



MEETING OF THE BOARD OF DIRECTORS
February 27, 2019 - 3:30PM - 5:00PM - Dove of Peace Lutheran Church

AGENDA

- I. Welcome (Clyde Kunz) 3:30 - 3:35
- II. **CONSENT AGENDA**, including: 3:35 - 3:45
 - a. Minutes of January 23, 2019 meeting of the Board (2 pages)
 - b. Music Director's Report, February 2019
 - c. Audience Development Committee Report, February 13, 2019 (2 pages)
 - d. Ticket Sales Report, February 13, 2019 (2 pages)
 - e. Fund Development Committee Report, February 7, 2019
 - f. Fund Development Summary Report, February 7, 2019
 - g. Finance and Governance Committee update
- III. **Finance Committee Report** (Mary Lou Forier) 3:45 - 4:00
 - a. January 31, 2019 Statement of Financial Position
 - b. January 31, 2019 P&L for General Fund (compared to FY2018)
 - c. January 31, 2019 P&L by Class
- IV. **Governance Committee Report** (Nancy March) 4:00 - 4:05
- V. **Continuing Business** 4:05 - 4:10
 - a. Tucson Festival of Books March 2-3, 2019 (Eve Shapiro)
 - b. Board participation in upcoming recruitment events in March (Clyde Kunz)
- VI. **Generative Discussion** 4:10 - 5:00

Currently our financials are divided into three "classes" - General (the only class for which we have a budget; Events (which this year was exclusively for the Messiah run-out performances); and Recording. We decided at our last meeting to take some time to create a budget for the recording project.

I've asked Eric to be prepared with a DRAFT recording budget that can be discussed (and ideally approved) by the Board.

NEXT MEETING OF THE BOARD OF DIRECTORS

Wednesday, March 20, 2019 3:30 - 5:00PM

Location: Dove of Peace Lutheran Church 655 W. Roller Coaster Rd.

**True Concord Voices and Orchestra
Meeting of the Board of Directors
Minutes 1-23-2019**

Directors Present: Clyde Kunz, Chair; Eric Holtan, Mary Lou Forier, David Leege, Nancy March, Eve Shapiro, Claire West, Andy Robson, Andy Watson, Sue Markovich, Eloise Fredrickson, Warren Beck

Directors Excused: David Nix

Staff Members Present: Joshua Keeling

- I. The meeting began at 3:30PM. The Chair thanked the board members involved with the Tucson Desert Song Festival, which was a tremendous success all around.
- II. Consent Agenda
 - a. The consent agenda previously sent out was approved by the board in its entirety.
- III. Finance Report (Mary Lou Forier)
 - a. Comparison to last year – difficult because of some inaccuracies in last year’s recording, as well as a change in the way items get recorded.
 - b. Income streams are generally up about 10% from last season, which is on target with goal.
 - c. We have moved funds from the Brokerage account, which had more uninvested cash in it than is desirable.
 - d. Events class: ended up about \$6,800 under goal for the Messiah run-outs. The income from this is balanced by Lessons & Carols (in the General class), however, in which we had far lower expenses than expected, and higher income than budgeted (though Events & General are different classes)
 - e. We don’t have a budget for Recording and Event classes, and this is something we should probably do in future budget cycles.
 - f. It was suggested that a draft budget be made for this season’s recording project at next board meeting – in order to anticipate and evaluate recording project costs.
 - g. It was suggested that we report when we “borrow” from restricted funds to meet mid-season cash-flow issues. This will be discussed at the next Finance Committee meeting.
 - h. Accounts receivable – it was suggested we show unpaid pledges as a sub-category of receivables. This will also be discussed at the finance committee meeting.
 - i. Brokerage account – used for stock/securities gifts. This money is not invested, and not insured. Finance committee will discuss moving cash surplus from the brokerage account.
- IV. New Business
 - a. Tucson Festival of Books (Eve Shapiro) March 2 & 3 – Eve requested volunteers for shifts handing out materials, promoting upcoming season, capturing names through a drawing for tickets.
 - b. 2019-20 Season will be announced at special events on February 15th (Downings’ home in Green Valley) & 16th (Charlotte Hanson’s home in Tucson).
 - c. Better Business Bureau membership (Clyde Kunz). This membership is free, with a nominal charge to be able to feature the BBB seal on True Concord materials. There was a motion to join with a free membership, which was approved. Clyde will take the lead on submitting the application materials. As an aside, it was suggested we join Visit Tucson – ProVentures is expected to do this on our behalf.

