

■ SEATTLE SYMPHONY
LUDOVIC MORLOT, MUSIC DIRECTOR

2015
SEASON
16

ANNUAL REPORT



OUR MISSION

**THE SEATTLE SYMPHONY
UNLEASHES THE POWER OF MUSIC,
BRINGS PEOPLE TOGETHER,
AND LIFTS THE HUMAN SPIRIT**

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FROM THE **MUSIC DIRECTOR**



Dear Friends,

In the 2015–2016 season, my fifth as Seattle Symphony Music Director, we made many incredible memories. Thank you to the entire Symphony family and our community for taking this artistic journey with us, and for your support.

We welcomed pianist Jean-Yves Thibaudet as our season-long Artist in Residence, which saw him serving as chair of the jury of our first-ever Piano Competition. Our Principal Guest Conductor Thomas Dausgaard returned for his second season, leading the orchestra in Deryck Cooke's completed version of Mahler's Tenth Symphony, which was released on Seattle Symphony Media to rave reviews. Our performances of Berio's *Sinfonia for Eight Voices and Orchestra*, featuring the acclaimed vocal group *Roomful of Teeth*, still resonate in my mind. We premiered nine commissions and co-commissions and expanded our *Sonic Evolution* concert to two events, co-presenting with *Earshot Jazz Festival* and *Seattle International Film Festival*, and including collaborations with local artists *Shaprece* and *Fly Moon Royalty*, and filmmaker *Bill Morrison*. The list goes on!

In several concerts, we showcased the talents of our own orchestra musicians, including *Susan Gulkis Assadi*, Principal Viola; *Efe Baltacigil*, Principal Cello; *Valerie*

Muzzolini Gordon, Principal Harp; and *Mary Lynch*, Principal Oboe. Our [untitled] and *Chamber* series concerts are a wonderful way to experience their individual voices, and small ensemble collaborations in works that are exciting and challenging. I'm also grateful to our conducting staff for helping to shape and guide this wonderful orchestra. Thanks again to *Thomas Dausgaard*, who I mentioned above; to *Joseph Crnko*, Associate Conductor for Choral Activities, who year after year prepares our *Chorale* for their unceasingly high-quality performances; to *Pablo Rus Broseta*, our Associate Conductor, who I have the honor of mentoring. He is a rising star in the field.

Again, I thank you. Each of you are an important part of what we do here, whether you are a musician, audience member, donor, staff or volunteer, this exciting journey would not be possible without you.

Cordialement,

A handwritten signature in black ink, reading "Ludovic Morlot".

Ludovic Morlot
Harriet Overton Stimson Music Director

FROM THE **BOARD CHAIR**



Dear Friends,

As we report our results for the 2015–2016 season, we have much to celebrate. I am continually inspired by the artistry of our musicians, the creativity of our Music Director Ludovic Morlot, the forward-thinking leadership of our President & CEO Simon Woods and our staff, the governance and generosity of our Board of Directors, and our loyal audiences and donors. Thank you all for being a part of our Symphony family.

While we continue to climb to new artistic heights and enhance our national and international reputation, we also look to our own community for inspiring ways to change lives through music.

I want to share some examples of the important work your support makes happen. One growing example is Link Up. We worked with over 10,000 third through fifth graders from 103 schools during the 2015–2016 season. This year we reached even more students through this highly immersive and energetic program. It is incredibly inspiring to see kids learn to play and sing along with the orchestra. Approximately 60% of the schools we serve receive some form of financial assistance from the Seattle Symphony made possible by your care and generosity.

Our Community Connections program now partners with 50 organizations to make music accessible to underserved populations including young children, senior citizens, those experiencing homelessness and the incarcerated. All told, the Symphony's community and education programs reach

more than 60,000 people a year. They show us the power of music to change people's lives, and we couldn't do it without you.

In June 2016 we launched our multi-year initiative around homelessness, Simple Gifts. This program aims to empower individuals who are experiencing homelessness to connect with their creativity; develop deeper roots in the community through service, advocacy and collaboration; spark joy and inspire hope in individuals and communities which face disproportionate amounts of hardship; and raise awareness of the homelessness crisis that is occurring in King County. We currently partner with 17 organizations to bring the healing power of music to those who have either experienced homelessness in the past or are currently experiencing it.

