



**MEETING OF THE BOARD OF DIRECTORS
MARCH 11, 2020 - 3:30PM - 5:00PM - St. Francis in the Foothills UMC**

AGENDA

- | | | |
|-------|--|-------------|
| I. | Welcome (Chair) | 3:30 - 3:35 |
| II. | <u>CONSENT AGENDA</u> , including: | 3:35 - 3:50 |
| | a. Minutes of February 5, 2020 Board Meeting (2 pages) | |
| | b. Audience Development Committee Report, 2/13/2020 (1 page) | |
| | c. Ticket Sales by Event & Price Level, February 29, 2020 (2 pages) | |
| | d. Fund Development Report, 3/4/2020 (1 page) | |
| | e. Balance Sheet, All Classes, 1/31/2020 (1 page) | |
| | f. Profit & Loss Prev. Year Comparison, 1/31/2020 (1 page) | |
| | g. Profit and Loss by Class, 1/31/2020 (1 page) | |
| III. | <u>Music Director's Report</u> | 3:50 - 4:10 |
| IV. | <u>Chair's Report</u> | 4:10 - 4:15 |
| | Tucson Festival of Books - additional volunteers needed
March 14 & 15, 2020 | |
| V. | <u>Audience Development Update</u> (Eve Shapiro) | 4:15 - 4:25 |
| VI. | <u>Fund Development Update</u> (Clyde Kunz) | 4:25 - 4:30 |
| VII. | <u>Finance Committee Update</u> (Andy Robson) | 4:30 - 4:45 |
| VIII. | <u>Governance Committee</u> (Nancy March) | 4:45 - 5:00 |
| | Slate of 2020-21 officers to be presented at Annual Meeting. | |

NEXT MEETING OF THE BOARD OF DIRECTORS (ANNUAL MEETING)
Wednesday, April 29, 2020 3:30 - 5:00PM
Location: St. Francis in the Foothills UMC, 4624 E. River Rd (at Swan)

NOTE:

**Possibility of a ZOOM (video) meeting that will be scheduled
prior to the Annual Meeting, in order to answer
questions about the proposed 2020-21 budget.**

True Concord
Board Meeting
2-5-2020

Present:

Clyde Kunz, Susan Markovich, Julia Pernet, Eloise Fredrickson, Claire West, Eric Holtan, Andy Watson, Mary Lou Forier, Eve Shapiro, Andy Robson, Nancy March

Excused: David Nix, Warren Beck

Staff Present: Joshua Keeling

Meeting called to order at: 3:33 PM

Consent Agenda

Motion to approve made by Eve Shapiro, seconded Mary Lou Forier, Claire West
Consent Agenda approved unanimously.

Founding Music Director's Report (Eric Holtan)

America Sings had a tremendous audience turnout, concerts were live streamed because of the sellouts.

Meeting with Reference Recordings

- Introduced plan of series of American music to Exec. Dir. Marcia Martin.
- Upcoming commission of Hagen, on texts of suffrage-era writers
 - Piece scheduled to premiere 1/2021
- Starting series with Dickinson poetry project
 - Planned to release 1/2021
- Expected contract from RR on these first two projects
- "Professor" Johnson may help in production process – even in advisory capacity may be a boost for recognition
- Surround recordings – suggested by RR. Eric will explore this possibility with Peter R.
- Interesting facts shared by RR:
 - 87% of music released today is *streamed*.
 - Suggested to tailor marketing toward streaming.
 - 50% of RR's sales take place outside of US

Dorothy Dyer Vanek fund: was discussed at prior meeting

- Discussion of continuation of Vanek fund after the Fund for Excellence is completed.

Recital Series

Proposed recital series: 3 recitals on next season program, with estimated budget.

- Suggestion from Julia: \$25 is too low a ticket price for Corinne W.

Motion to adopt proposed Recital Series made by Andy Robson, seconded Mary Lou Forier

Discussion: Recital series with True Concord's "brand" and identity.

- Marketing it as "meeting" one of our musicians. Reception, etc.
- Brings back some more of the intimacy lost in larger venues

- Host considerations

Motion passed unanimously

Chair's Report

Festival of Books – reminder to board members to block out time to volunteer at the booth.