- V. Generative Discussion
 - a. Educational Programming (Eric)
 - i. Current: True Concord artists present master classes at schools – mostly TUSD high schools; expansion is limited due to artist availability.
 - ii. NEA data shows that robust art education during school years leads to arts patronage later in life.
 - iii. Examples of peer organizations;
 - 1. Conspirare: has a youth chorus
 - 2. Seraphic Fire: has a youth initiative, which is in partnership with public schools
 - 3. Vocal Essence: features Mexican composer school residencies; “witness” program partnerships with African American artists
 - iv. Suggestion: National-scope, internet-based program geared toward technique/curricula. Warren suggested we talk with the McPhail School of Music, which has a program similar to suggested program
 - v. David Leege suggested the possibility of funding for our education program through the White Elephant in Green Valley.
 - vi. Funding – someone would need to be hired (and funded) to spearhead a program. A suggestion was made that we try to contract Matt Holter (a tenor with True Concord and Director of Choral Music with TUSD); Eric voiced concern that Matt might be too busy to take it on.
 - vii. Clyde suggested that, rather than establish an entirely new program, we build upon and export what we do already, filming local masterclasses, building in other technique materials
- VI. Additional item (Claire) – Arizona Arts Congress
 - a. Contact legislators about state arts funding – go to Arizona Citizens for the Arts
 - b. We’ve mentioned this to our constituents as well in e-blasts.
- VII. Report on Last Month’s Programs (Eric)
 - a. December and January have been very eventful – recording project was successful, very high level.
 - b. Latin program was a challenge to put together but ended very well; audience survey (survey monkey) will be put together by ProVentures and sent out.

Meeting was adjourned at 5:03

Music Director's Report

February, 2019

TRUE CONCORD GOES LATIN/CORINNE WINTERS IN RECITAL

These two projects were very successful. We exceeded (by a tad) our sales goal for the subscription concerts, and had a near-sellout of Corinne's recital, all of the revenue (ca. \$3200) for which was over and above our ticket sales budget for the year. Reaction to the concerts has been effusive from all quarters, including the Tucson Desert Song Festival leadership. Our artists and audiences seemed very satisfied by the program, and I can imagine a similar program in the future. Presenting stars Corinne Winters and Adam del Monte was a boon for us and our reputation, and they were really terrific as collaborators. This is further evidence of the tremendous benefit of our partnership with Tucson Desert Song Festival.

BACH, MOZART AND LAURIDSEN

As I write this, I'm a few hours away from first rehearsal of Bach's *St. Matthew Passion*. It's already been a tremendous experience for me in preparing this amazing music, and trust that it will be impactful for our artists and audiences. As was stated in this past Sunday's special feature in the *Arizona Daily Star*, the fact that we are presenting this sophisticated masterwork (and being presented in Phoenix) is testament to our artistic development as an organization, thanks to the significant investment we have made in our artists over the past five years in particular.

We cap our season next month with Mozart's *Requiem* and Lauridsen's *Lux Aeterna*. I'm excited that Morten Lauridsen, a National Medal of Arts recipient, will be here to coach our ensemble on his piece, and will be part of the pre-concert talks. While he is here, he will also be working with UA School of Music students and a conglomerate of several TUSD high school choirs. Both UA and TUSD will be contributing to Lauridsen's residency fee.

SPECIAL EVENTS

We hosted two very well-attended events, one in Green Valley at the home of Bob and Maija Downing, the other at the home of Charlotte Hanson in Tucson, for the purposes of thanking our donors and announcing our new season. Both events had a terrific vibe with excitement about the new season. We anticipate having our tri-fold brochure at the Bach concerts, and aim to have our full brochure out by the Mozart/Lauridsen concerts, as part of our years-long goal of fully rolling out our season at the same time as our larger arts peers. Later in March, we have planned three house parties (Tucson, Green Valley and Saddlebrooke) for the acquisition of new patrons and donors.

STAFFING

A posting on Indeed yielded several good candidates to assist Josh in the office. Josh and I met with two, and Josh hired Don, who has been on the job for about two weeks. Josh reports that Don has been a big help and doing good work. Don just informed Josh, however, that he has found a full-time job with benefits, and will be leaving very soon. Josh plans to call back one of the other candidates that rose to the top. It is our desire to have someone assisting in the office through March, in this busiest part of the season. We'll consider our staffing needs for next season as part of the budget development process and with an eye to our long-term goals.

**True Concord Voices & Orchestra
Audience Development Committee
Feb. 13, 2019**

Attendees:	Eve Shapiro, Chair	Julia Pernet
	Eric Holton	Eve Shapiro,
	Clyde Kunz	Josh Keeling
	David Nix	Deb Hunley (ProVentures)
	David Leege	Laurel Islas (ProVentures)

Meeting began at 3:10PM.

