



# Annual Member Meeting Agenda

## May 13, 2024

### AMC By-Laws, Article II, Section 2

An Annual Meeting of the Members shall be held within thirty calendar days following the final performance of the Season. The agenda shall include a summary report by the Treasurer on the state of the Corporation's finances, election of Directors, and consideration of questions or issues submitted by the Board of Directors or raised by Members.

1. Finances: State of the corporation
2. Board and Artistic Director Comments
3. Key Questions for Members; Committing to financial support
4. General topics and member discussion
5. Next season performance planning
6. Election of directors



# Finances: State of the Corporation

## Season Revenue and Expenses as of 05/13/24

|                               |                 |
|-------------------------------|-----------------|
| Contributed Revenue:          | \$30,962        |
| Program Revenue:              | \$5,655         |
| <b>Total Revenue To Date:</b> | <b>\$36,617</b> |

|                                |                 |
|--------------------------------|-----------------|
| Operational Expenses:          | \$1,655         |
| Music Staff Fees:              | \$26,364        |
| Other Program Expenses:        | \$3,457         |
| <b>Total Expenses To Date:</b> | <b>\$31,476</b> |

**Net Operating Revenue:** **\$5,141**

|                                      |                  |
|--------------------------------------|------------------|
| Current cash position (WF Checking): | \$7,770          |
| Known obligations through June 30:   | \$3,573          |
| <b>End-of-season balance:</b>        | <b>\$4,197 *</b> |

**\* NOTE: Costs of moving the music library are unknown at this time**



# Finances: 2024-2025 Season (FY25) Projection

## FY 24 Government Grants

|                   |                 |
|-------------------|-----------------|
| City of Phoenix:  | \$9,800         |
| State of Arizona: | \$5,850         |
| <b>Total:</b>     | <b>\$15,650</b> |

## Operational Expense Increases

- Rehearsal venue usage
- Performance venue usage
- Music library storage costs

## FY25 Government Grants

- Amounts unknown until July 1, start of Fiscal Year 2025
- City of Phoenix: Proposed increased budget for POAC
- State of Arizona: \$1B budget deficit may reduce FY24's \$5M allocation to \$0

## Program Expenses: TBD by Program

- Music staff fees
- Production costs
- Sheet music costs
- Advertising costs
- Collaboration costs

**FY25 Target Revenue: \$45,000 – 23% increase from FY24**



# **Board and Music Director Comments On the State of the Company**



## **Key Questions for Members**

**Shall the Arizona Masterworks Chorale, Inc.,  
continue operations?**

**Are Members of the Corporation willing to  
commit to raising the revenue needed to grow  
AMC as a financially secure and sustainable  
artistic organization?**

**What changes to AMC's strategy are needed to  
better engage and have a measurable impact  
on our community?**



## **Challenge to Members: Commit to Financial Support of AMC**

**Pledge to give or get a minimum of \$1,000 in addition to your Chorister dues so AMC can reach the 2024-2025 revenue target of \$45,000**

- Give a cash donation \*
- Pay for an AMC expense \*
- Write a successful grant application
- Sell a program or website ad
- Obtain a new donation or sponsorship
- Lead a fundraising campaign
- Come up with your own innovation

*\* Tax deductible to the extent permitted by law*



# General Topics and Member Discussion

- **Earl Simmons Tribute:** Friday, May 17 at 9 AM in the Global Academy of Phoenix gymnasium, 39<sup>th</sup> Avenue and Maryland. One song by AMC.
- **Chorister Dues Increase:** From \$125 to \$150 per season. (First since 2015)
- **New Wardrobe:** Stage Accents “Baxter” ensemble for men and women (may add embroidered AMC logo).
- **By-Laws Updates Needed:** Emphasize Values over Rules; update all job descriptions.
- **Music Library Move:** To a rented storage unit near Cheryl Burton. Possible volunteer move day; deadline is July 31.
- **Rehearsal Venue Preference:** Desired to keep at All Saint’s Episcopal in Phoenix.
- **Consider “Pay-to-Play” Collaboration Opportunities:** NASCAR, Suns/Mercury, etc.



