



**MEETING OF THE BOARD OF DIRECTORS**  
**October 24, 2018**  
**3:30PM – 5:00PM**

**AGENDA**

- |      |  |             |
|------|--|-------------|
| I.   | Welcome (Clyde Kunz)   | 3:30 – 3:35 |
| II.  | <b><u>CONSENT AGENDA</u></b> , including:  | 3:35 – 3:45 |
|      | a. Minutes of September 22, 2018 Retreat   |             |
|      | b. Chair’s Report, October 18, 2018  |             |
|      | c. Managing Director’s Report, October 15, 2018  |             |
|      | d. Governance Committee Report, October 18, 2018   |             |
|      | e. Audience Development Committee Report, October 17, 2018   |             |
|      | f. Ticket Sales Report, October 17, 2018 (2 pages)   |             |
|      | g. Fund Development Committee Report, October 3, 2018  |             |
|      | h. Fund Development Summary Report, October 3, 2018  |             |
| III. | Finance Committee Report (Mary Lou Forier)   | 3:45 – 4:00 |
| IV.  | Music Director’s Report (Eric Holtan)  | 4:00 – 4:15 |
| V.   | Strategic Conversation (Everyone)  | 4:15 – 4:55 |
|      | [We will continue the Strategic Goals conversation from the September retreat, and begin translating those goals to tasks assigned to our Board committees.] |             |
| VI.  | New Business   | 4:55 – 5:00 |

**NEXT MEETING OF THE BOARD OF DIRECTORS**  
**Wednesday, November 14, 2018**  
**3:30 – 5:00 PM**  
**Location TBD (likely the Green Valley Library)**

## True Concord Voices & Orchestra

### Minutes of Board Retreat

September 22, 2018

### Dusenberry-River Public Library

Present: Eve Shapiro, David Nix, Julia Pernet, Sue Markovich, Eloise Fredrickson, Nancy March, Mary Lou Forier, Andy Watson, Andy Robson, Eric Holtan, Clyde Kunz, Mary McClurkin, Joshua Keeling.

The retreat was called to order by Clyde Kunz, chair.

- I. Previous meeting minutes were approved as corrected.
  - a. Corrections: change Sue Markovich to Andy Robson in attendance, change wording of "chairman" to "chair."
- II. Board notebooks were distributed and contents reviewed.
  - a. Website portal passwords are given on the first page.
  - b. Committee meetings should be scheduled using the online calendar in the board portal.
  - c. Committees should meet at least a week before general board meetings.
  - d. The Board Manual is in need of an update.
  - e. The strategic plan is included; preparations for a new strategic plan will begin this year.
  - f. The Audience Development meeting summary is included as an example of the format that committees should use for meetings: a one page, bulleted summary.
  - g. Andy Watson should be added to the Governance Committee.
- III. Overview of True Concord Operations – Eric Holtan
  - a. Eric reviewed the name, mission, vision, and identity of True Concord.
    - i. True Concord is roughly in the middle in terms of artist pay scale compared to other similar ensembles around the country.
    - ii. Instrumentalists are mostly brought in from the Tucson Symphony: True Concord's compensation rate is 10% below TSO's rate, with the goal of parity in the next 2 years.
    - iii. A new role has been added this year: Vice Chair, Artistic Engagement: Nancy March.
    - iv. True Concord is accommodating a growing audience by performing in larger venues this year.
    - v. More outreach projects have been added this year: True Concord's presentation in performances of Messiah and the St. Matthew Passion in Tucson and Phoenix.
    - vi. Staff: the Production Logistics Coordinator and Assistant Director positions are still in the process of being filled. The Assistant Director position will rotate from concert to concert this year.
- IV. Board Report – Clyde Kunz
  - a. Consent Agenda: Clyde would like to move to a consent agenda format, with the agenda being published in advance of meetings, saving more time for productive discussion by eliminating lengthy reports.
  - b. Artist Dinner assignments – Sue Markovich volunteered to coordinate the scheduling of dinner providers for double-header rehearsals such as Tuesday October 16.

