

House District 28

Senate District 12

**THE TWENTY- FOURTH LEGISLATURE
HAWAI'I STATE LEGISLATURE
APPLICATION FOR GRANTS & SUBSIDIES
CHAPTER 42F, HAWAI'I REVISED STATUTES**

Log No: 114-0

For Legislature's Use Only

Type of Grant or Subsidy Request:

GRANT REQUEST - OPERATING

GRANT REQUEST - CAPITAL

SUBSIDY REQUEST

"Grant" means an award of state funds by the legislature, by an appropriation to a specified recipient, to support the activities of the recipient and permit the community to benefit from those activities.

"Subsidy" means an award of state funds by the legislature, by an appropriation to a recipient specified in the appropriation, to reduce the costs incurred by the organization or individual in providing a service available to some or all members of the public.

"Recipient" means any organization or person receiving a grant or subsidy.

STATE DEPARTMENT OR AGENCY RELATED TO THIS REQUEST (LEAVE BLANK IF UNKNOWN):

STATE FOUNDATION ON CULTURE AND THE ARTS

STATE PROGRAM I.D. NO. (LEAVE BLANK IF UNKNOWN): AGS 881

1. APPLICANT INFORMATION:

Legal Name of Requesting Organization or Individual:

Db: Honolulu Symphony Society

Street Address: 650 Iwilei Rd., Suite 202
Honolulu, HI 96817

Mailing Address: Same

2. CONTACT PERSON FOR MATTERS INVOLVING THIS APPLICATION:

Name KEITH K. KADOYAMA

Title Director of Development

Phone # 524-0815 ext. 227 or 237

Fax # 524-1507

e-mail keith@honolululympphony.com

3. TYPE OF BUSINESS ENTITY:

- NON PROFIT CORPORATION
- FOR PROFIT CORPORATION
- LIMITED LIABILITY COMPANY
- SOLE PROPRIETORSHIP/INDIVIDUAL

4. FEDERAL TAX ID #: [REDACTED]

5. STATE TAX ID #: [REDACTED]

6. SSN (IF AN INDIVIDUAL): _____

7. DESCRIPTIVE TITLE OF APPLICANT'S REQUEST:

AID TO ENSURE A STABLE ARTISTIC INFRASTRUCTURE FOR HAWAII'S ONLY PROFESSIONAL ORCHESTRA FOR THE 2008-09 SEASON
(Maximum 300 Characters)

8. FISCAL YEARS AND AMOUNT OF STATE FUNDS REQUESTED:

FY 2008-2009 \$ 810,000

9. STATUS OF SERVICE DESCRIBED IN THIS REQUEST:

- NEW SERVICE (PRESENTLY DOES NOT EXIST)
- EXISTING SERVICE (PRESENTLY IN OPERATION)

RESTORE MUSICIANS' WAGES AND FUND
KEY ARTISTIC STAFF POSITIONS.

SPECIFY THE AMOUNT BY SOURCES OF FUNDS AVAILABLE AT THE TIME OF THIS REQUEST:

STATE \$ _____

FEDERAL \$ _____

COUNTY \$ _____

PRIVATE/OTHER \$ _____

TYPE NAME & TITLE OF AUTHORIZED REPRESENTATIVE:

[REDACTED SIGNATURE]
AUTHORIZED SIGNATURE

THOMAS J. GULICK, EXECUTIVE DIRECTOR
NAME & TITLE

1/31/08
DATE SIGNED

Application for Grants and Subsidies

If any item is not applicable to the request, the applicant should enter "not applicable".

I. Background and Summary

This section shall clearly and concisely summarize and highlight the contents of the request in such a way as to provide the State Legislature with a broad understanding of the request. Include the following:

1. A brief description of the applicant's background;

Founded in 1900, the Honolulu Symphony has actively demonstrated its role as one of Hawai'i's most beloved cultural, educational and entertainment resources. As Hawai'i's only professional full-time orchestra, it embodies the cultural vitality of our state, offering nearly 50 classical and popular concerts, Hawai'i Public Radio Broadcasts and Community Engagement programs as well as some 200 Youth Music Education services that enrich the lives of more than 100,000 students, educators, residents, and visitors annually.

The dedicated and multi-talented Orchestra musicians add immeasurably to the quality of life in Hawai'i whether in performance, in the classroom or in the community. These 83 full-time residents, collectively representing over 1,000 years of professional experience in more than 160 other orchestras worldwide, also serve as teachers, mentors, advisors and organizers of music education activities including classroom teaching, master classes, recitals, and tours that reach an additional 10,000 students and educators statewide each year.

During its August through May concert season, the Orchestra presents classical *MasterWorks* concerts with celebrated soloists and world-renowned guest conductors. *Symphony Pops* concerts provide a showcase for and introduce new audiences to the leading Hawaiian, jazz, and contemporary performers of our day. The Symphony provides the live professional orchestral component for the Hawai'i Opera Theatre, Ballet Hawai'i, Chamber Music Hawai'i, for touring musical productions and the Honolulu Symphony Chorus reaching an additional estimated audience of 150,000. Orchestra members perform at places of worship and other venues year-round. With cultural partners such as Hawai'i Public Radio, the Honolulu Youth Opera Chorus, the Hawai'i International Film Festival, Honolulu Academy of Arts and the Hawai'i Youth Symphony, the Honolulu Symphony is truly the cornerstone of the performing arts in the state of Hawai'i.

2. The goals and objectives related to the request;

The Orchestra seeks the Legislature's commitment to sustaining this vital cultural treasure with \$810,000 through a one-year grant in aid to meet the increased artistic operating costs for the 2008-2009 Season within a balanced budget.

This funding will stabilize the core artistic and education positions of the Honolulu Symphony Orchestra to ensure a continued ability to support its mission "to enhance the quality of life of the people of Hawai'i by sustaining a symphony orchestra of the highest artistic quality." This will be done by meeting the following three objectives:

(1) Fully restore past cuts to musicians' wages

A salary reduction of 20% during the 2004-05 Season was a short-term measure to balance the budget, but the resulting reduction in the number of community and educational services is not a sustainable long-term solution. The unprecedented salary decrease has been borne by Symphony musicians based on their dedication to the Orchestra and to enhancing the cultural life of Hawai'i for residents, visitors, and for students of all ages. In accordance with the Symphony's contract with the American Federation of Musicians (effective July 2006), the 2008-09 season will be 34 weeks in length, allowing the Orchestra to provide educational programs and community concerts on the Neighbor Islands, and including two weeks paid vacation.

Without the Legislature's financial commitment, the Symphony is at risk of losing or not attracting many fine musicians, which compromises the integrity of the music and impact of our programs. In the past year for example, the Assistant Conductor and Chorus Director both accepted positions on the mainland with more stable job prospects and higher rates of pay. Over the past two seasons, the Symphony has lost an unprecedented 12 musicians. 15% of the full-time Orchestra has turned over and several of those lost also taught at the University of Hawai'i at Manoa, reducing the number of professional music teachers available to students. The constant turnover and high number of musicians hired on temporary contracts affects both the morale and the cohesiveness of the ensemble. It also means fewer private music instructors for our youth, and fewer professional musicians to serve the community in other ways (chamber music, church services, etc.).

(2) Assure stable funding to maintain highly qualified artistic leadership

Against the backdrop of organizational introspection and change in 2005, the Symphony began an 18-month process to identify a new Principal Conductor to succeed Sam Wong who concluded his term at the end of the 2004-05 Season. The Symphony in 2007 named Andreas Delfs, formerly the musical director of the Milwaukee Symphony, as Principal Conductor, with a three-year renewable contract. The 2008-2009 season marks the first full season planned entirely by Maestro Delfs.

