



CHATTANOOGA SYMPHONY & OPERA

THE 2012/13 ANNUAL REPORT



The CSO and Chorus performs Verdi's Requiem.
Photo by Brad Cansler

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FROM THE BOARD CHAIR

Dear Friends,

Just before I began this letter, I chanced upon an article in the Sunday New York Times by Anthony Tommasini about the complexities, challenges, and recent reviving of a Mozart series, “this once-hopeless festival,” at Lincoln Center. He began by referring to the larger context of challenges facing classical music: the bankruptcy of opera companies and symphonies and the “internal habits that keep institutions clinging to outmoded ways of presenting the art form.”

None of this was news to us, nor were the actions he advocated. The CSO hosted the first Southeast Film Music Symposium this past March. Attendance and response were good for a first effort, but expenses were higher than we had hoped. The cult movie *The Matrix* brought in a new audience and new costs for the required equipment. The composer/conductor praised our orchestra for a fine performance of his difficult music. Last summer’s concert with the Indigo Girls in the Tivoli sold out. None of these new activities were profitable and may never be, but we are learning how to manage a new set of expenses and how to appeal to new audiences and how to play new music written for a symphony orchestra.

After replacing unexpected and unwanted staff losses in marketing and development in 2012, we are now staffed for success, but profit is uncertain. American symphonies make about 40% of their income from ticket sales. We are usually a few percent ahead of that. We believe that the greater community profits from the CSO, which enriches the lives of the audiences in the Tivoli and other performance venues, in our schools, churches, and hospitals and through the lessons our players teach to young musicians and which adds luster to the reputation of the city.

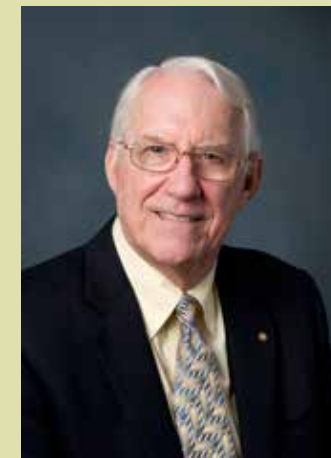
The hard fact remains that, like orchestras all over the country, the CSO will not be sustainable unless we can garner more support from individuals and civic-minded businesses. This past year we were not able to make up fully for the large cuts in funding from ArtsBuild, which still remains our most important funder. This coming season our operating expenses should be very close to our six year average so the main element in our future sustainability will be an increase in donations. Without that increase the CSO will be added to the growing list of lost small city orchestras.

We believe that Chattanooga needs and can support a symphony orchestra. We believe we are on the right track to finding the balance between better programs of classical favorites with modest introductions of living composers and new music. We ask for your continued and increased support so that we may continue to provide our community with this rich heritage of symphonic music.

Sincerely,



Spencer McCallie
Board Chair



CSO BOARD OF DIRECTORS

Executive Committee

Spencer McCallie - President
Mark Smith - Treasurer
Kim Gavin - Secretary
Susan Rich - Past President

Directors

Warren Barnett	Dr. Lee Harris	W. Keith Sanford
Dr. Gordon Bietz	Mai Bell Hurley	Suzanne Sims
Gail Chapman	Gordon James	Teresa Spilko
Michelle Chastain	Ian Leavy	Pat Starke
Dr. Clif Cleaveland	Eddie McCrary	Linda Thompson
George S. Clinton	Kevin McMahan	Lindsey Ann Waldrep
Jo Coke	Claudia Moore	Lillie Wills
Nick Coussoule	Jean Rader	Jeffrey Wilson
Linda Friberg	Colleen Russell	Katie S. Wilson

Honorary Directors

Ruth S. Holmberg
William L. Montague, Jr. (deceased)

CSO STAFF

Kayoko Dan	Music Director & Conductor
Bob Bernhardt	Music Director Emeritus
Molly Sasse	Executive Director
David Haddock	Director of Development
Samantha Teter	Director of Marketing
Kathy Allison	Operations Manager
Tiffany Feltner	Ticket Sales and Services Manager
Steve Tonkinson	Education and Youth Orchestras Manager
Sarah Marczynski	Patron and Community Engagement Manager
Darrin Hassevoort	Director of CSO Chorus
Eric Anderson	Orchestra Personnel Manager
Janet Hale	Orchestra Librarian
Gary Wilkes	CSOYO Symphony Conductor
Sandy Morris	CSOYO Philharmonic Conductor
Nichole Pitts	CSOYO Prelude and Etude Conductor

**THE CSO's
MISSION IS
TO INSPIRE,
ENGAGE, AND
ENRICH THE
CHATTANOOGA
COMMUNITY
THROUGH
MUSIC AND
MUSIC
EDUCATION.**

"Having heard two Christmas programs at the VW plant, I thoroughly recommend a night at the symphony to everyone!"

