

# Tallahassee Symphony Orchestra, Inc.



## General Information

### Contact Information

<b>Nonprofit</b>	Tallahassee Symphony Orchestra, Inc.
<b>Address</b>	1030 E. Lafayette Street Suite 7 Tallahassee, FL 32301 4552
<b>Phone</b>	(850) 224-0461
<b>Fax</b>	850 222-9092
<b>Web Site</b>	<b>Web Site</b>
<b>Facebook</b>	<b>Facebook</b>
<b>Twitter</b>	<b>Twitter</b>
<b>Email</b>	director@tallahasseeSymphony.org

### At A Glance

<b>Organization's type of tax exempt status</b>	Exempt-Other
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# Programs

## Programs

### Subscription Series Concerts

<b>Description</b>	<p>The TSO's Subscription Series represent the core of our programming. The 2014-15 season, titled "Experience the Magic of the TSO," offers an exciting array of concerts. Continuing an exciting season programmed by our new Music Director, Darko Butorac.</p> <p>Sunday October 19, 2014: Season Opener: Power and Prowess Friday, December 19 &amp; Saturday, December 20, 2014: Holiday Magic! Saturday, January 10, 2015: Elegance and Elation Saturday, March 7, 2015: Orient Express Saturday, May 2 2015: Three Titans</p>
<b>Budget</b>	\$250,000.00
<b>Category</b>	Arts, Culture & Humanities, General/Other Musical Performances
<b>Population Served</b>	Adults, Families, K-12 (5-19 years)
<b>Short Term Success</b>	<ul style="list-style-type: none"><li>Subscription concerts 2014-15: sell out at 1,172 capacity (Ruby Diamond Concert Hall).</li></ul>
<b>Long term Success</b>	<ul style="list-style-type: none"><li>Produce concerts of superior artistic quality that reflect the best of what our community has to offer.</li><li>Appeal to a wide range of local citizens and cultural tourists.</li><li>Provide audiences with the opportunity to hear guest artists of the highest caliber.</li><li>Work with community and government partners to advance the civic agenda.</li><li>Boost the local economy by creating jobs and events that stimulate local business activity.</li><li>Draw in new audience members from both inside and outside Leon County through advertising, tourism incentives, community collaborations, programming, and marketing strategies.</li><li>Provide free and/or discounted access to persons in need of assistance.</li><li>Enhance the quality of life and sense of community pride in Tallahassee.</li></ul>
<b>Program Success Monitored By</b>	<ul style="list-style-type: none"><li>Through audience support and attendance.</li><li>Through individual and corporate support.</li><li>Use of online evaluations.</li><li>Traffic on website and Facebook.</li></ul>
<b>Examples of Program Success</b>	<p>For the past three seasons we have regularly enjoyed playing to sold-out crowds. This is a positive indicator that our programs are successful. Monetary support from patrons and businesses who wish to be associated with our product is an indicator that our organization holds value for these entities. The TSO regularly utilizes online surveys as tools for audience feedback, and as a way to measure the success of our programs. Our Google analytics show our website receives thousands of hits each month, and our Facebook page has hundreds of regular users, both of which indicate relevancy and interest in our product.</p>

