

Orlando Shakespeare Theater, Inc.

Project Title: General Program Support 2021

Grant Number: 21.c.ps.142.254

Date Submitted: Friday, May 31, 2019

A. Cover Page Page 1 of 10

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: Professional Theatre

Proposal Title: General Program Support 2021

B. Contacts (Applicant Information) Page 2 of 10

Applicant Information

- a. **Organization Name:** Orlando Shakespeare Theater, Inc. 
- b. **FEID:** 59-2931698
- c. **Phone number:** 407.447.1700
- d. **Principal Address:** 812 E. Rollins Street Orlando, 32803-1203
- e. **Mailing Address:** 812 E. Rollins Street Orlando, 32803-1203
- f. **Website:** www.orlandoshakes.org
- g. **Organization Type:** Nonprofit Organization
- h. **Organization Category:** Other
- i. **County:** Orange
- j. **DUNS number:** 803876507
- k. **Fiscal Year End Date:**

1. Grant Contact *

First Name

Dana

Last Name

Nichols

Phone

Email

danan@orlandoshakes.org

2. Additional Contact *

First Name

Lori

Last Name

Weaver

Phone

407.748.6204

Email

lori@loandco.org

3. Authorized Official *

First Name

PJ

Last Name

Albert

Phone

Email

development@orlandoshakes.org

4. National Endowment for the Arts Descriptors

4.1. Applicant Status

Organization - Nonprofit

4.2. Institution Type

Performing Group

4.3. Applicant Discipline

Theatre

5. Department Name

C. Eligibility Page 3 of 10

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

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

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

- Yes (required for eligibility)
- No

3. Do proposed activities occur between 7/1/2020 - 6/30/2021? *

- Yes (required for eligibility)
- No

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

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

5. Professional Theatre* *

- Applicant compensates artistic staff and actors.

D. Excellence Page 4 of 10

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

To enrich our community with engaging professional theater, inspiring educational experiences, and thought-provoking new plays.

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.

Since 1989, Orlando Shakes in partnership with UCF (OS) has strongly demonstrated its public value of arts and culture. OS' commitment to creating theater of extraordinary quality merits investment of State of Florida funding in 2020-2021.

OS' current Long-Range Plan (outlined below) tracks progress through the end of 2019. As the Board of Directors Long-Range Planning Committee leads the creation of the next strategic plan, OS continues to pursue opportunities for expansion, artistic excellence, and inclusion efforts.

Goals:

1. Enhance our programming for our audiences.
2. Build our audience locally, regionally, and nationally.
3. Improve financial efficiency to provide long-term permanence.
4. Manage benefits and policies to make us a "Best Place to Work."
5. Maintain and improve equipment and assets.
6. Involve the Board of Directors in long-term discussions regarding the future of the organization.
7. Encourage diversity in every aspect of the organization.

Objectives:

1. Strengthen our educational programming by incorporating live stream performances of the Children's Series to reach a broader audience.
2. Increase new season ticket buyers by 25 per season.
3. Increase Cash Reserves annually to maintain 90-days minimum cash on hand.
4. Evaluate and implement expanding the intern program to accommodate more positions.
5. Improve the Shakespeare Center to allow for better use by updating audio equipment in Margeson Theater.
6. Expand board engagement in determining programming goals for the next five years.
7. Increase audience diversity by 6% by adjusting programming and marketing strategies.

Activities:

OS offers five major program areas in order to achieve the stated objectives, progress towards its goals, and ultimately further its mission.

Signature Series – (7 productions, 225+ performances)

Through a combination of Shakespeare's works, world premiere new plays, and award-winning classics, each season OS presents seven main stage productions as part of its Signature Series. Annually, the Signature Series attracts more than 40,000 patrons and students. OS hires the best available professional artists and is affiliated with the Actors' Equity Assn. (AEA). Approximately a third of the performers are from New York and other major theatrical centers. Building the Central Florida economy and creative industries, the other two-thirds are local professionals.

Children's Series – (3 productions, 135+ performances)

Geared towards youth ages 4–12, three productions are carefully chosen based on new and classic children's literature. Over 400 schools in seven local counties attend Children's Series productions each year, with a special focus on Title I schools, providing over 26,000 students and children the opportunity to experience live theater.

