

WRITING SAMPLE: JENNIE ORVINO

Please attach this cover sheet to the top of your grant proposal and submit a hard copy of the proposal in its entirety to **Grants Administration, The William and Flora Hewlett Foundation, 2121 Sand Hill Road, Menlo Park, CA 94025**. (Note that the hard copy should be addressed to Grants Management, not to your contact person at the Foundation.)

Hewlett Foundation program area	Performing Arts
Applicant organization's name	Santa Rosa Symphony
Organization's address, phone number, general fax number, and website	50 Santa Rosa Avenue, Suite 410, Santa Rosa, CA 95404. Phone: (707) 546-7097 ext.214; Fax (707) 546-0460. www.santarosasympphony.com
Head of organization's name and title	Alan Silow, Executive Director
Contact person's name, title, phone number, fax number, and e-mail	Connie Wolfe, Development Director Phone: (707) 546-7097 ext. 214; Fax: (707) 546-7097 connie@santarosasympphony.com
Amount Requested	\$65,000 per year for 3 years
Name and mailing address to which check(s) should be made payable	Alan Silow Santa Rosa Symphony, 50 Santa Rosa Ave. Suite 410 Santa Rosa, CA 95404
Date Submitted	October 6, 2006

In this box, please give a brief summary of your proposed work.

The proposed grant is for general artistic and organizational development in a "new era" as the Santa Rosa Symphony becomes Orchestra-in-Residence at the Green Music Center, a new concert venue at Sonoma State University .

The desired outcomes for the proposed three-year grant period (FY07-08, FY08-09, FY09-10) are as follows:

1. Raise the Santa Rosa Symphony's artistic and programmatic excellence and leadership in a challenging financial environment.
2. Further build the Symphony's music education and community outreach programs to foster a love of music and a lifetime involvement in the musical arts.
3. Maintain the financial health of the Symphony and increase the endowment.

PROPOSAL NARRATIVE QUESTIONS

A. Background

1. What is the organization's mission?

MISSION

The Santa Rosa Symphony inspires and engages the residents of our region with the finest musical performances and educational programs, while maintaining its core values of organizational strength, innovative programming, fiscal responsibility and community service.

VISION

The Santa Rosa Symphony's vision is to create one of the leading regional symphony orchestras in America, nationally recognized as a model of artistic excellence, fiscal vitality and community engagement.

2. Please give a brief history of the organization, including the year it was founded, why it was founded, its current programs and its major accomplishments (including accomplishments under a past Hewlett Foundation grant, where applicable).

The Santa Rosa Symphony (SRS) is one of the leading regional symphony orchestras in America, nationally-recognized for artistic excellence. It was founded in 1928 to enhance the quality of life through classical music and ranks among the oldest symphony orchestras in the western states. It is also one of the most financially stable, with an annual operating budget of \$2.8 million and an endowment equaling \$2.6 million. The SRS serves a population of approximately 480,000. Based on ticket sales relative to population, Sonoma County residents exceed the national average for attendance at classical concerts. More than 100,000 people attend concerts or music education programs each year. Concert broadcasts on KRCB radio reach thousands more in the greater North Bay region.

The orchestra of more than 80 musicians performs seven triple sets of its Classical Series concerts from October through May. Other popular programs that reach a diversified audience include a Symphony Pops Series, a Saturday afternoon dress rehearsal Discovery Series, a yearly chamber music Festival and three holiday choral concerts at churches in Sonoma County.

Major Accomplishments

To date, the SRS has exceeded the fiscal goals set out in its 5-year (2003-2008) strategic plan and continued its record of programmatic innovation and artistic excellence. Following are some major accomplishments relevant to the outcomes stated in the previous Hewlett Foundation three-year operating grant for general artistic and organizational development.

- FY05-06 was the third consecutive year of an operating surplus, while maintaining costs under budget, ahead of five-year strategic plan goals
- SRS exceeded annual budgeted goal of contributions to the endowment; total endowment reached the FY08 strategic plan goal of \$2.6 million 2 years ahead of schedule.

