



Agenda for this meeting

Why we're here: To address the challenge to AMC presented by Scott Youngs' departure and the ongoing critical need for board growth, chorale growth, and fundraising. (This is needed anyway; his departure makes it critical to do now.)

Agenda Items:

1. Review current AMC status:
 - Mission and vision; finances; strategic goals
 - Why is Scott leaving, and what are the implications
 - AMC areas needing growth
2. Consider our options: continue, suspend, or cease operations
3. Vote on the future of AMC



Review: Some Definitions

The Corporation: AMC is a member-managed Arizona charitable 501(c)(3) corporation, registered with the Arizona Corporation Commission and the Internal Revenue Service. All volunteer choristers in good standing are voting members of the corporation. (Members elect directors; directors elect officers)

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

By-Laws: The governing document describing how the corporation operates, including the powers and duties of members, directors, officers, and descriptions of contract positions, etc. Updated March 2025.

Strategic Plan: A statement of AMC's purpose, our strategic artistic and operational goals for the next three to five years, and the activities necessary to reach those goals.

- **Program/Artistic Activities:** Activities connected to fulfilling AMC's artistic mission and goals.
- **Operational Activities:** All other general business and non-program activities.

Products: Defining products is an essential part of "Running It Like a Business."

- **Tangible Products:** What AMC delivers to the community, currently and in the future: Concerts, outreach visits, contracted services, collaborations.
- **Intangible Products:** Fulfilling our mission through "The AMC Experience: the sheer beauty of sound and poetry."



Review: Today's Financial Picture

Wells Fargo Checking Balance (03/27/25):	\$20,071.53
Remaining obligations, March 2025:	-\$1,860.00
Estimated net cash flow, 4Q2025:	-\$6,420.00
Projected Balance as of 06/30/25:	\$11,791.53

4Q25 estimated net cash flow includes:

- *Revenue from May concert ticket sales and end-of-season donations*
- *Expenses for music staff*
- *Expense of FY26 of Music Library storage (\$1,200 estimated)*



Review: Our current Strategic Plan (summary)

Arizona Masterworks Chorale Strategic Plan 2022-2025 Seasons

	Strategic Objectives <i>To shape our future</i>	Success Factors <i>Key elements of the objective</i>	Targeted Results <i>Specific, measurable goals</i>	Game Plans <i>Steps to reach our targeted results</i>
Artistic Growth AMC is recognized as a premier choral ensemble in Arizona	“The AMC Experience”: Moves the audience by the sheer beauty of sound and poetry in our performances Musicianship: Enhanced musicianship of the Chorale Personal Satisfaction: A sense of enjoyment, reward, and accomplishment by AMC members	<ul style="list-style-type: none"> ☑ 95% of audience experience satisfied or delighted ☑ Increase repertoire depth and breadth each season ☑ Add two new volunteer choristers per section per season ☑ Minimum 40% of volunteer choristers in top tier per Music Director rating ☑ 80% annual retention of top/mid tier singers; 100% satisfied or delighted 	<ul style="list-style-type: none"> • Determine audience satisfaction and expectations • Engage section leaders and ad hoc Chamber Choir to enhance Chorale sound and musicianship • Recruit new choristers in all sections • Individual chorister vocal technique and preparation development plans • Grow collaboration with current and new artistic partners 	
Operational Growth AMC is managed for long-term financial and organizational sustainability	Revenue: Growth through grants, donations, special events, and ticket sales Board and Volunteers: Well-trained and diverse; more members in both cohorts Community Outreach: Collaboration with new populations not yet reached	<ul style="list-style-type: none"> ☑ Concert attendance 75% of house capacity per season ☑ Recruit and onboard two new outside board members per season ☑ Minimum 50% of volunteer choristers participation in outreach or fundraising ☑ Increase earned and contributed revenue by 25% year-over-year ☑ One new non-traditional community engagement per season 	<ul style="list-style-type: none"> • Adopt and use a DMS to engage donors and sponsors • Create a community outreach plan; develop measurable goals • Refresh branding, publicity, and communications • Create a financial plan addressing revenue needs for program support • Grow board and volunteer capability, size, and diversity 	

AMC Confidential DRAFT 07/03/22



Review: Why is Scott leaving AMC?

