

ORLANDO BALLET

---

ANNUAL  
MEETING

MAY 28, 2026



ISRAEL ZAVALA ESCOBEDO PHOTOGRAPHY • ELLIE IANNOTTI

**TITLE**

**LEARN TO FLY**

**CHOREOGRAPHY**

**AMYIA BURRELL**

**MUSIC**

**JOY OLADOKUN**

**CAST**

**ZELLA DIENER • CECE GOLDSBERRY**

CALL TO ORDER  
**WELCOME**



**JONATHAN LEDDEN**  
Board President

BOARD OF DIRECTORS

# NOMINATING & INTRODUCTIONS



**JAYNE WILLIS DNP,**  
**RN**  
Board Vice President

BOARD OF DIRECTORS  
**NEWLY APPOINTED**



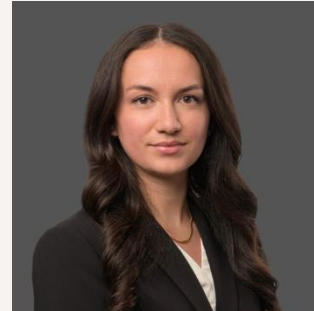
**ANDREW DUNNING**

Community Volunteer



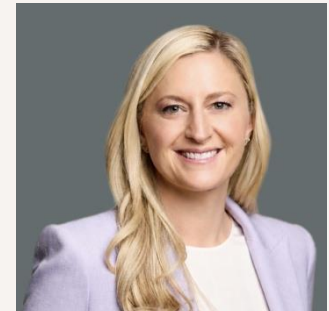
**LAUREN LAMBIS**

Orlando Magic



**ANNA MARTIN-  
MASSEY**

Maynard Nexsen PC



**SARAH RENDE**

Stripe

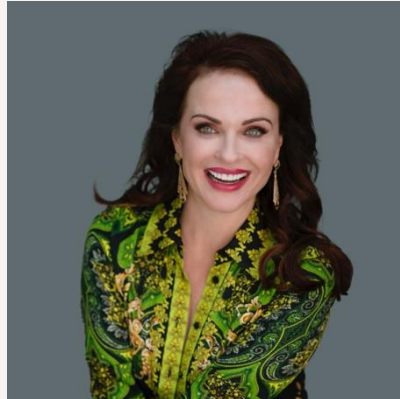
BOARD OF DIRECTORS

**26-27 TERM RENEWALS**



**MC CRAVATTA**

Foley & Lardner LLP



**KRISTA LEDDEN**

Community Volunteer



**JONATHAN LEDDEN**

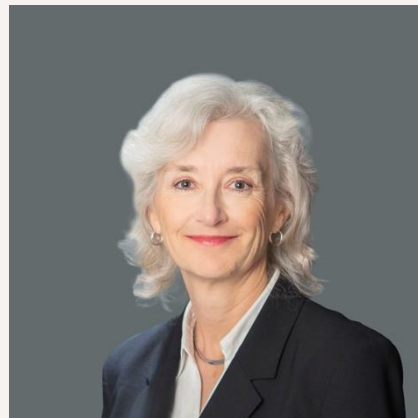
Private Investor

# BOARD OF DIRECTORS OFFICERS



**JONATHAN  
LEDDEN**  
President

Private Investor



**MARGARET SHAN  
ATKINS**  
Vice President

Independent Corporate Director



**ANGIE  
JERNIGAN**  
Treasurer

Orlando Health



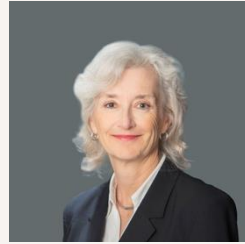
**JAYNE WILLIS DNP, RN**  
Secretary

UCF College of Nursing

# BOARD OF DIRECTORS COMMITTEE CHAIRS



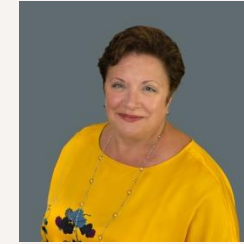
**ANGIE JERNIGAN**  
Finance



**MARGARET SHAN  
ATKINS**  
Governance



**JAYNE WILLIS, DNP, RN**  
Nominating



**LISA WESTLAKE**  
Education



**DIANE KUHL**  
Cultivation &  
Stewardship



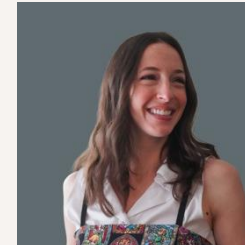
**ERIC HORNER**  
Ballet Ball



**COLTE SUGGS**  
Ballet Ball



**EKTA DESAI**  
Ballet Ball



**REBEKAH ESSICK**  
Orlando Ballet  
Ambassadors



**KARA HOWELL**  
Orlando Ballet  
Ambassadors



**LIZETTE VALARINO**  
Amigos Del Orlando Ballet

BOARD OF DIRECTORS  
**EXECUTIVE COMMITTEE**



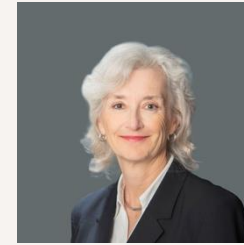
**JONATHAN LEDDEN**  
Private Investor



**JAYNE WILLIS DNP, RN**  
UCF College of Nursing



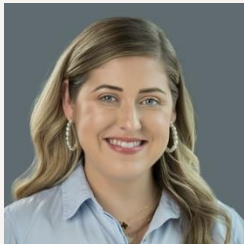
**ANGIE JERNIGAN**  
Orlando Health



**MARGARET SHAN ATKINS**  
Independent Corporate Director



**SANDOR BONDOROWSKY**  
Total Media Productions



**M.C. CRAVATTA**  
Foley & Lardner LLP



**COLTE DEBBOUZA-SUGGS**  
Époque Inc.



**JOHN A. "SKIP"  
KIRST JR.**  
Collado Real Estate



**DIANE KUHL**  
Development Consultant



**RICHARD J. SKAGGS**  
USF Credit Union



**LISA WESTLAKE**  
Independent Corporate Director

## BOARD OF DIRECTORS

# 2026/2027 BOARD

**MARGARET SHAN  
ATKINS**

Independent Corporate Director

**SANDOR  
BONDOROWSKY**

Total Media Productions, Inc

**MEREDITH COOK**

Scientia Global Consulting

**M.C. CRAVATTA**

Foley & Lardner, LLP

**JENNIFER CURRY**

Siemens Energy

**COLTE  
DEBBOUZA-SUGGS**

Époque, Inc.

**EKTA DESAI**

Schenkel Shultz

**ANDREW DUNNING**

Community Volunteer

**KERI HOLLIDAY**

PNC Private Bank

**ERIC HORNER**

Eric Horner Interiors

**ANDREW HOWELL**

Tropical Smoothie Cafe

**ANGIE JERNIGAN**

Orlando Health

**JOHN A. "SKIP"  
KIRST JR.**

Collado Real Estate

**DIANE KUHL**

Development Consultant

**LAUREN LAMBIS**

Orlando Magic

**KEITH LASHLEY**

HKS Architects

**JONATHAN LEDDEN**

Private Investor

**KRISTA LEDDEN**

Community Volunteer

**JENNIFER  
LOWNDES**

Holland & Knight LLP

**ANNA  
MARTIN-MASSEY**

Maynard Nexsen PC

**LONDON OTT**

City of Orlando

**SARAH RENDE**

Stripe

**GEANNE SHARE**

Community Volunteer

**RICHARD J.  
SKAGGS**

USF Credit Union

**YADHIRA  
SOLLBERGER**

Community Volunteer

**ROBERT SUCHOR**

Truist

**JAYNE WILLIS,  
DNP, RN**

UCF College of Nursing

**LISA WESTLAKE**

Independent Corporate Director

**DAVID WITHEE**

J.P. Morgan Private Bank

**BOARD OF DIRECTORS**  
**RETIRING**



**KELLEY IRBY**

Orlando Magic



**ERICH MASCHHOFF**

Truist



**JEAN GRONO-NOWRY**

Massey Services Inc.

