

September 21, 2018

Natalie Thomason
City of Ashland
20 East Main Street
Ashland, Oregon 97520

RECEIVED

OCT 01 2018

Initial: _____

Dear Natalie;

The following is a final report for the Youth Symphony of Southern Oregon (YSSO). The YSSO received a grant award of \$7,000 from the City of Ashland in July 2017. The funding helped underwrite Ashland performances and concert-production expenses during the organization's 30th Anniversary Concert Season. Attached are Statements of Financial Activity & Position for July 1, 2017-June 30, 2018. Though the organization's fiscal year ended June 30, 2018, City of Ashland grant funding was expended prior to the close of the fiscal year.

Performing Ensembles/Musicians: The YSSO organization includes two full symphony orchestras: *Youth Orchestra* (preparatory orchestra) and *Youth Symphony* (advanced symphony). Placement in each orchestra was through an annual audition, but all qualified musicians were encouraged participate. Musicians began rehearsals for the season in September. Each year, musicians rehearse for several hours on Sunday (plus additional evening final "dress rehearsals" for all *Youth Symphony* and *Youth Orchestra* musicians). Additional rehearsals are scheduled for the musicians involved in other special performances. More than 13 musicians were selected to play in a YSSO ensemble during the 2017-2018 Concert Season. Musicians in the YSSO include high school, middle school and elementary school age musicians from Ashland, Medford, Grants Pass, other Rogue Valley communities and university students.

Concerts: Auditions and rehearsals began in September. Audition and rehearsal locations included Southern Oregon University and high schools in Medford and Grants Pass. *Fall Concert Series* performances were presented in November 2017 at the Collier Center's Craterian Theater in Medford and the Oregon Center for the Arts Recital Hall at Southern Oregon University (SOU) in Ashland. The *Youth Symphony* played W.A. Mozart's *Flute Concerto No. 2 in D Major, K314* featuring Courtney Badura, Youth Symphony principal flute and a winner of the 2017 Concerto Competition. The *Youth Symphony* also played *Symphony No. 5 in C minor, Op. 67*, by Ludwig van Beethoven. The *Youth Orchestra* presented arrangements of the "March" from the opera *Carmen* by Georges Bizet (arr. Woodhouse), Edward Elgar's *Pomp & Circumstance March No. 4* (arr. Isaac) and the overture to Giuseppe Verdi's opera *Nabucco* (arr. Dackow). Both orchestras were led by Cynthia Hutton.

In celebration of the 30th season, the YSSO presented a *Youth Symphony & Alumni Concert* at the Craterian Theater in Medford in December 2017. The *Youth Symphony* was joined by 28 alumni and accomplished guest soloists including former Ashland musicians Abby Young, violin, Gabe Young, oboe, and Shaina Evoniuk, electric violin, as well as violinists Kathleen Strahm and Heidi Strahm Smith. The concert featured a work by contemporary composer Steve Reich, and music by Richard Wagner, J.S. Bach, Piotr I. Tchaikovsky and Leroy Anderson.

The annual *Youth Symphony Concerto Competition* was held in January in Ashland at the Oregon Center for the Arts Recital Hall at Southern Oregon University. principal bassoon of the *Youth Symphony*, Caleb Hutchings, was selected to play with the *Youth Symphony* in November 2018 as a soloist during the 2018-2019 Concert Season.

The *Winter Concert Series* performances in February 2018 were presented at the Collier Center's Craterian Theater in Medford. The concerts showcased a new collaboration with the Rogue Valley Youth Choruses (Cantare & Youth Ensemble) augmented by choral ensembles from North Medford High School and South Medford High School. The choral/orchestral works included the chorus *The Promise of Living* from Aaron Copland's opera "The Tender Land" and the first movement of John Rutter's *Gloria*. The *Youth Symphony* also played Piotr I. Tchaikovsky's *Romeo and Juliet Overture-Fantasy*. The *Youth Orchestra* played movement four of Antonin Dvorak's *Symphony No. 9* ("From the New World"), M. L. Daniels' *Festique* and Richard Wagner's *Suite from Tannhäuser*. More than 250 accomplished instrumental and choral musicians participated in the *Winter Concert Series* performances.

