

**METROPOLITAN ATLANTA ARTS FUND
2006 PRELIMINARY GRANT APPLICATION FORM**

A. Organization:

Organization name: Out Of Hand Theater		Artistic discipline: Theater
Physical address: 508 Flat Shoals Ave., Atlanta, GA 30316		
Mailing address (if different from above):		County: DeKalb
Website: www.outofhandtheater.com	Telephone: 404-312-9871	Fax: 404-522-5133
Executive director: Ariel de Man	Year executive director started: 2001	
Board chair: Ben McAllister	Board chair telephone: 678-472-6207	Board chair fax: 404-812-4118
Board chair term: 2 years	Board chair email: bmcallister@r-evolutionpartners.com	
Year organization founded: 2001	Number of years in continuous existence: 4 1/2	
Date awarded IRS 501(c)(3) status: 3/18/02	IRS Employer Identification Number (EIN): 58-2619780	

B. Staff (Paid Only):

Executive director: Ariel de Man	Title(s): Co-Producing Artistic Director	Email: ariel@outofhandtheater.com	Full-time <input type="checkbox"/> Part-time <input checked="" type="checkbox"/> If PT, hours per week: 30
Name: Maia Knispel	Title(s): Co-Producing Artistic Director	Email: maia@outofhandtheater.com	Full-time <input type="checkbox"/> Part-time <input checked="" type="checkbox"/> If PT, hours per week: 20
Name: Adam Fristoe	Title(s): Co-Producing Artistic Director	Email: adam@outofhandtheater.com	Full-time <input type="checkbox"/> Part-time <input checked="" type="checkbox"/> If PT, hours per week: 20
Name:	Title(s):	Email:	Full-time <input type="checkbox"/> Part-time <input type="checkbox"/> If PT, hours per week:
Name:	Title(s):	Email:	Full-time <input type="checkbox"/> Part-time <input type="checkbox"/> If PT, hours per week:
Number of current board members: 14		Number of active volunteers other than Board: 19	

C. Request

Briefly summarize your request: Out Of Hand Theater requests funding for a new part-time general manager position.	
Amount of this grant request: \$21,000	Over how many years is the requested amount for (1, 2 or 3)? 3

D. Budget (do not leave any blank):

Please complete the following budget overview for your last completed fiscal year, your current fiscal year, and your projected next fiscal year. For each year, fill in the term of the year (e.g. 7/05 – 6/06).

BUDGET SNAPSHOT

- 1. Overall Annual Operating Budget
- 2. Surplus / (Deficit)
- 3. Net Assets or Fund Balance

	LAST FISCAL YEAR Term: 7/04-6/05	CURRENT FISCAL YEAR Term: 7/05-6/06	NEXT FISCAL YEAR Term: 7/06-6/07
1. Overall Annual Operating Budget	\$67,530	\$77,791	\$88,149
2. Surplus / (Deficit)	\$1,913		
3. Net Assets or Fund Balance	\$1,913		

OPERATING / EXPENSES

- 4. Personnel – Administrative
- 5. Personnel – Artistic
- 6. Personnel – Technical/Production
- 7. Outside Fees – Artistic
- 8. Outside Fees – Other
- 9. Facility
- 10. Marketing
- 11. Other (please explain): Supplies
- 12. Other (please explain): Festival Travel
- 13. Other (please explain): Miscellaneous
- 14. TOTAL EXPENSES

4. Personnel – Administrative	\$20,046	\$23,650	\$36,300
5. Personnel – Artistic	\$10,175	\$13,250	\$14,500
6. Personnel – Technical/Production	\$0	\$0	\$0
7. Outside Fees – Artistic	\$9,915	\$14,900	\$13,900
8. Outside Fees – Other	\$3,240	\$1,650	\$4,300
9. Facility	\$8,450	\$7,500	\$2,000
10. Marketing	\$4,490	\$3,400	\$5,900
11. Other (please explain): <u>Supplies</u>	\$4,227	\$3,750	\$4,400
12. Other (please explain): <u>Festival Travel</u>	\$0	\$1,766	\$1,956
13. Other (please explain): <u>Miscellaneous</u>	\$6,987	\$7,925	\$4,893
14. TOTAL EXPENSES	\$67,530	\$77,791	\$88,149

OPERATING / INCOME

- 15. Earned Income
- 16. Corporate Support
- 17. Foundation Support
- 18. Government Support
- 19. Individual Support
- 20. Applicant Cash (endowment, interest, cash reserve)
- 21. Other (please explain): Business Line of Credit
- 22. Other (please explain): Arts Fund Request
- 23. Other (please explain): _____
- 24. TOTAL INCOME