According to the American Symphony Orchestra League, Honolulu Symphony musicians currently have the lowest salaries in a metropolitan area, with a cost of living 21% higher than the national average of orchestras of our size (with budgets from \$5.7 million to \$14 million including the San Diego Symphony, Buffalo Philharmonic, and the Phoenix Symphony). Of five comparable U.S. states ranked by population, Idaho has nine orchestras, Rhode Island has six and Hawai'i has only one full-time professional Orchestra. Without artistic core staff stabilization and the presence of the new Principal Conductor, the Symphony will continue to see problems including the attrition of musicians, the ability to retain subscribers and attract new audiences.

(3) Assure stable funding for education outreach and youth services

The Honolulu Symphony presents vital Youth Music Education programs designed to help strengthen island children, families and their communities through music. Youth Music Education activities add an important dimension to young people's education which is often not available due to current cutbacks and emphasis on core curriculum.

The Symphony hired Jon Rasmussen in March 2007 as its Director of Education, a position that has not been filled for more than a decade due to budget restraints. The Symphony seeks to bring innovation and expansion to the program, fulfilling the growing demand for high quality music programs in schools devastated by the "No Child Left Behind" mandate. His duties are to plan and execute an expanded education program, in cooperation with our current Education Coordinator, in order to increase opportunities for students throughout the state.

The Youth Music Education Program is dedicated to introducing young people to the Orchestra through concerts, ensemble performances, and other educational activities. We also provide professional training for educators to enable them to integrate music and the arts into classroom instruction in support of the standards, and send, at no charge, professional musicians on-site to schools as educators who coach and instruct both the teachers and students.

3. State the public purpose and need to be served;

The Symphony positively impacts the local economy by providing jobs and stimulating the growth of goods and services from related businesses. According to the Arts & Economic Prosperity Calculator, the Honolulu Symphony has an estimated economic impact of \$8.5 million annually, supporting 255 full-time equivalent jobs.

The Honolulu Symphony strives to ensure that audiences of all ages in Hawai'i have every opportunity to experience live musical performances at affordable prices and in accessible venues and to attract additional audiences from our community. No

place in the United States loves and celebrates music as does Hawai'i. From Hawaiian chant to high school marching bands to the classical and popular compositions performed by the Orchestra, music is human expression at the highest level that communicates across the generations, cultures and geographic locations.

The presence of organized civic and cultural activities has been associated with positive outcomes for families. The Symphony's programs successfully translate music's universal appeal into healthy and positive activities for families and young people to share. Symphony performances are designed to engage and inspire audiences by musical experiences that reflect and honor Hawai'i's historical, cultural, and ethnical diversity. Our free Community Enrichment concerts reach out to the individuals and families, who would most likely not attend events at the concert to expand their entertainment options in a neighborhood setting.

4. Describe the target population to be served;

The Honolulu Symphony's live concert performances, radio broadcasts, and education programs expect to reach more than 100,000 people during the 2008-09 Season. Audience demographics include approximately 60% senior citizens, 5% individuals with disabilities, 10% low and moderate income individuals, 15% young people and 10% general public.

Broadcasts on Hawai'i Public Radio which are aired on KHPR 88.1 Honolulu, KKUA 90.7 Wailuku and KANO 91.1 Hilo, enable the Symphony to serve public radio listeners on the Neighbor Islands and on O'ahu including young people, those with disabilities and elderly citizens who lack access to transportation or funds.

The Symphony's Youth Music Education Program presents engaging and age-appropriate music education programs targeted to students in grades preK - 12 who attend public, private, charter and home schools. Advanced musical programs such as Master Classes and the UH Student Composition Reading are geared for college-level music students.

The Symphony's leadership team has made it a priority to re-establish outreach music programs that will engage and serve more of the people of Hawai'i. To that end, a Neighbor Island tour to Maui featuring our Youth Music Education program and free community concerts was a tangible step towards fulfilling this goal. Funding for touring has been requested from the SFCA. Local businesses and private foundations will also be approached for support.

In 2008-09 an expansion of community concerts is planned to partner with underserved communities for performances in their neighborhoods, following up on the success of the 2006-07 free Community Enrichment performances in Kapi'olani Park and at Kawaiaha'o Church that reached children, families and "at risk" youth.

5. Describe the geographic coverage; and

O'ahu is the service area for Main Season concerts, Youth Music Education and Community Engagement programs. O'ahu, Maui and the Big Island audiences will be reached through recorded performances broadcast in cooperation with Hawai'i Public Radio. This season, Maui adults and children have attended live Symphony concerts at the Maui Arts and Cultural Center and at various school campuses during the Orchestra's first Neighbor Island tour in more than a decade. Plans for the 2008-09 season expand community outreach to include the island of Kauai as well as to return to Maui and the Big Island.

6. Describe how the request will, in the case of a grant, permit the community to benefit from those activities; or for a subsidy, reduce the costs incurred by the organization or individual in providing a service available to some or all members of the public.

The presence of a world-class symphony orchestra is a hallmark of the cultural vitality of a great city. The Honolulu Symphony has since 1900 held the distinction of having the oldest established symphony orchestra west of the Rocky Mountains, and is 12th oldest in the entire country.

Our community benefits in many ways:

- **Organized civic and cultural activities are associated with positive outcomes for families.**
- **Free Community Enrichment concerts foster an atmosphere that nurtures social trust, strengthens community networks and reduces the isolation of individuals and families. In response to community demand, the Symphony will continue to seek funding to expand the schedule of these events.**
- **The Symphony's Community Relations program offers free concert tickets to local agencies, such as the Boys and Girls Clubs, YMCA and Catholic Charities serving families, children and older adults. Through the Suzuki Strings, group ticket discounts are available to music students and teachers.**
- **Free radio broadcasts provide an entry point for new listeners to classical music through our partnership with Hawai'i Public Radio, reaching out to an estimated audience of 25,000 listeners, many of them in rural communities across the state. Our music education programs expect to serve approximately 30,000 young people this Season and our professional musicians impact another 10,000 through private lessons, mentoring, and additional musical activities.**
- **The visitor industry, as an economic driver of our state, demands that our destination continue to be recognized for its cultural offerings as well as for its natural beauty and climate. Our Symphony Orchestra is a precious resource for visitors and residents alike.**

II. Experience and Capability

A. Necessary Skills and Experience

The applicant shall demonstrate that it has the necessary skills, abilities, knowledge of, and experience relating to the request. State your experience and appropriateness for providing the service proposed in this application. The applicant shall also provide a listing of verifiable experience of related projects or contracts for the most recent three years that are pertinent to the request.

The Honolulu Symphony has the skills and expertise necessary to execute the programs proposed in this grant. The new artistic and education leadership team will bring national and international musical experience to our existing staff.

The Honolulu Symphony employs professional, highly skilled musicians, educators, and administrative staff to provide education services for preschoolers through adults. Our Education Department has been integral to serving our community for more than 50 years. Eleven musicians in the Orchestra were born and raised in the Islands, are graduates of Hawai'i schools, and serve as role models for new generations of local children.

The Honolulu Symphony would not be as successful as it is without the efforts of a large, devoted, well-organized group of community volunteers. See *Attachment A* for current list of the Board of Directors with their professional affiliations.

B. Quality Assurance and Evaluation

The applicant shall describe its quality assurance and evaluation plans for the request. Specify how the applicant plans to monitor, evaluate and improve their results.

The Symphony uses four primary evaluation measures:

(1) Organizational Stabilization

The Symphony's new Principal Conductor, Maestro Andreas Delfs, began conducting the Orchestra at the start of the 2007-08 Season. Executive Director Thomas Gulick, a seasoned arts administrator, assumed the full-time leadership in July 2006. Jon Magnussen assumed the position of Education Director in March 2007.

