

## Application Submittal Checklist

**The following items are required for submittal of the grant application. Please verify and check off that the items have been included in the application packet.**

- 1) Certificate of Good Standing (If the Applicant is an Organization)
- 2) Declaration Statement
- 3) Verify that grant shall be used for a public purpose
- 4) Background and Summary
- 5) Service Summary and Outcomes
- 6) Budget
  - a) Budget request by source of funds ([Link](#))
  - b) Personnel salaries and wages ([Link](#))
  - c) Equipment and motor vehicles ([Link](#))
  - d) Capital project details ([Link](#))
  - e) Government contracts, grants, and grants in aid ([Link](#))
- 7) Experience and Capability
- 8) Personnel: Project Organization and Staffing

  
AUTHORIZED SIGNATURE

SCOTT HARRISON, INTERIM EXECUTIVE  
DIRECTOR  
PRINT NAME AND TITLE

1/17/20  
DATE

**received**  
1/17/20 20

3:35pm





## Department of Commerce and Consumer Affairs

### CERTIFICATE OF GOOD STANDING

I, the undersigned Director of Commerce and Consumer Affairs of the State of Hawaii, do hereby certify that

**HAWAII SYMPHONY ORCHESTRA**

was incorporated under the laws of Hawaii on 06/13/2011 ; that it is an existing nonprofit corporation; and that, as far as the records of this Department reveal, has complied with all of the provisions of the Hawaii Nonprofit Corporations Act, regulating domestic nonprofit corporations.

IN WITNESS WHEREOF, I have hereunto set my hand and affixed the seal of the Department of Commerce and Consumer Affairs, at Honolulu, Hawaii.

Dated: January 15, 2020

Director of Commerce and Consumer Affairs



**DECLARATION STATEMENT OF  
APPLICANTS FOR GRANTS PURSUANT TO  
CHAPTER 42F, HAWAI'I REVISED STATUTES**

The undersigned authorized representative of the applicant certifies the following:

- 1) The applicant meets and will comply with all of the following standards for the award of grants pursuant to Section 42F-103, Hawai'i Revised Statutes:
  - a) 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 is awarded;
  - b) Complies 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;
  - c) Agrees not to use state funds for entertainment or lobbying activities; and
  - d) Allows the state agency to which funds for the grant 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 ensuring the proper expenditure of the grant.
  
- 2) If the applicant is an organization, the applicant meets the following requirements pursuant to Section 42F-103, Hawai'i Revised Statutes:
  - a) Is incorporated under the laws of the State; and
  - b) Has bylaws or policies that describe the manner in which the activities or services for which a grant is awarded shall be conducted or provided.
  
- 3) If the applicant is a non-profit organization, it meets the following requirements pursuant to Section 42F-103, Hawai'i Revised Statutes:
  - a) Is determined and designated to be a non-profit organization by the Internal Revenue Service; and
  - b) Has a governing board whose members have no material conflict of interest and serve without compensation.

Pursuant to Section 42F-103, Hawai'i Revised Statutes, for grants used for the acquisition of land, when the organization discontinues the activities or services on the land acquired for which the grant was awarded and disposes of the land in fee simple or by lease, the organization shall negotiate with the expending agency for a lump sum or installment repayment to the State of the amount of the grant used for the acquisition of the land.

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

Hawai'i Symphony Orchestra

\_\_\_\_\_  
(Typed Name of Individual or Organization)

(Signature)

Scott Harrison

(Date)

11/6/20  
Interim Executive Director

\_\_\_\_\_  
(Typed Name)

(Title)



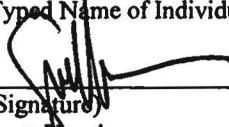
**CERTIFICATION OF COMPLIANCE WITH  
SECTION 42F – 102,  
HAWAI'I REVISED STATUTES**

The undersigned authorized representative of the applicant certifies that this grant will be used for a public purpose pursuant to Section 42F-102, Hawai'i Revised Statutes.

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

Hawai'i Symphony Orchestra

\_\_\_\_\_  
(Typed Name of Individual or Organization)

  
\_\_\_\_\_  
(Signature)

Scott Harrison

11/16/20  
\_\_\_\_\_  
(Date)  
Interim Executive Director

\_\_\_\_\_  
(Typed Name)

\_\_\_\_\_  
(Title)

## Application for Grants

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

### **I. Certification – Please attach immediately after cover page**

#### **1. Certificate of Good Standing (If the Applicant is an Organization)**

If the applicant is an organization, the applicant shall submit one (1) copy of a certificate of good standing from the Director of Commerce and Consumer Affairs that is dated no earlier than December 1, 2019.

#### **2. Declaration Statement**

The applicant shall submit a declaration statement affirming its compliance with Section 42F-103, Hawai'i Revised Statutes. ([Link](#))

#### **3. Public Purpose**

The applicant shall specify whether the grant will be used for a public purpose pursuant to Section 42F-102, Hawai'i Revised Statutes. ([Link](#))

### **II. 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. Please include the following:

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

The Hawai'i Symphony Orchestra (HSO) is Hawai'i's premier professional orchestra. Established in 2011, its mission is to present the highest-quality performances of great music, bringing national and international distinction to the orchestra and its community; to delight and educate audiences of all ages and backgrounds, and enhance the cultural vitality and quality of life in these Islands; and to operate in a financially sound manner.

Since its debut in 2012, the HSO has presented seven seasons of classical Masterworks, music that POPS, music that ROCKS, films in CONCERT and special Keiki and 'Ohana community concerts attended by nearly 240,000 people featuring our gifted musicians, stellar guest artists and renowned conductors.

