

Miami City Ballet, Inc.

Project Title: General Program Support 2020

Grant Number: 20.c.ps.101.302

Date Submitted: Thursday, May 31, 2018

A. Cover Page Page 1 of 10

Guidelines

Please read the current Guidelines prior to starting the application: 2019-2020 General Program Support Grant Guidelines

Application Type

Proposal Type: Discipline-Based

Funding Category: Level 3

Discipline: Dance

Proposal Title: General Program Support 2020

B. Contacts (Applicant Information) Page 2 of 10

Applicant Information

- a. **Organization Name:** Miami City Ballet, Inc. 
- b. **FEID:** 59-2578534
- c. **Phone number:** 305.929.7000
- d. **Principal Address:** 2200 Liberty Avenue Miami Beach, 33139-1641
- e. **Mailing Address:** 2200 Liberty Avenue Miami Beach, 33139-1641
- f. **Website:** www.miamicityballet.org
- g. **Organization Type:** Nonprofit Organization
- h. **Organization Category:** Other
- i. **County:** Miami-Dade
- j. **DUNS number:** 186797403

1. Grant Contact *

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2. Additional Contact *

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3. Authorized Official *

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4. National Endowment for the Arts Descriptors

Applicant Status

Organization - Nonprofit

Institution Type

Performing Group

Applicant Discipline

Dance

5. Department Name

C. Eligibility Page 3 of 10

1. What is the legal status of the applicant? *

- Public Entity
- Nonprofit, Tax-Exempt
- Solo or Individual artists or unincorporated performing company
- Other (not an eligible response)

2. Are proposed activities accessible to all members of the public? *

- Yes (required for eligibility)
- No

3. Do proposed activities occur between 7/1/2019 - 6/30/2020? *

- Yes (required for eligibility)
- No

4. How many years of completed programming does the applicant have? *

- Less than 1 year
- 1-2 years
- 3 or more years (required minimum to request more than \$50,000 in GPS)

D. Excellence Page 4 of 10

1. Applicant Mission Statement - (Maximum characters 500.) *

The mission of Miami City Ballet (MCB) is to produce and present the highest level of dance performances in Florida, the U.S. and abroad; train young aspiring dancers; and develop Miami City Ballet School into a leader in dance education.

2. Proposal Description

Describe the project or program for which you are requesting funding. Include goals, fully measurable objectives, activities, partnerships/collaborations, and a timeline. If you are an LAA or SSO, please include a statement that describes the services provided to your audience (including membership) and how those services are provided.

Goals, Objectives, and Activities - (Maximum characters 5000.)

Goals: Broad statements that are usually general, abstract, issue oriented with realistic priorities. Goals are a long-term end to which programs and activities are developed and should reflect the organization's mission statement. Goals can be listed in priority order and ranked.

Objectives: Specific, measurable ends that are achievable within a time frame and mark progress towards achieving goals.

Activities: These are the specific activities that achieve the objectives.

At the heart of everything Miami City Ballet does is the firm belief that dance can transcend boundaries, change lives, and transform communities. A \$150,000 grant to support MCB's diverse roster of dancers will help make four areas of transformation possible in 2019/20: national leadership in genre-defining artistry; premier training; expanded reach; and improved organizational capacity.

NATIONAL LEADERSHIP

Goal: Use MCB's stature as a national dance leader to produce the highest quality programming, bringing great works to MCB's home audiences in Miami-Dade, Palm Beach, Broward, and Collier Counties.

Objectives:

- Preserve ballet masterworks, with a focus on George Balanchine's canon, while exposing audiences to wide-ranging choreography.
- Commission new works by important choreographers.
- Establish consistent national touring.

Activities:

- MCB premiere of Alexei Ratmansky's acclaimed *Swan Lake*, which made its triumphant 2016 world premiere in Zurich. MCB will be the first U.S. company to perform this work.
- Five additional MCB premieres: *Hallelujah Junction* (Martins/Adams), *Glinka Pas de Trois* (Balanchine/Glinka), *After the Rain* (Wheeldon/Part), *Bach Partita* (Tharp/Bach) and *I'm Old Fashioned* (Robbins/Gould).
- Reach nearly 100,000 patrons in four diverse repertory programs and MCB's new *George Balanchine's The Nutcracker*®, with costumes/sets by Isabel and Ruben Toledo, which made its

world premiere to rave reviews in Los Angeles in 2017.

- Tour engagements in Los Angeles for the new *Nutcracker*.
- Success indicators: addition of new works, number of tours, and coverage by national media, such as *The New York Times*, *Los Angeles Times*, *The Wall Street Journal*, *Dance Magazine*, and *Pointe Magazine*, with reviews providing insight into critical reception of MCB's performances, dancers, and programming.

PREMIER TRAINING

Goal: Develop Miami City Ballet School into a premiere training academy.

Objectives:

- Expand and strengthen faculty/curriculum.
- Explore viability of satellite locations in Miami-Dade and Palm Beach Counties.
- Raise standards/selectivity and expand recruitment.
- Expand scholarships for talented students of diverse backgrounds, particularly through multi-year commitments.

Activities:

- Continue developing faculty/curriculum through comprehensive teacher training, syllabus review and addition of distinguished faculty, all led by Director of Faculty and Curriculum Aranzta Ochoa.
- Strengthen the robust men's program and develop versatile dancers specialized in the Balanchine style for which MCB is renowned.
- In July 2018, MCB School expanded its Palm Beach Summer Dance Camp (PBSDC) to provide 50 children, ages 9-12, from traditionally underserved schools with a three-week introduction to dance. MCB will use PBSDC to explore the viability of establishing satellite locations.
- Increase selectivity/scholarship awards to lift overall quality and reflect South Florida's excellence/diversity. Tools such as the Audition Tour (visiting 17 U.S. cities and several in South America each year), help MCB School build its diverse, inclusive student body while addressing issues of economic inequality through tuition and housing scholarships valued at \$500,000+ in 2019/20 for 150+ students in need.
- Success indicators: increased faculty/student ratio, personalizing training; expanded PBSDC for underserved children in Palm Beach County; improved student technique, skills, and artistry, enabling more to pursue careers at MCB, other companies, and top universities.

