



presents our

# 2014 Annual Report

(with key “scenes” from 2012-2013)



The Holly Theatre Community Center, Inc.  
69 West Main St. Dahlonega, GA 30533 706-864-3759 [www.hollytheater.com](http://www.hollytheater.com)

## A few lines from the 2014 chairman

Dear Friends,

As I wind up my third year of service on the Holly Theatre board of directors and my final term as chairman, I have a few thoughts to share. They pretty much fall into two categories: things I'm thankful for and things I wish for.

First, I'm thankful for the people who rescued the Holly and have nurtured it through the ups and downs of its 22 year history. I appreciate our volunteers—especially the ones who do more than just show up—who give their time and energy to manage projects, complete tasks and pursue leadership positions. I'm thankful for the friendships I've made through my involvement with the theatre, and the way the Holly community welcomed me and trusted my leadership even though I'm not "from here."



Things I wish for? Bigger audiences on opening weekends—opening *nights* in particular. Actors thrive on large, enthusiastic audiences. And the first weekend's performances are often actors' best. Another wish: that more people will buy season tickets. Sure, they help project revenue and manage cash flow. But beyond that—

and this leads to one more wish—season tickets encourage people to attend productions from genres they aren't used to seeing. If you usually only go to the Holly's musicals, why not try a comedy or a drama next time?

I'm proud of what our Holly Theatre has accomplished and excited about its future. I look forward to ongoing (if less intense) involvement as an ex officio member of the board and a volunteer. Sincerely,

Chris Andrus  
2014 Chairman,  
Holly Theatre Board of Directors

### 2014

#### Board of Directors

**Christopher Andrus**  
*Chair*

**Glenn Whitehead**  
*Vice Chair*

**Irene Klanglos**  
*Secretary*

**Marina Barron**

**David Broad**

**Nathan Gerrells**

**Raymond McCurdy**

**Timothy Quigley**

**Tambra Scales**

**Alan Sibert**

**Hal Williams**

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### Our Mission:

To preserve, restore and develop the historic Holly Theatre to be a family-participatory performing arts center that provides quality enrichment, entertainment and education for adults and children of the communities of Dahlonega, Lumpkin County and the North Georgia region.



## Prologue: On the Art of Repointing

Caring for the Holly Theatre building began and ended with mortar and trowels in 2014. Craftsmen employed the “Art of Repointing” to repair mortar joints in the marble front façade early in the year, and repointing of the brick facades of the other three sides of the historic building was finished in December.

Repointing masonry joints is tedious but rewarding work that requires passion, patience and pride. You’ve got to understand what you’re working with, assemble the right tools and bring together the right skills. Not so different from what it takes to run a successful nonprofit!

The process involves clearing away crumbling mortar, sand and dust from gaps and weak areas and carefully pressing a fresh new cushion of mortar into the spaces.

How fitting that this long-needed project was finally done in 2014! Because while the repointing was happening to the building literally, a figurative version of the Art of Repointing was taking place within the Holly Theatre organization.

The 22-year-old nonprofit has been working strategically to clear out old ways that no longer were effective. Practices that weren’t supporting the mission have been swept away, while gaps in expertise and operational policies have been carefully filled in. Weak areas have been strengthened.

Repointed—and pointed in the right direction—the Holly Theatre Community Center begins 2015 in sound condition and ready for continued success.

**While the building’s outside masonry was being repointed literally, the Art of Repointing was taking place figuratively within the organization.**

## Getting to 2014 — Key scenes from 2012 and 2013

As we started putting together this Annual Report—a first in the Holly’s recent history—we realized looking at 2014 without putting it in context would be like leaving key scenes out of a one-act play. So we begin the story of 2014 in mid-2012, a critical turning point for the Holly, which had been struggling like theatres across the country to hang on through the Great Recession.

By 2012, substantial debt had accumulated, the beautifully restored building had suffered serious wear and tear, and aging production equipment had begun to affect performance quality.

The financial situation had become so dire that in the summer of 2012, the Board of Directors of the Holly Theatre Community Center made a bold decision: to temporarily suspend the nonprofit’s operations to allow for debt reorganization, development of a viable business plan and creation of a cash positive 2013 performance calendar.

