This report represents Orlando Ballet Inc.'s responses to Charting Impact, a joint project of BBB Wise Giving Alliance, GuideStar USA Inc, and Independent Sector. Charting Impact uses five simple yet powerful questions to encourage strategic thinking and help organizations share concise information about their plans and progress toward impact.

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Mission:
Orlando Ballet will entertain, educate and enrich the cultural growth throughout our community through the highest quality of dance.

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1. What are we aiming to accomplish?

The Orlando Ballet will focus on the following elements:
The Art of Dance: continuing the tradition of a classically trained company that has the technical and theatrical ability to excite and inspire its audience with full-length ballets, contemporary masterpieces, and new works. The Joy of Dance: creating programming that may be appealing to a broader audience by incorporating the use of technology and social media, hosting special events with celebrity guests, and collaborating with new partners. The Power of Dance: maintaining a ballet school committed to superior dance instruction and training for individuals of all ages and offering a variety of outreach programs to reach populations that may not otherwise have access to ballet training and/or performances.

2. What are our strategies for making this happen?

For the 2017-18 Season, Orlando Ballet has outlined the following strategies to reach the aforementioned goals: Contracts have been negotiated to engage 23 professional company dancers, two guest artists, ballet masters to stage prominent work from well-known choreographer Jessica Lang, live orchestra for Swan Lake, renowned vocalist Sisaundra Lewis to create new work choreographed by Robert Hill, and sets/costume rental builds and refurbishments to support two newly created works and to enhance productions from the company's repertoire; Efforts to provide a "behind-the-scenes" look into the Orlando Ballet will continue with the Orlando Ballet Uncorked series, open rehearsals, tours of the wardrobe and production warehouse, and a new symposium series with prominent choreographers and dancers; The organization's use of digital marketing and social media will expand to broaden its reach to younger demographics and engage its audience in new ways; a Young Ambassador's group, piloted in 16-17 will increase activity. Efforts to increase audience to include diverse populations will continue. 2016-17 outreach focused upon the Hispanic Community. This will continue and additional efforts will have specific focus upon the African American community. Build engagement of the Orlando Ballet School's Parents Association to help evaluate school offerings and serve as ambassadors for the organization. Orlando Ballet recognizes to achieve these goals, it must have a strong infrastructure. To that end, Orlando Ballet has outlined the following additional strategies: Enhance both programmatic and institutional marketing efforts; Focus on prospecting and cultivating new donors—primarily individuals and corporations, while also placing an emphasis on donor appreciation; Grow the organization's board of directors to include members from key local industries, members from the artistic/education community, and members representing the diversity of Orlando (in age, ethnicity, and gender); Continue to work towards obtaining the necessary funds to renovate and expand the Loch Haven Neighborhood Center as the new home for the Orlando Ballet company, central school campus, and administrative offices; Invest in the necessary technology to operate efficiently including the implementation of Tessitura to handle all ticketing, fundraising, and education database and processing needs.

3. What are our organization's capabilities for doing this?

Orlando Ballet hired a seasoned executive with decades of experience in dance and the performing arts to serve as its Executive Director in August 2016. She is leading the board of directors' efforts to obtain high-level gifts that will help stabilize the organization while enabling it to continue offering high-quality dance programming. The Company is led by Artistic Director Robert Hill, a former principal dancer of the American Ballet Theatre, who is recognized for making ballet relevant to today's audiences. Orlando Ballet School is led by Dierdre Miles Burger, a former dancer of Boston Ballet and former Principal of the Boston Ballet School. The school faculty is certified to provide instruction per the criteria of American Ballet Theatre and is one of only five schools in the nation to achieve this standard. Resilient Philanthropy conducted a feasibility study for Orlando Ballet. The results of this study indicate that the community believes that, with changes now implemented at Orlando Ballet, a renovation campaign is reasonable. Orlando Ballet has received a $2.5 million gift from the Harriett Lake Family Trust as a lead gift to the capital campaign. The Orlando Ballet is also a member of Dance/USA, the leading organization for dance advocacy, research, and professional development. Dance/USA is a resource for information,
allowing Orlando Ballet to find benchmarks that will help elevate the organization, as well as learning opportunities to examine industry best practices.

4. How will we know if we're making progress?

Ticket sales and attendance records are analyzed for each production. Orlando Ballet regularly conducts audience surveys to ascertain concerns and satisfactions, as well as identify audience demographics and economic impact of programs. Traffic on the website and social media platforms is used to monitor promotions and advertising campaigns. Press and media coverage are also evaluated, as is the return on investment for all fundraising and direct mail campaigns. The success of Orlando Ballet Schools programs is evaluated by American Ballet Theatre National Training Curriculum student examinations, student success in international dance competitions, and students' ability to obtain professional dance employment after graduation. Students receive bi-annual written evaluations. STEPS Program participants are evaluated by academic teachers in the school system as well as parents/guardians prior to the start of the program and again at its conclusion. The program has been shown to reduce the incidence of at-risk related behavior, with academic schoolteachers reporting 80% of students with improvement in marked memory and behavior, 82% with improvement in motor skills, 85% with improvement in academics, and 92% with improvement in self-esteem among participants. Students and teachers who participate in outreach programs are regularly surveyed and these evaluations are used to continually revamp and improve the program. The Finance Committee of the Board meets monthly to review budgets and ensure the organization is operating in a fiscally prudent manner and department heads have monthly budget review meetings to ensure accountability and provide for necessary adjustments as needed.

5. What have and haven't we accomplished so far?

Orlando Ballet has hired a highly experienced Executive Director, School Marketing & Community Relations Coordinator and Development Coordinator who began in late summer 2016. Additionally, Orlando Ballet has hired a Director of Development (December 2016) with significant fundraising experience and CFRE credentials. Professionals on loan have provided legal, accounting and HR expertise as the organization continues to create a more robust professional environment. Orlando Ballet has made significant progress on the renovation campaign. A building has been identified and favorable lease obtained through the City of Orlando, a feasibility study and subsequent strategic analysis by external industry experts have been conducted, and $2.5 million of the estimated cost of renovation and expansion of $8 million has been secured. The challenge will be raising an additional $5.5 million for the renovation campaign while still growing our general operating donations. Despite a smaller board of directors and reduction in staff size during the 2015-16 and 2016-17 seasons, the Orlando Ballet was still able to engage a number of new and former donors to raise a significant amount of financial support for both operations and programming. With new staff joining the team and an aggressive board expansion strategy, Orlando Ballet is confident that it will be able to further develop this support during the 2017-18 season.