



**Board Meeting Agenda**  
Tuesday, June 27, 2023, 12:30PM  
Zoom

**12:30: Welcome/Approval of Minutes/Board Resolution/Consent Agenda (Eve)**

**12:35: Audience Development Report (Lendre)**

Ticket Report

**12:40 Governance Report**

Nomination for Board Membership  
Status of Current Board Membership

**12:50: Fund Development Report (Sandy/Eric/Pat)**

Annual Fund Report  
Update on Anniversary Campaign  
Proposal for Campaign Consultant

**1:05: Finance Report (Andy R)**

Proposal for Designating Vanek Bequest Funds  
Accounting for Anniversary Campaign Gifts  
2023-24 Budget

**1:25: Founding Music Director's Report (Eric)**

Runestad Recording Update  
Hagen Recording Authorization

**1:35: Strategic Planning Update/Discussion (Nancy)**

Audience Development Strategic Objectives  
Fund Development Strategic Objectives

**1:50: Next Season Board Meetings & Covid Protocols (Eve)**

**1:55: Board Member Recognition (Eve/Eric)**

**2:00: Adjournment (Eve)**

**CONFIDENTIAL - True Concord Annual Meeting Notes**  
**May 10, 2023, 330pm DOP**

In attendance: Eve Shapiro. Eric Holtan, Pat Bjorhovde, Sarah Dinham, Susan Markovich, Marcela Molina, Jeannette Segel, Sandra Um, Claire West

Unable to attend: Lendre Kearns, Wes Moulton, Julia Pernet, Luis Villa, Andy Watson

Staff: Keeling, Kauffman

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**We began with upcoming meeting reminders as follows:**

**NEXT FULL BOARD MEETING: June 27, 2023, 1230pm VIA ZOOM**

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**FINAL COMMITTEE MEETINGS FOR FY23:**

**AUDIENCE DEVELOPMENT/Marketing - Monday, June 5, 1pm, via Zoom**

**FUND DEVELOPMENT - Thursday, June 15, 330pm, via Zoom**

**GOVERNANCE - Monday, June 19, 1230pm, via Zoom**

**FINANCE - Thursday, June 22, 9am, via Zoom**

1. March 15, 2023 Minutes and Consent Agenda both approved unanimously. Board retreat date set for September 17 1-5pm.

2. GOVERNANCE – Pat Bjorhovde elected unanimously and with great enthusiasm! Additional terms approved and elected Lendre Kearns (2<sup>nd</sup> term), Nancy March (3<sup>rd</sup> term), Andy Robson (3<sup>rd</sup> term) and Jeannette Segel (2<sup>nd</sup> term). Sarah Dinham declined to be reappointed, and therefore her resignation accepted with wistfulness and gratitude for her terrific service. Andy Watson’s term is up, his final meeting will be at the end of June. The Governance Committee is hard at work on Board recruitment.

3. AUDIENCE DEVELOPMENT/Marketing

For 22-23 nothing new from the March 15 meeting – Haydn and Rachmaninoff weaker than budget, likely due at least in part to website doing down for days at a time (Kauffman has provided Keeling with a

website host alternative – JVista - hopefully this will work out for True Concord). Close-Up series sold out at least in part because Susanna Phillips recital had been presold from 21-22 and the Century Room (Marvosh) and Hacienda del Sol (Vogel) both are half capacity of Holsclaw. That said, full houses excite audiences and 100 people happily crowded into HoCo's popular jazz club is much more fun than a half filled 200-seat Holsclaw. There will likely be the usual minimal income from the 3 video concerts remaining from 22-23.

For 23-24, sales are surging due to Eric's strong programming, Nicole Cabell, reserved seating, a beautiful and on-time brochure (again!), and two shows in The Century Room for Close-Ups. Kauffman noted that UA Poetry Center is also using The Century Room to good effect and will be presenting Earth Symphony librettist/poet Todd Boss on Sunday afternoon May 21 at 4pm for a reading and a conversation with Todd, Jake Runestad and Eric.

Huge thanks to Lendre for designing and perfecting the venue maps, brochure was on thin ice before she stepped in; Joan Biggar also powerful in her advice on reserved seating – and both helpful on phone and doing mailings, the grunt work. MO is working on a volunteer party prior to the season opening both to get ready for reserved seating/seat marking and so that Erin can be part of the discussions as she'll be subbing for Keeling for the first week of shows.

4. FINANCE – 22-23 did not make earned budget in no small part due to the website issues, but strong fundraising continues as we head to June 30. Unexpected expenses including artist travel; gas; postage; season reveal party; and in a huge way, producing the shows with the projection screens (costs which will be ameliorated for 23-24 for these very popular performances by knowing how to do them now, knowing the personnel and equipment we need to make them happen, and having just one in 23-24 instead of the two in 22-23.)

Robson noted that we are not in a desperate situation, not going bankrupt, and survived the pandemic while taking care of our audience's musical needs in a safe manner. Eve suggested that perhaps funds from the Vanek bequest be noted as Board Designated.

23-24 Budget projections for earned and contributed revenue have been reviewed and approved by Fund Development and Audience Development/Marketing Committees, to be presented for review and approval by full Board at the end of June Board meeting.

5. FUND DEVELOPMENT – end of year Fundraising going well thanks to Eric and the Board, Eric will be back at it following the rehearsals and recording sessions for Runestad last week of May.

Sandy made another plea for more help from the Board for Eric, plus consideration for a part- or full-time Development staffer in the future. Campaign consultant – Carillo – also discussed – Pat has confirmed that Jenny could attend the September 17 Retreat. All Board members have been met with regarding the Campaign. Case Statement to be drafted over the summer. NEA 10K grant awarded, expected to be received any day.

#### 6. FOUNDING MUSIC DIRECTOR REPORT

Eric presented a detailed report including commentary on:

-22-23 in Review

-23-24

-Runestad Recording project

Eric noted several firsts: Talkbacks, Composers in Residence (with hopes to have Jocelyn and Tim do 5-minute intros for video concerts, plus the possibility of Jocelyn's Compose Like a Girl program with TGC/Stories That Soar); Reach for the Stars and Unidas; John de Lancie; Century Room show with Emily and Michael; Here I Am portrait show; and a couple of "seconds" – two more Arizona Spotlight features; more recording with Hagen works scheduled for May 2024; and the return of cookies!

Eric closed by thanking the Board and Staff for their dedication and passion, and noted hopes that there would be a return to house parties.

7. Strategic Planning – Pat working on FD items, Lendre on AD/Marketing.

Eve closed the meeting thanking Sarah Dinham for her Board service.

True Concord AUDIENCE DEVELOPMENT/Marketing Committee Notes - June 5, 1pm via  
Zoom

In attendance: Eve Shapiro, Eric Holtan, Lendre Kearns (chair), Joan Biggar, Julia Pernet, Josh Keeling, Madison Owen, Welz Kauffman

1) Primary purpose of this meeting was to review Lendre's latest take on AD/Mar Strategic Objectives. All were reviewed in detail, Lendre rewrote/edited/amplified several of them, and they have been submitted to Nancy March who received them with pleasure. We spend some significant time on getting a pulse on our audience and how best to do it - Lendre noted that one should never ask a question of a customer for which one isn't prepared for the answer, or cannot live up to expectations. If a serious surveying effort is desired, a professional firm (expensive) should be engaged. In the meantime, anecdotal comments, suggestion boxes, talkback questions, etc. are the friendly way to go in collecting information from the audience.

2) In addition, we reviewed 23-24 sales to date, still breaking records, still strong, nothing particularly new since the last two reports though we are seeing the standard, expected summer seasonal drop off. Next step will be the single ticket push in advance of the September 5 single ticket on-sale date. Lendre is working up an insert for the second brochure mailing as well as a postcard reminder - she, Keeling, Owen and Kauffman will review over the summer and ensure we have budget dollars for these initiatives. In addition, Lendre suggested a "Saturday Night Date Night" promotion since Sunday matinees continue to be our strongest date. Green Valley 3pm Friday also going well with minimal pushback. Both will need to be reviewed as well as adjusting Saturday night to a possible matinee, before the 24-25 brochure is printed after the New Year.

