



**THE COLONIAL PLAYERS, INC.**

108 EAST STREET  
ANNAPOLIS, MD 21401

**MEETING AGENDA**

**General Membership Meeting - March 14, 2023**

1. Convene
2. Approval of Previous Meeting Minutes
  - a. General Membership Meeting - October 11, 2022
3. Approval of Agenda
4. Officers' & Directors' Reports
  - a. President - Steve Tobin
  - b. Vice President - John Purnell
  - c. Treasurer - George King
  - d. Artistic - Darice Clewell
  - e. Education - Vacant
  - f. Human Resources - Beth Terranova
  - g. Marketing - Amy Atha-Nicholls
  - h. Operations - Wes Bedsworth
  - i. Production - Ernie Morton
5. Election Statements
  - a. Vice President
  - b. Marketing Director
6. New Business
  - a. Bylaw change
7. Election Results
8. Open Forum
9. Adjourn



## THE COLONIAL PLAYERS, INC.

108 EAST STREET  
ANNAPOLIS, MD 21401

### General Membership Meeting Minutes

October 11, 2022

**Board Members Attending:** Steve Tobin (President), John Purnell (Vice President), Rick Estberg (Secretary), George King (Treasurer), Darice Clewell (Artistic), Erica Miller (HR), Amy Atha-Nicholls (Marketing), Ernie Morton (Production)

**Absent:** Wes Bedsworth (Operations)

**CP Members Attending in Person:** Thirteen other members and guests.

**CP Members Attending Virtually:** Five other members and guests.

1. **Convene:** The meeting was brought to order at 7:35 pm by President Steve Tobin.
2. **Approval of Previous Meeting Minutes**
  - a. A motion was made and seconded to approve the minutes of the March 29, 2022 General Membership Meeting minutes as presented.
  - b. The motion carried unanimously.
3. **Approval of Agenda**
  - a. A motion was made and seconded to approve the agenda.
  - b. The motion carried unanimously.
4. **Officer & Director Reports**
  - a. **President**
    - i. Refer to written report.
    - ii. Steve Tobin welcomed newly appointed Vice President, John Purnell, and newly appointed Treasurer, George King. He advised that he was still seeking recommendations for an Education Director.
    - iii. He commended the work of all the volunteers involved with the Costume Loft Renovation Project throughout the summer.
    - iv. He also drew attention to the work of Dona Weingarten who is pulling together stories from CP volunteers as part of our celebration for Season 75.
  - b. **Vice President**
    - i. Refer to written report.

#### Board of Directors

**President:** Steve Tobin  
**Vice President:** John Purnell  
**Secretary:** Rick Estberg  
**Treasurer:** George King

**Artistic:** Darice Clewell  
**Education:** Vacant  
**Human Resources:** Erica Miller

**Marketing:** Amy Atha-Nicholls  
**Operations:** Wes Bedsworth  
**Production:** Ernie Morton

The Colonial Players, Inc. is a 501 (c)(3), non-profit organization and donations are tax-deductible to the fullest extent of the law. For your records, our tax ID number is 23-7074203.

## Board of Directors Meeting Minutes (cont'd)

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- ii. John Purnell highlighted that he was reconstituting a Long Range Planning Committee, and was soliciting participation via various media channels.
- iii. He also noted that the Memorial Committee had last convened in 2018. He plans to have a ceremony for all the honorees since then in conjunction with the 75<sup>th</sup> anniversary celebration

### **c. Treasurer**

- i. Refer to written report.
- ii. George King highlighted that while we had budgeted for a loss in Season 74, to date the net loss was lower than projected.
- iii. The Finance Committee would be meeting in December 2022 for the first time since the COVID shutdown.
- iv. Income figures for the Season 74 budget included an assumption of selling 90 tickets (50%) for each performance.

### **d. Artistic Director**

- i. Refer to written report.
- ii. Darice Clewell explained the need for “alternate” cast members as emergency stand-ins, for COVID or other reasons, to avoid having to cancel performances. The different situations that occurred in Season 73 provided valuable information. The theater is looking to be more proactive with Season 74.
- iii. The play selection committee is working on a slate for Season 75 that includes 5 shows (4 plays and 1 musical), plus a production of *A Christmas Carol*.

### **e. Education Director**

- i. This position is still vacant, so no written Director’s Report was submitted.
- ii. Jennifer Cooper reported as an Education Team Member on the work being performed by Intern Chase Nester.

### **f. Human Resources Director**

- i. Refer to written report.
- ii. Erica Miller advised that the audition intake form had been revised, and now contained a link to the volunteer hub.

### **g. Marketing Director**

- i. Refer to written report.
- ii. Amy Atha-Nicholls provided information on the new CP merchandise that will be offered for sale.

### **h. Operations Director**

- i. Refer to written report.

### **i. Production Director**

- i. Refer to written report.
- ii. Ernie Morton highlighted the work of the Costume Loft Renovation Project. He noted that the costume purge resulted in over one third of our collection being rehomed with schools, other community theaters and performing arts organizations, and several charities.

## Board of Directors Meeting Minutes (cont'd)

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### 5. New Business

- a. Colonial Players Bylaw Amendment:
  - i. Beth Terranova presented the recommended change to Bylaw IV.D. regarding membership meetings. The change provides a standard for voting procedures. She reminded the members that a 2/3 vote of approval is required for Bylaw changes.
  - ii. A motion was made and seconded to accept the change presented.
  - iii. The motion carried unanimously.

### 6. Open Forum

- a. A member rose to acknowledge the passing of Angela Lansbury earlier in the day.
- b. There was a call for and discussion on the need for more volunteers in all areas.
- c. Steve Tobin addressed a question regarding an update to the Resolutions. He reminded members that the Board does an annual review of the Resolutions and votes on any changes deemed necessary. A review was in progress and an updated Resolution document would be available for download from the website when approved. Until then the Resolutions of October 2, 2019 were in effect.

### 7. Meeting Adjournment

- a. A motion was made and seconded to adjourn the meeting.
- b. The motion carried unanimously.
- c. Meeting adjourned at 9:04 pm

Respectfully Submitted,  
Rick Estberg  
Secretary



**THE COLONIAL PLAYERS, INC.**  
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**Report to the Membership**  
**March 14 , 2023**  
**President**

My Fellow Members, Colleagues, and Friends,

Once again, I am grateful for the opportunity to report to you again about the state of the organization. These reports are a chance for me to look back over the last 6 months and the last year, and reflect on not only what we've accomplished, but also what we hoped to do - but were unable to finish. It is always a mixture of celebration and disappointment. We can and should celebrate all the amazing productions and wonderful theatrical art works that were presented on our stage, but also there is more than a bit of a sense of melancholy and disappointment at missed opportunities for growth and improvement. I have always strived for transparency in these reports of both the good and the bad (and so have all of my fellow board members), but I also sincerely believe that all of us (especially the Board) need to give ourselves some grace and cut ourselves some slack. As part of that grace, I want to sincerely and publicly thank my fellow board members for everything they have done and everything they have brought to our organization. So many times over the last 6 months, I have been awed by your commitment and professionalism in the face of so many frustrations and challenges.

