

Delaware Symphony Orchestra
Meeting of Board of Directors
Monday, February 8, 2016
Community Service Building – Wilmington, DE

-MINUTES-

Directors Present: Charles Babcock, Matthew Di Guglielmo, Lanny Edelson, Lynsey Eppeneder, Shelley Kinsella, David Kubacki, Grace Kwon-Kubacki, Elena Norman, Theresa Pietrucci, David Plaza, Jeff Ruben, Lee Tashjian (telephonically).

Others: Maestro David Amado (telephonically); Martin Beech, Musician Representative; Barbara Cairns, Development Director; Alan Jordan, Executive Director;

Welcome and Call to Order: President, Charles Babcock called the meeting to order at 5:33 PM.

Approval of the Minutes: Maestro Amado noted a correction to the spelling of Beekhuis in the January 7, 2016 minutes. Upon motion by David Kubacki, with a 2nd by Shelley Kinsella, the minutes of the November 9, 2015 meeting were unanimously approved with noted correction. (Attached)

Finance Committee: Lynsey Eppeneder presented the Monthly Financial Review on behalf of the Finance Committee, which included a presentation and analysis of the FY 2016 Budget vs. Actual as of January 31, 2016, the Cash Flow Projection Report as of February 3, 2016 and a Draft FY17 Budget (all attached).

Key Points: 1) FY2016 Budget vs. Actual - Income of \$1.46 million, against expense of \$1.5 million for a \$43,000 deficit. Last month it was a \$36,000 deficit and at the same time last year we had a surplus of \$25,000. Row 10, known/collected contributions are at \$676,281. We need another \$262,000. The recording was not previously reported in the operational budget but after Board Approval in January of 2016, both revenue and expense have been accounted for in the FY16 forecast. This resulted in an increase of approximately \$71,000 on both the income and expense projections. Campaigns to raise additional income to cover expenses are in progress. 2) Cash Flow Projections - \$100,000 Withdrawal from the Operating Reserve was approved by the Board in November of 2015. We have only taken \$25,000 to date and will be taking another \$50,000 in February. We will only take a total of \$75,000 and will repay it in March. A \$200,000 pledge from a major donor was verbally committed to David Plaza and Alan Jordan in November; \$100,000 of that pledge has been included in the reports, to be received in February. We are still projecting negative cash flow in April 2016 of \$85,000. Last month we were projected to go negative in February so there is improvement and we need to continue our development efforts. 3) Draft FY17 Budget – The Finance Committee met on the FY17 Budget - \$1.595 million compared to \$1.4 million this year. On the income side, there is a \$210k to \$215k stretch for development efforts. The Development Committee needs to meet to discuss and approve the recommendations. Expenses are \$1.595 million as well. There is an increase to the marketing budget of \$63k or 83%. The Finance Committee will be meeting on expenses again. There is \$176k of programming increase, which includes \$60,000 for education. The goal is to approve the budget at our next Board meeting. 4) Beekhuis funds are valued at \$602,133 as of 2/5/2016 – there will be future withdrawals per guidelines. 5) We need to finalize the Operating Reserve Policy in this fiscal year.

Consent Agenda: The reports of the Executive Director, the Development Committee and the Education Committee were presented in advance of the meeting. There were no comments or questions. On motion of Tess Pietrucci with a second by David Plaza, the Consent Agenda and attached reports was unanimously approved.

Naxos Recording Project: Our Kickstarter program was launched. The expense budget numbers changed slightly and depending upon how the patch session goes, it may be less. The patch session will be Sunday after the 2nd concert. They will review the recording Friday, try to fix areas necessary on Sunday and then patch. We have scheduled two hours for the patch session and we are obligated for the first half hour by contract. If we don't need to use the full two hours we may see a further reduction in expenses. The team is confident that we will meet our \$15,000 Kickstarter goal. Thanks to Barbara Cairns and Dan Colburn for a successful launch and David Amado for the video. As of the Board meeting, there were already 14 donors at \$2,430. Charley Babcock generously donated \$2,500 and challenged the Board to contribute as well. Kickstarter will be setup for 30 days and will expire about midnight Sunday March 6th. Reach out to friends and family through e-mail, Facebook, Twitter, whatever means possible. Spreading the word is very important and we will be doing specific messaging for DSO patrons with various enticing offers. Kickstarter takes pledges by credit card. DSO doesn't get the money until we reach \$15,000. David Plaza asked how user friendly it is and Matt shared that it is user friendly and intuitive. Matt forwarded the information to family via e-mail.

Board Self-Assessment Survey: We must do a Board Self-Assessment annually as a part of our DANA Group grant obligations. It will be forthcoming shortly and circulated to Board members for completion. A report will be generated from DANA which will be provided to Charley Babcock and Alan Jordan.

DDOA Grant Application Approval: The Delaware Division of the Arts requires Certification that the Board approves the submission of our annual grant application. As Executive Director, Alan signs and certifies the accuracy of the numbers and information in the report. The FY17 Budget is required to be submitted as a part of the package and it will be noted that it is our proposed budget. Once the budget is approved, we can submit an update, if any of the numbers have changed. On motion by Matt Di Guglielmo, with a second by Jeff Ruben, the submission of our application was unanimously approved.