ORLANDO BALLET

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DIRECTORS  
EMERITUS



BOARD OF DIRECTORS  
**DR. LYNN LE**



### Exceptional Service to Orlando Ballet

- Served July 1, 2018 to June 30, 2024
- **School Committee Chair** for 5-years, an unprecedented period of OBS quality improvements, growth and establishing financial stability
  - **Growth** of OBS to over 600 students
  - **Innovated** “parent focus groups” leading to substantial improvements of student and family experience and satisfaction
  - **Consolidated** OBS locations, closing loss-generating satellites
  - Identified new leadership
- Founding member of re-constituted **Executive Committee** during Covid
- Participated in numerous board discussions that were pivotal to current success
  - **Bold leadership** and policy decisions
  - **Navigating** Covid
  - **Initiation** of Nutcracker project

## BOARD OF DIRECTORS

# JEAN GRONO-NOWRY



### Exceptional Service to Orlando Ballet

- Served July 1, 2020 through June 30, 2026
- **Finance Committee** member 2020 – 2022 including navigating Covid and establishment of reserve funds
- **Treasurer and Finance Chair** for 3.5 years from 2022 - 2026 a period of unprecedented growth
  - **Budget growth** from \$5.9 million to over \$12 million
  - **Successfully funding** of \$3.5 million+ *Nutcracker*
  - **Strong liquidity position**, including \$2 million line of credit
- **Primary steward** of OB's relationship with Massey Services and the Harvey & Carol Massey Foundation, substantially growing these key partnerships
- **Executive Committee** member
- **Important advocate** in the community; past Treasurer of United Arts

