

The background image shows a room with several whiteboards covered in sticky notes and handwritten text. A teal gradient is applied over the entire image, and a solid red vertical bar is positioned on the right side. The text is overlaid on the teal area.

Inside the Season Build

LIVE ARTISTIC-ADMINISTRATIVE
COLLABORATION LAB

CALIFORNIA
SYMPHONY

SPEAKERS



Donato Cabrera

ARTISTIC & MUSIC
DIRECTOR, CALIFORNIA
SYMPHONY



Lisa Dell

EXECUTIVE DIRECTOR,
CALIFORNIA SYMPHONY



Sunshine Deffner

GENERAL MANAGER,
CALIFORNIA SYMPHONY

Collaborative Season Planning

CALIFORNIA
SYMPHONY



artistic vision

practical constraints

collaboration in action

Planning Framework



ARTISTIC SPARK



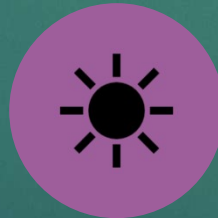
TIMELINE AND
CONSTRAINTS



OPERATIONS/BUDGET
PRESSURE TEST



MARKETING AND
FUNDRAISING
VIABILITY



HOLISTIC SEASON
PLANNING

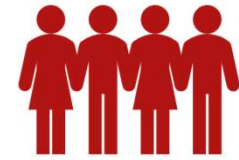
How This Session Works



Interactive
discussion



Real examples



Audience input

Your Orchestra for the Next 60 Minutes

CALIFORNIA
SYMPHONY



3-concert season



Shared/Rented venue



Per Service Union Orchestra

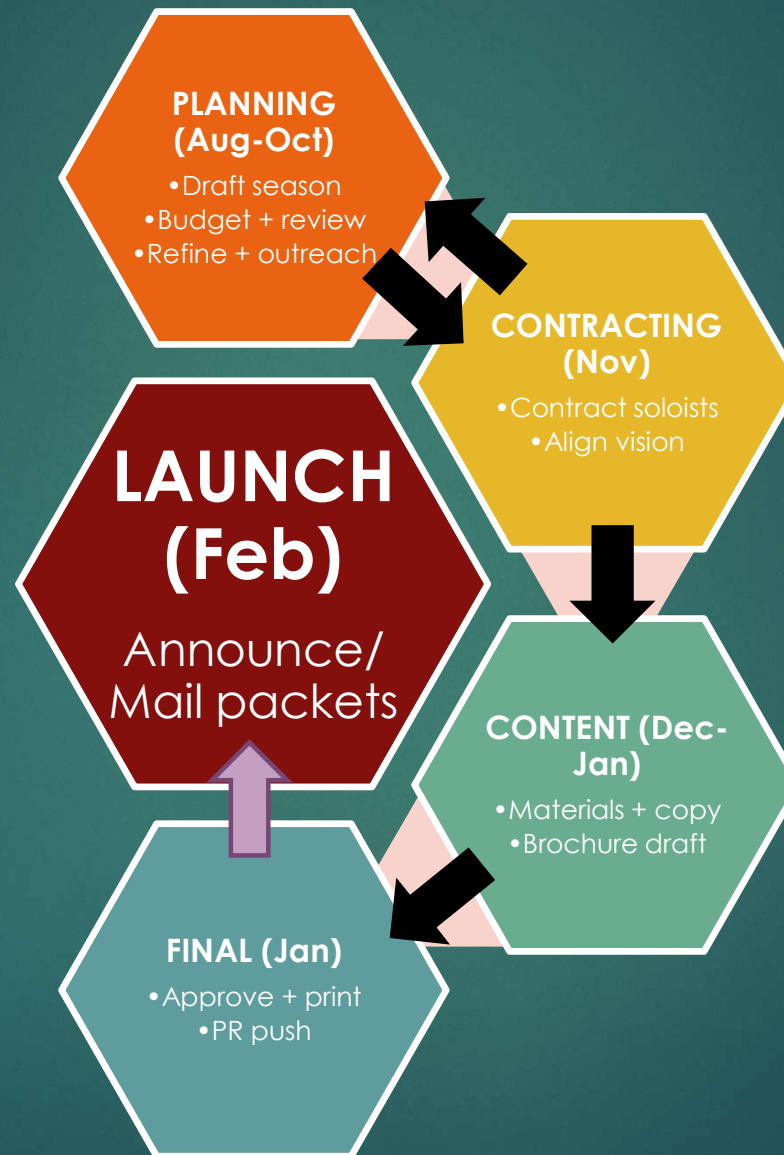


Modest Marketing Budget



Goal: grow 10% revenue, flat budget

Season Announcement Timeline



Artistic Starting Point



Artistic Starting Point

CONCERT IDEAS

CONCERT

Henry Cowell - Hymn and Fuguing Tune No.10, HC 813 <1955> 10'

0 1 0 0 — 0 0 0 0 — str

*Henry Cowell is a great Bay Area native original.

Igor Stravinsky - Symphonies of Wind Instruments [1947 revision] (Symphonies d'instruments à vent) <1920; rev 1947> 12'

