

Miami City Ballet, Inc.

Project Title: General Program Support 2022

Grant Number: 22.c.ps.101.621

Date Submitted: Monday, June 1, 2020

A. Cover Page Page 1 of 12

Guidelines

Please read the current Guidelines prior to starting the application: 2021-2022 General Program Support Grant Guidelines

Application Type

Proposal Type: Discipline-Based


Funding Category: Level 3

Discipline: Dance

Proposal Title: General Program Support 2022

B. Contacts (Applicant Information) Page 2 of 12

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
- k. **Fiscal Year End Date:** 04/30

1. Grant Contact *

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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

5. Department Name Multipurpose Institutions only (universities, cities, colleges, counties, etc.)

C. Eligibility Page 3 of 12

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 7/1/2021 - 6/30/2022? *

- ☒ Yes (required for eligibility)
- ☐ No

4. How many years of completed programming does the applicant 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. Excellence Page 4 of 12

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.

2.1. 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.

Miami City Ballet's 2021/22 season will celebrate dance masters that have been the cornerstone of the ballet art form during the mid-twentieth-century. A riveting mixed bill of classics from the boundary-breaking era of dance that produced neoclassical ballet and modern dance, the season will present George Balanchine, Paul Taylor, Jerome Robbins, and Martha Graham in their truest form. A \$150,000 grant from Florida Department of State Division of Cultural Affairs to support Miami City Ballet's exceptional roster of dancers will help make four areas of transformation possible in 2021/22: national leadership in genre-defining artistry; premier training; expanded community reach; and organizational sustainability.

NATIONAL LEADERSHIP

Goal: Elevate MCB's stature as a national leader in dance performance.

Objectives:

- Preserve artistically-diverse masterworks, with a focus on George Balanchine's neoclassical repertoire.
- Usher additional masterworks into the Miami City Ballet repertoire with three Company Premieres.
- Dynamically reach new and diverse audiences through dance classics.

Activities:

- Collaborate with critically-acclaimed artists to present a brand-new redesign of George Balanchine's classic: *La Sonnambula*.
- Present three new Company Premieres which will add to the artistic development of Miami City Ballet's dancers, and will add historic masterworks to South Florida's cultural ecology. Premieres to include: *Antique Epigraphs* and *Piano Pieces* by Jerome Robbins, and *Appalachian Spring* by Martha Graham.
- Commit to preserving the revolutionary Modern Dance art form by presenting the iconic *Appalachian Spring* by Martha Graham, marking the first of her works to be added to the Company's repertoire.
- Reach at least 120,000 patrons through four diverse repertory programs and *George Balanchine's The Nutcracker®*.

Success indicators: the successful completion of notable new works; positive public reception as measured by audience surveys and ticket sales; and critical reviews by prestigious members of the national press, such as The New York Times, Los Angeles Times, The Wall Street Journal, Dance Magazine, and Pointe Magazine.

PREMIER TRAINING

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

Objectives:

- Raise selectivity standards by expanding recruitment to reach the most talented students from around the globe.
- Expand scholarship offerings for talented students of diverse backgrounds, through multi-year commitments.

Activities:

- Award more than \$650,000 in scholarships to students from around the globe, so that the most talented and deserving students have the opportunity to develop a lifelong interest in arts study, regardless of limitations.
- Continue to offer professional-level performance experience in critically-acclaimed productions such as *George Balanchine's The Nutcracker®*, *Firebird*, and *A Midsummer Night's Dream*, providing invaluable training for talented students who wish to pursue a professional performance career.
- Attract talented new students, utilizing tools like the National Audition Tour, which partners with pre-eminent peer schools in 17 U.S. cities and several in South America to hold live auditions for approximately 1,200 students.

Success indicators: retention of specially-trained and highly qualified faculty; improved technique, skills, and artistry among an overall diverse student body, enabling more to pursue professional careers at MCB and other companies.

EXPANDED REACH

Goal: Eliminate barriers to arts access.

Objectives:

- Further develop community engagement programs to focus on relevancy, accessibility, and diversity.
- Expand programming into historically-disenfranchised communities.

- Deepen partnerships with arts organizations and community service organizations.

Activities:

- Expand free arts education opportunities into traditionally-disadvantaged communities not yet reached by the Company, including Homestead; and Belle Glade, West Palm Beach, where poverty rates are 26% and 38%, respectively.
- Develop holistic family touch points to encourage long-term engagement with the arts, such as family dancer wellness workshops for Ballet Bus families; and a complimentary ticket program for Palm Beach Summer Dance Camp families.
- Expand the reach of community programming such as storytelling circles, touch tours, and master classes by partnering with new community service organizations.
- Advance a redesigned Ballet for Young People and Ballet for Families series by expanding into additional venues such as the Seminole Theater in Homestead and the Broward Center for the Performing Arts in Fort Lauderdale.