EXPANDED REACH

Goal: Expand audiences/community engagement through MCB's Share the Dance programs.

Objectives:

- Expand outreach/education programs with a focus on inclusivity, accessibility, and diversity.
- Expand audiences through enhanced marketing, data insights, and development of digital platforms.
- Expand partnerships with public schools, arts organizations, and neighborhood initiatives.

Activities:

- Ballet Bus is a national model for performing arts education, offering 40 students from Title 1 Schools up to 10 years of full scholarship training at MCB School.
- Ballet for Young People, in partnership with the Cultural Passport Program of Miami-Dade County Public Schools, offers free interactive educational performances for 7,100+ children, with sensory-friendly components to reach those with autism spectrum disorders.
- Explore Dance brings MCB School faculty into classrooms to teach 40+ 1st-2nd graders.
- Complimentary Ticket Program distributes 6,100+ free tickets.

- Touch Tours for the visually impaired.
- Success indicators: increased program numbers and students' years of participation.

ORGANIZATIONAL STRENGTH

Goal: Secure MCB's organizational capacity/sustainability.

Objectives:

- Increase board engagement/diversity/fundraising.
- Initiate transformational, sustainable funding strategies.
- Strengthen administrative capacity through improved organizational culture/efficiency.

Activities:

- New MCB leadership with Kristi Jernigan becoming Board Chair in May 2017 is successfully implementing MCB's new strategic plan, created in collaboration with The Alford Group. Data-driven patron loyalty strategies developed with TRG Arts already are bearing fruit in 2017/18. Ms. Jernigan's steady guidance has dramatically improved board engagement, increased Board diversity to reflect South Florida's varied cultures, and enhanced fundraising. With 47 members, MCB's Board of Trustees recently elected two of ethnic diversity to its Board of Directors, ensuring diversity at MCB's highest leadership level.
- Invest in world-class administrative, marketing, and outreach leadership in order to continue to innovate, create and explore new ways to connect South Florida's diverse communities and cultures through the transformative power of ballet; invest in meticulous staff training at all levels to ensure the heightened engagement that dance is capable of igniting in our community.
- Success indicators: Increased board engagement, increased retention of top staff, and achievement of goals in MCB's strategic plan.

Partnerships & Collaborations - (Maximum characters 2000.)

Describe any partnerships and/or collaborations with organizations directly related to the Specific Cultural Project (SCP) or General Programming (GPS). Discuss the responsibilities and benefits of the relationship and whether any formal agreements are in place.

ARTISTIC: Each year, MCB works with several national peer organizations to produce and present its artistic programming. Examples of recent collaborators include The Music Center in Los Angeles (the 2017 premiere of MCB's new production of *George Balanchine's The Nutcracker*®) and the Harris Theater for Music and Dance in Chicago (a 2017 MCB commissioned work by Brian Brooks, which made its world premiere in Miami in the spring of 2018 and will be performed on tour in Chicago in the fall of 2018). MCB works closely with choreographers, répétiteurs and artists across multiple disciplines to ensure that ballets are presented as intended by their creators. Long-standing relationships include George Balanchine Trust, Robbins Rights Trust, Justin Peck, Alexei Ratmansky, Paul Taylor, Twyla Tharp, fashion designers Michele Oka Doner and Isabel Toledo, artist Ruben Toledo, projection designer Wendall P. Harrington, and American playwright and actor Tarell Alvin McCraney.

SCHOOL: MCB School partners with professional companies throughout the U.S. for its audition tour, including Boston Ballet, School of American Ballet, University of North Carolina School of the Arts, San Francisco Ballet, and Orlando Ballet. International partners include dance schools in Brazil. The University of Miami provides dorms for student housing and meal plans during the 5-week Summer Intensive.

COMMUNITY ENGAGEMENT: The Miami-Dade, Broward, and Palm Beach County Public School systems are key partners on projects such as Ballet Bus, Ballet for Young People, and Explore Dance. The school systems help fill the theaters for free performances, while also promoting audition opportunities for MCB's dance training programs such as Explore Dance and Ballet Bus. Each season, MCB works with community agencies to distribute more than 6,100 free tickets to performances. Examples include the Fantasy Theater Factory, Children's Home Society, Children's Cancer Caring Center, Greater Hollywood YMCA, Miami Beach Senior Center, and Jewish Community Services. Each year, the Miami-Dade County Department of Cultural Affairs (MDCDCA), working in collaboration with Miami-Dade County Public Schools' Cultural Passport Program presents a Ballet for Young People performance at the Miami Dade County Auditorium as part of the All Kids Included Program. This is a sensory-friendly performance for children with autism spectrum disorders.

Timeline - (Maximum characters 2000.)

List timeline of activities during the grant period.

NOTE: Programming and performance dates are tentative and may shift, vary per county, or be replaced by similar productions.

