Jacksonville Symphony Association, Inc.

**Project Title:** General Program Support 2021  
**Grant Number:** 21.c.ps.102.537  
**Date Submitted:** Monday, June 3, 2019

A. Cover Page  Page 1 of 10

Guidelines

Please read the current Guidelines prior to starting the application: 2021-2022 General Program Support Grant Guidelines

Application Type

**Proposal Type:** Discipline-Based

**Funding Category:** Level 3

**Discipline:** Music

**Proposal Title:** General Program Support 2021
# Applicant Information

<table>
<thead>
<tr>
<th>Information</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organization Name</td>
<td>Jacksonville Symphony Association, Inc.</td>
</tr>
<tr>
<td>FEID</td>
<td>59-6002520</td>
</tr>
<tr>
<td>Phone number</td>
<td>904.807.1017</td>
</tr>
<tr>
<td>Principal Address</td>
<td>300 Water Street, Suite 200 Jacksonville, 32202-4443</td>
</tr>
<tr>
<td>Mailing Address</td>
<td>300 Water Street, Suite 200 Jacksonville, 32202-4443</td>
</tr>
<tr>
<td>Website</td>
<td><a href="http://www.jaxsymphony.org">www.jaxsymphony.org</a></td>
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<tr>
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<td>Organization Category</td>
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</tr>
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<td>Fiscal Year End Date</td>
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## 1. Grant Contact *

First Name  
Terri  
Last Name  
Montville  
Phone  
904.807.1017  
Email  
tmontville@jaxsymphony.org  

## 2. Additional Contact *

First Name  
Jessica
Last Name
Mallow

Phone
904.354.7779

Email
jmallow@jaxsymphony.org

3. Authorized Official *

First Name
David

Last Name
Strickland

Phone
904.354.0073

Email
chairman@jaxsymphony.org

4. National Endowment for the Arts Descriptors

4.1. Applicant Status

Organization - Nonprofit

4.2. Institution Type

Performing Group

4.3. Applicant Discipline

Music

5. Department Name
C. Eligibility  

1. What is the legal status of the applicant? *
   - Public Entity
   - Nonprofit, Tax-Exempt
   - Solo or Individual artists or unincorporated performing company
   - Other (not an eligible response)

2. Are proposed activities accessible to all members of the public? *
   - Yes (required for eligibility)
   - No

3. Do proposed activities occur between 7/1/2020 - 6/30/2021? *
   - Yes (required for eligibility)
   - No

4. How many years of completed programming does the applicant have? *
   - Less than 1 year
   - 1-2 years
   - 3 or more years (required minimum to request more than $50,000 in GPS)
D. Excellence  Page 4 of 10

1. Applicant Mission Statement - (Maximum characters 500.) *

The mission of the Jacksonville Symphony is to enrich the human spirit through symphonic music.

2. Proposal Description

Describe the project or program for which you are requesting funding. Include goals, fully measurable objectives, activities, partnerships/collaborations, and a timeline. If you are an LAA or SSO, please include a statement that describes the services provided to your audience (including membership) and how those services are provided.

2.1. Goals, Objectives, and Activities - (Maximum characters 5000.)

Goals: Broad statements that are usually general, abstract, issue oriented with realistic priorities. Goals are a long-term end to which programs and activities are developed and should reflect the organization's mission statement. Goals can be listed in priority order and ranked.

Objectives: Specific, measurable ends that are achievable within a time frame and mark progress towards achieving goals.

Activities: These are the specific activities that achieve the objectives.

The Jacksonville Symphony Association requests funds to support the 2020-2021 season of performances, education programs and community engagement.

The Symphony's current Strategic Plan states our three Key Goals:

GOAL #1: Artistic Excellence - We will enhance our artistic product through exceptional, exciting and impactful art.

Objectives and activities to achieve this goal include:

A. Expand and diversify the Symphony’s repertoire by

- Expanding the performance schedule from 35 in FY17 to 40 weeks by FY21
- Developing signature projects that attract new audiences such as performances of a newly commissioned work, “Bridges”, by the Jacksonville Symphony’s Composer-in-Residence, Courtney Bryan as well as a piece written especially for the Jacksonville Symphony by Duke Ellington.
- Showcasing a higher caliber of guest artists such as the Marcus Roberts Trio, Mezzo-Soprano Susan Graham and clarinetist Anthony McGill, and guest conductors such as Matthew Halls and Anu Tali.

The FY21 Jacksonville Symphony’s artistic activities will be similar to the upcoming FY20 season schedule:
• Fanfare Opening Night featuring the Marcus Roberts Trio
• Masterworks Series: 12 programs, 24 performances
• A March 24, 2020 performance at the Kennedy Center in Washington D.C. as part of SHIFT: A Festival of American Orchestras
• Gala Presentation featuring mezzo-soprano Susan Graham
• Pops Series: 8 programs, 20 performances
• Symphonic Night at the Movies: 4 films, 7 performances
• Symphony in 60: 6 concerts
• Coffee Series: 8 concerts
• Family Series: 3 concerts
• Daily’s Place Amphitheater Series: 2 performances
• Special Presentations including The Nutcracker Ballet and Handel’s Messiah

GOAL #2: Community Engagement – We will build and nurture the audience of today and tomorrow by creating a culture for symphonic music.