(2) Ticket Sales (Subscription and Single Tickets)

With the addition of different venues and new artistic offerings to our Main Season, the level of ticket sales, both renewals and new audiences, will be a vital

measurement tool for the expanded season. The Symphony currently serves 2,500 subscriber households, an increase of 15% since the 2005-06 Season.

(3) Reviews

The Symphony is continually reviewed for the quality of our programs by professional critics from the Honolulu Advertiser and the Honolulu Star Bulletin, as well as by members of the audience.

(4) Contributed Revenue

The Symphony's ability to engage returning donors and solicit new donors this season compared to last season.

C. Facilities

The applicant shall provide a description of its facilities and demonstrate its adequacy in relation to the request. If facilities are not presently available, describe plans to secure facilities. Also describe how the facilities meet ADA requirements, as applicable.

Provisions for physically challenged audience members such as wheel-chair accessibility, and TDD (Telecommunications Device for the Deaf) are available at Symphony concerts.

The Symphony's Community Engagement concerts are presented in neighborhood locations such as Kawaiaha'o Church and Kapi'olani Park among others. New concert venues under consideration for the chamber-sized orchestra include Mamiya Theatre at Saint Louis School.

Youth Concerts are planned at the Neal Blaisdell Concert Hall and Leeward Community College Theater. Other venues under consideration are the Pearl City Cultural Center, Ron E. Bright Theater at Castle High School and the Maui Arts and Cultural Center. Public and private facilities are important partners in the success of the operation of the Symphony's Youth Music Education program. The University of Hawai'i and elementary, middle and high schools provide classrooms, auditoriums and libraries for ensemble performances.

III. Personnel: Project Organization and Staffing

A. Proposed Staffing, Staff Qualifications, Supervision and Training

The applicant shall describe the proposed staffing pattern and proposed service capacity appropriate for the viability of the request. The applicant shall provide the qualifications and experience of personnel for the request and shall describe its ability to supervise, train and provide administrative direction relative to the request.

All artistic positions require experienced, talented and established professionals who are recognized for excellence in their musical accomplishments.

The Principal Conductor is the Symphony's chief artistic officer and reports to the Board of Directors. He sets the artistic direction of the Orchestra, conducts at least half of the MasterWorks Season concerts and leads the musicians in achieving high artistic standards. He is responsible for carrying out the artistic mission, planning concert programs, commissions, collaborations, recordings, media activities and tours.

The Assistant Conductor's primary focus is to develop and enhance the Youth Music Education Program.

The Education Director and the Education Coordinator are responsible for the Youth Music Education Program. Both positions require music education professionals who are experienced with the DOE and private education systems and the Hawai'i Content and Performance Standards.

The professionally trained Operations Department, including the Director of Operations, Orchestra Personnel Manager, Artistic Administrator, Music Librarian and the Stage Manager are integral partners for all performances.

See Attachment B for the job descriptions of Principal Conductor and Director of Education, and the personnel lists for Orchestra and Ensemble personnel.

B. Organization Chart

The applicant shall illustrate the position of each staff and line of responsibility/supervision. If the request is part of a large, multi-purpose organization, include an organizational chart that illustrates the placement of this request.

See Attachment C for organizational chart.

IV. Service Summary and Outcomes

The Service Summary shall include a detailed discussion of the applicant's approach to the request. The applicant shall clearly and concisely specify the results or outcomes from this request.

A. Describe the scope of work, tasks and responsibilities.

Under the new musicians' agreement, the Symphony will be able to start the season earlier and add new activities to benefit the community. Continuing and expanded programs include:

(1) Main Season

The Honolulu Symphony will present 24 *MasterWorks* concerts with internationally acclaimed guest soloists under the baton of its new Maestro/Principal Conductor and guest conductors at the Neal S. Blaisdell Concert Hall. Hallmarks of the 2008-09 Season include a week long Beethoven festival, which will present one of Hawaii's only classical festivals featuring a full orchestra, highlighting the musical virtuosity of the orchestra in a new and exciting week long concert format.

Fifteen *Pops* concerts conducted by Matt Catingub will feature Hawaiian, popular, jazz and contemporary artists with guest conductors at venues such as the Waikiki Shell and Blaisdell Concert Hall and Arena.

Concert Conversations will be presented before *MasterWorks* concerts to provide audience members with educational background about the musical selections and the artists. Additional comments from the conductor "Speaking from the Stage," and Open Rehearsals will enhance regular Season concerts.

(2) Community Engagement Concerts

Responding to community demand, the Honolulu Symphony will again present at least two free concerts for the community in neighborhoods around O'ahu.

(3) Broadcasts

Six broadcasts of Honolulu Symphony *MasterWorks* concerts recorded during the 2006-07 Season are expected to be scheduled as free community service on Hawai'i Public Radio. Neighbor Island listeners on Maui and the Big Island, and those on O'ahu will be able to enjoy the Symphony without leaving home.

(4) Youth Music Education Program

With the expertise of the new Director of Education and support from the volunteer Education Committee and the staff Education Coordinator, the program will

explore partnerships and requests for expanded services to educators and students.

The program is expected to serve 30,000 students and educators with Youth Concerts, In-School Ensembles, Resource Teachers and Resource Residency, UH Student Composition Reading, Youth Concerto Competition, the Vocal Master Class and the neighbor island tours (described below).

(5) Touring

A one-week education tour is planned to Kauai and follows a similar blueprint to this season's tour to Maui and the Big Island. This will include components of our Youth Music Education program in schools around the island, concerts for students and educators plus a free concert for the entire community at the same venue.

(6) Outcomes

- Stabilize artistic infrastructure by restoring musicians' wages for the 2008-2009 Season;
- Strengthen the artistic vision and creative focus of the Symphony, resulting in increased audience attendance, popular programs and innovative partnerships;
- Offer audience members a variety of accessible performance venues, resulting in an expanded demographic mix of patrons;
- Reach an additional 5,000 children and adults on Kauai, Maui, and the Big Island through the Education Touring Program;
- Address the direct needs of underserved schools and create higher value, more effective programs for students and educators across the state, under the direction of the new Director of Education;

See *Attachment D* for the Honolulu Symphony's proposed 2008-2009 Concert Season as well as Youth Music Education activities for the 2008-09 Season.

- B. The applicant shall provide a projected annual timeline for accomplishing the results or outcomes of the service.

See *Attachment E* for the Honolulu Symphony's proposed 2008-2009 Concert Season timeline.

See *Attachment F* for the proposed 2008-2009 Youth Music Education and Touring timeline.

V. Financial

Budget

The applicant shall submit a budget utilizing the enclosed budget forms as applicable, to detail the cost of the request.

Please see attached budget forms.

VI. Other

A. Litigation

The applicant shall disclose any pending litigation to which they are a party, including the disclosure of any outstanding judgement. If applicable, please explain.

The Honolulu Symphony has neither outstanding nor pending litigation.

B. Licensure or Accreditation

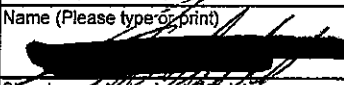
Specify any special qualifications, including but not limited to licensure or accreditation that applicant possesses relevant to this request.

The Musicians of the Honolulu Symphony Orchestra are members of the Musician's Association of Hawai'i Local 677, the American Federation of Musicians (the AF of M). Stage crew at the Neal Blaisdell Concert Hall belongs to IATSE, Local 665.

The Honolulu Symphony is a member of the American Symphony Orchestra League and of the following professional local arts organizations: Hawai'i Alliance for Arts Education, Hawai'i Capital Cultural District, Hawai'i Arts Season, and Arts with Aloha.