New Play Development

OS is dedicated to the development of new plays, one of our country's most enduring art forms. PlayFest is a nationally recognized program which represents one of the strongest commitments to new plays in the U.S. Each fall, OS presents the festival, which is filled with play readings of new works, lively panel discussions, and dynamic networking events, to assist playwrights in nurturing their new scripts and allow the audience to be part of the creative process. Over the years, more than 160 new plays have been fostered and developed during PlayFest– many of which have received subsequent productions in major cities. Each season, OS aims to include at least one new work from PlayFest in its Signature Series.

OS is an active National New Play Network (NNPN) Core Member Theater. NNPN is the country's alliance of nonprofit theaters that champions the development, production, and continued life of new plays. OS participates in NNPN's programs including Rolling World Premieres and the New Play Exchange, as well as most recently having hosted the 2017 National Showcase of New Plays event.

Education

OS was born out of a partnership with the University of Central Florida and has continued to offer educational and cultural experiences to students and youth. Arts educational programming at OS is designed to positively impact youth of all ages and socio economic backgrounds by providing them with theatrical learning experiences that reach from the classroom to our theater. With summer camps, community acting classes, in-school workshops, study guides, student matinee performances, and post-show talk backs, OS aims to empower students and encourage active listening, critical thinking, collaborative problem solving, and creative initiative. Aside from our Children's Series attendance, OS' year-round arts education programming serves an additional 10,000 students and youth.

Outreach

OST uses various outreach efforts to increase arts access, to educate our audience, and to ensure community inclusiveness. These efforts are fulfilled by developing and maintaining productive relationships with various community partners; producing free public events; promoting and marketing special offers; establishing innovative practices; and creating inclusive programming. Further details are included in the "Proposal Impact" section below.

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 Programing (GPS). Discuss the responsibilities and benefits of the relationship and whether any formal agreements are in place.

University of Central Florida (UCF): The historical and fiscal partnership includes the following formal agreements: UCF provides representatives to sit on the Board of Directors; UCF provides an annual donation of \$165,000; OS' artistic director and director of new play development are a shared resource with responsibilities as associate professors at UCF (their salaries and benefits are also paid by UCF); and third-year MFA students from UCF participate in OS' Intern Training Program every other year.

Orlando Science Center (OSC) and Orlando Museum of Art (OMA): OS partners with these fellow Loch Haven Cultural Park organizations to offer a full-week youth camp of STEAM (STEM + Art) experiences to explore how science and art overlap in an exploration of Florida history, storytelling and dance, artworks and ecosystems. Formal agreement: Participation renewed annually; equal proceeds.

United Cerebral Palsy of Central Florida (UCP): In 2006, OS' Shakespeare with Heart was conceived by Dr. Rebecca Hines, a professor at UCF, and Ilene Wilkins, President and CEO of UCP of Central Florida, with a mission of inclusion. In its twelfth year, the program continues to give middle and high school students with and without disabilities the opportunity to work side by side brought together by a common interest: theater. No formal agreement: UCP offers expert advisors to assist with the program free of charge.

UCF Center for Autism and Related Disabilities (CARD): CARD plays a critical role in appropriately adjusting performances to meet sensory friendly needs. No formal agreement: CARD offers expert advisors to assist with the program free of charge.

Signing Shadows: OS includes ASL interpreted performances in our Children's Series for the hearing impaired in partnership with Signing Shadows. During these select performances, each actor is shadowed by a sign language interpreter. Formal agreement: Renewed annually.

OS also collaborates with various local businesses and other arts organizations throughout each season through program-specific partnerships and cross-promotions, including the following recent examples: Orange and Seminole County Public Schools, Orange County Public Library, Arnold Palmer Hospital for Children, Central Florida Community Arts (CFCArts), and the Holocaust Center.

2.3. Timeline - (Maximum characters 2000.)

List timeline of activities during the grant period.

OS runs on a June-May fiscal year, with the summer mainly consisting of educational programming. The following timeline highlights a typical season of programming. Any confirmed play title for 2020-21 are included.