Objectives and activities to achieve this goal include:

A. Through awareness

• Explore unique and diverse productions through collaborative partnerships in the community such as Opera Scenes with University of North Florida students, and partnering with the Jacksonville Jaguars to present concerts at their Daily’s Place Amphitheater.

B. Through access

• Extend geographic reach in the community through free ensemble performances at nursing homes, community centers, restaurants, corporate offices, beach clubs and the airport.
• Create access programming for new audiences such as Symphonic Night at the Movies and Symphony in 60, one hour happy hour concerts on Thursday nights for $25.
• Implement programs to make attending affordable such as $25 Coffee Concert admission on Friday mornings; Under 18 Free; the $25 Sound Check Card, which allows free student admission to any Masterworks concert; and Student Rush discounted tickets that are purchased by more than 2,500 students annually.

C. Through understanding

• Enhance the Jacksonville Symphony’s music education programs by sending ensembles to more schools, bringing more students to Jacoby Symphony Hall for concerts, and re-establishing our relationship with Edward Waters College, a historically black college in Jacksonville, FL, by collaborating on a college fundraising concert in Jacoby Symphony Hall.

D. Through engagement

• Enhance the 350-member Jacksonville Symphony Youth Orchestras, the 110-volunteer Jacksonville Symphony Chorus and the adult Civic Orchestra programs through concert performances on the Jacoby Symphony Hall stage.
• Implement a diverse array of activities and benefits that enhance the patron experience such as a “Sit on the Stage Luncheon” which provides patrons with lunch and an educational talk about the upcoming concert, followed by the opportunity to sit on the stage next to musicians during their afternoon rehearsal and a “Community Open House” that provides backstage tours of the hall to community members prior to a free concert.

**GOAL #3: Financial Growth – We will develop the financial infrastructure required for success.**

**Objectives and activities to achieve this goal include:**

A. Create, manage and realize annual operating budgets that support the Symphony’s growth


**2.2. Partnerships & Collaborations - (Maximum characters 2000.)**

Describe any partnerships and/or collaborations with organizations directly related to the Specific Cultural Project (SCP) or General Programming (GPS). Discuss the responsibilities and benefits of the relationship and whether any formal agreements are in place.

The Jacksonville Symphony frequently collaborates with other organizations to present events and reach broader audiences, such as these FY20 partners:

• The Symphony’s program with new partner, YMCA of Florida’s First Coast, will feature ensembles performing at local YMCAs, and bus transportation and tickets to Coffee Concerts on Friday mornings for seniors.

• The Symphony is collaborating with the Museum of Science and History (MOSH) for a special program in FY20. In celebration of the 250th birthday of Beethoven, who composed while deaf, MOSH and the Symphony will explore the ability of the hearing impaired to experience symphonic music.

• The Symphony is expanding its relationship with our local PBS station, WJCT, through 12 weekly broadcasts of “Summer Sundays with the Symphony”, a new radio program beginning in June 2019 that features Symphony concert recordings from the past season.

• The Symphony is again partnering with the Jacksonville Jaguars to present two concerts at Daily’s Place Amphitheater next to their home, TIAA Field. This first of its kind partnership between a symphony and an NFL franchise allows us to offer new programs to attract audiences diverse in age, geographic location, socioeconomic status, and race/ethnicity.

• The Symphony provides access to its Jump Start Strings (JSS) program to 110 Title I students in after-school programs run by its collaborative partner, Communities in
Schools. Orchestra musicians provide free weekly stringed instrument instruction to JSS students, who also receive instruments and music books at no cost. The JSS program is the first ever partnership between CIS and a professional symphony.

- The Symphony will once again partner with Mayo Clinic Jacksonville to present a free holiday concert on their campus for patients and employees, which is also livestreamed to all patient rooms.
- The Symphony collaborates with the University of North Florida to present campus performances and Masterclasses with Symphony guest artists, and include the UNF chorus in concert performances at Jacoby Symphony Hall during each season.
- Each season, the Symphony invites both professional dancers from the Florida Ballet and dancers from Douglas Anderson High School of the Arts to perform at concerts.
- The Symphony is working with the Council on Aging to provide ensemble visits to more Continuing Care Communities in Duval and Nassau Counties.

2.3. Timeline - (Maximum characters 2000.)

List timeline of activities during the grant period.

The FY21 season timeline includes:

- March 2020-June 2020: Fundraising and marketing for the 2021 season is in full force.
- Summer 2020: Musicians finalize repertoire preparations; subscription tickets are mailed.
- July 2020: The Director of Education integrates programs with curriculum-based guidelines and finalizes the schedule for FY21 school outreach activities.
- Aug. 2020: Single tickets for the FY21 season go on sale. The FY21 orchestra calendar is finalized.
- March 2021: The biggest night of the year - the Symphony Gala - happens, allowing residents to hear a performance by a world-renowned guest artist.
- June 30, 2021: The FY21 season concludes.
E. Impact

Instructions

Do not count individuals reached through TV, radio, cable broadcast, the Internet, or other media. Include actual audience numbers based on paid/free admissions or seats filled. Avoid inflated numbers, and do not double-count repeat attendees.

