



**MEETING OF THE BOARD OF DIRECTORS  
December 19, 2018 - 3:30PM - 5:00PM - La Paloma Country Club**

**AGENDA**

- I. Welcome (Clyde Kunz) 3:30 - 3:35
- II. **CONSENT AGENDA**, including: 3:35 - 3:45
  - a. Minutes of November 14, 2018 Meeting of the Board
  - b. Music Director's Report, December, 2018 (2 pages)
  - c. Audience Development Committee Report, December 11, 2018
  - d. Ticket Sales Report, December 12, 2018 (2 pages)
  - e. Fund Development Committee Report, December 6, 2018
  - f. Fund Development Summary Report, December 5, 2018
- III. Finance Committee Report (Mary Lou Forier) 3:45 - 4:00
  - a. FY2018 Year-End Financials
    - i. Statement of Financial Position
    - ii. Statement of Activity (2 pages)
  - b. October 31, 2018 Financials (to be distributed prior to meeting)
- IV. BOARD SOCIAL 4:00 - 5:00

**NEXT MEETING OF THE BOARD OF DIRECTORS**

**Wednesday, January 23, 2019**

**3:30 - 5:00PM**

**Location: Dove of Peace Lutheran Church  
65 W. Roller Coaster Rd., Tucson, AZ 85704**

True Concord Voices & Orchestra  
Minutes of Board of Directors Meeting  
November 14, 2018  
St. Francis in the Valley Episcopal Church, Green Valley

Present: Clyde Kunz, Eric Holtan, Warren Beck, Eloise Fredrickson, Andy Robson, Mary Lou Forier, Joshua Keeling, Andy Watson, Eve Shapiro, Sue Markovich

Excused: David Leege, David Nix, Julia Pernet, Nancy March

- I. Welcome: the meeting was called to order by Clyde Kunz, chair.
- II. Consent Agenda: Questions
  - a. Concerning venues for the Messiah concerts:
    - i. CPAC (Green Valley) is sold out, DesertView (SaddleBrooke) is nearing capacity. Tanque Verde Lutheran is offering free admission due to a large donation from a member.
    - ii. A motion was accepted to update End of Year Campaign Letters to show the sold out performance.
  - b. Following the discussion, the Consent Agenda was accepted by the Board.
- III. Finance Report – Mary Lou Forier
  - a. Financial records for July and August 2018 were reviewed. Overall, True Concord is doing well at covering costs.
  - b. Some categories show differences from last year, such as Computer/Hardware Support and Publicist. These differences are accounted for by changes made during FY19, and amounts not showing yet (such as Pro Venture’s bill, which came in October).
  - c. Financial records were accepted by the Board.
- IV. Governance – Clyde Kunz
  - a. Motion from Committee: that Claire West become a Director of True Concord, with a term ending June 20, 2021.
    - i. Nancy March has temporarily stepped down from chairing the governance committee. Claire West, the proposed new board member, is expected to join this committee.
    - ii. Claire is well connected in the arts, and may be able to help Sandy O’Donnell, who has been helping with grant writing.
    - iii. Claire is also interested in helping with strategic plan goals.
      1. A suggestion was made to form a “Performance Development” committee, which would work on extended performance opportunities, such as “run-outs” and other presented performances.
    - iv. Motion to accept Claire West as a Director was approved.

V. Strategic Conversation – Eric Holtan

- a. November's concert didn't reach financial goals but did reach hearts – Eric received a lot of positive feedback from patrons moved by the performance.
- b. Eric presented a preliminary plan for next season: "IN GENIUS: Celebrating History's Greatest Artistic Minds"
  - i. Budget plans represent progress toward the Strategic Plan: The artistic budget is expected to stay the same, but is expected to reach *parity between pay for singers and instrumentalists*. Eric also aims for 32 singers on each performance.
    1. Next year's budget also reflects an investment in administration.
    2. A draft season plan was handed out, reflecting program, soloists, and proposed budget targets for the season.
  - ii. Some discussion of True Concord's musician hiring was discussed, including potential scheduling conflicts with TSO, the possibility of hiring musicians from out of town, and True Concord's identity, which includes an emphasis on voices, in which the orchestra can be scaled back. However, one of True Concord's unique features is the combination of choir *and* orchestra.
  - iii. Recording & Commission plans: True Concord is part of a consortium commission for Jocelyn Hagen's *The Notebooks of Leonardo da Vinci*, planned for November's concert. Recording plans are being made as well, but are on the separate recording budget.
  - iv. Special performances, such as a feature of Morris Robinson, and Messiah presentations will be considered.
  - v. The Preliminary artistic program and budget was approved by the board.

