

# STAMFORD SYMPHONY

## BOARD OF FINANCE 2015-16 Budget Presentation Format

### Review of Budget Request

The Stamford Symphony had requested \$20,000 in City Funding for the 2015-16 fiscal year. This would have restored our City Funding to the 2009 level. The Budget Book lists the Mayors Budget to us at \$12,720. This represents .0085 percent of our annual budget.

The City Budget line for the Symphony was cut by 50% in 2009. The current Budget will increase our line by .06%. We thank you for working to return to the 2009 level.

The Stamford Symphony continues to run a very lean administrative staff. All staff members cover multiple functions and we utilize volunteers whenever possible. There have not been any major positions changes either in the staff or the orchestra musicians. It should be noted that due to budget constraints we are unable to perform the full orchestra repertoire as that would require larger orchestra sizes.

### Budget Management

As in prior years, we continue to keep costs controlled:

- (1) Program book – comprehensive program book is printed once for the entire season and is collected at the end of each concert for re-use at subsequent concerts
- (2) Rehearsal changes implemented to maximize artistic capabilities and schedules
- (3) Venue for Student Concert and the Link Up concert take place at Westhill High School to avoid Palace Theatre rental rates
- (4) Cuts to the guest artists fees
- (5) More use of electronic communication for marketing
- (6) Addition of Great Artists Series with earned income helping to pay for the large orchestra concerts.

### Cost Analysis and Spending Priorities

The primary mission of the Stamford Symphony is to present classical symphonic music and secondarily, education programs for the greater Stamford Community. As the core of our organization is classical performances, all efforts are put to funding this mission. As is the standard for all orchestras in America, 60% of our income is unearned. Earned income (primarily tickets sales) does not cover our expenses. Unearned income is essential to enabling us to maintain the superior artistic level and community engagement programs while keeping ticket prices affordable to the general public.

Program Costs are driven by the musician's salaries and benefits. The Musicians Union Local 802 sets the wages and benefits in a three year collective bargaining agreement. Each and every event is analyzed in accordance with these expenses, ticket sales and anticipated contributed income. Administrative expenses are attributed to specific events as appropriate. Expenses are cut in accordance with anticipated income. Income analysis is based on subscription base, single ticket sales, sponsorships and investment income. Cuts would mean less concerts, or smaller orchestra sizes. Severe cost savings would mean that we could not offer the free education programs or reduction on subscriptions for senior citizens. The Palace Theatre, both rental and personnel remains a large expense line. We therefore adjusted our use of the building to save costs.

The Stamford Symphony will increase the number of contracted services in order to manage our exposure to performance income loss and earn more income. Next season we have been engage

by two country clubs, two museums, and by two outdoor venues. We have added the third grade to our education roster and will now serve all 3rd, 4th, and 5th grade students. The Link Up program partnership with Weill Music Institute at Carnegie Hall and the Stamford Board of Education will place our City on the map with select cities for music education excellence.

In the 2015-16 season will also add a second Great Artist Concert. We are thrilled to announce a performance by the Wynton Marsalis Quintet. In addition, Pianist Yefim Bronfman will perform a solo recital. Both of these performances are expected to earn income that will help fund the full orchestra.

Business case and justification for any increase in resources requested

Research and data composed by the League of American Orchestras demonstrates that “the presence of an orchestra is often an indicator of a community’s economic and cultural strength. Communities with orchestras tend to draw volunteer, voters, philanthropists and other active civic minded participants.” A survey by the Performing Arts Research Coalition indicates that a majority of citizens “believe that the presence of live professional performing arts in the community:

- (1) improves the quality of life
- (2) promotes understanding of other cultures
- (3) fosters pride in the community
- (4) contributes to the education and development of children and adults”


## EVERY GREAT CITY HAS AN ORCHESTRA THAT CARRIES ITS NAME

The Stamford Symphony present world class performances equivalent to those heard on the major stages of New York City. We also present education programs for both students and adults including our Behind the Baton lectures, MusiKids workshops and Exploring the Orchestra concerts. And while school budgets have sacrificed music education, the Stamford Symphony continues to provide the American Experience concerts for Stamford’s public school students, with curriculum training for music teachers and lesson plans that include CDs for the classroom.