Applicants to the UCCD Salary Assistance category should calculate the number of individuals benefitting based on the number of jobs the grant funds in the application is supporting. If it is only one (1) position, then the number of individuals benefitting should be one (1).

1. What is the estimated number of proposal events? *

192

2. What is the estimated number of opportunities for public participation? *

309

3. How many Adults will be engaged? *

219,055

4. How many school based youth will be engaged? *

31,149

5. How many non-school based youth will be engaged? *

28,202

6. How many artists will be directly involved? *

355
Total number of individuals who will be engaged?

278761

7. Select all categories that make up 25% or more of population directly benefitting (excluding broadcasts and online programming): *

☑ Adults (25-64 years)

8. Select all categories that make up 25% or more of population directly benefitting (excluding broadcasts and online programming): *

☑ Black/African American
☑ White

9. Additional impact/participation numbers information (optional) - (Maximum characters 500.)

Use this space to provide the panel with additional detail or information about the impact/participation numbers.

State of Florida FY19 budget cuts severely impacted youth music education programs for Duval County Public Schools (DCPS), one of the largest school districts in Florida. DCPS music educators cancelled all S.T.E.A.M. field trips in FY19, which included trips to Symphony Youth Concerts for 2nd-5th graders. These concerts provided the opportunity for 11,500 DCPS Title I students to hear live symphonic music in FY18. We continue to solicit community funders in order to bring these Title I students back to Jacoby Symphony Hall in FY20 & FY21.

10. In what counties will the project/program actually take place?

Select the counties in which the project/programming will actually occur. For example, if your organization is located in Alachua county and you are planning programming that will take place in Alachua as well as the surrounding counties of Clay and St. Johns, you will list all three counties. Please do not include counties served unless the project or programming will be physically taking place in that county. State Service Organization applicants: Select all counties that will be served by your programming.

☑ Clay
☑ Duval
☑ Flagler
☑ Nassau
☑ St. Johns

11. Proposal Impact - (Maximum characters 3500.) *
Describe the economic impact of your organization as a whole and of the proposal in particular on your local community. Include a description of your proposal’s education and outreach activities.

**Organizations:** Include the economic impact of your organization as a whole.

**Solo Artists:** Include any positive social elements and community engagement anticipated from the project.

The Jacksonville Symphony has significant impact on the local community as an employer, economic driver, cultural arts producer, and arts education provider.

In the 1990s, the Symphony Board raised $10M to pay 50% of the costs for the complete remodel of the Civic Center in downtown Jacksonville. After re-opening its doors, the Symphony has hosted over 2.5 million people in Jacoby Symphony Hall, the only dedicated symphony hall in Florida and one of the very few symphony halls in the U.S. with a pipe organ.

According to Americans for the Arts, the Symphony provides an economic impact of $22M in Jacksonville. The Jacksonville Chamber of Commerce, local corporations and residents new to the area cite the presence of a symphony as a consideration when deciding to relocate. The momentum of Jacksonville’s growth is significant and touted nationally, with companies such as Deutsche Bank, Chase and Amazon coming into the North Florida region within the last few years. One of the deciding factors for Mayo Clinic when they opened a new facility in Jacksonville was the presence of a professional symphony.

Beyond an attraction for business development, the Symphony is a major driver of business in its local community. The Symphony is the second largest driver of business in the entertainment sector in Jacksonville, just behind the Jacksonville Jaguars NFL team. Over 120,000 area residents travel to downtown Jacksonville for concerts each season, patronizing local businesses such as restaurants, bars, and parking lots. For the FY21 40-week season, we estimate Symphony activities will bring 2,000-3,000 people downtown each week.

As an employer, the Symphony supports 60 musicians and 36 staff members who live and work in Duval County and who pay taxes and spend their salaries locally. As a arts producer, the JSA pays out services to 300+ vendors, many of whom are small businesses. Guest artists stay in almost 500 rooms annually, generating $40,000 in revenue for local hotels. The JSA also partners with Visit/Jacksonville to market bus/dinner events to over 20 regional communities from St. Augustine to Brunswick, the Villages, Palm Coast and Lake City.

With nearly 20% of its annual budget (almost $2 million) earmarked for education and community engagement, the Symphony is the largest provider of music education in Duval County. Almost 60,000 youth participate in music education programs each year including:

- The Jacksonville Symphony Youth Orchestras, which provides more than 700 music instruction coaching hours to more than 350 students ages 7-21, including 110 underserved students at six Title 1 elementary schools
- Ensemble performances at more than 65 schools in Duval, Nassau, Clay and St. Johns Counties.
- 10 Youth Concerts at Jacoby Hall for 4th-5th graders
Nutcracker open rehearsals attended by more than 5,000 students
Students at the Symphony program that provides free Masterworks or Pops concert tickets to middle and high school students and their family members after they attend a special pre-concert lecture.
Instrument Zoo visits at 10 elementary schools let students blow, pluck, bow, or strike any instrument in the orchestra.
Master classes with guest artists at local universities
Discounted student ticket programs that provide access to symphonic music.

