

12-2010

The New Orleans Jazz and Heritage Festival and Foundation, Inc.

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The New Orleans Jazz & Heritage Festival and Foundation, Inc.

An Internship Report

Submitted to the Graduate Faculty of the
University of New Orleans
in partial fulfillment of the
requirements for the degree of

Master of Arts
in
Arts Administration

by

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B.A. University of South Florida, 1986

December 2010

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Abstract

This report is the analysis of a three month internship with the Development Department of the New Orleans Jazz & Heritage Festival and Foundation, Inc., This report includes an organizational profile, description of the development department, S.W.O.T. analysis, best practices, and intern recommendations as applied to my experiences with the organization from May 21 to August 10, 2010.

Chapter One

Organizational Profile

History

The city of New Orleans is often referred to as a gumbo. Music, Culture, and the arts have simmered for almost three hundred years to create a rich roux which forms the base of a unique fare which nourishes her residents and entices visitors with a complex bouquet. In 1970, the New Orleans Jazz & Heritage Foundation, Inc. was established by the New Orleans Hotel Motel Association to create an event that would celebrate the city's legacy as the birthplace of jazz. From inception, the festival was envisioned as an event that would showcase the cultural significance of Louisiana and create economic opportunities for New Orleans.

The Association contracted Festival Productions, Inc., owned by George Wein, to design and produce a festival that would be distinctive. Wein had produced the Newport Jazz Festival in 1954 which was the first ongoing annual festival for jazz in America. Wein's concept of the Louisiana Heritage Fair was a large daytime festival with multiple stages featuring a wide variety of indigenous music styles, local cuisine, and original works displayed by local artists and craftspeople. The New Orleans Jazz & Heritage Foundation was established in conjunction with the premier of the festival as a 501(c)(3) nonprofit corporation to oversee the festival and to redistribute the proceeds into the local economy.

The New Orleans Jazz & Heritage Festival has grown to become the second largest tourism attractor and revenue generator for the city, preceded only by Mardi Gras. Continuing into its forty second year, the festival currently generates an estimated \$300 million in economic impact for the city of New Orleans and the surrounding metropolitan area (*Louisiana Weekly*, April 20, 2009).

In 2004, the future direction of the organization was unclear. For the first time in thirty years revenues from the festival did not exceed expenditures due to inclement weather, an overall downturn in tourism attributed to the September 11, 2001, terrorist attacks, and a poor economy. Poor weather for five of the seven days forced the cancelation of a full day of the festival and severely impacted an additional four days of the seven day event. The deficit from the 2004 festival was compounded by years of weak financial management during which the organization had built and then spent down significant cash reserves. Dependent on income from the festival, in May of 2004, the Foundation was forced to lay off half of its eight member staff and cancel or defer all programming for almost two years in an attempt to reconfigure its budget. A new executive director was named, and a protracted process was begun that would lead to a major restructuring of the nonprofit foundation's contractual relationship with its long-time for-profit festival producer. The Foundation was renamed the New Orleans Jazz & Heritage Festival and Foundation, Inc. (NOJHFF). The 2005 festival was a financial success and provided a degree of recovery for the Foundation.

On August 29, 2005, Hurricane Katrina devastated New Orleans forcing the evacuation and rescue of her citizens. Hurricane Rita followed closely, compounding the problems. As a result, the staff of the Foundation was again reduced in size though this time due to the relocation of some of its members. With a minimal staff, the new executive director revived previous programming, and initiated new year-round initiatives for the Foundation that would benefit the community and foster the organizational mission.

The Foundation is housed at 1205 North Rampart Street, located at the boundary of the historic neighborhoods of Tremé and the Vieux Carré. The building is primarily used as office space with the inclusion of a small public gallery on the ground floor which is dedicated to showing the work of local artists and craftspeople. In 2008, the foundation purchased the adjacent Gaskin-Southall Mortuary building with the plan to conduct a capital campaign to raise the funds needed to convert the building into

a venue that would unite all of its programmatic components in one location, and provide a visitor center for the public.

Mission Statement

The New Orleans Jazz & Heritage Festival and Foundation, Inc., promotes, preserves, perpetuates and encourages the music, culture and heritage of communities in Louisiana through festivals, programs and other cultural, educational, civic and economic activities.

Vision Statement

The New Orleans Jazz & Heritage Festival and Foundation, Inc. is a leader in ensuring that the culture of Louisiana and the people who create it are appropriately recognized and rewarded for their immense contributions to world civilization and global economy.

Core Values

- Cultural and Social Consciousness
- Education
- Service
- Accountability and General Responsibility

Management Structure

Foundation Staff

The NOJHFF currently maintains a staff of eleven permanent full time employees. The employees and their positions are:

- Don Marshall, Executive Director
- Marsha A. Brody, Chief Administrative Officer
- Sheri LeBranche-Jackson, Chief Financial Officer
- Scott Aiges, Director of Programs, Marketing & Communications
- Marc A. Barnes, Director of Development
- Shanna Hudson-Stowe, Development Associate
- Rachel Lyons, Archivist
- Lakia Robinson, Programs Coordinator
- Jarrod Remetich, Accountant
- Deanna Brown, Administrative Assistant
- Dashika Davis, Receptionist

The operational management of the NOJHFF is assumed by the executive director who acts as a liaison between the Board of Directors, Festival Productions, Inc., and the staff. The staff is structured so that the following four positions are determined by the board of directors: Executive Director, Chief Administrative Officer, Chief Financial Officer, and Archivist. Three of these positions report to the executive director; the Chief Financial Officer reports directly to the board. The chief financial officer works closely with the executive director and the board of directors. All other senior staff focuses on the NOJHFF programming outside of the Jazz & Heritage Festival. Under the contractual agreement, the staff of Festival Productions, Inc. is considered to be staff of the NOJHFF, with the exception of four management positions. This staff is included in a separate budget related to festival expenses, and these employees do not report to the Foundation. There are also several part-time staff members who perform duties associated with the various programmatic components.

Board of Directors

The Board of Directors of the NOJHFF is comprised of thirty voting members; an Advisory Council of fourteen; the Past Presidents Senate numbering seventeen; and an Honor Council of four (Appendix A). The voting members serve three year terms with no restrictions on the amount of terms that they may serve, essentially decimating term limits. The longest serving member has been on the board since 1975. The President and other officers serve one two-year term in their position. Members of the Advisory Council serve one three year term and are eligible to be re-nominated to a second three year term after being inactive for one year. Members of this council may vote on committees, but may not chair a committee. When a president has served their term they join the Past Presidents Senate. Senate members may sit on and chair committees, and nominate members for the board and Advisory Council; but cannot vote. The Honor Council was created through a change in the by-laws in 2008 to allow for some rotation in the board. Admission to the Honor Council is voluntary after fifteen years of service, and there are no voting privileges. Board meetings are held on a monthly basis with standing committees defined in the by-laws as: Education, Executive, Finance, Membership, and Nominating. Additional committees have been created to address current activities of the foundation including: Funding and Development, Capital Campaign, and Gala. The Board is diverse and represents a cross section of the culture of New Orleans.

Programming

Assets

The main programming event of the NOJHFF is the annual New Orleans Jazz & Heritage Festival presented by Shell. Through a contractual agreement, Festival Productions, Inc. oversees all management aspects associated with producing the festival. To stay mission aligned, the Foundation uses the proceeds from the festival, and other revenues, for year-round programming in the areas of education, economic development, and cultural events.

New Orleans Jazz and Heritage Station WWOZ 90.7 FM is a listener supported volunteer programmed community radio station. The Foundation owns the broadcast license, provides funding, and appoints the board of directors. The station operates independently with its own management staff.

The New Orleans Jazz & Heritage Foundation Archive houses a variety of material and artifacts dating to the establishment of the Foundation. The basis of the collection consists of interviews with artists recorded at the Alison Minor Music Heritage Stage at the Jazz & Heritage Festival.

Education

The Don Jamison Heritage School of Music provides free after-school music instruction to youth from across the metropolitan area. The school operates in partnership with Dillard University and Lusher Charter High School.

The Tom Dent Congo Square Lecture Series presents an opportunity to engage artists and intellectuals in a meaningful dialogue on issues of culture and commerce by presenting New Orleans authors, musicians, and scholars.

School Day at the Fest allows 4000 elementary, middle, and high school students the opportunity to experience the inner workings of the Jazz & Heritage Festival and to participate in seminars that focus on culture as the key to empowerment.

Economic Development

Community Partnership Grants provide a way for the NOJHFF to directly reinvest proceeds from the Jazz & Heritage Festival to local arts organizations and individuals to support projects reflecting the foundation's mission.

Raisin' the Roof is a home ownership program that was created to help the musicians of south Louisiana by covering closing costs associated with buying a home. Post Hurricane Katrina, the program

has expanded by helping musicians with bad credit histories to qualify for home ownership. The NOJHFF has partnered with the New Orleans Area Habitat for Humanity, Total Community Action, and the Neighborhood Development Foundation, to establish a pilot program aimed at eliminating debt and repairing clients' credit ratings. The NOJHFF also offers rental assistance by providing funding through a partnership with Sweet Home New Orleans which administers a rental subsidy program for musicians.

The Sync Up Conference is an educational and business development event for the entertainment industry held during the Jazz & Heritage Festival. The event focuses on three main areas: the international music festival market, licensing to film, television, and video games, and using technology to promote and sell music in the digital age.

The Jazz & Heritage Talent Exchange is an economic development initiative in partnership with the State of Louisiana to help to expose local musicians to a wider audience by leveraging the impact of the Jazz & Heritage Festival. The Talent Exchange is a searchable online database of Louisiana music created with the goal of helping musicians to connect with festivals and other talent buyers for live performance engagements; and with music supervisors for licensing music into films, television, commercials, and video games.

Cultural Events

Beginning in 2007, the Foundation began producing a series of small festivals. This series is rooted in the organization's history of presenting both the signature festival as well as smaller street festivals localized to specific neighborhoods. Each event is a genre specific outdoor festival which highlights various aspects of Louisiana culture by combining music, art, and food to offer economic opportunities to local musicians, artists, and vendors.

The Congo Square Rhythms festival highlights the importance of Congo Square as the birthplace of American music with African dance, Mardi Gras Indians, and New Orleans rhythm and blues.

The Crescent City Blue & BBQ Festival showcases blue musicians from throughout the South paired with a barbeque theme.

Fiesta Latina offers a mixture of music, art, food, and activities that focus on the Americas and the Caribbean.

The Louisiana Cajun-Zydeco Festival, presented in conjunction with the Creole Tomato Festival and the Louisiana Seafood Festival, features dance music from Acadia together with folk arts and crafts.

The Foundation supports community outreach by distributing thousands of free tickets to the Jazz & Heritage Festival to local nonprofit and social service organizations to distribute into the community.

The Jazz Journey concert series presents figures of modern American music to New Orleans.

Budget

The budget for the New Orleans Jazz & Heritage Festival and the budget for the NOJHFF are separate. Both budgets are prepared and approved by the Board of Directors of the Foundation. The board also directs spending for the programming activities of the foundation. The fiscal year for the NOJHFF ends on August 31. During my internship the budget for 2010-11 was approved. The total income for 2009-10 was \$5,903,334, comprised of the following funding sources:

50% Festival Revenues: New Orleans Jazz & Heritage Festival

18% Private: Foundation Grant, and Business Sponsorship

18% Grant: WWOZ

8% Gala Revenues

2% Festival Revenues: NOJHFF

2% Interest Income

1% Membership: *Fans of the Fest*

1% Government: City Grants, State Sponsorship, and Federal Sponsorship

Total expenses for 2010-11 are projected to be \$4,458,822, leaving a net income of \$1,444,512

(Appendix B).

Funding

During its forty-one year existence, support for the NOJHFF has primarily come from the proceeds of the annual Jazz & Heritage Festival. After 2004, the Foundation's Board recognized the need to create additional revenue streams to stabilize funding and other financial infrastructures for year-round programming and foundation assets. Current funding comes from government and corporate sponsorships, grants, individual donations, memberships, and the annual Gala and other special events.

Chapter Two

The Internship

Description of Development Department

In May of 2009, Marc A. Barnes joined the staff of the NOJHFF as Director of Development. The Foundation was at a juncture in evolution and Barnes was confronted with the challenge of developing the plans, infrastructure, and relationships necessary for building a fundraising program essentially from the ground up in advance of a major campaign. Barnes is assisted by Development Associate Shanna Hudson-Stowe who is responsible for grant writing and management, oversight of membership and individual giving campaigns, and volunteer coordination. The development department utilizes interns to provide fundamental support.

Funding Priorities

The mission statement of the NOJHFF guides the pursuit of all external gift support. Requests for support generally incorporate the core strategic areas of education, culture, and economic development. Additionally, contributions from major donors are pursued in support of defined major gift opportunities for capital construction and renovation, foundation programmatic priorities, and sponsorships.

Development Initiatives and Goals

Program Membership Campaign and Annual Giving

Fans of the Fest and the annual giving campaign are designed to generate unrestricted funds for the Foundation each year. *Fans of the Fest* is a structured annual multiple level membership that provides cumulative privileges and premiums for donors. (Appendix C)

The annual giving campaign allows for individuals to give to the Foundation in the form of memorials, honorary gifts, and acknowledgements. Gifts over \$100 are recognized in a special category as Donors of Note. Members of *Fans of the Fest* and annual donors are used to identify prospects for major gifts and other giving opportunities. Prospects are identified through level of annual contributions, consistency of giving and level of increased giving.

The current goal is to increase *Fans of the Fest* and annual giving to \$225,000 or more unrestricted funds annually for the Foundation.

Major Gift Fundraising

The NOJHFF does not have a strong history of major gift fundraising. A major gift is a contribution to the Foundation of \$10,000 or higher, as defined by Barnes. These gifts may take the form of cash, other salable assets, planned gifts, or in-kind donations; and may originate from individuals or organizations. The goal of the Development office is to establish a major gifts policy that allows the Foundation to accept gifts in several forms in one or more payments on an agreed upon schedule

Corporate Sponsorships

Corporate giving is a major source of revenue for the NOJHFF. Community engagement is an important element of corporate social responsibility, and corporations' philanthropic goals are generally tied to marketing as well as good corporate citizenship. The NOJHFF offers corporations a marketing opportunity in exchange for a philanthropic one. The Director of Development works closely with the Director of Programs, Marketing and Communications to identify secure and maintain corporate sponsorships for all programs and events.

I attended a meeting of the Joint Funding and Development & Capital Campaign Committee of the Board of Directors on June 16, 2010, where corporate sponsorships of the festival series were discussed. The main corporate sponsor had pledged a certain amount of money to be given over three

years, but was unable to fulfill the second (current) and third years of their contract. Barnes felt that there was still the potential for a smaller amount. Discussions with a second sponsor of last year's events were at a standstill. A competitor of this sponsor had offered to operate as a direct vendor providing the NOJHFF with 50% of the net profits from the sales of its products at the events. This matter was not resolved during my internship.

Foundation and Government Grants

Grant writing and identification of fundraising opportunities is an ongoing process. The development office continually pursues private and public funding opportunities for all programs of the NOJHFF with the goal of identifying and securing foundation and government grants. Active grant funding for 2009-10 consists of thirteen government grants and one private foundation grant. Of the \$3,338,100 requested, \$721,650 was awarded. Pending and scheduled grant proposals total \$483,500 from government sources (Appendix D).

Gala

The Gala is the signature annual fundraising event for the Foundation. Proceeds from the Gala go toward foundation operational expenses and/or certain programmatic priorities. The use of the proceeds is decided each year by the Gala Committee.

Fundraising and Cultivation Events

In addition to the Gala, the Development office seeks to create events both locally and nationally for the purpose of raising annual funds and donor cultivation. The desired outcome is to create new and committed annual donors, identify major gifts prospects, and to create greater awareness of the programs and activities of the Foundation. The NOJHFF is in the process of actively seeking volunteers in major metropolitan areas to serve on committees that will help organize these events.