On behalf of the Board of Directors, thank you for your steadfast support which allows us to deliver on our mission. Whether you are a donor, volunteer or patron, we value your impact. Without your generosity, the inspiration we create through music would not be possible.

Best,

A handwritten signature in black ink that reads "Leslie J. Chihuly". The signature is fluid and cursive.

Leslie Jackson Chihuly
Chair, Board of Directors

FROM THE **PRESIDENT & CEO**



Dear Friends,

The 2015–2016 season was an exhilarating year on the concert stage, from our first-ever Piano Competition to thrilling performances of everything from Beethoven to Berio. Ludovic and our incredible musicians continue to inspire us week-in, week-out in the concert hall and we continue our work to be a leader in our field around rethinking the role that a major symphony orchestra can play in the community in the 21st century.

Our musicians are incredible advocates for the power of music every time they visit schools, community organizations and even prisons. Last season we began a new chapter in our work with those in our community who are experiencing homelessness. With the launch of Simple Gifts, we brought all of our programs serving the homelessness community together in a powerful way, with the advice and support of many of our social service organizations. In every case, we learn from our community members how music inspires them, or helps them heal, and we in turn learn how we can better serve others. I have been so proud of the way our musicians and staff have embraced our work in this area as we bring the stories of those experiencing homelessness to the forefront and seek to increase understanding.

Last season we also partnered with the University of Washington Autism Center to pilot new Sensory Friendly Concerts for children with Autism Spectrum Disorder and other disabilities. Because of this intense planning and groundwork last season, we are now offering multiple

Sensory Friendly Concerts this season. In addition, we're sending our teaching artists into special needs classes, senior centers, and into more schools than ever through our Link Up program.

I am incredibly proud and inspired by the way our entire organization and donors have rallied around these projects, and the entirety of the Strategic Plan, which truly brings the Symphony into the heart of its community. This is very evident in our Annual Fund results, where fundraising through donations, sponsorships, grants and attendance at special events increased by 18% to \$10.1 million, a \$1.6 million increase over the prior year, and the largest annual fund result in the organization's history.

Additionally, our average total paid attendance is up 1%, and while fixed subscriptions are slowly decreasing, in line with national trends, our Create Your Own subscriptions have grown by leaps and bounds with a \$100K increase over the previous year. Our sales results show that subscriptions continue to be a viable and critical part of our annual sales, and show little indication of the precipitous declines that have long been predicted (and already seen in some parts of the country).

Following four consecutive fiscal years in which we have posted balanced budgets, this year we are reporting a deficit of \$1.1 million on our \$28.7 million operating budget. This operating shortfall is due to a series of special circumstances, including several one-time events.

Our performance revenue decreased by 3% over the previous year, mostly due to the cancellation of the planned June 2016 Asia Tour. When it became clear that the tour had to be postponed, we replaced it on very short notice with “Tuning Up! Two Weeks of American Musical Creativity,” a summer festival which shared an incredible variety of American repertoire with the community at an accessible price of \$25 per ticket. While this festival spectacularly met our goals for adventurous planning and accessibility, we were not able to equal the ticket sales income that we would have experienced with a normal series of summer performances that had been planned on the usual advance timeline.

While our Annual Fund increased to an all-time high of \$10.1 million, this was offset by a decrease in the special fundraising we had achieved in the previous few seasons related to a special fundraising campaign that we expect to announce publicly in the next 12 to 18 months. However, our trajectory of this special fundraising is still broadly on track and we expect to report significantly increased numbers in future years.

At the same time as we experienced a dip in revenues during this year, our expenses increased in line with projections. The most significant factors contributing to the increase in expenses were increases in musician salaries and benefits, including pension, as well as increases in staff salaries and a one-time increase in fundraising expenses. It’s worth remembering that a symphony orchestra is first and foremost a people business. The Seattle Symphony Board’s commitment to competitive musician salaries as well as the ongoing journey to bring staff salaries to levels more equitable with other nonprofits is very much to be applauded.

