

JACKSONVILLE SYMPHONY

COURTNEY LEWIS MUSIC DIRECTOR
HASKELL ENDOWED CHAIR

Annual Report | 2020/21



JACKSONVILLE
SYMPHONY

COURTNEY LEWIS, MUSIC DIRECTOR

\$14,106,035

Estimated Economic Impact
of the Jacksonville Symphony

\$1,195,361

Total Overall Sales

70

Performances

77,223

Students Participated in Virtual
Music Education Programs

91

Full-Time Staff and Musicians (Largest Non-profit
Arts Employer in Northeast Florida)

Total Revenue

65% from Donations
35% from Ticket Sales

1 OF 10

Orchestras in the U.S. to Hold its Entire Season
of Live Performances During the Pandemic

Total Number of Donors

1,406 Individuals
26 Corporate/Auxiliary
29 Foundations
7 Public Sector
1,468 Total Donors for 2020/21

37,393

Total Audience



Dear Friends,

We are very pleased to present our 2020/21 Annual Report. In the summer of 2020, after cancelling over 30 concerts between March and June 2020, the Jacksonville Symphony boldly decided to open its 2020/21 season under strict safety protocols and physical distancing. We were one of only ten orchestras in America to perform a full season in a performance hall during the 2020/21 season. It was both groundbreaking and invigorating. Our Board, musicians, staff, production and operations teams all came together to create a visionary plan that worked. While we limited our capacity to 33% of total seats, we still were able to produce more than 35 concerts, representing more than 70 performances to an audience of 37,393 patrons.

This report celebrates the triumph of symphonic music, and demonstrates how the Jacksonville Symphony, in the midst of a pandemic, continued to serve the community with:

- Beautiful music
- A robust and re-imagined music education and community engagement program
- The launch of a DEI Task Force
- Live-streamed concerts
- A first of its kind virtual gala

If that were not enough, we expanded our education reach in the community through the creation of a digital platform, and we launched a \$5M Stabilization Campaign to help the Symphony bridge the financial gap created by the pandemic.

We are deeply grateful to you, our patrons, for your unwavering and generous support. Together we continue to thrive, and we pledge our commitment to bring the Jacksonville community beautiful, uplifting, world-class symphonic music. As our mission states, we will enrich the human spirit through symphonic music.

We look forward to seeing you soon.

Sincerely,



Courtney Lewis
Music Director
Haskell Endowed Chair



Donald A. Baldwin
Chair



Steven B. Libman
President & CEO

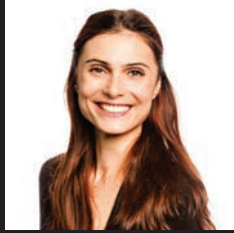


Orchestra Members

VOLIN



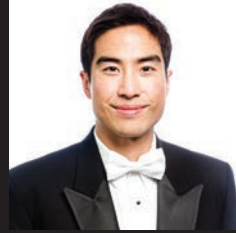
Melissa Barrett
ACTING CONCERTMASTER



Aurelia Duca*
PRINCIPAL 2ND



Christopher Chappell
ACTING PRINCIPAL 2ND



Jonathan Kuo
ACTING ASSOC. PRINCIPAL 2ND



Andrew Bruck



Clinton Dewing

VOLIN



Patrice Evans



Ingang Han



Ann Hertler

George V. Grune Chair



Max Huls



Ilana Kimel



Piotr Szewczyk

VOLIN



Carol Whitman



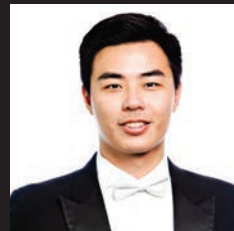
Siyu Zhang



DJ Cheek*
PRINCIPAL



Hilary Gamble
ACTING PRINCIPAL



Jiayi Huang
ACTING PRINCIPAL



Cynthia Kempf

VIOLA

VIOLA



Ellen Caruso Olson



Susan Pardue
STEPHEN AND SUZANNE DAY
SPONSORSHIP



Jorge A. Peña Portillo



Alexei Romanenko
PRINCIPAL
IN HONOR OF BURTON C. BRYAN,
SPONSORED BY THE HENRY AND
LUCY GOODING ENDOWMENT AS
ADVISED BY THE BRYAN FAMILY



