

**ArtStream**  
Board of Director's Meeting  
September 16, 2019

**APPROVED MINUTES**

**ROLL CALL**

Maggie Haslam conducted roll call. In attendance at the meeting: Eleanor Allen\*; Pamela Brown; Kristen Chou; Mike Cooper, Chair; Kirsten Davidson, client liaison; Cameron Elliot; Adam Fine; Lisa Gaffney, Vice President; Maggie Haslam, Secretary; Sari Hornstein, Outgoing Vice President; Karen Mitchell; Paul Murray, Treasurer; Frank Myers, Outgoing Chair; Julie Reddig, Molly Myers, Sonia Trask, and Irene Stephens.

**ArtStream staff in attendance:** Doreen Cronrath, Director of Finance and Administration; and Heller An Shapiro, Executive Director.

**\*Attended by phone**

**MINUTES RATIFICATION**

A motion was made to approve the minutes from the June 17, 2019 meeting. The motion carried without dissent.

**RECOGNITION OF OUTGOING BOARD MEMBERS**

Pam Brown served on the Board from 2013 – 2019 and served as chair from 2013-2016. Pam also served as Co-Executive Director and co-led the Executive Director search with Sari Hornstein. Frank Myers thanked Pam for setting the stage for where we are today. Her contribution to ArtStream has been phenomenal. Decisions made during her years of leadership supported all of our programs and led us to our current successes.

Sari Hornstein served on the Board from 2013-2019 and served as Vice President from 2016-2019. Sari also served as Co-Executive Director and co-led the Executive Director search with Pam Brown. Frank Myers thanked Sari for her pivotal role in the organization. Her generosity, commitment, and involvement allowed the organization to go beyond what others envisioned to where we are today and to being able to do things we weren't able to do in the past. Frank also thanked her for supporting him and making his job as Chair easier.

Karen Mitchell served on the Board from 2016-2019. Frank Myers thanked Karen for being a tremendous asset to ArtStream. She led the search for new auditors and a new investment advisor. Karen's generosity and sharing her talents helped us thrive. When other organizations were struggling to find people to step up to the plate, Karen did it. Her commitment goes to the heart of what ArtStream is all about.

Frank Myers served on the Board from 2013-2019 and served as Chair from 2016-2019. Sari Hornstein thanked Frank for stepping in and handling a stressful time with

tremendous calm. Sari especially appreciated Frank’s leadership and capacity to listen, and ability to make the right comment at the right moment to help steer us in the right direction and give us a solid foundation for moving forward. Sari noted that this organization means a huge amount to the parents and the ArtStreamers and their families. As the child progresses and does well, so does the family. ArtStream is all about supporting the children to reach their potential which then supports the families.

### **PRESENTATION OF NEW OFFICERS/BOARD MEMBERS**

New Chair Mike Cooper, new Vice President Lisa Gaffney, and new Board members Molly Myers, Irene Stephens, and Sonia Trask were welcomed to the Board. The 2019-2020 Board nominees and slate of officers were elected unanimously.

Frank Myers declared “it is a distinct honor to turn over the chairmanship to Mike Cooper who I know will take it and run with it. During Mike’s time on the board this past year we’ve had a lot of success and I know we are leaving this organization in good hands.”

Mike Cooper thanked the retiring board members. In taking over the role of Chair, Mike noted that early board meetings took place in his living room when his wife, Ellen, was on the Board. Now we are way beyond where we started. Frank, Pam, and Sari deserve a lot of credit for getting us through the transition and to this point. ArtStream is doing the same great work and involving the actors in meaningful creative opportunities.

Mike welcomed Lisa Gaffney as Vice President, thanking her for completing the market research study prior to joining the Board and then managing the FY20-22 strategic planning process. Lisa exemplifies where the organization has moved to. In the past there were great ideas and initiatives, but the vision of the future that everyone can understand and work toward was needed to really set the foundation for future work.

Mike reviewed Molly, Irene, and Sonia’s professional accomplishments which will help the Board and ArtStream reach new heights.

### **FY19 Q4 BUDGET UPDATE**

At the end of Q4, FY19 total income is \$673,589, which is 97% of budget. Total expenses are \$669,908, which is 98% of budget. Thanks to each Board member’s contributions, reaching out to new donors, and matching the Morris and Gwendolyn Cafritz Foundation grant, ArtStream ended FY19 with a preliminary surplus of \$2,736.

FY19 ended with an increase in grantors and grant funding, but more work needs to be done to increase revenue from individual donors.

The FY19 Audit process is underway. It may be completed in time for the November 5, 2019 Board meeting.

### **FY20 BUDGET UPDATE**

As of September 16, 2019, revenue from confirmed grants totals \$124,737, which is 57% of the total year's budget. As the annual cash flow chart shows, more than 60% of ArtStream's annual revenue comes in during the first quarter.

New and increased grants are evidence of ArtStream's professional growth and credibility. For example, funding from the Safeway, Jim and Carol Trawick, and Milton and Dorothy Sarnoff Raymond Foundations increased from \$15,050 in FY18 to \$25,800 in FY20. The Arts and Humanities Council of Montgomery County (AHCMC) awarded a \$5,951 bonus for scoring 5 points above the mean, bringing the total grant to \$38,425. This is an increase of 28% from the FY19 total of \$30,115. The AHCMC review panel appreciated that ArtStream has "an active Board and ongoing attention to strategic planning."

Heller An reported that the Philip Graham Foundation invited ArtStream to increase its grant request from \$20,000 to \$25,000. This grant will cover the cost of a new website. A final decision will be made at the end of October.