15. Earned Income	\$29,588	\$28,658	\$26,000
16. Corporate Support	\$2,900	\$3,400	\$4,000
17. Foundation Support	\$0	\$4,000	\$7,500
18. Government Support	\$8,320	\$14,922	\$17,500
19. Individual Support	\$17,014	\$23,298	\$23,149
20. Applicant Cash (endowment, interest, cash reserve)	\$5,621	\$1,913	\$0
21. Other (please explain): <u>Business Line of Credit</u>	\$6,000	\$1,600	\$0
22. Other (please explain): <u>Arts Fund Request</u>	\$0	\$0	\$10,000
23. Other (please explain): _____			
24. TOTAL INCOME	\$69,443	\$77,791	\$88,149

Please list sources of earned income. You may also include any additional comments on above figures: Out Of Hand Theater's earned income is 48% box office sales, 23% contracted performances, 15% Boot Camp workshop fees, 11% concession sales, and 3% guest teacher fees. Earned income will seem to decrease next year because of two artificial factors: Box office revenue came after the beginning of the 2004-05 fiscal year for a show that was budgeted for the previous year, and Theater Emory paid Out Of Hand twice as much as we would have made in box office sales to co-produce Alcestis, with the contingency that we paid their designers their usual fees, which were much higher than our norm. Other outside fees and Marketing are unusually low this year because Theater Emory paid for the stage manager and the marketing for Alcestis as part of our co-production agreement. Facility fees will be very low next year because 7 Stages is supplying performance space as part of our co-production of Where The Wild Things Are. Miscellaneous expenses will decrease next year because we are finished paying off our business line of credit. Individual contributions will not increase next year because we cannot count on the unprecedented success our benefit performance of HELP! had this year repeating itself.

E. In the last five years has the organization received grants from:

Metropolitan Atlanta Arts Fund: Y/N no When?	Your county/municipal govt. or local arts agency Y/N yes When? 2003, 2004, 2005	
If yes to above, indicate initiative funded:	If yes to above indicate name of agency: Fulton County Arts Council and Atlanta Bureau of Cultural Affairs	
Years of previous unfunded Arts Fund applications: none	National Endowment for the Arts: Y/N no When?	Georgia Council for the Arts Y/N yes When? 2004, 2005

F. Audience Diversity:

Audience served in 2005: 4300	Are these audience figures actual, estimated or an informed guess?: estimated	
% African-American/Black : 19	% Asian: 6	% Caucasian/White: 69
% Hispanic/Latino: 5	% Other: 1	
Other diversity characteristics you wish to note: Out Of Hand's ticketed performance audiences are primarily 18 to 35 years old.		

G. Organizational Self-Assessment:

Please complete the following chart, indicating what your organization's relationship is to each of the 14 characteristics.

Definitions:

- No:** We have not thought of this issue.
- Not Yet:** We know this is an issue, but are not actively working on it.
- Developing:** We have worked on this issue this year, but have not implemented policies or procedures.
- Yes:** We currently have policy and procedures in place that we actively follow.

Characteristic	No	Not Yet	Developing	Yes
1. Board members have written job descriptions and receive an orientation and training.			x	
2. Policy, procedures, and plans are in place to ensure diversity in all staff and volunteer personnel.			x	
3. Board has a finance committee that meets at least quarterly and reviews agency budget and interim financial statements.			x	
4. Organization has a policy concerning the amount of operating reserves.			x	
5. Board has a strategic plan and monitors progress toward objectives outlined in plan.			x	
6. Organization establishes an annual plan and objectives consistent with the strategic plan.			x	
7. Organization has a diversified funding strategy with goals that may include earned income, government sources, foundations, corporations, individuals, and events.				x
8. Board recognizes the role it must play in resource development and is actively engaged.			x	x
9. Organization regularly assesses the market relative to competitors, client need and satisfaction.			x	
10. Organization has a public relations plan and process in place.				x
11. Every employee, including the Executive Director, receives a performance review at least annually and both supervisor and employee review a written assessment.			x	
12. Organization has a budget and stated goals for each program.				x
13. Organization has established collaborative relationships with other organizations.				x
14. Organization has adequate technology and information systems that support operations and planning.		x		
Comments, if any, regarding your answers in this chart: The characteristics Out Of Hand is developing are being addressed by our new strategic plan, currently under construction thanks to a Toolbox grant.				

