

**True Concord Voices & Orchestra
Board Meeting – April 25, 2017**

PRESENT: Andy Watson, chair; Sabra Anderson, Warren Beck, , Sally Gunderman, Eric Holtan, Clyde Kunz, Rebecca Jensen (by telephone), Joe Knott, David Leege (by telephone), Sue Markovich, Eve Shapiro, Chuck Tennes

ABSENT: Patricia Bjorhovde, Michael Starace, David Nix,

OTHERS PRESENT: E.J. Foust

Andy Watson convened the meeting at 3:30

1. The minutes were approved unanimously (Clyde 1st, Warren 2nd).

2. Music Director Report: Eric reviewed the 2016-17 season. It was our best year at the box office ever. We exceeded our projections for ticket sales. Factors that affected our performance include better marketing and publicity, excellent programming, and building on our success at Lincoln Center and the Grammys. Any issues attributable to our name change appear to be behind us. Ticket sales for next season are on record pace. Our general operations surplus is projected to be between \$10,000 and \$20,000. We received a \$500,000 from Dorothy Vanek and the first commissioning project is underway with Gerald Near working on a piece for our Emily Dickenson concert.

Eric looks forward this summer to mapping out a five year plan for recording projects. Partnerships have been important, such as the Arizona Early Music Society, UA Arizona Choir, Tucson Desert Song Festival, Steans Institute, and Richard Paul Fink.

Next year our partnerships will include UA Presents (performances in Centennial Hall), UA Dance Ensemble, UA Arizona Choir, UA Poetry Center, Tucson Desert Song Festival, and Jubilant Sykes (Bernstein *Mass*).

Sarah Evans, our publicist, was commended for getting out the brochure before our last concert. We also hired a new designer to work on the full-season brochure. Next season, our goal is get a full-season brochure out by the February Verdi concerts like the other major performing arts organizations in Tucson (Opera, TSO). Eric would also like to roll-out the 17-18 season at the first fall board meeting.

Eric then discussed our progress toward our strategic goal. By 2019 we should be able to achieve parity in pay between our instrumentalists and vocalists. Eric praised E.J. for committing to two years when he was hired, but staying on for four. Job descriptions are out for the new part-time Managing Director and Operations Associate positions (attached). We hope to hire the Managing Director first and have both positions filled by early summer.

Pat and Sally will be leaving the board at the end of the season. Eric praised their dedication and also complimented all of the committee chairs, as well as Sabra for organizing the artist dinners. Fundraising will continue until June 30th. Over the summer, Eric will be hiring artists, training new staff, and securing sponsorships for next season. Tucson Desert Song Festival has already committed \$20,000 for Bernstein, a significant increase from last year (\$7,500). We have not forgotten the honorary board concept and will be considering a list of potential members. A high-priority is redesigning our website. Eric will be going to Los Angeles to meet with Jubilant Sykes. Eric will also be working with Professor Clauser, who will provide an original staging and choreography for the Bernstein *Mass*.

Andy asked Eric to update the board on the Stephen Paulus Emerging Composer Competition. Eric said next week we will distribute an RFP to colleges, universities, and other organizations. He is also working on assembling adjudicators. The proposal will call for scores of 5-6 minutes from emerging composers, 18-40 years old.

Dave Leege asked about the recording process. Eric said we are not starting from scratch. He will consult with Peter Rutenberg and Reference Recordings about concepts and ideas. The board discussed the Gerald Near commission. Dave Leege mentioned that Green Valley True Friends had their first Annual Meeting and Gerald Near was present.

3. Marking Report: Chuck thanked the Audience Development committee members for their work this season. He said we have a good plan for website redesign, taking into consideration the sales process, SEO, and connecting to social media. We will seek requests for proposals in the coming weeks. A request for funds is in the new budget. Chuck then discussed special issues that we need to consider when collaborating with Centennial Hall, such as ticket sales, seating, parking, and keeping our identity high profile during these concerts. The committee would like to continue to improve our concert experience, making sure we have a physical representation to establish our brand at all venues (banners).

