Mission

The Hangar Theatre is committed to providing exceptional theatre experiences of high professional quality to enrich, enlighten, educate, and entertain the diverse audience in the Finger Lakes region. Strong education and training programs are central parts of our commitment to the local and national artistic communities.

Core Values

We create theatre for our stage, our community, and our time to engage people of all ages and backgrounds.

We believe that the shared experience of an audience is of great value to the individual and creates a more vital community.

We are committed to championing great art to awaken a passion for live theatre and to deepen the understanding of the human experience.

We believe that our programs help children learn to collaborate, communicate, and create. We make a commitment to youth programming and arts education, including using theatre as a tool to teach.

We nurture young and emerging artists through experience, mentoring, challenge, and support.

We ensure the theatre’s future by making sound financial decisions in support of our artistic and educational programming.

From the President and the Board of Trustees

For an organization to remain healthy, regardless of the internal and external environment, it must periodically take a hard look at its mission, vision, and core values to ensure the relevancy and financial stability of that organization. To that end, the Board of Trustees held a retreat in February 2013 to begin the process of creating a long-range plan — a blueprint for the next 3 – 5 years with artistic excellence at the center of the plan. Over a year of work has resulted in a plan that emphasizes artistic innovation, the best professional standards, and the highest quality experience for all who participate.

Our audiences and patrons are essential to our success, and we want to actively engage each one of you in our work so that your passion for live theatre continues to grow. We also believe that one of our primary responsibilities is to inspire future artists and audiences by providing the resources for children, teachers, and life-long learners to experience and practice the art of theatre.

These core values saw us through one of the Hangar Theatre’s most challenging seasons in our 40-year history. In spite of the damaging flood of 2013 and the need to respond to a new economic environment, we remained true to our continued investment in the artistic product. Even with extensive cost control, we were able to produce the season that we originally planned, and the audience enjoyed an extraordinary range of plays that showcased the Hangar’s great artistic vision and depth of artistic talent. We emerged from 2013 with a balanced budget and a renewed commitment to our artistic mission.

The ongoing dedication and commitment of the Hangar Board of Trustees has been crucial to seeing the Hangar through this year. The Board is an exceptional group, and I am proud to serve among them. I would like to acknowledge Josh Friedman, who joined the Hangar at the end of 2012, and our new artistic director Jen Waldman for their contributions, which have steadily strengthened the Hangar artistically and institutionally. They lead an incredible staff and team of supremely gifted artists.

I close with a heartfelt thanks to all our loyal subscribers and patrons and our generous donors. Your support is the reason the Hangar is here, offering extraordinary educational experiences and entering a 40th year of Mainstage programming, inspiring young and old alike with the magic of live theatre.

Shelley Semmler
President
Hangar Board of Trustees
“Everything flows, nothing stands still” is a quote attributed to the Greek philosopher Heraclitus of Ephesus, known for his doctrine of change being central to the universe. We often think that constant change is something new, an aspect of modern life that we’ve come to embrace and perhaps consider as one of the few things we can count on, but this is a very old concept, as old as theatre and storytelling.

In 2010, when the Hangar was just completing the renovation of the building, Robert Lynch, president of Americans for the Arts, announced that over the next year, 10,000 arts organizations would close. The realities of the economic downturn were beginning to hit hard, and the Hangar was not immune to the trends. In 2011 and 2012, the Hangar endured losses totaling more than $180,000 and was in danger of becoming a statistic. We knew that change was inevitable and that to survive in the new economic reality meant that we needed a structural rebalance.

2013 was a year of transition at the Hangar with changes to programming and artistic leadership, incentives to attract new audiences, and organizational restructuring. We are pleased to report that most of the change has been met with positive reaction from our patrons and supporters. While we were forced to cut the Mainstage season back from five to four plays, new efforts in marketing helped to achieve a 7% increase in average nightly attendance, and our Kiddstuff series enjoyed a 12% increase in overall attendance and a 180% increase in subscribers. We began a new subscription program for young professionals called the Hangar ACES, attracting 27 new subscribers. We conducted a national search for a new artistic director and, out of hundreds of qualified candidates, hired Jen Waldman, who brings a new level of creativity, resourcefulness, experience, and contacts to the organization. We spent much of the year working on a new long-range plan that will guide us through this transition, boldly looking at how we can proactively use our resources, talents, and treasure to ensure that the Hangar remains a thriving part of our community. We will publish this plan soon and look forward to sharing it with you.