- Scott joined AMC in the spring of 2021 during our COVID-imposed hiatus, with the goal of building the artistic capabilities of individual singers and the AMC ensemble to present excellent performances of diverse and challenging repertoire. His first AMC concert was “From the Heartland” in November 2021.
- Under Scott’s leadership for the past four seasons, AMC has demonstrated massive artistic growth in both musicianship and programming. Many audience members have remarked that “you’ve never sounded better.”
- His appointment as AMC Music Director – a part-time job – required Scott’s presence in Phoenix for most of the year, which limited his opportunity to travel, spend time with family overseas, and explore other artistic opportunities.
- Scott is now “simply changing my focus and solving some other issues. My schedule needs to be more flexible so that I can spend time with my family in Belize, and I have some other conducting opportunities being offered that would put me on the road. ”



Review: Implications of Scott's departure (revised)

AMC will need to recruit a new Music Director. The Board will use the same process as in 2021 to seek and vet candidates, including possible audition rehearsals with current volunteer choristers.

One of the biggest assets of Scott's musical leadership has been his access to musicians, groups, and facilities in the Phoenix area. Impacts include:

- **Access to All Saint's Episcopal Church (Updated).** A new facilities use agreement needed with ASEC, including card key access (underway).
- **Retain Current Staff Members.** AMC will need to retain current staff members as appropriate under new artistic leadership.
- **Retain Current Chorale Members, Recruit New Members.** Encourage current members to remain in their roles and new members to join under new artistic leadership.
- **Phoenix Music Community Contacts.** Featured artists,, section leaders, supplementary choristers, instrumentalists, collaborative groups, etc.).



Review: Areas Needing Most Attention

Board Growth: Recruitment of new working board members, especially non-singers.

- Set policies and strategic goals, and work to fulfill the AMC mission and vision
- Approve programs and budget; oversee AMC finances and fundraising
- Recruit a new musical director and oversee artistic operations
- Elect and oversee officers (President, VP/ Development Director, Treasurer, Secretary)
- Lead AMC operational activities
- Make personal donations and raise money

Development (Fundraising).

- Grant Management
- Donor Relationship Management
- Fundraising Activities and Campaigns

Marketing and Sales.

- **Tell AMC's story:** Why support AMC? (artistic merit and value; community impact; who we are and what we do)
- **Create and distribute marketing content and collateral** (art, copy, audio, video, concert programs, etc. via website, newsletter, social media, print, etc.)
- Ticket, advertising, and merchandise sales

Artistic Administration.

- Season Programming (All products and collaborations)
- Staff engagement (music director, collaborative pianist, section leaders, featured artists)
- Music library management



Review: Other Operational Areas (Generally OK, but need more volunteer support)

Production Management.

- Season and event-specific production management tasks: logistics, venue agreements, program creation and printing, artist management, box office, etc.

Technology.

- Technical Resources Management: website, email, audio/video, software and technology tools administration.
- Social Media Administration: Constant Contact, Facebook, YouTube, etc.

Finance and Accounting.

- Financial Management: Budget creation, cash flow and budget tracking
- Use AMC finance tools: QuickBooks Online, PayPal, Zelle, online banking, etc.
- Customer/donor and vendor tracking
- Tax Management (IRS Forms 1099-NEC, W-9, and 990N)

Outreach and Collaboration Management.

- Relationship development with educational and community partners
- Scheduling and management of outreach events
- Preparation of materials used in outreach events



Now What?

Do we go on as an artistic organization?

With Scott's announcement that he doesn't intend to continue with AMC, we need to consider the organization's future. We need to decide whether we:

- **Continue operations** and recruit a new music director for 2025-2026 while working to build the chorale, board membership, and financial support.
- **Suspend operations** for the 2025-26 season while we rebuild to continue, including board and chorale growth, sponsorships, etc., and recruiting a new music director to resume operations in 2026-27.
- **Cease operations**, dissolve the corporation, and distribute the assets (music library and remaining cash.)