Pre-Project Start:

Season Announcement: February 2020

Season Auditions (Local): April 2020

Season Auditions (NYC): May 2020

Project Period: Dates and titles subject to change

2020-2021 Season Productions

TBD Children's Show: 7/1–8/1/2020

TBD Musical: 9/2–10/4/2020

TBD Classic or New Play: 10/7–11/8/2020

TBD Children's Show: 10/16–11/14/2020

TBD Holiday Show: 11/25–12/30/2020

Henry VI (Wars of the Roses repertory): 1/20–3/21/2021

Edward IV (Wars of the Roses repertory): 2/6–3/21/2021

Richard III (Wars of the Roses repertory): 2/19–3/21/2021

TBD Classic or New Play: 3/24–4/25/2021

TBD Children's Show: 4/2–5/1/2021

PlayFest

Readings, Special Events: 10–11/2020

Educational Programming

Summer Camps: 7-8/2020

Saturday Classes: 9-10/2020, 1-3/2021, 3-5/2021

Field Trips, Workshops: Year-Round

E. Impact Page 5 of 10

Instructions

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

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

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

54

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

510

3. How many Adults will be engaged? *

37,850

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

26,500

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

9,500

6. How many artists will be directly involved? *

150

Total number of individuals who will be engaged?

74000

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

- Children/Youth (0-18 years)
- Adults (25- 64 years)
- Older Adults (65+ years)

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

- Hispanic/Latino
- White

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

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

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

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

- Brevard
- Lake
- Orange
- Osceola
- Polk
- Seminole
- Volusia

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

Describe the economic impact of your organization as a whole and of the proposal in particular on

your local community. Include a description of your proposal's education and outreach activities.

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

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

Economic Impact

According to the Arts & Economic Prosperity (AEP) V Calculator, OS and its audience support 194 FT-equivalent jobs in the community. It also calculates that OS' programming generates \$339,599 in State Govt. revenue, with a total industry impact of \$5,833,281. According to the AEP V study, Orange County's arts and cultural audiences spend an average of \$30.48 per person, per event, beyond the price of admission.

OS' programming accounts for 35 year-round staff (30 FT and 5 PT) plus 16 supplemental season staff and over 150 artists. These individuals reside in Central FL for the duration of their employment, where they invest back in the local economy. OS adheres to AEA's LORT and SPT agreements; United Scenic Artists standard agreement; and Stage Directors and Choreographers Society contracts to ensure its artists are paid fairly and in accordance with union and FLSA practices.

Education

OS offers numerous programs for budding artists. The programming is twofold; OS' PreK–12 programming, and OS' acting & education Intern Training Program (ITP) and technical Apprenticeship Training Program (ATP).

PreK–12: In addition to youth summer camps and community acting classes, OS offers arts integration programming to schools using theatrical training tools to teach Florida's CPALMS standards in active listening, critical thinking, collaborative problem solving, and creative initiative. OS' Teacher Advisory Committee ensures our educational programming remains as relevant as possible for today's classroom. OS' free online teacher resource library, workshops, productions, and post-show talkbacks are uniquely designed to empower students and use theater and performing arts to build critical life skills.

ITP and ATP: OS acts as a resource to young theater artists by providing hands-on training for BA, BFA, and MFA seniors or recent graduates to work with seasoned professional actors, technicians, and administrators. Auditions are held locally and at the Southeastern Theatre Conference every spring. Each year, approximately 20 students and young professionals participate in the highly competitive program in the areas of acting and teaching; costume; lighting and sound; scenic; and stage management.

Outreach

In order to offer accessible and inclusive programming for all, OS is constantly seeking to find new and effective ways of breaking down barriers. OS' outreach efforts include the following:

- Shakespeare with Heart – Two-week summer camp for children with and without special needs
- ASL shadow-interpreted performances
- Sensory friendly performances
- Live stream performances
- Signature Series Opening Night pre-show chats
- Pre-show Prologue Series for all Shakespeare productions where attendees are led through the themes, characters, and synopsis
- Children’s Series Opening Day parties
- Annual Open House - free admission
- Participation in lunchtime lectures, tables at expos, cross-promotions, backstage tours, and coordinating group outings with various community groups, multicultural organizations, tour operators, and churches
- Group savings for 10 or more
- 45-80% subsidized ticket prices for every student matinee performance, plus “buy 10 tickets and the 11th is free” offer
- Comp. tickets for Title I schools, based on availability
- Comp. books to Title I elementary schools, based on availability
- Scholarships for classes and summer camps, as available
- 50% reduced ticket price for senior matinee performances
- Student Rush tickets - \$15
- Military discount
- Standby ticket options
- Reduced-price facility rentals for other local nonprofits
- Arts industry subscription for employees of other Central FL nonprofit arts organizations, and members of AEA and other artist unions