The Stamford Symphony contributes to the vibrant life of downtown Stamford. We have the largest music audience in Fairfield County, with an average of 2,200 people attending each weekend of our Orchestra Classics series at the Palace Theatre. Importantly, our audience includes a growing number of patrons from surrounding towns, including, Greenwich, New Canaan, Darien, Norwalk, and Westport, thereby driving a new group of visitors to the downtown Stamford helping to sustain local restaurants, retail stores, parking and other related businesses.

While we are vigilant about meeting our budget in the face of limited resources, it remains a truth that every orchestra in America must balance their budget with support from the community. City leadership is imperative to this end. Data from the League of American Orchestras show that orchestras in cities of our size, with budgets comparable to ours receive an average of \$35,000 annually from their municipal government. If we aspire to grow our city, then a professional city sponsored orchestra must be part of our culture as it is in every major city in the world. Restoration of City funding to its 2009 level of \$20,000 should be a goal, providing essential support as the Symphony pursues its mission in the 2015-16 season.

Respectfully submitted,



BARBARA J. SMITH-SOROCA  
CEO & President

Stamford Symphony Orchestra

2013-14 Final Results

2014-15 YTD 10.31.14

2014-15 Projected Results

2015-16 Proposed Budget

Income

EARNED INCOME

	Final Results 2013-2014	YTD Results 10-31-2014	Projected Results 2014-2015	Proposed Budget 2015-2016
4110 - Subs SAT - Classical	130,119.80	23,660.30	149,250.00	150,000.00
4111 - Subs SAT - Discount	7,845.00	933.50	6,000.00	6,000.00
4112 - Subs SUN - Classical	105,947.60	19,017.40	100,000.00	100,000.00
4113 - Subs SUN Discount	6,102.00	1,754.00	7,500.00	8,000.00
4121 - Ticket Sales SAT Classical	65,000.67	4,880.70	60,250.00	60,000.00
4122 - Ticket Sales SUN Classical	21,754.07	3,969.10	31,000.00	32,000.00
4123 - Ticket Sales - Group	-	-	-	-
4127 - Ticket Sales - Recitals	-	-	-	-
4128 - Ticket Sales-Exploring Orch	3,986.91	-	-	-
4130 - Contract Fee Performance	25,930.00	7,000.00	61,500.00	62,000.00
4132 - Education Fees	-	-	-	-
4133 - Edn Fees-Boys & Girls Club	-	-	-	-
4134 - Program Books	14,133.50	15,625.00	18,500.00	20,000.00
4245 - SCA Tkt Tax w/subs	(419.00)	8,234.05	14,750.00	15,000.00
4247 - SCA Single Ticket Comp Fees Collected	646.00	-	580.00	600.00
4255 - Music Stand	6,314.46	380.00	5,000.00	5,000.00
4238 - Comp Application Revenue	118.75	-	-	-
4280 - Special Event	-	380.00	-	-
Total EARNED INCOME	387,479.76	85,834.05	454,330.00	458,600.00
INVESTMENT INCOME				
4135 - Stern Acct - Div/Int.	16,061.22	3,962.57	15,000.00	16,500.00
4136 - Investments Int/Dividends	49,270.11	10,355.21	38,000.00	40,000.00
4138 - Unreal Invstmt Gain/Loss	86,241.26	(18,579.75)	70,000.00	75,000.00
4139 - Unreal G/L Stern Account	27,959.60	(6,579.73)	24,500.00	30,000.00
Total INVESTMENT INCOME	179,532.19	(10,841.70)	147,500.00	161,500.00

Total EARNED INCOME	567,011.95	74,992.35	601,830.00	620,100.00
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UNEARNED INCOME

4202 - Unrestricted Cont Corp	5,750.00	3,650.00	21,000.00	22,000.00
4203 - Unrestricted Cont Indiv	100,140.27	8,470.00	90,000.00	90,000.00
4210 - Board Contributions	195,577.04	172,850.00	190,000.00	192,500.00
4211 - Restricted Cont Indiv	33,887.00	-	25,000.00	25,000.00
4212 - Sponsorship Tickets	3,000.00	5,500.00	5,000.00	6,000.00
4215 - Government Grants	20,626.56	17,050.35	35,000.00	35,000.00
4217 - Sponsor	263,500.00	237,500.00	288,500.00	290,000.00
4218 - Soloist Sponsor	-	15,000.00	10,000.00	10,000.00
4226 - Foundation Contributions	54,750.00	16,750.00	41,000.00	42,500.00
4250 - Corp Matching Cont	4,819.00	2,800.00	5,000.00	6,000.00
4268 - Gala Table, Indv, Corp	117,060.00	133,775.00	120,000.00	122,500.00
4269 - Gala Auction	33,320.00	24,635.00	25,000.00	26,000.00
4275 - Raffle	-	-	-	-
4290 - In-Kind Contributions-Rent	36,733.37	12,666.68	38,000.04	38,000.00
4299 - Misc Income	1,628.80	-	-	-
4291 - In-Kind Media/Other	21,407.10	-	-	-