BUDGET REQUEST BY SOURCE OF FUNDS
(Period: July 1, 2008 to June 30, 2009)

App Honolulu Symphony Society

BUDGET CATEGORIES	Total State Funds Requested (a)	HNL Symphony 2008 Budget (b)	(c)	(d)
A. PERSONNEL COST				
1. Salaries	810,000	2,143,589		
2. Payroll Taxes & Assessments		1,034,251		
3. Fringe Benefits		635,520		
TOTAL PERSONNEL COST	810,000	3,813,360		
B. OTHER CURRENT EXPENSES				
Operations				
1. Guest Artists		946,900		
2. Stage & IATSE Wages & Benefits		268,186		
3. Direct Concert Costs		413,200		
4. Other Expenses		113,400		
Administrative Payroll				
5. Administrative Wages		1,237,500		
6. Taxes & Benefits		155,640		
Marketing & Development				
7. Advertising		210,000		
8. Other Marketing		234,425		
9. All Project Expenses		207,500		
General & Administrative				
10. Bank Costs & Merchant Service		85,000		
11. Office Rent		68,000		
12. Supplies, Telephone, Maintenance		48,000		
13. Audit, Insurance & Tech Costs		71,000		
14. Depreciation & Amortization		74,000		
15. Loan Interest		120,000		
16. Other Expenses		34,384		
TOTAL OTHER CURRENT EXPENSES		4,287,135		
C. EQUIPMENT PURCHASES				
D. MOTOR VEHICLE PURCHASES				
E. CAPITAL				
TOTAL (A+B+C+D+E)	810,000	8,100,495		
SOURCES OF FUNDING		Budget Prepared By:		
(a) Total State Funds Requested	810,000	TOM GULICK	808-524-0815	
(b) 2008 Symphony Budget	8,100,495	Name (Please type or print)	Phone	
(c)			1/31/08	
(d)		Signature of Authorized Official	Date	
TOTAL REVENUE	8,910,495	Executive Director		
		Name and Title (Please type or print)		

BUDGET JUSTIFICATION PERSONNEL - SALARIES AND WAGES

Applicant: Honolulu Symphony Society

Period: July 1, 2008 to June 30, 2009

POSITION TITLE	FULL TIME EQUIVALENT	ANNUAL SALARY A	% OF TIME BUDGETED TO REQUEST B	TOTAL SALARY BUDGETED IN REQUEST A x B
Orchestra* (request is to fund the salary increase only)	63	\$9,500.00	100.00%	\$ 598,500.00
Reserve Musicians (request is to fund the salary increase only)	20	\$2,500.00	100.00%	\$ 50,000.00
Assistant Conductor (Education Program conducting services)	1	\$40,000.00	100.00%	\$ 40,000.00
Director of Education	1	\$50,000.00	100.00%	\$ 50,000.00
Education Coordinator	1	\$30,000.00	100.00%	\$ 30,000.00
Orchestra Personnel Manager	1	\$32,000.00	100.00%	\$ 32,000.00
Orchestra Librarian	1	\$9,500.00	100.00%	\$ 9,500.00
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
TOTAL:				\$ 810,000.00

JUSTIFICATION/COMMENTS: *Under the current 2-year contract, \$9,500 is the average increase per musician. Annual average salaries vary under the Union

BUDGET JUSTIFICATION - EQUIPMENT AND MOTOR VEHICLES

Applicant: Honolulu Sympony

Period: July 1, 2008 to June 30, 2009

DESCRIPTION EQUIPMENT	NO. OF ITEMS	COST PER ITEM	TOTAL COST	TOTAL BUDGETED
			\$ -	
			\$ -	
			\$ -	
			\$ -	
TOTAL:			\$ -	
JUSTIFICATION/COMMENTS:				

DESCRIPTION OF MOTOR VEHICLE	NO. OF VEHICLES	COST PER VEHICLE	TOTAL COST	TOTAL BUDGETED
			\$ -	
			\$ -	
			\$ -	
			\$ -	
TOTAL:			\$ -	
JUSTIFICATION/COMMENTS:				
N/A				

**BUDGET JUSTIFICATION
CAPITAL PROJECT DETAILS**

Applicant: Honolulu Symphony

Period: July 1, 2008 to June 30, 2009

FUNDING AMOUNT REQUESTED						
TOTAL PROJECT COST	ANY OTHER SOURCE OF FUNDS RECEIVED IN PRIOR YEARS		STATE FUNDS REQUESTED		FUNDING REQUIRED IN SUCCEEDING YEARS	
	FY: 2005-2006	FY: 2006-2007	FY:2007-2008	FY:2008-2009	FY:2009-2010	FY:2010-2011
PLANS						
LAND ACQUISITION						
DESIGN						
CONSTRUCTION						
EQUIPMENT						
TOTAL:						
JUSTIFICATION/COMMENTS:						
N/A						

**DECLARATION STATEMENT
APPLICANTS FOR GRANTS AND SUBSIDIES
CHAPTER 42F, HAWAII REVISED STATUTES**

The undersigned authorized representative of the applicant acknowledges that said applicant meets and will comply with all of the following standards for the award of grants and subsidies pursuant to section 42F-103, Hawaii Revised Statutes:

- (1) Is licensed or accredited, in accordance with federal, state, or county statutes, rules, or ordinances, to conduct the activities or provide the services for which a grant or subsidy is awarded;
- (2) Comply with all applicable federal and state laws prohibiting discrimination against any person on the basis of race, color, national origin, religion, creed, sex, age, sexual orientation, or disability;
- (3) Agree not to use state funds for entertainment or lobbying activities; and
- (4) Allow the state agency to which funds for the grant or subsidy were appropriated for expenditure, legislative committees and their staff, and the auditor full access to their records, reports, files, and other related documents and information for purposes of monitoring, measuring the effectiveness, and assuring the proper expenditure of the grant or subsidy.

In addition, a grant or subsidy may be made to an organization only if the organization:

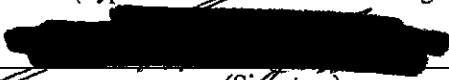
- (1) Is incorporated under the laws of the State; and
- (2) Has bylaws or policies that describe the manner in which the activities or services for which a grant or subsidy is awarded shall be conducted or provided.

Further, a grant or subsidy may be awarded to a non-profit organization only if the organization:

- (1) Has been determined and designated to be a non-profit organization by the Internal Revenue Service; and
- (2) Has a governing board whose members have no material conflict of interest and serve without compensation.

Further, the undersigned authorized representative certifies that this statement is true and correct to the best of the applicant's knowledge.

Honolulu Symphony Society
(Typed Name of Individual or Organization)


(Signature)

Thomas J. Gulick

(Typed Name)

01/31/08
(Date)

Executive Director

(Title)

HONOLULU SYMPHONY SOCIETY

ATTACHMENT A

BOARD OF DIRECTORS LIST

**HAWAI'I STATE LEGISLATURE
GRANT IN AID REQUEST**

1/30/08

**HONOLULU SYMPHONY BOARD OF DIRECTORS
2007-08 SEASON**

OFFICERS

Jeffrey A. Minter, *Chairman of the Board*
CEO, UniDev Hawaii LLC
1100 Alakea Street, Suite 1500
Honolulu, HI 96813
Phone: 536-1110

Sharon S. McPhee, *First Vice Chair*
4389 Malia Street, #463
Honolulu, HI 96821
Phone: 955-1783

George Kaluhiokalani, *Second Vice Chair*
Director, Pacific Islands Complex
Merrill Lynch
1001 Bishop Street, Pauahi Tower, #2800
Honolulu, HI 96813
Phone: 525-7370

Henry C. Montgomery, *Acting Treasurer*
2957 Kalakaua Avenue #215
Honolulu, HI 96815
Phone: 926-3941

Richard H. Lachmann, *Secretary*
Law Offices of Richard Lachmann
1001 Bishop Street, Suite 1515
Honolulu, HI 96813
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**HONOLULU SYMPHONY BOARD OF DIRECTORS
2007-08 SEASON**

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Lori Arizumi (*President*, Symphony Associates)

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HONORARY

Senator Daniel K. Inouye

Honorary Chairman
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Honolulu, HI 96850
Phone: 541-2542

Jim Nabors

P.O. Box 10364
Honolulu, HI 96816

HONOLULU SYMPHONY SOCIETY

ATTACHMENT B

**PRINCIPAL CONDUCTOR JOB DESCRIPTION
DIRECTOR OF EDUCATION JOB DESCRIPTION
ORCHESTRA AND ENSEMBLE PERSONNEL LISTS**

**HAWAI'I STATE LEGISLATURE
GRANT IN AID REQUEST
1/30/08**

Honolulu Symphony Society Job Description – Principal Conductor

Job Title: Principal Conductor

Reports To: Board of Directors

Supervises: Assistant Conductor, Pops Conductor, Chorus Director

Works with: Executive Director, guest artists and conductors, Symphony staff, board members and artistic partners.