Our vision is to broaden community access to world-class symphonic performances for residents, families, youth, older adults and visitors at affordable

prices in accessible venues featuring a spectrum of musical and cultural experiences. Our purpose is to bring joy to the widest possible audience in Hawai'i.

The eighth season opened in September 2019 and runs until June 2020. The HSO is bringing national and international artists to Hawai'i for a total of 11 Masterworks, highly entertaining pops and rocks programs like the Music of Queen, our Harry Potter and Star Wars blockbuster films with the HSO performing the scores live, as well as special events and family-friendly free community concerts in neighborhood settings. Our Pop Up community concerts are sponsored by local businesses, which present the full orchestra in unusual and surprising performance settings.

A major focus of HSO's mission is to introduce this powerful art form to local youth and instill an appreciation for orchestral music in young audiences. Through the Education and Community Outreach program, services include free community concerts, designed for youth (Keiki Concerts), seniors and family audiences ('Ohana Concerts). The now-annual Side-by-Side collaboration with the Hawai'i Youth Symphony pairs aspiring young musicians with their professional counterparts on-stage for an educational performance experience.

Services directly at schools and senior centers include small ensembles of HSO musicians who present age appropriate, one-hour free lecture demonstrations, so that young people and older adults can engage directly with the performers, see and hear the instruments that comprise an orchestra, learn their names and hear the live sounds they produce. The HSO's resource musicians also work closely with music educators in the schools to coach and inspire young music students in practical ways including technique and skills to reach for higher levels of excellence. The orchestra's musicians are a vital community resource in their roles as individual teachers, mentors, and organizers of music education activities that serve thousands of students and educators annually.

The HSO serves under-resourced communities, low-to-moderate income audiences, students, seniors and families by removing some of the financial and geographic barriers to experiencing live music. When Legislature Grant-in-Aid and private foundation funding is available, the HSO can more deeply fulfill its mission as "Hawai'i's orchestra" by serving Neighbor Island communities, as well as those on Oahu.

We make performances more accessible to students by offering free and \$15 concert tickets with an equivalent ticket value of \$27-\$92. HSO also serves military veterans with free tickets through the VetTix portal and active duty military personnel can purchase tickets to any concert for \$20.

The HSO's musical programs are designed to be relevant to contemporary life and offer unique musical experiences with connections to our state, its culture, spirit and environment. A few examples include the first and only ukulele concerto created by Bryon Yasui for virtuoso Jake Shimabukuro; Raise Hawaiki, a musical celebration of the Hokulea, composed by Michael-Thomas Foumai, and in November 2019, Na Kau Elua |The Two Seasons, composed by Dr. Jon Magnussen for the Hawaiian Legacy Oboe, the world's first and only handcrafted oboe made of Hawaiian *kauiha* wood.

Our popular education concert, "Symphony of the Hawaiian Birds," is the collaborative effort of the HSO, University of Hawai'i – Manoa Music, Education and Natural Resources & Environmental Management departments and Bishop Museum.

Since its debut in 2018, "Symphony of the Hawaiian Birds" has engaged 10,000 low-to-moderate income students in grades 4-12 and their teachers who come to the concert hall to learn about endangered Hawaiian birds with music by local composers performed by the HSO, narration, animation by local artists projected on a large screen, and hula in which the students can participate. The scope of this concert touches not just music and the arts, but science, conservation, education and Hawaiian culture and is especially relevant to 4-5th grade DOE curriculum.

This commitment to local composers, themes and musicians, as well as the established masters of classical music and an unparalleled library of traditional Hawaiian compositions arranged for symphony orchestra, attest to the HSO's ability to serve and impact audiences of all kinds, from first-time families with young children to loyal Masterworks season subscribers.

2. The goals and objectives related to the request;

The HSO is seeking Grant-in-Aid funds to broaden community access to world-class symphonic performances for youth, educators and general audiences on the Neighbor Islands in April 2021.

We envision a day when every 4th and 5th grader in the state can experience "Symphony of the Hawaiian Birds" every year, and we see these performances on the Neighbor Islands as a pilot and bridge for access to that future possibility. [https://www.youtube.com/watch?v=XaMbZJDOC\\_I](https://www.youtube.com/watch?v=XaMbZJDOC_I)

The HSO's primary goal for this request is to expand its outreach as "Hawai'i's orchestra" by performing for families, students, educators, veterans and senior citizens on Maui and Hawai'i Island. The one-week tour will serve under-resourced communities by offering joyful musical experiences for students, educators and general audiences.



We anticipate serving a total audience of 3,700 adults and students with these concert tour activities.

This new approach – several days on each island – rather than a quick, one day run-out, provides several concert choices for diverse audiences and opportunities for the HSO to meet with potential new donors on the Neighbor Islands

The objectives enable the 64 HSO musicians and guest artists to tour and perform a total of seven (7) concerts on two Neighbor Islands in 2021. With Grant-in-Aid funding, up to 100 seats for the ticketed evening concert would be made available, free of charge, to local, under-served students and community members on each island.

The proposed tour will include:

- "Symphony of the Hawaiian Birds," original, relevant and free Keiki Concerts for school audiences, grades 4 - 12 (4 concerts);
- Evening concert featuring a classical or pops program, with a guest conductor and soloist (2 concerts, (artists, repertoire and ticket prices to be determined and up to 100 free tickets for community members);
- Free family-oriented "Symphony of the Hawaiian Birds" community concert (one concert - one island only due to timing).

Initial requests to two venues, the Maui Arts and Cultural Center Castle Theater and UH Hilo Performing Arts Center, are under consideration at the time of this grant submission. Alternate halls with the capacity, acoustics, logistics and accessibility needed for a successful concert on Hawai'i Island (Waimea or Kona side) and/or Kaua'i are possible, depending on venue availability, air and lodging availability and HSO schedules, based on the musicians' union contract requirements.