Laurie Casseday



Betsy Federman

CELLO

CELLO



Vernon Humbert



Brian Magnus
PHYLLIS & CLAY TOUSEY, JR.
SPONSORSHIP



Backstage Employees are proudly
represented by the International Alliance
of Theatrical Stage Employees (I.A.T.S.E.)
Local 115, Saul Lucio, Business Agent.



The Musicians of the Jacksonville Symphony
are proudly represented by the American
Federation of Musicians, Local 444.

* Denotes Leave of Absence

BASS



John Wieland
PRINCIPAL



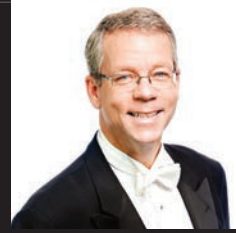
Todd Lockwood
ASSOCIATE PRINCIPAL



Patrick Bilanchone



Kevin Casseday



Jason Lindsay



Paul Strasshofer

FLUTE



Les Roettges
PRINCIPAL

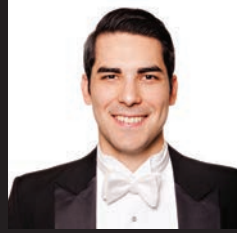


Rhonda Cassano

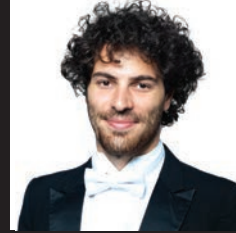
Dr. Hugh A. Carithers Chair



Eric Olson
PRINCIPAL
DOUG AND GAIL WORTH
SPONSORSHIP



Daniel Rios



Giovanni Bertoni
PRINCIPAL

Jennifer Glock Chair



Patrick Graham
LILLIAN AND BUNKY JOHNSON
SPONSORSHIP

OBOE

CLARINET

BASSOON

HORN



Conrad Cornelison
PRINCIPAL



Anthony Anurca



Kevin Reid
PRINCIPAL



Katharine Caliendo



Aaron Brask



Mark Knowles

TRUMPET

TROMBONE

TUBA

TIMPANI



Michael Harper
ACTING PRINCIPAL



Chris Graham
PRINCIPAL

*Jeffrey Peterson Chair by
Joan and Russell Newton*



Christopher Bassett



James Jenkins
PRINCIPAL



Kenneth Every
PRINCIPAL

PERCUSSION

HARP

KEYBOARD



Steve Merrill
PRINCIPAL



Kevin Garry



Joel Panian



Kayo Ishimaru-Fleisher
PRINCIPAL



Ileana Fernandez
PRINCIPAL





COVID Safety Protocols for Audience Members

“ Thank you for being as careful as you are to assure social distancing. It enables me to get out and do something I love in a safe environment. I love our symphony! ” – Amy P.

When we and the rest of the arts community closed our doors in March of 2020, we understood how hard it would be to keep the music silent, but no one knew the challenges that would come from opening the doors again. Safety was and is our main priority and was at the forefront of every decision we made.

Thanks to the creation and implementation of a robust safety policy, we were able to open in September of 2020 and perform to more than 37,000 patrons through 70 performances. The Jacksonville Symphony was one of only 10 symphonies still performing before a live audience.

In the end, we developed safety plans for both our audience and our musicians. The concept of “physical distancing” took place in the audience, onstage, backstage and in the main lobby of the Times-Union Center for the Performing Arts. Upon entering the venue, we required everyone to undergo a temperature check and wear a mask in the building, including throughout the concert.