Planned Giving

A planned giving component is a characteristic of a successful major gift program. While the NOJHFF has never received a planned gift, the Development office is working to create a planned giving program that can support programming and any capital or other campaign. The goal is to create a program that will attract five to ten planned gifts each year.

Capital Campaign for the Jazz & Heritage Center

The NOJHFF has a vision to create the Jazz & Heritage Center, a unique setting which will house all of its programmatic components, and provide performance space. The desire is to create a venue that will present a physical presence to the community which embodies the Foundation's mission. The current status regarding the purpose of the Jazz & Heritage Center is not specifically defined and consequently cannot attract funding. The NOJHFF is exploring the process for attaining historic tax credits for the Gaskin-Southall Mortuary building to appeal to corporate investors.

Internship Duties

I served as a development intern at the NOJHFF from May 21-August 10, 2010. During that time I assisted Barnes and Hudson-Stowe primarily with the management of membership communications and benefits distribution, prospect research, database management, and volunteer relations.

Membership Statistics

Fans of the Fest was initiated in 2006 and has a membership base of 215 supporters. The Solo level is the largest category of membership comprising 54%. The Solo level is followed by: Duet, 18%; Founders, 9%; Trio, 8%; Quartet, 3%; and Brass Band, 2%. Revenues from *Fans of the Fest* totaled approximately \$50,000 for 2009-10, setting a record for the greatest amount raised by the campaign in any one year to date.

Member Fulfillments

The presence of NOJHFF points of contact at the Jazz & Heritage Festival, which ended on May 2, 2010, produced an influx of new membership gifts during my term as intern.

Online membership gifts are processed through the Authorize Net payment gateway service provider which supplies secure transmission of transaction data. The website is also secured with a GoDaddy.com web SSL Certificate. The information is sent to the accounting department and then forwarded to the development office (Appendix E). While this method accounts for the majority of payments, some tear offs from the NOJHFF brochure still arrive by traditional mail accompanied by personal checks.

As membership gifts arrive they are placed in a physical folder labeled “To Be Processed”. One of my responsibilities was to check the folder daily for new memberships, and update the folder throughout the day as additional requests were received. I then entered the donor information into the Talisma Fundraising donor management system. The donor management software is a recent addition to the development office. Previously, separate spreadsheets were populated with basic donor contact information and membership expiration dates. The new management system allows the office to consolidate and expand donor information.

During my internship, the combination of new and renewal membership donations totaled sixty-six. Membership cards are produced in house by exporting information from the database and merging it into a template. The cards are then printed on heavyweight multipurpose paper and laminated. A copy of the membership card is attached to a copy of the payment information and then filed in a binder for the current year. A thank you letter containing the necessary tax information, the membership card, and appropriate premiums are then sent to the donor.

A second physical file folder is labeled “Incomplete”. This folder contains the membership requests that cannot be fulfilled in a timely manner due to the lack of the corresponding premiums. All

membership requests at the Trio level and above were placed in this folder during my internship. Several obstacles compounded the delay in fulfilling these requests.

While the choice of level of financial commitment is accurate, the premiums listed in the *Fans of the Fest* membership marketing materials are not. At some point the T-shirts offered for the levels of Quartet and above had been replaced with tote bags and the Jazz Fest flag had been replaced with a one megabyte flash drive imprinted with the NOJHFF logo. The designer pin had no replacement. In addition, none of the substituted premiums were available, and replacements had not been ordered. The thank you letters and membership cards were prepared and mailed as requests were received and processed, but no revision was made to the letter to explain the missing premiums. The Development Associate had recently updated the information on cards that were sent to some members as part of a renewal mailing, but these cards still displayed the out of stock items. All other materials used to promote the membership campaign at festivals and events, as well as displayed on the NOJHFF website were out of date (Appendix F).

Administrative Projects

At the beginning of my internship, the preparation of a grant application to the National Endowment for the Humanities was in progress. This grant proposal was to provide for transcriptions and abstracts for the recordings of the Alison Minor Heritage Stage at the Jazz & Heritage Festival, from 1989 to the present. I researched information about the various interviewers and scholars who might be sympathetic to the objective, and contacted them to obtain letters of recommendation to accompany the proposal. I also prepared a project Assistance Final Report for the Louisiana Decentralized Arts Funding Program as required by the Arts Council of New Orleans.

The Internal Revenue Service requires that every charitable organization provide a written disclosure statement to donors who make a quid pro quo contribution in excess of \$75. In addition each event participant must be notified in writing of what portion of their donation is tax deductible. I was assigned the task of entering all donor information from the annual Gala into the new database and

generating thank you letters containing the required tax information. The method used by the Foundation for receiving donation payments is inadequate for processing ticket requests for the Gala and as a result sales are managed by Festival Productions, Inc. I was given a list provided by Festival Productions, Inc., containing the names of the four-hundred sixty-one guests who purchased tickets to the event with a credit card. The list contained the names of all guests, companies if applicable, addresses, zip codes, phone numbers, cost of tickets, and table numbers. While many of the names were known by the development staff, there were a significant number of out of town guests listed which provided a good opportunity to enhance the database. As I entered the information I began to notice some omissions of information in the various fields, especially as it related to the purchase of tables for the event. Tables for ten people can be purchased for \$10,000 by corporations or individuals, and they in turn may sell the tickets to their guests. These transactions were not recorded on the list provided by Festival Productions, Inc. causing some confusion as to whom to send the letter, and with obtaining accurate financial information to include. In addition, some of the fields contained incomplete information or none at all. Because of the contractual relationship with Festival Productions, Inc., there was some hesitancy by the staff to contact them to try and correct the information. I spent much time trying to locate as much accurate information as I could using various search engines on the web but not all of the guests could be accounted for, and several of the letters had been returned to the Foundation with insufficient or incorrect delivery information by the end of my internship.

Special Events

The fourth annual Cajun-Zydeco Festival took place June 11-13, 2010. This event was held at the Old U.S. Mint in the French Quarter in conjunction with the Louisiana Seafood Festival and the Creole Tomato Festival. The three day festival presented sixteen acts on two stages and featured twenty-five artists and crafts people. For this event I coordinated volunteers, assisted the Crafts Coordinator, and sold T-shirts and memberships at the Foundation tent.

Volunteers

The NOJHFF has a corps of fifty volunteers. In general most are active during the Jazz & Heritage Festival, with a small segment dedicated to volunteering at other foundation events. For this festival there were forty-five three hour volunteer shifts to fill, ranging from production and artist handling to selling T-shirts and memberships. I sent e-mail invitations to all active volunteers in the database and received confirmation from twelve. Of these twelve, several had specific requests which I tried to accommodate.

Crafts Coordination

I assisted the Crafts Coordinator, Sally Schur, with preliminary tasks and at the event. I collated information packets for the artists that consisted of the forms they would need to complete in addition to their initial contracts. One form was a Gross Sales receipt that is used by the Foundation to help gauge the economic impact of the festival. This information is useful for measuring results for use in grant applications and reports. At the festival I assisted the artists with any needs involved in setting up and breaking down their displays, as well as any issues that arose during the event. At the close of the festival I distributed evaluation forms which the foundation uses in planning future events.

Foundation Tent

The Development office maintains a presence at all events sponsored by the NOJHFF. The Foundation tent displays programming and membership information. A binder is available for visitors to browse, and memberships are available for purchase. I assisted the other volunteers with sales. At this event, three memberships were sold at the Solo level of \$35. One hundred eighty T-shirts were offered for sale for \$17 each and sold out on the second day of the festival.

Chapter Three

S.W.O.T. Analysis

Strengths

- Ownership of New Orleans Jazz & Heritage Festival
- Guaranteed income through contract with Festival Productions, Inc.
- Diversity of Board of Directors
- Experience of staff
- New donor management system
- *Fans of the Fest* represents a positive income stream

The unique strength of the NOJHFF lies in its stewardship of the New Orleans Jazz & Heritage Festival. The festival receives worldwide recognition and is widely acknowledged as one of the greatest economic assets for the city of New Orleans. According to the New Orleans Convention & Visitors Bureau approximately 375,000 visitors attended the festival in 2010. As a result of the festivals' positive brand image there is a receptive attitude toward the Foundations' philanthropic work and its role in preserving and advancing the culture and heritage of the region.

The newest contract with Festival Productions, Inc. provides organizational stability and the opportunity for the Board to focus on advancing its mission through fundraising and programmatic development.

The diversity of the Board of Directors represents considerable potential for fundraising efforts. The range of education and professional experience embodied by the board members combined with additional involvement in community affairs offers the capacity to increase the constituent base with the goal of securing future donors.

The staff of the NOJHFF is professional and experienced. The Executive Director has led a number of arts organizations in the area during his career. The Director of Development contributes a skill set he developed over ten years as the Assistant Vice President for development at Dillard University. All staff members exhibit dedication to the organization.

The Development office is equipped with a new donor management system allowing the opportunity to maximize fundraising potential. The membership campaign enjoyed its most successful year to date in generating unrestricted funds, and is a useful instrument for adding constituents to the donor base of the organization.

Weaknesses

- Perceptions in the community
- Size of development staff not realistic relative to fundraising expectations
- Lack of constituents in donor base
- Inaccurate membership information
- Small volunteer base
- No metrics in place for programs
- No annual report

Although the Foundation maintains ownership and oversight, the Jazz & Heritage Festival is produced through a contractual agreement. The Foundation has a revenue sharing arrangement with no control of the festival. Aside from this high profile event, few beyond those directly involved with the organization have a good understanding of their philanthropic activities. The perception exists locally that the two organizations are one and the same, and that the Foundation is wealthy enough to not merit funding for its programs. I attended a meeting of the Arts Council of New Orleans Performing Arts Grant Panel of the Community Arts Grants program on June 23, 2010, to observe the discussion and funding recommendations. During the discussion of a grant submitted by the NOJHFF, I became aware of how

prevalent this belief is even within the arts community in New Orleans. One panel member stated that the Foundation had a fully staffed sponsorship department and that by applying for a grant in the amount of \$2500, they were merely trying to look like a nonprofit organization.

The Development office is required to pursue funding to sustain all programming. While the financial stability of the organization is positive for attracting interest in the proposed capital campaign and funding from major donors and foundations, this position also reinforces the perception that the NOJHFF does not need support from additional funding sources. According to Barnes, the NOJHFF has had no organized fundraising in its history. “While the Foundation is fortunate to have a steady stream of income from the Jazz fest, our goal is to ensure permanent stability. We need to develop both short and long term funding opportunities” (Interview with M. Barnes, July 30, 2010).

The size of the development staff is not realistic relative to fundraising expectations, and additional staff positions have not been approved by the board. There is no grant writer on staff and all grants are prepared by the Director of Development and Development Associate in addition to their other duties. Barnes feels that the lack of a strong grant writer impedes the Foundation’s ability to compete in the funding arena. In order to accomplish their goals there is the need for a Development Officer who can assume this responsibility as well as cultivating and soliciting major gifts and assisting with the creation of fundraising events.

The establishment of a new database reveals the lack of constituents. Building a constituent base in a short amount of time in anticipation of a major campaign presents a major challenge for the development office.

The member campaign is one way to add constituents to the database, and to identify prospects for future giving opportunities. Access to the necessary information about membership is limited to the NOJHFF website, which must be approached by the potential donor; and the NOJHFF brochure, which is limited in availability. As previously discussed, the information currently available from these sources

relating to the membership premiums is inaccurate. Even though the premiums are token items, this inaccuracy of information reflects on the organizational commitment to the membership campaign. The delay in the fulfillment of premiums may cause a donor to question whether their gift is truly valued and if it will be put to good use by the organization. The decision to renew or increase the level of membership could be affected by this lack of promptness, as could the consideration of additional gifts to the organization.

The number of volunteers available for most of the foundation activities is small when compared to the numbers who volunteer for the Jazz & Heritage Festival. The incentive of free admission to the festival in exchange for a three hour commitment appeals to one time volunteers who may have no other stake in the organization. Members of the small corps of dedicated volunteers who participate at other events throughout the year are not always available for events which require more staffing such as the Cajun-Zydeco Festival. Without a larger volunteer base from which to draw, some volunteers must fill additional shifts, and some shifts cannot be filled at all. Many of the shifts involve selling T-shirts and offering memberships. While T-shirts tend to sell themselves at these events, the opportunity to educate the public about other activities of the NOJHFF is often overlooked.

In seeking funding for the programming of the Foundation, the Don Jamison Heritage School of Music is the best case for support. However, certain deficiencies in the program repeatedly cause many funding requests to be denied. No formal assessments of the program have been conducted and no metrics are in place to measure results. No documentation exists to verify the success of the program, and there is no alumni database. These factors impact the ability of the development office to successfully fulfill all funding requirements. No assessments or cost analyses are performed on any of the programming components of the NOJHFF. These limitations are directly related to the size of the staff of the organization, which inhibits proper oversight of programming.

The NOJHFF has never produced an annual report. This absence is tied to the fundraising history of the organization. The lack of an annual report is a detriment in seeking funding at the level to which the organization is aspiring.

There is a degree of confusion about the future direction of the NOJHFF and its current function as a presenting/producing and philanthropic organization. The Foundation is considering the possibility of providing the support for its programming through various affiliations with other organizations instead of maintain the responsibility for producing and promoting the components themselves. There is a need to build the stability of what the organization is doing in order to develop a clear identity and image for the NOJHFF in the community. The organization feels that they receive little recognition, and have difficulty generating interest for its programs. While they are not unique in feeling a lack of respect for the work that they do, the NOJHFF needs to develop a strategy to protect and enhance their brand.

The unclear future direction of the NOJHFF directly affects the proposed capital campaign to renovate the Jazz & Heritage Center. With no approved proposal for the use of the space, the organization does not have a clearly defined product to sell, and has a limited sense of what they are raising money for.

Opportunities

- Strengthen brand awareness to increase stakeholder engagement
- Increase membership base
- Strengthen relationships with other organizations

The New Orleans Jazz & Heritage Festival and Foundation, Inc. has evolved from an organization with a past primary focus on the Jazz & Heritage Festival, to one focused in recent years on its charitable mission, into an organization seeking to transform itself for the future. This juncture offers a dynamic opportunity for the organization to strengthen its brand awareness to increase stakeholder engagement.

Fans of the Fest has proven to be an increasing revenue stream. The name implies some affiliation with, or benefit at the Jazz & Heritage Festival. The potential exists for increasing the membership base through improved outreach recruiting. The development of a solicitation campaign targeted toward identified potential members both in the community and nationally could increase annual revenues.

According to the report *Louisiana: Where Culture Means Business*, compiled by Mt. Auburn Associates, culture generates economic value and the cultural economy is one component of a healthy, diversified economy. This strategic plan defines Louisiana's cultural economy as "The people, enterprises, and communities that transform cultural skills, knowledge, and ideas into economically productive goods, services, and places" (3). The NOJHFF is well positioned to assume an important role in fostering economic, educational, and cultural development in the community by strengthening relationships with other organizations who value preserving the music, arts, culture and heritage of New Orleans.

Threats

- Current economy
- Small number of large corporations in area
- Overreliance on same sources of funding
- Competition from other organizations
- Lack of expectations for the Board of Directors

The NOJHFF faces the same challenges confronting many nonprofit organizations in the area who actively seek funding: a small number of large corporations headquartered in the city, and the overreliance on small donor families and organizations. In the current economic climate many granting organizations and foundations have adjusted their funding levels to reflect cuts in their budgets and the

devaluation of their assets. As more organizations compete for fewer dollars, the ability to be a strong competitor and maintain stability becomes a greater challenge.

The Roots of Music is a free after-school program which offers music education in history, theory, instrument instruction, and ensemble performance to middle-school students in New Orleans. While the focus of this program is on marching bands, it is similar in structure to the Don Jamison Heritage School of Music. The Roots of Music has received much attention in both the local and national press. The program founder Derrick Tabb was a finalist for the CNN Hero of the Year Award in 2010. He has appeared on *Larry King Live*, and has been profiled through other national media outlets. The program has been endorsed by celebrities Tim Robbins and Ani DiFranco. This program has received funding from many of the same sources that have been approached by the NOJHFF.

