THE CSO’S MISSION IS TO INSPIRE, ENGAGE, AND ENRICH THE GREATER CHATTANOOGA COMMUNITY THROUGH MUSIC AND MUSIC EDUCATION.
Dear CSO Friends,

At a CSO Chamber concert, the individual taking the seat next to me introduced herself as a professional musician, a cellist, visiting from Lincoln, Nebraska. She was in Chattanooga for a family event and, thanks to some free time, was able to attend a CSO Chamber concert. Our brief conversation stopped as Kayoko entered and started conducting. After the concert, the cellist turned and said to me, “What a performance! Does Chattanooga realize how lucky they are to have such a great orchestra?”

I think about this comment often and wonder what that musician would think if she also knew about the CSO’s deep involvement in the community. In addition to Masterworks and Pops concerts at the Tivoli and Chamber concerts at Chattanooga State, CSO musicians performed in almost 30 schools last year with the CSO’s top rated education programs reaching over 26,000 students. In fact, CSO quintets performed/taught more than 100 times last year. Besides schools, city parks, neighborhood centers, hospitals, and nursing homes were all sites of free CSO performances. We are especially proud of our creative aging program where quintets perform for elderly communities in remote, rural areas. Those programs, coupled with our Sensory Friendly performances targeting families with children having atypical developments such as autism and Down syndrome, allow the CSO to reach those often isolated from the Arts.

With more than eight decades behind us, we want to expand our reach even further to impact more of our community. Whether it is new audiences, new venues, new education programs, or new partnerships, we intend to take the CSO to the next level. Thanks to patrons like you, who generously invest in the CSO, we will continue to expand our leadership in the Arts in both Chattanooga and the region.

Sincerely,

Don McDowell
Board President
FROM THE MUSIC DIRECTOR

Dear Friends,

Thank you for your warm support and enthusiasm during the Chattanooga Symphony & Opera’s 2017/18 season.

Last season we had many spectacular performances, including our fall special event featuring Béla Fleck and his Juno Concerto. For the Barnett & Company Masterworks Series, we performed Mahler’s First Symphony “The Titan”, Rachmaninoff’s Symphonic Dances, Stravinsky’s Petrushka, and Berlioz’s Symphonie Fantastique. The CSO Chorus joined us on a number of beautiful performances including Poulenc’s Gloria, Borodin’s Polovtsian Dances, and Whitacre’s Five Hebrew Love Songs in our Conversant Group Chamber Series. We also featured some exciting and phenomenal soloists, Benjamin Karp with Tan Dun’s Crouching Tiger Concerto, Soovin Kim on Vivaldi’s The Four Seasons, Cahill Smith on Mozart’s Piano Concerto No. 22, Frank Almond on Bernstein’s Serenade for Violin, Strings and Percussion, and our very own Principal Flute Kristen Holritz on Nielsen’s Flute Concerto.

Our Luken Holdings Pops Series, primarily conducted by Principal Pops Conductor Bob Bernhardt - who celebrated his 25th year with the CSO - brought Music City to the Scenic City with Music City Hitmakers, celebrated the women who changed Rock and Roll forever with Women Rock and included local favorites, Home for the Holidays and Big Band Fever.

Thank you again for your continuing support and love for the CSO. I hope you enjoyed the CSO’s 2017/18 season, and I look forward to sharing more thrilling music with you in the 2018/19 season and beyond.

Sincerely,

Kayoko Dan
Music Director & Conductor

Photo by Brad Cansler
CSO MUSICIANS*

VIOLIN
Holly Mulcahy, Concertmaster
Joshua Holritz, Associate
Concertmaster
Nicholas Naegele, Assistant
Concertmaster
Charles Dixon
Jesse Kasinger
Calvin Lewis
Mark Reneau
Rafael Veysblum

VIOLIN II
Sheri Peck, Principal
Mary Benno
Brian Cook
Anne Hendrix
Rebecca James
Rachel McFarlane
Lee Smith
Jennifer Whittle

VIOLA
Robert Elder, Principal
Megan Chisom
Tamara Hobbs
Susan Kemp
Metiney Moore
Casie Runkle
Gabriel Schlaffer

CELLO
Eric Reed, Principal
Spencer Brewer
Annie Camp
Nicholas Gold
Daniel Holloway
Suzanne Sims