- SRS conducted a well-received and inclusive music director search that culminated in the selection of Bruno Ferrandis as new Music Director, and bid fond farewell to newly-appointed Conductor Laureate Jeffrey Kahane.
- SRS initiated a highly successful Symphony Pops Series that furthered collaboration with the Wells Fargo Center for the Arts
- SRS marked its third year of participation in the Magnum Opus commissioning project of Meet the Composer, Inc. and performed the world premiere of “Dreams and Prayers of Isaac the Blind” by the renowned composer Osvaldo Golijov
- The Music for Our Schools program was enhanced by the addition of a second listening program—Brummit-Taylor, a standards-based curriculum of interactive music listening and education which SRS has offered free of charge to elementary schools in Sonoma County
- Community outreach was enhanced through a benefit concert for Hurricane Katrina Relief that raised more money than was raised by any other orchestra in the U.S. Nearly half of the concert attendees who filled the 1550-seat house had never attended the Santa Rosa Symphony before.

3. What specific role does the organization play in the Bay Area arts community (and/or in the national arts community, if applicable)? How is the organization grounded in its community and to what extent are the artistic activities appropriate for and responsive to the organization's constituents?

National arts community: In September of 2005, SRS was selected to participate in the John F. Kennedy Center for the Performing Arts initiative “Sustaining the American Orchestra.” The initiative was part of an innovative grant to help 23 chosen orchestras and their managers deal with the challenges facing many of the organizations. Over the course of nine months, SRS executive director Alan Silow attended two weekend seminars in Washington D.C. and participated in a half-dozen online conferences with his orchestra colleagues. Topics on the agenda included: strategic planning, fundraising and leadership issues, board development, marketing and more.

Local Arts Community: The SRS plays a strong leadership role in supporting the Arts Council of Sonoma County (ACSC), the official state/local partner with the California Arts Council. The ACSC works with a variety of regional advocacy organizations and local governments in expanding public funding and recognition for the arts. SRS Executive Director Alan Silow is on the board of the Santa Rosa Convention and Visitors Bureau, highlighting the value of cultural tourism. SRS was a leading participant in the recent formation of a loose alliance of music organizations called North Bay Classical Music. The Symphony also partners with Community Foundation Sonoma County (CFSC), an advocacy and grant-making organization with more than 280 different funds established by individual donors, community groups and nonprofit organizations. SRS is playing a leading role in planning the “Performance Sonoma” festival set for September and October of 2007 which is supported by CFSC, the Arts Council, and in part by a Hewlett Foundation grant.

Since 1998, SRS has been a major partner with Sonoma State University in raising money for the construction of the world-class Green Music Center. For an orchestra that aspires to greatness, a new hall to match is a necessity; thus the Symphony's supporters have been faithful to and patient with the evolution of the Green Music Center. This 8-year collaboration of a private non-profit and public educational institution is a statement of community pride as well as cultural aspiration.

SRS serves its community by being a major employer of professional musicians. It is the largest professional classical presenter in the North Bay, employing more musicians than anyone else.

4. What makes the organization particularly positioned to conduct its work?

In 2008, the Santa Rosa Symphony celebrates the 80th anniversary of its first performance, and has proven its worth as a beloved community treasure. This was clearly demonstrated in April of 2006, when a tribute to the Symphony's outgoing and well-loved music director, Jeffrey Kahane, garnered wide media attention in radio and print and produced one of the most financially successful benefits in the Symphony's history.

