

Title

# The Vienna Jammers Percussion Ensemble, Inc.

02/15/2018

id. 9662369

by **Kathy Clark** in **FY19 Operating Support Grant**

president@viennajammers.org

## Original application

02/15/2018

My organization has an address of record within the geographical boundaries of Fairfax County, the City of Fairfax, or the City of Falls Church. **Yes**

My organization's core mission is the creation, exhibition, presentation, production, or performance of and/or education in, an arts discipline. **Yes**

My organization has regular activity in a minimum of four different months in the year or 120 days of the year. **Yes**

My organization is in compliance with all local, state, and federal laws. **Yes**

My organization holds current or pending status under IRS code 501(c) or operates as a specifically defined arts division or program within a larger nonprofit 501(c)(3) organization. **Yes**

The organization is a non-profit or foundation that directly supports county government programs and agencies. **No**

The organization received line item funding from Fairfax County in fiscal year 2018. **No**

My organization has met at least two of these four requirements for the past 12 months. Please see list to the right. **Yes**

My organization has independently prepared financial statements such as an audit or a treasurer's report (audit required for organizations with expenses of \$600,000 and above). **Yes**

If your organization has received funding previously from the Arts Council of Fairfax County, all required final reports for any grant(s) received during the previous fiscal year, were submitted by the deadline. **Yes**

Upload Required Eligibility Documents for verification:

[IRS\\_Determination\\_Letter\\_9-26-14.pdf](#)

[Board\\_List\\_Vienna\\_Jammers\\_Feb\\_2018.pdf](#)

[Vienna\\_Jammers\\_Treasurers\\_Report\\_for\\_FY17\\_ending\\_7-31-17.pdf](#)

FEIN Number **461150786**

Mailing Address **314 Dominion Road, NE**

Floor/Suite/Apt. **n/a**

City **Vienna**

State **Virginia**

Zip Code **22180**

Is this mailing address the same as your street address? If not, please complete the following fields for your physical location. **Yes**

Phone Number **703-755-0410**

Website **www.viennajammers.org**

Check the appropriate Fairfax County magisterial district for your organizations street address: **Hunter Mill**

Grant Contact First Name **Kathy**

Grant Contact Last Name **Clark**

Grant Contact Title **Board President**

Grant Contact Email **president@viennajammers.org**

Grant Contact Phone Number **703-785-1792**

Chief Administrator First Name **David L.**

Chief Administrator Last Name **Reynolds, Jr.**

Chief Administrator Title **Executive Director**

Chief Administrator Email **director@viennajammers.org**

Chief Administrator Phone Number **703-400-4146**

Chairman, Board of Directors First Name **Kathy**

Chairman, Board of Directors Last Name **Clark**

Chairman's Email	<b>president@viennajammers.org</b>
Chairman's Phone Number	<b>703-785-1792</b>
Chairman's Address	<b>301 Meadow Lane, SW</b>
Floor/Suite/Apt.	n/a
City	<b>Vienna</b>
State	<b>VA</b>
Zip	<b>22180</b>
Annual Number of Performances	<b>13</b>
Annual Number of Exhibitions	<b>0</b>
Total Number of Annual Events	<b>251</b>
Organization's Total Audience	<b>10000</b>
Does your organization employ paid full or part-time non-artistic staff?	<b>No</b>
Which category best describes the primary activity of your organization?	<b>Instrumental Music</b>
Based upon the most recently completed fiscal year expenses, what is the overall budget size of your organization?	<b>Level 3 - \$100,000-\$250,000</b>
Amount Requested	<b>20000</b>
Amount Matching	<b>40000</b>
Has your organization applied to the Arts Council of Fairfax County in the past?	<b>Yes</b>
If your organization received funding from the Arts Council of Fairfax County in the past, when?	<b>2017, 2016, 2015, 2014</b>
First time applicants, how did you hear about the grant program?	n/a

Describe the applicant organization's history, mission, and goals.