*Company Premiere

PROGRAM ONE

**Hallelujah Junction* (Martins/Adams)

**Glinka Pas de Trois* (Balanchine/Glinka)

**After the Rain* (Wheeldon/Part)

Bouree Fantasque (Balanchine/Chabrier)

Adrienne Arsht Center for the Performing Arts of Miami-Dade County (ACPA): October 18-20, 2019

Broward Center for the Performing Arts (BCPA): October 26-27, 2019

Kravis Center for the Performing Arts (KCPA): November 8-10, 2019

GEORGE BALANCHINE'S THE NUTCRACKER® (Balanchine/Tchaikovsky)

BCPA: December 5-8, 2019

ACPA: December 13-24, 2019

KCPA: December 27-30, 2019

PROGRAM TWO

Square Dance (Balanchine/Vivaldi-Corelli)

Piazzola Caldera (Taylor/Piazzolla)

Symphonic Dances (Ratmansky/Rachmaninoff)

ACPA: January 10-12, 2020

KCPA: January 17-19, 2020

BCPA: January 25-26, 2020

PROGRAM THREE

**Swan Lake* (Ratmansky/Tchaikovsky)

ACPA: February 14-16, 2020

KCPA: February 21-23, 2020
BCPA: February 29-March 1, 2020

PROGRAM FOUR

Scotch Symphony (Balanchine/Mendelssohn)
**Bach Partita* (Tharp/Bach)
**I'm Old Fashioned* (Robbins/Gould)

KCPA: March 20-22, 2020
ACPA: April 17-19, 2020
BCPA: April 25-26, 2020

ON TOUR

Artis Naples: October 22, 2019
Artis Naples: January 28, 2020
Artis Naples: March 31, 2020

OPEN BARRE: Discussion-based performance program held twice a year at Lynn & Louis Wolfson, II Theatre, which is MCB's in-house, 200-seat studio theater.

BALLET FOR YOUNG PEOPLE: Six free performances in Miami-Dade, Broward, and Palm Beach Counties. Interactive educational performance programming is designed for children and families.
November 2019-April 2020

EXPLORE DANCE: 25-week ballet training in Title 1 schools, concluding with an end-of-year performance.
November 2019-May 2020

MCB SCHOOL

Full-Year Session

September 2019-May 2020

Five-Week Summer Intensive Program (ages 9-18)

June-July 2019

Six-Week Children's Summer Intensive Program (ages 3-8)

June-July 2019

Palm Beach Three-Week Summer Dance Camp (ages 9-12)

June 2019

Two-Week Summer Choreographic Intensive Program

August 2019

E. Impact Page 5 of 10

Instructions

Do not count individuals reached through TV, radio, cable broadcast, the Internet, or other media. Include actual audience numbers based on paid/free admissions or seats filled. Avoid inflated numbers, and do not double-count repeat attendees.

Applicants to the UCCD Salary Assistance category should calculate the number of individuals benefitting based on the number of jobs the grant funds in the application is supporting. If it is only one (1) position, then the number of individuals benefitting should be one (1).

1. What is the estimated number of proposal events? *

39

2. What is the estimated number of opportunities for public participation? *

153

3. How many Adults will be engaged? *

83,203

4. How many school based youth will be engaged? *

7,949

5. How many non-school based youth will be engaged? *

22,943

6. How many artists will be directly involved? *

173

Total number of individuals who will be engaged?

7. Select all categories that make up 25% or more of population directly benefitting (excluding broadcasts and online programming): *

No single age group made up more than 25% of the population directly benefited.

8. Select all categories that make up 25% or more of population directly benefitting (excluding broadcasts and online programming): *

Hispanic/Latino

White

9. Additional impact/participation numbers information (optional) - (Maximum characters 500.)

Use this space to provide the panel with additional detail or information about the impact/participation numbers.

Impact and participation numbers are based upon actuals from MCB's most recently completed fiscal year (FY18) and projections for the 2019/20 Season in situations where FY20 projections will be more accurate due to known program changes (e.g., MCB knows it will present more events than in the previous year).

Data is collected using drop counts for all ticketed programs, enrollment reports for education and outreach programs, workforce demographics, and other sources.

10. In what counties will the project/program actually take place?

Select the counties in which the project/programming will actually occur. For example, if your organization is located in Alachua county and you are planning programming that will take place in Alachua as well as the surrounding counties of Clay and St. Johns, you will list all three counties. Please do not include counties served unless the project or programming will be physically taking place in that county. *State Service Organization* applicants: Select all counties that will be served by your programming.

Broward

Collier

Miami-Dade

Palm Beach

11. Proposal Impact - (Maximum characters 3500.) *

Describe the economic impact of your organization as a whole and of the proposal in particular on your local community. Include a description of your proposal's education and outreach activities.

Organizations: Include the economic impact of your organization as a whole.

Solo Artists: Include any positive social elements and community engagement anticipated from the project.

ECONOMIC IMPACT

The 2019/20 season marks Miami City Ballet's 34th year as a cultural ambassador for the State of Florida, bringing widespread recognition to Florida's cultural exports and their tremendous benefits to the local economy. With MCB's performance season taking place concurrently with Florida's peak tourism months, MCB is uniquely positioned to generate substantial economic activity. MCB's 2017/18 Season, the most recent one for which economic research by outside organizations has been completed, is estimated to have generated a total industry impact of \$19.1 million in expenditures and event-related spending and more than \$960,000 in state government revenue (Arts & Economic Prosperity V).

MCB employs more than 130 artistic and administrative staff and contracts with local musicians, stagehands, restaurants, hotels, and other local businesses. Of MCB's 2017/18 season audiences, approximately 11% came from out of state, with 4.4% visiting from other countries, who stay in local hotels, dine at restaurants and attend other entertainment and sporting events that generate substantial economic activity. MCB School students and their parents come from around the world to attend the Summer Intensive and Year-Round training programs, staying at local hotels and rental properties for upward of five weeks and contributing to the local economy through dining, entertainment, and other expenses.