Success indicators: increased program attendance numbers and socioeconomic diversity among participants, as measured by teacher, parent, and student surveys.

SUSTAINABILITY

Goal: Invest in long-term organizational sustainability.

Objectives:

- Strengthen operational infrastructure through bolstered organizational resources.
 - Secure short-term and long-term contributed revenue.
 - Advance brand strategies to enhance audience development.

Activities:

- By April 30, 2022, complete \$55 Million goal of the Transforming Lives Campaign, which includes securing four years of operational support and \$2 Million for cash reserves. To date, \$32.6 Million has been raised.
- Increase endowment by \$1 Million by April 30, 2022, through Apollo Society legacy gifts program, aiming to grow the group by 50%.
- Utilize a data-driven brand strategy to build customer relationships among key demographic groups, as outlined in the Company's vision and core values.

Success indicators: meeting or exceeding the \$55 Million Campaign goal; adding \$1 Million to the newly established endowment at The Miami Foundation; meeting or exceeding ticket sales goals; development of new customer relationships among young, diverse audiences.

2.2. 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: Led by award-winning principal conductor Maestro Gary Sheldon, Opus One Orchestra and its 50+ musicians will provide live orchestral accompaniment for each of Miami City Ballet's diverse repertory programs during the 2021/22 season. By lending the talents of their acclaimed musicians,

Opus One Orchestra will expand Miami City Ballet’s reach beyond the traditional ballet audience to those of orchestral and live symphonic music art forms—particularly with regard to the iconic musical scores that accompany John Cranko’s *Romeo and Juliet*, and Martha Graham’s *Appalachian Springs*.

Miami City Ballet will partner with the Colony Theatre on Miami Beach, to present two performances for Miami Beach residents and visitors. Another collaboration being discussed, but not yet solidified, includes the New World Symphony—Miami City Ballet will perform in the New World Center, accompanied by the New World Symphony, and projected simultaneously on the outdoor WallCast, which will be free to community members.

MIAMI CITY BALLET SCHOOL: MCB School partners with some of the top peer organizations in the field for an expansive audition tour in order to recruit a wide-ranging cohort of exceptional talent. Stops on the annual audition tour include Boston Ballet School, School of American Ballet, and San Francisco Ballet School. International partners also include the renowned Escola de Dança Alice Arja in Rio de Janeiro, Brazil.

COMMUNITY ENGAGEMENT:

- *Ballet Bus:* In collaboration with Miami-Dade County Public Schools (M-DCPS), MCB developed the Ballet Bus program to subsidize MCB School training for 40 Miami-Dade youth from Title I Schools.
- *Explore Dance:* A partnership with the STEAM initiative in Miami Beach brings Explore Dance into classrooms to use ballet study as a supplement to regular academia.
- *Ballet for Young People:* To bring the thrill of the live performing arts to areas in most need of arts engagement, the program will continue to partner with venues such as the South Miami-Dade Cultural Arts Center; The Seminole Theater in Homestead; Society of the Four Arts in West Palm Beach; and the Pompano Cultural Arts Center in Broward County.
- *Inclusion:* partnerships with service organizations like Nicklaus Children’s Hospital and Miami Lighthouse for the Blind link MCB with communities who, because of physical conditions or geography, are unable to access our artistic experiences.

2.3. 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

**World Premiere

PROGRAM ONE

Ballo de la Regina (Balanchine/Verdi)

Afternoon of a Faun (Robbins/Debussy)

Antique Epigraphs (Robbins/Debussy)

La Sonnambula (Balanchine/Rieti)

Adrienne Arsht Center for the Performing Arts (ACPA): October 22-24, 2021

Broward Center for the Performing Arts (BCPA): November 6-7, 2021

Kravis Center for the Performing Arts (KCPA): November 12-14, 2021

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

BCPA: December 10-12, 2021

ACPA: December 16-24, 2021

KCPA: December 28-30, 2021

PROGRAM TWO

Prodigal Son (Balanchine/Prokofiev)

Piazzolla Caldera (Taylor/Piazzolla)

Glass Pieces (Robbins/Glass)

ACPA: January 7-9, 2022

KCPA: January 14-16, 2022

BCPA: January 22-23, 2022

PROGRAM THREE

Romeo and Juliet (Cranko/Prokofiev)

ACPA: February 11-13, 2022

KCPA: February 18-20, 2022

BCPA: February 26-27, 2022

PROGRAM FOUR

Piano Pieces (Robbins/Tchaikovsky)

Appalachian Spring (Graham/Copland)