It was the right decision. The theatre ran a skeleton operation that stopped the bleeding and managed to end 2012 with an inspiring sell-out holiday production of *It’s a Wonderful Life*.

Remaining and newly-elected Holly board members immediately put into place a new business model based on cash-in-advance financial principles and minimal paid staffing. They made great strides in improving the outlook for the theatre while still presenting a full, volunteer-generated 2013 production season. That year, the re-tooled Holly began operating in the black, paid off \$30,000 in overdue taxes and past due accounts payable and applied \$105,000 to long-deferred capital improvements and maintenance projects.

So... the Holly entered 2014 in a much better position than 2013 and leaps and bounds ahead of mid-2012, a defining point for the organization, just a year and a half earlier.



# The Holly Theatre Community Center 2014 Annual Report

## Grant awards showed confidence in the Holly

The Holly Theatre's successful turnaround, re-energized community support and progress over the past two years got the attention of some impressive grantmaking institutions in 2014. The theatre applied for and earned three grants for long-needed building preservation and renovation projects!

The Holly received a \$20,000 Tourism Product Development grant funded by the National Endowment for the Arts and awarded through the Georgia Council for the Arts, a Division of the Georgia Department of Economic Development.\* The Dahlonega Downtown Development Authority (DDA) partnered with the Holly in applying for the grant, which supports Georgia's economic development goals by encouraging growth of vibrant arts communities, preserving the state's cultural heritage, increasing tourism and nurturing strong communities.

The Holly was the sole awardee in 2014 of the Fox Theatre Institute's (FTI) Preservation Grant in the amount of \$10,000. The FTI is an outreach program of Atlanta's historic Fox Theatre, dedicated to the restoration of historic theatres in Georgia. The Holly has received valuable planning assistance and advice on preservation resources through its relationship with the FTI over the years.

These two grants combined will cover \$30,000 of the \$40,000 projected cost of the projects they're helping to fund. A new Holly Fund Development Committee launched in 2014 took on as its first project an annual membership and donation campaign to raise \$10,000 in required matching funds to enable these grant-funded projects.



Dahlonega DDA chairman Denson Martin (far left), along with other DDA members (clockwise from left) Larry Odom, Hal Williams, Mac McConnell, Chris Welch and Donna Logan, presents a check to 2014 Holly chair Chris Andrus. The \$3,000 façade grant was for repointing and repairing the marble under the marquee last year.

enable these grant-funded projects.

The Holly also received early in 2014 a \$3,000 façade grant from Dahlonega 2000, Inc. The local preservation grant program helps businesses maintain the fronts of their buildings to protect the city's tourism economy and the downtown area's identity. Notably, the Holly had been recognized by the DDA in 2013 for *Major Property Investment in Downtown Dahlonega*.

In addition to the assistance

from the DDA, local support from the City of Dahlonega and from the City's Planning and Zoning and Historic Preservation commissions was instrumental in the success of the Holly's multiple grant applications and in gaining local approval for the funded preservation projects.



Robert Pence demonstrates repointing on the west wall of the theatre. Grant awards and community-donated matching funds enabled the Holly to have this important maintenance project completed in 2014.

\*This program is supported in part by the Georgia Council for the Arts (GCA) through the appropriations of the Georgia General Assembly. GCA also receives support from its partner agency - the National Endowment for the Arts.



## 2014 grants funded mission-critical Holly projects

The Holly Theatre Community Center, Inc., was founded as a family-oriented performing arts center providing entertainment. The founding mission also included preservation, restoration and upkeep of the 1948 building, a labor of love, but a costly one. It doesn't take long for delayed capital improvements and deferred maintenance projects to add up.

