

Board Meeting Minutes

11-10-2021 at Dove of Peace Lutheran Church

Present:

Nancy March, Eric Holtan, Andy Robson, Lendre Kearns, Claire West, Andy Watson, Eve Shapiro, Susan Markovich, Jeannette Segel
Sarah Dinham (zoom), Sandra Um (zoom)

Staff present:

Welz Kauffman, Josh Keeling

Excused Pat Bjorhovde (ex-officio), Clyde Kunz

Meeting called to order at 3:40 PM

Consent Agenda

Motion to approve minutes from 9-15 meeting by Andy Watson, seconded by Claire West, approved unanimously.

Motion to approve Consent Agenda: Susan Markovich, Jeannette Segel seconded.

Finance Report (Andy Robson)

There are still some accounting questions to answer so no approvals will be sought at this meeting, but the data is essentially correct and up to date through October.

Vanguard Account and NBAZ Account are in process of being set up.

Of the \$884,000 in the bank, \$284,000 is in the recording class.

SVOG funds are transferred to Income each month. \$25,666 was used in October (NOTE: this will go up for travel expenditures)

Budget

Discussion from Eric Holtan:

Ticketing: involves educated guesswork, informed by national audience data. Projections for each concert have been figured from the 2019-20 season numbers with adjustments based on sales so far, programming, national data, and other factors.

Gifts: Fund Dev has discussed a 5% "stretch goal." This is internal, not reflected in budget

Grants: \$174,000 is already included due to SVOG. Other grants include TDSF, Hillman Foundation, and expected same funding from ACA.

Vanek Bequest allocation reflects board approved amount toward Kauffman contract.

Bach B-Minor advances from 2020: originally created as an advance payment to be deducted off future projects. Total of these advances is approx. \$8,567.

The board discussed writing off this advance and paying artists full amounts this season.

Motion to “forgive” these advances: Eve Shapiro, seconded Andy Watson. Motion passed unanimously.

Budget will be amended to include this amount.

Motion to accept the budget as amended: Claire West, 2nd Lendre Kearns.

Passed unanimously.

Comment from Andy R: As we are in a place of abundance now, we can't lose sight of our plans for the future, with so much unknown.

Accounting and legal mechanisms are still needed for board allocated funds.

Governance Committee Report (Claire West)

Self-Assessments were passed out to all members. They are intended to stimulate self-reflection as well as the board's overall function.

Music Director's Report (Eric Holtan)

Eric expressed thanks for everyone's role in making October's concerts, our first back in the hall, a success. The sense of community among the musicians and the audience was palpable. Eric shared some reflections on our community of artists.

Ticket sales – We are working toward our budgeted goal for November's concert. At this time, it could use some help. In addition to our marketing activities, Board members were encouraged to help spread the word about this moving, powerful concert.

Thanksgiving greeting cards will be passed out to thank donors.

Welz's tenure of two months so far is already having a positive impact, diving in to everything to get to know the organization. Welz was present at UA's Music at the Murals event (Meet Me at Maynard's) on Monday, handing out bookmarks and plugging True Concord's sponsorship of the choral group. A Daily Star piece helped attract a big crowd!

Next board meeting will include plans for next season. Plans are also taking into account the fact that the following season will be our 20th.

Recording projects: working on a back-to-back double project.

Welz Kauffman commented on upcoming promotional activities revolving around Jocelyn Hagen & Jake Runestad:

Promotions around the January (Jocelyn Hagen) and February (Jake Runestad) are in the works and have some interesting potential, including Biosphere 2 and other collaborations with UA (ENR building).

Claire West: Humanities funding for panels may be able to be arranged.

Plans for Jocelyn include social media takeovers and plans to exhibit the 47 portraits commissioned by her for the project.

Big Sisters, Girl Scouts, and other collaborations are being explored to reach younger audiences.

Education opportunities: Welz is discussing education strategies with Shawn Campbell, forming partnerships and plans to get our impact out there.

