May 14, 2025
Board Meeting Minutes
Board of Directors Meeting of the Empire State Plaza Performing Arts Center Corporation
12pm in the Swyer Theatre Lobby

PRESENT:

Diane Eber, Executive Director
Mary Griffin - Chair
Scott Palladino - Vice-Chair
John Regan - Treasurer
Dr. Dorcey Applyrs
Susan T. Cleary
Maston Sansom
Anna Scaife
Isabella Underwood
Adrienne Bonilla
Steven Labate
Stacey B. Rowland, absent
Christine Henseler, remote
Catherine Barber, remote
Christopher Cernik, remote

STAFF: Emilio Roberts - General Manager, Allison Young - Marketing Director, CarolAnne Manzer - Administrative Coordinator

Meeting called to order by Mary Griffin, 12:04PM

Approval of Minutes March 2025 Meeting: Minutes approved, second. Motion carried.

Finance Report: Diane goes over Budget vs. Actuals and explains that we had a great year budget wise. Projected a net zero, ended with a $278,000 surplus. We are up 20 percent on Artist fees and Ticket Revenue. Diane goes over the Activity Report and explains that Rental income is very good and that after the dark period we will start being more strategic with the types of shows that can rent our space. Diane explains that there are benefits and drawbacks to renting our spaces for corporate events. Some benefits are there are mostly no back and forth negotiations about cost and the production needed can be minimal. Drawbacks are we don’t earn revenue on merchandise or concession sales.

Strategic Planning/Rebranding Project: Diane goes over rebranding and website redesign selection process. The Egg received a Market NY grant of $150,000 to be able to rebrand our logo and website. Our top choice in a firm to carry out the Rebrand project is Pentagram. They are very excited about the idea of transforming our visual and verbal identity and have decided to give us an 80 percent discount. Diane shows the board a portion of Pentagram's proposal, including before and after pictures of rebranding they've done before. The board is going to be very involved in the process as Pentagram will be interviewing them and other stakeholders in the community to form our new identity. Steven asks if we are going to be able to sustain our website backend without needing Pentagram's assistance. Diane explains that Pentagram will be redesigning the website and they will also be hiring an outside firm to build it. Allison will be the one maintaining it and she'll also be working with the outside firm if things arise that need fixing.

Strategic Plan RFP was sent out to 14 firms, we received 5 proposals, and met with 3 firms. Diane recommends that we go with DeVos Institute. They are very experienced and asked all the right questions. Diane explains that we budgeted for the $150,000 for Rebrand and $150,000 for the website. We're going to spend $163,000 for both. $60,000 will be spent on Strategic Planning and is already built into the budget. Anna says that this is a good time for The Egg to be undergoing these changes since there has been more investment from the Governor and other State Officials to develop downtown Albany. Mary will look into whether or not the Board needs to vote to approve to hire these firms. Diane proposes to start a committee for Rebranding and Strategic Planning.

Capital Project Update: Still having weekly meetings with OGS. The goal is to be open in January for the State of the State address. As long as Hart Theatre is finished by January, we can still hold the State of the State. OGS will be renovating the Hart Theatre first. The next 2 Board meetings will be held in P1 in The Egg.

Mary calls for a motion to adjourn the meeting. Motion carried.

Executive Session: Breakout

12:56PM

Upcoming Board Meetings:

- September 17, 2025 at 12pm
- December 10, 2025 at 12pm

Center for the Performing Arts
Empire State Plaza, Albany, New York

BOARD OF DIRECTORS MEETING
Sept 17th, 12pm,
The Delaware, 300 Delaware Ave, Albany, NY, 12209

AGENDA

BOARD OF DIRECTORS:
Mary Griffin - Chair
Scott Palladino - Vice-Chair
John Regan - Treasurer
Catherine Barber
Christopher Cernik
Susan T. Cleary
Stacey B. Rowland
Maston Sansom
Anna Scaife
Christine Henseler
Adrienne Bonilla
Isabella Underwood
Steven Labate
Diane Eber, Executive Director

<u>The Egg Staff Attendees:</u>
Emilio Roberts, General Manager
Allison Young, Marketing Director
Kira Karbocus, Finance Manager

<u>Pentagram: design firm Attendees:</u>
Andrea Trabucco-Campos
Eddie Opara

I. **Call to Order**
II. **Approval of Minutes from May 14, 2025 board meeting**
III. **Audit Presentation + Approval**
IV. **Finance Report**
   A. Budget vs. Actuals *attachment
   B. Activity Report *attachment
V. **Executive Director's Report**
   A. Strategic Planning
   B. Seat Campaign
   C. Capital Project
   D. Re-opening Plan
VI. **Design Presentation: Pentagram**
   A. Introduction + Initial Findings
VII. **New Business / Questions**
VIII. **Adjournment**
IX. **Executive Session**

