



City of Phoenix

PHOENIX OFFICE OF ARTS AND CULTURE

Phoenix Office of Arts and Culture 2015-16 General Operating Support III

Time Left to Apply

4 24 14
Hours Minutes Seconds



City of Phoenix

PHOENIX OFFICE OF ARTS AND CULTURE

Important: Please review all the information of your application below. If you are not ready to submit please click the "Not Ready" button to go back to the application form. Once submitted, you will no longer be able to make any changes to the application.

Applicant Information



Category:	Business
Applicant Name:	Mr. Bob Altizer
Title/Position:	President & CEO
Company:	MusicaNova Orchestra

Business Address:

4802 East Ray Road, Suite 23-115
Phoenix AZ 85044
US

Email:

bob.altizer@musicanovaaz.com

Telephone: 480-203-9078

1. Applicant Organization *

MusicaNova Orchestra

2. Organization's Mission Statement *

Our mission is to perform musical works of exceptional quality to enrich the lives of our listeners and artists.

Our vision is to become known as a premiere classical musical company throughout the Phoenix metropolitan area.

3. Applicant Street Address/City/ZIP *

4802 East Ray Road, Phoenix AZ 85044

4.

CITY COUNCIL DISTRICT (of Organization's street address). For assistance finding your district go here:

www.phoenix.gov/mayorcouncil/find-my-council-district *

District 6

5. Applicant Mailing Address/City/ZIP *

4802 East Ray Road, Phoenix AZ 85044

6. Grant Contact's Name (First Last) *

Bob Altizer

7. Grant Contact's Email Address *

bob.altizer@musicanovaaz.com

8. Grant Contact's Phone Number *

480-203-9078

9. Executive Director's Name (First Last) *

Bob Altizer

10. Executive Director's Email Address *

bob.altizer@musicanovaaz.com

11. Executive Director's Phone *

480-203-9078

12. Board Chair's Name (First Last) *

Bob Altizer

13. Organization's Federal ID Number *

11-3682567

14. Organization's Web URL *

www.musicanovaaz.com

15.

BOARD OF DIRECTOR'S LIST: Upload a list of the organization's Board of Director's with affiliations, addresses, and assigned committee roles. *



Latest directors list, updated 03/13/15. Peter Carlston has assumed the office of Secretary as of the most recent board meeting on 02/25/15. Directors with no noted role work on assignments determined by the overall board.

16.

BOARD SNAPSHOT: (current fiscal year): Use

the slider bar to indicate the total number of Board Members in each category. Do not include paid staff. *

CAUCASIAN: 10
NATIVE AMERICAN: 0
ASIAN/PACIFIC ISLANDER: 0
AFRICAN AMERICAN: 0
HISPANIC/LATINO/CHICANO: 0

17.

BOARD SNAPSHOT: What is the length of a single board term? *

1 year

18.

BOARD SNAPSHOT: What is the maximum number of board terms a member can serve? *

Unlimited

19.

BOARD SNAPSHOT: What percentage of current Board Members contribute financially to your organization? *

PERCENTAGE CONTRIBUTING: 70

20.

BOARD SNAPSHOT: Please indicate which of the following requirements apply to the organization's Board of Directors. *

Committee Assignments
Fundraising
Personal Financial Contribution
Season Subscription/Membership
Recruitment of New Board Members
Contribution of Professional Services

21.

NEEDS ASSESSMENT: This category is designed to help organizations achieve management proficiency. In which of the following management areas does your

organization need technical assistance. (Be strategic in your response). 1=minimal assistance; 2=moderate assistance; 3=significant assistance. *

PROGRAM PLANNING AND EVALUATION: 2
 ORGANIZATIONAL PLANNING: 1
 BOARD DEVELOPMENT: 3
 BUDGETING AND FINANCIAL MANAGEMENT: 0
 MARKETING: 0
 ACCOUNTING/BOOKKEEPING: 0
 AUDIENCE DEVELOPMENT: 0
 FUNDRAISING: 0
 ARTISTIC/ADMINISTRATIVE SPACE
 IDENTIFICATION: 0

22.