3) We reconfirmed the 23-24 sales budget goal and, again, have recommended it to the Finance Committee for inclusion in the 23-24 budget. (coping in Robson for her information)

4) Pernet suggested there may be an opportunity with Nicole Cabell at True Concord, Lawrence Brownlee at AZ Opera, both in April 2024.

5) Kauffman noted that we don't have CatFoot for the November rehearsals and shows so Lendre, Joan, Madison and Keeling will be looking at the communications plan around moving

people/seats to the new venue (hopefully St. Andrews) once Lendre returns from Canada. Kauffman also noted we have had to move CatFoot shows to an alternate venue in the past - we have experience with this, as uncomfortable as it is.

Completed in a packed and productive hour, Lendre adjourned the meeting at 2pm.

### Season Tickets 2023-24 Sales Summary

6/1/2023

2023-24 Season Tickets to date: 6/1/2023							1st sub date: 3/19/2023 # days avail: 74	
	Pick 3	Pick 4	Pick 5	Pick 6	Total	% of Tot		
Red	40	23	41	72	176	32%		
Blue	51	37	42	63	193	35%		
Gold	36	27	27	87	177	32%	FY23 Comp	
<b>Total Subs</b>	<b>127</b>	<b>87</b>	<b>110</b>	<b>222</b>	<b>546</b>			+94%
% of Total	23%	16%	20%	41%				
<b>Total Tickets:</b>	<b>2,612</b>	<b>Households:</b>		<b>313</b>	<b>Avg. # Concerts per Sub:</b>		<b>4.8</b>	
# New HH:	70	22%	New to DB:	18	<b>Avg. # Subs per HH:</b>		<b>1.74</b>	
# Returning Lapsed HH:	21	7%	Single to Sub:	58				
# Renewed HH:	222	71%	LY HH not yet renewed:	115				
Renewal Rate (HH):	66% "of LY subs have renewed"							
<b>Subscription Income:</b>	Red	Blue	Gold	Total	FY23 Comp	FY20 Comp		
	\$ 23,080	\$ 37,086	\$ 44,782	\$ 104,948	+104%	+100%	<to date	
	22%	35%	43%		113% of FY23 TOTAL subscription income			
Average Subscription \$:	\$ 192.21		+18%		FY23 Comp			
Average Ticket \$:	\$ 40.18							

Close-Up Vocal Recital Subscriptions	
Total Subs	18
Total Income	\$ 1,890

Green Valley Season Tickets		As of: 6/1/2023					
	Pick 3	Pick 4	Pick 5	Pick 6	Total	% of Tot	
Red	15	8	9	14	46	38%	
Blue	16	5	6	17	44	37%	
Gold	6	2	3	19	30	25%	
<b>Total Subs</b>	<b>37</b>	<b>15</b>	<b>18</b>	<b>50</b>	<b>120</b>	<b>22%</b> of Total	
% of Total	31%	13%	15%	42%			
<b>Total Tickets:</b>	<b>512</b>	<b>Households:</b>		<b>72</b>	<b>Avg. # Concerts per Sub:</b>		<b>4.27</b>
	20%	of total			<b>Avg. # Subs per HH:</b>		<b>1.67</b>
<b>Subscription Income:</b>	Red	Blue	Gold	Total			
	\$ 5,562	\$ 8,400	\$ 8,060	\$ 22,022	21% of Total Income		
	25%	38%	37%				

### Season Tickets 2022-23 Sales Summary

To date: Same time on sale:

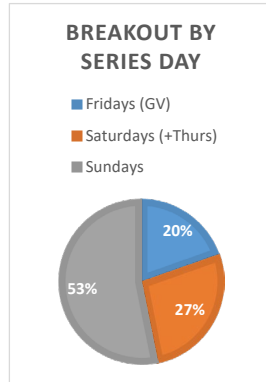
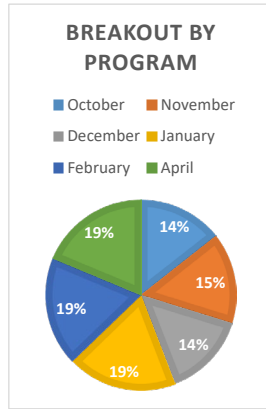
2022-23 Season Tickets to date: 6/1/2022							6/1/2022		6/4/2022		1st sub date: 3/22/2022	
	Pick 3	Pick 4	Pick 5	Pick 6	Total	% of Tot						
General	24	12	13	29	78	28%						
Premium	20	17	21	17	75	27%						
Reserved	28	31	40	30	129	46%	FY20 Comp					
<b>Total Subs</b>	<b>72</b>	<b>60</b>	<b>74</b>	<b>76</b>	<b>282</b>						-8%	
% of Total	26%	21%	26%	27%								
<b>Total Tickets:</b>	<b>1,282</b>	<b>Households:</b>		<b>159</b>	<b>Avg. # Concerts per Sub:</b>		<b>4.5</b>					
# New HH:	38	13%	New to DB:	6	<b>Avg. # Subs per HH:</b>		<b>1.77</b>					
# Returning Lapsed HH:	20	7%	Single to Sub:	36	50% of season total sold							
# Renewed HH:	101	36%	LY HH not yet renewed:	143								
Renewal Rate (Subs):	25% "of LY subs have renewed"											
<b>Subscription Income:</b>	General	Premium	Reserved	Total	FY22 Comp	FY20 Comp						
	\$ 9,116	\$ 13,401	\$ 28,981	\$ 51,498	+26%	-2%						
	18%	26%	56%									
Average Subscription \$:	\$ 182.62											
Average Ticket \$:	\$ 40.17											

2022-23 Season Tickets Total						
	Pick 3	Pick 4	Pick 5	Pick 6	Total	% of Total
General	66	42	35	52	195	34%
Premium	61	48	45	30	184	32%
Reserved	60	47	41	42	190	33%
<b>Total Subs</b>	<b>187</b>	<b>137</b>	<b>121</b>	<b>124</b>	<b>569</b>	
% of Total	33%	24%	21%	22%		
<b>Total Tickets:</b>	<b>2,458</b>			<b>Households:</b>	<b>337</b>	
			<b>Avg. # Subs per HH:</b>		<b>1.69</b>	
# New HH:	109	32%	<b>Avg. # Concerts per Sub:</b>		<b>4.32</b>	
# Returning Lapsed HH:	54	16%				
# Renewed HH:	174	52%				
<b>Renewal Rate (Subs):</b>	<b>71%</b>					

Subscription Income:						
	General	Premium	Reserved	Total	FY21 Comp	FY20 Comp
	\$ 21,031	\$ 31,101	\$ 40,775	\$ 92,907	+33%	-7%
	23%	33%	44%			
Average Subscription \$:	\$ 163.28					
Average Ticket \$:	\$ 37.80					

2023-24 Season Tickets - Breakout by Concert

Breakout 6/1/2023				
October		Gold	Blue	Red
Friday	73	24	26	23
Saturday	90	37	36	17
Sunday	212	71	67	74
<b>Total</b>	<b>375</b>			
November				
Friday	73	18	22	33
Saturday	111	46	40	25
Sunday	220	72	70	78
<b>Total</b>	<b>404</b>			
December				
Thursday	22	12	10	0
Friday	82	23	31	28
Saturday	95	41	34	20
Sunday1	128	43	39	46
Sunday2	46	16	9	21
<b>Total</b>	<b>373</b>			
January				
Friday	98	22	37	39
Saturday	126	47	51	28
Sunday	265	90	83	92
<b>Total</b>	<b>489</b>			
February				
Friday	93	26	30	37
Saturday	136	48	53	35
Sunday	254	92	73	89
<b>Total</b>	<b>483</b>			
April				
Friday	93	22	31	40
Saturday	132	45	57	30
Sunday	263	83	84	96
<b>Total</b>	<b>488</b>			