Spring Concert Series performances recently took place in Ashland, Grants Pass and Medford on May 18, 19 & 20, 2018. Concert programming included the *Youth Symphony* performing *Symphony No. 4 in E minor, op. 98 (mvts. 2, 3 & 4)* by Johannes Brahms. The *Youth Orchestra* played the popular *Hungarian Dance No. 5 in G minor* by Brahms (arr. Bauernschmidt), the folk dance-inspired *Huapango Del Oso* by contemporary composer Gabriel Musella and music from the 2007 Walt Disney Studios film *Pirates of The Caribbean: At World's End* by Hans Zimmer (arr. Lavender & Longfield). Both orchestras were led by YSSO music director Dr. Cynthia Hutton.

In addition to the *Concert Series* and *Youth Symphony & Alumni Concert* performances, the *Youth Symphony*, *Youth Orchestra* and *Concerto Competition* musicians presented three *Community Outreach Concerts* for the residents of the Rogue Valley Manor.

In October, the YSSO co-sponsored an in-service clinic for string instrument teachers and school orchestra directors led by Dr. Dijana Ihas, president-elect of the Oregon Chapter of the American String Teachers Association and associate professor of music education at Pacific University. The Southern Oregon Music Education Association, local school districts and Southern Oregon University collaborated on the workshop.

Access: It is the policy of the YSSO organization that all qualified student musicians may participate in the YSSO regardless of financial circumstances. *Scholarships* reduce economic barriers to participation and offer assistance to YSSO student musicians and families through full/partial tuition waivers and support for private lessons with established teaching professionals. Last season, more than 32 percent of the YSSO musicians selected to participate this season received tuition waivers and/or lesson assistance (totaling \$12,467).

Each season, the YSSO offers *Complimentary Tickets* to musicians, music teachers and students in order to provide access to *Concert Series* performances in the larger venues. A student ticket discount price of \$5.00 is offered for *Concert Series* performances as well. Last season 1,238 complimentary tickets (a total value of \$6,190 in student \$5 tickets) have been provided to musicians, music teachers, family members and music coaches. Holders of the Oregon Trail Card were offered half-price discounts for general admission tickets.

Support/Revenue: In addition to funding awarded by the City of Ashland, the Carpenter Foundation, Oregon Arts Commission, James F. & Marion L. Miller Foundation and the Carrico Family Foundation awarded operating support for 2017-2018. Foundations that provided support for *Education & Outreach Initiatives* last season included the Cow Creek Umpqua Indian Foundation, Pacific Power Foundation and Trust Management Services, LLC (Braemar Charitable Trust). The YSSO is the sole beneficiary of the Roger G. Hewitt Fund for Youth Symphony of Southern Oregon of The Oregon Community Foundation. An annual distribution from this fund helps support tuition and/or lesson assistance for YSSO musicians. The YSSO established an Endowment Partner Fund with The Oregon Community Foundation in 2006 (distributions are reinvested). The YSSO maintains a cash reserve.

Anna Dunlap gave Concert Partner support for the *Youth Symphony & Alumni Concert*. Neil & Sharon Wilson were *Spring Concert Series* Partners. Contributions from businesses and annual gifts from individuals provide revenue for programs, concerts and operations. Members of the governing board coordinated two fund raising events this season: the "Short Stack for a Good Cause" pancake breakfast in November and a Silent Auction in May. Numerous local businesses and organizations donated items and gift certificates for the auction.

Community Involvement: Parent and community volunteers assist with special events, rehearsals and concerts. The work of the organization could not be carried out without the assistance of these individuals. Board and parent volunteer coordinators work with staff to organize, coordinate and manage volunteer tasks and recruitment. Businesses place advertising in the concert programs and many businesses assist with fund raising events each year.

Rehearsals/Training: In addition to weekly full ensemble rehearsals from September through mid-May, *Sectional Rehearsals* (mini masterclasses) led by professional musicians, many of whom are members of the Rogue Valley Symphony, are provided to YSSO musicians in each ensemble. The music coaches work with instrument groups (violin I, violin II, viola, cello, bass, brass, flute, clarinet, oboe, bassoon) on music technique, performance skills and concert repertoire. The YSSO increased the number of sectionals provided to the musicians this season in order to offer additional instructional time.

Evaluation: The YSSO organization uses various tools and methods to evaluate organizational effectiveness, and to assess the progress of the musicians including observation, written evaluations, recordings, questionnaires and attendance. Music coaches who lead sectional sessions confer with staff. Concert recordings may be used to measure technical and interpretive skills. Musician evaluations are distributed and findings are tabulated each spring.