3 3[1.2.Eh] 3 3[1.2.3/cbn] — 4 3 3 1 — [no str]

Percy Grainger - Lincolnshire Posy 18'

3 3 4 3 - 1sopsax 2altosax 1tensax 1barsax - 4 3 3 1euph 1tba - tmp+3 - 1db

CONCERT

Nathaniel Stookey - Spire 4'

2.2.2(bcl[+opt Bbcbcl]).2+cbn/2.2.0.0/triangle/str

John Adams - Gnarly Buttons <1996> 25'

solo clarinet

0 1[Eh] 0 1 — 0 0 1 0 — gtr/banjo/mandolin — 2kybd samplers[1.2/pf] — str[min: 1.1.1.1.1; max: 6.6.4.4.2]

EARLY PROGRAM DRAFTS

► CONCERT 1

Felix Mendelssohn - Overture for Winds, op.24, C major <1824; rev 1838> 10'
2[1.pic] 2 4[2cl, 2Ebcl] 3[1.2.cbn] —
4 2 3 1[oph] — 2 basset horns —
4perc — [no str]

Friedrich Gulda - Concerto, Violoncello, op.129 <1980> 31'
Nathan Chan, cellist
1[1/pic] 2 2 1 — 2 2 1 1 — gtr, jazz
db — 1 perc — [no str]
perc: set, tri, tambn
-

Igor Stravinsky - Symphonies of Wind Instruments [1947 revision] (Symphonies d'instruments à vent) <1920; rev 1947> 12'
3 3[1.2.Eh] 3 3[1.2.3/cbn] — 4 3 3 1
— [no str]

Wolfgang Amadeus Mozart - Serenade No.11, K.375, E-flat major <1781> 24'
0 2 2 2 — 2 0 0 0 — [no str]

► CONCERT 2

BENJAMIN BRITTEN - Young Person's Guide to the Orchestra - 18' (with Mason as narrator?)
3[1.2.pic] 2 2 2 — 4 2 3 1 — tmp+5
— hp — str

MASON BATES - Philharmonia Fantastique - 25'
3[1.2/picc.3/picc] 2 [1.2/Eh] 3
[1.2/eflat.3] 3 [1.2.Cbn] - 4 2 3 1 -
tmp+3 - synth - hp - pno - str

INTERMISSION

EDWARD ELGAR - Enigma Variations - 31'
2[1.2/pic] 2 2 3[1.2.cbn] — 4 3 3 1
— tmp+3 — opt org — str

► CONCERT 3

Valentin Silvestrov - Stille Musik (Quiet Music) <2002> 10'
Str[6.4.4.3.1]