Symphony in 3 Movements (Balanchine/Stravinsky)

KCPA: March 18-20, 2022

ACPA: April 1-3, 2022

BCPA: April 9-10, 2022

MCB SCHOOL

Full-Year Session

September 2021-May 2022

Five-Week Summer Intensive Program (ages 12-18)

June-July 2021

Young Dancer Summer Intensive Program (ages 9-12)

June-July 2021

Children's Summer Dance Program (ages 3-8)

June-July 2021

Two-Week Summer Choreographic Intensive Program (ages 14-18)

July/August, 2021

Young Summer Choreographic Intensive Program (ages 9-13)

July/August, 2021

COMMUNITY ENGAGEMENT

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

June 2021

Open Barre

November 2021-April 2022

Ballet for Young People and Ballet for Families

October 2021-April 2022

Master Classes in Dance

October 2021-April 2022

Storytelling Circles

October 2021-April 2022

Explore Dance and Explore Dance STEAM

October 2021-April 2022

E. Impact Page 5 of 12

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 benefiting 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 benefiting should be one (1).

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

43

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

189

3. How many Adults will be engaged? *

83,161

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

9,143

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

23,332

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? *

6.2. Number of Florida artists directly involved?

Total number of individuals who will be engaged?

115808

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

- ☒ Adults (25- 64 years)
- ☒ Older Adults (65+ years)

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

- ☒ Hispanic/Latino
- ☒ White

9. Describe the demographics of your service area. - (Maximum characters 1500.)

Miami City Ballet serves South Florida audiences in Miami-Dade, Broward, and Palm Beach Counties, collectively serving a tri-county population of 5.6 Million. While many demographics are similar within each county, Hispanic/Latino rates in Miami-Dade County are more than double that of Miami-Dade and Palm Beach Counties, while the Black/African American population in Broward County is more than 50% higher. In addition, median income is 20% higher in Palm Beach County, while the poverty rate is 5-6% higher in Miami-Dade County.

Miami-Dade County: As of 2018, population was 2.76 Million people with a median age of 40.1 and a median household income of \$52,205. Between 2017 and 2018 the population grew from 2.75 to 2.76 Million, and its median household income grew from \$49,930 to \$52,205. Race/Ethnicity: 69.1% Hispanic or Latino, 15.5% Black or African American, and 12.9% White; while 74.3% speak a non-English language, and 77.5% are U.S. citizens. Poverty rate is 19%. (*datausa.io*)

Broward County: As of 2018, population was 1.95 Million people with a median age of 40.4 and a median household income of \$57,278. Between 2017 and 2018 the population grew from 1.94 to 1.95 Million, and its median household income grew from \$56,842 to \$57,278. Race/Ethnicity: 35.3% White, 30.4% Hispanic or Latino, and 27.7% Black or African American; while 42% speak a non-English language, and 86.7% are U.S. citizens. Poverty rate is 14%. (*datausa.io*)

Palm Beach County: As of 2018, population was 1.49 Million people with a median age of 44.9 and a median household income of \$61,691. Between 2017 and 2018 the population grew from 1.47 to 1.49 Million and its median household income grew from \$60,057 to \$61,691. Race/Ethnicity: 53.8% White, 22.9% Hispanic or Latino, and 18% Black or African American; while 32.7% speak a non-English language, and 87.8% are U.S. citizens. Poverty rate is 13%. (*datausa.io*)

10. 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 Miami City Ballet's most recently completed fiscal year (FY20) and inform projections for the 2021/22. This data is collected using final counts for all ticketed programs, enrollment reports for education and community engagement programs, workforce demographics, and surveys. All estimates are subject to change, barring any extensive cancellations or venue closures as a result of recent COVID-19 health concerns.

11. 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

12. 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

For 35 years, Miami City Ballet has brought recognition to Florida's cultural exports and their tremendous benefits to the local economy. With annual performance seasons taking place concurrently with peak tourism months, the Company is positioned to generate substantial economic activity in South Florida, with \$24,387,464 in expenditures and event-related spending in during the grant period, 774 FTE jobs, \$1.1 million in local government revenue, and \$1.3 million in state government revenue (Arts & Economic Prosperity V). MCB further employs 137 artistic and administrative staff and contracts with local musicians, stagehands, hotels, and other local businesses.

Feedback from surveyed audience members offers qualitative support to our belief that the Miami City Ballet enriches the quality of life for all residents while also promoting tourism:

- "You are doing a great job promoting art in Miami and around the State of Florida—and the *Nutcracker* was superb!"

