

Joshua M. Freeman  
FOUNDATION



# 20 ANNUAL 12 REPORT



Arts in *your* backyard

THE FREEMAN STAGE  
*at Bayside*

# WHO WE ARE

The Joshua M. Freeman Foundation, a 501(c)3 non profit organization, was established in 2007 to honor Josh Freeman, the former Chair of the Carl M. Freeman Foundation, after his untimely death in December of 2006. The Joshua M. Freeman Foundation seeks to honor Josh's passion and commitment to excellence by creating projects that he would have been proud of. Our mission is to partner to present memorable performances & provide inspired arts education for all, while creating opportunities to elevate the human spirit. With The Freeman Stage at Bayside, an outdoor performing arts venue located near Fenwick Island, DE, we act on that mission by providing unique arts experiences to almost 40,000 visitors a year.



## OUR MISSION

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

# ELEVATE THE HUMAN SPIRIT

During each performance at The Freeman Stage, something magical happens. Lightbulbs go off in people's head. Toes tap the ground. Heads bob with the beats. Song lyrics can be read across mouths in the crowd. Eyes brighten and hands clap. Patrons shed their worries and open themselves to something that may be new, or familiar. At our core, that's what the Joshua M. Freeman Foundation and The Freeman Stage at Bayside is all about: *Elevating the human spirit.*

In 2008, we started with a very basic stage, an empty green, and a dream. In our fifth season, 2012, the stage felt a bit smaller, the green was more full than empty, and the dream - the core purpose - remained the same. Seeing someone's spirit soar when exposed to the arts is an amazing thing. It's good for the soul. It's good for business. It's good for our community. Thanks for helping to keep the dream alive.