Benaroya Hall is known as one of the finest concert halls in the world. We were thrilled to welcome 420,075 people attending 615 public or private events at Benaroya Hall last season. The operating budget for Benaroya Hall in

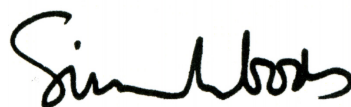
the 2015–2016 season was \$3.3 million, and a deficit of \$162K was posted. We have continued to provide funding for ongoing leasehold improvements and capital renewal reserves in order to ensure that Benaroya Hall is maintained as a first-class facility. Our Live @ Benaroya Hall series was in its fourth season last year, and presented an exciting and diverse lineup of jazz, rock, blues, country, pop, alternative and world music.

The Seattle Symphony Foundation (our independently managed Endowment) contributed \$1.5 million to Symphony operations in 2015–2016, compared to the previous year’s contribution of \$1.7 million. We decreased our draw on the Endowment from 6.5% to 5.5%, in keeping with our goals to taper our endowment draw to a more sustainable level for the longer term. Although this may have contributed a small amount to the operating deficit, it is also important to do all we can to maintain and grow our Endowment.

The consolidated company (comprising Seattle Symphony, Seattle Symphony Foundation and Benaroya Hall) showed a decrease in net assets of \$6.6 million. The decrease was mostly due to \$3.5 million in depreciation and a \$2.6 million increase in pension liability.

Looking ahead to the future, we know that the work we’re doing is important to you, and that you will continue to support it through your attendance and donations. Our relationship with you is what inspires us to reach ever higher to serve this community.

Sincerely,



Simon Woods
President & CEO
Leslie Jackson Chihuly Chair



Students from Seahurst Elementary School prepare for Link Up



Holiday Musical Salute



Jean-Yves Thibaudet with Seattle Symphony
Piano Competition winner Kevin Ahfat



Seattle Symphony musicians thank Taylor Swift for her donation

MAKE THE MUSIC HAPPEN

The 2015–2016 season was remarkable in many ways in our community and in our concert hall, online, on the air and in the press. The Seattle Symphony's significant reach and impact would not have been possible without the support of our generous and growing family of donors and sponsors.

Donations, sponsorships, grants and attendance at special events resulted in a total of \$10.1 million in 2015–2016, the second consecutive year of 18% growth. Moreover, the number of people supporting the Seattle Symphony increased by 33% this year.

This high level of community support not only makes it possible to present wonderful concerts throughout the year, it also enables the Symphony to reach over 60,000 children and adults through education and community programs that aim to invite everyone to enjoy live symphonic music.

Highlights in fundraising in 2015–2016 include:

- Increases in year over year support from Friends (donors under \$3,500) of 6%, Founders Circle (\$3,500–\$9,999) of 18% and Maestros and Stradivarius Circles (10,000+) of 36%. Almost 2,000 people joined our donor family this year.
- GiveBIG was a tremendous success this year, with matching grants of \$75,000 inspiring donors to contribute over \$165,000 during GiveBIG. Many thanks to the Seattle Foundation, Lenore Hanauer, Jerry Meyer and Nina Zingale, and an anonymous supporter for their leadership in putting forward matching challenge grants.
- Private foundations made up for a continuing decline in government grants with an increase of 12% over last year. The Symphony continues its work with assistance of the \$1 million Wallace Foundation grant, which supports the Symphony's work with New Urban Cultural Consumers.
- Special Events continued their winning ways with double digit increases in the Opening Night Gala, honoring Ann Wyckoff, and Holiday Musical Salute, which received a boost via a \$25,000 donation from pop star Taylor Swift!
- 330 Seattle Symphony Volunteers donated 8,203 hours to the Symphony this year, valued at an immense \$237,805.

We truly could not do what we do, in the concert hall, in schools and in our community, without the dedicated support of donors! Thank you for bringing our music to life.