EDUCATION AND OUTREACH IMPACT

In 2019/20, MCB's Share the Dance: Community Outreach and Educational Initiatives will serve a large, diverse, and inclusive population through programs such as:

- **Ballet Bus** – Launched in 2015 in collaboration with Miami-Dade County Public Schools and Superintendent Alberto Carvalho, Ballet Bus levels the playing field in performing arts participation for youth from disadvantaged socio-economic backgrounds. The program provides children from Title I Schools with up to 10 years of bus transportation, full-tuition scholarships, dance attire, healthy snacks, and mentoring. In 2019/20, an estimated 40 students will participate in Ballet Bus, with many entering their 5th year of training.
- **MCB School Scholarships** – MCB provides more than 150 students with tuition and housing scholarship support. Many scholarship recipients, including those who would have otherwise struggled to afford training, have gone on to dance with the world's most prestigious companies.
- **Ballet for Young People** – Reaching more than 7,100 annually, BFYP is a free performance series created for children from underserved communities to experience the thrill of classical ballet through an interactive lecture demonstration followed by a repertory performance. Students engage in pre-performance classroom activities guided by MCB's teacher's guide and take home an educational program guide with fun activities. The colorful BFYP educational guide opens up into a beautiful poster for children to display at home or in the classroom.
- **Explore Dance** – MCB School faculty bring free weekly ballet classes into MDCPS classrooms with Explore Dance for 1st and 2nd grade students from two Title 1 schools – where 80%+ of students receive free and reduced-price lunch. The program reached 40+ youth in 2017/18.
- Other MCB Share the Dance programs include the **Community Complimentary Ticket Program**, which provides more than 6,100+ free tickets for community organizations to attend MCB performances; the **Open Barre** performance and behind-the-scenes discussion series; **Behind the Ballet** pre-performance talks; and **Touch Tours** for patrons with visual impairments.

12. Marketing and Promotion - (Maximum characters 3500.) *

Describe the marketing/promotion/publicity plans and audience development/expansion efforts as related to the proposal. For example, include information on advertising, social media, collaboration with local organizations, brochures, etc.

FY20 marketing will continue focusing on MCB's position as an internationally acclaimed dance company and leading South Florida arts ambassador. Following comprehensive consultancy with TRG Arts in FY17, MCB continues pursuing data-driven plans to increase patron and subscription loyalty, complementing new strategies outlined in MCB's five-year strategic plan for marketing and the use of new technological and digital platforms to broaden reach and visibility while developing new audiences.

ORGANIZATION

In FY20, MCB will implement more data-driven strategies to build long-term sustainable revenue and patron loyalty by continuing to analyze patron behavior and outline clear plans for demand/revenue management and patron relationship building, supported by budgeting, cost-of-sale analysis, and sales management to ensure audience development.

BRANDING/CREATIVE

In FY19, MCB hired Chief Marketing Officer Julii Oh, who brings to MCB 14 years of expertise working at the New York Philharmonic. Leading all MCB marketing, she will oversee work with WOW MKTG, a multidimensional firm in Coral Gables, with clients such as Adrienne Arsht Center, Jackson Health Foundation and Univision. MCB's in-house assistant marketing director, graphic designer and photographer/videographer team with WOW to allow for greater speed and flexibility in meeting design and visual needs.

PUBLICITY

Previews: *Miami Herald*, *El Nuevo Herald* and *Artburst* routinely preview MCB performances. Glossy magazine previews include *Culture Owl*, *Miami Modern Luxury* and *Selecta*. Local outlets such as NBC6-TV and WLRN radio also preview MCB performances. In 2017, the world premiere of MCB's new *Nutcracker*® with costumes/sets by Isabel and Ruben Toledo generated impressive national coverage, including that of *The Los Angeles Times*.

Reviews: *Artburst*, *Miami Art Zine* and *Dance View Times* review every program. Major newspapers like *The New York Times* and *Los Angeles Times* commit to one review per season. In FY18, *The Wall Street Journal* gave rave reviews of MCB's new *Nutcracker*. MCB's Jerome Robbins' Centennial Celebration garnered high praise, with *Palm Beach Post Critic* Susan Fulks writing, "After seeing countless ballet programs that attempt to cover all of the dance-genre bases in one evening, this all-Robbins program is a refreshing plunge into the deep end of one artist's astounding body of work. One becomes immersed in the choreographer's world, enabling an appreciation of his love of Frédéric Chopin, his effortless partnering, and the choreographic conventions he used to communicate the human experience to his audiences." MCB's debut at Spoleto Festival USA in 2018 earned stellar reviews in *The Post and Courier*: "Never have I seen this movement (in *Walpurgisnacht Ballet*) performed with equal precision and vigor, a true testament to the strength and tenacity of Miami City Ballet's corps de ballet."

Outreach: MCB reaches out to press regarding community-based stories on Ballet Bus, Explore Dance, Ballet for Young People, scholarship students and positioning Artistic Director Lourdes Lopez as a community and industry leader.

AUDIENCE DEVELOPMENT

In FY20, MCB will continue enhancing audience development through social media and the Company's significant online presence. MCB's digital media specialist continues increasing engagement, with *The New York Times* commenting, "there's no better ballet company to follow on Instagram, with its perfectly chosen miniature film clips of repertory and individual ballet steps."

MCB has been extremely successful in building a significant social media presence: 61,700 Instagram followers, 199,677 Facebook likes, and 26,400 Twitter followers. In 2019/20, MCB will continue to follow social media strategies that increase awareness of MCB's programs, connect with audiences, and drive website traffic. Strategies include: dancer takeovers that provide exclusive, backstage footage; collaborations with groups outside of the art form (e.g., the 2017 video of Principal Soloist Nathalia Arja teaching ballet to NFL superstar Rob Gronkowski, which reached 13.8 million Facebook views); and paid social media strategy that ensures MCB reaches its intended audiences.