Audience Development Report (Eve Shapiro)

Ticket price proposal: Increase subscriptions by avg. \$12 and indiv. tickets by \$2. Processing fees: \$10/sub. No change to single tickets. Addition of reserved single tickets for \$52. Walkups \$50 and \$35.

Discussion:

Motion passed unanimously.

Discussion: Giebler recital promotion

Video clip of his performance in St. Matthew Passion

Pitch to students – Laurel is working on this.

Order form in Beethoven concert programs (In Envelope)

Mention at pre-concert talk

Finance (Andy Robson)

Income & Expenses look good compared to prior year

P&L with Budget: Combine Misc. Income and Recording Expenses.

Motion to accept financial reports to agenda – passed unanimously

Governance (Nancy March)

Bylaws allow to bring new board members if below cap: two potential board members to present:

1. Jeannette Segel
 - a. Recommendation from committee to accept onto board: passed unanimously
2. Lendre Kearns
 - a. Recommendation from committee to accept onto board: passed unanimously

New Items:

Donor Events:

2/16 Season Announcement Party, La Paloma Country Club

Meeting adjourned: 4:55 PM

Next Meeting:

March 11, 2020, 3:30 PM

St. Francis in the Foothills UMC

Feb 13, 2020

Meeting began at 3:40.

Present: Eve Shapiro, Chair

Clyde Kunz

Eric Holton

David Nix

Julia Pernet

Josh Keeling, Erin Dietche, staff

Ticket sales: America Sings! concerts were all sold out! Put us back above ticketing budget for this time of year. Beethoven/Goethe concerts selling above last year at this time.

Concern raised about Caliente listing not noting True Concord. Will check with ProVentures.

Brian Giebler concert has sold only 20 tickets. Tucson Desert Song will promote both and Email blasts will go out for both concerts. Will promote Brian at Beethoven concert, since he is a featured singer. Discussed other outreach issues which Eve will share with ProVentures.

New ticketgoers from last concert are getting a discount.

Tickets for March concerts are also looking better than the same time last year.

Ticket pricing and reservations: Josh notes that Patron Manager can do reservations at each venue

but it costs \$500/venue and takes several months to set up.

Eric's proposal for an increase in prices of \$2/ticket and increase in \$12 in subscription prices was accepted by the full board and will begin next season.

New season: Trifold will be ready for the La Paloma event on Feb. 16 and brochures should go out by early March.

Next meeting possibly March 6 at 4 pm at Eve's home? Eve will check with ProVentures on their availability and get back to group with final date.

Meeting adjourned at 4:25

Submitted by Eve Shapiro

America Sings!	1,400 \$	42,112	Budget	\$ 31,000.00
Friday, January 24, 2020 at 7:00 PM	391 \$	10,950	Amount +/-	\$ 11,111.60
Single	268 \$	7,220	% over/under:	+36%
Subscription	123 \$	3,730		
Saturday, January 25, 2020 at 7:30 PM	589 \$	17,922	Last yr \$ % +/-	+48%
Single	341 \$	9,965	Last yr # % +/-	+46%
Comp	217 \$	7,957		
Sunday, January 26, 2020 at 3:00 PM	31 \$	-		
Single	420 \$	13,239		
Subscription	254 \$	7,560		
Comp	153 \$	5,679		
Comp	13 \$	-		

Beethoven & Goethe	1,257 \$	38,280	Budget	\$ 50,000.00
Friday, February 21, 2020 at 7:00 PM	332 \$	9,052	Amount +/-	\$ (11,719.93)
Single	186 \$	5,050	% over/under:	-23%
Subscription	130 \$	4,002		
Comp	4 \$	-		
Saturday, February 22, 2020 at 7:30 PM	398 \$	12,454	Last yr \$ % +/-	-31%
Single	182 \$	5,400	Last yr # % +/-	-23%
Subscription	190 \$	7,054		
Comp	26 \$	-		
Sunday, February 23, 2020 at 3:00 PM	527 \$	16,774		
Single	276 \$	8,278		
Subscription	225 \$	8,496		
Comp	26 \$	-		

Brian Giebler Recital [EVENTS CLASS] 79 \$ 1,515 (Not included in budget or totals)

