

Orlando Ballet, Inc.

Project Title: General Program Support 2024

Grant Number: 24.c.ps.101.756

Date Submitted: Wednesday, June 1, 2022

Request Amount: \$150,000.00

A. Cover Page Page 1 of 12

Guidelines

Please read the current Guidelines prior to starting the application: **2023-2024 General Program Support Grant Guidelines**

Application Type

Proposal Type: Discipline-Based


Funding Category: Level 3

Discipline: Dance

Proposal Title: General Program Support 2024

B. Contacts (Applicant Information) Page 2 of 12

Applicant Information

- a. Organization Name: Orlando Ballet, Inc. 
- b. DBA:
- c. FEID: 23-7427817
- d. Phone number: 407.418.9811
- e. Principal Address: 600 N. Lake Formosa Drive Orlando, 32803
- f. Mailing Address: 600 N. Lake Formosa Drive Orlando, 32803
- g. Website: www.OrlandoBallet.org
- h. Organization Type: Nonprofit Organization
- i. Organization Category: Other
- j. County: Orange
- k. UEI: KJVHY5DCAMS9
- l. Fiscal Year End Date: 06/30

1. Grant Contact *

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2. Additional Contact *

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3. Authorized Official *

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Cheryl

Last Name

Collins

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4. National Endowment for the Arts Descriptors

4.1. Applicant Status

Organization - Nonprofit

4.2. Institution Type

Performing Group

4.3. Applicant Discipline

Dance

C. Eligibility Page 3 of 12

1. What is the legal status of your organization?

- Florida Public Entity
- Florida Nonprofit, Tax-Exempt

2. Are all grant activities accessible to all members of the public regardless of sex, race, color, national origin, religion, disability, age or marital status?

- Yes (required for eligibility)
- No

3. Project start date: 7/1/2023 - Project End Date: 6/30/2024 *

- Yes (required for eligibility)
- No

4. How many years of completed programming does your organization have?

- Less than 1 year (not eligible)
- 1-2 years (required for eligibility for GPS and SCP)
- 3 or more years (required minimum to request more than \$50,000 in GPS)

D. Quality of Offerings Page 4 of 12

1. Applicant Mission Statement - (500 characters) *

Orlando Ballet entertains, educates, and enriches through the highest quality of dance.

2. Programming Description - (2000 characters)

Briefly describe the project or program for which you are requesting funding. 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.

Orlando Ballet's (OB) mission to entertain, educate, and enrich through the highest quality of dance is fulfilled through three focus areas: the professional Company, Orlando Ballet School (OBS), and Community Enrichment programs.

OB provides an annual season of full-length ballets, new works, and non-traditional programs. Performing at the Dr. Phillips Center for the Performing Arts (DPC) and Harriett's Orlando Ballet Centre (HOBC), the Company has been at the heart of Orlando's performing arts community for almost 50 years. The 2023-24 Season will include 5 mainstage productions and 3 Uncorked! performances, reaching an estimated audience of 60,000 people.

Orlando Ballet School (OBS) was created in 1982 to enrich the lives of children, train the next generation of artists, and build future audiences. OBS is one of only three professional training academies certified by American Ballet Theatre (ABT). OBS attracts more than 1,500 national and international students annually and has been named "Outstanding School" four times by Youth America Grand Prix, most recently in 2022. During our 2023-24 Season, OBS will serve 562 students through our core curriculum programs.

Community Enrichment programs bring the physical, mental, and emotional benefits of dance to a wide range of underserved individuals throughout Central Florida. This includes free dance training for students from under-resourced communities through Scholarship Training for the Enrichment of Primary Students (STEPS), First STEPS, and Real Education in the Arts Communicating Hope (REACH); free professional and career mentorship with participating Central Florida public high schools through our Releve in Search of Excellence (RISE) program; Orlando Ballet's Professional Engagement Conference which provides a professional development conference and audition experience by eliminating common financial and environmental barriers; dance workshops and classes for children and adults with varying cognitive and physical disabilities through Come Dance with Us!; Story ballets for Orange County Public Schools (OCPS) 2nd graders through Intro to Ballet; sensory-friendly family performances within our mainstage Season; dance fitness classes for seniors and those with limited mobility through Gentle BeMoved; and social dance events for adults with varying abilities.

2.1. Programming Goals (2000 characters)

Please list at least three goals associated with the project or program for which you are requesting funding.

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.

Sample goal: To provide residents and visitors with increased opportunities to view local art and meet local artists.

1. Continue the tradition begun in 1974 to entertain through the highest quality of dance by way of a talented Company and diverse repertoire.
2. Develop a repertoire that preserves the classical masterworks and embraces innovative ideas that will enrich the art of ballet and demonstrate relevance to modern audiences.
3. Continue the tradition begun in 1982 to educate through the highest quality of dance by way of a School with an international reputation of superior dance training for all ages.
4. Enrich through the highest quality of dance by engaging with our community and creating programs that promote inclusion and accessibility to ballet.
5. Operate, maintain, and expand organizational resources, including the state-of-the-art rehearsal, performance, school, and administrative facility at HOBC.

2.2. Programming Objectives (2000 characters)

Please list the three corresponding objectives for the goals listed above.