The Symphony will continue outreach activities that provide access to symphonic music for all residents such as:

- Free ensemble performances in neighborhoods throughout the community
- Ensemble visits to the elderly and infirmed at senior centers and nursing homes
- Symphony in 60 concerts, which are early evening happy hour concerts on Thursday meant to attract young professionals
- The Symphonic Night at the Movies, films with the orchestra playing the live score, which provides a more broad appeal to attract new patrons.
- The Symphony is making a significant investment in professional productions for the Family Series to attract more young families and renewing a partnership with Carnegie Hall's Weill Institute of Music for improved Youth Concert programming.

12. Marketing and Promotion - (Maximum characters 3500.) *

Describe the marketing/promotion/publicity plans and audience development/expansion efforts as related to the proposal. For example, include information on advertising, social media, collaboration with local organizations, brochures, etc.

The Jacksonville Symphony's 2020-2021 marketing, promotion and audience development plans will build upon efforts from the 2018-2019 season as well as recent marketing research studies.

Each season the Symphony refines its marketing outreach strategy by analyzing the results of everything we do. The result has been a dramatic shift in outreach vehicles over the past several years. Recent quantitative research conducted in partnership with Cox Media has indicated that our outreach efforts have greatly expanded our reach into the community and improved the effectiveness of our messaging.

NON-TRADITIONAL MARKETING

Guerrilla Marketing: The most important addition to our outreach strategy has been a significant guerilla marketing effort. In FY19, we presented 100+ free ensemble performances throughout the area at community centers, hospitals, nursing homes, beach and country clubs, and the airport that enabled us to “sample” our music for prospective patrons before we ask them to purchase tickets. We estimate we reached over 10,000 prospective customers. A marketing staff member is on site with concert promotion materials.
Social Media and Digital Media: We have increased our expenditures on digital and social media by nearly 400% in the last five years allowing us to effectively maximize our reach and presence at reduced advertising costs.

Our social media presence continues to increase with over 25,000 Facebook friends, almost 3,650 Twitter followers and 2,700 Instagram followers, enabling us to market directly to those who have expressed an interest in our products at virtually no cost. Increased use of video and audio have ensured we break through the clutter and impact our prospects.

We are making use of the most current digital applications to ensure we are reaching the right people, with the right message at the right time. Included in our digital outreach strategy are:

- Data driven display advertising on specifically targeted sites
- Search and Site re-targeting delivers messaging to those who have indicated an interest in the Symphony by visiting our website and/or social media sites.

Traditional Advertising Vehicles:

- Increased television advertising for concerts with broad appeal such as our Symphonic Night at the Movies and Pops concerts.
- Expanded television and radio advertising on local PBS station, WJCT.
- Maintained our newspaper presence in the Florida Times-Union with minimal out-of-pocket expense due to an in-kind agreement.
- Continued use of billboards, blogs, email and direct mail.

Data Analytics

The Symphony has the data and the ability to micro-target different prospects for each concert thanks to its use of Tessitura, the best ticketing, fund raising and CRM system in the performing arts category. For example, outreach for Masterworks concerts is based on past purchase history that includes proven preferences for specific composers or pieces. Now we can track the increased revenue returned on almost every marketing dollar invested.

In addition, the Symphony will be introducing collaborative analytics to our marketing arsenal through a new relationship with the highly regarded firm, AnalytixLive. This process will blend sophisticated data analytics and advanced data visualization with the Jacksonville-specific experience of our marketing team to generate improved results. Specific strategies to be utilized include dynamic pricing and highly targeted direct marketing.

Audience Development

In FY21, we will continue successful programs that attract more diverse audiences such as Symphonic Night at the Movies and Symphony in 60. In addition, we will continue to schedule diverse programming such as FY20 programs:

- “Fanfare! Opening Night” with The Marcus Roberts Trio
- Pops programs, “Doo Wop Project” and “The Music of Aretha Franklin”
- Masterworks #8, “SHIFT: Kennedy Center Bound” featuring African American clarinetist Anthony McGill.
- Masterworks #8 also features a composition written for the Jacksonville Symphony by Duke Ellington and the newly commissioned piece by African-American pianist Courtney
Bryan, our composer-in-residence, which was inspired by the bridges that bring Jacksonville's diverse communities together.
1. Fiscal Condition and Sustainability - (Maximum characters 1750.) *

Describe the fiscal condition of the organization as it relates to the successful completion of the proposal. Also describe plans to sustain the proposal activities after the grant period.

The Jacksonville Symphony has experienced continued financial growth over the past few years, growing contributed revenue and earned revenue each year.