# 2012: AT A GLANCE

Total Number of Performances  
**70**

Average Performance Cost  
**\$18,300**

Total Number of Performers  
**563**

Total Tickets Sold  
**19,749**

Total Number of Outreach  
Guests  
**9,450**

Total Number of Sponsorships  
**128**

Total Number of Patrons  
**39,268**

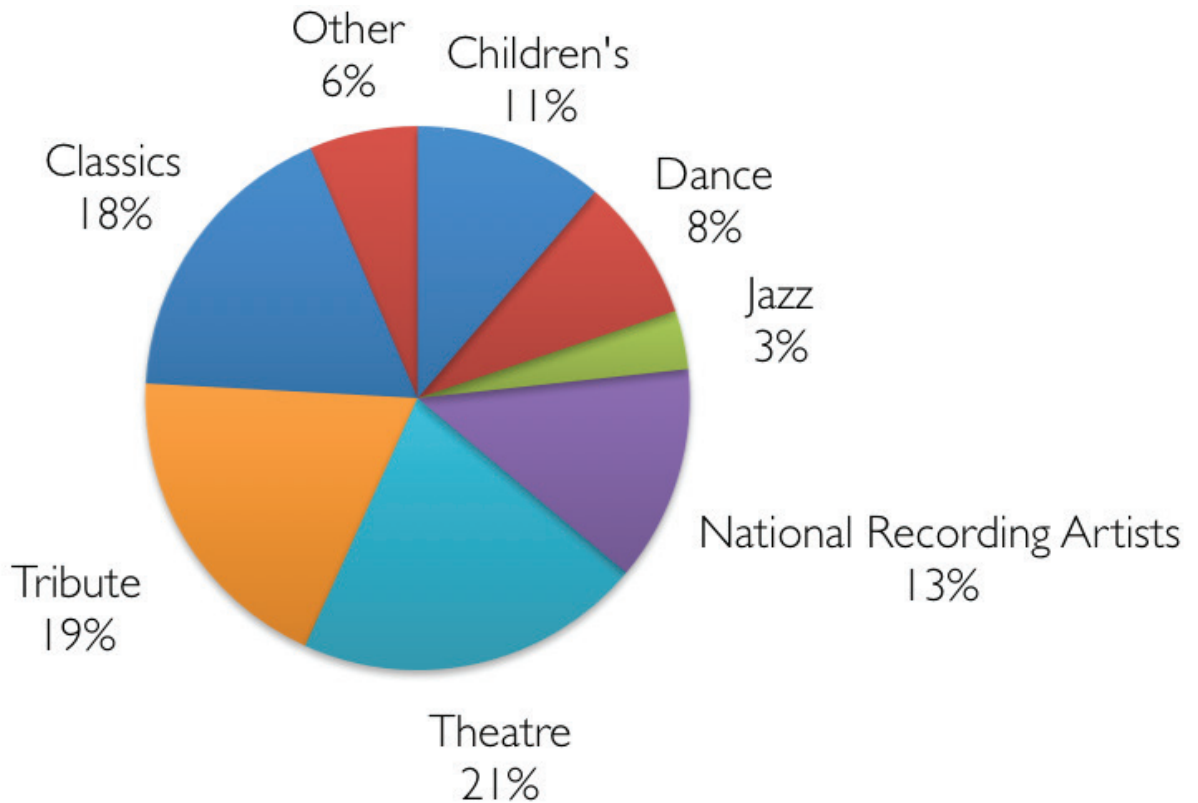
Total Number of Full Time Staff  
**6**

Customer Satisfaction Rate  
**99.2%**

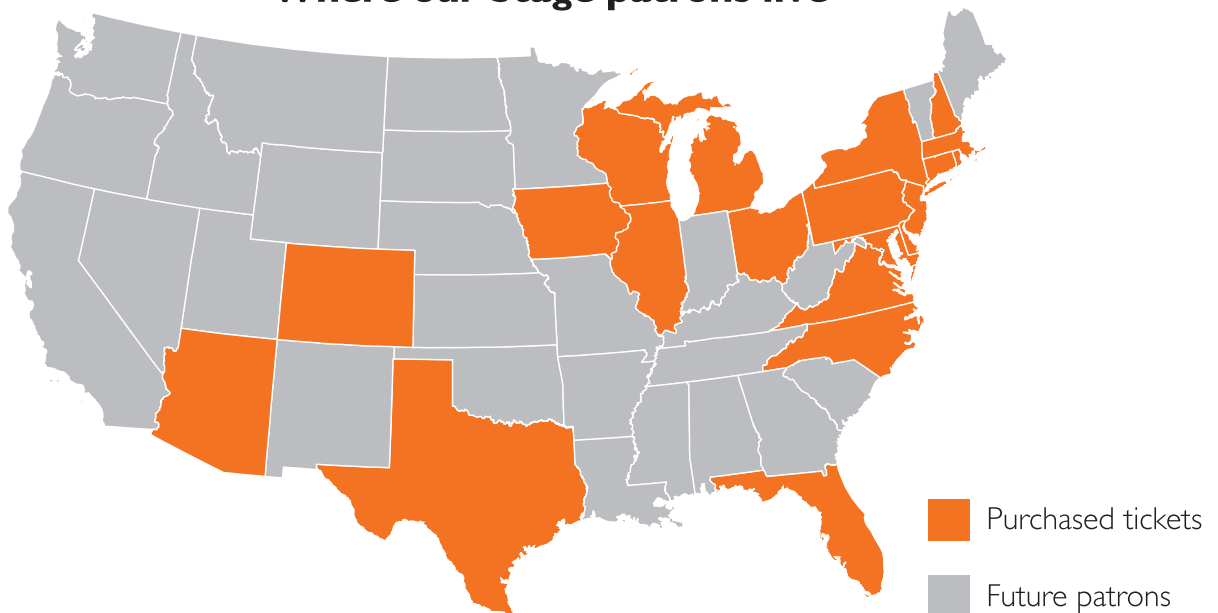


# PATRON STATISTICS

## Performances attended by Stage patrons



## Where our Stage patrons live

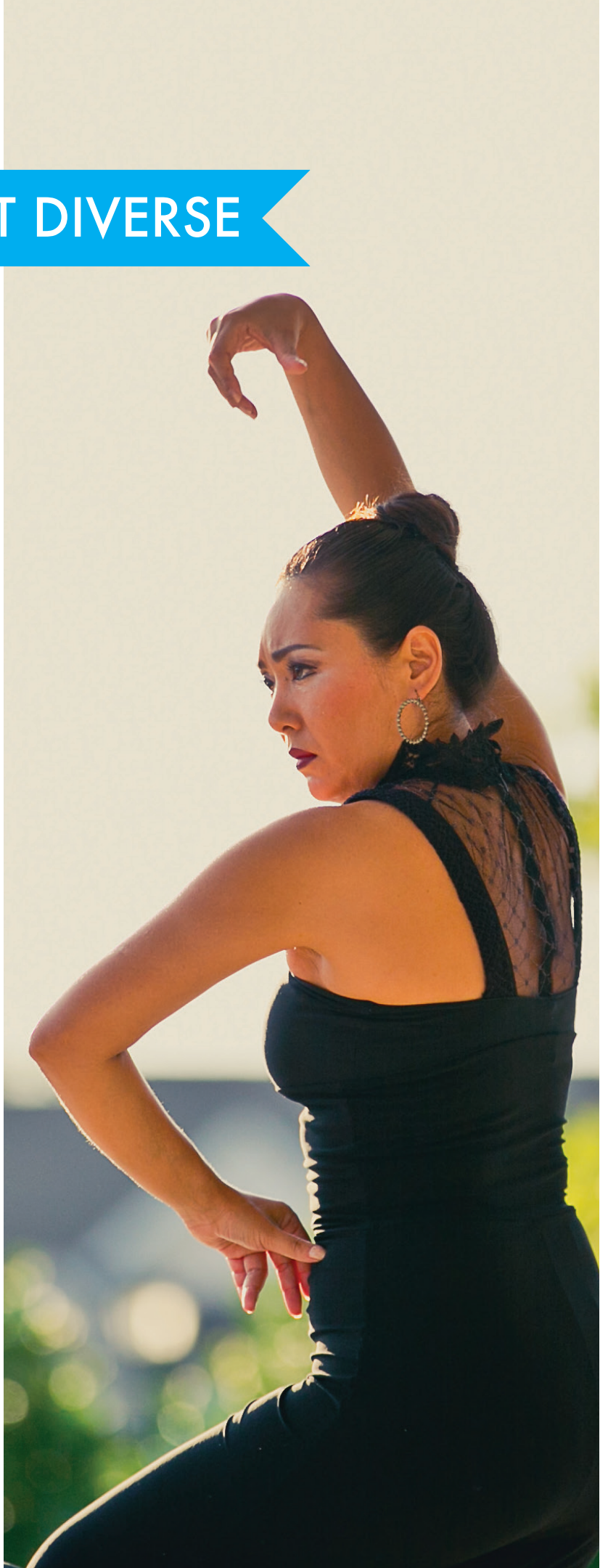


## KEEPING IT DIVERSE

Though our season is short in length, the diversity in the programming at The Freeman Stage at Bayside is in wide abundance. Dance. Theatre. Live Music. Children's Shows. We want our patrons to have familiar choices, while also sparking interest in new ones.

In 2012, we kept some of the familiar Freeman Stage standards like Mid-Atlantic Symphony Orchestra, Delaware Symphony Orchestra, Jesse Garron as Elvis, First State Ballet and the Kinderman Kid's Show. To keep the programming diverse and fresh, we brought in new talents as well. Audiences raved about Celtic Fire Irish Dancers, Masters of Motown, Pasion y Arte Flamenco Dancers (pictured), and Voloshky Ukranian Dance Ensemble!

Though we do fall back on some fan favorites each year, we are careful to stick to our mission and provide inspired arts education for all.