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

Sample Objective: At least 300 residents and visitors will view local art and be invited to a "meet the artist reception"

Goal #1:

- Employ a Company of 26 dancers from around the world for 35 weeks
- Present a full-length mainstage season at DPC and HOBC
- Collaborate with peer arts and culture organizations to produce performances of the highest quality

Goal #2:

- Offer up close and personal live experiences to help demystify ballet
- Identify and engage guest choreographers to present works that enhance the Season and challenge dancers
- Premiere presentation of a reimagined production of *The Nutcracker* by Jorden Morris
- Continue restaging, relighting, and provide technology upgrades to enhance productions

Goal #3:

- Provide year-round professional ballet training to more than 1,500 students (ages 2 to adult) through the regular school year, summer programming, workshops, Classes d'Excellence, and recreational classes
- Maintain the School's ABT certification
- Recruit promising talent for OBS through audition opportunities and tours
- Offer a variety of Fitness thru Dance classes

Goal #4:

- Continue to present an educational story ballet for up to 15,000 OCPS 2nd graders through the Intro to Ballet program.
- Continue to collaborate with Orlando Philharmonic Orchestra to offer Young People's Concerts to OCPS 3rd-5th graders
- Continue to expand the STEPS program by increasing the number of students reached and number of sites served, maintaining and identifying new partners, and continuing to refine program expansions
- Provide up to 10 STEPS graduates with year-round OBS tuition
- Continue to foster partnerships and offer Come Dance with Us! at a variety of locations
- Offer a sensory-friendly performance within the mainstage season to provide a safe entertainment environment for families and children with sensory processing challenges
- Provide a safe and enjoyable social dance event for adults with developmental disabilities monthly through Neon Club at HOBC
- Continue to offer Gentle BeMoved at local Orlando senior centers, HOBC, and Roth and Rosen Jewish Community Centers
- Provide professional and artistic development opportunities for Central Florida public high school students through participation in RISE and Orlando Ballet's Professional Engagement Conference

Goal #5:

- Strengthen OB's infrastructure with additional support staff and upgraded technology
- Improve employee value proposition through extended HR programs, training, benefits, and transitional career pathways for dancers
- Identify and pursue new individual, corporate, and foundation support to capitalize new works and expand school offerings and community enrichment programs
- Continue to engage and expand Orlando Ballet Ambassadors and Amigos del Orlando Ballet affinity groups

2.3. Programming Activities (2000 characters)

Please list the project or program activities.

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

Sample Activities: Work with local arts and tourism organizations to promote art shows.

Communicate with local art teachers to encourage students to attend shows. Schedule artist commentaries and news articles to promote the shows.

Goal #1:

- **Book mainstage Season at DPC and HOBC**
- **Secure live music for select performances**
- **Secure guest choreographers, artists, and programmatic partners**
- **Market the mainstage season and special performances to the community and tourists through digital marketing, social media, print advertisement, and radio**

Goal #2:

- **Continue to offer pre-performance lectures and Q&A sessions with Artistic Director, Executive Directors, visiting conductors, and guest artists**
- **Continue to offer behind the scenes opportunities for donors and the community**
- **Celebrate the premiere of OB's *The Nutcracker* by Jordan Morris with the Central Florida community**

Goal #3:

- **Continue to create training pathways for non-career track students**
- **Provide a variety of performance opportunities for students**
- **Grow contemporary dance offerings**
- **Gather teacher assessments and student financial applications to award scholarships**
- **Tour 10 national and 2 international ballet schools to recruit promising students to Summer Intensive**
- **Recruit 250 local and international students to participate in Summer Intensive**
- **Develop commercial dance program for OBS to support local entertainment career opportunities**
- **Continue to expand Fitness thru Dance offerings**

Goal #4:

- **Partner with Orange, Seminole, Lake, and Osceola County public schools, Boys and Girls Clubs of Central Florida, Cities of Orlando and Winter Park, Dramatic Education, and Early Learning Coalition of Central Florida to identify and recruit sites and students for STEPS**
- **Work with confirmed STEPS sites to conduct weekly classes in spring and fall**
- **Provide OCPS teachers with enhanced lesson plans and video tutorials**
- **Partner with Orlando Health Arnold Palmer Hospital for Children, Nemours Children's Health, Northland Church and UCP of Central Florida to identify children and adults with special needs for CDWU classes and workshops**
- **Partner with UCF Center for Autism and Related Disabilities to promote sensory friendly performances**
- **Identify additional senior centers and other venues for Gentle BeMoved**
- **Continue to grow the RISE program**

Goal #5:

- **Continue to provide monthly employee wellness activities**

- Continue to cultivate relationships with area chambers to expand Orlando Ballet audiences
- Research, identify, and pursue new funding partners
- Host 5 Orlando Ballet Ambassador events
- Host 5 Amigos del Orlando Ballet meetings/events

2.4. Partnerships & Collaborations (2000 characters)

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

OB partners with numerous organizations to carry out its mission and vision, including artists, arts organizations, schools, and healthcare and social service organizations.

Artistic partners include:

- Opera Orlando – to host performances at HOBC, share warehouse storage space, and incorporate OB dancers into various productions
- OPO – to collaborate on live music throughout the Season
- Orlando International Fringe Festival – to host Fringe at HOBC
- Garden Theatre (Winter Garden) and Athens Theatre (Deland) – to provide venue and marketing for touring performance series
- Walt Disney World Resort – to advise on technical enhancements and innovations for productions and programming
- Full Sail University – to provide students with production experience
- The Juilliard School – to engage student choreographers

Education/enrichment partners include:

- OCPS – to transport students and incorporate lesson plans for Intro to Ballet (contract is between United Arts of Central Florida and OCPS), to identify schools to participate in STEPS and RISE, and to provide dance training and auxiliary content for classes
- Orlando Philharmonic Orchestra – to present Young People’s Concerts to OCPS 3rd through 5th graders
- Seminole County Public Schools, Osceola County Public Schools, Lake County Public Schools, Boys and Girls Club of Central Florida, Cities of Orlando and Winter Park, Early Learning Coalition of Central Florida, and Dramatic Education – to identify program sites for STEPS
- Orlando Health Arnold Palmer Hospital for Children, Nemours Children’s Health, Northland Church, and Unlocking Children’s Potential – to identify students and provide healthcare professionals for Come Dance With Us
- UCF Center for Autism and Related Disabilities – to identify families to attend sensory-friendly performances and provide resources
- Orlando Museum of Art – to co-present visual art and live ballet performances with OBS students and trainees
- Central Florida Community Arts – to co-present educational summer programming
- City of Orlando, Rosen Jewish Community Center, and Roth Family Jewish Community Center – to provide a venue and recruit students for Gentle BeMoved

Diversity initiative partners include:

- **Hispanic, African-American, Asian American, and LGBTQ+ Chambers – to advise on engaging diverse communities**
- **Amigos del Orlando Ballet – to engage and introduce Spanish speaking audiences**

E. Impact - Reach Page 5 of 12

For questions 1-6, 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.