4292 - Program Book- In Kind	-	-	-	-
Total UNEARNED INCOME	892,199.14	650,647.03	893,500.04	905,500.00
Total Income	1,459,211.09	725,639.38	1,495,330.04	1,525,600.00
CONCERT EXP				
SALARIES MUSICIANS				
5013 - Music Director	71,650.02	26,833.34	80,500.00	82,000.00
5014 - Musicians	326,274.42	76,547.76	352,871.00	360,000.00
5015 - Soloist	2,250.00	-	-	-
5016 - Personnel Manager	11,636.50	2,804.29	12,581.00	13,000.00
5017 - Librarian	7,544.27	1,201.50	8,540.50	9,000.00
5032 - FICA Musicians/Director	25,976.83	8,446.43	26,556.15	27,000.00
5036 - State Unemployment	2,562.11	5,898.41	5,000.00	5,000.00
5121 - Union Pension	42,249.82	9,484.75	44,917.00	45,000.00
5122 - Union Health Benefits	37,815.00	7,892.00	37,852.00	38,000.00
5123 - Health Bnft Shortfall Fnd	257.16	-	5,000.00	5,000.00
5127 - Cartage & Travel	20,488.14	3,926.00	21,013.00	22,000.00
Total SALARIES MUSICIANS	548,704.27	143,034.48	594,830.65	606,000.00
THEATRE				
5338 - Concert Hall Rental	33,217.00	5,500.00	31,625.00	32,000.00
5339 - Stage Hands	24,732.54	4,469.77	28,756.00	30,000.00
5341 - Other Theatre Personl	13,415.01	2,432.75	13,800.00	14,000.00
5345 - Rehearsal Hall Rental	4,255.00	1,600.00	5,993.00	6,000.00
Total THEATRE	75,619.55	14,002.52	80,174.00	82,000.00
OTHER CONCERT EXP.				
5074 - Recording Engineer	1,625.00	350.00	1,750.00	2,000.00
5075 - Guest Conductor	5,703.00	-	-	-
5078 - Guest Artist	47,345.16	4,000.00	46,400.00	47,000.00
5322 - Exp Reim Librarian	590.00	-	450.00	500.00
5324 - Exp Reim Oprtns Mgr	781.64	238.08	1,745.00	2,000.00
5325 - Exp Reim Pers Manager	-	216.19	200.00	200.00
5326 - Exp Reim Music Director	728.80	-	1,075.00	1,100.00
5335 - Music Royalties	5,608.00	4,929.47	5,000.00	5,000.00
5336 - Music Purchase Rental	6,705.51	169.18	3,695.00	4,000.00
5337 - Instrument Rentl/Tuning	7,582.50	1,350.00	11,670.00	12,000.00
5581 - Program Notes	-	1,800.00	1,800.00	1,800.00
5582 - Program Book Commsn.	2,186.00	-	2,700.00	3,000.00
5585 - Program book - In Kind	-	-	-	-
5601 - Founder's Room	1,242.98	112.14	3,000.00	3,000.00
Total OTHER CONCERT EXP.	80,098.59	13,165.06	79,485.00	81,600.00
Total CONCERT EXP	704,422.41	170,202.06	754,489.65	769,600.00
INSURANCE				
5710 - Liability/Umb/Officers	13,367.98	5,589.00	8,500.00	8,750.00
5711 - Workers Comp	17,200.52	7,384.00	15,000.00	16,500.00
Total INSURANCE	30,568.50	12,973.00	23,500.00	25,250.00
MARKETING				
5511 - Advertising Production	6,425.00	1,500.00	3,503.00	4,000.00
5520 - Direct Mail House	5,246.66	2,751.54	9,066.00	9,000.00
5527 - Postage	5,700.00	3,661.00	16,115.00	17,000.00
5540 - Media Advertising	12,855.00	5,329.33	13,548.00	14,000.00
5541 - In-Kind Media/Advrtg/Other	21,257.10	-	-	-