Upcoming Board Meetings:
*Full Board Attendance
- December 10, 2025 at 12pm
- February 25, 2026 at 12pm
- June 3, 2026 at 12pm (Present Fiscal Year End Report to Full Board)
- September 9, 2026 at 12pm (Audit Presentation)
- December 9, 2026 at 12pm

Executive/Finance Committee Meetings:
*Committee members only
<u>Exec/Finance Committee Members:</u>
Mary Griffin
Scott Palladino
John Regan
Steve LaBate
Anna Scaife
Diane Eber
Chris Cernik (Finance Committee)
- *February 11, 2026 at 12pm (Finance Committee Meeting - FY 26/27 Budget Presentation)*
- *May 20, 2026 at 12pm (Finance Committee Meeting: Fiscal Year End Report)*
- *July 29, 2026 (Finance Committee Meeting: Audit Report)*
- *Nov 11, 2026 at 12pm (Executive Committee Meeting)*

Empire State Plaza Performing Arts Center Corporation

December 10th, 2025
Board Meeting Minutes

Location:
Swyer Lobby
1 Empire State Plaza, Albany, NY 12220

PRESENT:
Mary Griffin - Chair
Scott Palladino - Vice-Chair
Catherine Barber
Susan T. Cleary
Anna Scaife
Christine Henseler
Adrienne Bonilla
Isabella Underwood
Steven Labate
Kristin L. Frank
Maston Sansom
Diane Eber-Executive Director

EGG STAFF IN ATTENDANCE:
Emilio Roberts - *General Manager*
Allison Young - Marketing Director
Kira Karbocus - Finance Manager

PENTAGRAM DESIGN FIRM:
Eddie Opara (Zoom)

DEVOS INSTITUTE:
Brett Egan (Zoom)

ABSENT:
John Regan- Treasurer
Stacey B. Rowland
Christopher Cernik

<u>Call to Order:</u>
Meeting called to order: Mary Griffin
Time: 12:05pm

<u>Approval of Minutes from September 17th, 2025 Meeting</u>
-Motion to Approve Minutes: Susan T. Cleary
-**Seconded By:** Anna Scaife
- **<u>Vote:</u>** Unanimous Approval

<u>Strategic Planning + Design Presentation: DeVos + Pentagram</u>

Eddie Opara (*Designer*) of **Pentagram** presented the design firm's proposed plan for rebranding The Egg. **Opara** discussed the interim identity and projected visual identity for the venue. The slide deck included mock graphics for social media, webpages, merch, wall vinyl, and the new logo, emphasizing style consistency throughout each medium. There is a strong focus on redesigning both digital and physical audience touchpoints. This effort prompted differentiation in tone of voice to highlight programming and capture audiences residing in the Capital Region and beyond. The new logo, which resembles an egg, was designed with the viewer in mind as it is an understood and easily identifiable image. The use of animated graphics will connect an egg (new logo) to The Egg, helping speak to the image of the building itself. In addition to animated graphics, The Egg will continue its work with verbal identity firm **Librarie** to help the venue answer the question, "What is the Egg?"

Brett Egan of **The DeVos Institute of Arts Management** presented the firm's strategy for research and implementation for The Egg. The institute sought to understand The Egg's inherited hypotheses held by internal and external parties in regard to the venue's future. **DeVos** introduced a robust list of research questions tested through environmental analysis, internal analysis, and strategic direction. The **DeVos** and Egg team will meet twice more about strategy before moving onto implementation of strategy and a preliminary financial analysis. In March, **DeVos** plans to provide a final set of deliverables, including an executive plan and financial plan. **Egan** then described the philosophy of the institute's work, which includes the following considerations: unique and superior programming, aggressive marketing and communications, family, and growing diverse revenue.

<u>Finance Report</u>

Budget vs Actuals
Diane Eber walked through the **Budget vs Actuals** financial report that was provided to the board. **Eber** projects there will be a surplus of income at the end of this fiscal year, though likely not as large as the report indicates. Despite The Egg being dark since July, ticket revenue and rental income are up. Items within the Contracted and Rental Services category, such as merch and concessions, are mostly estimated, and the actuals will be used to inform next year's budget. **Eber** then noted that the Grant Foundation Income is currently reflected as a loss. However, this is not a true loss as The Egg received **a $150,000 Market New York Grant,** which is a reimbursement. Sixty thousand dollars of this grant will be used toward a campaign to promote the brand rollout. The Egg must first spend the money before it is reimbursed at the end of the fiscal year. Though Membership Income is up by $3,000, this figure is not accurate as very recent show announcements have seen an increase in membership. **Eber** plans to roll out a refined membership program in March, coinciding with The Egg's new website launch. Full-time

