+ PERA ORLANDO

Annual Report

2018-19 Season

Our mission is to produce high-quality operatic entertainment and educational programs that engage Central Florida audiences.

Tel (407) 512-1900 406 E Amelia St Orlando, FL 32803 Operaorlando.org

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Executive & Artistic Director Report

<u>Highlights</u>

1) **Opera Orlando**'s Opera on the MainStage series at Dr. Phillips Center featured a premiere pairing of Leoncavallo's *Pagliacci* and Stravinsky's *Pulcinella* in partnership with Phantasmagoria and featuring musicians from the Orlando Philharmonic. The Orlando Sentinel praised the production as "smart, high-energy and highly rewarding." **Opera Orlando** was also praised for its original productions of Offenbach's *The Tales of Hoffmann* and Humperdinck's *Hansel & Gretel*, which rounded out its MainStage series at Dr. Phillips Center.

2) **The Opera** continued its Opera on the Town series with three original productions: a Youth Company production of Benjamin Britten's *Noye's Fludde* in partnership with St. John Lutheran Church, Howard Middle School, and Jones High School Orchestra; a sold-out site-specific production of Rossini's *The Barber of Seville* at Casa Feliz; and a premiere of *6 of VIII* at the Orlando International Fringe Festival in partnership with the Helena Collective. This production was awarded Critic's Choice for Best Musical for the entire festival.

3) **The Opera** provided an in-school program for Orange County at local high schools and middle schools, bringing an opera preview into the schools, inviting those students to an open dress rehearsal, and then returning for a master class with them.

4) Since the organization's rebranding from Florida Opera Theatre to **Opera Orlando** in January 2016, the company has experienced consistently increased revenue and ended its 2018/19 fiscal year with just over \$1,030,000 in income and approximately \$970,000 in expenses. The company has successfully quadrupled its annual budget in a three-year period while remaining fiscally solvent and in the black.

Looking Ahead

Our company goals for the 2019/20 season and beyond have a threefold focus as follows:

Engage, expand, and diversify audiences with captivating, original productions.
Maintain fiscal stability and steady growth.

3) Increase contributed income to invest in larger productions and potentially move into a larger venue.

Personal Note

I am proud to lead **Opera Orlando** as we head into our fourth full season and continue the 400-year legacy of the operatic art form. I am consistently inspired by the passionate commitment of our performers, designers, and production team

members, both locally and nationally. I am ever grateful for the dedication of our board of directors, the dedicated work of our staff and volunteers, and the unwavering support of our community, manifest by our growing patron and donor base.

During the 2018/19 season, **Opera Orlando** reached a total audience of more than 11,000 through our productions, education programs, and ancillary events. **Opera Orlando** produced a total of six productions, including a sold-out run of *The Barber of Seville* at Casa Feliz, an original work entitled *6 of VIII* at the Orlando International Fringe Festival, and a touring production of *Hansel & Gretel*, with free performances for kids in partnership with Big Brothers and Big Sisters of Central Florida, New Hope for Kids, and the Atlantic Center for the Arts. **Opera Orlando** also participated in the Andrea Bocelli concert with our 60-voice adult chorus singing for over 20,000 audience members at the Amway Arena.

Opera Orlando's spirit of collaboration, innovation, and community is truly what sets it apart. We seek to continue to collaborate dynamically throughout the region with other arts groups, performers, artists, and musicians. In addition, we seek to maintain and enhance our ongoing artistic partnerships with the Orlando Philharmonic and the Orlando Ballet as we all prepare for the advent of Steinmetz Hall in the fall of 2020.

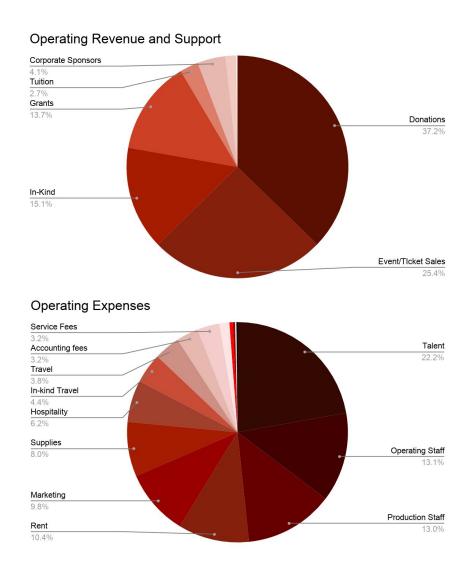
To help prepare us for the future, **Opera Orlando** developed a five-year strategic plan at the end of the 2016/17 season with the assistance of Michael Kaiser. As the 2018/19 season came to a close, **Opera Orlando** surpassed the financial projections of our strategic plan by 46% and is poised to maintain its enhanced programming and company growth in the upcoming 2019/20 season.