Directors and staff are continuing to use a Balanced Scorecard (BSC) tool to set targets and expectations, monitor progress and accountability, and to create action plans. BSC objectives include community enrichment/audience engagement, musician engagement/participation, board engagement/accountability/development, employee engagement/accountability/staffing patterns, volunteer engagement, fiscal responsibility/stewardship of resources and fund/revenue development. The tool informs planning discussions and helps board and staff members evaluate effectiveness and assess performance. Measures include concert attendance, financial assistance for musicians, enrollment, annual pledge/gifts by board members, board recruitment/cultivation, board self-assessment participation, annual key staff performance evaluation, volunteer needs/participation and revenue sources. The results are tracked and reported to the governing board on a quarterly basis at board meetings. Action plans are created for each objective with timelines, quarterly results/status, tasks and individual/committee assignments.

The YSSO has offered an orientation to new directors and provides a manual for governance and corporate documents, reference materials and reports. The board conducts an annual self-assessment. An annual retreat and meetings include BSC updates, reports and presentations on fund development, risk assessment, board development, inclusion/diversity or other topics. Board and staff developed job descriptions employment agreements, performance measures and evaluation tools. The board president leads an annual review of key staff.

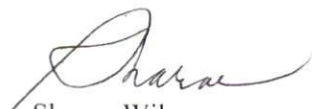
Governance: A volunteer governing board of 10 community members guided the YSSO organization last season. Governing board standing committees include a Finance Committee, Fund Development Committee, Governance Committee and Executive Committee. The board creates *ad hoc* working groups to research and investigate issues and opportunities when needed. An *ad hoc* group planned some of the special programming and activities for the 30th season. The annual full-day board retreat at the beginning of each season include work sessions, business meetings and presentations on organizational effectiveness, life cycles of organizations, diversity, risk assessment, board development and fund development, community networking, planning models and other topics. Each director receives a board handbook for materials, reports, financial information and non-profit board resources.

Recognition by City of Ashland and the financial assistance were important to the success of the Youth Symphony of Southern Oregon's 30th *Anniversary Concert Season*. The city's support enabled the YSSO organization to maintain artistic quality, develop partnerships, deliver outstanding learning opportunities, offer access to music education and present affordable public performances. Additionally, the funding leveraged significant support from other funders.

Thank you again for investing in the Youth Symphony of Southern Oregon. The musicians, families, volunteers, staff and board members, and thousands of citizens who attend the inspiring performances appreciate the Foundation's financial assistance and its support of the values, mission and programs of the YSSO organization.

Please do not hesitate to contact me if you have any questions.

Sincerely,



Sharon Wilson
Executive Director

Note: A final report narrative, sample materials and financial statements through the end of May 2018, were mailed to the City of Ashland in June 2018. Funding from the City of Ashland grant award was expended as of the performances in May.

City of Ashland

Youth Symphony of Southern Oregon 30th Anniversary Concert Season Overview

The Youth Symphony of Southern Oregon (YSSO), a nonprofit 501(c)(3) organization, was honored to receive \$7,000 from the City of Ashland for YSSO fiscal year July 1, 2017-June 30, 2018. The grant award supported Ashland performances, music coach honoraria, venue fees, music, concert materials, printing, general costs and concert production related expenses during the YSSO organization's 30th Anniversary Concert Season. Foundation funding augmented financial support from other foundations and funding sources. The following offers an overview of concerts, programming, initiatives and activities offered by the Youth Symphony of Southern Oregon last season.



Ensembles/Musicians: The YSSO organization includes two full orchestras: *Youth Orchestra* (preparatory/intermediate level) and *Youth Symphony* (advanced). Placement in an orchestra was through the annual audition, but all qualified musicians were encouraged to participate. Rehearsals began in September and continued through mid-May. The orchestras rehearsed weekly throughout the season. More than 130 local and college musicians were selected to play in a YSSO

orchestra during the 2017-2018 Concert Season. The two orchestras included high school, middle school and elementary school age musicians from Ashland, Medford, Grants Pass, and other Rogue Valley communities, as well as students at Southern Oregon University and Rogue Community College. In addition to the local and college musicians who played in the *Youth Symphony* or *Youth Orchestra* during the season, an additional 28 former YSSO musicians from throughout the country returned to participate in the *Youth Symphony & Youth Symphony Alumni Concert*.