A great theatre company must have appropriate revenue streams and cost structures in place to achieve superior performance and make a distinctive artistic impact over a long period of time. A great theatre also needs a board committed to being best in class, a staff of disciplined individuals dedicated to a single mission, an audience that thrives on live theatre, and generous donors who believe in our mission. The Hangar has all of these, which in 2013 let us produce a summer season of 13 productions with more than 25,000 people attending 95 performances; present concerts and community events for 17 days in the fall, serving more than 3,000 people; and provide space for local performing arts groups, nonprofits, and private parties. As this community’s largest performing arts group, we are proud of these accomplishments and fortunate to have such generous support.

We would like to express our appreciation for the outstanding leadership of Board President Shelley Semmler and the entire Board of Trustees. They are all special people who give of their time and resources to help make it possible for the Hangar to exist and thrive.

In addition, let us express our sincere gratitude to our thousands of subscribers, donors, and ticket buyers who came to the Hangar in 2013 to experience the magic of live theatre, which is only possible when actor and audience come together and engage in great storytelling. On behalf of the entire staff of the Hangar, we thank you.

Josh Friedman and Jen Waldman
Mainstage

Last of the Red Hot Lovers
Gypsy
4000 Miles
Clybourne Park

KIDDSTUFF

Pinkalicious the Musical
With Two Wings
A Year with Frog and Toad
James and the Giant Peach
The Wiz

The Wedge

Bodies
The Same Progeny of Evils
Artichoke Hearts:
   A Fabulous Destiny
Hiding Like Elephants
   (“Cacher Comme Des Elephants”)

Fall CabarETC

Back to the Garden,
   The songs of Carole King,
   Joni Mitchell, and Laura Nyro

The Burns Sisters Holiday Concert

Pilot Reading Series

The Stranger Plays: Brother Love
   and the Strangest Thing
The Winstons
Family Play
Death & Venice

Education Programs

Next Generation Theatre Camp
Project 4
   (Artists-in-the-Schools
   Residencies)
School Tour, We Carry the Dream
Speak to Succeed
Spring Break-a-Leg Camp

Schools Served by
Our Education Programs

Belle Sherman Elementary School
Beverly J. Martin Elementary School
Caroline Elementary School
Dryden Elementary School
Enfield Elementary School
Fall Creek Elementary School
Groton Elementary School
Lansing Elementary School
Newfield Elementary School
Northeast Elementary School
South Hill Elementary School
Trumansburg Elementary School

Audience members at Back to the Garden; Last of the Red Hot Lovers (Leeanya Rideout, Jordan Gelber); KIDDSTUFF performance of James and the Giant Peach (Wood Van Meter, Natalie Walker); audience member at We Carry the Dream performance at Trumansburg Elementary School.
2013 SPONSORS

Partners In Flight
CFCU Community
Credit Union
Cayuga Radio Group

Partner In Education
Cornell University

Mainstage Premier Sponsors
Travis Hyde Properties
Tompkins Trust Company
Cayuga Medical Center
M & T Bank

Mainstage Associate Sponsors
Finger Lakes Radio Group
Family Medicine Associates
Ithaca Times
Holt Architects
C.S.P. Management

Kiddstuff Series Sponsors
Wegmans
Cayuga Radio Group
Ithaca Child

Pay What You Can Sponsors
Ithaca Bakery
Scharlather, Stumbar, Parks & Salk, LLP

Kiddstuff Show Sponsors
Alphabet Soup
Trader K’s
Ithaca Community
Childcare Center
Buttermilk Falls Pediatrics
Northeast Pediatrics & Adolescent Medicine

Education Program Sponsors
Therm, Incorporated
Drs. Richards & Mccutcheon Dentistry
Target
The Strebil Foundation for Community Enrichment of The Community Foundation

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Serendipity Full Service Catering

Cabaret Sponsors
Ehrhart Propane & Oil
Murphy-Allsle Group at Wells Fargo Advisors

Charades Team Sponsors
CFCU Community
Credit Union
Tompkins Trust Company
Travis Hyde Properties
Warren Real Estate

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La Tourelle Resort and Spa

Supporting Sponsors
Bridges Cornell Heights
Ciaschi Dietershagen Little Mickelson & Company, LLP
Diane’s Downtown Automotive

