

New World Symphony, Inc.

Project Title: General Program Support 2022

Grant Number: 22.c.ps.102.599

Date Submitted: Monday, June 1, 2020

A. Cover Page Page 1 of 12

Guidelines

Please read the current Guidelines prior to starting the application: 2021-2022 General Program Support Grant Guidelines

Application Type

Proposal Type: Discipline-Based

Funding Category: Level 3

Discipline: Music

Proposal Title: General Program Support 2022

B. Contacts (Applicant Information) Page 2 of 12

Applicant Information

- a. **Organization Name:** New World Symphony, Inc. 
- b. **FEID:** 59-2809056
- c. **Phone number:** 305.673.3330
- d. **Principal Address:** 500 17th Street Miami Beach, 33139-1862
- e. **Mailing Address:** 500 17th Street Miami Beach, 33139-1862
- f. **Website:** www.nws.edu
- g. **Organization Type:** Nonprofit Organization
- h. **Organization Category:** Other
- i. **County:** Miami-Dade
- j. **DUNS number:** 191468685
- k. **Fiscal Year End Date:** 06/30

1. Grant Contact *

First Name

Julisa

Last Name

Fuste

Phone

305.673.3330

Email

julisa.fuste@nws.edu

2. Additional Contact *

First Name

Howard

Last Name

Herring

Phone

305.428.6720

Email

howard.herring@nws.edu

3. Authorized Official *

First Name

Howard

Last Name

Herring

Phone

305.428.6720

Email

howard.herring@nws.edu

4. National Endowment for the Arts Descriptors

4.1. Applicant Status

Organization - Nonprofit

4.2. Institution Type

School of the Arts

4.3. Applicant Discipline

Music

5. Department Name Multipurpose Institutions only (universities, cities, colleges, counties, etc.)

C. Eligibility Page 3 of 12

1. What is the legal status of the applicant? *

- ☐ Public Entity
- ☒ Nonprofit, Tax-Exempt
- ☐ Solo or Individual artists or unincorporated performing company
- ☐ Other (not an eligible response)

2. Are proposed activities accessible to all members of the public? *

- ☒ Yes (required for eligibility)
- ☐ No

3. Do proposed activities occur between 7/1/2021 - 6/30/2022? *

- ☒ Yes (required for eligibility)
- ☐ No

4. How many years of completed programming does the applicant have? *

- ☐ Less than 1 year (not eligible)
- ☐ 1-2 years (required for eligibility for GPS and SCP)
- ☒ 3 or more years (required minimum to request more than \$50,000 in GPS)

D. Excellence Page 4 of 12

1. Applicant Mission Statement - (Maximum characters 500.) *

The mission of the New World Symphony (NWS) is to prepare gifted graduates of distinguished music programs for leadership roles in orchestras and ensemble groups throughout the world.

2. Proposal Description

Describe the project or program for which you are requesting funding. Include goals, fully measurable objectives, activities, partnerships/collaborations, and a timeline. If you are an LAA or SSO, please include a statement that describes the services provided to your audience (including membership) and how those services are provided.

2.1. Goals, Objectives, and Activities - (Maximum characters 5000.)

Goals: Broad statements that are usually general, abstract, issue oriented with realistic priorities. Goals are a long-term end to which programs and activities are developed and should reflect the organization's mission statement. Goals can be listed in priority order and ranked.

Objectives: Specific, measurable ends that are achievable within a time frame and mark progress towards achieving goals.

Activities: These are the specific activities that achieve the objectives.

This application is being submitted amidst the coronavirus outbreak, a global pandemic that has forced the closure and cancellation of many performing arts venues and events. New World Symphony optimistically anticipates a return to historical norms in the number of concert offerings and attendance levels by the beginning of the 2021-22 season. This application is presented with this assumption in mind.

Overview

The New World Symphony, America's Orchestral Academy (NWS), offers a three-year postgraduate fellowship program focused on orchestral performance and musicianship, audition preparation, audience and community engagement, leadership development, and wellness. NWS's 2021-22 season will continue the tradition of innovative programming and artistic excellence for which the organization has been recognized since its founding in 1987. Of the season's 60 planned ticketed performances, 30% will be presented for free, and 20% will have all tickets priced at \$20 or less. NWS's WALLCAST® concerts—live outdoor broadcasts of select NWS performances—are free to the public.

Goal #1

- Prepare NWS Fellows for their professional careers.

Objective

- Recruit a visiting faculty to offer Fellows specialized training over a 35-week season.

• Activities

NWS will engage a visiting faculty of more than 100 conductors, artists, and coaches to offer master classes and private lessons, as well as instruction in audition training, performance psychology, communications, and community engagement.