We will also be taking a fresh look at the program book. Sally mentioned that the program does not have our telephone number listed. Chuck then pivoted to our audience development agenda for next season. The board discussed possible run-out concerts, which Eric said would probably happen in FY19. The ticket report was distributed (attached). We are significantly ahead of last year and people are choosing to upgrade in Centennial Hall. Chuck added that we are increasing revenue without raising prices. Dave Leege added that a decent portion of Green Valley customers are choosing to buy premium tickets.

4. Fund Development Report: Clyde thanked the committee and the board for their hard work this season, noting that we are ahead of our board gift goal. Andy said Clyde will serve as committee chair next year. He reported that we are \$51,000 ahead of last year in gifts, but we still have \$31,000 to reach our stretch goal. The spring appeal continues. A second appeal will be sent out in a few weeks. Dave Leege mentioned that Green Valley attendance increased 25% and Green Valley

giving increased 45% over last year. Bill Halverson has spearheaded the efforts that led to these extraordinary numbers.

4. Governance Report: Andy announced that this will be Joe Knott's last year of chairing the Governance Committee. Andy will chair the committee next year. The board renewed the board terms for David Nix (final three-year term), Andy Watson, and Clyde Kunz (both 2nd three-year terms). Joe will continue on the board for another year because he was granted a two-year leave of absence. The board renewals passed unanimously. A motion to allow Mary Lou Forier to return to the board was passed unanimously. Mary Lou has one more year of her second three-year term. She will be eligible for a third term.

The results of the board survey were distributed (attached). In the future, some questions will be changed to clear up any ambiguities. Joe thanked all of the Governance Committee members for their hard work. They met three of their four goals from our strategic plan: creating a board profile matrix, continued recruitment, and constructed a board self-evaluation survey. Joe recommends a board retreat next year. Joe also thanked E.J. and Sally for their hard work.

Andy continued the discussion by stating that we need 19 board members. He discussed how we recruit new board members, approaching them with information about the board and asking them in what ways they would like to become more involved, but not promising them a spot on the board right away.

5. Treasurer Report: Warren distributed the March financial reports (attached). We are doing well in income and slightly under budget in expenses. We should have a surplus at the end of the fiscal year. We have paid off our operating loan and discussed plans to take a loan out next year.

The FY18 budget was distributed and discussed. Dorothy Vane's commission gift will remain in restricted funds and released when needed. The marketing budget did not increase because some of the marketing costs will be covered by UA Presents. The budget passed unanimously. Warren thanked the Finance Committee and E.J. for their hard work this season.

The board continued to discuss operations. The following topics were brought up: if and when the strategic plan should be updated, research on new venues by an ad hoc committee, concert recordings, air conditioning at Grace St. Paul's and the concert experience at concert halls versus churches, and Clyde and Chuck's meeting with the Mayor.

Andy presented Sally with a plaque acknowledging her enthusiastic service for True Concord. The meeting was adjourned. A reception was held after the meeting.

Ticket Sales Report (as of 4-25-17)

Subscriptions Sold

4/25/2017		5/3/2016		4/28/2015	
Subscribers	103	Subscribers	64	Subscribers	86
Subscriptions	175	Subscriptions	104	Subscriptions	150

Subscriptions by Ticket Level and Number of Concerts

4/25/2017	6-concerts	5-concerts	4-concerts	3-concerts	Total	% of Total
Prem Res	47	11	5	5	68	38.9%
Premium	15	17	15	5	52	29.7%
General	12	13	13	17	55	31.4%
Total	74	41	33	27	175	
% of Total	42.3%	23.4%	18.9%	15.4%		

5/3/2016	6-concerts	5-concerts	4-concerts	3-concerts	Total	% of Total
Premium	35	9	5	9	58	55.8%
General	4	5	8	8	25	24.0%
Green Valley	14	3	4	0	21	20.2%
Total	53	17	17	17	104	
% of Total	51.0%	16.3%	16.3%	16.3%		