The Symphony brought on additional development staff in FY19 to help reach new fundraising goals, which includes launching the public phase of a comprehensive Vision 2020 Campaign in January 2020. The campaign goals include raising $25 million for endowment, capital expenditures and special projects, and $25 million for the annual fund. The Vision 2020 campaign is an effort to further position the Symphony on solid financial ground, which will rectify any future operating deficits. To date, we have gifts and pledges equaling $30M, and the Symphony’s current endowment as we near the end of FY19 is $21M, up from $14M at the start of the campaign. We expect to have an additional $20M in campaign gifts by June 30, 2022.

The Jacksonville Symphony will be entering its 72nd season in FY21. With a new senior leadership team (see attached leadership bios) and a strong strategic plan, we are confident we will be around for another 70 years!

2. Evaluation Plan - (Maximum characters 1750.) *

Briefly describe your methods and processes for gathering, analyzing, and reporting data to evaluate your programming with the purpose of improving, deciding to continue, or stopping.

The Symphony will measure success of the season through:

- Ticket sales and number of admissions
- Critical reviews of concert content and media coverage
- Increase in new audiences reached, which will be calculated by cross-referencing prior ticket sales to the Symphony against former ticket sales
- Examining household trend behaviors, including conversion to higher levels of loyalty, patron retention and total household spending.
- Unsolicited and solicited audience feedback such as patron surveys, social media posts, and emails to the Symphony along with teacher surveys about education programs and surveys from parents of youth orchestra participants.
- Participation by children and adults in community engagement and music education programs
• Annual staff reviews and non-tenured musician reviews
• Leadership and management workshops at the annual Board Retreat
• Establishment of annual fundraising and ticket sales goals, along with detailed plans to accomplish those goals that will be tracked through Tessitura, our donor data base.
• Bi-monthly performance and financial reports to the Symphony’s Board of Directors
• Create, manage and realize annual operating budgets
• The Symphony also participates in the League of American Orchestras Statistical Data Project.

The Symphony expects to reach approximately 290,000 highly-diverse patrons in the 2020-2021 season, including 70,000 students participating in our music education programs

3. Completed Fiscal Year End Date (m/d/yyyy) *
6/30/2018

4. Operating Budget Summary

<table>
<thead>
<tr>
<th>Expenses</th>
<th>Previous Fiscal Year</th>
<th>Current Fiscal Year</th>
<th>Next Fiscal Year</th>
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<tr>
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<td>3. Personnel: Technical/Production</td>
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<td>4. Outside Fees and Services: Programmatic</td>
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<td>5. Outside Fees and Services: Other</td>
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<td>6. Space Rental, Rent or Mortgage</td>
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<td>Previous Fiscal Year</td>
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<tr>
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<td>Income</td>
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<td>17. Government Support: State/Regional</td>
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<td>18. Government Support: Local/County</td>
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<td>19. Applicant Cash</td>
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<td>D. Total Cash Income</td>
<td>$9,105,977</td>
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<tr>
<td>B. In-kind Contributions</td>
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<td>E. Total Operating Income</td>
<td>$9,246,174</td>
<td>$10,870,334</td>
<td>$11,259,932</td>
</tr>
</tbody>
</table>
5. Additional Operating Budget Information (optional) - (Maximum characters 500.)

Use this space to provide the panel with additional detail or information about the operating budget. For example, if you have a budget deficit or there has been a large change in your operating budget compared with last fiscal year.

End of year deficit in FY18 due to:

- Expanding season from 35 weeks to 38 weeks
- Increased salaries & benefits for 60 musicians due to new 5 yr Collective Bargaining Agreement
- Ticket revenue loss due to Hurricane Irma flooding our city 5 days before opening night.

FY19 & FY20 budgets:

- Increases in Programmatic Personnel expenses due to an increase in 60 musicians’ salaries & benefits and increase to 39 weeks.
- Tickets Admissions will rebound from FY18 and an extra week of programming.
- Private Support Other: Individual Gifts and Endowment Distribution increased due to the gifts for Symphony’s $50M campaign.

6. Paid Staff

☐ Applicant has no paid management staff.
☐ Applicant has at least one part-time paid management staff member (but no full-time)
☐ Applicant has one full-time paid management staff member
☐ Applicant has more than one full-time paid management staff member

7. Hours *

☐ Organization is open full-time
☐ Organization is open part-time
## G. Management and Proposal Budget

### 1. Rural Economic Development Initiative (REDI) Waiver *

- Yes
- No

### 2. Proposal Budget Expenses:

Detail estimated proposal expenses in the budget categories listed below. Include only expenses that specifically related to the proposal. You can find a list of non-allowable and match only expenses at http://dos.florida-arts.org/grants/guidelines/2017-2018.gps.guidelines.cfm#budget.

