



**ANNUAL MEETING OF THE BOARD OF DIRECTORS  
MAY 15, 2019, 3:30pm – 5:00pm, La Paloma Country Club**

**AGENDA**

- |       |   |             |
|-------|---|-------------|
| I.    | Welcome (Clyde Kunz)  | 3:30 – 3:35 |
| II.   | Minutes of April 17, 2019 meeting of the Board (2 pages)<br>Minutes of March 29, 2019 meeting (2 pages, corrected)  | 3:35 – 3:40 |
| III.  | <u>Board Chair's Report</u> (Clyde Kunz)  | 3:40 – 3:50 |
| IV.   | <u>Governance Committee Report</u> (Clyde Kunz for Nancy March)   | 3:50 – 4:00 |
|       | <b><u>Proposed Slate of Officers 2019-2020</u></b><br>Clyde Kunz, Chair<br>Warren Beck, Vice-Chair<br>Eve Shapiro, Secretary<br>Andrea Robson, Treasurer<br>Andy Watson, Vice-Chair, Special Projects<br>Nancy March, Vice-Chair, Artistic Engagement |             |
| V.    | <u>Audience Development Report</u> (Eve Shapiro)<br>a. 2018-19 Season Ticket Sales Report (2 pages)<br>b. 2019-20 Subscription Report (3 pages)   | 4:00 – 4:10 |
| VI.   | <u>Fund Development Report</u> (Clyde Kunz)<br>a. Fund Development Report dated May 1, 2019 (1 page)<br>b. Spring Giving Summary Report (1 page)  | 4:10 – 4:20 |
| VII.  | <u>Finance Committee Report</u> (Mary Lou Forier)<br>a. Review of 2018-19 YTD financials (to be distributed)<br>b. Proposed 2019-20 Budget (1 page, attached)   | 4:20 – 4:30 |
| VIII. | <u>Music Director's Report</u> (Eric Holtan)<br>a. Review of 2018-19 Successes<br>b. 2019-20 and Beyond...  | 4:30 – 4:45 |
| IX.   | <b>Celebrations!</b> (Clyde Kunz)<br>a. Mary Lou Forier, outgoing Treasurer<br>b. David Leege, 3-term Board graduate<br>c. Wine and cheese reception  | 4:45 – 5:30 |

**True Concord Voices & Orchestra**  
**Board Meeting Minutes**  
**3/20/2019**  
**Dove of Peace Lutheran Church**

Meeting called to order at 3:34 pm

Present: Clyde Kunz, Eric Holtan, Warren Beck, Mary Lou Forier, Nancy March, Sue Markovich, Julia Pernet, David Nix, Andy Robson, Andy Watson, Claire West

Excused: David Leege and Eloise Fredrickson

**Consent Agenda:**

Motion to accept consent agenda passed.

**Finance Committee Report (Mary Lou Forier)**

Balance Sheet

Summarized Budget: includes monthly budget, based on last year's financial information.

- “% of Budget” shows the comparison to YTD budget (instead of annual budget)
- February concert incurred more expense than expected
- Added concert this cycle – will incur more production expense. May incur more marketing expenses as well.
- Report on Accounts Receivable & Brokerage account errors and modifications

**New Business**

Next season's budget is in process of being assembled – will go to Finance committee next.

Updates from Claire West:

- Facilities: Discussions about Leo Rich Theatre, and conversations with Dan Coleman. He is interested in leading the effort on facilities.
- Dan has been composer in residence with TSO for a long time. Has connections with many major music groups in town (TSO, TJI, TDSF, TC, AFCM)
- We are moving toward larger venues for our concerts.

**Ticket report (Joshua Keeling)**

Ticket sales are 39% better than this point last month.

- Suggested that additional graphic be added on “extra performance facebook post” to show Mozart Requiem.

**New Business**

Online sales vs. phone & mail – we seem to be selling over 50% of ticket sales online.

Clyde reported that Phoenix Symphony's promotional efforts = only social media.