The New Orleans Center for Creative Arts (NOCCA) is a regional arts training center for secondary students which offers music training as part of its curriculum. The program is tuition free to all Louisiana students who meet audition requirements. The music department includes professional training in jazz as one of its three music divisions. Noted alumni include Terrance Blanchard, Harry Connick, Jr., and the Marsalis Brothers. NOCCA is an established and well respected institution which often competes for the same funding as the NOJHFF.

New Orleans is host to over fifty festivals throughout the year. The competition for sponsorship of these events is significant in a community with limited industry. The NOJHFF must continue to cultivate and strengthen relationships within the community in order to firmly establish the organizations activities as a valuable opportunity for sponsor investment.

The lack of expectations and complacency of the the Board of Directors impacts the Foundation's long term existence and the Development office's ability to meet fundraising goals. The Board should reexamine their responsibility to provide adequate support to the executive director, and to ensure the financial solvency of the organization.

Chapter Four

Best Practices

Development

The New Orleans Jazz & Heritage Festival and Foundation, Inc. has recognized the need to evolve as an organization in the area of fundraising. However, as previously described in the weakness section of the S.W.O.T. analysis, the development office struggles with certain limitations in trying to implement its development strategies.

In *Nonprofit Essentials: The Development Plan*, Linda Lysakowski defines the five key elements of a successful development plan as (6):

1. The level of commitment of the board to assist with fundraising.
2. The level of technology that is in place and/or the budget amount designated for technology needs of the development office.
3. The organization's commitment to the professional development of its fundraising staff.
4. The ability of the organization to create community awareness and build relationships.
5. The diversity of fundraising streams and the variety of fundraising techniques used.

One of the challenges affecting the ability of the organization to successfully generate funding is the lack of expectations for giving by the board of directors. One of the principle areas of responsibility for the board of directors in a nonprofit organization is to provide adequate resources for the activities of the organization through direct financial contributions and a commitment to fundraising (Wolf 48).

To further explain, Wolf states:

“No group of people should display a greater commitment to a non-profit organization than its trustees. These individuals, who have agreed to serve the organization in a variety of ways, must set the tone for others—people in the community, constituents, audience members, and clients. Trustees must support the organization in spirit ... and they must support the organization more tangibly with money, demonstration that those closest to the organization are 100 percent committed to it” (57).

Best practices should be established in order to achieve organizational-wide awareness of, and participation in, the fundraising activities of the NOJHFF. The Executive Director, Director of Development, and Board leadership could review the fundraising plan in appropriate meetings with the Board and staff. Opportunities for participation could be presented with the goal of achieving one hundred percent participation by the board in giving and fundraising activities, and by identifying opportunities for the staff as appropriate to their role in the organization. This commitment by the organization to educate itself in various fundraising techniques is an important step to fulfilling its goals. “If a board doesn’t actively lead in fund development, it’s very hard to get the funds the organization needs” (Drucker 157). Policies should be established with regards to minimum Board giving expectations, and oversight of the organization without involvement in the day-to-day operations to ensure a solid structure through which the Foundation can operate.

The NOJHFF’s commitment to the development plan in its most tangible form is the acquisition of the Talisma Fundraising donor management software. This software and the recent upgrade of the organizations information technology system enhance the ability of the development office to manage donor statistics. By centralizing donor information, separate donors can be linked through their

relationships with other donors and organizations. The capacity to maintain detailed and accurate information about each donor across all departments without duplication, and to generate lists based on targeted information, is a great improvement over the separate spreadsheets that were formerly used. The volunteer management module helps to automate and streamline the process of organizing and assigning shifts for special events. “A nonprofit database is really a relationship tracking system. The best database systems make it painless to use the information about these relationships” (Cowlan).

The NOJHFF demonstrates its commitment to the professional development of the development staff by supporting their membership in the Greater New Orleans Chapter of the Association of Fundraising Professionals, attendance at professional conferences, and through other networking opportunities. While this support is important, the size of the development staff is not realistic relative to fundraising expectations for the organization. The appointment of the Director of Development was viewed as a necessary step in the Foundation’s evolution, but the organization should not believe that its commitment to the growth of the department should end. “Often when an organization hires a development director they think incorrectly that the development director’s role is to perform all of the agency’s fundraising tasks” (Lysakowski 47). In a development office that is structured with both a development director and an administrative associate, ideally the development director plans, organizes, implements, and promotes the organization’s development goals. The director is responsible for raising the funds necessary to meet the goals of the organization. The development associate assists the director to achieve this goal through responsibility for the daily operation of the department including managing the donor database, entering gifts, preparing acknowledgement letters, creating progress reports, working with volunteers, and communicating with donors (Ciconte, Jacob 60-1). In the NOJHFF the development associate is also responsible for writing the majority of grant proposals for the organization. While this arrangement is efficient for the current level of fundraising activities performed by the organization, the projected major gifts, planned giving, and capital campaigns will require additional staff resources.

The ability of the organization to create community awareness and build relationships has traditionally been related to the Jazz & Heritage Festival. The current emphasis on developing additional funding opportunities for the NOJHFF highlights the need to devote attention toward developing an independent identity for the organization.

Annual Report

Even though nonprofit organizations are not required to produce an annual report, creating one could help the NOJHFF by demonstrating its accomplishments to stakeholders and potential donors, the cultivation of new partnerships, recognizing current donors, and enhancing the organizational brand. An annual report could advance the image of the NOJHFF as a professional and highly competent organization. The Better Business Bureau *Standards for Charity Accountability* suggests in pertinent part:

Have an annual report available to all, on request, that includes:

- a. the organization's mission statement,
- b. a summary of the past year's program service accomplishments,
- c. a roster of the officers and members of the board of directors,
- d. financial information that includes (i) total income in the past fiscal year, (ii) expenses in the same program, fund raising and administrative categories as in the financial statements, and (iii) ending net assets.

Include on any charity website that solicit contributions, the same information that is recommended for annual reports, as well as the mailing address of the charity and electronic access to its most recent IRS Form 990.

These standards were developed to assist donors in making sound giving decisions and to foster public confidence in charitable organizations.

According to a report issued by *Guidestar* on the state of nonprofit transparency; only 13 percent of nonprofit organizations surveyed post their financial statements, and only 3 percent post their

respective IRS letters of determination on their websites (4). The NOJHFF should generate an annual report to aid in attracting funding. In addition, access to the Foundation's IRS Form 990 (Appendix G) should be made available on its website along with a version of the annual report. The Greater New Orleans Foundation demonstrates the acceptance of these guidelines on their website and provides a good example to follow for these suggested practices (gnof.org). When the "About" tab is selected, "Our Financials" appears as a choice in the drop down menu. The page displays an extensive selection of financial information about the organization including their IRS Form 990 and IRS determination letter. While the mission of this organization is different from that of the NOJHFF, they both have an obligation to be accountable to the public. The adoption of these voluntary disclosure practices and inclusion on the website may help to reinforce the philanthropic mission of the NOJHFF to potential donors and funders.

Diversified Funding

The NOJHFF relies on the revenue from the Jazz & Heritage Festival for fifty percent of its funding. "It stands to reason that a nonprofit business that depends on a single source of funding for 50% of its funding is in an extremely vulnerable position should that funding source cease to exist, shift its funding priorities, or significantly reduce its annual reward" (Bell, Schaffer 54). While the Foundation is guaranteed an agreed upon amount of income from the Jazz and Heritage Festival by contract with Festival Productions, Inc., the NOJHFF is overly reliant on this one source of income. Other sources of income for the organization are generated through eight development categories: Corporate Sponsorships, Government Sponsorships, Grants, Individual Donations, *Fans of the Fest* membership, Capital Campaign, Gala, and other special events. More than half of the current active grant funding is concentrated in government sponsorships and grants. The diversification of funding is strong within this income stream, but weak across all other streams of income. The organization needs to develop the annual, planned giving, major gifts, and fundraising and cultivation events in order to generate income from a variety of types of sources.

The San Francisco Jazz Festival (SFjazz) is the largest nonprofit jazz presenter on the West coast. The Urban Institute's National Center for Charitable Statistics lists their total revenues for 2009 as \$5,678,511; with total assets of \$27,402,006. Their funding structure appears to be similar to that of the NOJHF. In addition to producing the city's annual jazz festival; the organization provides free music training to middle and high school students, adult education, community outreach programs, and presents over one hundred performances each year. According to the *New York Times*, the organization boasts a three-thousand member subscriber base (Ratliff). As a presenting organization, their memberships are based on discounted tickets and members' only events. The organization has launched a capital campaign called *The World is Listening*, to build the SFJazz Center as its permanent home. The organization's website (sfjazz.org) displays a detailed description of the project including architectural drawings and a video presentation. The Organization is currently soliciting for multiyear pledge opportunities by offering all of the core benefits of membership along with invitations to the groundbreaking and grand opening events. The concept of the center is a well defined product presented as a giving opportunity. The NOJHFF should look at this organization as a future model to promote the Jazz & Heritage Center in the capitol campaign, and as a way to expand *Fans of the Fest.*, and other development initiatives.

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Chapter Five

Intern Recommendations

The management of the NOJHFF strives to balance the demands of stakeholders while focusing on organizational efficiency and maintaining mission alignment. While the development goals of the organization have not yet been implemented, the momentum for positive change is reinforced by the Executive Director and Director of Development. In positioning the staff to realize the vision of the organization the management exhibits five traits that are important for motivating employees (Whitt):

1. Establish clear goal and objectives
2. Lead by example
3. Celebrate successes
4. Empower the staff
5. Be a cheerleader

My experience as an intern in the Development office at the NOJHFF presented no real management challenges. I found the staff to be professional, courteous, and dedicated to the work that they perform for the organization. The only difficulties that I observed were issue -related conflicts between certain staff members which were resolved in a professional manner.

The marketing effort by the NOJHFF defines the product which the development office must sell to potential donors and funders. The website (www.jazzandheritage.org), brochure, and other materials

need to be updated to reflect *Fans of the Fest* more accurately. The addition of a link to the Foundation's IRS Form 990 and access to an annual report should also be considered.

The website does not display a privacy policy. According to a report sponsored by the Panel on the Nonprofit Sector, "A charitable organization should respect the privacy of individual donors and, except where disclosure is required by law, should not sell or otherwise make available the names and contact information of its donors without providing them an opportunity at least once a year to opt out of the use of their names" (33). The NOJHFF should disclose to donors whether and how their names may be used, and provide an easy way to indicate that they do not wish their names or contact information to be used outside of the organization. The addition of a check off box on both the website and in the printed materials should be considered. The BBB Standards for Charitable Accountability also suggests addressing privacy concern of donors by:

- a. providing in written appeals, at least annually, a means (e.g. such as a check off box) for both new and continuing donors to inform the charity if they do not want their name and address shared outside the organization, and
- b. providing a clear, prominent and easily accessible privacy policy on any website that tells visitors (i) what information, if any, is being collected about them by the charity and how this information will be used, (ii) how to contact the charity to review personal information collected and request corrections, (iii) how to inform the charity (e.g. check off box) the visitor does not wish his/her personal information to be shared outside the organization, and (iv) what security measures the charity has in place to protect personal information (18).

To my knowledge, the NOJHFF does not mishandle donor information; however, preserving the trust and support of donors strengthens the public's confidence in an organization.

During my internship I constructed a basic privacy policy statement for the website (Appendix H).

The Development Office could benefit from the compilation of an intern manual and log. The reliance of the office on interns and the constant turnover causes information to be lost. A manual would provide some continuity for the tasks assigned to each new intern. For example, procedures for data entry could be clearly defined. The log would provide a history of events and issues that may recur, and save time that would otherwise be wasted trying to reconstruct these events. The status of unfulfilled memberships should be documented in the log, in addition to being placed in the “Incomplete” folder.

Communications between the Foundation and Festival Productions, Inc. should be more open concerning the donor information for the Gala. Although there is a contractual agreement between the two entities which must be followed, the NOJHFF should negotiate a compromise in the way in which information about donors is captured. One suggestion is for the NOJHFF to have input in designing the spreadsheet that is used to capture information at the point of sale. By adding additional fields to clarify information about table participants, and ensuring the accuracy of contact information, the thank you/tax document process would be more efficient. This information should be reviewed by the development office before the Gala to allow the opportunity to collect any missing information. The organization would be better served by striving for a more seamless integration of this information so as not to alienate donors.

Fans of the Fest needs to be tended more carefully. The membership base is growing and the campaign represents a positive stream of revenue for the organization. The effort to ensure a timely fulfillment of requests should be a priority. Aside from the out of date information about the premiums, the development office should strive to improve communications with these donors, including a brief explanation concerning the omission of the premiums in the initial thank you letter. Ideally the office should either restock the premiums, or select new premiums and reflect this in the membership materials. “... a donor who does not feel appreciated is less likely to renew his or her support than one who feels adequately recognized” (Ciconte, Jacob 117).

Volunteer activities at all events which have a NOJHFF development presence should be organized more efficiently. An orientation which includes an explanation of the membership categories and a description of the mission and activities of the Foundation would enable volunteers to be more effective representatives of the organization.

At the NOJHFF events where T-shirts are sold, I suggest offering the shirts at a different location from where the Foundation information and membership opportunities are displayed. These events are primarily festivals where visitors tend to buy a shirt and then turn their attention toward the entertainment and food. During the three day Cajun-Zydeco Festival, the T-shirts were sold out by the end of the second day. On the third day, I noticed that visitors stopped at the table to see what was there. This presented a good opportunity to explain the activities of the organization and to spread awareness of *Fans of the Fest*. Another suggestion is to present information about the various programs and activities of the NOJHFF on banner stands or other signage, instead of in the binder that is currently being used. At festivals, the use of displays may be better suited for capturing attention than the process of leafing through a binder. The availability of small cards printed with the Foundation logo and web address would be tempting to pick up and easier to carry than the 6"x11" brochure that is currently available at these events.

The NOJHFF does not have an in house legal department and at no time during my internship did I have interaction with or knowledge of any legal issues concerning the organization. My contact with the finance department was limited to receiving order information for membership requests (Appendix 4), and directing checks that were received by mail to the accountant, therefore I cannot provide recommendations for these two functional areas.

Chapter Six

Intern Contributions

My short term contributions to the New Orleans Jazz & Heritage Festival and Foundation, Inc., consisted primarily of assisting the development office based on their needs. By entering the information from the guest list for the Gala into the database and updating the donor contact information I completed a time consuming task that was appreciated by the staff. I also assumed tasks that allowed the office to concentrate its efforts in other areas.

I cannot predict what my long term contributions to the organization will turn out to be. It remains to be seen if a privacy policy will be adopted for the website, if so additional information will need to be added the basic outline that I provided.

Conclusion

My internship at the New Orleans Jazz & Heritage Festival and Foundation, Inc. was a valuable learning experience. I feel fortunate to have had the opportunity be involved with an organization that is committed to its mission and the future impact that it will have in preserving the culture of New Orleans. I am grateful to have had this opportunity to learn from such a dedicated staff, and I would like to thank Don Marshall, Marc Barnes, and Shanna Hudson-Stowe.

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Appendices

Appendix A.

Board of Directors

New Orleans Jazz & Heritage Festival and Foundation, Inc.

Board of Directors

President

Judge Ronald J. Sholes

1st Vice president

Nancy Marinovic

2nd Vice president

Clifford Johnson

Secretary

Demetric M. Mercadel

Treasurer

Beverly Andry

Nancy Marinovic

Demetric Mercadel

Gabou Mendy, M.D.

Allison H. Peña

Rafael Perales

Penny Randolph-Biagas

Bill Tucker

Tony Ruda

Donna Santiago

Kathleen Turner

Past President's Senate

Nikki Barranger

Judge Michael Bagneris

Johann Bultmas

Arthur Q. Davis, Sr.

