

About Your Request

1) Proposal Description and Purpose

a) Succinctly describe the project or activities you are proposing. Include a brief timeline of major milestones during the period of the proposal, including date(s), time(s) and location(s), if appropriate.

This proposal is for general operating support. During the period of the proposal, we plan to continue to present our annual Nutcracker, as well as offer new opportunities for island audiences to experience exciting live dance performance at a reasonable cost close to home.

We plan to use funds awarded primarily to increase the hours for our Program Coordinator (currently at .15 FTE), who we hired in the spring of 2017 to replace 2 volunteer co-producers. Having a program coordinator is crucial to the sustainability of our operations as this person ensures OPG makes the best use of our contract production staff, volunteers, and performers. It also allows us to stay on top of the multiple activities that must be coordinated to present a production of this scale.

We would like to expand the coordinator's role so we can increase our capacity to develop educational and outreach activities and explore new opportunities to collaborate with other arts organizations.

During the 2-year time period for which we seek funding we, anticipate the following major milestones/activities:

- March 2018: collaboration w/ Bainbridge Youth Symphony (original dance pieces featuring OPG company members will be presented at a BYO concert).
- June 2018: auditions & casting for 2018 Nutcracker
- August 25, 2018: *Choreographers' Showcase*: A night of original contemporary dance at Bainbridge Performing Arts including a variety of dance groups and choreographers from the Seattle dance scene.
- August 24, 2018: master class taught by choreographers presenting work in the showcase (island location to be determined)
- September 2018: Nutcracker rehearsals start
- Fall 2018: community events including ballerina presentation at the KiDiMu and a performance at the BI Downtown Association's tree lighting ceremony.
- December 2018: annual Nutcracker performance season (mid-December 5 run show, North Kitsap Auditorium).
- June 2019: auditions for 2019 Nutcracker
- July 2019: National Dance week community event(s) – classes or hands on learning.
- August 2019: Dance showcase or collaborative event (TBD-based on 2018 experience))
- September 2019: Nutcracker rehearsals start
- December 2019: Nutcracker performance season

b) What are your primary goals and objectives for your project or your organization as a whole (if requesting general operating support)?

Our primary goals and objectives for this two-year cycle are:

1. Continue to offer a growing local audience an exciting, innovate, professional-quality production of *The Nutcracker*
2. Provide new opportunities for more people to be inspired by dance by offering new performances such as our Choreographers Showcase (8/18), learning opportunities such as master classes and/or intensive courses, and other opportunities for a wide range of individuals to try dance through participatory community events (the board has tentatively identified National Dance Day summer 2019 for this—we are considering dance on the ferry, and/or a big community dance event in Winslow)
3. Secure additional performance opportunities for our dancers by seeking out collaborations with other island arts organizations such as the ones we have had with the Bainbridge Symphony, Arts & Humanities Bainbridge, and the Bainbridge Youth Symphony Orchestra.
4. Emphasize organizational development by working toward independent 501(c)3 status, board training (especially on outreach & development), broadening our fundraising, especially from individual donors, and increasing volunteer engagement.

c) Who is involved in the project or activities and why? List key participants or partners.

Our key participants include our performers, our production team (paid and volunteer) and our board.

- 1) Performers: An auditioned company of youth performers (mostly dancers, but also gymnasts and actors), averaging about 50-55 per year. The more experienced youth dancers perform in both *The Nutcracker* and our other community productions/appearances. About 10 adult performers, some amateur and some paid professionals, also appear in *The Nutcracker*

2) Production Team & Key Volunteers

Our production team consists of:

- Founding Artistic Director Sara Cramer. Sets vision for show and mentors choreographers and technical staff.
- Program Coordinator Dawn Janow (.15 FTE). As described above, Dawn coordinates the many moving parts of *The Nutcracker* production.
- Choreographers & rehearsal directors: a rotating group of dancers & teachers under contract for a specific production.
- Technical contractors for sets, lighting, costumes
- Key volunteers who manage teams that take care of promotions, ticket sales, front of house including ushering & concessions, staging and tear down as well as lobby decor, and provide back stage support for costumes, hair & makeup, and dancer supervision. The annual volunteer hours donated average at least 1500 hours.

3) Board of Directors

Our 5-member board is a hands-on working board. In addition to strategic planning and fiscal oversight, the board:

Plans key events in addition to *The Nutcracker*, develops and implements our fundraising plan (grant-writing, sponsorships, and advertising sales), recruits key volunteers, and oversees operations including developing contracts with key personnel.

Members include an attorney, a human resource professional, a former grant program administrator, a non-profit management professional and a student services professional with many years of leadership in community organizations between them. The OPG Founder serves in advisory capacity to the board.