- c. Lapsed subscriber calls – board members will make their yearly calls to lapsed subscribers (Andy Robson will be out of country). The lapsed subscriber list will be provided soon.
  - d. International Advisory Council – This council will be formed to consult on musical matters such as quotes and interviews. Dale Warland will be invited to the council.
- V. New Website Overview – Mary McClurkin
- a. Mary gave an walk-through of the new websites design and functions, highlighting the ticketing function and the board, musician, and volunteer portals. Several comments were given (Josh is maintaining the website and will make recommended changes):
    - i. Some found it difficult to find the Messiah performances. It was suggested that the “True Concord in Your Neighborhood” heading be changed to “Messiah.”
    - ii. A “Back” button should be added to each Board member’s bio and in other locations to ease navigation.
    - iii. The idea of seating reservations on online ticket purchases was brought up: this will be reviewed again later.
- VI. 2017-18 Year-End Financials Overview – Mary Lou Forier, Eric Holtan, Joshua Keeling
- a. Last year’s final standings look to be about \$1000 positive.
  - b. Season ticket sales this year look to be about 21% higher than the previous year to date.
  - c. 3-concert subscriptions are also considerably higher than last year’s, with one effect being that this year’s income does not match the increase in number of season subscriptions sold: income is approx. 6% higher than last year.
  - d. The season ticket renewal rate is around 55%. Board member calls to lapsed subscribers should help improve this rate.
- VII. Artistic Updates – Eric Holtan
- a. *Vanek Fund for Excellence* – this fund aims to allow True Concord to commission and record every year. This year, True Concord will record a Christmas CD and special, which will be aired on Public Radio International.
  - b. True Concord aims to perform more across the country as a presented ensemble (such as performances at universities and other presenting venues).
  - c. 2026 will be the 250<sup>th</sup> anniversary of the American Revolution (“USA250,” a planning alliance in Philadelphia which is coordinating nationwide events in recognition of the anniversary). True Concord strives to be a part of this project
    - i. Eric suggests a composer commissioning project in all 50 states, along with 50-state performing tour.
- VIII. Vision of the Future

Through a visioning exercise, individual retreat participants were asked to visualize the major accomplishments they saw True Concord making in the next five years. This was done as a way of beginning to identify several “major goals” with which to begin a new strategic planning process.

Working in small groups, individuals compared notes and were asked to collectively come up with each group’s top five visionary statements. Each of the three small groups then shared with the entire assembly. The vision statements receiving the highest number of mentions (and which seemed to most resonate with all retreat participants) were these:



- 1) True Concord is performing regularly in regional, summer music festival, and even international performances.
- 2) The True Concord Board of Directors and staff have been expanded and diversified well beyond Tucson, Arizona.
- 3) True Concord is routinely making professional recordings, enjoys frequent radio play nationwide, and has received multiple GRAMMY nominations.
- 4) True Concord has a permanent home venue (for both performances and administration), recognized as being primarily True Concord's venue.

Other suggestions that had come from the small groups included:

- Expanding and diversifying audience
- Expansion of artistic and administrative staff
- Development of a national choral music education program
- Establishing a True Concord "core" of singers who find working with True Concord highly desirable.

#### IX. Executive Session

Retreat adjourned at 12:30PM by Clyde Kunz.

Respectfully submitted,

Joshua Keeling

**True Concord Voices and Orchestra  
Chair's Report  
October 18, 2018**

**Staffing**

Our Managing Director, Mary McClurkin, has tendered her resignation, effective immediately. Mary has been a true blessing to True Concord since her hire. She oversaw the research necessary to secure our new ticketing and donor management system, Patron Manager, and oversaw the conversion of historical data from our former system to Patron Manager. She has made some truly excellent hires on staff, and has overseen the development and roll-out of our new website. We cannot thank Mary enough for all of her work! Although Mary's departure is both sudden and unexpected, she left things well in place, including all the necessary arrangements for the "Northern Lights" concerts. Thank you Mary!

**International Advisory Council**

The new Council, recruitment to which is being led by former Board Chair Pat Bjorhovde has its newest member! Dale Warland has agreed to be a member of that advisory group, joining Pat in what will become a most august body! Dr. Warland will make his expertise available to Eric from time-to-time with respect to possible commissions, helping us develop professional contacts nationally, etc.

**Music Stands**

We are in process of purchasing 50 music stands! The entire cost will be approximately \$2,500 – of that amount \$1,000 has already been donated by members of the board. If you would like to join them to help with the remaining \$1,500, we would welcome your designated gift. Owning our own stands will reduce a lot of the headaches involved in renting stands from the TSO, and will save True Concord approximately \$600 per year in rental fees. At some point in the not-too-distant future we also hope to acquire music stands for our instrumentalists (who require a very specific kind of chair – "whatever is available" in some of our performance venues isn't cutting it any longer).

**Year-End Financials**

I apparently jumped the gun in announcing the very positive financial results of the 2017-18 season. While the picture is still looking pretty good, we have a number of adjustments to make before final (really FINAL) numbers can be announced. Stay tuned.