Somewhat unusually, I think I will begin this report by discussing some of the more problematic issues facing the organization. I cannot begin to tell you how difficult our emergence from COVID has been. It may not be evident from the quality plays we are presenting (which have been outstanding), but we continue to struggle - hard. Casting has not been an issue, but staffing behind the scenes - designers, running crew, tech crew, stage management have all had gaps that have only been filled through the superhuman efforts of our Producers, Artistic Director, and Production Director. And the heroic volunteers that have stepped up to support the shows are continuing to do double and triple duty throughout the season. Now, we've always had some issues with show staffing, but the reality is that it is still at a level that is far below what we were dealing with pre-COVID and it is not recovering as fast as we had hoped.

More troubling are the issues arising from finding volunteers to support CP's governance and non-show related activities. The most obvious sign of this has been our inability to staff the Education Director position on the Board for almost a year. That, and the sheer number of vacancies on this year's election slate clearly show that we have a problem. When the new board is seated in June, fully half of the board members will have been appointed to their positions, instead of elected to them (assuming we can fill all of them). And while that is the

process laid out in the Bylaws, that is not a good way to govern ourselves. Yes, serving on the board is hard work, and yes all of us have families and work commitments - but I firmly believe that serving on the Board or one of its committees is one of the most important things we can do to give back to the organization and repay CP for all the fun (and yes, hard work) we do in producing the plays. We have so many different ways to get involved beyond working on the shows, so please consider helping out - or taking a leadership role - in running our organization. And if you are interested in serving on the Board in a Director or Board Second (i.e. "back-up Director"), let me know.

After that rather pessimistic opening, let me move on to the good stuff, and there is quite a bit of it! As President, I mostly get to participate and thank the other Directors for all the work they and their committees perform, but I do want to acknowledge a few key events and accomplishments that have occurred over the last 6 months.

First off, COVID has largely stayed away from our shows. We haven't had to cancel any shows so far, and the general health of the community as well as our rehearsal and performance protocols seem to be providing appropriate mitigations. I want to thank our "COVID Committee" for monitoring the situation and for benchmarking our approach against other theaters and performing arts venues. As the pandemic loosens its grip on our society (though it may never disappear), we will continue to monitor the situation and adjust accordingly. I also want to thank our show teams and the Artistic Team for being so diligent about the use of "COVID Standbys". These are unsung heroes in the truest sense - they are ready to step into multiple roles if COVID strikes - but are not guaranteed a performance (unlike true understudies). It is a wonderfully selfless act. To all of our COVID standbys ... my sincere gratitude.

Planning for our 75th season continues. Dona Weingarten has done amazing work with our history project - and whatever form the final product looks like, the oral histories and research she has conducted will be permanently captured so that the stories and lives of the people that have been a part of CP will never be forgotten. I am also very pleased to report that Carrie Brady and Amy Atha-Nicholls have agreed to head up our 75th Anniversary Gala effort. With the two of them leading the charge, I'm sure we will have a party that will celebrate and make history. I know they will be looking for people to help out, so any of you party planners out there feel free to get in touch with them. We are also still working on several additional possible events, and looking for ideas for others (and people to lead the efforts). PLEASE get in touch with me if you can contribute to a project.

I also want to thank John Purnell for his excellent work leading the Long Range Planning Committee (and I want to thank the committee members too)! There are many, MANY issues and ideas that they have identified and you will be seeing an interim presentation of their work during the membership meeting. This committee is central to our ability to evolve in a way that is consistent with our community's and our membership's needs and values. If you have any chance to work with the committee (either directly or indirectly as their ideas evolve), please consider contributing to their work.

My Board colleagues are what make this organization tick, and I once again thank each and every one of them. To my friends who are leaving the Board - my profound gratitude for all the incredibly hard work you have put in over the last years. We could not have survived these unbelievable few years without you. To the Board members remaining and joining us - thank you again and again and again. You are the reason we succeed.

So onto the more mundane (but still important) committee reporting <grin>.

**Committees:** Here are the committees that the President is responsible for.

**Nomination Committee:** Many thanks to Herb Elkin for stepping up and leading the Nominations committee through this year's election cycle. It is a thankless job - so I'm making sure to thank Herb for all the phone calls and emails he sent to try and get folks interested in the open Board positions. Though we still have several election vacancies, Herb's work has laid the groundwork for enabling the Board to fill the vacancies after the election. Thank you, Herb!

**Election Committee:** Also profound thanks to Richard Atha-Nicholls for stepping up and leading the Election Committee again - while recovering from mounting a very complicated (and wonderful) production. Both Richard (and Shirley Panek who will be monitoring our virtual voting this year) are stalwarts of the election process. And speaking of virtual voting, this year we have decided to eliminate paper absentee ballots and just provide a virtual voting option. We haven't had anyone use a paper absentee ballot in several years, and most people (even our older members) are comfortable with at least email, so we'll give it a try this year (with all positions being uncontested or vacant, it seemed like a good time to try it). If anyone has serious concerns with a lack of a paper/USPS voting option, please let me know.

In conclusion, let me say that it continues to be a great honor for me to lead this organization. I am so proud of what we have been able to accomplish in the face of some of the most difficult challenges the organization has ever known. And as we slowly emerge into our new post-pandemic world, I know we have many things still left to do. To long standing members - thank you for all of the support you have given me and the organization. To our newer members - Come! Be a part of our evolution. Be a part of making this organization stronger, more resilient, and a greater part of our community. And through it all, remember to take care of each other, and most importantly of all, have fun. We do this, as we try to do everything at Colonial ...

For the Love of It....

Steve

Steve Tobin  
President



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**Report to the General Membership**  
**March 14, 2023**  
**Vice President**

1. **Long Range Planning Committee (LRPC):** THE LRPC has conducted 8 meetings and developed 35 ideas for consideration. A more detailed briefing will be given at the meeting.

Next steps are to organize small work groups around each category.

