Encore Up Close: 2018 Annual Report

From the President of Encore’s Board of Directors

Encore doesn’t do miracles, but it sure transforms lives.

“A song is but a little thing, yes...maybe just a little thing. But oh, what joy it is to sing. It lifts me up in times of strife, brings me peace in this unsettled life. What joy it is to sing....” (From “And So I Sing” Linda Spevacek). It’s one of Jeanne’s favorites.

That’s what we do. We sing, but more, it’s what singing brings us. It lifts the spirits. It brings peace. It pulls our mind from the mundane day-to-day routine to join with others making beautiful music. It’s the satisfaction of participating. And it’s not only our own singing, making our own music, but the joy we bring to others, those who hear us, families, friends.

Our 10th year was a major celebration. This is Encore’s 12th year. With Jeanne leading the way, we’ve grown to 22 chorales in 3 states and DC, with “affiliates” in others. In September we were joined by Robert Rund, our Executive Director. In December, more than 500 of our singers performed at the Kennedy Center Concert Hall main stage with an audience of over 2,100 people. We are the largest choral organization in the US for people over age 55. We’ve had articles about us in the New York Times & Washington Post. What a great year!

We are financially healthy and growing. We have a strong working Board of Directors guiding and supporting our move into the future.

I’m so pleased at what we’ve accomplished, and so looking forward to our future. This is Encore’s Annual Report. Read it and see for yourself. And if you can, join us in the joy of singing.

David Bernstein
Board President
Encore Creativity

Encore Appreciates the Generous Grants from the Following Organizations...

...And Our Major Sponsors...

#disruptaging
Real Possibilities
Presenting Sponsor

Encore’s Mission Statement
Encore’s mission is to provide an excellent, accessible artistic environment for adults, age 55+, regardless of experience or ability, who seek arts education and performance opportunities under the direction of a professional artist.

The primary goal of Encore Creativity for Older Adults is to offer our choral program to older adults, an underserved population in the arts, across Maryland, Virginia, Washington, DC and throughout the country.

Encore’s Vision
Encore is the leading provider of professionally directed creative arts programs for older adults in the United States.

About Encore
Encore is the largest choral program for older adults in the United States. Founded in 2007, Encore has steadily expanded to comprise 22 choral programs in Maryland, Virginia, New York, and Washington, DC with over 1,200 singers, aged 55 to 99. There are also five affiliate Chorales in California, Colorado, Ohio, and Pennsylvania.

Accessibility has been the key to Encore’s success: There are no auditions to become a member of an Encore program; anyone with a desire may join. Singers do not have to be experienced. The ability to read music is not necessary. Singers are generally seated for their ninety-minute rehearsals and may also be seated during performances. Most importantly of all, Encore is fun!

The benefits of choral singing are well documented. Encore singers love the music, love to sing, and thrive on the camaraderie that comes with the Encore experience.
2018 was yet another memorable year as Encore continued eleven years of sustained growth and program innovation. Program participation—as well as the size of concert audiences—reached record levels. Encore is alive and well and ready for the challenges of 2019.

Program Expansion

In 2017, Encore’s Board of Directors and executive management recommitted to the pursuit of expansion nationally. However, going forward, the Affiliate Program would be discontinued, with existing Affiliates maintaining their relationship, and Encore would focus on expansion within Encore’s own corporate organization and control.

In March 2018, Encore launched its first programs outside of the DC/MD/VA area with the launch of a Chorale and Encore ROCKS in Midtown Manhattan. Under the direction of the talented Justin Jalea, the programs rehearse and perform at the prestigious Fifth Avenue Presbyterian Church. The programs have been well received. One NYC singer summed it up well: “I loved singing in the Fifth Avenue Chapel. Christmas Holiday, Evening Performance, Fifth Avenue, what more could you want?”

Locally, Encore ROCKS came to Columbia, MD as this program continues to expand throughout the region. Encore now has seven ROCKS choruses, with future expansion in the works.