FINANCIALS: Cultural Data Project - Upload the POAC Funder's report for your organization from www.azculturaldata.org *



Better tracking of program/non-program/G&A expenses due to revised financial chart of accounts gives better visibility. However, significantly greater in-kind contributions and expenses (\$15K vs \$3K) were not properly categorized in QuickBooks and the CDP report: instead of all \$15K to G&A it should have been \$7.5K to program, \$7.5K to G&A.

23.

PRIMARY PROGRAMS/EVENTS: Upload a list of the primary programs/events produced by the organization during the PAST and CURRENT fiscal year, and planned programs or events for NEXT fiscal year (combine into a single document for upload). *



2013-14 Season: 12 events (4 orchestra concerts, 4 chamber music concerts, 4 collaborative concerts)
2014-15 Season: 15 events (3 orchestra concerts, 5 young artists concerts, 6 collaborative concerts, 1 salon concert)
2015-16 Season: 20+ events (3 orchestra concerts, 5+ young artists concerts, 6+ collaborative concerts, 2 salon concerts, plus new collaborations with educational partners and other artists)

24.

RÉSUMÉS: Upload résumés of Artistic or Program Director (combine in one document for upload). *



Resume (5 pages) and biography (1 page) of MusicaNova's founding Music Director, Warren Cohen

25.

SUPPORT MATERIAL (VIDEO): Support materials are critical to the review of your application and sometimes serve as an introduction of your organization to members of the panel.



The world premiere of "Unexpected Affinities," a Concerto Grosso for Reed Quintet and Orchestra by Graham Cohen performed by the Paradise Winds (Nikolaus Flickinger, oboe; Patrick Murphy, saxophone; Joseph Kluesener, bassoon; Stephanie Gardner, bass clarinet; Joshua Gardner, clarinet) and the MusicaNova Orchestra conducted by Warren Cohen on January 11, 2015 at Central United Methodist Church in Phoenix. The work was commissioned by Hannah Selznick through the Selznick Tikkun Olam Foundation in memory of Holocaust survivors Max and Nina Gurin. The "Unexpected Affinities" of the title refer to the affinity of the Reed Quintet with the Strings, Harp and Celesta in the orchestra and is oblique reference to the novel by Goethe "Elective Affinities" which is, among other things about a marriage-and the commission was intended to honor a married couple who had made a life together after surviving unspeakable horrors. The work itself reflects the optimism of overcoming adversity rather than reflecting on the horrors themselves. (NOTE: music starts at 0:24)

26.

**SUPPORT MATERIAL (Images/document):
Multiple images must be combined into one
document for upload.**



(1) This trifold brochure is our primary handout to patrons, donors, sponsors, and co-advertisers for the 2014-15 season. It contains dates and programs for each of our orchestra concerts; young artist and collaborative concerts are publicized on our website.

(2) A recent Constant Contact mailing to our list of 1100 subscribers, with information on fundraising and all upcoming MusicaNova events. Newsletters are sent at least twice a month during the season.

Application Form Information

1. ORGANIZATION PROFILE: 1) Describe the organization's artistic/cultural contribution to the city of Phoenix; 2) Describe the demographics and characteristics of the audience that the organization serves: *

ARTISTIC/CULTURAL CONTRIBUTION:

- The MusicaNova Orchestra (MNO) plays great symphonic music in the Central Arts District (CAD) of Phoenix; we are charter members of CAD
- We regularly challenge ourselves with new works, neglected works that should be heard, and new interpretations of the classics - great music you won't hear anywhere else, live or recorded, in Phoenix or anywhere the Valley of the Sun ("We play the greatest music you've never heard - yet")
- We seek collaborations with partners in music, education, visual arts, drama and other cultural fields
- We believe in the future of great music, and regularly feature exceptionally talented young

musicians as performers and composers

- Our Young Artists Series in Phoenix, featuring performers under 18, and partnerships and educational outreach with schools and music educators, bring the joy of playing and hearing great music to many who might not otherwise have the opportunity
- Our Collaborative Concerts around the Valley feature performances in a variety of settings playing classical and chamber; pops, jazz and Broadway; and experimental and interactive forms