Instrumental coaches will work with Fellows on technique, orchestral section leadership, and ensemble skills. They will also help prepare performance repertoire, lead sectional rehearsals, and play side-by-side with Fellows in weekly rehearsals and performances. Coaches will include musicians from the San Francisco Symphony, New York Philharmonic, The Cleveland Orchestra, and the Chicago Symphony Orchestra.

Leveraging the Internet2 network, NWS will also conduct real-time lessons, master classes, interviews, and rehearsals online with musicians, composers, and performers around the world.

Goal #2

- Provide South Florida audiences with high-quality classical music programs.

Objective

- Present concerts of superior artistic caliber with world-class guest artists.

Activities

- NWS will offer 60 classical music presentations during the 2021-22 season. Concerts will be presented at the New World Center in Miami Beach; at the Adrienne Arsht Center for the Performing Arts in downtown Miami; and will be made available online.
- In addition to NWS Co-Founder and Artistic Director Michael Tilson Thomas, approximately 20 guest artists will perform with NWS Fellows for South Florida audiences. Guest conductors in recent seasons have included James Conlon (Music Director, Los Angeles Opera), Bernard Labadie (Principal Conductor, Orchestra of St. Luke's), Susanna Mälkki (Chief Conductor, Helsinki Philharmonic Orchestra), Juanjo Mena (Associate Conductor, Spanish National Orchestra), Carlos Miguel Prieto (Music Director, Louisiana Philharmonic Orchestra), and Xian Zhang (Music Director, New Jersey Symphony Orchestra). Recent guest artists have included violinists Nicola Benedetti, James Ehnes, Christian Tetzlaff; and pianists Hélène Grimaud, Jean-Yves Thibaudet, Daniil Trifonov, and Yuja Wang.

Goal #3

- Provide artistic and educational programs that help introduce new audiences to classical music.

Objective

- Provide South Florida families, students, teachers, and adults of all ages opportunities to learn about and experience classical music.

Activities

- NWS's community engagement programs allow Fellows to mentor student musicians, provide music lessons, coach local school bands and orchestras, and perform concerts tailored to special audiences. NWS also offers financial assistance to several youth-based partner organizations for instrument repair and purchase. These programs are provided at no charge to participants.
- Fellows receive training on the following specialized topics: addressing the audience from the stage; presentations in the community; long-term classroom teaching; and digital engagement. Fellows will practice their skills in the concert hall, schools, community venues, and online.

Goal #4

- Train NWS Fellows to be effective advocates for classical music in the communities where they secure professional positions.

Objective

- Offer a broad curriculum that builds Fellows' engagement and leadership skills.

Activities

- Workshops and individual coaching sessions cover topics such as non-profit organizational structure, fundraising, concert programming and production, finance, résumé writing, media training, and negotiation. Courses are led by NWS staff, cross-sector professionals, and NWS alumni who are leaders in their communities.
- Fellows will be offered several opportunities to gain first-hand experience using these skills by designing and executing their own musical programs inside the concert hall and in the community.

2.2. Partnerships & Collaborations - (Maximum characters 2000.)

Describe any partnerships and/or collaborations with organizations directly related to the Specific Cultural Project (SCP) or General Programming (GPS). Discuss the responsibilities and benefits of the relationship and whether any formal agreements are in place.

NWS frequently partners with local arts and philanthropic organizations. NWS is a resident company of the Adrienne Arsht Center of the Performing Arts and has partnered with this organization several times each season since its opening in 2006. NWS also partners with more than 100 schools and organizations throughout Miami-Dade County each season through community engagement programming.

NWS has partnered with The Sphinx Organization, the League of American Orchestras, and The Artist Council to create the National Alliance for Audition Support (NAAS), an initiative to increase diversity in American orchestras by supporting early professional and professional black and Latinx musicians. Using a rubric developed by NWS—Recruit, Train, Mentor, and Measure—the NAAS partners combine resources and expertise to: recruit qualified and underrepresented classical musicians (i.e., black and Latinx); provide orchestra audition training to participants through an audition preparation boot camp and individual coaching sessions; partner participants with qualified mentors who are knowledgeable of and/or have gone through the experience of the orchestral audition process; and measure participants' achievements based on their near-term career and professional development goals.

NWS also partners with The Sphinx Organization to host retreats for Sphinx LEAD (Leaders in Excellence, Arts & Diversity), a program to empower arts leaders of color in classical music administration, and participates in SphinxConnect, an annual conference for artists and leaders in diversity. Other partners in equity, diversity, and inclusion work include Miami Music Project, Carnegie Hall's NYO2, Atlanta Symphony Orchestra's Talent Development Program, L.A. Philharmonic's Youth Orchestra Los Angeles, and Nashville Symphony's Accelerando initiative.

Formal agreements are in place for these partnerships.

2.3. Timeline - (Maximum characters 2000.)

List timeline of activities during the grant period.