	FISCAL YEAR SEPT 2014–AUG 2015 (AUDITED)	FISCAL YEAR SEPT 2015–AUG 2016 (AUDITED)
OPERATING REVENUE (IN THOUSANDS)		
TICKETS AND FEES	11,613	11,232
RENTAL REVENUE*	1,837	1,679
FUNDRAISING	13,497	12,936
SEATTLE SYMPHONY FOUNDATION	1,700	1,486
OTHER INCOME	604	624
TOTAL OPERATING REVENUE	29,251	27,957
OPERATING EXPENSES (IN THOUSANDS)		
MUSICIANS COSTS	12,314	13,314
DIRECT AND INDIRECT CONCERT COSTS	6,034	5,922
EDUCATION & COMMUNITY PROGRAMS (EXCLUDING MUSICIANS' COSTS)	518	568
ADMINISTRATION	5,885	6,368
FUNDRAISING COSTS	2,267	2,518
TOTAL OPERATING EXPENSES	27,018	28,690
OPERATING RESULTS (IN THOUSANDS)		
CAPITAL EXPENDITURES, TRANSFERS & OTHER EXPENSES	-960	-390
RESULT AFTER TRANSFERS	1,273	-1,123

FINANCIAL RESULTS



SEATTLE S

PRINCIPAL BENEFACTORS

The Seattle Symphony acknowledges with gratitude the following donors who have made cumulative contributions of more than \$1 million as of August 31, 2016.

4Culture

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Dr. Robert Wallace

Joan S. Watjen, in memory of Craig M. Watjen

Virginia and Bagley* Wright

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*In Memoriam

GUEST ARTISTS CIRCLE

The following donors generously underwrote the appearances of guest artists during the 2015–2016 season.

Bob and Clodagh Ash

The Atsuhiko and Ina Goodwin Tateuchi Foundation

Judith A. Fong and Mark Wheeler

Jean-François and Catherine Heitz

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Douglas F. King

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The Martine and Dan Drackett Family Foundation

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Grant and Dorrit Saviers

Mel and Leena Sturman

Muriel Van Housen and Tom McQuaid

PRINCIPAL MUSICIANS CIRCLE

The following donors generously underwrote the appearances of principal musicians during the 2015–2016 season.

Sue and Robert Collett

Paul Leach and Susan Winokur

Sheila B. Noonan and Peter M. Hartley

Patricia and Jon Rosen

Patricia Tall-Takacs and Gary Takacs

SYMPHONY MUSICIANS CIRCLE

The following donors generously sponsored a section musician during the 2015–2016 season.

René and April Ancinas

Dr. C Bansbach

Stephen Elop and Susan Johannsen

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Dr. Ryo and Kanori Kubota

Mr. and Mrs. Richard Moore

Melvyn* and Rosalind Poll

Jane and James Rasmussen

Norm and Elisabeth Sandler/The Sandler Foundation

Seattle Met

*In Memoriam

INDIVIDUALS

The Seattle Symphony gratefully recognizes the following individuals for their generous Annual Fund and Special Event gifts in support of the 2015–2016 season.

STRADIVARIUS CIRCLE

Platinum (\$250,000+)

The Benaroya Family

Leslie and Dale Chihuly

Judith A. Fong and Mark Wheeler

Marks Family Foundation

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Gold (\$100,000–\$249,999)

Lenore Hanauer

Jean-François and Catherine Heitz

David J. and Shelley Hovind

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Joan S. Watjen, in memory of Craig M. Watjen

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Silver (\$50,000–\$99,999)

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Ms. Taylor Swift, The Taylor Swift Charitable Fund

of the Community Foundation of Middle Tennessee

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Vincent Comer
Penelope Crane
Wesley Anderson Dyring
Sayaka Kokubo
Rachel Swerdlow
Julie Whitton

CELLO

Efe Baltacıgil, *Marks Family Foundation Principal Cello*
Meeka Quan DiLorenzo, *Assistant Principal*
Supported by their children in memory of
Helen and Max Gurvich
Nathan Chan
Eric Han
Bruce Bailey
Roberta Hansen Downey
Walter Gray
Vivian Gu
Joy Payton-Stevens
David Sabee

BASS

Jordan Anderson, *Mr. & Mrs. Harold H. Heath*
Principal String Bass
Joseph Kaufman, *Assistant Principal*
Ted Botsford
Jonathan Burnstein
Jennifer Godfrey
Travis Gore
Jonathan Green

FLUTE

Open Position, *Principal Supported by*
David J. and Shelley Hovind
Jeffrey Barker, *Associate Principal*
Judy Washburn Kriewall
Zartouhi Dombourian-Eby

