

Ticket Sales Report (as of 4-4-18)

Subscriptions Sold

FY18 YTD		FY17 YTD		FY16 YTD	
Subscribers	326	Subscribers	327	Subscribers	305
Subscriptions	521	Subscriptions	526	Subscriptions	496

Subscriptions by Ticket Level and Number of Concerts

17-18	6-concerts	5-concerts	4-concerts	3-concerts	Total	% of Total
Prem Res	70	34	20	29	153	29.4%
Premium	29	28	29	45	131	25.1%
General	29	23	32	50	134	25.7%
Premium (GV)	14	9	11	9	43	8.3%
General (GV)	9	21	12	18	60	11.5%
Total	151	115	104	151	521	
% of Total	29.0%	22.1%	20.0%	29.0%		

16-17	6-concerts	5-concerts	4-concerts	3-concerts	Total	% of Total
Premium	107	32	40	57	236	44.9%
General	32	41	27	58	158	30.0%
Green Valley	58	27	24	23	132	25.1%
Total	197	100	91	138	526	
% of Total	37.5%	19.0%	17.3%	26.2%		

15-16	6-concerts	5-concerts	4-concerts	3-concerts	Total	% of Total
Premium	88	43	32	50	213	42.9%
General	31	29	24	32	116	23.3%
Green Valley	63	35	40	30	168	33.8%
Total	182	107	96	112	497	
% of Total	36.6%	21.5%	19.3%	22.5%		

Ticket Revenue by Concert Cycle

FY18 YTD		FY17 YTD		FY16 YTD	
Cycle	Revenue	Cycle	Revenue	Cycle	Revenue
October	\$19,674	October	\$14,799	October	\$12,656
November	\$23,075	November	\$27,056	November	\$12,221
December	\$33,813	December	\$31,535	December	\$30,165
January	\$19,415	January	\$47,797	January	\$25,210
UA	\$25,866				
February	\$28,776	February	\$30,165	February	\$21,815
UA	\$24,960				
March	\$24,805	March	\$31,677	April	\$22,623
Total	\$200,384	Total	\$183,029	Total	\$124,690

Attendance by Concert

		General	Premium	Prem Res	Total
10/12/17	St. Alban's	43	25	15	83
10/13/17	Scottish Rite	40	21	26	87
10/14/17	St. Francis	157	61		218
10/15/17	GSP	105	85	70	260
11/02/17	Christ the King	32	20	18	70
11/03/17	Risen Savior	148	63		211
11/04/17	St. Philip's	87	48	39	174
11/05/17	CUMC	152	80	69	301
12/07/17	Vista	70	15	11	96
12/08/17	St. Francis	272	76		348
12/09/17	St. Philip's	171	84	48	303
12/10/17	St. Philip's	124	115	42	281
12/10/17	St. Alban's	172	32	18	222

		D	C	A/B	Gold	Total	
01/26/18	Centennial (TC)		11	28	53	42	134
01/26/18	Centennial (UA)						837
01/28/18	Centennial (TC)		52	50	101	63	266
01/28/18	Centennial (UA)						1087
Total TC						400	
Total UA						1924	

		General	Premium	Prem Res	Total
02/24/18	Valley Pres.	406	116		522

		D	C	A/B	Gold	Total	
02/25/18	Centennial (TC)		49	54	121	85	309
02/25/18	Centennial (UA)						822
Total						1131	

03/22/18	CFHS	67	47	31	145
03/23/18	Scottish Rite	39	24	10	73
03/24/18	St. Francis	183	61		244
03/25/18	GSP	127	68	86	281

Total					7374
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Administrative Update 4/17/2018

Update of Infrastructure

- New computer installed and networked.
- Comcast business phones and high-speed internet installed.
- Back up security systems installed.
- The office has expanded to include the open area between our office and the DOP Music Director's (Eric) office. This area has been cleaned and organized and now provides two separate work areas.
- We are using storage space in the basement of DOP for concert supplies and extra office files.
- File system updated (not complete, but set up)
- Quick Books updated to Desktop 2018 and migrated from previous versions
- Email system brought back in-house to Microsoft 365. Provides full encryption and storage of all emails. This brings us in line with federal and state requirements for non-profits that accept government grants and funding.