AUDIENCE CHARACTERISTICS:

- Our target audience is lovers of great music who want new experiences, from first-time attendees to long-time fans, elementary school youth through seniors
- Audience members come from all over the Phoenix metropolitan area; orchestra concert audiences are about half seniors (60+) and students, about half are general admission
- We have a core following of loyal supporters who we regularly see at all concerts
- Youth under 18 are admitted free to orchestra concerts with a paying adult
- Orchestra concerts don't target specific demographic groups, though some concert themes may appeal strongly to certain segments
- Young Artists concerts appeal to our general audience plus families who may have aspiring young musicians and underserved music students who are admitted free
- Collaborative concerts appeal to our general audience plus non-classical music fans and those who wish to hear MNO classical musicians playing alternative styles; admission to these concerts is free of charge
- We are extending our audience:
 - To underserved youth in West Phoenix and South Phoenix by partnering with Harmony Project-Phoenix/Tanner Community Development Corp (HPP/TCDC)
 - To downtown Phoenix residents from affluent highrises to ASU dorms
 - To science lovers through a music partnership with the AZ Science Center (ASC)

2. ARTISTIC/PROGRAM QUALITY: 1)

Describe the quality of your organization's artistic or program product. (Be sure to mention any recognition for excellence; 2) Describe efforts you made during the year to

broaden, deepen, and/or diversify participation in your programs. *

QUALITY:

- MusicaNova Orchestra (MNO) plays the most diversified and innovative classical program in Arizona in our Orchestra, Young Artists, and Collaborative concert series, including frequent world and American premieres
- The quality of our playing is measured against the standard of other similar per-service professional groups nationally and locally
- Professional standards of intonation, rhythmic accuracy and sound are our minimum, and the goal is to meet the standard of the very best of such orchestras nationally, a standard we have maintained for at least the past five seasons
- Our programming is measured against other innovative orchestras such as the American Symphony Orchestra (ASO). We are the only orchestra with this type of mission in Arizona, and one of about six nationally
- Like ASO, the programming must be innovative but diverse and have a strong educational component.
- Our other programs must serve real needs for performance opportunities for the finest local musicians, with a strong emphasis on opportunities for the most talented young artists and players

FY15 EFFORTS:

- We actively sought new audiences, partnerships and collaborators
 - Agreements to work with HPP/TCDC and AZ Science Center (ASC) extend MNO's outreach to underserved youth and entirely new audiences
 - Formal agreements with schools confirm ongoing partnerships and collaborations
 - Outreach to downtown residents as a new, local audience
- We proactively respond to the needs of the community through formal meetings and informal dialogues with schools, music teachers, non-profits, and other interested groups
- Artists under 18 are featured as soloists, orchestra members, and composers in all concert series; many Young Artist concert soloists go on to solo with the orchestra
- The new Young Artists Series (YAS) and Collaborative Concert Series bring more young artists and diverse programs to a wider audience
- The new Composition Fellows Program (CFP) solicits works from young composers who are invited to be part of the rehearsal and performance process; MNO performs great new music and composers receive

education in artistic and business aspects of their careers

- A new collaboration with AZ Piano as YAS concerts home has raised the series profile and more than doubled attendance
- Orchestra growth and quality improvement continues; musicians are selected by invitation or recommendation and complete a probationary audition process common to professional orchestras

3. CAPACITY BUILDING: 1) Describe learning, expertise, and/or experience gained by your staff, board or others within the organization in the PAST year (e.g. workshops, resource development, partnerships, etc.); 2) Please describe administrative, program, or board-related capacity-building initiatives/strategies planned for the NEXT fiscal year. (Consider the Needs Assessment response in Part I of the application): *

PAST YEAR:

