

**UTAH SYMPHONY | UTAH OPERA**  
**FULL BOARD MEETING**  
**SEPTEMBER 27, 2016**  
**MINUTES**

**Attended:** Jesselie Anderson, Dick Baringer, Judy Billings, Howard Clark, Mark Davidson (musician), Kristen Fletcher, Kem Gardner, Greg Hardy, Tom Jacobson, Annette Jarvis, Frank Joklik, Paul Kunz (OSBA), Tom Love, Paul Meecham, Brad Merrill, Dave Mortensen, Bill Nelson, Dinesh Patel, Dave Petersen, Travis Peterson (musician), Carol Radinger (USG), Pat Richards, Joanne Shiebler, Diane Stewart, Naoma Tate, Bob Wheaton, Kim Wilson, and Thomas Wright attended in person from the Elected, Ex-officio and Lifetime Boards.

Auxiliary board members and guests present included: Carolyn Abravanel and Sandy McOmber (Trustees Emeriti), Tony Middleton (Honorary Board), David Golden (recently retired trustee), and Grace Lin (ZAP Tier 1 representative). Staff members present included: Jeff Counts, David Green, Hillary Hahn, Steve Hogan, Lance Jensen, Jon Miles, Leslie Peterson, Kate Throneburg, Toby Tolokan, and Heather Weinstock. Julie McBeth was present to record the minutes.

**I. Consent Agenda:** Board of Trustees Chair David Petersen conducted the meeting. He asked if there were any questions about or changes suggested for the May 2016 annual general and board meeting minutes attached as the Consent Agenda. Upon a motions duly made and seconded, the minutes from both meetings were approved as submitted by unanimous vote.

**II. Nominating Committee Report:** Nominating Committee Chair Kem Gardner recognized David Golden for his service during his recently completed term. Mr. Gardner reported that the nominating committee met recently to talk through a number of potential board candidates and would like to recommend two individuals to serve on the elected board: Tyler Kruzich, Manager of Policy, Government & Public Affairs for Chevron's Salt Lake Refinery, and Dee O'Donnell, Utah Regional President of Wells Fargo Community Banking. He noted that their successful election would bring the total number of elected members on the USUO Board of Trustees to 36 of a possible 40 allowed by the by-laws and moved to elect Tyler Kruzich and Dee O'Donnell to a serve 3-year term on the Board of Trustees effective immediately. The motion was duly seconded and passed by unanimous vote.

Mr. Gardner reminded board members that Ed Moreton stepped down from service on the elected board in August. He continued that, in recognition of Mr. Moreton's service since 1987 on the Utah Symphony board and continuing on the USUO board since 2002, the nominating committee recommends his appointment to the Honorary Board and moved said appointment. The motion was duly seconded and passed by unanimous vote.

**III. Musicians Report:** Mr. Petersen recognized Karen Wyatt and Travis Peterson for their exemplary service representing the musicians on the board and noted that two new musicians have been elected to serve beginning this season: Mark Davidson (Principal Trombone) and Lissa Stolz (English Horn). Travis Peterson thanked the board for the opportunity to serve and introduced Mr. Davidson noting that Ms. Stolz will join her first meeting in November.

**IV. Finance Committee Report:** Vice President of Finance and CFO Steve Hogan presented a report of the Finance Committee. He directed board members and meeting guests to page 10 of the meeting materials and highlighted a projected surplus for the fiscal year ended August 31, 2016 (for the fourth

consecutive year) and shared that staff is currently preparing for the audit. Mr. Hogan then talked through a cash flow projection on page 13 of the meeting materials sharing that the company has not needed to use the line of credit since December 2015. He noted a new format for the financial statements on pages 7-9 of the meeting materials which focuses on a net revenue presentation and talked through the details of the current fiscal year report offering to answer any questions.

**V. Organizational Plan 2016-17:** President & CEO Paul Meecham presented an organizational plan developed during the first months of his appointment. He noted the plan is a product of three things: 1. the listening tour he conducted with staff, musicians, board members, and community leaders to understand what is going well and what could use more attention; 2. an early look at the company's broad financial picture over the past 3-5 years and projecting ahead similarly; and 3. possible goals and focus for this fiscal year and next without going as deeply as a typical 5-year strategic plan. He continued that he is looking forward to the board retreat in January where he'd like to spend more quality time thinking about the longer-term future of the organization. Mr. Meecham shared his positive feeling about the state of the organization and noted that it has been exciting to arrive when so much good has been happening in the last few years.