Job Summary: The Principal Conductor is the principal artistic officer of the Symphony and serves as its artistic leader. Together with the Executive Director, the top staff administrative position, he/she report as equals to the Board of Directors. Their balanced partnership insures the success of the organization in setting and implementing administrative and artistic polices established by the Board.

In appointing the Music Director/Principal Conductor, the Board shall be governed by the laws of the State of Hawaii, as well as applicable federal laws and regulations and the current AFM Collective Bargaining Agreement.

Specific Duties and Responsibilities:

Artistic Programs

- Carry out the artistic mission, plan concert programs, commissions, recordings, media activities and tours, as authorized by the Board.
- Perform as the Principal Conductor of the orchestra and lead it in achieving high artistic standards.
- Provide leadership to the Symphony's educational programs and participate in other activities and organizations that advance the cause of the Symphony and enhance its image and reputation as an institution of excellence and significance.
- Make recommendations regarding artistic personnel and repertoire in consultation with the Executive Director.
- Take leadership for the professional growth of the ensemble and individual musicians. Prepare Orchestra musicians and staff to function in diverse settings and communities.
- Annually evaluate the quality of artistic programs, services and personnel and report and make recommendations to the Board of Directors, as necessary.
- Be an advocate for the Honolulu Symphony and its education programs.

Budget and Planning

- Develop, in consultation with the appropriate departments(administrative, operations, marketing):
 1. schedules for performances/concerts
 2. details necessary for successful execution of concerts.
- Develop budgets for each concert and an overall budget for the Season.
- Develop a long-range plan for the Symphony's artistic programs.
- Develop annual report for the Symphony Board.

Required Skills and Attributes

- Outstanding reputation and knowledge of conducting and orchestral repertoire.
- Proven ability to design concerts that meet and exceed the expectations of audiences.
- Previous orchestral experience including knowledge of practices, procedures, and legal requirements.
- Ability to establish and maintain effective working relationships with musicians, Board members, staff colleagues, audiences, and the community in a multi-cultural team environment.

Honolulu Symphony Society

Job Description - Director of Education

Job Title: Director of Education

Reports To: Executive Director

Supervises: Education Coordinator

Works with: Principal Conductor, Assistant Conductor, Education Committee, Symphony staff, board members, educators (state-wide and nationally) and community partners.

Job Summary: The Education Director is responsible for designing, developing, administering, and evaluating all education and outreach programs consistent with the Symphony's stated educational mission and serves as part of the senior management team to assist the Executive Director in setting and implementing administrative and artistic policies established by the Board.

The Education Director plans and manages all educational activities, including the supervision of all volunteers and staff involved in delivering any aspect of the programs and works collaboratively with the Assistant Conductor and Music Director. He/she acts as liaison, advocate, and representative of the Honolulu Symphony with other arts, education, and civic organizations to promote collaborative working partnerships in the community and nationally.

Specific Duties and Responsibilities:

Education and Outreach Programs

- Develop vision, mission, goals and objectives of the program in alignment with the goals and objectives of the Honolulu Symphony.
- Plan and implement programs that reflect the goals and objectives, including but not limited to youth concerts, family concerts, school concerts/ensemble demonstrations, Master Classes, Youth Concerto Competition and the Community Enrichment series.
- Develop educational materials and a system of delivery to prepare those attending programs, such as professional development for teachers, student preparation, publicity, registration/confirmations.
- Develop repertoire for each program in consultation with the Assistant Conductor.
- Identify community needs and design appropriate programming to meet these needs.
- Develop and maintain relationships with local as well as national arts and education professional organizations.

- Prepare Orchestra musicians and staff to function in diverse settings and communities.
- Collaborate with the musicians and staff in developing special programs including ensemble groups, concerts, teacher/student preparations.
- Meet regularly with the Education Committee and serve as staff for the committee.
- Be an advocate for the Honolulu Symphony and music education in general.

Budget and Planning

- Develop, in consultation with the appropriate departments (artistic, operations, marketing):
 1. schedules for performances/concerts
 2. advertisements
 3. programs/bulletins/web-site information
 4. details necessary for successful execution of concerts.
- Develop funding proposals and resources for ongoing and new educational initiatives in collaboration with the Director of Development.
- Develop budgets for each concert and an overall budget for education.
- Develop a long-range plan for education including budget.
- Maintain records necessary for reports, grant and funding requests.
- Develop annual report for the Education Committee and the Symphony Board.

Required Skills and Attributes

- Functional knowledge of symphonic music.
- Proven ability to design programs to meet the Hawai'i state education Standards.
- Excellent verbal and oral communication skills.
- Proven ability to design and maintain community initiatives.
- Previous non-profit experience including knowledge of practices, procedures, and legal requirements.
- Ability to establish and maintain effective working relationships to accomplish tasks and to meet deadlines in a positive, service-oriented manner with colleagues, internal and external customers/organizations, and vendors in a multi-cultural team environment.
- Ability to write and edit reports and procedures.

Honolulu Symphony Society: Musician's Roster
2007-2008 Season

Andreas Delfs, Principal
Conductor
Matt Catingub, Pops
Conductor

VIOLIN I

Ignace Jang,
Concertmaster
Claire Sakai Hazzard,
Associate Concertmaster
Judy Barrett,
Assistant Concertmaster
Rami Gepner
Katharine Hafner**
Mio Unosawa-Herzog
Sasha Margolis**
Emma Philips
Maile Reeves
Nikki Kurata Routman †
Amanda Schubert
Sheryl Shohet
Nancy Shoop-Wu
James Stanford

VIOLIN II

Hung Wu, *Principal*
Darel Stark, *Associate
Principal*
Laurilyn Butin
Joan Hayden
Helen Higa
Timothy Leong
Daniel Padilla
Fumiko Wellington
Gregory Wrenn †
Duane White
Iolani Yamashiro

VIOLA

Mark Butin, *Principal*
Steven Flanter, *Associate
Principal*
Nancy Headlee
Jean-Michel Jacquon
Ethan Pernela †

Teresa Skinner
Lynn Tamayoshi †
Melvin Whitney
Anna Womack *
Sandra Wong

CELLO

Mark Votapek, *Principal*
Andrew Eckard, *Associate
Principal*
Pauline Ping Bai
Karen Bechtel
Louise Kefford Ching
Joanna Fleming
Karen Fujimoto
Nancy Masaki-Hathaway
Joanna Morrison

BASS

Kirby Nunez, *Principal*
Michael Gorman,
Associate Principal
Leon Burton
David Chiorini †
John Gallagher
John Kolivas
Geoffrey Stone