DOUBLE BASS
Taylor Brown, Principal
Dexter Bell
Jonathan McWilliams
James Stroup

FLUTE
Kristen Holritz, Principal
Nora Kile

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

CLARINET
Robert West, Principal
Steve Tonkinson
Emily Bowland, Bass Clarinet

BASSOON
Eric Anderson, Principal
Jessica Findley
G. Eddie McCrary, Contrabassoon

FRENCH HORN
Gordon James, Principal
Cristian Codreanu
Angela DeBoer
Joseph Demko

VIOLIN
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Joshua Holritz, Associate
Concertmaster
Nicholas Naegele, Assistant
Concertmaster
Charles Dixon
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Mark Reneau
Rafael Veysblum

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Jessica Findley
G. Eddie McCrary, Contrabassoon

FRENCH HORN
Gordon James, Principal
Cristian Codreanu
Angela DeBoer
Joseph Demko

*section musicians are listed alphabetically, not by seat order

CSO CHORUS

Darrin Hassevoort, Chorus Director
Mary Lynn Wilson, Chorus Administrator

SOPRANO
Mariana Allen
Nancy Berg
Ashley Marie Coffey
Nancy Collum
Corinne Cooze
Ellen Cummings
Danielle Foster
Sarah Glenn
Susan Haisley
Melinda Hightower
Ella Porter Ivey
April Lane
Rosemary Lee
Charity Loos
Tricia Magnuson
Hope Mosley
Betty Anne Neal
Lydia Reed
Julie Roberts
Rhoda Ruffner
Aimee Seheult
Dale Thomas
Bonnie Wright-Woodward

ALTO
Susan Brinker
Bonnie Bryant
Susan Crawford
Kristen Davis
Wendy Davis
Ruth Gonter
Morgan Gray
Rita Heckrotte
Kasandra Helms
Melody Horne
Greta Jansen
Rebecca Levings
Sandra Lewis
Georgia Lowrance
Janelle Martin
Jordan Otis
Lara Pietrantone
Cecilia Piottet
Jenni Smith
Lena Van Horn
Lizette Williams-Marlow
Judy Zehnder

TENOR
Thomas Adolph
Chris Asmussen
Justin Carter
Jim Magnuson
Daniel Perez
Duane Pontak
BW Ruffner
Steve Russell
Bob Sauser
Caleb Sexton
Bill Slack
Art Southerlin
Mary Lynn Wilson

BASS
Bart Boyd
Thomas Brown
William Chimiak
Matthew Donnelly
Tim Gibbons
Stephen Hawkins
Brent Harwell
Tal Hurley
William LaPoint
Bob McKenzie
George Mosley
Bruce Owen
Duane Pontak
Bob Roza
Kellen Shiles
John Stone
George Taylor
John Van Winkle
Alan Wells

† leave of absence
Dear CSO Supporters,

First, let me thank you for your support of the Chattanooga Symphony & Opera. We truly couldn’t do what we do without you. Our 2017/18 season celebrated 85 years of serving the greater Chattanooga community with orchestral music and programs. We are proud of our long-standing heritage of being one of Chattanooga’s artistic pillars. We look forward to the next 85 years!

The 2017/18 season had many exciting moments. Some of my favorites included performances of Vivaldi’s *Four Seasons*, Mozart's Piano Concerto No. 22, Berlioz's *Symphonie Fantastique*, *Women Rock*, *Bugs Bunny at the Symphony II*, and celebrating Bob Bernhardt’s 25 years with the CSO at his *Bob’s Favorite’s* concert. I am reminded each season why I am so lucky to work in this field. The music, the people, and the community continue to inspire me week in and week out. I hope that this Annual Report will provide you a glimpse of all that we were able to accomplish this past season. It truly takes a community to make this happen – musicians, staff, board, volunteers, donors, subscribers, corporate and foundation supporters, community partners, and so many more.

As we look ahead, we look to expansion and growth. We want to continue to do what we’ve done well over the past 85 years, but to now expand by reaching new audiences, growing our education and engagement programs, and strengthening our partnerships. We’re ready to take the CSO to the next level, and with your continued support, we know that we can accomplish great things.

