



**Milwaukee
Children's Choir**
Building Noteworthy Character

2009-2010 Annual Report

(Released October 26, 2010)

A message from our Board President:

We are pleased to announce that the fiscal year ending June 30, 2010 was a fabulous year of artistic and program growth at Milwaukee Children's Choir (MCC). Following years of strategic planning, and MCC Founder Emily Holt Crocker's decision that the season ending June 30, 2009 would be her last as MCC's Artistic Director, in July 2009 MCC invested in its future and the future of Milwaukee's youth by hiring its first full-time artistic director—Carol Storck. Carol's teaching and leadership skills, her energy, and her focus on education, deepened and broadened MCC's programming throughout the year. As a result, we made great strides in furthering our mission "to provide excellent choral music instruction and performance experiences that foster creativity, personal expression, and social growth."



In order to invest in our future, at the beginning of the 2009-2010 season MCC's Board of Directors adopted its first-ever deficit budget. We had spent years building a reserve, and faced with artistic transition during the worst recession in recent history, the board unanimously approved a well-reasoned budget allowing for a \$25,000 deficit, with the extra funds to be used on the costs inherent in the change of leadership at a children's choir.

We are very pleased to report that MCC's fiscal year ending June 30, 2010 was much better than anticipated financially. Our business plan called for a deficit up to \$25,000. When we closed our financial records the year's deficit was \$9,997. More than half of that was caused by a one-time inventory write-off, but even with that our actual deficit was 60% less than anticipated. This remarkable achievement was the result of excellent programming, cost-management, vigorous marketing and recruiting efforts, and strong community support. Belief in MCC's mission coupled with hard work made it happen, and we are truly grateful.

We are now in a year equally if not more fiscally challenging. It is also another year of transition. As I write this letter MCC is finalizing an Executive Director transition: effective November 1 Deborah Patel will retire, and General Manager Paula Bell will become our second Executive Director. My tenure as Board President also comes to a close, with Rockwell Automation Controller David Dorgan becoming MCC's Board President at today's Annual Meeting. I have been honored to serve MCC as Board President these past two years, and am proud to continue my service to MCC alongside the rest of our dedicated board members. With MCC's new *Songbirds* program for younger children, the addition of small group study for our more advanced singers, and the strengthening of both our board and staff, we remain committed to providing the best music education and performance experiences for our choir members. If you haven't been to one of our performances or observed a rehearsal yet, I invite you to witness our mission in action! And if you have, I hope to see you again soon.

Sincerely,

Christine Burgener, MCC Board President

WE ARE MCC!

Songbirds • Prelude Choir • Cantabile • Jubilate • Milwaukee Youth Chorale
Carol Storck, *Artistic Director* • Emily Holt Crocker, *Founder* • Deborah Patel, *Executive Director*

Board Officers: Christine Burgener, *President* • David Dorgan, *Vice President* • Patrick Murphy, *Treasurer* • Jayme Tschanz, *Secretary*.

Directors: Priya Barnes • Beth M. Berger • Heidi Boyd • Robert Fichtner • Nancy Gazzana
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Milwaukee Children's Choir, 158 North Broadway, Milwaukee WI 53202 • (phone) 414-221-7040 (fax) 414-221-7041

mcc@milwaukeechildrenschoir.org • www.milwaukeechildrenschoir.org • www.facebook.com/MilwaukeeChildrensChoir

Milwaukee Children's Choir — July 1, 2009 through June 30, 2010:

Milwaukee Children's Choir is Southeastern Wisconsin's premiere professional children's choir. We provide children with exceptional choral music instruction and performance experiences they can get nowhere else in the area. We are also the "go to" choir for other performing arts groups when their performances call for the voices of children.

MCC education programming — Changes built upon a firm foundation:

The 2009-2010 season was MCC's 16th performance season. At the beginning of the season MCC hired its first full-time artistic director. We now had artistic leadership with sufficient time to build on 15 years of high quality programming. As a result, 2009-2010 proved notable both for improved instruction and stellar performance. Although the basics remained — MCC offered top-notch choral music education and performance experiences to children grades 1-12 — important changes were made to education programming.

Artistic Director Carol Storck brought several new members to MCC's artistic team. They are talented music educators and performers known for their musicianship, their passion for quality music education, their leadership in the field of music, and the joy they get from music and teaching children. Director Storck and many of her team are Kodály educated, and they immediately began integrating several key Kodály concepts into MCC curriculum: singing as the basis for music education; introducing folk music for beginning singers; using solfege; performing highest quality music; developing the complete musician; and using sequenced curriculum. As staff prepared for rehearsals, careful attention was paid to each of these concepts, with marked improvement in MCC curriculum. Throughout the year, Ms. Storck and her team met to discuss MCC's programming, and at the close of the season a letter was sent to area music teachers making commitments to teachers and children (see base of page).