We removed two rows of seats in Jacoby Hall; created a new, safe physical distancing seating configuration that reduced seating capacity from 1,800 to 582, created custom-designed Plexiglas shields for patrons who sit in boxes, added hand sanitizer stations throughout the center, required physical distancing in restrooms, and to minimize exposure, eliminated intermissions for the season. In addition, we purchased MERV-13 filters for the air conditioning system, and the hall was electrostatically cleaned between performances.



Vision 2020: Focus on the Future

We would like to thank those donors who generously came together to support the Symphony's Vision 2020 campaign, which ran from 2015 – 2020. The campaign was a success, raising nearly \$30 Million in support of our key campaign objectives: Artistic Excellence, Community Engagement, and Financial Growth. We are eternally grateful to our patrons who helped us make lasting and meaningful progress towards our goals.

Mr. and Mrs. John D. Baker II	Camille Clement Gregg Charitable Remainder Trust	Mr. Alford C. Sinclair*
Don and Phyllis Baldwin	Haskell	Helen Morse and Fritz Skeen
Ms. Martha E. Barrett	Mr. and Mrs. Preston H. Haskell	Ms. Virginia K. Smith*
Mr. and Mrs. Gilchrist B. Berg	Ann and David Hicks Foundation	David and Linda Stein
Mr. & Mrs. Byron Bergren	Dr. Anne H. Hopkins*	Jay and Deanie Stein
bestbet	Calvin and Ellen Hudson	David and Elaine Strickland
Henry and Lucy Gooding Endowment advised by the Bryan Family	Mr. & Mrs. Michael R. Imbriani	John and Kristen Surface
Mr. & Mrs. Jacob F. Bryan, IV	J. Wayne and Delores Barr Weaver Music Education Endowment	Mr. and Mrs. Randall Tinnin
Carl and Rita Cannon	Bob* and Monica Jacoby	Chip & Phyllis Tousey
Mrs. Diane Cannon	Magnolia Foundation	Tom Vickery and Elizabeth McAlhany
Dr. and Mrs. John D. Casler	Jessie Ball duPont Fund	VyStar Credit Union
Dr. Elizabeth Lovett Colledge	Mrs. Virginia M. Johnsen	Dori and Bill Walton
The Community Foundation of Northeast Florida	Rebecca and Randolph Johnson	Mr. Michael J. Ward and Ms. Jennifer Glock
Mr. and Mrs. Tim Cost	Charlie and Anne Joseph	J. Wayne & Delores Barr Weaver
Sally and Tyler Dann	Peter and Kiki Karpen	Dr. Warner Webb & Sherrie Calvert Webb
Mr. John A. Darby and Dr. Barbara Darby	Andrew and Gurmeet Keaveny	Dr. Lowell B. & Leslie Weiner
Sara Alice Bradley Darby Charitable Trust*	Mr. and Mrs. Charles Keller	Mr. Terry West
Deutsche Bank	Krueger Family Charitable	The Winston Family Foundation
Mr. and Mrs. Jack Dickison	Drs. Anne and Robert Lufrano	Mr. and Mrs. Douglas C. Worth
Mr. and Mrs. R. Chris Doerr	Mrs. Jean Lumpkin*	Hon. Gwen Yates and Lt. Col. Alton Yates, Ret.
Ms. Lory Doolittle	Mr. and Mrs. John Malone	
Mr. C. Jeff Driggers*	Sheila McLenaghan and Duke Butler	
Driver, McAfee, Peek, & Hawthorne, P. L.	Robert A. and Fay Mills*	
DuBow Family Foundation	Lloyd Hamilton Oakes* in memory of Ruthwood C. Samek	
Jon A. Ebacher and Jill T. Wannemacher	The Howard N. Parks* Living Trust	
Don A. English*	THE PLAYERS	
Mr. Julian E. Farris	Regency Centers	
Florida Blue	Ronald and Karen Rettner	
G. Howard Bryan Endowment Fund	Riverplace Capital Management	
GE Foundation	Ed and Whitney Selover	
George M. Cohen Foundation	Mrs. Robert T. Shircliff*	
Anonymous	Samuel Shorstein	
Margaret Gomez	Simpson* Charitable Remainder Unitrust	
	Ms. Ann H. Sims*	