FLUTE

Susan McGinn, *Principal*
Amy Taylor, *Associate
Principal* †
Claire Starz

PICCOLO

Amy Taylor †

OBOE

J. Scott Janusch, *Principal*
Lynne Johnson Chair
Brian Greene,
Associate Principal
William Parrish †
Jason Sudduth *

ENGLISH HORN

William Parrish †
Jason Sudduth *

CLARINET

Scott Anderson, *Principal*
James Moffitt, *Associate
Principal*
Norman Foster

E-FLAT CLARINET

Norman Foster

BASS CLARINET

James Moffitt

BASSOON

Paul H. Barrett, *Principal*
Marsha Schweitzer,
Associate Principal
Philip Gottling III

CONTRABASSOON

Philip Gottling III

HORN

Wade Butin, *Principal*
George Warnock,
Associate Principal
Jonathan Parrish, *Assistant
Principal*
Michiko Singh
Robert Johnson †
Eric Kop

TRUMPET

Michael Zonshine,
Principal
Mark Schubert, *Associate
Principal*
Mike Baker
Kenneth Hafner,
Musician Representative
Don Hazzard

TROMBONE

Eric Mathis, *Principal ***

Honolulu Symphony Society: Musician's Roster
2007-2008 Season

Jeffrey Merriman,
Associate Principal †

or title
† one year position

BASS TROMBONE

Graeme Mutchler †
Michael Szabo*

TUBA

Adam Snider, *Principal* †
David Saltzman,
Principal *

PERCUSSION

Eric Shin, *Principal*
Riely Francis, *Associate
Principal*
Stephen Dinion,
Musician Representative

TIMPANI

Stuart Chafetz, *Principal*
Stephen Dinion, *Associate
Principal*

HARP

Constance Uejio,
Principal
Nyle Hallman

ORCHESTRA

LIBRARIAN

Kim Kiyabu, *Principal
Librarian*

ORCHESTRA

PERSONNEL

Nancy Headlee,
Personnel Manager
Andrew Eckard,
*Assistant Personnel
Manager/ Auditions
Coordinator*