2. **Memorials Committee:** The committee is formed consisting of
  - a. Edd Miller
  - b. Lois Evans
  - c. Tom Stuckey
  - d. Rick Wade
  - e. Debbie Barber-Eaton
  - f. John Purnell (Chair)

We have held three meetings thus far. We have gone through all of the names that were in process and added several recent ones. We currently have a slate of 11 that will be honored this summer or early in Season 75:

<b>Candidate</b>	<b>Status</b>	<b>Committee Assignment</b>
Bob Armbruster	Approved	AI:Edd Miller to handle ceremony
Dick Gessner	Approved	AI:Rick Wade to handle ceremony
Joanne Gidos	Approved	AI:Lois Evans to handle ceremony
Dottie Meggars	Approved	AI:Debbie to handle ceremony
Jeanne Clay Plank	Approved	AI:Edd Miller to handle ceremony
Bob Rude	Approved	AI:Rick Wade to handle ceremony
Claire Smith	Approved	AI:Edd Miller to handle ceremony
Bud Stupi	Approved	AI:Tom Stuckey to handle ceremony
Gerry Valerio	Approved	AI:Lois Evans to handle ceremony

Candidate	Status	Committee Assignment
Dick Whaley	Approved	AI:Edd Miller to handle ceremony
Carol Youmans	Approved	AI:Rick Wade to handle ceremony

Respectfully submitted,  
John Purnell  
Vice President



## Report to the Membership

March 14,, 2023

Treasurer

1. Though the market continues on its roller coaster, our financial advisors continue to recommend that we stick out the investments for the long term. The Finance Committee reviewed the various portfolio accounts on December 6, 2022. This includes Tower Federal, Park Avenue, Merrill Lynch & CFAAC. The Finance Committee had a virtual meeting with Tower Federal Rep. Angela Kuzmeskus on Friday, December 16th. The Finance Committee had a virtual meeting with First Capital Investments/Park Avenue Securities rep. Lee Derrick on Friday, January 6th. Members were pleased with the services and account maintenance provided with both investment houses. Lee Derrick provided suggestions on possible portfolio adjustments for the Finance Committee to consider. The Finance Committee approved these adjustments at a virtual meeting on Friday, January 13th.
  
2. Other Activities completed since October 2023 General Membership meeting:
  - a. Maryland Sales & Use Tax License issued 10/20/2022. Sales & Use Tax Registration #19589552. We are cleared to sell merch.
  - b. Form 990 Tax Return was electronically filed by our Accountant, Bencivenga & Associates, P.A. on January 30, 2023.
  - c. Prepared and submitted charity registration annual update form on behalf of Colonial Players, Inc. to the State of Maryland. Approved 2/9/2023.
  - d. Reworked budget to be organized on Director lines for clearer delineated responsibilities, accountability and ease of creating future budgets.
  - e. Applied to be on donation databases for Maryland Charity Campaign 2023 & the Combined Federal Campaign. These programs allow State & Federal workers to donate to registered charities through payroll deduction.
  - f. \$4,048.32 charitable exemption property tax refund for Annex properties received from Anne Arundel County, Maryland. Our days of paying property taxes are over!
  - g. Switching from PNC VISA to PNC Rewards VISA. This will allow us to earn 1.5% cash back on net purchases. Based on the last 12 months, this should net us about \$700 a year cash back.
  
3. Attached Documents
  - a. FY 22/23 Budget to Actual
  - b. Current Status of Investment Funds of Dr. Riley Bequest (all portfolios), as of February 28, 2023.

Respectfully submitted,  
George King



**Report to the Membership**  
**March 14, 2023**  
**Artistic**

**A Team Members: Darice Clewell** Director, **Mike Gilles** Second, **Terry Averill**, **Carrie Brady**, **Rebecca Kotraba**, **Craig Mummey**, **Robin Schwartz**, **Paul Valleau**

**A salute to Craig Mummey:** Craig has served as CP's liaison to The WATCH group since we first started with the competition. After 17 years, he has decided to step aside. Please don't miss an opportunity to thank Craig for all he has done for CP and WATCH ever since he was the second Artistic Director and arranged for CP to be involved.

And please welcome Terry Averill, who has long served as an adjudicator, and has agreed to step into the liaison/rep role. Terry and I talked about the importance of getting new and different judges to contribute to that process; the judges are the ones who gain knowledge about other theaters and other approaches. It is a good way to start learning more about stagecraft of every kind.

Contact Terry if you'd like to tag along with a judge sometime this year, and if you'd like to sign up to be a judge starting in January of 2024.

### **Season 74**

- o With two shows yet to hit the boards, we have some wildly entertaining theater to look forward to. *Putting It Together*, direction & choreography by Vince Musgrave, with musical direction by Andrew Gordon, has a cast of 7 incredibly talented performers. Vince has built in stand-bys by adding two performers to the cast (originally a cast of 5) and will open April 7th.
- o *Ravenscroft* auditions will be held March 26 & 27. Director Alex Brady is seeking 5 women and 1 man for this oh-so-twisted and funnily eerie Edwardian who-dun-it.

### **Season 75**

- o **Play selection is completed for the 75<sup>th</sup> Season.** Again, I want to celebrate the names of those people who contributed hundreds of hours to find the right combination of plays that will entertain, thrill, intrigue, and provoke discussion. **Craig Mummey (Chair), Dan Higgs, Shirley Panek, Rick Weingarten, John Halmi, Marti Pogonowski, Laurie Nolan, Laura Gayvert, Carrie Shade, Darice Clewell.** In addition to serving on the regular reading committee, John, Marti, and Rick undertook the task of reviewing all musical selections, recommending the final list to the entire team for final decision making.
- o The board agreed this next year would have **5 subscription shows and the holiday show *A Christmas Carol***. This is partly to assist with building up our volunteer staff lists, and also to eliminate having our season run for 10 months, leaving only 2 months not in subscription production. If even one special effort is scheduled in a summer, there is virtually no time off on the calendar of an all-volunteer theater. It also finishes us up before our birthday.
- o About midway through, we added in **contact with the directors** on our list to find where there was some enthusiasm for scripts. There are some that everyone seems to have on their favorites list, and some that are new to just about everyone.
- o While awaiting the licensing to catch up with our planning, we **hosted a modified Executive Production Meeting**. Marti Pogonowski and I developed a process for discussing the plays chosen, and the meeting was held in February. A combination of artistic and production volunteers met to discuss the risks and rewards of the planned season. It was very informative and will serve us well for announcing the expectations of directing applicants and prospective designers.
- o The contracting process was again rather lengthy, but as of this week, **we have licenses for the entire performance season.** Next month I'll be working to add streaming rights for those shows which make them available.

- o The slate will be announced during **Sneak Peek, to be held Saturday, March 18 at 2:00 pm at the theater**. Marti Pogonowski and Mike Gilles have done a fabulous job of gathering the materials, organizing the volunteer adopters and readers, and preparing the event. I am especially grateful to have their notes to use for reference for future Sneak Peek organizers. They will be good samples for the Artistic Handbook
- o Announcements regarding Director Selection will go out the week following Sneak Peek.

### **Artistic General:**

Over the next two months I will be supporting the **digitizing of our library listings** with Carrie Brady and Mike Gilles, updating the **chronology of shows** begun by Robin Schwartz, working with Ernie Morton on **Season Orientation**, appointing **Play Consultants**, and starting to update the **Artistic Handbook**. Help is needed in all those areas, so **please contact me if you'd like to dig in**.

If you are interested in learning about the Artistic function, please come help with any of these endeavors; it's the best way to learn! Considering there is no candidate for the position this year, it is obvious there needs to be some bench-building on the team.