3. The public purpose and need to be served;

Music adds a dimension to the quality of life that enables people of diverse backgrounds to come together and relate, across languages, cultures and traditions. Hawai'i benefits from the resources that a world-class resident symphony orchestra brings to its cultural vitality and quality of life. The HSO is a leader in developing local partnerships to present concerts and support new work by local composers that reflects the cultures, challenges and values of our island home. This shared creativity provides students, educators, residents and local artists with positive cultural, educational, and social advantages.

The Hawai'i Symphony Orchestra is a community resource that contributes to the economic vitality of the arts and culture sector. Our professional musicians are selected through a highly competitive international audition process. Many HSO musicians are now Honolulu residents because they auditioned for and were hired by the orchestra.

Their musical mastery provides live professional services for Hawai'i Opera Theatre, Ballet Hawaii, Chamber Music Hawaii, the O'ahu Choral Society and many smaller groups on the Neighbor Islands, enhancing the scope and quality of cultural activities in our state.

The HSO's critical mass of professional, highly-trained musicians are deeply engaged in the community, sharing their artistry on the concert stage and making their impact as educators. More than half of the instrumental faculty in the Music Department at the University of Hawai'i – Manoa are members of the Hawai'i Symphony Orchestra. Some are also members of the Royal Hawaiian Band, many teach in public and private schools and provide coaching and instruction to students, including Hawai'i Youth Symphony members, who are required to study privately with qualified, trained musicians.

Inspiring the next generation of student musicians and young audiences is an ongoing focus. Research confirms that involvement in the arts provides learning opportunities for young people. It helps students explore creativity, contributes to positive study habits, and fosters self-esteem through artistic self-expression, resulting in academic and social improvements, increased attendance and graduation rates.

The systematic decline of arts education in local schools means that today's students lack exposure to art, theatre and music appreciation, which many of their grandparents and parents experienced on a regular basis during their school years. While there is broad consensus that arts education has lasting, positive effects on childhood development and learning, low-income families rarely have the luxury of access to free music or art programs. The HSO fills this need for music education, engagement and enrichment with its variety of concerts and Education and Community Outreach activities, especially for youth on the Neighbor Islands and other rural, underserved communities.

The HSO is working to achieve long-term sustainability for our organization and positive outcomes for the entire arts and culture sector. It plays a significant role as the only organization actively recruiting, auditioning and relocating professional musical talent to Hawai'i.

The timing couldn't be better to return to the Neighbor Islands. The first and only time the HSO has been able to travel to Maui, Kaua'i and Hawai'i Island was in 2015-16, supported by generous funding from a Legislature Grant-in-Aid and several private foundations.

A major challenge facing the HSO, as well as many other local presenters, is the closing of our primary venue, the Neal Blaisdell Concert Hall, by December 2020 for renovations over a period of two to three years. The HSO 2020-21 season and beyond takes this reality and opportunity into serious consideration.



During this period, it is critically important for the HSO to continue to serve our loyal audience members in alternative spaces, find new ways to engage the community, and successfully tour in service to Neighbor Island audiences. A robust schedule and new audiences across the state will help the HSO continue to build momentum and provide employment for our professional musicians in order to retain the talent that makes our performances, and those of many local arts and entertainment presenters in Hawai'i, possible.

4. Describe the target population to be served; and

The HSO focuses on serving those who know and love the orchestra, as well as inspiring the next generation of student musicians and young audiences with family-friendly programming. The HSO is deeply committed sharing its music and broadening community access.

The target population to be served on Maui and Hawai'i Island is:

- Neighbor Island residents and visitors of all ages and socio-economic status;
- Neighbor Island students in grades 4-12, educators and school trip chaperones, specifically for "Symphony of the Hawaiian Birds";
- Neighbor Island family audiences with young children.

5. Describe the geographic coverage.

With funding from this State Legislature Grant-in-Aid, the HSO will be able to directly serve Maui and Hawai'i counties

The HSO currently serves residents, primarily on the island of O'ahu. It also serves the Neighbor Islands through statewide radio broadcasts of its Masterworks concerts in collaboration with Hawai'i Public Radio.

### **III. 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, outcomes, and measures of effectiveness from this request. The applicant shall:

1. Describe the scope of work, tasks and responsibilities;

The requested grant funds would provide the resources to expand the Hawai'i Symphony Orchestra's outreach on the Neighbor Islands during the 2020-21 season. The one-week tour is tentatively scheduled for April 2021.

The tour will make it possible for our organization to present the same high quality performances and educational services on Neighbor Islands that residents of Oahu already enjoy.

A pre-production advance trip to each island by the administrative team will confirm on-site logistics, travel arrangements, marketing and promotional opportunities and donor outreach. The Neighbor Island one-week tour travel plan is based on the musicians' contracted work week, Tuesday through Sunday.

The tour will include:

- Two to three days on each of the two islands plus one day of rehearsals on Oahu prior to the travel days;
- Three hotel nights for the orchestra, guest artists and support personnel, and three separate inter-island flights for the entire group and their portable instruments.
- Harp, timpani and double bass instruments will need to be secured, rented and transported on each island.

The proposed tour repertoire will include a total of seven (7) performances as follows:

- "Symphony of the Hawaiian Birds," original, relevant and free Keiki Concerts for school audiences (4 concerts);
- Evening concert featuring a classical or pops program, with a guest conductor and soloist (2 concerts, artists, repertoire and ticket prices to be determined);
- Free family-oriented "Symphony of the Hawaiian Birds" community concert (one concert - one island only, due to travel schedule).

