The 2015-2016 fiscal year—my first as General Director—was monumental for San Diego Opera in many ways. On stage, we presented three operas at the San Diego Civic Theatre and recitals at the Balboa Theater and the Jacobs Music Center’s Copley Symphony Hall, which were all received with great acclaim by critics and audiences. Our education and community engagement efforts expanded, touching the lives of thousands in our area and demonstrating the power of opera to them first-hand. And we launched a successful Listening Tour, in which we engaged directly with residents from Carlsbad to Chula Vista to better understand their hopes for what San Diego Opera can be.

All of this is only possible because of the generous support of so many who made a personal investment in our success. As we begin another fiscal year, we look forward to increasing the many ways we add value to the lives of San Diego’s residents and visitors, and are an increasingly vital part of the cultural fabric of our community.

David Bennett
General Director

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**2015-2016 INTERNATIONAL SEASON**

**TOSCA**  
February 13, 16, 19, 21, 2016

**MADAMA BUTTERFLY**  
April 16, 19, 22, 24, 2016

**GREAT SCOTT**  
May 7, 10, 13, 15, 2016

**SPECIAL EVENTS**

René Barbera In Recital  
with Cheryl Lindquist, pianist  
September 19, 2015

Patricia Racette: *Diva on Detour*  
November 14, 2015

Ferruccio Furlanetto In Concert  
March 5, 2016
MISSION STATEMENT
The mission of San Diego Opera is to deliver exceptional vocal performances and exciting, accessible programs to diverse audiences, focusing on community engagement and the transformative power of live performance.

VISION STATEMENT
The San Diego Opera will be recognized internationally as a leading example of adaptability, innovation and sustainability in the operatic arts, promoting diversified programming and unique performance venues with world-class and emerging talent.

CORE VALUES STATEMENT
Through excellence in innovative programming and education, San Diego Opera provides a lasting cultural service to the community.

Our tradition of excellence in fully staged opera is augmented with new models of opera and venues. Our unique and deep commitment to the community propels us to explore ways of increasing affordability and accessibility.

Through fiscal responsibility and nimble adaptation to the changing marketplace, we protect the future of San Diego Opera.

Our educational and community involvement coupled with relevant programming will build the audience of the future.
GET THE FACTS

Status: Not-for-profit
Year founded: 1965
President of Board: Carol Lazier
Programs and Services: Production of mainstage operas, English supertitles for all performances, Opera education and community engagement, set and costume building, set and costume rental
Full-time regular staff: 35
Part-time employees: 304
Chorus: 57
Orchestra: 66 to 70 per opera, depending on production (San Diego Symphony Orchestra)
Unions: Five – Stagehands; Wig & Makeup; Wardrobe; Scenic Artists; Principal Artists, Chorus, Dancers, and Stage Management
Board of Directors: 24
Advisory Board: 52 members and 5 Associate Directors
Volunteers: 114
Volunteer hours: 1,160
Operating expenses: $11,545,398
Attendance: 45,543
Educational events: 181
Attendees at educational events: 15,962
Student attendance at performances and dress rehearsals: 7,105
Online, social media, and multi-media outreach: 256,161

Administrative offices: 233 A Street, Suite 500, Centre City Building, San Diego, CA 92101
Patron Services office: 237 A Street, Centre City Building, San Diego, CA 92101
Scenic Studio & Warehouse: 3074 Commercial Street, San Diego, CA 92113
Costume Shop: 233 A Street, Suite 600, Centre City Building, San Diego, CA 92101

2015-2016 Season Performance Venues:
San Diego Civic Theatre: 1100 Third Avenue, San Diego, CA 92101; Seating Capacity: 2,877 (for Opera)
Balboa Theatre: 868 Fourth Avenue, San Diego, CA 92101; Seating Capacity: 1,308
Jacobs Music Center - Copley Symphony Hall: 750 B St, San Diego, CA 92101; Seating Capacity: 2,231

All numbers reflect the 2015-2016 Season, as of June 30, 2016
San Diego Opera Association is a 501(c)(3), not-for-profit corporation incorporated in the State of California. In 2015-16, San Diego Opera produced three main stage productions for a total of twelve performances throughout the four-month season (February–May). San Diego Opera also presented two recitals at the Balboa Theatre and presented a special concert event at Copley Symphony Hall. Operas are produced and staged completely by San Diego Opera and feature internationally renowned artists. The chorus and stage crew are drawn from the local community and San Diego Symphony is contracted as the orchestra. San Diego Opera has a scenic studio that builds sets for many of its productions and for theatrical arts organizations and commercial purposes around the country. San Diego Opera finished the 2015-16 fiscal year with an unplanned deficit from operations. This deficit was primarily due to ticket sales and contributions falling short of what was budgeted. San Diego Opera’s financial statements are audited on an annual basis.