**BOARD OF DIRECTORS**

**DIRECTORS EMERITUS**



**JOHN A. "SKIP"  
KIRST JR.**



**DR. LYNN LE**



**KRISTA LEDDEN**



**JEAN GRONO-NOWRY**

ORLANDO BALLET

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ANNUAL  
MEETING

MAY 28, 2026



ISRAEL ZAVALETA ESCOBEDO PHOTOGRAPHY • ELLIE IANNOTTI

EXECUTIVE LEADERSHIP  
**ARTISTIC**



**JORDEN MORRIS**  
Artistic Director

YEAR IN REVIEW

ENTERTAIN

EDUCATE

ENRICH



# ORLANDO BALLET

JORDEN MORRIS • ARTISTIC DIRECTOR



2025/2026  
Season

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SWAN LAKE

*The* NUTCRACKER  
BROUGHT TO YOU BY ORLANDO HEALTH

CARMEN

BALANCHINE,  
GODDEN, GILL

THE GREAT  
GATSBY

2025/2026

# A RECORD-BREAKING YEAR



#1 Selling Non-Nutcracker Show in Orlando Ballet History



#1 Selling Show in Orlando Ballet History



#1 Selling Mixed Repertoire in Orlando Ballet History

2025/2026

# A RECORD-BREAKING YEAR

47,330 Total  
Ticketed  
Patrons

10.4% increase  
in attendance  
YOY



# ORLANDO BALLET

JORDEN MORRIS • ARTISTIC DIRECTOR

26/27 SEASON

THE *SLEEPING BEAUTY*

*The* NUTCRACKER  
BROUGHT TO YOU BY ORLANDO HEALTH<sup>®</sup>

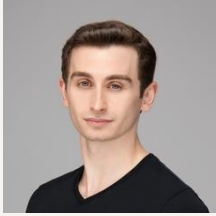
ALICE IN  
*WONDERLAND*

DIRECTOR'S  
COLLECTION

JORDEN MORRIS'  
MOULIN ROUGE<sup>®</sup>  
THE BALLET



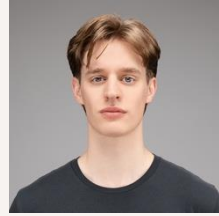
# COMPANY DANCERS



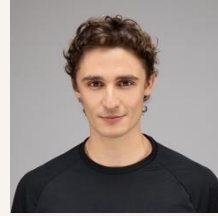
JOHN ABENANTY



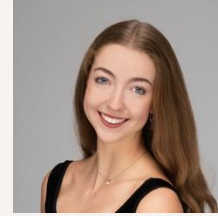
CHARLOTTE ANUB



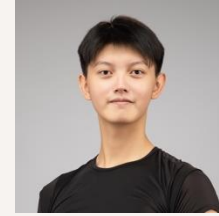
CAMERON BAILEY\*



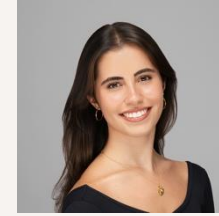
BERNARDO BETANCOR



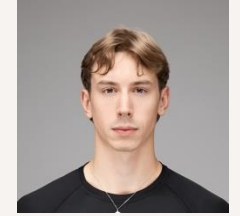
SAVANNAH CAMPBELL\*



RUEI LIN CHENG\*



MAYA FAZZARI\*



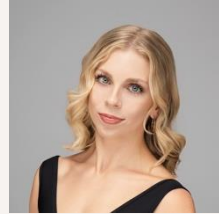
JOSHUA FICKLING



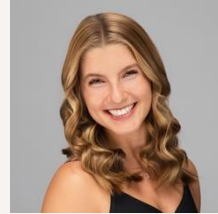
KATE GARDINIER\*



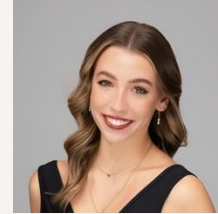
THOMAS GERHARDT\*



KENNA GOLD\*



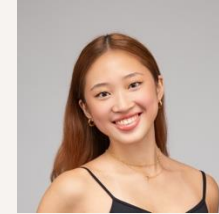
DOMINIQUE GUERRA\*



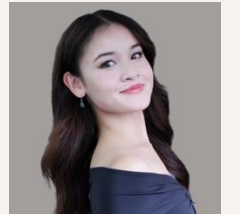
ELLIE IANNOTTI\*



HAZUKI KISHIDA\*



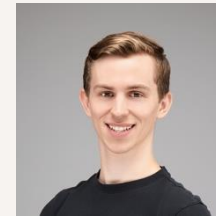
CHEN-YU LIAO\*



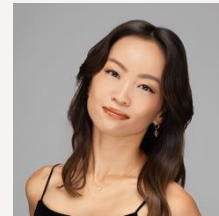
SOPHIA LONGID



REMY LOREN



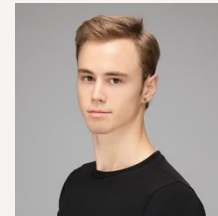
CHARLIE MELLOR\*



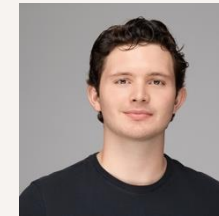
HITOMI NAKAMURA\*



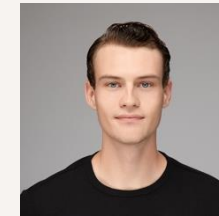
ALBERTO PEÑALVER



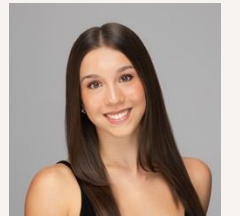
JACK RAGLAND\*



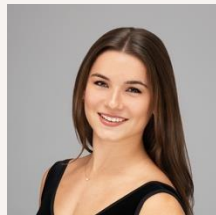
NATHAN ROWELL\*



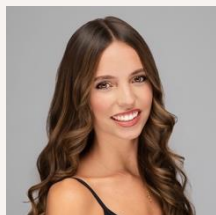
TROY SANTULLI



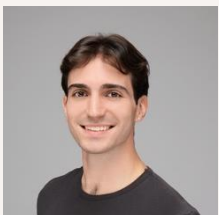
RENEE SHUBOV\*



SABRINA SIERENS\*



ARIA SMITH\*



JAYSAN STINNETT\*

\* 18 Alumni Dancers of OBII or OBS in the  
Company

COMPANY  
**PREMIERE SEASON**



**RUI LIN CHENG\***



**CHEN-YU LIAO\***



**SOPHIA LONGID**

**\* Promoted from OBII**

YEAR IN REVIEW

ENTERTAIN

EDUCATE

ENRICH





**PREPARATORY  
TRAINING  
CENTER**



**THE  
ACADEMY**



**SUMMER  
INTENSIVE**



**CAMPS**



**FITNESS  
THRU  
DANCE**

# ORLANDO BALLET SCHOOL

**2,900+** students  
served

**85** Scholarships  
Awarded

**82%** increase in  
competition placement  
YOY

YEAR IN REVIEW

ENTERTAIN

EDUCATE

ENRICH



# COMMUNITY ENRICHMENT



REACH



RISE



INTRO TO BALLET



STEPS and FIRST STEPS

Currently serving ages  
**3 - 103**

**87,000** people served

**2,000+** tickets given



NEON CLUB



GENTLE BEMOVED



EMOTIONS IN MOTION



COME DANCE WITH US

# OUR COMMUNITY ENRICHMENT PARTNERS



EXECUTIVE LEADERSHIP  
**ADMINISTRATION**



**BRADLEY RENNER**  
Executive Director

YEAR IN REVIEW  
**FINANCIALS**



# GROWTH OF OUR FAMILY TICKETING

FY27 BUDGET

\$3.88M

TOTAL # OF ATTENDEES

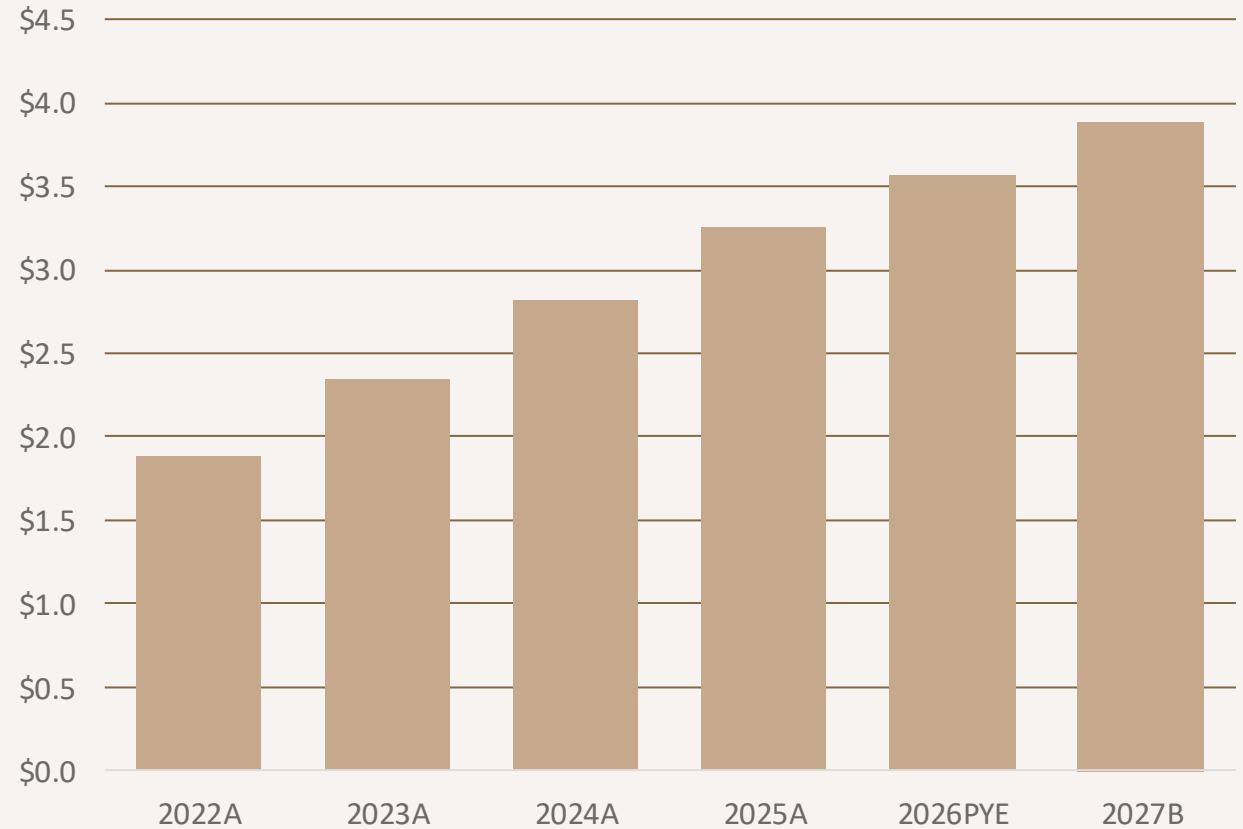
47,330

+10.4%  
YOY

TICKET REVENUE  
GROWTH SINCE 2022

106%

Ticketed Revenue (\$MM)



# GROWTH OF OUR FAMILY

## ORLANDO BALLET SCHOOL

FY27 BUDGET

\$3.49M

TOTAL # OF STUDENTS

527

TOTAL # OF SUMMER STUDENTS

545

TOTAL # OF FTD STUDENTS

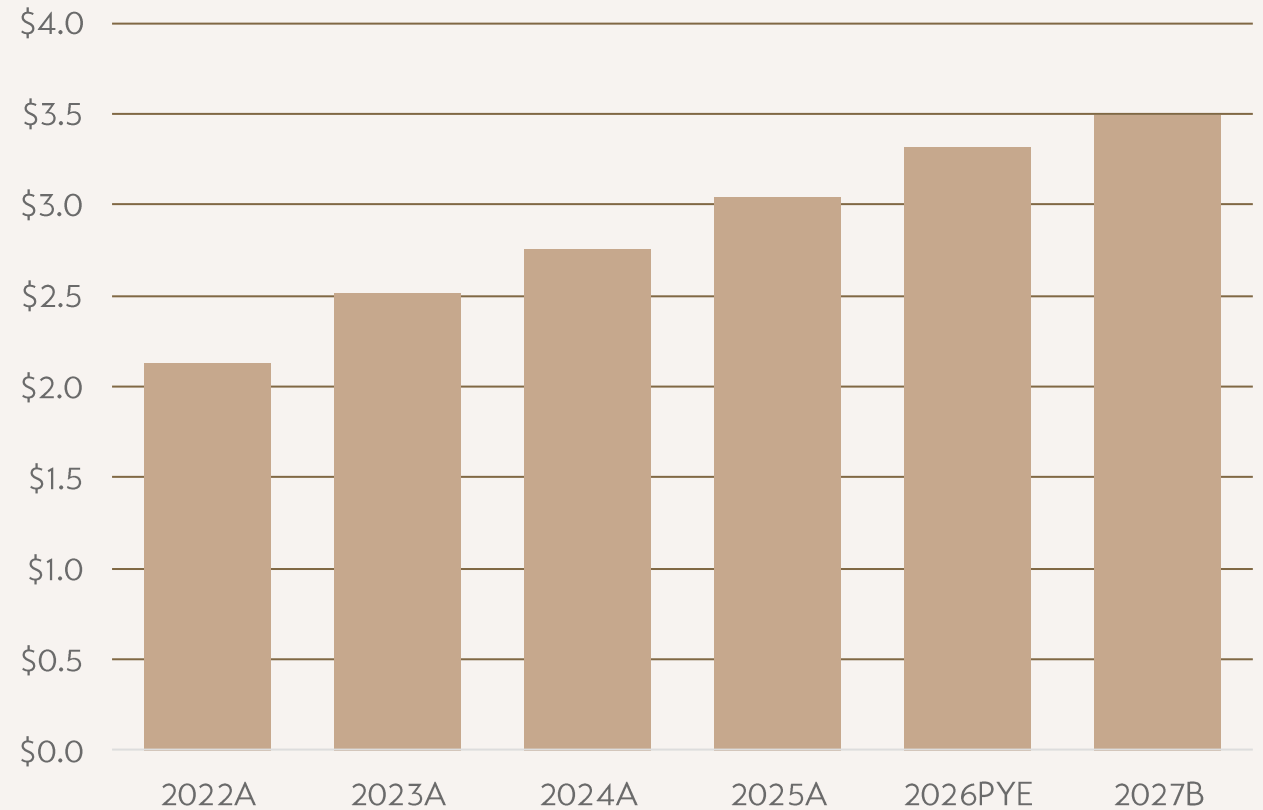
1876

+33%  
YOY

TUITION REVENUE GROWTH SINCE 2022

64%

OBS Revenue (\$MM)



# GROWTH OF OUR FAMILY PHILANTHROPY

FY27 BUDGET

\$4.28M

TOTAL # OF DONORS

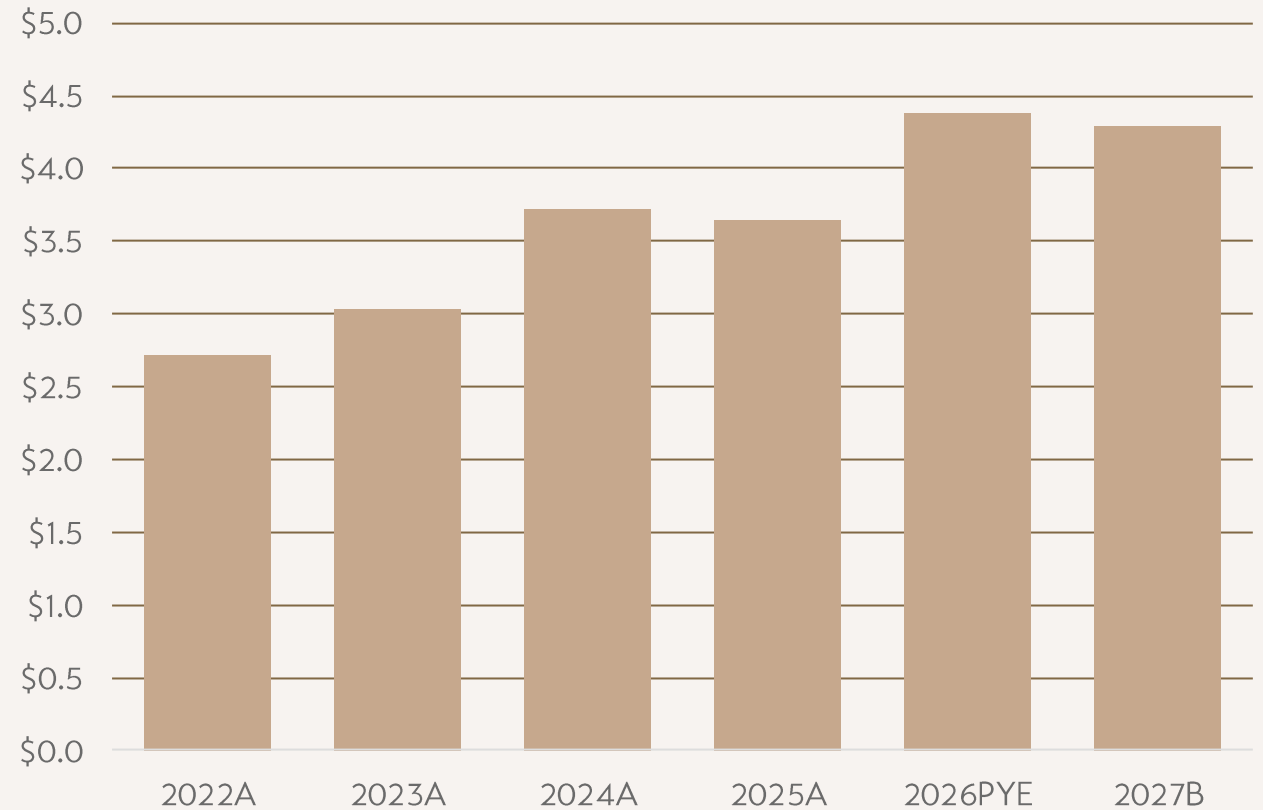
771

+17%  
YOY

CONTRIBUTED REVENUE  
GROWTH SINCE 2022

57%

Contributed Revenue (\$MM)