4/28/2015	6-concerts	5-concerts	4-concerts	3-concerts	Total	% of Total
Premium	43	14	13	4	74	49.3%
General	8	11	6	11	36	24.0%
Green Valley	18	12	8	2	40	26.7%
Total	69	37	27	17	150	
% of Total	46.0%	24.7%	18.0%	11.3%		

Ticket Revenue by Concert Cycle

FY17 (4-25-17)		FY16 (5-3-16)		FY15 (4-28-15)	
Cycle	Revenue	Cycle	Revenue	Cycle	Revenue
October	\$5,223	October	\$2,347	October	\$2,921
November	\$5,610	November	\$2,822	November	\$3,818
December	\$5,219	December	\$2,380	December	\$3,681
January	\$6,982	January	\$2,995	January	\$3,775
February	\$6,977	February	\$2,836	February	\$3,785
March	\$5,669	March	\$2,750	April	\$3,433
Total	\$35,680	Total	\$16,130	Total	\$21,413

TRUE CONCORD FUND DEVELOPMENT REPORT

4/25/2017

True Concord Fund Development Committee Report 4-25-17							
Giving Category	Committed (Gifts + Pledges)	Received	Budget	FD Stretch Goal	% of Budget (Gift + Pledges)	% of Budget Received	LY gifts and pledges at this time
Board (B)	43,365	39,615	40,000	40,000	108%	99%	50,417
Individuals (NB)							
Maestoso (>5,000)	93,600	93,600					
Accelerando (>1,000)	38,968	37,468					
Sostenuto (>\$500)	14,497	14,497					
Other Donors	17,319	17,319					
Sub-Total (NB)	164,384	162,884	198,000	202,000	83%	82%	110,361
Corporations	7,101	5,501	10,000	10,000	71%	55%	4,500
Foundations	17,500	17,500	18,500	18,500	95%	95%	18,200
Government	17,000	17,000	9,500	9,500	179%	179%	15,000
TOTAL	\$ 249,350	\$ 242,500	\$ 276,000	\$ 280,000	90%	88%	\$ 198,478

STATEMENT	STR. DISAGRE	DISAGREE	AGREE	STR. AGREE	NO OPINION
1. Understand Mission/Vision			42.86%	57.14%	
2. Review Mission/Vision		7.14%	42.86%	50.00%	
3. Familiar procedures & Guidelines		21.43%	71.43%		7.14%
4. Review/Update Strategic Plan			42.86%	57.14%	
5. Decisions refer to Strategic Plan		14.29%	71.43%	14.29%	
6. Clear succession plan	14.29%	57.14%	14.29%	14.29%	
7. New Board members' orientation		42.86%	28.57%	14.29%	14.29%
8. Board meeting frequency			50.00%	50.00%	
9. Meetings well attended			50.00%	50.00%	
10. Organized/focused meetings		7.14%	64.29%	28.57%	
11. Board Policy decisions vs Staff Artistic	7.14%	21.43%	42.86%	21.43%	7.14%
12. Staff/Committees clear info to Board		7.14%	57.14%	35.71%	
13. Board understands budget/finances		14.29%	57.14%	28.57%	
14. Confidentiality		15.38%	61.54%	23.08%	
15. Board philanthropy/giving			57.14%	42.86%	
16. Board understands fundraising role		28.57%	57.14%	14.29%	
17. Board concert attendance		7.14%	42.86%	50.00%	
18. Influence to support TCVO objectives		35.71%	42.86%	14.29%	7.14%
19. Expertise to full(??) TCVO needs (fulfill)			50.00%	50.00%	
20. Board aware of gaps (expertise, etc.)		28.57%	64.29%	7.14%	
21. Board understands role to enhance TCVO			35.71%	64.29%	
22. Committees' productivity & reports			64.29%	35.71%	