- *“Miami City Ballet is the treasured cultural jewel in the State of Florida, as well as being internationally recognized as a dance company in the highest order.”*

COMMUNITY ENGAGEMENT IMPACT

Miami City Ballet's Community Engagement initiatives promote positive community cohesion by bridging the gap between those who have access to the arts, and those that do not and touching the lives of more than 11,000 young people, seniors, protected populations, and families each year through the following:

- **Ballet Bus** eliminates two critical barriers to arts access—the cost of premier dance training and the challenges of securing reliable transportation. The program underwrites long-term access to holistic dance education for 40 students from Title I Schools in Miami, encompassing transportation, tuition, wellness instruction, season tickets, social-emotional development, and parent engagement.
- **Palm Beach Summer Dance Camp** provides youth, ages 9-13, with an introduction to dance study at no cost; and through an empowering learning environment, students participate in an intensive schedule that includes ballet, hip-hop, jazz, Flamenco, and composition—culminating in a performance event for family and community members.
- **Miami City Ballet School Scholarships** ameliorate the financial burdens associated with ballet study, offering more than \$650,000 in annual scholarships to talented students from around the globe, and giving them the opportunity to develop a lifelong interest in arts study, regardless of limitations.
- **Ballet for Young People** provides thousands of children with a free opportunity to enjoy a professionally-produced ballet performance in state-of-the-art theaters across South Florida. In an effort to promote community cohesion, the series incorporates engagement for the whole family through a new **Ballet for Families** series.
- **Explore Dance** provides students from local Title I schools with free after-school dance instruction from Miami City Ballet School's acclaimed faculty once per week. Through the City of Miami Beach STEAM initiative, the Explore Dance STEAM program integrates dance principles into daily curriculum at Title I Schools, enhancing academic cognition for students.
- **Free community programming** includes public rehearsal viewings that welcome the community into Miami City Ballet's studios for a front row seat to the process that takes a ballet from the studios to the stage; and the Open Barre series, which features a live lecture-demonstration between dancers and artists.

13. 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.

AUDIENCE DEVELOPMENT

Alongside Prescott & Associates, Miami City Ballet conducted a targeted survey of the Company's audiences in the spring of 2019 in order to more effectively build audience loyalty. The study found that patrons skew older, with a mean age of 66, and there were few Millennials (9%) or Gen X (14%). Miami

patrons are much younger than Palm Beach and Broward attendees (mean age of 58 vs. 70 and 67) and have a higher representation of Hispanics (31% vs. 6% and 9%), who tend to be younger than the Caucasian base. The top reason given by patrons for not attending more frequently was financial; however, many respondents indicated that the addition of live orchestra at all performances helps to justify ticket pricing. Overall, MCB was recognized as being highly diverse and is widely seen as a major community asset, a highly respected organization, and a leading arts organization in South Florida.

PAID MEDIA

Marketing for the 2021/22 season will focus on increasing visibility and ticket sales in national and international markets through out-of-home postcard mailers, print and electronic advertisements, banners, e-mail campaigns, radio, and social media. In order to reach a wider, yet closely-aligned audience, we have shifted a significant portion of our online advertising toward programmatic advertising—digital systems for ad placement in targeted media inventory. Digital/Online advertising includes Display Advertising (Google Ad Network, Google Display Network, Mobile ad networks), Video (YouTube) and Social (Facebook Advertising), including the use of remarketing data from MCB sites, behavioral and look-alike audience targeting, and other methods.

The Company's online and social media presence has proven to be an effective method of promotion for our performances. As digital marketing efforts increase each year, we are able to better target our audiences with display banner ads, as well as video. Video assets will be used to increase viewership and drive ticket sales. Campaigns will deliver pre-roll YouTube ads to relevant prospects that have previously viewed MCB videos on YouTube, subscribed to the MCB channel, or visited key pages of the website. Advertisements will also be placed in various print and online media platforms such as *Miami New Times*, *Culture Owl Magazine*, *Sun Sentinel*, *Miami Herald*, and *El Nuevo Herald*.

UNPAID MEDIA

Miami City Ballet targets and consistently secures feature placement in many national press outlets, drawing attention to the South Florida region as a destination for rich cultural offerings. Recent placements include the Today Show, *Washington Post*, NPR and regular coverage in national print trades including *Dance Magazine* and *Pointe*. The company's performances are consistently previewed and reviewed with in-depth coverage in all South Florida daily newspapers including *The Miami Herald*, *Sun-Sentinel* and *Palm Beach Post/Daily News*. Miami City Ballet touring performances are also consistently reviewed in national print publications such as *The New York Times*, *New Yorker*, *Los Angeles Times*, and *Washington Post*, further enhancing South Florida's reputation as a world-class travel destination.

