

EXPO YOUTH ORCHESTRA
JOINT VENTURE AGREEMENT

LOS ANGELES PHILHARMONIC
THE HARMONY PROJECT

LOS ANGELES DEPARTMENT OF RECREATION AND PARKS

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Introduction

The partnership between The Harmony Project, the LA Philharmonic, and the EXPO Center, a Department of Recreation and Parks facility, began in October 2007 with the purpose of developing a new youth orchestra program at the EXPO Center in South Los Angeles. The three-way partnership is in its second full year of operation and this agreement reflects changes in programmatic design and roles and responsibilities as a result of lessons learned in the first year of the partnership. This is a long-standing partnership that may continue as long as the program is in existence and the partnership remains productive. This agreement is for the 2009-2010 academic year.

I. Organizational Backgrounds

a. Los Angeles Philharmonic

The Los Angeles Philharmonic Association presents the finest in orchestral and chamber music, recitals, new music, jazz, world music, family, and holiday concerts at two of the most remarkable places anywhere to experience music – Walt Disney Concert Hall and the Hollywood Bowl. With a long history of education and community programs, the Los Angeles Philharmonic and its new incoming Music Director Gustavo Dudamel are committed to expanding opportunities for more children and families to experience music through youth and community concerts, in-school residencies, mentorships, and youth orchestra development. The Philharmonic engages over 100,000 children and adults in its Education and Community Programs annually.

b. The Harmony Project

The Harmony Project is a non-profit organization whose mission is: to promote the healthy growth and development of children through the study, practice, and performance of music; to build healthier communities by investing in the positive development of children through music; and to develop children as musical ambassadors of peace, hope, and understanding among people of diverse cultures, backgrounds, and beliefs. The organization accomplishes this by: bringing quality music instruction and ensemble playing to children who otherwise would not have access to it; complementing music education with supporting resources and opportunities; and, fostering a community of families that actively support their children's growth and development. The Harmony Project is unique among Los Angeles' music education programs in that it commits to students for their entire childhood. The program transcends grade levels and schools. The children are provided new instruments as they grow, and can move into private lessons if their development requires it. Students need not exhibit talent to remain in the program, just commitment. Consequently, The Harmony Project fills an enormous gap between the many programs that “expose” children to music and those that seek to develop highly talented students for orchestral careers.

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c. Los Angeles Department of Recreation and Parks

EXPO Center, the premiere recreation facility in the city and county of Los Angeles, is dedicated to offering unparalleled recreational, educational, and cultural programs and services to promote healthy families and communities. EXPO Center's unique programming opportunities encompass every member of the family, from preschoolers to seniors. Opened to the public in October 2004, EXPO Center is managed by the City of Los Angeles Department of Recreation and Parks. The \$30 million construction of EXPO Center, spearheaded by the Weingart Foundation and brought to fruition by the Friends of EXPO Center, consisted of the renovation and conversion of the historical 1932 Olympic Swim Stadium into The Roy A. Anderson Recreation Center and The LA84 Foundation/John C. Argue Swim Stadium, and the addition of The Ralph M. Parsons Preschool, The W.M. Keck Amphitheatre, and The Ahmanson Senior Citizen Center. EXPO Center is open 7 days a week and membership is free!

II. Programmatic Backgrounds

a. Youth Orchestra LA (YOLA)

YOLA is the Los Angeles Philharmonic's initiative, supported by a network of stakeholders, to provide access to exceptional instrumental and orchestral education in order to promote youth development. The mission of YOLA is to provide an exceptional instrumental and orchestral education to underserved students in Los Angeles County for the social growth of these children, their families and communities. Central to YOLA is the LA Phil's plan to build, with community partners, youth orchestras in underserved communities throughout Los Angeles. Two major projects currently exist under the YOLA umbrella: the EXPO Youth Orchestra and the YOLA Stakeholder Network.

b. EXPO Youth Orchestra

The EXPO Youth Orchestra is an ensemble from South LA with a focus on excellence, community, and creativity. It is the first project of YOLA, and is being developed through a partnership of the Los Angeles Philharmonic Association, The Harmony Project, and the City of Los Angeles Department of Recreation and Parks. The program and the musical instruments are free to all participating students as long as they uphold their contract to take care of the instrument, practice, and attend lessons and orchestra rehearsals. Participating students come mainly from within a 5-mile radius of the EXPO Center and represent public, charter, and private schools in South Los Angeles.