**True Concord Voices and Orchestra  
Managing Director Report  
October 15, 2018**

**PATRON MANAGER**

- 3 armed approach: ticketing hub, donation center, reports
- Fully trained and comfortable using the donation and ticket hubs for transactions including purchases, exchanges and refunds. Mail merge letters working well w/o add on software.
- Reports center has a very long learning curve. The software is very powerful and we are pleased to be working with it. We have been through 5-6 hours of report training and feel we have just scratched the surface. We have also had to have a custom report built for reconciliation purposes.

**WEBSITE**

- Overall pleased with the look and functionality of the site. Based on the number and types of transactions that are coming through the site, my assessment is that it's working well and customers are easily able to complete multi-faceted functions in one visit
- There have been about five calls to the office from customers who had difficulty with the site. All of those situations were resolved to the customer's satisfaction.
- After the turnover of the site, Josh became our webmaster. Currently, he is struggling to keep up with the number of edits and additions to the site. He is confident that once he learns the program he will be better equipped to make the changes more quickly.

**HIRING**

- Matt Koellisch, a Technical Theatre major is our new Production Logistics Coordinator.
- We are in the process of finding a temp to work at Program Ad Sales for us. I expect the person to be in place by November 1.

**CONCERT PRODUCTION**

- We will need additional hosts for the November and December cycles
- We need ushers for the first half of the season and potentially moving forward
- We need to rent 3 vehicles for each cycle, which gets quite costly. It would be very cost effective if we could "borrow" cars for the week. An alternative would be for a local dealership to provide "loaners" in exchange for advertising space.

**VENDOR MANAGEMENT**

- ProVentures has been a good addition to the team. Their staff has worked well with ours and they have met all the ad, brochure and program deadlines.
- Shawn Campbell handled the writing/editing for the brochure and programs. She has a keen eye, is an excellent writer. She worked well with the team to create this season's brochure.

**True Concord Voices and Orchestra  
Governance Committee Report  
October 18, 2018**

Nancy March, Chair of the Governance Committee, is taking a (hopefully) short leave-of-absence from chairing the committee due to health issues. In the meantime, Clyde Kunz, Chair of the Board, Andy Watson, immediate Past Chair, and Eric Holtan will continue as members of the Governance Committee. Additional members who might have an interest are welcome!

In the meantime, one new prospective board member is under consideration, and will be attending our Northern Lights concert as a guest of True Concord. This individual has a great deal of arts management experience, is widely known in arts circles throughout the state of Arizona, and also has connections to national arts funding organizations, especially the National Endowment for the Arts.



**True Concord Voices and Orchestra  
Audience Development Committee  
Oct. 17, 2018 – 3 P.M.**

**Present:** Eve Shapiro, Chair  
Eloise Fredrickson  
David Leege  
Clyde Kunz  
David Nix  
Laurel Islas (ProVentures)  
Debi Hunley (ProVentures)  
Josh Keeling

- Laurel gave a marketing update. We now have several restaurant partners – Pastiche, Tavolino, Cielo's, Downtown Kitchen. Kingfisher, Arizona Inn and several others are in process. Partnership mean an ad in the program, possible discount, posting in their social media, distribution of bookmarks
- Tickets - there has been an increase in total subscriptions, but a few less of pick 4 and 5. Sales for first concert on par with revenue goal –still advertising on NPR, article in Daily Star. American Rhythm is below goal. Laurel will be in contact with Eric to see if tickets are free or discounted. She has contacts with many active military and vet groups and is waiting to inform them once decision is made.
- Discussed “teaser” concert and ways to link concerts with certain audiences, ie Mexican audience with Latin concert. David mentioned Concerto Sonora as possible draw for that audience. We will discuss this further. Also discussed possible small concerts with community leaders. Laurel has some ideas and will discuss at next meeting.
- Greeters not thought to be a problem. Should be enough board members and volunteers.
- David Leege discussed new GV website that goes to new members of the community and availability of tickets at Chamber of Commerce. Discussed possibility of advertising on the radio station. Laurel will see if Jake Runested can do a radio interview.
- Discussed ways committee can be helpful. Laurel would like us each to bring materials to various community settings, ie houses of worship, retirement communities. She will put together a list and we can each pick some venues at next committee meeting.
- Next meeting is Nov. 7 at 3 pm at Dove of Peace. Meeting adjourned at 4:30.