Administrative activities will take place on an ongoing basis between July 1, 2021, and June 30, 2022. The 35-week rehearsal and performance season will begin on September 7, 2021, and end on May 9, 2022, with concert performances taking place every week. All coaching and community engagement activities will also take place on an ongoing basis throughout the 35-week season.

E. Impact Page 5 of 12

Instructions

Do not count individuals reached through TV, radio, cable broadcast, the Internet, or other media. Include actual audience numbers based on paid/free admissions or seats filled. Avoid inflated numbers, and do not double-count repeat attendees.

Applicants to the UCCD Salary Assistance category should calculate the number of individuals benefiting based on the number of jobs the grant funds in the application is supporting. If it is only one (1) position, then the number of individuals benefiting should be one (1).

1. What is the estimated number of proposal events? *

45

2. What is the estimated number of opportunities for public participation? *

60

3. How many Adults will be engaged? *

45,000

4. How many school based youth will be engaged? *

7,500

5. How many non-school based youth will be engaged? *

2,000

6. How many artists will be directly involved?

Enter the estimated number of professional artists that will be directly involved in providing artistic services specifically identified with the proposal. Include living artists whose work is represented in an exhibition regardless of whether the work was provided by the artist or by an institution. This figure should reflect a portion of the total individuals benefiting. If no artists were directly involved in providing artistic services enter 0.

6.1. Number of artists directly involved? *

400

6.2. Number of Florida artists directly involved?

150

Total number of individuals who will be engaged?

54900

7. Select all categories that make up 25% or more of population directly benefiting (excluding broadcasts and online programming): *

☒ Older Adults (65+ years)

8. Select all categories that make up 25% or more of population directly benefiting (excluding broadcasts and online programming): *

☒ White

9. Describe the demographics of your service area. - (Maximum characters 1500.)

Most of NWS's performances and activities take place in Miami-Dade County, a minority-majority urban area. In 2018, Miami-Dade County had a population of 2.76M people with a median age of forty. The population is 69.1% Hispanic, 15.5% Black, and 12.9% White. Nearly 75% of Miami-Dade County residents speak a non-English language, and 77.5% are U.S. citizens.

NWS serves several segmented concert audiences in Miami-Dade County, including traditional concert audiences, alternate format concert audiences, and WALLCAST concert audiences. While the demographics for traditional concerts skew toward older white adults, survey data shows that audiences for our alternate format and WALLCAST concerts are younger (30% under 45 years old) and more diverse (34% identify as non-white). NWS also offers educational and artistic content online, expanding our reach to a large, diverse population. Additionally, NWS serves more than 10,000 children and adults through its community engagement programs, providing families, students, teachers, and adults of all ages and backgrounds the opportunity to learn about and experience classical music.

10. Additional impact/participation numbers information (optional) - (Maximum characters 500.)

Use this space to provide the panel with additional detail or information about the impact/participation numbers.

The project impact number for individuals benefitting from the project includes not only artists, concert hall attendees, and community engagement participants, but also audience estimates for NWS's outdoor WALLCAST® concert series.

11. In what counties will the project/program actually take place?

Select the counties in which the project/programming will actually occur. For example, if your organization is located in Alachua county and you are planning programming that will take place in Alachua as well as the surrounding counties of Clay and St. Johns, you will list all three counties. Please do not include counties served unless the project or programming will be physically taking place in that county. *State Service Organization* applicants: Select all counties that will be served by your programming.

☒ Miami-Dade

12. Proposal Impact - (Maximum characters 3500.) *

Describe the economic impact of your organization as a whole and of the proposal in particular on your local community. Include a description of your proposal's education and outreach activities.

Organizations: Include the economic impact of your organization as a whole.

Solo Artists: Include any positive social elements and community engagement anticipated from the project.

Economic Impact

Spending in 2015 by Miami-Dade County nonprofit arts & culture organizations and audiences totaled more than \$1.4 billion (Arts & Economic Prosperity V; Americans for the Arts). The same report finds that nonprofit arts & culture event attendees spend an average of \$35 per person excluding the cost of admission (e.g., meals, ground transportation, lodging). With a total population served of approximately 55,000 Florida residents and visitors of all ages, NWS's 2021-22 season will be a significant contributor to the economic health of the local community.

Education and Outreach Activities

NWS's community engagement programs are learning experiences for the Fellows and for our partners in the South Florida community, across the U.S., and internationally. The broad array of musical and educational offerings provides families, students, teachers, and adults of all ages opportunities to learn and experience classical music.

NWS's 2021-22 Community Engagement activities will include the following free programs:

Education Concerts: Four daytime concerts designed to introduce schoolchildren (grades 4 through 12) to the concert-going experience, major orchestral works, and famous composers. NWS provides free round-trip bus transportation for all attendees, and teachers receive a study guide to heighten the educational impact of the performance. A post-produced broadcast of the concerts will be made available online for schoolchildren around the country.

