



## Managing Director's Report

December 8, 2022

This report should not be circulated outside of the White Heron Board of Trustees without the expressed permission of the Board Chair.

### Liquidity

As you may remember from September, we have been in a very tight cash position since the summer. I have been working with Bob Doran, Jim Malone, and Michael Rhea on managing payables during this time, and I wanted to express my gratitude for their hard work and support. In addition, I would also like to acknowledge Michael Kopko and McCaela Donovan for all of their efforts in monitoring and managing expenses. We will review our financials in detail at the board meeting.

### Marketing

A Nantucket Christmas Carol exceeded our expectations, playing to 74.3% capacity and grossing a total of \$24,022, exceeding its budget goal by \$1,000. However, over all attendance is down from 2021 when we played to 84.7% paid capacity, which is a 13.7% drop from year to year. For some reason, the Saturday performance after Thanksgiving was very lightly attended, with only 35% of the house full. Had this performance sold better, this year's attendance would have been much closer to last year's.

60.9% of attendees this year were "new to file," i.e., had not attended White Heron before.

### Fundraising

#### Fall Appeal

The fall appeal was a great success, raising over \$45,000, with a new major donor of \$35,000 (the Clausen Family Foundation). Our goal was \$20,000.

### Major Giving

I continue to be focused on major gifts. We are expecting at least three major gifts to arrive by the end of the year for a total of \$30,000, and I will continue to reach out through Christmas.



### Institutional Giving

**Tupancy-Harris Foundation** – I am pleased to report that we have received a renewal of our Tupancy-Harris grant of \$5,000. These funds are used to underwrite the Nantucket Young Playwrights Festival, our education partnership with Nantucket High School that occurs each spring.

**Rockland Trust** – We had applied to Rockland Trust to underwrite Cuentos (see below), a new partnership with the Spanish department at Nantucket High School. Unfortunately, our application was not accepted, although it seemed to be because there simply were not enough funds to go around – the rejection letter was unusually apologetic.

**Mass Cultural Council Project and Festival Grant** – We are currently preparing an application for a MCC project grant for Cuentos, a new program developed by our Director of Training and Education McCaela Donovan and the Spanish department at Nantucket High School. If awarded, this grant will fund theatre training, with a sharing of the students' work around Cinco de Mayo.

**Recently Submitted Grant Applications** – We have the following additional grant applications that are currently pending a decision:

- Massachusetts Cultural Council Organization Recovery Program (decision expected in winter 2023)
- National Endowment for the Arts (decision expected in March 2023)
- Shubert Foundation (decision expected in May/June 2023)

**Upcoming Grant Applications** – The following applications are coming up within the next six months:

- Mass Cultural Council Capital Facility Fund (Renewal - due February 2023)
- ReMain Nantucket (Renewal – due March 2023)
- Bank of America (New – due June 2023)
- National Endowment for the Arts (Renewal – due July 2023)

One thing to note – the Mass Cultural Council is revising its guidelines for Cultural Investment Portfolio grants. These grants provide multi-year, general operating support and are highly coveted. Because of the changes to the program, MCC is not yet accepting applications for 2023, but we should check the website regularly for updates.



WHITE  
HERON  
Theatre Company

As always, if there are other funders, either new or current ones, please let me know. We can then discuss a strategy on when and how to approach them.