and part-time staff costs are expected to even out with the hiring of a new, full-time Administrative Coordinator. Programming costs show promise as artist fees are under budget compared to ticket revenue being overbudget. **Eber** is working with Financial Manager **Kira Karbocus** to create a budget line that projects how much will be spent on free community programming that will not generate ticket income. Under General and Administrative, service contract costs were higher as **Kira Karbocus** has stayed on as a consultant, furthering savings in the full-time staff budget. It should be noted that depreciation costs include The Egg's work with Pentagram, DeVos, and its new website. These costs will be reflected over the next five years, with this fiscal year being the first. Lastly, in an effort to flesh out marketing efforts to promote its ribbon cutting, The Egg has hired Morgan Hook, a public relations consultant, at $10,000.

Executive Director's Report

Personnel Updates

Ava Pina joined The Egg on December 1 as the full-time Administrative Coordinator.

Kira Karbocus has been confirmed as an ongoing consultant on a monthly service contract, serving as the Financial Manager.

There is an ongoing search for a part-time Finance Associate who will report directly to **Emilio Roberts** and work very closely with **Kira Karbocus.**

Ben Seretan will join The Egg on December 12 as a consultant serving as Artistic Programming Manager. This may become a full-time position at the end of the fiscal year, budget dependent.

Working with the recommendations made by **DeVos,** the board and Executive Director **Diane Eber** have started to devise an approach to personnel that will help support The Egg's growth.

There is also an ongoing search for a Box Office Associate.

Ribbon Cutting: Jan 8, 2026

Diane Eber briefly went over the details of the Ribbon Cutting and Reception events taking place on January 8, 2026. She highlighted an effort toward inclusivity, aiming to make surrounding communities feel welcome to visit The Egg.

Projection Mapping Proposal

Diane Eber introduced a proposal for projection mapping on the exterior of the building itself. She noted that the venue is uniquely positioned for this to be successful as The Egg does not have a ton of residential neighbors. **Eber** has submitted this proposal to **Empire State Development (ESD)** and **the Office of General Services (OGS).** Total startup costs would be around seven million dollars. There is expressed excitement on behalf of The Egg and its board as this project would introduce opportunities for curatorial programming and community involvement.

Adjournment

Motion to Adjourn: Unanimous
Seconded by: Catherine Barber
Executive Session: Breakout
Time: 1:08pm

Upcoming Full Board Meetings:

- February 25, 2026 at 12pm
- June 3, 2026 at 12pm (Present Fiscal Year End Report to Full Board)
- September 9, 2026 at 12pm (Audit Presentation)
- December 9, 2026 at 12pm

Upcoming Executive/Finance Committee Meetings:

**Committee members only*

- February 11, 2026 at 12pm (Finance Committee Meeting - FY 26/27 Budget Presentation)
- May 20, 2026 at 12pm (Finance Committee Meeting: Fiscal Year End Report)
- July 29, 2026 (Finance Committee Meeting: Audit Report)
- Nov 11, 2026 at 12pm (Executive Committee Meeting)

Exec/Finance Committee Members:

Mary Griffin
Scott Palladino
John Regan
Steve LaBate
Anna Scaife
Diane Eber
Chris Cernik

THE

Empire State Plaza Performing Arts Center Corporation

February 25, 2026
Board Meeting Minutes

Location:
Swyer Lobby
1 Empire State Plaza, Albany, NY 12220

PRESENT:
Mary Griffin - Chair
Scott Palladino - Vice-Chair
Christopher Cernik
Susan T. Cleary
Anna Scaife
Adrienne Bonilla
Isabella Underwood
Steven Labate
Kristin L. Frank
Maston Sansom
Jean-Remy Monnay
John Regan
Diane Eber-Executive Director

EGG STAFF IN ATTENDANCE:
Kira Karbocus, Finance Manager
Ava Pina, Administrative Coordinator
Emilio Roberts, General Manager
Allison Young, Marketing Director

ABSENT:
Catherine Barber
Stacey B. Rowland
Christine Henseler

Call to Order:
Meeting called to order: Mary Griffin
Time: 12:05pm

Approval of Minutes from December 10th, 2025 Meeting
-Motion to Approve Minutes: Scott Palladino
-**Seconded By:** Sue T. Cleary
- **Vote:** Unanimous Approval

Board Chair welcomes new board member Jean-Remy Monnay

Board Chair Mary Griffin welcomed the newest Egg Board member, Jean-Remy Monnay. Monnay gave a brief introduction of his history as a performing artist and his impact in the arts community. He founded the Black Theatre Troupe of Upstate NY to support BIPOC+ artists in the Capital Region.