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

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

OS’ marketing team continually works to identify current audience demographics while diversifying its increasing audience base. OS reaches approx. 75,000 people a year through its five major programs. The marketing strategies that follow are designed to target specific audience segments.

Digital Marketing – Marketing initiatives through various internet channels and social media outlets continue to become a more important part of OS’ annual marketing plan. With the ability to specify demographic targets outside of the 4-county MSA, retarget website visitors within Orlando, Melbourne, and Daytona (Orlando DMA), and adapt messaging on a regular basis, internet advertising has the greatest ROI of any other format. To continue diversifying the targeted audience, OS will work with Hearst Digital to target the Hispanic market in specific zip

codes with banner ads in The Weather Channel App and WESH 2 News website. AdRoll will be used to retarget website visitors across the country with banner ads to expand our audience reach.

OS also practices search engine marketing via link building (links to orlandoshakes.org from other websites including Visit Orlando, Florida Attractions Assn., OrlandoAtPlay.com, Broadway World, Orange County Library, icFlorida, and select area hotels). OS' website also links to OS' social media such as Facebook, Twitter, Instagram, YouTube, Flickr, and vice versa. The OS website is also search engine optimized with up to two blog posts for each production covering a myriad of topics to draw organic visitors to the site.

Social Media/Website – A combination of organic posts (free) and paid advertising are developed for each production. OS currently has 20,383 followers on Facebook; 7,441 on Twitter; 4,345 on Instagram; and 6,780 on YouTube. In addition, OS saw over 187,431 sessions from new visitors and over 111,303 sessions from returning visitors to the website (orlandoshakes.org) in the 18-19 Season.

Television – OS works with several Central Florida news stations, including WESH 2, Fox 35, Univision, and Telemundo Orlando, pitching ideas, providing b-roll footage, and creating special video spots that run on daytime and evening news programs.

Email Campaign – OS promotes the theater's variety of events with opt-in emails to more than 41,000 current or interested subscribers.

Direct Mailing – OS promotes events through timely event-specific postcards, as well as letter packets and brochures that advertise the entire season.

Outbound Sales – OS partners with SMART Marketing to call more than 5,500 current and lapsed guests with targeted offers towards a season ticket package.

Billboards – OS uses digital billboards along the I-4 and SR-408 corridors and print billboards for larger capacity productions throughout the season.

Print Advertising (local, regional, and national) – A limited number of print media buys are completed throughout the season, typically for opening weekend or with niche publications that correlate with select affinity groups (La Prensa, Watermark, American Theatre Magazine). In addition, Lake Mary Life and the Fun4Kids network offer in-kind support in the form of print and digital advertising.

Radio – OS partners with local radio reporters, including WMFE and iHeartRadio, to promote upcoming programming for the theater. OS also purchases targeted advertising buys to reach niche or segmented markets for upcoming shows (107.3 Solo Exitos, Rumba 100.3).

Press Releases – Local, state, and national media contacts receive exclusive press releases announcing OS' activities, including national trade publications such as American Theatre Magazine, Quarto, Playbill Magazine, and Broadway World.

Special Events – OS provides community outreach events to help further the discussion of plays and their themes. For example, 2019's *A Doll's House, Part 2* played in conjunction with CFCArts' production of *A Doll's House* with a special double feature event that included a cast and creative team talkback to discuss the themes of feminism and society's gender constructs presented in both plays.

F. Management and Operating Budget Page 6 of 10

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

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

OS currently maintains 90 days of equivalent cash reserves. The total is over \$800,000 in addition to approximately \$145,000 set aside for capital reserves. Additionally, multiple endowments are maintained in excess of \$900,000, including the State of Florida Cultural Endowment. OS' revenue is split evenly between contributed income (government, corporate, foundation, and private support) and earned income (ticket sales, education fees, rentals). Each season the Board approves a balanced budget.