The Symphony's reputation for innovative, adventurous programming appeals to a an educated and culturally-aware population, who often move to this area precisely because of the abundance of musical and other artistic offerings. With a steady subscriber base of more than 3,000 and average of 80% filled capacity over its range of concerts, it is a well-established community institution. As the only professional orchestra in Sonoma County, SRS had a total house count for its core Classical concerts of more than 30,579. The pre-concert "conversations with the conductor" have one of the highest attendance rates in the country, with often 2/3 of the ticket-holders for a particular performance coming one hour early to hear the lecture and enthusiastically participate in the Q&A session. The Symphony's 4-concert Festival series had a total of 3,043 single and subscription tickets; the Symphony Pops 3-concert series in collaboration with Wells Fargo Center for the Arts reached a diverse audience of 4,063.

SRS has an extensive and respected Music Education Department, that not only supports four separate Youth Ensembles, but also sponsors free concerts for both schoolchildren and seniors, in-school performances, an after-school music coaching program, the interactive Brummit-Taylor Music Listening Program and a Summer Music Academy.

Besides its ever-expanding musical programming and innovative educational outreach, the Symphony's commitment to community engagement is a vital part of its mission. For example, SRS developed two important collaborations with Santa Rosa High School and its choir, the Sonoma County Bach Choir, and the Santa Rosa Children's Choir to create a multi-disciplinary school curriculum, a multi-media art exhibition and a monumental performance. In 1999, the joint project was Benjamin Britten's *War Requiem*, and in 2002, the project was built around the themes of oppression and tolerance inspired by Sir Michael Tippett's *A Child of Our Time*. The latter earned for SRS a national Met Life award for "excellence in community engagement" from the American Symphony Orchestra League. A documentary film about the collaboration, titled *Child of Our Time*, was produced by Tommie Dell Smith and distributed nationally by SRS in 2005. (The DVD is included with this application.)

5. Describe your efforts to introduce newcomers to your art form and what key constituencies,

including traditionally underserved groups, are participating in the organization's activities and how are they helping your organization to achieve its [outcomes](#).

Introducing new and younger patrons to classical music is a primary topic of discussion among orchestras currently active in the United States. The following are ongoing efforts to diversify our audience in age, economic level and lifestyle.

* Our Festival Chamber Concert series, by offering performances at the hour of 5:30 p.m., appeals to seniors, families and those who like to enjoy a later dinner out after a performance and still be home at a reasonable hour. The interactive aspect of these concerts also appeal; commentary and explanation of the historical and cultural context of the music, opportunity for questions, and the receptions with the musicians following each concert. Our Pops concerts, both the 4th of July and regular season series appeal to a younger and more culturally-diverse audience than the traditional classical concerts.

* SRS offers a discounted Saturday afternoon open rehearsal subscription series that is more casual and welcomes families with children. Free ticket vouchers are distributed to schools for students, parents and teachers, and free and two-for-one ticket offers were distributed over the past two seasons to local non-profits, the City of Santa Rosa, and Kaiser Permanente as a means of audience development. A combination of youth and adult Symphony ensembles perform free concerts at the Downtown Market (3 per year) and at retirement homes (10 per year) and \$10 student rush tickets are offered for every regular Classical Series concert.

* Knowing well that children are the music appreciators of the future, and to fill the gap left by de-funding of music in the public schools over the last decade, SRS offers 8 Free Concerts for Youth at the Wells Fargo Center for the Arts, and free in-school performances affecting 12,000 students per year. Enclosed with this application is the 2005-2006 list of SRS "In-School Listening Programs and Free Youth Concerts Participating Schools" which shows that 34% of the total enrollment of these schools' students qualify for free or reduced price meals, an indicator of economic disadvantage.

B. Logic Model

1. What ultimate and intermediate [outcomes](#) is the organization trying to achieve? What [activities](#) will the organization conduct during the grant period in order to achieve its intended outcomes?

A. Ultimate Outcome #1: Raise the Santa Rosa Symphony's artistic and programmatic excellence and leadership in a challenging financial environment.