Dryden Mutual Insurance Company
Harris Beach PLLC
Island Health & Fitness
Ithaca Journal
Ithaca-Tompkins Regional Airport

Longview, an Ithacare Community
Mastercraft Custom Framing & Fine Art
Miller Mayer LLP
P.W. Wood & Son
Rachel Philipson Photography & Design

Sheldrake Point Winery
Swarthout Coaches, Inc.
Tompkins Weekly
William Henry Miller Inn
WRVO
WSKG

4000 Miles (Robbie Tann, Susan Blommaert); Gypsy (Michele Ragusa, Wally Dunn, David Studwell); Clybourne Park (Edward O’Brien, Olivia Washington, Amy da Luz); Last of the Red Hot Lovers (Natalie Walker)
President
Shelley S. Semmler

Vice President
Margaret Shackell

Treasurer
Paul Kirk

Secretary
Judith Pastel

Past President
Ann Costello

Emeritus
Andrea Fleck Clardy
Roy Dexheimer
David G. Flinn
Linda Mack
Tom Niederkorn

Honorary Member
Martha (Marty) Allee

Trustees
Robert D. Bloom
Diana Brinckman
Janna Burch
Jessica Casey
Randy Ehrenberg
Mary Kane
Susan J. Kaplan
Sally McConnell-Ginet
Jennifer Gunn
Kathryn Pearce
Michael Pliss
Jacqueline K. Powers
Marjory Rinaldo-Lee
Carolyn W. Sampson
Deborah J. Schmidle
Rebecca Schwed
Arno Selco
Laurel Southard
George W. Taber
Jamie Wells
Stephen Yale-Loehr
Jeanne Yarussi

Leadership
Joshua Friedman,
Managing Director

Jennifer Waldman,
Artistic Director

Stephanie Yankwitt*,
Acting Artistic Director

Artistic
Jesse Bush,
Associate Artistic Director/
Head of Education

Production
Adam Zonder,
Production Manager/
Executive Technical
Director

Business and Administration
Jennifer D. Anderson,
Business Director

Jaime Wolfe,
Audience Services Manager

Denise McEnery,
Assistant to the Business Director

Madeline Spencer,
House Manager

Jen Hopkins,
Concessions Manager

Marketing and Development
Sharon Marmora*,
Director of Marketing and Communications

Nancy Szary,
Development Associate

Rachel Philipson,
Photography and Graphic Design

Interns
Gregory Carter
Alyssa DeAlesandro
Yukino Kondo
Alyssa Stoeckl

*Thank you to our colleagues who moved on during 2013
In 2013, we did some incredible work:

**Community Relations**

Supplied Hangar subscriptions as prizes to encourage donations to Family and Children’s Services, which increased its support for the Therapeutic Toy Drive by 63%, bringing in over $1,100 in new gifts.

Helped the Food Bank of the Southern Tier to raise nearly $1,000 and 272 pounds of food during the Burns Sisters Holiday Concert.

Provided a home for the Actors Workshop, Civic Ensemble Theatre, and Theatre Incognita to perform.

**Financial**

Boosted season earned income by $21,000, even with one less play than 2012.

Made some difficult decisions and sacrifices, cutting over $134,000 in expenses over the previous year, including through staff furloughs and layoffs.

Ended the year with a balanced budget and paid down some accumulated debt to achieve an overall increase in Net Income of over $263,000 compared with 2012.

**Audience Development**

Promoted compelling subscription benefits for KIDDSTUFF, including access to a demand seating section within the General Admission house.

Created the Hangar ACES young professional subscription and sold 27 memberships in our first year.

Published an 80-page playbill in magazine format to promote the season and educate constituents about our programs, staff, and sponsors.

**On Stage**

Presented two regional premieres: 4000 Miles and Clybourne Park.

Took new looks at two classic American plays: Last of the Red Hot Lovers and Gypsy.

Saw average Mainstage attendance increase from 65% in 2012 to 72% in 2013. Two shows played at or above 83% capacity.

Increased KIDDSTUFF attendance 12% and KIDDSTUFF subscriptions 180% compared with 2012.

**Institutional Advancement**


Increased grant income by 28% or $18,053 from the prior year.

Realized a 13.8% increase in overall cash sponsorship income for a gain of $20,250, led by increases from our largest sponsors including CFCU Community Credit Union, Cayuga Radio Group, Tompkins Trust Company, CSP Management, Wegmans, and Family Medicine Associates.

