



## A proposal for

# AMBITIOUS ART, EXPERIENTIAL EDUCATION:

Developing an Ambitious 2019-2020 Concert Season Featuring 2 Major Musical Work Performances and Expanded Arts Education Programs

To: The Dominion Energy Charitable Foundation President Hunter

Applewhite, Senior Philanthropy Coordinator Lindsey Norfolk

From: John Ferri, Grant Writer, The Vienna Choral Society

Date: November 26, 2018



VCS Executive Director: Sohini Baliga sohinibaliga@gmail.com

VCS Grant Writer: John Ferri j.ferri123@yahoo.com

## **Table of Contents**

Executive Summ	ary	3
	ement	
History		4
Mission		4
Programs		4
The Communi	ties We Serve	5
Our Partners a	nd Collaborators	5
Our Work		5
Statement of Nee	ed	<i>6</i>
Goals and Objec	tives	8
Program Descrip	tion	9
Participants an	d Beneficiaries	9
Activities and	Timeline	9
Management F	Plan	11
Sustainability.		12
Evaluation		13
Budget		14
Summary		14
Conclusion		15
Appendices		16
Appendix A:	990 Form with Proof of 501(c)(3) Status	16
Appendix B:	Resumés, Job Descriptions, and Biographies of Paid VCS Staff and Boar	rd 16
Appendix C:	VCS Community Venues List and Descriptions	16
Appendix D:	Complete VCS Annual Budget	16
Appendix E:	Examples of VCS Writing and Promotional Materials	16
Bibliography		17

#### **Executive Summary**

The Vienna Choral Society (VCS), a 501(c)(3) non-profit, began in January 1987 with the purpose of performing for the Town of Vienna, Virginia. Over 31 years, we grew to serve all the DC Metropolitan Region communities, including Washington DC, northern Virginia, and Montgomery County and Prince George's County in Maryland. Our members and audiences now come from throughout the region. In the past 2 years, we have sung our most challenging repertoires, brought in our largest box offices and houses, surpassed our donor goals, and grown our membership.

The culturally rich DC Metropolitan Region hosts many established and prestigious choirs, but most of these groups serve professional musicians and tend to specialize in certain genres. So, amateur musicians with busy schedules and no formal training lack opportunities. VCS fills this void as a rare teaching choir, welcoming new and experienced non-professional singers without an audition. In a positive social environment, we teach our members how to sing better, offer arts education programs and guest performance opportunities to locals, and provide high-quality concerts to our DC area communities at accessible prices. We collaborate regularly with local music educators, music students at local public schools, and music-loving locals to show them all aspects of the music industry – from performing on-stage with us, to working 'back-stage' as conducting fellows who help our members rehearse efficiently and as arts management interns who help our organization run smoothly.

VCS funds its efficient base operating budget through membership dues, concert ticket sales, and individual donations. Our successful grant applications allow us to expand our offerings with larger, more complex repertoire and the administrative and logistical operations to support it.

We are applying for the \$10,000 Dominion Energy 2018 ArtStars Award grant to help us develop a more ambitious and successful 2019-2020 concert season featuring 2 major musical works, Haydn's *Creation* and Saint-Saen's *Oratorio de Noel*. For these 2 major musical work concerts, we would engage 6 guest student musicians and 2 guest professional musicians.

We would also expand our arts education programs – the arts management internships and the conducting fellowships – to increase the number and quality of opportunities for the communities we serve and to better organize the major musical work concerts. We would hire 2 arts management interns and 2 conducting fellows, offering them each a stipend.

Throughout the 2019-2020 concert season, we would solicit feedback from our members, partners, donors, and audiences on our website's blog. At the end of the season, we would hire an outside marketing expert to use our SurveyMonkey and MailChimp accounts to develop a comprehensive digital survey that we will send out via email to these same stakeholders asking for additional precise feedback on the season's success. The marketing expert would help us develop an effective, targeted marketing plan for the 2020-2021 season based on this feedback.

As a small Vienna, Virginia arts organization with an annual budget under \$80,000 that offers accessible arts education opportunities to learners of all ages through performance experiences, arts management internships, and conducting fellowships, VCS advances Dominion Energy's goal of promoting synergy between the arts and education in our communities.