* Denotes Deceased

The Jacksonville Symphony wanted to give the community the gift of music beyond Jacoby Symphony Hall. In a very short period of time, a dynamic communications plan was developed that resulted in concerts streamed every Friday, reaching a greatly expanded audience through Facebook and YouTube. Our musicians continued to bring music to Jacksonville through exciting videos that were posted on social media. Our mission is to enrich the human spirit through symphonic music and to aid in relaxation and stress reduction in these trying times. Because of this, we continued to find creative ways to share our music with the community. We wanted to make sure we were accessible to those in our community who preferred to stay home instead of join us for a concert in Jacoby Symphony Hall. A nationwide agreement between orchestras allowed us to bring more of our concerts to our patrons in the comfort of their homes.

We were able to repurpose technology normally seen in our *Symphony in 60* series to create the experience. There are several cameras positioned around the hall. Our team of six works in real time to change camera angles to give a multifaceted experience. Each score is marked with the different angles, so while one conductor is on stage, another is backstage giving cues to the team.



Season Highlights



Sept 26, 2020 | Fanfare! Opening Night

James Ehnes playing Mendelssohn's Violin Concerto with the musicians of the Jacksonville Symphony, conducted by Music Director Courtney Lewis



Oct 9-10, 2020 | The Music of the Knights

Scott Coulter, Chris Blem and Blaine Krauss performed music of Sir Paul McCartney, Sir Elton John, and Sir Andrew Lloyd Webber with the musicians of the Jacksonville Symphony, conducted by Assistant Conductor Gonzalo Farias



Dec 31, 2020 | New Year's Eve: The Rat Pack

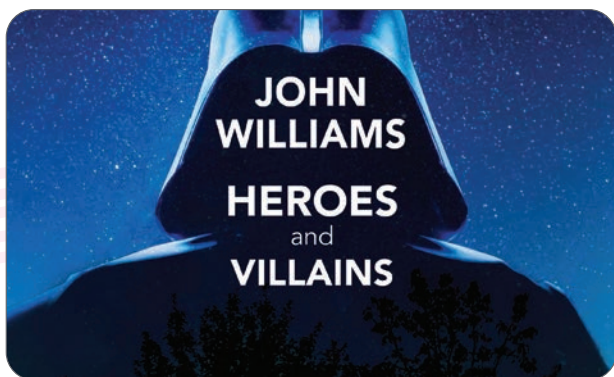
Vocalists Nat Chandler, Sal Viviano and Eric Jordan Young, conducted by Assistant Conductor Gonzalo Farias, with an after-party featuring The Chris Thomas Band

“ To make these 'socially distant' concerts work, the season's programming had to be altered significantly. Huge kudos for the Jacksonville Symphony having the organizational agility to navigate successfully through these unique challenges. The orchestra returned in fine form, a bright light in a difficult time... ” - The Florida Times Union



Mar 20, 2021 | Beethoven's Seventh

*with the musicians of the Jacksonville Symphony,
conducted by Music Director Courtney Lewis*



**Mar 25-27, 2021 | John Williams:
Heroes and Villains**

*with the musicians of the Jacksonville Symphony,
conducted by Assistant Conductor Gonzalo Farias*



Apr 30-May 1, 2021 | Mahler's Song of the Earth

*Tamara Mumford and Richard Cox, with the musicians
of the Jacksonville Symphony, conducted by Music
Director Courtney Lewis.*

“ The fact that the Symphony found a way to present one of Gustav Mahler's very finest works at this challenging time is a testament to their continued creative programming and tenacity. The chamber incarnation of Mahler's 'Song of the Earth' not only made an otherwise off-limits work possible, but created a unique, not to be missed, orchestral experience in its own right. ” - The Florida Times Union

Once we realized the unique challenges of having to shut down and then return at limited capacity, we knew it was time to create a plan for our sustainability. Financial responsibility and success are important ways for us to serve our community, and we were honored that our community supported us in this uncertain time.