5545 - Newspaper Advertising	26,140.33	1,700.00	24,273.00	25,000.00
5550 - Photos/Video	2,325.00	812.50	2,750.00	3,000.00
5555 - Printing	25,735.90	18,749.12	25,324.00	25,000.00
5570 - Signage	2,398.65	1,371.00	2,920.00	3,000.00
5580 - Pre Concert Dinner - Spring	10,616.20	-	-	-
5706 - Web/Internet	5,420.00	480.00	4,600.00	5,000.00
5789 - Miscellaneous	2,605.03	116.00	5,000.00	5,000.00
Total MARKETING	126,724.87	36,470.49	107,099.00	110,000.00
SALARIES ADMIN				
5010 - Administrative	275,386.81	98,099.17	291,300.00	295,000.00
5011 - Payroll Fees	2,765.93	308.90	2,300.00	2,500.00
5033 - FICA Admin	17,097.20	7,573.76	22,039.86	23,000.00
5034 - Pension	44,439.74	-	43,284.48	44,000.00
Total SALARIES ADMIN	339,689.68	105,981.83	358,924.34	364,500.00
OPERATING				
5072 - Independent Contractors	95,812.53	21,949.61	68,890.00	70,000.00
5635 - Gala Expenses	28,769.68	34,491.83	30,000.00	32,000.00
5645 - Gala Décor	2,000.00	-	2,000.00	2,500.00
5647 - Special event expense	1,629.37	832.59	-	1,000.00
5701 - Audit Fee	13,750.00	-	12,500.00	12,500.00
5702 - Board Exp	842.20	1,097.39	600.00	750.00
5705 - Computer Exp	1,773.33	628.29	3,000.00	3,000.00
5707 - Due's & Sub's	4,256.88	4,172.85	4,000.00	4,500.00
5708 - CEO Expenses	2,253.69	50.14	1,800.00	2,000.00
5713 - Legal & Professional Fees	5,500.00	-	-	-
5715 - Workshops & Conventions	3,261.05	-	2,000.00	2,000.00
5718 - Office Supplies	3,969.81	1,053.19	5,150.00	5,250.00
5720 - Education Curclum/trainng	1,025.00	-	2,000.00	-
5725 - Parking	527.00	398.00	400.00	500.00
5727 - Postage Operating	4,833.24	1,245.24	2,100.00	2,200.00
5740 - Rent/Utilities/Bldg Srvc	13,927.47	4,099.36	12,298.00	12,500.00
5741 - In-Kind Expenses - Rent	36,733.37	12,666.68	38,000.04	38,000.00
5743 - Credit Card Charges/SC	15,475.07	4,063.96	15,800.00	16,000.00
5744 - SCA Comp Tkt Fees	2,861.00	612.00	2,700.00	3,000.00
5745 - SCA Subs Tkt Tax	0.26	1,636.00	14,750.00	15,000.00
5750 - Telephone	2,876.12	1,012.25	5,200.00	5,500.00
5770 - Travel & Hotel Expense	2,043.82	100.00	4,750.00	5,000.00
5795 - Gifts	1,624.40	479.95	2,500.00	2,500.00
5799 - Miscellaneous	4,777.07	2,012.35	4,250.00	4,300.00
6500 - Depreciation	4,397.00	2,109.50	3,500.00	3,500.00
6650 - Bad Debt (Uncollectible A/R)	-	-	-	-
Total OPERATING	254,919.36	94,711.18	238,188.04	243,500.00
Scholarship EXPENSES				
7010 - Commendation Award	-	-	-	-
7015 - Scholarship Award	1,750.00	13,500.00	12,750.00	12,750.00
Total Scholarship EXPENSES	1,750.00	13,500.00	12,750.00	12,750.00
Total Expense	1,458,074.82	433,838.56	1,494,951.03	1,525,600.00
Net Income	1,136.27	291,800.82	379.01	-

# **APPENDIX**

## **Stamford Symphony Educational Activities:**

The Composer Program: Each school in the district participates by putting on view the composer-of-the-month displays at the entry and hallways, developed and provided by the Symphony. Each school will play the provided CD of the said composer via the public address system as the students arrive, leave or during lunch. The school will integrate the composer-of-the-month in the language and history programs. The local newspaper will highlight the composer-of-the-month and our web site will create a special student section for additional composer background. This simple structured program will provide an awareness of classical music that the students otherwise do not have.