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.

OS charts the theater's strategy for growth with the use of a long range plan. This strategic plan, created by the board committee and executive staff, includes detailed goals, objectives, and activities that follow a timeline and measures to track progress. The plan for the 2020-21 project period is currently underway.

OS staff also gather, analyze, and report data for evaluation at weekly staff meetings and monthly board meetings using the following quantitative and qualitative methods:

- Box office (individual ticket revenue; subscriptions; attendance analysis and demographics)
- Marketing (Ticket sales vs. budget goals; media reviews and PR highlights; analytics for social media and email campaigns; statistics for website traffic and visitors)
- Development (contributed income received vs. budget goals; sponsorship opportunities remaining; special event attendance)
- Production data (Total income vs. expense per production; audience post-show surveys; anecdotal feedback; performance reports from stage management; audience reports from house management)
- Education & Outreach (School-based & non school-based attendance; Likert-based teacher and student surveys; Total complimentary tickets provided to Title I schools; anecdotal feedback)

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

5/31/2018

4. Operating Budget Summary

Expenses	Previous Fiscal Year	Current Fiscal Year	Next Fiscal Year
1. Personnel: Administrative	\$259,920	\$273,967	\$280,773
2. Personnel: Programmatic	\$586,031	\$609,115	\$611,285
3. Personnel: Technical/Production	\$852,174	\$900,301	\$950,450
4. Outside Fees and Services: Programmatic	\$669,005	\$667,172	\$722,308
5. Outside Fees and Services: Other	\$13,780	\$12,392	\$12,392
6. Space Rental, Rent or Mortgage			
7. Travel	\$28,054	\$33,743	\$32,395
8. Marketing	\$207,230	\$177,184	\$172,485
9. Remaining Operating Expenses	\$936,048	\$1,022,635	\$1,007,693
A. Total Cash Expenses	\$3,552,242	\$3,696,509	\$3,789,781
B. In-kind Contributions	\$275,856	\$276,000	\$276,000
C. Total Operating Expenses	\$3,828,098	\$3,972,509	\$4,065,781
Income	Previous Fiscal Year	Current Fiscal Year	Next Fiscal Year
10. Revenue: Admissions	\$1,554,707	\$1,803,862	\$1,807,035

11. Revenue: Contracted Services	\$197,953	\$188,794	\$196,161
12. Revenue: Other	\$224,998	\$190,723	\$192,320
13. Private Support: Corporate	\$199,900	\$225,530	\$195,500
14. Private Support: Foundation	\$421,480	\$335,400	\$355,800
15. Private Support: Other	\$715,716	\$741,165	\$683,086
16. Government Support: Federal			
17. Government Support: State/Regional	\$212,590	\$174,907	\$209,879
18. Government Support: Local/County	\$196,153	\$168,983	\$150,000
19. Applicant Cash			
D. Total Cash Income	\$3,723,497	\$3,829,364	\$3,789,781
B. In-kind Contributions	\$275,856	\$276,000	\$276,000
E. Total Operating Income	\$3,999,353	\$4,105,364	\$4,065,781

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.

The last completed FY listed (2017-18) is supported by full audited financials. Due to the overlap of the end of OS' FY and this application deadline, actuals for 2018-19 are not available at the time of submission, so the year's projections are represented under the "current" column. Next FY 2019-20 represents the most recently Board-approved budget.

The increase in Marketing Expenses & Private Support:Foundation in 2017-18 reflects OS' new

branding campaign.

When the organization's operations generate a surplus, it is used to fund capital assets, increase cash reserves, and increase capital reserves.