ROCKS Camp

The Choral Institutes in Maryland and Chautauqua, NY have been summertime staples since the first year of Encore’s existence. Bolstered by the success of those programs, and the rapid expansion of Encore ROCKS, Encore introduced the very first ROCKS camp, an immediate sell-out, in Annapolis, MD in early August. The Camp was a huge success and, henceforward, will be repeated annually. One participant’s comment was typical: “I had a fabulous time - you all knocked it out of the park with this camp!!!”

New Executive Director

After a nationwide search, in August Encore’s Board selected Robert Rund as Encore’s third Executive Director (including Encore’s Founder, Jeanne Kelly). Robert came to Encore with an extensive background in choral and performing arts management and fundraising.

Kennedy Center Performance

It has been a longstanding holiday tradition for Encore Chorale to perform on the Kennedy Center Millennium Stage. After the 2017 performance, Kennedy Center management decided Encore had “outgrown” the Millennium and offered a concert date, December 26th, in the Concert Hall. Encore was thrilled to accept. What resulted was perhaps the most extraordinary concert Encore has ever performed, with over 500 singers and an audience of 2,000+, the largest single audience to attend an Encore concert. The concert was, as one singer put it, “...a triumph! A once in a lifetime experience to sing inside the concert hall.” The Kennedy Center staff was impressed—Encore will now have a permanent engagement to sing in the Concert Hall every December 26th.
**Encore Leadership**

### Encore’s Board of Directors

Committed to Encore’s Success

Encore’s Board of Directors, a group of volunteers, is responsible for developing Encore’s strategic vision, goals and objectives. The Board has the fiduciary responsibility to protect Encore’s assets and ensure sound management. Encore is fortunate to have a dedicated and competent Board committed to Encore’s sustained success.

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
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<tbody>
<tr>
<td>David Bernstein</td>
<td>President</td>
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<tr>
<td>Dan Martin</td>
<td>VP</td>
</tr>
<tr>
<td>Larry Kelly</td>
<td>Treasurer</td>
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<tr>
<td>Debra Bird</td>
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<td>David Lloyd</td>
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<tr>
<td>Jeanne Kelly</td>
<td>Ex Officio</td>
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<tr>
<td>Robert Rund</td>
<td>Ex Officio</td>
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<tr>
<td>Rayna Aylward</td>
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<td>Debra Bird</td>
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<td>David Lloyd</td>
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<td>Jeanne Kelly</td>
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<td>Robert Rund</td>
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**Sing On!**

Encore’s Artistic Team Makes the Music Happen

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
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</thead>
<tbody>
<tr>
<td>Jeanne Kelly</td>
<td>Founder and Artistic Director</td>
</tr>
<tr>
<td>Jeffrey Dokken</td>
<td>Conductor, Alexandria Chorale/ROCKS, Annapolis ROCKS, DC ROCKS, Glen Echo Chorale/ROCKS</td>
</tr>
<tr>
<td>Mary Ann East</td>
<td>Conductor, Goodwin House Baileys Crossroads</td>
</tr>
<tr>
<td>Stephen Harouff</td>
<td>Conductor, Columbia Chorale/ROCKS, Towson</td>
</tr>
<tr>
<td>Justin Jalea</td>
<td>Conductor, NYC Chorale/ROCKS</td>
</tr>
<tr>
<td>Joey Hoopengardner</td>
<td>Conductor, Southern Maryland</td>
</tr>
<tr>
<td>Deborah Int Veldt</td>
<td>Conductor, Frederick, Asbury Methodist</td>
</tr>
<tr>
<td>David Lang</td>
<td>Conductor, Reston, Fairfax ROCKS</td>
</tr>
<tr>
<td>Ingrid Lestrud</td>
<td>Conductor, Langston Brown, Glen Echo</td>
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**Encore’s Volunteer Chorale Masters** provide administrative support and communications for each of Encore’s programs.