Since its financial reorganization in 2012, the Holly has made substantial headway on overdue preservation and maintenance projects without incurring additional debt. A few big ticket items have remained out of reach, and the grant awards in 2014 made it possible to get them done. These projects were in various stages of completion at the close of 2014, with some already finished and others on the 2015 calendar:

- repointing and repair of the beautiful marble front façade
- repointing of the brick facades on the three remaining sides of the building
- refurbishing and converting the original marquee and Holly signs to enable replacement of incandescent bulbs and neon with more efficient, lower maintenance and lower cost LED lighting without sacrificing the historic integrity of the icons
- replacement of water damaged ceiling tiles on the main stage and minor sheetrock repairs
- repainting the Main Stage floor.



Joel Cordle, executive director of the Dahlonga DDA, and Holly volunteer Ivana Pelnar-Zaiko show repointing and repair work done on the Holly's marble façade last year. They partnered in securing the grants received to get the critical preservation work done.

## Holly earnings, donations fund other projects

The Holly was fortunate to receive assistance from several grant awards in 2014. But grant funds in the budget are the exception, not the rule. Ticket sales and other program income continue to be our bread and butter, with donations and fundraisers filling in the gaps.

Between the pay-as-you-go business model (no credit purchases), replacement of most of the staff with volunteers and the generosity of patrons and donors, the Holly and its supporters generated sufficient income to complete an impressive list of projects between 2012 and 2014, including:

- replacement of the theatre's *original* 66-year-old roof, accomplished with donations collected through a successful *Raise the Roof* Campaign, including donated proceeds from Thomas Scanlin's *Three Rings Circus*
- replacement of worn canvas awnings
- a major sound system upgrade
- major stage lighting upgrades
- concessions area improvements
- rebuilding of the upper stage and the back stairs.

**Thomas Scanlin,  
Studio Jewelers, raised  
a significant portion  
of the funds needed to  
replace the theatre's  
original,  
66-year-old roof with  
his popular Three  
Rings Circus.**



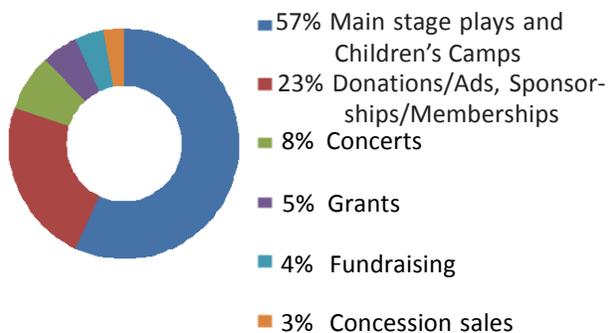
## Finances at a glance

Holly Theatre board member Marina Barron assumed the duties of treasurer in mid-2014 and was elected by the board to continue in that capacity in 2015. She oversees the Holly's financial affairs in collaboration with contracted bookkeepers and accountants and serves as a liaison between those resources and the board of directors. She has extensive experience in nonprofit management in the local community and is familiar with nonprofit financial regulations and best practices.

Marina and past board chair Chris Andrus worked together in 2014 to implement and improve upon a system of internal controls that ensures the Holly's funds are properly administered. With the board of directors' support, changes in accounting procedures were put into place that will help our nonprofit be more accountable, operate more efficiently, use

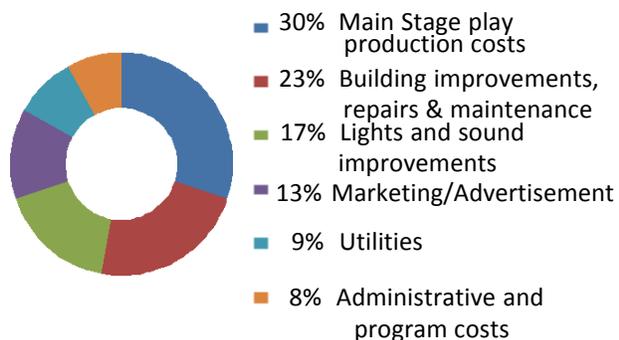
## 2014 Revenue Summary

This graphic illustrates the Holly's general revenue sources between Jan. 1, 2014 and Dec. 31, 2014:



## 2014 Expenses Summary

This graphic illustrates the Holly's general expenses between Jan. 1, 2014 and Dec. 31, 2014:



**Note: Complete financial report is available upon request.**

"We continue to operate a very lean organization supported mainly by the work of volunteers," Marina says. "The upcoming year looks promising, but maintaining the community's support—from ticket sales to donations to volunteer services—will be vital in order for the organization to keep up the good work. Keeping up our shared passion for the performing arts and historic preservation will be paramount to our continued success."



financial data for more effective planning and benefit from more meaningful reports.