Arvo Pärt - Tabula Rasa <1977> 25'
2 solo violins (or violin & viola) prepared
piano — str
Soloists, Jennifer Cho and Sam Weiser

INTERMISSION

Jean Sibelius - Symphony No.2, op.43, D major <1901–1902> 43'
2 2 2 2 — 4 3 3 1 — tmp — str

Case Study: Concert 1

► DRAFT (due Aug 1)

Felix Mendelssohn - Overture for Winds, op.24, C

major <1824; rev 1838> 10'

2[1.pic] 2 4[2cl, 2Ebcl] 3[1.2.cbn] —

4 2 3 1[oph] — 2 basset horns — 4perc — [no str]

Friedrich Gulda - Concerto, Violoncello, op.129

<1980> 31'

Nathan Chan, cellist

1[1/pic] 2 2 1 — 2 2 1 1 — gtr, jazz db — 1 perc

— [no str]

perc: set, tri, tambn

Igor Stravinsky - Symphonies of Wind Instruments

[1947 revision] (Symphonies d'instruments à vent)

<1920; rev 1947> 12'

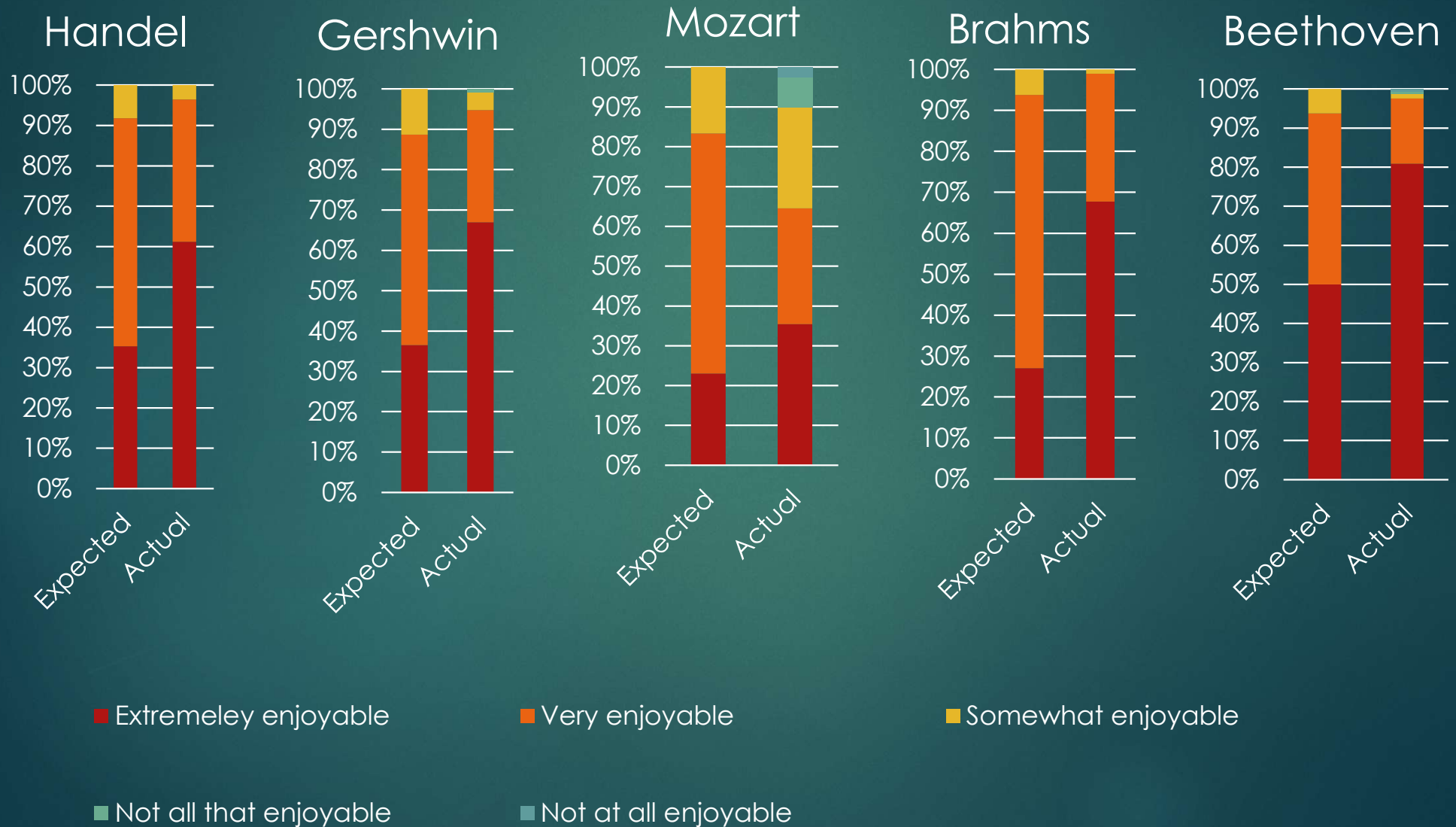
3 3[1.2.Eh] 3 3[1.2.3/cbn] — 4 3 3 1 — [no str]

