THE FREEMAN STAGE at Bayside

Joshua M. Freeman FOUNDATION

2013 annual report
CORE PURPOSE
Creating opportunities to elevate the human spirit.

MISSION
Partnering to present memorable performances & provide inspired arts education for all.

VISION
A vital source of exceptional cultural experiences.

THE FREEMAN STAGE
at Bayside
a program of the Joshua M. Freeman Foundation

2013 ACCOLADES
Southern Delaware
2013 Southern Delaware Tourism Recognition Award
TripAdvisor.com Certificate of Excellence Award

FOLLOW THE FREEMAN STAGE ON:

Sussex County students are entertained by AGA-BOOM in May 2013.
Dear Donors, Partners, and Friends,

When I walk up to the microphone at The Freeman Stage just before a performance starts, I take a look out at the crowd. I see families and friends sitting together in groups. Volunteers greet patrons at the front gates and sponsors mingle on the deck. Outreach guests, full of excitement, settle into their honorary chairs. It’s a sight that I never tire of seeing.

None of this would be possible without help along the way. Thank you to all of those who helped to make the 2013 season the most memorable yet. Your passion, and action, have helped to make a tangible difference in our communities through a love of the arts. I look forward to seeing you at the Stage for years to come as we continue to present art that may be familiar, extraordinary, or unknown. Thank you for joining us on this beautiful journey. I am forever grateful to be a part of it.
PATRON STATISTICS

Which performances did our patrons attend?

- Kid’s: 11%
- Dance: 16%
- Special Concerts: 20%
- Theatre: 10%
- Tribute: 6%
- Classics: 9%
- Other: 28%

Where do our patrons live?

- Ticket Buyers
- Future Patrons

2013: AT A GLANCE

- Number of Performances: 68
- Number of Performers: 556
- Tickets Sold: 21,131
- Number of Outreach Guests: 8,855
- Number of Sponsorships: 228
- Number of Patrons: 41,423
- Number of Full Time Staff: 5
- Number of Seasonal Staff: 20
- Number of Volunteer Hours: 2,409
- Customer Satisfaction Rate: 99%
A YEAR ROUND PRODUCTION

It takes a year to plan a summer.

Though our season lasts just 3 months at The Freeman Stage, we spend 9 months planning it. During those 9 months, we are also presenting outreach arts experiences and Off Stage performances. Curious about what we do on a month-to-month basis? Here is an abbreviated look into the Joshua M. Freeman Foundation.

January

Though it may be the beginning of the year, in January we are already finalizing the talent that will appear on The Freeman Stage later in summer. We attend hundreds of showcases and work closely with agents in order to find a high-quality and diverse lineup to present later in the year.

February

As we finalize the programming process for the summer months, in February we are out in the community presenting arts experiences to outreach groups. The weather prevents us from utilizing our outdoor venue, so we use school auditoriums, as well as the theatre at Delaware Technical Community College in Georgetown, DE.

March

In March, the contracts have been signed and the calendar is complete. It’s time to announce the season! The excitement leading up to the announcement is palpable in the community. We can finally share what we have been planning over the last several months.

April

As flowers start to bloom, so does The Freeman Stage. Tickets go on sale to the public, and the venue gets a Spring cleaning as we start to prepare for the summer events. Additionally, plans are finalized with school districts to bring thousands of local students to outreach performances in May.

May

Typically the week before Memorial Day weekend, you can see dozens of school buses dropping off students at The Freeman Stage, where they will take part in an unforgettable arts experience. The smiles are contagious. This also provides an excellent opportunity to test out any venue changes that have been made.

June / July / August

Busy. Busy. Busy. There is no other way to describe the summer months. Over 50 events are presented at The Freeman Stage in less than 90 days to an audience of 40,000 patrons. Dance. Theatre. Live music. Kids programs. Special Concert Events. The small staff depends on an army of volunteers to help get the job done. In the middle of it all, a major fundraising event, The White Party!

September

As soon as we close the gate at The Freeman Stage for the last time each season, we jump right into another big fundraiser, the annual Joshua M. Freeman Foundation Golf Tournament. Held at Bayside Resort Golf Club, this tournament is the most exclusive, and fun-filled, golf tournament on Delmarva. Golf for a great cause!