Concerts: *Fall Concert Series* at the Collier Center's Craterian Arts Music Recital Hall at The music performed by the *Concerto No. 2 in D Major*, Courtney Badura, Youth Concerto Competition. The *minor, Op. 67*, by Ludwig van Beethoven. The *Youth Orchestra* presented arrangements of the "March" from the opera *Carmen* by Georges Bizet (arr. Woodhouse), Edward Elgar's *Pomp & Circumstance March No. 4* (arr. Isaac) and the overture to Giuseppe Verdi's opera *Nabucco* (arr. Dackow). Both orchestras were led by Cynthia Hutton, D.M.A.



performances were presented in November 2017 at Theater in Medford and the Oregon Center for the Southern Oregon University (SOU) in Ashland. *Youth Symphony* included W.A. Mozart's *Flute K314* featuring North Medford High School senior Symphony principal flute and a winner of the 2017 Youth Symphony also played *Symphony No. 5 in C*



As referenced above, in honor of the organization's 30th anniversary the YSSO presented a *Youth Symphony & Youth Symphony Alumni Concert* at the Craterian Theater in December 2017. The musicians of the *Youth Symphony* were joined by *Youth Symphony* alumni and distinguished soloists including former Ashland musicians Abby Young, violin, Gabe Young, oboe, and Shaina Evoniuk, electric violin, as well as violinists Kathleen Strahm and Heidi Strahm

Smith. The extraordinary concert featured music by contemporary composer Steve Reich, and works by Richard Wagner, J.S. Bach, Piotr I. Tchaikovsky and Leroy Anderson.

The annual *Concerto Competition* was held in Ashland in January 2018 at the Oregon Center for the Arts Recital Hall at SOU. Principal bassoon of the Youth Symphony, Caleb Hutchings, was selected to play with the *Youth Symphony* as a soloist in November 2018 during the *2018-2019 Concert Season*.



The *Winter Concert Series* performances in February 2018 were presented at the Collier Center in Medford. The concerts showcased a new collaboration with two of the Rogue Valley Youth Choruses (Cantare & Youth Ensemble) augmented by choral ensembles



from North Medford High School and South Medford High School. Music included the chorus *The Promise of Living* from Aaron Copland's opera "The Tender Land" and the first movement of John Rutter's *Gloria*. The *Youth Symphony* also played Piotr I. Tchaikovsky's *Romeo and Juliet Overture-Fantasy*. The *Youth Orchestra* played movement four of Antonin Dvorak's (arr. Leidig) *Symphony No. 9* ("From the New World"), M. L. Daniels' *Festique* and

Richard Wagner's (arr. Isaac) *Suite from Tannhäuser*. Dr. Cynthia Hutton led the musicians. More than 250 outstanding young instrumental and choral musicians participated in the *Winter Concert Series* performances.

Spring Concert Series performances took place at SOU in Ashland, as well as in Grants Pass and Medford in May 2018. Repertoire included the *Youth Symphony* performing *Symphony No. 4 in E minor, op. 98 (mvts. 2, 3 & 4)* by Johannes Brahms. The *Youth Orchestra* played *Hungarian Dance No. 5 in G minor* by Brahms (arr. Bauernschmidt), the folk dance-inspired *Huapango Del Oso* by contemporary composer Gabriel Musella and music from the 2007 Walt Disney Studios film *Pirates of The Caribbean: At World's End* by Hans Zimmer (arr. Lavender & Longfield). Both orchestras were led by YSSO music director Dr. Cynthia Hutton.



In addition to *Concert Series* and *Youth Symphony & Alumni Concert* performances, the *Youth Symphony*, *Youth Orchestra* and *Concerto Competition* musicians presented three *Community Outreach Concerts* for the residents of the Rogue Valley Manor.

In October the YSSO co-sponsored an in-service clinic for string instrument teachers and school orchestra conductors led by Dr. Dijana Ihas, president-elect of the Oregon Chapter of the American String Teachers Association and associate professor of music education at Pacific University. The Southern Oregon Music Education Association, local school districts and Southern Oregon University collaborated with the YSSO on this event and provided additional support for the workshop.



Access: It is the policy of the YSSO organization that all qualified student musicians may participate in the YSSO regardless of financial circumstances. *Scholarships* reduce economic barriers to participation and offer assistance to YSSO student musicians and families through full/partial tuition waivers and support for private lessons with established teaching professionals. Last season, more than 30 percent of the YSSO musicians received tuition waiver and/or lesson assistance, a total value of \$12,000+ in financial assistance. Foundation funding helped underwrite tuition waiver and lesson assistance last season.