Fridays (GV)	512	20%
Saturdays (+Thurs)	712	27%
Sundays	1,388	53%
<b>Total</b>	<b>2,612</b>	

Tucson Concerts (Sat & Sun)					
Gold	Blue	Red	Gold	Blue	Red
26%	35%	39%			
38%	39%	22%			
32%	30%	34%	35%	34%	31%
<b>34%</b>	<b>34%</b>	<b>33%</b>			

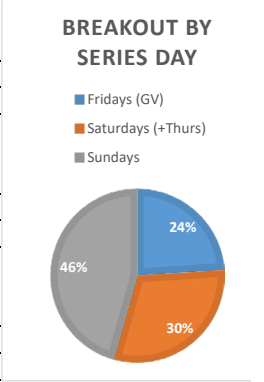
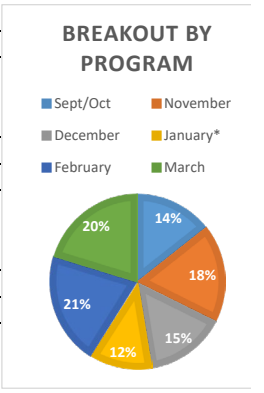
2022-23 Season Tickets - Breakout by Concert

Breakout - To Date 6/1/2022	
Sept/Oct	
Friday	37
Saturday	55
Sunday	109
<b>Total</b>	<b>201</b>
November	
Friday	44
Saturday	78
Sunday	126
<b>Total</b>	<b>248</b>
December	
Thursday	33
Friday	39
Saturday	44
Sunday1	66
Sunday2	20
<b>Total</b>	<b>202</b>
January*	
Friday	27
Saturday	43
Sunday	51
<b>Total</b>	<b>121</b>
February	
Friday	45
Saturday	78
Sunday	131
<b>Total</b>	<b>254</b>
March	
Friday	38
Saturday	80
Sunday	126
<b>Total</b>	<b>244</b>

Fridays (GV)	230	18%
Saturdays (+Thurs)	411	32%
Sundays	629	50%
<b>Total</b>	<b>1,270</b>	

Breakout - Season Total	
Sept/Oct	
Friday	84
Saturday	81
Sunday	184
<b>Total</b>	<b>349</b>
November	
Friday	104
Saturday	131
Sunday	204
<b>Total</b>	<b>439</b>
December	
Thursday	51
Friday	95
Saturday	77
Sunday1	106
Sunday2	37
<b>Total</b>	<b>366</b>
January*	
Friday	74
Saturday	106
Sunday	101
<b>Total</b>	<b>281</b>
February	
Friday	113
Saturday	146
Sunday	245
<b>Total</b>	<b>504</b>
March	
Friday	112
Saturday	149
Sunday	233
<b>Total</b>	<b>494</b>

Fridays (GV)	582	24%
Saturdays (+Thurs)	741	30%
Sundays	1,110	46%
<b>Total</b>	<b>2,433</b>	



\* January subscriptions were low because of previous season postponement



## **True Concord 2023-24 Season Projected Ticketing Revenue**

### **TOTAL "MAINSTAGE" TICKET REVENUE:**

#### **Subscription Tickets:**

\$100,480 (2,512 X \$40)

#### **Single Tickets:**

\$111,627 from Tucson (2,826 X \$39.50)

\$36,380 from Green Valley (940 X \$38.62)

**TOTAL "MAINSTAGE": \$248,487**

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### **CLOSE-UP SERIES**

We simply used last season's attendance figures and an average price of \$37, since we're suggesting \$40 for non-subscribers and \$35 for subscribers.

#### **JANUARY**

95 tickets sold X \$37= \$3,515

Nation: Jocelyn and Tim at Hotel Congress

#### **FEBRUARY**

92 tickets sold X \$37= \$3,404

Erika Burkhardt at Hotel Congress

#### **APRIL**

181 tickets sold X \$37= \$6,697

Nicole Cabell at UA Holsclaw Hall

**TOTAL CLOSE-UP: \$13,616**

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### **HOLIDAY SPECIAL**

We're estimating 100 tickets sold X \$37, with \$40 tickets for non-subscribers and \$35 tickets for subscribers.

**TOTAL HOLIDAY SPECIAL: \$3,700**

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### **VIDEOS**

With three more videos to release and sales at \$3,356 so far, we're estimating finishing at \$3,500 and using this as estimate for next year too = **\$3,500**

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**GRAND TOTAL ESTIMATED TICKET REVENUE (Rounded): \$269,000**



## BOARD MEMBER CANDIDATE PROFILE

Name John L. Anderson

Address 9290 E. Thompson Peak Parkway, House #465, Scottsdale, AZ 85255 (Dec. – May)  
1212 E. Turicum Road, Lake Forest, IL 60045 (June – Nov.)

Most Recent Employer Meridian Compensation Partners LLC (consulting firm)

Professional Title Retired Senior Partner

Phone numbers Mobile: 847-682-1782

Email address anderson.johnlewis@gmail.com

Pronouns He

### Professional Affiliations/Community Affiliations:

McCormick Theological Seminary, Chicago (Hyde Park) – Board of Directors

- Trustee since 1996, now Life Trustee since 2004
- Chairman of Board of Trustees from 2007 through 2013, member of Executive Committee

Ravinia Festival Association, Highland Park, Illinois – Board of Trustees

- Trustee since 2003, now Life Trustee
- Chairman of Board from 2013 until 2017; member of Executive Committee

Lake County (Illinois) Community Foundation, Waukegan, Illinois

- Founding Chairman of Board from 2004 until 2008
- Member of Advisory Board from 2012 through present

City of Lake Forest (Illinois) Cemetery Commission

- Commissioner and the current Chairman of the Commission

Boys & Girls Club of Lake County, North Chicago, Illinois – Board of Directors

- President and Chair of Board from 2007 through 2010

American Institute of Certified Public Accountants and Illinois CPA Society

Private Directors Association – Chicago Chapter EVP

First Presbyterian Church of Lake Forest, IL

- Elder and Deacon

**Committee Preference:**

- Audience Development
- Fund Development
- Finance - YES
- Governance - YES

**Would you be interested in helping with:**

- Special Events
- Concert production
- The True Concord office

**Please feel free to expand on why you are interested in board service with True Concord:**

My wife Megan and I are very committed to music and the arts, to music education, and music performance – both in Illinois and in Arizona. I am very enthusiastic and supportive of True Concord, the excellent quality of its performances, and the exceptionally talented conductor Eric Holtan. And I fully concur with True Concord's Mission, Vision and Values.

**Please attach a brief bio, resume or CV - Enclosed**

**When completed, please return to the Governance Committee Chair**

**Report to the True Concord Voices and Orchestra Board following June 19, 2023, Governance Committee meeting**

1. Update on board candidates. Of seven candidates, three declined to be considered, one agreed to be considered, and four are in the works
2. Governance action items for June board meeting. Vote on new candidate; vote on current member removal
3. Governance documents to be updated. Claire is working with the staff to ensure that all governance documents are up to date
4. Annual Board evaluations will be distributed at the Board Retreat

# John L. Anderson

## Biography

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John Anderson is a seasoned business leader and board member with a unique combination of financial and human capital management skills. He is a leading expert in business strategy and performance alignment, as well as change management, leadership successions, and corporate governance. He has an extensive background as a board member as well as a retained independent adviser to corporate boards. He has more than 40 years of consulting experience in human resources, talent management/alignment, and leadership transitions.