Bach & Minor Mass	844 \$	28,092	Budget	\$ 60,000.00
Pinnacle Presbyterian Performance		10,000	Amount +/-	\$ (31,908.01)
Friday, March 27, 2020 at 7:00 PM	144 \$	4,424	% over/under:	-53%
Single	28 \$	880		
Subscription	116 \$	3,544	Last yr \$ % +/-	-2%
Comp	0 \$	-	Last yr # % +/-	-4%
Saturday, March 28, 2020 at 7:30 PM	378 \$	12,455		
Single	145 \$	4,360		
Subscription	224 \$	8,098		
Comp	9 \$	-		
Sunday, March 29, 2020 at 3:00 PM	322 \$	11,213		
Single	128 \$	4,125		
Subscription	190 \$	7,088		
Comp	4 \$	-		

Totals for events thru 2/29

Grand Totals	6,412 \$	198,475	Budget to date	\$ 180,000.00
Single	3,232 \$	92,458	Income to date	\$ 170,383.41
Subscription	2,787 \$	98,460	Amount +/-	\$ (9,616.59)
[Presented performances]		17,500	% over/under:	-5%
Green Valley Totals 1/31/20	1,460 \$	41,568	Season Budget	\$ 240,000.00
Single	799 \$	21,459	Season Income	\$ 198,475.40
Subscription	661 \$	20,109	Amount +/-	\$ (41,524.60)
			% over/under:	-17%
Last yr \$ % +/-				+1%
Last yr # % +/-				-3%

True Concord Goes Latin!	958 \$	28,485	Budget	\$ 28,000
Friday, January 18, 2019 at 7:00 PM	270 \$	7,493	Amount +/-	\$ 485
Single	131 \$	3,448	% +/-:	+2%
Subscription	135 \$	4,045		
Comp	4 \$	-		
Saturday, January 19, 2019 at 7:30 PM	372 \$	11,507		
Single	181 \$	5,610		
Subscription	169 \$	5,897		
Comp	22 \$	-		
Sunday, January 20, 2019 at 3:00 PM	316 \$	9,484		
Single	143 \$	4,188		
Subscription	141 \$	5,296		
Comp	32 \$	-		
Corinne Winters Recital	171 \$	3,279		

Bach St. Matthew Passion	1,622 \$	55,352	Budget	\$ 60,000
ABF/PEMS Performance		10,000	Amount +/-	\$ (4,648)
Friday, February 22, 2019 at 7:00 PM	493 \$	13,174	% +/-:	-8%
Single	330 \$	8,755		
Subscription	147 \$	4,419		
Comp	16 \$	-		
Saturday, February 23, 2019 at 7:30 PM	566 \$	16,101		
Single	308 \$	9,492		
Subscription	196 \$	6,609		
Comp	62 \$	-		
Sunday, January 26, 2020 at 3:00 PM	563 \$	16,077		
Single	338 \$	9,703		
Subscription	175 \$	6,375		
Comp	50 \$	-		

Mozart Requiem	876 \$	28,597	Budget	\$ 50,000
Friday, March 29, 2019 at 7:00 PM	201 \$	6,098	Amount +/-	\$ (21,403)
Single	56 \$	1,700	% +/-:	-43%
Subscription	143 \$	4,398		
Comp	2 \$	-		
Saturday, March 30, 2019 at 3:00 PM	28 \$	981		
Single	11 \$	370		
Subscription	17 \$	611		
Comp	0 \$	-		
Saturday, March 30, 2019 at 7:30 PM	373 \$	12,028		
Single	165 \$	5,261		
Subscription	201 \$	6,767		
Comp	7 \$	-		
Sunday, March 31, 2019 at 3:00 PM	274 \$	9,490		
Single	120 \$	3,664		
Subscription	152 \$	5,826		
Comp	2 \$	-		

Totals for events thru 2/28

Grand Totals	6,809 \$	197,067	Budget to date	\$ 170,000.00
Single	2425 \$	95,315	Income to date	\$ 168,470.48
Subscription	2619 \$	89,325	Amount +/-	\$ (1,529.52)
[Presented Performances]		10,000	% over/under:	-1%
Green Valley Totals 1/31/19	1,697 \$	46,104	Season Budget	\$ 220,000
Single	875 \$	23,463	Season Income	\$ 197,067
Subscription	749 \$	22,641	Amount +/-	\$ (22,933)
			% +/-:	-10%