The Vienna Jammers is a percussion ensemble with 120 children ranging in age from 8 to 18 years old from Vienna and other Fairfax County communities. The group began in 2005 as an extra-curricular component of Vienna Elementary School's music program under the direction of music teacher and GRAMMY Outstanding Music Educator of the Year semi-finalist David Reynolds, Jr. During their seven years at Vienna Elementary, the Jammers delighted audiences and participants alike with their school and community performances.

In 2012, with the goal of serving and inspiring even more young musicians and achieving broader community visibility and engagement, the group spun off from the school as its own nonprofit organization. Since the Jammers' independent launch, more than 220 children have enjoyed opportunities to learn about share the excitement of percussion and performance in a fun, supportive and motivating environment. Through musical study and performance, children develop essential life skills including self-confidence, personal discipline, creativity, cooperation, community awareness and tolerance.

The Vienna Jammers' mission is: To educate youth through unique percussion programs; provide a dynamic and diverse experience in the performing arts; nurture the creativity of each child; and enrich lives within the community.

To accomplish its mission, the Jammers strives to engage a broad population of our community in our introductory camps, weekly rehearsals throughout the school year, performances and outreach initiatives. Our current major goals include expanding our outreach to disabled and elderly communities; continuing to strengthen and expand our Board of Directors; and serving a broader audience beyond Vienna through live performances.

Each year, the Jammers presents a wide range of high quality, exciting music. This includes original pieces composed by our students under the guidance of Mr. Reynolds, songs from Africa, Latin America and the island of Trinidad, and special arrangements of recognizable tunes by Katy Perry, Taylor Swift, The Cure, Nirvana and others.

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1. Describe your organization's programs and activities and their connection to your organization's mission, specifically those that will occur from July 1, 2018 to June 30, 2019.

**Jammers programs include five student performance ensembles, an adult ensemble, mini-camps, and summer camps.**

**Performance Ensembles:**

The Jammers offers five youth percussion performance groups plus an adult ensemble. Each youth ensemble of 18-28 children rehearses either once or twice per week, and performs throughout our September to May season. Students learn to play a variety of percussion instruments including steel pans, marimbas, hand drums, trash cans and buckets. The Programs and Activities Form lists 2018-2019 performances that are confirmed to date. In summer and early fall 2018, additional programs, including community outreach concerts, will be scheduled.

Jammers Black features our hardworking 5th and 6th graders who rehearse twice per week. These students enjoy a varied performance schedule and have appeared at area venues including the Verizon Center, Wolf Trap and Jammin' Java. Each year, Jammers Black members have the thrilling opportunity to perform on a flatbed truck that travels down Vienna's main commercial corridor, Maple Avenue, at the highly anticipated and well attended Vienna Halloween Parade.

Jammers Red is our junior performance group, with students in 2nd through 4th grade who commit to rehearsing twice per week. They perform throughout the year at events including the Vienna Volunteer Honorary Reception and the Let's Move with Music concert at Wolf Trap.

Jammers White (formerly Jammers Lite) is an introductory group that allows students in 5th and 6th grades to experience the Jammers with a lighter, once-per-week rehearsal schedule and two year-end performances.

Jammers Green (formerly Jammers Lite 2) was added in the 2016-2017 season to accommodate the greatly increased demand for our programs. Students in 2nd through 4th grade rehearse once per week and prepare for two year-end performances.

Jammers Steel is the first private youth steel pan orchestra in Northern Virginia. All members are Jammers Black alumni who are in 7th to 12th grade and perform. This season, Jammers Steel has added an Advanced Steel ensemble that rehearses an extra half hour a week, and focuses on advanced music.

Each Jammers season concludes with students from all five ensembles performing at our Big Jam at Madison High School in Vienna and at the Viva Vienna outdoor festival, which is presented each Memorial Day in the heart of Vienna's business corridor.