John began his career with a tax specialty at Deloitte. He then joined Hewitt Associates and for the next 30 years held several senior leadership roles, including global practice leader of the firm's Compensation & Talent consulting line of business. He served on Hewitt's Executive Committee until the firm's IPO in 2002. In 2010, he was a founding partner of Meridian Compensation Partners, formed from a business spun off from Hewitt. He retired in the fall of 2019.

He received his B.A. in Economics from the Weinberg College of Arts & Sciences at Northwestern University, and then received his M.B.A. in Finance and Accounting from the J.L. Kellogg Graduate School of Management at Northwestern University. He is a Certified Public Accountant.

John is a member of the independent corporate board of Laughlin Constable Inc., a mid-size, privately-held advertising/marketing agency headquartered in Milwaukee. He also has extensive board leadership experience at non-profit organizations. He is a life trustee and the former chair of the board of trustees of Ravinia Festival Association in Highland Park, Illinois. He is a life trustee and was the former chair of the board at McCormick Theological Seminary in Chicago (Hyde Park). He was the founding chair of the board of directors of the Lake County (Illinois) Community Foundation, an affiliate of the Chicago Community Trust; and, he was a board member and former chair of the Boys & Girls Club of Lake County in North Chicago, Illinois. John is currently the Chairman of the Lake Forest Cemetery Commission. And, he is the current alumni regent at Northwestern University for the state of Arizona.

John is married to Megan Paynter Anderson, and the Andersons have homes in Scottsdale, Arizona (DC Ranch) and Lake Forest, Illinois. They have two grown children and five grandchildren.

CONFIDENTIAL

True Concord Fund Development Committee Meeting Notes  
May 15, 2023 330pm via Zoom

In attendance: Sandra Um, Pat Bjorhovde, Eve Shapiro, Eric Holtan, Susan Markovich, Andy Watson – unable to attend due to TSO Dev Cttee meeting, Jeannette Segel; Staff: Keeling and Kauffman

NEXT MEETING June 15, 2023 330pm via Zoom

1) 23-24 Contributed goals discussed, voted and confirmed:  
GIFTS – 22-23 Budget 450K, Actual 475K. **23-24 Budget 500K**  
GRANTS – 22-23 Budget 80K, Actual 65K. **23-24 Budget 80K**

2) Sandy Um wants donor tracking of convos, mailings, and other communications, along with gifts and ticket history – will work with Keeling on this over the summer.

3) All agreed our internal FD reporting should separate out the 20-25 Anniversary Campaign pledges, gifts, and expenses (the latter especially if the Board votes to take on Jenny Carillo as consultant).

4) The 30 – culled down to 15 then added to - all names reviewed, revised assignments confirmed, Keeling sent out new doc noting who is doing what, and with the message/script. We will recap where we are with these calls at our June 15 330pm Zoom. New solicitation letter/reminder to be sent next week.

5) Strategic planning, goals and objectives. Bjorhovde will redraft during the week of May 22 for review prior to our June 15 meeting, separating Strategic Goals from the Annual Development Plan. EH working on explanation of Endowment and Artistic Initiatives to get to us after the Runestad rehearsals and recording sessions. Artistic Initiatives includes special projections like commissions, recordings, video concerts, video projections, collaborations such as Biosphere 2, Manzo School, Tucson MOCA, Reach for the Stars, Unidas, etc., plus greater embedding into the Tucson community with the University, Hotel Congress, and especially the Tucson 250<sup>th</sup> Celebration, etc. It also is a future planning tool that will allow 3-year budgeting. A Fund Development staffer was discussed, will be inserted into Goals and

Objectives for further discussion with no definitive hire date. All agreed the Campaign needs a name.

6) House parties – all agreed would be good to revive these now that Covid is behind us. Watson offered his home.

7) Bjorhovde to check Carillo's calendar to see if she can hold the Board Retreat date of September 16 8am-noon (location TBD ) should we need her. **UPDATE! September 16 is Rosh Hashanah so we will revisit Board Retreat dates after EH has completed the Runestad recording if not sooner.**

CONFIDENTIAL  
True Concord Fund Development Meeting Notes  
Zoom June 15, 2023 330pm

In attendance: Eve Shapiro, Eric Holtan, Sandra Um (Chair), Pat Bjorhovde (co-Chair), Susan Markovich, Jeannette Segel, Andy Watson  
Staff: Keeling, Kauffman

1. End of FY23 results excellent, all meeting and/or exceeding expectations by double-digits, with the match justifying the use of a portion of the Vanek funds as a magnet. List of donors with whom to follow-up reviewed, Board members will now make their final pre-June 30 calls. Congratulations to all for their perseverance and success.

2. Strategic goals. all reviewed by Committee. Pat and Sandy continue to tweak, and will include something to the effect of, "True Concord's activities, and the 20th/25th Campaign, are ramping up to the extent that adding staff assistance may be warranted at this time."

3. Next Meeting – August? September? TBD.

4. Retreat – Sunday, September 17 1-5pm



# True Concord Voices & Orchestra

## Fund Development Report

6/13/2023

Fiscal Year 2023 As of 6/13/2023

Fund	Committed + Received	Received	Budget	% Budget Cmt'd	% Budget Rcv'd
Board Gifts	\$ 120,973	\$ 109,848	\$ 100,000	121%	110%
Individual Gifts	\$ 351,512	\$ 326,912	\$ 345,000	102%	95%
Corporate Gifts	\$ 10,591	\$ 9,341	\$ 5,000	212%	187%
Foundations	\$ 14,000	\$ 14,000	\$ 50,000	28%	28%
Government	\$ 41,000	\$ 31,000	\$ 30,000	137%	103%
<b>Total:</b>	<b>\$ 538,076</b>	<b>\$ 491,100</b>	<b>\$ 530,000</b>	<b>102%</b>	<b>93%</b>

TDSF  
ACA, NEA

As of 6/13/2023

Spring Campaign 2023	Received	# gifts	Avg.
Prior Donors	\$ 41,748	124	\$ 337
New Donors	\$ 1,531	17	\$ 90
<b>Total</b>	<b>\$ 43,279</b>	<b>141*</b>	<b>\$ 307</b>

May 31 followup letter has received 14 responses: \$2,750.

Matching Campaign 2023 (as of 6/13/2023)			
Fund	Received	# gifts	Avg.
Board	\$ 3,600	2	\$ 1,800
Individual	\$ 118,701	130	\$ 913
<b>Total</b>	<b>\$ 122,301</b>	<b>132</b>	<b>\$ 927</b>
<b>Total increase \$ over last FY:</b>			<b>\$76,557</b>

Sponsorships for 2023-24	Received	# gifts	Avg.
Board	\$ 17,506	2	\$ 8,753
Individual	\$ 89,186	16	\$ 5,574
<b>Total</b>	<b>\$ 106,692</b>	<b>18*</b>	<b>\$ 5,927</b>

\* There are 54 donors from various sources in spring '22, not yet renewed & could still renew or increase this year

Fiscal Year 2022 As of 6/13/2022

Fund	Committed + Received	Received	Budget	% Budget Cmt'd	% Budget Rcv'd
Board Gifts	\$ 97,536	\$ 97,436	\$ 85,000	115%	115%
Individual Gifts	\$ 272,192	\$ 255,192	\$ 285,000	96%	90%
Corporate Gifts	\$ 7,671	\$ 7,671	\$ 5,000	153%	153%
Foundations	\$ 10,000	\$ 10,000	\$ 20,500	49%	49%
Government	\$ 194,789	\$ 194,789	\$ 187,289	104%	104%
<b>Total:</b>	<b>\$ 582,188</b>	<b>\$ 565,088</b>	<b>\$ 582,789</b>	<b>100%</b>	<b>97%</b>
<b>W/o SVOG &amp; PPP:</b>	<b>\$ 387,399</b>	<b>\$ 370,299</b>			