Ticket Sales by Event and Price Level - through 2-29-2020
FY 2019-20 as of 2/29/2020

Event Name, Date, and Ticket Price Levels	Quantity	Total Revenue	Budget \$	Amount +/-	% +/-
Shakespeare in Song	657	\$ 26,094	\$ 30,000	\$ (3,906)	-13%
Pinnacle Presbyterian performance		\$ 7,500			
Friday, October 11, 2019 at 7:00 PM	160	\$ 4,238			
Single	72	\$ 1,910			+17%
Subscription	77	\$ 2,328			-16%
Comp	11	\$ -			
Saturday, October 12, 2019 at 7:30 PM	282	\$ 7,567			
Single	99	\$ 2,772			
Subscription	137	\$ 4,795			
Comp	46	\$ -			
Sunday, October 13, 2019 at 3:00 PM	215	\$ 6,789			
Single	63	\$ 1,820			
Subscription	128	\$ 4,969			
Comp	24	\$ -			

Event Name, Date, and Ticket Price Levels	Quantity	Total Revenue	Budget \$	Amount +/-	% over/under:
Mozart & da Vinci	1,016	\$ 27,417	\$ 30,000.00	\$ (2,582.76)	-9%
Friday, November 22, 2019 at 7:00 PM	246	\$ 5,445			
Single	82	\$ 2,060			
Subscription	112	\$ 3,385			
Comp	52	\$ -			
Saturday, November 23, 2019 at 7:30 PM	305	\$ 8,955			+35%
Single	110	\$ 3,123			+19%
Subscription	165	\$ 5,832			
Comp	30	\$ -			
Sunday, November 24, 2019 at 3:00 PM	465	\$ 13,018			
Single	180	\$ 5,403			
Subscription	206	\$ 7,615			
Comp	79	\$ -			

Event Name, Date, and Ticket Price Levels	Quantity	Total Revenue	Budget \$	Amount +/-	% over/under:
Lessons & Carols by Candlelight: Songs of the Magi	1,238	\$ 36,481	\$ 39,000.00	\$ (2,519.50)	-6%
Thursday, December 12, 2019 at 7:30 PM	128	\$ 3,382			
Single	99	\$ 2,439			
Subscription	27	\$ 943			
Comp	2	\$ -			
Friday, December 13, 2019 at 7:00 PM	269	\$ 7,458			-6%
Single	163	\$ 4,339			-8%
Subscription	103	\$ 3,119			
Comp	4	\$ -			
Saturday, December 14, 2019 at 7:30 PM	372	\$ 11,517			
Single	250	\$ 7,309			
Subscription	111	\$ 4,208			
Comp	11	\$ -			
Sunday, December 15, 2019 at 3:00 PM	269	\$ 8,732			
Single	163	\$ 4,846			
Subscription	102	\$ 3,886			
Comp	4	\$ -			
Sunday, December 15, 2019 at 7:30 PM	200	\$ 5,393			
Single	143	\$ 3,601			
Subscription	51	\$ 1,792			
Comp	6	\$ -			

Ticket Sales by Event and Price Level - through 2-28-2019
FY 2018-19 as of 2/28/2019

Event Name, Date, and Ticket Price Levels	Quantity	Total Revenue	Budget \$	Amount +/-	% +/-
Northern Lights	786	\$ 22,226	\$ 20,000	\$ 2,226	+11%
Friday, October 19, 2018 at 7:00 PM	194	\$ 5,320			
Single	88	\$ 2,426			
Subscription	99	\$ 2,894			
Comp	7	\$ -			
Saturday, October 20, 2018 at 7:30 PM	348	\$ 9,562			
Single	148	\$ 4,385			
Subscription	151	\$ 5,177			
Comp	49	\$ -			
Sunday, October 21, 2018 at 3:00 PM	244	\$ 7,344			
Single	103	\$ 2,948			
Subscription	123	\$ 4,396			
Comp	18	\$ -			