## BIG NAMES & BIG CROWDS

2012 marked our fifth season, and we wanted it to be one to remember. To honor our fifth anniversary, five special concert events were planned: Southside Johnny & The Asbury Jukes, John Tesh, Darius Rucker (pictured), Marvin Hamlisch, and The Midtown Men. Though the Marvin Hamlisch show was cancelled due to illness, the other four artists performed as scheduled and were a huge success.

Darius Rucker's show set an attendance record at The Freeman Stage. Over 2,100 people came out to see the familiar lead singer of Hootie & The Blowfish take the Stage and sing his current country hits. Not only was the night an attendance success, it also brought many new patrons to The Freeman Stage for the first time. The momentum from that show carried forward for the rest of the season. In fact, for many shows we had to hang a "SOLD OUT" sign at the box office. The Freeman Stage became more than just a venue. It became a destination.

# VOLUNTEERING HAS VALUE

In 2012, the Joshua M. Freeman Foundation had six full time employees. The Freeman Stage welcomed nearly 40,000 patrons in that same year. To say that we needed a little help along the way would be an understatement. Volunteers saved the day...as they have since our first season.

Many tasks are completed by our loyal following of volunteers. From stuffing envelopes during the fall and winter months, to opening and closing the front gate during the summer, volunteers do a little bit of everything. Duties may include handing out our programs, running food orders in the Cafe, ushering patrons to their seats, connecting lost children with parents, or setting up sponsor chairs.