A Foundation for the Future

The Stabilization Campaign was envisioned to see the Jacksonville Symphony through the impact of the pandemic. After closing our doors in March 2020, our leadership decided to work to secure sustainable major gifts in the face of uncertain times. The \$5 million goal provides security for the organization to keep making the music you love. The Jacksonville Symphony was recently presented a \$350,000 Challenge Grant from the Delores Barr Weaver Legacy Fund to reach the final \$700,000 needed to complete this phase of the campaign. We are honored to receive this generous gift from Delores to support our future.

“ At the end of every Masterworks performance by the Jacksonville Symphony, I leave absolutely sure I've just heard the most beautiful sounds created. Dollar for dollar, season tickets are the best entertainment value in this city. In my honest opinion, the Jacksonville Symphony is a world-class orchestra with a world-class conductor. I am most grateful. ”
- Dan R.

Stabilization Campaign Donors

Mr. and Mrs. Don Baldwin
Mr. and Mrs. Gilchrist B. Berg
Henry and Lucy Gooding Endowment
advised by the Bryan Family
Carl and Rita Cannon
Dr. and Mrs. John D. Casler
City of Jacksonville
The Community Foundation for Northeast FL
DuBow Family Foundation
Florida Blue
Mr. and Mrs. Preston H. Haskell
Ann and David Hicks Foundation
Mr. and Mrs. Thomas F. Petway III
David and Elaine Strickland
Mrs. C. Herman Terry
Dori and Bill Walton
Mr. Michael J. Ward and Ms. Jennifer Glock
Delores Barr Weaver Legacy Fund
Tim and Evelyn Woodward
Mr. and Mrs. Douglas C. Worth



Mayor Lenny Curry and the City Council

We are sincerely grateful to Mayor Lenny Curry and the City Council for their \$1 million gift through CARES in recognition of the importance of the Symphony's role in Jacksonville and the impact of COVID-19. The vote was unanimous, and we are thankful for all the Board members and staff who advocated on our behalf. This special funding for pandemic relief assured that the Symphony finished strong in 2020/21.

Ann Hicks

The Jacksonville Symphony and the community lost David Hicks. His wife, Ann, wanted to create a lasting legacy in his memory. Ann Hicks' \$1 million gift supported the purchase of a brand new Steinway concert grand piano. The new piano will be featured throughout the season during our David M. Hicks Mozart Piano series in the 2021/22 season. We are eternally grateful to Ann for elevating the artistry of our Symphony with this generous gift.

Michael and Jennifer Glock

The Michael Ward and Jennifer Glock Foundation made a \$1 million gift to inspire others by sharing their passion for the Symphony as a prominent cultural institution of Jacksonville. We thank Michael and Jennifer for their philanthropy and providing our community with the quality of live symphonic music that we deserve.

Lory Doolittle

With a gift of \$1 million, Lory Doolittle endowed the new position of Director of Music Education and Community Engagement. The addition of Marianne Rice to our team is a testament to Lory's dedication to education and the Symphony's mission to enrich the human spirit through symphonic music. We appreciate Lory's commitment to music education for young people and are honored to move our work forward.

Education/Community Engagement

The arts bring communities together. The arts celebrate life and bring joy. The impact of the arts is undeniable. For young people, the arts improve academic performance and teach key life-building skills of creativity, discipline, collaboration, cooperation and practice that help bring success in all aspects of life. Once we saw that school was going to look and feel vastly different for students in Duval and the surrounding counties, the Jacksonville Symphony had to find innovative ways to engage them safely.