October

Though we generate financial support through donations, ticket sales, and Freeman Stage sponsorships, we also apply for a variety of grants on a local, state, regional, and national level. The grants that we may receive help to offset a variety of costs which may include programming, outreach transportation, physical improvements or equipment at The Freeman Stage, and professional development opportunities for employees.

November

As we head into the holiday season, we present several public Off Stage performances, as well as performances for outreach groups. In late November, traditionally we have presented Washington National Opera’s Doming-Cafritz Young Artists, who perform operatic staples and holiday classics. At this point, we have also fully reviewed patron feedback from the previous summer season. This data is one of the factors that we consider while looking at performers for the upcoming season.

December

Financial accountability is something that we take very seriously in our organization. In December, we start closing out our fiscal year, while finalizing budgets for the upcoming year. As a 501(3)c nonprofit organization, each employee feels a tremendous responsibility for each dollar that is received and spent.
Over 50 performances in less than 3 months. That’s a typical summer at The Freeman Stage, and the 2013 season was no different. We officially started off the summer with the Mid-Atlantic Symphony Orchestra, an annual tradition at the Stage. We brought back fan favorites like Jesse Garron, Tommy Edward as Sir Rod, the First State Ballet Theatre, Clear Space Theatre Company, and Creating Whimsical Masterpieces with John Donato. We pride ourselves on presenting new and diverse artists, so for the first time we had acts like Irish crooner Andy Cooney, the WaCongo Dance Company, the Official Blues Brothers Revue, Cherish the Ladies, Americana sensation Nora Jane Struthers, and Hollywood Nights, a tribute to Bob Seger and the Silver Bullet Band, to name a few.

We often get requests to offer open mic nights at The Freeman Stage, or the chance for a local band to perform in front of their hometown crowd. In 2013, we wanted to offer such an opportunity to our local talents, and Locals Under The Lights was born. There were singer-songwriters, electronica artists, folk musicians, and many more talented locals. These musicians were given 15 minute sets to perform on the same stage that has hosted Grammy winners. We were honored to be able to offer this to our community artists.

Whether a performer is a chart topping name, or someone who is new on the scene, we are confident that our patrons get an unforgettable experience when they come to The Freeman Stage at Bayside.

Of course, no summer at The Freeman Stage would be complete without a few national recording artists taking the stage. Tour buses take the place of vans. Bleachers take the place of lawn chairs. The speakers are bigger, and so is the buzz in the community.

In 2013, we were honored to present legendary rocker Pat Benatar with Neil Giraldo, 9 time Grammy winner Sheryl Crow, the former frontman of Hootie & the Blowfish and the current king of country Darius Rucker, the majestic Michael McDonald, and the endlessly talented Lyle Lovett. Attracting such stars in recent years has turned The Freeman Stage from a local secret into a regional destination for arts & entertainment. When there are talents of that caliber performing, it transforms our simple venue into an unforgettable concert experience.
OUTREACH

Though many are familiar with our organization because of the performances at The Freeman Stage, the real driving motivation behind our efforts is within our community outreach. We recognize the absence of the arts in our area, and we do our best to make sure that those in our community, especially children, are exposed to, or even participate in, a live arts experience. In 2013, nearly 9,000 outreach guests were exposed to the arts...many for the first time.

At The Freeman Stage, you may have noticed some of these outreach groups before. We try to roll out the red carpet for these special patrons when they arrive: seating them in VIP seats, providing them with a small boxed meal, and perhaps even getting to meet the artists after the show.

Away from the Stage, we bring opera stars to perform for students. We also present world renowned performers like Lula Washington Dance Theatre, who will dance in ways that these soon-to-be dancers have never seen before. Inspiration at its best!

OFF STAGE

When the summer season ends, our performances continue. During the fall and winter months, we take our show on the road, or as we like to call it, Off Stage. Typically presented at the Theatre of Arts & Sciences at Delaware Technical Community College in Georgetown, Delaware, these performances allow our audiences to have the intimate setting that The Freeman Stage offers, while remaining indoors and away from the elements.

In 2013, Lula Washington Dance Theatre, Scottish singer Julie Fowlis, Spanish Harlem Orchestra, and the always entertaining Domingo-Cafritz Young Artists from Washington National Opera performed in our Off Stage Series.