Jammers Gold, our adult ensemble, started in fall 2017 by popular demand and meets twice per month. This ensemble lets Jammers parents and other adults from our community get in on the action and experience the many benefits of being a Jammer.

**Mini-Camps:**

In the 2018-2019 season, the Jammers will continue providing percussion education to approximately 75 children through two-hour mini-camps. These mini-camps provide Jammers experiences to students unable to join our performance groups, often due to scheduling conflicts. Mini-camps also help identify potential future Jammers members.

**Summer Camps:**

The Jammers hosts one-week summer camps as a creative alternative to our area's many outdoor and sports-related activities. No musical experience is necessary. Camps are consistently filled to capacity, and provide opportunities for prospective members to audition for a performance group.

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2. Are your programs received positively? Describe your efforts to improve program quality and any involvement of artists in planning and presenting.

**Programs regularly operate at full capacity, a testament to their quality from the perspective of the families. We continue to see Jammer siblings audition for our ensembles. Additionally, that Jammers ensembles are so frequently invited to return to previous venues and events demonstrates the positive experience of our audiences.**

**Percussionist and educator Dakota Kaylor joined the Jammers in Fall 2016 as our first Assistant Director - improving the program's quality and addressing issues of sustainability/succession planning. Previously, our Founder and Executive Director David Reynolds, Jr. had the enormous responsibility of conducting all of the weekly rehearsals and leading all of the public performances. With Kaylor, these responsibilities are shared, and we continue to expand our programs.**

**Last year, we added Jon Bisesi to our Board. Bisesi is a member of The "President's Own" US Marine Band and is an adjunct faculty member at George Mason University School of Music teaching percussion. Bisesi works closely with Reynolds and is currently focusing on expanding performances to increase exposure and opportunities for the musicians.**

**All Jammers students complete written, year-end evaluations to indicate what they learned and offer suggestions for improvements. Their parents are encouraged to complete online surveys, compiled through Survey Monkey. Parents often provide anecdotes that document the program's impact.**

**Parents and students also identify the program's strengths and weaknesses. For example, last year a Jammers Steel student suggested having two levels of that group to keep the more experienced musicians engaged. While we did not have enough students to create two steel pan ensembles, this year Reynolds has instituted a Steel Advanced program – an optional group that rehearses an additional half hour and is only open to returning members. The feedback has been positive, and we are optimistic that the group will perform during the Big Jam.**

3. Describe efforts to provide access to under-represented artists and art forms.

**The Vienna Jammers focus primarily on teaching marimbas and steel pans. The marimba playing is inspired by the marimba songs of Zimbabwe. This high-energy, technically challenging musical art form is mostly represented in the United States on the West Coast. Zimbabwe-inspired marimba bands are not nearly as common on the East Coast. The Jammers are able to share this rich, musical culture with many who are not even aware it exists.**

**Additionally, our Jammers Steel ensemble has enabled many listeners to experience a Steel Pan orchestra, which originated in Trinidad and has only been in existence since the 1950s. Most people familiar with the sound of a steel pan associate it with island music, but this instrument lends itself to performing many different styles of music from many different cultures. The Jammers Steel members help to educate the community about this under-represented yet historically significant art form from Trinidad.**

4. What distinctive roles do your programs and services play in advancing Fairfax County and/or its communities culturally?

**The Jammers set themselves apart from many music groups in the region by focusing on culturally diverse instruments and songs. Our young performers have unprecedented opportunities to learn about and appreciate music spanning from Western, Southern, and Eastern African drumming and marimba cultures to the rich and relatively new traditions of the steel pan culture in Trinidad. They also are introduced to Latin American rhythms and songs. Likewise, our audiences enjoy the incredible variety of music and the high energy of our performances. The Vienna Jammers advance the Fairfax County community culturally by educating young people and helping them develop a love for music and performance. We then share this music, in most cases free of charge, with many thousands of community members each year.**