Summing up 2014, Marina reports the organization's financial status undoubtedly improved. The big picture: The Holly continued consistently paying down its debt obligation to BB&T Bank, while the quality of our programs continued to improve and efforts to bring the historic building under our stewardship into excellent condition were ongoing.

## Holly earns more, asks for less

If it seems like we ask for donations often, it might surprise you to know the Holly budgets for just a fraction of the donations other theatres in Georgia collect. And the Holly generates a higher percentage of its own program income than just about any other theatre in the state.

The Holly earned 57% of its revenue in 2014 from ticket sales and program fees. Less than 23% of last year's revenues came from donations, while most other community theatres rely on donations for up to 70% of their revenues.

Why the difference? The Holly Theatre Company produces most of the Holly's shows in-house so the revenues stay with the Holly for operating funds. Other theatres contract with entertainment and have to split the proceeds.

However you look at it, whether through ticket purchases, donations or other selfless gifts of time and resources, the Holly generates ALL of its income from our community. For that, we say "Thank you!"



## The Holly Theatre Company excelled on stage

The talented Holly Theatre Company presented five productions in 2014—Moon Over Buffalo, Smoke on the Mountain, Spamalot, MacBeth and White Christmas—that kept the theatre full of energy and the seats full of patrons.

The season's variety of genres, including a comic play, a musical comedy, a tragedy, a classic romantic Christmas musical and a unique audience sing-a-long musical comedy, appealed to people across a diverse range of demographics that brought strong ticket sales and pleased theatre-goers.

There were two big takeaways for Holly board members as they evaluated the 2014 performances behind them. One: the Artistic Committee, formed to ensure patrons' preferences are reflected in production planning, is working as planned! Ticket sales indicated the shows selected were in the sweet spot of what our audiences want to experience at their community theatre.

And two: Sometimes taking a risk is rewarding, especially in the arts! Not every community theatre has the in-house talent and the moxie to pull off Shakespeare. The Holly Theatre Company presented nine accomplished performances of MacBeth, reaching regular patrons, as well as some new audiences, including many students from the University of North Georgia and Lumpkin County High School, who may never before have seen the bard's works on stage. Shakespearean plays won't be performed every season, but 2014's successful run demonstrated to the actors, the production crew, the marketing team and the audiences the scope of what our Holly Theatre Company can do—and do well!

## Children's programs were fun and engaging

The Holly's mission promises enrichment, entertainment and education for children, and the theatre stayed true to that promise in 2014. About 50 children and teens were involved in the Holly Children's Theatre Programs during the regular performance season. They delighted audiences with Main Stage productions of Charlotte's Web and Mulan Jr.

In January, a competition team went to the Junior Theater Festival in Atlanta, the largest national annual event celebrating children's theatre. As participants, the Holly children's team got to perform a portion of a work—they selected a scene from "Aladdin Jr."—and to see performances from other young theatre companies. They got to work with Broadway professionals, attend workshops and learn about the performing arts.

Summer camps were a hit as usual. About 40



"I was especially proud of our *Peter Pan* production, which was completely student driven during the performances—all lights, sound and backstage responsibilities were carried out by students," says Holly children's theatre director and

board member Nathan Gerrells. "And 1,100 tickets were sold over 5 shows!"

children between the ages of 6 and 12 took part in two week-long Holly Mini Camps. Another 45 kids aged 10 to 18 joined in the Peter Pan Performance Camp. Each camp relied on the enthusiastic assistance of 5 teenaged interns, who made the programs fun and engaging for campers, while enhancing their own teaching and technical experiences.