Hillman Foundation  
SVOG, PPP & ACA

As of 6/13/22

Spring Campaign 2022	Received	# gifts	Avg.
Prior Donors	\$ 30,863	81	\$ 381
New Donors	\$ 862	7	\$ 123
<b>Total</b>	<b>\$ 31,725</b>	<b>88</b>	<b>\$ 361</b>

Sponsorships for 2022-23	Received	# gifts	Avg.
Board	\$ 10,000	1	\$ 10,000
Individual	\$ 47,000	11	\$ 4,273
<b>Total</b>	<b>\$ 57,000</b>	<b>12</b>	<b>\$ 4,750</b>

Fiscal Year 2022 FINAL As of 6/30/2022

Fund	Committed + Received	Budget	% Budget Rcv'd
Board Gifts	\$ 97,536	\$ 85,000	115%
Individual Gifts	\$ 279,389	\$ 285,000	98%
Corporate Gifts	\$ 7,671	\$ 5,000	153%
Foundations	\$ 20,000	\$ 20,500	98%
Government	\$ 194,789	\$ 187,289	104%
<b>Total:</b>	<b>\$ 599,385</b>	<b>\$ 582,789</b>	<b>103%</b>
<b>W/o SVOG &amp; PPP:</b>	<b>\$ 424,596</b>	<b>\$ 408,000</b>	

Spring Campaign 2022 - TOTAL	Received	# gifts	Avg.
Prior Donors	\$ 34,737	92	\$ 378
New Donors	\$ 862	7	\$ 123
<b>Total:</b>	<b>\$ 35,599</b>	<b>99</b>	<b>\$ 360</b>



# PROPOSAL

## Campaign Planning & Implementation Support for True Concord

### I. PROJECT OVERVIEW

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As True Concord enters its 20<sup>th</sup> season, leadership seeks to launch a special \$1.5M campaign to raise funds for special artistic projects (\$1M) and endowment (\$500,000). All board members have recently been solicited by the Director and Board Chair, and approximately \$650,000 has been committed with several pledges still outstanding. However, most of the funds committed have been indicated as bequests and not current cash gifts. A campaign case for support has not yet been developed.

True Concord seeks to work with professional counsel to assess the interest in and potential for current cash gifts to both the special projects fund and endowment, while also promoting and soliciting planned gift commitments among its donors. The organization is unsure of its potential and wants to set an aggressive but realistic fundraising goal for this campaign. This proposal from Alexander | Carrillo Consulting is to lead a campaign planning study, develop a campaign plan and, if recommended, support campaign execution.

### II. OUR APPROACH & SCOPE OF WORK

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Our approach to ensuring your successful fundraising campaign is based on three key principles we have developed over the last 13 years as fundraising consultants:

- ▶ First, we meet your organization where it's at. We make sure we understand your mission, reputation, volunteer and staff capacity, campaign purpose, donor base, fundraising infrastructure and the landscape in which you operate so that your plan is customized to your organization.
- ▶ Second, we work alongside your Board of Directors, Executive Director/CEO, and fund development staff in a tight partnership based on mutual trust, respect, and understanding. We believe strongly that a major fundraising campaign is an "all hands on deck" project and a transformational moment for your entire organization. As such, we must have access and transparent communication with your Board, leadership, and staff.

- ▶ Third, once we sign a contract together, your success is our success, and we are a committed part of your team. We will "jump in with both feet" and do everything in our power to ensure your success.

With that in mind, our approach and proposed scope of work includes the following:

A. **Phase I: Campaign Planning Study** to gather and assess all the information available to inform effective campaign strategy. This phase includes developing the draft case for support and campaign project budget/s, wealth screening a list of your current donors using *DonorSearch* software to identify prospects with propensity and capacity to give, interviewing campaign prospects and stakeholders to test the case and gauge support, and essentially 'pre-sell' the idea of the campaign before it is officially launched. We identify lead donors, volunteer campaign solicitors, and appropriate infrastructure needed to effectively manage the campaign. We also recommend a feasible goal, budget and timeline for the campaign based on our findings.

**Phase I Deliverables:**

- ▶ Customized Interview Tool
- ▶ Compelling Case for Support messaging
- ▶ DonorSearch screening data ready for import into your database
- ▶ Planning Study Report with recommendations for:
  - Campaign goal and budget
  - Timeline for campaign solicitation phases (leadership, quiet, public)
  - Realistic Chart of Gifts
  - Potential Naming Opportunities
  - Campaign Roles & Responsibilities
- ▶ Master Prospect List of all names identified before and during interviews
- ▶ Donor Cultivation/ Solicitation Plan for each interviewee

Timeline	Activities
3-4 weeks	CONSULTANT <ul style="list-style-type: none"> <li>• Assess fund development capacity and infrastructure, including internal interviews, documents review and technology assessment</li> <li>• Draft Case for Support messaging</li> <li>• <i>DonorSearch</i> wealth screening and prioritization of prospect list based on capacity and propensity to give</li> <li>• Identify interview prospects and develop contact list from <i>DonorSearch</i> data results and Client input</li> <li>• Develop interview tool</li> </ul>

Timeline	Activities
	<p>CLIENT</p> <ul style="list-style-type: none"> <li>• Provide documents and reports for internal assessment</li> <li>• Provide donor data formatted for <i>DonorSearch</i> upload</li> <li>• Complete technology assessment survey</li> <li>• Help identify top prospects and invite to participate in interviews</li> <li>• Provide input on Case for Support messaging</li> </ul>
6-8 weeks	<p>CONSULTANT</p> <ul style="list-style-type: none"> <li>• Face-to-face (or by Zoom) prospect interviews (up to 30)</li> <li>• Research local, regional and national philanthropic donors and foundation prospects</li> <li>• Stakeholder survey(s) if needed</li> </ul> <p>CLIENT</p> <ul style="list-style-type: none"> <li>• Answer questions and provide feedback</li> </ul>
Upon completion	<p>CONSULTANT: Present summary report and campaign plan to Board of Directors and Staff, including:</p> <ul style="list-style-type: none"> <li>+ Proposed Campaign Goal, Budget &amp; Timeline</li> <li>+ Recommended chart of gifts to reach campaign goal</li> <li>+ Proposed messaging for campaign case for support</li> <li>+ Cultivation and solicitation plan for every prospect interviewed</li> <li>+ <i>DonorSearch</i> data</li> <li>+ Recommended roles and responsibilities for staff, board, steering committee, campaign cabinet and professional counsel during the campaign</li> <li>+ Naming opportunities identification and pricing</li> </ul>

B. **Phase II: Campaign Execution** to ensure timelines and goals are achieved. The consultant's role in execution is to develop materials for the campaign, solicit leadership gifts, support the staff and volunteers in their roles as solicitors, support the activities outlined in the campaign plan, troubleshoot and problem solve barriers and challenges, and generally drive the campaign forward and maintain momentum until the goal is reached.

**Phase II Deliverables:**

- ▶ Weekly/bi-weekly campaign strategy meetings with staff and key volunteers;
- ▶ Work with staff to develop campaign collateral materials including solicitation brochure and solicitation materials, pledge form, web and social media content and other campaign communications;
- ▶ Support direct donor solicitation with advance meetings with staff and/or volunteers to strategize and accompany on donor visits;
- ▶ Support planning of campaign events and activities including tours, public events, donor cultivation events;
- ▶ Ongoing development and implementation of strategy to ensure successful achievement of the campaign goal.