## Community Outreach Concerts

<b>Description</b>	<p>TSO's Community Outreach Concerts address a vital part of our mission: to serve the community by presenting events that significantly enhance the quality of life in Tallahassee. TSO Community Outreach Concerts reach a very different demographic than our Subscription Series Concerts, and therefore we adapt our programming to ensure the experience is as meaningful as possible to those in attendance.</p> <p>December 13-14, 2014: <i>Holiday Magic! "A Simply Sinatra Christmas."</i> A perennial favorite, this concert celebrates <i>all</i> the December holidays. The 2013 concert will feature the world's leading Sinatra interpreter, Steve Lippia.</p> <p>Pops in the Park, April 26, 2014. This concert seeks to build community and succeeds in drawing an extremely diverse and large (4000+) audience. Tallahassee's glorious spring is the backdrop for this family-friendly event and the music ranges from jazz to popular, from light classics to world music.</p>
<b>Budget</b>	\$0.00
<b>Category</b>	Arts, Culture & Humanities, General/Other Musical Performances
<b>Population Served</b>	Families, Children and Youth (0 - 19 years), Adults
<b>Short Term Success</b>	<ul style="list-style-type: none"><li>- Holiday Magic! Concert: sell out at 1,180 capacity (Ruby Diamond Concert Hall).</li><li>- Pops in the Park 2013: growth to 4,000 next season.</li></ul>
<b>Long term Success</b>	<ul style="list-style-type: none"><li>· Reach a very diverse and large audience.</li><li>· Offer a concert of orchestral music that is affordable for all.</li><li>· Combine two of Tallahassee's best assets: its glorious spring time and its spectacular symphony.</li><li>· Introduce those who may not be familiar with TSO to the organization in a family-friendly, accessible atmosphere.</li></ul>
<b>Program Success Monitored By</b>	<ul style="list-style-type: none"><li>· Through audience support and attendance.</li><li>· Through individual and corporate support.</li><li>· Use of online evaluations.</li><li>· Traffic on website and Facebook.</li></ul>
<b>Examples of Program Success</b>	<p>For the past two seasons we have regularly enjoyed playing to sold-out crowds. This is a positive indicator that our programs are successful. Monetary support from patrons and businesses who wish to be associated with our product is an indicator that our organization holds value for these entities. The TSO regularly utilizes online surveys as tools for audience feedback and as a way to measure the success of our programs. Our Google analytics show our website receives thousands of hits each month and our Facebook page has hundreds of regular users, both of which indicate relevancy and interest in our product. Attendance for the Southwood Pops in the Park event grew from 2,500-3,500 between 2011 and 2012. We anticipate increasing this number to 4,000 in 2013.</p>

## Educational Offerings

<b>Description</b>	The TSO's Educational concerts address a vital part of our mission: to educate Tallahassee's young people by introducing them to the symphony orchestra. TSO Educational Concerts for elementary-aged children are designed to ensure the experience is as meaningful as possible to those in attendance. For each YPC the TSO designs educational materials that are aligned with the Florida Sunshine State Standards, so that teachers may use the experience to teach concepts required of them. This year's two Young People's Concerts, scheduled for December 12-13, 2013, are holiday-themed. Another education program of the TSO is tied to our partnership with the Osher Lifelong Learning Institute at FSU. Since 2010, the TSO has been offering music classes to these mature learners, and often teaches about the music being performed in concert. Program success is monitored by the TSO through surveys and teacher feedback.
<b>Budget</b>	\$0.00
<b>Category</b>	Arts, Culture & Humanities, General/Other General Arts Education
<b>Population Served</b>	Children Only (5 - 14 years), Aging, Elderly, Senior Citizens, Families
<b>Short Term Success</b>	<ul style="list-style-type: none"><li>· Young Person's Concert 2012: sell out at 1,180 capacity (Ruby Diamond Concert Hall).</li></ul>
<b>Long term Success</b>	<ul style="list-style-type: none"><li>· Foster a love of orchestral music in children of varying ethnic and socioeconomic backgrounds.</li><li>· Build a sense of community among children from different schools throughout the community.</li><li>· Expose children to live symphonic music in a safe and accessible environment.</li><li>· Instill a love of and curiosity about music, and demonstrate the relevancy of orchestral music in modern times.</li><li>· Provide a meaningful educational experience.</li></ul>
<b>Program Success Monitored By</b>	Through audience support and attendance. Through individual and corporate support. Use of online evaluations.
<b>Examples of Program Success</b>	For the past two seasons we have regularly enjoyed playing to sold-out crowds. This is a positive indicator that our programs are successful. Each of the three classes offered in the inaugural year of the OLLI partnership drew over 75 students for a 3-6 week course.