5) Evaluation

a) Provide an estimate of the number of Bainbridge Islanders (and others) that this project or activities will serve.

With our current and planned offerings:

Annual audiences: 1500 (1100 Nutcracker, 400 other productions)

Community Outreach audiences: 200

Youth performers participating: 50

Education program participants (master classes): 30

Total: 1780 x 2 years = 3560

More administrative hours will allow us to pursue more projects increasing the likelihood of serving more islanders and Kitsap County residents.

b) Briefly describe how often your organization evaluates the effectiveness of its programming?

We track our effectiveness annually by looking at performer participation, ticket sales / audience numbers, fundraising results, and volunteer engagement. Please see the next response for specific details on the indicators/metrics we use.

After each major production or event, the board and key personnel discuss what went well and what needs rethinking or refinement.

c) How do you plan to monitor the progress of this project or your activities during the two-year funding period of 2018-2019? What indicators of success or other metrics will help your organization to track progress and report back to the City on the impact of its funding?

We track:

- number of performers auditioning for OPG including how many are new (our key indicator for outreach).
- number of tickets sold for *The Nutcracker*
- number of complimentary tickets offered to social service organizations (and used)
- tickets sold or donated for Choreographer's Showcase (8/2018) and/or other productions, events, and classes.
- results of fundraising efforts (One Call, grants, sponsorships)

- number of volunteer hours provided in support of productions & events (volunteers log these via our website)
- opportunities/invitations for collaboration with other arts organizations

Beyond the numbers, the board and artistic team will continue to evaluate how our productions meet high standards for quality and help fulfill our mission of providing original classical and contemporary work to island audiences.

We also will evaluate our ability to expand our activities and level of involvement with an increased number of island residents. Specifically, we are looking for ways to increase dance education beyond just performances by providing master classes and participation island-wide in events such as a National Dance Day event.

d) Briefly describe the anticipated impact on organizational capacity and any other improvements as a result of receiving City funding.

Receiving city funds would enable us to expand the contract of our Program Coordinator position, which is currently a stipend position of about .15% FTE (hours per month vary substantially during our production season).

Having a contractor in this role—even with this limited number of hours--has been a huge step forward for our organizational capacity. (For three years previously, this position was shared by two volunteer producers, which was not sustainable). Expanding the Program Coordinator's contract would increase our capacity to say yes to collaborative projects and fulfill our mission of bringing more dance to island audiences. It would free more board time to focus on strategic planning and development rather than operations. Finally, having more hours in the contract would increase the chances of retaining a seasoned professional in that role.

c) How will you incorporate what you learn from this project into your work?

Our 2017/2018 production season is our first with a paid Program Coordinator rather than volunteer producers. To prepare for this important hire and transition, our volunteer producers spent hours documenting their tasks and organizing step-by step “how-to” guides. The board also worked to clarify the roles of the coordinator, key volunteers, and the board members. As OPG moves forward, the board will continue these conversations to ensure that there are processes in place for keeping this information updated, and so that we use our paid staff to facilitate the extensive volunteer support on which successful productions rely.

OPG BUDGET & NARRATIVE

	2018-Year 1			2019 - Year 2		
	Total Organizational Budget Year 1	COBI Cultural Funding Request Year 1	% of Total Organizational Budget Year 1	Total Organizational Budget Year 2	COBI Cultural Funding Request Year 2	% of Total Organizational Budget Year 2
General Operating Support	\$ 57,632.00	\$ 5,000.00	8.70%	\$ 63,025.00	\$ 5,000.00	8%

Note: OPG's fiscal year runs 6/1 to 5/30, so the organizational budget reported in Year 1 is an average of our 2017/2018 budget (\$52,250) and our 2018/2019 budget (\$63,025), which increases to reflect an additional production we will be added. The 2019 budget reported above is the same as our 2018/2019, as we do not anticipate another increase in 2019/2010. If we receive funding, we will work with city staff in contracting to ensure our eligible expenses fall within the calendar years for which we receive funding. We are applying for general operating support, which we plan to use primarily to expand the program coordinator position.

OLYMPIC PERFORMANCE GROUP

2018-2019 CULTURAL FUNDING METRICS

- #1 Audience reached (number attending performances, tracking both paid and free/complementary tickets, events like Tutu Day at KiDiMu we send dancers to). These numbers will vary quite a bit quarterly, as our main production is in Q4; however, we are adding some new events this year, so we expect to have numbers to report for Qs 1, 3, 4.
- #2 Performance & educational opportunities for dancers. This would be the number of people involved in a production in some substantial way (a role in the Nutcracker, attendance at a master class, performing w/ the Bainbridge Youth Orchestra). We will track this by age (broadly) as best we can (youth, adult, senior).