Ariel de Man _____ Co-Producing Artistic Director _____ 404-312-9871 ariel@outofhandtheater.com _____
Application submitted by _____ Title _____ Direct phone and email _____

Ariel de Man _____ Co-Producing Artistic Director _____ 404-312-9871 ariel@outofhandtheater.com _____
Grant contact person _____ Title _____ Direct phone and email _____

Applications are due by 5:00PM, January 13, 2006 in person or postmarked. *Late or incomplete applications will not be accepted.*
Please send completed application with all the required copies and attachments to:

Lisa Cremin, Director
Metropolitan Atlanta Arts Fund
50 Hurt Plaza, SE, Suite 449, Atlanta, GA 30303
404-688-5525 / www.MetroAtlantaArtsFund.org

ORGANIZATION NAME: Out Of Hand Theater

PRELIMINARY QUESTION 1: *WHAT DOES YOUR ORGANIZATION DO? Please include your mission statement. Describe what your organization produces, presents, and/or provides.*

Out Of Hand Theater, featured in American Theatre Magazine as one of the hottest young companies in the country, creates high energy physical theater Events. Out Of Hand makes live theater accessible and exciting by involving the audience in a new way in each show, as well as through our extreme physical style. We produce three shows a year: one great work of literature, one company-created show and one piece designed for performance in spaces not designated for theater. In addition, we train as an ensemble in our signature Boot Camp physical theater workshops, and hold Boot Camps for high school and college student groups and for theater professionals in our community. Out Of Hand is the only generative ensemble theater company in Atlanta, regularly creating original work as an ensemble. We are committed to developing new audiences by producing substantive work which engages and appeals to our city's youth, specifically people in the 18 to 35-year-old range, as well as to the theater-going community at large. With ensemble-created shows like *30 Below* and *HELP!* and classics like *Miss Julie* and *Indiscretions*, Out Of Hand is putting a bold stamp on new American theater.

Out Of Hand's work is significant in two ways: we add to the repertoire of American theater by creating new work, and we produce Event Theater. Every year, Out Of Hand Theater produces at least one show which we write, create or curate ourselves. We start with an idea, like *30 Below*, a show for, by and about people under 30; or *The VD Show*, a Valentines Day show for angry singles and the happy couples who torment them; or *HELP!*, a spoof self-help seminar where the audience participates as seminar attendees. Out Of Hand has produced 19 pieces as an artistic team, and 9 of them have been original creations. Three have been so successful that they've subsequently been remounted. Out Of Hand's identity as a generative ensemble puts us in the position to be ambassadors for our great city across the country and around the world at international theater festivals, a project we launched last summer at the New York International Fringe Festival.

Secondly, Out Of Hand creates theater Events which involve the audience in a new way every time. Past Events include an outdoor wedding for Charles Mee's play *Big Love*, a self-help seminar for *HELP!* and a rock concert for *30 Below*. The audience toasted the couples and caught the bouquet at *Big Love*; they registered for the seminar, wore name tags identifying their problems, and repeated self affirmations at *HELP!*; and they went through security checks and were blasted with fog and moving lights at *30 Below*. Out Of Hand's goal is to exploit the most essential, most thrilling things about theater: the live presence of the actor, the communion of the audience, and the experience of touching, smelling, tasting the world of the play, in order to transform the Atlanta theater scene into an accessible, popular, high quality entertainment option for the young adults of our community.

To hone our skills at creating new work, and to train for our high energy physical theater productions, Out Of Hand Theater designed Boot Camp, our signature actor training. In Boot Camp, we practice ensemble-building exercises, physical training such as martial arts, yoga, running and dance, improvisation, clowning and Viewpoints, the training and choreography technique developed and used by Anne Bogart and the SITI company in New York. We incorporate Boot Camp training into the rehearsals for all of our productions, so whether a student or a professional enroles in a Boot Camp workshop or performs in a show, he or she experiences our physical theater training, including our techniques for developing new work.

Through ensemble training and the creation of new work, Out Of Hand Theater is creating one of the most exciting companies in Atlanta, and indeed across the country. In the four and a half years since our first production, Out Of Hand has been named "the future of Atlanta theater" and "the city's best new company" by the Atlanta Journal-Constitution, and named to Creative Loafing's Best of Atlanta 2003. Our productions have been named to best of the year lists by both papers, and American Theater named us "hip, hot and on the verge...[one of] a dozen young companies you need to know".

ORGANIZATION NAME: Out Of Hand Theater

PRELIMINARY QUESTION 2: WHAT ARE YOUR ORGANIZATION'S GREATEST ARTISTIC CHALLENGES AND SUCCESSES AND WHY ARE YOU PROUD OF THEM? What is different from previous years?

Out Of Hand's greatest successes stem from our greatest challenge: we strive to work as a true generative ensemble. The three co-producing artistic directors make most of the artistic decisions as a team, and we co-create, co-direct and perform, often all at the same time. This is difficult, but we have found that we do our best work this way: we push each other, learn from each other, and come up with our best ideas together. We challenge ourselves to train continuously in our ensemble and physical theater techniques and our original creation techniques, and this shows in our work. Out Of Hand's Events are highly energetic, imagistic, even acrobatic, and contain the tight ensemble movement normally associated with dance. We are proud of our unique mission and of the outstanding press our work has garnered.