Wolfgang Amadeus Mozart - Serenade No.11,

K.375, E-flat major <1781> 24'

0 2 2 2 — 2 0 0 0 — [no str]

Concert Enjoyment



Case Study: Concert 1

► DRAFT (due Aug 1)

Felix Mendelssohn - Overture for Winds, op.24, C

major <1824; rev 1838> 10'

2[1.pic] 2 4[2cl, 2Ebcl] 3[1.2.cbn] —

4 2 3 1[oph] — 2 basset horns — 4perc — [no str]

Friedrich Gulda - Concerto, Violoncello, op.129

<1980> 31'

Nathan Chan, cellist

1[1/pic] 2 2 1 — 2 2 1 1 — gtr, jazz db — 1 perc

— [no str]

perc: set, tri, tambn

Igor Stravinsky - Symphonies of Wind Instruments

[1947 revision] (Symphonies d'instruments à vent)

<1920; rev 1947> 12'

3 3[1.2.Eh] 3 3[1.2.3/cbn] — 4 3 3 1 — [no str]

Wolfgang Amadeus Mozart - Serenade No.11,

K.375, E-flat major <1781> 24'

0 2 2 2 — 2 0 0 0 — [no str]

Case Study: Concert 1

► DRAFT (Due Aug 1)

Felix Mendelssohn - Overture for Winds, op.24, C major <1824; rev 1838> 10'

2[1.pic] 2 4[2cl, 2Ebcl] 3[1.2.cbn] —
4 2 3 1[oph] — 2 basset horns — 4perc —
[no str]

Friedrich Gulda - Concerto, Violoncello, op.129 <1980> 31'

Nathan Chan, cellist
1[1/pic] 2 2 1 — 2 2 1 1 — gtr, jazz db — 1
perc — [no str]
perc: set, tri, tambn

-

Igor Stravinsky - Symphonies of Wind

Instruments [1947 revision] (Symphonies d'instruments à vent) <1920; rev 1947> 12'
3 3[1.2.Eh] 3 3[1.2.3/cbn] — 4 3 3 1 — [no str]

Wolfgang Amadeus Mozart - Serenade No.11, K.375, E-flat major <1781> 24'

0 2 2 2 — 2 0 0 0 — [no str]

► FINAL (Due Oct 1)

Wolfgang Mozart - Selections from Don Giovanni (arranged for Harmoniemusik) (arr. Tarkmann) 13'

Overture
0 2 2 2 — 2 0 0 0 — 1db

Friedrich Gulda - Concerto, Violoncello, op.129 <1980> 31'