1. What is the estimated number of events related to this proposal?

20

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

51

3. How many Adults will participate in the proposed events?

60,000

4. How many K-12 students will participate in the proposed events through their school?

78,765

5. How many individuals under the age of 18 will participate in the proposed events outside of their school?

749

6. How many artists will be directly involved?

Enter the estimated number of professional artists that will be directly involved in providing artistic services specifically identified with the proposal. Include living artists whose work is represented in an exhibition regardless of whether the work was provided by the artist or by an institution. This

figure should reflect a portion of the total individuals benefiting. If no artists were directly involved in providing artistic services enter 0.

6.1. Number of artists directly involved?

129

6.2. Number of Florida artists directly involved?

119

Total number of individuals who will be engaged?

139643

7. How many individuals will benefit through media?

4,000,000

8. Proposed Beneficiaries of Project

Select all groups of people that your project intends to serve directly. For each group, you can select more than one answer if applicable. If your project/program served the general public without a specific focus on reaching distinct populations, then select the “No Specific Group” options.

8.1. Race Ethnicity: (Choose all that apply) *

No specific racial/ethnic group

8.2. Age Ranges (Choose all that apply): *

No specific age group.

8.3. Underserved/Distinct Groups: *

Individuals with Disabilities

Individuals below the Poverty Line

Youth at Risk

9. Describe the demographics of your service area. (2000 characters)

Demographics are distinct characteristics of a population. Examples include but are not limited to: age, race, ethnicity, religion, gender, income, family status, education, veteran, disability status, and employment.

OB serves Orange, Seminole, Osceola, and Lake Counties.

OCPS students make up the majority of youth participating in OB programs. Based on the most recent information, OCPS served 216,268 students from 199 countries who speak 164 languages. Student demographics are:

44% Hispanic

27% Black

21% White

5% Asian

3% Multi racial

OB continues to make efforts to diversify programming and create partnerships to engage traditionally under-represented audiences, especially Central Florida’s rapidly growing Hispanic population.

10. Additional impact/participation numbers information (optional) (1500 characters)

Use this space to provide the panel with additional detail or information about the impact/participation numbers. Describe what makes your organization/programming unique.

Demographic information is estimated based on audience surveys and OCPS enrollment reports.

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

- Lake
- Orange
- Osceola
- Seminole

12. What counties does your organization serve?

- Lake
- Orange
- Osceola
- Seminole

13. Describe your virtual programming. Only for applicants with virtual programming. (2500 characters)

Briefly describe any virtual programming that you provide to the public. This information should include who is able to access the programming and any payment structure.

Orlando Ballet does not anticipate producing virtual programming in our 2023-24 Season.

14. Proposal Impact (3500 characters)

How is your organization benefitting your community .What is the economic impact of your organization?

Organizations: Include education and outreach activities.

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

OB employs on average 26 professional dancers for a minimum of 32 weeks per year, and 46 full-time and 36 part-time staff.

OB also provides employment opportunities for other arts organizations, artists, and technicians through artistic partnerships, guest choreographers and dancers, stage managers, lighting designers, stagehands, makeup artists, and scenic designers.

According to Americans for the Arts and Economic Prosperity Calculator, over the most recently completed season, OB's audiences generated over \$1.25 Million in spending outside of ticket purchases.

OBS continues to enrich the lives of children, enable students to reach their full potential, and build future audiences. Annually, OBS attracts 1,500 students of all ages from around the world. To remain accessible, OBS awards more than \$305,000 in scholarships each year based on merit/need. OBS also provides dance training to OCPS teachers to incorporate dance in classroom instruction. Fitness Thru Dance classes bring dance to adult and senior populations.

Annual Summer Intensives attract 250 plus intermediate and advanced students. Most travel from out of state, and with their families, adding tourist revenue at hotels, restaurants, and Orlando attractions.

STEPS provides dance training, dance attire, and scholarship opportunities at no cost to students from underserved communities. Students are identified through Title 1 schools, neighborhood centers, and clubs throughout Central Florida. In 2021-22, the program served more than 1,500 students at 76 sites.

Created in fall 2021 to foster increased partnership with Orange County high schools and middle schools with existing performing arts and dance programs, Orlando Ballet's Relevé in Search of Excellence (RISE) program provides invaluable educational and professional development instruction by OB's world-renowned faculty at six participating schools. Through semester-long, onsite residencies by OB faculty, RISE nurtures not only the development of artistry, expression, technique, and creativity, but also provides practical insight into the business side of dance. In addition, to complement RISE, Orlando Ballet offers a Professional Engagement Conference for Central Florida public high school dancers that offers professional and higher education opportunities to our local dancers by eliminating common financial and environmental barriers.

For more than 20 years, Intro to Ballet has presented an educational story ballet to every OCPS 2nd grader, reaching up to 15,000 annually. OB provides lesson plans to prepare students for their first formal theater experience. A similar program, Young People's Concerts, is delivered to OCPS 3rd-5th graders in collaboration with OPO, reaching up to an additional 60,000 students.

Come Dance with Us! brings dancers, healthcare professionals, children, and adults with special needs to experience dance in a new and meaningful way.