- We will stay tuned on our exact numbers (online vs. phone or mail)

**Generative Discussion**

- Claire West: Education discussion – has discussed distance-learning possibilities with National Endowment on the Arts

- Warren Beck: MacPhail is a great example of educational opportunities and possibilities.
- Venues: Leo Rich theatre is one possibility with pros & cons.
- Pima CC auditorium; decent size and acoustics.
  
- Suggestion: Premium seats at CFHS: first 2 rows should be General.

#### **Front-of-House Logistics discussion**

Josh discussed ticketing/ushering procedures with the board, so they can be prepared to step in and help if needed.

- Many ideas were brought up by board to improve audience experience, including improving the UX for reserved seating patrons, improvements regarding print-at-home tickets, ushers & seating, etc.; Josh will pursue implementation with FOH volunteers.

#### **Decision to add an extra concert in March 2019 cycle**

- Clyde acknowledge the quick decision was not “best practice”
- We have a lot on the line: learning how a Saturday Matinee works with our audiences, endurance of the performers, etc.

Meeting Adjourned at 4:50

Respectfully submitted,  
Joshua Keeling

## **True Concord**

Board Meeting – April 17, 2019

Minutes

Meeting started at 3:32

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

Absent: Andy Robson, David Nix

Excused: Julia Pernet

### **Consent agenda**

Correction on minutes from previous meeting: change the contact that Claire West was making was to "the National Endowment on the Arts" rather than "Dan Coleman."

Motion to accept the consent agenda as corrected: approved.

### **Financial Report (Mary Lou Forier)**

Brokerage account balanced.

Compared to last year, our negative income is ahead of where we were last year.

\$112,000 has been moved from restricted funds to the recording class.

Motion to accept Financial reports into consent agenda: approved.

Brokerage account updates:

Resolution to remove E.J. Foust, and add Mary Lou Forier & Josh Keeling to the brokerage account.

Resolution Passed.

### **Recording project update (Eric Holtan)**

Goal is to finish mastering by 7/1. From there the label would commence production, distribution, and promotion. Expected release in autumn.

### **Financial discussion:**

Ticket and subscription income are up (~10%)

Gifts are projected to be up 20% over last year, and 22% increase in grants.

Discussion of expenses which exceeded budget (distributed in Eric Holtan's report as part of the consent agenda).

Next season's draft budget:

Gifts will continue to increase \$375,000

Grants remain the same (no NEA grant)

Andy Watson's suggestion: compare new budget to previous actual figures instead of previous budgets

There are two Phoenix concerts planned next season; we are being mindful of Phoenix ensembles' activities & audiences so as not to be seen as "pillaging."

Personnel administration increase: over the past 5 years the vast majority of growth has gone toward the artistic areas. Draft staffing scenario would add an additional full time and additional part time

- Outreach Coordinator (full time) – Development (reports, research, letter generation), Volunteer coordination, Venue liaising, Website & social media help.
- Operations Associate (part time) – box office, various office admin duties,
- Financial Coordinator (very part time) – accountant's overview and consultant, bank reconciliation, form 990, 1099s.

Personnel Artistic: Conflicts with TSO contracts do not offer flexibility.

Marketing: more social media, less print will account for slight decrease in marketing budget

Total proposed expense budget: \$705,000. Board members were asked to review the proposed budget, with an anticipated vote on the budget at the May 15<sup>th</sup> Annual Meeting.

David Leege: suggested we have a budget line for streaming/CD promotion/income. Eric explained that we have not been posting performances online because AZ Central Sound has had an extremely slow turnaround. The streaming (live streaming) discussion will be assigned to Audience Development Committee, asking that they return to the Board with a recommendation about moving forward.

Those who attended the UA Presents Conspirare (performed "Considering Matthew Shepard" in Tucson last night) concert talked about the large scale production with video, choreography, etc. Eric is exploring how they put together a tour like this, and what it would take to produce something like this project. Eric and Clyde are scheduled to meet with Lendre Kerns who hired them for the UA Presents schedule. One of the things that is required for this kind of engagement is usually a collaboration with the host University (UA Choirs sang with them in one number), educational events, etc.

Annual Meeting will be held May 15

Location TBD

Meeting adjourned at 4:58.