F. Management and Operating Budget Page 6 of 10

1. Fiscal Condition and Sustainability - (Maximum characters 1750.) *

Describe the fiscal condition of the organization as it relates to the successful completion of the proposal. Also describe plans to sustain the proposal activities after the grant period.

MCB has made great strides in the past 3 years, with 2015-16 being one of MCB's most financially successful years, due to securing more than \$9.2 million in contributed revenue and \$5.39 million in ticket revenue. Diligence to improve administrative capacity led MCB to achieve what it never had before – financial stability.

In FY17, MCB continued with sustained growth, with commitments of \$1.5 million from 2 Trustees over three years, \$500,000 from Ford Foundation, and \$500,000 from Knight Foundation. MCB's annual gala drew 400+ attendees, raising \$1 million. Subscription renewals achieved 95% of revenue goal and 98% of unit goal; group sales increased 10%. Audited financials for the year ending April 30, 2017 showed a positive change in net assets of \$1.9 million. Working capital at the end of FY17 was \$858,532, an MCB milestone after 10 years of negative working capital in the Financial Statement Audit.

Long-term commitments secured in FY18: \$4.3 million raised by Trustees; \$500,000 from Ford Foundation; \$345,298 from Knight Foundation. A new Nutcracker campaign exceeded goal by 23%, raising nearly \$2.5 million. A new capacity-building campaign resulted in commitments of \$3.5 million, with \$2 million directed to FY18 and \$1.5 million allocated over the next 3 years. MCB projects a positive surplus of \$1,259,059 which will be used to replenish unrestricted net assets.

Major commitments for FY19-20: two foundations have invited MCB to submit for 3-year commitments which, if granted, would result in \$3.75 million; the February 2019 gala is headed by two co-chairs who are already pursuing commitments toward a goal of \$900,000; the renewal rate of annual donor support at the Artist's Circle level which is the largest group of individual givers, has already surpassed the FY19 goal. Commitments for the 2019/20 season include a \$1 million pledge from an anonymous donor for the US premiere of *Swan Lake*.

Along with a new strategic plan launched in 2017, MCB will continue to focus on securing the Company's long-term sustainability through increased board engagement, transformational fundraising strategies, and strengthened administrative capacity.

2. Evaluation Plan - (Maximum characters 1750.) *

Briefly describe your methods and processes for gathering, analyzing, and reporting data to evaluate your programming with the purpose of improving, deciding to continue, or stopping.

MCB's qualitative and quantitative evaluation methods to analyze donor engagement, audience participation, and attendance include:

- Tracking of fundraising progress – including donor number, member number, and fundraising growth – signals donor engagement and investment in MCB’s artistry and programs.
- Patron surveys via SurveyMonkey and in person during all four repertory programs and Nutcracker performances measure audience demographics and attendance. Response rates have grown steadily as patrons and supporters become more comfortable with online data sharing.
- Social media platforms promote brand awareness and build audience engagement while allowing MCB to gauge interest and purchasing trends through post-performance analytics. These platforms assist in evaluating public perception of MCB, with each platform representing a unique demographic population (e.g., 43% of MCB’s Facebook followers come from Brazil and Mexico).
- Ticket sales and subscriptions demonstrate how programming is received; historical drop counts for all repertory performances and outreach initiatives are measured against the current season’s to assess best practices for modifying and developing future programming.
- Volume of ticket purchases or inquiries following promotions and ads provides insight into the success of the corresponding ad medium and its placement (e.g., print ads vs. TV/radio ads).
- Press and reviews provide insight into critical reception of MCB’s repertory programs, including the strength of dancers’ performances and the quality/structure of each program.
- Surveys and response letters from program participants and outreach attendance numbers demonstrate the impact programs have on traditionally underserved community members.

3. Completed Fiscal Year End Date (m/d/yyyy) *

4/30/2018

4. Operating Budget Summary

Expenses	Previous Fiscal Year	Current Fiscal Year	Next Fiscal Year
1. Personnel: Administrative	\$3,247,929	\$4,434,207	\$4,478,550
2. Personnel: Programmatic	\$4,526,443	\$4,859,754	\$4,908,352
3. Personnel: Technical/Production	\$1,571,477	\$1,932,870	\$1,952,198
4. Outside Fees and Services: Programmatic	\$1,317,602	\$1,272,312	\$1,285,035
5. Outside Fees and Services: Other	\$834,204	\$413,532	\$417,667
6. Space Rental, Rent or Mortgage	\$1,066,251	\$1,106,835	\$1,117,903

7.	Travel	\$427,340	\$603,526	\$609,561
8.	Marketing	\$1,365,243	\$1,458,215	\$1,472,797
9.	Remaining Operating Expenses	\$3,936,755	\$3,819,847	\$3,158,222
A.	Total Cash Expenses	\$18,293,244	\$19,901,098	\$19,400,285
B.	In-kind Contributions	\$293,688	\$100,000	\$100,000
C.	Total Operating Expenses	\$18,586,932	\$20,001,098	\$19,500,285
	Income	Previous Fiscal Year	Current Fiscal Year	Next Fiscal Year
10.	Revenue: Admissions	\$5,192,720	\$5,695,464	\$5,752,419
11.	Revenue: Contracted Services	\$675,754	\$1,232,500	\$545,000
12.	Revenue: Other	\$2,020,391	\$2,127,530	\$2,148,805
13.	Private Support: Corporate	\$252,778	\$761,563	\$769,179
14.	Private Support: Foundation	\$2,299,227	\$2,346,000	\$2,369,460
15.	Private Support: Other	\$8,182,848	\$6,504,788	\$6,569,836
16.	Government Support: Federal	\$50,000	\$50,000	\$50,000
17.	Government Support: State/Regional	\$49,684	\$10,184	\$150,000
18.	Government Support: Local/County	\$828,901	\$1,173,069	\$1,045,586
19.	Applicant Cash			
D.	Total Cash Income	\$19,552,303	\$19,901,098	\$19,400,285

