

Innovation Grants — 2019

OPERA America

Application

INNOVATION GRANTS

GENEROUSLY FUNDED BY THE ANN AND GORDON GETTY FOUNDATION

Please refer to the **Grant Guidelines** for information regarding grant objectives and application procedures.

Application deadline: January 28, 2019, at 11:59 p.m. EST

Adjudication and notification: March 2019

Grant start date: July 1, 2019

For more information, contact Kurt Howard, director of programs and services, at 212.796.8624 or KHoward@operaamerica.org.

Project Overview

Project title*

This field is auto-populated with the entry from your letter of intent. Please modify here, if appropriate.

Character Limit: 200

Grant activity period — start date*

Grant activities must begin on or after July 1, 2019.

Please confirm the start date of your grant activity. Please adjust if this is different than that reported in your letter of intent.

Character Limit: 10

Grant activity period — end date*

Grant activities must end by June 30, 2020, for one-year grants and June 30, 2021, for two-year grants.

Please confirm the end date of your grant activity. Please adjust if this is different than that reported in your letter of intent.

Character Limit: 10

Innovation type*

In the letter of intent, you identified the project as one of the following types of innovation. Please reconfirm the type of project that is being submitted.

- An effort new to the field.
- An adaptation or application of a strategy that has been implemented elsewhere, but is new to the company or community.
- A refinement or enhancement of a proven organizational strategy that merits continued development.

Choices

An effort new to the field

An adaptation or application of a strategy

A refinement or enhancement

Primary area of practice*

Reconfirm the primary area of practice that your project will address. See the **Guidelines** for further details.

Choices

Artistic Vitality

Audience Experience

Organizational Effectiveness

Community Connections

Secondary areas of practice*

Reconfirm the secondary areas of practice that your project will address.

Choices

Artistic Vitality

Audience Experience

Organizational Effectiveness

Community Connections

Organizational Description

PART 1: NARRATIVE

This is an opportunity for you to demonstrate your company's organizational health and ability to fulfill its mission. The entire narrative should not exceed 2,000 words, and it is recommended that you respond to each of the points (a.-g.) with equal weight. The questions below provide recommended key elements to include in your response, but you may wish to highlight other

aspects to best demonstrate your company's strengths as they relate to the criteria in the **Grant Guidelines**.

ORGANIZATIONAL HEALTH

a. Artistic Vision, Policies and Planning

What are your company's current artistic priorities? How are seasons planned, reviewed and approved? How do company leaders assess whether each season has strengthened the company's reputation?

b. Community Connections

Describe relevant, established partnerships your company has with other arts and/or non-arts organizations. How were these partnerships established, and how have they benefited all parties?

c. Staffing

What is your company's staff structure? How does the staff work together to achieve organizational goals?

d. Governance

Describe the working relationship between your board and staff. How do board members monitor the company's progress? In what ways is the board most successful in advancing the company's mission?

e. Financial Health

What is the overall financial condition of your company? Please tell us about recent changes in your budget, cash reserve and/or endowment. What is the process by which your company creates, approves and monitors your annual budget?

Submission of an organizational budget is not necessary. OPERA America will create a financial profile from the information you have provided in your Professional Opera Survey. Provide any additional notes here to accompany that financial information.

MISSION FULFILLMENT

f. Organizational Planning

Does your company have a strategic plan? Does that plan describe a primary objective for the company? How is progress toward this objective measured? How is the plan updated?

LEARNING CAPACITY

g. Organizational Learning

Provide an example of how your company has learned and adapted to address a challenge or opportunity. How has your company demonstrated resiliency in recent years? Has your company adapted an existing practice from other arts or non-arts organizations to develop a new program or strategy; if so, how?

Narrative submission*

Please upload your narrative statement through the link below in PDF format.

File Size Limit: 2 MB

PART 2: PAST REPERTOIRE

Please upload a list of your company's repertoire for the last three seasons and next two seasons, if available. Use a table format to include production information that best demonstrates your organization's artistic vision.

Repertoire*

Please include column headings for:

- Season,
- Title,
- Composer/librettist,
- Creative team,
- Significant artists,
- Premiere, (i.e. U.S., regional, world) and
- Other notes

PDF format is required, 2 page maximum.

File Size Limit: 1 MB

Request

Operating expenses

This figure is the total operating expenses for fiscal year 2017, as indicated on your organization's most recently submitted Dues Assessment Form.

Character Limit: 20

Updated operating expenses (optional)

If total operating expenses for your organization have changed significantly since fiscal year 2017, please indicate the total for fiscal year 2018 below.

Character Limit: 20

Audited financials

If you entered an updated total operating expense figure above, please upload a copy of your organization's audited financials to verify the number.

File Size Limit: 3 MB

Eligible grant amount (year one)

OPERA America calculated your eligible grant amount based on your organization's operating expense budget as it appears on the Dues Assessment Form.

This number is subject to change if an updated operating expense figure and audited financials are submitted with the application.

Character Limit: 20

Annual grant request amount*

You may request up to the eligible grant amount listed above.

Character Limit: 20

Two-year grants*

Applicant companies that describe multiyear approaches (projects spanning more than one year) may request consideration for two-year grants. Payment in the second year will be at the same level as the first.