Advance the Arts The Stamford Symphony provides each school with 50 vouchers to be distributed to the parents. Parents attending the concerts are encouraged to call the Symphony for additional Free tickets to bring their children. Studies show that students who attend concerts with their families will develop a lifelong appreciation of the music. Because schools have so little classical music in their buildings, these outings, with their families and as a school unit, provide a comfortable environment for the classical music experience.

Student Concerts Annually, students are taken to a Stamford Symphony concert designed to complement the American History curriculum at their grade level. This full orchestra concert also pairs high school students with the professional musicians and the high school chorus. The value in this concert is not just the classical music experience, but the inspiration the younger children get when they see the high school musicians playing with the professional orchestra. The concert is a culmination of the lesson plans and concert-related CD listening in preparation for this experience.

Curriculum Development (1) In order to correlate with the student concert, teachers are taught by our affiliate music teacher training organization "Education Through Music" in preparation for the concert. Lesson plans are also developed; pre-concert CDs are distributed to ensure that students attend the concert fully-prepared in the language of classical music and, specifically, the music of the concert they will attend.

Curriculum Development (2) Each school year our affiliate partner for training will hold professional development sessions for music teachers and classroom teachers, enhancing the music education curriculum and encouraging classroom teachers to include music in their lesson plans and in their rooms.

Link Up for the Third Grade: New in 2015, the Link Up program partnership with Weill Music Institute at Carnegie Hall and the Stamford Board of Education will place our City on the map with select cities for music education excellence. Teacher manuals, student workbooks and recorders are provided for all third graders. The project culminates with a 50 minute Concert for Students by the Stamford Symphony. At this concert the materials learned in the project are reviewed and all the students perform on their recorders from their seats with the orchestra.

Exploring the Orchestra This music education program takes place at the Stepping Stones Museum, a location comfortable and convenient for young families. The program is designed as an introduction for young children and their parents to the sections of the orchestra, varied music periods, rhythms and themes. Because music education has been lacking even for the young parents, these parents are learning along with their children.

MusiKids This is an essential education workshop for all young students who attend the adult concerts. Because music is not a major subject in the schools, the language of classical music can appear foreign in the concert hall. We have developed a pre-concert education series for students, along with an age-appropriate program book that takes the adult concert and makes it approachable for the students. This education series has grown and was sold out for the three final concerts this past season.



# 2015 – 2016 Season

## **HARMAN** ORCHESTRA CLASSICS

### October 24 & 25, 2015

**Higdon** *Blue Cathedral*  
**Dvořák** Piano Concerto in G minor  
**Andreas Boyde**, piano  
**Tchaikovsky** Symphony No. 2 in C minor,  
*Little Russian*

### November 14 & 15, 2015

Kevin Rhodes, Guest Conductor  
**Stafylakis** *Brittle Fracture*  
**Beethoven** Piano Concerto No. 3 in C minor  
**Yevgeny Sudbin**, piano  
**Beethoven** Symphony No. 10 in E-flat Major  
**Beethoven** Symphony No. 8 in F Major

### January 16 & 17, 2016

**Mozart** Symphony No. 37 in G Major  
**Mozart** Violin Concerto No. 5 in A Major  
**Benjamin Beilman**, violin  
**Ciupinski** *Street Prayer*  
**Mozart** Symphony No. 34 in C Major

### March 12 & 13, 2016

**Bizet** *Carmen*: Suite Nos. 1 and 2  
**Rimsky-Korsakov** *Capriccio Espagnol*  
**Lalo** Symphonie Espagnole in D minor  
**Rachel Lee Priday**, violin  
**Surinach** *Ritmo Jondo*, Flamenco

### April 16 & 17, 2016

**Golijov** *Sidereus*  
**Elgar** Cello Concerto in E minor  
**Julie Albers**, cello  
**Dvořák** Symphony No. 8 in G Major



## Limited Engagements

### December 12, 2015

**Handel's *Messiah*** Part I & *Hallelujah* Chorus  
Stamford Symphony with Pro Arte Singers  
At the Basilica of St. John the Evangelist

### February 27, 2016

**YEFIM BRONFMAN** Piano Recital

### April 30, 2016

**WYNTON MARSALIS QUINTET**

**Saturdays at 8 pm • Sundays at 3 pm**  
**Stamford's Palace Theatre**

***Behind the Baton* Pre-concert Lectures**  
**Pre-concert *MusiKids* Programs**  
**Kids Free Sunday!**

*Programs and Artists subject to change.*