Neon Club provides recreational activities, dancing, and a safe social environment for adults with developmental disabilities.

Gentle BeMoved offers free dance classes to Orlando seniors with varying physical and cognitive abilities experience the far-reaching benefits of dance. In 2021-22, Gentle BeMoved was offered at 4 Orlando senior centers, HOBBC, and the Roth and Rosen Jewish Community Centers.

Family Magic at the Ballet was designed to help underserved children and their families feel comfortable attending large cultural events. OB partners with many established community groups to bring children and their families to DPC throughout the Season.

15. Marketing and Promotion

15.1. How are your marketing and promoting your organizations offerings? *

- Billboards
- Collaborations
- Direct Mail
- Email Marketing
- Magazine
- Newsletter
- Newspaper
- Pay Per Click (PPC) Advertising
- Podcast
- Radio
- Organic Social Media
- Paid Social Media

15.2. What steps are you taking in order to build your audience and expand your reach? (3500 characters)

How are you marketing and promoting your organizations offerings?

advertising in local publications, various season collateral and direct mail campaigns, radio advertisements and promotions, online search engine marketing efforts, and billboard advertising. Efforts will also include public appearances at trade shows, local chambers, and community events as can be done safely. OB continues to grow its audience through collaborative partnerships with local arts and entertainment organizations including DPC,

OPO, Opera Orlando, Orlando Repertory Theatre, Enzian Theater, Central Florida Community Arts, the Amway Center, Rollins College, UCF College of Arts and Humanities, and United Arts of Central Florida.

Traditional Print Advertising

Print advertising for performances is planned in local and regional publications including the Orlando Weekly, Watermark, Orlando Magazine, and Orange Appeal. Advertising for OBS programs is planned in Central Florida-based family publications including Playground Magazine, Orlando Family Magazine, and Southwest Bulletin, and national publications including Dance Magazine and Pointe Magazine.

Broadcast Media

OB has built strong, effective relationships with local TV and radio stations including WUCF/PBS, WMFE/NPR, and all iHeart Media radio stations. Media outlets promote upcoming OB performances and events through on-air and online advertising, promotions, PSAs, and interviews with artistic staff and dancers, and onstage appearances by well-known anchors and radio personalities.

Digital Marketing and Content

Over the past few seasons, significant adjustments and reinvestment in digital marketing were made to reach new demographics with trackable results. Email marketing, paid social media, display advertising, Google AdWords, and search engine optimization have greatly increased awareness of performances and school programs.

Social Media

OB currently utilizes a variety of social media; networking platforms including Facebook, LinkedIn, Twitter, Instagram, YouTube, and TikTok. This media is used to engage online audiences, increase awareness of programs, offer ticket promotions, and promote post-performance audience surveys. Social media posts include opportunities to meet the dancers, behind-the-scenes photos and videos, and relevant news to increase interaction and further engage audiences.

Direct Mail

Direct mail campaigns are critical for OB to target its message to specific audiences. OB will plan to utilize lists of acquisitions of new community members, peer arts and cultural organizations, and related businesses to garner the most effective demographic and geographic target market.

Ticket Promotions

Working closely with DPC box office and marketing staff, OB will create and promote special ticket offers.

Tourism

OB utilizes its membership to Visit Orlando as well as relationships with the Greater Orlando Aviation Authority, Mall at Millenia, and Central Florida Hotel and Lodging Association to engage Central Florida's prevalent tourist market. Through web listings, email blasts, publication advertisements, and in-mail promotions. OB reaches individuals who may already be traveling to the Orlando area or who are considering Orlando as a vacation destination.

F. Impact - Diversity, Equity and Inclusion Page 6 of 12

1. Describe how the facilities and proposal activities are accessible to all audiences and any plans that are in place to improve accessibility. In addition to your facility, what specific step are you taking to make your programming accessible to persons of all abilities and welcoming to all members of your community? (3500 characters)

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 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.

All OB facilities and performance venues are ADA compliant. Upon request, OB makes ASL interpreters available for its performances. OB is actively working with its primary venue, DPC, to ensure that the appropriate accessibility symbols are included in all marketing materials. In 2021-22, OB offered sensory-friendly performances of *The Jungle Book* and *The Nutcracker*.

Additional enrichment programs are designed to provide opportunities for students and adults with varying medical conditions and disabilities. These programs include:

- Come Dance with Us! in partnership with Orlando Health Arnold Palmer Hospital for Children, Nemours Children's Health, and Unlocking Children's Potential, provides dance workshops and classes for children and adults with special needs
- Neon Club dances at HOBC provide social gatherings and activities for adults with developmental disabilities
- Gentle BeMoved, an adaptation of the popular BeMoved dance fitness program, provides dance classes designed for seniors and individuals with limited cognitive and/or physical ability

2. Policies and Procedures

Yes

No

3. Staff Person for Accessibility Compliance

Yes

No

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

Katherine Fabian

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.

4.1. If yes, when was the evaluation completed? 5/1/2020

5. Does your organization have a diversity/equity/inclusion statement?

- Yes
- No

5.1. If yes include here. (500 characters)

Pending formal adoption at 6/2/22 Annual Board Meeting

At Orlando Ballet we believe that dance is for everyone. That is why we are committed to cultivating an environment that encourages diversity and inclusivity. By fostering authentic experiences, we provide a voice, confidence, and opportunities for all to engage in and be empowered through the universal art of dance. Our dynamic programs entertain, educate, and enrich a diverse spectrum of people and we welcome everyone to learn and experience dance as a window into the world's diverse cultures.

Orlando Ballet aspires to be a leader across Central Florida by promoting inclusion within its organization and school and by committing to deliver the art form to every culture and local community.