Facebook recommendation

"As a student, I love their student discount, and never miss an opportunity to go and be amazed. The CSO found another great conductor with Ms. Kayoko Dan!"

Facebook recommendation



Music Director Kayoko Dan conducts Verdi's Requiem.

FROM THE MUSIC DIRECTOR

Dear Friends,

What a memorable season we had in 2012/13. As my second season as Music Director came to an end, I reflected on the accomplishments that this wonderful group of musicians achieved.

The first hurdle was to work with a new concertmaster on each Masterworks concert. After the retirement of our longtime concertmaster, Don Zimmer, I was excited to present nine very talented violinists who each vied for the position of CSO concertmaster. After interviews and evaluations, I am quite happy with our selection of Holly Mulcahy, who performed on the Dvorak No. 6 concert. Holly will be a great asset to the CSO and to this community.

Secondly, musicians were presented with a full weekend of music during our first ever Southeast Film Music Symposium. Performing along with a live movie is tough enough, but Don Davis' score to *The Matrix* was especially challenging for even seasoned veterans. The musicians completed a weekend of two concerts with aplomb and grace.

As guest artists go, we had a phenomenal amount of talent on stage with us last season. Alexander Schimpf sparkled on Beethoven's Piano Concerto, Qing Jiang amazed the audience with her skill on Rachmaninoff's *Rhapsody on a Theme of Paganini*, and Benjamin Kamins entertained the crowd with his performance of guest composer Michael Daugherty's *Dead Elvis*. Perhaps one of our most popular guest artists was Pablo Sainz Villegas, who played an emotionally charged *Concierto de Aranjuez* by Rodrigo.

I continue to learn more about this community and this orchestra every day. I am honored to be leading such a wonderful group of dedicated and talented musicians, and enjoy meeting and speaking with so many of you at concerts and out in the community. I hope you'll continue to support the CSO with your time, attendance and financial contributions so that we can keep this stellar organization strong and vital for years to come.

Sincerely,

A handwritten signature in black ink that reads "Kayoko Dan". The signature is fluid and cursive, with a long horizontal stroke at the end.

Kayoko Dan
Music Director



CSO MUSICIANS



VIOLIN
Lisa Dempsey,
Associate Concertmaster

Richard Posner
Rafael Veytsblum
Mark Reneau
Charles Dixon

VIOLIN II
Sheri Peck, Principal
Rachael McFarlane
Sarah Ringer
Lee Smith
Rebecca James
Mary Benno
Anne Hendrix
Brian Cook

VIOLA
Robert Elder, Principal
Tamara Hobbs
Gabrielle Schlaffer
Susan Kemp

CELLO
Eric Reed, Principal
Suzanne Sims
Annie Camp

Daniel Holloway
Spencer Brewer

DOUBLE BASS
Taylor Brown, Principal
Dexter Bell

FLUTE
Janet Hale, Principal
Nora Kile
Norma Anderson

OBOE & ENGLISH HORN
Robert Burks, Principal
Teresa Spilko
Carey Shinbaum

CLARINET
Robert West, Principal
Steven Tonkinson
Emily Bowland

BASSOON
Eric Anderson, Principal
Rachael Young
G. Eddie McCrary

FRENCH HORN
Gordon James, Principal
Anna Marie Dodd

Cristian Codreanu
Michael Wells

TRUMPET
David Hobbs, Principal
Brian Roberts

TROMBONE
Douglas Warner, Principal
Cory Mixdorf
Michael Carver

TUBA
Derek Fenstermacher, Principal

TIMPANI
Colin Hartnett, Principal

PERCUSSION
Monte Coulter, Principal
David Pedigo

HARP
Caroline Brown Hudson, Principal

KEYBOARD
Alan Nichols, Principal

CSO CHORUS

SOPRANO
Marianna Allen
Melanie Atchley
Nancy Berg
Elaine Bruns
Nancy Collum
Sarah Glenn
Christiane Hessian
Melinda Hightower
Trish Horner
April Lane
Rosemary Lee
Hope Mosley
Julie Roberts
Lucia Elena Sanchez
Doris Voss
Trish Wileman