# ORLANDO BALLET REVENUE GROWTH

FY27 BUDGET

\$12.16M

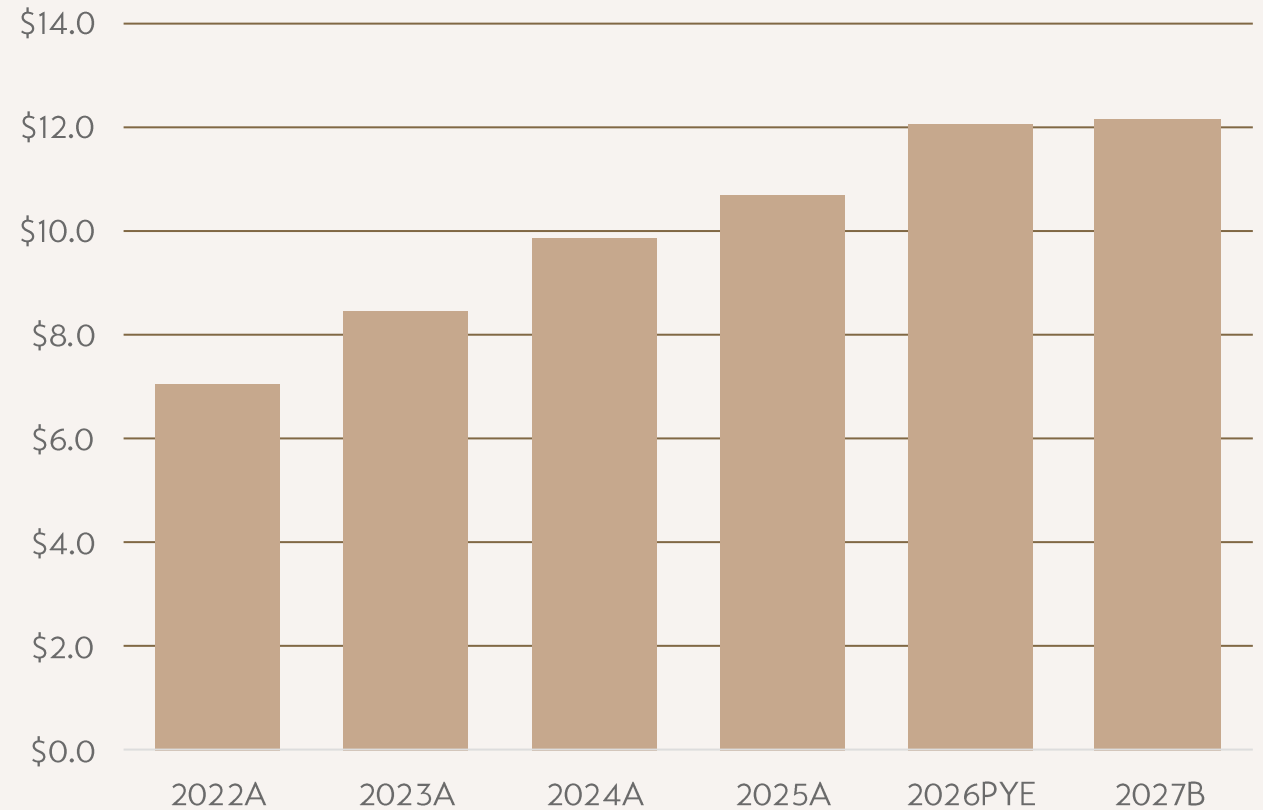
TOTAL # OF  
INDIVIDUALS SERVED

140,000

TOTAL REVENUE  
GROWTH SINCE 2022

73%

Revenue Growth (\$MM)



FOCUS ON CASH FLOW

# OPERATIONAL DISCIPLINE

	2022A	2023A	2024A	2025A	2026PYE	2027B
TOTAL INCOME	\$7,043,924	\$8,476,443	\$9,856,442	\$10,685,509	\$12,059,993	\$12,155,658
LESS: TOTAL EXPENSES	\$7,052,327	\$8,400,938	\$9,823,950	\$10,991,976	\$11,796,705	\$12,155,457
= NET OPERATING INCOME	(\$8,403)	\$75,505	\$32,492	(\$306,467)	\$263,288	\$201
ADDBACK: NON-CASH DEPRECIATION	\$380,765	\$398,083	\$480,316	\$580,229	\$632,688	\$643,087
<b>= OPERATING CASH FLOW</b>	<b>\$372,362</b>	<b>\$473,588</b>	<b>\$512,808</b>	<b>\$273,762</b>	<b>\$895,976</b>	<b>\$643,288</b>
YE OPERATING CASH	\$1,040,544	\$1,310,539	\$419,021	\$476,860	\$818,709	\$818,709
YE RESERVES	\$2,700,000	\$1,092,313	\$568,754	\$704,624	\$1,781,624	\$2,397,912

# Community Partnerships

## Board Represented

- City of Orlando
- Foley & Lardner
- Holland & Knight
- JP Morgan Private Bank
- Massey Services / Harvey & Carol Massey Foundation
- Orlando Health
- Orlando Magic / OMYF
- PNC Private Bank / PNC Foundation
- Siemens Energy
- Truist
- USF Credit Union

## Collaborative Partners

- Arnold Palmer Children's Hospital
- Black Homeschoolers of Central Florida
- Black Chamber of Commerce
- Boys & Girls Club of Central Florida
- City of Orlando Senior Centers
- Central Florida Community Arts

- Dr. Phillips Charities
- Dramatic Education
- Early Learning Coalition
- Enzian Theater
- Ette Hotel
- Foundation for Foster Children
- Four Seasons Golf & Tennis Club
- French American Business Council of Orlando
- Hispanic Chamber of Commerce
- Lake County Public Schools
- Lake Highland Preparatory School
- Lake Nona Women's Association
- LGBTQ Chamber of Commerce
- Modern Widows Club
- Nemours Children's Health
- Opera Orlando
- Orange County Public Schools
- Orlando Health Volunteer Medical Team
- Orlando Museum of Art
- Orlando Science Center
- Orlando Shakes
- Orlando Youth Chamber Orchestra
- Osceola County Public Schools
- Redeemer Children Journey Preschool
- Rollins College
- Rosen JCC
- Seminole County Public Schools
- The Mayflower
- The Villages
- Thomas Learning Academy
- Tiffany & Co.
- UCF's Center for Autism and Related Disabilities
- United Arts
- Unlocking Children's Potential
- Valencia College
- Victim Services Center of Central Florida
- Westminster Retirement Homes (both locations)

# Community Enrichment Sites

## **OCPS (FS, STEPS, REACH, RISE, CDWU)**

- Lake Como K-8
- Windy Ridge K-8
- Blankner Elementary
- Mollie Ray Elementary
- Endeavor Elementary
- Orlo Vista Elementary
- Whispering Oak Elementary
- Aloma Elementary
- Rock Lake Elementary
- Andover Elementary
- Maxey Elementary
- Sand Lake Elementary
- Metrowest Elementary
- William Frangus Elementary
- Meadow Woods Elementary
- West Creek Elementary
- Sunrise Elementary
- Winegard Elementary

- Horizon West Middle School
- Robinsonwood Middle School
- Lockhart Middle School
- Legacy Middle School
- Colonial High School
- Windermere High School
- University High School
- Olympia High School
- Wekiva High School
- Wolf Lake Middle School
- Dr. Phillips High School
- Central Avenue Elementary
- Canoe Creek K-8
- Lakeview Elementary
- Michigan Avenue Elementary
- Partin Settlement Elementary
- Neptune Elementary

## **City of Orlando Neighborhood Center (STEPS)**

- Ivey Lane Neighborhood Center

- Colonialtown Neighborhood Center
- Wadeview Neighborhood Center
- James R. Smith Neighborhood Center
- Jackson Neighborhood Center
- Dover Shores Neighborhood Center
- Englewood Neighborhood Center

## **SEMINOLE COUNTY (STEPS)**

- Midway Elementary

## **OSCEOLA COUNTY (FS, STEPS, RISE, CDWU)**

- Kissimmee Elementary
- Pleasant Hill Elementary
- Cypress Elementary
- Flora Ridge Elementary
- St. Cloud High School
- Celebration High School
- Harmony Community School
- Thacker Avenue Elementary

# Group Ticket Donations by Orlando Ballet

- Black Home Schoolers of Central Florida
- Blankner K-8
- Boys & Girls Clubs
- Camaraderie Foundation
- Central Florida YMCA
- City of Orlando
- Colonial HS- REACH
- Colonialtown Neighborhood Center
- Dover Shores Neighborhood Center
- Dramatic Education
- Dream Lake Elementary
- Dueling Dragons
- Edgewood Children's Ranch
- Engelwood Neighborhood Center
- Family Promise of Greater Orlando
- Foundation for Foster Children
- Grace Medical Home
- Heartland Haven
- Hispanic Heritage Scholarship Fund
- Horizon West MS- REACH
- Ivey Lane Neighborhood Center
- Jewish Family Services
- John H. Jackson Neighborhood Center
- Kissimmee Elementary
- Lake Como K-8- REACH
- Lift Orlando
- Make-A-Wish
- Maxey Elementary
- Midway Elementary
- New Hope for Kids
- New Image Youth Center
- OCPS
- One Heart for Women and Children
- Orlando Day Nursery
- Orlando Police Foundation
- Orlando Union Rescue Mission
- Page 15
- Redeemer Children's Journey Preschool
- Reed Charitable Foundation
- Residing Hope
- Rock Lake Elementary
- Ronald McDonald House Charities
- Scouting America, Central Florida
- Seminole County Public Schools
- Special Hearts Farm
- Thomas Leadership Academy
- Touched by Type 1
- UCP of Central Florida
- Victim Service Center
- Volunteers for Community Impact
- Wadeview Neighborhood Center
- Winter Park Day Nursery