### Financial Summary

<table>
<thead>
<tr>
<th>2015-16</th>
<th>ACTUAL</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Earned Income</strong></td>
<td><strong>4,182,937</strong> (Tickets, Scenic Studio, Investment Income, Other)</td>
</tr>
<tr>
<td><strong>Contributed Support</strong></td>
<td><strong>7,052,875</strong> (Annual Fund, Government, Special Events, Net Assets Released)</td>
</tr>
<tr>
<td><strong>TOTAL REVENUES &amp; SUPPORT</strong></td>
<td><strong>11,235,812</strong></td>
</tr>
<tr>
<td><strong>Operating Expenses</strong></td>
<td><strong>11,498,808</strong> (Production, Administration, Development, Marketing, etc.)</td>
</tr>
<tr>
<td><strong>(DEFICIENCY) / EXCESS</strong></td>
<td><strong>(262,996)</strong></td>
</tr>
<tr>
<td><strong>Other Changes in Net Assets</strong></td>
<td><strong>(8,372)</strong> (Investment Gains &amp; Losses, Change in Value of Gift Annuities)</td>
</tr>
<tr>
<td><strong>CHANGE IN NET ASSETS</strong></td>
<td><strong>(271,368)</strong></td>
</tr>
</tbody>
</table>

### Income Breakdown

- **Contributed Support**
  - Main Season Ticket Revenue: 63%
  - Added Events Ticket Revenue: 30%
  - Other Earned Income: 2%

- **Operating Expenses**
  - Production & Promotion: 77%
  - Admin / Management: 13%
  - Fundraising Expenses: 10%
  - Education: 8%

- **Contributed Support**
  - Individuals: 73%
  - Corporations: 6%
  - Foundations: 3%
  - Govt Grants: 6%
  - Special Events: 8%
STUDENT EDUCATION PROGRAMS

Words and Music
TOTAL REACH: 725
Year-long in-school artist residencies that provide students the opportunity to tell their own story by composing, producing, and performing original drama and music. Implemented in partnership with Teatro Izcalli.

My Voice in the Arts
TOTAL REACH: 100
San Diego students who submitted written responses about how art affects their lives were awarded a subscription ticket package for the 2016 season.

Community Performances
TOTAL REACH: 2,500
Teaching artists performed arias and art songs at various school and community events in San Diego and Tijuana.

Student Nights At The Opera
TOTAL REACH: 7,105
Free of charge to students in Grades 3-12, students enjoy the excitement and energy of the final dress rehearsal.

Student Night Show & Tell
TOTAL REACH: 1,841
Dr. Nicolas Reveles introduces the entire opera cast and crew onstage during one Student Night at the Opera performance.

Docent Presentations
TOTAL REACH: 1,860
Docents prepare students for their evening at the opera with a visit to their classroom for one of two programs: ABCs of Opera and See You At The Opera!

Docent Training Lectures
TOTAL REACH: 35
Annual training for all of San Diego Opera Docents preparing them for the upcoming season.

Music and Science Online Curriculum
TOTAL REACH: 328
Online curriculum examining the connection between opera and science.

Master Classes
TOTAL REACH: 264
Intimate master classes presented by San Diego Opera’s world-class artists at local colleges and universities.

Student Ticket Initiative
TOTAL REACH: 379
Serves full time college and university students who can experience opera by purchasing tickets at a greatly reduced rate.

SDSU Internship Program
TOTAL REACH: 1
A new partnership with San Diego State University produced an intensive semester-long internship for an undergraduate music major interested in learning about the nonprofit performing arts field.
COMMUNITY ENGAGEMENT PROGRAMS

Audio Description Service
TOTAL REACH: 103
Available at the Tuesday and Sunday performances for ticketed patrons with visual disabilities. Provides verbal readings of the program and synopsis, along with a “Play-by-Play” action onstage.

Backstage Tours
TOTAL REACH: 300
Free of charge, patrons can discover the magic backstage where they can see all of the pre-performance bustle.