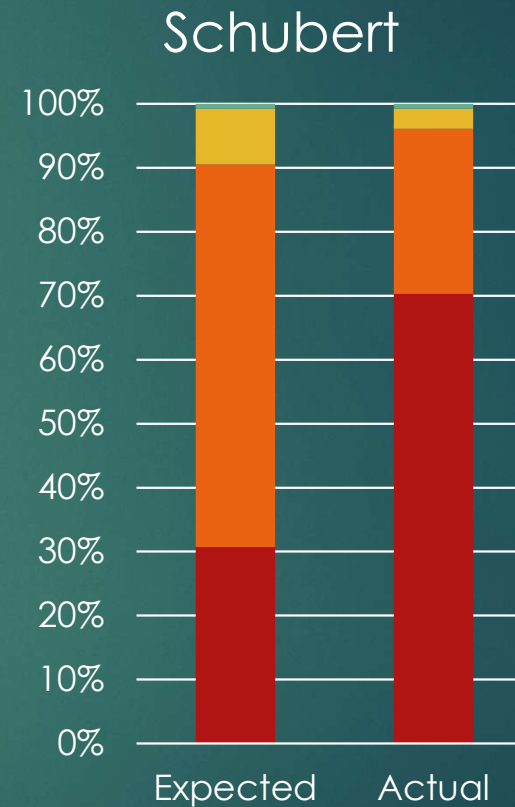
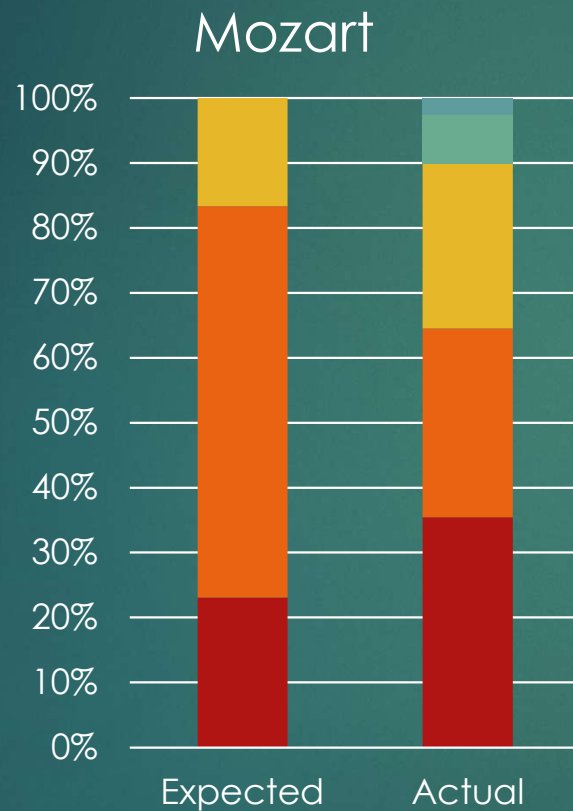
Nathan Chan, cellist
1[1/pic] 2 2 1 — 2 2 1 1 — gtr, jazz db — 1
perc — [no str]

INTERMISSION

Franz Schubert - Symphony, D.944, C major (The Great C major) 48'

2 2 2 2 — 2 2 3 0 — tmp — str

Concert Enjoyment



■ Extremely enjoyable ■ Very enjoyable ■ Somewhat enjoyable ■ Not all that enjoyable ■ Not at all enjoyable

Case Study: Concert 2

► DRAFT (Due Aug 1)

BENJAMIN BRITTEN - Young Person's Guide
to the Orchestra - 18'

3[1.2.pic] 2 2 2 — 4 2 3 1 — tmp+5 —
hp — str

MASON BATES - Philharmonia Fantastique
- 25'

3[1.2/picc.3/picc] 2 [1.2/Eh] 3 [1.2/eflat.3]
3 [1.2.Cbn] - 4 2 3 1 - tmp+3 - synth - hp -
pno - str