6. Accessibility includes other factors besides physical. What efforts has your organization made to provide programming for all? (2000 characters)

OB consistently provides programs, services, and educational offerings that are of interest and accessible to a diverse sector of the community. The significant education activities of OBS and community enrichment programs (spanning Orange, Seminole, Osceola, and Lake Counties) serve more than 1,500 students annually.

OB's programming and community enrichment programs also effectively demonstrate the organization's desire to reach a broad sector of the population, serving tens of thousands of students in Orange County alone each year.

OBS's philosophy is that no child who wants to dance is denied the opportunity to do so. As such, OBS provides more than \$305,000 in need/merit based scholarship assistance each year, ensuring that low to moderate income youth can study dance.

To ensure that information on OB is accessible to all, OB's website is translatable to more than 100 languages.

To further inclusion and equal opportunity in the ballet community, OB provides free performance tickets to local organizations such as Big Brothers Big Sisters, Boys and Girls Clubs of Central Florida, Foundation for Foster Children, Early Learning Coalition, A Gift for Teaching, a Gift for Music, Zebra Coalition, Grace Medical Home, Embrace Families, and area schools. Ob has made a concerted effort to bring programming directly to underserved communities. These efforts include visits and special performances at area hospitals and senior homes and participation in local school career days and art fairs.

Ballet is a costly career. To remove one financial barrier standing between many individuals and the opportunity to pursue a professional career in dance, OB has eliminated audition fees for the professional Company.

7. Describe the Diversity of your staff, volunteers, and board members. (1000 characters)

Currently, OB employs a team of 46 full-time employees, 36 part-time employees. 21% of full-time staff and 18% of Company dancers represent diverse racial backgrounds, including members of the Asian, Black/African American, and Hispanic/Latinx communities. Additionally, multiple OB staff and dancers identify as members of the LGBTQ community and come from various religious backgrounds.

The OB Board of Directors consists of 28 members and 17% represent Asian, Black/African American, and Hispanic/Latinx communities. The OB Board also includes members of the LGBTQ+ community and various religious backgrounds.

G. Track Record Page 7 of 12

1. Organization History (2000 characters)

Briefly describe your organization's history including founding dates and significant changes in management, location, mission, etc. Also, include major accomplishments and program growth, adaptation to external factors and significant relationships and partnerships.

The Performing Arts Company of Florida was founded in 1974 by Kip Watson, Barbara Riggins, and Patti Watson Walsh with only 12 young, unpaid dancers and \$4,000. The first full length performance was Cinderella, presented at the Civic Theatre to seven sold-out houses. In 1978, the Company launched a touring program, changed its name to Southern Ballet Theatre, and found a new home at the Bob Carr Performing Arts Centre. After several years, the Ballet finally hired their first six professional dancers and started their first subscription series. In 1982, Southern Ballet opened a ballet school to meet the demand for dance instruction. In 2001, the Ballet School received accreditation from the Southern Association of Colleges and Schools and the company changed its name to Orlando Ballet.

2. Fiscal Condition and Sustainability (2000 characters)

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.

OB has closed the last several fiscal years with modest operating surpluses to feed cash reserves. Despite the unprecedented challenges brought on by COVID 19, including capacity restrictions and altered programming, Orlando Ballet still ended FY 21 with a surplus. The OB Board of Directors voted to create three reserve funds for operations, facilities, and new program development. In planning for the years ahead, OB leadership anticipates the continued growth of those reserve funds which will provide funding for future capital projects.

OB continues to make investments in Philanthropy and Marketing staff to recruit and retain the talent needed to grow OB's contributed and earned revenue to support programming.

Orlando Ballet has seen continued success each Season. Even with reduced capacity during the pandemic, the 2021 production of Moulin Rouge The Ballet became the third highest revenue-generating ballet in the Company's almost 50 year history. Additionally, this past season saw the highest revenue-generating Nutcracker in OB's history, with productions of Giselle and The Great Gatsby also earning places among OB's top five revenue-generating productions. Additionally, OBS revenue continues to outperform comparative ballet schools across the country.

3. Program Evaluation (2000 characters)

How will you determine if your Goals and Measurable Objectives are achieved? Who will conduct the evaluation, and who will the evaluation target? What methods will be used to collect participant feedback? (Surveys, evaluation forms, interviews, etc.) When will you collect the information, and how will it be used to inform future programming?

To best gauge the success of each production, OB analyzes ticket sales and attendance records and conducts digital audience surveys. Information gathered from these surveys is also used to identify audience demographics and economic impact programs. OB's marketing team monitors promotions and advertising campaigns by reviewing the website and social media traffic and digital advertising click-throughs. Press and media coverage are also evaluated, as is the return on investment for all fundraising and direct mail campaigns. Administrative and artistic staff gather for production post mortem meetings to identify areas of strength and potential areas of improvement for future.

The success of OBS is evaluated by ABT National Training Curriculum student examinations, student success in international dance competitions, and students' ability to obtain professional dance employment upon graduation. Students receive bi-annual written evaluations and parent focus groups meet regularly to provide feedback to staff.

Community Enrichment program participants are evaluated through pre and post assessments by program instructors. Further feedback for the STEPS program is requested from academic teachers in the school system, counselors or student supervisors in clubs and neighborhood centers, and parents/guardians. Students and teachers who participate in Intro to Ballet are regularly surveyed and these evaluations are used to continually revamp and improve the program.

The Finance Committee meets monthly and the Board of Directors meets bi-monthly to review budgets and ensure the organization is operating in a fiscally prudent manner.

3.1. Describe the expected outcomes of the project. How will you determine the success of the project? (2000 characters)

Orlando Ballet will be fortunate enough to mark its 50th anniversary during the 2023-24 Season and is preparing to celebrate with friends, supporters, and audiences by presenting another year of stellar mainstage productions (including a brand new production of *The Nutcracker*) and related events, maintaining its reputation as among the finest ballet academies in the country, and continuing to expand its community enrichment initiatives.

