee on their scope of responsibilities in the course of their reports. For each committee – also need to think about minimum and maximum number of people recommended for committee.
  - (a) Audit and Finance: A & F met in July. Got a report from Program Committee and talked about season.

Development Sub-Committee (submitted H. Clopper): At the July meeting of the Audit & Finance Committee, the concept of a Development Committee concept was discussed. Initial members include Herschel Clopper as chair, with Ellen Simmons and John

Gorgone agreeing to serve on the committee. Other Savoyard Members were discussed as well as presently non-members were considered as potential additions to the Development Committee. Focus, policies, tasks, goals are to be developed (“what else”).

Development scope: including developing sponsors (show and season) and grants. Is Development necessarily part of A & F? Maybe not, but would need to include a board member if it’s a separate committee. (Governance should define “sub-committee”).

- (b) Governance (Tom Powers): the committee needs to fill in the blanks to set policies and procedures. Governance needs to come up with a role / work for vice-chair. Tom will try to come up with a job description for vice-chair and suggestions for committee scope of work.
- (c) Location (Susan Elberger): Susan developed a scope of work with background information. [Attached] They are thinking about short term/ medium term/ and long term space solutions. Do we want to buy in the long term? We would need a capital campaign if we’re going to buy. But are we viable that long? Brendon offers to come up with “success/failure criteria.”
  - i. Are we looking for a series of shorter term rentals? Or a longer term rental? This depends somewhat on what the Program Committee decides to do and deciding how much we want to spend?
  - ii. The committee is looking at a large space in Westford (odd owner doesn’t want to talk to agents). Potentially big enough to build and store.
- (d) Communications (Sue Flint): An ad-hoc web redevelopment sub-committee met on July 25<sup>th</sup>, with Susan Beckett, Steve Malioneck, Sue Flint, and Donald Smith. It was a productive meeting mainly focused on the organization of the webpage. Next steps will include Susan Beckett and Steve Malioneck working on the overall look and organization of the page, deciding what needs updating/rewriting. Facebook and webpages have been used for announcing Iolanthe. Sue will draft a scope of work for the communications committee – but the committee is unlikely to be able to meet to review the scope before the September board meeting.
- (e) Church Relations – the committee is focusing on the state of the rental agreement and situation in the shop. The rental agreement still needs review. Tom sent note to Tom Davis, saying that there’s still the potential to get an agreement retroactive to July 1. If we can’t reach agreement this month, someone will have to concede something.

Tom reported on the condition of the shop: bad. A group of people went clean out the shop so that the church could diagnose where the water is coming from. Finding mold, they decided that their work couldn’t safely continue. Brendon visited on Monday and took pictures: there was still standing water. We’ll keep the things that we care about – tools and hardware – everything else will go. Joe (the church sexton) will empty the space, and try to figure out where the water is coming from. Once the shop area is cleaned up, sealed, and sprayed for mold, the decision will have to be made whether go back.

Discussion: Loss of the lumber isn’t a huge problem; we’ve stored more than we needed. Suggested that we should move toward using newer material, and not saving so much. Tools and hardware can be saved. Paint and other supplies will have to go too.

Will the church be submitting an insurance claim? Church has a crawl space (elevated above the standing water) where they keep stuff, which might be at risk. Are we owed something for the loss of materials? How would it complicate the ongoing rental

agreement negotiations? Use it problems as leverage to add a clause about responsibility if the church or their contractors are at fault through negligence or malfeasance. It was noted that we should get photo documentation of the current condition of all of our materials (set building, props, costumes) as of the signing of the contract.

Status of the attic: costume boxes have been rearranged and some boxes spilled. The costumes need to be reorganized.

- (f) Program Committee (Susan Elberger): submitted scope of work for Program Committee [attached}. There are 25 “yes” responses for the pool party! Susan met with Paul and Jim to talk about the role of producer and task list. Committee has started researching shows for next summer – started reading plays and trying to come up with criteria and are starting to talk about mainstage show for 2019.

More discussion of the authority of the committee to “hire” directors. Request that there be a formal action if we’re going to allow the committee to effectively take over the hiring. What is the organizational hierarchy who deals with problems? Strong feeling that shows should report to the board. Strong suggestion that board approve the directors, they are hired by the Program committee, but BOD continues to have oversight. Moving forward with the current production as previously suggested (program committee interviews, sends email around to board for approval) but the discussion needs to be revisited.

Iolathe 2018: announcement and call for directors is on webpage, went to member list, Mikado list, and to various webpages (including Theater 411). Some responses to the call for directors so far. One person applying as music director. One candidate for tech director. Nobody for stage director yet. What happens if we don’t find a stage director?