In addition, Miami City Ballet has been successful in building partnerships with organizations that serve and promote Florida tourism in order to publicize productions and offer bundled promotional deals, including the following: Greater Fort Lauderdale Convention & Visitors Bureau, artscalendar.com, Florida Tourism Industry Marketing Corporation, TripAdvisor, Broward Cultural Division, Nighttours.com, Orbitz, and American Airlines.

F. Management and Operating Budget Page 6 of 12

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.

Thanks to the momentum of a 4-year, \$55 Million Transforming Lives Campaign launched in FY19, Miami City Ballet received both restricted and unrestricted commitments resulting in an overall positive change in net assets of \$2,158,823 at the end of the fiscal year. Major support for FY19 included a \$3 Million multi-year grant from the John S. and James L. Knight Foundation to increase organizational capacity; \$1.1 Million in government grants (a 19% increase from the previous year); and \$1 Million raised from the February 2019 annual fundraising gala. Major commitments also included two trustees who contributed a total of \$1.8 Million and an individual donor who contributed \$1.5 Million to fund new artistic acquisitions for Miami City Ballet. To date, the Campaign has raised \$32.6 Million.

Notable funding secured for the most recently completed FY20 operating year included a \$4 Million multi-year grant from an anonymous foundation; and a \$100,000 grant from the Jorge Pérez Foundation in their inaugural grantmaking year. Additional support included \$730,000 from Miami-Dade County, which represents an aggregate increase of 15% from the prior year; \$1,000,000 from the John S. and James L. Knight Foundation (as part of a multi-year \$3 Million pledge); and \$250,000 from the Ford Foundation.

Despite having to suspend most operations and programming as a result of COVID-19, Miami City Ballet finished FY20 in a strong financial position. At the close of the fiscal year, Miami City Ballet had raised \$12.4 Million in contributed revenue, which is the most the Company has ever raised. The Company secured \$2.55 Million in emergency funding, which included \$1.8 Million from the Federal Paycheck Protection Program, \$500,000 from a private individual donor, and an additional \$250,000 from the Ford Foundation.

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.

Miami City Ballet employs a number of quantitative and qualitative evaluation methods to analyze and compare audience participation and satisfaction. Chief among these methods are the following:

- Tracking of fundraising progress—including donor numbers, member numbers, and fundraising growth signal donor engagement and investment in MCB's artistry and programs.
- Patron surveys are administered via SurveyMonkey following all four repertory programs and Nutcracker performances. Surveys measure audience demographics and attendance, as well as gauge public perception of the performances and programming.

- Social media analytics delve into engagement and conversion metrics to reflect both brand awareness and audience development. Each of MCB's social media platforms represents a unique demographic with engagement evidencing greater interaction with an international base (ie: 80% of our followers on Facebook are outside the U.S.) and further allows the Marketing Manager to develop a targeted strategy for each platform.
- Historical drop counts for all repertory performances and education and outreach initiatives are analyzed against the current season to assess best practices for moving each program forward.
- The volume of ticket purchases or inquiries following promotions and ads provides insight into the success of the advertising medium and its placement (e.g.: printed advertisements versus television/radio ads).
- Press and critical reviews provide insight into the reception of MCB's repertory programs, including the strength of dancers' performances and the quality/structure of each program.

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

4/30/2020

4. Operating Budget Summary

	Expenses	Previous Fiscal Year	Current Fiscal Year	Next Fiscal Year
1.	Personnel: Administrative	\$4,606,477	\$4,326,550	\$4,456,347
2.	Personnel: Programmatic	\$4,835,535	\$4,934,432	\$5,082,465
3.	Personnel: Technical/Production	\$1,748,329	\$2,000,579	\$2,060,596
4.	Outside Fees and Services: Programmatic	\$838,275	\$258,741	\$861,060
5.	Outside Fees and Services: Other	\$636,956	\$656,065	\$675,747
6.	Space Rental, Rent or Mortgage	\$1,258,758	\$1,325,624	\$1,365,393
7.	Travel	\$346,045	\$373,275	\$384,473
8.	Marketing	\$1,626,850	\$1,478,372	\$1,522,723
9.	Remaining Operating Expenses	\$3,581,140	\$3,753,741	\$3,866,353