Event Name, Date, and Ticket Price Levels	Quantity	Total Revenue	Budget \$	Amount +/-	% +/-
American Rhythm	856	\$ 20,242	\$ 28,000	\$ (7,758)	-28%
Saturday, November 3, 2018 at 3:00 PM	253	\$ 5,406			
Single	98	\$ 2,716			
Subscription	76	\$ 2,690			
Comp	79	\$ -			
Saturday, November 3, 2018 at 7:00 PM	233	\$ 5,492			
Single	90	\$ 2,265			
Subscription	106	\$ 3,227			
Comp	37	\$ -			
Sunday, November 4, 2018 at 3:00 PM	370	\$ 9,344			
Single	120	\$ 3,494			
Subscription	162	\$ 5,850			
Comp	88	\$ -			

Event Name, Date, and Ticket Price Levels	Quantity	Total Revenue	Budget \$	Amount +/-	% +/-
Lessons & Carols: Love's Pure Light	1,340	\$ 38,888	\$ 34,000	\$ 4,888	+14%
Thursday, December 13, 2018 at 7:00 PM	150	\$ 3,849			
Single	113	\$ 2,813			
Subscription	29	\$ 1,036			
Comp	8	\$ -			
Friday, December 14, 2018 at 7:00 PM	306	\$ 8,528			
Single	180	\$ 4,869			
Subscription	119	\$ 3,659			
Comp	7	\$ -			
Saturday, December 15, 2018 at 7:30 PM	401	\$ 12,214			
Single	261	\$ 7,689			
Subscription	124	\$ 4,524			
Comp	16	\$ -			
Sunday, December 16, 2018 at 3:00 PM	304	\$ 9,618			
Single	179	\$ 5,567			
Subscription	107	\$ 4,051			
Comp	18	\$ -			
Sunday, December 16, 2018 at 7:30 PM	179	\$ 4,679			
Single	118	\$ 3,100			
Subscription	47	\$ 1,579			
Comp	14	\$ -			

Fund Development Report

3/4/2020

Totals as of 2/29/2020:

Fund	Committed	% Change to YTD	Received	% Change to Last YTD	Budget	% of Budget Cmt'd	% of Budget Rc'd
Board Gifts	\$86,814	+3%	\$ 48,014	+12%	\$ 90,000	96%	53%
Individual Gifts	\$125,255	-17%	\$ 123,175	-16%	\$ 273,000	46%	45%
Corporations*	\$6,822	+54%	\$ 4,322	+6570%	\$ 12,000	57%	36%
Foundations	\$15,000	-13%	\$ 15,000	-13%	\$ 33,500	45%	45%
Government	\$26,750	-33%	\$ 7,750	-61%	\$ 26,500	101%	29%
Total:	\$ 260,642	-12%	\$ 198,262	-13%	\$ 435,000	60%	46%

Avg. Ind. Gift
\$492.70

250 gifts
*Committed Corp
includes \$2500 IBM.
Does not include
expected \$1000 from
Alphagraphics

Fiscal Year 2019

Totals as of 2/28/2019

Fund	Committed to Date	Received to Date	Budget	% of Budget Cmt'd	% of Budget Rc'd
Board Gifts	\$ 84,531	\$ 43,015	\$ 90,000	94%	48%
Individual Gifts	\$ 150,079	\$ 147,199	\$ 228,000	66%	65%
Corporations	\$ 4,440	\$ 65	\$ 12,000	37%	1%
Foundations	\$ 17,225	\$ 17,225	\$ 22,000	78%	78%
Government	\$ 39,800	\$ 20,000	\$ 38,000	105%	53%
Total:	\$ 296,075	\$ 227,504	\$ 390,000	76%	58%

Avg. Ind. Gift
\$ 740.10

198 gifts

Fiscal Year 2018

Totals as of 2/28/2018

Fund	Committed to Date	Received to Date	Budget
Board Gifts	\$ 81,310	\$ 60,560	\$ 53,000
Individual Gifts	\$ 116,318	\$ 113,818	\$ 235,000
Corporations*	\$ 13	\$ 13	\$ 12,000
Foundations	\$ 22,500	\$ 22,500	\$ 28,000
Government	\$ 27,000	\$ 17,000	\$ 17,000
Total:	\$ 247,140	\$ 213,890	\$ 345,000

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

True Concord Voices & Orchestra
 Balance Sheet - All Classes
 As of January 31, 2020