#### 2.1. Personnel: Administrative *

<table>
<thead>
<tr>
<th>#</th>
<th>Description</th>
<th>Grant Funds</th>
<th>Cash Match</th>
<th>In-Kind Match</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Administrative Personnel</td>
<td>$0</td>
<td>$1,191,656</td>
<td>$0</td>
<td>$1,191,656</td>
</tr>
</tbody>
</table>

**Totals:**

- $0
- $1,191,656
- $0
- $1,191,656

#### 2.2. Personnel: Programmatic *

<table>
<thead>
<tr>
<th>#</th>
<th>Description</th>
<th>Grant Funds</th>
<th>Cash Match</th>
<th>In-Kind Match</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Programmatic Personnel</td>
<td>$150,000</td>
<td>$5,279,672</td>
<td>$0</td>
<td>$5,429,672</td>
</tr>
</tbody>
</table>

**Totals:**

- $150,000
- $5,279,672
- $0
- $5,429,672

#### 2.3. Personnel: Technical/Production *

<table>
<thead>
<tr>
<th>#</th>
<th>Description</th>
<th>Grant Funds</th>
<th>Cash Match</th>
<th>In-Kind Match</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Technical/Production Personnel</td>
<td>$0</td>
<td>$851,608</td>
<td>$0</td>
<td>$851,608</td>
</tr>
</tbody>
</table>

**Totals:**

- $0
- $851,608
- $0
- $851,608

#### 2.4. Outside Fees and Services: Programmatic *
<table>
<thead>
<tr>
<th>#</th>
<th>Description</th>
<th>Grant Funds</th>
<th>Cash Match</th>
<th>In-Kind Match</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Programmatic Fees &amp; Services</td>
<td>$0</td>
<td>$1,670,811</td>
<td>$0</td>
<td>$1,670,811</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>Totals:</strong></td>
<td><strong>$0</strong></td>
<td><strong>$1,670,811</strong></td>
<td><strong>$0</strong></td>
</tr>
</tbody>
</table>

### 2.5. Outside Fees and Services: Other *

<table>
<thead>
<tr>
<th>#</th>
<th>Description</th>
<th>Grant Funds</th>
<th>Cash Match</th>
<th>In-Kind Match</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Other Fees &amp; Services</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>Totals:</strong></td>
<td><strong>$0</strong></td>
<td><strong>$0</strong></td>
<td><strong>$0</strong></td>
</tr>
</tbody>
</table>

### 2.6. Space Rental (match only) *

<table>
<thead>
<tr>
<th>#</th>
<th>Description</th>
<th>Cash Match</th>
<th>In-Kind Match</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Jacoby Symphony Hall Rental</td>
<td>$159,076</td>
<td>$0</td>
<td>$159,076</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>Totals:</strong></td>
<td><strong>$0</strong></td>
<td><strong>$159,076</strong></td>
</tr>
</tbody>
</table>

### 2.7. Travel (match only) *

<table>
<thead>
<tr>
<th>#</th>
<th>Description</th>
<th>Cash Match</th>
<th>In-Kind Match</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Guest artist, conductors &amp; staff travel</td>
<td>$77,615</td>
<td>$0</td>
<td>$77,615</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>Totals:</strong></td>
<td><strong>$0</strong></td>
<td><strong>$77,615</strong></td>
</tr>
</tbody>
</table>

### 2.8. Marketing *

<table>
<thead>
<tr>
<th>#</th>
<th>Description</th>
<th>Grant Funds</th>
<th>Cash Match</th>
<th>In-Kind Match</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Marketing</td>
<td>$0</td>
<td>$918,373</td>
<td>$0</td>
<td>$918,373</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>Totals:</strong></td>
<td><strong>$0</strong></td>
<td><strong>$918,373</strong></td>
<td><strong>$0</strong></td>
</tr>
</tbody>
</table>

### 2.9. Remaining Proposal Expenses *

<table>
<thead>
<tr>
<th>#</th>
<th>Description</th>
<th>Grant Funds</th>
<th>Cash Match</th>
<th>In-Kind Match</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Amount of Grant Funding Requested:

$150,000

#### Cash Match:

$11,567,781

#### In-Kind Match:

Match Amount:

$11,567,781

**Total Project Cost:**

$11,717,781

### 3. Proposal Budget Income:

Detail the expected source of the cash match recorded in the expenses table in the budget categories listed below. Include only income that specifically relates to the proposal. The Proposal Budget income must equal the Proposal Budget expenses.

#### 3.1. Revenue: Admissions *

<table>
<thead>
<tr>
<th>#</th>
<th>Description</th>
<th>Cash Match</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Admissions (Ticket Sales)</td>
<td>$3,558,723</td>
<td>$3,558,723</td>
</tr>
</tbody>
</table>

**Totals:**

$0 $3,558,723 $3,558,723

#### 3.2. Revenue: Contracted Services *

<table>
<thead>
<tr>
<th>#</th>
<th>Description</th>
<th>Cash Match</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Contracted Service</td>
<td>$205,000</td>
<td>$205,000</td>
</tr>
</tbody>
</table>

**Totals:**

$0 $205,000 $205,000
3.3. Revenue: Other *

<table>
<thead>
<tr>
<th>#</th>
<th>Description</th>
<th>Cash Match</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Other Revenue</td>
<td>$203,000</td>
<td>$203,000</td>
</tr>
</tbody>
</table>