Success for the 2023-24 Season will be determined through mainstage performance attendance numbers and survey feedback, OBS attendance numbers and feedback, and numbers of participants served through our Community Enrichment initiatives complemented by survey results and participant feedback.

5. Operating Budget Summary

Expenses	Previous Fiscal Year	Current Fiscal Year	Next Fiscal Year
1. Personnel: Administrative	\$793,934	\$965,560	\$1,162,258
2. Personnel: Programmatic	\$1,424,036	\$1,808,557	\$2,268,128
3. Personnel: Technical/Production	\$284,493	\$320,685	\$391,523
4. Outside Fees and Services: Programmatic	\$643,708	\$909,779	\$1,013,365
5. Outside Fees and Services: Other	\$409,688	\$503,825	\$524,420
6. Space Rental, Rent or Mortgage	\$483,968	\$501,020	\$586,440
7. Travel	\$55,895	\$63,680	\$69,696
8. Marketing	\$305,900	\$374,832	\$461,425
9. Remaining Operating Expenses	\$1,251,202	\$1,587,198	\$1,851,914
A. Total Cash Expenses	\$5,652,824	\$7,035,136	\$8,329,169
B. In-kind Contributions	\$179,543	\$100,000	\$100,000
C. Total Operating Expenses	\$5,832,367	\$7,135,136	\$8,429,169
Income	Previous Fiscal Year	Current Fiscal Year	Next Fiscal Year
10. Revenue: Admissions	\$1,198,290	\$1,879,377	\$2,337,300
11. Revenue: Contracted Services	\$1,432,030	\$2,033,763	\$2,629,132
12. Revenue: Other	\$177,195	\$211,535	\$168,500

13. Private Support: Corporate	\$213,154	\$246,181	\$337,000
14. Private Support: Foundation	\$329,845	\$266,525	\$315,000
15. Private Support: Other	\$1,889,804	\$1,911,217	\$2,239,220
16. Government Support: Federal	\$506,600	\$1,909,559	
17. Government Support: State/Regional	\$50,505	\$77,943	\$150,000
18. Government Support: Local/County	\$253,213	\$303,957	\$188,000
19. Applicant Cash			
D. Total Cash Income	\$6,050,636	\$8,840,057	\$8,364,152
B. In-kind Contributions	\$179,543	\$100,000	\$100,000
E. Total Operating Income	\$6,230,179	\$8,940,057	\$8,464,152

6. Additional Operating Budget Information (1000 characters)

Use this space to provide the panel with additional detail or information about the operating budget. Please explain any deficits, excess revenue, or major changes to any line items or budget totals. If not applicable, then write "not applicable."

Line 1: Significant increased investment in philanthropy and marketing staff and added positions.

Line 2: Significant increase to dancer salaries—resulting from increased number of dancers, number of weeks, and weekly salaries. Community Enrichment and School increases for both teaching artists and administrative support.

Line 3: Added stage management positions.

Line 4: FY21 programming was trimmed back due to COVID. Increased program expenses in FY22 and 23 including choreography/staging, set/costume rentals, and live music.

Lines 5-6: Rate and usage increases due to move to Steinmetz Hall in FY22 Season and increased number of performances due to reduced capacity.

Line 7: Lighter travel in FY21 due to COVID

Line 8: Primarily digital strategy in FY21, adding back more traditional forms in FY23

Line 9: Significant increases in scholarships each year

Lines 10-11: FY21 ticket sales and school enrollment were down due to COVID, growth in FY22 with additional anticipated growth in FY23

Line 12: Facility rental income projected to be lower in FY23 due to availability of space

Line 16: FY21 reflects PPP funds, and FY22 reflects PPP and SVOG funds

Line 18: FY21 and FY22 reflects pandemic relief support in addition to traditional Local/County grant funding

7. Paid Staff

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

8. Hours *

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

9. Does your organization have a strategic or long range plan?

- Yes
- No

10. Rural Economic Development Initiative (REDI) and Underserved Waiver

- Yes
- No

H. Budget Page 8 of 12

1. 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 dos.myflorida.com/cultural/grants/grant-programs.

The expense section contains three columns:

- a. Grant funds (these are the funds you are requesting from the state)
- b. Cash Match (these are earned or contributed funds supplied by your organization)
- c. In-kind (the value of donated goods and services)
- d. Save each individual line within the budget.
- e. To update budget totals, save each page.

Do not include any non-allowable expenses in the proposal budget. (See: non-allowable expenses).

For General Program Support the Proposal Budget should match the operating budget minus any non-allowable expenses (see non-allowable expenses).

For Specific Cultural Projects the Proposal Budget expenses must equal the Proposal Budget income.

1.1. Personnel: Administrative *

#	Description	Grant Funds	Cash Match	In-Kind Match	Total
1	Admin Health Benefits	\$0	\$97,828	\$0	\$97,828
2	Payroll Processing Fees	\$0	\$12,138	\$0	\$12,138
3	Retirement Fund	\$0	\$3,400	\$0	\$3,400
4	Admin Payroll Taxes	\$0	\$89,318	\$0	\$89,318
5	Admin Wages	\$0	\$1,050,795	\$0	\$1,050,795
Totals:		\$0	\$1,253,479	\$0	\$1,253,479