Staff 2009-2010: *Artistic Staff:* Carol Storck, Artistic Director and Cantare; Amanda Carnahan, Accompanist; Jason Clark, Milwaukee Youth Chorale; Kristin Dillahunt, Prelude Choir and Cantabile; Jenny Gettel, Jubilate; Maria Koester, Accompanist; Annemarie Travia, Prelude Choir; Theresa Witt, Cantabile and Prelude/Cantabile Coordinator; Trish Zamora, Prelude, Harmony Choir, and Cantabile. *Production and Administrative Staff:* Deborah Patel, Executive Director; Paula Bell, General Manager; Lorinda Liongson, Office and Volunteer Manager.



Dear Music Teacher,

Last fall I became the artistic director of the Milwaukee Children's Choir. I have spent the year getting to know the other directors, the organization, its choirs and choir members. MCC has a great artistic team and we have reviewed all levels of MCC programming.... After year-long discussions, we are making several commitments to you and the singers you send our way:

- To engage choir members in challenging but age-appropriate learning....
- To be a part of comprehensive and sequential learning environment spanning all school age youth....
- To provide our singers with performance experiences they can get nowhere else....
- To help our singers become self-sufficient and confident musicians....
- To remain committed to the principle that school comes first....
- To never forget to work with the whole child or that choir is a team sport....

Having seen the positive momentum through our work this year, I am very excited to see where our work will take us next fall. We hope you have a wonderful time finishing your school year. Thank you for all you do for Milwaukee's young musicians!

Sincerely, Carol Storck, MCC Artistic Director

(Excerpts from letter dated May 18, 2010. Complete text available through Educators' page of our website.)

2009-2010 Performances:

- ♪ Justinian Society of Lawyer's Columbus Day Dinner
- ♪ Featured guests at the National Orff Convention
- ♪ World premiere of Alexandra du Bois' *In Beauty May I Walk* with Present Music
- ♪ *Holiday Pajama Jamboree* with Festival City Symphony
- ♪ Caroling in the community throughout December
- ♪ ***Festival of Winter Spirit* (produced by MCC)**
- ♪ Michael Pink's *The Nutcracker* with Milwaukee Ballet
- ♪ *Martin Luther King Celebration* in Uihlein Hall
- ♪ ***Sing-a-Thon at Bayshore Town Center* (produced by MCC)**
- ♪ Stravinsky's *Symphony of Psalms* with Milwaukee Symphony Orchestra
- ♪ ***America: All Cultures in Harmony (Roots & Wings Choral Festival)* produced by MCC**
- ♪ Milwaukee Symphony Orchestra *Ace Concert*
- ♪ ***Milwaukee Youth Music Celebration* (with MYSO, Milwaukee Choristers, Master Singers and guest high school choirs)**
- ♪ World premiere of Philip Feeney's score to "*Peter Pan*," choreographed by Michael Pink, with Milwaukee Ballet
- ♪ Mahler's Third Symphony with Milwaukee Symphony Orchestra
- ♪ ***Sing, Dance, Celebrate!* (Produced by MCC)**

MCC teaches through performance — High profile and quality performances:

The 2009-2010 season was a remarkable inaugural performance season for Artistic Director Storck. From a sold-out *Festival of Winter Spirit* December show, to record enrollment at *Roots & Wings* and critically acclaimed *Sing, Dance, Celebrate!* in May, MCC concerts were a hit with friends and family. MCC's season as guest artist was richer than any before, containing a constant stream of high profile performances with difficult repertoire, including two world premieres and stellar reviews.

The sounds of the choirs "drifted through Uihlein Hall like glowing angels." Tom Strini, Third Coast Digest (*Stravinsky Symphony of Psalms*).

Milwaukee Children's Choir is "part of the magic" of *Peter Pan*. Elaine Schmitt, Milwaukee Journal Sentinel.



"MCC was awesome and [Peter Pan composer] Philip Feeney wrote some amazing music!"
Chorister comment.