The State of Delaware has calculated the value of a volunteer equates to \$22.78 an hour. To a non profit, that value is irreplaceable. Thanks to all who volunteer. We could not do it without you!







## REVENUE DRIVES OUTREACH

Why do we charge admission? The smile seen here wouldn't be possible without our patrons buying their tickets. Though we receive support and funding through generous sponsors and grants, ticket sales are essential to our mission.

At The Freeman Stage, from time to time you may notice some guests sitting up front in a special section. These outreach groups are our special guests for the evening. It could be a local Boys & Girl Club, a youth group, or residents of a retirement home to name a few. For many of these guests, it's the first time they have been exposed to a live performing arts experience. In 2012, we had nearly 10,000 of these outreach guests, both at the Stage, and at our Off Stage Series of performances during the fall and winter months. We invite these outreach groups to our performances, free of charge, so that the cycle of exposure never stops. Community building and individual enrichment at its best!

## OFF STAGE EXPOSURE

When the lights go off and the front gate closes at The Freeman Stage at the end of summer, our work at the Joshua M. Freeman Foundation is not over. We pack up and hit the road. Since 2010, we have presented a small series of performances called our Off Stage Series. These performances are quite frequently held at the Arts & Sciences Theatre at Delaware Technical Community College in Georgetown, DE, but we've also taken the show on the road to area elementary, middle, and high schools. Most shows have been open to the public, but some are strictly for a specific outreach audience. In 2012, we presented such events as *Romeo & Juliet*, Washington National Opera's Domingo-Cafritz Young Artists, and an anti-bullying program called *Sticks & Stones* to local school children. Though our mission will always focus on the arts, when an opportunity to shed light on a significant social issue arises, we don't hesitate to bring it to those in our community who need it most.

JOSHUA M. FREEMAN FOUNDATION



A photograph of a woman with blonde hair, wearing sunglasses and a white ruffled dress, holding a rolled-up document. She is standing at a social event with other people in the background. The image is partially obscured by an orange banner at the top.

## SUPPORTING THE STAGE

As a non profit organization, the Joshua M. Freeman Foundation is dependent on outside support each year. This support can range from someone donating their time as volunteer, to an organization like the Carl M. Freeman Foundation who has been an angel investor since day one. Though both of those examples are deeply appreciated, we can't rely on either to be a bottomless resource. Though ticket sales, sponsorships, grants and donations help us tremendously, the search for support never ends.

In 2012, the Foundation had 3 major fundraising events: The White Party, the Annual Joshua M. Freeman Foundation Golf Tournament, and the Arts by the Sea Party. Each event was a huge success, and many guests left ready to come back in 2013. Not only do these events provide support for our organization to operate and grow, they serve as important reminders to the guests of our mission in the community around them.

# TESTIMONIALS

*"I didn't think any performance could top John Tesh, and yet you did it again last night with Masters of Motown. What a fantastic professional Vegas-style performance! Thanks for all you do to bring the arts to Sussex County!" - Chris*

*"Amazing. Beautiful. Addicting. We are so lucky to have The Freeman Stage in our backyard!" - Facebook comment*

*"As you well know, music inspires, heals, and lifts the spirit of both young & old. Last night's program touched our hearts, making us proud to be Americans, listening to amazing voices and music that enriched our lives. We wish the Freeman Foundation continued success. Thank you for all your efforts." - Clifford & Margaret*

*"Thank you for giving my family a place to experience the arts firsthand. We now plan our vacations around your schedule!" - The Baileys*

*"We just wanted to say THANK YOU again for hosting our families this summer! The families were thrilled at the opportunity the Joshua M. Freeman Foundation provided for them. They enjoyed the various shows on The Freeman Stage and were very complimentary to your staff. We truly appreciate how welcome you made our families (and us) feel at each performance." - Family Literacy Program*





## STAGE STRATEGY

Many people reference the quote “Build it, and they will come.” Though we believe that support may be there for a larger facility, we are taking a more conservative route and will complete the necessary steps of due diligence before any ground is broken. In 2012, we continued to have advisory board meetings to discuss the future of The Freeman Stage. How big should it be? What should it offer? Can it sustain itself for year round performances? These are all great examples of questions that are asked, and must be answered sooner than later. There are too many examples around the world of beautiful venues that were built, opened with much pomp and circumstance, and later could not afford to keep the lights on. We do not want to be part of that statistic. We owe this careful planning to our supporters, our patrons, our neighbors, and the overall community who supports us in so many ways.