1.2. Personnel: Programmatic *

#	Description	Grant Funds	Cash Match	In-Kind Match	Total
1	Artistic Health Benefits	\$0	\$86,846	\$0	\$86,846
2	Artistic Payroll Taxes	\$0	\$88,825	\$0	\$88,825
3	Artistic Wages	\$150,000	\$895,000	\$0	\$1,045,000
4	Community Enrichment Health Benefits	\$0	\$18,569	\$0	\$18,569
5	Community Enrichment Payroll Taxes	\$0	\$21,702	\$0	\$21,702
6	Community Enrichment Wages	\$0	\$255,314	\$0	\$255,314
7	School Health Benefits	\$0	\$49,328	\$0	\$49,328
8	School Payroll Taxes	\$0	\$66,725	\$0	\$66,725
9	School Wages	\$0	\$785,000	\$0	\$785,000
Totals:		\$150,000	\$2,267,309	\$0	\$2,417,309

1.3. Personnel: Technical/Production *

#	Description	Grant Funds	Cash Match	In-Kind Match	Total
1	Production Health Benefits	\$0	\$34,577	\$0	\$34,577
2	Production Payroll Taxes	\$0	\$28,935	\$0	\$28,935
3	Production Wages	\$0	\$340,415	\$0	\$340,415
Totals:		\$0	\$403,927	\$0	\$403,927

1.4. Outside Fees and Services: Programmatic *

#	Description	Grant Funds	Cash Match	In-Kind Match	Total
1	Program Expenses	\$0	\$1,046,573	\$0	\$1,046,573
2	Guest Teacher Fees	\$0	\$7,600	\$0	\$7,600
3	ABT Certifications	\$0	\$8,500	\$0	\$8,500
4	Costumes & Costume Repairs	\$0	\$45,835	\$0	\$45,835
Totals:		\$0	\$1,108,508	\$0	\$1,108,508

1.5. Outside Fees and Services: Other *

#	Description	Grant Funds	Cash Match	In-Kind Match	Total
1	Technology Expense	\$0	\$78,826	\$0	\$78,826
2	OBS Music Licensing	\$0	\$1,500	\$0	\$1,500
3	Stagehands	\$0	\$440,143	\$0	\$440,143
4	Audit/Legal Fees	\$0	\$43,964	\$0	\$43,964
5	In-Kind Medical Services	\$0	\$0	\$100,000	\$100,000
Totals:		\$0	\$564,433	\$100,000	\$664,433

1.6. Space Rental (match only) *

#	Description	Cash Match	In-Kind Match	Total
1	Theatre Rent	\$378,000	\$0	\$378,000
2	Facility Fees	\$162,225	\$0	\$162,225
3	Rent	\$75,537	\$0	\$75,537
Totals:		\$615,762	\$0	\$615,762

1.7. Travel (match only) *

#	Description	Cash Match	In-Kind Match	Total
1	Guest Teacher Travel	\$13,141	\$0	\$13,141
2	Guest Choreographer Travel	\$34,815	\$0	\$34,815
3	Audition Tour	\$13,310	\$0	\$13,310
4	General Auto Expense	\$8,800	\$0	\$8,800
5	Local Travel and Parking	\$6,600	\$0	\$6,600
Totals:		\$76,666	\$0	\$76,666

1.8. Marketing *

#	Description	Grant Funds	Cash Match	In-Kind Match	Total
1	General Marketing	\$0	\$52,185	\$0	\$52,185
2	Graphic Design	\$0	\$63,000	\$0	\$63,000
3	Photography & Videography	\$0	\$33,075	\$0	\$33,075
4	Advertising	\$0	\$288,986	\$0	\$288,986
5	Public Relations	\$0	\$47,250	\$0	\$47,250
Totals:		\$0	\$484,496	\$0	\$484,496

1.9. Remaining Proposal Expenses *

#	Description	Grant Funds	Cash Match	In-Kind Match	Total
1	Guest and Summer Workshop	\$0	\$32,595	\$0	\$32,595
2	Recruitment and Relocation	\$0	\$6,000	\$0	\$6,000
3	School Merchandise	\$0	\$7,450	\$0	\$7,450
Totals:		\$0	\$1,172,315	\$0	\$1,172,315

#	Description	Grant Funds	Cash Match	In-Kind Match	Total
4	Summer Transportation and Lodging	\$0	\$277,070	\$0	\$277,070
5	Dues & Subscriptions	\$0	\$14,550	\$0	\$14,550
6	General Production Expenses	\$0	\$29,000	\$0	\$29,000
7	Staff Trainings	\$0	\$22,400	\$0	\$22,400
8	Miscellaneous	\$0	\$121,124	\$0	\$121,124
9	Development Expenses	\$0	\$80,500	\$0	\$80,500
10	Special Events Expenses	\$0	\$200,000	\$0	\$200,000
11	Copier	\$0	\$13,500	\$0	\$13,500
12	Office Supplies	\$0	\$20,000	\$0	\$20,000
13	Staff Parking	\$0	\$24,000	\$0	\$24,000
14	Postage	\$0	\$5,200	\$0	\$5,200
15	Insurance	\$0	\$79,043	\$0	\$79,043
16	Repairs, Janitorial, Utilities and Telephone	\$0	\$239,883	\$0	\$239,883
Totals:		\$0	\$1,172,315	\$0	\$1,172,315

1.10. Amount of Grant Funding Requested:

\$150,000

1.11. Cash Match:

\$7,946,895

1.12. In-Kind Match:

\$100,000

1.13. Match Amount:**\$8,046,895****1.14. Total Project Cost:****\$8,196,895****2. Proposal Budget Income:**

Detail the expected source of the cash match (middle column) your organization will be using in order to match the state funds (first column) outlined in the expense section. Use the budget categories listed below. Do not include your grant request (first column) or in-kind (third column). Include only income that specifically relates to the proposal. The Proposal Budget income must equal to the Proposal Budget cash match in the expenses.