Finance Update

John Regan provided an update on the FY 26/27 budget that the Executive/Finance Committee believes is an aspirational budget that is within reach.

Budget Notes

Diane Eber presented an outline for growth and investment in the upcoming fiscal year. The outline includes marketing, community & education programming, and personnel, among other key areas. As of January 31, 2026, The Egg has a surplus of cash on hand, indicating the organization is in a strong position to expand and improve the aforementioned areas of interest.

FY 26/27 Budget Overview

Diane Eber introduced the FY 26/27 budget, highlighting expected increases in revenue. Egg Presents ticket sales are steady, and rental income remains strong. In launching a simplified concessions menu, there has been an increase in concessions sales, which is expected to continue. A new marketing budget line was introduced last year, in which renters may purchase access to The Egg's mailing list of 85,000 subscribers to promote their shows. The Egg Membership Program is expected to undergo a relaunch in which levels are simplified and perks are built up.

Funding through NYSCA is expected in addition to further fundraising efforts. Full-time and part-time salary costs are expected to increase with the recent addition of a Finance Associate and two Box Office Associates. Community & Education Programming will include 4 Open Houses and 10 Family Circle events. Significant investments in marketing, primarily digital, will serve as the quickest way to increase ticket sales. Photography expenses will increase to ensure The Egg is building a comprehensive archive, including documentation from every show.

A discussion regarding ticket affordability followed to consider local community members' access to shows at The Egg.

FY 25/26 Budget v. Actuals P&L

Diane Eber provided a brief overview of the FY 25/26 budget, noting that The Egg is mostly on track and expecting a surplus in income. The organization currently has a higher surplus than anticipated, as the FY 25/26 plan budgeted for being completely dark in January and February. As indicated by the Activity Report, there were over ten events that occurred in this timeframe.

Strategic Planning

Diane Eber updated the board about The Egg's work with the DeVos Institute and how this collaboration has helped inform the budget and need for expansion in key areas of the organization. The assessment continues to be that The Egg is operating on a shoestring budget, and would greatly benefit from expanding personnel and heavily investing in marketing.

A major update in this process is that the Strategic Planning Committee is working to rewrite The Egg's mission and vision statements. These updated statements will act as a north star, guiding The Egg staff and board in every decision-making process.

Through one of these sessions with DeVos, it became clear that The Egg needed an Artistic Programming Manager to build the organization's capacity to bring in shows that align with a history of successful programming. Experimental A-Level programming will be introduced in the FY 27/28 budget as a new budget line or an increase in artist fees. Mary Griffin introduces the idea of establishing a Programming Committee.

Brand Rollout

Diane Eber noted that any brand rollout should anticipate criticism, emphasizing that it's important for The Egg staff and board to feel confident and clear in the direction of this launch. The provided Brand Rollout FAQs document, crafted in partnership with Pentagram, provides context for how to respond to criticism. Leaning into the silliness of the organization's name, responding with confidence, and redirecting are just a few of the helpful tactics provided. Eber emphasized that the rebrand is more than just an updated logo- it is an entirely new visual and verbal identity.

Allison Young described that the full brand rollout package will include new fonts, brand colors, advertisements, and more that can be shared with the board. This rollout is designed to raise awareness about The Egg and to assist Young in future marketing efforts.

Board Members expressed positive reactions to the new visual identity.

Executive Director's Report

Ribbon Cutting

The January 8, 2026 Ribbon Cutting was a huge success. The excitement during the evening reception was particularly palpable, and over 900 people attended.

Personnel Updates

The Egg will do a full search for a full-time Artistic Programming Manager, depending on budget approval. Two Box Office Associates and a Finance Associate have been hired. The Finance Associate will greatly assist in rectifying financial matters resulting from The Egg's previous Executive Director. This role reports to the General Manager and works closely with the Finance Manager.

Projection Mapping Proposal

Empire State Development (ESD) and the Office of General Services (OGS) are in support of this project, but there are no further developments at this time.

Stewart's Ice Cream

The Egg has a custom ice cream flavor, Mint Cookie EGGcellence, available in Stewart's Shops across eight counties through April 5, 2026. Stewart's will be serving this ice cream at The Egg's OPEN House on March 14, 2026.

Adjournment

Motion to Adjourn: John Regan
Seconded by: Scott Palladino

Executive Session: Breakout
Time: 1:03pm

Upcoming Full Board Meetings:
- June 3, 2026 at 12pm (Present Fiscal Year End Report to Full Board) - subject to change
- September 9, 2026 at 12pm (Audit Presentation)
- December 9, 2026 at 12pm

Upcoming Executive/Finance Committee Meetings:
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Exec/Finance Committee Members:
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