

# ANNAPOLIS SUMMER GARDEN THEATRE

## OPERATING POLICIES

These Operating Policies are written to complement the ASGT Bylaws. They may be modified by a majority vote of the Board of Directors at any meeting, regular or special, as long as the modification is an announced agenda item.

The Board of Directors shall review the Operating Policies annually, in July, and take positive action to readopt, amend or abolish each section.

Exceptions to these Operating Policies may not be granted by individual members of the Board of Directors except on matters affecting the safety of persons or property. Please consult with the Secretary for the latest version.

### ADMINISTRATION

Any proposed activity under the aegis of Annapolis Summer Garden Theatre, Inc., must be specifically approved by the Board of Directors, both for concept and schedule, prior to any general announcement of the activity. At the time the activity is approved, a member of the Board of Directors shall be assigned to oversee the activity.

The Board shall annually review and approve the mission statement and goals of the organization.

Any Board member may submit an item for the agenda of an upcoming meeting of the Board of Directors. The item must be submitted in writing to the President at least eight days before the meeting.

### BOARD OF DIRECTORS

#### Composition

The Board of Directors shall be composed of up to fifteen directors, each elected for a term of two years. No more than one Director may be from the same immediate family. The Directors shall be elected on a rotating basis as indicated below.

#### Duties of Directors

It shall be the duty of each Board position to write and/or maintain a detailed operating manual for the position, including specific duties and deadline dates where appropriate.

#### 1. **President** (elected in even-numbered years)

- Lead and act as the voice of the organization
- Enforce observance of the Bylaws
- Develop the agenda for all meetings of the Board of Directors
- Preside at all meetings of the Board of Directors
- Serve as an ex-officio member of all committees
- Appoint the chairpersons of all committees
- Determine who is entitled to complimentary tickets

- Give final approval for the season brochure, the program for each show, and any other ASGT document for dissemination to the public

## 2. **Vice President** (elected in odd-numbered years)

- Assist the President in the management and administration of the organization, as requested
- Preside at all meetings and perform all duties of the President in the absence of the President
- Assume the office of President and serve until expiration of the President's term in the event the office of the President becomes vacant
- Organize special events for the public in conjunction with the Development Director and Public Relations Director

## 3. **Secretary** (elected in even-numbered years)

- Provide notice of and an agenda for each Board meeting at least seven days before the meeting
- Record the minutes of all Board meetings.
- Distribute copies of Board meeting minutes to Board members no later than one week after any meeting
- Maintain all files, as requested by the board
- Maintain and keep current the Board of Directors contact list
- Carry on all routine correspondence of ASGT

## 4. **Treasurer** (elected in odd-numbered years)

- Receive all funds and make all disbursements under the direction of the Board of Directors
- Keep all financial records and prepare and submit monthly reports to the Board
- Prepare an annual statement for presentation at the January Board meeting reflecting all financial transactions in the previous fiscal year
- Arrange for an annual review of ASGT financial records and a review upon the completion of his/her term as treasurer
- Keep ASGT within the limits of the budget approved by the Board
- Maintain insurance on the ASGT building and property
- File annual income tax and personal property tax returns and other forms necessary to maintain the non-profit status of ASGT

## 5. **Box Office Director** (elected in even-numbered years)

This position manages the box office operations for all ASGT productions.

- Arrange for the printing of all show tickets, ticket envelopes and ticket gift certificates
- Maintain and update information on the telephone answer call system
- Recruit and train personnel to operate the Box Office during the hours specified by the Board and to receive and answer all ticket reservation requests
- Maintain a secure ticket sales operation including the deposit of all monies received through ticket sales transactions
- Maintain accurate records of all ticket transactions and of attendance at all ASGT performances.
- Coordinate group sales and benefit functions involving all ASGT performances

## 6. **Buildings and Grounds Director** (elected in odd-numbered years)

This position manages the activities to maintain the ASGT building, grounds and non-production property/equipment, and works with the Facility Planning Committee to develop plans for improvements to the property.

- Coordinate the general clean-up of the exterior spaces and the repair of any damage to the building that has occurred over the winter/spring months
- Assure that all plumbing fixtures, lighting fixtures and emergency systems are in working order at the beginning of the season and remain in working order during the season
- Consult with the Technical Director, the Production Director and the House Director to determine any alterations or modifications to the theatre space needed before the opening of the season and arrange for those modifications
- Ensure that the building and systems are clean and winterized after the season, that the house space is clear of debris, and that non-production property is properly stored
- Arrange for snow removal and the deicing of the sidewalks, as needed
- Maintain an inventory of all properties owned or used by ASGT that are considered non-production items
- Make recommendations to the Board in October for the acquisition of furniture, fixtures, and equipment needed for the efficient operation of the property, as well as for repairs to the building and long-term improvements needed

## 7. **Communications Director** (elected in odd-numbered years)

This position manages the activities to communicate with all ASGT constituencies including existing and prospective donors, patrons, and volunteers.