During its implementation year, 10 music teachers were hired and 120 children ranging in age from 7 to 15 years were served. Participants received one hour of instruction, twice a week throughout the school year. Classes were offered in violin, cello, flute, clarinet, trumpet, percussion, and choir. The different instrument classes joined together during the summer of 2008 to form the Center's first

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youth orchestra. Participants met on four consecutive Saturdays for two-hour sessions and prepared concert repertoire under the direction of Abel Delgado. The program concluded with a concert for participants' family and friends.

Now in its second year of implementation, the EXPO Youth Orchestra employs 15 music teachers and currently serves approximately 200 children. Participants meet every Saturday for three hours to rehearse as a youth orchestra. All participants receive the same amount of individual instrument instruction. Viola, bass, and trombone classes were added to the offerings this year. The orchestra performed its first public concert on February 21, 2009 and, in the future, the orchestra will perform multiple times throughout the year. With the arrival of Gustavo Dudamel in September 2009, the EXPO Youth Orchestra will have additional resources available, including more involvement from LA Philharmonic musicians, guest artists and teachers from El Sistema, and increased professional development specifically designed for YOLA teaching artists.

III. Partnership Philosophy

The partners have developed a set of values to promote a productive and healthy partnership. These values are described below.

- The partners will work collaboratively, sharing points of view, personnel, and resources for the continued success of the enterprise.
- The partners will communicate freely and conduct the business of the joint venture with openness.
- The partners recognize and respect the differences in their organizational cultures, and dedicate themselves to consider these differences in communications, problem-solving, decision-making, and resource allocation related to the enterprise.
- The partners will work actively to build a trusting environment for the enterprise. They recognize that the full potential for the EXPO Youth Orchestra can be reached through trusting in the abilities of each other.

IV. Program Philosophy

The program philosophy is shaped by the philosophy of El Sistema:

“In an orchestra, musicians learn to make beautiful music and everything that goes with that — including study and discipline — but within the context of the entire orchestra. None of us make music by ourselves. The orchestra is a perfect metaphor for the community.” – Gustavo Dudamel

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- The partners are committed to focus on the children and their families, and are accountable for supporting their healthy growth and development.
- The partners are dedicated to excellence teaching instrumental music so that students feel engaged, motivated, and educated in their personal growth and development.

V. Program Structure and Desired Outcomes

a. Program Structure

Although the programmatic design will continue to evolve as the program and partnership mature, the following basic structure has been agreed upon for the near future:

<i>Number of Students</i>	200-250
<i>Number of Orchestras</i>	2
<i>Group Lessons</i>	2-4 Lessons per Week
<i>Number of Semesters</i>	3 (Fall, Spring, and Summer)
<i>Size of Each Orchestra</i>	~100
<i>Juries</i>	Fall and Spring Semesters
<i>Recitals</i>	Fall and Spring Semesters
<i>Early Childhood</i>	2009/2010 Pilot Phase
<i>Orchestra Concerts</i>	2-3 per Year

Descriptions of these elements are provided below.

1. **Site Coordinator:** A site coordinator will be employed by The Harmony Project and reports to the executive director of The Harmony Project. The coordinator will work in full partnership with the LA Philharmonic to implement the program.
2. **Orchestra:** The orchestra is the central programmatic component of this program. Curriculum will be designed with this in mind, and students are required to be in orchestra once they have attained the appropriate ability level. Students who are unable to participate in the orchestra on an on-going basis will not be allowed to participate in the EXPO Youth Orchestra program. Participants who began the program before the signing of this agreement who refuse to or cannot participate in the orchestra will be accommodated to ensure their ongoing participation by transferring them to other sites managed by The Harmony Project.