Totals: $0 $203,000 $203,000

3.4. Private Support: Corporate *

<table>
<thead>
<tr>
<th>#</th>
<th>Description</th>
<th>Cash Match</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Corporate &amp; Gala</td>
<td>$1,440,322</td>
<td>$1,440,322</td>
</tr>
</tbody>
</table>

Totals: $0 $1,440,322 $1,440,322

3.5. Private Support: Foundation *

<table>
<thead>
<tr>
<th>#</th>
<th>Description</th>
<th>Cash Match</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Foundation Support</td>
<td>$500,000</td>
<td>$500,000</td>
</tr>
</tbody>
</table>

Totals: $0 $500,000 $500,000

3.6. Private Support: Other *

<table>
<thead>
<tr>
<th>#</th>
<th>Description</th>
<th>Cash Match</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Individual Contributions &amp; Endowment Distribution</td>
<td>$5,380,736</td>
<td>$5,380,736</td>
</tr>
</tbody>
</table>

Totals: $0 $5,380,736 $5,380,736

3.7. Government Support: Federal *

<table>
<thead>
<tr>
<th>#</th>
<th>Description</th>
<th>Cash Match</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>NEA support</td>
<td>$15,000</td>
<td>$15,000</td>
</tr>
</tbody>
</table>

Totals: $0 $15,000 $15,000

3.9. Government Support: Local/County *
<table>
<thead>
<tr>
<th>#</th>
<th>Description</th>
<th>Cash Match</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Cultural Council of Greater Jacksonville</td>
<td>$265,000</td>
<td>$265,000</td>
</tr>
</tbody>
</table>

| Totals: | $0 | $265,000 | $265,000 |

**Total Project Income:**

$11,717,781

### 3.11. Proposal Budget at a Glance

<table>
<thead>
<tr>
<th>Line</th>
<th>Item</th>
<th>Expenses</th>
<th>Income</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>A.</td>
<td>Request Amount</td>
<td>$150,000</td>
<td>$150,000</td>
<td>1%</td>
</tr>
<tr>
<td>B.</td>
<td>Cash Match</td>
<td>$11,567,781</td>
<td>$11,567,781</td>
<td>99%</td>
</tr>
<tr>
<td></td>
<td><strong>Total Cash</strong></td>
<td><strong>$11,717,781</strong></td>
<td><strong>$11,717,781</strong></td>
<td><strong>100%</strong></td>
</tr>
<tr>
<td>C.</td>
<td>In-Kind</td>
<td>$0</td>
<td>$0</td>
<td>0%</td>
</tr>
<tr>
<td></td>
<td><strong>Total Proposal Budget</strong></td>
<td><strong>$11,717,781</strong></td>
<td><strong>$11,717,781</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

### 4. Additional Proposal Budget Information (optional) - (Maximum characters 500.)

Use this space to provide the panel with additional detail or information about the proposal budget. For example, if you have more in-kind than you can include in the proposal budget you can list it here.

Expenses will increase dramatically for Programmatic Personnel per annual salary increases for 60 musicians outlined in the collective bargaining agreement for FY18-FY22 as well as the additional week of service as the season expands to 40 weeks in FY21. The additional week of the season also affects production expenses and stagehand costs.

Revenue is expected to increase due to an increase in the number of program weeks (40) in the FY21 season that will provide additional ticket sales, along with an increase in contributions to the annual fund and endowment as part of the Vision 2020 campaign.
H. Accessibility

1. Describe how the facilities and proposal activities are accessible to all audiences and any plans that are in place to improve accessibility. - (Maximum characters 2500.) *

For example, explain use of accessibility symbols in marketing materials, accessibility of facilities and programming and/or target population. You can find resources on accessibility at http://dos.myflorida.com/cultural/info-and-opportunities/resources-by-topic/accessibility/. We encourage all applicants to include images in the support materials showing the use of accessibility symbols in marketing materials.

The Jacksonville Symphony provides numerous opportunities for disabled persons, older adults, minorities, and culturally and economically underserved populations to experience artistic and educational programming.

Facility Accessibility: Jacoby Symphony Hall in the Florida Times-Union Center for the Performing Arts, which is owned by the City of Jacksonville, is handicap accessible and offers ramps, wheelchair seating, extra aisle space for support gear and adjacent companion seats. The elevator has braille numbers and provides access to multiple levels of the facility. Anyone in need of special assistance may call the Patron Services Hotline at (904) 354-5547 and arrange for assistance on concert evenings. The Front House Manager trains and communicates special needs to ushers before each program. A parking lot next to the facility parking for handicapped patrons.

Accessibility Symbols: The Symphony includes accessibility symbols in its marketing materials produced during the season. For example, symbols are located on the General Information page of the Season Brochure next to the “Special Assistance” heading by the Patron Services Hotline. In our ENCORE program magazine, symbols are located next to the Public Sponsors and Support listing the includes federal, state and city funders (see attachments).