Out Of Hand's latest ensemble-generated Event, HELP!, is perhaps our greatest artistic achievement to date. HELP!, a spoof self-help seminar, is a full-tilt rollercoaster joyride towards a happier, healthier and more successful life. Out Of Hand's Life Coaches lead you through the wildest self-help seminar you'll ever attend. This 90 minute "seminar" takes the audience through the 4 stages of the HELP program: Healing, Elevation, Love and Perfection, to create a ridiculous celebration of self help. The seminar feel is complete with audience exercises, testimonials, and breakout sessions. Through HELP!, we greatly developed our techniques for creating new work as an ensemble, spending a year researching, brainstorming, writing, and workshopping to create an intelligent spoof self-help seminar. HELP! achieves many of the things we strive for: it is simultaneously profound and silly; it's original, high energy, physical theater; it is both very accessible and cutting edge; and most of all, it is an Event.

HELP! was so successful that it was remounted for a 2nd full production in Atlanta, garnered rave reviews, represented Georgia at the New York International Fringe Festival, has already been contracted for five other performances, and played a sold out benefit performance on the main stage at 7 Stages to roaring crowd and thunderous applause. Kathy Janich of the AJC wrote "Help! the latest outrageousness from Out of Hand Theater, skewers every slick, self-anointed self-help savior you've ever seen on a TV infomercial—Tony Robbins and L. Ron Hubbard included. But neither is a match for this rocking, rolling, sincerity-in-every-sinew-and-synapse foursome of Life Coaches... The actors combine elements of cheerleader, acrobat, taskmaster, troubadour, zealot, automaton and satirist. What fun... It—and they—are hilarious." And Curt Holman at Creative Loafing added "Help! captures the details of self-help presentations with hilarious accuracy".

This year, Out Of Hand is challenging ourselves with new ways of working with a playwright and with each other, and with creating a family show and a brand new Event in our unique style. Out Of Hand is developing our relationship with Atlanta playwright Steve Yockey through a new project, Cartoon. Steve worked with the company in crafting HELP!, and then proposed writing a play specifically for Out Of Hand, and developing it in collaboration with us using our techniques. Cartoon will premier at 7 Stages in April. In our last production, Alcestis, we used a new way of working as an ensemble: Co-Producing Artistic Director Ariel de Man directed, and Co-Producing Artistic Directors Adam Fristoe and Maia Knispel both acted and served as associate directors, leading Boot Camp sessions and staging one especially physical section of the show. This year, Out Of Hand will also create a family show based on the book Where The Wild Things Are, bringing our high energy, highly physical style to children. Most importantly, we are concentrating this year on developing our Boot Camp and rehearsal techniques, so that we don't start to rely on the recipes we have rather than continuing to develop our style.

ORGANIZATION NAME: Out Of Hand Theater

PRELIMINARY QUESTION 3: *WHAT ARE YOUR ORGANIZATION'S MOST SIGNIFICANT MANAGEMENT SUCCESS AND CHALLENGES AND HOW ARE YOU DEALING WITH THEM? What has changed since last year?*

Out Of Hand's management has much to be proud of. Our three Co-Producing Artistic Directors built the company from scratch, from a budget of \$23,000 in our first season to almost \$90,000 next season, which will be the company's sixth. We have secured part-time salaries for all three administrators, and built the foundation for diverse funding sources of ticket sales, contracted performances and workshops, individual contributions, and government and foundation grants. Out Of Hand's board of directors has recently recruited key members, including arts marketing and fundraising professionals, who are now in place to aid the staff with their expertise. We have always paid all of our artists better than average for a company of our size, we've executed successful individual giving campaigns every year since we started, and we've increased the number and size of our grants every year. Finally, in four short years we have gained national recognition.

Most recently, Out Of Hand won a Metropolitan Atlanta Arts Fund Arts Stabilization Toolbox award for strategic planning, which we believe will prove to be one of our most important achievements. We are using this intensive planning opportunity to address our biggest challenges. These are: young, inexperienced managers, a business model that does not currently reflect our identity as a generative ensemble company, and a lack of staff time to take on large new projects.

Out Of Hand's foremost management challenge is that we are a young company founded by a group of young artists without much managerial experience. Because of this, much of our work is done ad hoc, without clear annual processes and goals in place, and without a clear plan for evaluation. Therefore, the main thrust of our strategic plan is to better organize Out Of Hand's operations and to codify annual processes in order to make everyone efficient. This includes forming board committees with written annual duties and evaluation systems, analyzing and restructuring staff duties, creating and cataloguing templates and calendars for annual processes, and formalizing business hours.