Students from First Coast High School participate in the Students at the Symphony program

Virtual Reality

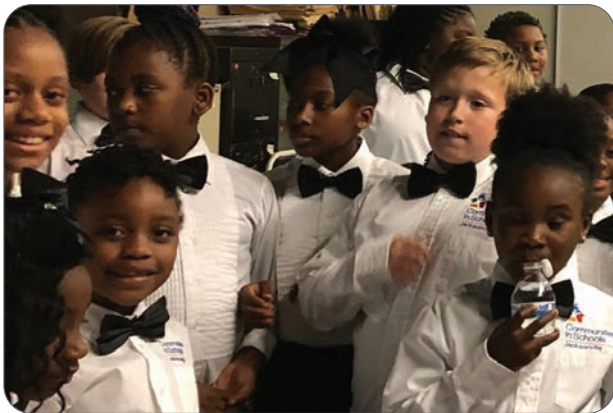
The Virtual Ensemble School Performances program replaced in-person visits in 2020/21. We recorded 10 ensemble performances by our Symphony musicians and made them available to teachers in Northeast Florida schools for free. During 2020/21, 56,863 students in Northeast Florida have watched our virtual ensemble performances.

The Virtual Young Peoples Concert replaced student field trips to live concerts in Jacoby Symphony Hall. We recorded a 45-minute educational concert for elementary school students and made the recording available to teachers in Northeast Florida schools for free. During 2020/21, 20,200 students in Northeast Florida have watched our virtual Young Peoples Concert. In addition, Duval County Public School summer school administrators asked permission to access the concert as well.



The Jacksonville Symphony Youth Orchestras

A six-tiered, orchestral training program that provides 200+ students with ability-level specific instruction each Sunday and four concert opportunities onstage at Jacoby Symphony Hall. Our long-time Jacksonville Symphony Youth Orchestras' in-kind partner, Florida State College at Jacksonville, was unable to offer rehearsal space in 2020/21 due to COVID. Instead, the Symphony was able to arrange and pay for weekly in-person rehearsals at Jacoby Symphony Hall for almost 200 Jacksonville Symphony Youth Orchestras students, who performed virtual concerts for friends and family.



Jump Start Strings

This program provides free stringed-instrument instruction by Symphony musicians, along with music books and instruments, to elementary school students in six Title 1, after-school programs run by our collaborative partner, Communities in Schools. The program was held virtually for 40 students in 2020/21.



A Community Engaged

Finally, it has been proven time and time again that exposure to and participation in the arts is very beneficial to veterans and active members of the military. To quote *Americans for the Arts*, "The arts heal the mental, physical and moral injuries of war for military service members and veterans, who rank the creative arts therapies in the top four out of 40 interventions and treatments." Across the military continuum, the arts promote resilience during pre-employment, deployment, and the reintegration of military service members, veterans, their families and caregivers into communities. This year started our Veterans Ticket Program that offered Veterans and active-duty military members free tickets to concerts.

“ Bien organizado, buena atención al publico.” – "Well organized, good attention to the public.” – Sarah G.

Special Events



Fanfare!

The 2020/21 Season opened with *Fanfare!* on September 26th. Sponsored by Haskell, the concert featured guest violinist James Ehnes. This special and safe event welcomed our audience back to the Symphony with new procedures but the same incredible music.

“ It's all great. You have done a remarkable job in making all kinds of changes to allow us and the orchestra to be in the concert hall, safely, for REAL concerts!! And, the staff seemed so comfortable. Bravo! ” - Martha S.



Open Rehearsals

The Jacksonville Symphony held four open rehearsals throughout the season. These exclusive donor events give a behind the scenes view of the Symphony. Guests start with an informative conversation from our Artistic Administrator, Tony Nickel, about the pieces they will hear and then go into the Hall to watch the orchestra work.