### **Recommendations for future Artistic efforts:**

1. Update Artistic Handbook with more examples of letters, agenda, communications, schedules, new licensing processes.
2. Create a calendar that identifies primary Artistic responsibilities, deadlines, etc.
3. Ask directors at the beginning of the selection process what shows excite them. Continue to reach out to them about half-way through to see what the interest level is for individual titles.
4. Continue to reinvent Sneak Peek to meet the needs and issues that each year brings.
5. Hold Executive Production Meeting *after* the Sneak Peek so that anyone can attend and contribute to the process and hear what the issues are prior to Director Selection.
6. Continue to have Season Orientation so that the shows are working together and hearing everything simultaneously, and to engage newcomers early on, before the next season's recruiting even gets started in earnest.

I sincerely hope CP can re-engage in some interesting "extras" in the coming year. From workshops to 1-Acts, from Script Development Projects to Pub Readings, we have had to stand down most artistic endeavors to protect our volunteer resources. In spite of the challenges that Covid brought, CP has managed our way through rescheduling, relicensing, coordinating, and staffing our shows, and we brought wonderful stories and productions to our audiences and playmakers over the past two years.

Here's hoping the turn of the page on June 17<sup>th</sup> will provide us a creative and fulfilling environment in which to launch our 75<sup>th</sup> season—it's going to be a grand one! May common sense and common courtesy prevail.

I extend my deepest gratitude to the many with whom I was honored to work and play.

Respectfully submitted,  
Darice Clewell  
Artistic Director



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**Report To the Membership  
March 14, 2023  
Human Resources**

**HR Team:**

Beth Terranova

HR Director

Editor, *News and Cues*, Membership Chair

Greg Anderson

Audition Coordinator

Loretta Lamar

Usher Coordinator

Erica Miller

At Large

- **Volunteer Hub** (Timecounts)
  - The Timecounts volunteer hub is helping get new volunteers signed up, though I am still exploring its functionality and assessing its overall practicality.
  - The hub has been most effective as a tool for tracking the hours of our intern, **Chase Nester**.
  
- **Social Activities**
  - Opening Night Receptions. With *Lifespan of a Fact* in October, we resumed opening night receptions for our patrons and show staff and cast. We piloted a lobby reception with limited drinks and food for all attendees. This was set up during the second act so it was ready when patrons exited the theater. Many thanks to **Erica Miller** for designing this new format hosting our first two events. Response has been positive and we intend to keep this format going forward.
    - Thanks to **Charlotte Robinson, Andy McClendon, Tom Stuckey** and **Herb Elkin** for assisting on extremely short notice with the opening reception for *The Book of Will*.
    - *We are looking for volunteers to assist with future opening night receptions.*
  - Holiday Activities. We had a number of successful holiday activities this year. Thanks to **Erica Miller** for helping me plan them all.
    - December 4, 2022. Erica Miller and I were joined by **Christina Hudson** and **Jennifer Coken** to set up our holiday display in the theater lobby.
    - December 8, 2022. HR hosted an appreciation event for those folks who helped out with HR activities throughout the year.
    - December 15, 2022 was the CP Holiday Open House. Despite the dreadful weather, we had a steady stream of attendees.
      - Many thanks to **Rich Miller, Joe Thompson**, and **Jane Elkin**, who provided musical entertainment throughout the evening.
      - Special Thanks to **Wes Bedsworth** for bringing in a space heater after the lobby heater failed!

- o Season Celebration.
  - Initial planning for our Season 75 celebration was conducted by **Erica Miller** and **Kevin Brennan**. After exploring a number of venues for the event, The Doubletree off of Riva Road in Annapolis provided the best value. This year the event will be immediately following the season close on June 24, 2023.
  - This event kicks off our 75<sup>th</sup> year of existence. *We are looking for volunteers to work on our Season Celebration.* If you enjoy party planning, this is the activity for you and we can use your help!
  
- **Ushering**
  - o My sincere thanks to **Loretta Lamar** for continuing to coordinate our usher activities.
  - o We appreciate all those volunteers who have returned to welcome our patrons. I know they would love to have some new friends to work with on show nights. *If you are seeking a volunteer opportunity that doesn't require a large time commitment, ushering is for you!* (Not to mention you have an opportunity to see a show for free. 😊)
  - o With *Crimes of the Heart* in January, we resumed providing 50¢ beverage concessions at intermission: Coffee, and Sodas - Coke, Diet Coke and Ginger Ale. (There is no charge for water from the cooler.)
  - o Though accounting for concessions has been moved to HR, I give many thanks to Operations volunteer **Darice Clewell**, who will continue to purchase and deliver the needed concession items.
  
- **Audition Greeters**
  - o My sincere thanks to **Greg Anderson** for continuing to coordinate the audition greeters – and for going with the flow of the many various styles of auditions!
  - o *As with ushering, we could use additional volunteers for this activity. It is another fun opportunity for folks with limited availability.*
  
- **Volunteer Parking Downtown**
  - o As a downtown business, we qualify for special parking vouchers from city parking vendor SPPlus while the Hillman garage is closed. I have procured parking vouchers as a benefit for our volunteers who come to work at the theater during the day.
    - Each voucher covers two hours of parking and volunteers can use up to 4 of these tickets at a time. I can procure monthly allotments (75) of these tickets until the Hillman Garage reopens (expected June 1). The tickets will not expire, but additional tickets of this style will not be available after the garage opens.
  - o Once Hillman Garage is open, I can purchase “Park, Shop, & Dine” vouchers for Gott’s that are good for 1 hour of parking, 100 tickets for \$55. I will budget for this for next year.
  - o The Hillman Garage will be covered by a different Parking company, and I do not know at this time if there will be a voucher program for Hillman.

- **News and Cues**

- Email delivery of the *News and Cues* remains the primary means of distribution. This not only saves us funds, but allows for more timely delivery. There are currently only 4 members who do not have emails and continue to receive the N&C via postal mail.
- Guest-provided contributions to the *News and Cues*, such as those submitted by **Mike Paydo** this past year, are welcome! If you would like to write an article for N&C, please contact me at [newsandcues@thecolonialplayers.org](mailto:newsandcues@thecolonialplayers.org).

Respectfully submitted,

Beth Terranova  
Director, Human Resources  
The Colonial Players, Inc.



## Marketing Report to the Membership

March 2023

Marketing never stops.

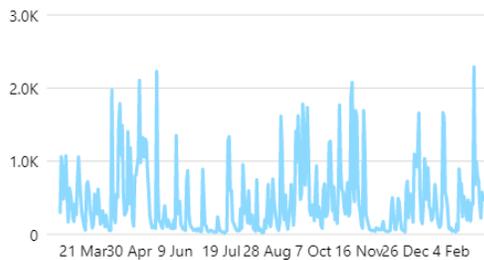
### Online

Social media reach continues to climb. Facebook has gained 13.2% and Instagram 17.7% in the last year. During *Crimes of the Heart*, **Megan Henderson** hosted a behind the scenes look on IG, at the whole process from read-through to final production. This received positive feedback and was fun for the actors to participate in. We have also gained positive responses from several of the authors of our productions. The combination of images, videos, and podcasts seems to be working well in drawing audience attention.

