

**UTAH SYMPHONY | UTAH OPERA**  
**FULL BOARD MEETING**  
**OCTOBER 24, 2023**  
**MINUTES**

**Attended in person or via videoconference:** Stewart Barlow (during VI), Steven Brosvik, John D’Arcy, Barry Eden, Jason Englund, Theresa Foxley, Brandon Fugal, Kem Gardner, Brian Greeff, Dan Hemmert, Dennis Hranitzky, Stephen Tanner Irish, Tom Jacobson (through III), Annette Jarvis, Tom Love, Abbie Magrane, Judy Moreton, Dave Petersen, Frank Pignanelli (beginning with V), Gary Porter, Claudia Restrepo (musician), Pat Richards, Miguel Rovira, Barb Scowcroft (musician), Joanne Shiebler, Stan Sorensen, Shane Stowell, Tom Thatcher, Jim Tozer, David Utrilla, Jean Vaniman (Onstage Ogden), Kelly Ward, Don Willie, Kim Wilson (beginning with V), and Henry Wurts attended from the Elected, Ex-officio, and Lifetime Boards.

**Elected and Lifetime Board members not available to participate:** William Bailey, Austin Bankhead, Judy Billings, George Cardon-Bystry, Gary Crocker, David Dee, Luz Escamilla, Julie Aiken Hansen, Jon Huntsman Jr., Frank Joklik, Clark Jones, David Mortensen, Scott Parker, Dinesh Patel, Shar Quinney, Harris Simmons, David Winder, and Thomas Wright.

**Guests and USUO staff members present in person or via videoconference:** David Green, Steve Hogan, Meredith Kimball Laing, Ben Kipp, Christopher McBeth, Garrett Murphy, Leslie Peterson, Alexander Purdy, Katie Swainston, Toby Tolokan, and Gregory Walz. Julie McBeth was present to facilitate the technology and record the minutes

**I. Welcome and Consent Agenda:** Board of Trustees Chair Brian Greeff welcomed the meeting participants and acknowledged Barbara Scowcroft and Claudia Restrepo, who were joining their first full board meeting as representatives of the orchestra musicians. Mr. Greeff asked if there were any questions about or recommended changes to the Consent Agenda. Upon a motion duly made and seconded, the Consent Agenda which consisted of the draft minutes from the August 16, 2023 Special Board Meeting was adopted by unanimous vote.

**II. 2023-24 Committee Chair recommended updates:** Mr. Greeff relayed a proposed addition and a proposed change to the 2023-24 Committee Chairs approved at the August Board meeting. He reminded Board members that Austin Bankhead was taking a leave of absence from the Board while living in Spain and unable to continue as Finance Committee Chair during that absence. Upon a motion duly made and seconded, the Board members voted to elect Barry Eden to serve as Finance Committee Chair and John D’Arcy to serve as Audit Committee Chair for FY24.

**III. Music performance:** USUO Principal Tuba Alexander Purdy performed “Corrente” from Partita in A minor by Johann Sebastian Bach.

**IV. USUO Education and Community Engagement:** USUO Director of Education and Community Engagement Ben Kipp reminded Trustees that USUO has one of the most robust arts education programs in the U.S. with a great foundation and a compelling story (as noted in the press release shared as part of the meeting materials). He shared department goals for the year, which included significantly contributing to audience development while consolidating and aligning the 34 current program offerings—determining which to keep, which to tweak, and which to shelve. He highlighted two programs: Opera-tunities night, where students and teachers attend the final dress rehearsal for each opera, and Mindful Music Moments, a new program which provides 40 weeks of daily short lessons that include a brief prompt followed by

short (five-minutes or less) orchestral or operatic music excerpts. He added that early reports of the impact of this new program were breathtaking, with teachers and students receiving a moment to calm down, come back to a resting place, and learn to respond to situations rather than to react. The Board members asked clarifying questions.

**V. USUO Updates:** VP of Finance and CFO Steve Hogan relayed that the FY23 audit was anticipated to commence in mid-November and wrap up in December. He noted early indications were that the FY23 deficit would be a little less than projected in August. He reminded Board members that they had approved the FY24 budget through December 31, 2023 and shared that, while there was not an immediate problem with cash flow, there was more work to do in fundraising bridge funding to cover the anticipated deficit and offered to answer any questions.