#### **Background Statement**

## **History**

The Vienna Choral Society (VCS), a 501(c)(3) not-for-profit, was created in January 1987 to perform for the Town of Vienna, Virginia, and we have grown to involve members and audiences from throughout the DC area. In the past 2 years, we have sung our most challenging repertoire, brought in our biggest box offices and houses, surpassed our donor goals, and grown our membership. Refer to Appendix A for proof of 501(c)(3) not-for-profit status.

#### Mission

Our purpose is to present varied programs of higher-quality music for public entertainment and personal enrichment, to promote greater appreciation and enjoyment of good music by the general public, and to join with other organizations in giving our time and our talent to programs that benefit our community.

### **Programs**

VCS strives to be an excellent teaching choir through 4 main avenues – eclectic and challenging musical repertoire, arts education performance opportunities, expanding internship and fellowship offerings, and a series of family-friendly concerts.

REPERTOIRE – VCS engages with diverse, arts-supporting, and highly-educated audiences and members. About 94% of Town of Vienna residents graduated from high school, and over 67% earned their bachelor's degrees. So, we have both the freedom to explore and the responsibility to feature diverse international music, ranging from Bach and other Western European classical traditions to modern American Broadway and global folk music. We have also reached out directly to current composers to perform new, challenging pieces such as Sydney Guillaume's *Musique* and Dan Forrest's *Jubilate Deo*.

ARTS EDUCATION THROUGH PERFORMANCES – We strongly believe in the inclusive power and positive community impact of arts education. We feature performances from young and emerging local musicians as well as local music educators in all our concerts. Elementary-school music groups in the Vienna area partner with us. VCS also collaborates regularly with high-school and college musicians, featuring their performances in our concerts and introducing them to musical career possibilities.

ARTS EDUCATION THROUGH INTERNSHIPS AND FELLOWSHIPS – VCS offers an internship program to students aged 15 and older that serves as a crash course in all aspects of arts management, from assisting with operations and rehearsals to working the box office for concerts and ushering. At the end of the program, interns leave with solid and widely-applicable skills for future careers in arts management and many other fields.

VCS also helps aspiring local music directors develop valuable skills through a conducting fellowship. We enable music directors to hone their craft in an encouraging but challenging environment with feedback from VCS' artistic director and chorus members. Our artistic director selects and invites fellowship applicants.

#### The Communities We Serve

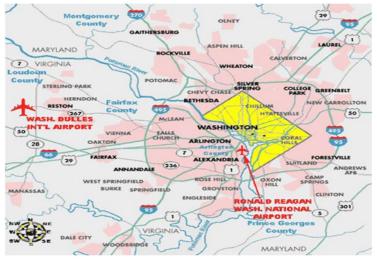


Exhibit 1: Washington DC Metropolitan Region communities

At left is a map of the DC area communities we serve. Our members are our best recruiters, ambassadors, and outreach experts. We draw our members, staff, artistic leadership, and audiences from throughout the DC area, including several Maryland and Virginia communities. We serve these communities through our music and our arts education programs.

Our strong record of community goodwill lets us cultivate mutually beneficial partnerships with churches, law enforcement, local government, and private citizens. These groups

respond willingly and quickly to our occasional requests for help.

## Our Partners and Collaborators

As a teaching choir, we strive to constantly develop and expand community programs that enable life-long learning, artistic growth, and camaraderie. Recent partners who have been featured as guest performers in our concerts include the James Madison High School orchestra and chorus, the Oakton High School orchestra and chorus, the Mosby Woods Elementary School Mustangs chorus, the Robinson Secondary School orchestra and chorus, the Northern Virginia Youth Winds, the Louise Archer Elementary School chorus, and Fairfax County, Virginia Public Schools (FCPS) music educators.

#### Our Work

VCS engages with global musical repertoire from many genres and in many different languages. We also represent underserved communities and partner with lesser-known artists. This expands our inclusive "big tent" appeal and generates a strong positive impact on the DC area.