Next Meeting of the Board of Directors:

Wednesday, December 19, 2018

3:30 – 4:15 PM (meeting), 4:15 – 5:00 PM (holiday social)

La Paloma Country Club

## **Music Director's Report**

December, 2018

### **MESSIAH**

The *Messiah* project was a big success, in terms of its outreach. We performed for about 1100-1200 people to four full houses (three sell-outs). I would estimate at least 60% of attendees were new to True Concord. The response was effusive, and Josh, who was at all the concerts, received many inquiries about us and the rest of our season. I believe we will yield the benefits into the new year and seasons ahead.

Financially, we will take in \$21,000 in fees, and expenses were ca. \$29,000. Originally, I had presented this as part of a three-part project in December that also included Lessons and Carols and a recording project of some kind, with total artist costs of ca. \$100,000. The genesis of this conglomeration was the belief that by offering more work in December, we could attract more of our "A-list" performers.

It did not work out as planned, as there was little change to the reality that many of our top singers are engaged in more lucrative and attractive solo opportunities around the country in December. As result, we moved the recording project to January, and fewer singers than hoped were willing to commit to two weeks at this time of year. We therefore paid more travel stipends for *Messiah*. Another result was fewer singers for Lessons and Carols (18 instead of 32), which will bring us under artist budget for that project by ca. \$22,000, more than covering the difference from *Messiah*.

### **LESSONS AND CAROLS**

Sales for Lessons and Carols have been robust. As of this writing, we are at ca. \$30,000 toward our \$34,000 goal. I expect we'll meet and probably exceed our goal. This year marks the 200<sup>th</sup> anniversary of the beloved carol *Silent Night*, which will be a focal point in this year's concert, and from which I derived the concert's subtitle, "Love's Pure Light." This milestone yielded a special piece in the *Arizona Daily Star* and a story on KOLD, our local CBS affiliate, which should drive more sales going into the weekend.

### **RECORDING PROJECT**

There has been much progress on the recording project, including contracting artists; crystallizing repertoire in consultation with producer Peter Rutenberg and adviser Dale Warland; and housing, transportation and hospitality arrangements for rehearsal days in Tucson and recording days in Scottsdale. Shawn Campbell has been integral in coordinating many of the Scottsdale details.

### **BACH CONTRACTING**

We've continued to experience some challenges in engaging TSO musicians for the Bach St. *Matthew* project due to TSO scheduling and policies with their CBA. As of this writing, I have three violin positions yet to fill, and we will likely fill them with Phoenix musicians, although it may be necessary to pull from other areas, as well. We're already engaging two cellists and an

oboist from outside of Arizona. I feel compelled to keep this issue of instrumental hiring in front of the board, much like its prominent inclusion in our current Strategic Plan, as I expect the challenges to grow in the future. Alternatively, there are related opportunities to consider for our future which could present positive solutions.

### **STAFFING**

Gavin Ely is serving very well as our Logistics Coordinator for *Messiah* and Lessons and Carols, and possibly for the remainder of the season. There were sudden problems with scheduling and access to appropriate vehicle for hauling our equipment with Matt, who was in this position for October and November. His undergraduate adviser apparently changed his schedule, precluding him from working some nights and all of Friday. Additionally the vehicle he was using to move music stands, etc. was no longer available to him for that purpose.

Shawn Campbell continues to be of great assistance. In addition to the aforementioned work on the recording project, she has been producing our program books and working on other special projects. Based on her excellent work on this year's brochure, it is my desire to have her produce next season's brochure. Also, she and I are talking about the possibility of her taking on the artist contracting role, which is a task that consumes an enormous amount of my time over many months of the year. She currently does contracting work for Arizona Opera.

Josh continues to do quality and thoughtful work on an array of tasks, most especially in working with our donors and patrons. He's been assisted well by Mary Lou on QuickBooks and Joan Biggar with ticket processing. Going into the busy winter season, we are looking to engage some regular paid part-time work for 3-4 hours a day. We're inquiring with some of our local artists, who are qualified and may be interested in picking up some hours.