INTERMISSION

EDWARD ELGAR - Enigma Variations - 31'

2[1.2/pic] 2 2 3[1.2.cbn] — 4 3 3 1 —
tmp+3 — opt org — str

Case Study: Concert 2

► DRAFT (Due Aug 1)

BENJAMIN BRITTEN - Young Person's Guide to the Orchestra - 18'

3[1.2.pic] 2 2 2 — 4 2 3 1 — tmp+5 —
hp — str

MASON BATES - Philharmonia Fantastique - 25'

3[1.2/picc.3/picc] 2 [1.2/Eh] 3 [1.2/eflat.3]
3 [1.2.Cbn] - 4 2 3 1 - tmp+3 - synth - hp -
pno - str

INTERMISSION

EDWARD ELGAR - Enigma Variations - 31'

2[1.2/pic] 2 2 3[1.2.cbn] — 4 3 3 1 —
tmp+3 — opt org — str

	4 REH 3 PERF	3 FULL REH 1 SECTIONAL 3 PERF
Orch	\$ 110,536.55	\$ 95,666.33
Tech	\$ 23,105.00	\$ 23,105.00
Venue	\$ 13,575.00	\$ 13,575.00
TOTAL	\$ 147,216.55	\$ 132,346.33

Case Study: Concert 2

► FINAL (Due Oct 1)

BENJAMIN BRITTEN - Young Person's Guide to the Orchestra - 18'

3[1.2.pic] 2 2 2 — 4 2 3 1 — tmp+5 —
hp — str

MASON BATES - Philharmonia Fantastique - 25'

3[1.2/picc.3/picc] 2 [1.2/Eh] 3 [1.2/eflat.3]
3 [1.2.Cbn] - 4 2 3 1 - tmp+3 - synth - hp -
pno - str

INTERMISSION

JOHANNES BRAHMS - Symphony No.4,

op.98, E minor 39'

2[1.2/pic] 2 2 3[1.2.cbn] — 4 2 3 0 —
tmp+1 — str

Case Study: Concert 2

► FINAL (Due Oct 1)

BENJAMIN BRITTEN - Young Person's Guide to the Orchestra - 18'

3[1.2.pic] 2 2 2 — 4 2 3 1 — tmp+5 —
hp — str

MASON BATES - Philharmonia Fantastique - 25'

3[1.2/picc.3/picc] 2 [1.2/Eh] 3 [1.2/eflat.3]
3 [1.2.Cbn] - 4 2 3 1 - tmp+3 - synth - hp -
pno - str

INTERMISSION

JOHANNES BRAHMS - Symphony No.4,

op.98, E minor 39'

2[1.2/pic] 2 2 3[1.2.cbn] — 4 2 3 0 —
tmp+1 — str

	4 REH 3 PERF	3 FULL REH 1 BRAHMS REH 3 PERF
Orch	\$ 107,803.98	\$ 92,236.14
Tech	\$ 23,105.00	\$ 23,105.00
Venue	\$ 13,575.00	\$ 13,575.00
TOTAL	\$ 144,483.98	\$ 128,916.14

Case Study: Concert 3

► CONCERT 3

Valentin Silvestrov - Stille Musik (Quiet Music) <2002> 10'
Str[6.4.4.3.1]

Arvo Pärt - Tabula Rasa <1977> 25'
2 solo violins (or violin & viola) prepared
piano — str
Soloists, Jennifer Cho and Sam Weiser

INTERMISSION

Jean Sibelius - Symphony No.2, op.43, D
major <1901–1902> 43'
2 2 2 2 — 4 3 3 1 — tmp — str

Marketing Clarity

- ▶ Sponsor
- ▶ Community Partners and Engagement
- ▶ Concert Experience
- ▶ Content Connections