#### **Statement of Need**

Eighty-four-year-old Kathy Tugendhat lives a physically difficult and solitary retirement. She now moves around Vienna, Virginia in a wheelchair and neck brace, her severely limited strength and mobility preventing her from performing daily tasks that most of us take for granted. When her physical condition changed and she lost her husband, she needed support and a creative outlet in her life. So, she reached out to the Vienna Choral Society (VCS), looking to offer community service, perform an engaging but achievable physical activity, and find good company. She has been with us now for 15 years, happy to sing and contribute to the vibrant Vienna community. She says that VCS "keeps her alive." Shown below are photographs of VCS members Kathy Tugendhat and Karen Akers.



Exhibits 2 and 3: Kathy Tugendhat (left)

Karen Akers (right)

Karen Akers loved singing in high school and college, but stopped after a demanding job and two children limited her time. Then, in the span of a few months, she was laid off and her father died. She decided to join VCS to overcome her grief and frustration in a welcoming, constructive environment. She has been singing with us for 8 years, loving the camaraderie and performances.

VCS receives testimonials like these every day. Our 100 + members come from every walk of life, each with a unique reason for joining.

As confirmed by *The Washington Post*, the 3 major DC symphonic choirs maintain annual budgets of more than \$1 million each, and the DC area features many independent choirs of all sizes. The Washington Choral Society, a premier local group, dates to 1883. The Washington DC area hosts many other prestigious choirs, most of which employ professional musicians and focus on specific genres. However, these organizations exclude amateurs with busy lives and no formal musical training.

The Vienna Choral Society grew to fill this void serving as a teaching choir, accepting amateurs of all ages and levels and showing them how to sing better, offering performance opportunities to emerging local guest musicians of all ages, and encouraging greater appreciation and patronage of the arts. We developed and implemented more than 30 years of successful, enjoyable concerts, and we grew our membership with time. Yet, we still worry about our finances.

We enliven our communities with an artistic service and we need to remain accessible, because we focus on

- 1. Providing singing opportunities to non-professional musicians without an audition
- 2. Performing accessible community concerts with low concert ticket and season pass prices
- 3. Using and promoting major community venues while breaking even on yearly operational costs

So, our ticket sales alone cannot fund our annual operating budget, because we would never manage to keep the prices affordable. Our yearly operating costs total \$71,440. This counts the part-time salaries of our three employees – the executive director, the artistic director, and the accompanist. It also accounts for small but crucial costs such as sheet music purchases and printing, insurance, and the practice and performance spaces.

When we combine ticket sales, accounting for \$23,100 and membership dues that total \$20,000, we fall short of our needs. We break even only with fundraising. VCS built a 30-year tradition of serving local audiences and members thanks to the generosity of individual and group donors and grants, and we need this help to continue our service for 30 more.

## **Goals and Objectives**

- The Vienna Choral Society will maximize the Dominion Energy 2018 ArtStars Award to
  - o Punch above our artistic weight with eclectic and challenging musical programming
  - Perform 2 major musical works with an improved financial cushion to invest in and plan for future seasons
  - Develop the musical and financial capacity needed to achieve our artistic and organizational goals
- Musical Programming: Upgrade the 2019-2020 concert season with more ambitious performances that will attract larger audiences and greater critical acclaim
  - Develop 2 concerts (1 winter holiday concert and 1 spring concert) that will feature 1 major musical work each, requiring orchestral instrumentation and professional vocal soloists
  - Encourage 6 student musicians to serve regularly as guest performers in our concerts this season and reimburse them with stipends for their time, effort, and talent
- Arts Education: Expand and improve our arts education programs the arts management internships and the conducting fellowships
  - o Hire 2 arts management interns per season and offer each a stipend
  - Rejuvenate the conducting fellowship program by attracting and selecting 2 applicants and increasing their stipends by 50%
- Operating Finances: Increase the overall audio recording budget by 50% to
  - o Improve our recording methods and purchase higher-quality recording equipment
  - o Hire a professional sound recording vendor to create and sell concert CDs to the public
- VCS Growth and Success Evaluation: Solicit more feedback on our concerts, rehearsals, arts education programs, and ideas for future programs and events
  - Solicit feedback on our concerts from our stakeholders on the blog on our website
  - Hire a marketing expert to use VCS' SurveyMonkey and MailChimp accounts to develop a digital survey