**Ticket Sales Report 10-17-2018**

Subscriptions Sold as of 10/16/18		As of 10/16/2017		Sold after 10/16/17		Projection for FY19	
	% ± last year					Total for FY18	Total for FY19
Subscribers	311	17%	266	67	333	389	389
Subscriptions	506	19%	424	111	535	638	638
Total Tickets	2,338	16%	2,007	399	2,406	2,803	2,803
Income	\$ 82,340	8%	\$ 76,101	\$ 13,671	\$ 89,772	\$ 97,132	\$ 97,132

Subscriptions: FY19		Pick 6		Pick 5		Pick 4		Pick 3		Total		% of total		% ± last year	
Reserved	63	10	39	11	123	24%	-11%								
Premium	67	35	44	179	35%	21%									
General	64	40	74	204	40%	28%									
Total	194	85	157	506	16%										
% of total	38%	17%	14%	31%	87%										
% ± last year	31%	-14%	-25%												
Total Tickets: 2,340															

Subscriptions: FY18		Pick 6		Pick 5		Pick 4		Pick 3		Total		% of total	
Reserved	69	29	18	20	136	32%							
Premium	43	36	37	25	141	33%							
General	36	34	38	39	147	35%							
Total	148	99	93	84	424								
% of total	35%	23%	22%	20%									

Renewed Subscriptions:		Pick 6		Pick 5		Pick 4		Pick 3		Total		% of total	
Reserved	61	8	9	19	97	28%							
Premium	60	30	24	20	134	38%							
General	49	23	18	28	118	34%							
Total	170	61	51	67	349								
% of total	49%	17%	15%	19%									

New Subscriptions:		Pick 6		Pick 5		Pick 4		Pick 3		Total		% of total	
Reserved	2	2	4	18	26	16%							
Premium	7	5	9	26	47	30%							
General	15	17	8	46	86	54%							
Total	24	24	21	90	159								
% of total	15%	15%	13%	57%									
% ± last year													

Subscriptions from accounts that have had no subscriptions in the last 4 years		Pick 6		Pick 5		Pick 4		Pick 3		Total		% of total	
Reserved	2	2	4	18	26	16%							
Premium	7	5	9	26	47	30%							
General	15	17	8	46	86	54%							
Total	24	24	21	90	159								
% of total	15%	15%	13%	57%									
% ± last year													

Subscribers: FY18 to FY19	
Lapsed FY18 Subscribers	117
Renewed FY18 Subscribers	216
Total FY18	333
Renewal Rate	65%
Upgraded from single tickets to subscription	61
Downgraded from subscription to single tickets	5
1st time purchasers subscribers	34

**Ticket Data by Event**

<b>Northern Lights</b>	<b>Total</b>	<b>10/19/18</b>	<b>10/20/18</b>	<b>10/21/18</b>
Subscription - Reserved	86 -		38	48
Subscription - Premium	124	42	52	30
Subscription - General	153	55	56	42
Subscription Tickets	363	97	146	120
Single Tickets - Premium	49	7	34	8
Single Tickets - General	122	32	55	35
Total Tickets (Sub & Single)	534	136	235	163
Net Income	\$ 17,330.73	\$ 3,950.10	\$ 7,780.04	\$ 5,600.59
Revenue Goal	\$ 20,000.00			
% of Goal	87%			

<b>American Rhythm</b>	<b>Total</b>	<b>11/3/18 15:00</b>	<b>11/3/18 19:00</b>	<b>11/4/18</b>
Subscription - Reserved	81	21 -		60
Subscription - Premium	133	28	53	52
Subscription - General	114	25	49	40
Subscription Tickets	328	74	102	152
Single Tickets - Premium	26	12	4	10
Single Tickets - General	25	10	6	9
Total Tickets (Sub & Single)	379	96	112	171
Net Income	\$ 12,991.20	\$ 3,318.10	\$ 3,415.15	\$ 6,257.95
Revenue Goal	\$ 28,000.00			
% of Goal	46%			

<b>Lessons &amp; Carols</b>	<b>Total</b>	<b>12/13/18</b>	<b>12/14/18</b>	<b>12/15/18</b>	<b>12/16/18 3:00</b>	<b>12/16/18 7:30</b>
Subscription - Reserved	93	6 -		39	36	12
Subscription - Premium	134	6	48	40	32	8
Subscription - General	146	10	55	36	26	19
Subscription Tickets	373	22	103	115	94	39
Single Tickets - Premium	52	7	4	28	13	0
Single Tickets - General	43	5	8	10	16	4
Total Tickets (Sub & Single)	468	34	115	153	123	43
Net Income	\$ 16,333.35	\$ 1,167.41	\$ 3,536.95	\$ 5,669.08	\$ 4,517.50	\$ 1,442.41
Revenue Goal	\$ 34,000.00					
% of Goal	48%					