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
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<tbody>
<tr>
<td>Anne Ball</td>
<td>Columbia</td>
</tr>
<tr>
<td>Debra Bird</td>
<td>Annapolis ROCKS</td>
</tr>
<tr>
<td>Nancy Briggs</td>
<td>So. MD</td>
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<tr>
<td>Debra Brown-Delone</td>
<td>Capital</td>
</tr>
<tr>
<td>T.J. Clapp</td>
<td>Alexandria</td>
</tr>
<tr>
<td>Mary Cottrell</td>
<td>Langston Brown</td>
</tr>
<tr>
<td>Marilyn Gordon</td>
<td>NYC ROCKS</td>
</tr>
<tr>
<td>Allison Greene</td>
<td>Columbia ROCKS</td>
</tr>
<tr>
<td>Larry Halloran</td>
<td>Glen Echo</td>
</tr>
<tr>
<td>Dottie Hearn</td>
<td>Asbury Methodist</td>
</tr>
<tr>
<td>Billie Homberg</td>
<td>Frederick</td>
</tr>
<tr>
<td>Arthur Karpas</td>
<td>Schweinhaut</td>
</tr>
<tr>
<td>Larry Kelly</td>
<td>DC ROCKS</td>
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<tr>
<td>Betsy Kutscher</td>
<td>Fairfax</td>
</tr>
<tr>
<td>David &amp; Linda Laroche</td>
<td>Glen Echo</td>
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<tr>
<td>Esther Layton</td>
<td>Towson</td>
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<tr>
<td>Lee Lipsey</td>
<td>Reston</td>
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<tr>
<td>David Lloyd</td>
<td>Glen Echo ROCKS</td>
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<tr>
<td>Loretta Marion</td>
<td>NYC Midtown</td>
</tr>
<tr>
<td>Eddy Nallls</td>
<td>Alexandria ROCKS</td>
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<tr>
<td>Janie Powers</td>
<td>Tom Hoppin—AACCC</td>
</tr>
<tr>
<td>JoAnn Shaub</td>
<td>Fairfax ROCKS</td>
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<tr>
<td>Mandy Whalen</td>
<td>Goodwin House</td>
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<tr>
<td>Andrea Wollock</td>
<td>Glen Echo ROCKS</td>
</tr>
</tbody>
</table>

“**It was wonderful to have conductors who were truly expert in what they were doing. That aspect of Encore really distinguishes us from other choral groups for seniors.**”  
- Encore Singer, Fall 2018 Program Evaluation Survey

**Encore’s Business Team**

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Robert Rund</td>
<td>Executive Director</td>
</tr>
<tr>
<td>Rachel Barkey</td>
<td>Bookkeeper</td>
</tr>
<tr>
<td>Amy Colhoun</td>
<td>Marketing/PR</td>
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<tr>
<td>Judy Kwon</td>
<td>Program Coordinator</td>
</tr>
<tr>
<td>Kelli Williams</td>
<td>Office Manager</td>
</tr>
</tbody>
</table>

*Robert Rund, Executive Director*
Encore is proud of its ongoing financial stability and growth. The charts provided help to give a snapshot of Encore’s Income and Expenses.

Having crossed a financial threshold, 2018 saw the first-ever outside audit of Encore’s financial reports, a validation of Encore’s records and financial management processes. The complete detailed reports are on pages 10-12 of the Annual Report.

The charts on the right display Encore’s major sources of income and how money is spent. While all categories of income increased in FY2018, the “mix” changed significantly. This was due to a combination of increased participation in the summer travel program and the addition of the Encore ROCKS summer camp. Special Programs increased from 31% to 52% of the “pie.” As Encore processed travel costs for the Canada trip, unlike prior years, this also added to the revenue picture.

On the expense side, Special Programs also grew to dominate. Wages, the next largest expense, includes executive and administrative staff, conductors and performers. While “Choral Programs” appears to be a relatively small portion of expenses, this is because the largest share of costs is under Wages.