## Concerts were a hit on the Holly stage

It's tempting to over-schedule a stage. You'd think more ticket sales and increased revenue at any cost would be a no-brainer for a nonprofit, but the Holly had learned otherwise. So, in 2014, the theatre stuck with its new "less-is-more" programming model, limiting the number of performances to ensure quality was never sacrificed for quantity. Main Stage Holly Theatre Company productions and children's programs were priorities, and a limited number of high value concerts were scheduled around the availability of the stage, volunteer support, and other resources.

There were 10 of those high-attendance concerts in 2014 (6 of them sold out!), including The Return, Banks and Shane, Johnny Cash Now, the Alter Eagles, Always...Patsy Cline, The Fiddleheads (Tribute to Zac McConnell) and the Mountain Music & Medicine Show Reunion.

## A shout out to our volunteers-and a call for more!

Committed volunteers last year continued their involvement in all aspects of operating the theatre, from acting and directing to running lights and sound to selling tickets and concessions, not to mention answering phones, folding playbills and fixing things around the "house."

### Chances are, if it got done at the Holly in 2014, it was done by a volunteer.

Some volunteers were eager teachers and mentors to others wanting to learn the ropes of community theatre. Elected board members, all volunteers, brought various skills, experience and professional expertise to the table. Two new all-volunteer committees, Marketing and Fund Development, were created last year. Both welcome more members.



Ann Riggs can't stand being in the spotlight. So a theatre might seem an unlikely place for her to volunteer. But when she asked about opportunities to help out at the Holly, she learned performing is only a small piece of show business. Ann found her niche in the Holly's business office and ticket box, where she holds down the fort one day a week.

In 2014, the Holly continued operating under the business model established with the 2012 reorganization, based in part on minimal paid staffing. Some specialized services, such as accounting and production of marketing materials, were contracted out, and there was compensation for limited, necessary administrative activities. Otherwise, if it got done, chances are it was done by a Holly volunteer.

Even though the Holly relies on volunteers more now than in years past, the new business model limits the number of performances and considers volunteer resources in scheduling. So those who gave their time last year were less likely to feel over-scheduled or overworked. Several get-togethers, including an afternoon of Tubing and BBQ, were organized to express appreciation for our Holly volunteers.

Improving the volunteer experience and recruiting more volunteers for all areas of the organization is a major goal in 2015. To learn more or sign up, visit [www.hollytheater.com](http://www.hollytheater.com) or call 706-864-3759.