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3. **Conductor:** The conductor will be employed by and report directly to the LA Philharmonic, which will assume complete financial responsibility for the position. The EXPO Youth Orchestra conductor will be selected through a shared decision-making process using an agreed-upon position description and will work with both The Harmony Project and LA Philharmonic.
4. **Teachers:** Teachers are employed by The Harmony Project, and will be selected through a shared decision-making process using an agreed-upon position description. Recognizing the time-sensitive nature of having teachers in place, a talent pool of pre-approved teachers will be created, including the completion of required background checks and fingerprinting. Teachers will be assessed annually using a rubric created jointly by The Harmony Project and the LA Philharmonic. To be considered for future employment, teachers must meet the minimum standards described in the rubric.
5. **Students:** Enrollment in The EXPO Youth Orchestra program will be conducted annually, in September through The Harmony Project's annual enrollment system. Additionally, enrollment in the EXPO orchestras will be conducted after each concert (i.e., Summer Concert in July/August and Winter Concert in February/March). Preference will be given to students who live within a 5-mile radius of the EXPO Center.
6. **Group Lessons:** Group lessons will be provided 2-4 times per week.
7. **Private Lessons:** Private lessons are not included in the program, but opportunities may become available for selected students to receive private lessons from other partners.
8. **Juries:** Juries will be administered by The Harmony Project twice a year and will be graded according to the program's curriculum guidelines..
9. **Recitals:** Recitals will be administered by The Harmony Project. The LA Philharmonic will work with The Harmony Project to develop recitals to reflect the new 2009 curriculum for the EXPO site.
10. **Early Childhood:** An early childhood pilot program will begin in September 2009, as part of an El Sistema-inspired model.

The program components of the EXPO Youth Orchestra – articulated by the three partner organizations as critical to creating a community-based youth orchestra at the EXPO Center – are presented in our report, “Youth Orchestra LA: Theory of Action and Proposed Evaluation Plan.”

b. Desired Outcomes

Planned program accomplishments include outcomes for student participants, participants' parents, and the community at large. The partner organizations have identified two additional broader points of impact as additions to this list. Specifically, although the EXPO Youth Orchestra most directly impacts the students who participate in the instruction, the program is also designed to reach the

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parents/families in targeted ways and the surrounding community more generally. Parent and community participation are ultimately intended to strengthen the student outcomes as well as extend the program's reach. Detailed information about outcomes can be found in the "Theory of Action and Proposed Evaluation Plan" report.

VI. Partner Roles and Responsibilities

The roles and responsibilities of developing the EXPO Youth Orchestra are described below for The Harmony Project, the Los Angeles Philharmonic, and EXPO Center in terms of program management, programmatic responsibilities, staffing, instruments, and physical space, including support staff.

a. Program Management

1. The Harmony Project is primarily responsible for program operations and implementation.
2. The LA Philharmonic is primarily responsible for program design, professional development, and evaluation* and serves as the managing partner of the joint venture. As the Managing Partner, the LA Philharmonic has the authority to make the final decision should there be any major impasse.
3. The Expo Center is responsible for site management and coordination

b. Programmatic Responsibilities

1. The Harmony Project's Primary Responsibilities:
 - a. Manages EXPO Youth Orchestra teaching artists schedules
 - b. Responds to immediate parent inquires and needs
 - c. Enrolls students in EXPO Youth Orchestra
 - d. Collects and manages program data, including: students, parents, and instruments
 - e. Provides on-site project management
 - f. Coordinates with EXPO Center facility and program staff
 - g. Maintains the instrument inventory and repairs
 - h. Recruits students
 - i. Maintains appropriate types and amounts of insurance
 - j. Identifies financial resources to support HP program responsibilities
 - k. Schedule weekly group classes, recitals, juries, Saturday rehearsals

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2. Los Angeles Philharmonic's Primary Responsibilities:
 - a. Identifies and plans connections to LA Philharmonic activities
 - b. Manages EXPO Youth Orchestra conductors
 - c. Plans and produces EXPO Youth Orchestra concerts and special events
 - d. Conducts periodic programmatic and outcomes evaluations
 - e. Develops new programmatic content (pilot programs)
 - f. Identifies financial resources to support LAPA program responsibilities
 - g. Purchases instruments