Primary concert venues under consideration are the Maui Arts and Cultural Center Castle Theater and the UH Hilo Performing Arts Center. Contracts have not been finalized at the time of this grant proposal. Alternate venues and islands will be considered if the primary venues become unavailable.

The grant will fund tour-related expenses including 100% of the musicians' salaries, payroll taxes and assessments; HSO administrative staff, stage crew, production, equipment and venue costs; marketing and printing; ground transportation, lodging and travel.

The grant will also underwrite bus transportation costs for students to and from their schools to encourage their attendance at the Keiki Concerts and up to 100 free tickets for each of the two classical/pops concerts for community members who have financial barriers to attending these shows.

- 2. Provide a projected annual timeline for accomplishing the results or outcomes of the service;**

Planning for the tour has already begun in and is reflected in the timeline below.

January 2020

Plan programming for the 2020-21 season.

Confirm concert dates at the various concert halls to create the season calendar.

February 2020

Secure and book guest artists.

Finalize the season calendar and repertoire.

March 2020

Finalize Neighbor Island concert halls

Research travel arrangements for Neighbor Island tour.

Outreach to Neighbor Island venues for HSO concert promotion to their networks.

Announce season concerts to the general public.

Marketing and promotions begin with the pre-season announcements and continue throughout the season.

April - June 2020

Marketing to Neighbor Island schools for 2021 concert sign up.

Subscriptions and single ticket sales are released for sale throughout the spring.

Ticket sales and marketing continue throughout the summer.

July - August 2020

Finalize season details, contracts and any needed revisions.

Pre-season promotion for individual concerts and continues throughout the season.

Pre-season promotion to Neighbor Island venues

On-going outreach and tour promotion to Neighbor Island media.

September - December 2020

Concert season opens in September on Oahu and continues until June.

Administrative tour advance team trip to each island (after GIA award is final)

Secure travel arrangements for Neighbor Island tour.

Secure instrument rentals for Neighbor Island tour.

Outreach to Neighbor Island educators to sign up for free Keiki concerts.

Neighbor Island ticket sales and marketing through April 2021.

January - March 2021

Follow up with Neighbor Island audiences, media, venue production teams, travel and hospitality vendors.

Follow up with Neighbor Island educators with materials to prepare students for "Symphony of the Hawaiian Birds" experience.

Outreach to community outlets for free and discounted ticket opportunity

April 2021

Present classical HSO concert with guest conductor and guest artists (1 program, 2 islands).  
Distribute free student tickets to local schools and youth programs (up to 100 tickets on each island).  
Present free Keiki Concert "Symphony of the Hawaiian Birds" (2 shows, 2 islands).  
Present free 'Ohana Concert "Symphony of the Hawaiian Birds" (1 show, 1 island).

May 2021

Collect and process feedback from Keiki Concert "Symphony of the Hawaiian Birds" evaluations.  
Collect and process tour data from Neighbor Island venues.

June - July 2021

Review data and prepare project reports for funders.

3. Describe its quality assurance and evaluation plans for the request. Specify how the applicant plans to monitor, evaluate, and improve their results; and

The artistic components that produce a memorable musical experience for an audience are brilliant compositions, highly-trained, professional musicians who perform live on exquisite instruments, with adequate rehearsal time under the leadership of an experienced conductor in a venue that is aesthetically pleasing and acoustically excellent.

The HSO interacts with the community we serve directly through consumer feedback at the box office, at concerts and with students and teachers who participate. Anecdotal input from musicians, volunteers, staff vendors are helpful reflections on the concert experience.

Evaluations from the educators who participate will indicate the degree of satisfaction with the performances. HSO monitors these results to adjust its outreach and programming, as appropriate.

To assure quality, the HSO will provide training, feedback and coaching for its employees. We will work with our vendors to monitor their services and conduct surveys of concertgoers to assess their experiences, noting appropriate suggestions for quality improvements consistent with high quality concert experience.

4. List the measure(s) of effectiveness that will be reported to the State agency through which grant funds are appropriated (the expending agency). The measure(s) will provide a standard and objective way for the State to assess the program's achievement or accomplishment.

Please note that if the level of appropriation differs from the amount included in this application that the measure(s) of effectiveness will need to be updated and transmitted to the expending agency.

Concert attendance, ticket sales, and audience feedback will indicate the success of the program and evaluate its results.

Effectiveness measures will report the number of people who participate and the quality of their experiences as measured by educator evaluations, published articles, reviews and social media posts.

Media metrics (print and online), Facebook, Instagram, Twitter and Expedia sales reports plus website analytics will be used to review community feedback and to measure the degree to which the orchestra has met or exceeded audience expectations.

<b>Concert attendance measures</b>	<b>Projected</b>
Number of audience members who attend ticketed classical concert on Maui	600
Number of audience members who attend ticketed classical concert on Hawai'i Island	300
Number of free student tickets distributed (total - 2 islands – up to 100 per island)	140
Number of \$15 student rush tickets purchased (total - 2 islands)	60
Number of students and educators served by free Keiki Concerts on Maui	1,500
Number of students and educators served by free Keiki Concerts Hawai'i Island	600
Number of family audiences served by free 'Ohana Concert on Maui	500
<b>Total projected audience</b>	<b>3,700</b>
<b>Quality of concert experience measures</b>	<b>Projected</b>
Percent of surveyed audience members who report a positive HSO concert experience	80%
Percent of educators who report they would attend another HSO Keiki Concert	80%

**IV. Financial**

**Budget**



1. The applicant shall submit a budget utilizing the enclosed budget forms as applicable, to detail the cost of the request.
  - a. Budget request by source of funds ([Link](#))
  - b. Personnel salaries and wages ([Link](#))
  - c. Equipment and motor vehicles ([Link](#))
  - d. Capital project details ([Link](#))
  - e. Government contracts, grants, and grants in aid ([Link](#))
  
2. The applicant shall provide its anticipated quarterly funding requests for the fiscal year 2021.

Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total Grant
\$76,000	\$100,000	\$100,000	\$100,000	\$376,000

3. The applicant shall provide a listing of all other sources of funding that they are seeking for fiscal year 2021.

Please see the chart below for potential funding sources for fiscal year 2020-2021 for the anticipated HSO budget.

