

**ArtStream**  
Board of Director's Meeting  
September 20, 2021

**APPROVED MINUTES**

**ROLL CALL**

In attendance at the meeting: Eleanor Allen; Pam Brown; Kristen Chou; Kim Coates-Schofield; Mike Cooper, Chair; Cameron Elliot; Lisa Gaffney, Vice President; Maggie Haslam, Secretary; Sari Hornstein; Molly Myers, Treasurer; Darlene Richeson; Jonathan Tepper; Vu Tran, Client Liaison; Delia Zielinski, Teaching Artist Liaison

**ArtStream staff in attendance:** Heller An Shapiro, Executive Director; and Lynn Taylor Moore, Director of Finance and Administration

**Unable to attend:** Paul Murray, Julie Reddig, Irene Stephens, Sonia Trask

**MINUTES RATIFICATION**

A motion was made to approve the minutes from the June 28, 2021 meeting. The motion carried without dissent.

**RECOGNITION OF OUTGOING BOARD MEMBERS**

Mike Cooper recognized outgoing board members Julie Reddig and Cameron Elliot. Julie Reddig was on the board from 2018-2021 and was instrumental in creating the contract with the teaching artists. She will continue to be a valuable resource for the board. Cameron Elliot is also ending a three-year term; he has served the board well during his tenure. Mike thanked them both for their service.

**PRESENTATION OF INCOMING BOARD MEMBERS**

Mike welcomed Pam Brown, Kim Coates-Schofield, and Darlene Richeson to the board.

**VIRTUAL/IN-PERSON CLASS SUMMARY**

Sari recapped the in-person Super Social Saturday (SSS) event in Rockville at Main Street on Saturday, which was a big success. It was very exciting for both the Teaching Artists and students to be back in person. Delia reiterated that coming out of this pandemic we can adapt different strategies for education and combine some of the elements between online and in person. Heller An said that the first live auditions were exciting. Some experienced students showed “first audition” stage fright. In regard to the report, more classes have been moved to an online format. We are not filling the in-person classes that people say they want. ArtStream may have to pay rental fees for in-person classes that are being moved online. SSS will again be available online every week starting in October with one monthly in-person class at Main Street. Our biggest student increase came from SSS (100% increase), which is ArtStream’s lowest priced class, explaining the disparity in the growth graph.

Mike pointed out that the fixed cost of office salaries should not be part of the financial programs' breakdown and without them, ArtStream would net in the positive for classes. He suggests going forward that indirect revenue and costs not be included for better evaluation of classes and ITCs.

We are going full-steam ahead for ITC live performances and are getting bids for taping all of our shows for later broadcast to our online audience. We may have a smaller audience or no audience depending on the COVID situation.

### **STAFF ORGANIZATIONAL REVIEW REPORT**

A free consultation on improving staff culture was conducted by Georgetown University. It provided some good recommendations and showed that while the staff feel a lack of clarity around processes, policies, and norms that exacerbate the sense of being overwhelmed, they also feel very close to the mission and supported by colleagues. They recommended an employee handbook be put into place and to prioritize staffing needs to meet program growth. A quarterly planning meeting has been implemented to prepare staff for upcoming deadlines.

According to the report, "Some of the inefficiencies stem from many staff members not having a clear picture of the seasonal and annual cycle of the performing arts programs, as well as not fully understanding all the nuances of the programming side of their work. For example, not all staff members understand what "tech week" entails. Lack of understanding of the annual cycle leads to challenges in efficient planning for workload. Additionally, staff frequently need to switch tasks and shuffle priorities, which negatively affects workflow and leads to frustration for some of the team members."

### **FY21 FINANCIAL FUNDING UPDATE**

ArtStream ended the FY21 budget year with a little over \$1 million and 50% over budget. Our expenses are also 50% over budget. Expenses will go up slightly as late invoices arrive. The grants include COVID-19 relief funding. We have procured an even mix of grants awarded to us for arts programs for people with disabilities and for disability programs/general operating support, 48%/52% respectively. We expect the auditors will begin the audit in October with a report by December.

### **FY22 BUDGET AMENDED FOR REVIEW AND APPROVAL**

The amended budget includes proposed staffing decisions. Board members decided to wait until we have a better idea of revenue from Gala contributions and sponsorships, as well as annual/end-of-year donations. The board tabled the discussion of adding new staff until the November or January meeting. The Board has the flexibility to amend the budget at any time. We can continue to use the budget approved in June for grant proposals.

### **FY20-22 STRATEGIC PLAN REPORT/PENN CREATIVE UPDATE**

ArtStream was awarded a \$35,000 Advancement Grant from the Arts and Humanities Council of Montgomery County, which will pay for PENN Creative Strategies to help ArtStream determine what a hybrid program and future programming would look like

going forward. A strategic planning committee composed of Board, staff, and a Teaching Artist have been working with Penn to refine their data gathering plan, document review and the stakeholder questions. Heller An expects to have something to share by our November meeting.

### **FY21 Q3 DASHBOARD**

Kristen Chou said she was pleased to see the big uptick in grants thanks to dedicated staff. The board discussed bringing in help to support Lynn through a possible internship with a local university until ArtStream's funding for new staff is clearer. Maggie Haslam will explore an internship option at the University of Maryland for the spring semester.

### **NEW BUSINESS**

No new business was proposed.

### **NEXT MEETING**

The next meeting of the Board of Directors will be **Monday, November 15, 7-9 p.m.**

The meeting was adjourned at 8:40 p.m.

Respectfully submitted,  
Maggie Haslam

### **2021 MEETING DATES**

All meetings are scheduled from 7-9 p.m.  
Monday, November 15, 2021