- Estimated participation, in-person: 2,500 students; 30 schools
- Estimated participation, webcast: 3,000 students

NWS in the Schools and Community: Fellows visit area schools to make 30 to 60-minute interactive and thematic musical presentations aimed at helping children discover classical music. NWS Fellows also perform in various other community venues, including hospitals, hospices, and senior centers.

- Estimated participation: 3,000 community members; 40 organizations

Rehearsal Observations: During these visits, local groups attend NWS rehearsals with internationally renowned conductors and soloists. Prior to rehearsals, attendees meet with Fellows to learn about both the musical pieces and the instruments. Participating organizations include K-12 schools, universities, and adult learning centers.

- Estimated participation: 750 attendees; 15 schools/organizations

Side-by-Side Concert: Advanced young instrumentalists (grades 7 through 12) audition for the chance to perform alongside Fellows in a Side-by-Side concert conducted by NWS Co-Founder and Artistic Director Michael Tilson Thomas. Participating students develop a musical working relationship with the Fellows as they together prepare and perform orchestral works. The auditions are open to string, woodwind, brass, and percussion students.

- Estimated participation: 50 students; 20 schools

MusicLab: This season-long music mentorship program brings NWS Fellows into the youth music programs of four partner organizations in Miami-Dade County. The program supplements existing community and school music programs by having Fellows offer instrumental training to young musicians enrolled in these programs. The program also builds and enhances Fellows' teaching skills. Each season concludes with a celebratory concert performance with all participants at New World Center.

- Estimated participation: 150 students

13. Marketing and Promotion - (Maximum characters 3500.) *

Describe the marketing/promotion/publicity plans and audience development/expansion efforts as related to the proposal. For example, include information on advertising, social media, collaboration with local organizations, brochures, etc.

Recognizing that the pace at which patrons receive and process information keeps accelerating, NWS has adapted its marketing and audience development strategies to keep up with these shifts. While NWS still buys print advertisements in certain instances, the primary emphasis is now digital. NWS uses a metrics-based approach to assess and adjust digital advertising campaigns' effectiveness.

A robust, segmented email strategy is at the core of NWS's marketing. Survey data and Google analytics have confirmed that email is NWS's most effective tool to engage patrons. NWS sends nearly 800 emails during the season, including 100 targeted newsletters, 120 reminders and customer service messages, and 35 satisfaction surveys. NWS cross-promotes events to patrons who have attended one type of NWS performance and might like something similar.

Direct mail (e.g., Single Ticket Brochures, postcards) are sent to 70,000+ households several times per season. NWS also trades direct mail lists with other local cultural organizations, including Pérez Art Museum Miami, Seraphic Fire, Miami City Ballet, Adrienne Arsht Center for the Performing Arts, The Cleveland Orchestra, Florida Grand Opera and the Frost Museum. Ads are also placed with WLRN Public Radio (91.3 FM).

NWS maintains a strong social media presence, with a Director of Digital Communications Strategy who works across departments to optimize NWS external messaging for digital platforms. NWS's Facebook page (<https://www.facebook.com/NewWorldSymphony>), Twitter account (<https://twitter.com/NWSymphony>), and Instagram account (<http://instagram.com/NWSymphony>) have a collective audience of nearly 70,000 followers.

NWS regularly analyzes its own database; data sets include the percentage of first-time ticket buyers and subsequent purchases made, attendance rates, direct feedback about new programs, and trends in purchasing timelines. Insights from these sources inform strategy development for upcoming campaigns, creating a deeper understanding of audience reactions to NWS's programming experiments.

NWS believes that understanding actual patron behavior, paired with robust survey data, improves staff decision-making related to audience retention and development. This approach also helps NWS respond to the shifting ways in which audiences receive information and make decisions about attending live performing arts events.

F. Management and Operating Budget Page 6 of 12

1. Fiscal Condition and Sustainability - (Maximum characters 1750.) *

Describe the fiscal condition of the organization as it relates to the successful completion of the proposal. Also describe plans to sustain the proposal activities after the grant period.

NWS maintains a healthy financial position. After several years of rapid but carefully planned budget growth following the move into New World Center, NWS's annual operating budget has increased to \$17.4 million. This level is believed to be appropriate and sustainable. Through continued strategic planning, an annual growth of up to 3% is expected to allow for program enhancements and new initiatives.

To address long-term institutional sustainability, NWS strives to achieve annual operating surpluses rather than the traditional balanced budget. Besides providing for a built-in contingency, a steadily growing reserve fund addresses institutional opportunities, needs, and vulnerabilities that are not reflected in the regular operating budget. The reserve currently stands at \$7.1 million.

2. Evaluation Plan - (Maximum characters 1750.) *

Briefly describe your methods and processes for gathering, analyzing, and reporting data to evaluate your programming with the purpose of improving, deciding to continue, or stopping.