A.	Total Cash Expenses	\$19,478,365	\$19,107,379	\$20,275,157
B.	In-kind Contributions	\$34,003	\$100,000	\$100,000
C.	Total Operating Expenses	\$19,512,368	\$19,207,379	\$20,375,157
	Income	Previous Fiscal Year	Current Fiscal Year	Next Fiscal Year
10.	Revenue: Admissions	\$4,763,536	\$4,267,410	\$5,537,677
11.	Revenue: Contracted Services	\$381,500	\$691,000	\$796,000
12.	Revenue: Other	\$2,286,223	\$1,923,002	\$2,351,848
13.	Private Support: Corporate	\$211,875	\$250,000	\$257,500
14.	Private Support: Foundation	\$3,701,675	\$2,380,700	\$2,453,700
15.	Private Support: Other	\$7,138,926	\$6,731,371	\$7,648,536
16.	Government Support: Federal	\$40,000	\$1,540,000	\$40,000
17.	Government Support: State/Regional	\$154,368	\$150,000	\$150,000
18.	Government Support: Local/County	\$1,184,502	\$1,273,896	\$1,139,896
19.	Applicant Cash			
D.	Total Cash Income	\$19,862,605	\$19,207,379	\$20,375,157
B.	In-kind Contributions	\$34,003	\$100,000	\$100,000
E.	Total Operating Income	\$19,896,608	\$19,307,379	\$20,475,157

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.

REVENUE

Contracted Services: FY21 increased touring planned (may be disrupted due to COVID-19 losses)

Foundations: FY20 increased due to a one-time \$1 Million grant

Federal: FY21 increased due to PPP forgivable loan

EXPENSE

Outside Fees: FY21 reduced live orchestra due to COVID-19 losses

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 12

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.myflorida.com/cultural/grants/grant-programs/>. Proposal Budget expenses must equal the Proposal Budget income.

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

2.1. Personnel: Administrative *

#	Description	Grant Funds	Cash Match	In-Kind Match	Total
1	Marketing	\$0	\$620,037	\$0	\$620,037
2	Box Office	\$0	\$448,840	\$0	\$448,840
3	Development	\$0	\$872,510	\$0	\$872,510
4	Community Engagement	\$0	\$279,917	\$0	\$279,917
5	School	\$0	\$1,148,159	\$0	\$1,148,159
6	General Administrative	\$0	\$1,086,884	\$0	\$1,086,884
Totals:		\$0	\$4,456,347	\$0	\$4,456,347

2.2. Personnel: Programmatic *

#	Description	Grant Funds	Cash Match	In-Kind Match	Total
1	Dancers	\$150,000	\$3,433,164	\$0	\$3,583,164
Totals:		\$150,000	\$4,932,465	\$0	\$5,082,465

#	Description	Grant Funds	Cash Match	In-Kind Match	Total
2	Company & Artistic	\$0	\$1,499,301	\$0	\$1,499,301
Totals:		\$150,000	\$4,932,465	\$0	\$5,082,465

2.3. Personnel: Technical/Production *

#	Description	Grant Funds	Cash Match	In-Kind Match	Total
1	Production	\$0	\$1,678,244	\$0	\$1,678,244
2	Wardrobe	\$0	\$382,352	\$0	\$382,352
Totals:		\$0	\$2,060,596	\$0	\$2,060,596

2.4. Outside Fees and Services: Programmatic *

#	Description	Grant Funds	Cash Match	In-Kind Match	Total
1	Orchestra & Music	\$0	\$861,060	\$0	\$861,060
Totals:		\$0	\$861,060	\$0	\$861,060

2.5. Outside Fees and Services: Other *

#	Description	Grant Funds	Cash Match	In-Kind Match	Total
1	Consulting & Other	\$0	\$675,747	\$0	\$675,747
Totals:		\$0	\$675,747	\$0	\$675,747

2.6. Space Rental (match only) *

#	Description	Cash Match	In-Kind Match	Total
1	Venue Rental	\$1,162,393	\$0	\$1,162,393
2	Warehouse	\$106,000	\$0	\$106,000
3	Admin/Studios	\$97,000	\$0	\$97,000
Totals:		\$1,365,393	\$0	\$1,365,393

2.7. Travel (match only) *

#	Description	Cash Match		In-Kind Match	Total
1	Program	\$384,473		\$0	\$384,473
Totals:		\$384,473		\$0	\$384,473

2.8. Marketing *

#	Description	Grant Funds	Cash Match	In-Kind Match	Total
1	Advertising	\$0	\$1,472,723	\$0	\$1,472,723
2	Public Relations	\$0	\$50,000	\$0	\$50,000
Totals:		\$0	\$1,522,723	\$0	\$1,522,723

2.9. Remaining Proposal Expenses *

#	Description	Grant Funds	Cash Match	In-Kind Match	Total
1	Supplies/Equipment	\$0	\$158,510	\$0	\$158,510
2	Wardrobe/Production	\$0	\$688,762	\$0	\$688,762
3	Utilities	\$0	\$116,087	\$0	\$116,087
4	School	\$0	\$983,669	\$0	\$983,669
5	Trucking	\$0	\$209,761	\$0	\$209,761
6	Development	\$0	\$311,521	\$0	\$311,521
7	Boutique	\$0	\$74,099	\$0	\$74,099
8	Admin: Postage, printing, dues/subscriptions	\$0	\$125,576	\$0	\$125,576
9	Security	\$0	\$110,608	\$0	\$110,608
Totals:		\$0	\$3,466,354	\$100,000	\$3,566,354