I thank the Central Florida community for its support of **Opera Orlando**, enabling us to bring world-class talent to Orlando while also showcasing and developing local talent and allowing us to enrich our community with the culture, beauty, and inspiration of the culmination of all art forms. See you at the opera!

Fiscal Report

Major Takeaways

Opera Orlando's annual budget has grown yet again, from \$875,000 at the end of fiscal year 2017/18 to \$1,037,000 at the end of 2018/19, nearly a 20% increase. **Opera Orlando** ended the 2018/19 fiscal year in the black, with \$128,654 in net assets.



Marketing Report

<u>Our Team</u>

Kristin Noble (marketing chair on board of directors), Spark Social - Kamilah Smith & Francesca Agostino (Marketing Managers) Caroline Cox (Social Media Manager) Grant Preisser (Creative Director) Gabriel Preisser (Executive & Artistic Director)

Year in Review

Opera Orlando provides the most comprehensive scope of productions and events centered on the opera art within Orlando and its metro area. Additionally, **Opera Orlando** prioritizes quality in both the talent it casts and the production value it puts onstage, while also identifying education as a core component to developing new and more diverse audiences. The 2018-19 marketing efforts focused on continuing to expand **Opera Orlando**'s audience across the metro area, including Orange, Seminole, and Osceola counties. Marketing spanned print advertising, direct mail marketing of collateral material, digital advertising, limited use of billboards, social media, radio advertising, and editorial coverage.

Objectives for the season included meeting and/or exceeding 80% of ticket sales for every production, increasing season ticket package sales by 50%, growing audience engagement across social media platforms by 50%, and developing cross-promotional partnerships that increase group ticket sales by 100%. Referring to the data provided, positive traction was made in all these areas, although not all goals were met. Ticket sales continued to be strong throughout the season, due to a lot of lessons learned from marketing efforts for The Tales of Hoffmann. Season ticket packages, however, did not sell as well as anticipated. However, strategies have been shifted for the upcoming 2019-20 season, proving to be highly successful in promoting season tickets. Positive growth will be seen here in the coming season. Cross-promotional partnerships were a focus during the 2018-19 season, developing new relationships with Phantasmagoria, St. John Lutheran Church, Creative City Project, Casa Feliz, and others. This greatly helped ticket sales for individual productions and proved an effective marketing tactic for the upcoming season as well. Social media and digital advertising have proven the most successful means of promoting productions, events, and other offerings of **Opera Orlando**. Although the goal of increasing engagement by 50% was not met, considerable growth across Facebook, Instagram, and Twitter has given the company an expanding digital footprint, not only locally, but nationally.

The structure and focus given to the 2018-19 season have provided a great framework which will be built upon in the 2019-20 season. With a new website, more staff support, and stronger relationships and partnerships across Orlando, **Opera Orlando** is poised to continue to meet and exceed its marketing and sales goals.

Total Marketing Budget: \$108,700 (includes \$59,700 of IN KIND) Total Marketing Actual: \$95,326 (includes \$51,213 of IN KIND)

Marketing Cash Budget: \$49,000 Marketing Cash Actual: \$44,113

Social Media Report

Opera Orlando had a successful year in social media. In addition to increasing our followers across all three platforms, we collaborated with several performing arts groups in the area to extend our reach into the Central Florida community. Our most successful partnerships were our Instagram Takeover with the Dr. Phillips Center on National Opera Day and Phantasmagoria taking over our Instagram account during the *Pagliacci & Pulcinella* production. Dr. Phillips Center has 24.3k followers, so partnering with them gave us an opportunity to make a much greater community aware of **Opera Orlando**. This greatly increased our Instagram presence, raising our top post by impression for the year from 869 during the 2017/18 season to 1,715 during this past season. Additionally, we reached our goals of implementing live streams and Instagram stories, and collecting more "behind-the-scenes" assets. We are excited to see our numbers continue to grow next season as we further our engagement with all three of these platforms.