Although good reviews enhance MCC's reputation, it is the child's experience that matters most to us. Throughout the year, whether it was "the little kids" performing with "the big kids" at an MCC concert, or Jubilate performing in the pit with the Milwaukee Ballet Orchestra (and a crocodile) in *Peter Pan* while Wendy, Peter and Tinkerbell danced on stage, or joining the MSO for Stravinsky's challenging *Symphony of Psalms*, or Youth Chorale singing Brahms and Bernstein and with MYSO, the Milwaukee Choristers and the Master Singers, our choristers had enriching experiences they will never forget.



"The Stravinsky *Symphony of Psalms* [with the MSO and its Chorus] was an experience unlike any other."
Chorister comment.

Milwaukee Children's Choir remains dedicated to the community — Improvement to urban outreach:

While participation in most MCC programming is tuition-based, tuition is set arbitrarily low in order to prevent it from becoming a barrier to participation. Tuition aid is available to qualified children, and no child has ever been turned away from membership because of money. In addition, MCC's urban outreach program furthers MCC's mission by bringing months of high quality choral music instruction to elementary school children who live in the City of Milwaukee and attend Milwaukee schools.

A major revision to MCC's urban outreach occurred during 2009-2010. A full-time artistic director gave us more freedom to drive this program. During 2008-2009 MCC's outreach program served roughly 70 youth. During 2009-2010 we reached almost three times as many children, at lower cost. Through MCC's new Harmony Program, more than 200 children received five months of weekly choral music instruction in or after school, and participated in MCC's all day Saturday *Roots & Wings Festival*. We estimate that about 80% of the children we reached through the Harmony Program do not receive choral (or any music) programming in their regular classroom curriculum. The response to the new program format was overwhelmingly positive, from both children and schools, and our relationship with schools was strengthened.



Major funding for our Harmony Program came from grants from the Greater Milwaukee Foundation, the Wisconsin Arts Board with funds from the State of Wisconsin and the National Endowment for the Arts, the Herzfeld Foundation, and the MPS Arts Partnership. At the end of this Report you will find a complete list of MCC donors .

Choir demographics: During 2009-2010 Milwaukee Children's Choir represented the best Southeastern Wisconsin has to offer. We served more than 450 youth, as young as first-grade and as "old" as high school seniors. More than 30% of those served were non-Caucasian or mixed race. Choristers represented 55 zip codes, 38 communities, seven counties, and grades K4-12 from more than 140 schools.

No doubt about it: We are Milwaukee's children's choir!





"My dad had tears in his eyes he thought it was so great." Harmony Choir member comment on Roots & Wings — *America: All Cultures in Harmony*.



Milwaukee Children's Choir infrastructure — Dedicated to organizational growth:

While MCC programs improved, the organization strengthened its infrastructure. In the fall of 2009, MCC was awarded a grant by the Nonprofit Management Fund to have a diagnostic of its operations performed. The process included a review of all MCC operations, with a special focus on governance and staff/board relationship. Armed with the results, we made changes to MCC's administrative staff structure to better accommodate our operations. At the board level, we retained a consultant to assist in board development. As the year progressed, MCC's board remained committed and engaged, its committee system was empowered, board meeting practices were revised, and by the time the fiscal year closed MCC was poised to bring on new board members to join the group of passionate and dedicated individuals who provide MCC with leadership and oversight.

Our Financial Year — challenging but ending on a high note:

For the first time in our history, MCC's Board of Directors adopted a deficit budget for the fiscal year ending June 30, 2010. Over the past several years MCC had worked diligently to build its financial reserve: it grew from \$45,281 (June 30 2005) to \$145,365 (June 30 2009). We not only realized we needed a nest egg for a rainy day, but also knew we would face artistic director transition. Our peers informed us that enrollment would drop temporarily during artistic leadership transition, that special marketing and program efforts would be needed during the transition, and that we were at a point where we needed full-time, rather than part-time, artistic leadership. We shifted to a full-time artistic director during the worst recession in recent history, at a time when foundation and other contributed revenue was falling and MCC was unable to raise tuition. It was indeed our perfect storm!

Faced with a decision whether to cut expenses or use some of our reserve, after thorough discussion, MCC's board of directors adopted a budget allowing for a \$25,000 deficit during fiscal 2010. The deficit was an investment in MCC's future and funds were to be spent on advertising, programming, and the full-time artistic director. MCC's board was convinced that what was arguably a bold move—growth during these difficult times—was also the most prudent. Reducing certain expenses would lead to ultimate failure down the road. Failing to use the reserve during a time of transition and catastrophic economic collapse was unwise.

During the year we carefully tracked both income and expenses. We cut costs where we could, and the Board of Directors sponsored a special annual fund matching campaign. Remarkably, at a time when the national economy was struggling, MCC had the second largest annual fund campaign in its history, and more corporate funding than ever before.

