

Stamford Symphony 2017-18 – Operating Budget City of Stamford

Mission and Goal Statement

Mission

The Stamford Symphony Orchestra aspires to build a lifelong appreciation and enjoyment of classical music among all populations of Stamford and its neighboring communities. It fulfills this mission through passionate, professional performances of the highest caliber, diverse and innovative programming, and inspiring educational initiatives.

To achieve this mission, the Symphony performs repertory from the 17th to the 21st centuries in a variety of formats and venues and undertakes education and community activities throughout the year.

Goals

The overriding goal of the SSO for 2016-17 is to continue to broaden our reach into Stamford and the surrounding communities. We are also identifying candidates who will replace our outgoing Maestro. Specific goals include:

- 1) To increase attendance at all performances
- 2) To increase subscription ticket purchases
- 3) To increase single ticket purchases
- 4) To convert existing single ticket purchasers to subscription purchasers
- 5) To expand our community engagement and educational initiatives with the Carnegie Hall *Link Up education* partnership
- 6) To increase unearned income in order to support community and education initiatives while keeping ticket prices affordable
- 7) To increase the number of outreach programs in the surrounding areas in order to garner interest for people to attend concerts in Stamford.
- 8) Identify, interview and audition Music Director candidates

Earned income (ticket sales) continues to account for approximately 40% of our budget with unearned income (donations, sponsorships, grants) making up the remaining 60%. Objectives (1–4), above, support both of these income sources as audience members are a significant source of unearned income. Patrons who attend and value our performances are likely to make a further contribution to support our work.

Objective (5) reflects the importance of our work in the community, giving access to seniors and students and bringing music education into schools where budget constraints have resulted in reductions in arts education. Our community engagement efforts also partner with the local business and philanthropic community through multiple sponsorship opportunities. Today we will reach 6,000 students.

Objective (6) supports all of the foregoing.

An important strategic initiative in support of these objectives has been to make community interests and input an integral part of the planning and programming for our concert season. In addition to periodic audience surveys, the Symphony continues to use the statistical model set by the consulting firm Oliver Wyman which analyzes ticket sales as they correlate to programming, including specific composers, specific works and program order. Composers and repertoire were ranked and the analysis concluded that people buy tickets and attend concerts when well recognized composers and/or compositions are featured prominently on the program. When planning our season programming, we now use this data to create a schedule of concerts that will attract as wide an audience as possible by featuring well recognized artists and repertoire. Within that context, however, our programming continues to include lesser known and contemporary composers and repertoire as we endeavor to broaden and enhance the audiences' musical experience and knowledge. Understanding that our audiences also enjoys and appreciates the presentation of familiar and popular music, we have added a seasonal performance of the Messiah at the Basicillica of St John the Evangelist and recitals featuring award winning artists including vocalist Audra MacDonald, pianist Andre Watts and Garrick Ohlsson and Jazz giant Wynton Marsalis to name a few.

The Stamford Symphony continues to bring music education to all 4th and 5th graders in the Stamford Public Schools through our "American Experience" curriculum and concerts. In addition, our Education Director, Enid Lieberman, is working to bring music education programming to school districts outside Stamford and to attract audiences and participants for our *MusiKids*, Master Classes and *Advance the Arts* programs from a broader geographic area.

ACTIVITIES

The following activities and programs fulfill our mission. Activities detailed below are for the 2016-17 season, currently underway. Barring any major change in income, these programs and activities will continue in the 2017-18 season.

Classical

Our "Orchestra Classics Series" consists of 10 concerts (Saturday evenings and Sunday afternoon performances). Each concert weekend attracts a total audience of about 2,000 patrons. Our goal is to maintain current audience while increasing attendance from those who normally travel to NYC for concerts.

Holiday Concert

Our 2016 Messiah Concert at the Basicillia of St John the Evanlgelist featured the Stamford Symphony with professional singers from the Pro Arte Chorale. As anticipated, this program attracts new patrons and, therefore, increased overall community exposure to the live orchestral music experience. The plan is to be continues this as an annual seasonal event for the City of Stamford.

World Stage Recital

Each season we present internationally acknowledged world class artists in recital. This initiative has expanded the variety of our program offerings, attracts a diverse audience, and generates revenue in excess of costs, unlike full orchestra performances which even with a sponsor show a deficit. In the 2016-17 season, we will present the Emerson String Quartet and also award winning classical duo cellist Alisa Weilerstein with pianist Inon Barnatan.

Advance the Arts

The Stamford Symphony provides concert tickets to local schools' PTOs. The PTOs sell the tickets to school families, keeping 100% of the proceeds which must be used to fund arts education programs in their schools.. In addition this program introduces the Symphony to new young audiences and prospective patrons.

Free Student Concerts

“The American Experience” is the Stamford Symphony’s signature music education initiative. Presented in partnership with the Stamford Public Schools, this program for all fourth and fifth-graders (approximately 2,500 students) begins in January with professional development for teachers and classroom lessons based on statewide curriculum. The program is designed to coordinate with the public schools’ state mandated Social Studies Standards for American History. The program culminates in March with a concert performance by the Stamford Symphony at Stamford’s Westhill High School under the direction of Maestro Preu. High School instrumentalists are selected to sit side-by-side with the professional musicians. Chorus members from the high school also join the concert. “The American Experience” is a vital supplement to the public schools’ arts education curriculum, giving students an opportunity to study musical concepts and principles, to understand classical music in the context of their social studies curriculum, and to experience a live performance by a professional orchestra for the first time in most of their lives. We continue to have 100% participation by the schools.