# New Wardrobe Proposal

*Stage*  
ACCENTS

**Baxter Top and Pants**  
**\$78 set**

*Back neck zipper top with side slits*  
*Elastic waist pants with side pockets*







# 2024-2025 Season Performance Venues and Calendar

## **Performance Venue(s) for AMC Concerts:** All Saint's Episcopal and (???)

- No agreements are currently in place with any venue for the 2024-25 season.
- Usage fees for weekly rehearsal and weekend performances may be significant.
- The Ascension Lutheran Congregation plans to rent space at North Scottsdale United Methodist Church, Scottsdale Road and Cactus.
- The Women's Orchestra of Arizona is considering NSUMC as their base; it's a possible site for a 2024 Messiah Sing-Along.

## **2024-2025 Performance Calendar:**

- Is AMC a "Brigadoon Choir," only popping up occasionally out of the gloaming?
- Do we continue the Christmas / Winter / Spring production schedule as in recent seasons? Or add more collaborations and non-concert events to the schedule?
- Continue Saturday Evening-Sunday Matinee concert performances, or go to one performance per production?
  - Pro one concert: considerable cost savings
  - Con one concert: after lots of preparation, only one performance



# Non-AMC Performance Opportunities

## **Scott's Proposal for Additional Collaborations:**

- To fulfill AMC's mission, hold another partnership concert – but not with a musical group, and not solely for our benefit.
- **Turn our focus outward instead of inward.** Let's be part of the dialogue: *Advocates who initiate conversation.*
- Another group's network can reach people that we do not. A win-win.

## **Carolyn Eynon Singers:** Proposal received to collaborate on November 17

- First half: Elaine Hagenbergs' "*Illuminare*" as combined choirs
- Second half: 15 minutes each choir, possible combined finale

## **Arizona Music Theater Orchestra:** AMC Choristers join in AMTO productions of well-known musicals JUST FOR THE FUN OF IT!!

- An AMTO, not an AMC event. Participation is on an individual basis, \$30 fee. (AMC could get a shout-out in the program and/or ad space.)
- Single day ensemble: morning ensemble rehearsals, evening performance.
- Materials distributed ~6 weeks in advance (scores, tracks) for individual preparation on your own.



# Fall Season Possible Events

**November 16:** AZ Musical Theater Orchestra (AMTO) *Ragtime* at Central UMC, with participation by individual AMC singers (\$30 cost to participate).

**November 17:** *Illuminare* collaboration with Carolyn Eynon Singers.

**November 24:** Messiah Sing-Along 2024 at North Scottsdale UMC, produced by **The Arts at Ascension** with participation by the AZ Masterworks Chorale and the Women's Orchestra of Arizona.

**December 7/8 or 14/15:** AMC Christmas Concert, with library favorites, carols (secular) sing-along, and Warren Cohen Carols medley.

## Notes:

- Prep for November collaboration and Christmas concert would be regular AMC sound, style, and rigor.
- Prep for Messiah and *Ragtime* would be read-throughs after regular Chorale rehearsals, giving AMC singers incentive to participate.
- For AMTO *Ragtime*, chorus members participate as individuals, preparing on their own for the one-day of ensemble rehearsal and evening performance.
- Yes, it's a lot in just a few weeks' time, but only one (Christmas) is an AMC-branded concert.



# AMC's Duty To Our Community

**Our mission** is to inspire and enrich our community through the power of choral music.

**Our vision** is to be known as a premier performing ensemble in Arizona.

How does AMC “*inspire and enrich our community*”?

- AMC performs works that won't be heard anywhere else in the Phoenix area.
- Outreach to underserved schools and others that otherwise would not have choral music programs.
- Volunteer participation outside of traditional concerts.

**BUT CONCERT ATTENDANCE RARELY EXCEEDS 50!**



## Scott's Proposal for Collaboration (paraphrased)

“I suggest that we try another partnership concert, but not with a musical group, and not solely for our benefit. Let's be part of the dialogue.  
***Advocates who initiate conversation. That is successful social justice.***”

“Why not put our musical presentation into a social justice context and focus on one of the many difficult topics of the day? For starters, I would go with Immigration.

“There are many organizations in Phoenix who are working on immigration issues. Do a fund raiser for them. **Turn our focus outward instead of inward and see if we can't all benefit.**”

“If that topic isn't feasible, then choose a charity: Habitat for Humanity, the Red Cross, trafficking of farm workers, the list is endless.

“Splitting the proceeds doesn't hurt if the event is large enough for everyone to benefit. Another group might have the network to reach people that we do not. A win-win.”



# Collaboration Discussion

***“Advocates who initiate conversation. That is successful social justice.”***

... could be a new AMC tag line.

Having **local impact to individuals** in Phoenix is the key to mutual benefit.