NWS evaluates its programs using the following measures:

- Fellow success: in recent seasons, an annual average of 20 Fellows and 30 alumni have won jobs in orchestras, ensembles, and organizations worldwide.
- Ticket sales and attendance figures: Box office data for NWS's five most recent seasons demonstrate that ticket sales are consistent, with an average of 95% of available tickets issued for its concerts. Purchases are categorized as follows – 30% Single Tickets; 34% Subscription Tickets; 28% Free Concerts; and 8% Other (e.g., sponsors, staff). Attendance has been steady, with no more than a 2% year-to-year variation.
- Critical acclaim: NWS receives consistently positive concert reviews in local and national publications.
- Community outreach: an average of 10,000 youth, children, and adults from more than 100 schools and organizations are served annually by NWS's community engagement programs.

NWS regularly collects qualitative information from audiences via surveys, interviews, and focus groups. The data expands our understanding of audiences' experiences and helps to inform programming and marketing decisions. Most post-concert survey respondents provide positive feedback, with high average scores for measures of intrinsic impact (i.e., captivation, emotional resonance, satisfaction, and enrichment).

Fellows' musical ability is evaluated on an ongoing basis by Musician Advancement staff as well as visiting faculty. Fellow-led committees evaluate the Fellowship program; the Orchestra Committee, Housing Committee, and Community Engagement Committee meet periodically with faculty and staff to discuss issues and problems.

3. Completed Fiscal Year End Date (m/d/yyyy) *

6/30/2019

4. Operating Budget Summary

Expenses	Previous Fiscal Year	Current Fiscal Year	Next Fiscal Year
1. Personnel: Administrative	\$5,209,145	\$5,381,410	\$5,876,826
2. Personnel: Programmatic			
3. Personnel: Technical/Production	\$1,928,747	\$2,019,704	\$2,118,761
4. Outside Fees and Services: Programmatic	\$1,164,913	\$1,129,694	\$1,213,104
5. Outside Fees and Services: Other	\$1,621,424	\$1,649,301	\$1,821,180
6. Space Rental, Rent or Mortgage	\$2,702,598	\$2,622,801	\$2,727,028
7. Travel	\$282,144	\$296,694	\$387,085
8. Marketing	\$411,797	\$422,745	\$514,700
9. Remaining Operating Expenses	\$3,131,357	\$2,844,701	\$3,559,465
A. Total Cash Expenses	\$16,452,125	\$16,367,050	\$18,218,149
B. In-kind Contributions	\$160,511	\$54,911	\$125,000
C. Total Operating Expenses	\$16,612,636	\$16,421,961	\$18,343,149
Income	Previous Fiscal Year	Current Fiscal Year	Next Fiscal Year

10.	Revenue: Admissions	\$1,349,493	\$1,058,713	\$1,244,565
11.	Revenue: Contracted Services	\$3,039		
12.	Revenue: Other	\$5,466,362	\$4,742,172	\$6,458,584
13.	Private Support: Corporate	\$923,896	\$521,583	\$715,000
14.	Private Support: Foundation	\$3,603,034	\$5,346,362	\$4,750,000
15.	Private Support: Other	\$4,465,633	\$3,965,136	\$4,350,000
16.	Government Support: Federal	\$60,000	\$60,000	\$60,000
17.	Government Support: State/Regional	\$10,191	\$46,868	\$40,000
18.	Government Support: Local/County	\$570,477	\$626,216	\$600,000
19.	Applicant Cash			
D.	Total Cash Income	\$16,452,125	\$16,367,050	\$18,218,149
B.	In-kind Contributions	\$160,511	\$54,911	\$125,000
E.	Total Operating Income	\$16,612,636	\$16,421,961	\$18,343,149

5. Additional Operating Budget Information (optional) - (Maximum characters 500.)

Use this space to provide the panel with additional detail or information about the operating budget. For example, if you have a budget deficit or there has been a large change in your operating budget compared with last fiscal year.

This application is being submitted amidst the coronavirus outbreak, a global pandemic that has forced the closure and cancellation of many performing arts venues and events. Currently, NWS's FY2020-21 budget is still under review and has been neither finalized nor approved by the Board of Trustees. Initial estimates are that the overall budget will be decreased by approximately 25%, though details have yet to be confirmed. The FY2020-21 budget presented here was calculated and approved prior to the pandemic.

6. Paid Staff

- ☐ Applicant has no paid management staff.
- ☐ Applicant has at least one part-time paid management staff member (but no full-time)
- ☐ Applicant has one full-time paid management staff member
- ☒ Applicant has more than one full-time paid management staff member

7. Hours *

- ☒ Organization is open full-time
- ☐ Organization is open part-time

G. Management and Proposal Budget Page 7 of 12

1. Rural Economic Development Initiative (REDI) Waiver *

☐ Yes

☒ No

2. Proposal Budget Expenses:

Detail estimated proposal expenses in the budget categories listed below. Include only expenses that specifically related to the proposal. You can find a list of non-allowable and match only expenses at <http://dos.myflorida.com/cultural/grants/grant-programs/>. Proposal Budget expenses must equal the Proposal Budget income.