	Totals				Single Tickets				Comps				Subscription Tickets				AVG. SUBS. TKT						
	Total TKTs		Total Revenue		Total \$		Walkup		Prem		Total #		Gen		Prem		Total \$		% Subs. #		Prc.		
	Sold	Price	Stu	% Walkup	Stu	% Walkup	Stu	% Walkup	Stu	% Walkup	Stu	% Walkup	Stu	% Walkup	Stu	% Walkup	Stu	% Walkup	Stu	% Walkup	Stu	% Walkup	
<b>True Concord Goes Latin!</b>	958	\$ 28,485	\$ 31.72	454	12%	283	47	117	2	5	12%	29.23	60	28	32	444	\$ 15,215	167	174	103	46%	53%	\$ 34.27
Single Ticket Totals	270	\$ 266	\$ 7,493	131	8%	112	11	8	0	0	26.32	4	2	2	135	\$ 4,045	72	63	N/A	50%	54%	\$ 29.96	
Friday, January 18, 2019 at 7:00 PM	372	\$ 350	\$ 11,507	181	13%	86	20	71	0	4	30.99	22	8	14	169	\$ 5,897	60	64	45	45%	51%	\$ 34.90	
Saturday, January 19, 2019 at 7:30 PM	316	\$ 282	\$ 9,484	142	13%	85	16	38	2	1	29.66	34	18	16	140	\$ 5,273	35	47	58	44%	56%	\$ 37.66	
Sunday, January 20, 2019 at 3:00 PM	Budget																						
	\$ 28,000																						
Amount over/under	\$ 485																						
Percent over/under	+2%																						

	Totals				Single Tickets				Comps							
	Total TKTs		Total Revenue		Total \$		Walkup		Prem		Total #		Stu		Total #	
	Sold	Price	Stu	% Walkup	Stu	% Walkup	Stu	% Walkup	Stu	% Walkup	Stu	% Walkup	Stu	% Walkup	Stu	% Walkup
<b>Corinne Winters Solo Recital</b>	171	\$ 165	\$ 3,279	171	19.87	65	3,229	89	11	6						
Single Ticket Totals																
Budget - January Total	\$ 28,000															
Amount over/under (January Total)	\$ 3,764															
Percent over/under (January Total)	+13%															

	Totals				Single Tickets				Comps				Subscription Tickets				AVG. SUBS. TKT							
	Total TKTs		Total Revenue		Total \$		Walkup		Prem		Total #		Gen		Prem		Total \$		% Subs. #		Prc.			
	Sold	Price	Stu	% Walkup	Stu	% Walkup	Stu	% Walkup	Stu	% Walkup	Stu	% Walkup	Stu	% Walkup	Stu	% Walkup	Stu	% Walkup	Stu	% Walkup	Stu	% Walkup		
<b>Bach St. Matthew Passion</b>	1622	\$ 1,491	\$ 45,352	30.42	971	\$ 27,858	663	61	239	4	4	7%	28.69	131	78	53	520	\$ 17,494	225	174	121	32%	39%	\$ 33.64
Single Ticket Totals	493	\$ 477	\$ 13,174	27.62	330	\$ 8,755	284	14	29	2	1	5%	26.53	16	16	0	147	\$ 4,419	78	69	N/A	30%	34%	\$ 30.06
Friday, February 22, 2019 at 7:00 PM	566	\$ 503	\$ 16,101	32.01	305	\$ 9,401	170	14	119	0	2	5%	30.82	63	27	36	198	\$ 6,700	84	63	51	35%	42%	\$ 33.84
Saturday, February 23, 2019 at 7:30 PM	563	\$ 511	\$ 16,077	31.46	336	\$ 9,703	209	33	91	2	1	11%	28.88	52	35	17	175	\$ 6,375	63	42	70	31%	40%	\$ 36.43
Sunday, February 24, 2019 at 3:00 PM	Paid: \$ 9,100																							
Arizona Bach Festival Payment for 2/21	Receivable: \$ 900																							
Budget - January Total	\$ 60,000																							
Amount over/under (January Total)	\$ (4,648)																							
Percent over/under (January Total)	-8%																							