TENOR
Chris Asmussen
Dan Bruns
Jason Canter
Brad Cline
Wesley Herndon
Randy Payne
Duane Pontak
Steve Russell
Bob Sauser

BASS
Guy Beaty
Peter Catalano
Mike Cooper
Herman DeHoog
Tim Gibbons
Tal Hurley
Ted Long
Bob McKenzie
George Mosley
Josh Mullins
Philip Newton
Bruce Owen
Bob Roza
John Stone
George Taylor
Robert Uthlaut
John Van Winkle

ALTO
Patricia Baker
Bonnie Bryant
Kristen Davis
Ruth Gonter
Rita Heckrotte
Sandra Lewis
Georgia Lowrance
Ruth Ludwig
Janelle Martin
Lizette Williams-Marlow
Cecilia Piotter
Jenni Smith
Sara Beth Wade
Mary Lynn Wilson



The CSO Chorus was joined by Lee University singers for Verdi's Requiem.

"The entire program was excellent! The students were very engaged and informed!"

Bradley Central High School

"The participatory nature of some of the pieces gave the students a chance to really engage. The performers gave the students a chance to ask questions and answer them, which made the experience very authentic."

Hardy Elementary School

"The program was very well-rounded. We enjoyed the incorporation of technique, diversity of compositions as well as performance during the program."

Signal Mountain Christian School



Students await the start of the Young People's Concert.

COMMUNITY AND EDUCATION

During the 2012/13 season, Chattanoogaans of all ages were inspired, engaged, and educated through CSO education and community engagement programs. The many diverse programs brought the CSO and classical music to elementary school students, healthcare patients and workers, and new audiences around the area.

YOUNG PEOPLE'S CONCERTS

The Young People's Concerts, presented on February 5 and 6, 2013 at the Tivoli Theatre and on February 7 at the North Cleveland Church of God, were well received by teachers and students. The program, *Musical Mystery: A Symphony of Unfortunate Events*, featured *The Composer Is Dead* (music by Nathaniel Stookey and narration by Lemony Snicket), as well as music by Edvard Grieg, Charles Gounod, and Henry Mancini.

The Young People's Concerts were attended by over 6,400 students and teachers from over 37 different schools from 5 different counties in Tennessee and Georgia, as well as various home school groups. Many 3rd grade students from Hamilton County Schools were able to attend for free thanks to the Imagine! program by ArtsBuild. The 2012/13 concerts had the highest recorded attendance and for many young audience members, it was their first experience of live classical music.

ENSEMBLES IN SCHOOLS

The CSO core musicians (CSO Wind Quintet and CSO String Quintet) performed this season for approximately 22,000 students in 61 schools. Approximately 32% were minority students and 6% were students with disabilities. These performances reinforce in-school instruction about orchestral instruments, musical concepts, and familiar musical selections. The Ensembles in the Schools program was generously supported by Hamico Foundation, Unum, and the Tucker Foundation.

MUSIC ARTS & HEALING/OUT AND ABOUT

In addition to performing in schools, the CSO Quintets also performed frequently in community locations around the greater Chattanooga area. Recognizing music's connection to health and well-being, CSO ensembles performed to over 500 patients, family members, and health care workers in several locations. Ensembles were also found around the community performing to over 700 people in the 2012/13 season. These Out and About performances exposed the CSO to young people, senior citizens, and other audiences, further enriching the greater Chattanooga community and providing access to classical music and musicians.

This season, the CSO partnered with the Creative Discovery Museum to present PopTots, a series that uses musical performance and instruction to help young children develop cognitive and fine motor skills by providing them the opportunity to play more than 20 rhythm instruments. Principal musicians from the CSO Wind and String Quintets performed and then invited museum guests to make an instrument and perform with them.

