



## 2018-2019 CULTURAL FUNDING PROPOSAL

### ABOUT OVATION!'S REQUEST

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#### 1) Proposal Description and Purpose. Revised 1/19/18

##### a) PROJECT DESCRIPTION

We are seeking general operating support for vital resources that will help us achieve our core mission as we enter a strategic planning phase. The strategic plan will address affordable venue options, leadership succession, administrative process improvements, memberships, and the expansion of our education programs.

Operating support will allow us to redirect our efforts from merely covering basic essentials to implementing measures that will re-invigorate, stabilize, and propel the organization as we move forward.

##### TIMELINE (★ = milestone)

- Year One: 2018 -			
<b>January</b>	Board meeting: strategic planning session (1/28/18)★	Begin website redesign	Begin database integration (1/11)★
<b>February</b>	Review, approve, and begin implementing completed strategic plan★		
<b>March</b>	Continue database integration★	Winter   Spring Education Programs: AYA & Crescendo	
<b>April</b>	15th Anniversary Spring Gala★		
<b>May</b>	Rehearsals for summer show begin	Crescendo concert	
<b>June</b>	Summer Education Programs (increase participation)★	Begin process improvements to costume rental business★	
<b>July</b>	Participate in Grand Ol' 4th Parade	Summer Show	
<b>September</b>	Fall Education Programs (increase participation)★	Rehearsals for winter show begin	
<b>October</b>	One Call for All prospect prompts		
<b>December</b>	Fall/Winter Show	Community Caroling with Bainbridge Chorale	Crescendo concert

- Year One: 2019 -			
<b>January</b>	Board retreat: review strategic plan to assess progress and determine next steps★		
<b>February</b>	Season Membership / Subscription Drive★		



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<b>March</b>	Winter   Spring Education Programs: AYA & Crescendo	15th Anniversary Spring Gala ★	
<b>May</b>	Rehearsals for summer show begin	Crescendo concert	
<b>June</b>	Summer Education Programs		
<b>July</b>	Participate in Grand Ol' 4th Parade	Summer Show	
<b>September</b>	Fall Education Programs	Revive teen vocal ensemble ★	Rehearsals for winter show begin
<b>October</b>	One Call for All prospect prompts		
<b>December</b>	Fall/Winter Show	Community Caroling with Bainbridge Chorale	Crescendo concert

### b) GOALS & OBJECTIVES

Goal: STABILIZE THE ORGANIZATION

Objectives:

- Determine Affordable Venue Options- Pursue strategic partnerships within the cultural community to secure the use of an appropriate, cost effective venue. We believe in investing in the vitality of existing spaces and are confident this route will allow us to funnel more income toward programming. It will also allow us to keep ticket prices low and continue offering free previews and discounts to military, teachers, students, and seniors.
- Administrative Process Improvements- Integrate databases from PayPal, Constant Contact, and Brown Paper Tickets into one efficient database. We are pursuing the possibility of partnering with Bainbridge High School's Honors Society and Bainbridge Youth Services intern programs to achieve this goal. A more efficient database will allow us to track our impression and participation numbers more effectively in order to attract funders, advertisers, and sponsors. It will also improve our ability to measure our success.
- Determine Feasibility of Memberships/Subscriptions- Transitioning from a per show operating schedule to a planned season would allow for membership/subscription income. Securing licensing for shows in advance would allow us to achieve this. Likewise, in the future, selling advanced subscriptions would allow us to obtain licensing in advance. Ovation! needs to determine if we have the capacity to implement fulfillment procedures in order to process memberships/subscriptions.
- Increase Rental Income- Improve the efficacy of our costume bank to allow for more rental income. We will pursue the use of an intern for this as well.

Goal: PREPARE THE ORGANIZATION FOR TRANSITION

Objectives:

- Creative A Succession Plan - Determine the timing and process of transitioning the organization as our founders shift from leading to supportive roles. Ovation!'s Artistic Director, Ron Milton, suffered a heart attack in May. He made an impressive recovery. Even so, it has prompted a planning effort.
- Scout Prospective Leaders - Attract and retain qualified candidates.

Goal: EXPAND EDUCATION PROGRAMS



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### Objective:

- Increase Awareness - Identify new marketing and registration outlets.
- Increase Participation - Revive our teen vocal ensemble.

Goal: INCREASE VALUE TO THE COMMUNITY

### Objective:

- Increase Awareness- Identify new marketing strategies and reciprocal partners.
- Increase Tickets Sales – Leverage increased awareness to convert leads to sales.
- Enhance Production Value- Funnel increased revenue into production enhancements, thereby improving both the performers and audience members experience.

### c) KEY PARTICIPANTS OR PARTNERS

We will assign the following board members and committee members to the defined objectives (this may change and grow as we enter the process):

Key: \*Board Member | •Committee Member | ♦Paid Creative Team Member, Instructor, Intern

VENUE	SUCCESSION	MEMBERSHIP & ADMIN	RENTALS	EDUCATION	PRODUCTION
*Shelly Vosshall	*Ron Milton	*April Trabucco	*MJ Milton	*♦Ron Milton	*♦Ron Milton
*MJ Milton	*MJ Milton	*Jenn Osburn	•Janie Walton	♦Reece Suave	♦Reece Suave
*Dale Bye	*Dale Bye	•Lynn Smith	♦Intern	♦Todd Hulet	
		♦Intern			



## 2018-2019 CULTURAL FUNDING PROPOSAL

### OVATION! PROPOSED BUDGET NARRATIVE

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#### 1) TOTAL ESTIMATED BUDGET

With approved funding from the City, Ovation!’s projected annual operating expenses for 2018 (not including depreciation, production, and instructor expenses) are \$63,928. The same projected expenses for 2019 are \$67,128. We have re-allocated expenses, amending projected operating expenses to include infrastructure improvements that offer optimal impact for the future of the organization.

#### 2) ANITICIPATED GENERATED INCOME

With approved funding from the city, we anticipate our capacity to generate income will increase. We have amended our projected earned income accordingly. Projected income via ticket sales, ads, sponsorships, concessions, tuition, cast fees, and rentals is \$77,790 for 2018 and \$83,825 in 2019. Projected contributed income via Ovation!’s annual gala, One Call for All, Kitsap Great Drive, individual donations, and major donor gifts is \$49,050 and \$50,753 in 2019.

#### 3) FUNDS ALLOCATION

Funds will be used to help cover operating expenses as Ovation! builds a stronger and more sustainable infrastructure.

#### 4) CURENT COMMITTED / PENDING FUNDS

At this time, the board has committed the \$10,000 in major donor gifts for 2018.

	2018- Year 1			2019 – Year 2			
Suggested Expense Category	Total Operating Budget Year 1	COBI Cultural Funding Request Year 1	% of Total Operating Budget Year 1	Total Operating Budget Year 2	COBI Cultural Funding Request Year 2	% of Total Operating Budget Year 2	Total Operating Budget (Year 1 and 2)
	\$63,928	\$12,500	19.5%	\$67,928	\$12,500	18.4%	\$131,856



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### OVATION! PROPOSED METRICS

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#### 1) PROJECT MANAGEMENT MATRIX

Ovation! will provide a progress report of infrastructure improvements via a project management matrix. The matrix will track progress on goals and milestones as set forth in Ovation!'s funding proposal.

#### 2) QUARTERLY P&L WITH SALES REPORTS

Ovation! will provide a quarterly P&L along with ticket sales, class registration, and donation reports.