#### **Program Description**

## Participants and Beneficiaries

A more ambitious and successful 2019-2020 concert season for the Vienna Choral Society will benefit the following groups:

- 1. 100 + members singing with the Vienna Choral Society, who will value opportunities to perform higher-level pieces, attract larger audiences, and collaborate with 6 student guest musicians and 2 professional guest musicians
- 2. Vienna Choral Society audiences (typically 250-350 people per concert) in the Washington DC Metropolitan Region, with communities in a 25-mile radius from Montgomery County, Maryland in the east to Loudon and Fauquier Counties in Virginia in the west, who will enjoy listening to a diverse array of new and unique musical pieces performed in collaboration with guest instrumental and vocal musicians all closer to home
- 3. The Washington DC Metropolitan Region's student and professional musicians and arts supporters, who will appreciate the increased number and quality of opportunities to collaborate with and contribute to VCS through arts management internships, conducting fellowships, singing with the chorus, donating, and volunteering to help set up for concerts
- 4. The Vienna Choral Society's donors (typically 50-100 per season) and grant-makers (typically 2 per season), who will obtain a higher return on their investment than in previous concert seasons, due to VCS' raised profile, increased involvement in the community, increased contributions and support from the community, increased artistic prestige, increased revenues, and greater self-sustainability heading into the future

## Activities and Timeline

Month	Tasks To Be Completed
1	<ul> <li>VCS Board of Directors, Executive Director, and Artistic Director meet to develop the 2019-2020 season to feature eclectic, challenging programming in each concert, plus major works concerts</li> <li>Set budget and timeframe to realize artistic goals for concerts and administrative goals for internships and conducting fellowships.</li> </ul>
2	<ul> <li>Select pieces for the 4 concerts this season</li> <li>Take applications for and select the student and professional guest musicians to feature in performances this season, especially for major works concerts, and offer stipends</li> <li>Develop and implement a schedule of 8 VCS singing rehearsals with the Artistic</li> </ul>
	Director and the full chorus membership

	•	Purchase and provide sheet music and artistic guidance to the professional and
		non-professional guest musicians
	•	Determine the days, times, and formats of 2 dress rehearsals combining the full choir with the featured guest musicians for each concert
3	•	Hire 2 professional contract musicians – an organist and a soprano soloist – to
		perform as part of the 2 major musical works concerts
	•	Select 6 featured guest student musicians to perform in concerts this season for a
		stipend (2 guest student musicians for each of the 2 major works concerts, 1 guest
		student musician for each of the other 2 concerts)
	•	Offer stipends to the featured student guest musicians
	•	Reserve community venues for rehearsals and concerts
	•	Purchase materials for concert stage decorations, concert program booklets, and
		costumes for 2 major musical works concerts
		<ul> <li>Purchase the following materials – cardboard, construction paper, glitter, ribbons, plain stage backdrop</li> </ul>
		<ul> <li>Craft an email to recruit artistic volunteers from VCS membership and the</li> </ul>
		nearby communities to come to the Vienna Presbyterian Church once a month
		to create decorations
	•	Take applications for and select 2 arts management interns to serve throughout the
		2019-2020 concert season, and offer them each a stipend
4	•	Take applications for and select 2 conducting fellows for the 2019-2020 concert
		season, and offer each a stipend
	•	Hold a meeting of the Board of Directors, Artistic Director, and Executive Director
		to determine during which rehearsals, and potentially which concerts, the
		conducting fellows will be featured and allowed to conduct the full chorus
	•	Use the Dominion Energy 2018 ArtStars Award grant to increase our overall audio
		recording budget
		o Take applications for, select, and hire a professional sound recording vendor
		as part of our increased audio recording budget
		Allocate the rest of the audio recording budget to purchasing new audio
5	_	recording equipment, including speakers, microphones, and computers
5		Use the public blog on the VCS website to solicit feedback from our members, our audiences, our collaborators, our donors, and the communities we serve
		Hire a marketing expert to use VCS' MailChimp and SurveyMonkey accounts to
		develop a digital survey to send out via email to these same stakeholders to receive
		further feedback on our 2019-2020 concert season
6	•	Ask community partners and donors to submit digital reviews via email of their
		experiences working with the Vienna Choral Society and how we can improve
	•	Consult with the marketing expert to develop a targeted, effective marketing plan
		for the 2020-2021 VCS concert season based on the feedback we received
	•	Distribute advertisements on paper at community centers and schools and online
		by email, on our website, and on our Facebook page for our upcoming 2020-2021
		concert season
	•	VCS artistic and administrative staff meets to review the success of the 2019-2020
		concert season and develop a final report to send to Dominion Energy