Donor Appreciation Concert

On May 26, 2021, we held our yearly concert to thank all of our wonderful supporters. The concert started with the Annual Meeting where new board members were welcomed, and those leaving were thanked for their service. It was a delightful program that many said was one of the best concerts of the season.

“ Well done, Jacksonville Symphony! You are giving a beautiful opportunity for people to get out and enjoy music and life in this unsettled time - so very important for mental health. Thank you! And keep it up. ” - Jay S.

2021 Symphony Gala



While our Gala looked different this year, our hybrid event was a huge success. The 6th annual Gala was held virtually with a live auction on March 5, 2021, and the concert featuring Jean-Yves Thibaudet was held the next evening in Jacoby Symphony Hall. A huge thanks to our amazing sponsor Truist for making it all happen. Board member Chung-Hae Casler served as the 2021 Gala Event Chair and Co-Auction Chair with board member Karen Bower. The event raised over \$160,000 over the two evenings.



*Behind the scenes of our virtual live auction
(above and right)*

Presented by
TRUIST 

SILVER

Florida Blue   **PNC BANK**

Mr. and Mrs. Gilchrist B. Berg
Dr. and Mrs. John D. Casler
Mr. Michael J. Ward and Ms. Jennifer Glock

BRONZE

Mr. and Mrs. Tim Cost
Mr. and Mrs. R. E. Jacoby Jr
Mr. and Mrs. David Strickland

ARTS AMBASSADOR

AT&T
Mr. and Mrs. Don Baldwin
Mr. and Mrs. Peter E. Bower
Mr. and Mrs. Jacob F. Bryan IV
Mrs. Marilyn R. Carpenter
Dr. Elizabeth L. Colledge
Sally and Tyler Dann
Mr. and Mrs. Jack Dickison
Ms. Lory Doolittle
Kiki and Peter Karpen

Drs. Anne and Robert Lufrano
Bill and Barbara Maletz
Carl M. Mayer
John and Billie Rawot
Helen Morse and Fritz Skeen
Dr. Warner Webb &
Sherrie Calvert Webb
Dr. Eugene and Brenda Wolchok
Mr. & Mrs. A. Daniel Wolff III
Mr. and Mrs. Douglas C. Worth



**JACKSONVILLE SYMPHONY ASSOCIATION, INC. AND
JACKSONVILLE SYMPHONY FOUNDATION, INC.
CONSOLIDATING STATEMENT OF FINANCIAL POSITION
JUNE 30, 2021**

	<u>Jacksonville Symphony Association</u>	<u>Jacksonville Symphony Foundation</u>	<u>Total</u>
ASSETS			
Cash and cash equivalents	\$ 1,651,989	\$ -	\$ 1,651,989
Contributions receivable, net	1,410,110	-	1,410,110
Other receivables	530,646	-	530,646
Investments	10,234,219	11,614,969	21,849,188
Beneficial interest in assets held by community foundation	502,485	-	502,485
Prepaid expenses	80,601	-	80,601
Property and equipment, net	<u>151,326</u>	<u>-</u>	<u>151,326</u>
Total Assets	<u>\$ 14,561,376</u>	<u>\$ 11,614,969</u>	<u>\$ 26,176,345</u>
LIABILITIES AND NET ASSETS			
Accounts payable and accrued expenses	\$ 683,962	\$ -	\$ 683,962
Deferred revenue - concert ticket sales and sponsorships	548,127	-	548,127
Line of Credit	<u>2,680,881</u>	<u>-</u>	<u>2,680,881</u>
Total Liabilities	<u>3,912,970</u>	<u>-</u>	<u>3,912,970</u>
Net Assets			
Without donor restrictions	8,803,406	11,614,969	20,418,375
With donor restrictions	<u>1,845,000</u>	<u>-</u>	<u>1,845,000</u>
Total Net Assets	<u>10,648,406</u>	<u>11,614,969</u>	<u>22,263,375</u>
Total Liabilities and Net Assets	<u>\$ 14,561,376</u>	<u>\$ 11,614,969</u>	<u>\$ 26,176,345</u>