YOUTH ORCHESTRAS

The CSO Youth Orchestras program served 170+ talented instrumental musicians in the Chattanooga area, ages 8-18, during the 2012/13 season. There are two full orchestras and two string (training) orchestras that serve students from several counties in southeast Tennessee, northwest Georgia, southwest North Carolina, and northeast Alabama. The conductors, including Gary Wilkes (Symphony), Sandy Morris (Philharmonic) and Nichole Pitts (Prelude and Etude), are all veteran string educators in Hamilton County public schools.

The Youth Orchestras presented three formal concerts and accompanied the Chattanooga Boys Choir in their 50th "Singing Christmas Tree". The Spring Concert featured Jay Craven as clarinet soloist with the CSOYO Symphony, and Gary Wilkes was honored for his 20th season as CSOYO Music Director.

All students in the Youth Orchestra are periodically coached on their music by principal CSO musicians and advanced Youth Orchestras' musicians are also members of smaller ensembles such as the String Quartets, Woodwind Trio, and Brass Trio, which perform in the Tivoli Theatre lobby before CSO concerts. The CSOYO also participated at the Ronald McDonald Autumn Festival and the CSO PlayAlong event at the Chattanooga Market.

In August, the Youth Orchestras presented a Concerto Competition, with first place being awarded to cellist Hannah Kuhn who played the 4th movement of Elgar's Cello Concerto with the CSO in February's Young People's Concerts. The second place winner, trumpeter John Burton, performed a solo with the CSOYO Symphony Orchestra.

STRINGS IN THE SCHOOLS

The Strings in the Schools program, in its 8th year, provided a string teacher for Alpine Crest Elementary School. David Creel, CSO Violinist, taught three 45-minute violin classes each week to 40 students, assisted by Judy Brittingham, Music Teacher at Alpine Crest. This season, the CSO created a second Strings in the School class at Big Ridge Elementary School. Priscilla Estrada taught a weekly class there to 17 students. There is much enthusiasm for strings at Alpine Crest and Big Ridge and the CSO is investigating opportunities to expand this program in the 2013/14 season.

THANKS

A special thanks goes to the CSO Board Committee for Education and Community Engagement for providing advice, counsel, and moral support. Members this season included:

Gail Chapman, Chair
Molly Sasse
Linda Thompson
Gordon James
Lee Harris
Pat Starke
Joanne Trimble
Jeffrey Wilson
Kevin McMahon
Nick Coussoule
Michelle Chastain
Eva Johnson



Above: Gary Wilkes conducts his 20th season with the CSOYO.



Left: Spanish guitarist Pablo Sainz Villegas offered a masterclass for young guitarists.

"The students really enjoyed seeing and hearing a live orchestral performance."

Red Bank Elementary School

"Great way to learn about orchestral instruments as well as musical styles!"

Chattanooga School for the Arts and Sciences

"The experience of a live, formal performance is priceless."

East Ridge Elementary School



The CSO Wind Quintet performed at several schools, healthcare and community centers.