B. In-kind Contributions	\$293,688	\$100,000	\$100,000
E. Total Operating Income	\$19,845,991	\$20,001,098	\$19,500,285

5. Additional Operating Budget Information (optional) - (Maximum characters 500.)

Use this space to provide the panel with additional detail or information about the operating budget. For example, if you have a budget deficit or there has been a large change in your operating budget compared with last fiscal year.

EXPENSE:

01: Increased in current and next FY due to engaging high-level Directors.

03: Increased in current FY due to more stagehands for Midsummer Night's Dream and 5 more performances of Nutcracker.

05: Previous year required Marketing, Development and Human Resources consultants to restructure departments.

07: Increase due to tours.

09.1: Increase in gala in-kind support for previous year.

REVENUE:

11: Increase in tours for current year.

13: Focus on increasing Corporate support in current year.

15: Private support increased in previous FY due to a \$1.5 million campaign to enhance the capitalization of MCB.

6. Paid Staff

- Applicant has no paid management staff.
- Applicant has at least one part-time paid management staff member (but no full-time)
- Applicant has one full-time paid management staff member
- Applicant has more than one full-time paid management staff member

7. Hours *

- Organization is open full-time
- Organization is open part-time

G. Management and Proposal Budget Page 7 of 10

1. Rural Economic Development Initiative (REDI) Waiver *

Yes

No

2. Proposal Budget Expenses:

Detail estimated proposal expenses in the budget categories listed below. Include only expenses that specifically related to the proposal. You can find a list of non-allowable and match only expenses at <http://dos.florida-arts.org/grants/guidelines/2017-2018.gps.guidelines.cfm#budget>.

Personnel: Administrative *

#	Description	Grant Funds	Cash Match	In-Kind Match	Total
1	Marketing	\$0	\$518,427	\$0	\$518,427
2	Box Office	\$0	\$424,168	\$0	\$424,168
3	Development	\$0	\$1,032,265	\$0	\$1,032,265
4	Outreach	\$0	\$207,969	\$0	\$207,969
5	School	\$0	\$1,247,749	\$0	\$1,247,749
6	G & A	\$0	\$1,047,972	\$0	\$1,047,972
Totals:		\$0	\$4,478,550	\$0	\$4,478,550

Personnel: Programmatic *

#	Description	Grant Funds	Cash Match	In-Kind Match	Total
1	Dancers	\$150,000	\$3,354,418	\$0	\$3,504,418
2	Company and Artistic	\$0	\$1,403,934	\$0	\$1,403,934
Totals:		\$150,000	\$4,758,352	\$0	\$4,908,352

Personnel: Technical/Production *

#	Description	Grant Funds	Cash Match	In-Kind Match	Total
1	Production	\$0	\$1,540,438	\$0	\$1,540,438
2	Wardrobe	\$0	\$411,760	\$0	\$411,760
Totals:		\$0	\$1,952,198	\$0	\$1,952,198

Outside Fees and Services: Programmatic *

#	Description	Grant Funds	Cash Match	In-Kind Match	Total
1	Live Orchestra and Music	\$0	\$883,707	\$0	\$883,707
2	Royalties, Fees, Licensing	\$0	\$401,328	\$0	\$401,328
Totals:		\$0	\$1,285,035	\$0	\$1,285,035

Outside Fees and Services: Other *

#	Description	Grant Funds	Cash Match	In-Kind Match	Total
1	Medical/Physical Therapy	\$0	\$68,285	\$0	\$68,285
2	Consulting and Other	\$0	\$349,382	\$0	\$349,382
Totals:		\$0	\$417,667	\$0	\$417,667

Space Rental (match only) *

#	Description	Cash Match	In-Kind Match	Total
1	Hall Rental	\$914,605	\$0	\$914,605
2	Warehouse	\$106,000	\$0	\$106,000
3	Admin/Studios	\$97,298	\$0	\$97,298
Totals:		\$1,117,903	\$0	\$1,117,903

Travel (match only) *

#	Description	Cash Match	In-Kind Match	Total
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#	Description	Cash Match	In-Kind Match	Total
1	Program	\$609,561	\$0	\$609,561
Totals:		\$609,561	\$0	\$609,561

Marketing *

#	Description	Grant Funds	Cash Match	In-Kind Match	Total
1	Advertising	\$0	\$1,424,797	\$0	\$1,424,797
2	Public Relations	\$0	\$48,000	\$0	\$48,000
Totals:		\$0	\$1,472,797	\$0	\$1,472,797

Remaining Proposal Expenses *

#	Description	Grant Funds	Cash Match	In-Kind Match	Total
1	Supplies/Equipment	\$0	\$128,350	\$0	\$128,350
2	Wardrobe/Production	\$0	\$557,713	\$0	\$557,713
3	Utilities	\$0	\$94,000	\$0	\$94,000
4	School	\$0	\$796,509	\$0	\$796,509
5	Trucking	\$0	\$169,850	\$0	\$169,850
6	Development	\$0	\$252,249	\$0	\$252,249
7	Boutique	\$0	\$60,000	\$0	\$60,000
8	Admin: Postage, Printing, Dues/Subscriptions	\$0	\$101,683	\$0	\$101,683
9	Security	\$0	\$89,563	\$0	\$89,563
10	Human Resource Expense	\$0	\$4,400	\$0	\$4,400
Totals:		\$0	\$2,806,822	\$100,000	\$2,906,822