Board Retreat Followup Discussion

Discussion focused on outreach; introducing True Concord to others, and conveying True Concord's identity in a meaningful and effective way. Directors suggested practicing a True Concord "Elevator speech" to describe True Concord to others.

- Dedicated fan base, loved by the community;
- Professional, elite, select artists;
- Quality of music: "wow" better than anything else you can hear in the area;
- Challenging preconceptions about what a choir/orchestra is and sounds like;
- Who are our biggest competitors both in the area and beyond?
 - A lot of shared audiences
- Grammy-nominated is a huge accolade
 - *Every time we talk about ourselves, we should mention the Grammy nomination.*

Meeting adjourned at 5:04 PM.

Minutes

Board Special Meeting 1-5-2022

2:00 PM, via Zoom

Directors Present: Nancy March, Sarah Dinham, Julia Pernet, Clyde Kunz, Claire West, Jeannette Segel, Eve Shapiro, Eric Holtan, Lendre Kearns, Susan Markovich, Sandra Um

Staff Present: Welz Kauffman, Joshua Keeling

Excused: Andy Watson, Andy Robson

Eve: Update on national status of Omicron variant of Covid

Case numbers beginning to rise rapidly in AZ

Eve has had concerns about getting musicians here safely, audiences, etc.

Eric: Now getting frequent emails from singers about health & safety, hosts, etc.

We're also well short of target on host availability.

Ticket sales have come to a halt.

Welz: Many other organizations taking action in response to omicron outbreak.

Artists are asking about getting more frequent tests; tests are difficult to get right now.

Welz has spoken to Jocelyn, and Susanna Phillips' agents.

Nancy: "Jocelyn deserves better for her premiere". She said we want people to come!

Welz will talk to Susanna's agents about all possibilities surrounding the rescheduling, including whether the Recital should still occur on 2/1 and the Masterclass (we can check vax cards at the University).

Discussion revolved around Tucson Desert Song Festival's input and plans, other groups' actions, and potential reschedule dates, which may possibly have coordination with next album recording, or look to next season.

Nancy March presented the recommendation to postpone the January concert for a later date to be determined.

Julia Pernet made the motion to postpone the January concerts to a later date to be determined, seconded by Eve Shapiro. The Motion passed unanimously.

The board agreed to give Eric and Welz full authority to postpone Susanna Phillips recital if appropriate, in consultation with Nancy, Eve, Song Festival board, etc.

There is some consideration/possibility of moving this program to another time next season (besides January). This also impacts TDSF/Susanna.

Jeannette Segel: Whenever you are able to get Susanna to Tucson, you have TDSF's support.
Not necessary to be part of TDSF's "regular season"

This is still confidential information until constituent parties have been notified.

Meeting concluded at 2:42 PM

Minutes

Board Special Meeting

1/10/2022, 10:00 AM, via Zoom

Present: Nancy March, Andy Robson, Sarah Dinham, Lendre Kearns, Susan Markovich, Jeannette Segel, Eve Shapiro, Eric Holtan, Andy Watson, Julia Pernet

Excused: Sandra Um, Claire West, Clyde Kunz

Staff present: Welz Kauffman, Joshua Keeling

Postponement update: Welz Kauffman

Regarding rescheduling, there have been a few fortuitous situations:

- The one week of True Concord's 22-23 season that isn't already planned out is January.
- Susanna Phillips is available next January (and ONLY that week!). Chris Cano is also available.
- Hotel Congress has agreed in principle to move the exhibition event to next January.
- Mark McLemore has also agreed to a rain check for our scheduled interview with Jocelyn.

New dates:

January 23 (Monday), 2023 project begins

January 27-29, 2023 Concerts

Masterclass 1/30

Recital 1/31

Financial Decisions:

The postponement of this concert would result in a net gain of approx. \$76,000 to the bottom line this season, based on ticket sales to date.

Nancy asked whether the board would consider offering a 50% advance to artists for the postponed performances, similar to what was done for the Bach B-Minor Mass in 2020 (which resulted in approx. \$9,000 paid in advances, and which the Board recently forgave).