## Management Plan

The Vienna Choral Society benefits from the service of passionate and talented administrative and artistic staff and volunteers, consisting of a paid Executive Director, paid Artistic Director, paid Accompanist, and volunteer Board of Directors. The professional reputations of our artistic and administrative staff will improve by association with the increasing success and prestige of VCS. Then, they will receive greater funding for future VCS projects and achieve more of their ambitious artistic and organizational visions for the organization's future. Shown below are photographs of the Vienna Choral Society staff, followed by a summary of their responsibilities.

## Staff

Executive Director: Sohini Baliga



Responsibilities include managing yearly operations, communicating regularly with the chorus membership, audiences, and communities via email and social media, maintaining the website and social media pages, developing and strengthening partnerships with community organizations, raising funds, reaching out to potential donors, and securing venues for rehearsals and performances.

Exhibit 4: Sohini Baliga

#### Artistic Director: Michael Horanski



Responsibilities include developing plans for concerts, selecting music, selecting new members of VCS and choosing which voice part section to place them with, conducting and leading rehearsals and concert performances, and choosing featured guest musicians.

Exhibit 5: Michael Horanski

### Accompanist: Melvin Goodwyn



Responsibilities include providing accompaniment for the chorus in both rehearsals and concert performances.

Exhibit 6: Melvin Goodwyn

#### **Board of Directors**

These passionate volunteers serve on an active Board, providing VCS with their time, energy, and expertise in order to oversee the Executive Director, Artistic Director, and Accompanist, manage the organization's finances, assist the Executive Director with group communications, marketing, promotions, and advertisements, and help the Executive Director and arts management interns apply for funding and seek donations.

President: Kevin Warner

Vice President: Catherine Michela

Treasurer: Linda Ferri

Secretary: Melissa Hindley

Board Members: Karen Akers, Linda Bell, Michael Bradford, Mark Davis, Rehana

Parsons, Susan Pauly

#### **Outside Contractors**

- 2 professional guest musicians
- 6 student guest musicians
- 2 conducting fellows
- 2 arts management interns
- Professional sound recording vendor
- Marketing expert

\*Refer to Appendix B for the resumés, full job descriptions, and biographies of all paid VCS staff and Board members.

### **Sustainability**

Throughout the year and during the concert season, we will continue to actively seek donations and apply for grants. We will use these funds to develop more ambitious future concert seasons and invest in realizing more of our artistic and organizational goals for the growth of the Vienna Choral Society.

#### **Evaluation**

The Vienna Choral Society would evaluate the success of the Ambitious Art, Experiential Education project by soliciting feedback on the blog on our website and in a digital survey that an outside marketing expert would help us create in SurveyMonkey and distribute by email with MailChimp. I would collaborate closely with our Executive Director Sohini Baliga to perform the formative and summative evaluations of this project, with additional assistance from our Board of Directors, our 2 arts management interns, and our volunteers.

Throughout the 2019-2020 season after each concert, we would collect qualitative feedback on our website's blog from our member singers, staff, volunteers, audiences, community partners, and donors. This qualitative feedback would come in the form of testimonials, comments, questions, and recollections of experiences with our concerts and our arts education programs. I would write questions on our blog prompting these types of responses, asking what our audiences and members thought of our music choices and stage decorations, for example. We would use a formative evaluation, monitoring our feedback and making corrections as we move through the season.

I would also help our Executive Director, 2 arts management interns, and volunteers collect quantitative data on the season's success, recording the total number of tickets sold and the turnout for each concert, and comparing the income earned at each concert to see whether our income increases, decreases, or remains the same from one concert to another. We would contrast the income from each concert in the 2019-2020 season with the incomes from corresponding concerts in previous seasons.