Each season, the YSSO offers *Complimentary Tickets* to musicians, music teachers, families and students in order to provide access to *Concert Series* performances in the larger venues. A student ticket discount price of \$5 is offered for *Concert Series* performances as well. Last season, 1,238 complimentary (free) tickets/seats for *Concert Series* performances - a total value of \$6,190 in student price \$5 tickets - were set aside and given to YSSO musicians/families, music teachers, choral musicians/families and conductors, and music coaches. Holders of the Oregon Trail Card were offered discounted general admission tickets. Over the entire season, attendance at YSSO performances totaled more than 3400.



Support/Revenue: In addition to the funding awarded by the City of Ashland for the 2017-2018 season, the Cow Creek Umpqua Indian Foundation, Pacific Power Foundation and Trust Management Services, LLC (Braemar Charitable Trust) provided support for *Education & Outreach Initiatives and Special Programming*. In addition, the Carpenter Foundation, James F. & Marion L. Miller Foundation, Oregon Arts Commission and Carrico Family Foundation awarded support for operations, programming and concerts for 2017-2018. The YSSO is the sole beneficiary of the Roger G. Hewitt Fund for Youth Symphony of Southern Oregon of The Oregon Community Foundation. The annual distribution from this fund helped support tuition and/or lesson assistance for YSSO musicians.

Anna Dunlap gave Concert Partner support for the *Youth Symphony & Alumni Concert*. Neil & Sharon Wilson were *Spring Concert Series* Partners.

Contributions from businesses and annual gifts from individuals provide revenue for programs, concerts and operations. Members of the governing board coordinated two fund raising events last season: the "Short Stack for a Good Cause" pancake breakfast at Applebee's Restaurant in November and a Silent Auction in May. Numerous local businesses and organizations donated items and gift certificates for the auction.

Community Involvement: Parent and community volunteers assisted with special events, rehearsals and concerts. The work of the organization could not be carried out without the assistance of volunteers. Board and parent volunteer coordinators worked with staff to organize, coordinate and manage volunteer tasks and recruitment. Businesses placed advertising in the concert programs and many businesses assisted with fund raising events last season.

Rehearsals/Training: In addition to weekly full ensemble rehearsals from September through mid-May, *Sectional Rehearsals* (mini masterclasses) led by professional musicians, many of whom teach at SOU and/or play in the Rogue Valley Symphony, were provided to YSSO musicians in each ensemble. The music coaches worked with instrument groups (violin I, violin II, viola, cello, bass, brass, flute, clarinet, oboe and bassoon) on music technique, performance skills and concert repertoire. The YSSO scheduled 50 small group (sectional) sessions last season.

Evaluation: The YSSO organization uses various tools and methods to evaluate organizational effectiveness, and to assess the progress of the musicians including observation, written evaluations, recordings, questionnaires and attendance. Music coaches who lead sectional sessions often confer with staff. Concert recordings are available for review and to help measure technical and interpretive skills. Findings from an annual musician evaluation are tabulated each spring. The results and comments are shared with staff and members of the governing board.

Directors and staff continued to use a Balanced Scorecard (BSC) tool to set targets, monitor progress and accountability, and to help create action plans last season. BSC objectives included community enrichment/engagement, musician engagement, board engagement/accountability/development, employee engagement/accountability and staffing patterns, volunteer engagement, fiscal responsibility/stewardship of resources and fund/revenue development. The tool informed discussions and helped evaluate effectiveness and assess performance. Measures included concert attendance, financial assistance for musicians, enrollment, annual pledge/gifts by board members, board recruitment/cultivation, board self-assessment participation, annual key staff performance evaluation, volunteer needs/participation and revenue sources. BSC results are tracked and reported to the governing board on a quarterly basis at board meetings each fiscal year. Action plans can be created for each objective with timelines, ongoing results/updates, tasks and individual/committee assignments.



Each year the YSSO offers an orientation to new directors and provides a manual for governance and corporate documents, reference materials and reports. The governing board conducts an annual self-assessment as well. An annual retreat and quarterly meetings include BSC updates, reports and presentations on fund development, risk assessment, board development, inclusion/diversity and other topics. Board and staff developed job descriptions employment agreements, performance measures and evaluation tools. The board president leads the annual performance evaluation/review of key staff.