Link-Up-Partnership with Carnegie Hall and the Stamford’s Board of Education.

This initiative is our most exciting education program yet. Developed at the Weill Music Institute at Carnegie Hall the program introduces music to elementary school students. The Institute provides a detailed teachers guide, workbooks and recorders for all of the students in the third grade. The project will culminate with a multi media concert by the Stamford Symphony where the students are invited to play their recorders along with the orchestra .

Behind the Baton (Prior to every orchestra concert)

This is a pre-concert lecture for adults, presented by Maestro Preu. He introduces the featured composers, establishing historical context for the music, country of origin and other composers of that time. Themes, instruments and soloists are all examined in an effort to give a deeper meaning to the concert that follows. The goal is to create a relationship between the music, the orchestra and the audience thereby developing a more educated audience motivated for more music. Between four and five hundred people attend each of these lectures on a weekend.

MusiKids (prior to every Sunday orchestra concert)

This pre-concert workshop teaches young concert-goers how to listen to and understand the music they will hear in the symphony concert. The goal is to demystify the concert and allow the young listener entry into the music, while creating educated listeners. Prior to each of the Sunday concerts about 100 students and parents attend these workshops.

Master Class

Each year we present two World Stage Recitals featuring internationally known musician. Our Master Class program offers advanced students of that artist's instrument an unparalleled opportunity to work with the artist. Participants attend a three-hour master class with the artist as well as the rehearsal and concert.

Additional Community Engagement Initiatives

The Stamford Symphony endeavors to make its programming accessible to as many members of the community as possible by providing free tickets to our Sunday afternoon Orchestra Classics performances to students and to seniors living in city sponsored housing. These tickets are underwritten by sponsors from the community.

Each year the Stamford Symphony supports local charities and community organizations through ticket purchase incentives, complementary tickets and donations of tickets and/or subscriptions to be sold at auctions and benefits.

Finally, the Symphony conserves financial and natural resources by printing a single Orchestra Classics program book with information for the entire season. Audience members are asked to place the books in special re-use bins at the conclusion of each performance for re-use at a subsequent performance. This effort has earned us the Forest Stewardship Council seal of approval.

As the surrounding towns must be made aware of our artistic excellence we perform in other locations to attract audiences to Stamford. Stamford residents make-up 60% of our audience, the additional 40% are people who reside in the

surrounding towns of Fairfield and Westchester Counties. Other communities include Greenwich, New Canaan, Darien, Westport and Norwalk. We have performed at Caramoor, Levitt Pavilion, Grace Farms, Mill River Park, Stamford Museum and Nature Center, Stepping Stones Museum Bruce Museum, and area Country Clubs all in an effort to attract people to Downtown Stamford.

Stamford Symphony Orchestra						
2015-2016 Final Results						
2016-2017 YTD 10.31.16						
2016-2017 Projected Results	Budget	Final Results	Budget	YTD 2016-17 10/31/2016	Projected Results	Proposed Budget
2017-2018 Proposed Budget	2015-2016	2015-2016	2016-2017	2016-2017	2016-2017	2017-2018
Income						
EARNED INCOME						
Total EARNED INCOME	433,875.00	448,536.80	437,000.00	69,978.69	437,000.00	440,000.00
UNEARNED INCOME						
Total UNEARNED INCOME	946,750.00	976,283.53	997,075.04	240,557.60	997,075.00	1,000,000.00
Total Income	1,380,625.00	1,424,820.33	1,434,075.04	310,536.29	1,434,075.00	1,440,000.00
CONCERT EXP						
Total CONCERT EXPENSE	602,136.09	583,845.77	643,519.36	131,960.30	642,519.00	645,500.00
THEATRE						
Total THEATRE	84,625.00	82,156.54	86,488.00	14,439.68	86,488.00	86,500.00
OTHER CONCERT EXP.						
Total OTHER CONCERT EXP.	109,226.00	101,891.26	100,870.00	11,340.17	100,870.00	101,000.00
Total CONCERT EXP	795,987.09	767,893.57	830,877.36	157,740.15	829,877.00	833,000.00
INSURANCE						
Total INSURANCE	24,217.00	22,893.00	25,827.00	8,770.08	25,827.00	26,000.00
Total MARKETING	112,046.00	106,979.29	114,484.00	31,332.74	114,484.00	115,000.00
SALARIES ADMIN						
Total SALARIES ADMIN	368,598.65	396,662.52	386,203.72	124,397.75	386,203.00	390,000.00
OPERATING						
Total OPERATING	246,702.45	257,445.12	239,814.00	72,282.33	239,814.00	241,000.00
Scholarship EXPENSES						
Total Scholarship EXPENSES	5,250.00	5,250.00	3,375.00	4,250.00	4,250.00	2,125.00
Total Expense	1,552,801.19	1,557,123.50	1,600,581.09	398,773.05	1,600,455.00	1,607,125.00
INVESTMENT INCOME						
Total INVESTMENT INCOME	57,000.00	98,096.23	57,000.00	28,023.67	100,000.00	100,000.00
Net Income	(115,176.19)	(34,206.94)	(109,506.05)	(60,213.09)	(66,380.00)	(67,125.00)