6. Paid Staff

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

7. Hours *

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

G. Management and Proposal Budget Page 7 of 10

1. Rural Economic Development Initiative (REDI) Waiver *

Yes

No

2. Proposal Budget Expenses:

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

2.1. Personnel: Administrative *

#	Description	Grant Funds	Cash Match	In-Kind Match	Total
1	Business and Finance Administration	\$0	\$185,085	\$0	\$185,085
2	Operations, IT	\$0	\$104,111	\$0	\$104,111
Totals:		\$0	\$289,196	\$0	\$289,196

2.2. Personnel: Programmatic *

#	Description	Grant Funds	Cash Match	In-Kind Match	Total
1	Development	\$0	\$135,003	\$0	\$135,003
2	Marketing, Group Sales, Box Office, House Mgmt	\$0	\$368,952	\$0	\$368,952
3	Education	\$0	\$105,419	\$0	\$105,419
4	New Play Development	\$0	\$2,250	\$65,000	\$67,250
Totals:		\$0	\$629,624	\$65,000	\$694,624

#	Description	Grant Funds	Cash Match	In-Kind Match	Total
5	Contractor	\$0	\$18,000	\$0	\$18,000
Totals:		\$0	\$629,624	\$65,000	\$694,624

2.3. Personnel: Technical/Production *

#	Description	Grant Funds	Cash Match	In-Kind Match	Total
1	Production, Scenic/Costumes/Props, Lighting/Sound, Apprentices/Interns	\$0	\$978,964	\$155,000	\$1,133,964
Totals:		\$0	\$978,964	\$155,000	\$1,133,964

2.4. Outside Fees and Services: Programmatic *

#	Description	Grant Funds	Cash Match	In-Kind Match	Total
1	Guest Artists: Designers, Directors, Composers, Choreographers, Actors, Understudies, Stage Managers, Technical Contractors, Musicians	\$100,000	\$626,134	\$0	\$726,134
Totals:		\$100,000	\$626,134	\$0	\$726,134

2.5. Outside Fees and Services: Other *

#	Description	Grant Funds	Cash Match	In-Kind Match	Total
1	Professional Fees, Audit/Tax Expense	\$0	\$12,392	\$0	\$12,392
Totals:		\$0	\$12,392	\$0	\$12,392

2.7. Travel (match only) *

#	Description	Cash Match	In-Kind Match	Total
1	Artist Travel, Design Meeting Travel	\$24,411	\$0	\$24,411
2	Conference Travel, Auditions Travel	\$8,589	\$0	\$8,589
Totals:		\$33,000	\$0	\$33,000

2.8. Marketing *

#	Description	Grant Funds	Cash Match	In-Kind Match	Total
1	Advertising	\$25,000	\$90,075	\$56,000	\$171,075
2	Website, Email	\$0	\$11,941	\$0	\$11,941
3	Telemarketing	\$0	\$14,929	\$0	\$14,929
4	Video Production, Lobby Display, Programs, Photography	\$0	\$25,285	\$0	\$25,285
5	Direct Mail	\$0	\$22,554	\$0	\$22,554
6	Accessibility Services, Marketing Events & Appearances, Misc	\$0	\$12,876	\$0	\$12,876
Totals:		\$25,000	\$177,660	\$56,000	\$258,660

2.9. Remaining Proposal Expenses *

#	Description	Grant Funds	Cash Match	In-Kind Match	Total
1	Production Costs: Costumes, Scenery, Props, Scripts, Royalties, etc.	\$25,000	\$518,590	\$0	\$543,590
Totals:		\$25,000	\$1,037,923	\$0	\$1,062,923

#	Description	Grant Funds	Cash Match	In-Kind Match	Total
2	Insurance, Payroll Expenses, Hiring Costs, Misc Admin	\$0	\$134,984	\$0	\$134,984
3	Guest Service & Audience Development Supplies, Parking Services, Ticketing Software	\$0	\$114,829	\$0	\$114,829
4	Fundraising, Concessions, Gift Shop	\$0	\$103,746	\$0	\$103,746
5	Facilities Maintenance/Repair, Utilities	\$0	\$165,774	\$0	\$165,774
Totals:		\$25,000	\$1,037,923	\$0	\$1,062,923

Amount of Grant Funding Requested:

\$150,000

Cash Match:

\$3,784,893

In-Kind Match:

\$276,000

Match Amount:

\$4,060,893

Total Project Cost:

\$4,210,893

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	Subscriptions	\$340,800	\$340,800
2	Individual Ticket Sales	\$1,362,200	\$1,362,200
3	Program - Education	\$107,000	\$107,000
Totals:		\$0	\$1,810,000