Governance: A volunteer governing board of 10 community members from throughout the area guided the YSSO organization last season. Governing board standing committees include the Finance Committee, Fund Development Committee, Governance Committee and Executive Committee (officers). The board creates *ad hoc* working groups to research and investigate issues and opportunities when needed. *Ad hoc* groups helped develop some of the programming and activities for the 30th season. An annual half-day summer board retreat includes work sessions, a business meeting and presentations on topics such as organizational effectiveness, life cycles of organizations, diversity, risk assessment, board development and

fund development, community networking, planning models and other topics. Each director receives a board handbook for materials, reports, financial information and non-profit board resources. Last season, governance committee members and staff finalized a Diversity, Inclusion, Equity Statement of Beliefs and Principles. It was presented to the board, approved and posted on the website in June 2018. In



Recognition by the City of Ashland and its financial support expanded capacity and helped ensure the success of Youth Symphony of Southern Oregon operations and concerts during its 30th Anniversary Concert Season. The support enabled the YSSO organization to maintain high standards of artistic quality, develop new partnerships, deliver educational opportunities, ensure access, and present affordable performances for audiences of all ages. In addition, funding augmented revenue, gifts and grants from other funders.

Thank you for investing in the Youth Symphony of Southern Oregon last season. The musicians, families, volunteers, staff and governing board members, and thousands of community

members who attend the inspiring performances and events appreciate the City's commitment to young people, families and communities, and its investment in the values, vision, mission and musicians of the YSSO organization.



Youth Symphony of Southern Oregon
30th Anniversary Concert Season
 Fall 2017 Concert Series Performances

Saturday, November 4 7:30 p.m.
 Concert: Theater of the Collier Center, Medford

Sunday, November 5 5:00 p.m.
 Concert: Center for the Arts, Medford

Tickets: \$10 - \$25
 Patron: \$50 - \$100
 Sponsor: \$100 - \$500
 Donor: \$500+

Concerts are held at the Collier Center for the Performing Arts, Medford, OR. Tickets are available at the Collier Center for the Performing Arts, Medford, OR. For more information, visit www.youthsymphony.org.

Youth Symphony of Southern Oregon
30th Anniversary Concert Season

Youth Symphony & Youth Symphony Alumni Concert

Wednesday, December 20
 7:30 p.m.
 Craterien Theater at the Collier Center for the Performing Arts, Medford

Tickets: \$10 - \$25
 Patron: \$50 - \$100
 Sponsor: \$100 - \$500
 Donor: \$500+

Concerts are held at the Craterien Theater at the Collier Center for the Performing Arts, Medford, OR. Tickets are available at the Collier Center for the Performing Arts, Medford, OR. For more information, visit www.youthsymphony.org.

Youth Symphony of Southern Oregon
30th Anniversary Concert Season

Celebrating 30 Years of Youth Symphony of Southern Oregon
 Winter 2018 Concert Series

Saturday, February 24 7:30 p.m.
 Concert: Theater of the Collier Center, Medford

Sunday, February 25 5:00 p.m.
 Concert: Center for the Arts, Medford

Tickets: \$10 - \$25
 Patron: \$50 - \$100
 Sponsor: \$100 - \$500
 Donor: \$500+

Concerts are held at the Theater of the Collier Center, Medford, OR and the Center for the Arts, Medford, OR. Tickets are available at the Theater of the Collier Center, Medford, OR and the Center for the Arts, Medford, OR. For more information, visit www.youthsymphony.org.

Youth Symphony of Southern Oregon
30th Anniversary Concert Season

2018 Spring Concert Series Performances

Friday, May 18 7:30 p.m.
 Concert: Theater of the Collier Center, Medford

Saturday, May 19 5:00 p.m.
 Concert: Center for the Arts, Medford

Sunday, May 20 5:00 p.m.
 Concert: Center for the Arts, Medford

Tickets: \$10 - \$25
 Patron: \$50 - \$100
 Sponsor: \$100 - \$500
 Donor: \$500+

Concerts are held at the Theater of the Collier Center, Medford, OR and the Center for the Arts, Medford, OR. Tickets are available at the Theater of the Collier Center, Medford, OR and the Center for the Arts, Medford, OR. For more information, visit www.youthsymphony.org.