### **ROLLING OUT NEXT SEASON**

In consultation with Clyde and the Fund Development committee, we would like to realize our long-held goals of announcing our season and releasing our brochure earlier in the year. Our current plan is to announce the new season at donor events in Tucson and Green Valley in mid-February, and have a simple insert in the Bach *St. Matthew Passion* program books. This would be a month earlier than usual, and around the same time that other major organizations launch, e.g. TSO. Additionally, we desire to have our full brochure ready for the Mozart *Requiem* concerts, which would be six months earlier than usual! The latter is contingent upon Shawn's availability, which I will be discussing with her next week. Essentially, we want to capture more subscription activity in the spring, when consumers are evaluating the offerings of other organizations.

### **THANKS/HOLIDAY WISHES**

My thanks to Andy and Doug Robson for hosting our musicians, board and staff at their home following the *Messiah* performance they facilitated at their church. It was a lovely event.

Thanks to all of you for all of your efforts on behalf of True Concord, and all best wishes for this holiday season and the new year.

**True Concord Voices and Orchestra  
Audience Development Committee  
Dec. 11, 2018 10 AM**

**Present:** Eve Shapiro, Chair  
David Leege  
Clyde Kunz  
David Nix  
Julia Pernet  
Laurel Islas (ProVentures)  
Debi Hunley (ProVentures)  
Norma Gentry (ProVentures)  
Josh Keeling

- Meeting began at 10:15.
- Corinne Winters concert– discussed ways to promote, easel at Lessons and Carols with poster, bookmarks to be distributed at Board meeting. Discussed how to measure effectiveness of bookmarks.
- Discussed Messiah concerts. Costs were greater than revenue but other factors are involved.
- Further discussion at Bard meeting regarding doing similar concerts in future.
- Lessons and Carols - Eric had interview promoting concert with Az Daily Star to be printed in Caliente and TV interview on KOLD today.
- Eric was also interviewed on KVOI on new program called Irresistible Tucson by Jennifer English.
- Concert on Friday will be reviewed by Mary Andrews and posted in several national online services. She is also planning on taking photos during the Thursday concert which will be posted.
- Tucson Lifestyle did a good write up on True Concord.
- Flip program that includes Lessons and Carols and True Concord Goes Latin will be introduced. Much more cost-effective.
- Tickets for L&C selling pretty well but many seats still available, particularly Thursday and Sunday. May have TV camera on site for Thursday concert which will help promote Sunday.
- Discussed issues with Patron Manager showing GV tickets sold out due to tickets being sold manually. Josh fixed website, will try to get update on manual sales and monitor numbers.
- True Concord Goes Latin – contact made with Hispanic C of C and Mexican consulate, linking with Desert Song Festival. Will also be reaching out to U of A Latin America Dept and music depts. Discussed possibility of student pricing in reaching out to these groups. ProVentures will coordinate outreach efforts with George Hanson and Lazlo Veres (Tucson Pops).
- Discussed joining Hispanic Chamber of Commerce and visit Tucson (Tucson Metropolitan Chamber of Commerce). To be discussed at next Board meeting.
- Discussed upcoming concert of Conspirere at U of A Presents. Discussed ways to promote this concert which may help with future True Concord performances in other venues. May also try to coordinate doing teaching programs in Tucson schools with True Concord singers.
- Meeting adjourned at 11:20.