SCHOOLS AND FACILITIES SERVED BY CSO EDUCATION AND COMMUNITY ENGAGEMENT PROGRAMS

AREA SCHOOLS SERVED BY ENSEMBLES OR YPC CONCERTS

Allen Elementary School (Hamilton County, TN)
Alpine Crest Elementary School (Hamilton County, TN)
Apison Elementary School (Hamilton County, TN)
Arnold Elementary School (Cleveland, TN)
Barger Academy (Hamilton County, TN)
Battle Academy (Hamilton County, TN)
Battlefield Elementary School (Catoosa County, GA)
Belvoir Christian Academy (Chattanooga, TN)
Big Ridge Elementary School (Hamilton County, TN)
Black Fox Elementary School (Bradley County, TN)
Blue Ridge Elementary School (Dalton, GA)
Blue Springs Elementary School (Bradley County, TN)
Blythe-Bower Elementary School (Cleveland, TN)
Bradley Central High School (Bradley County, TN)
Brown Academy (Hamilton County, TN)
Calvin Donaldson Elementary School (Hamilton County, TN)
Center for Creative Arts (Hamilton County, TN)
Central High School (Hamilton County, TN)
Charleston Elementary School (Bradley County, TN)
Chattanooga Christian School (Chattanooga, TN)
Chattanooga Classical Conversations (Chattanooga, TN)
Chattanooga School for the Arts and Sciences (Hamilton County, TN)
Chattanooga School for the Liberal Arts (Hamilton County, TN)
Cherokee Ridge Elementary School (Walker County, GA)
Christian Heritage School (Dalton, GA)
Cleveland Classical Conversations (Charleston, TN)
Clifton Hills Elementary School (Hamilton County, TN)
Coker Elementary School (Murray County, GA)
Dunlap SDA School (Dunlap, TN)
East Brainerd Intermediate School (Hamilton County, TN)
East Ridge Elementary School (Hamilton County, TN)
East Side Elementary School (Hamilton County, TN)
Falling Water Elementary School (Hamilton County, TN)
Girls Leadership Academy (Chattanooga, TN)
Girls Preparatory School (Chattanooga, TN)
Grace Baptist Academy (Chattanooga, TN)
Graysville Elementary School (Catoosa County, GA)
Hardy Elementary School (Hamilton County, TN)
Harrison Elementary School (Hamilton County, TN)
Hixson Elementary School (Hamilton County, TN)
Hopewell Elementary School (Bradley County, TN)
Kid's Kastle (Catoosa County, GA)
Lakeside Academy (Hamilton County, TN)
Lookout Mountain Elementary School (Hamilton County, TN)
Lookout Valley Elementary School (Hamilton County, TN)
Mayfield Elementary School (Cleveland, TN)
McCallie School (Chattanooga, TN)
McConnell Elementary School (Hamilton County, TN)
Michigan Avenue Elementary School (Bradley County, TN)
Monteagle Elementary School (Marion County, TN)
Montessori School (Chattanooga, TN)
Nolan Elementary School (Hamilton County, TN)
Normal Park Lower School (Hamilton County, TN)
North Hamilton County Elementary School (Hamilton County, TN)

North Lee Elementary School (Bradley County, TN)
North Whitfield Middle School (Whitfield County, GA)
Northwest Elementary School (Murray County, GA)
Oak Grove Elementary School (Bradley County, TN)
Ooltewah Elementary School (Hamilton County, TN)
Ooltewah High School (Hamilton County, TN)
Our Lady of Perpetual Help School (Chattanooga, TN)
Pleasant Grove Elementary School (Whitfield County, GA)
Prospect Elementary School (Bradley County, TN)
Red Bank Elementary School (Hamilton County, TN)
Rhea Central Elementary School (Rhea County, TN)
Ringgold Elementary School (Catoosa County, GA)
Ringgold Primary School (Catoosa County, GA)
Rivermont Elementary School (Hamilton County, TN)
Ross Elementary School (Cleveland, TN)
Signal Mountain Christian School (Signal Mountain, TN)
Silverdale Baptist Academy (Chattanooga, TN)
South Pittsburg Elementary School (Marion County, TN)
Spring Creek Elementary School (Hamilton County, TN)
Spring Place Elementary School (Murray County, GA)
St. Nicholas School (Chattanooga, TN)
St. Peter's Episcopal School (Chattanooga, TN)
Stuart Elementary School (Cleveland, TN)
Thrasher Elementary School (Hamilton County, TN)
Valley View Elementary School (Bradley County, TN)
Varnell Elementary School (Whitfield County, GA)
Wallace Smith Elementary School (Hamilton County, TN)
Waterville Elementary School (Bradley County, TN)
Westside Elementary School (Whitfield County, GA)
Westwood Elementary School (Dalton, GA)
Whitwell Elementary School (Marion County, TN)
Whitwell Middle School (Marion County, TN)
Wolftever Creek Elementary School (Hamilton County, TN)
Yates Primary School (Bradley County, TN)
AREA ORGANIZATIONS/BUSINESSES SERVED BY ENSEMBLES
Alexian Brothers Valley Residence (Alzheimer Unit)
Boynton Overlook Apartments
Catoosa County Public Library
Cleveland Bradley County Public Library
Collegedale Public Library
Creative Discovery Museum
Eastgate Branch Library
Little Miss Mag Child Care Center
Memorial Hospital
Northgate Branch Library
Northwest Georgia Regional Library
RossWoods Adult Day Services
Signal Centers
Siskin Early Learning Center
Siskin Hospital for Physical Rehabilitation
St. Barnabas Senior Living Services
St. Elmo Courts
Standifer Place Assisted Living
Summit View Senior Community
The Public Library (Chattanooga)

2012/13 SEASON HIGHLIGHTS

The 2012/13 season included several new events and collaborations, as well as free community concerts enjoyed by thousands.