Youth Symphony of Southern Oregon

Statement of Financial Position

July 1, 2017-June 30, 2018

Assets

Current Assets	
Checking/Savings Accounts	
Umpqua Checking Account	56,980.38
U.S. Bank	2,527.78
Umpqua Bank CD	6,259.19
Umpqua Business MM	35,013.91
Total Checking/Savings	100,781.26
Accounts Receivable	
Grants Receivable	
Current Fiscal Year Grant Awards	
Future Fiscal Year Grant Awards	26,000.00
Total Accounts Receivable	26,000.00
Other Current Assets	
Refundable Deposits	200.00
Total Other Current Assets	200.00
Total Current Assets	126,981.26
Other Assets	
OCF Investment (Endowment Partner Fund)	36,780.77
Total Other Assets	36,780.77
TOTAL ASSETS	163,762.03

Liabilities & Equity

Liabilities	
Current Liabilities	
Other Current Liabilities	
Deferred Revenues (awarded not yet received)	
Restricted Grant Awards	16,000.00
Unrestricted Grant Awards	10,000.00
Total Deferred Revenues	26,000.00
Payroll Liabilities	
Charles Schwab (SIMPLE IRA)	1,029.34
Federal Taxes (941/944)	1,434.41
Oregon Employment Taxes	210.33
Oregon Income Tax	327.62
Payroll Taxes Payable	
State Payroll Taxes Payable	
Payroll Taxes Payable - Other	
Total Payroll Taxes Payable	
SIMPLE IRA Payable	
Total Payroll Liabilities	3,001.70
Total Other Current Liabilities	3,001.70
Total Current Liabilities	29,001.70
Equity	
Retained Earnings	132,634.86
Net Income	2,125.47
Total Equity	134,760.33
TOTAL LIABILITIES & EQUITY (06/30/18)	163,762.03

Youth Symphony of Southern Oregon
Approved FY18 Operating Budget & Actual Activity

Revenue & Support	Approved FY18 July 1, 2017 - June 30, 2018	Actual YTD FY18 July 1, 2017 - June 30, 2018
Advertising	4,750.00	3,125.00
Concert Season & Concert Series Partners	12,500.00	5,000.00
Fees		
Concerto Competition (ea. participant \$25)	150.00	125.00
Fund Raising (special events)	6,500.00	4,782.80
Grants	49,550.00	50,699.00
In-Kind (non-cash)	1,750.00	2,000.00
Interest	125.00	13.85
Membership Contributions	38,577.00	41,620.01
Tickets		
Tickets (sales + complimentary)	28,500.00	23,617.50
Tickets (\$5 comps/vouchers for students/teachers/families)	-6,000.00	-6,190.00
Tickets	22,500.00	17,427.50
Tuition		
Tuition (total paid tuition + tuition waivers)	47,600.00	40,796.00
Tuition Waivers	-16,100.00	-11,625.00
Tuition (paid tuition less tuition waivers)	31,500.00	29,171.00
Tuition Fee (\$25 registration fee X tuition waiver musicians)	800.00	400.00
Total Revenue & Support	168,702.00	154,364.16

Expenses

Asset Acquisition	1,125.00	0.00
Bank Charges	1,500.00	1,230.39
Chamber Music Series Program		
Coaches	0.00	
Other (music, facilities, program)	0.00	
Total Chamber Music Series Program	0.00	0.00
Concert Series & Community Outreach		
Advertising	3,000.00	2,558.28
Advertising (in-kind)	1,750.00	1,750.00
Artist Fee(s)/Clinician Fee	250.00	250.00
Artist Travel/Transportation/Other	0.00	0.00
Concert Dress Items (hosiery, socks, ties, etc.)	100.00	0.00
Concert Dress Items (in-kind/non-cash)	0.00	250.00
Design Fees (program, ads, posters)	1,350.00	1,201.00
Equipment & Equipment/Instrument Rental Fees	500.00	0.00
Flowers (soloists, seniors, other)	250.00	134.35
Performance Sites	14,550.00	15,335.73
Piano Services	300.00	0.00
Poster and Postcards (printing)	800.00	892.50
Programs (printing)	4,700.00	3,185.00
Receptions (Concert Series & Alumni Concert)	1,000.00	804.23
Recordings (Alumni Concert & Winter Concert)	0.00	500.00
Ticket Fees (ticket box cash/printing)	150.00	186.39
Transportation (truck rental, fuel)	1,500.00	1,442.55
Total Concert Series & Community Outreach	30,200.00	28,490.03
Design		
Brochure/Rack Cards/Mini-Cards/Other	400.00	92.00
Newsletter	550.00	500.00
Web Site/Management	500.00	
Total Design	1,450.00	592.00
Dues & Memberships	300.00	285.00
Fund Raising Expenses	750.00	584.01
Instrument Acquisition (purchase)	500.00	499.94
Instrument Repair	200.00	0.00

Youth Symphony of Southern Oregon
Approved FY18 Operating Budget & Actual Activity