# Ticket Donations by Orlando Ballet for Auctions and Events in 25/26 Season

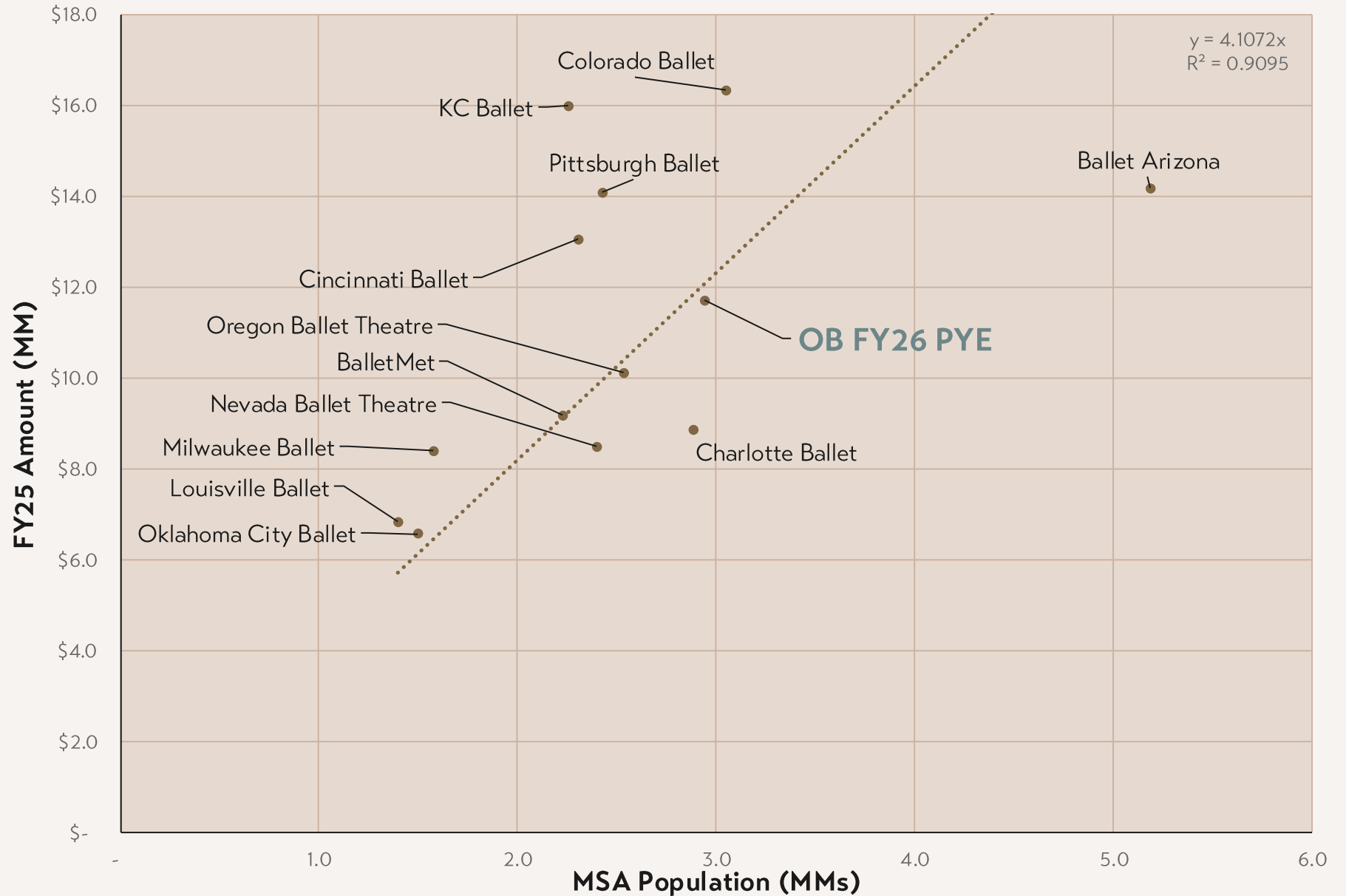
- American Cancer Society
- Autism & Related Disabilities Gym
- Breakthrough T1D
- Brevard Zoo
- Central Florida Vocal Arts
- Central Florida Women's League
- CFL Delta Gamma Alumnae Chapter
- Citrus Club
- Conductive Education Center of Orlando
- DanzForce Extreme Guild
- Down Syndrome Association of Central Florida
- Downtown Orlando Partnership
- Edgewater Boys Basketball program
- Edgewater High School PTA
- Easterseals Florida
- Experience Kissimmee
- Florida Alliance for Arts Education
- Florida Safety Council
- Friends of Loch Haven Park
- GKTW - Golf
- Habitat for Humanity
- Hispanic Chamber of Metro Orlando
- Hispanic Heritage Scholarship Fund
- Human Rights Campaign
- Ivanhoe Village Mainstreet
- Joshua House Foundation
- Kids Beating Cancer
- Kissimmee Woman's Club
- Lake Buena Vista Rotary Club
- Lake Highland Prep
- Legal Aid Society of the OCBA
- Lighthouse Central Florida
- Make-A-Wish – Wishmaker's Ball
- Make-A-Wish – Celebration Exotic Car Festival
- Mennello Museum of American Art
- Methodist School for Early Education
- NAMIWalks
- NextStep Orlando
- Nobilo Foundation
- Oakland Nature Preserve
- OMA - Festival of Trees
- Orangewood Christian School
- Orlando Gay Chorus
- Orlando Philharmonic Orchestra
- Orlando Shakes
- Parkinson's Association of Central Florida
- Parkinson's Foundation
- Pershing School PTA
- Pride Chamber of Orlando
- Relay For Life
- Seminole Cultural Arts Council
- Seminole County Council PTA
- Seminole State College
- Senior's First
- Singhaus Scholarship
- Sports 4 the Kids
- Strike Magazine Orlando - UCF Rosen
- Taste! Central Florida
- The Celebration Foundation
- The Henegar
- UCF's Filipino Student Association
- Westminster Winter Park
- Winter Park Library
- Winter Park Playhouse

# FORWARD MOMENTUM

STRATEGIC PLAN 2026-2029



# FY25 Total Revenue



# SUCCESSFULLY ACHIEVED



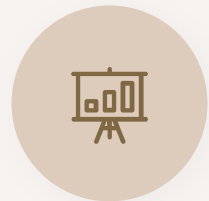
**A STUNNING NEW  
NUTCRACKER**

---



**A STELLAR  
TEAM**

---



**BUILT AN  
AUDIENCE**



**A BEAUTIFUL HOME –  
HARRIET'S ORLANDO  
BALLET CENTRE**

---



**A THRIVING  
SCHOOL**

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**ENSURING ACCESS TO  
DANCE**

2026-2029

# WHAT MUST THE STRATEGIC PLAN ADDRESS?



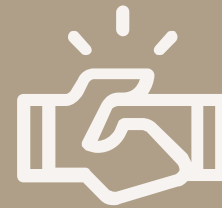
**Artistic programming** that entertains, educates and accelerates audience growth and develops our artists



**Strengthen education** to drive student outcomes

Deepen **family engagement**

**Brand OBS** as the premier ballet school in Central Florida



Codify our **culture**

**Invest in our team**



**Financial Stability**

**Grow our audience** to feed the pipeline of students, advocates, and donors

# PERFORM BOLD ARTISTIC WORKS THAT ENGAGE AND GROW OUR AUDIENCE

Artistic Programming	26/27	27/28	28/29 (55 <sup>th</sup> Season)
PROGRAM 1	<i>Sleeping Beauty (live music)</i>		
<i>The Nutcracker</i>	<i>The Nutcracker</i>		
PROGRAM 2	<i>Alice in Wonderland (Company Premiere)</i>		
PROGRAM 3	<i>Paquita, L. Morris (Company Premiere)</i> <i>Mirrors, Godden (Company Premiere)</i> <i>Deverell, J. Morris</i>		
PROGRAM 4	<i>Moulin Rouge</i>		



# FOCUS ON FIVE KEY GOALS

- 1 GROW THE FAMILY** – Attract and grow audience through optimizing existing database, driving retention and building impactful relationships
- 2 EXPAND REACH & VISIBILITY** - Elevate brand to expand reach and increase visibility across Central Florida and the state
- 3 ENHANCE OBS EDUCATION** - Enhance curriculum and grow family engagement – educating at the highest quality of dance
- 4 ENHANCE CE EDUCATION** - Enhance CE curriculum to drive outcomes and storytelling increasing visibility of programs
- 5 OPERATIONAL SUSTAINABILITY** - Ensure sustainability by strengthening the Board of Directors, prioritizing staff and dancer retention, and growing cash reserves