#	Description	Grant Funds	Cash Match	In-Kind Match	Total
11	Insurance	\$0	\$90,000	\$0	\$90,000
12	Facility/Equipment Service & Maintenance	\$0	\$462,505	\$0	\$462,505
13	In-kind: Iphone, Cleaners, Legal/Consulting Fees, Courier	\$0	\$0	\$100,000	\$100,000
Totals:		\$0	\$2,806,822	\$100,000	\$2,906,822

Amount of Grant Funding Requested:

\$150,000

Cash Match:

\$18,898,885

In-Kind Match:

\$100,000

Match Amount:

\$18,998,885

Total Project Cost:

\$19,148,885

3. Proposal Budget Income:

Detail the expected source of the cash match recorded in the expenses table in the budget categories listed below. Include only income that specifically relates to the proposal. The Proposal Budget income must equal the Proposal Budget expenses.

Revenue: Admissions *

#	Description	Cash Match	Total
1	Marketing: Ticket Sales	\$3,528,197	\$3,528,197
2	Nutcracker Ticket Sales	\$2,224,222	\$2,224,222
Totals:		\$0	\$5,752,419

Revenue: Contracted Services *

#	Description	Cash Match	Total
1	Tours	\$545,000	\$545,000
Totals:		\$0	\$545,000

Revenue: Other *

#	Description	Cash Match	Total
1	School Tuition and Fees	\$1,941,755	\$1,941,755
2	Other	\$207,050	\$207,050
Totals:		\$0	\$2,148,805

Private Support: Corporate *

#	Description	Cash Match	Total
1	Corporate: Grants and Sponsorships	\$769,179	\$769,179
Totals:		\$0	\$769,179

Private Support: Foundation *

#	Description	Cash Match	Total
1	Foundations	\$2,369,460	\$2,369,460
Totals:		\$0	\$2,369,460

Private Support: Other *

#	Description	Cash Match	Total
1	Special Events and Contributions	\$6,218,436	\$6,218,436
Totals:		\$0	\$6,218,436

Government Support: Federal *

#	Description	Cash Match	Total
Totals:		\$0	\$50,000

#	Description	Cash Match	Total
1	National Endowment for the Arts	\$50,000	\$50,000
Totals:		\$0	\$50,000

Government Support: Local/County *

#	Description	Cash Match	Total
1	County Grants: Miami-Dade, Broward and Palm Beach	\$1,045,586	\$1,045,586
Totals:		\$0	\$1,045,586

Total Project Income:

\$19,148,885

Proposal Budget at a Glance

Line	Item	Expenses	Income	%
A.	Request Amount	\$150,000	\$150,000	1%
B.	Cash Match	\$18,898,885	\$18,898,885	99%
	Total Cash	\$19,048,885	\$19,048,885	100%
C.	In-Kind	\$100,000	\$100,000	1%
	Total Proposal Budget	\$19,148,885	\$19,148,885	101%

4. Additional Proposal Budget Information (optional) - (Maximum characters 500.)

Use this space to provide the panel with additional detail or information about the proposal budget. For example, if you have more in-kind than you can include in the proposal budget you can list it here.

MCB projects a program budget of \$19,848,710 during 2019/20, reflecting continued stability and manageable growth. The projected increase is attributed primarily to the acquisition and production of Alexei Ratmansky's *Swan Lake*, which includes building new sets and costumes.

The largest single expense for any dance company is human capital -- MCB's dancer roster currently includes 51 Company members. 59% of the budget is applied to personnel; the majority of remaining expenses are related to the artistic product (production, lighting, sound, live orchestra, licensing, theater rental).

H. Accessibility Page 8 of 10

1. Describe how the facilities and proposal activities are accessible to all audiences and any plans that are in place to improve accessibility. - (Maximum characters 2500.) *

For example, explain use of accessibility symbols in marketing materials, accessibility of facilities and programming and/or target population. You can find resources on accessibility at <http://dos.myflorida.com/cultural/info-and-opportunities/resources-by-topic/accessibility/>. We encourage all applicants to include images in the support materials showing the use of accessibility symbols in marketing materials.

MCB maintains a culture of inclusivity in all programming to reach individuals of diverse ages, backgrounds, and abilities. Free **Ballet for Young People** performances let 7,100+ youth experience live ballet while participating in interactive educational activities. MCB's **Complimentary Ticket Program** donates thousands of tickets to individuals assisted by senior centers, children's hospitals, community centers, and human service organizations. **Explore Dance** provides 40+ Title 1 1st and 2nd grade students a full year of free, in-school dance classes. **Ballet Bus** gives 40 Title 1 school children everything needed to succeed at MCB School, including free bus transportation, full scholarships, and dance attire for up to a decade per child. In 2019/20, MCB will continue to strategically expand these programs to make ballet accessible and inviting to the widest possible audience.

MCB's Box Office Manager and ADA Coordinator Matt Saurusaitis ensures ADA compliance to provide all patrons with an inclusive, accommodating opportunity to enjoy live ballet. Mr. Saurusaitis has attended Kennedy Center's Leadership Exchange in Arts and Disability Conference for nine years and represents MCB in the Florida Access Coalition for the Arts. His experience was instrumental in the completion of a thorough evaluation of MCB's facilities (guided by the NEA's Section 504 Self-Evaluation Workbook) in 2012 to ensure compliance and identify ways to improve MCB's public spaces. MCB promptly addressed all identified areas of improvement, adding Braille signage, notating the availability of listening devices in Braille, and refurbishing of MCB's accessibility ramp and sidewalk. During the summer of 2018, Mr. Saurusaitis will perform the self-evaluation to make certain MCB stays current in trends and requirements.