Another challenge is to build a business model that truly reflects and serves Out Of Hand's structure: that of a generative ensemble company. Because of our concentration on creating new work, which takes much more time than rehearsing a play, as well as our desire to teach Boot Camps at colleges around the country and to extend the life of our original work through tours, contracted performances and festivals, the traditional non-profit regional theater model does not fit us. However, we don't really know how to set up a tour, market to colleges, sell contracted performances, or fund festival participation. Both HELP! and Boot Camp have the potential to earn money to support the new work of the company, but we have to learn how to sell them. Boot Camp teaches valuable physical theater and ensemble skills, as well as original creation techniques. By conscious design, HELP! uses simple costumes, portable props, and requires no set. HELP! can be performed in hotel ballrooms and conference center ballrooms—in fact, these are its natural home.

So, the second part of the new strategic plan is to learn from comparison with our colleagues. We will select 5 generative ensemble companies who successfully create new work, tour it, teach workshops and attend festivals, and we'll interview them. Our board, who is, like the staff, young and without much experience, will profit from mentorships with seasoned Atlanta theater board members. Selected pairs will meet 3 times over 3 months and learn how another board works, how their meetings run, how their committees work, and what their duties are, and report back. This information will be used in crafting Out Of Hand's new board policies.

Out Of Hand's final challenge is time poverty. We have only three people on staff, and none is full-time. Since the staff is also the core artists, much of our time is spent in creation, Boot Camp, rehearsal and performance. To address this challenge, Out Of Hand needs a new staff member. But we'll go into that in detail on the next page!

ORGANIZATION NAME: Out Of Hand Theater

PRELIMINARY QUESTION 4: WHAT ARE YOU APPLYING FOR? *What would the grant be used for? What is the budget for this initiative? Over what period of time? Why is this the critical year for this request? Be specific.*

Out Of Hand Theater requests \$21,000 to fund a part-time general manager over 3 years. The new general manager position will start at \$10,000 per year for 20 hours of work per week, and this request will fund 100% of this salary in the first year, 70% in the second, and 40% in the third.

The general manager's job will include general office administration, box office management, donation processing, and assisting marketing and outreach through research and readying mailings. As part of general administration, he or she will be in charge of record keeping, correspondence, filing, bill paying, and mailing list maintenance. He or she will also be in charge of donation processing and records, and box office management, including online and phone reservations, scheduling box office personnel and ushers, liaising with Atlantix and record keeping. The general manager will be in charge of poster and flyer distribution, and will assist with outreach and marketing by conducting research and readying mailings to market HELP! to businesses and presenting organizations and to market Boot Camp to high schools and colleges.

In addition to improving record keeping and general administration, the general manager will aid Out Of Hand by taking charge of box office and publicity distribution during production, the busiest time for the Co-PADs (Co-Producing Artistic Directors). More importantly, this staff position will lift the weight off the Co-PADs in many routine tasks, allowing us the time needed to design the marketing and outreach campaigns we so desperately need. He or she will conduct research and prepare mailings for these campaigns, helping us to execute them effectively. This will give Out Of Hand the assistance we need to sell Boot Camp to larger high school groups and colleges, to sell contracted performances of HELP!, and to design and implement an outreach program to bring Boot Camp to underprivileged youth. Finally, the daily tasks taken from Ariel, who is in charge of fundraising, will also allow her, with the help of new board member and professional arts fundraiser Lara Ferreira, to seek more diverse funding sources.

Improvements in marketing and fundraising mean that the general manager will increase earned income, and to a lesser extent contributed income, in an amount that will more than pay for his or her salary after 3 years. HELP! and Boot Camp are ripe for marketing, but the current staff has neither the time nor the resources to tap into this potentially lucrative earned income source. We do not expect the new staff member to increase earned income in the first year, since it will take 6 months to learn the job and the market, and bookings for HELP! and Boot Camp will need to be made 6 months in advance. However, we expect earned and contributed income to increase enough in the second year to cover 30% of the general manager's salary, 60% in the 3rd year, and 100% after that. This is possible to a large extent because of the way we have designed HELP! and Boot Camp. The costs for both are very low: simple technical requirements, few personnel and modest pay for performers and teachers. The Boot Camps and contracted performances Out Of Hand has had already, as well as our budgets for the future, yield a 50 to 80% profit for the company itself, with only 30 to 50% of income needed to cover the costs. This results today in a \$500 to \$2500 profit for each booking.