Mr. Meecham talked in detail through his observations and recommended plan (visually projected at the meeting and provided to the board members in advance of the meeting), then offered to answer questions. The board members discussed a few possible areas of concern for the coming years including: building cash reserves to withstand the next recession, avoiding donor fatigue, increasing ticket sales to cover a larger percentage of the budget, and watching for possible competition for entertainment spending from the new Eccles Theater. Mr. Gardner moved to adopt the organizational plan as presented and to approve the revised 2016-17 budget detailed in the Finance Committee Report. The motion was duly seconded and passed by unanimous vote.

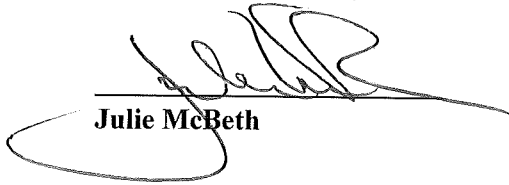
**VI. Campaign for Perpetual Motion Wrap-up:** USUO Vice President of Development Leslie Peterson provided an overview of campaign contributions (phases I and II) and outcomes of the funding. She shared that USUO will no longer be pursuing gifts specifically in the context of the campaign, but will continue to use the valuable information learned from it, including: communicating a strong artistic vision to inspire and expand fundraising while we attract new donors at all levels; stewarding current donors; and continuing to solicit major, multi-year commitments to remain on solid financial ground. Ms. Peterson presented personalized mementos of the 75<sup>th</sup> Anniversary to campaign leadership members in appreciation of their support and advocacy. Mr. Gardner expressed gratitude for Ms. Peterson's work and noted that, while the 75<sup>th</sup> Anniversary was a wonderful year, the true impact of the investment in the organization continues to be heard in every performance. Mr. Meecham offered to answer any questions about the results presented in Ms. Peterson's handout noting that comprehensive campaigns are complicated since they raise money for a number of objectives. He continued that while USUO is not thinking of a new campaign, it will be pursuing opportunities to leverage potential new areas of funding, noting the example of Utah Opera's 40<sup>th</sup> Anniversary Season coming in 2017-18 and the possibility to build the opera in a way that has been focused on the symphony in recent years.

**VII. Abravanel Hall Master Plan:** Mr. Meecham introduced guests from Salt Lake County to share a revised plan for Abravanel Hall enhancements as well as a longer term vision to keep the hall relevant and useful to 21<sup>st</sup> century audiences. Salt Lake County Center for the Arts Director Phil Jordan noted recent updates to the plaza in 2014-15 to make it more welcoming and carpet replacement this past summer to address safety concerns (trip hazard) and to give the lobby a more contemporary look and feel. He talked through plans for future enhancements in various areas of the building utilizing a projected visual aid and inviting Brian Junge, Associate Principal at HKS Architects to provide additional design detail.

After Mr. Jordan's presentation, Director of Salt Lake County Community Services Erin Litvack shared that she will be making a fiscal 17 budget recommendation to the Salt Lake County Council that will incorporate capital expense funding for audience experience enhancements in the lobby in the near term that will keep in mind possibilities for a larger future project as outlined in the master plan. She highlighted the specific changes in a slide presentation and responded to board members' questions including prioritization of projects, with health and safety issues (like tripping hazards on the carpet and plaza) taking first priority, and total anticipated timeline, which will be dependent on budget sources but should be possible in 10-15 years with information known today. Ms. Litvack noted her pride in the increase of funding available to maintain the many community spaces her division oversees and expressed appreciation for the collaborative discussions USUO representatives participated in to develop the master plan. The board members applauded the presentation and Mr. Meecham noted that, as primary tenant, USUO is very happy with the inclusiveness of the conversation and the direction of the plans.

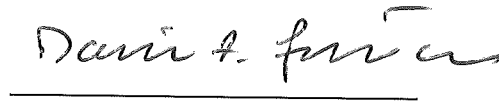
**VIII. Other Business / Executive Session:** Mr. Petersen thanked the board for a great meeting and, there being no further business, the meeting was adjourned.

**Minutes Recorded By:**



**Julie McBeth**

**Minutes Approved By:**



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**David A. Petersen, Chair**