Programming Accessibility: The Symphony offers Coffee Concerts on Fridays at 11am for those who don’t like to drive at night. Tickets start at $21. Youth Concerts are scheduled during the school day for convenient field trips. A staff member oversees the flow of senior patrons/students entering and exiting from numerous buses.

Symphony ensembles bring music to those who can’t attend downtown concerts by performing at libraries, schools, hospitals, nursing homes, and assisted living facilities.

Numerous discounted ticket programs make access possible for anyone. The Family Series provides general admission tickets for $8 per child and $10 per adult, making it affordable for families with children. The Sound Check card provides students with year-round concert access for $25. Student Rush tickets are $10 thirty minutes before a performance and through our Under 18 Free program, any child can attend a concert for free accompanied by a paying adult.
In addition, the Symphony provides free ticket vouchers to social service organizations so their constituents may attend concerts. We have strong partnerships with local organizations such as the Edward Waters College (annual fundraising concert), the Salvation Army (Holiday toy drive) and City Rescue Mission (concert honoring employees).

More than 90% of all student programs are free to program recipients, such as Jump Start Strings, which provides weekly free stringed instrument instruction by Symphony musicians to 110 Title 1 elementary school students. Need-based tuition scholarships are available to Jacksonville Symphony Youth Orchestra (JSYO) students. No student will be turned away due to financial hardship.

2. Policies and Procedures
   - Yes
   - No

3. Staff Person for Accessibility Compliance
   - Yes
   - No

   3.1. If yes, what is the name of the staff person responsible for accessibility compliance?
   Debbie Forsberg

4. Section 504 Self Evaluation
   - Yes, the applicant has completed the Section 504 Self Evaluation Workbook from the National Endowment for the Arts.
   - Yes, the applicant completed the Abbreviated Accessibility Checklist.
   - No, the applicant has not conducted an accessibility self-evaluation of its facilities and programs.

   4.1. If yes, when was the evaluation completed?
   5/1/2016
I. Attachments and Support Materials

Complete the support materials list using the following definitions.

- **Title**: A few brief but descriptive words. Example: "Support Letter from John Doe".
- **Description**: (optional) Additional details about the support materials that may be helpful to staff or panelists. Identify any works or artists featured in the materials. For larger documents, please indicate page number for DCA credit statement and/or logo.
- **File**: The file selected from your computer. For uploaded materials only. The following sizes and formats are allowed.

<table>
<thead>
<tr>
<th>Content Type</th>
<th>Format/extension</th>
<th>Maximum size</th>
</tr>
</thead>
<tbody>
<tr>
<td>Images</td>
<td>.jpg or .gif</td>
<td>5 MB</td>
</tr>
<tr>
<td>Documents</td>
<td>.pdf or .txt</td>
<td>10 MB</td>
</tr>
<tr>
<td>Audio</td>
<td>.mp3</td>
<td>10 MB</td>
</tr>
<tr>
<td>Video</td>
<td>.mp4, .mov, or .wmv</td>
<td>200 MB</td>
</tr>
</tbody>
</table>

1. Required Attachment List

Please upload your required attachments in the spaces provided.

1.1. Substitute W-9 Form

<table>
<thead>
<tr>
<th>File Name</th>
<th>File Size</th>
<th>Uploaded On</th>
<th>View (opens in new window)</th>
</tr>
</thead>
</table>

2. Support materials (Optional)

<table>
<thead>
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<th>File</th>
<th>Title</th>
<th>Description</th>
<th>Size</th>
<th>Type</th>
<th>View (opens in new window)</th>
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<td>View</td>
</tr>
<tr>
<td>------</td>
<td>-------</td>
<td>-------------</td>
<td>------</td>
<td>------</td>
<td>------</td>
</tr>
<tr>
<td>Jacksonville Symphony Audio Samples FY19 FINAL.docx</td>
<td>2019 Jacksonville Symphony Performance audio samples</td>
<td>Link on this attachment will take you to the Jacksonville Symphony website's audio sample page that provides three audio samples from FY19 performances.</td>
<td>36 KB</td>
<td>View file</td>
<td></td>
</tr>
<tr>
<td>File</td>
<td>Title</td>
<td>Description</td>
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<td>KB</td>
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<tr>
<td>Board list &amp; affiliation</td>
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<td>Board List</td>
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<tr>
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<td>2019 Senior Leadership Team</td>
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<td>401</td>
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</tbody>
</table>

2.1.
J. Review & Submit  

1. Review and Submit  

[ ] I hereby certify that I am authorized to submit this application on behalf of Jacksonville Symphony Association, Inc. and that all information indicated is true and accurate. I acknowledge that my electronic signature below shall have the same legal effect as my written signature. I am aware that making a false statement or representation to the Department of State constitutes a third degree felony as provided for in s. 817.155, F.S., punishable as provided for by ss. 775.082, 775.083, and 775.084.

1.1. Guidelines Certification  

[ ] I hereby certify that I have read and understand the guidelines and all application requirements for this grant program as outlined under section , Florida Statutes 265.286 and 1T-1.036, Florida Administrative Code.

1.2. Signature (Enter first and last name)  

Terri Montville