Volkswagen of Chattanooga offered up their conference center for a brand new concert series. The CSO repeated four of its seven Masterworks concerts on the Volkswagen Series, and added a special Opera's Greatest Love Songs concert. Audiences ranged from 200 to 600 and included many new concert attendees as well as college students.

The CSO presented a special free community concert for military veterans and their families at the Veterans Day Celebration at Memorial Auditorium. The CSO is also proud to be a part of the Unity Celebration on MLK day at the Tivoli. Celebrating the sacrifice our veterans have given us and honoring the legacy of Martin Luther King, Jr. are events we look forward to each season.

The annual Pops in the Park 4th of July celebration is one of our most popular concerts in 2012. This evening in Coolidge Park has been a staple of Chattanooga's Independence Day celebration for years.

For the first time ever, the CSO created an event where community musicians could play alongside our professional musicians at the Play Along with the CSO event at the Chattanooga Market. On the Market's opening day, we had over 40 local players take part and the free concert was enjoyed by a large crowd at the Market.

The Chattanooga Symphony & Opera, with support from the Osborne Foundation, presented the first Southeast Film Music Symposium on March 1-3, 2013. Composer and CSO Board member, George S. Clinton, served as its artistic advisor. The weekend included a documentary screening, discussions and seminars with film directors and film music composers, plus orchestra rehearsals and concerts. Attendees came from across the United States, including Tennessee, Georgia, Florida, Idaho, New York, California and Arkansas, as well as an attendee from Australia, and were composers, musicians, music students, and film music lovers.

As part of our initiative to attract younger and more diverse audiences, the CSO performed to a sold-out house with folk duo, the Indigo Girls, and attracted over 300 new ticketbuyers to our live movie screening of *The Matrix*, where the CSO performed the movie's soundtrack live with the film.

Community members played side-by-side with CSO musicians in the first annual *PlayAlong with the CSO*.



"What a wonderful experience if you have ever wondered what it would be like to play with the professionals! The CSO member next to me was a terrific ambassador for your organization--very friendly, welcoming and encouraging."
PlayAlong participant

"The Southeast Film Music Symposium gave me a very enlightening look into the world of film composers. It helped to show the dream-like profession as something reachable for young composers."
Symposium attendee

BMI's Doreen Ringer Ross leads a panel discussion with film composers George S. Clinton, Peter Golub and Don Davis during the Southeast Film Music Symposium.



FROM THE EXECUTIVE DIRECTOR


Dear Friends,

The 2012/13 season was exciting but a challenge. On the heels of a surplus the previous season, we ended this year with a significant deficit, a reality for far too many arts organizations these days. The CSO knows that we must attract new audiences and find new ways to present our traditional concerts to keep audiences engaged. This year we tried new schedules, new programs, new spaces, new music, and new partnerships. We had lots of first-time attendees at the Indigo Girls, *The Matrix* with orchestra, and at our concerts at the Volkswagen Conference Center. We had the highest revenues ever for our popular *Home for the Holidays* and *Big Band Fever!* concerts. But many of our artistic or audience development successes were not financial successes. Concerts scheduled specifically to attract new audiences had significantly higher costs than our traditional classical concerts. So while we were thrilled to see so many new faces, we ended the year in the hole.

These are the real challenges before us—how does the CSO experiment with new ideas, new music, new ways of bringing in audiences when we have virtually no room for guessing wrong on revenues? How do we cover the increased cost of programs which appeal to younger audiences? How do we adjust to changes from ArtsBuild, whose own fundraising challenges have resulted in a cut of more than \$300,000 annually to the CSO, and find new revenue sources to make up these cuts?

The thing that keeps us all going is the knowledge that the music we perform and the people who love it deserve our very best efforts to preserve and showcase the art form that is classical music. The younger audiences coming in after our current audiences need the same opportunities to hear great music performed by first-rate musicians. Chattanooga would be poorer without the CSO and its wonderful musicians. We hear that every day from music lovers, ticket buyers, and donors. Thanks to them, Chattanooga still has a future for the best in symphonic music and the CSO is looking ahead to a great 2013/14 season.