	Totals				Single Tickets				Comps				Subscription Tickets				AVG. SUBS. TKT							
	Total TKTs		Total Revenue		Total \$		Walkup		Prem		Total #		Gen		Prem		Total \$		% Subs. #		Prc.			
	Sold	Price	Stu	% Walkup	Stu	% Walkup	Stu	% Walkup	Stu	% Walkup	Stu	% Walkup	Stu	% Walkup	Stu	% Walkup	Stu	% Walkup	Stu	% Walkup	Stu	% Walkup		
<b>Mozart Requiem</b>	1714	\$ 1,632	\$ 50,856	31.16	1,119	\$ 33,254	695	48	364	3	9	5%	29.72	82	49	33	513	\$ 17,602	200	190	123	30%	35%	\$ 34.31
Single Ticket Totals	441	\$ 429	\$ 12,313	28.70	286	\$ 7,915	220	15	49	0	2	6%	27.67	12	10	2	143	\$ 4,398	69	74	N/A	32%	36%	\$ 30.75
Friday, March 29, 2019 at 7:00 PM	197	\$ 165	\$ 5,079	30.78	148	\$ 4,468	81	6	55	2	4	8%	30.19	32	28	4	17	\$ 611	6	5	6	9%	12%	\$ 35.94
Saturday, March 30, 2019 at 3:00 PM	562	\$ 538	\$ 17,266	32.09	337	\$ 10,500	182	9	146	0	0	3%	31.16	24	6	18	201	\$ 6,767	87	62	52	36%	39%	\$ 33.67
Saturday, March 30, 2019 at 7:30 PM	514	\$ 500	\$ 16,198	32.40	348	\$ 10,372	212	18	114	1	3	6%	29.80	14	5	9	152	\$ 5,826	38	49	65	30%	36%	\$ 38.33
Sunday, March 31, 2019 at 3:00 PM	Budget - January Total																							
	\$ 50,000																							
Amount over/under (January Total)	\$ 856																							
Percent over/under (January Total)	+2%																							

**Subscription Report**  
5/10/2019

**2019-20 Subscriptions**

	Pick 3	Pick 4	Pick 5	Pick 6	Total Subs	% of Total	FY19 Comp	FY18 Comp
General	19	7	9	33	<b>68</b>	28%	+1%	-8%
Premium	25	15	24	45	<b>109</b>	45%	+22%	+40%
Reserved	16	7	5	36	<b>64</b>	27%	-9%	-31%
Total Subs	<b>60</b>	<b>29</b>	<b>38</b>	<b>114</b>	<b>241</b>		+7%	-2%
% of Total	25%	12%	16%	47%				
FY19 Comparison	+13%	+7%	+12%	+2%	+7%			
FY18 Comparison	+30%	-31%	-19%	+4%	-2%			
				Households	<b>145</b>			
# New Subscriptions:	46	19%		# New Households:	28	19%		
# Renewed Subs:	195	81%		# Renewed Hshlds:	117	81%		
				<b>Renewal Rate (Hshlds):</b>	<b>32%</b>			

Subscription Income:	General	Premium	Reserved	Total	FY19 Comp	FY18 Comp
	\$ 7,873.00	\$ 19,966.00	\$ 14,993.00	<b>\$ 42,832.00</b>	+6%	-2%
	18%	47%	35%			



**2018-19 Subscriptions To Date:** 5/31/2018 <- adjusted 3 weeks for earlier 2019 brochure release

	Pick 3	Pick 4	Pick 5	Pick 6	Total	% of Total	FY18 Comp
General	20	8	15	24	67	30%	-9%
Premium	20	13	15	41	89	39%	+14%
Reserved	13	6	4	47	70	31%	-25%
Total	53	27	34	112	226		-8%
% of Total	23%	12%	15%	50%			
FY18 Comp	+15%	-36%	-28%	+2%	-8%		
				Households:			
# New Subs:	60	27%		# New Households:	35	26%	
# Renewed Subs:	166	73%		# Renewed Hshlds:	101	74%	
				<b>Renew Rate (Hshlds):</b>	<b>30%</b>		

Subscription Income:	General	Premium	Reserved	Total	FY18 Comp
	\$ 7,339.00	\$ 16,150.00	\$ 16,926.00	\$ 40,415.00	-8%
	18%	40%	42%		