For General Program Support the Proposal Budget should match the operating budget minus non-allowable expenses (see non-allowable expenses).

2.1. Personnel: Administrative *

#	Description	Grant Funds	Cash Match	In-Kind Match	Total
1	Marketing, Public Relations, Box Office	\$0	\$1,329,773	\$0	\$1,329,773
2	Institutional Advancement	\$0	\$1,383,536	\$0	\$1,383,536
3	Executive, Finance, Technology and Information Systems	\$0	\$2,194,692	\$0	\$2,194,692
4	Musician Advancement and Community Engagement	\$0	\$1,145,130	\$0	\$1,145,130
Totals:		\$0	\$6,053,131	\$0	\$6,053,131

2.3. Personnel: Technical/Production *

#	Description	Grant Funds	Cash Match	In-Kind Match	Total
1	Technical/Production	\$0	\$2,182,324	\$0	\$2,182,324
Totals:		\$0	\$2,182,324	\$0	\$2,182,324

2.4. Outside Fees and Services: Programmatic *

#	Description	Grant Funds	Cash Match	In-Kind Match	Total
1	Conductors	\$75,000	\$870,136	\$0	\$945,136
2	Soloists	\$50,000	\$237,640	\$0	\$287,640
Totals:		\$125,000	\$1,107,776	\$0	\$1,232,776

2.5. Outside Fees and Services: Other *

#	Description	Grant Funds	Cash Match	In-Kind Match	Total
1	Orchestra	\$0	\$1,811,399	\$0	\$1,811,399
Totals:		\$0	\$1,811,399	\$0	\$1,811,399

2.6. Space Rental (match only) *

#	Description	Cash Match	In-Kind Match	Total
1	Space Rental	\$2,134,578	\$0	\$2,134,578
2	Utilities	\$640,735	\$0	\$640,735
Totals:		\$2,775,313	\$0	\$2,775,313

2.7. Travel (match only) *

#	Description	Cash Match	In-Kind Match	Total
1	Artists, Orchestra	\$290,973	\$0	\$290,973
2	Staff	\$102,545	\$0	\$102,545
Totals:		\$393,518	\$0	\$393,518

2.8. Marketing *

#	Description	Grant Funds	Cash Match	In-Kind Match	Total
1	Advertising	\$25,000	\$207,755	\$0	\$232,755
Totals:		\$25,000	\$494,847	\$0	\$519,847

#	Description	Grant Funds	Cash Match	In-Kind Match	Total
2	Design/Printing	\$0	\$119,685	\$0	\$119,685
3	Postage Distribution	\$0	\$51,055	\$0	\$51,055
4	Web Design/Other	\$0	\$116,352	\$0	\$116,352
Totals:		\$25,000	\$494,847	\$0	\$519,847

2.9. Remaining Proposal Expenses *

#	Description	Grant Funds	Cash Match	In-Kind Match	Total
1	Education and Other Musician Related Expenses	\$0	\$921,383	\$0	\$921,383
2	Concert Production and Related Expenses	\$0	\$789,568	\$0	\$789,568
3	Internet2 and Technology Expenses	\$0	\$320,552	\$0	\$320,552
4	Remaining Operating Expenses	\$0	\$1,568,151	\$125,000	\$1,693,151
Totals:		\$0	\$3,599,654	\$125,000	\$3,724,654

Amount of Grant Funding Requested:

\$150,000

Cash Match:

\$18,417,962

In-Kind Match:

\$125,000

Match Amount:

\$18,542,962

Total Project Cost:

\$18,692,962

3. Proposal Budget Income:

Detail the expected source of the cash match recorded in the expenses table in the budget categories listed below. Include only income that specifically relates to the proposal. The Proposal Budget income must equal the Proposal Budget expenses.

3.1. Revenue: Admissions *

#	Description	Cash Match	Total
1	Admissions	\$1,257,011	\$1,257,011
Totals:		\$0	\$1,257,011

3.3. Revenue: Other *

#	Description	Cash Match	Total
1	Investment Income	\$4,904,680	\$4,904,680
2	Business Development, Alton Pointe, and Other Earned Income	\$1,691,971	\$1,691,971
Totals:		\$0	\$6,596,651