With appreciation,

Samantha Teter
Executive Director
CSO OPERATING REVENUE

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2018</th>
</tr>
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<tbody>
<tr>
<td>Earned Income</td>
<td>$ 980,966</td>
<td>$ 867,990</td>
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<tr>
<td>Contributed Income, Grants,</td>
<td>$ 1,201,480</td>
<td>$ 1,071,751</td>
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<tr>
<td>Fundraising Projects</td>
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<td></td>
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<tr>
<td>Investments</td>
<td>$ 523,592</td>
<td>$ 796,452</td>
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<tr>
<td>CSOYO</td>
<td>$ 90,901</td>
<td>$ 81,574</td>
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<tr>
<td><strong>OPERATING REVENUE TOTAL</strong></td>
<td>$ 2,796,939</td>
<td>$ 2,817,767</td>
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</tbody>
</table>

CSO OPERATING EXPENSES

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Production and Performance</td>
<td>$ 1,790,660</td>
<td>$ 1,664,357</td>
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<tr>
<td>Marketing and Box Office</td>
<td>$ 323,154</td>
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<tr>
<td>Fundraising and Development</td>
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<td>$ 61,854</td>
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<tr>
<td>Administrative</td>
<td>$ 313,347</td>
<td>$ 464,730</td>
</tr>
<tr>
<td>CSOYO</td>
<td>$ 83,889</td>
<td>$ 72,848</td>
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<tr>
<td><strong>TOTAL OPERATING EXPENSES</strong></td>
<td>$ 2,624,654</td>
<td>$ 2,537,103</td>
</tr>
</tbody>
</table>

TOTAL OPERATING REVENUES

$ 2,796,939 $ 2,817,767

TOTAL OPERATING EXPENSES

$ 2,624,654 $ 2,537,103

**NET GAIN/LOSS FROM OPERATIONS**

$ 172,285 $ 280,664

Total Assets, May 31

$ 2,933,207 $ 3,127,428

Total Liabilities, May 31

$ 554,930 $ 468,487

Total Net Assets, May 31

$ 2,378,277 $ 2,658,941

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**FY2018 OPERATING REVENUE**

- Earned Income - 30.08%
- Contributed Income, Grants, Fundraising projects - 38.04%
- Investments - 28.27%
- CSOYO - 2.89%

**FY2018 OPERATING EXPENSES**

- Production, Performance, and Education - 65.60%
- Marketing and Box Office - 10.77%
- Fundraising and Development - 2.44%
- Administrative - 18.32%
- CSOYO - 2.87%

2018 numbers are from the audit document provided by Johnson, Murphey, Wright. For a complete review of CSO financial statements, including the 2018 audit and 990 report to the IRS, please contact our office, or visit chattanoogasymphony.org.
OUR IMPACT: EDUCATION & COMMUNITY ENGAGEMENT

85 YEARS of inspiring, engaging, and enriching the greater Chattanooga community through music and music education.

29 SCHOOLS featured the CSO String & Wind Ensembles through the Ensembles in Schools program. These concerts demonstrate musical concepts and expose students to classical music in a fun and interactive environment.

13 COUNTIES were visited by the CSO’s String & Wind Quintets through various community engagement and outreach initiatives. Many of these counties are rural, with attendees having never been exposed to orchestral music.

6,824 STUDENTS became composers and learned about the instruments of a symphony orchestra through the CSO’s annual Young People’s Concert.

24 COMMUNITY CENTERS hosted the CSO’s String & Wind Quintets as they performed free of charge at Erlanger Hospital, the AIM Center, Creative Discovery Museum, and in local churches, libraries, and nursing homes.
STRINGS IN SCHOOLS
In conjunction with the Fletcher Bright Fund for Strings, the CSO continued to support five string programs in local elementary schools, fostering a love of string music from an early age.

INSTRUMENT PETTING ZOO
Through this program, local music teachers are able to utilize the CSO’s collection of petting zoo instruments for use in their classrooms as a hands-on teaching tool. The CSO also brings the Instrument Petting Zoo to various community and family events.

SPOTLIGHT TALKS
The CSO presented six Spotlight Talks before Barnett & Company Masterworks concerts. These talks regularly featured guest artists and provided patrons with an in-depth look at the pieces being performed that evening.

SENSORY FRIENDLY CONCERTS
The CSO is committed to serving all audiences and presented a four-concert series designed especially for children with special needs that may prevent them from enjoying a regular concert. These performances allowed for movement and interaction, all while providing a space for easy listening and a break from stimulation if needed.