Accrual Basis

	Jan 31, 20	Jan 31, 19	\$ Change
ASSETS			
Current Assets			
Checking/Savings			
1000 · WF Checking (8299)	157,593	94,619	62,974
1001 · WF Savings (3739)	503	502	1
1005 · WF Brokerage Acct (2690)	55,487	10,002	45,485
Total Checking/Savings	<u>213,583</u>	<u>105,123</u>	<u>108,460</u>
Accounts Receivable			
1100 · Accounts Receivable	4,400	87,896	(83,496)
Total Accounts Receivable	<u>4,400</u>	<u>87,896</u>	<u>(83,496)</u>
Other Current Assets			
1200 · Prepaid Expenses (Future Season Expenses)	300	4,202	(3,902)
Total Other Current Assets	<u>300</u>	<u>4,202</u>	<u>(3,902)</u>
Total Current Assets	<u>218,283</u>	<u>197,221</u>	<u>21,062</u>
TOTAL ASSETS	<u>218,283</u>	<u>197,221</u>	<u>21,062</u>
LIABILITIES & EQUITY			
Liabilities			
Current Liabilities			
Other Current Liabilities			
24000 · Payroll Liabilities	0	103	(103)
2500 · Deferred Income (Future Season Income)	2,725	6,798	(4,073)
Total Other Current Liabilities	<u>2,725</u>	<u>6,901</u>	<u>(4,176)</u>
Total Current Liabilities	<u>2,725</u>	<u>6,901</u>	<u>(4,176)</u>
Total Liabilities	<u>2,725</u>	<u>6,901</u>	<u>(4,176)</u>
Equity			
32000 · Unrestricted Net Assets	1,252	36,929	(35,677)
33000 · Temporarily Restricted	247,000	225,000	22,000
34000 · Permanently Restricted (Endowment Account)	503	500	3
Net Income	(33,197)	(72,110)	38,913
Total Equity	<u>215,558</u>	<u>190,319</u>	<u>25,239</u>
TOTAL LIABILITIES & EQUITY	<u>218,283</u>	<u>197,220</u>	<u>21,063</u>

True Concord Voices & Orchestra
 Profit & Loss Prev Year Comparison - General Fund
 July 2019 through January 2020

Accrual Basis

	Jul '19 - Jan 20	Jul '18 - Jan 19	\$ Change
Income			
4852 · Release from Restricted Fund	5,000	-	5,000
5509 · Ticket Sales	180,653	157,792	22,861
Gifts	162,252	215,703	(53,451)
Grants	22,750	58,525	(35,775)
Recording & CD Income	19,565	225	19,340
Misc. Income	11,570	9,218	2,352
Total Income	401,790	441,463	(39,673)
Expense			
Personnel Admin.	42,438	52,841	(10,403)
Concert Production	29,073	37,998	(8,925)
Personnel Artistic	277,008	258,950	18,058
Marketing	33,910	43,146	(9,236)
Recording & CD Expenses	13,756	-	13,756
Fund Development	7,451	4,364	3,087
Administration	34,459	23,003	11,456
Facilities	4,200	3,600	600
66900 · Reconciliation Discrepancies	(160)	-	(160)
Total Expense	442,135	423,902	18,233
Net Income	(40,345)	17,561	(57,906)

True Concord Voices & Orchestra
 Profit and Loss by Class
 July 2019 through January 2020

	General	Recording	Accrual Basis TOTAL
Income			
4852 · Release from Restricted Fund	5,000	-	5,000
5509 · Ticket Sales	180,653	-	180,653
Gifts	162,252	8,026	170,278
Grants	22,750	-	22,750
Recording & CD Income	19,565	-	19,565
Misc. Income	11,570	-	11,570
Total Income	401,790	8,026	409,816
Expense			
Personnel Admin.	42,438	-	42,438
Concert Production	29,073	-	29,073
Personnel Artistic	277,008	153	277,161
Marketing	33,910	-	33,910
Recording & CD Expenses	13,756	725	14,481
Fund Development	7,451	-	7,451
Administration	34,459	-	34,459
Facilities	4,200	-	4,200
66900 · Reconciliation Discrepancies	(160)	-	(160)
Total Expense	442,135	878	443,013
Net Income	(40,345)	7,148	(33,197)