# ORLANDO BALLET CONTRIBUTED INCOME

**FY27 CONTRIBUTED  
INCOME TOTAL**

**\$4.29M**

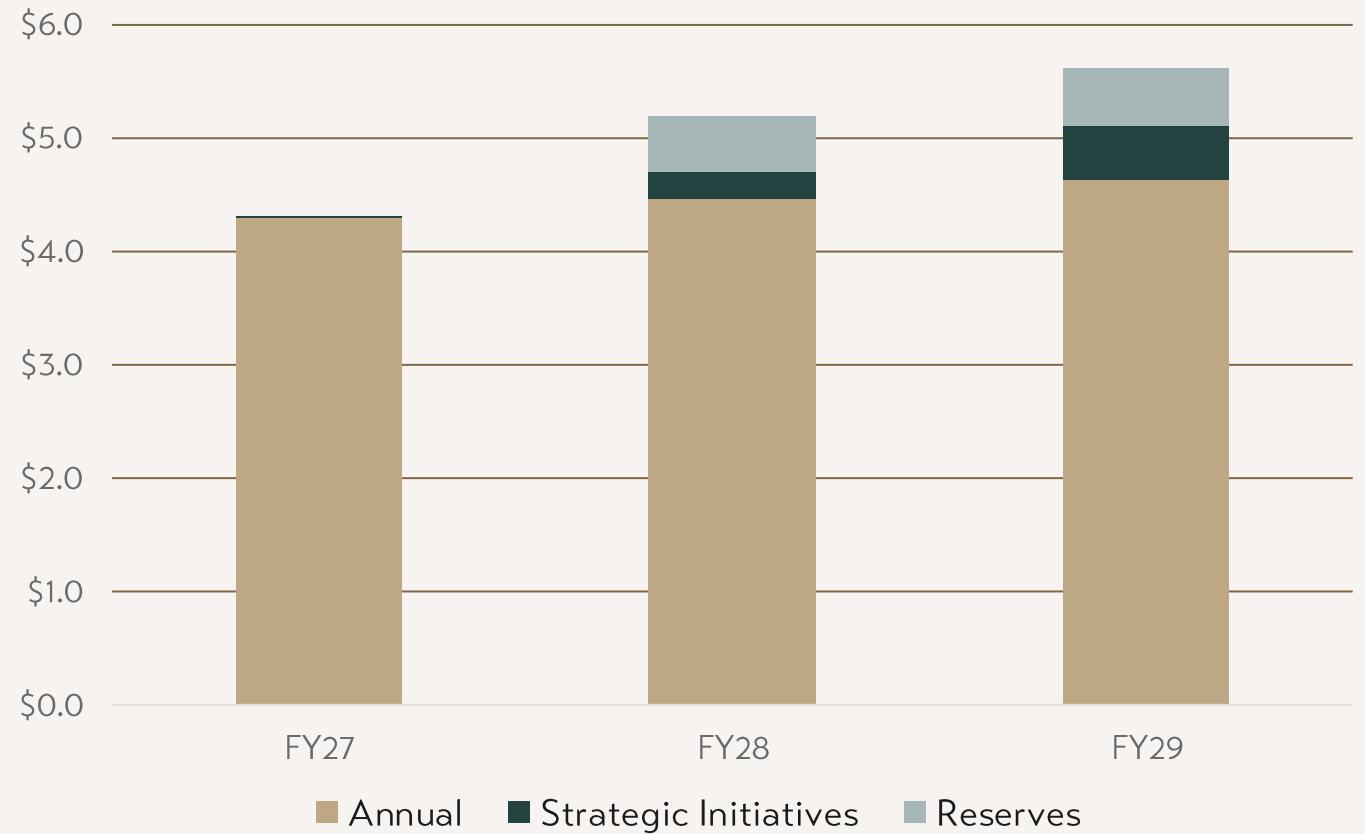
**FY28 CONTRIBUTED  
INCOME TOTAL**

**\$5.19M**

**FY29 CONTRIBUTED  
INCOME TOTAL**

**\$5.61M**

Contributed Income (\$MM)



FIVE YEAR FINANCIAL  
SUMMARY

# OPERATING CASHFLOW

	2026PYE	2027B	2028B	2029B
TOTAL INCOME	\$12,059,993	\$12,155,658	\$13,087,339	\$13,769,096
LESS: TOTAL EXPENSES	\$11,796,705	\$12,155,457	\$13,087,339	\$13,769,096
= NET OPERATING INCOME	\$263,288	\$201	\$0	\$0
ADDBACK: NON-CASH DEPRECIATION	\$632,688	\$643,087	\$663,000	\$674,000
NEW FUNDING (GROW RESERVES & NEW WORKS FUND)	\$0	\$0	\$500,000	\$500,000
YE RESERVES & NEW WORKS FUND	\$1,781,624	\$2,397,912	\$3,560,912	\$4,734,912

2026-2029

# OB WILL ACHIEVE

## ENTERTAIN

- Perform **bold artistic works** driving audience growth
- **Push our company dancers** with dynamic programming to develop their artistry
- **Expand our reach** across the region

## EDUCATE

- Codify **curriculum**
- Grow **talented artists** and disciplined students
- Deepen **family engagement** across our three pillars
- Codify a plan for **OBS expansion**

## ENRICH

- **Integrate** OBS and CE curriculum
- **Ensure access** to this art form
- **Leverage storytelling** to increase support
- Prioritize and **invest** in CE faculty

## TICKETING

- Increase **single tickets** and **subscription** revenue by 22%
- Increase in **total tickets** sold by 13%

## TUITION

- Increase in **OBS revenue** by 12%
- Increase **Academy** enrollment by 9%
- Increase **Summer Program** enrollment by 20%
- Increase **Fitness Through Dance** enrollment by 28%

## PHILANTHROPY

- Consistently raise an **additional \$750K** year to year to meet annual budget
- Raise \$750K for **strategic investments**
- Raise \$1M for **reserves and new works**

# QUESTIONS



# ADJOURN

Orlando Ballet **entertains,**  
**educates** and **enriches**  
through the highest quality  
of dance.