**JACKSONVILLE SYMPHONY ASSOCIATION, INC. AND
JACKSONVILLE SYMPHONY FOUNDATION, INC.
CONSOLIDATING STATEMENT OF ACTIVITIES
YEAR ENDED JUNE 30, 2021**

	<u>Jacksonville Symphony Association</u>			<u>Jacksonville Symphony Foundation</u>	<u>Total</u>
	<u>Without Donor Restrictions</u>	<u>With Donor Restrictions</u>	<u>Total</u>		
Revenues					
Ticket sales and concert fees	\$ 1,446,858	\$ -	\$ 1,446,858	\$ -	\$ 1,446,858
Contributions	5,659,575	750,000	6,409,575	-	6,409,575
Governmental Grants	2,855,008	-	2,855,008	-	2,855,008
Fundraising activities	315,312	-	315,312	-	315,312
Other revenue	78,794	-	78,794	-	78,794
Total Revenues and Other Support	10,355,547	750,000	11,105,547	-	11,105,547
Releases, Transfers and Other					
Net assets transferred to the Association	844,000	-	844,000	(844,000)	-
Net assets released from restriction	1,396,199	(1,396,199)	-	-	-
Total releases, transfers and other	2,240,199	(1,396,199)	844,000	(844,000)	-
Expenses					
Program expenses					
Performances	6,226,276	-	6,226,276	-	6,226,276
Education	236,997	-	236,997	-	236,997
Supporting expenses					
Managerial	1,784,678	-	1,784,678	-	1,784,678
Fundraising	715,981	-	715,981	-	715,981
Total Expenses	8,963,932	-	8,963,932	-	8,963,932
Changes in Net Assets from Operations	3,631,814	(646,199)	2,985,615	(844,000)	2,141,615
Nonoperating Activities:					
Net investment return	2,105,982	-	2,105,982	3,051,101	5,157,083
Change in beneficial trust held at the Community Foundation	120,020	-	120,020	-	120,020
	2,226,002	-	2,226,002	3,051,101	5,277,103
Changes in Net Assets	5,857,816	(646,199)	5,211,617	2,207,101	7,418,718
Net Assets, Beginning of Year	2,945,590	2,491,199	5,436,789	9,407,868	14,844,657
Net Assets, End of Year	\$ 8,803,406	\$ 1,845,000	\$ 10,648,406	\$ 11,614,969	\$ 22,263,375

Board of Directors

OFFICERS

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R. Chris Doerr, Treasurer, Finance Committee Chair
Hon. Gwendolyn Yates, Secretary
David M. Strickland, Immediate Past Chair
Steven B. Libman, President & Chief Executive Officer

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Rafael Caldera
Carl Cannon
Chung-Hae Casler
Kevin Craig, Marketing Committee Chair
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Stacy B. Derr
R. Chris Doerr, Finance Committee Chair
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Michael R. Imbriani
Jim Johnson
Randy Johnson, ex officio
Charles S. Joseph
Dana L. Karzan
Trevor Lee
Anne Lufrano, Ph. D.
Sheila McLenaghan
Joe T. Porter, Development Committee Chair
Timothy Snyder, Ph. D.
Sherilyn F. Van Orden, ex officio
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Brenda Wolchok, Programming Committee Chair
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Douglas C. Worth

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Karen Bower
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Preston H. Haskell
Anne H. Hopkins*
Robert E. Jacoby*
Frances Bartlett Kinne*
Mary Carr Patton
Robert T. Shircliff*
Mary Ellen Smith
Jay Stein
James Van Vleck
James H. Winston*

*Denotes Deceased

Symphony Staff

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