You indicated the following in your letter of intent. Please modify if this has changed.

Choices

One-year grant

Two-year grant (grant amount in year two is equivalent to year one)

Consortium

Projects involving collaboration between two or more Professional Company Members are eligible. Each PCM must apply separately for funds relating to its own role in the project.

Please adjust if the Professional Company Members participating in the consortium have changed from what was indicated in your letter of intent.

Character Limit: 1000

Project Description

Statement of opportunity and project overview*

- Describe your project. What is the specific opportunity your project will address, and how will your company achieve the desired results? Explain how you arrived at this approach.
- Provide an overview of how the project relates to one or more of the key areas of practice.
- In what ways is the project distinctive and courageous as (a) an effort new to the field; (b) an adaptation or application of a strategy that has been implemented elsewhere, but is new to your company or community; or (c) a refinement or enhancement of a proven organizational strategy that merits continued development?

Character Limit: 3000

Planning and management*

- Briefly describe major costs that the grant would cover. List the categories of expenses (i.e., research consultation, marketing and promotion, project administration, equipment and supplies). Please differentiate between the allocation of the grant funds toward conducting the activity and the funds allocated toward helping your organization derive learning from the activity. You will be asked to upload a project budget in a subsequent section.
- Include a timeline of project activities.
- Explain the roles of opera company personnel and the commitments from organizational partners or other constituents, as applicable.

Character Limit: 3000

Statement of learning*

- Outline how the project incorporates opportunities for your organization to learn and advance its own practice (i.e., research, documentation, evaluation). Explain how this builds on learning from past activity, if applicable.
- Evaluation: How will you know if it is working? Explain how you will measure the effectiveness of your plans. What valuable learning can be derived from this activity and conveyed to other companies?
- Documentation: Explain your plans for documenting the activities, especially so that these practices can be shared more widely.

Character Limit: 3000

Two-year grants

Companies with exceptional programs and strategies that will be implemented and assessed over more than one year are eligible to receive funding for two years. Companies receiving two-year grants will be required to complete an interim report after the first year. If you do not wish to be considered for a multiyear grant, leave blank. Please tell us how your plans are designed to extend over at least two years.

1. How would your company benefit from a two-year grant?
2. Discuss additional plans for implementation, measurement and refinement over this extended period.

Character Limit: 3000

Consortium description

Projects involving collaboration between two or more Professional Company Members are eligible. If you are applying as part of a consortium, please explain the nature and terms of the collaboration.

1. Rationale. In what ways will collaboration among companies benefit the project?
2. Roles and Responsibilities. What will your organization lead or offer? What will the other opera companies provide?

Character Limit: 3000

Consortium acknowledgement

If available, please upload a memorandum of understanding (MOU) signed by members of the consortium. If a MOU is not available, please upload a letter signed by members of the consortium acknowledging their roles and responsibilities as described in the application.

Character Limit: 250 | File Size Limit: 1 MB

Budget

Submit a preliminary project budget using the **Innovation Budget Template**. This budget will be used to help the panel and OPERA America understand the key cost centers for the project and the overall scope of the activity. This additional information will only be used to better understand your organization's practices for implementing or adapting to the project needs, not as an evaluation tool impacting future grant consideration.

Upon approval, grantees will be asked to submit a revised version and indicate the expected allocation of the award and other sources of income, as applicable.

The template may be downloaded here: **Innovation Budget Template**.

Project budget*

Please upload the project budget here. MS Excel format only.

File Size Limit: 1 MB

Correspondence and Notifications

Please provide contact information for your general director to receive official grant-related correspondence.

Salutation (Mr., Mrs., Ms., etc)*

Character Limit: 6

First name*

Character Limit: 50

Middle name or initial

Character Limit: 15

Last name*

Character Limit: 30

Suffix

Character Limit: 10

Title*

Character Limit: 30

E-mail*

Character Limit: 254

Supplemental Material

You may provide additional, pertinent information to help the panel better understand your project. This is not a requirement.

If, however, supplemental material will provide additional insight into your project, you may submit up to three links to online content (i.e., web page, YouTube, SoundCloud) or file-sharing platforms (i.e., Dropbox, Google Drive). Limit the total content so that all items can be reviewed within a reasonable amount of time (5–10 minutes).

Examples: a video excerpt, a web page demonstrating model projects from other organizations, memorandum of understanding.

Link #1

Character Limit: 2000

Link #1 description

Character Limit: 250

Link #2

Character Limit: 2000

Link #2 description

Character Limit: 250

Link #3

Character Limit: 2000

Link #3 description

Character Limit: 250

Verification

Press release*

Please provide a project summary for OPERA America's public announcement of the grant recipients. Your response is not visible to the adjudication panel and will not be publicized unless your application is awarded. You will have the opportunity to review the description prior to publication.

Character Limit: 500

Logo*

Upload your company logo here. EPS or high-resolution JPEG preferred.

File Size Limit: 1 MB

Verification*

I attest that, to the best of my knowledge, the information contained in this application and its attachments is true and complete.

Choices

Yes

No