Facebook:

Followers- 6/1/2018: 4,296 Followers- 6/1/2019: 5,211 Top Post by Impressions: 15.2K Top Post by Engagement: 26%

Instagram:

Followers- 6/1/2018 - 1,049 Followers- 6/1/2019 - 1,575 Top Post by Impressions - 1,715 Top Post by Engagement - 125 Top Story by Impressions (in the past 14 days) - 234

Twitter:

Followers- 6/1/2018 - 374 Followers- 6/1/2019 - 417 Top Post by Impressions - 1,713 Top Post by Engagement - 87

Development Report

<u>Our Team</u>

Chevalier Lovett (Board, Development Chair) Alecia Dupont (Board, Individual Giving Sub-Committee) Rita Wilkes (Emeritus Board, Production Chair, Planned Giving Chair) Danny Cruz (Board, Events Sub-Committee) Gabriel Preisser (Executive Director/Artistic Director) John Wettach (Board, President) Sherry Bremer (Board, VP, Nominating Chair) Deede Sharpe (Board, Ambassador Co-chair) John Parker (Board, Ambassador Co-chair) Kara Robertson (Grants Sub-Committee) Nicole Leacock (Grants Sub-Committee) Nadia Greenidge (Grants Sub-Committee) Beatriz Ramirez (Managing Director) Gayle Wirtz (Board, Gala Committee Chair) Danielle Anglin (Board, Forte Society Coordinator) Kristen Noble (Board, Forte Society Coordinator)

Year in Review

Opera Orlando experienced its best fundraising year to date, with substantial increases in contributed income related to our Annual Gala, Annual Campaign, and Opera Salon series. Key indicators of success include:

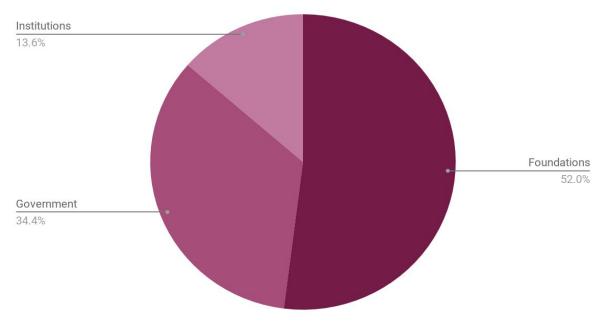
- 1) Fall Board of Directors matching challenge
- 2) Frank & Mary Doherty matching challenge connected with our Annual Gala
- 3) Increase in artist sponsorships
- 4) Leveraging Opera Salons to push company's message, brand, and annual campaign to new and existing patrons/donors.
- 5) Diversifying grant and foundation prospects.



Grants for 2018-19 Season

Projected Income:	\$128,999.99
Actual Income:	\$171,570.79
Difference:	+ \$42,570.80

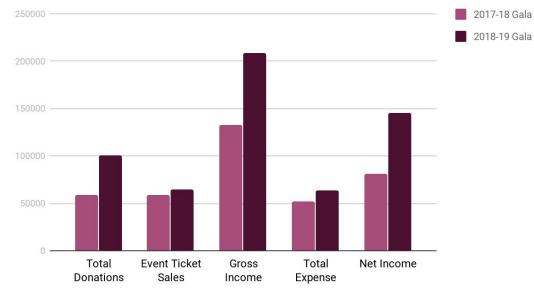
Grant Income Sources



ANNUAL GALA - April 13, 2019

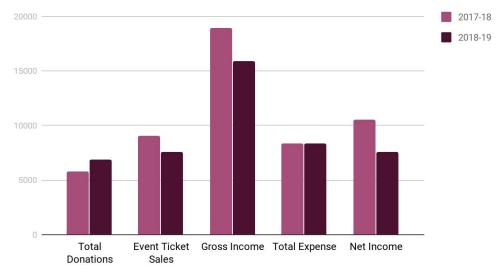
Expenses:	\$63,367.34
Gross income:	\$208,572.00
Net income:	\$145,205.59
Audience attendance:	209