Ticketing & Donor Management System

- New ticketing and donor management (Patron Manager) under contract. Transition begins this week (first call today.)
- Goal is to be fully implemented by July 17, 2018. *New website available then.*
- This move means a full transition from all current systems including Gift Works, Big Commerce, Pay Pal, Stripe and Square. Patron Manager/Blue Fin will be the systems to handle all ticketing, donor management, and reporting.

Centennial Hall Ticketing Issues

- Between 180-200 "missing" *Mass* tickets. These included orders that were never entered or entered incorrectly. All patrons were accommodated, and no complaints or refund requests.
- Between 60-75 "missing" *Requiem* tickets. There were fewer missing tickets for this show because we had a Green Valley performance and therefore sold fewer in house CH tickets. All patrons were accommodated, no complaints or refund requests

- Several patrons who called to express their dislike for Centennial Hall and request that we not perform there again. Little to no effect on ticket sales numbers or dollars.

Human Resources

- Andrew Sommerville is no longer with the organization.
- Julie Stafford remains a part time employee and will continue at least through the summer. She has agreed to attend the Patron Manager training.
- EJ Foust continues to work about one day a week mostly on Quick Books. He has not provided an end date but has agreed to help with the transition to Patron Manager.
- Joan Biggar has agreed to continue on in her ticketing role. She has also agreed to attend Patron Manager training that pertains to ticketing.
- Libby Grabert is a question mark for next season due to health issues.
- We will be looking to hire on a “seasonal” basis a new Production Logistics Coordinator and possibly a new house manager for the upcoming season

Current Projects

- Season Tickets
- Spring Campaign
- Patron Manager migration and implementation
- Web site & Patron Manager merger
- Calendar for next season
- Artist’s contracts
- FY2019 Composer Competition
- Ticketing design and print options moving forward

Operational Needs

- One new computer. I’d suggest a laptop with a docking station and monitor.
- One good quality color printer/scanner
- One 4 drawer locked file cabinet
- One new locking office desk for the main office
- One work station for outside office area
- Internet and phone set up in the new office area and new phones.

ELLER PROJECT RECAP

- 24 students in the Eller School of Business, broken into 4 teams of 6, each with the same set of instructions...Analyze the business and develop a plan to help True Concord reduce the average age of their audience. Focus on using social media to get to goal.
- While the final presentations were at times redundant, each team ended with at least two executable ideas to achieve the stated goal. In addition, it was apparent that the students had worked diligently on their research, planning and presentations.

Results: The groups identified several areas for improvement: lack of consistent social media activity, lack of presence on two key platforms, lack of online reviews on key social media platforms and the audience demographic is not sustainable in the long-term.

Proposals fell into three broad categories, brand recognition, social media and education.

Brand Recognition

Update and improve our online presence on Yelp and Trip Advisor including the addition of their logo's on the footers of all of our information.

- Yelp...70% of 18-55 years old with income over \$60,000 use yelp regularly. Currently, we have no official yelp listing, no reviews, no comments and no stars. Create a Yelp profile and then encourage audience members to write reviews on the platform. No cos to using this site. Link should be included on the new website
- Trip Advisor...no current active listing, ranked 30/30 in the Things To Do section under Music & concerts. Create a Trip Advisor profile and then encourage audience members to write reviews on the platform. No cos to using this site. Link should be included on the new website

Music Education

- The plans here were far less flushed out than the social media plans. Key information included
 - 6 local districts have highly developed music programs.
 - All of our primary competitors are more active than we are in this space. (think TSO)
- Outreach Programs to local school including Rincon/ University High School, Gallego Fine Arts Magnet School, Ocotillo Ridge Elementary, Hendricks Elementary, Keeling Elementary,
- Make student discount ticket information more visible on the website
- Feature student musicians and vocalists in concerts
- Invite school choirs to rehearsals and to meet and chat with our artists afterwards.
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Social Media Platforms

True Concord needs to enhance its online presence to stay competitive in the performing arts market. A minimum commitment of 6 hours of work per week on just social media is necessary to meet the organization's social media goals. A budget of \$300 a month across platforms, is a good start.