Out Of Hand recently finished our strategic planning retreat weekend, and these sessions revealed the strong need to add a general manager to our staff. This person will be important both to implement the strategic plan itself, and for the long term growth and stability of our company. Out Of Hand is at a critical point in our growth, where we the staff either need to implement a feasible plan to build a business model that works, or close up shop and go work for larger, more stable companies. While building the company, we managed the administrative work for three years without pay, and then instituted small salaries, but we cannot live on these for very long. We believe in the potential of our original Events and Boot Camp workshops to generate income, but this takes planning and planning takes time.

ORGANIZATION NAME: Out Of Hand Theater

PRELIMINARY QUESTION 5: HOW DOES YOUR GRANT REQUEST RELATE TO THE CRITICAL ISSUES, GOALS, AND/OR STRATEGIES ARTICULATED IN YOUR STRATEGIC/LONG TERM PLAN? How will you maintain the granted initiative after the grant period ends? How will this grant add stability your organization? What other alternatives have been explored to resolve your fiscal needs?

Out Of Hand Theater's strategic plan, currently under construction, has one main thrust: to organize the company's operations. As described under management challenges, many of our administrative processes lack sufficient planning and evaluation, and to achieve our goals, it's time to change this. Out Of Hand's organizational planning will include learning from comparison with other generative ensemble theater companies and with seasoned board members from other Atlanta theaters, so that we can best plan how our own company should run. It includes analyzing, re-distributing and codifying board and staff responsibilities, and developing evaluation metrics. It also includes creating an annual planning process, and formalizing other annual processes for staff and board.

To best achieve our goal of organizing our operations, Out Of Hand needs administrative help. Our main obstacle is a lack of knowledge and time. Therefore, we need to buy ourselves the time to teach ourselves how to do the things we need to do. A general manager will take over many time-consuming tasks, allowing the co-producing artistic directors the time to plan and evaluate. The general manager will also help us tap the resources that are out there unused, by conducting research designed by the Co-PADs to discover how to market Boot Camp to high schools and colleges, how to market HELP! for contracted performances, and how to plan an outreach program, and then can aid in executing these plans by preparing mailings.

The general manager position will increase earned and contributed income sufficiently over three years to more than pay for itself, as described on the previous page. The general manager will take over some of the tasks currently assigned to the Co-PADs, freeing up time to plan marketing, fundraising and outreach initiatives and to evaluate them, with assistance from our new strategic plan. We are confident that the organized operations and increased income that will result will greatly increase Out Of Hand's stability.

To fund the general manager position, we also considered seeking foundation support. Out Of Hand cannot currently increase either government funding or individual giving enough to pay for this position. Indeed, we may still seek foundation funding for this initiative if we are not awarded this grant. However, Atlanta is fortunate to be the home to a wonderful organization called the Metropolitan Atlanta Arts Fund, dedicated to funding initiatives just like this. We hope you agree this is a great fit.

The other option we considered to achieve our goals and successfully implement our strategic plan was to make the Co-Producing Artistic Directors full-time administrative positions. However, we realized that this would be dangerous for Out Of Hand's stability, since our company model depends on the three of us creating new shows, rehearsing, performing and teaching. Actually, our goal is to become full-time employees, but to have this include an artistic component that involves rehearsing, artistic planning and teaching during business hours, as well as administrative work. Out Of Hand will be much better off having someone on staff who does not perform in our shows, someone who can be in the office when we are on tour, who has a purely administrative and not an artistic role in the organization.

ORGANIZATION NAME: Out Of Hand Theater

PRELIMINARY QUESTION 6: *WHO IS YOUR AUDIENCE? HOW MANY PEOPLE DO YOU SERVE? Are there other members of the community you are seeking to serve? How does your organization add value to the larger community? How, where, and with whom do you collaborate?*

Out Of Hand Theater serves a young, in-town audience. We perform mainly at 7 Stages and Dad's Garage, both in Little 5 Points, and our office is located in East Atlanta Village. In 2005, Out Of Hand Theater served approximately 4300 people, 2000 of whom experienced an Out Of Hand event free of charge at four Atlanta area outdoor festivals: Inman Park, Atlanta Pride, Decatur Arts and Dogwood. We performed Out Of Hand Shorts: Labcoats to the widely diverse audiences attending these festivals. In addition, we performed in a midtown bar, at Emory University, at a synagogue, and at 7 Stages. Out Of Hand's target audience is young adults, specifically 18 to 35-year-olds. This population is underserved by our art form, as most theater-goers are older adults. One of Out Of Hand's primary goals is to attract young adults to the theater, since their patronage not only keeps the art of theater alive in our city, but pushes it in new and exciting ways. We've surveyed audiences during three productions, and found that 25% of our audience is students, and 70% falls into the 18 to 35-years-old category.