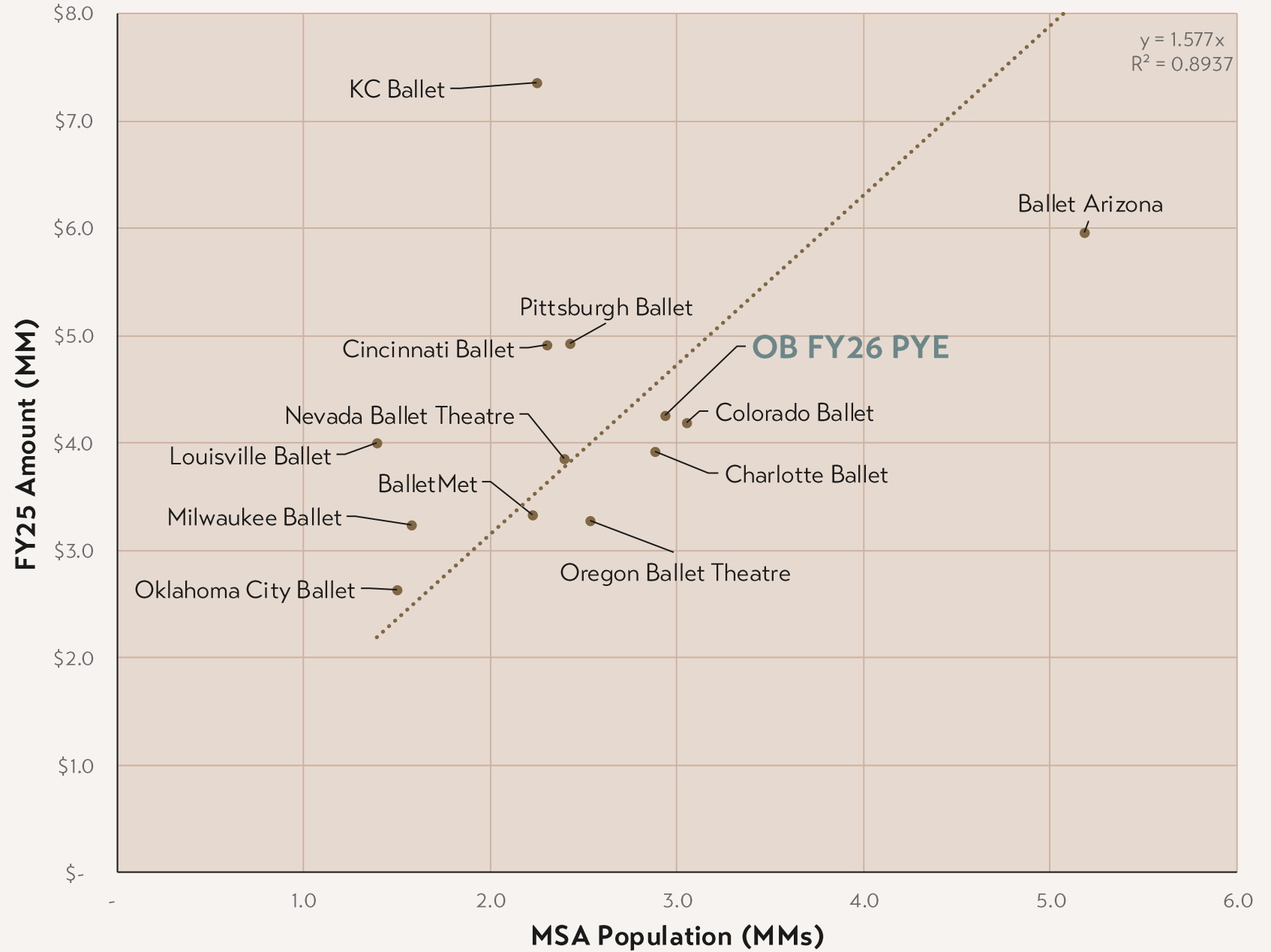


# PRESENTATION APPENDIX

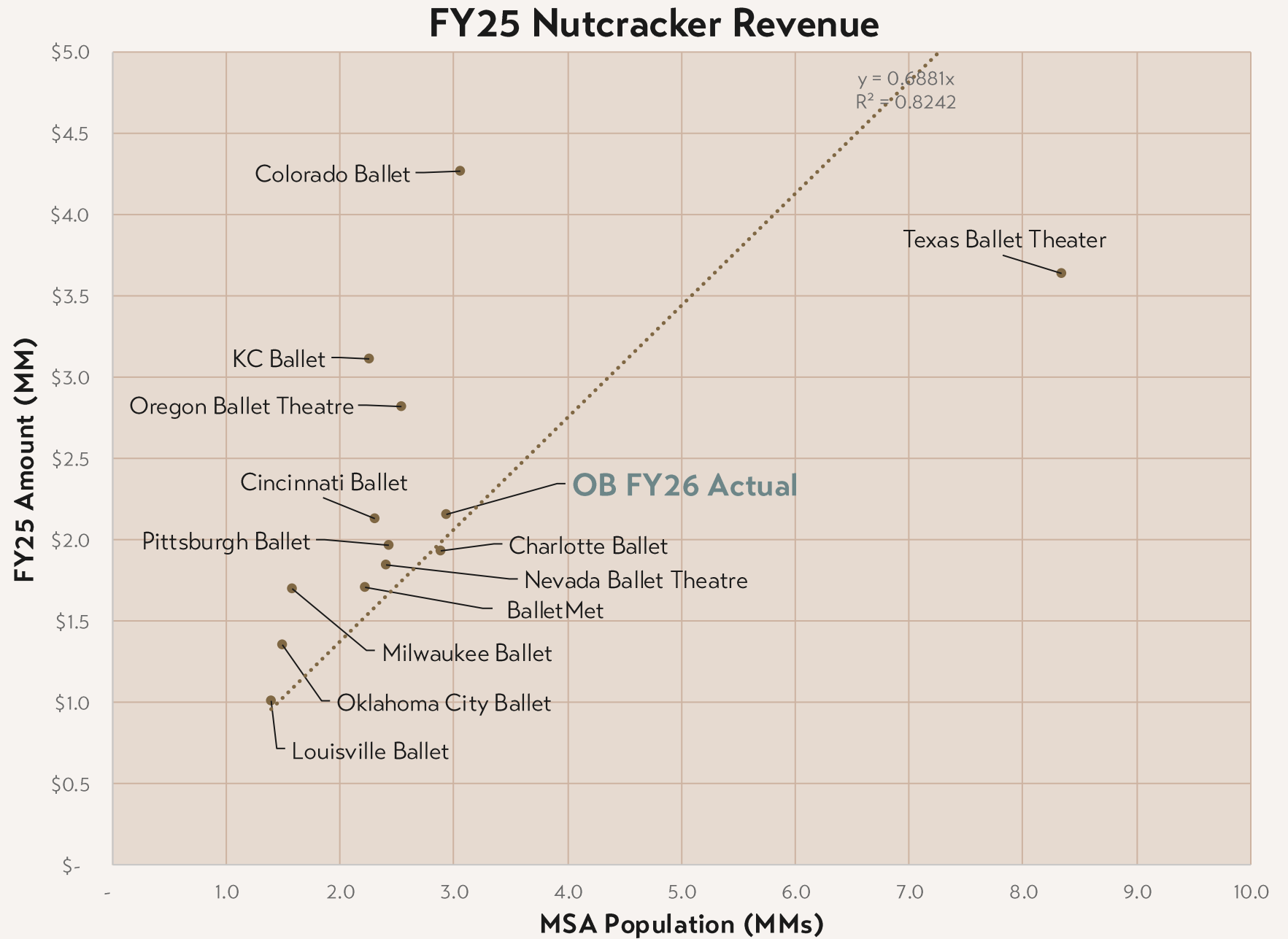


**Contributed Revenue** is on par with MSA size, but there is more potential

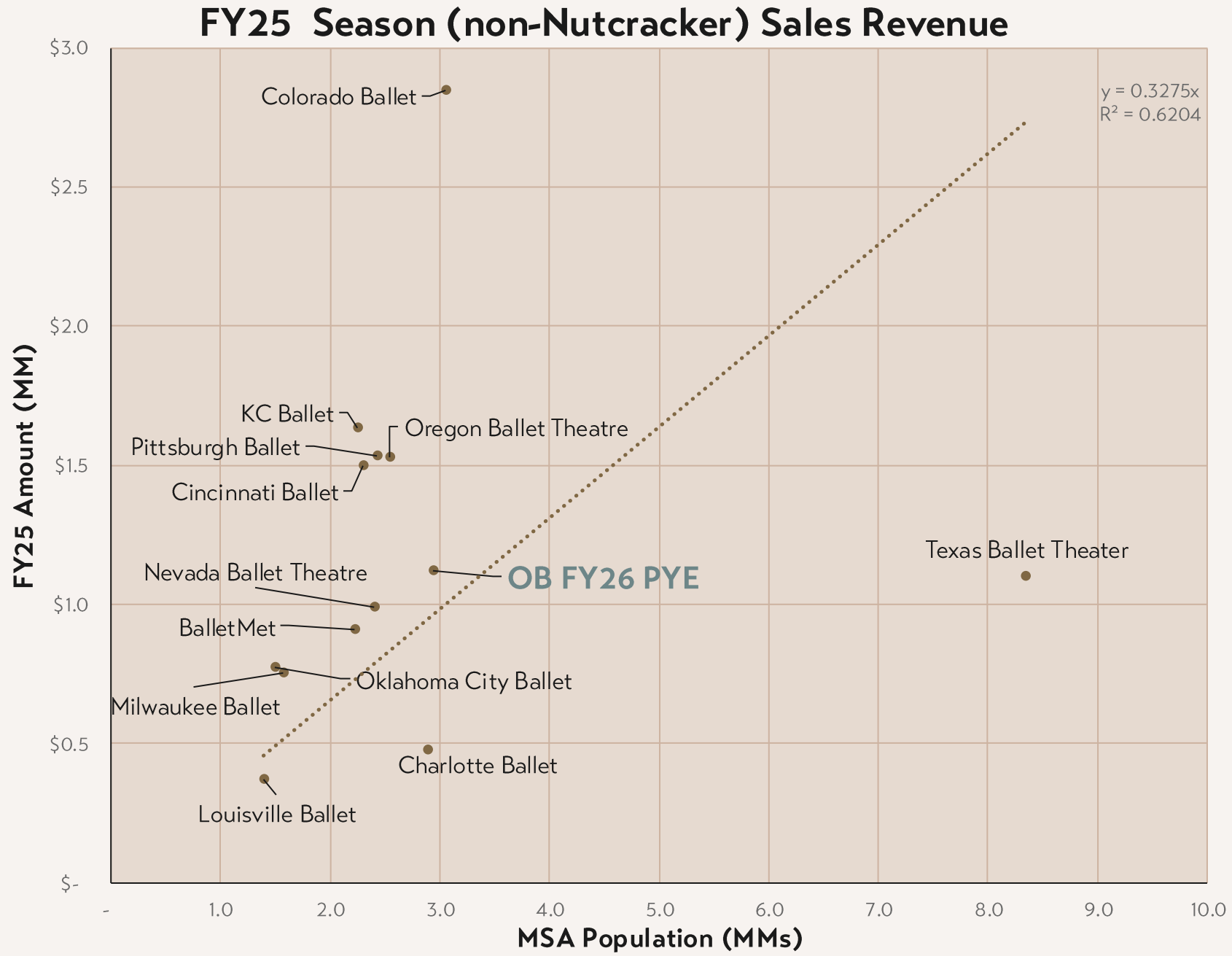
### FY25 CONTRIBUTED REVENUE



# More Nutcracker potential?

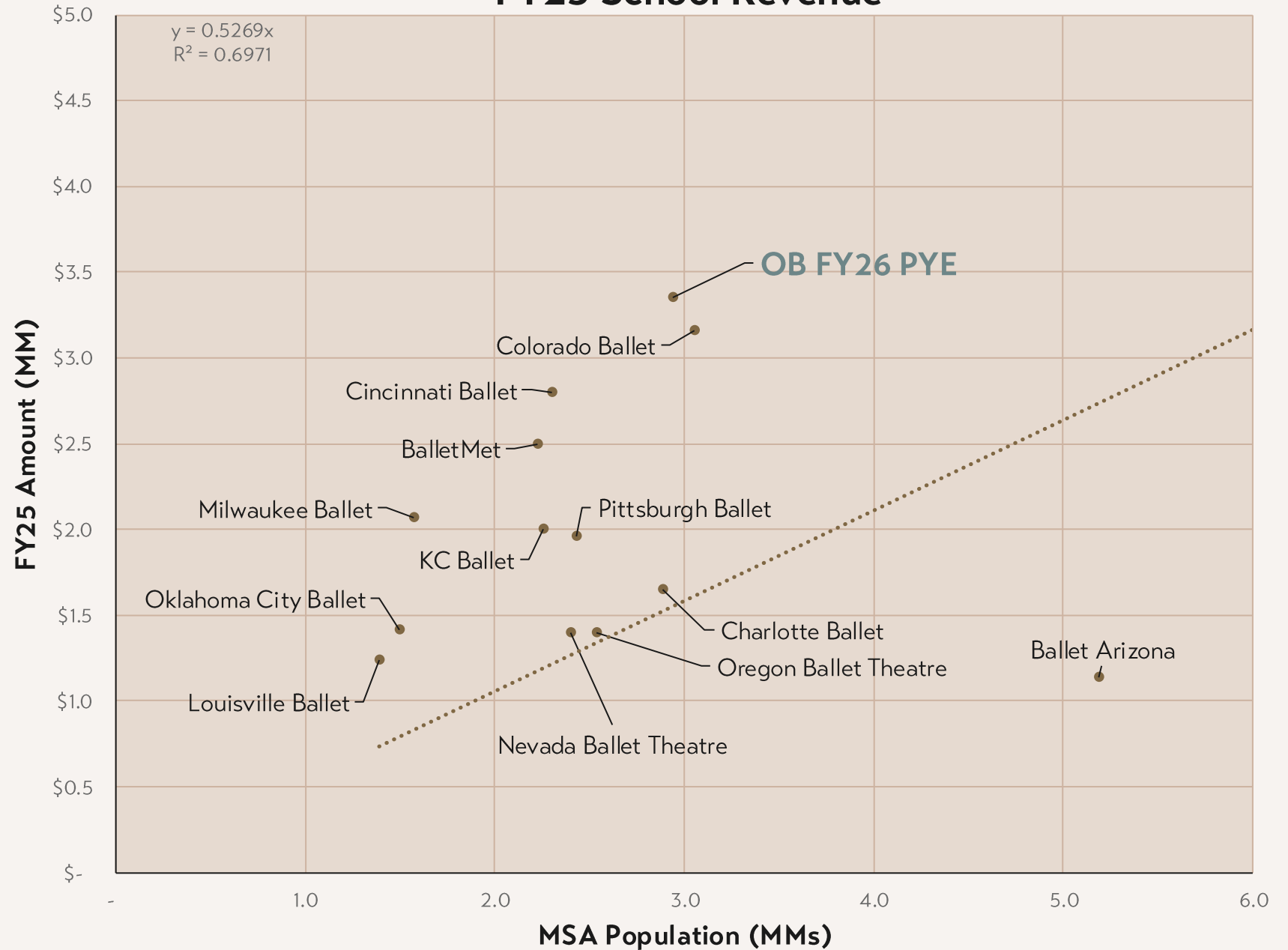


# Upside potential for Season Sales



**OBS is 3<sup>rd</sup> largest of 15 peers - greater revenue than Joffrey, Pennsylvania and Miami City Ballet**

## FY25 School Revenue



# STRATEGIC INVESTMENTS TO EXECUTE PLAN

DEPARTMENT	26/27	27/28	28/29 (55 <sup>th</sup> Season)
<b>Artistic</b>	<ul style="list-style-type: none"> <li>Seasonal LX Sup.</li> </ul>	<ul style="list-style-type: none"> <li>Company Dancer Position</li> <li>Company Work Week</li> <li>Company Pianist</li> </ul>	<ul style="list-style-type: none"> <li>Company Dancer Position</li> <li>Company Work Week</li> </ul>
<b>Marketing</b>		<ul style="list-style-type: none"> <li>Content Manager Position</li> <li>Increased Media Spend</li> <li>Brand Campaign</li> <li>Database Append</li> </ul>	<ul style="list-style-type: none"> <li>Brand Campaign (cont.)</li> <li>Air Making of The Nutcracker Documentary</li> </ul>
<b>School &amp; CE</b>		<ul style="list-style-type: none"> <li>Faculty Retention Investments</li> <li>Corp. Wellness Growth</li> <li>Guest Artists/Activities</li> </ul>	<ul style="list-style-type: none"> <li>OBS Certifications for faculty</li> <li>Investment in CE Research, PR opps, and sites</li> </ul>
<b>Admin &amp; General</b>	<ul style="list-style-type: none"> <li>Facility Reserve Study</li> </ul>	<ul style="list-style-type: none"> <li>Staff Retention Investments</li> <li>Continuing Ed./Career Transition for Dancers</li> <li>New Financial Accounting System</li> </ul>	<ul style="list-style-type: none"> <li>Professional Development Plans/Coaching</li> </ul>

FOCUS ON GROWTH

# SUSTAINING ANNUAL OPERATIONS THROUGH AUDIENCE GROWTH

	2025A	2026PYE
TOTAL INCOME	\$10,685,509	\$12,059,993
LESS: TOTAL EXPENSES	\$10,991,976	\$11,873,802
= NET OPERATING INCOME	<b>(\$306,467)</b>	<b>\$186,191</b>
ADDBACK: NON-CASH DEPRECIATION	\$580,229	\$632,688
<b>= OPERATING CASH FLOW</b>	<b>\$273,762</b>	<b>\$818,879</b>
YE OPERATING CASH	\$476,860	\$818,709
YE RESERVES	\$704,624	\$1,781,624

- Fundraising shortfall
- Overly ambitious budget - non-recurring major gifts – expiration of pledges
- Change in leadership
- Turnover in philanthropy team

- Achieved \$1.1M in extraordinary fundraising + Delayed COVID relief payments
  - \$375K expected to be renewable
  - \$747K possibly renewable or must be replaced
- As part of strategic plan, OB needs to secure \$750,000 annually for operations

➤ **STRATEGIC IMPERATIVE** – OB MUST GROW AUDIENCE TO BUILD THE PIPELINE OF FUTURE DONORS

# GROW THE FAMILY

## GOAL

Optimize existing database, drive retention and build impactful relationships

1

**Grow ticket revenue** by 22% over 3 years

2

**Grow contributed revenue** by 9% over 3 years & raise \$1.75M for reserves and strategic investments

3

**Grow tuition revenue** by 12% over 3 years through strategic marketing

# EXPAND REACH & VISIBILITY

## GOAL

Elevate brand to expand reach and increase visibility across Central Florida and the state