Eric discussed ticket sales for upcoming Bach concert. He compared ticket sales to sales to Elijah 2 years ago, when we were at 43% at that concert and are now just over 50% for the current Bach concert. To reach our \$50,000 goal, however, would require sales of \$2000/day.

Laurel reviewed all the promotions occurring over the next few days:

- Large-size postcards (approx. 5x7) are going out a to people on True Concord's list who haven't purchased tickets yet as well as to approx.. 4,000 additional people on purchased lists for a total of 10,000.
- AZPM is still running ads
- Multiple publications (including the Tucson Weekly, Green Valley News, etc.) will run ads this week. Green Valley News didn't put our ad in at correct time but it will go in this Sunday.
- There will be a feature about the Bach Passion in the Star by Cathy Burch this Sunday.
- Laurel will send out some copy (jpg format) for Board members to send to friends to encourage them to purchase tickets. She reminded us that we need to re-set the hyperlink for the True Concord website before we forward the message, as jpg's lose their linkages when forwarded.

Committee members brainstormed other options related to possible Bach promotions:

- Eric mentioned opportunities for list-exchanges with UApresents, AZ Friends of Chamber Music, and Arizona Opera; he had not heard back from the TSO about doing a list exchange.
- We are bundling Bach and Mozart concert tickets at a 10% discount. Julia will add info about the bundled tickets to Desert Song Festival Facebook page.
- Josh asked about targeting church music groups and it was explained that there is already a plan in place, with a 25% discount for choir members.

- Dave Leege will talk with Gerald Near about promoting the concert at an event in Green Valley.
- ProVentures will be sending out a survey monkey questionnaire after the Bach concert, to try to ascertain more about the sources of people's information about the concert.

Festival of Books

We have most time slots covered but need a few more volunteers. Eve will send out another request. We are ordering aprons embroidered with True Concord logo for the Book Festival volunteers to wear. We will have a large poster display with the new season, and will hand out bookmarks to promote the upcoming Mozart concert.

There will be sponsorship forms available at the two "season announcement" events this weekend for donors.

Laurel will send out some copy for Board members to send to friends to encourage them to purchase tickets.

Meeting adjourned at 4:25PM

Bach St. Matthew Passion

2/13/19

Ticket Type	Quantity	Buyer Price	Fee	Patron Tech Fee	Net Total
Single Ticket Totals	306	9,335.75	1,050.00	-809.5	9,576.25
Friday, February 22, 2019 at 7:00 PM	66	1,890.00	227.5	-170.5	1,947.00
Saturday, February 23, 2019 at 7:30 PM	128	4,220.00	448	-351.5	4,316.50
Sunday, February 24, 2019 at 3:00 PM	112	3,225.75	374.5	-287.5	3,312.75
Fulfilled Subscription Totals	521	17,503.47	0	0	17,503.47
Friday, February 22, 2019 at 7:00 PM	149	4,437.90	0	0	4,437.90
Saturday, February 23, 2019 at 7:30 PM	196	6,620.32	0	0	6,620.32
Sunday, February 24, 2019 at 3:00 PM	176	6,445.25	0	0	6,445.25
Comp Totals	59	0	0	0	0
Friday, February 22, 2019 at 7:00 PM	31	0	0	0	0
Saturday, February 23, 2019 at 7:30 PM	20	0	0	0	0
Sunday, February 24, 2019 at 3:00 PM	8	0	0	0	0
TOTALS	886	26,839.22	1,050.00	-809.5	27,079.72

Mozart Requiem

Ticket Type	Quantity	Buyer Price	Fee	Patron Tech Fee	Net Total
Single Ticket Totals	177	5,632.50	619.5	-475.5	5,776.50
Friday, March 29, 2019 at 7:00 PM	29	875	101.5	-75	901.5
Saturday, March 30, 2019 at 7:30 PM	91	2,942.50	318.5	-250	3,011.00
Sunday, March 31, 2019 at 3:00 PM	57	1,815.00	199.5	-150.5	1,864.00
Fulfilled Subscription Totals	517	17,767.41	0	0	17,767.41
Friday, March 29, 2019 at 7:00 PM	148	4,546.25	0	0	4,546.25
Saturday, March 30, 2019 at 7:30 PM	204	6,920.56	0	0	6,920.56
Sunday, March 31, 2019 at 3:00 PM	165	6,300.60	0	0	6,300.60
Comp Totals	37	0	0	0	0
Friday, March 29, 2019 at 7:00 PM	33	0	0	0	0
Saturday, March 30, 2019 at 7:30 PM	3	0	0	0	0
Sunday, March 31, 2019 at 3:00 PM	1	0	0	0	0
TOTALS	731	23,399.91	619.5	-475.5	23,543.91

**True Concord Voices & Orchestra
Audience Development Committee
Feb. 7, 2019**

Attendees: Clyde Kunz, Chair
Eric Holton
Sue Markovich
Josh Keeling

Meeting began at 3:00PM.