2018 & 2019 Gala Comparison



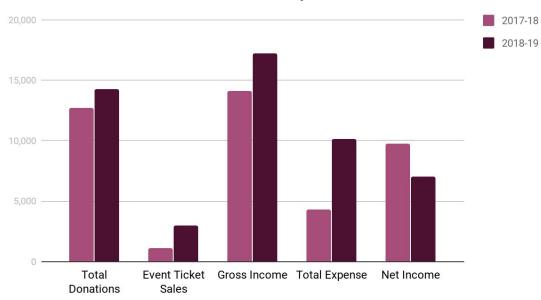
Opera on Park

Expenses:	\$8,335.21
Gross income:	\$15,885.35
Net income:	\$7,550.14
Audience attendance:	308



2017-18 & 2018-19 Opera On Park Comparison

Ambassadors	
Expenses:	\$10,183.69
Gross income:	\$17,225.00
Net income:	\$7,071.31
Total events:	5
Total members:	307



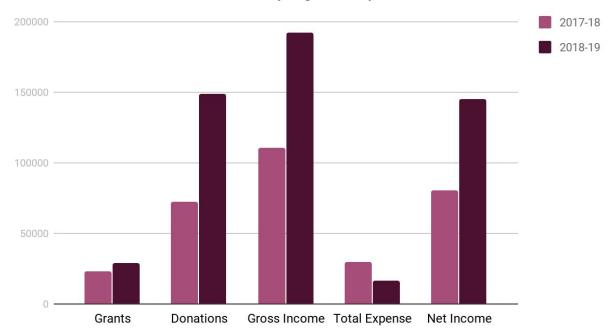
2017-18 & 2018-19 Ambassadors Comparison

Special Events (Opera Salons & Cabarets)

Expenses:	\$13,167.32
Gross income:	\$21,460.95
Net income:	\$13,167.32
Total events:	8
Audience attendance:	271

Annual Campaign

Expenses:	\$16,380.45
Gross income:	\$191,977.42
Net income:	\$145,205.59



2017-18 & 2018-19 Annual Campaign Comparison



Partnerships

Opera Orlando regularly partners with the following groups:

The Orlando Philharmonic Orchestra - provides musicians for MainStage opera productions, partners on Concerts for Young People series and provides marketing assistance The Orlando Ballet - provides dancers as appropriate for productions and concerts **Timucua Arts Foundation** - provides concert space Central Florida Community Arts - partners on summer education program for Parramore and Pine Hills district **Broadway United Methodist Church** - provides discounted rental space for opera rehearsals, office space, and storage space for costumes Savannah Voice Festival - co-marketing and co-productions Walt Disney World - Production support including donated costumes and audio/visual equipment The Enzian Theater - co-marketing **WUCF** - TV and Radio presence WMFE Radio - Radio underwriting Orange County Public Schools - education partner for in-School program Westminster Winter Park - Opera preview events and concerts The Mayflower - Opera preview events and concerts Westminster Orlando - Opera preview events and concerts

In the **2017-18 Season** Opera Orlando partnered with the following groups:

The Holocaust Memorial Center and Florida Symphony Youth Orchestra - co-presenters for Brundibar

Global Peace Film Festival - co-presenter for One Voice Orlando benefit concert **Osceola County Public Schools** - education partner for Zarzuela concert at Osceola Performing Arts Center

In the **2018-19 Season** Opera Orlando partnered with the following groups:

Phantasmagoria Orlando - Artistic collaborator for Pagliacci/Pulcinella double bill **Atlantic Center for the Arts** - co-presenter and venue for touring production of Hansel & Gretel

Casa Feliz - co-presenter and venue for The Barber of Seville

St John Lutheran Church of Winter Park and Orlando - co-presenter and venue for Noye's Fludde

Jones High School and Howard Middle School - Artistic Partners for Noye's Fludde Vamp - Hair and Make-up supplies In the **2019-20** Season Opera Orlando will partner with the following groups:

UCF Restores - partner for All is Calm, survey and research lead **Casa Feliz** - co-presenter and venue for 6 of VIII

Lake Nona VA Hospital - partner for All is Calm providing free tickets to Veterans Baldwin Park VA Hospital - partner for All is Calm providing free tickets to Veterans Folds of Glory - partner for All is Calm providing free tickets to Veterans families Atlantic Center for the Arts - co-presenter and venue for touring production of Amahl and the Night Visitors

Clermont Performing Arts Center - co-presenter and venue for touring production of Amahl and the Night Visitors

Leu Gardens - partner for The Very Last Green Thing and co-presenter for Earth Day event