BANK
SPONSOR

AMATEUR
MUSIC
NETWORK

SURPRISE &
DELIGHT: Ice
Cream

Classical
Music
Month
nationwide

Marketing Clarity

2026/27 SEASON PLANNING		SIBELIUS, HIGDON, AND BARTOK 9/26 - 9/27	TCHIAKOVSKY TO COPLAND 11/7 - 11/8	HOLIDAY TRADITIONS 12/18 - 12/19	MOZART AND HAYDN IN PARIS 2/6 - 2/7	BEETHOVEN'S SECOND (Cornell, Adams, & Berthozzi: Masterful Mavericks) 3/13 - 3/14	PINES OF ROME 5/1 - 5/2
SPONSORS		Mech Bank			Local Coffee Sponsor		Piano co-sponsor?
COMMUNITY PARTNERS AND ENGAGEMENT		Asst conductor Guest	Temple Isaiah at reading? St. Mary's?	Walnut Creek on Ice (cross sponsor)	SFCM Conducting Fellow	SFCM Conducting Fellow (Request from Stuart)	Painted piano w/ Sofya
			AMM (12:00 to 1:30) Amateurs onstage w/ Corneli, possibly invite one guest each.				photography
		photography				Community partner that celebrates pioneering artists or business folks (network split)	
CONCERT EXPERIENCE		Ice Cream (Handels)	Red Curtain Adm 1 of 2	Alliance Bake Sale	Post Con art Hot Chocolate (and candy canes?)	Subs Appreciation (Open Inv)	
				Trinity Center Table	WCD to promote WC on Ice	Open Rehearsal	
						Red Curtain Adm 2 of 2	
CONTENT CONNECTIONS			Concerto and pop culture	Review DC's Medium big for content		Maverick Spirits	
				Showcase brass player artist content inviter (Alex C., Bill H., Eric C.)		Who else is celebrating John Adams 80th BCT?	
		national suicide prevention month	Cleveland Music Month nationwide	Holidays around the time, Inevitable Day 12/18 Thanksgiving		Paul Brook Fine Reading	
						John Adams 80th	
						Videographer for Paul/John Reading	

Copy Doc

R4

BEETHOVEN'S SECOND

Cowell, Adams, & Beethoven: Masterful Mavericks

Program

- **HENRY COWELL**, *Hymn and Fuguing Tune No. 10*
- **JOHN ADAMS**, Violin Concerto
 - Helen Kim, violin
- **LUDWIG VAN BEETHOVEN**, Symphony No. 2 in D Major

Concert Title Ideas

- Beethoven's Symphony No. 2
- Beethoven's Second Symphony
- Cowell, Adams, and Beethoven

Marketing Clarity



- ▶ Headline
- ▶ Audience
- ▶ Why it matters

Board Readiness

- ▶ Clear revenue
- ▶ Risk understood
- ▶ Compelling narrative

FINAL PROGRAM DRAFTS

► SCHUBERT IN VIENNA

Wolfgang Mozart - Selections from Don Giovanni 13'

Friedrich Gulda - Concerto, Violoncello, op.129 <1980> 31'
Nathan Chan, cellist

INTERMISSION

Franz Schubert - Symphony, D.944, C major (The Great C major) 48'

► BRAHMS ODYSSEY

BENJAMIN BRITTEN - Young Person's Guide to the Orchestra - 18'

MASON BATES - Philharmonia Fantastique - 25'

INTERMISSION

JOHANNES BRAHMS - Symphony No.4, op.98, E minor 39'

► NORTHERN LIGHTS

Valentin Silvestrov - Stille Musik (Quiet Music) <2002> 10'

Arvo Pärt - Tabula Rasa <1977> 25'
Soloists, Jennifer Cho and Sam Weiser

INTERMISSION

Jean Sibelius - Symphony No.2, op.43, D major <1901-1902> 43'

Key Takeaway

- ▶ Build in conversation
- ▶ Align early
- ▶ Stronger outcomes



QUESTIONS

CALIFORNIA
SYMPHONY