- Build and maintain a Contact and History Database of all people in any way associated with ASGT for whom this information can be captured; records will consist of mail, telephone and electronic contact information, donation history, volunteer history, performance history and any other category required from time to time

- Maintain ongoing communications with all ASGT public constituencies, including donors, patrons, volunteers, performers, resources and all others expressing interest in ASGT; communications include using the website, email circulation and print circulation as necessary
- Develop methodologies for increasing the reach of the ASGT message and removal of contact names of individuals no longer interested/able to receive communications

#### 8. **Development Director** (elected in even-numbered years)

This position manages the activities to increase awareness of the ASGT organization in the community in order to raise the funds necessary to carry out programs and projects.

- Develop plans to increase the awareness of ASGT in the community
- Develop coop programs with local merchants for the mutual benefit of our patrons
- Solicit sponsors for ASGT programs and productions and advertising for ASGT show programs
- Solicit contributions from individuals, businesses and foundations
- Identify grant opportunities and, if approved by the Board, develop and submit grant applications
- Submit all required grant reports
- Organize, with the assistance of the Vice President and Public Relations Director, special events to promote ASGT to our constituencies
- Assist the Nominating Committee in identifying and recruiting new Board members

#### 9. **House Director** (elected in odd-numbered years)

This position manages all front-of-house operations of the theatre except Box Office.

- Recruit and train ushers/house managers and assure that each performance is staffed
- Assure that household supplies (soap, paper towels, etc.) are available for each rehearsal and performance
- Arrange for concessions to be available at each performance and keep financial records on concessions, as required by the Treasurer
- Arrange to have the interior of the building cleaned before the season opens, between productions, and at the conclusion of the season
- Arrange for the cleaning of bathrooms and public spaces before each performance
- Assure that all chairs are clean and in place in the house at the beginning of the season and before each production

#### 10. **Production Director** (elected in odd-numbered years)

This position manages the functions necessary to mount productions. This includes hiring and coordinating with the staff of all scheduled productions to assure the smooth transition from rehearsal to the stage and the smooth transition from one production to the next.

- Maintain a talent bank of artistic and non-technical production personnel and submit a copy to the Communications Director and the show Production Manager
- Make contacts with the appropriate companies and obtain quotes for royalties and rentals
- Order, distribute, collect and return all leased, rented and contracted materials
- Secure audition and rehearsal space for all productions
- Negotiate contracts with all artistic staff hired by the Board
- Select, in conjunction with the Technical Director and Show Director, a Production Manager for each show
- Develop a final production budget in cooperation with the Technical Director, Treasurer and show Production Manager
- Solicit applications and select personnel for set design, set construction, set decoration and set removal; coordinate the construction and decoration of the set and give final approval for the set before the production opens
- Assist the Production Manager in the development of the program for each show
- Act as liaison between Show Directors and the Board, and make reports to the Board on the progress of the productions
- Define the need for, organize, and manage workshops dealing with the various aspects of staging live theatrical productions
- Review the ASGT Production Manual and present recommended changes to the Board for their approval

**11. Public Relations Director** (elected in even-numbered years)

This position manages all activities to promote ASGT and its productions to the general public.

- Maintain a current list of media contacts for publicity and promotion of ASGT and its productions
- Prepare and distribute press releases and other promotion to the appropriate media
- Coordinate the design and preparation of oversize signs, marquees, posters, brochures and programs
- Maintain complete publicity records, including a scrapbook
- Plan and execute promotional events in conjunction with the Vice President and Development Director.

## 12. **Technical Director** (elected in even-numbered years)

This position manages all aspects of the technical requirements of ASGT.

- Recruit, train and manage the work of the Lighting Specialist and the Sound Specialist
- Maintain an inventory of technical equipment
- Prepare a budget for repairs to existing equipment, replacements or improvements
- Determine that all technical equipment of the theatre is in good working order and that it is installed and in place for the first production
- Coordinate with the Buildings and Grounds Director if building or power modifications become necessary to meet ASGT's technical needs
- Select, in conjunction with the Production Director and the individual Show Director, the designers for lighting and sound and provide them with an inventory of available equipment
- Advise and make recommendations to the Show Director on all matters concerning the technical capabilities of ASGT
- Maintain a technical talent bank, provide copies to the Communications Director and to the show Production Manager
- Ensure that technicians selected are properly trained to operate ASGT equipment
- Ensure that all technical equipment is in good working order during the production season, and coordinate and supervise repairs if they become necessary
- Ensure that all technical equipment is cleaned, repaired, if necessary, and stored properly at the end of the season
- Develop policies concerning the usage of the theatre's technical equipment by the production staff

## 13. **Volunteer Coordinator**

This position manages the volunteer recruitment and retention efforts of ASGT.