5. Describe your mission related outreach to the community. How do you identify and respond to community needs?

**Jammers is proud to support the wonderful work of many nonprofits in our community by performing at their events. In addition, we are committed to serving our community's vulnerable and disadvantaged residents by presenting free outreach concerts.**

**In recent years, Jammers ensembles have:**

- Performed at the SiriusXM studio as part of La La Love, a youth-led art contest and fundraiser for Kenyan children in need of heart surgery;**
- Opened for the well-known band Eddie From Ohio at The Hamilton in Washington, DC at a fundraiser for OneVoice, a nonprofit dedicated to uniting children around the world through music;**
- Performed for International Night at a local elementary school; and**
- Partnered with the Fairfax Choral Society and OneVoice to bring the sounds of young musicians out into the community and to raise awareness of the performing arts of other cultures.**

6. Describe the community's support for your organization.

The Vienna Jammers enjoy strong support from families, civic leaders, and the business community, as demonstrated by increasing interest in our ensembles, strong attendance at performances, and expanded financial support from local businesses.

We were so pleased that the Arts Council of Fairfax County recognized our organization with its 2015 Emerging Arts Award. The Jammers also has won awards for five consecutive years at Vienna's annual Halloween Parade, which is one of the town's most popular community events. We have been invited to perform at Wolf Trap's Let's Move with Music festival for seven consecutive years.

In May 2017, the Jammers raised more than \$7,000 from ticket sales and related fundraising activities for the 5th annual Big Jam, our signature, community-wide event that features all of our ensembles. For the 2018 Big Jam, we anticipate even greater revenue.

During our most recent fiscal year, the Jammers secured sponsorships and donations from approximately 20 local businesses, resulting in over \$5,000. We also raised over \$12,000 from individual donors through a targeted year-end appeal to Jammers friends and family members.

7. How does your organization inform the community about your activities? Please describe use of websites, social media, print, TV/Radio, paid advertisements etc.

The Jammers publicize activities and performances through e-newsletters to current and past families reaching almost 450 individuals; press releases sent to major local news outlets; outreach to Fairfax County elementary school music teachers; and social media. Our performance videos have been viewed thousands of times on YouTube, Facebook and other social media sites. We are rapidly approaching 1,000 fans on Facebook. Local business associations, including the Vienna Business Association and the Rotary Club of Vienna, strongly support our work and help promote our year-round activities in the community.

Increasing the scope and reach of our publicity is a key focal point for the organization. In fall 2017, our publicity committee reached out to a local news anchor, which resulted in a feature segment on the morning news for the Jammers and another feature segment on a different day for our director Dave Reynolds. We are actively working to increase our social media presence through two trained, social media savvy volunteers who make sure to post regular, high interest updates and videos. We are working on creating a publicity video to send to potential venues, conferences, and anyone else who would like to host a Jammers concert.

8. How do you provide access to traditionally underserved populations (youth, the elderly, the disabled, minorities, ethnic communities, and those in underserved areas not reached by existing programs)?

To provide access to underserved students, the Jammers has a tuition assistance program to accommodate children whose families cannot afford the monthly fee. This season, we have two students who are using this program. One is covered in full, and one is covered at 90%. We continue to publicize this program.

We are committed to presenting diverse music for our audiences, and, whenever possible, we respond positively to opportunities to perform for underserved populations. We continue to identify senior centers and other facilities in Fairfax County where we can arrange to present outreach performances. Thanks to our dedicated group of parents who volunteer to transport our musical instruments and gear, the Jammers ensembles can travel to host venues and perform on-site.

We are honored to perform each year at Jill's House, a McLean-based nonprofit that provides respite care for families raising children with special needs. We plan to continue building this relationship and introducing our students to the importance of giving back to their community.

Our new Jammers studio is wheelchair accessible. Last year, we accommodated a blind student by modifying the arrangement of the marimbas to help him find his way around the studio. Additionally, a more experienced Jammers student volunteered to assist him during rehearsals and concerts.