We would hire an outside marketing expert to help us use our SurveyMonkey and MailChimp accounts to create and distribute a digital feedback survey at the end of the season. This summative evaluation would allow us to consult with the marketing expert to generate a targeted, effective marketing campaign for a more ambitious and successful 2020-2021 concert season. We would write a final report using all feedback from our website blog and digital survey to evaluate the success of the 2019-2020 concert season and send this report to the Dominion Energy Charitable Foundation.

## **Budget**

Budget Item	Amount	
Personnel Expenses (Outside Contractors)		
Arts Management Intern Stipends (2 Interns x \$500 Stipend)		
Conducting Fellow Stipends (2 Fellows x \$1,000 Stipend)		
Student Guest Musicians Stipends (6 Students x \$100 Stipend)		
Professional Guest Musicians Stipends (2 Musicians x \$1,000 Stipend)		
Professional Sound Recording Vendor Commission		
Marketing Expert Commission		
Total Personnel Expenses		
Non-Personnel Expenses		
Sheet Music for 2 Major Works	\$400	
Costumes for 2 Major Works Concerts	\$700	
Stage Decorations for 2 Major Works Concerts	\$200	
Concert Program Booklets	\$200	
Rent for Community Venues (2 Venues x \$550 Rent)		
Total Non-Personnel Expenses		
Total Direct Expenses		

#### **Summary**

VCS earns a total annual income of \$71,430, including an approximately \$200 in-kind contribution of financial promotion materials to encourage community members to donate to us. We cannot pay staff fringe benefits, so they receive part-time salaried income totaling \$43,700. We provide stipends and commissions for outside contractors as needed for each concert season. This budget lists the direct expenses for the VCS 2019-2020 major works concerts that the Dominion Energy 2018 ArtStars Award grant would fund. Refer to Appendix C for a full list of VCS venues with brief descriptions and locations. Refer to Appendix D for the complete VCS annual budget.

#### Conclusion

At VCS, we believe strongly in the message of *The Cycle*, a book by the international arts management experts Michael Kaiser and Brett Egan – better artistic programming attracts more sizeable audiences, which creates a bigger family of community contributors, donors, and grant-makers, which in turn generates more revenue to continue to program great art in the future. So, a more ambitious and successful 2019-2020 concert season featuring 2 major musical work concerts and expanded experience-based arts education programs including 2 arts management internship positions, 2 conducting fellowship positions, and featured guest performance opportunities would help us launch a virtuous cycle for the foreseeable future.

As our Artistic Director Michael Horanski says, we need to focus not only on growing our membership, but also on developing engaged young audiences of arts lovers and collaborating with promising student musicians. These young people are the future of the arts. The children in VCS audiences today will become the next adult audiences and arts patrons at operas and concert halls throughout the nation, and the student musicians who perform with VCS now may later launch careers as professional performing artists.

This creates a 30-year cycle that will lead some of our younger audience members and guest musicians to come back and sing with us as members and professional collaborators in the future. Generating more and higher-quality opportunities to contribute to VCS as guest musicians, interns, fellows, and outside contractors will also help us achieve more of our artistic and organizational goals in the future. That will translate into better concerts and arts education for our communities.

Our research sources, including information on other DC area choral ensembles, demographic information about the Town of Vienna, Virginia, and information about VCS are listed in the bibliography. Please refer to the appendices section for the following documents:

- 990 Form with Proof of 501(c)(3) Status
- VCS Complete Annual Budget
- List and Descriptions of Community Venues Used for VCS Rehearsals and Concerts
- Full Job Descriptions and Biographies of All Paid VCS Staff Members
- Examples of VCS Writing and Promotional Materials

We would like to thank the Dominion Energy Charitable Foundation for the opportunity to apply for the 2018 ArtStars Award grant to realize our shared objectives of developing synergy between the arts and education and collaborating with local organizations to positively impact the community.

\*Refer to Appendix E for the examples of VCS writing and promotional materials mentioned above.