Facebook

With 250M followers (70% who check in each day) FB is ideal to reach broad demographics. Advertising is cost effective and easy. Although FB skews older, the sort demographic of 30-45 years old would reach 210,000 people, 14,000 of which have expressed a specific in classical music.

- Upload an ad one week prior to upcoming concerts. Include relevant hashtags including #TrueConcord, #music, #musician, #classicalmusic. Tag the venue for the performance and post a link to YouTube that shows a rehearsal and/or performance.
- Use FB's Detailed Targeting feature. This allows you to target users who follow similar pages and are then associated with certain tags. The "tagged" user is then categorized in a demographic.
- Begin to grow our "followers" by following all of our musicians and ask that they follow us.
- Include a "Buy Tickets Now" link in all of our FB advertising. Have the link send them to the website for purchase.

Instagram

Half of all online 18-30 years old in the United States use Instagram. With 800M followers (65% percent check in each day) Instagram is able to easily reach the younger demographic we are searching for.

- In 2016 Instagram introduced "Instagram Stories." These should be used on the same frequency as FB ads. You can use pictures or up to 15 seconds of video to tell your story. The post stays up for 24 hours. TCVO should post a new story every day during concert week. Each story should be from a performing artist.
- Maximize our internal resources by letting our artists take over Instagram.
- Consider starting a "Musical Monday" campaign, where one of our performers is featured each week. Begin in mid-September and run through the season.

YouTube

Extremely effective vehicle for business in the music industry. Music videos gain more traction than any other type of video posted on YT. Each day, more than one billion YouTube videos are viewed on mobile devices. 80% of YouTube viewers range in age from 18-49

- Create a True Concord YouTube Channel.
- Collaborate with the UofA Film and Art Program to create and post dynamic videos to YouTube
- Use YouTube as a creative outlet rather than a posting vehicle
- Tag True Concord performers in the video's
- Post YouTube links on Instagram and Facebook to maximize reach

FY18 SPRING CAMPAIGN

Campaign Start: 4-1-18

FY 18 (through

Gifts	57
Amount	\$16,490.00
Average	\$289.29

FY18 (through 6-30)

Gifts	
Amount	
Average	

Campaign Start: 3-15-17

FY 17 (through 4-15)

Gifts	35
Amount	\$9,545.00
Average	\$272.71

FY 17 (through 6-30)

Gifts	115
Amount	\$46,000.00
Average	\$400.00

Campaign Start: 3-24-16

FY 16 (through 4-15)

Gifts	54
Amount	\$9,405.00
Average	\$174.10

FY16 (through 6-30)

Gifts	155
Amount	\$37,380.00
Average	\$241.16

TRUE CONCORD STRATEGIC PLAN
RE DEVELOPMENT

Goal 3. Grow a sustainable financial base that includes earned revenue, grants, sponsorships and charitable gifts. (Fund Development Committee)

Obj. 3.1: Maintain the development and implementation of the annual fundraising plan by 8/31 of each year that includes a minimum annual increase of 15% in contributed income and the number of donors, a small donor approach, a donor retention strategy and an organized system for prospect development beginning in FY17.

We have been successful in maintaining an annual fundraising program that increases annual donations from individuals by at least 15% annually. A number of donors have increased giving levels, including in the current year's Spring Appeal. We have fallen somewhat short, however, in developing a system for attracting prospective donors.

The committee suggested contacting our "sister organizations" nationally to determine the types of methods they use for acquisition of new donors.

Obj. 3.2: Double the number of Circles donors at each level by FY 2019 season.

We started tracking the numbers of Circles donors at each level in the first years of the Plan, but have not followed through on that this year. We need to revisit this objective.

Obj. 3.3: Continue a strategic approach to foundation research, solicitations and recording and maintaining results starting in FY 18.

With the addition of volunteer Sandy O'Donnell to the development committee, we have become much more targeted in terms of identifying prospective grant opportunities and drafting grant requests (example: the successful Long Realty Cares application last season).

Obj. 3.4: Increase the number of season and program sponsors by 50% over FY 16 by FY 19.

Last season saw a significant bump in the numbers of program sponsors, and we are on track to maintain those levels; this is being done primarily as a recognition mechanism, not for purposes of acquiring new funding, however.