**True Concord Voices & Orchestra
2017-18 Proposed Budget**

	2016-17 Approved	2017-18 Proposed	
INCOME			NOTES
Ticket Sales	160,000	200,000	16-17 actual sales approx \$182,000
Gifts	248,000	300,000	Fund Development commitment
Grants	31,500	45,000	16-17 actual is \$34,500
Misc Income	<u>18,500</u>	<u>15,000</u>	
TOTAL INCOME	<u>458,000</u>	<u>560,000</u>	
EXPENSE			
Personnel Admin.	44,560	52,000	Add managing director position, replace operations associate (both part time)
Personnel Artistic	277,275	382,500	Includes full Artist Director costs, commissions and approved artistic budget
Concert Production	37,000	42,600	Based on approved artistic budget
Facilities	3600	3600	
Marketing	63,000	61,000	Includes funds for website redesign
Fund Development	15,380	11,000	Stationary expense moved to Administration
Administration	17,000	22,300	Includes stationary expense
Contingency	0	10000	
TOTAL EXPENSE	<u>457,815</u>	<u>585,000</u>	
OPERATING INCOME	<u>185</u>	<u>-25,000</u>	
RELEASE FROM RESTRICTED FUNDS	<u>0</u>	<u>25000</u>	Partial release of restricted funds
NET INCOME	<u><u>185</u></u>	<u><u>0</u></u>	

7:32 AM
04/12/17
Accrual Basis

True Concord Voices & Orchestra
Statement of Activity
March 2017

	Mar 17	Budget	Jul '16 - Mar 17	YTD Budget	Annual Budget
Ordinary Income/Expense					
Income					
Ticket Sales	15,541	8,400	177,640	160,123	160,123
Gifts	27,201	18,000	172,162	188,707	247,007
Grants	0	0	34,500	31,500	31,500
Misc. Income	811	1,450	12,677	16,827	17,977
Total Income	43,553	27,850	396,979	397,157	456,607
Expense					
Personnel Admin.	3,915	3,840	34,408	34,400	45,680
Concert Production	5,894	3,200	38,459	34,127	37,627
Personnel Artistic	39,483	39,800	257,908	269,730	277,080
Marketing	4,067	2,200	57,698	55,975	56,725
Fund Development	3,040	1,990	10,861	11,460	17,230
Administration	2,202	739	19,302	14,852	16,749
Facilities	300	300	2,700	2,700	3,600
Total Expense	58,900	52,069	421,335	423,244	454,691
Net Ordinary Income	(15,348)	(24,219)	(24,356)	(26,087)	1,916
Other Income/Expense					
Other Income					
4770 · Interest Income	0		0		
4780 · Brokerage Acct Interest	0	0	0	0	0
Total Other Income	0	0	0	0	0
Net Other Income	0	0	0	0	0
Net Income	(15,348)	(24,219)	(24,356)	(26,087)	1,916

12:00 PM
04/15/17
Accrual Basis

True Concord Voices & Orchestra
Statement of Financial Position - All Accounts
As of March 31, 2017

	<u>Mar 31, 17</u>	<u>Feb 28, 17</u>	<u>\$ Change</u>
ASSETS			
Current Assets			
Checking/Savings			
1000 · WF Checking (8299)	110,080	122,328	(12,248)
1001 · WF Savings (3739)	502	502	0
1005 · WF Brokerage Acct (2690)	21,310	8,385	12,925
Total Checking/Savings	<u>131,893</u>	<u>131,215</u>	<u>678</u>
Accounts Receivable			
1100 · Accounts Receivable	17,150	18,200	(1,050)
Total Accounts Receivable	<u>17,150</u>	<u>18,200</u>	<u>(1,050)</u>
Other Current Assets			
1200 · Prepaid Expenses (Future Season Expenses)	460	0	460
Total Other Current Assets	<u>460</u>	<u>0</u>	<u>460</u>
Total Current Assets	<u>149,503</u>	<u>149,415</u>	<u>88</u>
TOTAL ASSETS	<u>149,503</u>	<u>149,415</u>	<u>88</u>
LIABILITIES & EQUITY			
Liabilities			
Current Liabilities			
Other Current Liabilities			
2100 · Operating Expense Loan	29,720	29,720	0
24000 · Payroll Liabilities	(0)	(0)	0
2500 · Deferred Income (Future Season Income)	15,436	0	15,436
Total Other Current Liabilities	<u>45,156</u>	<u>29,720</u>	<u>15,436</u>
Total Current Liabilities	<u>45,156</u>	<u>29,720</u>	<u>15,436</u>
Total Liabilities	<u>45,156</u>	<u>29,720</u>	<u>15,436</u>
Equity			
32000 · Unrestricted Net Assets	28,203	28,203	0
33000 · Temporarily Restricted	100,000	100,000	0
34000 · Permanently Restricted (Endowment Account)	500	500	0
Net Income	(24,356)	(9,008)	(15,348)
Total Equity	<u>104,347</u>	<u>119,695</u>	<u>(15,348)</u>
TOTAL LIABILITIES & EQUITY	<u>149,503</u>	<u>149,415</u>	<u>88</u>