1. Integrate classical music with other art forms to draw new audiences

- a) Produce a Festival series targeted to local Hispanic population by 2008
- b) Present concert version of an opera by 2008
- c) Tour university campuses with a production that integrates contemporary music with silent film masterpiece by 2010

2. Be recognized for artistic excellence regionally and nationally

- a) Contract with publicist by early 2008 to prepare for move to Green Music Center
- b) Expand press release list and media contacts, both in and out of county

- c) Offer community outreach and run-out concert performing opportunities for musicians equal to or exceeding previous year
- 3. Improve sound quality and acoustic excellence of performances**
 - a) Move into new concert hall with high-profile opening events

B. Ultimate Outcome #2: Further build the Symphony's music education and community outreach programs to foster a love of music and a lifetime involvement in the musical arts.

- 1. Impact public schools in an integrated, effective and meaningful way**
 - a) Create and disseminate standards-based elementary and middle school music education curriculum
 - b) Coordinate with schools and other organizations
- 2. Sustain high quality youth orchestras**
 - a) Provide strong recruitment efforts
 - b) Provide financial aid
 - c) Youth orchestra tour by 2010
- 3. Provide cost-effective education and outreach programs**
 - a) Create new education and outreach publicity materials (brochure, flyers, ads)
 - b) Strengthen revenue sources for outreach programs
- 4. Cooperative and mutually beneficial relationship with Sonoma Country Day School; Sonoma State University Performing Arts Department and School of Education.**
 - a) Present Youth Orchestra in new concert hall at Green Music Center
 - b) SSU music students meet academic requirements through SRS Youth Orchestra

C. Ultimate Outcome #3 : Maintain the financial health of the Symphony

- 1. Maintain small operating surplus in the face of higher costs associated with new concert hall**
 - a) Complete the memorandum of understanding with Sonoma State University
 - b) Broaden marketing strategies to increase subscriptions and single ticket sales
 - c) Revise upward basic giving levels
- 2. Increase endowment fund**
 - a) Solicit 25 new endowment and planned gifts each year
 - b) Sustain effective management of endowment fund investments
- 3. Broaden base of financial support**
 - a) Create new sponsorship packages (i.e. opera, pops)
 - b) Research, connect with and solicit new corporate and individual prospects
- 4. Strengthen board of directors**
 - a) Continue board development program

2. What major inputs will the organization devote to conducting the activities described above?

The major input that the SRS will devote to the activities listed above and to achieving the identified outcomes, is the entire \$2.8 million budget. A Board of 37 members, a staff of 23, 325 volunteers, and 80 contracted musicians will devote themselves to the enumerated activities in order to maintain

artistic excellence, continue outstanding music education and outreach programs and maintain the financial stability of the Santa Rosa Symphony as it moves into the Green Music Center era.

Another major input is the updating of the strategic plan. The full Board and senior staff participated in a day-long retreat in February, 2006 to discuss issues facing SRS as it readies itself for the move to the GMC. The Strategic Planning Committee is meeting to revise the plan which at this point does not address operations in the GMC.

3. Please explain why you think that these *activities* will lead to your intended *outcomes*.

INDICATORS AND ACTIVITIES IN SUPPORT OF ULTIMATE OUTCOME #1

The Symphony's selection of Bruno Ferrandis as Music Director, after a comprehensive two-year search and audition process, has launched the organization into a new and exciting chapter in its nearly 80 year history. Maestro Ferrandis, currently of Paris, France, has twenty years of conducting experience, which began at Juilliard and has continued through appearances with some of the world's great opera companies and the finest orchestras of Europe and Asia. He is only the fourth conductor to hold the SRS music director position.

SRS is supporting our new music director's vision and capitalizing on his expertise by increasing the diversity of our programming. In addition to the regular core Classical Series, the 4-concert Festival Series for 2008, titled "Latin Waves: A Festival of Rhythm, Melody and Dance" will consist of the music, dance and songs of Spain, Argentina and Brazil in the chamber concerts, and the orchestral finale will incorporate the music of Mexico and mariachi musicians. Plans for the opening gala and celebration of SRS 80th anniversary year includes the possibility of presenting the symphonic version of the opera *Carmen*.