3. Shared responsibilities between the LA Philharmonic and The Harmony Project:
 - a. Develop and implement professional development
 - b. Develop curriculum and pedagogy
 - c. Develop annual programmatic and academic schedule
 - d. Monitor teaching artist annual reviews
 - e. Select instruments
 - f. Develop and implement parent workshops

4. EXPO Center
 - a. Contributes adequate space for instrumental lessons, Saturday sectionals, and orchestra rehearsals for up to 250 students.
 - 5 rooms/classrooms, Monday-Friday, 4 PM - 8 PM
 - Community Hall, as needed, on Saturdays from 9 AM to 4 PM
 - Rooms as requested and available for Saturday sectionals from 9AM to 4PM
 - Other rooms, as requested and available, on weekdays and Saturdays
 - b. Provides storage space for instruments, music stands and music supplies
 - c. Contributes necessary on-site staff support for scheduling and use of rooms for classes, ensemble rehearsals, parent meetings, conferences, and performances
 - d. Provides staff on-site for room set-up and break-down and to assist with equipment needs
 - e. Shares responsibility for promotion of the program through communication with parents, families and schools as part of EXPO Center's regular program offerings
 - f. Works with the Los Angeles Philharmonic and The Harmony Project to develop a parent volunteer program
 - g. Makes time available for necessary meetings to develop, support and evaluate the program
 - h. Identifies financial resources to support EXPO Center expenses/responsibilities as outlined above
 - i. Works jointly with LAPA and THP to determine the feasibility of program expansion

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c. Staffing (including specific staff names as of May 2009):

1. Full Partnership Team

- a. LA Philharmonic
 - Vice president of artistic planning
 - Director of education
 - Director of community affairs
 - Manager, Youth Orchestra LA
 - Coordinator of education programs
- b. The Harmony Project
 - Executive director
 - Treasurer, board of directors
 - Site coordinator, EXPO Center
 - Parent Liaison
- c. EXPO Center
 - Executive Director
 - Facility Director
 - Partnership Coordinator

2. Managing Team (Primary Contacts and Executive Contacts)

- Manager, Youth Orchestra LA
- Site coordinator, EXPO Center
- LA Philharmonic executive contact: Director of Educational Initiatives
- The Harmony Project executive contact: Executive director
- EXPO Center Executive contact: Executive director

d. Instruments

The EXPO Youth Orchestra students receive instruments without cost while enrolled in the program. Students and their families must maintain the instruments, following recommended procedures developed and implemented by The Harmony Project for all of its programs.

The LA Philharmonic is committed to acquiring instruments for the EXPO Youth Orchestra. For the purposes of this Joint Venture Agreement, responsibility for the instruments includes:

- The Harmony Project:
 - a. Track inventory of instruments
 - b. Maintain instruments
 - c. Report purchases and annual inventory to the LA Philharmonic
- LA Philharmonic:
 - a. Purchase instruments

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- Shared Responsibilities:
 - a. Select new instruments including instrument and vendor vetting

The LA Philharmonic and The Harmony Project will purchase instruments for the EXPO Youth Orchestra that are appropriate for the level of the student. The Harmony Project will ensure that every child in the EXPO Youth Orchestra will have an instrument that is at least of the quality originally purchased for the orchestra.

Instruments that are of high quality (cost of more than \$500) that are purchased for the EXPO Youth Orchestra will be tracked, monitored, and accounted for each semester and are to be used solely by students of the EXPO Youth Orchestra. Use of these instruments for sites other than the EXPO Youth Orchestra will be approved on a case-by-case basis by the LA Philharmonic. In the event of a dissolution of the partnership, instruments of value equal to the original instruments purchased will be assigned to organization managing the EXPO Youth Orchestra.