#### Reach

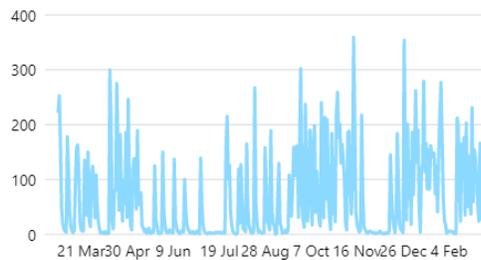
Facebook Page reach ⓘ

54,837 ↑ 13.2%



Instagram reach ⓘ

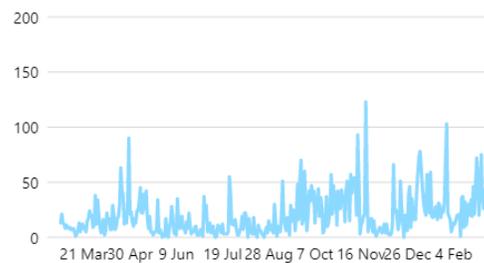
3,630 ↑ 17.7%



#### Page and profile visits

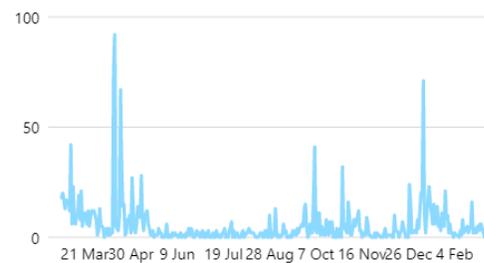
Facebook Page visits ⓘ

7,591 ↑ 114.9%



Instagram profile visits ⓘ

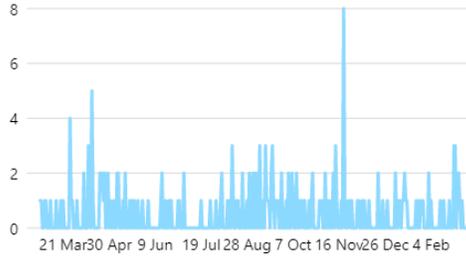
2,108 ↑ 45.1%



**New likes and follows**

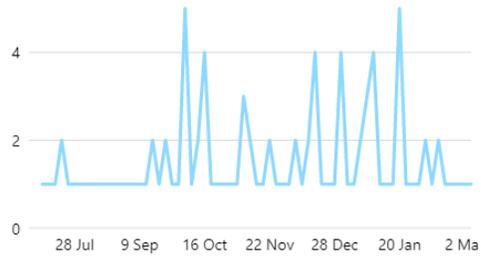
Facebook Page new likes ⓘ

193 ↑ 1%



New Instagram followers ⓘ

102



Our Google Business profile interactions continue to increase, with approximately 40,000 views per month on average.

Oct 2022–Feb 2023

Overview Calls Messages Bookings Directions Website clicks

4,235

Business Profile interactions ⓘ  
 ↗ +27.5% (vs Oct 2021–Feb 2022)



21,283

👁 People viewed your Business Profile

**Platform and device breakdown**

Platform and devices that people used to find your profile



9,571

🔍 Searches showed your Business Profile in the search results

**Searches breakdown**

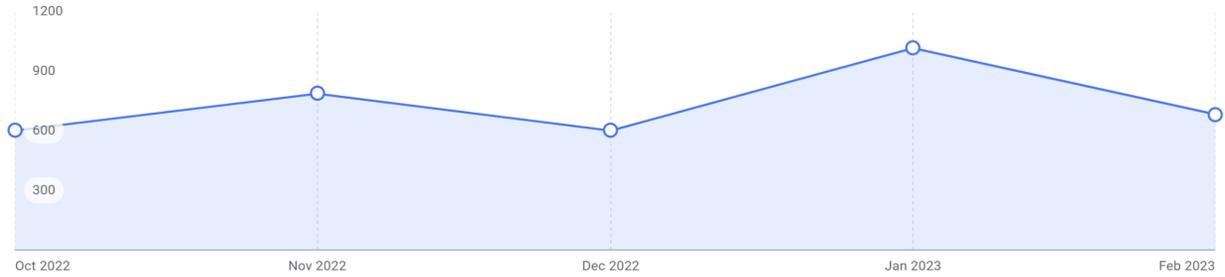
Search terms that showed your Business Profile in the search results

1. parking	3,189
2. colonial players	1,848
3. colonial players annapolis	815
4. the colonial players	491
5. annapolis theater	414

# 3,688

Website clicks made from your Business Profile

↗ +32.9% (vs Oct 2021–Feb 2022)



Direct email campaigns are continuing to increase our open rates, to approximately 50%, with a decent 2-5% click through rate - considerably higher than industry standard.

## Performance

Compare to: Audience averages ▼

Metric	Value	Trend
Emails sent	142,726	--
Open rate	45%	↑ Up 40% (32%)
Click rate	2.7%	↑ Up 39% (2.0%)
Unsubscribe rate	0.16%	↓ Down 17% (0.20%)

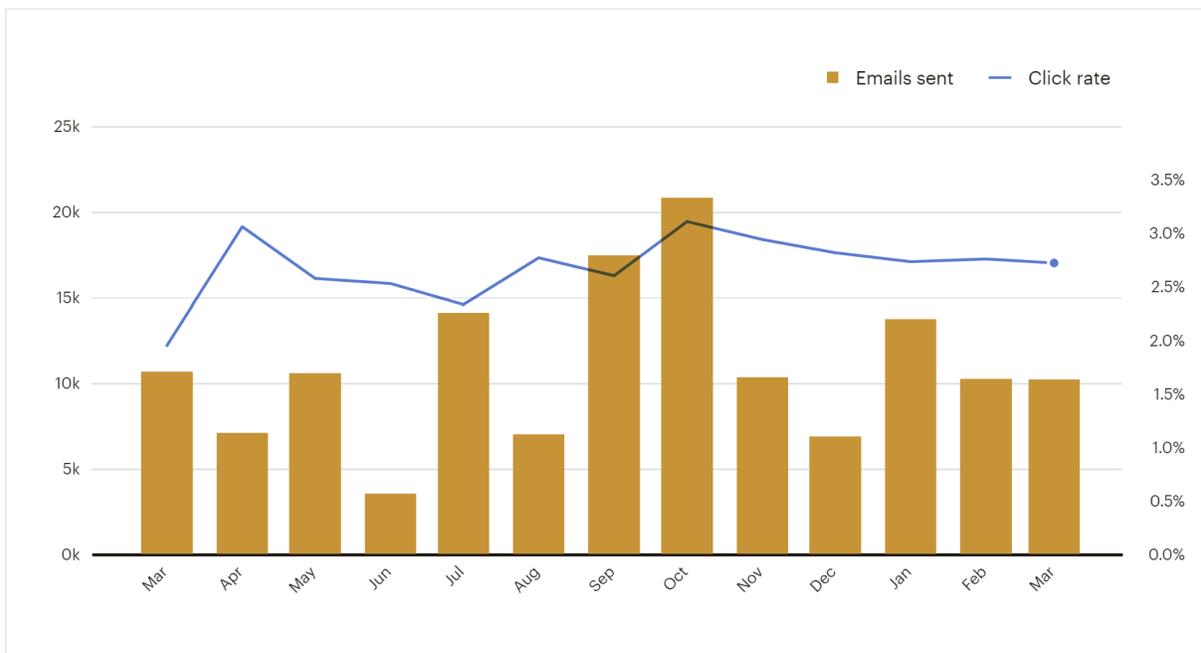
[Edit](#)