Discussion centered around True Concord's financial position for making this advance, including increased fundraising success so far this year, and ways of structuring the advance. The maximum cost, if all artists accepted the advance, would be about \$22,000.

Eve Shapiro moved to approve a 50% advance to artists on the project, in expectation that they would participate in the recording or the January 2023 project and that it would be withheld from future compensation, and that we stress that forgiveness is unlikely due to different financial circumstances this season. Jeannette Segel seconded the motion, which passed unanimously.

Next item: The board discussed Jocelyn Hagen's concerns regarding the postponement and great disappointment that her work, which focuses on empowering women's voices, is not being heard. The postponement also defers royalty income that she was counting on. We could help this concern by advancing a sum to her for the postponed royalties, to be repaid when the performance does occur.

Discussion: it would be symbolic of our commitment to her and her work. Welz: this is not unusual in the industry.

Julia: by rebooking it into the next TDSF, it will increase the piece's visibility. January is the prime slot in our season.

Susan Markovich moved that we advance \$5,000 worth of royalties to Jocelyn, as a result of COVID postponing the concert, until the performance does occur in January 2023. Seconded by Sarah Dinham.

Motion passed unanimously.

Other discussion occurred around other ensembles that are going ahead with performances at this time but are seeing very small audience turnouts.

Welz thanked the board for making this generous gesture to Jocelyn. He also asked for the board's thoughts on the possibility of Susanna Phillips requesting an advance for her fee. This is unlikely. (TDSF Grant will be carried forward to next FY). It was agreed not to do anything at this time.

Meeting adjourned at 10:50 am.

TRUE CONCORD AUDIENCE DEVELOPMENT COMMITTEE MEETING DECEMBER 15, 2021 2:00pm Dove of Peace

IN ATTENDANCE: Eve Shapiro, Chair; Nancy March; Julia Pernet; Lendre Kearns; Norma Gentry; Debi Hunley; Eric Holtan; Josh Keeling; Chantel Leon; Welz Kauffman

1. Sales update through (as best as possible) December's Lessons & Carols by Candlelight:
 - a. October concerts were only about 6% under revenue budget
 - b. November approx. 25% below budget
 - c. December also under budget
 - i. COVID rising cases is primary cause of low attendance.
2. Sales thus far for remaining 21/22 programs: sales are below expectation.
 - a. Staff working to downplay the "titles" of each program created for season brochure, they are not helpful at this stage.
 - b. January 28-30 *Here I Am* World Premiere/Susanna Phillips: Addition of Mozart Exsultate jubilate will help motivate sales.
 - c. February 1 Susanna Phillips Close-Up Recital Bundle with AZ Opera will help sales. Hopefully her participation in Jocelyn's work will stoke interest.
 - d. February 25-27 Earth's Farewell World Premiere plus just added work: Vivaldi *Four Seasons*, will help
 - e. March 1 Paul Max Tipton Close-Up Recital could be stronger.
 - f. March 25-27 Bach *B Minor Mass* best due to sale from previous seasons.
 - g. March 29 Kim Leeds/Gene Stenger Close Up-Recital could be stronger, Eric booking Kim and Gene for La Paloma donor event, perhaps this will help sales
3. Ancillary activities update for January and February programs: Welz walked through various promotional projects accompanying the January & February programs, intended to create media interest and sell tickets.
 - a. Rare Mark McLemore interview with Jocelyn Hagen obtained for January
4. Covid Protocols Update: **we will now require boosters for audience, artists, hosts, staff, etc.**
5. The Covid Effect on Sales - anecdotal comments; other organizations seeing significant impact worldwide, making us adjust sales numbers through the end of 21/22 season, most orgs are pivoting, re-casting their budget projections.
6. AZ Opera/TDSF recital "bundling:" Julia explained the ingenious way to sell more Susanna Phillips (& other TDSF recital) tickets and to avoid UA box office difficulties.
7. Programs/Texts and Translations: It was agreed that digital programs will not be continued in the spring; rather, all materials will be included in the in-house printed program/text & translation documents.
8. Matinee performances: Due to the large decline in Saturday evening sales and sharp increase in Sunday matinee performances this season, we plan to survey current and lapsed ticket buyers to gauge interest in moving toward more matinee performances.
9. Other business including preparations for January 19 board meeting: Eric & Welz will prepare quick notes for Josh to review and edit before sending to Eve & Nancy in January.
 - a. The idea was raised of sharing a newspaper insert with TDSF.
 - b. A possible AZPM eblast was discussed for Spring season.
10. Next meeting: FEBRUARY 8, 3:30PM