Emilo Dupre

Don T. Erwin, M.D.

Judge Gerald Fedoroff

Marion Greenup

Sarah Allen Holland

Chief Warren McDaniels

David W. Oestreicher, II

Arthur Pulitzer

Bill Rouselle

Joel Sellers

Dan Williams

Roxy Wright

Board Members

Beverly Guillory-Andry

Suzette T. Becker

Dorian Bennett

Sid Bansali, M.D.

James B. Borders, IV

Mickey Caplinger

Bob Edmundson

Jeffrey Goldring

Michael Gourrier

Doug S. Hammel

Nadir Hasan

Barbara Herman

Byron R. Hughey

Johnny Jackson, Jr.

Clifford V. Johnson

Advisory Council

Gerald Billes

Skipper Bond

Harold Brown

Charles Chamberlain

Richard Cortizas

Roger Dickerson

Carlyn Goodwin Ducre

Deborah Harkins

Michele Jean-Pierre

Fred Johnson

Mary Johnson

Tim Lupin

Dan Packer

Parker Sternbergh

Appendix B.

NOJHFF Budget

2010-11

New Orleans Jazz Heritage Festival and Foundation, Inc.
Annual Budget 2010-2011

	<u>Budget</u>
Ordinary Income/Expense	
Income	
3050000 · Interest Income	102,000.00
3091000 · Festival Revenues	2,951,216.22
3500000 · Membership-Fans of Festival	50,000.00
3600000 · Revenues - Rental Income	5,000.00
3700003 · Revenues -GALA	437,668.00
3710003 · Revenues - GALA Auction	25,000.00
3753000 · Grant- WWOZ	1,100,000.00
3900000 · Government	
3910000 · City Grants	11,000.00
3940000 · State Sponsorship	10,000.00
3960000 · Federal Sponsorship	<u>27,500.00</u>
Total 3900000 · Government	48,500.00
3901000 · Private	
3901100 · Individuals	866,100.00
3901200 · Foundation Grant	80,000.00
3901500 · Business Sponsorship	<u>143,250.00</u>
Total 3901000 · Private	1,089,350.00
3903000 · Festival Revenue - Foundation	
3903300 · Beverage Sales	37,750.00
3903200 · Crafts Booth Rental	13,200.00
3903100 · Food Booth Rental	11,800.00
3903400 · T-Shirts/CDs	<u>21,850.00</u>
Total 3903000 · Festival Revenue - Foundation	84,600.00
3905000 · Ticket/Admissions	<u>10,000.00</u>
Total Income	5,903,334.22
Expense	
7440000 · Salary - Programs	115,953.00
7450000 · Salary - Admin	404,400.00
7460000 · Salary - Archive	56,290.00
7470000 · Salary - Development	137,771.00
7500000 · Payroll Taxes-Foundation	55,497.13
7350000 · Retirement Expense	23,273.47
7030000 · Insurance-Hospitalization	64,375.21
7050000 · Insurance - Life	4,827.86
7031000 · Insurance - Worker's Comp	14,060.08
7550000 · Payroll Processing Charges	1,054.22
7020000 · Audit Fees	43,000.00
7040000 · Insurance-Building/Liability	90,450.00
7060000 · Insurance/Directors	8,500.00
7070000 · Legal	45,000.00
7090000 · Bank Charges/Credit Card Fees	8,200.00
7090003 · Bank Charges/CC Fees - GALA	1,000.00
7100000 · Board Expenses Discretion	55,000.00
7110000 · Bldg Maintenance Contractor	23,500.00
7120000 · Bldg. Cleaning Supplies	2,750.00
7130000 · Bldg. Repairs	54,000.00

New Orleans Jazz Heritage Festival and Foundation, Inc.
Annual Budget 2010-2011

7140000 · Office Expense	
7141000 · 1205 N. Rampart	24,700.00
7142000 · 1225 N. Rampart	2,500.00
7143000 · 901 Toulouse	1,450.00
Total 7140000 · Office Expense	<u>28,650.00</u>
7140003 · Office Expense- GALA	400.00
7150000 · Curriculum Development	5,000.00
7151000 · Event Documentation	14,500.00
7152000 · Collection Development	3,000.00
7155000 · Educational Supplies	2,500.00
7170000 · Postage	10,400.00
7170003 · Postage - GALA	1,000.00
7190000 · Utilities	
7191000 · 1205 N. Rampart	20,000.00
7192000 · 1225 N. Rampart	10,000.00
7193000 · 901 Toulouse	3,000.00
Total 7190000 · Utilities	<u>33,000.00</u>
7210000 · Security	
7213000 · 901 Toulouse	700.00
7211000 · 1205 N. Rampart	19,550.00
Total 7210000 · Security	<u>20,250.00</u>
7220000 · Staff Development	7,900.00
7240000 · Merchandise	9,000.00
7240003 · Auction Expense - Gala	2,000.00
7250000 · Dues & Subscriptions	8,325.00
7260000 · Community Grant	300,000.00
7265000 · WWOZ Grant	1,300,000.00
7270000 · NOJHFF Grants/Loans	65,500.00
7271100 · Expenses - Day of Service	3,500.00
7271000 · Norman Dixon Fund	50,000.00
7272000 · Friends of HSM Grants	500.00
7280000 · Contract Labor/ Prof. Service	
7286000 · Archive	35,000.00
7282000 · Foundation	50,600.00
7284000 · Programs & Festivals	
7284200 · Production	7,850.00
7284300 · Food/Crafts	8,000.00
7284100 · Clean Up Crew	3,950.00
7284000 · Programs & Festivals - Other	52,000.00
Total 7284000 · Programs & Festivals	<u>71,800.00</u>
Total 7280000 · Contract Labor/ Prof. Service	<u>157,400.00</u>
7280003 · Cont Labor/ Prof. Serv - GALA	12,000.00
7300000 · Miscellaneous	10,000.00
7300003 · Miscellaneous - GALA	2,100.00
7310000 · Hospitality/Catering	45,250.00
7320000 · Preservation/Research Supplies	4,000.00
7360000 · Board Festival Benefits	15,000.00

New Orleans Jazz Heritage Festival and Foundation, Inc.
Annual Budget 2010-2011

8500000 · Stage Production	
8510000 · Stages	49,250.00
8512000 · Sound/Lights/Backline	35,350.00
8513000 · Production Supplies	1,600.00
8514000 · Electricians	9,500.00
Total 8500000 · Stage Production	<u>95,700.00</u>
8550003 · Pass Fee and Packages - GALA	102,100.00
8600000 · Giveaways	15,200.00
8600003 · Giveaways - GALA	10,000.00
9650003 · Ticket Operations	7,000.00
Total Expense	<u>4,458,821.97</u>
Net Ordinary Income	<u>1,444,512.25</u>
Net Income	<u><u>1,444,512.25</u></u>

Appendix C.
Membership Classifications

Fans of the Fest

Levels of Membership and Benefits

Solo, Gift Amount \$35

- *Fans of the Fest* membership card
- *Fans of the Fest* bumper sticker
- Fan Mail e-letters
- One year online subscription to *Offbeat Magazine*
- Access to the “Fans Lounge” in the Foundation Pavilion at the New Orleans Jazz & Heritage Festival

Duet, Gift Amount \$75

The Duet membership includes the benefits of the Solo level with the addition of:

- *Fans of the Fest* lapel pin

Trio, Gift Amount \$150

The Trio membership includes the benefits of the Duet level with the addition of:

- Limited edition pin made by New Orleans Jewelry designer Oscar

Quartet, Gift Amount \$250

The Quartet membership includes the benefits of the Trio level with the addition of:

- Exclusive *Fans of the Fest* T-shirt

Quintet, Gift Amount \$500

The Quintet membership includes the benefits of the Quartet level with the addition of:

- Jazz Fest Flag

Big Band, Gift Amount \$1000

The Big Band level includes the benefits of the Quintet level with the addition of:

- Access for the member and a guest to the Foundation Hospitality Oasis at the Jazz & Heritage Festival

Founders Circle, Gift Amount \$5000

Membership at this level requires a commitment of \$1000 per year for five years. All of the benefits of the previous membership levels are included with the addition of an official Jazz Fest poster, signed by the artist, which is given concurrent with the second year of donation. Special recognition is also given.

Appendix D.

Active and Pending Grant Funding

Active Grant Funding 2009/2010

Granting Organization Active & Awarded	Request	Award	Grant Writer
Arts Council of New Orleans (Congo Square Rhythms Festival 2009)	\$2,500	\$2,500	S. Stowe
Louisiana Disaster Recovery Foundation (Raisin' the Roof 2008/09 & 2009/2010)	\$100,000	\$100,000	S. Stowe
Louisiana State General Appropriation (2009, Crescent City Blues, Fiesta Latina, Congo Square Rhythm Festival, Treme Creole Gumbo)	\$100,000	\$100,000	S. Stowe / R. Sholes
Louisiana Division of the Arts (Stability – Programming 2009/2010)	\$45,000	\$25,000	S. Stowe
Louisiana Division of the Arts (Capacity/Planning– Archives / Physical and Digital Exhibitions 2009/2010)	\$20,000	\$ 8,250	S. Stowe
Arts Council of New Orleans (Support of the Crescent City Blues & BBQ Festival 2009) – State Decentralized	\$6,000	\$3,200	S. Stowe
National Endowment for the Arts (Sponsorship of 2010 Crescent City Blues & BBQ Festival)	\$30,000	\$25,000	S. Stowe
Arts Midwest (Consortium Grant with the CAC – in support of Jazz concert programming for 2010)	\$25,000	\$25,000	S. Stowe with the CAC
Louisiana Culture, Recreation and Tourism (LA Cajun Zydeco 2010)	\$25,000	\$5,000	S. Stowe
Louisiana Economic Development Tier 2 funding (Sync Up conference and Talent Exchange Website 2008 & 9)	\$21,000	\$21,000	S. Aiges / S. Stowe
Nathan Cummings Foundation (Sync-Up Talent Exchange 2010 & 2011)	\$200,000	75,000	S. Stowe / S. Aiges / M. Barnes
State of Louisiana General Appropriation (Repairs to 1225 North Rampart)	\$2,800,000	325,000	S. Stowe / R. Sholes
Southern Arts Federation (Blues Fest 2010)	\$2,000	1,700	S. Stowe / Intern
Louisiana Culture, Recreation & Tourism (Blues 2010)	\$11,600	\$5,000	S. Stowe
Total Awarded Grants	\$3,388,100.00	\$721,650.00	

Appendix E.

Merchant E-mail Receipt

[REDACTED]

From: Authorize.Net Auto-Receipt [emailreceipts@authorize.net]
Sent: Thursday, April 16, 2009 7:57 PM
To: membership; Jarrod Remetich
Subject: Merchant Email Receipt

**Please DO NOT REPLY to this message. E-mail support@authorize.net if you have any questions.

===== SECURITY STATEMENT =====

It is not recommended that you ship product(s) or otherwise grant services relying solely upon this e-mail receipt.

===== GENERAL INFORMATION =====

Merchant : The New Orleans Jazz & Heritage Festival and Foundation, Inc.
(477666)
Date/Time : 16-Apr-2009 06:56:50 PM

===== ORDER INFORMATION =====

Invoice :
Description : New Orleans Jazz and Heritage Foundation: Fans Of The Fest Membership for [REDACTED]
Amount: 75.00 (USD) Payment Method : MasterCard Type : Authorization and Capture

===== RESULTS =====

Response : This transaction has been approved.
Authorization Code : 08183Z
Transaction ID : 2392850019
Address Verification : Street Address: Match -- First 5 Digits of Zip:
Match

===== CUSTOMER BILLING INFORMATION =====

Customer ID :
First Name : [REDACTED]
Last Name : [REDACTED]
Company :
Address : [REDACTED]
City : [REDACTED]
State/Province : [REDACTED]
Zip/Postal Code : [REDACTED]
Country : USA
Phone : [REDACTED]
Fax :
E-Mail : [REDACTED]

===== CUSTOMER SHIPPING INFORMATION =====

First Name :
Last Name :
Company :
Address :
City :

Appendix F.

Membership Marketing Materials

THE NEW ORLEANS JAZZ & HERITAGE FESTIVAL AND FOUNDATION, INC.

In 1970, the Foundation was set up as the nonprofit owner of the New Orleans Jazz & Heritage Festival - Jazz Fest - with a mission to sow the seeds of our unique culture for generations to come.

In the early days, Jazz Fest wasn't the world-famous event it is today - attracting hundreds of thousands of visitors to New Orleans and pumping \$300 million a year into the local economy. But, believing that Jazz Fest would one day become a major success, the founders created the Foundation to redistribute the proceeds into the local community.

The Foundation established numerous year-round programs and assets in the fields of culture, education and economic development. **WVOZ-FM**, the **Don Jamison Heritage School of Music**, the **Raisin' the Roof** housing program, and the **Community Partnership Grants** are all part of the Foundation's portfolio.

Since Hurricanes Katrina and Rita in 2005, the Foundation responded to the expanding needs of our community with bigger programs and new initiatives.

Examples of this growth include:

Five new festivals; the Sync Up business development project; expanding the Heritage School of Music from one campus to five; new housing programs for musicians; rental subsidies and credit-worthiness help; tripling the amount of money given through grants; and purchasing a new building to accommodate expanding programs.

We are bringing our musicians home, creating new economic opportunities and increasing the ways in which we educate our children in an effort to perpetuate the unique culture of our region.

The New Orleans Jazz & Heritage Foundation: When the Festival is over, our work is just beginning.

JOIN FANS OF THE FEST - SUPPORT THE FOUNDATION

Levels of Membership (* these levels include cumulative benefits):

- Solo - \$35:** Fans of the Fest membership card, Fan Mail e-newsletter, Subscription to electronic OffBeat Magazine, Fans of the Fest Bumper Sticker, access to the "Fans Lounge" in the Foundation Pavilion at Jazz Fest
- Duet - \$75*:** Fans of the Fest Lapel Pin
- Trio - \$150*:** Exclusive Designer "Oscar" Pin
- Quartet - \$250*:** Exclusive Fans of the Fest T-shirt
- Quintet - \$500*:** Jazz Fest Flag
- Big Band - \$1,000*:** Access for two to Foundation Hospitality Suite at Jazz Fest
- Founders Circle - \$5,000*:** (Commitment to join at \$1,000 level for five years) Signed official Jazz Fest poster (2nd year donation) special recognition

Name: _____

Address: _____

City: _____ State _____ Zip _____

Phone: _____

Email: _____

Credit card type: _____ mc / visa / amex _____

Credit card number: _____ Exp Date: _____

Please fill out the form above and mail to the New Orleans Jazz & Heritage Foundation at: 1205 N. Rampart St., New Orleans, LA 70116. Online form available at: www.jazzandheritage.org

Fans of the Fest

Your membership donation supports the New Orleans Jazz & Heritage Festival and Foundation in promotion of the music and culture of New Orleans and Louisiana

Levels of Membership

SOLO - \$35

- Receive Fan Mail enews
- Be the first to know the upcoming events
- "Fans of the Fest" bumper sticker

DUET - \$75*

- Fans of the Fest Lapel Pin

TRIO - \$150*

- Limited edition lapel pin by Oscar

QUARTET - \$250*

- Exclusive Fans of the Fest T-shirt (M, L, XL, 2X, 3X)

QUINTET - \$500*

- Jazz Fest Flag (2'x 3')

BIG BAND - \$1000*

- Access to Foundation Hospitality Oasis at Jazz Fest

FOUNDERS CIRCLE - \$5000 (Commitment to join \$1000 level for 5 years)

- Signed Jazz Fest poster
- Special Recognition

* Includes cumulative benefits

Name _____
(first) (last)

Address: _____

City _____ State _____ Zip _____

Home (____) _____ Mobile (____) _____

E-mail _____

Level Amount: _____ + _____ I would like to make an additional contribution to the Don Jamison Heritage School of Music.