VII. Communications

a. Internal

1. The **primary contacts** for each partner will have a weekly face-to-face meeting. Additionally, they will be available to meet on an almost daily basis, as needed, to address emerging opportunities and/or issues.
2. The **managing team** will meet prior to the start of each semester to discuss larger goals for the semester. The managing team will also meet once a month for 2 hours to discuss logistics and events for the coming month.
3. The **full partnership team** will meet twice a year to review successes and challenges to date and to approve necessary adjustments in strategic goals for the partnership.
4. Each **partner** will schedule internal meetings according to their needs to operate smoothly within the partnership.

b. External

1. A **master calendar of events** – which includes date, time, and location – will be created at least a semester in advance, and preferably a year in advance. The EXPO Center Site coordinator will be primarily responsible for keeping this calendar up to date. All members of the full partnership team will have access to this master calendar.
2. All **references to the EXPO Youth Orchestra in public materials produced by the LA Philharmonic** will include The Harmony Project as a full partner. Materials only including the Youth Orchestra LA (YOLA) program as a whole, and not explicitly referencing the EXPO Youth Orchestra will not necessarily include a reference to The Harmony Project.
3. The Harmony Project will include a **reference to the LA Philharmonic as a full partner** (not only financial partner) on all public materials (including student and parent-related items) for the EXPO Youth Orchestra.

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4. The LA Philharmonic will include a **reference to The Harmony Project as a full partner on all materials** (including student- and parent-related items) for the EXPO Youth Orchestra.
5. In the interest of having “one voice” related to the EXPO Youth Orchestra, **press inquiries** made to The Harmony Project or the Los Angeles Philharmonic should be communicated immediately to and require approval of the other party for agreement to participate. Related to this matter, the Los Angeles Philharmonic has an active and professional public relations office with the capacity to handle all publicity needs and opportunities.
6. **Marketing or PR materials** to support the EXPO Youth Orchestra will be developed jointly by the LA Philharmonic and The Harmony Project, and will be approved in advance by both prior to distribution.
7. Use of any **video footage or photographs** to support the EXPO Youth Orchestra or YOLA will be approved in advance by both the LA Phil and The Harmony Project prior to distribution.
8. Advance notification is required by both the LA Philharmonic and The Harmony Project of any requests for **site visits**. While high-priority site visits can be scheduled for most days and times, certain days each month will be established for site visits. For optimal impact, written materials and tour guides – including the possibility of engaging students for this responsibility – will be developed and provided for visitors.
9. Advance notification is required by both the LA Philharmonic and The Harmony Project of any requests to **film or shoot** YOLA-related activities at any site location.
10. Any **formal publications** with any mention of the EXPO Youth Orchestra will utilize the EXPO Youth Orchestra and YOLA logos as created by the LA Philharmonic marketing team.
11. The **Youth Orchestra LA (YOLA) name and logo (TBA)** is the sole property of the LA Philharmonic.

c. Reports

1. Student data related to the EXPO Youth Orchestra is maintained by The Harmony Project in a comprehensive database. Reports from the database can be generated on a **regular basis or as needed basis**.
 - a. Data required at the **beginning of each semester**, provided as soon as possible after it begins, includes:
 - i. Student name
 - ii. Gender
 - iii. Class (Violin A, B)
 - iv. Orchestra (A or B)

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- b. Data required **following the conclusion of each semester**, provided as soon as possible after it ends, includes:
 - i. Student name
 - ii. Number of excused absences
 - iii. Number of unexcused absences
 - iv. Jury reports

- c. Data required on an **annual basis**, required at the end of the academic cycle (August/September), includes:
 - i. Attrition rate, including any research findings related to attrition rate
 - ii. Instrument inventory report
 - 1. Instrument ID
 - 2. Owner of instrument (THP or LAPA)
 - 3. Brand
 - 4. Cost of instrument
 - 5. Checked in/ checked out
 - 6. Student
 - 7. Removed from inventory
 - 8. Years in inventory
 - 9. Projected needs for following year
 - 10. Number of students who own instruments
 - 11. Number of students who use LAUSD instruments

- d. Data available **as needed** includes:
 - i. Student name
 - ii. Gender
 - iii. Ethnicity
 - iv. Parent or guardian name
 - v. Parent phone contact
 - vi. Parent email contact (if available)
 - vii. Class (Violin A, B)
 - viii. Orchestra (A or B)
 - ix. School attended
 - x. School zip code
 - xi. Home zip code
 - xii. Date of admittance to program (years in program)
 - xiii. Languages spoken at home