7. Online storage of shared materials, long and short term: for example, using Google Docs to keep company documents. Documentation, storage and archiving is needed and the details need to be worked out. Training needed. Legally, we need documents need to be organized (e.g. in case of audit).
8. Retreat review
9. Costume and set piece photos/inventory: Suggest that we have a fabric sale on Sept 16<sup>th</sup>. Sue Flint and Tom Powers will talk more. The idea is to reduce our inventory and make some money.
10. Standing meeting day and time: does first -Thursday still work? Yes. Next meeting, Sept 7<sup>th</sup> at Tom Power’s house.
11. Adjournment: 10:16pm

## Program Committee Scope of Work

### Background

The Program Committee consists of Laura Jacobson, Tony Parkes, Karen Powers, Jim Ravan, and myself [Susan Elberger]. It grew out of an ad hoc Play Reading Committee that focused exclusively on summer shows. Since the Board has decided that we will be presenting non-G&S shows, the Board also decided to have a committee determine which main stage shows we would perform. During other discussions, the idea of doing more than 2 shows a year began to take hold. Finally, we decided to take a look at other events, such as the NEGASS benefit last January, that are part of our schedule. Particularly after the problems arranging tech work and the lack of time to support our sense of community, the Committee decided that it would be a good idea to have some events that are not shows, are less stressful to put together, allow the community to sustain itself over the course of the year, and will bring some money into the Savoyards' bank account.

The concern about finances is a serious one and will be a major component all of the decisions we make. We are no longer able to do shows just because we like them. We have financial commitments that we must hone, and every program we present has to, at the very minimum, cover its own costs.

The Committee is also taking on the role of overseeing all programs, including interviewing producer and director candidates. The Committee recognizes that Board members may have to take on some of these roles. We also decided that every show that we present will have not only a producer but an assistant producer, who may be a trainee, as well so that we can always have someone ready to produce a future show.

### Current Activities

The Committee is reviewing plays for next summer's show. Jim created a matrix for us to use to assess shows on an objective level so that we can present shows that are both artistically good and financially successful.

We have sent out invitations to the director's list and posted a call for directors on various websites for Iolanthe. We plan to do interviews by early September and have directors on board by mid-September. The Board had already approved Jim Ravan as Producer and Paul Baxter as Assistant Producer.

We are also beginning the discussion of the main show for 2019, and will use some of the factors in Jim's I asked Randy Glidden if he would host a pool party this summer, and he agreed. It is scheduled for Saturday, August 19<sup>th</sup>, and invitations have gone out to the company and The Mikado lists. So far about 25 have responded indicating they will be attending.

We also have a game night planned, most likely in early December depending on the availability of Tony Parkes and Tome Frates, who will be heavily involved in planning.

### Upcoming Committee Tasks

One of the issues we have discussed on the Board is how we distinguish ourselves from other theater companies if we don't do G&S as our main stage show every year. Some of this will be framed by the programs we offer.

1. determine how we arrange a year-round presence of shows and other events.
2. decide how to honor our G&S commitment in years when we don't do a G&S show on the main stage.
3. create effective systems to assess all program proposals.
4. present artistically satisfying and financially successful programs that support the Savoyard community and others.

Susan Elberger, Chair

## Location Committee Scope of Work

### Background

The Location Committee currently has 2 members, Nancy Powers and myself [Susan Elberger]. Paul Baxter has expressed interest in joining, and we will welcome him as well.

When the committee first formed, its purpose was to find performance space for summer and main stage shows. Last year's construction at Hawes Hall and LSRHS' announcement that they did not have the time available for us to do a main stage show changed the focus to a critical need. Brendon Chetwynd was able to arrange for us to perform the Mikado at Maynard High School, and Chris Fanger suggested that we contact Cannon Theater. We did, and presented Maid to Order there.

The inability to do any tech work at Hawes Hall led to the workable but disjointed and con community-supportive solution we had this year. The Board believes that this is not a sustainable way to do our work, and other solutions need to be found.

We have already looked at the old police station and Carding Mill in Sudbury. The first would have required a purchase, which we are not in the position to make. The second needed significant work, which we might have been willing to do. The town chose to rent the space to someone who would work on the building and live there as well. When searching of work space, we looked at a few areas of the Stow mill complex as well.

For performing space, we looked at the First Parish Church in Stow, which is lovely but has a few drawbacks. It is a very busy church and we might need to juggle rehearsal time with other events there. We are also not sure whether we could build there because of their (beautiful) wood floor. We also looked at the hall in the Unitarian Church in Weston, which is similar in general feel to SUMC but larger and has a real stage. The Board chair seemed interested, but the minister seemed less so. In any event, we could not build inside the building, but could do costumes and props there.

### Committee Tasks

1. The committee right now is looking at finding, at minimum, functional work space for Iolanthe. If we do a summer show at Cannon Theatre again, an option which worked well for us and that the Cannon people felt positively about (although they would ask for a higher guarantee than they received), we probably do not need work space for the summer show. If we choose to perform elsewhere, the needs will be different.
2. In the mid-range term, we are looking for rental storage and work space, and potentially rehearsal and performance space as well.  
We will be contacting other arts groups to see about the possibility of sharing rental space. That will be a more complicated situation than looking for ourselves alone, since we'd have to set up legal documents concerning costs, maintenance, access, and other issues. It may save us money in the longer term.
3. In the long term, the Board needs to decide whether we want to begin a capital campaign to buy space. That would be a significant undertaking and would require major effort on the parts of everyone currently involved on the Board and staff as well as others. We should spend time determining if we want to think about this in the future, and what we need to know about ourselves and the company before we even contemplate doing so.

Susan Elberger, Chair