## Ticketing Report - 12/12/2018

### Lessons & Carols

Ticket Type	Quantity	Buyer Price	Fee	Patron Tech Fee	Net Total
<b>Single Ticket Totals</b>	<b>509</b>	<b>15,359.19</b>	<b>1,722.00</b>	<b>-1,289.50</b>	<b>15,791.69</b>
Thursday, December 13, 2018 at 7:30 PM	72	2,052.91	245	-188.5	2,109.41
Friday, December 14, 2018 at 7:00 PM	68	1,919.00	206.5	-149.5	1,976.00
Saturday, December 15, 2018 at 7:30 PM	194	6,234.88	658	-500	6,392.88
Sunday, December 16, 2018 at 3:00 PM	125	3,827.40	437.5	-324	3,940.90
Sunday, December 16, 2018 at 7:30 PM	50	1,325.00	175	-127.5	1,372.50
<b>Fulfilled Subscription Totals</b>	<b>427</b>	<b>14,939.56</b>	<b>0</b>	<b>0</b>	<b>14,939.56</b>
Thursday, December 13, 2018 at 7:30 PM	29	1,035.75	0	0	1,035.75
Friday, December 14, 2018 at 7:00 PM	119	3,658.85	0	0	3,658.85
Saturday, December 15, 2018 at 7:30 PM	130	4,764.45	0	0	4,764.45
Sunday, December 16, 2018 at 3:00 PM	102	3,901.60	0	0	3,901.60
Sunday, December 16, 2018 at 7:30 PM	47	1,578.91	0	0	1,578.91
<b>Comp Totals</b>	<b>100</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Thursday, December 13, 2018 at 7:30 PM	1	0	0	0	0
Friday, December 14, 2018 at 7:00 PM	6	0	0	0	0
Saturday, December 15, 2018 at 7:30 PM	19	0	0	0	0
Sunday, December 16, 2018 at 3:00 PM	8	0	0	0	0
Sunday, December 16, 2018 at 7:30 PM	6	0	0	0	0
<b>TOTALS</b>	<b>976</b>	<b>30,298.75</b>	<b>1,722.00</b>	<b>-1,289.50</b>	<b>30,731.25</b>
<b>Budget</b>		<b>34,000.00</b>			
		Percent over/under budget:	-11%		

### True Concord Goes Latin! & Corinne Winters Solo Recital

Ticket Type	Quantity	Buyer Price	Fee	Patron Tech Fee	Net Total
<b>Single Ticket Totals</b>	<b>62</b>	<b>1,920.46</b>	<b>192.5</b>	<b>-157</b>	<b>1,955.96</b>
Friday, January 18, 2019 at 7:00 PM	7	203.4	24.5	-18.5	209.4
Saturday, January 19, 2019 at 7:30 PM	36	1,155.00	112	-87.5	1,179.50
Sunday, January 20, 2019 at 3:00 PM	19	562.06	56	-51	567.06
<b>Fulfilled Subscription Totals</b>	<b>428</b>	<b>14,794.07</b>	<b>0</b>	<b>0</b>	<b>14,794.07</b>
Friday, January 18, 2019 at 7:00 PM	122	3,688.95	0	0	3,688.95
Saturday, January 19, 2019 at 7:30 PM	168	5,946.55	0	0	5,946.55
Sunday, January 20, 2019 at 3:00 PM	138	5,158.57	0	0	5,158.57
<b>Comp Totals</b>	<b>31</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Friday, January 18, 2019 at 7:00 PM	31	0	0	0	0
<b>TOTALS</b>	<b>521</b>	<b>16,714.53</b>	<b>192.5</b>	<b>-157</b>	<b>16,750.03</b>

### Corinne Winters Solo Recital

<b>Single Ticket Totals</b>	<b>52</b>	<b>1,062.00</b>	<b>63</b>	<b>-79</b>	<b>1,046.00</b>
Tuesday, January 22, 2019 at 7:00 PM	52	1,062.00	63	-79	1,046.00
<b>TOTALS</b>	<b>573</b>	<b>17,776.53</b>	<b>255.5</b>	<b>-236</b>	<b>17,796.03</b>
<b>Budget</b>		<b>28,000.00</b>			
		Percent over/under budget:	-37%		

### Bach St. Matthew Passion

Ticket Type	Quantity	Buyer Price	Fee	Patron Tech Fee	Net Total
<b>Single Ticket Totals</b>	<b>50</b>	<b>1,497.00</b>	<b>175</b>	<b>-123</b>	<b>1,549.00</b>
Friday, February 22, 2019 at 7:00 PM	10	280	35	-26	289
Saturday, February 23, 2019 at 7:30 PM	21	675	73.5	-55	693.5
Sunday, February 24, 2019 at 3:00 PM	19	542	66.5	-42	566.5
<b>Fulfilled Subscription Totals</b>	<b>503</b>	<b>16,964.47</b>	<b>0</b>	<b>0</b>	<b>16,964.47</b>
Friday, February 22, 2019 at 7:00 PM	139	4,151.90	0	0	4,151.90
Saturday, February 23, 2019 at 7:30 PM	189	6,440.82	0	0	6,440.82
Sunday, February 24, 2019 at 3:00 PM	175	6,371.75	0	0	6,371.75
<b>Comp Totals</b>	<b>31</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Friday, February 22, 2019 at 7:00 PM	31	0	0	0	0
<b>TOTALS</b>	<b>584</b>	<b>18,461.47</b>	<b>175</b>	<b>-123</b>	<b>18,513.47</b>
<b>Budget</b>		<b>60,000.00</b>			
		Percent over/under budget:			-69%