Timeline	Activities	Fees
2 months	<p>CONSULTANT</p> <ul style="list-style-type: none"> <li>• Develop campaign solicitation package materials</li> <li>• Prospect review and solicitation assignments</li> <li>• Volunteer solicitor training</li> </ul> <p>CLIENT</p> <ul style="list-style-type: none"> <li>• Review and approve campaign materials</li> <li>• Assistance recruiting and convening volunteers</li> <li>• Participation in volunteer solicitor training</li> <li>• Participation in regular check-in meetings</li> </ul>	\$5,000 per month
4-12 months	<p>CONSULTANT</p> <ul style="list-style-type: none"> <li>• Weekly / Bi-Weekly campaign meetings to prioritize and strategize solicitations</li> <li>• Solicitation of lead gift/s. (generally equal to 20-25% of total campaign goal)</li> <li>• Solicitation of 'major gifts' to reach at least 75% of total campaign goal</li> <li>• Development of campaign communications plan and regular updates to campaign volunteers and donors</li> <li>• Design and schedule of cultivation events</li> </ul> <p>CLIENT</p> <ul style="list-style-type: none"> <li>• Assistance with event and donor visit logistics</li> <li>• Donor solicitation with counsel, volunteers</li> <li>• Record and acknowledge gift/pledge commitments</li> </ul>	\$2,500 - \$5,000 per month (depending on level of engagement)

Timeline	Activities	Fees
2-3 months	<p>CONSULTANT</p> <ul style="list-style-type: none"> <li>• Solicitation support of all remaining major gift prospects</li> <li>• Cultivation and celebration events</li> <li>• Launch of campaign 'public phase' and solicitation of gifts of all amounts</li> <li>• Prepare for campaign close-out, stewardship and pledge redemption</li> </ul> <p>CLIENT</p> <ul style="list-style-type: none"> <li>• Manage donor event logistics</li> <li>• Donor solicitation with counsel and volunteers</li> <li>• Assistance with logistics of the public phase</li> <li>• Pledge reminders, gift processing &amp; acknowledgement</li> </ul>	\$2,500 - \$5,000 per month (depending on level of engagement needed)

**III. FEES**

The generally accepted cost of operating a "small" capital/endowment campaign (under \$5M) is 10-12% of the goal. While we do not base our fees on a percentage of funds raised, it is helpful to know this industry standard in budgeting for the full costs of the campaign. In addition to consulting fees, campaign expenses include other direct costs such design and production of campaign materials, travel to meet with donors, donor cultivation and solicitation events, donor recognition and appreciation and public marketing.

The Consultant's fees for Phase I: Campaign Planning Study are \$30,000 and will be invoiced for 3 monthly payments of \$10,000. Fees for Phase II: Campaign Execution begin at \$5,000/month for the first two months of the Campaign, and then range between \$2,500 to \$5,000 per month through the duration of the campaign depending on the level of engagement required of the Consultant. Fees and timeline may be adjusted based the findings of the Planning Study and will be agreed upon by the Client before proceeding.

This fee assumes active participation of campaign counsel in solicitation of donors. Additional costs not included in our fees may include printing of collateral materials, hosting of donor cultivation events, acknowledgement and stewardship of campaign gifts, and travel outside of Tucson. Out of pocket travel expenses will be billed to the Client, including mileage at the current standard IRS rate.

## IV. ABOUT ALEXANDER | CARRILLO CONSULTING

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*Top row: Lisa Robinson & Lana Baldwin  
Bottom row: Laura Alexander & Jenny Carrillo*

Alexander | Carrillo Consulting is a full-service consulting firm specializing in non-profit organizational development and fundraising. Based in Tucson, Arizona and founded in 2010 by partners Laura Alexander and Jenny Carrillo, the firm has established itself as highly ethical, credible and effective in their work with a wide range of not-for-profit clients.

Primary services for which the firm is hired include capital campaign planning and oversight; 'major' and planned giving program development; organizational development and strategic planning; training and facilitation; board development and governance; annual fund development assessment, planning and implementation; CEO and Development staff coaching, and other projects as requested.

Laura and Jenny are the owners and principal consultants, overseeing every aspect of the firm's work. They have assembled a stellar team of consultants, as well as experts and specialists in other areas including public policy, grantwriting, financial management, graphic design, print production and marketing.

More information about our experience, areas of expertise and service, and a complete list of current and past clients is available on our website at [www.do-good-better.com](http://www.do-good-better.com).

### A. Highlights of Experience and Credentials

- ▶ Each partner brings over 30 years of experience working in the non-profit sector, in organizational development, fundraising, management and leadership.
- ▶ Each partner earned a Master's degree in Philanthropy and Development and the professional designation of Certified Fund Raising Executive (CFRE).
- ▶ Each partner recognized individually by her peers as the Southern Arizona Outstanding Professional Fundraiser – Jenny in 2006 and Laura in 2012.
- ▶ Members of the Association of Fundraising Professionals (AFP), Alliance of Arizona Non Profits and Planned Giving Roundtable (PGRT).
- ▶ Jenny and Laura are BoardSource™ Certified Governance Trainers.
- ▶ Laura is certified by the Association of Fundraising Professionals as a Master Trainer and also trained as a Mediator by the Center for Community Dialogue.

### B. Our Unique Qualifications

- ▶ We have worked with over 350 local organizations throughout Arizona. We have a deep understanding of the unique cultural, philanthropic and economic environment

impacting our nonprofit organizations.

- ▶ We have experience working across a diverse range of sectors including social services, faith-based organizations, public & private education, arts & culture, conservation & environment, animal welfare and business.
- ▶ We believe that effective fundraising doesn't happen in a vacuum and have worked with numerous organizations to strengthen their organizational capacity through strategic planning, board development and governance, and leadership development.
- ▶ We are skilled facilitators and trainers, have developed curricula for multiple trainings and workshops, and have facilitated numerous group processes for strategic dialogue, decision-making and plan development in challenging situations.
- ▶ Together, we have raised over \$350M for nonprofit organizations, including capital and endowment campaigns; major and planned gift solicitations; foundation and government grant writing; special events; direct mail and social media appeals.
- ▶ We take our reputation, and yours, seriously. Who you hire to represent your firm to your donors and the community is important. Your consultants should reflect your values and your organizational personality. We have worked hard to ensure that our clients and colleagues think highly of us, and our work. We believe that anyone with whom we have ever worked will say that we consistently go above and beyond, doing whatever it takes to provide our clients the highest quality work with integrity, transparency and professionalism.
- ▶ We like to laugh. We love each other, our work, our clients, and our community.

### C. Meet Your Team

**Jenny Carrillo, MA, CFRE**, Partner and Consultant  
Jenny@do-good-better.com | 520.907.7833

**Lead Counsel:** Campaign vision and oversight, client relationship manager, donor interviews, data analysis and management, research.



Jenny co-founded Alexander | Carrillo Consulting in 2010 with Laura Alexander after working independently as a consultant for seven years. Before consulting, Jenny's work included extensive experience in developing and executing effective fundraising plans as well as grant writing and public relations in the following jobs: Director of Development for the Arizona's Children Association, Big Brothers Big Sisters of Tucson, and the Southern Arizona AIDS Foundation/Shanti Foundation, Tucson, as well as public relations positions at Up with People in Denver, CO, and Youth Service America in Washington, DC.



Jenny holds a Master of Arts in Philanthropy & Development from St. Mary's University of Minnesota. She is also a Certified Fund Raising Executive (CFRE), completing the highly respected certification process and demonstrating proficiency of professional practice, performance, education, service and commitment to ethical fundraising. Jenny served as the President of the Association of Fundraising Professionals, Southern Arizona Chapter (2005), and was a board member for more than 9 years. In 2006, she was honored as AFP's Outstanding Fundraising Professional of the Year. She has served on the faculty of the Arizona State University Loadstar Center for Philanthropy and Nonprofit Innovation, on the Interfaith Community Services (ICS) Community Advisory Committee, and completed terms as a member of the Board of Directors of the Ben's Bells Project and the Amphi Unified School District Foundation.