Each of MCB's home venues is fully ADA compliant and will obligingly coordinate additional services for patrons upon request. MCB offers **sensory-friendly presentations of Ballet for Young People** to make the experience welcoming for children with Autism Spectrum Disorders or Sensory Processing Disorders, such as lowered volume and raised house lights.

MCB offers **Touch Tours** for patrons with visual impairments at select performances, giving them a memorable, tactile, discussion-guided backstage experience. **Audio Described Performances** are available at Nutcracker productions at all four MCB home-county venues (Miami-Dade, Broward, West Palm and Collier Counties). These programs enrich the performance experience for individuals with visual impairments, making the art from accessible and inviting to individuals of all backgrounds.

2. Policies and Procedures

Yes

No

3. Staff Person for Accessibility Compliance

Yes

No

If yes, what is the name of the staff person responsible for accessibility compliance?

Matt Saurusaitis

4. Section 504 Self Evaluation

Yes, the applicant has completed the Section 504 Self Evaluation Workbook from the National Endowment for the Arts.

Yes, the applicant completed the Abbreviated Accessibility Checklist.

No, the applicant has not conducted an accessibility self-evaluation of its facilities and programs.

If yes, when was the evaluation completed?

5/1/2012

I. Attachments and Support Materials Page 9 of 10

Complete the support materials list using the following definitions.

- **Title:** A few brief but descriptive words. Example: "Support Letter from John Doe".
- **Description:** (optional) Additional details about the support materials that may be helpful to staff or panelists. Identify any works or artists featured in the materials. For larger documents, please indicate page number for DCA credit statement and/or logo.
- **File:** The file selected from your computer. For uploaded materials only. The following sizes and formats are allowed.

Content Type	Format/extension	Maximum size
Images	.jpg or .gif	5 MB
documents	.pdf or .txt	10 MB
audio	.mp3	10 MB
video	.mp4, .mov, or .wmv	200 MB

1. Required Attachment List

Please upload your required attachments in the spaces provided. .

Substitute W-9 Form

File Name	File Size	Uploaded On	View (opens in new window)
MCBSubstituteW9_2017.pdf	34 [KB]	5/29/2018 12:35:26 PM	View file

2. Support materials (Optional)

File	Title	Description	Size	Type	View (opens in new window)
MCB Season Brochure 2017-18.pdf		Miami City Ballet's 2017-18 Season brochure highlights each program, along with venue dates. Page 15 contains the funder attribution statement.	4672 [KB]		View file
MCB Videos.pdf		Videos from Miami City Ballet's 2017/18 Season showcase the dancers' wide-ranging talents and the Company's varied repertoire.	1383 [KB]		View file

File	Title	Description	Size	Type	View (opens in new window)
MCB Program Four Book.pdf		Miami City Ballet's Program 4 Booklet from the 2017-18 season. Note: page 7 contains the funder attribution statement. Page 32 highlights funder's cumulative giving to date.	3869 [KB]		View file
MCB 5yr Strategic Plan.pdf		MCB's bottom line has grown stronger, thanks to the new strategic plan created in 2017 in collaboration with The Alford Group, with data-driven patron loyalty strategies developed in consultation with TRG Arts.	2306 [KB]		View file
MCB-Annual-Report-2017.pdf		In 2016/17, MCB solidified its path toward financial sustainability with sustained growth in both earned and contributed revenue. In addition to achieving 98 percent of the annual subscription unit goal, MCB received notable contributions from individuals and foundations, which improved MCB's fiscal performance.	6890 [KB]		View file
MCB_BFYF_Student PosterGuide .pdf		More than 7,100 children in South Florida Title 1 Public Schools enjoyed free interactive MCB Ballet For Young People performances and took home educational guides that fold out into a colorful poster.	5978 [KB]		View file
MCB Board 5.1.18.pdf		Under the astute guidance of Board Chair Kristi Jernigan, Miami City Ballet has dramatically improved Board engagement, increased Board diversity to reflect South Florida's varied cultures, and enhanced fundraising.	475 [KB]		View file
MCB Staff Organizational Chart.pdf		To strengthen administrative staff, fulfill organizational needs and increase efficiency, MCB will add these full-time positions: data specialist, videographer, in-house PR, and a liaison to focus on MCB's Palm Beach audiences and programming.	194 [KB]		View file

File	Title	Description	Size	Type	View (opens in new window)
MCB Nutcracker Bus Shelters Arsht.pdf		Ads for MCB's new Nutcracker proudly display logos of generous philanthropic supporters, including The Florida Department of State Division of Cultural Affairs.	5155 [KB]		View file
MCB Reviews 2017to18.pdf	MCB Reviews 2017-18	MCB performances garnered rave reviews in the 2017/18 season from The New York Times, The Wall Street Journal and other top publications.	1903 [KB]		View file

J. Review & Submit Page 10 of 10

1. Review and Submit

I hereby certify that I am authorized to submit this application on behalf of Miami City Ballet, Inc. and that all information indicated is true and accurate. I acknowledge that my electronic signature below shall have the same legal effect as my written signature. I am aware that making a false statement or representation to the Department of State constitutes a third degree felony as provided for in s. 817.155, F.S., punishable as provided for by ss. 775.082, 775.083, and 775.084.

Guidelines Certification

I hereby certify that I have read and understand the guidelines and all application requirements for this grant program as outlined under section , Florida Statutes 265.286 and 1T-1.036, Florida Administrative Code.

Signature (Enter first and last name)

Lourdes Lopez