## Engagement

Metric: Emails sent ▼

Metric: Click rate ▼

[Export](#)



## **Advertising**

We currently only have paid advertising with MD Theater Guide. We have also been taking advertising slots with local schools to encourage participation in our intern and scholarship programs, as well as notifying them about the Student Standby list. I am always looking for new ways/avenues for us to advertise. Thanks to **Connie Robinson** for continuing to distribute the show postcards to local businesses.

We continue to list our events for free in online community calendars. These include but are not limited to:

- The Capital Gazette
- Bay Weekly
- Visit Maryland
- Pasadena Voice
- My Eastern Shore
- What's Up?
- Patch.com
- Severna Park Voice
- Arundel Voice
- WhoFish
- Arts Council
- Eye on Annapolis
- Visit Annapolis
- SRBNet
- Broadway World

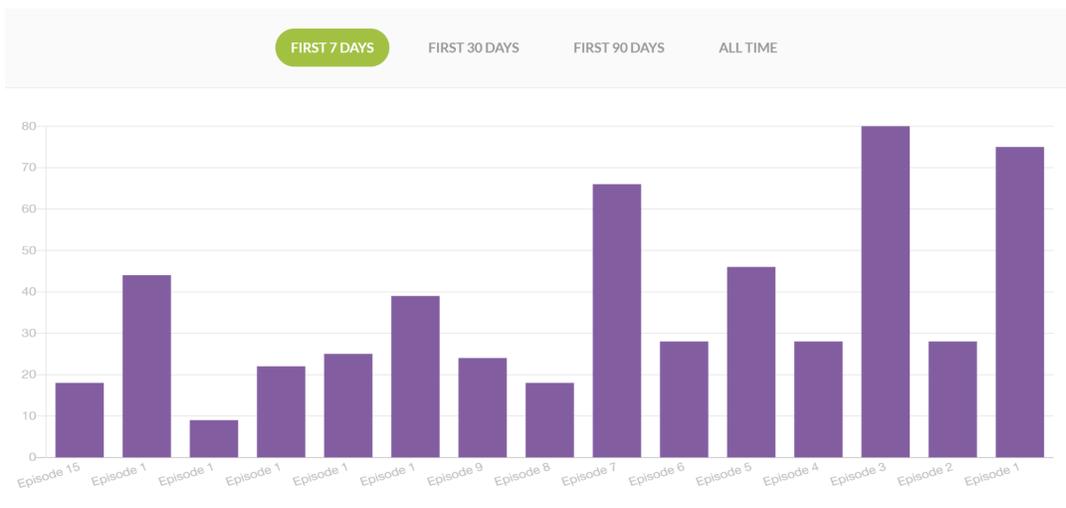
## **Show Specific**

Show programs were brought fully in-house for Season 74. Each show receives a form link for their cast/crew to fill in their details. This then propagates the first draft of the program, allowing for consistency in the finished product. It also means the individuals are responsible for spelling their names correctly. The logo has been updated throughout, and the Front of House section has been updated to fully recognise the Box Office team and our Usher Coordinator.

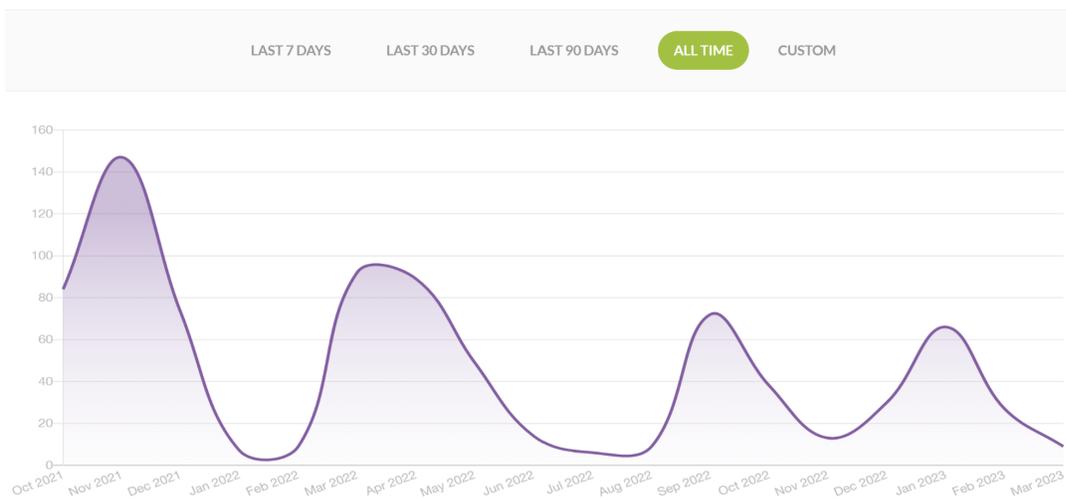
The window designs are still proving popular with foot traffic.  
Publicity photoshoots are continuing to run smoothly and efficiently.

## **Podcasts**

We have 15 episodes published, with a total of 834 downloads since publication. We are on track to reach 1000 downloads by the end of Season 74. All episodes are also available from our website. With thanks to **Jim Reiter** for hosting, and **Richard Atha-Nicholls** for producing.



**834 downloads** since published.



## Merchandise

The board agreed to trial some basic merchandise sales for The Players last summer. We have insulated tote bags, water bottles, and lapel pins. These are available to order online, and are a great way to support and promote The Players within our community. Due to licensing restrictions, we cannot create any merchandise with specific show details. The store website was set up in December in time for the Holiday Open House. With thanks to **Wes Bedsworth** for giving us access to storage at the theatre.



## New Initiatives

### *Season Preparation:*

With our 75th season in the wings, the show marketing packages are being developed. These are presented at the season orientation to the directors/producers of each show.

The base package includes:

- Headshots
- Publicity shots
- Marquee options
- Interview videos
- Window designs
- Hashtags
- Social media events
- Podcast

I would like to include an “extra-curricular” event for each show in order to celebrate the 75th anniversary, but will work this into the suggestions within the package. Each show team is invited to work with Marketing on extra ventures.

### *Direct mail funneling*

In January, we were contacted by **Ben Bell** regarding email funneling. We will be looking into this further to improve our community communications.