# 2012 CONTRIBUTORS

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The Joshua M. Freeman Foundation received sponsorship support at the Associate Director (\$5,000) or above from the following community partners:

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



MID ATLANTIC  
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ON TOUR



The Carl M. Freeman Foundation, established in 1960, has a long history of supporting nonprofit organizations - both large and small. The Foundation commits its time, talent and treasure to facilitate, support and promote innovative community-based leadership and giving. The Carl M. Freeman Foundation has been a substantial source of support for the Joshua M. Freeman Foundation since its inception, and other support is growing, but sustainability for the long term will continue growth in broad based community support, such as from the partners above.

SEASON SPONSOR

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Joshua M. Freeman  
FOUNDATION

# SEASON SPONSOR



**"I am certain that after the dust of centuries has passed over our cities, we too, will be remembered not for victories or defeats in battle or politics, but for our contribution to the human spirit."**

**-John F. Kennedy, at the dedication of the John F. Kennedy Center of the Performing Arts, 1962**

In good times and bad, we must not forget the importance of the arts and their contribution to the human spirit.

Thank you Freeman Stage at Bayside.

**Sara Chase Carlson  
Sodoka, Inc.**

# Joshua M. Freeman Foundation Financial Highlights

Unaudited

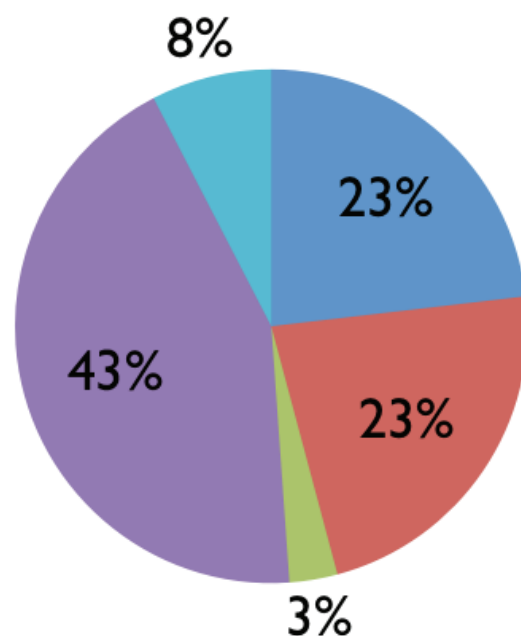
## 2012 METRICS

### Key Sources of Revenue & Support

Ticket & Concession Sales Proceeds	\$	462,336
Fundraising & Sponsorships including In-kind Donations	\$	453,723
Contributions	\$	60,676
Legacy Grant - Carl M. Freeman Foundation	\$	870,000
Other Grants - Local, State, Regional, Foundations	\$	151,890
	\$	<hr/> 1,998,625

### Key Sources of Revenue & Support

- Ticket & Concession Sales Proceeds
- Fundraising & Sponsorships including In-kind Donations
- Contributions
- Legacy Grant - Carl M. Freeman Foundation
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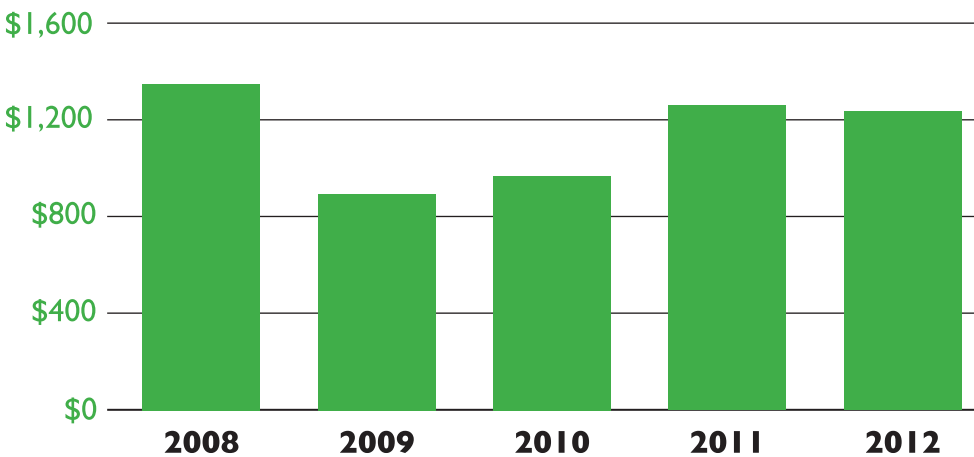