In addition, Out Of Hand offers educational outreach programs for students in our community, including Boot Camp, Science & Art and guest teaching. Science & Art, an Emory program for which Out Of Hand stages a reading of a play dealing with science each year, promotes interdisciplinary discussion between the arts and sciences, and guest teaching exposes high school and college students to Out Of Hand's style. In Boot Camp student actors learn the arts of working as an ensemble and creating original work. Students also improve their physical and vocal strength, flexibility and precision, as well as their teamwork skills and confidence. Out Of Hand plans to design a program to bring Boot Camp to underprivileged Atlanta youth, a population whom we are not currently serving. Currently, we offer two scholarships based on financial need for each Boot Camp session. However, once we have a general manager to help, we plan to cultivate a relationship with a high school or community center specifically for this project, to raise the funding, and to design a larger program.

Out Of Hand Theater works with other Atlanta non-profits and businesses for our mutual benefit. We have collaborated with several non-theater venues, including the Atlanta Contemporary Arts Center, four outdoor community festivals, and three bars, using cross promotion to bring our audiences to them and theirs to us. We partner with Emory University and Northsprings High School to guest teach classes, provide internships, create and direct productions, and teach workshops, helping to shape the professional artists of tomorrow. Through Out Of Hand's Sponsor An Actor program, we promote local businesses in our playbills in return a portion of the actors' salaries. We partner with local promotions company Green Olive Media, providing tax deductions for area restaurants in return for fundraiser venues and food and beverages for special events. Finally, next year we are hoping to partner with 7 Stages Theatre to co-produce Where The Wild Things Are.

Out Of Hand is a perfect complement for Atlanta: like our city, we are young, hip and growing. We are part of the vitality of Atlanta's in-town neighborhoods which brings people here for exceptional dining, shopping, arts and entertainment. We create theater that appeals to young adults who don't usually go to the theater, building arts patrons for life. In addition, Out Of Hand is part of the Atlanta Convention and Visitor's Bureau's Cultural Tourism Initiative, promoting Atlanta as a great place to experience the arts. With contracted performances of HELP!, we hope to provide a great local entertainment option at our many convention hotels and meeting venues. Out Of Hand has already represented Georgia at the New York International Fringe Festival, and we plan to represent our state around the world. We believe that great cities should have great arts, and we are contributing to the Atlanta arts culture by generating exciting new work, by creating the kind of physical, ensemble-generated theater which is hot all around the country, and doing it here in Atlanta.

ORGANIZATION NAME: Out Of Hand Theater

PRELIMINARY QUESTION 7: IF APPLICABLE, DISCUSS YOUR ACCUMULATED DEFICIT, WHY IT OCCURRED, AND HOW YOU PLAN TO ACHIEVE A BALANCED BUDGET IN THE FUTURE.

[Empty response area for Preliminary Question 7]

ORGANIZATION NAME: Out Of Hand Theater

PRELIMINARY QUESTION 8: *WHAT IS SUCCESS TO YOUR ORGANIZATION AND HOW DO YOU MEASURE IT? How would you measure the success of the granted initiative? What will be different?*

For Out Of Hand Theater, artistic success means continually seeking new ways to fulfill our mission by involving the audience in a new way at each Event, and continually challenging ourselves to develop our techniques and skills. Success means producing dazzling physical theater, full of striking images and great storytelling, that is simultaneously profound and silly. Artistic success is looking out from the stage and seeing an excited, engaged audience of young adults riveted by an Out Of Hand Event. It means garnering praise from critics, the arts community and audiences alike. Our goal is to create Events that are both great art and great entertainment, and we're not satisfied unless we achieve both. Finally, artistic success is watching Boot Camp students create their first really good composition, and suddenly work beautifully together as a team.

Out Of Hand Theater evaluates our artistic programming in several ways: first, we use audience questionnaires and box office records to evaluate the size and diversity of our audiences. These questionnaires are also used to evaluate the artistic quality and originality of our programming, together with reviews and press, feedback from other theater artists, and post production discussions with board and staff. The staff also evaluates the rehearsal process, and reports to the board about the extent to which the ensemble developed our artistic techniques with each show. To evaluate the quality of our Boot Camp workshop instruction and administration, we use written surveys of students and professionals participating in Boot Camp. Finally, Out Of Hand holds post-project meetings with company and board of directors to evaluate the effectiveness of the planning, marketing and implementation of our artistic programs.