3.4. Private Support: Corporate *

#	Description	Cash Match	Total
1	Corporate	\$729,300	\$729,300
Totals:		\$0	\$729,300

3.5. Private Support: Foundation *

#	Description	Cash Match	Total
1	Foundation	\$4,785,000	\$4,785,000
Totals:		\$0	\$4,785,000

3.6. Private Support: Other *

#	Description	Cash Match	Total
1	Private/Individual Support	\$2,040,000	\$2,040,000
Totals:		\$0	\$4,390,000

#	Description	Cash Match	Total
2	Special Events Proceeds	\$2,350,000	\$2,350,000
Totals:		\$0	\$4,390,000
			\$4,390,000

3.7. Government Support: Federal *

#	Description	Cash Match	Total
1	National Endowment for the Arts	\$60,000	\$60,000
Totals:		\$0	\$60,000
			\$60,000

3.9. Government Support: Local/County *

#	Description	Cash Match	Total
1	City of Miami Beach	\$27,500	\$27,500
2	Miami-Dade County Department of Cultural Affairs (various)	\$572,500	\$572,500
Totals:		\$0	\$600,000
			\$600,000

Total Project Income:

\$18,692,962

3.11. Proposal Budget at a Glance

Line	Item	Expenses	Income	%
A.	Request Amount	\$150,000	\$150,000	1%
B.	Cash Match	\$18,417,962	\$18,417,962	99%
	Total Cash	\$18,567,962	\$18,567,962	100%
C.	In-Kind	\$125,000	\$125,000	1%
	Total Proposal Budget	\$18,692,962	\$18,692,962	101%

4. Additional Proposal Budget Information (optional) - (Maximum characters 500.)

Use this space to provide the panel with additional detail or information about the proposal budget. For example, if you have more in-kind than you can include in the proposal budget you can list it here.

This application is being submitted amidst the coronavirus outbreak, a global pandemic that has forced the closure and cancellation of many performing arts venues and events. We optimistically anticipate a return to historical norms in institutional budget scenarios by the beginning of the 2021-22 season. This budget is presented with this assumption in mind.

H. Accessibility Page 8 of 12

1. Describe how the facilities and proposal activities are accessible to all audiences and any plans that are in place to improve accessibility. - (Maximum characters 2500.) *

For example, explain use of accessibility symbols in marketing materials, accessibility of facilities and programming and/or target population. You can find resources on accessibility at <http://dos.myflorida.com/cultural/info-and-opportunities/resources-by-topic/accessibility/>. We encourage all applicants to include images in the support materials showing the use of accessibility symbols in marketing materials.

NWS welcomes all visitors and strives to make its performances and facilities accessible to all patrons. Accessibility information is detailed on NWS's website (<http://www.nws.edu/Access>). Related inquiries and requests are handled by front-of-house staff, who have received ADA training. Accommodations requests are met with every effort to support guests' needs.

NWS owns and operates New World Center, which includes its administrative offices and performance spaces. All areas of New World Center are wheelchair and motorized-scooter accessible, including its entrances, performance spaces, restrooms, box office, concession stand, dressing rooms, backstage area, practice rooms, and workspaces. The building includes directional signage for accessible entrances and restrooms.

Seating areas for patrons in wheelchairs and their companions are available on all levels of the New World Center's performance spaces; guests are asked to request wheelchair-accessible locations when ordering tickets. Some seats are available with removable armrests to enable easier access. A courtesy wheelchair is also available for guest use within the building. All restrooms in New World Center have a wheelchair accessible stall. In addition, gender-neutral, family restrooms are also available on the first and second floors. These restrooms can also accommodate a care provider.

Service animals are welcome at New World Center. Assistive listening devices are available for all NWS performances at no charge. Neck loopsets are also available for users of hearing aids with t-coils.

For select concerts, NWS offers a Sensory-Friendly Environment for families with members (both children and adults) with Sensory Processing Disorders (SPD) and Autism Spectrum Disorders (ASD). This is an area for the entire family, designed to be welcoming, safe and comfortable, where they can watch a live audio and video feed of a concert. Entry to this area is free.

Additional services are available upon request with advance notice, including audio description equipment, sign language interpretation, large-print program materials, and opened captioning.

Individual or Solo Artists: Skip questions 2-5 and move on to section I.

2. Policies and Procedures

☒ Yes

☐ No

3. Staff Person for Accessibility Compliance

☒ Yes

☐ No

3.1. If yes, what is the name of the staff person responsible for accessibility compliance?

Yuri Rebello

4. Section 504 Self Evaluation

☒ Yes, the applicant has completed the Section 504 Self Evaluation Workbook from the National Endowment for the Arts.

☐ Yes, the applicant completed the Abbreviated Accessibility Checklist.

☐ No, the applicant has not conducted an accessibility self-evaluation of its facilities and programs.

4.1. If yes, when was the evaluation completed?

7/1/2019

5. Does your organization have a diversity/equity/inclusion statement?

☒ Yes

☐ No

5.1. If yes include here: - (Maximum characters 1500.)

The New World Symphony will be diverse and inclusive. We recognize that the viability of the performing arts depends on their being reflective of the communities in which they live. NWS is proud to be partnering with many organizations to realize the goal of the reflective orchestra.