In the future, we hope to present even more of these Off Stage performances to our patrons who crave the arts year round.
At the Joshua M. Freeman Foundation, we often look for ways to incorporate the arts with social change. In recent years, bullying has become an epidemic problem in schools. Our local schools are not exempt from the challenges bullying creates for students, faculty, and parents.

In 2013, after months of planning, we partnered with the Indian River School District and John Donato (pictured, top left), a muralist with Lead Your Way Solutions. Together, we created a mural project which encouraged students to visually express what kindness means to them, by creating a theme that they could paint onto a two dimensional bookspine. These bookspines were grouped together into mural pieces that could be hung throughout a school to serve as a lasting legacy to future students. The first school to receive the mural opportunity was Georgetown Middle School in Georgetown, Delaware. Every student in the school had the opportunity to participate in the mural project. We were honored to be a part of a process that may not necessarily offer a long term solution, but gets the conversation started with students.
A donation of time
Stage patrons.
Their dedication has been a significant part of our success since our first performance. A special thanks to our loyal group of volunteers.

Based on donations of $150 or more

Annual March Madness Pool Gang
Annual March Madness Pool Gang

In Memory / In Honor Of:
Bill Hamilton
Diana Roben
George & Estelle Cooper
Joe Bluns
John & Dorothy Whitmore
Josh Freeman
Mike Clarke
Nicholas D. Freeman
Patricia Pease
Shelia, Steve & Joe & Helen Thomas Russell Gallagher
Tom Tipton
Virginia Freeman

Peter FitzGerald, Jr.
Philip & Karen Coale
Philip Leibovitz
Pillsbury Winthrop Shaw Pittman LLP
PMB Associates, LLC
PNC Bank
Pohanka of Salisbury
Pottery Place, Ltd.
Preferred Electric, Inc.
Premium Paving LLC
Professional SportsCare & Rehab
Ray & Janet McCabe
Raymond & Chris Aurillier
Reed Smith
ResQuest Real Estate
Richard & Alan Chambers
Richard & Kim Freedman
Richard & Nancy LaMotte
Richard & Rebecca Kay
Richard & Susan Bastford
Richard LaFluer
Rick & Janis King
Rick DiSabato
Rob & Terri Clark
Robert & Alce Martinelli
Robert & Charlotte DiFebo
Robert & Eileen Brennan
Robert & Rose Cohen
Robert Sessa
Robert Charles Lesser & Co., LLC
Robyn Yates
Ronald & Candace Gray
Rosenberg Martin Greenberg, LLP
Ross & Metcalf Cooper
Roy & Victoria Williams
Sachs Capital
Salisbury University
Sara Chase Carlsson
Schoell Brothers
Scott & Julie Kirsch
Sharon Gambill
Sharp Energy
Shulman, Rogers, Gandal, Pordy & Ecker, P.A.
Sibon Rausch
Sodoka, Inc.
Sposato Landscaping Co., Inc.
Square Peg
Stephanie Smith Christianso
Steve & Jennie Hutier
Steve & Mary Connell
Shannon Alexander
Stuart & Lori Levin
Stuart & M. Bloch
Susan Singh
Sysco Eastern Maryland, LLC
Terri Halle
The Cohen Family
The Dwyer Family
The Evans Family
The Malzberg Group
The Phillips Family
Theo Brans
Thomas & Patrick Gayhoe
TideWater Utilities

$1,039
THANK YOU to all of our donors.

TOTAL NUMBER OF DONORS IN 2013
383

AVERAGE DONATION AMOUNT IN 2013
$1,039
FUNDRAISING

Though we receive revenue through ticket sales at The Freeman Stage, sponsorships, donations, and grants, the search for financial support is a continued one. As a young nonprofit organization, considerable expenses arise, especially because we do not have a large, year round facility to utilize.

In 2013, the Joshua M. Freeman Foundation hosted 3 major fundraising events: The White Party, the Annual Joshua M. Freeman Foundation Golf Tournament, and the Black & Tan Celebration. The White Party was once again held at the Indian River Life-Saving Station, and the JMFF Golf Tournament was held at the award winning Bayside Resort Golf Club. The Black & Tan Celebration, formerly Arts by the Sea, was held immediately after the golf tournament at the same location. Revenue from these exclusive events allows our organization to continue to work towards our mission of partnering to present memorable performances & provide inspired arts education for all.