IF WE CHOOSE TO CONTINUE OR SUSPEND OPERATIONS, we'll have the same challenges to recruit a new music director, and to grow board and chorale membership and financial support.



Context: Getting philosophical ...

“The notion of **obligations** comes before that of **rights**, which is subordinate and relative to the former. A right is not effectual by itself, but only in relation to the obligation to which it corresponds, the effective exercise of a right springing not from the individual who possesses it, but from other men who consider themselves as being under a certain obligation towards him. Recognition of an obligation makes it effectual. An obligation which goes unrecognized by anybody loses none of the full force of its existence. A right which goes unrecognized by anybody is not worth very much.” -- *Simone Weil in “The Need for Roots” (1943)*

In other words:

- Everyone involved in AMC, regardless of their role, has an obligation contribute to the fulfillment of the organization’s vision and mission and meeting its goals.
- Your rights as a member of the corporation (volunteer chorister) to have a rewarding experience by singing in AMC depend on all members meeting their obligations to the organization.
- Those obligations go beyond the minimum requirements of the role; that is, beyond “just showing up and singing.”



What do we face with each choice?

Continue Operations	Suspend Operations	Cease Operations
<p>Continue operations into FY26; address both artistic/production and board/operations issues now. Board and members do the work. Members continue to pay dues.</p> <p><u>Artistic/Production (for FY26)</u></p> <ul style="list-style-type: none"> • Immediately recruit a new music director • Retain collaborative pianist and section leaders • Retain rehearsal and performance venues • Recruit new volunteer choristers <p><u>Board/Operations (Same as suspend)</u></p> <ul style="list-style-type: none"> • Board: Grow from inside and outside the Chorale, willing to take operational leadership roles • Marketing & Development: Tell the AMC story; Increase earned and contributed revenue • Increase volunteer chorister involvement 	<p>Target return to operations in FY27; address board/operations issues now, artistic/production later. <i>Who does this work?</i> <i><u>Do members continue to pay dues?</u></i> <i><u>(This is not like the COVID hiatus: We will be starting over from scratch.)</u></i></p> <p><u>Board/Operations (same as continue)</u></p> <ul style="list-style-type: none"> • Board: Grow from inside and outside the Chorale, willing to take operational leadership roles • Marketing & Development: Tell the AMC story; Increase earned and contributed revenue • Increase volunteer chorister involvement <p><u>Artistic/Production (for FY27)</u></p> <ul style="list-style-type: none"> • Immediately recruit a new music director • Retain collaborative pianist and section leaders • Retain rehearsal and performance venues • Recruit new volunteer choristers 	<p>Take legal steps to dissolve the corporation. Board does the work, may be compensate for it. No members or dues.</p> <p><u>Music Library</u></p> <ul style="list-style-type: none"> • Liquidate: sell, donate, destroy • Pay rental until gone <p><u>Financial</u> Maintain WF and QBO until closure complete, then:</p> <ul style="list-style-type: none"> • Return any FY26 grant monies • Cancel debit cards and any direct charges • Give remaining cash to qualified recipient <p><u>Technology:</u> Retire website, close subscriptions (MS365, Constant Contact, etc.)</p> <p><u>Outside Connections:</u> Cancel memberships and collaborations</p>



Context: Your vote signifies your commitment to AMC

Before making their selection, members need to know voting to either “continue” or “suspend” operations means that:

- You understand that considerable work needs to be done to grow and sustain AMC, both artistically and operationally.
- You commit to working to meet those needs, **in the way best suited to you**, going beyond preparing and singing choral music.
- In either case, you agree to continue paying seasonal dues in FY26 to maintain your status as a member of the corporation.

Hey, wait a minute! I don’t want to pay dues and do behind the scenes work if I’m not singing during a suspension!