### Mozart Requiem

Ticket Type	Quantity	Buyer Price	Fee	Patron Tech Fee	Net Total
<b>Single Ticket Totals</b>	<b>67</b>	<b>2,192.50</b>	<b>235</b>	<b>-177.5</b>	<b>2,249.50</b>
Friday, March 29, 2019 at 7:00 PM	8	230	28	-18.5	239.5
Saturday, March 30, 2019 at 7:30 PM	29	927.5	102	-79.5	949.5
Sunday, March 31, 2019 at 3:00 PM	30	1,035.00	105	-79.5	1,060.50
<b>Fulfilled Subscription Totals</b>	<b>494</b>	<b>17,109.41</b>	<b>0</b>	<b>0</b>	<b>17,109.41</b>
Friday, March 29, 2019 at 7:00 PM	135	4,163.25	0	0	4,163.25
Saturday, March 30, 2019 at 7:30 PM	198	6,824.56	0	0	6,824.56
Sunday, March 31, 2019 at 3:00 PM	161	6,121.60	0	0	6,121.60
<b>Comp Totals</b>	<b>31</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Friday, March 29, 2019 at 7:00 PM	31	0	0	0	0
<b>TOTALS</b>	<b>592</b>	<b>19,301.91</b>	<b>235</b>	<b>-177.5</b>	<b>19,358.91</b>
<b>Budget</b>		<b>50,000.00</b>			
		Percent over/under budget:			-61%



**True Concord Voices and Orchestra  
Fund Development Committee  
Dec. 6, 2018 4:00PM**

**Present:** Clyde Kunz, Chair  
Sue Markovich  
Andy Watson  
Eric Holtan  
Joshua Keeling

**Grant-Writer**

It was announced that Sandy O'Donnell, who has volunteered for us doing grant-writing the past few seasons, had wanted to step down, feeling that we weren't making enough progress. In light of the fact that our newest board member, Claire West, may have some connections that could be helpful in developing relationships with funding organizations, Sandy has decided to stay on. Clyde will be meeting with Claire and Sandy in the coming weeks to talk about how we might better support the grant-writing/submission effort.

**Fund Development Report**

The most current fund development report (attached) indicates that we are at 46% of budgeted development goals for the year, and about \$44,000 in committed dollars ahead of where we were last year at this time. We do, however, have an increased fund development goals of about \$50,000 for the year, so we need to remain watchful.

The end of year mail solicitations were sent out at Thanksgiving. Compared to last year (which were sent essentially on the same date) the number of gifts received is down (from 34 to 22 this year) but the average gift has increased (from \$235 to \$279). It is still early in the campaign, as receipts continue to come in, but we will be watching these numbers closely. Last year, a total of 103 gifts were received by the end of the campaign, and there was some concern expressed that we may have some "fall out" due to the new tax laws being in effect.

**Donor Events**

We discussed both donor "thank you" events and donor "recruitment" events for the spring. The "TY" events will likely be held in February 2019 (one in Green Valley, another in Tucson) in order that we can announce the season to our donors prior to making the season public. This is earlier than in years past, since we want to get the new season announced prior to the Festival of Books, at which True Concord has a presence.

Donor recruitment events (one in Green Valley, another in Tucson) will be scheduled in March. Hosts/locations for each of these events have been discussed, and members of the committee will be contacting the prospective hosts in order to arrange the dates.

**Upcoming Meetings**

The next meetings of the Fund Development Committee will be held: on January 3, 2019, February 7<sup>th</sup>, and March 7<sup>th</sup>, all at 4PM at Dove of Peace.

