

True Concord Voices and Orchestra

Minutes of Annual Board Meeting

April 17, 2018

La Paloma Country Club

Present: Andy Watson, Eve Shapiro, Clyde Kunz, Mary McClurkin, Eloise Frederickson, Mary Lou Forier, Dave Legee, David Nix, Susan Markovich, Andy Robson, Julia Pernet

The meeting was called to order at 3:40 p.m. by Andy Watson, Chairman.

Welcome and Introduction of New Board Members: Andy Watson

- Andy Watson welcomed our two new board members: Eloise Frederickson and Julia Pernet.
- Board membership potentially could be twenty members. Since it is a priority goal in the strategic plan, we have made some progress in the last two years - certainly in terms of recruiting actively engaged members. However, increasing board membership is an ongoing endeavor.
- Sabra Anderson tendered her resignation recently. She will be relocating to New York for half of the year for her next level grandmotherly role.

Ticket Sales Update: Andy Watson and Mary McClurkin

- See Appendix I - 2 Sided Comparing the last three seasons, subscription sales, subscriptions by ticket level and number of concerts, ticket revenue by concert cycle, and attendance by concert have improved considerably.
- Certain venues will be reviewed as to how we can improve their popularity and attendance.
- A discussion ensued regarding the reasons for such ticket sale improvement: emphasis on a "family" atmosphere, use of banners, and, of course, cookies! This is not to de-emphasize the true value of True Concord's excellent programming, performances, marketing efforts, and collaborative affiliations with local, fine arts organizations and venues.

Review and Approval of Minutes: Susan Markovich

- Corrections: Joe Knott was present. Also ticket pricing change of \$3.50 surcharge approved by consensus vote.

Managing Director Report: Mary McClurkin

- Initial credit goes to Andy and Mary Lou Forier who started the process of infrastructure update and associated issues.
- See Appendix II - Complete administrative update report since Mary's tenure began five months ago.

Marketing/Ticketing Report 2018-2019 Priorities: Eve Shapiro, Eric Holtan

- See Eller Project Recap - Appendix III - 2 Sided.
- Question: How do we implement the recommendations of the Eller Project?
Perhaps an internship (at what cost?) could help us do so.
- Review of Centennial Hall Concerts: Eric will get list of ticket buyers who bought tickets to our two concerts through the Hall's ticketing office.
- Outreach to Local High Schools: 1) maintain a list of high school choral/instrumental teachers who are being/could be contacted regularly, 2) consider having our singers perform at high schools.
- Eric response to Eller Project Report: Challenge will be human and financial resources to implement - perhaps a grant application for funds would be appropriate.
- Eric response to recent ticketing information: Due to computer/staff-tracking difficulties this last year, accurate ticket members have been spotty. Next year new systems will be in place to track all sources of sales at all locations.
- Implementing Eller Project Recommendations: The use of short 2-3 minute videos of True Concord in action on our website would be a good marketing tool. Green Valley may be able to use a group such as the University of Arizona Camera Club/Fine Arts Department to create these videos during their "Salon" sessions.
- According to our recent survey, performances of our two centennial concerts produced a low rate of return. However, the high level of exposure was of value.
- Survey: Audience satisfaction with the performances was very positive. Criticism involved the usual parking problems and acoustics in the hall itself.
- Ticket Sales: We met our goal of \$200,000 for the season. Some venues/concerts increased; some decreased.
- Issue raised by committee: Proposed \$5 added to ticket price when purchasing at the door as opposed to buying earlier, so it would be less expensive to buy earlier and online.
- Above motion proposed with no second necessary.
- Discussion involved: 1) Not printing value of ticket on ticket itself, 2) No extra charge for cash sales, 3) half sales via third party vendors, and 4) all advertising stating tickets are \$5 more at the box office.
- Ticket pricing through Patron Manager will simply this immeasurably this coming season.
- Motion approved unanimously as read: True Concord will charge \$5.00 extra to ticket price when ticket is purchased at the "door" as opposed to buying earlier.

Fund Development Report: Clyde Kunz

- See Appendix IV - Spring Campaign Report
- We increased the number of gifts from 35 last year to 57 this year.
- We increased the average amount per gift from \$272 last year to \$289 this year.
- As a result we may almost double the overall amount donated by the end of year June 30, 2018.

Strategic Plan: Regarding Fund Development: Clyde Kunz

- See Appendix V. - Red Print.
- Objective 3.1: Goal attained - we have increased annual donations from individuals by at least 15%; however, have not been able to develop a system to attract prospective donors. Suggestions: Contact similar "sister organizations" nationally to discover new strategies to do so.