Revenue & Support	Approved FY18 July 1, 2017 - June 30, 2018	Actual YTD FY18 July 1, 2017 - June 30, 2018
Insurance		
Directors & Officers	800.00	809.00
Liability	1,550.00	692.00
SAIF	1,000.00	621.88
Adjustment by Carrier		-757.00
SAIF Reimbursement/Rebate		-219.00
Total Insurance	3,350.00	1,146.88
Licenses & Business Fees	700.00	627.00
Marketing/Professional Development		
Board Supplies	100.00	230.72
Professional Development/Workshops, etc.	300.00	75.00
Total Marketing/Professional Development	400.00	305.72
Merchandise		
Pencils	225.00	
T-Shirts (gratis - for musicians - decided post budget approval)	0.00	1,013.50
Total Merchandise	225.00	1,013.50
Music Rental/Purchase		
Commission Fee	0.00	250.00
Commissioned Work Printing/Duplication	0.00	
Rehearsal Music/Duplication	550.00	563.48
Youth Strings	0.00	
Youth Symphony & Youth Orchestra	2,750.00	2,308.31
Total Music Rental/Purchase	3,300.00	3,121.79
Music (non-cash)	0.00	0.00
Office Expenses		
Copying	400.00	256.30
Internet (domain/hosting)	300.00	323.76
Lease	9,000.00	9,000.00
Office Equipment	1,100.00	0.00
Office Supplies	750.00	694.00
Phone	850.00	807.05
Total Office Expenses	12,400.00	11,081.11
Pay (fees)		
Accompanist Fees	350.00	150.00
Adjudicators (FY18 auditions, FY18 competition)	1,800.00	1,690.70
Total Pay (fees)	2,150.00	1,840.70
Payroll Expenses		
SIMPLE IRA Company Contributions	2,300.00	2,239.32
Taxes	7,650.00	7,065.66
Wages	84,332.00	83,239.37
Total Payroll Expenses	94,282.00	92,544.35
Postage (incl. annual fees)	1,700.00	1,347.52
Printing		
Brochure/Rack Card/Mini-Card	350.00	79.50
Handbook	0.00	0.00
Newsletter	850.00	580.00
Other (forms, remittance envelopes, misc.)	500.00	339.92
Total Printing	1,700.00	999.42
Professional Services		
Accounting Services	725.00	700.00
Bookkeeping Fees & QB Payroll Fees	1,368.00	897.50
Total Professional Services	2,093.00	1,597.50
Rehearsal/Audition Facilities/Site(s)	3,590.00	2,644.00
Scholarships (lessons)	1,800.00	450.00
Sectional Rehearsals		
Music Coach Fees (50 sessions)	4,000.00	4,000.00
Music Coaches (performances/rehearsals)	360.00	200.00
Total Sectional Rehearsals/Music Coach Fees	4,360.00	4,200.00

Youth Symphony of Southern Oregon
Approved FY18 Operating Budget & Actual Activity

Revenue & Support	Approved FY18 July 1, 2017 - June 30, 2018	Actual YTD FY18 July 1, 2017 - June 30, 2018
Storage	540.00	540.00
Taxes (Oregon CT-12 Fee)	87.00	163.00
Travel	0.00	0.00
Total Expenses	168,702.00	155,303.86
NET ORDINARY INCOME	0.00	-939.70
Other Income (Endowment Partner Fund)		
Endowment Interest		284.18
Endowment Realized Gain/Loss		656.26
Total Other Income		940.44
Other Expense (Endowment Partner Fund)		
Endowment Investment Mgmt. Expense		138.59
Endowment OCF Fees		178.67
Endowment Unrealized Gain/Loss		-2,441.99
Total Other Expense		-2,124.73
NET OTHER INCOME		3,065.17
NET INCOME		2,125.47

Youth Symphony of Southern Oregon

**Statements of Financial Activity & Position
Annual Operating Budget & Annual Reports**

The governing board of the Youth Symphony of Southern Oregon organization receives and reviews statements of financial activity & position prior to all meetings of the governing board. Financial statements are presented by the treasurer and executive director and discussed by the directors. Financial statements also are provided to standing committees as needed/requested. Annual reports are provided to the president and treasurer for review/approval and the reports are available to each director. The annual operating budget plan is prepared by the executive director and finance committee chaired by the treasurer, and is presented to the governing board for review, discussion and approval.

A handwritten signature in black ink, appearing to read 'Stacy Brubaker', is written over a horizontal line. The signature is stylized and cursive.

**Stacy Brubaker, *President*
Governing Board
Youth Symphony of Southern Oregon**