I. Attachments and Support Materials Page 9 of 12

Complete the support materials list using the following definitions.

- **Title:** A few brief but descriptive words. Example: "Support Letter from John Doe".
- **Description:** (optional) Additional details about the support materials that may be helpful to staff or panelists. Identify any works or artists featured in the materials. For larger documents, please indicate page number for DCA credit statement and/or logo.
- **File:** The file selected from your computer. For uploaded materials only. The following sizes and formats are allowed.

Content Type	Format/extension	Maximum size
Images	.jpg, .gif, .png, or .tiff	5 MB
documents	.pdf, .txt, .doc, or .docx	10 MB
audio	.mp3	10 MB
video	.mp4, .mov, or .wmv	200 MB

MacOS productivity files such as Pages, Keynote, and Numbers are not acceptable formats. Please save files into .pdf format before submission.

1. Required Attachment List

Please upload your required attachments in the spaces provided. .

1.1. Substitute W-9 Form

File Name	File Size	Uploaded On	View (opens in new window)
NWS - Substitute Form W-9.pdf	33 [KB]	5/28/2020 3:19:44 PM	View file

2. Support materials (required)

File	Title	Description	Size	Type	View (opens in new window)
NWS - Work Samples.pdf	Performance Work Samples	Links to five brief video and audio excerpts of New World Symphony performances.	93 [KB]		View file

File	Title	Description	Size	Type	View (opens in new window)
NWS - Board of Trustees.pdf	2020-21 Board of Trustees		77 [KB]		View file
NWS - Community Engagement Brochure, 2019-20.pdf	Printed Materials: Community Engagement Brochure, 2019-20		1085 [KB]		View file
NWS - Single Ticket Brochure, Fall 2019.pdf	Printed Materials: Single Ticket Brochure, Fall 2019	Includes DCA logo recognition on pages 5 and 20.	2699 [KB]		View file
NWS - Program Book, November 2019.pdf	Printed Materials: Program Book, November 2019	Includes DCA logo recognition on page 52.	2718 [KB]		View file
NWS - Select Concert Reviews, 2019-20.pdf	Select Concert Reviews, 2019-20		1511 [KB]		View file
NWS - Harp Recitals Across Miami (2).mp4	Video: Harp Recitals Across Miami	Learn about this special community project, conducted in partnership with the Miami-Dade Public Library System.	9610 [KB]		View file
NWS - WALLCAST® Concerts (2).mp4	Video: NWS WALLCAST® Concerts	Go behind the scenes of NWS's popular WALLCAST® Concerts.	12665 [KB]		View file
NWS - Distance Learning at the New World Symphony (2).mp4	Video: Distance Learning at the New World Symphony	Learn how NWS bridges geographical distances when it comes to classical music education.	11695 [KB]		View file

2.1.

J. Notification of International Travel Page 10 of 12

In accordance with Section 15.182, Florida Statutes, the grantee shall notify the Department of State of any international travel at least 30 days before the date the international travel is to commence or, when an intention to travel internationally is not formed at least 30 days in advance of the date the travel is to commence, as soon as feasible after forming such travel intention. Notification shall include date, time, and location of each appearance.

1. Notification of International Travel

☒ I hereby certify that I have read and understand the above statement and will comply with Section 15.182, Florida Statutes, International travel by state-funded musical, cultural, or artistic organizations; notification to the Department of Economic Opportunity.

K. Florida Single Audit Act Page 11 of 12

Florida Single Audit Act

The following question relates to the Florida Single Audit Act. Important: if you answer yes to the following question, State law requires you comply with the Florida Single Audit Act, Section 215.97 Florida Statutes, by uploading an audit report below. You will need to select "Save" at the bottom of this page to make your changes final.

See: <https://apps.fldfs.com/fsaa/> and https://flauditor.gov/pages/pdf_files/fsaa%20q_a.pdf for more information and specific definitions.

1. Has your organization met the \$750,000 annual assistance threshold identified in Section 215.97 F.S. and 2 CFR 200 from all combined state sources and/or all combined federal sources during your organization's last fiscal year?

☐ Yes

☒ No

L. Review & Submit Page 12 of 12

1. Guidelines Certification

☒ I hereby certify that I have read and understand the guidelines and all application requirements for this grant program outlined under section 265.701, Florida Statutes and incorporated by reference into Rule 1T-1.039, Florida Administrative Code.

2. Review and Submit

☒ I hereby certify that I am authorized to submit this application on behalf of New World Symphony, Inc. and that all information indicated is true and accurate. I acknowledge that my electronic signature below shall have the same legal effect as my written signature. I am aware that making a false statement or representation to the Department of State constitutes a third degree felony as provided for in s. 817.155, F.S., punishable as provided for by ss. 775.082, 775.083, and 775.084.

2.1. Signature (Enter first and last name)

Julisa Fuste