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VII. Financials

- a. A financial model has been designed that establishes financial obligations for each partner according to its roles in the partnership. The model specifies the relevant cost factors on which the budget is based, and shows the direct costs each partner covers as part of the Joint Venture Agreement. In the case of EXPO Center, the value of the contributed space is shown. The model assumes that each partner has in place and will sustain the organizational infrastructure necessary to support its part of the Joint Venture Agreement. The financial model is included in Exhibit A.
- b. Payment of financial obligations between the organizations is made through a cost reimbursement process based on invoices. Both organizations are committed to prompt payment of invoices.
- c. To receive payment for costs incurred by The Harmony Project and payable by the Los Angeles Philharmonic, THP is to submit invoices for any given semester no later than four weeks after the completion of the semester to ensure timely payment of services. The Spring invoices may be held until after the completion of the Summer session. Invoices may be submitted within any given semester for immediate payment.
- d. To receive payment for costs incurred by the Los Angeles Philharmonic and payable by The Harmony Project, the Phil is to submit invoices for any given semester no later than four weeks after the completion of the semester to ensure timely payment of services.
- e. The Harmony Project is to provide an annual inventory report of the following:
 1. Itemized count of inventory by instrument
 2. Count of inventory in service (currently used by students)
 3. Count of instruments that have been removed from inventory due to damage or quality
 4. Projection of instruments (including brand and price) needed for next annual cycle
- f. The LA Philharmonic owns the instruments it purchases for the program. In the event of the dissolution of the partnership, the LA Philharmonic will request that all instruments it purchased, if still in service. If unable to return the original instrument, an instrument of equal value (after depreciation) will be returned.

IX. Miscellaneous Topics

a. Research

1. Access to people and materials related to El Sistema will be coordinated, as needed and as possible, by the Los Angeles Philharmonic.
2. Any research specifically for the use of the Youth Orchestra LA (YOLA) initiative will be designed, managed, and financed by the LA Philharmonic. Specific needs include (but are not limited to) data and research for development purposes and YOLA growth.

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3. Any research specifically for the use of the EXPO Youth Orchestra Program will be designed, managed, and financed by the LA Philharmonic and The Harmony Project. Specific needs include (but are not limited to) program design assessment and program outcome evaluations.
4. Research projects will be designed and administered to respect the privacy and interests of the students and their families.
5. Financial arrangements for research projects will be discussed and agreed upon by the Los Angeles Philharmonic and The Harmony Project.

b. Expansion and Enhancement

Expansion and enhancement of the EXPO Youth Orchestra will be discussed and agreed upon among partners before any significant changes are implemented. Expansion includes numbers of classes at the EXPO Center as well as expansion to other sites. Enhancement includes intensifying the class schedule, adding rehearsal time, and upgrading the instruments. If the expansion and/or enhancement have significant financial implications, the changes will be reviewed and approved by partner CFO or other financial manager.

c. Termination

The EXPO Youth Orchestra Joint Venture Agreement documents the commitment – shared by the Los Angeles Philharmonic and The Harmony Project –to provide an exceptional instrumental and orchestral education to underserved students in Los Angeles County for the social growth of these children, their families and communities.” The partnership was founded and is sustained with this important commitment, and is accountable to the community, its children, and their families, to support their healthy growth and development. Decisions made by the partners over its history have been made, it is believed, first and foremost in the best interests of the children. It is the intention of both partners to continue this commitment and accountability.

The joint venture and this Joint Venture Agreement shall continue until September 30, 2010. In the event of a failure to comply with the terms and conditions of the Joint Venture Agreement consistently over time, including adhering to common goals and working within common values, either partner will provide a written notice describing the failure. Partners will have 90 days to reconcile differences. If reconciliation is not achievable, the Joint Venture Agreement will be terminated.

If the partnership is dissolved, the LA Philharmonic will have sole ownership of the EXPO Youth Orchestra program, including the design of the program, the partnership with the EXPO Center, and the instruments purchased by the LA Philharmonic. Should the LA Philharmonic choose not to continue with the venture, then the Harmony Project will have the opportunity to continue the program.