Total Donation: \$ _____

Credit Card Type: MC VS AMX (please circle one)

Credit Card Number: _____ Exp Date: _____

Complete and mail with check payable or credit card information to:
The New Orleans Jazz & Heritage Festival and Foundation
1205 N. Rampart Street, New Orleans, LA 70116
Or

Sign up at www.jazzandheritage.com



The New Orleans Jazz & Heritage Festival and Foundation, Inc. is the nonprofit organization that owns the New Orleans Jazz & Heritage Festival presented by Shell, proceeds from which support the Foundation's year-round community development activities in the areas of education, economic development and cultural programming. Programs and assets of the Foundation include: radio station WWOZ 90.7-FM; the New Orleans Jazz & Heritage Foundation Archive; the Don Jamison Heritage School of Music; the Tom Dent Congo Square Lecture Series; the Jazz Journey concert series; the Community Partnership Grants; the Raisin' the Roof housing initiative; and the S.E.E.D. micro-loan program for entrepreneurs. The Foundation also produces community events such as the Crescent City Blues Festival, Fiesta Latina, the Congo Square Rhythms Festival, Treme Creole Gumbo Festival and others.

www.jazzandheritage.org

Fans of the Fest Membership
NEW ORLEANS JAZZ & HERITAGE FESTIVAL AND FOUNDATION, INC.



Name (First, Last) _____ Phone Number _____

Address (City, ST, Zip) _____ Email address _____

Amount enclosed \$ _____ Please charge \$ _____ to my credit card. VISA Mastercard Discover AmEx

Acct # _____ Exp: _____

Signature _____

My company / my spouse's company will match this gift. I have enclosed forms for _____ (Company Name)

Please Return this form with your gift. Please make your check payable to NOJHFF or New Orleans Jazz & Heritage Festival and Foundation. Your contribution is tax-deductible to the extent provided by law. The NOJHFF fiscal year runs from September 1 to August 31. We appreciate your generous support.



Your membership donation supports the New Orleans Jazz & Heritage Festival and Foundation in promotion of the music and culture of New Orleans and Louisiana

Levels of Membership & Benefits:

SOLO - \$35

- Receive FestFanMail
- Be the first to know the upcoming events
- Year subscription Electronic Offbeat Magazine
- Membership Card
- Fans of the Fest Bumper Sticker

DUET - \$75*

- Fans of the Fest Lapel Pin

TRIO - \$150*

- Exclusive Designer "Oscar" Pin

QUARTET - \$250*

- Fans of the Fest Tote Bag

QUINTET - \$500*

- Jazz Fest 1megabyte flash drive

BIG BAND - \$1000*

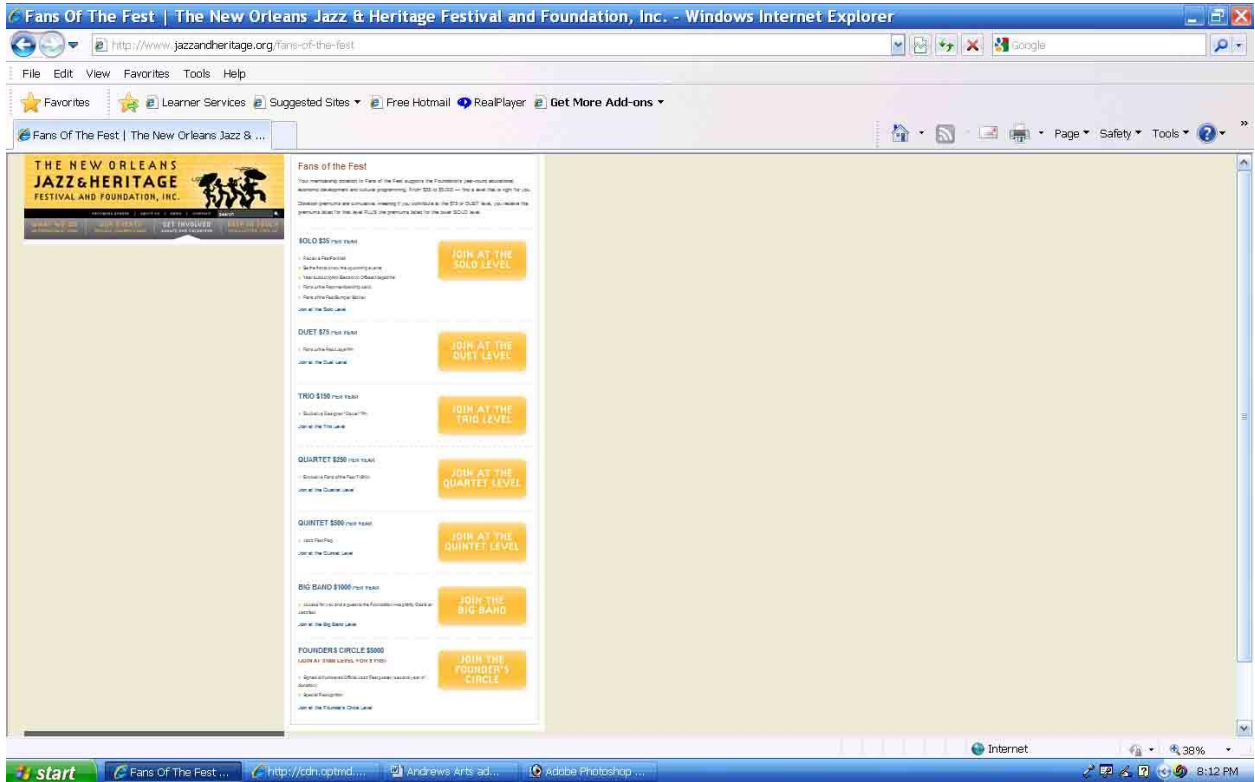
- Access for you and a guest to the Foundation Hospitality Oasis at Jazzfest

FOUNDERS CIRCLE - \$5000

- (Commitment to join \$1000 level for 5 years)
- Signed & Numbered Official Jazz Fest poster (second year of donation)
 - Special Recognition

*All benefits are cumulative

Please fill out and return card to: New Orleans Jazz & Heritage Festival and Foundation
 1205 North Rampart, New Orleans, LA 7011





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- [About Us](#)
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- [What We Do](#)
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- [Get Involved](#)
- [Keep in Touch](#)

Fans of the Fest

Your membership donation to Fans of the Fest supports the Foundation's year-round educational, economic development and cultural programming. From \$35 to \$5,000 — find a level that is right for you.

Donation premiums are cumulative, meaning if you contribute at the \$75 or DUET level, you receive the premiums listed for that level PLUS the premiums listed for the lower SOLO level.



SOLO \$35 PER YEAR



SOLO \$75 PER YEAR

- Fans of the Fest Lapel Pin

[Join at the Solo Level](#)



SOLO \$150 PER YEAR

- Exclusive Designer "Oscar" Pin

[Join at the Solo Level](#)



SOLO \$325 PER YEAR

- Access for you and a guest to the Foundation Hospitality Oasis at Jazzfest

[Join at the Solo Level](#)

- Receive FestFanMail
- Be the first to know the upcoming events
- Year subscription Electronic Offbeat Magazine
- Fans of the Fest membership card
- Fans of the Fest Bumper Sticker

[Join at the Solo Level](#)



DUET \$75 PER YEAR

- Fans of the Fest Lapel Pin

[Join at the Duet Level](#)



DUET \$150 PER YEAR

- Exclusive Designer "Oscar" Pin

[Join at the Trio Level](#)



DUET \$325 PER YEAR

(Join at \$1000 level for 5 yrs)

- Signed & Numbered Official Jazz Fest poster (second year of donation)
- Special Recognition

[Join at the Founder's Circle Level](#)

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1205 N. Rampart St. New Orleans, Louisiana 70116
Phone: 504.558.6100 • Fax: 504.558.6122



Site design and development by [Zande+Newman Design](#)

Appendix G.

IRS Form 990

Return of Organization Exempt From Income Tax
Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except black lung benefit trust or private foundation)

OMB No. 1545-0047

2008

Open to Public Inspection

The organization may have to use a copy of this return to satisfy state reporting requirements.

A For the 2008 calendar year, or tax year beginning SEP 1, 2008 and ending AUG 31, 2009

B Check if applicable: <input type="checkbox"/> Address change <input type="checkbox"/> Name change <input type="checkbox"/> Initial return <input type="checkbox"/> Termination <input type="checkbox"/> Amended return <input type="checkbox"/> Application pending	Please use IRS label or print of type. See Specific Instructions.	C Name of organization NEW ORLEANS JAZZ & HERITAGE FOUNDATION Doing Business As		D Employer identification number 72-0692744
		Number and street (or P.O. box if mail is not delivered to street address) Room/suite 1205 N. RAMPART STREET		E Telephone number 504-558-6100
		City or town, state or country, and ZIP + 4 NEW ORLEANS, LA 70116		G Gross receipts \$ 25,445,932.
		F Name and address of principal officer: DON K. MARSHALL 1205 N. RAMPART, NEW ORLEANS, LA 70116		H(a) Is this a group return for affiliates? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No H(b) Are all affiliates included? <input type="checkbox"/> Yes <input type="checkbox"/> No if "No," attach a list. (see instructions) H(c) Group exemption number ▶
I Tax-exempt status: <input checked="" type="checkbox"/> 501(c) (3) (insert no.) <input type="checkbox"/> 4947(a)(1) or <input type="checkbox"/> 527				
J Website: ▶ N/A				
K Type of organization: <input checked="" type="checkbox"/> Corporation <input type="checkbox"/> Trust <input type="checkbox"/> Association <input type="checkbox"/> Other ▶				
L Year of formation: 1971 M State of legal domicile: LA				

Part I Summary

Activities & Governance	1	Briefly describe the organization's mission or most significant activities: <u>PROMOTE N.O. JAZZ & HERITAGE</u>	
	2	Check this box <input type="checkbox"/> if the organization discontinued its operations or disposed of more than 25% of its assets.	
	3	Number of voting members of the governing body (Part VI, line 1a)	3 30
	4	Number of independent voting members of the governing body (Part VI, line 1b)	4 30
	5	Total number of employees (Part V, line 2a)	5 1612
	6	Total number of volunteers (estimate if necessary)	6 1000
	7a	Total gross unrelated business revenue from Part VIII, line 12, column (C)	7a 0.
	7b	Net unrelated business taxable income from Form 990-T, line 34	7b 0.
Revenue	8	Contributions and grants (Part VIII, line 1h)	Prior Year 140,000. Current Year 1,421,735.
	9	Program service revenue (Part VIII, line 2g)	25,869,263. 23,459,752.
	10	Investment income (Part VIII, column (A), lines 3, 4, and 7d)	338,724. 182,843.
	11	Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	154,347.
	12	Total revenue - add lines 8 through 11 (must equal Part VIII, column (A), line 12)	26,347,987. 25,218,677.
	13	Grants and similar amounts paid (Part IX, column (A), lines 1-3)	1,256,475. 1,885,282.
	14	Benefits paid to or for members (Part IX, column (A), line 4)	
	15	Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10)	476,033. 570,757.
	16a	Professional fundraising fees (Part IX, column (A), line 11e)	
	17	Other expenses (Part IX, column (A), lines 11a-11d, 11f-24f)	22,053,533. 21,857,939.
	18	Total expenses. Add lines 13-17 (must equal Part IX, column (A), line 25)	23,786,041. 24,313,978.
	19	Revenue less expenses. Subtract line 18 from line 12	2,561,946. 904,699.
Net Assets or Fund Balances	20	Total assets (Part X, line 16)	Beginning of Year 13,687,748. End of Year 14,915,782.
	21	Total liabilities (Part X, line 26)	560,528. 1,229,522.
	22	Net assets or fund balances. Subtract line 21 from line 20	13,127,220. 13,686,260.

Part II Signature Block

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.

Sign Here
 Signature of officer: Donald K Marshall Date: 3/4/2010
 DON K. MARSHALL, EXECUTIVE DIRECTOR

Paid Preparer's Use Only
 Preparer's signature: Louise Holmes CPA Date: FEB 25 2010 Check if self-employed
 Firm's name (or yours if self-employed), address, and ZIP + 4: BOURGEOIS BENNETT, L.L.C.
111 VETERANS BLVD. 17TH FLOOR
METAIRIE, LOUISIANA 70005 EIN: 504.831.4949 Phone no. 504.831.4949

May the IRS discuss this return with the preparer shown above? (see instructions) Yes No

Part III. Statement of Program Service Accomplishments (see instructions)

1 Briefly describe the organization's mission:
PROMOTE, PRESERVE, PERPETUATES AND ENCOURAGES THE MUSIC, CULTURE, AND HERITAGE OF COMMUNITIES IN LOUISIANA THROUGH FESTIVALS, PROGRAMS, AND OTHER CULTURAL, EDUCATIONAL, CIVIC, AND ECONOMIC ACTIVITIES.

2 Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ? Yes No
 If "Yes", describe these new services on Schedule O.

3 Did the organization cease conducting, or make significant changes in how it conducts, any program services? Yes No
 If "Yes", describe these changes on Schedule O.

4 Describe the exempt purpose achievements for each of the organization's three largest program services by expenses. Section 501(c)(3) and 501(c)(4) organizations and section 4947(a)(1) trusts are required to report the amount of grants and allocations to others, the total expenses, and revenue, if any, for each program service reported.

4a (Code:) (Expenses \$ **529,407.** including grants of \$) (Revenue \$)
BUDGETED PROGRAMS FOR THE PURPOSE OF PROMOTING NEW ORLEANS JAZZ HERITAGE. THIS IS CONSISTENT WITH THE EXEMPT PURPOSE OF THE FOUNDATION.

4b (Code:) (Expenses \$ **20306901.** including grants of \$) (Revenue \$ **23459752.**)
JAZZ AND HERITAGE FESTIVAL PRODUCED BY THE FOUNDATION FOR THE PURPOSE OF PROMOTING NEW ORLEANS JAZZ AND HERITAGE. THIS IS CONSISTENT WITH THE EXEMPT PURPOSE OF THE FOUNDATION.

4c (Code:) (Expenses \$ **1,608,215.** including grants of \$) (Revenue \$)
SUPPORT FOR PRODUCTION AND BROADCASTING OF JAZZ RELATED PROGRAMMING.

4d Other program services. (Describe in Schedule O.)
 (Expenses \$ **162,642.** including grants of \$) (Revenue \$)

4e Total program service expenses ► \$ **22,607,165.** (Must equal Part IX, Line 25, column (B).)