We ensure that our performance venues are ADA compliant and that audience members with disabilities receive assistance and special accommodations. At our Big Jam, we reserve seats close to the stage for patrons who have poor vision or hearing loss.

9. What plans do you have for expanding your audience base? Describe any steps to increase participation by people of diverse communities.

To expand our audience base, the Jammers continue to increase the distribution of its monthly e-newsletters. We have also expanded our social media presence in recent months. We continue to share news with Jammers sponsors and friends electronically and through the school systems. As Jammers is a family-friendly performance group, schools are natural sources for potential audience members.

Jammers also offers special adult-only "Jam Like a Kid" instruction sessions that expand our fan base and raise funds for our organization. During these two-hour evening events, adults ages 21 and up learn how to play the marimba, hand drums, and the Jammers' signature red trash cans. Adults can then get a richer experience by joining our adult-only Jammers Gold ensemble, which meets for eight sessions over a four-month period.

We are thrilled that the Jammers were selected to perform at the 2016 American Orff-Schulwerk Association (AOSA) Professional Development Conference, where more than 1,000 music teachers gathered to learn about fostering creativity through music. This performance took place on November 5, 2016 in Atlantic City and was our first performance outside of Virginia. The Jammers have applied to perform at PASIC (an international percussion conference in November) and will seek out more opportunities to perform at other music conferences as well as nonprofit fundraisers, the Kennedy Center's Millennium Stage, and walk/run events that serve diverse communities.

Our board has recently approved an ambitious plan to seek out additional, high-profile performances for the coming years. The plan includes early outreach to venues and an every-other-year schedule (to allow for planning, rehearsal and related preparations, and fundraising).

10. Describe your organizational structure, including professional staff and volunteer board. Describe staff and board's day to day responsibilities. Discuss any recent, significant changes.

The Vienna Jammers have a volunteer Board of Directors, two part-time staff positions (for our Executive Director and Assistant Director), and one contracted bookkeeper/administrative position. The Executive Director is responsible for day-to-day operations and all programmatic and artistic functions. The Assistant Director reports to the Executive Director and assists primarily with rehearsals. Following an initial period last year where the Assistant Director shadowed the Executive Director and observed the classroom instruction methods, our Assistant Director is now leading rehearsals on his own. During the summer, he also offers private lessons to interested Jammers.

The Board is engaged through bi-monthly meetings and oversees the budget, assists with planning, leads fundraising efforts, and assists with volunteer coordination and outreach activities as needed. The bookkeeper is responsible for managing finances and ongoing banking tasks. We have recently expanded this bookkeeping role to include various administrative tasks. All parents of Jammers students are expected to volunteer in some capacity during the September to May season. Volunteer opportunities include assisting with equipment transport for shows, providing fundraising assistance, selling merchandise at performances, and planning community building events for Jammers fans and families.

In November 2017, the Jammers moved two doors down to a two-story facility that provides additional space for our many instruments and ensembles. This has enabled us to set up our marimbas on one level and steel pan drums on another. The new facility also includes space for an administrative office, which is something our previous facility lacked.

We have instituted a mandatory parent meeting at the beginning of each season where, in addition to providing information, we ask each parent to join one committee. This helps secure necessary volunteers and also helps us identify parents who would like to get more involved and eventually join the Board.

We continue to realize a substantial cost savings on instrument purchases, as most of our marimbas are hand made by Mr. Reynolds, and some of our students have helped build instruments.

11. What are the top three priorities of your organization for the next three years? Describe your long-range planning process. If you have a Strategic or Long-term Plan please summarize it in a paragraph.

Our current major goals include continuing to strengthen and expand our Board of Directors; serving a broader audience beyond Vienna through live performances; and expanding our outreach to disabled and elderly communities.