Obj. 3.5: Develop a plan to secure legacy funding from donors by end of FY 18.

This objective has not been achieved, and needs revisiting in the coming plan.

TRUE CONCORD FUND DEVELOPMENT REPORT

4/17/2018

Appendix VI

TRUE CONCORD FUND DEVELOPMENT REPORT 3.9.2018									
Giving Category	Committed (Gifts + Pledges)	Received	Budget	FD Stretch Goal	% of Budget (Gift + Pledges)	% of Budget Received	FY 17 YTD	FY 16 YTD	
Board (B)	80,590	47,990	53,000		152%	91%	34,765	48,240	
Individuals (NB)									
Maestoso (>5,000)	41,361	38,861							
Accelerando (>1,000)	47,906	53,776							
Sostenuto (>\$500)	7,750	12,250							
Other Donors	12,194	23,239							
Sub-Total (NB)	109,211	128,126	235,000		46%	55%	87,587	41,644	
Corporations	0	1,013	12,000		0%	8%	6,750	0	
Foundations	22,500	22,700	28,000		80%	81%	17,500	15,500	
Government	27,000	17,000	17,000		159%	100%	17,000	15,000	
TOTAL	\$ 239,301	\$ 216,829	\$ 345,000	\$ -	69%	63%	\$ 163,602	\$ 120,384	

TRUE CONCORD DRAFT BUDGET 2018-19

INCOME

	16-17	17-18	18-19
Ticket Sales	\$160,000	\$200,000	\$220,000
Gifts	\$248,000	\$300,000	\$330,000
Grants	\$31,500	\$45,000	\$60,000
Misc. Income	\$18,500	\$15,000	\$20,000
Admin Allocation brought over from Dorothy Dyer Vanek Fund	\$0	\$0	\$10,000
TOTAL INCOME	\$458,000	\$560,000	\$640,000

EXPENSE

Personnel Admin.	\$44,560	\$52,000	\$75,000
Personnel Artistic	\$277,275	\$357,500	\$410,000
Concert Production	\$37,000	\$42,600	\$45,000
Facilities	\$3600	\$3600	\$7200
Marketing	\$63,000	\$61,000	\$61,000
Fund Development	\$15,380	\$11,000	\$11,000
Administration	\$17,000	\$22,300	\$25,000
Contingency	\$0	\$10,000	\$5800
TOTAL EXPENSE	\$457,815	\$560,000	\$640,000

Statement of Activity

July 2017 through June 2018
March 4-17-18

Ordinary Income/Expense	Jul '17 - Jun 18	Budget	Jul '17 - Jun 18	YTD Budget	Annual Budget
Income					
Ticket Sales					
5500 · Ticket Sales	0	0	0	0	0
5510 · October	19,674	16,000	19,674	16,000	16,000
5515 · November	23,075	24,000	23,075	24,000	24,000
5520 · December	33,813	30,000	33,813	30,000	30,000
5525 · January	19,415	55,000	19,415	55,000	55,000
5530 · February	28,776	50,000	28,776	50,000	50,000
5540 · March	24,805	25,000	24,805	25,000	25,000
Total Ticket Sales	149,558	200,000	149,558	200,000	200,000
Gifts					
4000 · Board Gifts	83,470	53,000	83,470	53,000	53,000
4100 · Individual Gifts	138,846	235,000	138,846	235,000	235,000
4105 · True Friends Green V	0	0	0	0	0
4150 · Event Gifts	0	0	0	0	0
4300 · Commissioned Work	25,000	25,000	25,000	25,000	25,000
4500 · Corporate Gifts	34	12,000	34	12,000	12,000
4600 · In-Kind Contributions	5,000		5,000		
Total Gifts	252,350	325,000	252,350	325,000	325,000
Grants					
4525 · Government Grants	27,000	17,000	27,000	17,000	17,000
4540 · Foundation Grants	22,700	28,000	22,700	28,000	28,000
Total Grants	49,700	45,000	49,700	45,000	45,000
Misc. Income					
4750 · CD Sales	473	1,000	473	1,000	1,000
4755 · Special Event Income	663		663		
4760 · Miscellaneous Income	369	0	369	0	0
4765 · Program Ad Income	900	10,000	900	10,000	10,000
4785 · Ticket Handling Chg	2,552	4,000	2,552	4,000	4,000