VP of Marketing and Communications Meredith Kimball Laing talked through an updated report of audience development metrics tied to the strategic plan including the categories of: total sales revenue, average paid ticket price, capacity utilization, subscriber retention, and ‘new to file’ buyers (report is included as page 3 of these minutes). Ms. Laing noted trends and likely drivers of results and the Board members asked clarifying questions.

President & CEO Steve Brosvik shared that USUO was working closely with Salt Lake County to update the Master Plan for Abravanel Hall. He shared that, once a design was selected, a pricing estimate would be created and noted that mid-December was likely the earliest that estimate might be completed.

Senior VP and COO David Green reported on meetings with Deer Valley Resort leadership, which included discussion about construction planning and the next contract with USUO. He noted an overall impression that the resort leadership wanted to be good partners with USUO. He shared that the previously anticipated disruption in parking was now not likely to happen during summer 2024. He added that this meant the 2024 DVMF should be able to proceed with close to typical plans. Mr. Greeff recognized the work of staff and Park City-associated Board members in building a good working relationship with the new management at the resort.

**VI. Other Business / Executive Session:** Mr. Greeff asked if there was any additional business to bring before the Board before adjourning to an executive session. Ms. Peterson introduced Garrett Murphy, who had recently joined the organization as Director of Development. There being no additional business, those present who were not voting members of the Board (with the exception of Mr. Green, Mr. Hogan, Ms. Peterson, Ms. Kimball Laing, Mr. McBeth, Mr. Kipp, and Ms. McBeth) left the meeting and the Board members discussed Comprehensive Campaign planning and the FY24 Budget during an executive session, no matters were presented for vote.

**Minutes Recorded By:**

Julie McBeth

**Minutes Approved By:**

Board vote at December 5, 2023 Special Meeting

## AUDIENCE DEVELOPMENT DASHBOARD METRICS

	FY22 FINAL (Benchmark)	FY23 GOAL	FY23 FINAL	FY24 GOAL	FY24 YTD as of 10/18	FY25 GOAL	FY26 GOAL	FY27 GOAL
<b>Total Sales Revenue</b>	\$6.2mm	\$6.4mm	\$6.4mm	\$7.1mm	\$3.3mm	\$7.6mm	\$8.1mm	\$8.7mm
<i>Masterworks</i>	\$1.4mm	\$1.4mm	\$1.4mm	\$1.6mm	\$1.1mm	\$1.7mm	\$1.8mm	\$2.0mm
<i>Opera</i>	\$800k	\$600k	\$600k	\$800k	\$500k	\$900k	\$1.0mm	\$1.1mm
<i>All Other</i>	\$4.0mm	\$4.4mm	\$4.4mm	\$4.7mm	\$1.7mm	\$5.0mm	\$5.3mm	\$5.6mm
<b>Average Paid Ticket Price</b>	\$42	\$43	\$41	\$43	\$43	\$44	\$45	\$46
<i>Masterworks</i>	\$33	\$33	\$34	\$34	\$34	\$35	\$36	\$37
<i>Opera</i>	\$44	\$44	\$48	\$45	\$49	\$46	\$47	\$47
<i>All Other</i>	\$44	\$44	\$44	\$45	\$43	\$47	\$48	\$49
<b>Capacity Utilization</b>	50%	51%	51%	56%	52%	59%	61%	65%
<i>Masterworks</i>	41%	46%	48%	51%	54%	54%	57%	60%
<i>Opera</i>	54%	47%	47%	54%	58%	58%	63%	65%
<b>Subscriber Retention</b>	62%	66%	62%	69%	69%	72%	74%	75%
<i>Masterworks</i>	64%	67%	64%	69%	63%	71%	73%	75%
<i>Opera</i>	60%	65%	60%	69%	71%	73%	75%	76%
<b>New-to-File Buyers</b>	12,889	15,000	15,352	16,000	4,806	16,800	17,400	18,000
<i>Masterworks</i>	2,352	3,000	3,003	3,500	1,036	3,700	3,800	4,000
<i>Opera</i>	1,246	1,300	1,054	1,350	482	1,400	1,450	1,500