PICCOLO

Zartouhi Dombourian-Eby
Robert & Clodagh Ash Piccolo

OBOE

Mary Lynch, *Principal Supported by anonymous donors*
Ben Hausmann, *Associate Principal*
Chengwen Winnie Lai
Stefan Farkas

ENGLISH HORN

Stefan Farkas

CLARINET

Benjamin Lulich, *Mr. & Mrs. Paul R. Smith Principal Clarinet*
Laura DeLuca, *Dr. Robert Wallace Clarinet*
Eric Jacobs

E-FLAT CLARINET

Laura DeLuca

BASS CLARINET

Eric Jacobs

BASSOON

Seth Krimsky, *Principal*
Paul Rafanelli
Mike Gamburg

CONTRABASSOON

Mike Gamburg

HORN

Jeffrey Fair, *Charles Simonyi Principal Horn*
Mark Robbins, *Associate Principal*
Jonathan Karschney, *Assistant Principal*
Jenna Breen
John Turman
Adam Iascone

TRUMPET

David Gordon, *The Boeing Company Principal Trumpet*
Alexander White, *Assistant Principal*
Geoffrey Bergler

TROMBONE

Ko-ichiro Yamamoto, *Principal*
David Lawrence Ritt
Stephen Fissel

BASS TROMBONE

Stephen Fissel

TUBA

Christopher Olka,** *Principal*

TIMPANI

Michael Crusoe, *Principal*
Matthew Decker, *Assistant Principal*

PERCUSSION

Michael A. Werner, *Principal*
Michael Clark
Matthew Decker

HARP

Valerie Muzzolini Gordon, *Principal Supported by*
Eliza and Brian Shelden

KEYBOARD

Kimberly Russ, piano +**
Joseph Adam, organ +

PERSONNEL MANAGER

Scott Wilson

ASSISTANT PERSONNEL MANAGER

Keith Higgins

LIBRARY

Patricia Takahashi-Blayney, *Principal Librarian*
Robert Olivia, *Associate Librarian*
Jeanne Case, *Librarian*
Rachel Swerdlow, *Assistant Librarian*

TECHNICAL DIRECTOR

Joseph E. Cook

ARTIST IN ASSOCIATION

Dale Chihuly

HONORARY MEMBER

Cyril M. Harris +

+ Resident

* In Memoriam

** On Leave

SEATTLE SYMPHONY | BENAROYA HALL

ADMINISTRATIVE STAFF

as of March 2017

SENIOR MANAGEMENT TEAM

Simon Woods
President & CEO, Leslie Jackson Chihuly Chair
Charlie Wade
Senior Vice President of Marketing & Business Operations
Jennifer Adair
Vice President & General Manager
Maureen Campbell Melville
Vice President & Chief Financial Officer
Rosalie Contreras
Vice President of Communications
Elena Dubinets
Vice President of Artistic Planning
Jane Hargraft
Vice President of Development
Kristen Nyquist
Director of Board Relations & Strategic Initiatives
Laura Reynolds
Director of Education & Community Engagement

EXECUTIVE OFFICE

Rachel Moore
Executive Assistant to the President & CEO and Senior Vice President

ARTISTIC PLANNING

Paige Gilbert
Assistant Artistic Administrator
Rose Gear
Personal Assistant to the Music Director
Dmitriy Lipay
Director of Audio & Recording
Blaine Inafuku
Artist Services, Media & Chorale Manager

ORCHESTRA & OPERATIONS

Kelly Woodhouse Boston
Director of Operations
Ana Hinz
Production Manager
Scott Wilson
Personnel Manager
Keith Higgins
Assistant Personnel Manager
Patricia Takahashi-Blayney
Principal Librarian
Robert Olivia
Associate Librarian
Jeanne Case
Librarian
Joseph E. Cook
Technical Director
Mark Anderson, Jeff Lincoln
Assistant Technical Directors
Chris Dinon, Don Irving, Aaron Gorseth, John Roberson,
Michael Schienbein, Ira Seigel
Stage Technicians

EDUCATION & COMMUNITY ENGAGEMENT

Katie Hovde
Program Associate
Rebecca Aitken, Jessica Andrews-Hall, Lena Console,
Kaley Eaton, Sonya Harris, Jesse Harvey, Rafael Howell,
Zachary Kambour, Shelby Leyland, Leslie McMichael,
Dana Staikides
Teaching Artists
Lauren Eastman, Francis Ho, Brendan McCullen
Discovery Coordinators