## Community Engagement

<b>Description</b>	<p>The TSO offers open rehearsals FREE of charge for most Subscription concerts. These dress rehearsals are attended by parents with young children, community members unable to afford tickets to the concert, elderly who can no longer drive to an evening performance, and TSO fans who enjoy observing the rehearsal process. The open rehearsals typically draw 200-300 people.</p> <p>The TSO hosts a “Lunch with the Conductor.” This series of lunch gatherings allows community members to hear the Maestro speak about upcoming performances. Before each concert, the TSO hosts a “Happy Hour” so concert goers may gather before the concert to socialize, enjoy a drink, and listen to a local band of non-TSO musicians.</p> <p>The “TSO Pre-Concert Lecture” is an informative, pre-concert talk which is free to concert goers, and provides insight into the music and artists performing that day. During our Subscription concerts, the TSO has continued utilizing “Clef Notes” and conducting “Intermission Interviews” to help concert goers connect more deeply to the music they hear.</p>
<b>Budget</b>	\$0.00
<b>Category</b>	Arts, Culture & Humanities, General/Other Arts, Culture & Humanities, General/Other
<b>Population Served</b>	Adults, Families, Aging, Elderly, Senior Citizens
<b>Short Term Success</b>	Participation in our discount ticket programs: Through our “Pass the Baton” Voucher Program, school-age children+ accompanying a friend, sibling, or adult are able to attend one of our Masterworks concerts for just \$10 each. This program is open to any student grades K-12 in Leon County. College students of any age may attend masterworks concerts with a discounted ticket. Senior Citizens are offered a 10% discount on tickets.
<b>Long term Success</b>	<ul style="list-style-type: none"><li>• Appeal to a wide range of local citizens and cultural tourists.</li><li>• Provide audiences with the opportunity to hear guest artists of the highest caliber.</li><li>• Work with community and government partners to advance the civic agenda.</li><li>• Boost the local economy by creating jobs and events that stimulate local business activity.</li><li>• Draw in new audience members from both inside and outside Leon County through advertising, tourism incentives, community collaborations, programming, and marketing strategies.</li><li>• Provide free and/or discounted access to persons in need of assistance.</li><li>• Enhance the quality of life and sense of community pride in Tallahassee</li></ul>
<b>Program Success Monitored By</b>	Through audience support and attendance. Use of online evaluations. The TSO regularly utilizes online surveys as tools for audience feedback and as a way to measure the success of our programs. Traffic on website and Facebook.

**Examples of Program Success**

Monetary support from patrons and businesses who wish to be associated with our product is an indicator that our organization holds value for these entities. Our Google analytics show our website receives thousands of hits each month, and our Facebook page has hundreds of regular users, both of which indicate relevancy and interest in our product.

# Mission & Area Served

## Statements

### **Mission Statement**

The Mission of the Tallahassee Symphony Orchestra is to maintain and further develop a resident, professional symphony orchestra, to produce musical performances of the highest artistic quality, and to provide cultural and educational opportunities in the Tallahassee, North Florida and South Georgia communities.

### **Background Statement**

The Tallahassee Symphony Orchestra evolved from a 1979 performance of Handel's *Messiah*, presented by Maestro Nicholas Harsanyi and area professionals. According to notes in the 1990-1991 program book, "enthusiasm for a resident orchestra grew at the same time that the new Civic Center was nearing completion. It was decided that the grand celebration to open the Tallahassee/Leon County Civic Center should include a symphony performance – by Tallahassee's own orchestra. With volunteers handling promotion, ticket sales, and fundraising, Maestro Harsanyi conducted the premiere performance on September 14, 1981."

After the death of Maestro Harsanyi in 1987, the TSO was led by a series of guest conductors under the supervision of Phillip Spurgeon, Artistic Advisor. After one season under David S. Z. Pollitt, David Hoose took over the baton in 1993 and led the Orchestra to new artistic heights. Maestro Hoose's resignation after eleven years led us into an exciting conductor search during the 2005-2006 season, culminating in the appointment of Miriam Burns as the new Music Director in June 2006.