- Objective 3.2: Goal partially attained. Originally, we were tracking all types and levels of donors. Have done so less consistently this year, so need to revisit this with the new computer infrastructure as a tool to do so.
- Objective 3.3: Goal met. Volunteer Sandy O'Donnell has guided us in targeting foundations and perspective grants with some success - i.e., Long Realty Care.
- Objective 3.4: Goal met/ongoing. We are on track to reach 17-18 levels of sponsorship.
- Objective 3.5: Legacy Funding: Goal not met. This issue needs revisiting.

Governance Report/Election of Officers: Andy Watson

- Warren Beck, Susan Markovich, Eloise Frederickson terms expire June 30, 2018.
- Motion to extend tenure for another term was approved by consensus.
- New slate of board officers proposed:

Warren Beck, 1st Vice Chair Finance
 Nancy March, 1st Vice Chair Artistic Engagement
 Susan Markovich, Special Projects
 Mary Lou Forier, Treasurer
 Eve Shapiro, Secretary

- Motion to approve new slate was approved by consensus.
- Honorary Board of True Concord proposed.
- Pat Bjorede will lead the effort of recruiting such prominent figures as Gael _____ and John Ritter - primarily of the choral music composers.
- Bylaw provisions will require updating with a job description.
- Goal is to form an active board which will meet and fulfill their responsibilities such as selecting our annual Stephen Paulus award winner.

Governance/Strategic Plan Changes: Andy Watson

- Board self-evaluation implemented by Joe Knott.
- A new board member orientation process needs.
- Re-introducing a Board Retreat was highly recommended.

Treasurers Report/Strategic Plan Update: Warren Beck

- See Appendix VII for Proposed Budget for 2018-2019: No change since proposed in March meeting.
- Vanck: \$40,000 was in "Restricted Funds", now has been transferred to operating budget. Previously, \$10,000/\$50,000 was already taken out of the Vanck funds to underwrite part of recording costs.
- Motion to accept 2018-2019 budget passed by consensus.
- Statement of Activity - See Appendix VIII: Accurate reporting of activity not always possible this last year due to technical difficulties, new technology being introduced and numerous staffing changes.
- Statement of Activity (continued): Done without reconciliation from the bank: showing of \$110,000 deficit due to University of Arizona Presents payment due of \$50,000, outstanding pledges of \$30,000, the ongoing Spring Campaign, and annual Vanck donation due.
- Tracking is close to budget between now and fiscal year end.
- Statement of Financial Position: All accounts - See Appendix IV.

- Cash assets = \$200,000. No operating loans this year. If necessary, borrowed from ourselves with no interest.

Music Director's Report: Eric Holtan

- Goal for ticket sales this season exceeded 10% increase over last year and exceeded 50% increase over 2016.
- Breakdown: Mass = 1100/Friday, _____/Sunday. Requiem = Green Valley = 550/Saturday, Tucson = 1450/Sunday.
- Number of subscriptions - short of goal. Reason for this - Number of renewables? Will track better next year.
- Contributed Giving: \$345,000 Budgeted. So far, we are 21% over last year and 52% over two years ago.
- Board Giving exceeded goal while grant giving did not meet our goals.
- Volunteer grant writer Sandy O'Donnell has been invaluable in targeting specific grants and their deadlines.
- Sara Evans is no longer with us, so we will be doing a search for a full time marketing person in the office.
- Mary McClurkin has a new title - Managing Director to define what she is currently doing - a calm presence as we get our systems and processes in order.
- PBS Special: NEA Grant to the Media Arts Division wasn't funded. We will reapply soon with targeted changes to the application.
- December 2018 Concert Plans: Expanded concert schedule will be offered to attract the best talent. True Concord's Messiah will be presented in four new venues at no financial risks due to venues underwriting of concert cost, i.e., St. Francis in the Foothills, thanks to Andy Robson.
- Vision for the Future: A multi-year plan leveraged by Dorothy Vanck gift plus national donors. Possible touring as the American Choir: A musical expression of the American experience. This music for this time.
- Recording production commemorating the 250th Anniversary of 1776. Producer Peter Rutenberg, who produced Paulus' _____.
- Plans to increase national "air play": David Leege to spearhead the expansion of our network of program hosts and producers.
- Bill McLaughlin (possible honorary board candidate) may be able to broaden our exposure to a national radio audience.
- Eventually, a television special highlighting the above themes and performances.
- New housing coordinator: Naomi DeVries Pomerantz. We will need two weeks artist host home for Christmas time.
- Eric offered a sincere thank you to all True Concord board members, committee chairs, and office staff support members.

New Board Chair Comments: Clyde Kunz

- Clyde complimented the management skills and accomplishments of Andy Watson, outgoing chair.
- New chairs vision for coming year: 1) Stronger, higher profile face in the community and beyond, 2) Board members to present at various venues to demonstrate our commitment to that venue and to promote our brand, 3) Face-to-face contact of board members and staff, 4) Create a consent agenda via reports of committee chairs.

Celebration of New Board Members/Toast to Joe Knott

Respectfully Submitted,

Susan Markovich