Strategic Plan: David Kubacki distributed his draft report of the Strategic Plan (attached) and thanked everyone for their participation. In less than four months, we have a solid draft of our strategic plan. Member of the Strategic Planning Committee are Alan Jordan, David Kubacki, Lee Tashjian, Jennifer Golek, David Amado and Rick Lynn. They will morph into the Strategic Planning Oversight Committee. The SWOT analyses, which we all participated in, informed the Strategic Plan. At the Saturday offsite, the Strategic Planning Committee and Staff worked on the 13 goals, altered the Mission Statement, Vision and added Core Values.

Mission: The Delaware Symphony Orchestra is dedicated to enriching lives through inspiring musical experiences.

Vision: The Delaware Symphony Orchestra will be valued and praised for performances that inspire, enrich, and enlighten the lives of audiences everywhere.

Core Values: Building and Sustaining Trust; Commitment to Quality; Access for All; Curiosity, Openmindedness, and Exploration; Fiscal Responsibility.

David will attach the Executive Summary prior to submission to Longwood. Page 3 – there is one concise place to see where the outcomes of the SWOT analysis are incorporated, on the top line of each page.

Implementation is the next step. There are 13 goals with specific action steps within each goal. We will need to prioritize the required activity. Lanny Edelsohn complimented the team for the Herculean effort. We should determine what our top 5 goals are and develop a timeline. Basically, it is a three-year plan for full implementation. Action steps can be added or adjusted at any time. It's a living working document. There was some discussion of the specificity of Page 15 – Education and the African Drumming program. David Plaza remarked that the format is interesting and that we will need the Executive Summary to explain the pillars. We may also need a key to explain the template and a table of contents. Lanny Edelsohn moved that the Board approve the draft of the Strategic Plan as presented by David Kubacki. David Plaza seconded. Alan shared that Longwood will need more material, the Strategic Plan timeline, executive summary with many crossovers. Alan shared the draft with Mrs. Copeland, who asked if the plan has a title. The title "Inspiring Musical Experience" was presented. There are three separate words but it is also a phrase. Lanny asked how often we will hear about the progress of implementation. It was suggested that a report become a part of the Consent Agenda. The Board then voted and unanimously approved the new Strategic Plan. The Mission, Vision and Core Values will be posted on our website and also be in our concert programs.

Board Nomination: Our Annual Meeting is June 13th, 2016. Several member of the Board will be up for re-election. Elena Norman, as Chair of the Nominating and Governance Committee, maintains the official list. We are nominating another candidate as a replacement Board member, Dr. James M. Ellison, who is a colleague of Lanny Edelsohn, specializing in geriatric psychiatry. Dr. Ellison recently relocated to Delaware from Boston. He is an avid musician and lover of music. He played with some of Maestro's relatives and while at Harvard, played in the Harvard Orchestra and had a now famous classmate, Yo-Yo Ma. He has already found a trio to play with in Delaware as he plays the Violin, Viola and Piano. He is passionate about music. Under the by-laws, we can elect someone to fill an unexpired term. He already met, and was interviewed by, several members of the Nominating Committee and attended our most recent Chamber concert, where he met other Board members. A motion was made by Shelley Kinsella to elect Dr. James Ellison as a Board Member with a second by David Kubacki. The Board unanimously approved the election of Dr. Ellison.

Music Director's Report: One concert next season includes a wonderful colorful ballet score by Manuel de Falla, "El Amor Brujo". Thanks to Alan, we were able to arrange for Denyce Graves, mezzo-soprano to perform. It's a year from April for the 16/17 season. The Artistic Committee approved the work and Charley suggested that the Artistic Committee approve Denyce Graves as the performing artist.

Collective Bargaining Agreement: The Collective Bargaining Agreement expires in August. Though there have been preliminary discussions, we will begin work on it shortly and Board members may volunteer to participate if anyone is interested.

Announcements: We have printed posters and 4,000 postcards for the Brasil Guitar Duo performance. Invitations will be going out for the reception following the performance, which will be one of our major fundraisers. The reception will be immediately following the performance on the 26th. The cost of the reception is \$125 per person. A big thank you to David Plaza as his firm is the lead sponsor of the event.

Shelley Kinsella shared that a friend, who is a Board member of the Wilmington Ballet, expressed an interest in a collaboration project.

In response to the Brasil Guitar Duo performance, we have had two inquiries for interviews: El Tiempo Hispano requested a radio interview and David Amado and Alan Jordan will participate in an interview for the DDOA's "State of the Arts" program.

There was a motion to adjourn the meeting by David Kubacki with a second by Jeff Ruben. The meeting was adjourned at 6:48 p.m.

Meeting Schedule for 2015-16: Next Board meeting will be March 14, 2016.

Respectfully submitted,

Tess Pietrucci

Secretary