1

Seek **performance and funding opportunities** regionally to expand audience and awareness

2

Brand Orlando Ballet as the **leading dance organization in Central Florida**

3

**Partner with corporate entities** to maximize visibility and awareness

4

Air making of the **Nutcracker documentary** locally and nationally

# ENHANCE OBS EDUCATION

## GOAL

Enhance curriculum and grow family engagement – educating at the highest quality of dance

1

Codify **OBS curriculum** and syllabus

2

Deepen **family engagement** across Orlando Ballet pillars

3

Articulate **HOBC expansion plan**

4

Heighten **OBS Scholarship program**

# ENHANCE CE EDUCATION

## GOAL

Enhance CE curriculum to drive outcomes and storytelling increasing visibility of programs

1

Connect **OBS and Community Enrichment** curriculum

2

Define external partners and schools across **three-year period** improving continuity of education

3

Leverage **outcomes and storytelling** to increase philanthropic revenue

4

**Retain CE faculty** improving continuity and consistency of programming

# FIVE-YEAR FINANCIAL SUMMARY

## OPERATING BUDGET & STRATEGIC INITIATIVES

Revenue	FY25 A	FY26 PYE	FY27 OB & SI	FY28 OB & SI	FY29 OB & SI
Contributed Income - Baseline	3,600,507	4,379,199	4,285,196	4,453,352	4,623,405
Contributed Income – New Funding Required	0	0	4,384	236,393	481,910
Other Income	207,127	563,436	248,705	251,192	253,704
Program Income	3,440,398	3,802,298	4,168,669	4,548,182	4,698,287
School	3,042,178	3,315,060	3,493,503	3,598,221	3,711,789
<b>Total Revenue</b>	<b>10,290,210</b>	<b>12,059,993</b>	<b>12,200,457</b>	<b>13,087,339</b>	<b>13,769,096</b>
Change		17.20%	1.16%	7.27%	5.21%
Expense	FY25 A	FY26 PYE	FY27 OB & SI	FY28 OB & SI	FY29 OB & SI
General & Admin Expense	5,716,389	6,553,560	6,630,981	7,325,866	7,614,495
Program Expense	2,728,845	2,944,964	3,034,171	3,088,274	3,371,785
School Expense	2,148,931	2,375,278	2,535,305	2,673,199	2,782,815
<b>Total Expense</b>	<b>10,594,164</b>	<b>11,873,802</b>	<b>12,200,457</b>	<b>13,087,339</b>	<b>13,769,096</b>
Change		12.08%	2.75%	7.27%	5.21%
<b>Net Operating Surplus/(Deficit)</b>	<b>(303,954)</b>	<b>186,191</b>	-	-	-
<b>Non-Operating Gain/(Loss)</b>	<b>(5,954)</b>	-	-	-	-
<b>Net Surplus/Deficit</b>	<b>(309,908)</b>	<b>186,191</b>	-	-	-

# OPERATIONAL SUSTAINABILITY

## GOAL

Ensure sustainability through strengthening the Board of Directors, prioritizing staff and dancer retention, and growing cash reserves

1

Strengthen the  
**Board of Directors**

2

**Invest in our team**  
and **build our culture**

3

Grow **cash**  
**reserves** and **new**  
**works fund**

# STRATEGIC INVESTMENTS TO EXECUTE PLAN

## RAISE \$4M TO SUPPORT

INVESTMENTS	26/27	27/28	28/29 (55 <sup>th</sup> Season)
Annual Operating Support <i>(Baseline)</i>	\$750,000	\$750,000	\$750,000
Strategic Investments <i>(New Funding)</i>		\$250,000	\$500,000
Grow Reserves <i>(New Funding)</i>		\$250,000	\$250,000
New Works Fund <i>(New Funding)</i>		\$250,000	\$250,000
<b>TOTAL</b>	<b>\$750,000</b>	<b>\$1,500,000</b>	<b>\$1,750,000</b>