Following Maestra Burns's resignation in 2011, the TSO began a two-year long search for the organization's next artistic leader. After winnowing an applicant pool of over 250 to 5 finalists, the TSO proudly announced Maestro Darko Butorac as our new Music Director/Conductor in May, 2013.

### **Impact Statement**

The Tallahassee Symphony Orchestra (TSO) offers a diverse and engaging season of live orchestral music, including our classically-oriented Subscription Series, an outdoor "Pops in the Park" event, and a concert designed especially for elementary-aged school children, our "Young People's Concert." In addition to first-rate performances, the TSO provides educational opportunities for people of all ages. In 2010-11, the TSO formed a partnership with the Osher Lifelong Learning Institute at FSU and began offering classes to these mature learners that pertained to music being performed by the TSO.

As we celebrate our 33rd season in 2013-14, we are excited to announce the appointment of Darko Butorac as our new Music Director/Conductor. The search for the next artistic leader of the TSO began in 2012, when nearly 250 conductors from all over the world applied for the position. From the months May-December of 2011, a search committee comprised of musicians, board members, and TSO supporters narrowed the pool to 5 finalists. After spending a week in Tallahassee conducting the orchestra and meeting our community, Maestro Butorac was chosen as the overwhelming favorite by musicians, audience members, board, and community. One of our primary goals for the season is to promote Darko's tenure and to introduce him to the community as he settles into the position.

A second goal for the TSO during the current season is to develop a business plan that will sustain a small series of family concerts. A third goal of the TSO during the current season is to hone our recently adopted "Patron Growth Initiative," which seeks to engage and cultivate our loyal patron base more fully.

## Needs Statement

TSO donors help fulfill our mission of serving the public. When you make a gift to the TSO, you can be assured that it will be spent wisely and put to use for the good of our community. Each season, the TSO depends on your generous gifts to support almost half of its operating budget.

Opportunities include:

- Season Subscriptions– Season ticket holders are the single most important source of monetary support for our organization.
- Annual Fund– Most annual fund donations are received from season ticket holders, given at the same time as the season ticket purchase over the spring and summer.
- Corporate Concert Sponsorships- This includes sponsorship of Masterworks, Pops, Holiday Magic, and the Young Peoples' Concert, as well as membership in our "Business Leadership Circle," which is designed for businesses who wish to donate at a modest level.
- Concert Program Book Ad Sales- While businesses receive an advertising benefit from buying program ads, this revenue exceeds the cost of printing the programs and therefore helps underwrite TSO operating expenses.
- Tallahassee Symphony Society (TSS) – The Tallahassee Symphony Society, the TSO's sister fundraising arm/volunteer corps, is an integral and indispensable component of the TSO.

## CEO/Executive Director Statement

The TSO's future is top-of-mind for those of us who help guide the organization, and is always placed in the context of a national conversation about the future of American orchestras. Fortunately the TSO is on very solid financial footing because we're right-sized for this community and are free from the fixed cost burdens of larger-budget orchestras. Interestingly, the TSO finds itself in the position of knowing that we are not immune to the problems many other orchestras face—we recognize that change and evolution are necessary for our survival—while simultaneously enjoying a strong balance sheet and broad community support.

The TSO advocates creating experiences for our audiences that are both *addictive* (people don't want to live without them).

Looking around the country, we see orchestras working to meet the changing desires of audience members. For instance, the San Francisco Symphony is the latest orchestra to offer "tweet seats" where patrons are allowed/encouraged to send out comments during the concert; the Stanford (CA) University Orchestra created an audience participation concert of music for iPhones and iPads; the trend of showing photos or other visuals during concerts has become commonplace among orchestras tackling the multi-sensory issue (just consider the TSO's photochoreography piece on this season's October concert); and when the Detroit Symphony re-envisioned its post-strike programming model in 2011, it created the "Neighborhood Concert Series" in response to the "distribution" With all this in mind, the leadership of the TSO is putting our heads together to contemplate what, indeed, future concerts and events of the Tallahassee Symphony Orchestra might look like.