## Themes:

- Immigration
- Unhoused services
- Underserved music education

## Potential partners:

- New Leaf
- UMOM
- Habitat/ReStore
- Homeward Bound
- White Dove
- Treasures for Teachers
- Alhambra ESD/GAP
- Harmony Project-Phoenix

## Fundraising:

- Sponsorships
- Advertising
- Campaigns
- Giving Tuesday
- Arizona Gives Day

## Holiday Season Specials/Drop-Ins

- Hotels (e.g., Princess)
- Shopping (e.g., Biltmore)
- Seniors/Nursing Homes
- Cohen Carols an ideal short piece



# AMC Needs Some New Products

## AMC's two current products:

- 1. Formal choral concerts**
- 2. Messiah Sing-Along**

- We know how to prepare and perform challenging material: Monday rehearsals, weekend performances, etc.
- We have established logistics for publicity and ticket sales.
- We know how to conduct the event on site.

## Other products we will need to create:

- Less-than-full-choir outreach events (daytime, evening)
- Music education outreach events and long-term collaborations
- Pay-to-Play and community outreach events (ready repertoire)
- Collaborations with non-musical partners, meeting their needs
- Ad hoc or on demand events



# Election of Directors (By-Laws, Article IV)

**Section 1 Qualifications:** Any individual in good standing in the community and who commits to carry out the Duties and Responsibilities described in this section of the By-Laws may serve as a Director of the Corporation.

**Section 2 Duties and Responsibilities:** Include, but are not limited to:

1. Leading one or more functions or operational activities of the Corporation.
2. Knowing and abiding by AMC's policies, procedures, and programs.
3. Preparing for and regularly attending Board meetings and working outside of Board meetings as needed for the advancement of the Corporation.
4. Annually giving a significant donation in cash or in-kind goods and services, in addition to any required dues or fees, where "significant" is defined within the context of each Director's individual financial situation.
5. Raising money for AMC in the ways best suited to each individual.
6. Acting with the care and loyalty required of a Director, putting AMC's interests first.





# Challenges to the Board for FY25: Growing AMC as an Artistic Organization

## **Program Planning:**

- Traditional products, new products, collaborations, and more

## **Audience Growth:**

- Tell the stories that attract new patrons and communities

## **Fundraising:**

- Tell the stories that attract new investment

## **Board Growth and Transition:**

- Maturity: Recruit new viewpoints and skills, create succession and transition plans



# Upcoming Changes to AMC Officers List

**Officers of the Corporation are elected by the Board of Directors**

**President: Bob Altizer**

Resigning effective June 30, 2024. Will remain as board member and stay in the position through transition to new leadership.

**Vice-President: Open**

No one in this position since the death of John Cleveland

**Treasurer: Karla Allingham**

Resigning effective June 30, 2024. Will remain as board member and assist transition to new leadership.

**Secretary: Deborah DeSimone**

Resigning effective June 30, 2024. Will not remain as board member.



# Election of Directors (By-Laws, Article IV)

## **Directors Standing for Re-Election**

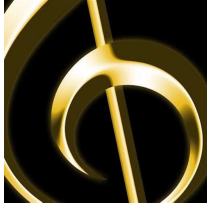
- Karla Allingham
- Bob Altizer
- Janus Torres
- Kathy Yoder