# Fund Development Report

12/5/2018

Totals as of 11/30/18:

Fund	Committed	Received	Budget	% of Budget Committed	% of Budget Received	Last FY Committed to Date	% Change this FY: Committed	Last FY Received to Date	% Change this FY: Received
Board Gifts	\$76,721.32	\$ 36,875.89	\$ 90,000.00	85%	41%	\$ 81,310.16	94%	60560.16	61%
Individual Gifts	\$101,872.30	\$ 89,927.30	\$ 228,000.00	45%	39%	\$ 69,119.48	147%	66719.48	135%
Corporations	\$6,760.80	\$ 50.00	\$ 12,000.00	56%	0%	\$ 12.77	52943%	\$ 12.77	392%
Foundations	\$16,500.00	\$ 16,500.00	\$ 22,000.00	75%	75%	\$ 22,500.00	73%	\$ 22500	73%
Government	\$37,000.00	\$37,000.00	\$ 38,000.00	97%	97%	\$ 22,000.00	168%	\$ 17000	218%
<b>Total:</b>	<b>\$238,854.42</b>	<b>\$ 180,353.19</b>	<b>\$ 390,000.00</b>	<b>61%</b>	<b>46%</b>	<b>\$ 194,942.41</b>	<b>123%</b>	<b>166792.41</b>	<b>108%</b>

## Notes:

Corporate Gifts for FY19 include pledges from IBM Matching Grant Program, La Posada, Copenhagen. Last year's data does not have any corporate pledges. Total corporate gifts at end of FY18: \$7,013

## End of Calendar Year Campaign

as of 12/5/2018	
Number of Gifts:	22
Total Raised: \$	6,150.00
Average Gift: \$	279.55

as of 12/5/2017	
Number of Gifts:	34
Total Raised: \$	8,006.00
Average Gift: \$	235.47

<b>Total FY18</b>	
Number of Gifts:	103
Total Raised: \$	24,481.00
Average Gift: \$	237.68

As of 12/5/2016	
Number of Gifts:	18
Total Raised: \$	3,000.00
Average Gift: \$	166.67

<b>Total FY17</b>	
Number of Gifts:	86
Total Raised: \$	15,615.00
Average Gift: \$	181.57

<b>Total FY16</b>	
Number of Gifts:	88
Total Raised:	17781.2
Average Gift:	202.06

## Notes:

This year 758 letters were sent.

5:26 PM

12/12/18

Accrual Basis

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

	Jun 30, 18	Jun 30, 17	\$ Change	% Change
<b>ASSETS</b>				
<b>Current Assets</b>				
<b>Checking/Savings</b>				
1000 · WF Checking (8299)	188,281	181,056	7,225	4%
1001 · WF Savings (3739)	502	502	0	0%
1005 · WF Brokerage Acct (2690)	47,823	538	47,285	8,794%
<b>Total Checking/Savings</b>	<u>236,606</u>	<u>182,096</u>	<u>54,510</u>	<u>30%</u>
<b>Accounts Receivable</b>				
1100 · Accounts Receivable	34,545	9,550	24,995	262%
<b>Total Accounts Receivable</b>	<u>34,545</u>	<u>9,550</u>	<u>24,995</u>	<u>262%</u>
<b>Other Current Assets</b>				
1200 · Prepaid Expenses (Future Season Expenses)	24,762	21,423	3,339	16%
<b>Total Other Current Assets</b>	<u>24,762</u>	<u>21,423</u>	<u>3,339</u>	<u>16%</u>
<b>Total Current Assets</b>	<u>295,913</u>	<u>213,068</u>	<u>82,844</u>	<u>39%</u>
<b>TOTAL ASSETS</b>	<u><b>295,913</b></u>	<u><b>213,068</b></u>	<u><b>82,844</b></u>	<u><b>39%</b></u>
<b>LIABILITIES &amp; EQUITY</b>				
<b>Liabilities</b>				
<b>Current Liabilities</b>				
<b>Other Current Liabilities</b>				
24000 · Payroll Liabilities	51	(0)	51	73,129%
2500 · Deferred Income (Future Season Income)	68,460	63,536	4,924	8%
<b>Total Other Current Liabilities</b>	<u>68,512</u>	<u>63,536</u>	<u>4,975</u>	<u>8%</u>
<b>Total Current Liabilities</b>	<u>68,512</u>	<u>63,536</u>	<u>4,975</u>	<u>8%</u>
<b>Total Liabilities</b>	<u>68,512</u>	<u>63,536</u>	<u>4,975</u>	<u>8%</u>
<b>Equity</b>				
32000 · Unrestricted Net Assets	49,032	29,215	19,817	68%
33000 · Temporarily Restricted	175,000	100,000	75,000	75%
34000 · Permanently Restricted (Endowment Account)	500	500	0	0%
Net Income	2,869	19,817	(16,948)	(86)%
<b>Total Equity</b>	<u>227,401</u>	<u>149,532</u>	<u>77,869</u>	<u>52%</u>
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<u><b>295,913</b></u>	<u><b>213,068</b></u>	<u><b>82,844</b></u>	<u><b>39%</b></u>