Consistent with prior years, income exceeded expenses by a modest amount, adding to the reserves necessary for Encore’s sustained growth and financial security.

Growth in Giving, Growth in Participation

Encore is grateful to our generous donors

2018 was another record year for giving to Encore. Coming off the Tenth Anniversary year and associated fundraising events, no increase was expected in 2018—but Encore’s donors came through with yet another record year. In two short years, public support for Encore has increased by over 50%. Your continued support enables Encore to deliver the benefits of choral singing to an ever increasing number of adults over the age of 55. Thank you!

Encore continues to expand its reach

Donor generosity helped enable Encore to introduce three new choral programs in 2018, most notably a Chorale and ROCKS chorus in Midtown Manhattan. Additionally, the Columbia Chorale’s outstanding conductor Stephen Harouff began Encore ROCKS Columbia in September. Encore now has a record 1,237 singers in 22 choral programs in DC/MD/NY/VA.

Perhaps the most noteworthy new program of the year was the ROCKS Camp in Annapolis, MD. The program sold out quickly with 125 attendees who all agreed it was a huge success. Said one singer, “Everything that I attended was terrific.”
Encore’s Year in Pictures

Montreal

Sorel-Tracy, Quebec

Chestertown Camp

ROCKS Camp

Chautauqua Camp

Capital Choral Holiday Concert

ROCKS Concert Silver Spring

National Gallery of Art Concert

Kennedy Center Rehearsal

Kennedy Center Concert
Encore is Grateful for Your Support!

Presenting Sponsor ($10,000+)
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Community Foundation of Anne Arundel County
Florence Carson
Maryland State Arts Council

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Diane Pruett

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Mathew Daniels
Donna Davin
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Sandra Detttner
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Michael Judd
Encore Up Close: 2018 Annual Report

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Merrie Schippereit
Susan Sedgewick
Kay Sheinkman
Malane Silver
Margaret Sloan
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JanElaine Smith
Larry and Marilyn Smith
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Sylvia Mann
Loretta Marion
Georgia Martin
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Martha Mathews
Tamzin McMin
Barbara Monroe
Beth Morrison
Grant Moy
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Gini Nelson
Jacqueline Nelson
Joan Niles
Donna Packer
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Frank Pastor
Ruthie Pekens
Janet Penn
Susan Petty
Susan Platt
Diane Pruett
Dena Puskin
Jan Reid
Judith Reid
Bernadine "Bernie" Remington
Margaret Rettig
Karen Richardson
Cheryl Rider
Scott Roberts
Raleigh Romine
Helen Rothman
Ellen Rubin
Betty Ann Rubin
Timothy Sayre
Merrie Schipperelt
Patricia Skillicorn
Frederick Smith
Howard Smith

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Maryland State Arts Council

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Kenneth Weeman
William Weinhold
Virginia Weinstock
Robin Whitehurst
Norman Wigutow
Karen Wires
Andrea Wollock
Buddy Zeigler
Clarence Zuvekas
2018 also represented Encore’s first full audit of our financial operations. As Encore’s fiscal year runs from September 1 – August 31, these audited statements cover the fiscal year that ended August 31, 2018

Board of Directors of
Encore Creativity Corporation

Opinion

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Encore Creativity Corporation as of August 31, 2018, and the changes in its net assets and its cash flows for the year then ended in accordance with accounting principles generally accepted in the United States of America.

Mullen, Sondberg, Wimbish & Stone
MULLEN, SONDBERG, WIMBISH & STONE, P.A.