<b>Earned Revenue</b>	
Ticket sales, contracted services, ad sales and merchandise	1,883,700
<b>Contributed Revenue</b>	
Donations	1,200,000
Honolulu Symphony Foundation	550,000
Other Grant income*	575,000
<b>Total Revenue</b>	<b>4,208,700</b>

\*The HSO continuously seeks grant support and donations from local companies to sustain and expand its programs. Funding requests for the entire season, including tour expenses not covered in this grant, will be sought from potential sources from new and cash and in-kind sources across the state from new and current funders including Alexander & Baldwin, Cades Foundation, Central Pacific Bank Foundation, John R. Halligan Charitable Fund, Hawai'i Community Foundation, Arthur & Mae Orvis Foundation, the State Foundation on Culture and the Arts, Atsuhiko & Ina Goodwin Tateuchi Foundation, the John Young Foundation, among others.

4. The applicant shall provide a listing of all state and federal tax credits it has been granted within the prior three years. Additionally, the applicant shall provide a listing of all state and federal tax credits they have applied for or anticipate applying for pertaining to any capital project, if applicable.

Not Applicable



5. The applicant shall provide a listing of all federal, state, and county government contracts, grants, and grants in aid it has been granted within the prior three years and will be receiving for fiscal year 2021 for program funding.

See attached form for contracts, grants and grants in aid within the prior three years.

The HSO has secured a funding contract from the Hawai'i Tourism Authority for \$10,000 for fiscal year 2020-21.

A City & County of Honolulu Grant-in-Aid for \$125,000 is supporting Education and Community Outreach on Oahu in 2019-20, with an extension to October 2021.

Applications for government funding for fiscal year 2021 have been submitted to the Hawai'i State Foundation on Culture and the Arts and the City & County of Honolulu Community Services Program Grant-in-Aid, but the funding is pending, not secured.

6. The applicant shall provide the balance of its unrestricted current assets as of December 31, 2019.

\$238,465

## **V. Experience and Capability**

### **1. 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 orchestra employs 64 professional musicians who are contracted for 16 weeks. This is the minimum core personnel used for pops, community, and educational programs. For our Masterworks series, an additional 20 musicians are contracted. Without these musicians, the HSO would not be able to perform most of the standard classical symphonic repertoire. Artistic Advisor JoAnn Falletta, a renowned American conductor who has conducted orchestras around the world, leads the HSO creative team. Acclaimed by The New York Times as "one of the finest conductors of her generation," she also serves as Music Director of the Buffalo Philharmonic Orchestra and the Virginia Symphony Orchestra and as Principal Guest Conductor of the Brevard Music Center.

The HSO's is uniquely qualified to provide the array of musical experiences proposed in this application, measured by its eight years of success, including the following artistic, administrative and fiscal benchmarks:

- Starting with the inaugural 2012 season, the HSO has produced seven seasons of well-received symphony concerts with world-class international, national, and Hawaiian artists, serving more than 240,000 patrons to date. Currently presenting the eighth season.
- Presented the inaugural "Symphony in the Park" concert in 2014, the first Windward O'ahu free community performance in more than 20 years, which continues on an annual basis in Kailua.
- Presented the first Neighbor Island concerts on Maui, Kaua'i and Hawai'i Island (Waimea) in 2015 and 2016, featuring internationally renowned conductors and guest soloists, with funding from the Legislative Grant-in-Aid, G.N. Wilcox Trust, Atherton Family Foundation and other donors.
- Our successful on-going partnership with the University of Hawai'i since 2018 to present the "Symphony of the Hawaiian Birds" Keiki Concerts includes an effective coordination plan to schools. The original content fulfills the needs of educators for teachable STEAM lessons they can incorporate into classroom learning to benefit their students. Demand is documented by more than 80% of schools indicating an interest in attending a future HSO performance.
- Maintains our own box office, including online purchase capacity staffed by a Patron Services Representative to encourage advance ticket sales, deliver exemplary customer service, and cultivate subscriber and individual patron loyalty. We continue to partner with the box offices at our rented venues for individual advance and day of show ticket sales.
- The HSO is a current awardee of a \$125,000 City & County of Honolulu GIA for the 2019-20 Education and Community Outreach program, presenting similar concerts and music education services on Oahu, as well as a \$125,000 GIA recipient for the comparable services during the 2016-17 season. This program has provided access to live professional music for thousands of people in underserved and low-to-moderate income communities, especially students.
- Board members, led by Chair Paul Kosasa include 10 other prominent community leaders who represent a variety of business sectors. Together they support the cultivation and maintenance of strong relationships with community partners, stakeholders, and current and potential donors. Networking, partnerships and donors in the arts and business sectors support HSO's mission, benefit our marketing and outreach efforts, and enhance our fiscal sustainability.

## **2. 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.

The HSO has contacted the venues of choice to request dates for the April 2021 Neighbor Island tour. While not secured at the time of this request, both the Maui Arts and Cultural Center, Castle Theater and UH Hilo Performing Arts Center are halls that provide the acoustics, professional services, technical requirements and accessibility necessary for a successful concert series.