## True Concord Voices &amp; Orchestra

## Statement of Activity

July 2017 through June 2018

	Jul '17 - Jun 18	Budget	Jul '17 - Jun 18	YTD Budget	Annual Budget
<b>Ordinary Income/Expense</b>					
<b>Income</b>					
5509 · Ticket Sales					
5510 · October	19,674	16,000	19,674	16,000	16,000
5515 · November	22,880	24,000	22,880	24,000	24,000
5520 · December	33,496	30,000	33,496	30,000	30,000
5525 · January	44,839	55,000	44,839	55,000	55,000
5530 · February	53,498	50,000	53,498	50,000	50,000
5540 · March	24,256	25,000	24,256	25,000	25,000
<b>Total 5509 · Ticket Sales</b>	<b>198,642</b>	<b>200,000</b>	<b>198,642</b>	<b>200,000</b>	<b>200,000</b>
<b>Gifts</b>					
4000 · Board Gifts	80,334	53,000	80,334	53,000	53,000
4100 · Individual Gifts	212,626	235,000	212,626	235,000	235,000
4300 · Commissioned Work	25,000	25,000	25,000	25,000	25,000
4500 · Corporate Gifts	7,745	12,000	7,745	12,000	12,000
4600 · In-Kind Contributions	5,000		5,000		
<b>Total Gifts</b>	<b>330,706</b>	<b>325,000</b>	<b>330,706</b>	<b>325,000</b>	<b>325,000</b>
<b>Grants</b>					
4525 · Government Grants	27,000	17,000	27,000	17,000	17,000
4540 · Foundation Grants	26,200	28,000	26,200	28,000	28,000
<b>Total Grants</b>	<b>53,200</b>	<b>45,000</b>	<b>53,200</b>	<b>45,000</b>	<b>45,000</b>
<b>Misc. Income</b>					
4750 · CD Sales	443	1,000	443	1,000	1,000
4755 · Special Event Income	663		663		
4760 · Miscellaneous Income	438	0	438	0	0
4765 · Program Ad Income	3,350	10,000	3,350	10,000	10,000
4785 · Ticket Handling Chg	2,510	4,000	2,510	4,000	4,000
4940 · Realized Gains - Losses	(208)	0	(208)	0	0
4780 · Brokerage Acct Interest	1	0	1	0	0
4770 · Interest Income	43		43		
Misc. Income - Other	310	0	310	0	0
<b>Total Misc. Income</b>	<b>7,550</b>	<b>15,000</b>	<b>7,550</b>	<b>15,000</b>	<b>15,000</b>
<b>Total Income</b>	<b>590,098</b>	<b>585,000</b>	<b>590,098</b>	<b>585,000</b>	<b>585,000</b>
<b>Expense</b>					
<b>Personnel Admin.</b>					
6010 · Managing Director	38,250	30,000	38,250	30,000	30,000
6020 · Operations Associate	12,554	20,000	12,554	20,000	20,000
6025 · Payroll Expenses	1,807	1,500	1,807	1,500	1,500
6030 · Assistant Music Director	580	500	580	500	500
<b>Total Personnel Admin.</b>	<b>53,192</b>	<b>52,000</b>	<b>53,192</b>	<b>52,000</b>	<b>52,000</b>
<b>Concert Production</b>					
7010 · Program Design/Print	12,384	7,000	12,384	7,000	7,000
7040 · Recording	4,071	4,000	4,071	4,000	4,000
7050 · Music	6,585	4,600	6,585	4,600	4,600
7060 · Misc Concert Costs	7,694	7,500	7,694	7,500	7,500
7065 · Artists Reception	634	1,000	634	1,000	1,000
7070 · Venue Rental	6,139	8,450	6,139	8,450	8,450
7075 · Productions Logistics Coord	2,690	3,050	2,690	3,050	3,050
7080 · Transportation	5,118	4,500	5,118	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
<b>Total Concert Production</b>	<b>49,046</b>	<b>42,600</b>	<b>49,046</b>	<b>42,600</b>	<b>42,600</b>
<b>Personnel Artistic</b>					
6040 · Founding Music Director	45,000	45,000	45,000	45,000	45,000
6050 · Singers	182,503	208,000	182,503	208,000	208,000
6060 · Instrumentalists	66,836	63,300	66,836	63,300	63,300
6070 · Rehearsal Accompanist	1,500	3,200	1,500	3,200	3,200
6075 · Special Guest Artists	47,910	38,000	47,910	38,000	38,000
6110 · Commission	27,354	25,000	27,354	25,000	25,000
<b>Total Personnel Artistic</b>	<b>371,102</b>	<b>382,500</b>	<b>371,102</b>	<b>382,500</b>	<b>382,500</b>