### *Discount nights*

Looking at our quieter revenue nights to determine when to offer ticket deals. We trialed Garb night to theme with The Book of Will on 3/11. Will determine, depending on sales, the appropriate options for future shows. With thanks to **Kaelynn Bedsworth** for assisting.

After Operations completes their full IT system review, the website update will be revisited.

Marketing has agreed to cover the educational displays in the lobby, in lieu of the Education Director.

If you are interested in joining the marketing team in any aspect, or have any questions, please contact me at [marketing@thecolonialplayers.org](mailto:marketing@thecolonialplayers.org).

Respectfully submitted,  
Amy Atha-Nicholls  
Marketing Director



THE COLONIAL PLAYERS, INC.  
108 EAST STREET  
ANNAPOLIS, MD 21401

Operations Director  
Report to the Membership  
March 14, 2023

In my report below, there are names which *are emphasized* in bolded italic print. These are folks who have in some way assisted the behind-the-scenes operation of The Players in the past six months. Please take the time to thank them when you have the opportunity. I'm sure I've managed to omit someone, so my apologies in advance! A sincere thanks for doing what you do *For The Love Of It!*

### **Box Office**

- ***Kaelynn Bedsworth*** continues to serve as our Box Office Manager with the support of our dedicated Box Office Staff, consisting of ***Barbara Ahr, Kevin Brennan, Jane Chambers, Cindy Dawson, June Fordham, George King, and Jean Mincher.***
- **Ticket Scanning:** The new ticket scanner seems to be working better, although still not perfect. This is continuing to be monitored and may require additional training and modified configuration of the iPad.
- Ticket Sales Summary as of 10 March 2023:
  - ***Art*** (final)
    - 1152 tickets sold of 2520 possible
    - 45.7% sold
    - \$21,384 gross revenue (including fees)
  - ***The Lifespan of a Fact*** (Final)
    - In-Person
      - 968 tickets sold of 2520 possible
      - 38.4% sold
      - \$17,440 gross revenue (including fees)
    - Streaming
      - 29 tickets sold
      - 9 tickets comped (subscriber conversions)
      - \$667 gross revenue (excluding fees)
  - ***A Christmas Carol 2021 On-Demand*** (Final)
    - 11 Tickets Sold
    - \$220 gross revenue (excluding fees)
  - ***Crimes of the Heart*** (Final)
    - 1362 tickets sold of 2520 possible
    - 54% sold
    - \$26,118.50 gross revenue (including fees)

- **The Book of Will** (mid-run as of 9 March 2023)
  - In-Person
    - 1307 tickets sold of 2520 possible
    - 51.9% sold
    - \$25,260.50 gross revenue (including fees)
  - Streaming
    - 15 tickets sold
    - 8 tickets comped (subscriber conversions)
    - \$345 gross revenue (excluding fees)

## General Facilities

- **Supplies:** Thanks to **Darice Clewell** for continuing to monitor general supply levels (paper towels, toilet paper, soap, cough drops, etc.) at both of our buildings and replenishing them as they run low. Darice has been working to document what we procure from which vendors
- **Loose Seats:** The loose seats in the front row of Section D have been corrected. The entire group of seats was moved over an inch to allow for new holes to be created in the floor. Thanks to **Eric Hufford** for assisting with this.
- **Lobby Banners:** The decorative banners that hang in the lobby have degraded in recent years due to sunlight exposure through the windows. **Edd Miller** created new banners and **Kaelynn Bedsworth** hemmed them and added hanging loops. The new banners were hung on 16 Jan 2023. Thanks to both Edd and Kaelynn for their help in creating replacements as well as hanging them with me.
- **Drill Press:** Some of the Annex Drill Press adjustment components were broken recently due to age (brittle plastic). Repair parts were ordered and installed. Thanks to **Ernie Morton** reporting the issue.
- **Roof Leak:** Working to get our roofer out to address a leak that occurred in the Green Room ceiling which damaged multiple ceiling tiles as well as one of the four lights. The replacement light has been obtained but will not be installed until we are certain the leak has been corrected.
- **BGE Electrical Fire:** The telephone pole outside of our building near the hotel alley caught fire during tech week of CotH. Equipment in the building was preventatively shut down for protection from surge damage. Repair work was completed in time to support Invited Dress the following evening, but was extensive and involved digging up significant portions of East Street and the adjacent sidewalk. A gas leak under the pavement was discovered during the electrical repairs and has also been corrected. Thanks to **Jennifer Cooper** for her help in managing evacuation of the building during that event.

## Heating & Air Conditioning

- **HVAC Air Filtration:** All iWave air filters continue to perform as expected. HVAC units are programmed to run continuously starting 90 minutes before shows through 60

minutes after shows to allow air filtration to run before and after people have been in the building.

- **HVAC Service:** HVAC fall maintenance completed on 14 Dec 2022.
  - Lobby furnace failure identified. Furnace heat exchanger had corroded and was overheating posing a fire risk. Furnace was shut down at the time of inspection to eliminate risk.
  - Annex Workshop HVAC unit pressure sensor failure identified. Pressure sensor on Annex Workshop unit replaced on 21 Dec 2022.
- **Replacement Lobby Furnace:** Unit installed on 30 Jan 2023, with additional cost due to incorrect venting installation by original contractor (no longer in business) in 2016 that needed to be corrected for furnace to function correctly. New furnace is operating normally and working well to date. Thanks to **John Purnell** for several “sanity check” consultations on this effort.

## **Safety**

- **Safety Checks:** **Ernie Morton** and **Heather Quinn** continue to coordinate and execute general safety checks of the Theater and Annex, to include regular testing of our fire alarm system.
- Fire Inspection by Annapolis City was completed on 31 Oct 2022. No adverse findings reported.

## **Security**

- **Access Control:**
  - Door controller added to Box Office Crawlspace door to enable managed access to network equipment as well as storage for merchandise.
  - Working to install a door controller on the upstairs HVAC Room at the theater. This controller will simplify contractor access for servicing our HVAC systems as well as allow access to select personnel for facility supply storage.
- **Security Cameras:**
  - Rear Rooftop camera replaced due to failure. Camera monitors problematic roof drain as well as the roof access door.
  - Upgraded East Street cameras to higher resolution models that provide sufficient detail to be able to read license plates should any building vandalism occur.
  - Upgraded Tech Booth camera to higher resolution model to allow better visibility of the equipment to aid with troubleshooting. As noted below, an issue was experienced with the computer this month, and the Tech Booth camera played a big part in understanding the event timeline that led to the issue.

## **Information Technology**

- **Network Security:** Firmware updates and patches continue to be applied to our network equipment as they become available to ensure our network stays as secure as possible.