Mary Lou Forier
6703 N. Hole in the Wall Way
Mail: P.O. Box 13865,
Tucson, AZ 85732
520-622-2312
mlf@forier.com

Professional experience:

Owner and C.E.O of Legal Administration pro tem 1993-2003 (furnishing legal administration consultation to law firms in Tucson and Southern Arizona)
Adjunct Professor *Law Office Computerization* Pima Community College 1997-98
Business Administrator of Our Saviour's Lutheran Church 1986-1993
Legal Administrator of Law Firm of Molloy, Jones & Donahue P.C. 1971-1985

Interests/Community:

Our Saviour's Lutheran Church Congregation, Past Council member, Treasurer
Friends of the University of Arizona Library-2008 to 2012
Volunteer Friends of UA Library Book house – 2009-2014
Tohono Chul Park Board of Directors - 2008-2011
Arizona Opera Board of Trustees - 2007-2009
Pima Community College Legal Assistant Advisory Committee - 20 years - now retired
True Concord (Tucson Chamber Artists) Board – 2011-2015
True Concord Treasurer – 2011-2014; Vice President 2014-2015

Enjoy, with my husband Jack, the Tucson musical community, particularly True Concord, the Symphony, Opera, ATC, Early Music, Chamber Music, UA Presents and UA Dance programs

Writing family history and continuing interest in travel and photography including methods to preserve and present, i.e. books, movies, slide shows.

Education:

University of Arizona Bachelor of Science
Majors: Management Information Systems, General Business and Karl Eller Entrepreneurship
Honors Program (Inaugural class of present award-winning McGuire Center for Entrepreneurship)

Personal:

Born in Sturgeon Bay, Wisconsin - Grew up in Chicago, Illinois
Tucson resident 1956-1964 and 1971-present
Married to John E. Wahl. Two sons and ten grandchildren ages one year to thirty-two years.

Board Recruitment Process (Final)

1. Board Profile Matrix
2. Matrix of potential candidates
 - a. Active
 - b. Future
3. From Active List, assign members to make contact with candidate/s to:
 - a. Ascertain interest in True Concord the organization, not necessarily the Board
 - b. Fit
 - c. Etc
4. Member/s report to Committee on contact/s
5. Committee member (who made initial contact) and Eric meet with candidate/s
 - a. Candidate/s asked to a Statement to include, but not limited to:
 - i. Background
 - ii. Interest
 - iii. Board experience/s
 - iv. Skills/knowledge candidate can bring to True Concord
6. Committee member/s and Eric report to Committee
7. Committee makes a decision to recommend (or not to recommend candidate to full Board
8. Governance Chair informs candidate/s of Committee's and/or Board's decision



Announces a New Position:

Managing Director

Grammy-nominated True Concord Voices & Orchestra is Tucson's professional chamber choir and orchestra. Having completed a record-breaking 13th season at the box office, True Concord has experienced explosive growth since its inception as one of the most exciting arts organizations in the region. To address the growth and objectives in its Strategic Plan, True Concord is creating a new managing director position, which assumes duties previously executed by the founding music director.