“Remarkably, at a time when the national economy was struggling, MCC had the second largest annual fund campaign in its history, and more corporate funding than ever before.”



Our Financial Year (continued)

As we closed our fiscal 2010 financial records the year's deficit was \$9,997 rather than the \$25,000 approved by the Board — 60% less than anticipated. And \$5,348 of that deficit was caused by a one-time inventory write-off.

Our fiscal year ended on a high note! Audited results follow:

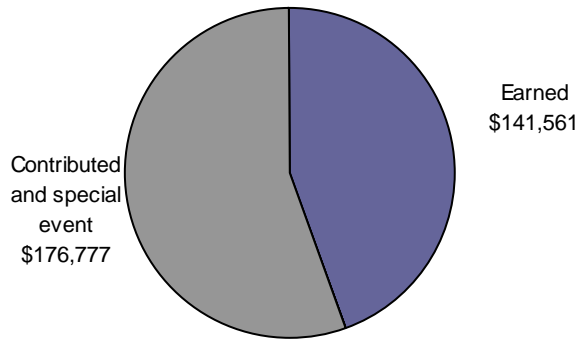
Income Sources

Tuition and fees for services	\$115,439
Contributions and grants	\$165,166
Tickets and admissions	\$22,008
Special Events	\$11,611
Retail Sales	\$3,665
Interest	\$449
Total:	\$318,338

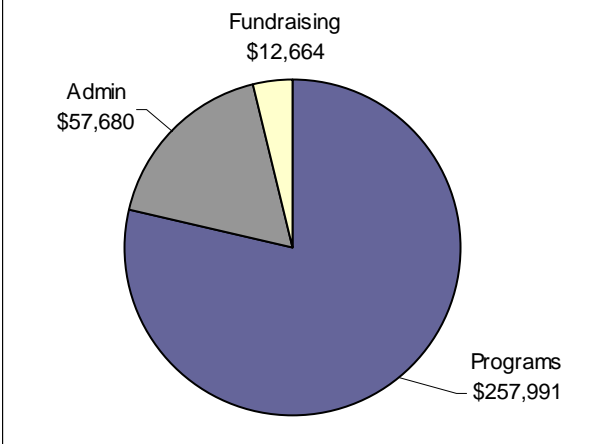
Schedule of functional expenses:

Salaries and wages	\$188,044
Payroll taxes	\$14,120
Advertising	\$17,673
Bank charges	\$2,407
Depreciation	\$1,588
Dues	\$805
Insurance	\$4,001
Performance and production	\$36,177
Postage	\$3,504
Printing	\$2,504
Professional fees	\$18,715
Rent	\$19,842
Supplies	\$9,646
Telephone	\$1,900
Other	\$7,409
Total	\$328,335

MCC revenue FY2010



MCC expenses FY2010



MCC's FY2010 audited financial statements can be viewed on the Governance page of our website.

In Closing – what made our year possible.

None of what we do is possible without support from many. In addition to an incredible staff and board, MCC is blessed with hundreds of families who value choral music education and are dedicated to the choir. In addition to attending choir rehearsals, our parents are active MCC volunteers who provide us with thousands of hours of volunteer time. Community members supply us with a steady stream of unpaid office workers. And we are blessed with financial support from government, foundation, corporate and individual sources. On the following pages you will find a list of MCC's 2009-2010 donors. Their continued generosity makes what we do possible.

The 2009-2010 season ended with a concert that celebrated music and dance. We close this report with lyrics from "*Rhythm of Life*," the song that closed our season:

"For the rhythm of life is a powerful beat,
Puts a tingle in your fingers and a tingle in your feet!
Rhythm on the inside, rhythm on the street,
And the rhythm of life is a powerful beat!"

Sincerely,
Milwaukee Children's Choir



2009-2010 Donors — Thank you!

\$20,000 and over

United Performing Arts Fund

\$10,000 to \$19,999

Greater Milwaukee Foundation

Mary L. Nohl Fund

Milwaukee Public Schools

Partnership for the Arts

Nonprofit Management Fund

Wisconsin Arts Board (State of Wisconsin)

\$5,000 to \$9,999

David and Andrea Dorgan

Milwaukee County Cultural Artistic and

Musical Programming Advisory Council (CAMPAC)

National Endowment for the Arts

\$1,000 to \$4,999

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\$1,000 to \$4,999 (cont.)

Gardner Family

Greater Milwaukee Foundation

VELA Fund

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\$500 to \$999

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