Part IV Checklist of Required Schedules

		Yes	No
1	Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)? <i>If "Yes," complete Schedule A</i>	X	
2	Is the organization required to complete Schedule B, Schedule of Contributors?	X	
3	Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for public office? <i>If "Yes," complete Schedule C, Part I</i>		X
4	Section 501(c)(3) organizations. Did the organization engage in lobbying activities? <i>If "Yes," complete Schedule C, Part II</i>		X
5	Section 501(c)(4), 501(c)(5), and 501(c)(6) organizations. Is the organization subject to the section 6033(e) notice and reporting requirement and proxy tax? <i>If "Yes," complete Schedule C, Part III</i>		X
6	Did the organization maintain any donor advised funds or any accounts where donors have the right to provide advice on the distribution or investment of amounts in such funds or accounts? <i>If "Yes," complete Schedule D, Part I</i>		X
7	Did the organization receive or hold a conservation easement, including easements to preserve open space, the environment, historic land areas, or historic structures? <i>If "Yes," complete Schedule D, Part II</i>		X
8	Did the organization maintain collections of works of art, historical treasures, or other similar assets? <i>If "Yes," complete Schedule D, Part III</i>		X
9	Did the organization report an amount in Part X, line 21; serve as a custodian for amounts not listed in Part X; or provide credit counseling, debt management, credit repair, or debt negotiation services? <i>If "Yes," complete Schedule D, Part IV</i>		X
10	Did the organization hold assets in term, permanent, or quasi-endowments? <i>If "Yes," complete Schedule D, Part V</i>		X
11	Did the organization report an amount in Part X, lines 10, 12, 13, 15, or 25? <i>If "Yes," complete Schedule D, Parts VI, VII, VIII, IX, or X as applicable</i>	X	
12	Did the organization receive an audited financial statement for the year for which it is completing this return that was prepared in accordance with GAAP? <i>If "Yes," complete Schedule D, Parts XI, XII, and XIII</i>	X	
13	Is the organization a school as described in section 170(b)(1)(A)(ii)? <i>If "Yes," complete Schedule E</i>		X
14a	Did the organization maintain an office, employees, or agents outside of the U.S.?		X
b	Did the organization have aggregate revenues or expenses of more than \$10,000 from grantmaking, fundraising, business, and program service activities outside the U.S.? <i>If "Yes," complete Schedule F, Part I</i>		X
15	Did the organization report on Part IX, column (A), line 3, more than \$5,000 of grants or assistance to any organization or entity located outside the United States? <i>If "Yes," complete Schedule F, Part II</i>		X
16	Did the organization report on Part IX, column (A), line 3, more than \$5,000 of aggregate grants or assistance to individuals located outside the United States? <i>If "Yes," complete Schedule F, Part III</i>		X
17	Did the organization report more than \$15,000 on Part IX, column (A), line 11e? <i>If "Yes," complete Schedule G, Part I</i>		X
18	Did the organization report more than \$15,000 total on Part VIII, lines 1c and 8a? <i>If "Yes," complete Schedule G, Part II</i>	X	
19	Did the organization report more than \$15,000 on Part VIII, line 9a? <i>If "Yes," complete Schedule G, Part III</i>		X
20	Did the organization operate one or more hospitals? <i>If "Yes," complete Schedule H</i>		X
21	Did the organization report more than \$5,000 on Part IX, column (A), line 1? <i>If "Yes," complete Schedule I, Parts I and II</i>	X	
22	Did the organization report more than \$5,000 on Part IX, column (A), line 2? <i>If "Yes," complete Schedule I, Parts I and III</i>		X
23	Did the organization answer "Yes" to Part VII, Section A, questions 3, 4, or 5? <i>If "Yes," complete Schedule J</i>		X
24a	Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than \$100,000 as of the last day of the year, that was issued after December 31, 2002? <i>If "Yes," answer questions 24b-24d and complete Schedule K. If "No," go to question 25</i>		X
b	Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception?		
c	Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds?		
d	Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year?		
25a	Section 501(c)(3) and 501(c)(4) organizations. Did the organization engage in an excess benefit transaction with a disqualified person during the year? <i>If "Yes," complete Schedule L, Part I</i>		X
b	Did the organization become aware that it had engaged in an excess benefit transaction with a disqualified person from a prior year? <i>If "Yes," complete Schedule L, Part I</i>		X
26	Was a loan to or by a current or former officer, director, trustee, key employee, highly compensated employee, or disqualified person outstanding as of the end of the organization's tax year? <i>If "Yes," complete Schedule L, Part II</i>		X
27	Did the organization provide a grant or other assistance to an officer, director, trustee, key employee, or substantial contributor, or to a person related to such an individual? <i>If "Yes," complete Schedule L, Part III</i>		X

Part IV Checklist of Required Schedules (continued)

		Yes	No
28	During the tax year, did any person who is a current or former officer, director, trustee, or key employee:		
a	Have a direct business relationship with the organization (other than as an officer, director, trustee, or employee), or an indirect business relationship through ownership of more than 35% in another entity (individually or collectively with other person(s) listed in Part VII, Section A)? If "Yes," complete Schedule L, Part IV	28a	X
b	Have a family member who had a direct or indirect business relationship with the organization? If "Yes," complete Schedule L, Part IV	28b	X
c	Serve as an officer, director, trustee, key employee, partner, or member of an entity (or a shareholder of a professional corporation) doing business with the organization? If "Yes," complete Schedule L, Part IV	28c	X
29	Did the organization receive more than \$25,000 in non-cash contributions? If "Yes," complete Schedule M	29	X
30	Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? If "Yes," complete Schedule M	30	X
31	Did the organization liquidate, terminate, or dissolve and cease operations? If "Yes," complete Schedule N, Part I	31	X
32	Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? If "Yes," complete Schedule N, Part II	32	X
33	Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301.7701-2 and 301.7701-3? If "Yes," complete Schedule R, Part I	33	X
34	Was the organization related to any tax-exempt or taxable entity? If "Yes," complete Schedule R, Parts II, III, IV, and V, line 1	34	X
35	Is any related organization a controlled entity within the meaning of section 512(b)(13)? If "Yes," complete Schedule R, Part V, line 2	35	X
36	Section 501(c)(3) organizations. Did the organization make any transfers to an exempt non-charitable related organization? If "Yes," complete Schedule R, Part V, line 2	36	X
37	Did the organization conduct more than 5% of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? If "Yes," complete Schedule R, Part VI	37	X

Form 990 (2008)

Part V Statements Regarding Other IRS Filings and Tax Compliance

		Yes	No
1a	Enter the number reported in Box 3 of Form 1096, Annual Summary and Transmittal of U.S. Information Returns. Enter -0- if not applicable		
1a	742		
b	Enter the number of Forms W-2G included in line 1a. Enter -0- if not applicable		
1b	0		
c	Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners?	X	
2a	Enter the number of employees reported on Form W-3, Transmittal of Wage and Tax Statements, filed for the calendar year ending with or within the year covered by this return		
2a	1612		
b	If at least one is reported on line 2a, did the organization file all required federal employment tax returns? Note. If the sum of lines 1a and 2a is greater than 250, you may be required to e-file this return. (see instructions)	X	
3a	Did the organization have unrelated business gross income of \$1,000 or more during the year covered by this return?		X
b	If "Yes," has it filed a Form 990-T for this year? If "No," provide an explanation in Schedule O		
3b			
4a	At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country (such as a bank account, securities account, or other financial account)?		X
b	If "Yes," enter the name of the foreign country: See the instructions for exceptions and filing requirements for Form TD F 90-22.1, Report of Foreign Bank and Financial Accounts.		
5a	Was the organization a party to a prohibited tax shelter transaction at any time during the tax year?		X
b	Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?		X
c	If "Yes," to question 5a or 5b, did the organization file Form 8886-T, Disclosure by Tax-Exempt Entity Regarding Prohibited Tax Shelter Transaction?		
5c			
6a	Did the organization solicit any contributions that were not tax deductible?		X
b	If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?		
6b			
7	Organizations that may receive deductible contributions under section 170(c).		
a	Did the organization provide goods or services in exchange for any quid pro quo contribution of more than \$75?		X
b	If "Yes," did the organization notify the donor of the value of the goods or services provided?		
7b			
c	Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282?		X
7c			
d	If "Yes," indicate the number of Forms 8282 filed during the year		
7d			
e	Did the organization, during the year, receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?		
7e			
f	Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract?		
7f			
g	For all contributions of qualified intellectual property, did the organization file Form 8899 as required?		
7g			
h	For contributions of cars, boats, airplanes, and other vehicles, did the organization file a Form 1098-C as required?		X
7h			
8	Section 501(c)(3) and other sponsoring organizations maintaining donor advised funds and section 509(a)(3) supporting organizations. Did the supporting organization, or a fund maintained by a sponsoring organization, have excess business holdings at any time during the year?		X
8			
9	Section 501(c)(3) and other sponsoring organizations maintaining donor advised funds.		
a	Did the organization make any taxable distributions under section 4966?		X
9a			
b	Did the organization make a distribution to a donor, donor advisor, or related person?		X
9b			
10	Section 501(c)(7) organizations. Enter: N/A		
a	Initiation fees and capital contributions included on Part VIII, line 12		
10a			
b	Gross receipts, included on Form 990, Part VII, line 12, for public use of club facilities		
10b			
11	Section 501(c)(12) organizations. Enter: N/A		
a	Gross income from members or shareholders		
11a			
b	Gross income from other sources (Do not net amounts due or paid to other sources against amounts due or received from them.)		
11b			
12a	Section 4947(a)(1) non-exempt charitable trusts. Is the organization filing Form 990 in lieu of Form 1041?		
12a			
b	If "Yes," enter the amount of tax-exempt interest received or accrued during the year		
12b	N/A		

Part VI Governance, Management, and Disclosure (Sections A, B, and C request information about policies not required by the Internal Revenue Code.)

Section A. Governing Body and Management

		Yes	No
<i>For each "Yes" response to lines 2-7b below, and for a "No" response to lines 8 or 9b below, describe the circumstances, processes, or changes in Schedule O. See instructions.</i>			
1a	Enter the number of voting members of the governing body	30	
b	Enter the number of voting members that are independent	30	
2	Did any officer, director, trustee, or key employee have a family relationship or a business relationship with any other officer, director, trustee, or key employee?		X
3	Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors or trustees, or key employees to a management company or other person?		X
4	Did the organization make any significant changes to its organizational documents since the prior Form 990 was filed?		X
5	Did the organization become aware during the year of a material diversion of the organization's assets?		X
6	Does the organization have members or stockholders?	X	
7a	Does the organization have members, stockholders, or other persons who may elect one or more members of the governing body?	X	
b	Are any decisions of the governing body subject to approval by members, stockholders, or other persons?	X	
8	Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following:		
a	The governing body?	X	
b	Each committee with authority to act on behalf of the governing body?	X	
9a	Does the organization have local chapters, branches, or affiliates?		X
b	If "Yes," does the organization have written policies and procedures governing the activities of such chapters, affiliates, and branches to ensure their operations are consistent with those of the organization?		
10	Was a copy of the Form 990 provided to the organization's governing body before it was filed? All organizations must describe in Schedule O the process, if any, the organization uses to review the Form 990	X	
11	Is there any officer, director or trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? If "Yes," provide the names and addresses in Schedule O		X

Section B. Policies

		Yes	No
12a	Does the organization have a written conflict of interest policy? If "No," go to line 13	X	
b	Are officers, directors or trustees, and key employees required to disclose annually interests that could give rise to conflicts?	X	
c	Does the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe in Schedule O how this is done		X
13	Does the organization have a written whistleblower policy?		X
14	Does the organization have a written document retention and destruction policy?		X
15	Did the process for determining compensation of the following persons include a review and approval by independent persons, comparability data, and contemporaneous substantiation of the deliberation and decision:		
a	The organization's CEO, Executive Director, or top management official?	X	
b	Other officers or key employees of the organization? Describe the process in Schedule O. (see instructions)	X	
16a	Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year?		X
b	If "Yes," has the organization adopted a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable federal tax law, and taken steps to safeguard the organization's exempt status with respect to such arrangements?		

Section C. Disclosure

- 17 List the states with which a copy of this Form 990 is required to be filed **LA**
- 18 Section 6104 requires an organization to make its Forms 1023 (or 1024 if applicable), 990, and 990-T (501(c)(3)s only) available for public inspection. Indicate how you make these available. Check all that apply.
 Own website Another's website Upon request
- 19 Describe in Schedule O whether (and if so, how), the organization makes its governing documents, conflict of interest policy, and financial statements available to the public.
- 20 State the name, physical address, and telephone number of the person who possesses the books and records of the organization: **N.O. JAZZ & HERITAGE FOUNDATIO - 504-558-6100**
1205 N. RAMPART ST., NEW ORLEANS, LA 70116

Part VII Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors

Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

1a Complete this table for all persons required to be listed. Use Schedule J-2 if additional space is needed.

- List all of the organization's **current** officers, directors, trustees (whether individuals or organizations), regardless of amount of compensation, and **current** key employees. Enter -0- in columns (D), (E), and (F) if no compensation was paid.

- List the organization's five **current** highest compensated employees (other than an officer, director, trustee, or key employee) who received reportable compensation (Box 5 of Form W-2 and/or Box 7 of Form 1099-MISC) of more than \$100,000 from the organization and any related organizations.

- List all of the organization's **former** officers, key employees, and highest compensated employees who received more than \$100,000 of reportable compensation from the organization and any related organizations.

- List all of the organization's **former** directors or trustees that received, in the capacity as a former director or trustee of the organization, more than \$10,000 of reportable compensation from the organization and any related organizations.

List persons in the following order: individual trustees or directors; institutional trustees; officers; key employees; highest compensated employees; and former such persons.

Check this box if the organization did not compensate any officer, director, trustee, or key employee.

(A) Name and Title	(B) Average hours per week	(C) Position (check all that apply)					(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee			
MS. SUZETTE T. BECKER BOARD OF DIRECTORS	1.00	X					0.	0.	0.
MR. DORIAN BENNETT BOARD OF DIRECTORS	1.00	X					0.	0.	0.
DR. SID BHANSALI BOARD OF DIRECTORS	1.00	X					0.	0.	0.
MR. JAMES B. BORDERS, IV BOARD OF DIRECTORS	1.00	X					0.	0.	0.
MS. MICKEY CAPLINGER BOARD OF DIRECTORS	1.00	X					0.	0.	0.
MR. BOB EDMUNDSON BOARD OF DIRECTORS	1.00	X					0.	0.	0.
MR. JEFF GOLDRING BOARD OF DIRECTORS	1.00	X					0.	0.	0.
MR. MICHAEL GOURRIER BOARD OF DIRECTORS	1.00	X					0.	0.	0.
MS. BEVERLY GUILLORY-AND BOARD OF DIRECTORS	1.00	X					0.	0.	0.
MR. DOUG S. HAMMEL BOARD OF DIRECTORS	1.00	X					0.	0.	0.
MR. NADIR HASAN BOARD OF DIRECTORS	1.00	X					0.	0.	0.
MS. BARBARA HERMAN BOARD OF DIRECTORS	1.00	X					0.	0.	0.
MR. BYRON R. HUGHEY BOARD OF DIRECTORS	1.00	X					0.	0.	0.
MR. JOHNNY JACKSON, JR. BOARD OF DIRECTORS	1.00	X					0.	0.	0.
MR. CLIFFORD V. JOHNSON BOARD OF DIRECTORS	1.00	X					0.	0.	0.
DR. HENRY LACEY BOARD OF DIRECTORS	1.00	X					0.	0.	0.
MS. NANCY MARINOVIC BOARD OF DIRECTORS	1.00	X					0.	0.	0.

Part VII Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees (continued)

(A) Name and title	(B) Average hours per week	(C) Position (check all that apply)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
DR. GABOU MENDY BOARD OF DIRECTORS	1.00	X					0.	0.	0.	
MS. DEMETRIC MERCADEL BOARD OF DIRECTORS	1.00	X					0.	0.	0.	
MR. DAVID W. OESTREICHER PAST PRESIDENT'S SENATE	1.00	X					0.	0.	0.	
MS. ALLISON H. PENA BOARD OF DIRECTORS	1.00	X					0.	0.	0.	
MR. RAFAEL PERALES BOARD OF DIRECTORS	1.00	X					0.	0.	0.	
MS. PENNY RANDOLPH-BIAGA BOARD OF DIRECTORS	1.00	X					0.	0.	0.	
MS. D. JOAN RHODES BOARD OF DIRECTORS	1.00	X					0.	0.	0.	
MR. BILL RUCKER BOARD OF DIRECTORS	1.00	X					0.	0.	0.	
MR. TONY RUDA BOARD OF DIRECTORS	1.00	X					0.	0.	0.	
MS. DONNA SANTIAGO BOARD OF DIRECTORS	1.00	X					0.	0.	0.	
1b Total							129,014.	0.	0.	

2 Total number of individuals (including those in 1a) who received more than \$100,000 in reportable compensation from the organization **1**

	Yes	No
3 Did the organization list any former officer, director or trustee, key employee, or highest compensated employee on line 1a? If "Yes," complete Schedule J for such individual	3	X
4 For any individual listed on line 1a, is the sum of reportable compensation and other compensation from the organization and related organizations greater than \$150,000? If "Yes," complete Schedule J for such individual	4	X
5 Did any person listed on line 1a receive or accrue compensation from any unrelated organization for services rendered to the organization? If "Yes," complete Schedule J for such person	5	X

Section B. Independent Contractors

1 Complete this table for your five highest compensated independent contractors that received more than \$100,000 of compensation from the organization.