- **Firewall Upgrade:** Completed research on upgraded firewalls to replace existing units that are being sunsetted. First unit has been purchased and is being tested prior to deployment and purchase of the next unit.
- **Tech Booth Mac Pro:** An unexpected system crash was experienced on the Tech Booth computer on 3 Mar 2023. The crash presented as a hardware issue, so the computer was taken to Apple for diagnostics covered by our Apple Care plan. No hardware issues were identified. Continuing to monitor the issue. Thanks to [Richard Atha-Nicholls](#) for help with getting the machine to and from the Apple store, as well as for spending a few hours analyzing system logs.
- **Comcast:** Comcast is attempting to raise our rates again for the internet service at the Annex. I'm still looking at our options to avoid this increase.

As always, thanks to [David Cooper](#), our Assistant Operations Director.

If there are any questions, don't hesitate to ask!

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'Wes Bedsworth', with a long horizontal line extending to the right.

Wes Bedsworth  
Operations Director



**THE COLONIAL PLAYERS, INC.**  
108 EAST STREET  
ANNAPOLIS, MD 21401

**Report to the Membership  
March 2023  
Production Director**

**Production Team:**

<b>Asst Prod Dir:</b>	Heather Quinn	<b>Stage Management</b>	Andy McLendon
<b>Costumes:</b>	Beth Terranova	<b>Sound:</b>	Richard Atha-Nichols
<b>Properties:</b>	Connie Robinson	<b>Lights</b>	John Purnell
<b>Set Construction:</b>	Ted Yablonski	<b>Technical:</b>	Wes Bedsworth
<b>Set Design:</b>	Edd Miller	<b>Artistic Liaison:</b>	Judi Wobensmith
<b>Painting:</b>	Laurie Nolan	<b>At Large:</b>	

**Workshops**

Have you ever had an interest in working on a show but don't know where to start? Or are you a seasoned pro who would like to share the tricks of the trade with others? Join the Production Team this summer as we put on workshops of the various aspects of production.

The Play Selection committee and the Artistic Team have developed an exciting slate for The Colonial Players 75th Season. To support these playmaking efforts the Production Team will be embarking on a recruiting and training push this summer so that we can fill all the vital positions within a show's production staff. Please watch the News & Cues and social media for more information.

**Production Manual Review**

Andy McLendon, Megan Henderson, Paul Valleau and I are currently conducting a review of the production manual. If you have any questions or suggestions for changes you would like to see please talk to me or one of those three. Look for the new version to be released this summer.

Respectfully submitted,  
Ernie Morton  
Production Director



**Elections to the Board of Directors  
March 14, 2023**

**Candidates' Statements of Qualifications and Intentions**

**For Vice President: John Purnell**

I have been associated with CP since 1991's production of Nice People Dancing to Good Country Music. In the 1990's I designed the lighting for five shows and ran the board for others. A sixteen year break ensued to raise two daughters and build my own consulting company. I returned in 2016 as Colonel Mustard in Clue the Musical, CP's one-week musical. Since then I have lit six shows, acted in two others, and received two WATCH nominations.

I have served for four years as CP's lighting consultant where I have responsibility for the rep plot design and assisting other designers deliver their lighting vision. In 2022, I was appointed to fulfil the remainder of a Vice President's term. In that capacity I have been involved with the board and chairing the Long Range Planning Committee and the Memorial Plaque Committee.

If elected, I would like to see the Long Range Planning ideas through to their next level of exploration such that some of them are actually implemented. I am in favor of moving detail work into committees and having a board which functions at a bigger picture view.

**For Marketing Director: Amy Atha-Nicholls**

Since taking the marketing helm in 2021, using my knowledge and experience, I have been strengthening the Colonial Players brand, making it instantly recognizable and synonymous with our quality theatre performances. Ensuring that The Players are seen and heard in the best way possible, I've been working at keeping the theatre at the front of people's minds, so that audiences know where they want to get their tickets.

We now have an increased social media presence across all platforms, and every show receives the same amount of attention to detail for their publicity. I have also increased our direct email campaigns, resulting in a higher than industry standard return, as can be seen in the membership reports. After instituting our podcast in October 2021, "Theatre in 360°" has had almost 1000 downloads to date. The podcast helps us to promote an in depth look at more behind the scenes areas of the theatre and reach audiences in a different arena. By using many different mediums to capture the attention of potential patrons, and making sure that everything from the windows to our digital presence has the same level of quality, we have the best opportunities to promote our theatre and expand our community.

I am continually analyzing our existing marketing programs, so we can stay ahead of the curve and diversify accordingly. This has allowed me to reduce our expenditure whilst increasing our presence.

I've enjoyed working with each show's team to achieve the best marketing strategy to reach their intended patrons, as well as assisting the Board in attaining their goals, and I hope to continue to do so for the next two seasons. With the strong foundations I have built up, I will continue to strive for The Players into our diamond anniversary year and beyond.



THE COLONIAL PLAYERS, INC.  
108 EAST STREET  
ANNAPOLIS, MD 21401

## Proposed Bylaw Changes

### ARTICLE I: NAME AND PURPOSE B. Purpose

**As Reads:** The purpose of the organization is to provide facilities, education, training, and encouragement to all members of the community who are interested in participating in the dramatic arts and further to educate the community to the appreciation of the dramatic arts by providing a variety of dramatic entertainment.

**Change to:** The purpose of this organization is to provide a welcoming venue and meaningful experiences to all members of our community who are interested in the dramatic arts. We seek to encourage and enlighten our volunteers and patrons through purposeful theatrical and educational opportunities.

**Reason:** Paragraph B. presents the theater's Mission Statement. The Mission Statement was changed in March 2021.

### ARTICLE V: ADMINISTRATION – OFFICERS – DUTIES A. Administration 3.f. (and all subsequent mentions):

**As Reads:** Directors...Education/Special Projects Director...

**Change to:** Education Director

**Reason:** When this position was initiated in 2008, it was conceived in part to cover duties of the expiring position of Director At Large, a position which handled emerging activities not specifically assigned to other directorates. Additionally, the specific duty of grant writing was assigned to this position.

In practice, and especially as regards to grant writing, over the past 15 years it has been more effective to stand-up *ad hoc* committees under appropriate directors to handle special projects. The Board considers it more effective to focus the activities of this position on the educational opportunities intended in the mission statement.

**Note:** approval of this change will apply to any and all references to the Education/Special Projects Director throughout the Bylaws.

### ARTICLE VI: NOMINATIONS AND ELECTIONS A. Nominations 2. (and any additional instances)

**As Reads:** ... A member is considered to be in good standing if they have paid the annual Membership dues, is not under charges/investigation (per Resolution

H.3.a.2.), and is not otherwise being considered for denial or revocation of Membership (per Article III, Section D.).

**Change to:** ... A member is considered to be in good standing if they have paid the annual Membership dues, are not under charges/investigation (per Resolution H.3.a.2.), and are not otherwise being considered for denial or revocation of Membership (per Article III, Section D.).

*Note: the underline is to highlight the change, and is not part of the change.*

**Reason:** grammatical correction to align with change to use of “they”.

**Note:** *approval of this change will apply to any and all similar instances of number alignment throughout the document.*