Sincerely,


Molly Sasse
Executive Director

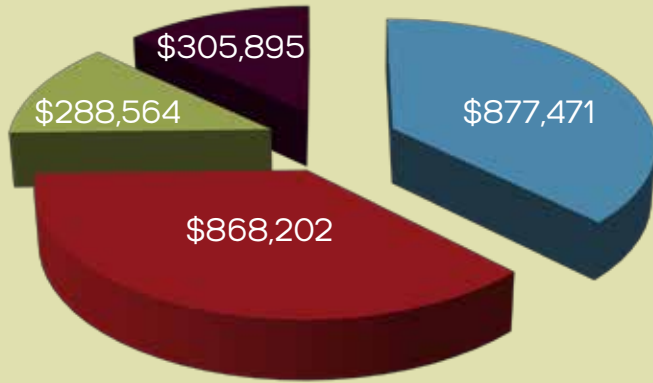


The Indigo Girls performed their very first symphony show with the CSO.



Pops in the Park 2012 brought thousands of people to Coolidge Park on July 3 for a free concert and fireworks.

FINANCIALS



OPERATING REVENUE

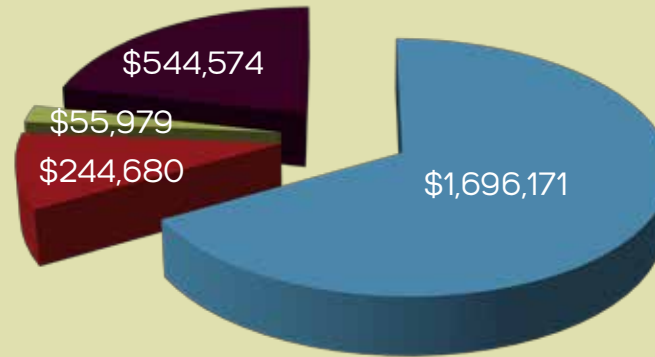
- Earned Income* - 38%
- Fundraising, Grants, and Special Projects - 37%
- ArtsBuild Allocation - 12%
- Interest and Endowment Transfer - 13%



The CSO achieved the highest grossing *Home for the Holidays* concert weekend in CSO history.

OPERATING EXPENSES

- Performance and Education Programs - 67%
- Marketing and Box Office - 10%
- Development and Fundraising - 2%
- Administration - 21%



Retiring concertmaster, Don Zimmer, was honored at the Opening Night concert of the 2012/13 season.

TOTAL OPERATING REVENUES:	\$2,340,132
TOTAL OPERATING EXPENSES:	\$2,541,404
<hr/>	<hr/>
OPERATING REVENUES LESS EXPENSES	-\$201,272

"Many of our participants really relate to music, and it's always nice to see them come out of their shells and react to it. Live music is wonderful! Many of them will not be able to go to a public performance of any kind, and it's a special treat that the CSO brings the performance to us. I cannot say thank you enough!"

Signal Centers

"Supporting the CSO through our volunteer activities has been a source of enjoyment through the many years we have been active. We do not have the funds to make large donations, but volunteering helps us to do our part for a great organization."

CSO Volunteer



Music Director Kayoko Dan conducts the first Volkswagen Series concert in September 2012.

CSO SUPPORTERS

Diamond Baton, \$25,000+

Fletcher Bright
Mr. and Mrs. George S. Clinton
Ruth S. Holmberg
Mr. and Mrs. Olan Mills, II
Paul Neely
Susan and Steve Rich

Platinum Baton, \$10,000+

Russell & Linda Friberg
Mr. & Mrs. Charles Gavin
Alice P. Lupton
Ms. Sue Anne Wells

Gold Baton, \$5,000+

Jack and Mary Barker
Mrs. Jacqueline Marschak
Don & Mary McDowell
Pat & John Starke

Silver Baton, \$3,500+

Mr. & Mrs. F. Mitchell Bell
Susan & John Collins
Alice E. Davenport
Mr. and Mrs. Joseph Davenport, III