Production Report Year in Review

Opera Orlando's 2018-19 season continued its ambitious expansion from the previous year. In addition to the MainStage productions of The Tales of Hoffmann, Hansel & Gretel, and Pagliacci/Pulcinella at the Alexis and Jim Pugh Theater, the Company presented three additional fully-staged productions across the City Beautiful: a site-specific The Barber of Seville in partnership with Casa Feliz Historic House Museum, the Youth Company production of Noye's Fludde in partnership with Jones High School and Howard Middle School, and an original production entitled 6 of VIII: the Six Wives of Henry VIII, which was awarded Critic's Choice for Best Musical at the 2019 Orlando International Fringe Theater Festival. Production also continued its expanded role in providing support for development and community engagement projects that included Opera on Park Summer Concert Series, More of the MainStage events, and the company's Fourth Annual Gala, Bel Canto Ball. The variety and quantity of events and productions from this past season provided a lot of learning opportunities for the staff and production teams, while also continuing investment in the company's infrastructure. These offerings also continued to strengthen and expand existing and new partnerships.

The company continued its relationship with Sunburst Shutters, building all scenic elements onsite in their facility, continuing to house a storage container on their property for props and stock scenic pieces, and having access to their delivery trucks, all of which has proved invaluable in terms of transporting production elements around the city. Unfortunately, we will not be able to continue this partnership in the coming season as they are expanding their own shop requirements. However, with the move of the **Opera Orlando** offices to Broadway United Methodist Church, the company now has its own dedicated rehearsal space, with air-conditioned storage for props, furniture, and costumes, as well as a performance venue for lead-up events, recitals, and potential small-scale productions.

Opera Orlando continues to partner with the Orlando Philharmonic Orchestra for MainStage productions and has also partnered with the Vocational Academy of Makeup and Prosthetics (VAMP) to provide hair and makeup support as well as donation of supplies. Additionally, partnerships have continued with Dixie Textile and Supply, Disney, Stage Equipment and Lighting (SEAL), Gallagher Staging, and Steinway. The productions have expanded to include more staff and greater support in each production team. A dedicated props master was hired for each MainStage show, with wardrobe and hair and makeup assistants as required by the scope of the production. The company has begun to hire outside Orlando for various aspects of production, including stage management and hair and makeup design, providing more diversity and variety of aesthetics onstage.



Tales of Hoffmann - October 24-30, 2018 at Alexis & Jim Pugh Theater at Dr. **Phillips Center**

Audience attendance:

1,050

PRODUCTION TEAM:

- Conductor Assistant conductor Chorus master Stage director Scenic designer Costume designer Lighting designer Hair & makeup Stage manager Assistant stage manager Fight choreographer Props master Supertitle operator Founder, Phantasmagoria John DiDonna Producer
 - Jorge Parodi Brian Holman Brian Holman Eve Summer Grant Preisser Kim Welborn Jon Whiteley Erma Sandora Michele Engleman Emily DeNardo Bill Warriner Kimberly Cobb Laura Bertschinger Gabriel Preisser



Hansel & Gretel – December 3-15, 2018 at Alexis & Jim Pugh Theater at Dr. Phillips Center with outreach performances at Atlantic Center for the Arts, Woman's Club of Winter Park, and St John Lutheran Church of Winter Park

Audience attendance:

1,055

PRODUCTION TEAM:

- ConductorRolStage directorGraCostume designerKinLighting designerJorHair & makeupErrStage managerErrAssistant stage managerPatProps masterKinSupertitle operatorLauProducerGalRehearsal pianistJul
 - Robin Jensen Grant Preisser Kim Welborn Jon Whiteley Erma Sandora Emily Denardo Patrick Martin Kimberly Cobb Laura Bertschinger Gabriel Preisser Julie Thompkins



The Barber of Seville– January 31- February 10, 2019 at Casa Feliz Historic Mansion

Audience attendance:

440

PRODUCTION TEAM:

Music director/Pianist Stage director Costume designer Hair & makeup Props master Keith Chambers Robert Neu Alison Reid Nicholas Larsen Kimberly Cobb



Pagliacci & Pulcinella – March 22-26, 2019 at Alexis & Jim Pugh Theater at Dr. **Phillips Center**

Audience attendance:

1,056

PRODUCTION TEAM:

Conductor Chorus master Stage director Production manager Costume designer Lighting designer Lighting assistant Hair & makeup Hair & makeup assistant Wardrobe assistant Stage manager Assistant stage manager Fight choreographer Props master Supertitle operator Founder, Phantasmagoria John DiDonna Master carpenter Dramaturg Youth chorus master Rehearsal pianist

Clinton Smith Robin Jensen Octavio Cardenas Grant Preisser Kim Welborn Jon Whiteley Heather Sladick Georgi Eberhard Nicholas Larsen Hope Griffin Michele Engleman Meghan Pelfrey Bill Warriner Kimberly Cobb Laura Bertschinger Dean Johnson Fma Pava Sarah Purser Julie Thompkins





6 of VIII - May 14-27, 2019 presented at the Orlando International Fringe Festival

Audience attendance:

662

PRODUCTION TEAM:

Music directorLynn PeghinyStage directorSara BarnesProduction managerGrant PreisserProducerGabriel PreisserCostume designerAlison ReidLighting designerJon WhiteleyProduction stage manager Conny Williamson

Education Report

Our Team

Robin Jensen-Education director Timothy Williams- Drama instructor/Stage director Amado Bobadilla- Collaborative piano/vocal improvisation Becky Lane- Movement instructor Amy Cofield- Vocal coach

Year In Review

The Youth Company had between 28 and 32 singers, ages 8 to 18, enrolled in our training program. They received dramatic and vocal training on Mondays; Saturday sessions were reserved for production rehearsals and special guest artist sessions. These sessions included Movement for the Stage with Becky Lane and a Vocal Master Class with Amy Cofield. Both guest artists were wonderful, and effort was made to have them return for the 2019/20 season.

Even though our enrollment numbers have stayed the same, we increased our ability to offer scholarships for the singers whose families need financial assistance through expanding our donor base for this program, enabling several new singers to join our company who wouldn't have been able to do so previously.

Our program is performance based, designed to build the singers' confidence along with their performing skills as singers and actors.

Effort was made to create a parent auxiliary that would become more active in our program. Volunteer parents assisted with coordinating parent communication and involvement for classes and rehearsals. They assisted the Ambassadors with our Soup Opera preparations and had different families decorating the tables.

Performing opportunities enable us to practice being professional and singing in a variety of different venues and productions. Our final Youth Company performance, "Noye's Fludde," was the highlight of our season. The calibre of the youths' performances and the quality of the production engaged new audiences and potential youth company members, as well as raising the quality of opera experiences our company can offer to youth in our community. For this production, our company tried to develop new community partnerships, which were mentioned in the Artistic and Executive Director's report.

Seventeen singers participated in our Summer Opera Institute 2019. Guest master class artists were stage directors Chuck Hudson and Alan Bruun. The event was held at UCF; half of the singers attended from out of town.

Fall performance schedule included:

Oct. 15 - Community service performance for seniors at Faith Assembly of God Nov. 17 - Orlando Museum of Art "Festival of Trees": Performed both solo and individual classical and holiday selections

Nov. 24 - Orlando Philharmonic *Home for the Holidays* pops concert (two performances). This was the eighth year our Youth Chorus was invited to sing with the orchestra. We will repeat this performance again in our upcoming season. Dec. 8 & 9 - Children's Chorus for Opera Orlando's mainstage production *Hansel & Gretel*

Dec. 15 - "Soup Opera": The Youth Company prepared and sang classical and holiday selections followed by the Ambassadors' and parents' lunch of homemade soups and goodies.

Spring performance schedule:

March 22-25 - Children's Chorus for **Opera Orlando**'s MainStage production of *Pagliacci*

April 6 - Winter Garden Bloom and Grow outreach program

May 16 & 17 - Opera on the Town production of *Noye's Fludde:* The entire company was involved with this production as cast members. Parents assisted with rehearsals and backstage production.