The enthusiasm of the orchestra for the new maestro, the standard of excellence he requires and his collegial approach to music-making are indicators of the artistic expansion we can expect in the coming year.

Because the management of SRS knows that "you only have one chance to make a first impression," the organization is planning a series of very high-profile opening events for moving into the Green Music Center as the Orchestra-in-Residence. By building upon the already fine marketing efforts and media relationships established by SRS, a public relations consultant and extra resources will be marshaled to insure the most effective publicity campaign.

As a result of the positive relationship SRS has maintained with musicians of the orchestra—evidenced by this year's smooth contract negotiations and the orchestra's enthusiasm for Maestro Ferrandis—the organization is confident that support from the personnel who make the music is solid. Solid as well is the core of audience support. By targeting our offerings so that the Symphony remains relevant and engaging to the population it serves, we believe our stated activities will lead to the intended outcomes.

INDICATORS AND ACTIVITIES IN SUPPORT OF ULTIMATE OUTCOME #2

Santa Rosa Symphony's Music Education Department consists of two aspects: **Training Young Musicians** and **Music for Our Schools**.

Our 4 youth ensembles: Preparatory Orchestra, Discovery Orchestra, Youth Orchestra and Young Peoples Chamber Orchestra continue with the participation of talented young performers and ensemble leaders, especially following the hiring of new Youth Orchestra music director/conductor Dr. Richard Loheyde. During 2006-2007, the Education Department plans to: continue the concerto competition and winners' concert initiated last year; continue the mentor musician program in which

more advanced players sit in on intermediate and beginning orchestra rehearsals to assist younger players; support increased levels of music coaching. The Summer Music Academy, in collaboration with Sonoma State University, will continue in July 2007. A youth orchestra tour by 2010 is being actively envisioned.

The Music for Our Schools Program has evolved as a priority in the coming years. Besides providing certain general music education services to schools in all 41 districts of Sonoma County (i.e. Free Concerts for Youth, the Brummit-Taylor Listening Program, and In-School Performances) as it has done, the department plans to select 4 different schools each year (in four different geographical communities), and, on an annual rotating basis, provide them with comprehensive educational services based on the California Department of Education standards-based curriculum.

The new paradigm of music education is to teach core subject matter (language arts, social sciences, math) through music, so that music is an *integrated part of the curriculum* and not an elective in which students leave class and go learn to play an instrument. SRS has hired a curriculum development specialist who is assisting in the creation of lesson plan materials to help teachers—who do not need to be specially trained in music—do a better job of what they are required to do, and meet their educational objectives. The standards-based materials provide a richer experience, with a breadth of ways of looking at the same subject matter.

SRS plans to increase public awareness of the education and outreach programs by creating new publicity materials (brochure, flyers, ads), perhaps including Spanish translation for some materials, and expanding our media relationships. An increased public attention will help enlist financial support and sponsorships from the community.

INDICATORS AND ACTIVITIES IN SUPPORT OF ULTIMATE OUTCOME #3

To maintain a small operating surplus in the face of higher costs associated with the new concert hall at the Green Music Center is of the utmost importance to maintain the stability of the SRS. The Board and Executive Director are in the process of completing the memorandum of understanding with Sonoma State University to delineate the ancillary operating costs and fees to be paid by the Symphony.

Broadening the base of financial support by increasing earned and contributed income and increasing the endowment fund is a priority during the grant period. The effective management of the endowment funds by Neuberger-Berman exceeded the market benchmark for FY 05 and 06, and the SRS board regularly monitors performance in order to sustain healthy earnings.

Projected Marketing activities to increase earned income include: marketing more aggressively in both the area surrounding Santa Rosa and in Petaluma and northern Marin County; expanding our web-based marketing to include not only single ticket sales, but subscription sales and special e-newsletter promotions; implementing new programming/specials that have market appeal. In the current season, the marketing department revised the subscription renewal campaign to extend in successive waves over time. We will evaluate the results of the campaign to plan for the future.