- Represent ASGT in the community to solicit new volunteers
- Coordinate with the Public Relations Director to promote volunteer opportunities in the local media
- Respond to inquiries from potential volunteers and refer potential volunteers to the appropriate Board members
- Maintain a contact list of volunteers and provide a copy to the Communications Director and to the appropriate Board members
- Follow up with volunteers to see that they are matched with suitable volunteer opportunities
- Plan and carry out periodic volunteer appreciation activities as approved by the Board

## **Removal of Directors**

A Director may be removed from the Board automatically if he/she fails to attend three consecutive meetings without contacting the President to report an unavoidable conflict. A Director may also be removed from the Board by a majority vote of the Board for actions not in the best interests of ASGT.

In either case, the Board member affected will receive a written notification of the action.

## **COMMITTEES**

The following committees are established by the Bylaws and their duties are outlined below.

### **Artistic**

- Annual Show Selection
- Long Range Vision
- Technical
- Education

### **Facility Operations**

- Year-round Maintenance
- Garden
- Housekeeping
- Performance Support
  - Ushers
  - Concessions
  - Announcements

### **Facility Planning**

- Building Renovation/Stage/2
- Capital Fundraising

### **Financial**

- Box Office
- Procedures
- Contracts

### **Governance**

- Organizational Structure and Bylaws
- Bylaws vs. Operations
- Board Development
- General Fundraising



## **Marketing/Publicity**

- Public Relations
- Membership
- Productions

Each committee is established on a one-year basis and shall be reestablished, amended or abolished in July of each year. The committee chair shall be appointed by the President with the approval of the Board. The committee members shall be selected by the chairman with the approval of the Board.

The President or the President's designee shall be an *ex officio* member of each committee.

Committees shall appoint a member to take minutes at each meeting and the minutes shall be submitted to the Secretary for inclusion in the agenda and minutes of the subsequent meeting of the Board of Directors.

*Ad hoc* committees may be established by the Board of Directors as the need arises.

## **PRODUCTION**

The October Board of Directors meeting shall be designated for discussion of plays to be produced the following season.

The decision on a season shall be by a majority vote at a regularly scheduled meeting of the Board of Directors or a legally called special meeting of the Board of Directors. In either case, the selection of the season must be an announced agenda item.

Once the season is selected, it may only be changed by a majority vote at a regularly scheduled meeting of the Board of Directors or a legally called special meeting of the Board of Directors. In either case, the change in the season must be an announced agenda item.

The selection of a show director shall be by a majority vote of the Board present at the meeting where the selection is an announced agenda item.

The Board shall approve the ASGT Production Manual on an annual basis in January.

## **FINANCIAL**

The Financial Committee shall develop a budget for the upcoming calendar/fiscal year and present it to the Board of Directors at the November meeting. The Board of Directors shall adopt a budget for the upcoming calendar/fiscal year in December.

All checks must be signed by the Treasurer. If the Treasurer is not able to sign checks, the President, Vice President or Secretary shall be authorized to sign.

Checks will be written upon receipt of a valid invoice or a properly-approved request for reimbursement. A valid invoice may be for a recurring expense, such as utilities, for which there is a budgeted line item. For expenditures for which there is not a specific budget, a valid invoice shall be one that is approved in writing by the Board member responsible for the function it supports. A properly-approved request for reimbursement shall be signed by the Board member responsible for the purchase or, in the case of production-related expenses, by the show's Production Manager and the Production Director.

All notes or other evidence of indebtedness shall be signed by the President or Vice President and the Treasurer.

The Board of Directors shall designate a person other than the Treasurer to receive financial statements from the bank(s) in which ASGT has deposits. That person shall reconcile the statements with the records kept by the Treasurer.

All books and records shall be available for inspection by any Board member for any proper purpose at any reasonable time.

The books and records of ASGT shall be reviewed by the Financial Committee at the end of each fiscal year. The Financial Committee shall make recommendations for new or revised financial policies as they see the need.

At the completion of each fiscal year, the books and records of ASGT shall be reviewed by an independent person or firm hired by the Board.