If these venues are not available for the requested HSO tour dates, we will contact other suitable halls, including those in Waimea and Kona on Hawai'i Island and on Kaua'i, where the orchestra has performed previously.

## **VI. Personnel: Project Organization and Staffing**

### **1. 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.

The HSO is the state's largest single employer of performing musicians and its presence has a positive impact on the quality of our public performances, as well as those at other leading arts organizations.

- The orchestra musicians are central to the HSO's success. The orchestra employs 64 "core" musicians who are contracted for a minimum of 16 weeks. This is the minimum core personnel used for pops, community, and educational programs. Without these musicians the HSO would not be able to perform most of the standard symphonic repertoire. The core of 64 is advantageous in light of our geographic isolation. It greatly lessens our need and the expense of importing qualified musicians from 3,000+ miles away for every concert. Their professionalism, training, dedication to music, practice and sharing their expertise with the community is what defines the high quality of the HSO. Orchestra personnel are also the most critical investment in our orchestra's success and the largest expense in our annual budget.
- The musicians are selected through a highly competitive international audition process. All artistic positions require experienced, talented and established

professionals who are recognized for excellence in musical accomplishments. Most have studied music since high school and many have earned advanced university degrees. Guest artists and conductors are chosen based on artistic merit, reputation, and unparalleled performance ability.

- A national executive search is underway to hire the HSO's new Executive Director to replace Jonathan Parrish, who served from 2013 to November 2019. Scott Harrison, an experienced Interim Executive Director with decades of fundraising and management knowledge, has been contracted to lead the organization during the leadership transition. The Search Committee has identified finalist candidates and the interview process is underway.
- Dedicated professional administrative staff handle the financial, marketing, fundraising, education coordination and administrative functions of the organization including a General Manager, Director of Marketing, a Finance Manager, Orchestra Personnel Manager/Education Coordinator, a Patron Services Manager, a contracted Grants Writer and an Office Assistant.
- The professional production team includes the Stage Manager, Stagehands and Security, who are integral partners for all performances.

## **2. 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 organization chart that illustrates the placement of this request.

Please see attached chart.

## **3. Compensation**

The applicant shall provide an annual salary range paid by the applicant to the three highest paid officers, directors, or employees of the organization by position title, not employee name.

Executive Director	\$110,000 - \$130,000
General Manager	\$ 50,000 - \$60,000
Director of Marketing	\$ 50,000 - \$60,000

## **VII. Other**

### **1. 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.

Not applicable.

## **2. Licensure or Accreditation**

The applicant shall specify any special qualifications, including but not limited to licensure or accreditation that the applicant possesses relevant to this request.

Not applicable.

## **3. Private Educational Institutions**

The applicant shall specify whether the grant will be used to support or benefit a sectarian or non-sectarian private educational institution. Please see [Article X, Section 1, of the State Constitution](#) for the relevance of this question.

## **4. Future Sustainability Plan**

The applicant shall provide a plan for sustaining after fiscal year 2020-21 the activity funded by the grant if the grant of this application is:

- (a) Received by the applicant for fiscal year 2020-21, but
- (b) Not received by the applicant thereafter.

The success of each season increases the confidence of the community, which reflects on the HSO's ability to retain sustaining and attract new donors each season. Outreach to the Neighbor Islands will build future audiences and donors for the HSO, which will contribute to its sustainability, by documenting the community need to potential Neighbor Island-based donors.

Ticket revenue accounts for about 40% of the operating budget and the balance is raised from contributed revenue. These sources include individual donors, public and private grants, endowment distributions, corporate support, sponsorships, bequests and gifts-in-kind.

Season sponsors for 2019-20 include Halekulani for HSO Masterworks concerts, and the Sheraton Waikiki for Pops concerts. Additional in-kind hospitality partners, new this year, include Alaska Airlines, Hawaiian Airlines, Southwest Airlines and Halepuna Waikiki by Halekulani.



HSO employs development professionals to plan and execute fundraising. Board members are also engaged with fundraising, especially in the areas of corporate sponsorship and major gifts. The Board financially supports the HSO 100%. Year-round fundraising, seasonal appeals and the annual gala are critical components of HSO's development plan.

Gateway 2020: New Horizons is the HSO's new five-year strategic advancement plan to secure meaningful funds for the next chapter in the life of the symphony, and orient the entire institution towards the horizon, with compelling and positive stories about the impact the orchestra makes on our state.

The plan will be publicly launched later in 2020. Gateway 2020 is a pathway to secure needed short-term and mid-term resources for the operating budget, with a goal of approximately \$400,000 additional, dependable contributed revenue each year, for the next 5 years.