## True Concord Voices &amp; Orchestra

## Statement of Activity

July 2017 through June 2018

	Jul '17 - Jun 18	Budget	Jul '17 - Jun 18	YTD Budget	Annual Budget
<b>Marketing</b>					
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 Marketing	6,483	8,600	6,483	8,600	8,600
7265 · Marketing Postage	5,094	3,000	5,094	3,000	3,000
7285 · Constant Contact Software	918	525	918	525	525
7305 · Mailing Prep/Purchase	3,722	1,000	3,722	1,000	1,000
7310 · Publicist	17,535	14,000	17,535	14,000	14,000
7312 · Website Design	9,132	10,000	9,132	10,000	10,000
7315 · Advertising	10,957	9,368	10,957	9,368	9,368
7320 · Other Marketing Expense	4,140	4,850	4,140	4,850	4,850
7321 · Design	1,725	2,000	1,725	2,000	2,000
7327 · CD Marketing	0	500	0	500	500
7328 · Composer Competition	2,614		2,614		
<b>Total Marketing</b>	<b>69,939</b>	<b>61,000</b>	<b>69,939</b>	<b>61,000</b>	<b>61,000</b>
<b>Fund Development</b>					
7415 · Stationary plus Printing	0	500	0	500	500
7420 · Fund Dev Postage	686	1,000	686	1,000	1,000
7425 · Gift Works DB Support	1,230	1,000	1,230	1,000	1,000
7430 · Donor Receptions	3,246	4,250	3,246	4,250	4,250
7435 · Donor Relations	4,230	4,250	4,230	4,250	4,250
<b>Total Fund Development</b>	<b>9,392</b>	<b>11,000</b>	<b>9,392</b>	<b>11,000</b>	<b>11,000</b>
<b>Administration</b>					
7520 · PO Box Rental	85	70	85	70	70
7535 · Admin Postage	1,822	1,469	1,822	1,469	1,469
7545 · CC Processing Fees	3,538	3,392	3,538	3,392	3,392
7546 · Online Transaction Costs	1,270	1,963	1,270	1,963	1,963
7550 · Website Maintenance	2,348	1,260	2,348	1,260	1,260
7560 · Computer Hdw/Support	5,417	839	5,417	839	839
7565 · Payroll Service	1,748	962	1,748	962	962
7580 · Board Professional Development	4	654	4	654	654
7581 · Other Admin	2,142		2,142		
7585 · Phone	1,852	1,163	1,852	1,163	1,163
7590 · Insurance	2,886	2,915	2,886	2,915	2,915
7605 · Chorus America Membership	985	876	985	876	876
7615 · ASCAP Membership/Royalties	236	723	236	723	723
7620 · Office Supplies/Copies	4,260	2,955	4,260	2,955	2,955
7622 · Stationery	1,879	2,700	1,879	2,700	2,700
7625 · Regulatory Business Fees	60	359	60	359	359
<b>Total Administration</b>	<b>30,532</b>	<b>22,300</b>	<b>30,532</b>	<b>22,300</b>	<b>22,300</b>
<b>Facilities</b>					
7120 · Office Space	4,000	3,600	4,000	3,600	3,600
<b>Total Facilities</b>	<b>4,000</b>	<b>3,600</b>	<b>4,000</b>	<b>3,600</b>	<b>3,600</b>
66900 · Reconciliation Discrepancies	26		26		
<b>Total Expense</b>	<b>587,229</b>	<b>575,000</b>	<b>587,229</b>	<b>575,000</b>	<b>575,000</b>
<b>Net Ordinary Income</b>	<b>2,869</b>	<b>10,000</b>	<b>2,869</b>	<b>10,000</b>	<b>10,000</b>
<b>Net Income</b>	<b>2,869</b>	<b>10,000</b>	<b>2,869</b>	<b>10,000</b>	<b>10,000</b>