**Lana Baldwin, CFRE**, Senior Consultant  
Lana@do-good-better.com | 520.250.7593

**Supporting Counsel:** Donor & Funder Research

Lana will provide support to this project by managing the *DonorSearch* wealth screening and grant funding research.

Lana joined the Alexander|Carrillo team in July 2022. An experienced nonprofit administrator and fundraising professional with a 20+ year career in the Tucson community, Lana has truly done it all when it comes to the behind-the-scenes work that builds successful nonprofits. Organizations she works with benefit from her extensive expertise, which spans fundraising, marketing and communications, strategic planning, organizational development, nonprofit mergers and acquisitions, program development, and more. She has a first-hand understanding of the challenges, realities, and rewards of nonprofit work, and helps organizations navigate them and meet their goals with compassion, humor, and a commitment to excellence.

## V. CONTACT INFORMATION

**Jenny Carrillo**, MA, CFRE  
Alexander|Carrillo Consulting, LLC  
1735 E. Ft. Lowell Road, Suite 10  
Tucson, AZ 85719  
[www.do-good-better.com](http://www.do-good-better.com)

jenny@do-good-better.com  
520.907.7833

Thank you for this opportunity to present this proposal. We hope that this can be a starting point for discussing our partnership to help True Concord achieve its goals. Pending your acceptance of this proposal, we can develop a contract and are prepared to begin the project as soon as August 1, 2023.

**True Concord Voices & Orchestra**  
**Statement of Activity - General Fund**  
**July 2022 - May 2023**

	Prior Year	Current Year						Key to Notes
	Jul 2021 - May 2022	Jul 2022 - May 2023	Annual Budget	% of Budget to Date	Year End Projection	Variance Bud to YE += good	Var % += good	
<b>Revenue</b>								
Ticket Sales	138,998	216,475	240,000	90%	216,475	(23,525)	-10%	A
Bequests	31,000	159			159	159		
Gifts	310,066	371,406	450,000	83%	506,810	56,810	-17%	
Gifts Rel'sed from Restrict. Fund						-		
Grants	204,789	55,000	80,000	69%	55,000	(25,000)	-31%	
Misc. Income	2,261	10,762	20,200	53%	12,009	(8,191)	-47%	B
Vanek Bequest Allocation	-	-	30,000			(30,000)	-100%	C
Merchandise Income	1,580	1,959	-		1,959	1,959		D
Ticket Handling Fees	10,000	17,280	-		17,340	17,340		D
Cost of Sales	(12,242)	(21,070)	-		(21,630)	(21,630)		E
<b>Gross Profit</b>	<b>686,451</b>	<b>651,971</b>	<b>820,200</b>	<b>79%</b>	<b>788,122</b>	<b>(32,078)</b>	<b>-21%</b>	
<b>Expenditures</b>								
Personnel Admin.	133,076	148,697	170,000	87%	156,036	13,964	54%	
Concert & Video Production	66,934	106,544	95,000	112%	127,844	(32,844)	42%	
Personnel Artistic	407,998	485,390	455,000	107%	485,590	(30,590)	18%	
Facilities	6,600	6,600	7,200	92%	7,200	-	0%	
Marketing	59,322	39,691	60,000	66%	52,209	7,791	-8%	
Fund Development	9,611	16,980	11,000	154%	20,760	(9,760)	14%	
Administration	25,944	26,202	42,000	62%	27,727	14,273	-12%	E
<b>Total Expenditures</b>	<b>709,486</b>	<b>830,105</b>	<b>840,200</b>	<b>99%</b>	<b>877,365</b>	<b>(37,165)</b>	<b>25%</b>	
<b>Net Revenue Before Investment Activity</b>	<b>(23,035)</b>	<b>(178,134)</b>	<b>(20,000)</b>		<b>(89,243)</b>	<b>(69,243)</b>		
<b>Investment Activity as of May 31</b>								F
Interest and Dividends	740	841						
Management Fees	(449)	(473)						
Realized Gain (Loss)	(66)	493						
Net Revenue from Investments	225	860						
Unrealized Gain (Loss)	(6,848)	1,500						
<b>Net Change in Investment Accounts</b>	<b>(6,623)</b>	<b>2,361</b>						
<b>NET REVENUE</b>	<b>(29,658)</b>	<b>(175,773)</b>						

Notes to Statement of Activity

- A Includes \$76,708 season tickets sold FY22. Sales for next year deferred to FY24
- B Includes \$9,779 Vanguard dividends & \$116 bank/brokerage interest.
- C Board approved allocation of funds previously received.
- D Merchandise and Ticket Handling Income are included in Miscellaneous Income Budget
- E Box Office and Credit Card fees reported as cost of sales were budgeted as part of Administration.
- F Investments in funds held by Community Foundation of Southern Arizona.

Note: Ticket Handling Income and associated credit card/processing expenses for next season ticket sales are shown in current year. Projection assumes expenses will be offset by income. Projection also assumes \$560 in additional credit card fees for gifts received.

**True Concord Voices & Orchestra**  
**Statement of Activity - Vanek Restricted Fund**  
**July 2022 - May 2023**

	Prior Year	Current Year	Key to Notes
	Jul 2021 - May 2022	Jul 2022 - May 2023	
<b>Revenue</b>			
Gifts Released from Restriction	30,509	161,424	A
<b>Total Revenue</b>	<b>30,509</b>	<b>161,424</b>	
<b>Expenditures</b>			
Concert Production	138	28,170	B
Singers & Instrumentalists	625	87,155	
Guest Artists	-	5,303	
Commission	29,746	5,000	
Artist Travel & Per Diem		22,265	
Recording & CD Expenses		13,531	
<b>Total Expenditures</b>	<b>30,509</b>	<b>161,424</b>	
<b>Net Revenue</b>	-	-	

Notes to Statement of Activity

- A. \$101,353 Fund Balance Remaining
- B. Hagen royalty advance for postponed 1/2022 performance. Paid January 2022, to be repaid in 2023.

True Concord Voices & Orchestra

Statement of Financial Position

As of May 31, 2023

	As of May 31, 2023	As of May 31, 2022	Change	Key to Notes
<b>ASSETS</b>				
<b>Current Assets</b>				
<b>Bank Accounts</b>				
1000 WF Checking (8299)	79,243	123,603	(44,360)	
1001 WF Savings (3739)	503	503	0	
1005 WF Brokerage Acct (2690)	8,052	117,019	(108,968)	
1010 NBAZ Checking	4,374	176,799	(172,425)	
1011 NBAZ Savings Account	510	-	510	
1015 Vanguard Money Market	290,191	250,195	39,996	
<b>Total Bank Accounts</b>	<b>382,873</b>	<b>668,119</b>	<b>(285,246)</b>	
Accounts & Grants Receivable	10,000	900	9,100	A
CFSA Fund	42,496	43,377	(880)	B
Prepaid Expenses	15,656	8,756	6,900	
<b>Total Current Assets</b>	<b>451,025</b>	<b>721,151</b>	<b>(270,127)</b>	
<b>TOTAL ASSETS</b>	<b>451,025</b>	<b>721,151</b>	<b>(270,127)</b>	
<b>Liabilities</b>				
<b>Current Liabilities</b>				
Deferred Income	105,075	72,370	32,705	C
<b>Total Current Liabilities</b>	<b>105,075</b>	<b>72,370</b>	<b>32,705</b>	
<b>Total Liabilities</b>	<b>105,075</b>	<b>72,370</b>	<b>32,705</b>	
<b>Equity</b>	-	-	-	
32000 Unrestricted Net Assets	419,867	415,160	4,708	
33000 Temporarily Restricted	101,353	262,777	(161,424)	
34000 Permanently Restricted	503	503	0	
Net Revenue	(175,774)	(29,658)	(146,116)	
<b>Total Equity</b>	<b>345,950</b>	<b>648,781</b>	<b>(302,832)</b>	
<b>TOTAL LIABILITIES AND EQUITY</b>	<b>451,025</b>	<b>721,151</b>	<b>(270,127)</b>	