## Board Chair Statement

Tallahassee Symphony Orchestra is the only professional symphony orchestra in Florida's capital. The TSO is engaged in a drive to re-imagine what the role of a symphony orchestra is in our rapidly changing community. While retaining our masterworks series, which regularly sells-out, we are adding offering concerts designed for families for entertainment in outdoor settings and programs designed to engage young families and young professionals. The major challenge for orchestras is that ticket sales only cover about 1/2 of the cost of providing a masterworks concert. Government support for the art form is declining, and we have to replace this support from private sources, including endowment.

## Service Categories

Music

Symphony Orchestras

## Areas of Service

Areas Served



## **Areas**

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Gulf

Leon

Other

Wakulla

Franklin

Gadsden

Gulf

Jackson

Jefferson

Liberty

Madison

Tallahassee, North Florida and South Georgia communities

### **Board Chair Statement**

Tallahassee Symphony Orchestra is the only professional symphony orchestra in Florida's capital. The TSO is engaged in a drive to re-imagine what the role of a symphony orchestra is in our rapidly changing community. While retaining our masterworks series, which regularly sells-out, we are adding offering concerts designed for families for entertainment in outdoor settings and programs designed to engage young families and young professionals. The major challenge for orchestras is that ticket sales only cover about 1/2 of the cost of providing a masterworks concert. Government support for the art form is declining, and we have to replace this support from private sources, including endowment.

# Board & Governance

## Board Chair

<b>Board Chair</b>	David Watson
<b>Company Affiliation</b>	Verge Technology
<b>Term</b>	June 2014 to May 2017
<b>Email</b>	dwatson@dwatsonth.com

## Board Members

<b>Name</b>	<b>Affiliation</b>	<b>Status</b>
Nigel Allen	Big Bend Hospice	
David Ashburn	Greenberg Traurig	Voting
Donna Callaway	RAA Middle School	Voting
Shelia Costigan	Foundation for Leon County Schools	
Keith Dean	CPA	Voting
Allison DeFoor	Priest	Voting
Kim Dixon	Allen Mooney Barnes	Voting
Gery Florek	Retired	Voting
Roy Forman	Capital Health Plan	Voting
Bobbie Frye-MacDonald	Retired	
Daryl Green	Compass Marketing	Voting
Lois Griffin	Retired	Voting
Kathy Guilday	Retired	
Cecilia Homison	First Commerce Credit Union	Voting
Jack Kiker III	Williams, Gautier, Gwynn, DeLoach & Sorenson, P.A.	Voting
Beverly Locke-Ewald	Retired	Voting
G.C. Murray	Florida Justice Association	Voting
Trish Neely	FBMC Benefits Management, Inc.	Voting
June Noel	Retired	Voting
Martha Olive-Hall	Lawyer	
Lance Peterson	retired	
Anne Phipps	Retired	Voting
Melanie Punter	FSU College of Music	Voting
Terence Reisman	Retired	Voting
Jay Revell	allahassee Downtown Improvement Authority	
Jack Romberg	Rabbi	Voting
Sean Singleton	Verge Technology	Voting
Ken VanAssenderp	attorney	Voting
David Watson	VR Systems Inc	Voting

## Board Demographics - Ethnicity

<b>African American/Black</b>	2
<b>Asian American/Pacific Islander</b>	0
<b>Caucasian</b>	27
<b>Hispanic/Latino</b>	0
<b>Native American/American Indian</b>	0

## Board Demographics - Gender

<b>Male</b>	16
<b>Female</b>	13
<b>Unspecified</b>	0

## Governance

<b>Board Term Lengths</b>	3
<b>Board Term Limits</b>	2
<b>Board Meeting Attendance %</b>	54%
<b>Written Board Selection Criteria?</b>	Yes
<b>Written Conflict of Interest Policy?</b>	Yes
<b>Percentage Making Monetary Contributions</b>	100%
<b>Percentage Making In-Kind Contributions</b>	50%
<b>Number of Full Board Meetings Annually</b>	7