Non-ticket revenue: We are continuing to expand advertising sales for our program book, 07 sales exceeded 06 sales by almost \$3,000; and we are strengthening our concert sales of CDs and beverages.

Projected Development activities to increase contributed revenue include: revising upward basic giving levels; researching, connecting with and soliciting new corporate and individual prospects; creating new sponsorship packages (i.e. Symphony Pops, opera, gala); soliciting 25 new endowment and planned gifts each year, with a goal of \$600,000 for the endowment by 2010; sustaining effective management of endowment fund investments; and continuing the board

development program, with special emphasis on recruiting individuals with diverse experience and from diverse geographical areas.

C. Organization

1. *What are the organization's greatest strengths in terms of the organization's capacity to achieve its intended outcomes?*

- An orchestra of top artistic excellence
- An accomplished and experienced Music Director/Conductor
- Innovative, diverse programming
- Comprehensive and extensive music education and outreach programs
- Collaboration with key community organizations and institutions
- An enthusiastic audience and supportive individual donor base
- A committed Board consisting of respected community leaders
- Top-level executive management and long-tenured professional/administrative staff

2. *What significant challenges does the organization face in order to achieve its intended outcomes? Please describe the key obstacles (institutional, political, cultural, economic, etc.) that would impede the accomplishment of your intended outcomes.*

While achieving the Symphony's artistic, educational and financial outcomes depend largely on the strengths and professional excellence of the organization outlined previously, the move to our new performance home has presented, and will continue to present, challenges.

Construction of the Green Music Center (GMC) experienced delays in 2006 with the unexpected death of Sonoma State University's chief architect, prolonged negotiations between SSU and the construction firm, and a very long, wet winter. However, as of June 2006, construction has begun with the laying of gas, water and electrical lines and excavating the foundation. Above ground work will commence shortly. The concert hall is now expected to open in the Fall 2008.

Capital construction costs spiraled with competing world economic growth. SRS, SSU and the GMC Advisory Board found themselves working hard in the late spring of 2006 to provide a plan to fund the substantial monies that remain to be raised during construction. SRS was successful in obtaining a \$500,000 construction grant from a San Francisco based Foundation and is involved in working with SSU to fulfill the grant conditions.

While the complexities of these financial and scheduling challenges has slowed progress toward our intended outcomes, they have also presented welcome opportunities for creative thinking and increased collaboration.

3. *Describe the organization's commitment to diversity with respect to staff, board members, volunteers, and other affiliates.*

The SRS Committee on Directors is charged with recruiting board members from diverse cultural backgrounds as part of the Symphony's ongoing mission to "inspire and engage the residents of our region with the finest musical performances and educational programs." The Symphony has been

expert in, and will continue to concentrate on, introducing audiences to new and multi-cultural music while maintaining a connection to tradition, and in expanding our educational programs to adults as well as school children.

All our musicians audition behind a screen to avoid evaluations being influenced by race or gender. “Adopt A School” has targeted schools with a concentration of populations more diverse and economically challenged than the overall Sonoma County demographic.

With regard to our partnership with Sonoma State University: Arts education in the broadest sense has been established as the Green Music Center’s core mission from the very beginning. Programs have been in place via Sonoma State University/Santa Rosa Symphony’s “GreenFarm” summer programs and Green Music Festival to include a high percentage of low income, scholarship students, and visitors from other countries.

D. Evaluation

- 1. Please describe the system the organization uses to collect, track, and assess data used for evaluation purposes, and indicate who is primarily responsible for managing this system.*
- 2. How does the organization use this data to facilitate continuous improvement, mid-course corrections, and the optimal allocation of resources?*

The Strategic Planning Committee meets semi-annually to review and revise the Strategic Plan and to assess its ongoing implementation. Senior staff members monitor actual department revenues and expenses against budget on a monthly basis. Two forecasts—the first after Quarter One of the fiscal year, and the second after six months—are made and evaluated to determine if changes are needed. Each June, the executive director submits an Annual Report.