Notes to Statement of Financial Condition

A Nat. Endowment for the Arts grant awarded April 2023

B Community Foundation of Southern Arizona Reserve Fund as of May 31

C Season ticket sales

**True Concord Voices & Orchestra**

**Statement of Cash Flows**

**July 2022 - May 2023**

Key to Notes

<b>BEGINNING CASH BALANCE</b>	<b>699,714</b>	
<b>CASH FROM OPERATING ACTIVITIES</b>		
Net Operating Revenue (Loss)	(175,774)	A
Accounts & Grants Receivable (increase)/decrease	(10,000)	
Prepaid Expenses (increase)/decrease	4,350	B
Deferred Income increase/(decrease)	28,367	C
<b>TOTAL CASH FROM OPERATIONS</b>	<b>(153,057)</b>	
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>		
Proceeds and Uses from contributions restricted for:		
Vanek Fund - funds received	-	
- funds used	(161,424)	
Endowment fund interest restricted for reinvestment	0	D
<b>CASH USED BY FINANCING ACTIVITIES</b>	<b>(161,424)</b>	
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>		
Change in Value of CFSA fund as of May 31	(2,360)	E
<b>CASH USED BY INVESTING ACTIVITIES</b>	<b>(2,360)</b>	
<b>NET CHANGE IN CASH</b>	<b>(316,841)</b>	
<b>ENDING CASH BALANCE</b>	<b>382,873</b>	

Notes to Cash Flow Statement

A Accrual method income/loss reflects cash and non cash items

B Expenses paid last year for this FY operations

C Net increase in ticket sales collected for next fiscal year

D Includes money received or spent in restricted funds

E Net Investment Revenue is included in Net Revenue but the value of the CFSA fund is not part of cash

Summary of Activity - Dorothy Vanek Bequest  
October 2020 to May 2023

Date		Receipts	Allocations	Remaining Balance
10/05/20	1st Distribution	100,000.00		100,000.00
04/23/21	2nd Distribution	280,000.00		380,000.00
07/01/21	FY 21-22 Allocation for Managing Director		30,000.00	350,000.00
11/16/21	3rd Distribution	31,000.00		381,000.00
07/01/22	FY 22-23 Allocation for Managing Director		30,000.00	351,000.00
10/25/22	4th Distribution	159.32		351,159.32
12/05/22	Final Distribution	0.12		351,159.44
01/11/23	Allocation for Challenge		25,000.00	326,159.44
	TOTALS	411,159.44	85,000.00	326,159.44

## **Audience Development Objectives**

### **Mission:**

True Concord Voices & Orchestra creates experiences that move, enrich and inspire.

### **Vision:**

We envision a world where the experience of True Concord uplifts the human spirit.

### **Goals**

**Build a significant, loyal, knowledgeable and expanding audience that is local, regional and global in scope.**

- Obj. 2.1: Continue to achieve annual increases in our Tucson and Green Valley audiences with the goal of achieving an overall growth level of 10% in our audience each year.
- Obj. 2.2: Continue to develop an annual audience development / marketing plan and calendar that includes a schedule of regular communications in social and print media with current and potential patrons. In this process, seek to include specific tactics that will assist the organization in accomplishing diversity of age, ethnicity and socio-economic status.
- Obj. 2.3 Identify opportunities presented by specific repertoire that may resonate for specific target markets and promote these utilizing partnerships, special promotions and other similar tactics.
- Obj. 2.4 Continue to undertake annual reviews of ticket prices and other non-gift revenue opportunities and revise as appropriate.
- Obj. 2.5 Create opportunities for specific audience feedback using tools such as surveys, suggestion fishbowls and informal focus groups.
- Obj. 2.6: Continue to enhance the concert experience and the direct connection to the audience through pre-concert talks, post-concert discussions, post-show cookie receptions and other relevant experiences.
- Obj. 2.7 Continue to build visibility for the organization in the community at large with activities such as the recent art gallery show at the Congress Hotel and the public forums in partnership with the University of Arizona.
- Obj. 2.8 Continue to increase online content including recordings, concerts and interviews. Continue to extend our online presence through more robust website, social media and other digital platforms including artist participation in social media outreach.
- Obj. 2.9 Develop and implement a public relations plan focused on increasing recognition both locally and nationally.

Obj. 2.10 In the event that True Concord develops run-out performance locations for seasonal programs, the Audience Development/Marketing committee will participate in the development of promotion and audience development planning and execution.



**Goal 3:      Grow a sustainable financial base of charitable gifts that includes sponsorships, contributions and grants.**

Obj. 3.1: Create and implement a written development plan for the Annual Fund by September 30 of each year, to include strategies to a) ensure an increase of at least 10% in dollars and 10% in the overall number of donors; b) increase the number of Sponsors by 10% annually; c) increase donor retention activity; d) begin effective prospect development; e) research to identify and apply to at least 2 new grant sources each year; and f) create a calendar for solicitations, for both personal and direct mail.

Obj. 3.2: Implement a Moves Management process for all Circles level donors and prospects by October 31, 2023.

Obj. 3.3: Evaluate and enhance benefits offered to Circles Donors by December 15, 2023.

Obj. 3.4: Work with a consultant to carry out a campaign study for the 20th/25th Anniversary Campaign to determine the scope of the campaign, potential for lead gifts, as well the split between current gifts for Artistic Initiatives and planned gifts for Endowment, and draft the campaign Case Statement, starting in September 2023.

Obj. 3.5: Explore the financial feasibility of hiring a development staff person by June 30, 2024.

*Approved by the Fund Development Committee on June 15, 2023*

## **TRUE CONCORD GOVERNANCE COMMITTEE GOAL AND OBJECTIVES**

- Goal 4. Recruit and retain a generous, diverse, influential and effective governing board. (Governance Committee)**
- Obj. 4.1: Update the profile of True Concord's desired board that includes needed skills, diversity, capacity and spheres of influence *by 3/31/23*.
- Obj. 4.2: Develop, codify and implement an ongoing process to identify and cultivate potential board members to maintain a board of 15-20 members, *starting in FY23*.
- Obj. 4.3: Develop and implement an orientation procedure for new Directors, with flexibility to allow for their varied past board experiences *by end of FY24*.
- Obj. 4.4: Improve the annual board self-evaluation/satisfaction process to be administered, evaluated and reported on by the Governance Committee *by end of FY23*.
- Obj. 4.5: Establish an ongoing process for planning annual board retreats to include reviewing the strategic plan and increasing board governance and fundraising skills *beginning in FY23*.
- Obj. 4.6: Explore ways to deepen the Advisory Council's engagement with True Concord *beginning in FY23*.
- Obj. 4.7: Develop a plan to retain the expertise and enthusiasm of past True Concord board members *beginning in FY23*.
- Obj. 4.8: Complete a review of existing Board policies and recommend improvements or additions *by end of FY24*.

**Goal 5. Maintain and expand best practices for financial management.**

- Obj. 5.1: Adopt an investment policy appropriate to our level of financial assets and the skills available to the organization by Dec 2023. Policy should be reviewed annually.
- Obj. 5.2: Determine appropriate target level for cash reserves by Dec 2023 and a plan for maintaining that reserve.
- Obj. 5.3: Maintain the services of an outside CPA to review the financial statements and prepare bank reconciliations. CPA should be available to be consulted on all accounting questions.
- Obj. 5.4: Create a written accounting policy and procedures manual for financial management by Dec. 2023.
- Obj. 5.5: Begin exploration of multiyear budgeting (3-5 years) with the goal of stabilizing funding for future projects, including the celebration of the organization's 20 and 25<sup>th</sup> anniversaries.
- Obj. 5.6: Determine where endowment funds will be held, how invested and managed by \_\_\_\_\_, 2023.