*The Joshua M. Freeman Foundation is recognized by the IRS as a 501(c)3 public charity.*

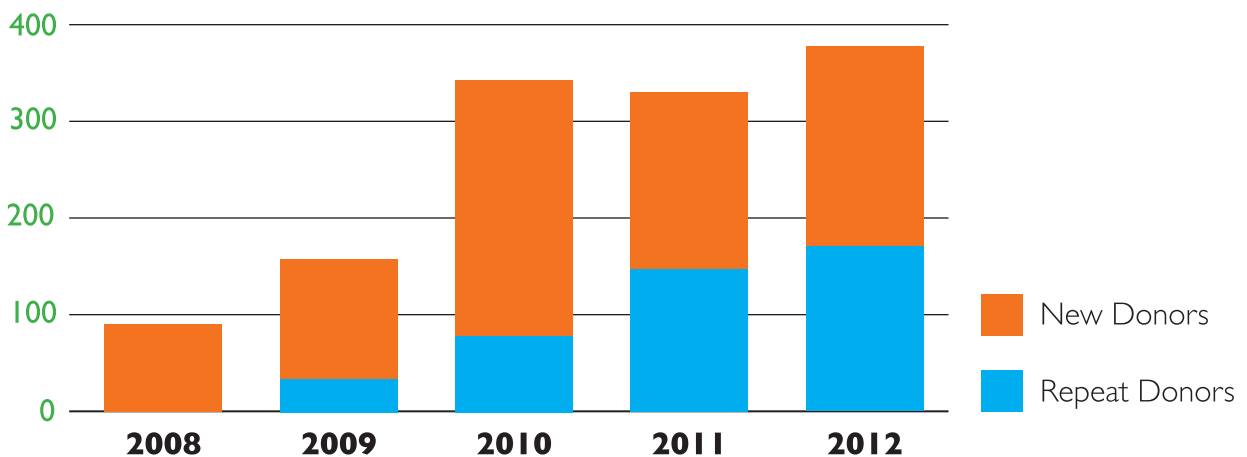
## Principal Expenses

Performance & Related Expenses	\$ 1,285,059
Fundraising Expenses	\$ 343,661
Management & General Expenses	\$ 102,082
Concession Expenses	\$ 38,736
	<hr/>
	\$ 1,769,538

## Estimated Average Contribution



## Number of Donors



WE'VE COME A LONG WAY



2008




2012

A woman with brown hair tied back, wearing a blue dress and a bracelet, is smiling and conducting an orchestra. She is holding a baton. In the background, a man in a white shirt is also smiling. The scene is set on a stage with a blue backdrop.

## PRESIDENT'S MESSAGE

It's remarkable to see what The Freeman Stage at Bayside has become. In just five extraordinary seasons, the Stage has gone from a hidden gem for arts lovers, to one of the fastest growing performing arts venues in the Mid Atlantic. Though our popularity and impact grows, our focus stays small and determined.

On a daily basis, we are asked "When will you build a bigger venue?". Though that will hopefully happen one day, we have come to realize that the Joshua M. Freeman Foundation and The Freeman Stage have become bigger than any one building. We want to continue that legacy: that our mission to bring the arts to our community is more than just a beautiful venue. It's about the people who fill it. Since 2008, we have hosted over 120,000 people at The Freeman Stage, and none of that would be possible without our supporters and partners...at every level. Thank you for your donations, your time, and your unwavering encouragement. The first five seasons at The Freeman Stage were eye opening and inspiring. The next five will amaze you. Thank you for your support.

A handwritten signature in black ink that reads "Michelle R. Freeman".

### **BOARD OF DIRECTORS**

Michelle Freeman • Stephen Huttler  
Christine Shreve • Sara Chase Carlson  
Matt Haley • Drexel Davison  
*Patti Grimes, Executive Director*

# THE FREEMAN STAGE *at Bayside*

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**20**  
**12** ACCOLADES

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## COMMUNITY SPIRIT AWARD

BETHANY-FENWICK AREA CHAMBER OF COMMERCE

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