In the future, we plan to have many more fundraising events as we build upon current relationships and create new partnerships within the community. As these events grow and flourish, so shall the mission of the Joshua M. Freeman Foundation.

PARTNERS & GRANTS

The Joshua M. Freeman Foundation received financial support at the $10,000 level or above from the following community partners:

The Joshua M. Freeman Foundation received partial funding support for The Freeman Stage at Bayside from grants received and/or administered by:

Top to Bottom: Guests at the annual White Party, an outside view of The White Party at the Indian River Life-Saving Station, 3 generations of golfers in the Sachs family participate in the annual Joshua M. Freeman Foundation Golf Tournament.
## Key Sources of Revenue & Support

<table>
<thead>
<tr>
<th>Source</th>
<th>$ in Thousands</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ticket &amp; Concession Sales (net of cost of goods sold)</td>
<td>859</td>
<td>40%</td>
</tr>
<tr>
<td>Fundraising &amp; Sponsorships (including In-kind Donations)</td>
<td>615</td>
<td>29%</td>
</tr>
<tr>
<td>Contributions</td>
<td>68</td>
<td>3%</td>
</tr>
<tr>
<td>Legacy Grants - Carl M. Freeman Foundation</td>
<td>215</td>
<td>10%</td>
</tr>
<tr>
<td>Other Grants - Local, State, Regional, Foundations</td>
<td>324</td>
<td>15%</td>
</tr>
<tr>
<td>Interest &amp; Investment Income</td>
<td>65</td>
<td>3%</td>
</tr>
</tbody>
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**Total Revenue & Support**

| $ 2,146 | 100% |

## Principal Expenses

<table>
<thead>
<tr>
<th>Expense</th>
<th>$ in Thousands</th>
<th>%</th>
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<tbody>
<tr>
<td>Performance &amp; Related Expenses</td>
<td>1,763</td>
<td>83%</td>
</tr>
<tr>
<td>Fundraising Expenses</td>
<td>270</td>
<td>13%</td>
</tr>
<tr>
<td>Management &amp; General Expenses</td>
<td>93</td>
<td>4%</td>
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</table>

**Total Expenses**

| $ 2,126 | 100% |

## Restricted Revenue

<table>
<thead>
<tr>
<th>Source</th>
<th>$ in Thousands</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Legacy Grants - Carl M. Freeman Foundation</td>
<td>1,385</td>
<td>100%</td>
</tr>
</tbody>
</table>

## Testimonials

**I just wanted to take a moment to tell you what a great job I thought you guys did this year. Everything was run very well, and the shows were great. Karen and I enjoyed being sponsors, and look forward to doing it for many years to come. I have to say that as a result of seeing Hollywood Nights at the stage, we have become huge Bob Seger fans. Looking forward to next year already.”**  
-Dave and Karen Lieberman

**“Saw Sir Rod the other night and WOW what a great performance! Such a great organization in the quality and variety of artists they bring to the area. Parking is a breeze, staff is very friendly, nice selection of food along with beverages. Looking forward to seeing more concerts/events at this venue this summer!”**  
-Lauren H, Trip Advisor review

**“Cindy and I are so glad we are sponsors but more important, so glad we did the package you offered for $10/15/20 shows. Otherwise we may have passed up the chance to see such a talented, entertaining, and likeable group of musicians and dancers as those who performed tonight. The range of music and talent is so great – we have enjoyed all the shows we have been to this year from tonight and the Sound of Music to rocking out with Hollywood Nights and the Blues Brothers Review. Thanks so much for all your efforts in getting such great talent and for making The Freeman Stage so special. Congrats on a super season!”**  
-Dennis and Cindy McCarty

**“I attended last night’s performance of the Domingo-Cafritz Young Artist Program in Georgetown, DE. All I can say is thank you so very, very much. What an experience! It was magical...absolutely magical.”**  
-Peggy Conlon

**“I took my 10 month old infants here to watch the Irish Celtic band Cherish the Ladies. It was a wonderfully casual venue. The sound was first rate and the staff was super friendly. For this show, it was just bring-you-own-camp-chair and there was a lot of room to spread out. There was food, clean bathrooms close enough that you could still hear the show inside, the water nearby kept it breezy and cool. Fantastic sunset, NO BUGS and a great show. I would go here again in a heartbeat.”**  
-Crayolabird, Trip Advisor review