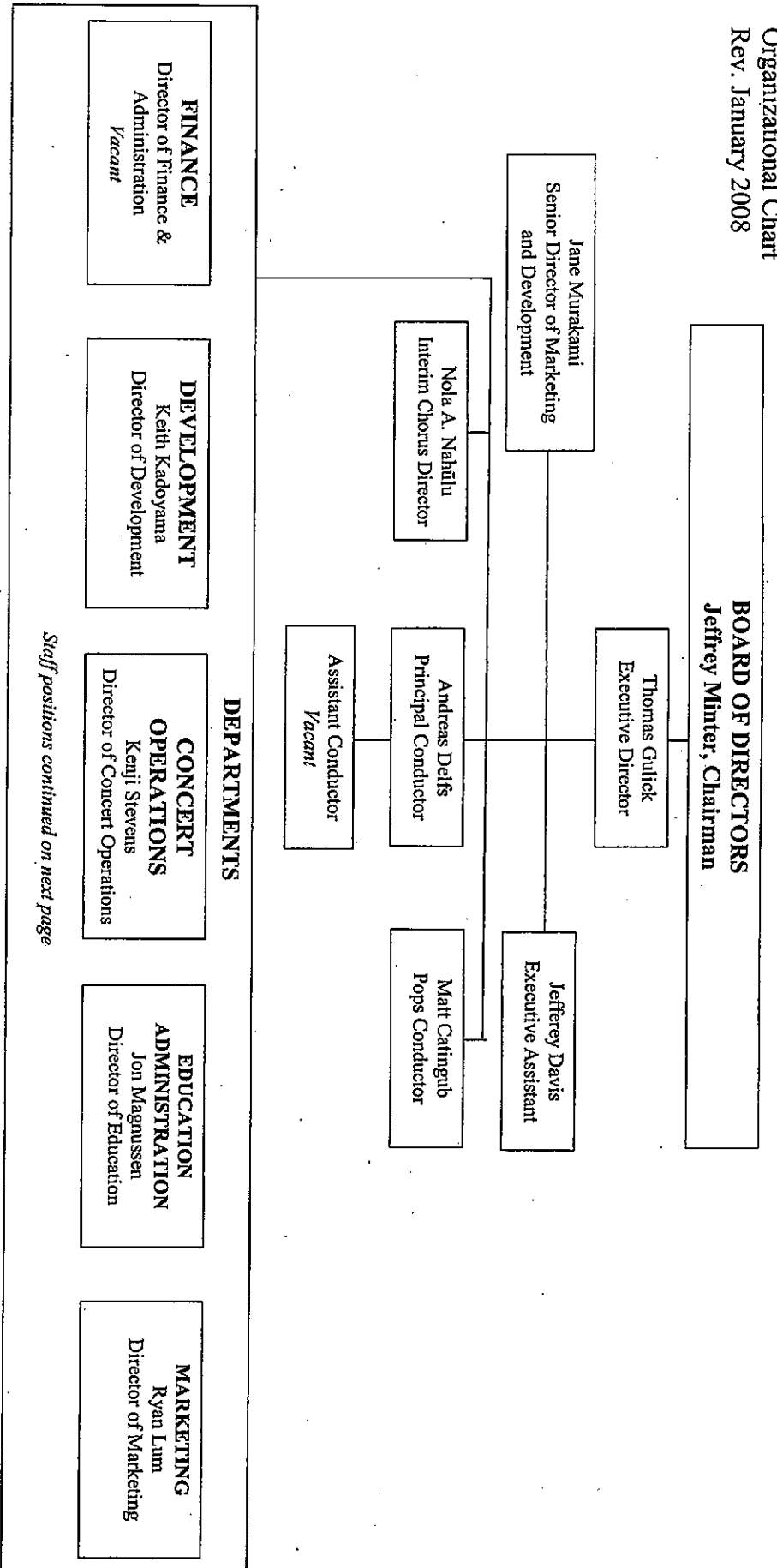
* on leave

** one-year change of
position

HONOLULU SYMPHONY SOCIETY

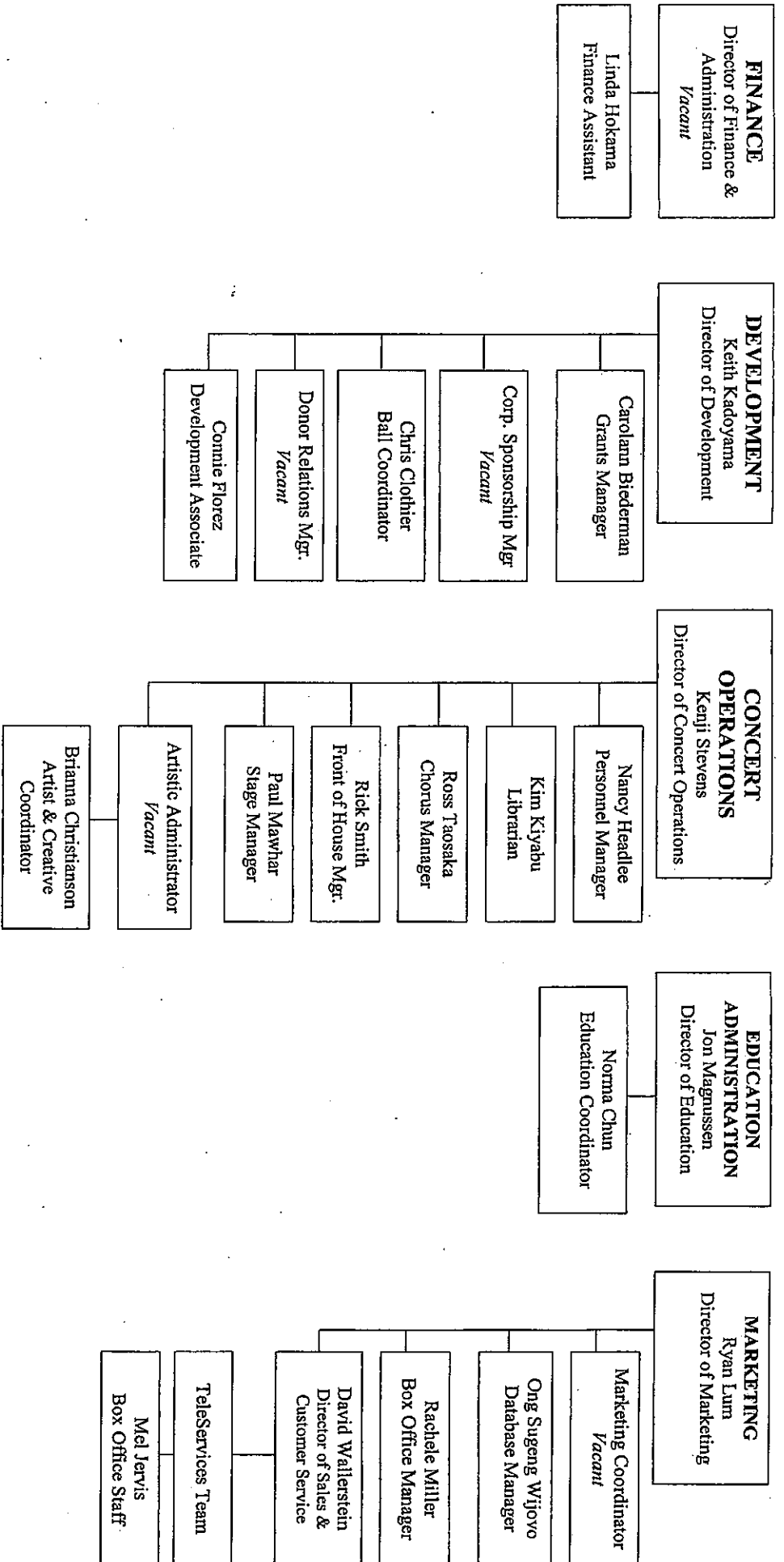
ATTACHMENT C
ORGANIZATIONAL CHART

HAWAI'I STATE LEGISLATURE
GRANT-IN-AID REQUEST
1/30/08



Staff positions continued on next page

Honolulu Symphony Staff
Continued



HONOLULU SYMPHONY SOCIETY

ATTACHMENT D

**2008-2009 DRAFT CONCERT
SCHEDULE**

**2008-2009 YOUTH MUSIC EDUCATION
ACTIVITIES**

**HAWAI'I STATE LEGISLATURE
GRANT-IN-AID REQUEST
1/30/08**

2008-2009 Draft Schedule (as of 12/31/07)

Activities	Performance Dates	Conductor	Soloist	Program	Location
MasterWorks Concerts (MW)					Neal S. Blaisdell Concert Hall (NBC)
MW 1	9/06/08 - 9/07/08	Andreas Delfs	Andre Watts Piano	Brahms Symphony #3 Brahms Piano Concerto #1	NBC
MW 2	9/13 - 9/14/07	Andreas Delfs	Nadja Salerno Sonnenberg (tbd) Violin	Wagner: Ring without Words	NBC
MW 3	10/11 - 10/12/07	Jahja Ling	Jackie Parker Piano	Dvorak Symphony #7	NBC
MW 4	10/18 - 10/19/07	David Allen Miller	Jimmy Lin	Tchaikovsky Symphony #6 Butterfly Lover w/ Erhu American in Paris	NBC
MW 5	11/08 - 11/09/08	Andreas Delfs	David Krakauer Clarinet	Golijov: Dreams & Prayers Mahler Symphony #1	NBC
MW 6	11/15 - 11/16/08	JoAnn Falletta	Angel Romero (TBD) Guitar	TBD	NBC
MW 7	12/13 - 12/14/08	Andreas Delfs	Jorge Garcia Actor	Peter & the Wolf Stravinsky Firebird	NBC
MW 8	4/11 - 4/12/09	TBD	Sumi Jo Vocalist	Carmina Burana	NBC
MW 9	5/2 - 5/03/09	Robert Minczuk	TBD	TBD	NBC
MW 10	5/9 - 5/10/09	Andreas Delfs	TBD	Overture 1812	NBC
MasterWorks Specials					
MW Special - Beethoven 9	12/27 - 12/28/08	TBD	TBD	Beethoven 9	NBC
Beethoven Festival (5 concert)	TBA	TBA	TBA	Various Beethoven TBD	Various

2008-2009 Draft Schedule (as of 12/31/07)

Activities	Performance Dates	Guest Soloists	Conductor	Locations
Pops 1	09/19/08 09/20/08		Matt Catingub	Neal S. Blaisdell Concert Hall (NBC)
Pops 2	10/03/08 10/04/08		Matt Catingub	NBC
Pops 3	10/24/08 10/25/08		Matt Catingub	NBC
Pops 4	12/05/08 12/06/08		Matt Catingub	NBC
Pops 5	01/16/09 01/17/09		Matt Catingub	Pending
Pops 6	03/20/09 03/21/09		Matt Catingub	NBC
Pops 7	04/24/09 04/25/09		Matt Catingub	NBC

Symphony Pops Concerts (POPS) - as of 1/25/08, dates and venue have been confirmed, but not artists

**HONOLULU SYMPHONY SOCIETY
EDUCATION AND COMMUNITY OUTREACH & NEIGHBOR ISLAND TOUR
DRAFT TIMELINE
2008-09 SEASON**

January 2008

- Distribute spring Youth Concert materials to schools
- Youth Concerto Competition
- Maui Education and Community Outreach Tour—includes In-School Ensembles, Youth Concerts, Community Concert
- Program assessment

February/March 2008

- Professional Development courses on Maui, Hawai'i Island
- Research venues for 2008-09 concerts – O'ahu and Neighbor Islands
- Develop programs and repertoire for the 2008-09 Season

March 2008

- Confirm artists and schedules
- Reserve venues for concerts – O'ahu and Neighbor Islands
- Youth Concerto Concert and La'ie Community Concert
- Nurturing Tomorrow's Artists – Opera Reading
- Finalize budget

April 2008

- Youth Concerts, Carnegie Hall's LinkUP! Concert (includes Hawaiian elements)
- Vocal Master Class
- Create 2008-09 brochure, update website
- Update mailing list (email, regular mail)

May 2008

- Nurturing Tomorrow's Artists – University of Hawai'i at Manoa Student Composition Reading
- Hawai'i Island Education and Community Outreach Tour—including In-School Ensembles, Youth Concerts, Community Concert
- End of year program assessment
- Final evaluations and reports prepared, including SFCA Final Report
- Distribute 2008-09 brochures, newsletters to educators (marketing)

June 2008

- Final evaluations and reports submitted for funders (external)
- Develop 2008-09 Hawai'i LinkUP!-style Youth Concert (ongoing)
- Begin arrangements for Fall Neighbor Island Education and Community Outreach Tours
- Begin scheduling In-School Ensemble performances (ongoing)
- Begin scheduling Youth Concerts (ongoing)

July 2008

- Create Youth Concert materials (study guides, sheet music, etc.)
- Plan Professional Education/Orientation for staff, musicians and Education Committee
- (see also, June 2008)

August 2008

- Professional Education/Orientation for staff, musicians and Education Committee

**HONOLULU SYMPHONY SOCIETY
EDUCATION AND COMMUNITY OUTREACH & NEIGHBOR ISLAND TOUR
DRAFT TIMELINE
2008-09 SEASON**

- Mail Youth Concert materials (study guides, sheet music, etc.)
- (see also, June 2008)