## **Nominees to Serve Two-Year Terms**

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- 
- 
- 

## **Not Standing for Re-Election:**

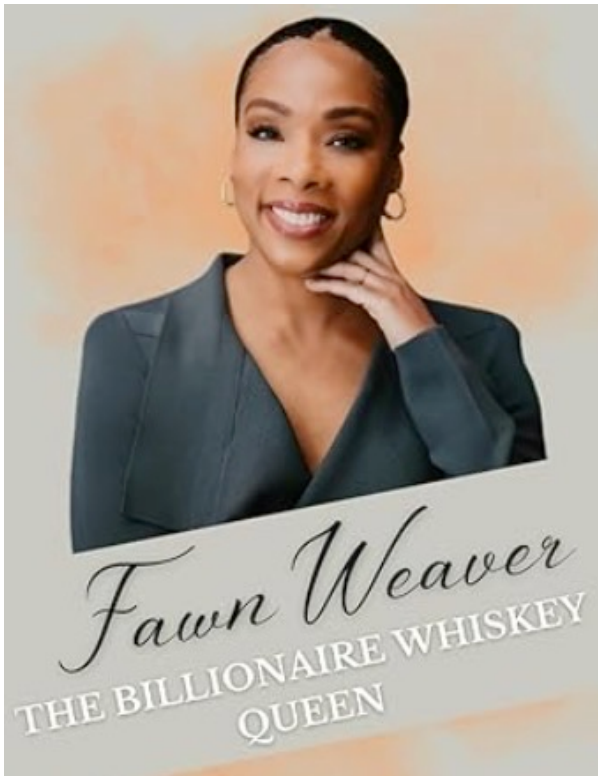
- Deborah DeSimone



# Conclusions and Adjournment



# When you think about storytelling around a brand, where do you start?



**Source:** “How I Built This: Advice Line”  
Podcast, Episode 617, April 2024  
(edited for clarity and space)

“I think it has to come from the heart. A lot of times, folks will go outside of themselves to build a story. And you can't replicate heart. If it hasn't really touched your own soul, you're not going to be able to make that resonate with other people. I don't care how many people you go to or how much money you spend it really has to start from your own heart.

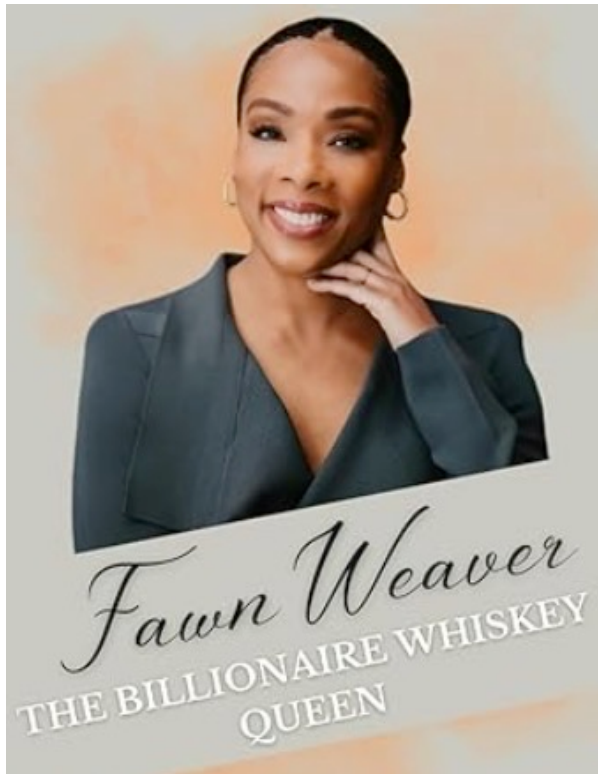
“So, the art of storytelling from me is this: It touched your own soul and you're able to share it with other people in such a way that it touches theirs.

“There's a word that I use when thinking about story: **why**. **Why** did I make this? **Why** does the world need to hear about it? **Why** does it add value to **your** life?”

“Those are the questions you have to answer when you're starting to think about the brand that you're putting out into the world.”



# What if you don't know how to articulate your story quickly?



**Source:** “How I Built This: Advice Line”  
Podcast, Episode 617, April 2024  
(edited for clarity and space)

“You can write out your entire story, literally every element in it, and then break it into sections.

“For instance, when you hear me, I'm usually talking about just a particular section of my story.

“The question is: Who is the audience you're talking to at any given moment? And what is the section of your story that relates to them?

“So if you can really home in on learning each aspect of your story separately – yes, they're all intertwined – but the ability to give every section of your story a start, a middle, and an ending means you're touching people's hearts and minds at the beginning and the middle and at the end when you tell that particular section of your story.”



# It's not the product, it's the packaging: prioritize the customer experience



"Aubrey Bergauer's book has given arts organizations a bold and special road map to becoming successful, sustainable, relevant, and transformative."  
—PAMELA CARTER, board chair of the Nashville Symphony

## **RUN IT LIKE A BUSINESS**

Strategies for **Arts Organizations**  
to Increase Audiences, Remain  
Relevant, and Multiply Money—  
Without Losing the Art

**AUBREY BERGAUER**

### THE ART IS NOT THE PROBLEM

The art is what we do best. If we want to grow our audiences, the customer experience surrounding the art is where we stand to improve the most.

#### 1. Have a newcomer focus on the website.

External focus on the content: cut the jargon and flowery language, bring in information, have better concert titles.

#### 2. Be newcomer-friendly in the venue.

Set expectations in advance and repeat them often; tell stories about the works in the program notes.

#### 3. Create newcomer-facing marketing.

Stop cheesy copywriting, lay of salesy lines, reduce calls to action.