## Standing Committees

Board Governance

Community Outreach / Community Relations

Development / Fund Development / Fund Raising / Grant Writing / Major Gifts

Special Events (Golf Tournament, Walk / Run, Silent Auction, Dinner / Gala)

Finance

Membership

Personnel

### **CEO Comments**

The Board of Directors, currently 33 members strong, represents the many faces of the Tallahassee community, including retirees, attorneys, a school principal, college professors, private business owners, state employees, a Priest, and a Rabbi. Each year the TSO's Governance Committee looks carefully at what needs the organization has, then actively seeks members to help fulfill certain roles on the board. Board members are carefully vetted and undergo an extensive orientation so that they understand the expectations and requirements for membership.

Board members are required to support the TSO through season subscriptions and individual donations, a one-time endowment gift, committee participation, and volunteer service at TSO and TSS events. Board members help develop policies, contracts, promotions, special events, long-range plans, and are important liaisons with

the community. The Board and Executive committee each meet regularly, while committees meet as often as necessary during the season.

# Leadership & Staff

## Executive Director/CEO

<b>Executive Director</b>	Dr. Amanda Stringer
<b>Term Start</b>	May 2010
<b>Email</b>	director@tallahassee-symphony.org
<b>Compensation</b>	47000

### Experience

Dr. Amanda Stringer is the Executive Director of the Tallahassee Symphony Orchestra. Prior to this engagement, she concurrently served as Executive Director of the Tallahassee Youth Orchestras and held the title of Visiting Assistant Professor in the area of music theory at the Florida State University College of Music. A pianist by training, she holds a Bachelor of Music degree from Vanderbilt University, a Master of Music degree from Indiana University, a Certificate of Advanced Musical Studies from King's College, London, and a Doctor of Musical Arts degree from the University of Oklahoma. Dr. Sauer is actively involved in the League of American Orchestras and currently serves as Vice President for the League's Group 5-6 constituency. She is a recent graduate of Leadership Tallahassee Class 29 and is a 2012-13 Catalyst for the Knight Creative Communities Institute.

## Co-CEO

<b>Term Start</b>	May 2010
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## Senior Staff

### Amanda Padgett

<b>Title</b>	Director of Patron Services
<b>Experience/Biography</b>	<p>Amanda Padgett became the Director of Patron Services in June of 2012. Amanda is a graduate of the University of North Florida with a Bachelor's of Science in Communications including a specialization in Public Relations and a minor in Photography. While at UNF, Amanda had the opportunity to be a Public Relations Intern at the Jacksonville Symphony Orchestra. This internship opened her eyes to the world behind the curtain and spurred a dream to have a future within a Symphony Orchestra organization; a dream that has now become a reality.</p> <p>The arts have been a large part of Amanda's life since early childhood. She has experience during her schooling as a member of the percussion section, with a particular interest in Timpani. She has also performed during college in theatre and choir as a vocalist. During her professional career, Amanda has experience in both the non-profit and commercial sectors, giving her a head for business with a heart to better the community around her.</p>

## Staff

<b>Full Time Staff</b>	2
<b>Part Time Staff</b>	4
<b>Volunteers</b>	136
<b>Contractors</b>	8

<b>Retention Rate</b>	100%
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## Formal Evaluations

<b>CEO Formal Evaluation</b>	Yes
<b>CEO/Executive Formal Evaluation Frequency</b>	Annually
<b>Senior Management Formal Evaluation</b>	Yes
<b>Senior Management Formal Evaluation Frequency</b>	Semi-Annually
<b>NonManagement Formal Evaluation</b>	N/A
<b>Non Management Formal Evaluation Frequency</b>	N/A

# Plans & Collaborations

## Plans & Policies

<b>Organization has a Fundraising Plan?</b>	Yes
<b>Organization has a Strategic Plan?</b>	Yes
<b>Years Strategic Plan Considers</b>	5
<b>Date Strategic Plan Adopted</b>	May 2009
<b>Management Succession Plan?</b>	No
<b>Organization Policy and Procedures</b>	Yes
<b>Nondiscrimination Policy</b>	Yes
<b>Whistleblower Policy</b>	Yes
<b>Document Destruction Policy</b>	Yes
<b>Directors and Officers Insurance Policy</b>	Yes