September 2008

- Make technical arrangements for Youth Concert venues
- Assign Symphony Mentors to schools

October 2008

- In-School Ensembles & Youth Concerts
- Kaua'i Education and Community Outreach Tour—including In-School Ensembles, Youth Concerts, Community Concert (pending funding)

November 2008

- In-School Ensembles & Youth Concerts
- Hawai'i Island Education and Community Outreach Tour—including In-School Ensembles, Youth Concerts, Community Concert (pending funding)

December 2008

- Mid-Season Assessment of Programs

January 2009

- Distribute spring Youth Concert materials to schools
- Youth Concerto Competition

February/March 2009

- Research venues for 2008-09 concerts -- O'ahu and Neighbor Islands
- Develop programs and repertoire for the 2009-2010 Season

March 2009

- In-School Ensembles & Youth Concerts
- Nurturing Tomorrow's Artists – Opera Reading
- Youth Concerto Competition Winners Concert
- Maui Education and Community Outreach Tour—including In-School Ensembles, Youth Concerts, Community Concert (pending funding)

April 2009

- In-School Ensembles & Youth Concerts
- Vocal Master Class
- Create 2009-10 brochure, update website
- Update mailing list (email, regular mail)
- Nurturing Tomorrow's Artists – University of Hawai'i at Manoa Student Composition Reading

May 2009

- End of Year Assessment of Programs (internal)
- Final evaluations and reports prepared
- SFCA Final Report

June 2009

Final evaluations and reports submitted for funders (external)

HONOLULU SYMPHONY SOCIETY

ATTACHMENT E

2008-2009

DRAFT CONCERT SEASON TIMELINE

HAWAI'I STATE LEGISLATURE

GRANT-IN-AID REQUEST

1/30/08

**HONOLULU SYMPHONY SOCIETY
CONCERT SEASON TIMELINE
2008-09 SEASON**

January/February 2008

- Artists, schedules and performance halls reserved and confirmed (ongoing)

March 2008

- Performance halls reserved on Neighbor Island(s)
- Marketing and publicity of programs developed

April 2008

- Artists marketing materials produced (subscribers and general public)
- Marketing and publicity of programs (ongoing)

May 2008

- Performance hall technical arrangements confirmed (ongoing)
- Marketing and publicity of programs (ongoing)

June 2008

- Performance hall technical arrangements confirmed (ongoing)
- Marketing and publicity of programs (ongoing)

July 2008

- Marketing and publicity of programs (ongoing)

September 2008

- *MasterWorks* Season opens with Andre Watts
- *Pops* Series opens (artist tbd)

October 2008

- *MasterWorks* and *Pops* concerts
- Community Engagement Concert TBD

November 2008

- *MasterWorks* and *Pops* concerts
- Community Engagement Concert TBD

**HONOLULU SYMPHONY SOCIETY
CONCERT SEASON TIMELINE
2007-08 SEASON**

December 2008

- *MasterWorks* and *Pops* concerts
- Beethoven's Ninth Symphony special concerts
- Mid-Season Assessment of Programs

January 2009

- *Pops* concerts
- Neighbor Island Education Tour and Concerts TBD
- HOT Opera Season (no *MasterWorks* concerts)

February 2009

- HOT Opera Season (no *MasterWorks* concerts)

March 2009

- *MasterWorks* and *Pops* concerts
- HOT Opera Season final concert

April 2009

- *MasterWorks* and *Pops* concerts
- Symphony Ball concert

May 2009

- *MasterWorks* concerts
- End of Season assessment of concert programs (internal)
- Final evaluations and reports prepared
- SFCA Final Report

June 2009

Final evaluations and reports submitted (external)

HONOLULU SYMPHONY SOCIETY

ATTACHMENT F

**2008-2009 YOUTH MUSIC EDUCATION
AND TOURING DRAFT TIMELINE**

**HAWAI'I STATE LEGISLATURE
GRANT-IN-AID REQUEST
1/30/08**

HONOLULU SYMPHONY SOCIETY
EDUCATION AND COMMUNITY OUTREACH & NEIGHBOR ISLAND TOUR
DRAFT TIMELINE
2008-09 SEASON

January 2008

- Distribute spring Youth Concert materials to schools
- Youth Concerto Competition
- Maui Education and Community Outreach Tour—includes In-School Ensembles, Youth Concerts, Community Concert
- Program assessment

February/March 2008

- Professional Development courses on Maui, Hawai'i Island
- Research venues for 2008-09 concerts – O'ahu and Neighbor Islands
- Develop programs and repertoire for the 2008-09 Season

March 2008

- Confirm artists and schedules
- Reserve venues for concerts – O'ahu and Neighbor Islands
- Youth Concerto Concert and La'ie Community Concert
- Nurturing Tomorrow's Artists – Opera Reading
- Finalize budget

April 2008

- Youth Concerts, Carnegie Hall's LinkUP! Concert (includes Hawaiian elements)
- Vocal Master Class
- Create 2008-09 brochure, update website
- Update mailing list (email, regular mail)

May 2008

- Nurturing Tomorrow's Artists – University of Hawai'i at Manoa Student Composition Reading
- Hawai'i Island Education and Community Outreach Tour—including In-School Ensembles, Youth Concerts, Community Concert
- End of year program assessment
- Final evaluations and reports prepared, including SFCA Final Report
- Distribute 2008-09 brochures, newsletters to educators (marketing)

June 2008

- Final evaluations and reports submitted for funders (external)
- Develop 2008-09 Hawai'i LinkUP!-style Youth Concert (ongoing)
- Begin arrangements for Fall Neighbor Island Education and Community Outreach Tours
- Begin scheduling In-School Ensemble performances (ongoing)
- Begin scheduling Youth Concerts (ongoing)

July 2008

- Create Youth Concert materials (study guides, sheet music, etc.)
- Plan Professional Education/Orientation for staff, musicians and Education Committee
- (see also, June 2008)

August 2008

- Professional Education/Orientation for staff, musicians and Education Committee

**HONOLULU SYMPHONY SOCIETY
EDUCATION AND COMMUNITY OUTREACH & NEIGHBOR ISLAND TOUR
DRAFT TIMELINE
2008-09 SEASON**

- Mail Youth Concert materials (study guides, sheet music, etc.)
- (see also, June 2008)

September 2008

- Make technical arrangements for Youth Concert venues
- Assign Symphony Mentors to schools

October 2008

- In-School Ensembles & Youth Concerts
- Kaua'i Education and Community Outreach Tour—including In-School Ensembles, Youth Concerts, Community Concert (pending funding)

November 2008

- In-School Ensembles & Youth Concerts
- Hawai'i Island Education and Community Outreach Tour—including In-School Ensembles, Youth Concerts, Community Concert (pending funding)

December 2008

- Mid-Season Assessment of Programs

January 2009

- Distribute spring Youth Concert materials to schools
- Youth Concerto Competition

February/March 2009

- Research venues for 2008-09 concerts – O'ahu and Neighbor Islands
- Develop programs and repertoire for the 2009-2010 Season

March 2009

- In-School Ensembles & Youth Concerts
- Nurturing Tomorrow's Artists – Opera Reading
- Youth Concerto Competition Winners Concert
- Maui Education and Community Outreach Tour—including In-School Ensembles, Youth Concerts, Community Concert (pending funding)

April 2009

- In-School Ensembles & Youth Concerts
- Vocal Master Class
- Create 2009-10 brochure, update website
- Update mailing list (email, regular mail)
- Nurturing Tomorrow's Artists – University of Hawai'i at Manoa Student Composition Reading

May 2009

- End of Year Assessment of Programs (internal)
- Final evaluations and reports prepared
- SFCA Final Report

June 2009

Final evaluations and reports submitted for funders (external)