**2018-19 Subscriptions Total**

	Pick 3	Pick 4	Pick 5	Pick 6	Total	% of Total	FY18 Comp
General	104	37	41	67	249	42%	+24%
Premium	66	39	38	70	213	36%	+18%
Reserved	42	12	10	67	131	22%	-14%
Total	212	88	89	204	593		+11%
% of Total	36%	15%	15%	34%			
FY18 Comp	+38%	-22%	-23%	+34%	+11%		
				Total Households:			
# New Subscriptions:	247	42%		# New Households:	148	41%	
# Renewed Subs.:	346	58%		# Renewed Hshlds:	214	59%	
				<b>Renew Rate (Hshlds):</b>	<b>64%</b>		

Subscription Income:	General	Premium	Reserved	Total	FY18 Comp
	\$ 25,235.00	\$ 36,197.00	\$ 29,239.00	\$ 90,671.00	+8%
	28%	40%	32%		

**2017-18 Subscriptions To Date:**

5/31/2017

	Pick 3	Pick 4	Pick 5	Pick 6	Total	% of Total
General	25	15	13	21	74	30%
Premium	9	18	21	30	78	32%
Reserved	12	9	13	59	93	38%
Total	46	42	47	110	<b>245</b>	
% of Total	19%	17%	19%	45%		
Households:					<b>150</b>	

Subscription Income:	General	Premium	Reserved	Total
	\$ 7,528.75	\$ 14,022.00	\$ 22,275.00	<b>\$ 43,825.75</b>
	17%	32%	51%	

**2017-18 Subscriptions Total**

	Pick 3	Pick 4	Pick 5	Pick 6	Total	% of Total
General	70	49	44	38	201	38%
Premium	55	44	38	44	181	34%
Reserved	29	20	34	70	153	29%
Total	154	113	116	152	<b>535</b>	
% of Total	29%	21%	22%	28%		
Total Households:					<b>333</b>	

Subscription Income:	General	Premium	Reserved	Total
	\$ 19,792.50	\$ 29,302.00	\$ 34,482.50	<b>\$ 83,577.00</b>
	24%	35%	41%	

# Fund Development Report

5/1/2019

FY 2018-19

Fund	Committed	Received	Budget	% of Budget Committed	% of Budget Received
Board Gifts	\$86,180.50	\$75,010.07	\$ 90,000.00	96%	83%
Individual Gifts	\$258,214.00	\$220,674.00	\$ 228,000.00	113%	97%
Corporations	\$7,143.77	\$4,543.77	\$ 12,000.00	60%	38%
Foundations	\$17,225.42	\$17,225.42	\$ 22,000.00	78%	78%
Government	\$42,000.00	\$39,800.00	\$ 38,000.00	111%	105%
<b>Total:</b>	<b>\$410,763.69</b>	<b>\$ 357,253.26</b>	<b>\$ 390,000.00</b>	<b>105%</b>	<b>92%</b>

Fund	Last FY Committed to Date	THIS FY % Change: Committed	Last FY Received to Date	THIS FY % Change: Received	FY18 Budget	Last FY: % of Budget Committed	Last FY: % of Budget Received
Board Gifts	\$ 81,310.16	+6%	\$ 60,560.16	+24%	\$ 53,000.00	153%	114%
Individual Gifts	\$ 200,107.52	+29%	\$ 195,107.52	+13%	\$ 235,000.00	85%	83%
Corporations	\$ 7,012.77	+2%	\$ 7,012.77	-35%	\$ 12,000.00	58%	58%
Foundations	\$ 26,200.00	-34%	\$ 26,200.00	-34%	\$ 28,000.00	94%	94%
Government	\$ 27,000.00	+56%	\$ 17,000.00	+134%	\$ 17,000.00	159%	100%
<b>Total:</b>	<b>\$ 341,630.45</b>	<b>+20%</b>	<b>\$ 305,880.45</b>	<b>+17%</b>	<b>\$ 345,000.00</b>	<b>99%</b>	<b>89%</b>