- The same work needs to be done whether AMC continues or suspends operations. In that case, vote to continue operations, figure out how you can best work for AMC, and commit to doing so.
- Consider: It will be a lot harder to re-start the group after a hiatus than to work through issues during the season.



Context: Your vote signifies your commitment to AMC

Continue in FY26 or Suspend Until FY27

Artistic/Production

- Recruit a new music director
- Retain current and recruit new volunteer choristers
- Recruit or retain music staff
- Determine rehearsal & performance venues; pay annual music library rental

Board/Operations

- Board: Grow from inside and outside the Chorale; operational leadership
- Marketing & Development: Tell the AMC story; Increase earned and contributed revenue
- Increase volunteer chorister involvement

Members

- Continue to pay chorister dues

Cease Operations

Music Library

- Liquidate: sell, donate, destroy
- Pay monthly rental until gone

Financial

- Maintain Wells Fargo and QuickBooks Online accounts until closure complete
- Return any FY26 grant monies
- Cancel debit cards and any direct charges
- Give remaining cash to qualified recipient

Technology

- Retire website, close subscriptions (MS365, Constant Contact, etc.)

Outside Connections

- Cancel memberships and collaborations



Decide by Ranked Choice Voting

Ranked choice voting is used where there are more than two choices that are mutually exclusive. Voters rank choices in order of preference instead of selecting just one. Here's the detailed procedure:

1. Voters get one chance to rank the choices by preference.
2. If a choice wins an outright majority of first-preference votes, it will be declared the winner, and the process ends.
3. If no choice wins an outright majority of first-preference votes, the choice with the fewest first-preference votes is eliminated and second-preference choices on these ballots are then added as first-preference votes for the specified remaining choice.
4. A count of the new distribution is conducted to determine whether any choice has won an outright majority of reallocated first-preference votes.
5. The process is repeated until a choice wins a majority of votes cast.



The Ranked-Choice Ballot

The choices are:

- **Continue Operations:** Understanding the work needed, continue regular Chorale operations in the 2025-26 season.
- **Suspend Operations:** Understanding the work needed, go on performance hiatus for one season and resume in the 2026-2027 season.
- **Cease Operations:** Dissolve the corporation, disperse its assets.



**ARIZONA
MASTERWORKS
CHORALE**

Special Members Meeting – April 14, 2025

Your Name: _____

Please mark your choices for the future of the Arizona Masterworks Chorale, in order of preference:

Option	First Choice	Second Choice	Third Choice
Continue Operations as usual in the 2025-2026 Season			
Suspend Operations for 2025-26, resume in 2026-27			
Cease Operations and dissolve the corporation			

NOTE: AUTOMATED VOTE PROCESSING BY RCV123.ORG



Detail: Board Member Commitment

As a Director of the Corporation, it's my duty to preserve and build upon AMC's legacy by exercising prudent strategic direction and effective governance of fiscally sound programs. I am a fiduciary of the Corporation and will act with the duties of care and loyalty required of board members, putting AMC's interests first.

To that end, I pledge:

- I will be an enthusiastic public advocate for AMC based on my full understanding of the Chorale's By-Laws, mission, vision, strategic plan and goals, artistic programs, and operations.
- I will prepare for and regularly attend board meetings,
- I will work outside of board meetings to lead selected AMC operational activities.
- I will give each season I serve as Director what is for me a significant donation in cash or in-kind goods or services.
- I will raise money for AMC in the ways best suited for me.



Detail: Music Director Scope of Work (Summary – details in agreement)

Musical/Production

- Lead rehearsals and performances in a professional working environment with commensurate standards of vocal quality and conduct for all members
- Evaluate Choristers' vocal capabilities on a regular basis to ensure continuous improvement in individual and ensemble capability
- Ensure AMC's music library is current and properly organized
- Recruit featured artists as required

Organizational

- Support the season budget process
- Contribute to marketing and media activities for AMC and its concert series
- Participate in fundraising, media, and public relations events to promote AMC

Community

- Identify appropriate community engagements and partnerships
- Maintain strong relationships with schools, community and government entities and officials, and all stakeholders