- MNO implemented a new accounting system giving detailed insight into actual revenues and expenses for program and non-program activities for the first time
- MNO tracked attainment of goals in our 2013 Strategic Plan for the first time, focusing on specific targets for audience and revenue growth – but confirming the need for data-driven decision that is now available with the updated accounting system
- A team from Thunderbird Graduate School (TGS) consulted with MNO on organizational development, customer relationship management, accounting, and public presence
- We created the Composition Fellows Program to invite new works from composers world-wide and use as a source for additional support and sponsorship
- New and Continued Partnerships:
 - MNO is a Charter member of Phoenix Central Arts District (CAD) and is becoming more integrated with partners near our artistic home to publicize and collaborate on events
 - MNO continues as a member of Local First Arizona (LFAZ)
 - Signed contract with ASC to co-develop music for a new planetarium show “Planet Hunters”
 - Signed Memoranda of Understanding for educational outreach and collaboration with Arizona School for the Arts (ASA) and HPP/TCDC
- Board members participated in workshops on strategy (TGS consulting), finance (QuickBooks,

Razoo, FirstGiving), crowdsourcing (ASU), and governance (BoardSource, GuideStar)

- Participation in AZ Gives Day at Heritage Square led to networking and the ASC partnership
- Regular updates of Facebook, Twitter and our website have gotten great response and new followers

NEXT YEAR:

- Focus on greatest needs identified in the Needs Assessment:

- Board Development: Build diversity; add members with insight from business and non-profit experience and fundraising skills and contacts

- Audience Development: Build ongoing, regular supporting audience for all concert series, especially orchestra concerts

- Fundraising: Building financial stability to meet Strategic Plan goals through grants, big-money donations, subscriptions, and effective project crowdfunding

- Apply lessons learned from TGS to continuous improvement of the organization and customer relations
- Apply learned lessons from Composition Fellows program and future growth with composers and financial underwriters
- Continue social media efforts to increase news to and feedback from followers: convert Facebook likes, Twitter retweets and website visits to increases in attendance and donations

4. PUBLIC VALUE: 1) Describe community outreach and/or education programs offered in the CURRENT year; 2) Describe any plans to develop, change or expand outreach/education activities in the NEXT fiscal year; 3) What kind of information did you collect from audiences, from artists, and from staff and board to help you measure the impact of your programs/service: *

COMMUNITY OUTREACH/EDUCATION

In FY15 we:

- Continued our long-time educational outreach to schools with visits by youth and adult professional musicians who demonstrate instruments and advocate the transformative power of music in their lives (5 events, 550 reached to date in FY15)
- Played the first new works in the MNO Composition Fellows Program, solicited from composers worldwide (Composition Fellows participate in the entire

rehearsal and performance process, receiving invaluable exposure and insight from our music director and musicians)

- Presented a special Holocaust Remembrance concert, supported by the Phoenix Jewish community, featuring the world premiere of a work dedicated to survivors and a presentation by nationally-known music commentator and author Martin Goldsmith
- Formalized collaborative educational outreach policy and signed MOUs with long-time (ASA) and new (HPP/TCDC) music educators to deliver programs and do joint performances
- Became charter members of the Central Arts District (CAD) of Phoenix to promote artistic events
- Began collaboration with AZ Science Center to co-produce a new planetarium show featuring MNO music and narration, with up-front and residual revenue
- Added the new low-cost Young Artists and Collaborative Concert series that appeal to wider audiences with different programs and musical styles than orchestra concerts
- Greatly expanded social media presence via Facebook and Twitter accounts (live tweeting at concerts!) and website, with managers devoted to each area
- Continued radio spot advertising on KBAQ and KJZZ for orchestra and other concerts
- Established new regular performing venues at AZ Piano (Young Artists) and Scottsdale Presbyterian (Collaborative)
- Established cross-advertising relationships with Arizona Musicfest and Red Rocks Music Festival

DEVELOP, CHANGE, OR EXPAND

In FY16 we will:

- Add educational outreach partners and artistic collaborations per goals in our Strategic Plan
- Add additional Young Artists and Collaborative concerts, in response to interest and demand
- Begin regular online surveys via social media, email and website polls to assess what we do that delights, satisfies and dissatisfies our audience, and take data-driven steps to improve our audience perception
- Leverage program and advertising partnerships with CAD and Local First AZ
- Increase revenue from:
 - Grants and foundations by applying to more opportunities, such as NewMusicUSA and the Amphion and Copland Foundations, as well as traditional charitable grant makers
 - Better grant applications through use of training and expert resources
 - Affluent downtown Phoenix residents whose support

will aid our mission to deliver fine programs, as well as underwriting outreach to less-affluent populations