MASTERCLASSSES
Throughout the season, guest artists and conductors gave masterclasses, lectures, and presentations at various schools including CCA, GPS, and Lee University.

PLAY ALONG WITH THE CSO
For the 6th year, the CSO sponsored a Play Along with the CSO concert, which invited community musicians to play with the orchestra during concerts at the Chattanooga Market. Twenty-five community musicians (and one dog!) signed up to play, and the audience participated on kazoos during “Colonel Bogey”.
CSO MUSIC EDUCATION & COMMUNITY OUTREACH PROGRAM PARTICIPANTS

AIM Center
Alexian Village of Tennessee
Allen Elementary School
Alpine Crest Elementary School
Arnold Elementary School
Barger Academy of Fine Arts
Big Ridge Elementary School
Black Fox Elementary
Bledsoe County Senior Citizens Center
Blythe Bower Elementary School
Boyd Buchanan School
Bradley Healthcare & Rehab Center
Bradley-Cleveland Senior Activity
Brainerd Baptist Church
Brainerd Baptist School
Brainerd Presbyterian Church
Calvary Chapel Chattanooga
Calvin Donaldson Elementary
Cat Clinic of Chattanooga
Catoosa County Library
Charleston Elementary School
Chattanooga Center For Creative Arts
Chattanooga Christian School
Chattanooga Market
Chattanooga Public Library
Chattanooga School for the Arts & Sciences
Chattanooga School for the Liberal Arts
Chattanooga State Community College
Clifton Hills Elementary School
Collegedale Public Library
Copper Basin Senior Center
Cowan Elementary School
Creative Discovery Museum
Daisy Elementary School
Dalton Middle School
Dawn School
Dayton City School
Dug Gap Elementary School
Dupont Elementary School
East Brainerd Elementary
East Lake Academy of Fine Arts
East Lake YFD Center
East Ridge Elementary School
East Side Elementary School
Eastgate Senior Center
Englewood Elementary School
Erlanger Medical Mall
Ernest L. Ross Elementary
First Tennessee Pavilion
George R. Stuart Elementary School
Girls Preparatory School
Graysville Elementary School
Griffith Elementary School
Gruetli-Laager Senior Citizens
Harrison Elementary School
Hixson Elementary School
Hopewell Elementary School
Joyland Kids Kastle
Lakeside Academy of Math, Science & Technology
Lee University
Little Miss Mag Early Learning Center
Lookout Mountain Elementary School
Mayfield Elementary School
McMinn County Senior Citizens, Inc.
Meigs County Senior Adult Center
Michigan Avenue Elementary School
Middle Valley Elementary
Monteagle Assembly
Normal Park Elementary School
North Cleveland Church of God
North Hamilton Elementary School
North Lee Elementary School
North River Civic Center
Oak Grove Elementary School
Orchard Knob Elementary School
Park View Elementary School
Prospect Elementary School
Red Bank Elementary School
Rhea Richland Senior Neighbors
Ringgold High School
Rivermont Elementary School
Saddle Ridge Elementary and Middle School
Sale Creek Middle/High School
Sequatchie County Senior Citizen Center
Signal Centers, Inc.
Silverdale Baptist Academy
Siskin Children’s Institute
Soddy Elementary School
South Pittsburg Elementary School
Southern Oaks Assisted Living
Spring Creek Elementary School
St. Nicholas School
St. Paul’s Episcopal Church
St. Peter’s Episcopal School
The Bright School
The Camp House Mission Preschool
The Montessori School
Thrasher Elementary School
Tiger Creek School
Tommie F. Brown International Academy
Trion High School
University of the South
Valley View Elementary School
Volkswagen Chattanooga
Wallace A. Smith Elementary School
Washington Alternative Learning Center
Waterville Elementary School
Wauhatchie School
Whitwell Elementary School
Whitwell Middle School
Whitwell Senior Center
Wolftever Creek Elementary School
Woodmore Elementary School
Woodstation Elementary School

“The CSO has been an invaluable resource for my music classroom. The Young People’s concerts help my students make connections to things we are already discussing in the classroom such as instrument families and sound science. The Instrument Petting Zoo has also become a hit with my students. They ask me to bring it back year after year! Some of them are even asking to join middle school band programs because of an instrument they tried out and loved! I am so thankful for all that the CSO does to reach our students and support music teachers!”