#	Description	Grant Funds	Cash Match	In-Kind Match	Total
10	Human Resources	\$0	\$5,435	\$0	\$5,435
11	Insurance	\$0	\$111,145	\$0	\$111,145
12	Facility/Equipment Service & Maintenance	\$0	\$571,181	\$0	\$571,181
13	In-kind: Iphone, Cleaners, Legal/Consulting Fees, Courier	\$0	\$0	\$100,000	\$100,000
Totals:		\$0	\$3,466,354	\$100,000	\$3,566,354

Amount of Grant Funding Requested:

\$150,000

Cash Match:

\$19,725,158

In-Kind Match:

\$100,000

Match Amount:

\$19,825,158

Total Project Cost:

\$19,975,158

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.

3.1. Revenue: Admissions *

#	Description	Cash Match	Total
1	Marketing	\$3,334,957	\$3,334,957
Totals:		\$0	\$5,537,677

#	Description	Cash Match	Total
2	Nutcracker	\$2,202,720	\$2,202,720
Totals:		\$0	\$5,537,677

3.2. Revenue: Contracted Services *

#	Description	Cash Match	Total
1	Tours	\$796,000	\$796,000
Totals:		\$0	\$796,000

3.3. Revenue: Other *

#	Description	Cash Match	Total
1	School Tuition & Housing	\$2,171,848	\$2,171,848
2	Other	\$80,000	\$80,000
Totals:		\$0	\$2,251,848

3.4. Private Support: Corporate *

#	Description	Cash Match	Total
1	Corporations	\$257,500	\$257,500
Totals:		\$0	\$257,500

3.5. Private Support: Foundation *

#	Description	Cash Match	Total
1	Foundations	\$2,453,700	\$2,453,700
Totals:		\$0	\$2,453,700

3.6. Private Support: Other *

#	Description	Cash Match	Total
Totals:		\$0	\$7,248,537

#	Description	Cash Match	Total
1	Special Events and Individual Donations	\$7,248,537	\$7,248,537
Totals:		\$0	\$7,248,537

3.7. Government Support: Federal *

#	Description	Cash Match	Total
1	National Endowment for the Arts	\$40,000	\$40,000
Totals:		\$0	\$40,000

3.9. Government Support: Local/County *

#	Description	Cash Match	Total
1	Tri-County Government Arts Agencies	\$1,139,896	\$1,139,896
Totals:		\$0	\$1,139,896

Total Project Income:

\$19,975,158

3.11. Proposal Budget at a Glance

Line	Item	Expenses	Income	%
A.	Request Amount	\$150,000	\$150,000	1%
B.	Cash Match	\$19,725,158	\$19,725,158	99%
	Total Cash	\$19,875,158	\$19,875,158	100%
C.	In-Kind	\$100,000	\$100,000	1%
	Total Proposal Budget	\$19,975,158	\$19,975,158	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 \$19,975,158 during 2020/21, 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.

H. Accessibility Page 8 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. - (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.

As Miami City Ballet's commitment to diversity, equity, and inclusion drives the intention of our reach, so does our goal of eliminating barriers to the arts. Programs are designed with the community in mind, and encompass a myriad of opportunities to engage protected populations who, because of physical conditions or geography, are unable to access to the enriching programming offered by Miami City Ballet.

Miami City Ballet's ADA Coordinator, Matt Saurusaitis, ensures that programming is ADA compliant so that all patrons can experience the joy of ballet. Mr. Saurusaitis has attended the Kennedy Center Leadership Exchange in Arts and Disability conferences for eight years, and in 2012, was honored with the Kennedy Center for the Performing Arts LEAD Award for Emerging Leaders. He is a member of Florida Access Coalition for the Arts and has been instrumental in completing regular evaluations of Miami City Ballet's facilities and programs. As a result of Mr. Saurusaitis' efforts, special requirements such as disabled access seating, adjacent companion seating, sign language interpreters, materials in accessible formats, and other accommodations can be requested by calling the MCB Box Office at (305) 929-7010. During the 2019/20 year, Mr. Saurusaitis also led the successful launch of a website landing page dedicated to accessibility accommodations at all of our South Florida venues. Planned updates for the coming seasons include refurbishing the full MCB website to make it accessibility compliant and user friendly for all.