Revenue from registration fees will be lower because the Arlington Inclusive Theatre Companies started with 22 actors instead of the usual 30. Although the Cabarets are growing, they are still not at capacity. The Companies are lower due to people moving away, being too ill to participate, family travel schedules, or transfers to Cabaret. The wait list was too small to compensate for these losses. Outreach efforts will be increased this year as part of the Strategic Plan.

Board members suggested reaching out to Greenbelt (Heller An has a contact) and Harbour School in Baltimore (Sonia and Sari have contacts).

### **DRIVING POLICY FOR REVIEW/APPROVAL**

The Driving Policy will be part of the onboarding process like the background check. The Policy was rewritten based on HUB International's recommendations. Our contact there is reviewing the policy now. When that review is completed and the following edits are made, the Board will review the Policy again.

Recommendations from Adam Fine include:

Describing employees/contractors/volunteers as "potential drivers" and students as "passengers"; placing a three-year limit on past motor vehicle violations that disqualify potential drivers; requesting a voluntary notification of changes or cancellations in insurance or policy renewals within three business days of the change.

Change:

- Driving for ArtStream activities while under the influence of drugs or alcohol is strictly prohibited.

To:

- Driving for ArtStream activities while under the influence of intoxicants or other drugs (which could impair driving ability) is strictly prohibited.

Change:

- Consistent with ArtStream’s No-Smoking Policy Statement in the Employee Handbook, there shall be no smoking in personal vehicles while transporting students.

To:

- There shall be no smoking in personal vehicles while transporting passengers.

Board members may also consider adding recommendations for reporting and behavior at the scene of an accident.

### **CODE OF CONDUCT POLICY FOR REVIEW/APPROVAL**

Discussion centered on what can be accomplished through the Code of Conduct and what should be accomplished through the Teaching Artist contracts. For example, the Code of Conduct requirement to disclose any conflict of interest could limit direct solicitation by a competing organization. ArtStream has to achieve its objectives, whether in a contract or other agreement. If the goal is deterrence and awareness, what is the best solution? What can be enforced?

Thank you to Julie Reddig for revising the Teaching Artist contract to include non-solicitation and anti-poaching clauses, along with strengthening the clauses defining Teaching Artists as Independent Contractors. These changes were prompted by the direct solicitation of students by two outgoing Teaching Artists.

Information about ArtStreamers’ medical and behavioral issues as well as contact information is currently shared with Teaching Artists through a google doc site. How do we maintain confidentiality of student/family information? Permission to access the site can be revoked, but email addresses may already have been copied into a Teaching Artist’s address book. Julie Reddig suggested shifting this information to a web portal that would allow teachers and families to communicate via the portal instead of through sharing individual email addresses.

The new contract alarmed some Teaching Artists who were confused by the legal language and refused to sign it. The previous contract was offered as a short-term solution while the language in the new contract is clarified. In spite of this, one of the Arlington Inclusive Theatre Company Directing teams refused to attend auditions.

A Contract Task Force was formed to finalize the Code of Conduct and revise the Teaching Artist contract to meet ArtStream’s goals and be clear for Teaching Artists. Task Force members will meet with a Teaching Artist focus group to review the Code and the contracts before finalizing. Task Force members are: Mike Cooper, Adam Fine and Julie Reddig.

## **GALA UPDATE**

The 9<sup>th</sup> Annual ArtStream Gala and Dance Party on September 22, 2019 will feature Co-Emcees Suzan Basoglu (Arlington Inclusive Theatre Company) and Langston Caldwell (Silver Spring Inclusive Theatre Company). We will honor outgoing Board Members Pam Brown, Sari Hornstein, Frank Myers, and Karen Mitchell.

Revenue as of September 16, 2019 is \$65,871 which is 54% of budget. There are 222 tickets sold/reserved. The Gala brings in 10% of our annual revenue.

## **DASHBOARD FY19 Q4**

The year ended with a 16% drop in the total number of students served even though we added 49 new students this year. Some tuition classes were cancelled due to low enrollment, particularly in Northern Virginia. The number of partner classes was down 4%, and the number of partner students was down 30%. For example, the second semester of the George Mason Life class was suspended due to a George Mason University research project, and another partner did not get their grant funding renewed so classes were discontinued. The FY20-22 Strategic Plan expands outreach to increase partnerships and identify more students.

There is a 19% decrease in the total number of individual donors and a 155% increase in the average gift amount. New donors increased 52% (from 69 to 105 ) but 33 of these are from the Power of 100 event and cannot be solicited again.

FY19 grants came in 2% above FY18 even though the William S. Abell grant (\$25,000) is only available in even years.

## **FY20-22 STRATEGIC PLAN PROGRESS REPORT**

Outreach to day programs began in Northern Virginia with L'Arche, SPARC, and Paul VI high school. First classes in Prince George's County and Washington, DC start in October 2019.

## **NEW BUSINESS**

Frank Myers reported that Heller An Shapiro's three-year employment contract ended in May 2019. The contract now renews annually. Frank thanked Heller An for the tremendous progress ArtStream has made in the last three years, including an increase in professionalism. ArtStream is now a maturing organization. Board members presented Heller An with a gift in recognition of her service.

## **NEXT MEETING**

The next meeting of the Board of Directors will be **Tuesday, November 5, 2019, 7-9 p.m.** at the ArtStream office.

The meeting was adjourned at 9:04 p.m.

Respectfully submitted,  
Maggie Haslam

**2019 MEETING DATES**

All meetings are scheduled from 7-9 p.m.

**Tuesday, November 5, 2019**

**Note: This meeting was rescheduled from November 4, 2019.**