Management success for Out Of Hand means staff and board of directors set intelligent goals, work conscientiously and efficiently to achieve them, and thoughtfully evaluate the results. For the board, this means taking responsibility for the governance of the organization and planning and executing committee work including fundraising, finances, recruiting and marketing. For the staff, success is staying on top of routine tasks, executing new funding, marketing and outreach initiatives, crafting realistic budgets and making them work, and being flexible and tenacious enough to deal with unexpected challenges under pressure.

Out Of Hand's new strategic plan includes structuring annual evaluations of staff and board. Most of this evaluation will take place at the annual board and staff retreats. Each staff member will be evaluated by the rest of the staff and the board, based on responsibilities, innovations and outcomes, including percentages of deadlines met, projects completed and goals achieved, as well as statements from the staff. This will be used in determining salaries and bonuses, and in re-allocating duties as needed. The executive committee of the board, which includes Boston Consulting Group business consultant Doug Shipman, is responsible for designing and executing these evaluations. At staff retreats, already in place, the staff evaluates the accomplishments and problems of the past year, and makes goals for the next year to address the problems.

The new general manager will take part in these annual evaluations. In addition, the success of this initiative will be evaluated separately at the end of the first three years. At that time, we will measure the impact on company finances, organization and innovation. Our goal is that in 3 years we should be able to increase the number of attendees at Boot Camps at Emory by 100%, book 2 to 3 Boot Camps or residencies at other schools annually, and book at least 5 contracted performances annually. Earned income should increase enough to more than cover the general manager's salary. Out Of Hand's dream is to develop and market our work so well that we are sought after to teach and to take our original Events across the country and around the world. The new general manager will be our next step towards making this vision a reality.

**METROPOLITAN ATLANTA ARTS FUND
2006 FINALIST APPLICATION**

ORGANIZATION NAME: Out Of Hand Theater

ARTISTIC DIRECTOR NAME: Ariel de Man, Maia Knispel and Adam Fristoe

ARTISTIC DIRECTOR STATEMENT: DREAM A LITTLE: WHAT IS YOUR VISION FOR YOUR ORGANIZATION IN TEN YEARS? Where do you as the artistic director see it going?

In 10 years, Out Of Hand Theater hopes to have such a stunning repertoire of original theater Events, and such a glowing reputation for expert physical theater training and for exciting ensemble creation techniques, that we are sought after across the country to present our work at festivals and at other theaters, and to teach workshops and accept residencies at top universities.

Out Of Hand Theater in 2016:

Producing a full season in Atlanta of the Out Of Hand repertoire to full houses

Engaging a paid ensemble of 12 artists (including performers, designers and musicians) who train together regularly and develop new work

Owning a rehearsal space for the development of new work, ensemble training, and outreach education

Developing new creation methods, rehearsal and Boot Camp techniques and our unique style

Creating 1 ensemble generated show with a long development process each year

Working with other local arts organizations, such as the High Museum, the Atlanta Contemporary Art Center and Atlanta festivals, to develop original site-specific works that are highly accessible to diverse populations

Extending the life of our original work through tours, residencies and festivals

Propagating our training through Boot Camp workshops and collaborations

Influencing the art form and adding to the repertoire of new American theater

Nurturing new artists and ensembles

Out Of Hand has had the opportunity to think seriously about our future this winter thanks to strategic planning, made possible by a Toolbox award. Our strategic plan is designed to help make this vision a reality: the strategic goal of Learning from Comparison with Colleagues will have us interview 5 ensemble theater companies to learn how they set up tours, attend festivals, fund the creation of new work, and market workshops. In addition, Out Of Hand just won an Observership grant from Theater Communications Group (TCG) to visit 3 ensemble companies in October to investigate these questions.

Our vision of the future means that we will take the time needed to create exciting, bold new works for the theater. We will inspire and train a new generation of performers and theater artists. We will make Atlanta the home of a brave performing arts scene, and we will develop a style of performance that is thrilling to a new audience. We will be the life and livelihood of a 12 person generative ensemble. We will be a resource for training that will bring artists and students to Atlanta. Out Of Hand Theater will be an integral part of the cultural fabric of the city—fostering enthusiasm and thought, pleasure and pride. We will be invited around the state, the country and the world to share our ideas and methods and to perform our works.

Through ensemble training and the creation of new work, Out of Hand has already positioned itself to be one of the most exciting companies in the country in 2016, with world premiers and cutting edge training based in Atlanta. Out Of Hand has been named “the future of Atlanta theater” by the Atlanta-Journal Constitution, and named to Creative Loafing’s Best of Atlanta. In addition, American Theatre named us “one of a dozen young companies you need to know.” Out Of Hand will continue to gain regional, national and international acclaim by seeking opportunities to present work from our collection of hit ensemble-created shows which began with 30 Below, the VD Show and HELP! Out Of Hand is putting a bold stamp on new American Theater.