True Concord Fund Development Meeting – 12/15/2021 3:30pm

Fund Development Report

- Through today instead of beginning of the month
- Received
 - \$338,503 total received
 - committed includes received and pledged
 - Individual gifts increasing since last season
 - Board played major role in the bubble season → this year board is lower back to standard giving
 - Growth is from patrons
 - Much bigger total in comparison to today last year
 - Won't have year end gift final total till January
 - Donor Proportion
 - Many existing

[stepped out to get Jeannette's Zoom sorted out]

Jan 25th – Between rehearsal Donor Event

- Invites have not gone out yet
- Conflict with Gallery at Hotel Congress
 - Current issue with HC is the date (want Jan 24, HC don't want to mess with MM@M)
 - May need to switch donor event if we want to go with Tuesday for this exhibit
 - Could we do both at the same time?
 - Time of Donor event: 5pm-7pm (need Jocelyn for
 - Time of Gallery event? (Could get Jocelyn there by 6:30 or 7:30)
 - Tucson Girls Chorus may perform
 - Ask for senior choir
- Focus is to gather investments from new donors

Feb 1st – Susanna Phillips After Recital Gathering for Bubble Donors

- Focus is to gather investments from past donors
- UA Covid restrictions & Alcohol
 - Switch to organization not affiliated with UA
 - Gentle Bens or AZ Sands Club
 - WELZ – Double check if we can do green room
- Timing of event
 - Masterclass Jan 31st 3-5pm may be able to do event before
 - No, needs to be in conjunction with the concert

- —

N.E.A. & other updates

- Applied for covid funding
- Will find out early January
- Other organizations also have grants and funding in the state, working on currently

Board Member Lunches

- Proceeding with positivity
- Lovely lunch with Julia this week, now scheduling for 2022 to have buffer during holidays

Funding for AZ Humanity —

- Brough up by Claire
- Welz is in touch
- Missed the deadline, it was in November
 - Will do it next year

Digital Concert Programs/Text & Translations

- No longer doing full digital Concert Programs. Instead beefing up Text & Translations to be simple program
- Surveys about usage of program books
 - It's dwindled greatly over time due to access to all information online w/ searches

Tucson Desert Song Festival Collaboration

- [missed details here]

Next Board Meeting: —

Next Fund Development Meeting: Feb 16, 2022

Fund Development Report

12/15/2021

Fiscal Year 2022 As of 12/15/2021

Fund	Committed & Received	Received	Budget	% Budget Cmt'd	% Budget Rcv'd
Board Gifts	\$ 52,687	\$ 46,987	\$ 85,000	62%	62%
Individual Gifts	\$ 117,667	\$ 101,667	\$ 285,000	41%	36%
Corporate Gifts	\$ 7,561	\$ 5,061	\$ 5,000	151%	101%
Foundations	\$ 10,000	\$ 10,000	\$ 20,500	49%	49%
Government	\$ 174,789	\$ 174,789	\$ 187,289	93%	93%
Total:	\$ 362,704	\$ 338,503	\$ 582,789	62%	58%

+5% "Stretch Goal" = \$299,250
Hillman Family Foundation
SVOG + Supplemental

End of Year

Campaign As of 12/15/2021

Fund	Received	# gifts	Avg.
Prior Donors	\$ 28,314	55	\$ 515
New Donors	\$ 1,220	7	\$ 174
Total:	\$ 29,534	62	