- Mary Lauren Rethorn
Music Teacher, Lookout Mountain School
The CSO Youth Orchestras program served 211 talented instrumental musicians ages 7-18 in the Chattanooga area (representing 40 different schools) this past season. Under the direction of Gary Wilkes, Sandy Morris, and Floy Wang, the Youth Orchestras presented five formal concerts, the Singing Christmas Tree concert in collaboration with the Chattanooga Boys Choir, and a Chamber Ensemble Dessert Concert. CSOYO Manager Staci Spring moved into the position of Education & Community Engagement Manager for the CSO in December and Stephanie Pearson was hired as CSOYO Manager and Chamber Ensemble Coordinator in January.

The Fall Concert at Ringgold High School featured Ewan Manalo, winner of the annual CSOYO Concerto Competition, performing the first movement of Dvorak’s Concerto for Cello in B minor. The annual Side-by-Side concert with the CSO and Kayoko Dan took place on February 25 at the Tivoli Theatre. The Winter concert at Brainerd Baptist Church on March 5 featured Christy Song, concerto competition runner up, performing the Violin Concerto in D Major by Tchaikovsky. The Spring concert, held on May 7 at the Tivoli Theatre, featured all four orchestras and concluded with the exciting Firebird Suite by Stravinsky.

The CSOYO Chamber Ensemble program was restarted in January with a string quartet, a woodwind quintet, and a brass quintet. These ensembles performed in the lobby of the Tivoli prior to CSO Barnett & Company Masterworks concerts in the spring and also presented a Dessert Concert on April 22 at First Christian Church. The string quartet was featured at the Chattanooga Market prior to the Play Along with the CSO concert on May 6.
The Chattanooga Symphony traces its roots to an enterprising group of young people looking for an opportunity to play classical music together. Led by Melvin Margolin, several recent graduates and students from Chattanooga High School, joined by a few adult musicians in town, gave the first concert of the Chattanooga Symphony on November 5, 1933.

Near the same time, a remarkable pair of musicians was escaping from Nazi Germany and bringing their expertise with them to Tennessee. Dr. Werner Wolff and his wife Emmy Land Wolff had been fixtures in German opera houses. They founded the Chattanooga Opera Company along with Dorothy Hackett Ward from the University of Chattanooga, mounting a production of Il Trovatore with local singers in February, 1943.

In 1985, the Chattanooga Symphony and the Chattanooga Opera merged, becoming the Chattanooga Symphony and Opera Association (CSOA), the first and only symphonic and opera organization of its kind in the United States at that time. Vakhtang Jordania served as the Conductor and Artistic Director from 1985 to 1991. Bob Bernhardt joined the CSO as Music Director in 1992, and we celebrated his 25th year with the CSO during the 2017/18 Season.

The 2011/12 season marked the first for CSO’s Music Director & Conductor, Kayoko Dan. Dan is the youngest conductor in the CSO’s history, as well as the first female to serve in this role. The 2017/18 Season celebrated 85 years of bringing classical and orchestral music to the greater Chattanooga community and we are excited to look to the future as we continue the legacy of bringing quality orchestral music to the greater Chattanooga community.
The Chattanooga Symphony & Opera was excited to present Bugs Bunny at the Symphony II in March of 2018. A concert that fused classical music and animation, Bugs Bunny at the Symphony II projected iconic Looney Tunes characters on-screen as the cartoons were accompanied by the CSO.

Conducted by Emmy Award™ winner George Daugherty, and created and produced by Daugherty and Emmy Award™ winning producer David Ka Lik Wong, Bugs Bunny at the Symphony II brought new audiences to the CSO with 50% of those that attended Bugs Bunny at the Symphony II being new to the organization. “Bugs Bunny at the Symphony II was a programmatic success,” states CSO Executive Director, Samantha Teter. “Our goal was to attract new patrons to the CSO and that was certainly what we saw at the concert. The Tivoli was filled with concertgoers of all ages and everyone had a great time. We had overwhelmingly positive feedback from the concert and we look forward to seeing these new patrons at CSO concerts throughout the 2018/19 season.”
2017/18 INDIVIDUAL DONORS

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Douglas and Gerre Schwert
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Your continued participation and patronage of the CSO makes all of this possible and we look forward to continuing the CSO’s mission to inspire, engage, and enrich well into the future!