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IRUE CONCORDA VOICES & ORCHESTRA
Statement of Activity
 July 2017 through June 2018

04/17/18
 Accrual Basis

	Jul '17 - Jun 18	Budget	Jul '17 - Jun 18	YTD Budget	Annual Budget
4940 · Realized Gains - Loss	(112)	0	(112)	0	0
4780 · Brokerage Acct Inter	1	0	1	0	0
4770 · Interest Income	18		18		
Misc. Income - Other	310		310		
Total Misc. Income	5,174	15,000	5,174	15,000	15,000
Total Income	456,782	585,000	456,782	585,000	585,000
Expense					
Personnel Admin.					
6010 · Managing Director	30,750	30,000	30,750	30,000	30,000
6020 · Operations Associat	11,664	20,000	11,664	20,000	20,000
6025 · Payroll Expenses	2,045	1,500	2,045	1,500	1,500
6030 · Assistant Music Dire	670	500	670	500	500
Total Personnel Admin.	45,129	52,000	45,129	52,000	52,000
Concert Production					
7010 · Program Design/Print	10,327	7,000	10,327	7,000	7,000
7030 · Custodial/Lighting/Ot	0	0	0	0	0
7040 · Recording	221	4,000	221	4,000	4,000
7050 · Music	4,619	4,600	4,619	4,600	4,600
7060 · Misc Concert Costs	8,748	7,500	8,748	7,500	7,500
7065 · Artists Reception	876	1,000	876	1,000	1,000
7070 · Venue Rental	4,670	8,450	4,670	8,450	8,450
7075 · Productions Logistic	3,244	3,050	3,244	3,050	3,050
7080 · Transportation	5,957	4,500	5,957	4,500	4,500
7085 · Housing Coordinator	1,500	1,800	1,500	1,800	1,800
7260 · Tickets	2,229	700	2,229	700	700
Total Concert Production	42,391	42,600	42,391	42,600	42,600
Personnel Artistic					
6040 · Founding Music Dire	37,500	45,000	37,500	45,000	45,000
6050 · Singers	183,801	208,000	183,801	208,000	208,000
6060 · Instrumentalists	68,436	63,300	68,436	63,300	63,300

Irue Concora Voices & Orchestra
Statement of Activity
 July 2017 through June 2018

04/17/18
 Accrual Basis

	Jul '17 - Jun 18	Budget	Jul '17 - Jun 18	YTD Budget	Annual Budget
6070 · Rehearsal Accmpn	1,300	3,200	1,300	3,200	3,200
6075 · Special Guest Artists	48,572	38,000	48,572	38,000	38,000
6090 · Contingency	0	0	0	0	0
6100 · Special Performance	331		331		
6110 · Commission	27,354	25,000	27,354	25,000	25,000
Total Personnel Artistic	367,294	382,500	367,294	382,500	382,500
Marketing					
7210 · Pre-Season Brochure	3,156	3,157	3,156	3,157	3,157
7225 · Season Brochure	4,464	4,000	4,464	4,000	4,000
7240 · Direct Mail	7,098	8,600	7,098	8,600	8,600
7265 · Marketing Postage	5,547	3,000	5,547	3,000	3,000
7285 · Constant Contact So	744	525	744	525	525
7305 · Mailing Prep/Purchas	3,712	1,000	3,712	1,000	1,000
7310 · Publicist	17,535	14,000	17,535	14,000	14,000
7312 · Website Design	5,122	10,000	5,122	10,000	10,000
7315 · Advertising	10,916	9,368	10,916	9,368	9,368
7320 · Other Marketing Exp	3,611	4,850	3,611	4,850	4,850
7321 · Design	1,725	2,000	1,725	2,000	2,000
7327 · Paulus CD Marketing	0	500	0	500	500
7328 · Composer Competiti	2,614		2,614		
Total Marketing	66,244	61,000	66,244	61,000	61,000
Fund Development					
7415 · Stationary plus Printi	933	500	933	500	500
7420 · Fund Dev Postage	0	1,000	0	1,000	1,000
7425 · Gift Works DB Suppo	565	1,000	565	1,000	1,000
7427 · Grant Writer	0	0	0	0	0
7430 · Donor Receptions	4,046	4,250	4,046	4,250	4,250
7435 · Meetings w/Major Do	3,646	4,250	3,646	4,250	4,250
Total Fund Development	9,190	11,000	9,190	11,000	11,000
Administration					