Annapolis, Maryland
January 18, 2019
Encore Creativity Corporation  
STATEMENT OF FINANCIAL POSITION  
August 31, 2018

**ASSETS**

**CURRENT ASSETS**
- Cash $542,738
- Accounts receivable 633
- Inventory 4,914
- Prepaid expenses 34,627

  Total current assets 582,912

**PROPERTY AND EQUIPMENT**
- Net of accumulated depreciation 16,216

**OTHER ASSETS**
- Security deposits 1,375

  Total assets $600,503

**LIABILITIES AND NET ASSETS**

**CURRENT LIABILITIES**
- Accounts payable $170,130
- Accrued payroll and related liabilities 18,096
- Deferred revenue 137,555

  Total current liabilities 325,781

**NET ASSETS**
- Unrestricted 272,893
- Temporarily restricted 1,829

  Total net assets 274,722

  Total liabilities and net assets $600,503
## Encore Creativity Corporation
### STATEMENT OF ACTIVITIES
#### Year Ended August 31, 2018

<table>
<thead>
<tr>
<th>REVENUES, GAINS AND OTHER SUPPORT</th>
<th>Unrestricted</th>
<th>Temporarily Restricted</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Special programs</td>
<td>$ 774,960</td>
<td>$</td>
<td>$ 774,960</td>
</tr>
<tr>
<td>Program revenue</td>
<td>381,874</td>
<td>381,874</td>
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</tr>
<tr>
<td>Contributions</td>
<td>190,195</td>
<td>2,315</td>
<td>192,510</td>
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<tr>
<td>Grants</td>
<td>20,000</td>
<td>20,000</td>
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<tr>
<td>Other income</td>
<td>3,420</td>
<td></td>
<td>3,420</td>
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<tr>
<td></td>
<td>1,370,449</td>
<td>2,315</td>
<td>1,372,764</td>
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<tr>
<td>Net assets released from restrictions</td>
<td>2,431</td>
<td>(2,431)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>1,372,880</td>
<td>(116)</td>
<td>1,372,764</td>
</tr>
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</table>

<table>
<thead>
<tr>
<th>EXPENSES</th>
<th>Unrestricted</th>
<th>Temporarily Restricted</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Special programs</td>
<td>614,367</td>
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<td>614,367</td>
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<tr>
<td>Salaries and benefits</td>
<td>340,333</td>
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<tr>
<td>Contract services</td>
<td>100,271</td>
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<td>100,271</td>
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<tr>
<td>Utilities</td>
<td>64,583</td>
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<tr>
<td>Miscellaneous</td>
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<tr>
<td>Payroll taxes</td>
<td>25,580</td>
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<tr>
<td>Office expenses</td>
<td>18,194</td>
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<tr>
<td>Bank charges and fees</td>
<td>16,901</td>
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<tr>
<td>Insurance</td>
<td>16,085</td>
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<td>Travel</td>
<td>15,236</td>
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<tr>
<td>Telephone</td>
<td>10,862</td>
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<tr>
<td>Postage</td>
<td>4,279</td>
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<tr>
<td>Depreciation</td>
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<tr>
<td>Advertising</td>
<td>3,461</td>
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<tr>
<td>Dues and subscriptions</td>
<td>2,621</td>
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<tr>
<td>Staff development</td>
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<tr>
<td>Repairs and maintenance</td>
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<td>2,448</td>
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<tr>
<td>Awards and grants</td>
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<td>2,431</td>
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<tr>
<td>Conferences and meetings</td>
<td>2,261</td>
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<td>2,261</td>
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<tr>
<td>Meals and entertainment</td>
<td>755</td>
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<td>755</td>
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<tr>
<td>Licenses</td>
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<td>460</td>
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<td></td>
<td>1,300,168</td>
<td>(116)</td>
<td>1,300,168</td>
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<tr>
<td>Change in net assets</td>
<td>72,712</td>
<td>(116)</td>
<td>72,596</td>
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<tr>
<td>NET ASSETS AT BEGINNING OF YEAR</td>
<td>200,181</td>
<td>1,945</td>
<td>202,126</td>
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<tr>
<td>NET ASSETS AT END OF YEAR</td>
<td>$ 272,893</td>
<td>$ 1,829</td>
<td>$ 274,722</td>
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