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

# Spring Giving Summary & Comparison

2019		1st x		2018 donors renewed sum		
Total given	# gifts	Avg. Amt.	Med. Amt.	Sum	Avg.	% of total
January/February	14	\$ 993.96	\$ 50.00	10	\$ 410.50	1%
March ("Spring Giving")	33	\$ 891.32	\$ 89.00	18	\$ 6,028.00	8%
April ("Spring Campaign")	94	\$ 289.54	\$ 100.00	26	\$ 8,025.00	11%
May ("Spring Campaign")	2	\$ 550.00	N/A			
<b>Total</b>	<b>143</b>	<b>\$ 501.02</b>		<b>54</b>	<b>\$ 14,463.50</b>	<b>20%</b>

# of '18 donors not yet renewed	Amount not yet renewed	Renewal "overdue" #	2018 renewal "overdue" sum
73	\$ 22,575.00	37	\$ 14,400.00

2018		1st x		% of total		
Total Given, LY to date	# gifts	Avg. Amt.	Med. Amt.	Sum	Avg.	% of total
January/February	3	\$ 100.00		1	\$ 100.00	0.2%
March	10	\$ 412.50		2	\$ 225.00	0.5%
April	65	\$ 283.23		7	\$ 495.00	1.1%
May	14	\$ 500.00		2	\$ 150.00	0.3%
June	40	\$ 390.63		0	\$ -	0.0%
<b>Total</b>	<b>132</b>	<b>\$ 344.39</b>		<b>12</b>	<b>\$ 970.00</b>	<b>2%</b>

Avg. # days earlier/later than last year's gift	Avg. Amount '19	Comp. '18 vs. '19
-22		+\$167

2019 Campaigns:	Sum	# Gifts	Average Gift	# sent	Response rate
Spring Giving (March thru current, no other campaign)	\$ 12,274.65	31	\$ 395.96	N/A	N/A
Spring Letter 1 2019 - Donors	\$ 16,891.50	69	\$ 244.80	304	23%
Spring Letter 2 - >\$80 Tickets	\$ 3,179.00	18	\$ 176.61	712	3%
Spring Letter 3 - >\$50 Tickets	\$ 885.00	6	\$ 147.50	442	1%
All Spring Letters:	\$ 20,955.50	93	\$ 225.33	1458	6%
Sponsorships 19-20 Season - Spring 2019 (non-board)	\$ 27,500.00	10	\$ 2,750.00	N/A	N/A
<b>Spring Letters &amp; Sponsorships Total:</b>	<b>\$ 48,455.50</b>	<b>103</b>	<b>\$ 470.44</b>		
<b>Totals</b>	<b>\$ 60,730.15</b>	<b>134</b>	<b>\$ 453.21</b>		

TRUE CONCORD BUDGET

INCOME

	16-17	17-18	18-19	19-20
Ticket Sales	\$160,000	\$200,000	\$220,000	\$240,000
Gifts	\$248,000	\$300,000	\$330,000	\$375,000
Grants	\$31,500	\$45,000	\$60,000	\$60,000
Misc. Income	\$18,500	\$15,000	\$20,000	\$20,000
Admin Allocation brought over from Dorothy Dyer Vanek Fund	\$0	\$0	\$10,000	\$10,000
<b>TOTAL INCOME</b>	<b>\$458,000</b>	<b>\$560,000</b>	<b>\$640,000</b>	<b>\$705,000</b>

EXPENSE

Personnel Admin.	\$44,560	\$52,000	\$75,000	\$109,000
Personnel Artistic	\$277,275	\$357,500	\$410,000	\$410,000
Concert Production	\$37,000	\$42,600	\$45,000	\$62,000
Facilities	\$3600	\$3600	\$7200	\$7200
Marketing	\$63,000	\$61,000	\$61,000	\$65,000
Fund Development	\$15,380	\$11,000	\$11,000	\$11,000
Administration	\$17,000	\$22,300	\$25,000	\$35,000
Contingency	\$0	\$10,000	\$5800	\$5800
<b>TOTAL EXPENSE</b>	<b>\$457,815</b>	<b>\$560,000</b>	<b>\$640,000</b>	<b>\$705,000</b>