True Concora voices & Orchestra
Statement of Activity
 July 2017 through June 2018

04/17/18
 Accrual Basis

	Jul '17 - Jun 18	Budget	Jul '17 - Jun 18	YTD Budget	Annual Budget
7520 · PO Box Rental	85	70	85	70	70
7535 · Admin Postage	1,775	1,469	1,775	1,469	1,469
7545 · CC Processing Fees	2,389	3,392	2,389	3,392	3,392
7546 · Online Transaction C	1,501	1,963	1,501	1,963	1,963
7550 · Website Maintenance	4,101	1,260	4,101	1,260	1,260
7560 · Computer Hdw/Supp	5,509	839	5,509	839	839
7565 · Payroll Service	1,867	962	1,867	962	962
7580 · Board Professional D	4	654	4	654	654
7581 · Other Admin	2,403		2,403		
7585 · Phone	1,432	1,163	1,432	1,163	1,163
7590 · Insurance	2,882	2,915	2,882	2,915	2,915
7605 · Chorus America Mem	985	876	985	876	876
7615 · ASCAP Membership/I	236	723	236	723	723
7620 · Office Supplies/Copie	4,245	2,955	4,245	2,955	2,955
7622 · Stationary	0	2,700	0	2,700	2,700
7625 · Regulatory Business	50	359	50	359	359
7626 · Loan Interest Payme	0	0	0	0	0
Total Administration	29,464	22,300	29,464	22,300	22,300
Facilities					
7120 · Office Space	3,400	3,600	3,400	3,600	3,600
Total Facilities	3,400	3,600	3,400	3,600	3,600
66900 · Reconciliation Discrep:	5,459		5,459		
Total Expense	568,571	575,000	568,571	575,000	575,000
Net Ordinary Income	(111,789)	10,000	(111,789)	10,000	10,000
	(111,789)	10,000	(111,789)	10,000	10,000

True Concord Voices & Orchestra
Statement of Financial Position - All Accounts
 As of June 30, 2018

Appendix IX

	Jun 30, 18	Jun 30, 17	\$ Change
ASSETS			
Current Assets			
Checking/Savings			
1000 · WF Checking (8299)	78,169	181,233	(103,065)
1001 · WF Savings (3739)	502	502	0
1005 · WF Brokerage Acct (2690)	22,706	538	22,168
Total Checking/Savings	101,376	182,273	(80,897)
Accounts Receivable			
1100 · Accounts Receivable	51,990	9,550	42,440
Total Accounts Receivable	51,990	9,550	42,440
Other Current Assets			
1200 · Prepaid Expenses (Future Season Expenses)	595	21,423	(20,828)
1250 · Petty Cash/Change for Concerts	(250)	0	(250)
Total Other Current Assets	345	21,423	(21,078)
Total Current Assets	153,711	213,246	(59,535)
TOTAL ASSETS	153,711	213,246	(59,535)
LIABILITIES & EQUITY			
Liabilities			
Current Liabilities			
Other Current Liabilities			
24000 · Payroll Liabilities	(463)	(0)	(463)
2500 · Deferred Income (Future Season Income)	41,255	63,536	(22,281)
Total Other Current Liabilities	40,792	63,536	(22,744)
Total Current Liabilities	40,792	63,536	(22,744)
Total Liabilities	40,792	63,536	(22,744)
Equity			
32000 · Unrestricted Net Assets	49,210	28,203	21,007
33000 · Temporarily Restricted	175,000	100,000	75,000
34000 · Permanently Restricted (Endowment Account)	500	500	0
Net Income	(111,790)	21,007	(132,798)
Total Equity	112,919	149,710	(36,790)
TOTAL LIABILITIES & EQUITY	153,711	213,246	(59,535)