## **Thank you, 2014 members and contributors**

### **Producers**

*Donated \$5,000 or more*

Jesse & Judith Johnson / White Interiors

### **Directors**

*Donated \$1,200 to \$4,999*

Christopher Andrus

David & Judy Broad

Charlie & Gayle Brooks

Thomas & Tommye Scanlin  
/Studio Jewelers

### **Stars**

*Donated \$800 to \$1,199*

Rich & Janet Grimshaw

Ellen & Ken Taratus

Lanny & Barbara Tribble

### **Leads**

*Donated \$500 to \$799*

Grace Bellamy

Charlie & Gail Brooks

Jim Cain

Frances Johnson & John Hunt

Beth Minnear

Gene and Saralyn Oberdorfer

Glenda Pender

Barbara Sircy

### **Actors**

*Donated \$200 to \$499*

Hinton & Anne Amerson

Michael Arens

Sidney Benton

Patricia Bureau

Stewart Carnes

John & Connie Certusi

Rose Clary

Jerry Coker

Win Crannell

James & Bronda Curtis

Thomas & Beth Dague

Bruce & Mary Anna Edenfield

Holly Brannon Gilkeson & Frank Gilkeson

Kathleen "Suzy" Gruenhagen

Paul & Mary Hanson

Larry Joiner

Doris Ledbetter

Steven & Julie Leibel

David & Joanne Luke

Bill & Judy Melville

Sarah Moore

Bill & Carol O'Leksy

James & Gloria Pattillo

Tim & Dianne Quigley

Nancy & David Rothel

Oliver Sale

Frank & Martha Senkbell

Anita Scott

Joe & Sherri Smith

LTC H. Verne Smith

Lawrence & Sallie Sorohan

Paul Stringer / Stringer Insurance

Paul Von Ward & Tonette Long

M. Lynn Young & Mel Hawkins/

Mountain Music and Medicine Show/CHF, Inc



## **Thank you, 2014 members and contributors**

### **Friends**

*Donated \$100 to \$199*

Al Adams	Laura LaTourette
Jeanene Adams	E. Gary & Charlotte McCullough
Susan & Richard Ayres	Fred W. McRee Jr.
Banister Funeral Home	Carol Medlock
Reginald Barlament	Lara Miller
Marina Barron	Richard Mullenbach
Louis & Jan Belinfante	Chuck and Sue Neil
Steve & Marilou Bordonaro	Carleton Ohly
Jerry Burt	Tom & Rosemary O'Keefe
Paul Duetemeyer	Michael O'Neal
Jim D. & Angie Elmore	Margaret W. Owen
Allen Fleming	James & Ilona Puhger
Jeffrey & Deborah Fox	Deb Rowe / Shenanigans Irish Pub
Kenneth & Michelle Guest	Evan & Sue Settle
William Hacker & Julianna Ramsey	Wade Shannan
Joe Ann Hanson	Tony & Judy Sousa
COL. T. Haines & Carolyn Hill	Alice Moone Wherry and Rick Wherry
Dr. Todd Holubitsky	Glenn Whitehead
/ Chiropractic Life Center	Bob & Dana Whitfield
Dr. Bob W. Jerrolds	Hal & Carol Williams
Stanley & Marilyn Kameron	
Donna Lacount	

### **Members**

*Donated \$50 to \$99*

Robert Baker	Mrs. Lydia M. Downey	Randy Rick
Betty Banks	Vince Garofola	Perry & Stephanie Sartain
Robert Barrier	Teresa Gay	Larry Scott
Dale & Gail Bennett	June & Pete Giglia	Alan Sibert
Judi & Bill Boggs	Sue Lay	Gail Stentz
Bill & Betty Boyer	Jim & Carolyn Martin	Sheila & Robert Strickland
Mary Broome	Margie & Bob McAbee	Wayne Thomson
Raymond & Jean Busbee	Ray & Denica McCurdy	Gary & Kathy Totten
Ian Cowie	Sandra McFarland	C.W & G.W. Walden
Vanessa Cowie	Lisa Miller	Jorgene West
Dahlonga Woman's Club	Richard & Nancy Negley	Al & Ann Wimpy
Robert Dismukes	Bob & Deborah Pullen	Kim Zillioux



## Holly donations are put to good use

You can be sure your donation to the Holly Theatre Community Center will be appreciated and put to good use. Donations may be made online at [www.hollytheater.com](http://www.hollytheater.com), or checks may be mailed to The Holly Theatre, 69 West Main St., Dahlonega, GA 30533. The Holly is a 501 (c) 3 nonprofit organization; gifts are tax deductible in accordance with IRS laws.

If you have questions, wish to earmark your gift for a specific purpose, or would like to review our Investors' Prospectus, please contact Marina Barron, Treasurer, Holly Theatre Board of Directors, 706-864-3759.

## Endowment Fund helps secure Holly's future

Last year was a good one for the Holly Theatre Community Center Endowment Fund (Endowment). So good, the Endowment had the pleasure of making a \$13,365 contribution to the Holly. How does that work?

### About the Endowment

The Endowment is a long-term funding mechanism that will provide a measure of stability for the Holly. It comprises donations from Holly supporters, with the assets managed by a board of directors that is separate and distinct from the Holly Theatre organization. Contributions to the Endowment, which may include money, stocks, property or securities, insurance or multi-year pledges, are managed by North Georgia Wealth Management Group.

Each year, based on the fund's performance the previous year, the Endowment Trustees may disburse funds to the Holly from the investment income generated—never dipping into the principal. In this way, the fund will provide a steady, stable and growing revenue stream that will enable the Holly Theatre to serve the community for decades to come.

For details or to make a gift to the Endowment, please call Laura LaTourette, CFP™ of North Georgia Wealth Management Group, who is investment advisor for the Endowment, at 706-864-8631.