(A) Name and business address	(B) Description of services	(C) Compensation
FESTIVAL PRODUCTIONS, INC, 336 CAMP STREET, STE 250, NEW ORLEANS, LA 70130	CO-PRODUCER	2,432,600.
AEG LIVE LLC 5750 WILSHIRE BLVD, LOS ANGELES, CA 90036	CO-PRODUCER	1,398,685.
BON JOVI TOURS, INC, 1880 CENTURY PARK EAST #1600, LOS ANGELES, CA 90067	TALENT	1,000,000.
SOUTHERN SILK SCREEN, INC 5123 RIVER ROAD, HARRAHAN, LA 70123	T-SHIRT PRINTER	531,819.
PARADIGM 509 HARTNELL STREET, MONTEREY, CA 93940	TALENT AGENT	500,000.

2 Total number of independent contractors (including those in 1) who received more than \$100,000 in compensation from the organization **28**

Part VIII Statement of Revenue

		(A) Total revenue	(B) Related or exempt function revenue	(C) Unrelated business revenue	(D) Revenue excluded from tax under sections 512, 513, or 514	
Contributions, gifts, grants and other similar amounts	1 a Federated campaigns	1a				
	b Membership dues	1b	34,990.			
	c Fundraising events	1c				
	d Related organizations	1d				
	e Government grants (contributions)	1e				
	f All other contributions, gifts, grants, and similar amounts not included above	1f	1,386,745.			
	g Noncash contributions included in lines 1a-1f: \$					
	h Total. Add lines 1a-1f		1,421,735.			
Program Service Revenue	2 a N.O. JAZZ & HERITAGE F	Business Code 711300	23,459,752.	23,459,752.		
	b					
	c					
	d					
	e					
	f All other program service revenue					
	g Total. Add lines 2a-2f		23,459,752.			
Other Revenue	3 Investment income (including dividends, interest, and other similar amounts)		182,843.		182,843.	
	4 Income from investment of tax-exempt bond proceeds					
	5 Royalties					
	6 a Gross Rents	(i) Real				
		(ii) Personal				
		b Less: rental expenses				
	c Rental income or (loss)					
	d Net rental income or (loss)					
	7 a Gross amount from sales of assets other than inventory	(i) Securities				
		(ii) Other				
		b Less: cost or other basis and sales expenses				
		c Gain or (loss)				
	d Net gain or (loss)					
	8 a Gross income from fundraising events (not including \$ of contributions reported on line 1c). See Part IV, line 18	a	315,010.			
		b Less: direct expenses	b	227,255.		
c Net income or (loss) from fundraising events			87,755.	87,755.		
9 a Gross income from gaming activities. See Part IV, line 19	a					
	b Less: direct expenses	b				
	c Net income or (loss) from gaming activities					
10 a Gross sales of inventory, less returns and allowances	a					
	b Less: cost of goods sold	b				
	c Net income or (loss) from sales of inventory					
Miscellaneous Revenue	11 a MISCELLANEOUS	Business Code 900099	66,592.	66,592.		
	b					
	c					
	d All other revenue					
	e Total. Add lines 11a-11d		66,592.			
	12 Total Revenue. Add lines 1h, 2g, 3, 4, 5, 6d, 7d, 8c, 9c, 10c, and 11e		25,218,677.	23,614,099.	0.	182,843.

Part IX | Statement of Functional Expenses

Section 501(c)(3) and 501(c)(4) organizations must complete all columns.

All other organizations must complete column (A) but are not required to complete columns (B), (C), and (D).

Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.	(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
1 Grants and other assistance to governments and organizations in the U.S. See Part IV, line 21	1,885,282.	1,885,282.		
2 Grants and other assistance to individuals in the U.S. See Part IV, line 22				
3 Grants and other assistance to governments, organizations, and individuals outside the U.S. See Part IV, lines 15 and 16				
4 Benefits paid to or for members				
5 Compensation of current officers, directors, trustees, and key employees				
6 Compensation not included above, to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B)				
7 Other salaries and wages	472,319.		472,319.	
8 Pension plan contributions (include section 401(k) and section 403(b) employer contributions)	8,412.		8,412.	
9 Other employee benefits	54,263.		54,263.	
10 Payroll taxes	35,763.		35,763.	
11 Fees for services (non-employees):				
a Management				
b Legal	47,846.		47,846.	
c Accounting	149,629.		149,629.	
d Lobbying				
e Professional fundraising services. See Part IV, line 17				
f Investment management fees				
g Other	72,609.		72,609.	
12 Advertising and promotion	61,105.		61,105.	
13 Office expenses	108,548.		108,548.	
14 Information technology				
15 Royalties				
16 Occupancy	163,976.		163,976.	
17 Travel	22,058.		22,058.	
18 Payments of travel or entertainment expenses for any federal, state, or local public officials				
19 Conferences, conventions, and meetings	13,560.		13,560.	
20 Interest	126.		126.	
21 Payments to affiliates				
22 Depreciation, depletion, and amortization	73,530.		73,530.	
23 Insurance	77,780.		77,780.	
24 Other expenses. Itemize expenses not covered above. (Expenses grouped together and labeled miscellaneous may not exceed 5% of total expenses shown on line 25 below.)				
a N.O. JAZZ & HERITAGE FE	20,306,901.	20,306,901.		
b SPECIAL PROJECTS	420,182.	162,642.	257,540.	
c ARCHIVAL RECORDING	173,915.	173,915.		
d BOARD HOSPITALITY	97,276.		97,276.	
e HERITAGE MUSIC INSTRUCT	78,425.	78,425.		
f All other expenses	-9,527.		-9,527.	
25 Total functional expenses. Add lines 1 through 24f	24,313,978.	22,607,165.	1,706,813.	0.
26 Joint Costs. Check here <input type="checkbox"/> if following SOP 98-2. Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation				

Part X Balance Sheet

		(A) Beginning of year		(B) End of year
Assets	1 Cash - non-interest-bearing		1	
	2 Savings and temporary cash investments	6,375,046.	2	6,587,678.
	3 Pledges and grants receivable, net		3	
	4 Accounts receivable, net	1,084,885.	4	414,679.
	5 Receivables from current and former officers, directors, trustees, key employees, or other related parties. Complete Part II of Schedule L		5	
	6 Receivables from other disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B). Complete Part II of Schedule L		6	
	7 Notes and loans receivable, net		7	
	8 Inventories for sale or use		8	
	9 Prepaid expenses and deferred charges	32,408.	9	71,165.
	10a Land, buildings, and equipment: cost basis ..	10a 3,179,995.		
	b Less: accumulated depreciation. Complete Part VI of Schedule D	10b 886,961.		
	11 Investments - publicly traded securities	2,231,713.	10c	2,293,034.
	12 Investments - other securities. See Part IV, line 11	3,954,264.	11	5,522,634.
	13 Investments - program-related. See Part IV, line 11		12	
	14 Intangible assets		13	
	15 Other assets. See Part IV, line 11	9,432.	14	
16 Total assets. Add lines 1 through 15 (must equal line 34)	13,687,748.	15	26,592.	
		16	14,915,782.	
Liabilities	17 Accounts payable and accrued expenses	560,528.	17	929,522.
	18 Grants payable		18	
	19 Deferred revenue		19	
	20 Tax-exempt bond liabilities		20	
	21 Escrow account liability. Complete Part IV of Schedule D		21	
	22 Payables to current and former officers, directors, trustees, key employees, highest compensated employees, and disqualified persons. Complete Part II of Schedule L		22	
	23 Secured mortgages and notes payable to unrelated third parties		23	
	24 Unsecured notes and loans payable		24	
	25 Other liabilities. Complete Part X of Schedule D	0.	25	300,000.
	26 Total liabilities. Add lines 17 through 25	560,528.	26	1,229,522.
Assets or Fund Balances	27 Organizations that follow SFAS 117, check here <input checked="" type="checkbox"/> and complete lines 27 through 29, and lines 33 and 34.			
	27 Unrestricted net assets	12,369,214.	27	12,873,811.
	28 Temporarily restricted net assets	258,006.	28	312,449.
	29 Permanently restricted net assets	500,000.	29	500,000.
	30 Organizations that do not follow SFAS 117, check here <input type="checkbox"/> and complete lines 30 through 34.			
30 Capital stock or trust principal, or current funds		30		

SCHEDULE A
(Form 990 or 990-EZ)

Public Charity Status and Public Support

OMB No. 1545-0047

To be completed by all section 501(c)(3) organizations and section 4947(a)(1) nonexempt charitable trusts.

2008
Open to Public Inspection

Department of the Treasury
Internal Revenue Service

▶ Attach to Form 990 or Form 990-EZ. ▶ See separate instructions.

Name of the organization **NEW ORLEANS JAZZ & HERITAGE FOUNDATION** Employer identification number **72-0692744**

Part I Reason for Public Charity Status (All organizations must complete this part.) (see instructions)

The organization is not a private foundation because it is: (Please check only one organization.)

- 1 A church, convention of churches, or association of churches described in section 170(b)(1)(A)(i).
- 2 A school described in section 170(b)(1)(A)(ii). (Attach Schedule E.)
- 3 A hospital or a cooperative hospital service organization described in section 170(b)(1)(A)(iii). (Attach Schedule H.)
- 4 A medical research organization operated in conjunction with a hospital described in section 170(b)(1)(A)(iii). Enter the hospital's name, city, and state:
- 5 An organization operated for the benefit of a college or university owned or operated by a governmental unit described in section 170(b)(1)(A)(iv). (Complete Part II.)
- 6 A federal, state, or local government or governmental unit described in section 170(b)(1)(A)(v).
- 7 An organization that normally receives a substantial part of its support from a governmental unit or from the general public described in section 170(b)(1)(A)(vi). (Complete Part II.)
- 8 A community trust described in section 170(b)(1)(A)(vi). (Complete Part II.)
- 9 An organization that normally receives: (1) more than 33 1/3% of its support from contributions, membership fees, and gross receipts from activities related to its exempt functions - subject to certain exceptions, and (2) no more than 33 1/3% of its support from gross investment income and unrelated business taxable income (less section 511 tax) from businesses acquired by the organization after June 30, 1975. See section 509(a)(2). (Complete the Part III.)
- 10 An organization organized and operated exclusively to test for public safety. See section 509(a)(4). (see instructions)
- 11 An organization organized and operated exclusively for the benefit of, to perform the functions of, or to carry out the purposes of one or more publicly supported organizations described in section 509(a)(1) or section 509(a)(2). See section 509(a)(3). Check the box that describes the type of supporting organization and complete lines 11e through 11h.
 - a Type I b Type II c Type III - Functionally integrated d Type III - Other
- e By checking this box, I certify that the organization is not controlled directly or indirectly by one or more disqualified persons other than foundation managers and other than one or more publicly supported organizations described in section 509(a)(1) or section 509(a)(2).
- f If the organization received a written determination from the IRS that it is a Type I, Type II, or Type III supporting organization, check this box
- g Since August 17, 2006, has the organization accepted any gift or contribution from any of the following persons?

	Yes	No
(i) A person who directly or indirectly controls, either alone or together with persons described in (ii) and (iii) below, the governing body of the supported organization?		
(ii) A family member of a person described in (i) above?		
(iii) A 35% controlled entity of a person described in (i) or (ii) above?		
- h Provide the following information about the organizations the organization supports.

(i) Name of supported organization	(ii) EIN	(iii) Type of organization (described on lines 1-9 above or IRC section (see instructions))	(iv) Is the organization in col. (i) listed in your governing document?		(v) Did you notify the organization in col. (i) of your support?		(vi) Is the organization in col. (i) organized in the U.S.?		(vii) Amount of support
			Yes	No	Yes	No	Yes	No	
Total									

Part II Support Schedule for Organizations Described in Sections 170(b)(1)(A)(iv) and 170(b)(1)(A)(vi)
 (Complete only if you checked the box on line 5, 7, or 8 of Part I.)

Section A. Public Support

Calendar year (or fiscal year beginning in) ▶	(a) 2004	(b) 2005	(c) 2006	(d) 2007	(e) 2008	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.")						
2 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
3 The value of services or facilities furnished by a governmental unit to the organization without charge						
4 Total. Add lines 1 - 3						
5 The portion of total contributions by each person (other than a governmental unit or publicly supported organization) included on line 1 that exceeds 2% of the amount shown on line 11, column (f)						
6 Public Support. Subtract line 5 from line 4						

Section B. Total Support

Calendar year (or fiscal year beginning in) ▶	(a) 2004	(b) 2005	(c) 2006	(d) 2007	(e) 2008	(f) Total
7 Amounts from line 4						
8 Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources						
9 Net income from unrelated business activities, whether or not the business is regularly carried on						
10 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part IV.)						
11 Total support. Add lines 7 through 10						
12 Gross receipts from related activities, etc. (see instructions)					12	
13 First five years. If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and stop here						<input type="checkbox"/>

Section C. Computation of Public Support Percentage

14 Public support percentage for 2008 (line 6, column (f) divided by line 11, column (f))	14	%
15 Public support percentage from 2007 Schedule A, Part IV-A, line 26f	15	%
16a 33 1/3% support test - 2008. If the organization did not check the box on line 13, and line 14 is 33 1/3% or more, check this box and stop here. The organization qualifies as a publicly supported organization	<input type="checkbox"/>	
b 33 1/3% support test - 2007. If the organization did not check a box on line 13 or 16a, and line 15 is 33 1/3% or more, check this box and stop here. The organization qualifies as a publicly supported organization	<input type="checkbox"/>	
17a 10% -facts-and-circumstances test - 2008. If the organization did not check a box on line 13, 16a, or 16b, and line 14 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and stop here. Explain in Part IV how the organization meets the "facts-and-circumstances" test. The organization qualifies as a publicly supported organization	<input type="checkbox"/>	
b 10% -facts-and-circumstances test - 2007. If the organization did not check a box on line 13, 16a, 16b, or 17a, and line 15 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and stop here. Explain in Part IV how the organization meets the "facts-and-circumstances" test. The organization qualifies as a publicly supported organization	<input type="checkbox"/>	
18 Private foundation. If the organization did not check a box on line 13, 16a, 16b, 17a, or 17b, check this box and see instructions	<input type="checkbox"/>	

Part III Support Schedule for Organizations Described in Section 509(a)(2) (Complete only if you checked the box on line 9 of Part I.)

Section A. Public Support

Calendar year (or fiscal year beginning in)	(a) 2004	(b) 2005	(c) 2006	(d) 2007	(e) 2008	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.")	50,000.	184,943.	74,733.	140,000.	1,421,735.	1,871,411.
2 Gross receipts from admissions, merchandise sold or services performed, or facilities furnished in any activity that is related to the organization's tax-exempt purpose	14,569,749.	22,116,250.	23,578,291.	25,869,263.	23,459,752.	109,584,305.
3 Gross receipts from activities that are not an unrelated trade or business under section 513						
4 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
5 The value of services or facilities furnished by a governmental unit to the organization without charge						
6 Total. Add lines 1 - 5	14,610,749.	22,301,193.	23,653,024.	26,009,263.	24,881,487.	111,455,716.
7a Amounts included on lines 1, 2, and 3 received from disqualified persons						
b Amounts included on lines 2 and 3 received from other than disqualified persons that exceed the greater of 1% of the total of lines 9, 10c, 11, and 12 for the year or \$5,000						
c Add lines 7a and 7b						
8 Public support (Subtract line 7c from line 6)						111,455,716.

Section B. Total Support

Calendar year (or fiscal year beginning in)	(a) 2004	(b) 2005	(c) 2006	(d) 2007	(e) 2008	(f) Total
9 Amounts from line 6	14,610,749.	22,301,193.	23,653,024.	26,009,263.	24,881,487.	111,455,716.
10a Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources	30,561.	118,244.	424,169.	338,724.	182,843.	1,094,541.
b Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975						
c Add lines 10a and 10b	30,561.	118,244.	424,169.	338,724.	182,843.	1,094,541.
11 Net income from unrelated business activities not included in line 10b, whether or not the business is regularly carried on						
12 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part IV.)					66,592.	66,592.
13 Total support (Add lines 9, 10c, 11, and 12.)						112,616,849.