Bronze Baton, \$2,000+

Anonymous (2)
Dr. and Mrs. Andres Alisago Jr.
Norma Anderson
Nora S. and Bob Bernhardt
Claire Binder
Mr. & Mrs. Hardwick Caldwell, Jr.
Dr. and Mrs. John Chung
Clif and Ruzha Cleaveland
Carole J. Daniel
Betty Fillauer
Nancy R. Jolley
Drs. Ruth & C. Y. Liu
Spencer & Sara McCallie
William & Sara McDonald
Mr. and Mrs. Kevin McMahan
Sharon Mills
Robert and Barbara Oldham
Neil A. Panzier
Dr. & Mrs. Walter Parkhurst
Dr. & Mrs. Stanley Payne

Jim and Jo Pennington
Irvin and Judi Pressman
Keith S. Reas and Tomas C. Hernandez
BW & Rhoda Ruffner
Mr. and Mrs. Robert H. Siskin

Benefactor, \$1,000+

Anonymous (3)
Ace Hardware
Nancy K. Anderson
Mr. and Mrs. Robert K. Anderson
Mr. & Mrs. Max Bahner
Dr. Gordon Bietz
Clinton M. Blumer
Jerry & Betty Bohannon
David and Judy Britain
Pat & Nina Brock
Ellyn and John Brooks
Dr. & Mrs. Morrow Chamberlain, II
Mr. & Mrs. William E. Chapman Jr.
Mr. & Mrs. Gary Chazen
Jo Coke
Malcolm Cross
Andrew and Kayoko Dan Temple
Peggy Davis
Ms. Deborah Starr Everhart
Mr. & Mrs. Thomas Faulkner
Drs. Cristina and Radian Florea
Mr. and Mrs. Bob Franklin
Doug and Linda Graydon
Mr. and Mrs. Carl Henderson
Terri and Craig Holley
Mai Bell Hurley
Nelson and Deanne Irvine
Mrs. Miriam Jones
James D. Kennedy, Jr.
Mr. and Mrs. Patrick Knoll
Dr. and Mrs. Charles Landis, Jr.
Mr. and Mrs. Franklin McCallie
Virgil & LaFonde McGee
Darrell and Claudia Moore
Ted and Mary Navarre Moore
King and Margy Oehmig
David & Ann Pope
Alexis & Scott Probasco III

Mr. & Mrs. Scott L. Probasco, Jr.
Mr. Richard Ralston
Michelle Ruest and Dick Gossett
Dr. David and Leah Salerno
Molly K. Sasse
Alice and Alfred Smith
Frances and Gordon L. Smith, Jr.
Mark and Jenni Smith
Lena Dot and Bob Templeton
Liz and Vic Thomas
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Trumpeter Doc Severinsen joined the CSO Big Band for *Big Band Fever!* for two concerts in February.



CSOYO musicians performed in front of the Tivoli Theatre for the annual PARK(ing) Day.

"Volunteering with the CSO provides excellent opportunities to make new friends, make patrons feel welcome by answering any needs or concerns, and affords the privilege to hear wonderful selections by the orchestra - what could be better!"

CSO volunteer

"My husband and I have been volunteering as Concert Greeters at our beautiful Tivoli Theatre for the past seven years. We not only love supporting CSO in this way, but we enjoy greeting everyone from patrons to one-time concert attendees."

CSO volunteer

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The CSO is fortunate to have a strong group of volunteers who help with everything from back office support during regular business hours to front of house support during performances. With so many moving parts required to create such a smooth running operation, these dedicated individuals are integral to the CSO's success!

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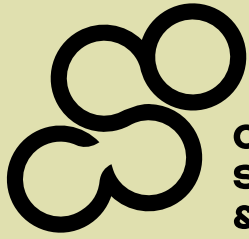
THANKS

We wish to thank everyone who helped to make the 2012/13 season a great year. We ask that you continue to support the CSO this coming season with an annual contribution, purchasing season or single concert tickets, purchasing tickets to our new Uncorked! fundraiser in May 2014, and by remembering the CSO in your estate planning. Your financial consideration will ensure that Chattanooga's premier performing arts organization continues to inspire, engage and enrich both now and into the future.

**Contact the CSO at
423.267.8583 or visit
www.chattanoogasymphony.org
to learn about the many ways you
can give your support.**



Left: Community musicians perform alongside CSO musicians during the first ever CSO PlayAlong.



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