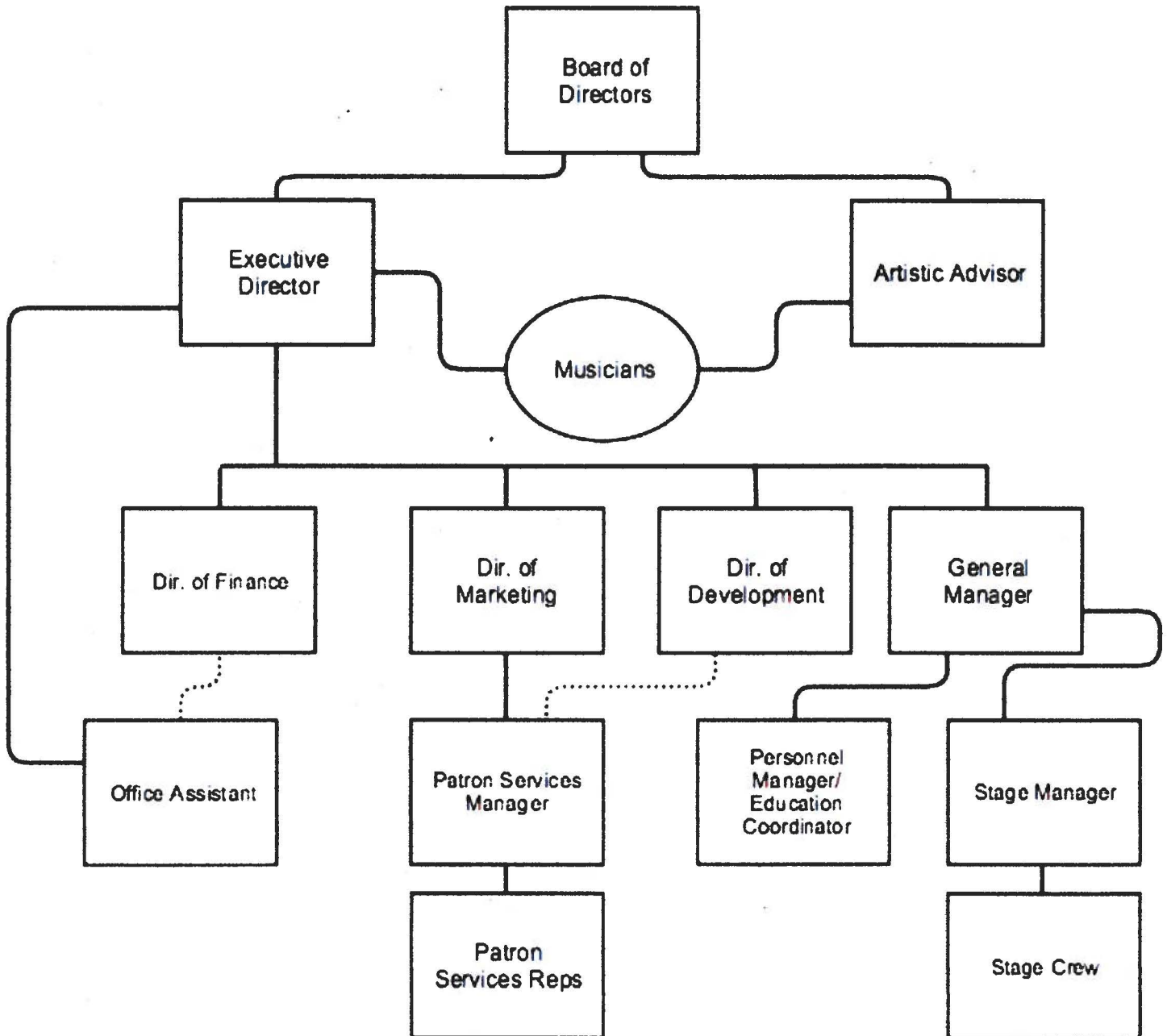
HSO will continue to build a culture of mission-based philanthropy and create a runway for financial viability by ensuring sustainability through predictability, reinvigorating and expanding leadership, pursuing programmatic vibrancy and rallying present and new individual donors around our compelling case for impact.

HSO continuously seeks grant support and donations from individuals, local companies foundations, and public sources to sustain and expand its programs. A City & County of Honolulu Grant-in-Aid for \$125,000 is supporting Education and Community Outreach on Oahu, including "Symphony of the Hawaiian Birds," in 2019-20.

Current grant support includes Alexander & Baldwin, Cades Foundation, Central Pacific Bank Foundation, John R. Halligan Charitable Fund, Hawai'i Community Foundation, Arthur & Mae Orvis Foundation, the State Foundation on Culture and the Arts, Atsuhiko & Ina Goodwin Tateuchi Foundation, the John Young Foundation, among others.



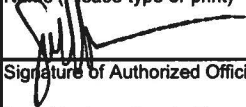
# Hawai'i Symphony Orchestra Organizational Chart 2020



## BUDGET REQUEST BY SOURCE OF FUNDS

Period: July 1, 2020 to June 30, 2021

Applicant: Hawai'i Symphony Orchestra

BUDGET CATEGORIES	Total State Funds Requested (a)	Total Federal Funds Requested (b)	Total County Funds Requested (c)	Total Private/Other Funds Requested (d)
<b>A. PERSONNEL COST</b>				
1. Salaries	146,973	0	0	0
2. Payroll Taxes & Assessments	68,417	0	0	0
3. Fringe Benefits	0	0	0	0
<b>TOTAL PERSONNEL COST</b>	<b>215,390</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>B. OTHER CURRENT EXPENSES</b>				
1. Airfare, Inter-Island	34,500			
2. Insurance	0			
3. Lease/Rental of Equipment (instruments)	1,200			
4. Lease/Rental of Space (concerts)	33,000			
5. Staff Training	0			
6. Supplies	0			
7. Telecommunication	0			
8. Utilities	0			
9. Guest Artists	22,360			
10. Lodging and ground transportation	47,850			
11. Marketing and printing	8,000			
12. Transportation for students (buses)	6,000			
13. Community ticketing	7,700			
14.				
15.				
16.				
17.				
18.				
19.				
20.				
<b>TOTAL OTHER CURRENT EXPENSES</b>	<b>160,610</b>			
<b>C. EQUIPMENT PURCHASES</b>	<b>0</b>			
<b>D. MOTOR VEHICLE PURCHASES</b>	<b>0</b>			
<b>E. CAPITAL</b>	<b>0</b>			
<b>TOTAL (A+B+C+D+E)</b>	<b>376,000</b>			
<b>SOURCES OF FUNDING</b>		Budget Prepared By:		
(a) Total State Funds Requested	376,000	Scott Harrison	808-380-7722	
(b) Total Federal Funds Requested	0	Name (Please type or print)	Phone	
(c) Total County Funds Requested	0		1/17/20	
(d) Total Private/Earned Ticket Revenue	30,000	Signature of Authorized Official	Date	
<b>TOTAL BUDGET</b>	<b>406,000</b>	Scott Harrison, Interim Executive Director		
		Name and Title (Please type or print)		