2.1. Revenue: Admissions *

#	Description	Cash Match	Total
1	Subscriptions	\$215,000	\$215,000
2	Single Ticket Sales	\$2,176,650	\$2,176,650
3	DPC Rebate	\$40,215	\$40,215
4	Handling Fees	\$16,800	\$16,800
Totals:		\$0	\$2,448,665

2.2. Revenue: Contracted Services *

#	Description	Cash Match	Total
1	School Income	\$2,415,589	\$2,415,589
Totals:		\$0	\$2,415,589

2.3. Revenue: Other *

#	Description	Cash Match	Total
1	Program Retail	\$68,250	\$68,250
2	General Revenue	\$108,591	\$108,591
Totals:		\$0	\$176,841

2.4. Private Support: Corporate *

#	Description	Cash Match	Total	
1	Corporate Funding	\$323,500	\$323,500	
Totals:		\$0	\$323,500	\$323,500

2.5. Private Support: Foundation *

#	Description	Cash Match	Total	
1	Foundation Funding	\$307,000	\$307,000	
Totals:		\$0	\$307,000	\$307,000

2.6. Private Support: Other *

#	Description	Cash Match	Total	
1	Individual Giving	\$561,000	\$561,000	
2	Funding from OCPS for Intro to Ballet	\$64,500	\$64,500	
3	United Arts Grants	\$331,300	\$331,300	
4	Interest	\$5,500	\$5,500	
5	Special Events	\$625,000	\$625,000	
6	United Arts Campaign Contributions	\$500,000	\$500,000	
Totals:		\$0	\$2,087,300	\$2,087,300

2.7. Government Support: Federal *

2.8. Government Support: Regional *

2.9. Government Support: Local/County *

#	Description	Cash Match	Total	
1	City of Orlando	\$16,000	\$16,000	
Totals:		\$0	\$188,000	\$188,000

#	Description	Cash Match	Total
2	Orange County	\$172,000	\$172,000
Totals:		\$0	\$188,000

2.10. Applicant Cash *

2.11. Total Project Income:

\$8,196,895

2.12. Proposal Budget at a Glance

Line	Item	Expenses	Income	%
A.	Request Amount	\$150,000	\$150,000	2%
B.	Cash Match	\$7,946,895	\$7,946,895	97%
	Total Cash	\$8,096,895	\$8,096,895	99%
C.	In-Kind	\$100,000	\$100,000	1%
	Total Proposal Budget	\$8,196,895	\$8,196,895	100%

3. Additional Proposal Budget Information (optional) (1000 characters)

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.

I. Attachments and Support Materials Page 9 of 12

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 DAC 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, .gif, .png, or .tiff	5 MB
documents	.pdf, .txt, .doc, or .docx	10 MB
audio	.mp3	10 MB
video	.mp4, .mov, or .wmv	200 MB

MacOS productivity files such as Pages, Keynote, and Numbers are not acceptable formats. Please save files into .pdf format before submission.

1. Required Attachment List

Please upload your required attachments in the spaces provided.

1.1. Substitute W-9 Form

File Name	File Size	Uploaded On	View (opens in new window)
Substitue W9 for SOF_05.26.2020.pdf	33 [KB]	5/31/2022 6:24:18 PM	View file

1.2. Federal 990 Form (most recently completed)

File Name	File Size	Uploaded On	View (opens in new window)
FY20 Orlando Ballet 990.pdf	2515 [KB]	5/31/2022 5:09:56 PM	View file

2. Support materials (required)*

File	Title	Description	Size	Type	View (opens in new window)
DCA Logo Inclusion.pdf	DCA Logo Inclusion	Sample of DCA Logo inclusion used in 2021-22 Season Programs	35 [KB]		View file
Updated 2021-22 OB Board Of Directors .docx	Orlando Ballet Board of Directors 2021-22	Excerpts from 2021-22 Season programs highlighting Community Enrichment activities	55 [KB]		View file
2021-22 Season Photos.docx	2021-22 Season Photos		3237 [KB]		View file
2021-22 OB Press Coverage.pdf	2021-22 Orlando Ballet Press Coverage	2021-22 Orlando Ballet Press Coverage	1348 [KB]		View file
OB Season Collateral.pdf	2021-22 Season Collateral		243 [KB]		View file

2.1.

J. Notification of International Travel Page 10 of 12

Notification of International Travel

In accordance with Section 15.182, Florida Statutes, the grantee shall notify the Department of State of any international travel at least 30 days before the date the international travel is to commence or, when an intention to travel internationally is not formed at least 30 days in advance of the date the travel is to commence, as soon as feasible after forming such travel intention. Notification shall include date, time, and location of each appearance.

1. Notification of International Travel

I hereby certify that I have read and understand the above statement and will comply with Section 15.182, Florida Statutes, International travel by state-funded musical, cultural, or artistic organizations; notification to the Division of Arts and Culture.

K. Florida Single Audit Act Page 11 of 12

Florida Single Audit Act

In accordance with Section 215.97(2)(a) and 215.97(8)(a), Florida Statutes, and the policies and procedures established by the Division of Arts and Culture, the grantee is required to certify annually if your organization with FEIN (insert FEIN here) expended \$750,000 or more from all combined state sources and all combined federal sources during your organization's fiscal year. If your organization has exceeded the threshold of \$750,000, your organization will be required to comply with the Florida Single Audit Act. You will be required to complete a separate certification form in dosgrants.com following the close of your fiscal year.

1. Florida Single Audit Act

I hereby acknowledge that I have read and understand the above statement and will comply with Section 215.197, Florida Statutes, Florida Single Audit Act and the policies and procedures established by the Division of Arts and Culture.

L. Review & Submit Page 12 of 12

1. Guidelines Certification

I hereby certify that I have read and understand the guidelines and all application requirements for this grant program outlined under section 265.701, Florida Statutes and incorporated by reference into Rule 1T-1.036, Florida Administrative Code.

2. Review and Submit

I hereby certify that I am authorized to submit this application on behalf of Orlando 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.

2.1. Signature (Enter first and last name)

Cheryl Collins