# Financials

## Fiscal Year

<b>Fiscal Year Start</b>	June 01 2014
<b>Fiscal Year End</b>	May 31 2015
<b>Projected Revenue</b>	\$566,412.00
<b>Projected Expenses</b>	\$551,190.00
<b>Endowment Value</b>	\$208,000.00
<b>Spending Policy</b>	N/A
<b>Percentage (if selected)</b>	0%

## Form 990s

990

990

Form 990

Form 990

## Detailed Financials

### Revenue and Expenses

<b>Fiscal Year</b>	<b>2013</b>	<b>2012</b>	<b>2011</b>
<b>Total Revenue</b>	\$590,769	\$571,994	\$509,955
<b>Total Expenses</b>	\$562,763	\$573,501	\$475,527

### Revenue Sources

<b>Fiscal Year</b>	<b>2013</b>	<b>2012</b>	<b>2011</b>
<b>Foundation and Corporation Contributions</b>	--	--	--
<b>Government Contributions</b>	\$11,700	\$51,744	\$57,282
<b>Federal</b>	--	--	--
<b>State</b>	--	--	--
<b>Local</b>	\$11,700	--	--
<b>Unspecified</b>	--	\$51,744	\$57,282
<b>Individual Contributions</b>	\$248,955	\$195,031	\$189,491
<b>Indirect Public Support</b>	--	--	--
<b>Earned Revenue</b>	\$308,205	\$266,242	\$246,259
<b>Investment Income, Net of Losses</b>	\$6,410	\$1,346	\$697
<b>Membership Dues</b>	--	--	--
<b>Special Events</b>	\$15,499	\$57,631	\$14,560
<b>Revenue In-Kind</b>	--	--	--
<b>Other</b>	--	--	\$1,666



**Expense Allocation**

Fiscal Year	2013	2012	2011
Program Expense	\$483,282	\$527,654	\$412,193
Administration Expense	\$74,554	\$42,808	\$55,808
Fundraising Expense	\$4,927	\$3,039	\$7,526
Payments to Affiliates	--	--	--
Total Revenue/Total Expenses	1.05	1.00	1.07
Program Expense/Total Expenses	86%	92%	87%
Fundraising Expense/Contributed Revenue	2%	1%	3%

**Assets and Liabilities**

Fiscal Year	2013	2012	2011
Total Assets	\$485,927	\$503,199	\$453,327
Current Assets	\$414,217	\$431,409	\$431,915
Long-Term Liabilities	--	--	--
Current Liabilities	\$109,945	\$159,227	\$107,848
Total Net Assets	\$375,982	\$343,972	\$345,479

**Short Term Solvency**

Fiscal Year	2013	2012	2011
Current Ratio: Current Assets/Current Liabilities	3.77	2.71	4.00

**Long Term Solvency**

Fiscal Year	2013	2012	2011
Long-Term Liabilities/Total Assets	0%	0%	0%

**Top Funding Sources**

Fiscal Year	2013	2012	2011
Top Funding Source & Dollar Amount	--	--	--
Second Highest Funding Source & Dollar Amount	--	--	--
Third Highest Funding Source & Dollar Amount	--	--	--

**Capital Campaign**

Currently in a Capital Campaign?	No
Goal	\$0.00
Capital Campaign Anticipated in Next 5 Years?	No

**State Charitable Solicitations Permit**

Permit?	Yes Apr 2015
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**Foundation Comments**

- Financial figures were taken from the 990's
- Contributions from Foundations/Corporations were included with the total for Individuals
- Top 3 Funding Sources are not reflected above as they are not indicated in the 990



The Community Foundation of North Florida  
1621 Metropolitan Boulevard, Suite A  
Tallahassee FL 32308  
850-222-2899 | Fax: 850-222-3624