We reviewed the February 7, 2019 Fund Development Report (see attached), noting several things:

- Board gifts, at 96% of goal, are likely completed for the year.
- Non-board individual gifts are at just 60% of goal, although that is not atypical for this time in the season. Contributing to help us reach the \$228,000 goal will be a direct mail solicitation to be sent in March, as well as “add on” donations to season ticket orders.
- Business/corporate funding and Foundations funding are likely to come in at or close to budget, and government funding for the year is already over goal. There is a possibility the latter will be reduced somewhat, as we have been notified by the Arizona Commission on the Arts that they would be withholding 10% of their gift (which would be about \$2200) pending their own funding from the state legislature.
- The End of Year Campaign did fairly well, although has fallen short of what it brought in last year. The number of gifts dropped from 99 to 91, despite efforts of committee members to telephone those who gave to the campaign last year, but not this year. The average gift, however, remains high, at almost \$234. We discussed the reasons that might be causing the decrease, and surmised that it could have to do with tax law changes. Eric also offered that some people counted in this campaign last year have now “stepped up” to performance sponsorships, which could also be part of the reason for the somewhat lower numbers we are seeing.

In other business, we discussed the upcoming events planned by the Committee:

- 1) Season announcement in Green Valley, to be held at the home of the Downings, February 15th.
- 2) Season announcement in Tucson, to be held at the home of Charlotte Hanson, February 16th.
- 3) Recruitment events to be held in three locations:
 - a. Friday, March 22nd at the Hariton residence in Saddlebrooke
 - b. Saturday, March 23rd at Wes Green’s residence in Green Valley
 - c. Sunday, March 24th at the home of Barbara Familant in Tucson

The meeting adjourned at approximately 5:00PM.

Fund Development Report

2/7/2019

Totals as of 1/31/18:

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	\$86,760.04	\$38,014.61	\$ 90,000.00	96%	42%	\$ 81,310.16	+7%	\$ 60,560.16	-37%
Individual Gifts	\$137,749.05	\$134,849.05	\$ 228,000.00	60%	59%	\$ 110,567.52	+25%	\$ 108,067.52	+25%
Corporations	\$7,114.80	\$64.80	\$ 12,000.00	59%	1%	\$ 12.77 *		\$ 12.77 *	
Foundations	\$17,025.42	\$17,025.42	\$ 22,000.00	77%	77%	\$ 22,500.00	-24%	\$ 22,500.00	-24%
Government	\$42,000.00	\$20,000.00	\$ 38,000.00	111%	53%	\$ 27,000.00	+56%	\$ 17,000.00	+18%
Total:	\$290,649.31	\$ 209,953.88	\$ 390,000.00	75%	54%	\$ 241,390.45	+20%	\$ 208,140.45	+1%

* Last year's data does not have any corporate pledges. Total corporate gifts at end of FY18: \$7,013

End of Calendar Year Campaign 2018

	as of: 2/6/2019	as of: 2/6/2018	as of: 2/6/2017
Number of Gifts:	91	99	83
Total Raised:	\$21,280.50	\$ 24,281.00	\$ 15,395.00
Average Gift:	\$233.85	\$ 245.26	\$ 185.48
Total FY18		Total FY17	Total FY16
# of Gifts:	103	# of Gifts:	# of Gifts:
Total Raised:	\$ 24,481.00	Total Raised:	Total Raised:
Average Gift:	\$ 237.68	Average Gift:	Average Gift:
			88
			17,781.20
			202.06

Lapsed as of last report but made gifts:

Joan Morris
Susan Stob
Ed Wood

True Concord Voices & Orchestra
Misc. Committee Reports

FINANCE COMMITTEE:

The Finance Committee met February 20, 2019 and reviewed financial reports of January 31, 2019. There were a few discrepancies in the reports, however, which will be distributed prior to the February Board meeting.

GOVERNANCE COMMITTEE:

The Governance Committee plans to meet February 27, 2019 prior to the Board meeting. A report will be presented at that meeting.