### Holly helps grow Endowment principal

The Endowment's goal is to create a steady and growing revenue stream that can be sustained over time, bringing some degree of financial stability to the Holly Theatre. To that end, the Holly has committed to hosting annual fundraising events to benefit the Endowment by building up the principal. In 2014, the Holly was proud to more than *double* its previous year's contribution, presenting to the Endowment Fund \$11,423 raised by patrons attending *Always...Patsy Cline*, a tribute musical play.



Holly Theatre 2015 board of directors Chairman Tim Quigley (L) accepts a check from (L-R) Frank Youngblood and Al Adams, Holly Endowment Fund board members. The Endowment contributed \$13,365 to the Holly based on the fund's portfolio growth in 2014, disbursing investment income while leaving the fund's principal intact.

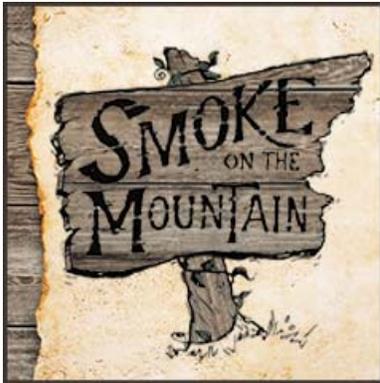
## We're pointed in the right direction!

Here are some ways we can keep the momentum going in 2015:

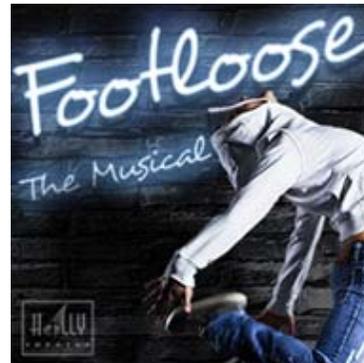
1. Donate today to help with the Holly's day-to-day operating expenses.
2. Purchase tickets to Holly shows and concerts.
3. Volunteer. There are dozens of fun and challenging ways to help.
4. Advertise in the playbills.
5. Sponsor a show or a season.
6. Start preparing yourself to be a good candidate for the next board of directors elections.
7. Discover new talents—Try out for an acting role.
8. "Like" the Holly on Facebook; spread the news about our great historic Dahlonega treasure.
9. Give a gift toward the Holly's long-term future through the Holly Endowment Fund.
10. Consider including the Holly in your estate planning.



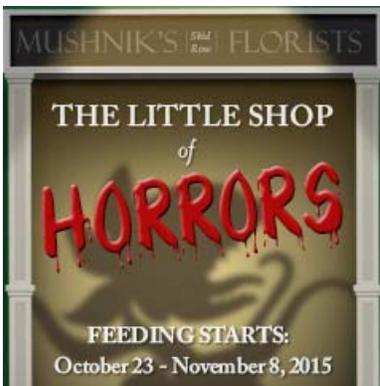
## 2015 Season Tickets ON SALE NOW!



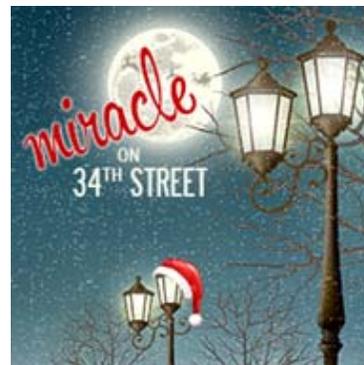
April 17 – May 3



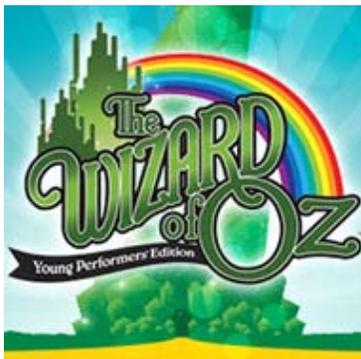
July 10 - 26



October 23 – November 8



December 4 – 20



For just \$20 per play, enjoy an entire season of Holly Entertainment. As an added bonus, Season Ticket purchasers will get the Children's production of the Wizard of Oz for FREE.

TO BUY YOUR TICKETS, Click on [www.HollyTheater.com](http://www.HollyTheater.com) ... On Stage