14 First five years. If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and stop here

Section C. Computation of Public Support Percentage

15 Public support percentage for 2008 (line 8, column (f) divided by line 13, column (f))	15	98.97 %
16 Public support percentage from 2007 Schedule A, Part IV-A, line 27g	16	99.10 %

Section D. Computation of Investment Income Percentage

17 Investment income percentage for 2008 (line 10c, column (f) divided by line 13, column (f))	17	.97 %
18 Investment income percentage from 2007 Schedule A, Part IV-A, line 27h	18	.89 %

19a 33 1/3% support tests - 2008. If the organization did not check the box on line 14, and line 15 is more than 33 1/3%, and line 17 is not more than 33 1/3%, check this box and stop here. The organization qualifies as a publicly supported organization

b 33 1/3% support tests - 2007. If the organization did not check a box on line 14 or line 19a, and line 16 is more than 33 1/3%, and line 18 is not more than 33 1/3%, check this box and stop here. The organization qualifies as a publicly supported organization

20 Private foundation. If the organization did not check a box on line 14, 19a, or 19b, check this box and see instructions

Schedule B
(Form 990, 990-EZ,
or 990-PF)

Department of the Treasury
Internal Revenue Service

Schedule of Contributors

▶ Attach to Form 990, 990-EZ, and 990-PF.

OMB No. 1545-0047

2008

Name of the organization

NEW ORLEANS JAZZ & HERITAGE FOUNDATION

Employer identification number

72-0692744

Organization type (check one):

Filers of:

Section:

Form 990 or 990-EZ

501(c)(3) (enter number) organization

4947(a)(1) nonexempt charitable trust not treated as a private foundation

527 political organization

Form 990-PF

501(c)(3) exempt private foundation

4947(a)(1) nonexempt charitable trust treated as a private foundation

501(c)(3) taxable private foundation

Check if your organization is covered by the **General Rule** or a **Special Rule**. (Note. Only a section 501(c)(7), (8), or (10) organization can check boxes for both the General Rule and a Special Rule. See instructions.)

General Rule

For organizations filing Form 990, 990-EZ, or 990-PF that received, during the year, \$5,000 or more (in money or property) from any one contributor. Complete Parts I and II.

Special Rules

For a section 501(c)(3) organization filing Form 990, or Form 990-EZ, that met the 33 1/3% support test of the regulations under sections 509(a)(1)/170(b)(1)(A)(v), and received from any one contributor, during the year, a contribution of the greater of (1) \$5,000 or (2) 2% of the amount on Form 990, Part VIII, line 1h or 2% of the amount on Form 990-EZ, line 1. Complete Parts I and II.

For a section 501(c)(7), (8), or (10) organization filing Form 990, or Form 990-EZ, that received from any one contributor, during the year, aggregate contributions or bequests of more than \$1,000 for use *exclusively* for religious, charitable, scientific, literary, or educational purposes, or the prevention of cruelty to children or animals. Complete Parts I, II, and III.

For a section 501(c)(7), (8), or (10) organization filing Form 990, or Form 990-EZ, that received from any one contributor, during the year, some contributions for use *exclusively* for religious, charitable, etc., purposes, but these contributions did not aggregate to more than \$1,000. (If this box is checked, enter here the total contributions that were received during the year for an *exclusively* religious, charitable, etc., purpose. Do not complete any of the parts unless the **General Rule** applies to this organization because it received nonexclusively religious, charitable, etc., contributions of \$5,000 or more during the year.) ▶ \$ _____

Caution. Organizations that are not covered by the General Rule and/or the Special Rules do not file Schedule B (Form 990, 990-EZ, or 990-PF), but they must answer "No" on Part IV, line 2 of their Form 990, or check the box in the heading of their Form 990-EZ, or on line 2 of their Form 990-PF, to certify that they do not meet the filing requirements of Schedule B (Form 990, 990-EZ, or 990-PF).

LHA For Privacy Act and Paperwork Reduction Act Notice, see the Instructions for Form 990. These instructions will be issued separately.

Schedule B (Form 990, 990-EZ, or 990-PF) (2008)

Name of organization NEW ORLEANS JAZZ & HERITAGE FOUNDATION	Employer identification number 72-0692744
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Part I Contributors (see instructions)

(a) No.	(b) Name, address, and ZIP + 4	(c) Aggregate contributions	(d) Type of contribution
1	FIDELITY CHARITABLE GIFT FUND, JOSEPH DONNER P.O. BOX 770001 CINCINATTI, OH 45277-0053	\$ 5,500.	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II if there is a noncash contribution.)
2	LESLIE FUND, INC. 7502 EAST GREENLAKE DRIVE SEATTLE, WA 98103	\$ 10,000.	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II if there is a noncash contribution.)
		\$	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II if there is a noncash contribution.)
		\$	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II if there is a noncash contribution.)
		\$	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II if there is a noncash contribution.)
		\$	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II if there is a noncash contribution.)
		\$	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II if there is a noncash contribution.)

Schedule D
(Form 990)

Department of the Treasury
Internal Revenue Service

Supplemental Financial Statements

▶ Attach to Form 990. To be completed by organizations that answered "Yes," to Form 990, Part IV, line 6, 7, 8, 9, 10, 11, or 12.

OMB No. 1545-0047

2008

Open to Public Inspection

Name of the organization **NEW ORLEANS JAZZ & HERITAGE FOUNDATION** Employer identification number **72-0692744**

Part I Organizations Maintaining Donor Advised Funds or Other Similar Funds or Accounts. Complete if the organization answered "Yes" to Form 990, Part IV, line 6.

	(a) Donor advised funds	(b) Funds and other accounts
1 Total number at end of year		
2 Aggregate contributions to (during year)		
3 Aggregate grants from (during year)		
4 Aggregate value at end of year		
5 Did the organization inform all donors and donor advisors in writing that the assets held in donor advised funds are the organization's property, subject to the organization's exclusive legal control?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
6 Did the organization inform all grantees, donors, and donor advisors in writing that grant funds may be used only for charitable purposes and not for the benefit of the donor or donor advisor or other impermissible private benefit?	<input type="checkbox"/> Yes <input type="checkbox"/> No	

Part II Conservation Easements. Complete if the organization answered "Yes" to Form 990, Part IV, line 7.

1 Purpose(s) of conservation easements held by the organization (check all that apply).

Preservation of land for public use (e.g., recreation or pleasure) Preservation of an historically important land area

Protection of natural habitat Preservation of certified historic structure

Preservation of open space

2 Complete lines 2a-2d if the organization held a qualified conservation contribution in the form of a conservation easement on the last day of the tax year.

	Held at the End of the Year
a Total number of conservation easements	2a
b Total acreage restricted by conservation easements	2b
c Number of conservation easements on a certified historic structure included in (a)	2c
d Number of conservation easements included in (c) acquired after 8/17/06	2d

3 Number of conservation easements modified, transferred, released, extinguished, or terminated by the organization during the taxable year ▶

4 Number of states where property subject to conservation easement is located ▶

5 Does the organization have a written policy regarding the periodic monitoring, inspection, violations, and enforcement of the conservation easements it holds?

Yes No

6 Staff or volunteer hours devoted to monitoring, inspecting, and enforcing easements during the year ▶

7 Amount of expenses incurred in monitoring, inspecting, and enforcing easements during the year ▶ \$

8 Does each conservation easement reported on line 2(d) above satisfy the requirements of section 170(h)(4)(B)(i) and section 170(h)(4)(B)(ii)?

Yes No

9 In Part XIV, describe how the organization reports conservation easements in its revenue and expense statement, and balance sheet, and include, if applicable, the text of the footnote to the organization's financial statements that describes the organization's accounting for conservation easements.

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets. Complete if the organization answered "Yes" to Form 990, Part IV, line 8.

1a If the organization elected, as permitted under SFAS 116, not to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide, in Part XIV, the text of the footnote to its financial statements that describes these items.

b If the organization elected, as permitted under SFAS 116, to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide the following amounts relating to these items:

(i) Revenues included in Form 990, Part VIII, line 1

▶ \$

(ii) Assets included in Form 990, Part X

▶ \$

2 If the organization received or held works of art, historical treasures, or other similar assets for financial gain, provide the following amounts required to be reported under SFAS 116 relating to these items:

a Revenues included in Form 990, Part VIII, line 1

▶ \$

b Assets included in Form 990, Part X

▶ \$

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets (continued)

- 3 Using the organization's accession and other records, check any of the following that are a significant use of its collection items (check all that apply):
- a Public exhibition
 - b Scholarly research
 - c Preservation for future generations
 - d Loan or exchange programs
 - e Other _____
- 4 Provide a description of the organization's collections and explain how they further the organization's exempt purpose in Part XIV.
- 5 During the year, did the organization solicit or receive donations of art, historical treasures, or other similar assets to be sold to raise funds rather than to be maintained as part of the organization's collection? Yes No

Part IV Trust, Escrow and Custodial Arrangements. Complete if organization answered "Yes" to Form 990, Part IV, line 9, or reported an amount on Form 990, Part X, line 21.

- 1a Is the organization an agent, trustee, custodian or other intermediary for contributions or other assets not included on Form 990, Part X? Yes No
- b If "Yes," explain the arrangement in Part XIV and complete the following table:

	Amount
c Beginning balance	1c
d Additions during the year	1d
e Distributions during the year	1e
f Ending balance	1f

- 2a Did the organization include an amount on Form 990, Part X, line 21? Yes No
- b If "Yes," explain the arrangement in Part XIV.

Part V Endowment Funds. Complete if organization answered "Yes" to Form 990, Part IV, line 10.

	(a) Current year	(b) Prior year	(c) Two years back	(d) Three years back	(e) Four years back
1a Beginning of year balance					
b Contributions					
c Investment earnings or losses					
d Grants or scholarships					
e Other expenditures for facilities and programs					
f Administrative expenses					
g End of year balance					

- 2 Provide the estimated percentage of the year end balance held as:
- a Board designated or quasi-endowment _____ %
 - b Permanent endowment _____ %
 - c Term endowment _____ %

- 3a Are there endowment funds not in the possession of the organization that are held and administered for the organization by:
- | | Yes | No |
|-----------------------------|--------|----|
| (i) unrelated organizations | 3a(i) | |
| (ii) related organizations | 3a(ii) | |
- b If "Yes" to 3a(i), are the related organizations listed as required on Schedule R? Yes No

4 Describe in Part XIV the intended uses of the organization's endowment funds.

Part VI Investments - Land, Buildings, and Equipment. See Form 990, Part X, line 10.

Description of investment	(a) Cost or other basis (investment)	(b) Cost or other basis (other)	(c) Depreciation	(d) Book value
1a Land	434,250.			434,250.
b Buildings	2,424,564.		596,848.	1,827,716.
c Leasehold improvements				
d Equipment	321,181.		290,113.	31,068.
e Other				
Total. Add lines 1a-1e. (Column (d) should equal Form 990, Part X, column (B), line 10(c).)				2,293,034.

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Part VII Investments - Other Securities. See Form 990, Part X, line 12.

(a) Description of security or category (including name of security)	(b) Book value	(c) Method of valuation: Cost or end-of-year market value
Financial derivatives and other financial products		
Closely-held equity interests		
Other		
Total. (Col (b) should equal Form 990, Part X, col (B) line 12.) ▶		

Part VIII Investments - Program Related. See Form 990, Part X, line 13.

(a) Description of investment type	(b) Book value	(c) Method of valuation: Cost or end-of-year market value
Total. (Col (b) should equal Form 990, Part X, col (B) line 13.) ▶		

Part IX Other Assets. See Form 990, Part X, line 15.

(a) Description	(b) Book value
Total. (Column (b) should equal Form 990, Part X, col (B) line 15.) ▶	

Part X Other Liabilities. See Form 990, Part X, line 25.

(a) Description of liability	(b) Amount
Federal income taxes	
UNCONDITIONAL PROMISES TO GIVE	300,000.
Total. (Column (b) should equal Form 990, Part X, col (B) line 25.) ▶	300,000.

In Part XIV, provide the text of the footnote to the organization's financial statements that reports the organization's liability for uncertain tax positions under FIN 48.

Part XI Reconciliation of Change in Net Assets from Form 990 to Financial Statements		
1	Total revenue (Form 990, Part VIII, column (A), line 12)	25,218,677.
2	Total expenses (Form 990, Part IX, column (A), line 25)	24,313,978.
3	Excess or (deficit) for the year. Subtract line 2 from line 1	904,699.
4	Net unrealized gains (losses) on investments	-77,819.
5	Donated services and use of facilities	
6	Investment expenses	
7	Prior period adjustments	
8	Other (Describe in Part XIV)	-267,840.
9	Total adjustments (net). Add lines 4-8	-345,659.
10	Excess or (deficit) for the year per financial statements. Combine lines 3 and 9	559,040.

Part XII Reconciliation of Revenue per Audited Financial Statements With Revenue per Return		
1	Total revenue, gains, and other support per audited financial statements	25,140,858.
2	Amounts included on line 1 but not on Form 990, Part VIII, line 12:	
a	Net unrealized gains on investments	-77,819.
b	Donated services and use of facilities	
c	Recoveries of prior year grants	
d	Other (Describe in Part XIV)	
e	Add lines 2a through 2d	-77,819.
3	Subtract line 2e from line 1	25,218,677.
4	Amounts included on Form 990, Part VIII, line 12, but not on line 1:	
a	Investment expenses not included on Form 990, Part VIII, line 7b	
b	Other (Describe in Part XIV)	
c	Add lines 4a and 4b	0.
5	Total revenue. Add lines 3 and 4c. (This should equal Form 990, Part I, line 12.)	25,218,677.

Part XIII Reconciliation of Expenses per Audited Financial Statements With Expenses per Return		
1	Total expenses and losses per audited financial statements	24,313,978.
2	Amounts included on line 1 but not on Form 990, Part IX, line 25:	
a	Donated services and use of facilities	
b	Prior year adjustments	
c	Losses reported on Form 990, Part IX, line 25	
d	Other (Describe in Part XIV)	
e	Add lines 2a through 2d	0.
3	Subtract line 2e from line 1	24,313,978.
4	Amounts included on Form 990, Part IX, line 25, but not on line 1:	
a	Investment expenses not included on Form 990, Part VIII, line 7b	
b	Other (Describe in Part XIV)	
c	Add lines 4a and 4b	0.
5	Total expenses. Add lines 3 and 4c. (This should equal Form 990, Part I, line 18.)	24,313,978.

Part XIV Supplemental Information

Complete this part to provide the descriptions required for Part II, lines 3, 5, and 9; Part III, lines 1a and 4; Part IV, lines 1b and 2b; Part V, line 4; Part X; Part XI, line 8; Part XII, lines 2d and 4b; and Part XIII, lines 2d and 4b.

PART XI, LINE 8 - OTHER ADJUSTMENTS:

ADJUSTMENT FOR RESTATEMENT OF ACCOUNTS PAYABLE: -300000.

PRIOR PERIOD ADJUSTMENT: 32160.

Appendix H

Privacy Policy

Privacy Policy

The New Orleans Jazz & Heritage Festival and Foundation, Inc., respects the privacy and personal information of its members. The NOJHFF does not share with third parties any financial information you provide when purchasing a membership or making a donation except (1) to the extent required by law, (2) to acknowledge your donation in our publications. If you prefer not to have your donation acknowledged in our publications, please contact the Development office at (504) 558-6100; gallery@jazzandheritage.org; or 1205 North Rampart Street, New Orleans, Louisiana 70166

Vita

Lori Andrews was born in DeLand, Florida. She obtained her Bachelor's degree from the University of South Florida in 1986. She is currently a candidate for the degree of Master of Arts in Arts Administration at the University of New Orleans.