Community Conversations
TOTAL REACH: 287
Free thought-provoking collaborations discussing the powerful themes in the opera season.

Opera Lectures to Community Groups
TOTAL REACH: 1,401

Opera Exposed! - University Partnership
TOTAL REACH: 715
Community outreach program performing around the county.

Opera Insights Series
TOTAL REACH: 240
In-depth opera lecture series at San Diego Regional Libraries.

Pre-Opera Lectures
TOTAL REACH: 8,416
25-minute lectures before each performance in the Civic Theatre, free for ticket holders.

Post-Opera Talk Backs
TOTAL REACH: 1,047
After every opera, find out what happens onstage and backstage from stars, cast and crew.

Stars in the salon
TOTAL REACH: 1,115
Free and open to the public, opera stars and directors share behind-the-scenes stories and answer audience questions.

Taste of Opera
TOTAL REACH: 236
Pairings of cuisine and opera discussions at local restaurants and Curious Fork Cooking School.

Opera on the Concourse
TOTAL REACH: 780
Live, free concerts on the Civic Center concourse featuring opera stars from the season.

ONLINE & MULTIMEDIA PROGRAMS

Operapaedia Website
TOTAL REACH: 2,988
Operapaedia is an online encyclopedia which provides a collection of articles giving background on the opera season, plus a large amount of information on opera in general.

Video Podcasts - Downloads
TOTAL REACH: 21,700
Dr. Nicolas Reveles introduces you to the upcoming season with these informative and entertaining video podcasts.

Radio/Web Live Broadcasts
TOTAL REACH: 80,000*
Enjoy the excitement of live broadcasts from the opening night performances of each of our four productions. *Estimated based on KPBS Listenership

Operatalk! TV Program
TOTAL REACH: 18,000
Dr. Nicolas Reveles takes you on an intriguing journey through the story, music and history of each opera. You’ll pick up rich insight into the structure and composition of the music, along with recommendations of the best recordings. Broadcast on UCSD-TV as well as available online.

Opera Spotlight TV Program
TOTAL REACH: 21,151
A unique look behind-the-scenes at how the singers, directors, conductor and crew work together to create each opera, plus a sneak peek at rehearsal footage and exclusive interviews with the stars. Broadcast on UCSD-TV as well as available online.

Facebook - Followers
TOTAL REACH: 15,172

Twitter - Followers
TOTAL REACH: 15,700

Instagram - Followers
TOTAL REACH: 1,400
2015–2016 BOARD OF DIRECTORS

OFFICERS
Carol Lazier, President
Courtney Ann Coyle, Executive Vice President
Robert H. Kaplan, Ph.D., Vice President, Finance
Candace Carroll, Secretary/Parliamentarian

DIRECTORS
David Brenner, M.D. Sandra Joy Lawhon Stacy Kellner Rosenberg
Teresa Fischlowitz Matthew Leivo Thomas Shiftan, M.D.
Nathan Fletcher Sarah B. Marsh-Rebelo Linda Spuck
Harry Hixson, Jr., Ph.D. James A. Merritt Lester Stiel
Kathryn Hattox Roger Mills, M.D. Tony Thornley
Karl Hostetler, M.D. Gloria Rasmussen Danitza Villanueva
Ann Irwin Zandra Rhodes

ASSOCIATE DIRECTORS
Dr. James Forbes Mr. Daniel J. Reed Lori M. Walton
Phyllis K. Harris Karen Valentino

COVER PHOTOS: Headshots courtesy of the artists. Tosca, Madama Butterfly, and Great Scott photos by Kingmond Young.

LOOKING FORWARD

2016-2017 MAIN STAGE SEASON

CINDERELLA
(La Cenerentola) Gioachino Rossini
October 22, 25, 28, 30, 2016 San Diego Civic Theatre

FALSTAFF
Giuseppe Verdi
February 18, 21, 24, 26, 2017
San Diego Civic Theatre

LA TRAVIATA
Giuseppe Verdi
April 22, 25, 28, 30, 2017
San Diego Civic Theatre

2016-2017 détour SEASON

PIOTR BECZALA
IN RECITAL
September 17, 2016
Balboa Theatre

SOLDIER SONGS
David T. Little
November 11, 12, 13, 2016
Balboa Theatre

TRAGEDY OF CARMEN
(Tragédie de Carmen)
Georges Bizet/Peter Brook
March 10, 11, 12, 2017
Balboa Theatre