Our long-range planning process includes the full board, staff, and input from Jammer families. This season, board members have taken responsibility for one component of the long range plan; they research, prepare a draft, present ideas to the board (at our regularly scheduled meetings, where we add extra time for this purpose), and make revisions as recommended/decided by the full board and staff. The full plan will include the four primary topics we are covering at these "mini planning sessions": program planning and expanding our concert opportunities; fundraising; board growth; and publicity.

Our plan so far has identified potential venues for higher profile concerts and includes detailed strategies for outreach to those venues; it also incorporates an annual fundraising plan template that can be updated each year (current goal is to broaden our corporate support to larger regional businesses). In the next few months, we will dive more deeply into board development – both the recruitment process as well as board member education – and also publicity. Late this spring, the components will be combined into a cohesive, long-range plan for the organization.

12. How do you evaluate your success in meeting your goals (by # of participants, ticket sales, testimonials, reviews)? How do you evaluate your programs (interviews, questionnaires, surveys, observation, focus groups)?

**Each year, the Jammers evaluates its impact and organizational growth using both quantitative and qualitative measures. Quantitative measures include the number of students who receive direct instruction, the number of audience members served, and the number of performances presented. We also look at trends in our earned and contributed income. To measure our impact, we collect evaluations from students and their parents. Mr. Reynolds and Mr. Kaylor meet and speak regularly to make ongoing modifications and course corrections. Staff and Board members observe audience reactions during performances, and take into consideration comments from panelists who review our grant proposals.**

**Students frequently watch recordings of their gigs to evaluate and critique their performances. Jammers instructors then facilitate discussions, noting the positive aspects of the students' performances and areas needing improvement.**

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13. How is your Board of Directors involved in fundraising? What is your organization's percentage of and/or policy regarding board giving?

**Each year, 100% of Jammers Board members contribute financially to the organization. While this is not a formal policy, it is an expectation made clear during Board member recruitment and orientation. Our Board Development committee includes the Board of Directors plus additional volunteers who are parents of Jammers students. The committee meets at least quarterly throughout the year. Besides making personal annual gifts, Board members are all expected to introduce the Jammers to local businesses and other potential funders.**

**Our Development Committee has four active subcommittees: The Grants subcommittee is responsible for researching opportunities and drafting grant proposals. The Individual Giving subcommittee oversees the annual year-end appeal mailing to Jammers families and friends, and sends donor acknowledgment letters. The Sponsorship subcommittee secures donations and sponsorships from local businesses. The Big Jam subcommittee works closely with the Publicity Committee to promote the Big Jam and secure donations for and coordinate Big Jam-related raffle and bake sale fundraising events.**

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14. Describe your organization's financial management structure. Who is involved in the day to day financial decision making? How does your organization create and approve yearly budgets?

**Vienna Jammers contracts part-time with an experienced bookkeeper who accounts for all financial transactions in QuickBooks as they occur. Input and oversight are provided by our Executive Director and Board Treasurer, who is a Certified Public Accountant and financial management consultant specializing in non-profit organizations. The Executive Director and Board are involved in day-to-day financial decision-making and communicate regularly with the bookkeeper. Our Treasurer works closely with the Board, Executive Director and bookkeeper to create an annual budget based on historical results as well as plans and assumptions for the future. The Board is responsible for reviewing and approving the organizational budget prior to the start of the new fiscal year. Financial reports are prepared by the bookkeeper and reviewed on at least a quarterly basis by the Treasurer, Board, and Executive Director to ensure financial results are in line with budget expectations.**

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The Vienna Jammers Ensemble (Jammers) has continued to experience growth both in size and recognition in recent years and overall results and those budgeted for fiscal year (FY) 2018 and projected for FY2019 are reflective of these positive developments. Any substantial changes by specific line item have been noted above for your review.