- Crowdsourcing campaigns underwriting specific concert projects
- Additional revenue generating collaborative projects
- Contract fees with school districts where MNO delivers specially designed music education programs
- Individuals through big-money and small-money contributions

MEASURING IMPACT:

- In FY15 we used Participant Observation, through discussions with audience members and musicians at all concert series events, and with teachers and students at educational outreach events. For concert events we discussed the quality of the program, performance, and venue; for outreach events we discussed impacts on students and the music education program at the school. Information was collected through one-on-one interviews by board members and volunteers. Interviews with artists validated our work with them:
 - "Organizations like MusicaNova mean so much to me as both a young professional musician and a lover of music and the arts in general. MusicaNova is forward-thinking, and that is the only way to ensure a thriving future for the universal language that is music."
 - "Without organizations such as MusicaNova, it would be much more difficult for me and fellow young musicians to perform in a professional setting while still in our formative years. The Young Artist Series creates great opportunities for young musicians to showcase their talents in a very supportive and encouraging environment."
 - "What your organization is doing to provide performance opportunities for young musicians is just fantastic!"
- Tailoring our chart of financial accounts for MNO activities gave visibility into operations never before available: actual details of revenue and expenses for each program event and non-event G&A. As a result:
 - We can evaluate performance to financial goals in our strategic plan with real data, rather than using estimates from previously lumped-together figures
 - We can use data-driven decision making in planning programming and G&A spending, and the costs of specific events for budgeting and targeted fundraising campaigns
 - We review surveys of online ticket buyers, on Facebook and online reviews to drive improvement

5. ADMINISTRATIVE ABILITY: 1) **Describe successes, challenges, or**

special circumstances related to your financial position, programs/services, or organizational development in the past, current and projected year; 2) Discuss your short and long-term planning process (include the role of board, staff, and constituents). *

PAST:

- Historically run by a few dedicated musician/board members
- Usually 3 Orchestra Concerts per season; 12 to 70+ paid players; cost \$12,000 to \$22,000 per production
- Concert ticket sales under \$3,000
- Outstanding programming including regional, national and world premieres
- Budgeting, revenue management, cost controls not in place
- New works didn't draw casual fans used to programs of classical "greatest hits"
- Little advertising or fundraising; survived on grace of a few wealthy benefactors, legacies
- Few grants applied for; grant income was low

FY14:

- Transitioned to data-driven, business-like operations to improve planning, programming, oversight
- Continued musical innovation with American Premiere (Bruckner 3)
- Significantly updated By-Laws and expectations of board members
- Created 3-year Strategic Plan with defined goals; first end-of-season review
- Built detailed season and event budgets for program/non-program activities
- Engaged professional publicist, broadened advertising
- Consulted with TGS on organizational development

FY15:

- Board focus on strategy, governance and fundraising
- Updated Strategic Plan; end-of-season review
- Moved to QuickBooks Online, new chart of accounts to track revenue and expenses in detail
- Continued educational outreach: 5 events (550 students and teachers)
- Formalized educational partnerships with MOUs (ASA, HPP/TCDC)
- Partnership to provide music for AZ Science Center with residual license fees
- Added new low-cost Young Artists and Collaborative Concert series with positive margins
- Performed 3 world premieres; featured

internationally known artists

FUTURE:

- Continue or expand current performing series
- Improve achievement of Strategic Plan goals; identify new revenue sources
- Improve fundraising, grant application, and individual donations (“big money” and “small money”)
- Make educational outreach a revenue source via contract program delivery with school districts
- New revenue sources via collaborations with performing and other partners
- Address business continuity, succession and cross-training in board and operational roles

LONG TERM:

- Detailed board member assessments
- Regularly update Strategic Plan initiatives and goals

SHORT TERM:

- Grow audience
- Grow and diversify the board
- Increase board effectiveness
- Create budgets for programs and operations; budget and production plans for each event
- Regular production meetings to track event plans and budgets

Not Ready

Submit Application Now



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