Each of MCB's home venues is fully ADA compliant and obligingly coordinates additional services for patrons upon request. MCB offers sensory-friendly presentations of Ballet for Young People, which make the experience welcoming for those with Autism Spectrum Disorders or Sensory Processing Disorders by including modifications such as lowered music volume and raised house lights.

At select performances, MCB offers Touch Tours for patrons with visual impairments, providing them with a special tactile, discussion-guided backstage experience with costumes and props, followed by a mainstage performance accompanied by live narration. Audio Described Performances are also available at Nutcracker productions in all four MCB home-county venues (Miami-Dade, Broward, West Palm and Collier Counties). These programs enrich the experience for individuals with visual impairments, making the art from accessible and inviting to individuals of all backgrounds.

Individual or Solo Artists: Skip questions 2-5 and move on to section I.

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?

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.

4.1. If yes, when was the evaluation completed?

6/1/2018

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

☒ Yes

☐ No

5.1. If yes include here: - (Maximum characters 1500.)

At Miami City Ballet it's a priority to ensure a workplace where all employees feel valued for who they are and for their contributions to the organization. Our focus has always been on ensuring a valued environment, an environment that reflects the changing demographics of our country, and one in which diverse cultures, experiences, perspectives and talent drive growth opportunities in our industry.

Miami City Ballet seeks to develop and nurture its diversity, and is committed to maintaining an inclusive community that recognizes and values the inherent worth and dignity of every person; fosters tolerance, sensitivity, understanding, and mutual respect.

The legacy of Miami City Ballet unfolds in the breadth of three areas of our mission: The Company, The School, and Community Engagement. Our programs are rooted in a commitment to excellence and access to the arts: annual performances present artistically-diverse repertoire for wide-ranging audiences across South Florida; MCB School welcomes students from around the U.S. and the globe thanks to a \$650,000 scholarship program; MCB's Community Engagement initiatives eliminate barriers to the arts for thousands of community members at every level of arts exploration. Concurrently with being at the forefront of artistic excellence, we strive to be a national leader in diversity within classical ballet, embodying the belief that ballet is for everyone. Our strengths lie in the fact that we look like our

community—allowing us to relate to our communities everywhere we go across our three markets through the excellence of what we present on stage, the diversity of our dancers, and our community engagement efforts.

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 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, .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)
MCBSubstitute W9.pdf	33 [KB]	5/26/2020 5:46:05 PM	View file

2. Support materials (required)

File	Title	Description	Size	Type	View (opens in new window)
MCB Initiatives During COVID-19.pdf	MCB Initiatives During COVID-19	Despite program cancellations and distancing mandates, Miami City Ballet remained committed to serving our community through creative new initiatives.	248 [KB]		View file

File	Title	Description	Size	Type	View (opens in new window)
2. 19-20 MCB Press and Reviews.pdf	2019-20 Season Press and Reviews		3435 [KB]		View file
3. 19-20 Season Paid Ads.pdf	2019-20 Paid Ad Placements		2635 [KB]		View file
4. Firebird Program Book.pdf	Program Book from the Company Premiere of Firebird		19989 [KB]		View file
5. 19-20 Photo Sheet.pdf	Photos from the 2019-20 Performance Season		1935 [KB]		View file
6. 19-20 Video Links.pdf	Videos from the 2019-20 Performance Season		1151 [KB]		View file
7. 19-20 Community Engagement Photos.pdf	Community Engagement Photos from the 2019-20 Year		1993 [KB]		View file
8. Ballet for Young People Study Guide.pdf	Take Home Study Guide from the Ballet for Young People Program		8527 [KB]		View file
9. FY21 Board List.pdf	Board of Trustees Listing for the 2021 Fiscal Year		454 [KB]		View file
10. MCB Org Chart May 2020.pdf	Organization Staff Chart		238 [KB]		View file

2.1.

J. Notification of International Travel Page 10 of 12

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 Department of Economic Opportunity.

K. Florida Single Audit Act Page 11 of 12

Florida Single Audit Act

The following question relates to the Florida Single Audit Act. Important: if you answer yes to the following question, State law requires you comply with the Florida Single Audit Act, Section 215.97 Florida Statutes, by uploading an audit report below. You will need to select "Save" at the bottom of this page to make your changes final.

See: <https://apps.fldfs.com/fsaa/> and https://flauditor.gov/pages/pdf_files/fsaa%20q_a.pdf for more information and specific definitions.

1. Has your organization met the \$750,000 annual assistance threshold identified in Section 215.97 F.S. and 2 CFR 200 from all combined state sources and/or all combined federal sources during your organization's last fiscal year?

☒ Yes

☐ No

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-1.039, Florida Administrative Code.

2. 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.

2.1. Signature (Enter first and last name)

Michele Scanlan