In the early part of the year, senior staff members submit their next-year budgets to the executive director. These are reviewed by the finance committee, the executive committee and then the whole board. The executive director checks all revenues and expenses on a monthly basis, and any non-budgeted expense over \$250 must be approved by him. Twice a year, the budget forecast is compared to actual and if there are deficiencies, immediate action is taken.

The SRS Annual Report submitted in June 2006 projected expenses to come in under budget in every department, a testament to staff commitment and efficiency and comparable to what was forecast in the strategic plan. The projected operating surplus represents the third consecutive year of being in the black after nine previous years of operating deficits.

A key to this fiscal turnaround has been the policies and procedures put in place that guide our organizational decision-making, such as identification of core vs. non-core programs with the latter having to meet a higher standard of cost/benefit; determination of adequate sponsorship support before implementation of a new program or service; strict guidelines for investment of, and draw down, of the endowment; and departmental ownership of budget creation and monitoring.

Building on the second year of use of Theatre Manager, the integrated database software program, online ticket sales in real time became available on our website. The extensive ability to generate reports for Box Office, Marketing, Development, Production, Education and Finance through Theatre Manager has been invaluable in facilitating continuous improvement, course corrections and optimal allocation of resources.

In the artistic area, periodic audience surveys provide data from subscribers and listeners, a press clipping service managed by the Marketing Department provides data from music critics and other reviewers, and close relationships with marketing staff at Wells Fargo Center for the Arts as well as media contacts at local newspapers and radio keep the music director and staff abreast of trends, and enhance our public relations. The musicians also provide evaluation of guest conductors and the music director.

4. *What would the organization like to know that it does not plan to measure? What are the obstacles to such measurement?*

The Symphony would like to deliver benefits for its “consumers,” be relevant to their lives and learn what motivates them to attend concerts. In addition, we wish to effectively communicate the organization’s mission and what we stand for. One of the ways American orchestras have come to understand, connect with, and serve their communities better is through doing research. Tools of research include: demographic profiling, focus groups, surveys, branding studies and evaluation, all of which require statistical and interpretive expertise and money. Lack of funding to do extensive research is an obstacle to getting audience development information based on data rather than guesswork.

5. *If your proposed effort involves research, policy, demonstration initiative, or the like, does the organization plan to disseminate what it has learned from the work and its evaluation*

N/A

E. Compelling Reasons for the Grant

Briefly, what are the three most compelling reasons this grant should be made this year?

1) In order to maintain a high level of artistic excellence in the years ahead, the Santa Rosa Symphony will rely on sustaining a significant level of support from foundations, such as the William and Flora Hewlett Foundation, which recognize and are committed to developing and affirming excellence in the arts. Your support has been, and will continue to be, vital in assisting us in maintaining superior artistic quality, and in implementing the broad-based and exciting vision of our new music director, Bruno Ferrandis. The prestige of a grant from the Hewlett Foundation is also effective in helping us to attract other funders.

2) The Santa Rosa Symphony is the oldest, largest, and most nationally renowned performing arts organization in California in the area north of San Francisco, serving a large regional audience. The organization also provides one of the largest music education program of any regional orchestra in the nation. Our administrative and board leadership has led us to meet strategic goals ahead of schedule and inspire confidence in our strong fiscal management and response to the cultural and educational needs of our community.

3) These years are of critical importance in laying the groundwork for the future of the Santa Rosa Symphony. The SRS is on the verge of a major transition into a new performance hall (in 2008) with a new music director and expanded programming. A three-year grant at this time will enable the organization to make the many preparations necessary for such a move, including increased branding and marketing, higher operating expenses, and higher facility usage costs.