

**The San Diego Symphony Orchestra Association  
Annual Members Meeting  
October 27, 2022**

**I. Call to Order**

Chair Hal Fuson called the meeting to order via livestream pursuant to notice duly given.

**II. Approval of Minutes**

Upon motion duly made and seconded, the minutes of the October 28, 2021 meeting were approved as presented.

**III. Board Elections**

Mr. Fuson reported that Elizabeth Larsen had been appointed by the Board of Directors to serve as Inspector of Elections for the meeting. Ms. Larsen reported that sufficient proxies had been received to elect the slate of nominees as directors of the Association.

Upon motion duly made and seconded, the election of the following slate of nominees for election as directors for terms expiring at the Annual Meeting of 2025 or until their successors are duly elected was approved as follows: Julia R. Brown, Dr. Anthony Boganey, Pam Cesak, Janet Gorrie, Jeff Light, Marivi Shivers, David R. Snyder, Esq, and Frank Vizcarra.

Mr. Fuson reported that at the Board of Directors meeting held earlier the same day had voted on the Slate of Officers for the upcoming board term year, effective upon conclusion of the Annual Meeting of Members, and had also elected a new Board member, Mr. Timothy Barelli.

**IV. State of the Symphony Presentation**

Mr. Fuson reported on the Board's activities of the past board year which included honoring the previous Board Chair Dave Snyder, successfully concluding a two-year collective bargaining agreement, and the work of the Board Committees, including the Strategic Operations Committee which was created to examine how our business model has changed with the addition of The Rady Shell at Jacobs Park as well as the newly renovated Jacobs Music Center when construction is completed in 2023. Mr. Fuson then introduced a pre-recorded message from Rafael Payare, Musical Director, who is currently in Europe guest conducting in Belgium. Mr. Payare reviewed highlights of the Symphony performances with the opening of The Rady Shell at Jacobs Park in 2021, the Hear us Hear concert series around San Diego County, shared his excitement at the upcoming reopening of Jacobs Music Center, and he thanked the members for their support over the last year.

Mr. Fuson then introduced Martha Gilmer, CEO of the San Diego Symphony Orchestra, who has been recognized along with the new venue this past year by Forbes Magazine, Musical America Top 30 Professionals, and the San Diego Chamber of Commerce. Ms. Gilmer reminded the

Board that even one year ago most concerts were still virtual due to COVID and that this allowed the organization to demonstrate great versatility. Ms. Gilmer recognized retiring symphonists and discussed the variety of venues and performances of the past season. She reviewed our four free Preview concerts, Opening Weekend, and the success and variety of the Summer 2021 Season. She then touched on the outdoor performances of Noel Noel, including our military Home for the Holidays concerts. Ms. Gilmer introduced a short video of San Diego Mayor Todd Gloria extolling the virtues of our new waterfront venue and what a gift to the city it is. Ms. Gilmer listed the historic season of the Symphony performing at 14 different venues across the San Diego region from January through May. Ms. Gilmer discussed the free event, Picnic in the Park, the increased capacity at The Rady Shell at Jacobs Park for ticketed concerts from 3,500 to 4,700 attendees, and the variety of reviews of the Symphony presentations. Ms. Gilmer recalled the announcement of the JMC renovation and showed a brief video of the interior under construction.

Ms. Gilmer then introduced Kathleen Davis, Chair of the Finance Committee, who discussed the inaugural opening of The Rady Shell at Jacobs Park, the impact that COVID has had on live performing arts, and the JMC renovation project before presenting the financial report of the Association for the fiscal year. Ms. Davis gave a preliminary report of the Association's fiscal year 2022 financial results, noting that the financial results were still subject to completion of the audit. With regard to Federal funding, Ms. Davis recalled that in the prior year the Association received \$5.2 million in PPP loans from the government, which have now been forgiven and reflected in our finances. Ms. Davis concluded by acknowledging the continued impact of the COVID pandemic on arts attendance and expressed her hopes for continued success at the Rady Shell and hopes for the successful reopening of Jacobs Music Center.

Martha Gilmer discussed the upcoming year as one of transition, including a transformation of our business model and a more dynamic financial model. She expressed a continued dedication to resilience and responsiveness. Gilmer discussed ticket sales and other potential revenue growth opportunities including F&B and venue rentals, along with our agreement with the Padres.

Ms. Gilmer then introduced Katy McDonald, Chief of Staff, to speak regarding our role in the City of San Diego and our staff development. Ms. McDonald discussed our administrative team, turnover, and hiring practices. McDonald commended the Symphony team and acknowledged the work ahead, including a recent Senior Leadership SWOT analysis. Ms. McDonald discussed the Association's role in civic participation both in the City of San Diego and the greater bi-national region. Ms. McDonald mentioned our increased responsibilities to the Port of San Diego and Coastal Commission, and various public non-musical events we have recently hosted. Ms. McDonald mentioned several civic organizational partners with whom we have partnered and expressed hope and positivity for our future endeavors.

Ms. Gilmer thanked Ms. McDonald and acknowledged the contributions and presence of administrative employees, musicians, and volunteer staff in the meeting. She also expressed her gratitude and intent for continued interaction with the organization's San Diego Opera partnership.

Ms. Gilmer spoke of the Jacobs Music Center's reopening and noted that the renovation was currently on schedule and remained true to financial projections. Ms. Gilmer spoke of the enormous variety and amount of people invested in the organization's success, and closed the meeting by sharing that as of this week the Association had achieved the goal of \$125 million for the Future is Hear campaign, which allowed for the construction of The Rady Shell at Jacobs Park, to navigate through the pandemic, as well as other initiatives, in large part due to a capstone loan from Bank of America.

Ms. Gilmer acknowledged donors and musicians and asked all present to recommit to ensuring the future success of the organization.

Ms. Gilmer then engaged Elizabeth Larsen to open the floor to questions. Questions included topics ranging from community outreach, the Jacobs Music Center renovation progress, access and diversity, and future concerts and events.

Ms. Gilmer turned the meeting back over to Chair Hal Fuson and thanked him for his and the other Board Members' service.

Mr. Fuson discussed the virtues of the San Diego Symphony Orchestra musicians, venues, leadership, and supporters. He recognized the cost and complexity of becoming a world class operation and expressed his thanks and high confidence in the Symphony's combined team in achieving the organization's goals.

## **V. Adjournment**

There being no further business to discuss, the meeting was adjourned.

Respectfully submitted,

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Linda Platt, Secretary  
(Recorded by Elizabeth Larsen, Executive Assistant to the CEO and Board)