## **Appendices**

Appendix A: 990 Form with Proof of 501(c)(3) Status

Appendix B: Resumés, Job Descriptions, and Biographies of Paid VCS Staff and Board

Appendix C: VCS Community Venues List and Descriptions

Appendix D: Complete VCS Annual Budget

Appendix E: Examples of VCS Writing and Promotional Materials

## **Bibliography**

- Choralis General Information, Choral Ensembles, General Organization Structure, and Research on Professional Competition with the Vienna Choral Society (Not a Direct Competitor), Taken from the Choralis Website: https://choralis.org/, Accessed November 5, 2018
- Dominion Energy Utility Company 2018 ArtStars Award Grant Information from the PR Newswire Industry News Website: https://www.prnewswire.com/news-releases/dominion-energy-seeks-applicants-for-2018-artstars-awards-300706286.html, Accessed October 9, 2018
- Dominion Energy Utility Company General Information and Services Provided in Virginia from the Dominion Energy Website's Page on Virginia and "Who We Are": https://dominionenergy.com/about-us/who-we-are, Accessed October 9, 2018
- Fairfax Choral Society General Information, Choral Ensembles, General Organization Structure, and Research on Direct Professional Competition with the Vienna Choral Society, Taken from the Fairfax Choral Society Website: https://www.fairfaxchoralsociety.org/, Accessed November 5, 2018.
- Kaiser, Michael M. and Egan, Brett E. *The Cycle: A Practical Approach to Managing Arts Organizations*, Acclaimed Arts Organization Management Strategy, Guidance, and Advice Book, Written in 2013, Published by the Brandeis University Press in Waltham, Massachusettes. Accessed and Reviewed October 20-23, 2018
- Manassas Chorale General Information, Choral Ensembles, General Organizational Structure, and Research on Direct Professional Competition with the Vienna Choral Society, Taken from the Manassas Chorale Website: https://manassaschorale.org/audition/, Accessed November 5, 2018.
- Reston Chorale General Information, Choral Ensembles, General Organizational Structure, and Research on Direct Professional Competition with the Vienna Choral Society, Taken from the Reston Chorale Website: http://www.restonchorale.org/, Accessed November 5, 2018.
- Vienna Choral Society Annual Operations Budget, Revenue Streams, Funding Needs, Review of Published VCS Testimonials from Members Kathy Tugendhat and Karen Akers: Phone Interview and Email Exchange with Treasurer Linda Ferri and Executive Director Sohini Baliga, Conducted October 2, 2018
- Vienna Choral Artistic Director Michael Horanski 'Thirty-Year Cycle' Paraphrased Quote: Interview with Executive Director Sohini Baliga and Treasurer Linda Ferri, Conducted October 23, 2018, and Taken from Published VCS Promotional Materials, Accessed October 23, 2018.
- Vienna Choral Society 990 Form and 501(c)(3) Status from the Guidestar.org Website: https://www.guidestar.org/profile/54-1406596, Accessed September 23, 2018
- Vienna Choral Society History, Programs Information, Community and Areas Served Information, and Previous Cafritz Grant Application Document: Phone Interview and Email Exchange with Executive Director Sohini Baliga, Conducted September 24, 2018

- Vienna Choral Society Mission Statement (verbatim): https://viennachoralsociety.org/about-2/, Accessed September 23, 2018
- Vienna Choral Society Staff and Board of Directors Profiles: https://viennachoralsociety.org/about-2/, Accessed October 23, 2018
- Vienna Choral Society Vienna, Virginia Population Demographics, Educational Attainment, and General Information: American Factfinder https://www.factfinder.gov/faces/nav/jsf/pages/community\_facts.xhtml, Accessed September 24, 2018
- The Washington Post: Facts About DC Choral Music Scene Taken from the Following Article at Washingtonpost.com Anne Midgette, "New Groups like National Master Chorale Signal Key Changes in DC Choral Scene, Written December 19, 2009. Accessed September 24, 2018.
- The Washington Post: Facts About The Washington Choral Society, A Choral Ensemble, Taken from the Following Article at Washingtonpost.com "The Choral Society Concert," Written February 24, 1884. Accessed September 24, 2018.