COMMUNICATIONS

Heidi Staub
Editor & Publications Manager
James Holt
Digital Content Manager
Andrew Stiefel
Social Media & Content Manager

MARKETING

Christy Wood
Director of Marketing
Rachel Spain
Marketing Manager
Kyle Painter
Marketing Operations Coordinator
Barry Lalonde
Director of Digital Products
Jason Huynh
Digital Marketing Manager
Herb Burke
Tessitura Manager
Gerry Kunkel
Corporate & Concierge Accounts Manager
Jessica Forsythe
Art Director
Helen Hodges
Graphic Designer
Forrest Schofield
Group Services Manager
Joe Brock
Retail Manager
Christina Hajdu
Sales Associate
Brent Olsen
Ticket Sales Manager
Aaron Gunderson
Assistant Sales Manager
Nina Cesaratto, Molly Gillette
Ticket Office Coordinators
Asma Ahmed, Mary Austin, Melissa Bryant, Brian Goodwin,
Mike Obermeyer, James Bean, CaraBeth Wilson,
Elizabeth Ylaya
Ticket Services Associates

VENUE ADMINISTRATION

Matt Laughlin
Director of Facility Sales
James Frounfelter, Adam Moomey
Event & Operations Managers
Sophia El-Wakil
Facilities Sales & Operations Coordinator
Keith Godfrey
House Manager
Tanya Wanchena
Assistant House Manager & Usher Scheduler
Milicent Savage, Patrick Weigel
Assistant House Managers
Dawn Hathaway, Lynn Lambie, Mel Longley, Ryan Marsh,
Markus Rook
Head Ushers
Laura Banks, Everett Bowling, Veronica Boyer, Evelyn Gershen
Assistant Head Ushers
Ron Hyder
Technical Coordinator

DEVELOPMENT

Shaina Shepherd
Development Officer (Assistant to VP of Development & Grants)
Renee Duprel
Associate Vice President of Development (Campaign)
Paul Gjording
Senior Major Gift Officer (Foundations & Government Relations)
Maria Kolby Wolfe
Major Gifts Officer (Campaign)
Betsy Wohlers
Development Officer (Campaign)
Becky Kowals
Director of Major Gifts and Planned Giving
Nicholas Walls, Marsha Wolf
Major Gift Officers
Amy Bokanav
Gift Officer
Jessica Lee, Tess Benson
Development Coordinators (Major Gifts)
Megan Hall
Director of Development Operations
Alicia Archambault
Stewardship Manager
Martin K. Johansson
Development Communications Manager
Jacob Roy
Data Operations Manager
Maery Simmons
Data Entry Coordinator
Tami Horner
Senior Manager of Special Events & Corporate Development
Zoe Funai
Special Events Manager
Ryan Hicks
Corporate Development Manager

FINANCE & FACILITIES

David Nevens
Controller
Clem Zipp
Assistant Controller
Lance Glenn
Information Systems Manager
Megan Spielbusch
Accounting Manager
Jacqueline Moravec
Payroll/AP Accountant
Marwa Aliwi
Staff Accountant
Bernel Goldberg
General Counsel
David Ling
Facilities Director
Kevin Baker
Facilities Manager
Bob Brosinski
Lead Building Engineer
Aaron Burns, Damien De Witte
Building Engineers
Rodney Kretzer
Facilities & Security Coordinator

HUMAN RESOURCES

Kathryn Osburn
Human Resources Generalist
Karya Schanilec
Receptionist/Marketing Assistant



Community Concert at Seattle City Hall



Associate Conductor Pablo Rus Broseta with student at Open Rehearsal



Plymouth Housing Alliance participants with Seattle Symphony Teaching Artist Lena Console



Music Director Ludovic Morlot celebrating with supporters after concert at Marymoor Park.



Sensory Friendly Concert



[untitled]

SEATTLE SYMPHONY

LUDOVIC MORLOT, MUSIC DIRECTOR

P.O. Box 21906, Seattle, WA 98111-3906

CONNECT WITH US:



206.215.4747 | SEATTLE SYMPHONY.ORG

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