Fiscal Year 2021 As of 12/15/2020

Fund	Committed & Received	Received	Budget	% Budget Cmt'd	% Budget Rcv'd
Board Gifts	\$ 53,725	\$ 52,275	\$ 95,000	57%	57%
Individual Gifts	\$ 63,230	\$ 63,090	\$ 227,019	28%	28%
Corporate Gifts	\$ 6,690	\$ 6,690	\$ 6,690	100%	100%
Foundations	\$ -	\$ -	\$ 35,000	0%	0%
Government	\$ 14,075	\$ 14,075	\$ 29,679	47%	47%
Total:	\$ 137,719	\$ 136,129	\$ 393,388	35%	35%

End of Year

Campaign As of 12/15/2020

Fund	Received	# gifts	Avg.
Prior Donors	\$ 10,895	49	\$ 222
New Donors	\$ 3,205	27	\$ 119
Total:	\$ 14,100	76	

"Bubble" Campaign As of 12/15/2020

Fund	Committed & Rec'd	Received	Budget
Board Gifts	\$ 65,863	\$ 45,163	-
Indiv & Corp Gifts	\$ 48,500	\$ 43,500	-
Total:	\$ 114,363	\$ 88,663	\$ 180,000

Fiscal Year 2021 As of 6/30/2021

Fund	Committed & Received	Received	Budget	% Budget Cmt'd	% Budget Rcv'd
Board Gifts	\$ 94,217	\$ 94,217	\$ 95,000	99%	99%
Individual Gifts	\$ 242,459	\$ 242,459	\$ 227,019	107%	107%
Corporate Gifts	\$ 10,524	\$ 10,524	\$ 6,690	157%	157%
Foundations	\$ 35,000	\$ 35,000	\$ 35,000	100%	100%
Government	\$ 29,874	\$ 29,874	\$ 29,679	101%	101%
Total:	\$ 412,074	\$ 412,074	\$ 393,388	105%	105%

End of Year

Campaign Total

Fund	Received	# gifts	Avg.
Prior Donors	\$ 29,992	112	\$ 268
New Donors	\$ 5,660	47	\$ 120
Total:	\$ 35,652	159	

"Bubble" Campaign As of 6/30/2021

Fund	Committed & Rec'd	Received	Budget
Board Gifts	\$ 78,863	\$ 78,863	-
Indiv & Corp Gifts	\$ 101,445	\$ 101,445	-
Total:	\$ 180,308	\$ 180,308	\$ 180,000

TRUE CONCORD FINANCE COMMITTEE MEETING NOTES

January 13, 2022 – 10:00 AM – Zoom

Present: Andy Robson (chair), Nancy March, Eric Holtan, Welz Kauffman, Bob Crecca, Joshua Keeling

1. Finance reports showing activity through December 31, 2021 were viewed and discussed.

- A \$30,000 allocation from the Vanek Bequest had been erroneously recorded as a release from restriction of the Vanek Fund for Excellence. The entry will be reversed.
 - The committee agreed to wait to record this allocation until a clearer picture of the fiscal year's financials is available.
- The committee will recommend a board designation of the Vanek Bequest at the next meeting.
- The board-approved Vanguard account has been set up but no funds have been transferred to it. \$250,000 will be moved from the AZ National Bank account (Vanek Bequest) to the Vanguard Money Market account soon.

The committee agreed to move the financial reports through 12/31/2021 (with the noted revision) to the board for approval.

2. Eric Holtan presented his proposal for True Concord's 2022-23 season with artistic budget.

- The artistic budget of \$468,875 represents a decrease from the current season's budget.
 - The season includes two full orchestral programs, including the rescheduled Hagen program.
- The budget includes a \$5 per call raise for all musicians (total approx. \$10,000).

The committee agreed to move the budget to the board for approval.

The meeting adjourned at 10:51 AM.