Overall financial results for FY17 and those budgeted for FY18 show growth for Jammers, which is a result of overall growth with our percussion ensembles, going from 110 students in FY17 to 119 in FY18 (8% student growth, see further details of tuition growth noted above) plus the addition of an adult Jammers class that is currently in its second session of the year with ~\$6,500 in tuition income and 22 new students. With this growth has come the need for a new, larger rehearsal space (as noted in detail in the budget worksheet), assistant instructors (both employed, full year in FY18, and contracted as noted above) and more instruments, such as marimbas, constructed by our director, as well as steel pan drums and related travel carts for the Steel Ensemble, which is in its third full season and now with an advanced Steel ensemble for the more experienced students.

Continuing to build cash reserves for our relatively new organization has allowed for the purchase of steel drum cases in FY18 to protect during transport for the growing Steel ensemble. Some of these cash reserves have been moved to a savings account, representing about 6 months of operating expense reserves. When we begin our detailed budget planning for FY19 in the spring, the Board of Directors plans to designate a portion of these accumulated net assets/reserves for future travel expenditures for our biennial road trip performance, which first took place in FY17 and is tentatively planned for FY19.

In addition to building a solid production infrastructure, Jammers continues to focus on ensuring we have appropriate resources on the operational/administrative side, such as an outsourced bookkeeper/office manager, whose role has continued to grow and has recently been formally expanded to take on greater responsibilities with pay more in line with market rates (as noted in detail above).

We successfully completed a chart of accounts restructuring effective for FY17, which provides us with more sophisticated and easier to read financials by program. Although not included in the FY18 budget or the FY19 projected budget to be conservative, we also have the goal of investing in the following (as additional resources are identified and secured in the future): (1) resources to aid us with expanded strategic planning and (2) fundraising software that will make fundraising efforts, all currently done by volunteers, more efficient and ultimately more effective to support our flourishing organization.

The Vienna Jammers financial strategy is to always be fiscally responsible and plan for long-term growth and sustainability. We hope the Arts Council can see that strategy realized in the history of results to date and budgeted plans for the current and future fiscal year.

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If applicable, describe activities undertaken to fund an endowment, build cash reserves, or pay off debt.

**We transferred an additional \$37,000 to build upon our cash reserves.**

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#### Required documents

[cover\\_sheet\\_operating\\_grant\\_2018.pdf](#)

[Key\\_Staff\\_and\\_Board\\_Bios\\_Vienna\\_Jammers\\_Feb\\_2018.pdf](#)

[Vienna\\_Jammers\\_FY18\\_Approved\\_Annual\\_Budget\\_and\\_PL\\_by\\_Class\\_thru\\_1-31-18\\_updated.pdf](#)

[Form\\_990-EZ\\_as\\_filed.pdf](#)

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#### Required Tables

[Vienna\\_Jammers\\_Arts\\_Council\\_FY19\\_OS\\_tables\\_JMC\\_Feb-2018.xlsx](#)

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#### Work Samples

[Work-Sample-01\\_Vienna-Jammers.pdf](#)

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#### Supplementary Materials

[SM-01\\_ViennaJammers\\_01.pdf](#)

[SM-02\\_ViennaJammers\\_02.pdf](#)

[SM-03\\_ViennaJammers\\_03.png](#)

[SM-04\\_ViennaJammers\\_04.pdf](#)

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Upload Checklist

- IRS Letter of Determination**
- Board list with addresses**
- Treasurer's Report or Audit for most recently completed fiscal year (audit required if applicant's expenses exceed \$600,000)**
- Most recent IRS 990 (do not include schedules)**
- Fiscal Year to Date Budget**
- List of key staff, Board members with bios**
- Required Tables**
- Supplemental materials (reviews, articles, testimonials, programs, letters of support, flyers, etc.)**
- Work samples (photographs, audio, and/or video links)**
- Coversheet for work samples and supplementary materials**

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Grant Contact Name            **Kathy Clark**

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Chief Administrator Title    **Executive Director**

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Chief Administrator Name    **David L. Reynolds Jr**

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Board Member Title         **President**

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Board Member Name         **Kathy Clark**

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Date of Submission            **02/15/2018**

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