3.2. Revenue: Contracted Services *

#	Description	Cash Match	Total
1	Facility Income: Subleases, Venue Rentals	\$202,046	\$202,046
Totals:		\$0	\$202,046

3.3. Revenue: Other *

#	Description	Cash Match	Total
1	Concessions, Gift Shop, Misc	\$194,590	\$194,590
2	Interest	\$3,500	\$3,500
Totals:		\$0	\$198,090

3.4. Private Support: Corporate *

#	Description	Cash Match	Total
1	UCF Playwriting - Interest	\$34,500	\$34,500
2	Program Sponsorships	\$164,500	\$164,500
Totals:		\$0	\$199,000

3.5. Private Support: Foundation *

#	Description	Cash Match	Total
1	Foundation Grants	\$197,179	\$197,179
2	United Arts - General Operating Support Grant	\$160,000	\$160,000
Totals:		\$0	\$357,179

3.6. Private Support: Other *

#	Description	Cash Match	Total
1	United Arts - Annual Campaign	\$405,000	\$405,000
2	Individual Giving	\$148,578	\$148,578
3	Fundraising Events	\$150,000	\$150,000
Totals:		\$0	\$703,578

3.8. Government Support: Regional *

#	Description	Cash Match	Total
1	UCF - Annual Support	\$165,000	\$165,000
Totals:		\$0	\$165,000

3.9. Government Support: Local/County *

#	Description	Cash Match	Total
1	Orange County: Cultural Tourism Grant	\$150,000	\$150,000
Totals:		\$0	\$150,000

Total Project Income:

\$4,210,893

3.11. Proposal Budget at a Glance

Line	Item	Expenses	Income	%
A.	Request Amount	\$150,000	\$150,000	4%
B.	Cash Match	\$3,784,893	\$3,784,893	90%
	Total Cash	\$3,934,893	\$3,934,893	94%
C.	In-Kind	\$276,000	\$276,000	7%
	Total Proposal Budget	\$4,210,893	\$4,210,893	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.

Projections for the Proposal FY 2020-2021 follow normal cost increase expectations.

H. Accessibility Page 8 of 10

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

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

OS is dedicated to making our facilities and programming accessible to all audiences. OS adheres to Section 504, ADA, and Florida Statutes 553 compliance requirements and is listed on the National Database of Accessible Cultural Institutions.

Facilities

- ADA accessible parking, seating, split-level lobby, restrooms, water fountains, and box office counter
- Elevator access to upper level seating
- TDD box office accommodations
- Assistive listening system with T-coil hearing loops
- Accessibility symbols on marketing materials and website
- ASL interpreters as needed

Activities

To expand quality arts access for all, OS' Children's Series productions include ASL shadow-interpreted performances, sensory friendly performances, and live stream performances. OS' Shakespeare with Heart summer camp also reaches youth with and without special needs during a two-week long intensive rehearsal that culminates in a fully produced Shakespeare production. This is the sixth year in a row that OS has been able to offer every participant a full scholarship.

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?

Evan Valle

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?

4/30/2018

I. Attachments and Support Materials Page 9 of 10

Complete the support materials list using the following definitions.

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

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

1. Required Attachment List

Please upload your required attachments in the spaces provided. .

1.1. Substitute W-9 Form

File Name	File Size	Uploaded On	View (opens in new window)
OS_SubW9.pdf	33 [KB]	5/22/2019 10:21:23 AM	View file

2. Support materials (Optional)

File	Title	Description	Size	Type	View (opens in new window)
LOS_20-21.pdf	Letters of Support	LOS from Orange & Osceola County School Districts and Playwright Michael Andrew	1115 [KB]		View file

File	Title	Description	Size	Type	View (opens in new window)
Photos.pdf	Sample Photos and Video Link	Photos from OS' 2018-2019 Season, includes 3-minute work sample video	2079 [KB]		View file
Reviews&PR.pdf	Sample Reviews, Press Coverage, & Artist/Audience Feedback		629 [KB]		View file
Recognition Docs (2).pdf	Recognition Samples	Recent DCA logo & credit line usage	21630 [KB]		View file
Season_Brochure 2.pdf	2018-2019 Season Brochure		22564 [KB]		View file

2.1.

J. Review & Submit Page 10 of 10

1. Review and Submit

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

1.1. Guidelines Certification

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

1.2. Signature (Enter first and last name)

PJ Albert