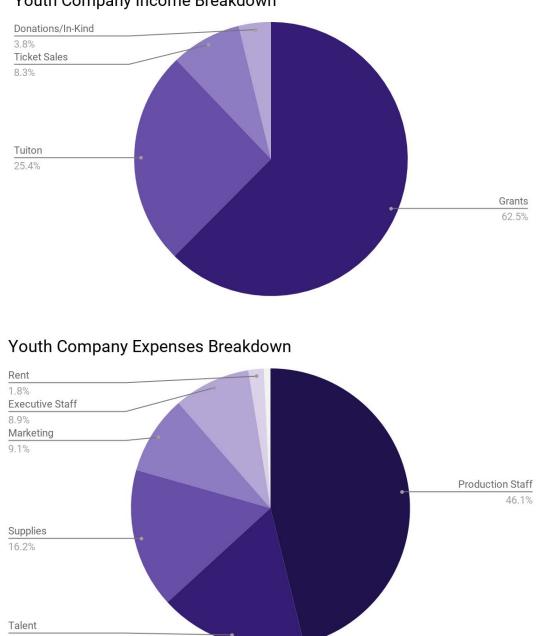


Youth Company

Income totals for 2018-19 Season

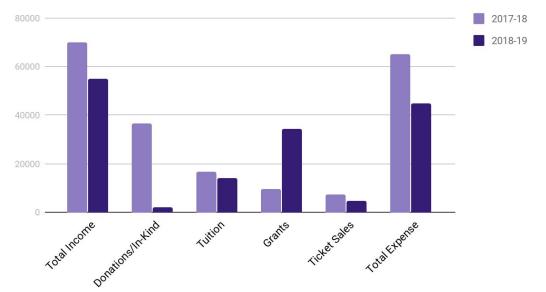
Projected income:	\$44,208.91
Actual income:	\$55,192.37
Difference:	+ \$10,983.46
Projected expense:	\$48,250.00

Actual expense:	\$44,894.16
Difference:	+ \$3,355.84



Youth Company Income Breakdown

17.1%



Youth Company Totals 2017-18 vs 2018-19



Youth Production

Noye's Fludde – May 18-19, 2019 presented at St. John Lutheran Church of Winter Park and Orlando

Audience attendance: **336**

Music director Stage director Stage manager Costume designer Robin Jensen Timothy Williams Patrick Martin Kim Welborn

Studio Artist Program, In-School Programs, and Educational Outreach

Point of contact: Sarah Purser

The Tales of Hoffmann preview

Jones High School - (150 students) University High School (75 students)

Pagliacci/Pulcinella preview

Wolf Lake Middle School (150 students) Sun Ridge Middle School (35 Students)

Master classes

Wolf Lake Middle School

<u>Overview</u>

The in-school opera previews and master classes were very successful this year. **Opera Orlando** received great feedback from teachers and students about the presentations, and the United Arts evaluation forms reflected the impact these programs have on students in our community. This year we provided two different in-school presentations, opera previews, and master classes. The in-school previews served to introduce students to the art of opera. Studio artists presented an hour-long abridged opera, including arias, duets, and ensembles, along with telling the story. Students had the opportunity to ask questions and engage with the artists. All students who took part in our opera previews were invited to attend the final dress rehearsal of the MainStage opera (*The Tales of Hoffmann* and *Pagliacci*) at the Dr. Phillips Center. Many students took advantage of that offer.

The second part of **Opera Orlando**'s in-school programming involved a master class which was presented by **Opera Orlando** teaching artist Jillian Marini. The workshop was scheduled around the Orange County Solo and Ensemble festival.

Teachers were very appreciative of the opportunity for students to workshop their pieces with a professional before taking their solos to be adjudicated. The feedback on this workshop was overwhelmingly positive, and teachers have already reached out asking to schedule more for next year.

Next season **Opera Orlando** would like to continue the model we established this year with the two programs. We would also like to work on getting more students

out to see the dress rehearsals at the Dr. Phillips Center. It is the company's goal to help teachers secure grant monies through OCPS that will pay for bussing students to and from the venue for free. This way, many more students will have the opportunity to experience opera in a theater with orchestra, sets, and costumes, which can contribute to such an impactful experience.

Opera Orlando was again offered the opportunity to participate in Central Florida Community Arts summer camp programs in area community centers. These camps reach some of the most underserved kids in our community, many of whom have never experienced opera or classical music at all. The camps bring in professional arts organizations to do interactive presentations with the students, exposing them to a wide variety of art forms. Soprano Emily Heumann put together an hour-long presentation including interactive activities, vocalization, games, and of course singing. By the end of the summer, she had done 12 presentations in eight different community centers, reaching over 600 students.



Staff Contact Information

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Caroline Cox Social Media Manager caroline@operaorlando.org

Company Contact Information

Opera Orlando

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