Reporting to the founding music director, the managing director as chief operating officer oversees the implementation of and offers creative input into policy, planning and strategies, as well as the day-to-day operations of the organization in achieving the long range goals as approved by the board of directors. Specifically, the managing director:

- Communicates True Concord's mission, vision, values and goals to all True Concord staff, volunteers and the community at large, engaging them to achieve success.
- Provides leadership and staffing to the board of directors and its committees.
- In conjunction with the finance committee, develops, monitors and assures overall adherence to the annual operating budget.
- Oversees all aspects of administration, including hiring, supervising and evaluating paid and unpaid staff and delegates work, to ensure that the organization runs effectively and efficiently.
- In collaboration with the founding music director, staff and the appropriate board committees:
 - Implements and manages True Concord's fundraising, donor recognition and revenue-generating efforts, with significant involvement in grant writing
 - Manages annual marketing and public relations campaigns
 - Negotiates all contracts with artists, vendors, venues and presenting partner organizations
 - Represents True Concord to public, media, community and other arts organizations, and works to raise the profile of the organization locally, nationally and internationally.

Salary is \$30,000, and the position is less than full-time. Hours are flexible and will vary throughout the year, with more needed during the performance season. No additional compensation or benefits are paid. The objective is to expand the scope of the position and salary over each of the next five years. Start date this summer is flexible.

Candidates excel in organization, leadership, verbal and written communication and cooperation, and have been or are on a trajectory to become leaders in the performing arts, with deep familiarity of classical music and proven effectiveness in fundraising and/or marketing.

True Concord recognizes that diversity in experiences and perspectives is vital to advancing innovation, critical thinking, solving complex problems and creating an inclusive workplace. We encourage diverse candidates to apply, including people of color, veterans and individuals with disabilities.

For more information about True Concord, visit www.TrueConcord.org.

Resumes and letters of interest should be sent to:

Eric Holtan, Founding Music Director
ericholtan@gmail.com



Announces a New Position:

Operations Associate

Grammy-nominated True Concord Voices & Orchestra is Tucson's professional chamber choir and orchestra. Having completed a record-breaking 13th season at the box office, True Concord has experienced explosive growth since its inception as one of the most exciting arts organizations in the region. To address the growth and objectives in its Strategic Plan, True Concord is expanding its staff to include a new operations associate position to complement a new managing director position.

Reporting to the managing director, the operations associate is involved in all areas of the day-to-day operations of the organization, including but not limited to:

- Managing box office operations, both in the office and at concert sites
- Coordinating office and concert venue volunteers
- Liaising with vendors and concert venues
- Cooperating with operations staff in execution of production logistics
- Preparing and processing financial deposits and payments of invoices
- Handling inquiries and communications to and from patrons, donors and artists
- Entering in database and tracking financial and statistical information and reporting same as directed
- Maintaining digital and paper records and contracts and the music library
- Working with marketing team in ongoing development and maintenance of website and social media presence

This is an hourly position (starting at \$12/hr), averaging about 30 hours per week, with fewer in the summer and more required during performance season. No additional compensation or benefits are paid. Start date is as soon as possible.

The successful candidate possesses an array of organization, communication, cooperation and technical skills, with excellent facility with Microsoft Office Suite, QuickBooks and Databases (Gift Works preferred). Good writing skills and strong background in web-based technologies and social media platforms are required, as is a personal ethos that reflects True Concord's reputation for excellence and patron-centered approach to customer service, in order to earn the trust of a growing number of patrons and donors.

True Concord recognizes that diversity in experiences and perspectives is vital to advancing innovation, critical thinking, solving complex problems and creating an inclusive workplace. We encourage diverse candidates to apply, including people of color, veterans and individuals with disabilities.

For more information about True Concord, visit www.TrueConcord.org.

Resumes and letters of interest should be sent to:
Eric Holtan, Founding Music Director
ericholtan@gmail.com