<b>True Concord Goes Latin</b>	<b>Total</b>	<b>1/18/19</b>	<b>1/19/19</b>	<b>1/20/19</b>	<b>1/22/18</b>
Subscription - Reserved	98 -		38	60	
Subscription - Premium	153	56	65	32	
Subscription - General	167	54	50	34	29
Subscription Tickets	389	110	153	126	
Single Tickets - Premium	10	2	4	4	
Single Tickets - General	28	3	13	3	9
Total Tickets (Sub & Single)	456	115	170	133	38
Net Income	\$ 15,114.13	\$ 3,508.45	\$ 5,882.05	\$ 4,996.63	\$ 727.00
Revenue Goal	\$ 28,000.00				
% of Goal	54%				

<b>St. Matthew Passion</b>	<b>Total</b>	<b>2/22/19</b>	<b>2/23/19</b>	<b>2/24/19</b>
Subscription - Reserved	111 -		44	67
Subscription - Premium	146	55	59	32
Subscription - General	188	63	70	55
Subscription Tickets	445	118	173	154
Single Tickets - Premium	7	0	4	3
Single Tickets - General	10	2	4	4
Total Tickets (Sub & Single)	462	120	181	161
Net Income	\$ 15,624.07	\$ 3,575.75	\$ 6,175.57	\$ 5,872.75
Revenue Goal	\$ 60,000.00			
% of Goal	26%			

<b>Requiem</b>	<b>Total</b>	<b>3/29/19</b>	<b>3/30/19</b>	<b>3/31/19</b>
Subscription - Reserved	114 -		49	65
Subscription - Premium	162	62	60	40
Subscription - General	164	56	71	37
Subscription Tickets	440	118	180	142
Single Tickets - Premium	23	0	12	11
Single Tickets - General	12	4	5	3
Total Tickets (Sub & Single)	475	122	197	156
Net Income	\$ 16,510.21	\$ 3,737.50	\$ 6,802.11	\$ 5,970.60
Revenue Goal	\$ 50,000.00			
% of Goal	33%			

**True Concord Voices and Orchestra  
Fund Development Committee  
Oct. 3, 2018 – 4 P.M.**

**Present:** Clyde Kunz, Chair  
Eric Holtan  
Andy Watson  
Mary McClurkin  
Josh Keeling

- A current development report was reviewed. There is some concern that we may have difficulty reaching the individual giving goals set for this year. The goal for corporate giving is the same as last year - \$12,000 – a goal we did not meet; it will be important for us to focus on business gifts this year as well. The other categories – government and foundation gifts – are looking to be on track. It was reported that pledges have been received from all but four board members.
- A very preliminary 2018-19 Development Plan was distributed. The focus of discussion about the Plan focused on the strategic goals that had been determined at the Board's September retreat, and the need to focus development activities with an eye toward reaching the longer-range strategic goals.
- In light of the fact that True Concord traditionally sends out two direct mail appeals (one in the fall and one in the spring) we had some discussion about what "themes" might be of appeal to prospective donors. We settled on the idea of using several of our singers and focusing on their professional careers, awards received, etc.
- We also discussed the need for special fundraising efforts, for example the current need to raise money to purchase our own music stands, as well as orchestral chairs for our instrumentalists. Owning both would save True Concord some money in the budget each year (rental fees), as well as save some time currently devoted to picking up/returning rented items.
- Next Meeting, Thursday November 1<sup>st</sup>, 4:00PM at Dove of Peace



Summary - Donations, Pledges, and Grants as of 10/3/2018

	Committed		Received		Budget	% of Budget		% of Budget		Last FY		% Change this		% Change	
						Committed	Received	Committed	Received	Committed to	Date	Received to	Date	FY:	Committed
Board	\$ 69,760.04	\$ 31,710.04	\$ 90,000.00	78%	35%	\$ 71,810.16	-3%	\$ 11,616.00	173%						
Individuals	\$ 39,627.65	\$ 33,681.65	\$ 228,000.00	17%	15%	\$ 37,236.99	6%	\$ 24,736.99	36%						
Corporations	\$ 4,200.00	\$ -	\$ 12,000.00	35%	0%	\$ -		\$ -							
Foundations	\$ 14,000.00	\$ -	\$ 22,000.00	64%	0%	\$ 22,500.00	-38%	\$ 2,500.00	-100%						
Government	\$ 37,000.00	\$ 15,000.00	\$ 38,000.00	97%	39%	\$ 22,000.00	68%	\$ -							

\$ 164,587.69 \$ 80,391.69 \$ 390,000.00

\$ 153,547.15

\$ 38,852.99