## BUDGET JUSTIFICATION - PERSONNEL SALARIES AND WAGES

Period: July 1, 2020 to June 30, 2021

Applicant: Hawai'i Symphony Orchestra

POSITION TITLE	FULL TIME EQUIVALENT	ANNUAL SALARY A	% OF TIME ALLOCATED TO GRANT REQUEST B	TOTAL STATE FUNDS REQUESTED (A x B)
Orchestra Musicians (64)	1	\$83,200.00	100.00%	\$ 83,200.00
Stage Crew (6)	hourly	\$8,195.00	100.00%	\$ 8,195.00
Executive Director	1	\$110,240.00	16.00%	\$ 17,638.40
General Manager	1	\$58,240.00	16.00%	\$ 9,318.40
Orchestra Personnel Manager	1	\$36,400.00	16.00%	\$ 5,824.00
Director of Marketing	1	\$53,040.00	16.00%	\$ 8,486.40
Director of Development	1	\$49,920.00	16.00%	\$ 7,987.20
Patron Services Manager	1	\$39,520.00	16.00%	\$ 6,323.20
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
<b>TOTAL:</b>				<b>146,972.60</b>

**JUSTIFICATION/COMMENTS:** Musicians line item reflects a one week salary basis of 8 services per week x 64 musicians. Pay scale varies according to their union contracts.

Stage crew line item reflects a one week salary basis. Crew are paid hourly and pay scale varies, as determined by their union contracts.

## BUDGET JUSTIFICATION - EQUIPMENT AND MOTOR VEHICLES

Period: July 1, 2020 to June 30, 2021

Applicant: Hawai'i Symphony Orchestra

DESCRIPTION EQUIPMENT	NO. OF ITEMS	COST PER ITEM	TOTAL COST	TOTAL BUDGETED
N/A			\$ -	
			\$ -	
			\$ -	
			\$ -	
			\$ -	
<b>TOTAL:</b>				
<b>JUSTIFICATION/COMMENTS:</b>				

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

# BUDGET JUSTIFICATION - CAPITAL PROJECT DETAILS

Period: July 1, 2020 to June 30, 2021

Applicant: Hawai'i Symphony Orchestra

FUNDING AMOUNT REQUESTED						
TOTAL PROJECT COST	ALL SOURCES OF FUNDS RECEIVED IN PRIOR YEARS		STATE FUNDS REQUESTED	OF FUNDS REQUESTED	FUNDING REQUIRED IN SUCCEEDING YEARS	
	FY: 2018-2019	FY: 2019-2020	FY:2020-2021	FY:2020-2021	FY:2021-2022	FY:2022-2023
PLANS						
LAND ACQUISITION						
DESIGN						
CONSTRUCTION						
EQUIPMENT						
<b>TOTAL:</b>						
JUSTIFICATION/COMMENTS:						
N/A						

**GOVERNMENT CONTRACTS, GRANTS, AND / OR GRANTS IN AID**

Applicant: Hawai'i Symphony Orchestra

Contracts Total:

650,000

	<b>CONTRACT DESCRIPTION</b>	<b>EFFECTIVE DATES</b>	<b>AGENCY</b>	<b>GOVERNMENT ENTITY (U.S. / State / Haw / Hon / Kau / Mau)</b>	<b>CONTRACT VALUE</b>
1	CON 20018 2020 Community Enrichment Program. Symphony Experience-New Year Celebration. Two concerts in January and one New Year's Eve concert in December on	1/2/20 to 12/31/20	Hawai'i Tourism Authority (HTA)	State	10,000
2	FY20-0063 Biennium Grant FY2020. Hawai'i Symphony Orchestra 2019-2020 Concert Season.	7/1/19 to 6/30/20	State Foundation on Culture and the Arts (SFCA)	State	15,000
3	CT-DCS-2000039 Grant-in-Aid. Hawai'i Symphony Orchestra Education and Community Outreach Programs on Oahu.	11/15/19 to 10/15/2	City & County of Honolulu Dept. of Community Services	Honolulu County	125,000
4	CT-DCS-1700026 Grant-in-Aid. Hawai'i Symphony Orchestra Education and Community Outreach Programs on Oahu.	10/1/16 to 12/31/17	City & County of Honolulu Dept. of Community Services	Honolulu County	125,000
5	Contract #63898/FY15-4769 Legislative Grant-In-Aid. Hawai'i Symphony Orchestra expanded performances and outreach to the Neighbor Islands of Maui (two concerts), Kauai (one concert) and Hawai'i Island (one	7/1/15 to 6/30/16	State Foundation on Culture and the Arts (SFCA)	State	360,000
6	CT-MAY-1600206 Operating support for Hawai'i Symphony Orchestra 2015-2016 Concert Season.	7/1/15 to 6/30/17	MOCA	Honolulu County	5,000
7	CT-MAY-1700294 Production support for world premiere of original composition and performances of Kumulipo Reflections on Oahu.	3/1/17 to 6/30/17	MOCA	Honolulu County	10,000
8					
9					
10					
11					
12					