**We asked the staff to share some of what they felt were their proudest accomplishments in 2013. Here’s what they told us:**

“I was proud to have safely removed all patrons from a flooding theatre as calmly and professionally as possible with the help of other staff members.”

“I organized and updated the information on our website regarding internships, creating a universal internship application for the various departments, as well as a system to process, distribute, and track applications.”

“I am proud of choosing and producing the KIDDSTUFF season.”

“I was able to attract and book the Burns Sisters concert and helped to get a sponsorship for the concert.”

“I am proud to have a better understanding of the organization and like to be involved in our events and have patrons know who I am.”

“I successfully expanded the technical apprentice program.”

“I established and supervised a seasonal Front of House staff that worked well as a team and provided excellent front line customer service.”
**ASSETS**

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<tr>
<th>Assets</th>
<th>Amount</th>
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<td>Endowment Funds</td>
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<td><strong>Total Assets</strong></td>
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**LIABILITIES & EQUITY**

**LIABILITIES**

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<th>Liabilities</th>
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<td>Loans Payable</td>
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**EQUITY**

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**Total Liabilities and Equity**

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<tr>
<th>Total Liabilities and Equity</th>
<th>Amount</th>
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<tr>
<td><strong>Total Liabilities and Equity</strong></td>
<td><strong>$3,587,937</strong></td>
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*all numbers are prior to 2013 audit*
## Statement of Activities

*for year ending December 31, 2013*  
*(with comparison to 2011 and 2012)*

### REVENUE

<table>
<thead>
<tr>
<th></th>
<th>FY 2011</th>
<th>FY 2012</th>
<th>FY 2013*</th>
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<tr>
<td><strong>EARNED REVENUE</strong></td>
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<tr>
<td>Subscriptions</td>
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<td>Single/Group Tickets</td>
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<td>Hangar Lab Company/Professional Training</td>
<td>$94,450</td>
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<td>Project 4 - Artists in the Schools</td>
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<tr>
<td>Ithaca City School District Performing Arts Center</td>
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<tr>
<td>Management Contract</td>
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<td>$69,660</td>
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<td><strong>TOTAL EARNED REVENUE</strong></td>
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<td><strong>CONTRIBUTED REVENUE</strong></td>
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<td>Government</td>
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<td>Grants and Foundations</td>
<td>$42,000</td>
<td>$18,450</td>
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<td>Corporate/Sponsorships</td>
<td>$113,633</td>
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<td>Fundraising Events (Net)</td>
<td>$30,699</td>
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<td>Individuals - Board and Staff</td>
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<td>Individuals - Other</td>
<td>$141,212</td>
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<td><strong>TOTAL CONTRIBUTED REVENUE</strong></td>
<td>$431,281</td>
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<td><strong>TOTAL REVENUE</strong></td>
<td>$1,311,559</td>
<td>$1,436,202</td>
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### EXPENSES

<table>
<thead>
<tr>
<th></th>
<th>FY 2011</th>
<th>FY 2012</th>
<th>FY 2013*</th>
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<tr>
<td><strong>ARTISTIC EXPENSES</strong></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Production Materials &amp; Supplies, Audition/Recruitment</td>
<td>$87,584</td>
<td>$114,299</td>
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<td>Directors/Designers/Actors/</td>
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<td>Production Personnel</td>
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<td>Housing and Auto</td>
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<td>Royalties and Scripts</td>
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<td>Office Expense/Credit Card/</td>
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<td>Bank Charges/Insurance</td>
<td>$96,885</td>
<td>$111,085</td>
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<td>Rent and Facilities Expense</td>
<td>$66,429</td>
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<td>Staff Compensation/Professional Fees/Staff Development</td>
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<td>$584,843</td>
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<td><strong>TOTAL ADMINISTRATIVE EXPENSES</strong></td>
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<tr>
<td><strong>TOTAL EXPENSES</strong></td>
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<td>$1,484,963</td>
<td>$1,319,188</td>
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<tr>
<td><strong>CHANGE IN NET OPERATING ASSETS</strong></td>
<td>$(132,240)</td>
<td>$(48,761)</td>
<td>$798</td>
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*2011 and 2012 Mainstage seasons featured five productions, while 2013 featured four productions.*  
**Contract with the Ithaca City School District ended in 2012.*