

MAMLUFT&CO. DANCE

Strategic Plan

2016-2019 | Cincinnati, Ohio

MAMLUFT&CO. DANCE STRATEGIC PLAN TABLE OF CONTENTS

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MAMLUFT&CO. DANCE

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State of Ohio Non-Profit Organization/Corporation

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SHIFT (2014), SUSAN HONER (LEFT) AND AMBER RUTLEDGE (RIGHT)

INTRODUCTION

MamLuft&Co. Dance is a modern dance company based in Cincinnati, Ohio and founded in 2007. This Strategic Plan addresses the 501(c)(3) non-profit organization's long-term goals, as well as immediate goals for the three year period of 2016-2019 (FY 2017 to FY 2019).

In 2011, during our fifth season, MamLuft&Co. Dance formed a strategic planning committee comprised of our board's chair (an architect), treasurer (a certified accountant), a board member-at-large (a social worker), and the Artistic/Executive Director. This committee analyzed the organization's purpose, mission, and core beliefs; its vision for its future; its current situation and challenges; and its resources. The committee also studied a number of other organizations' financial reports, considered because of their similarity to MamLuft&Co. Dance in terms of locality, services offered, age, or likeness to ML&Co.'s visionary model. ML&Co. aggregated data on the organizations' annual growth, their composition of income (contributed vs. earned), as well as the percentage of pay for personnel in relation to their total budget. Also considered were the gross receipts from 290 member organizations of Dance/USA from the 2009 fiscal year, in addition to a comparison of salaries noted in audition notices and American Guild of Musical Artists contracts. (This document was last updated in June of 2016.)

This Strategic Plan is thus a result of studying the city of Cincinnati's needs, other similar organizations, and MamLuft&Co. Dance's operations.

MAMLUFT&CO. DANCE STRATEGIC PLAN: 2016-2019

MISSION To enhance lives in Cincinnati and beyond by producing opportunities for audiences and artists to create, advocate for, and educate through Modern Dance that is palpable, innovative, and accessible; in short, to bring more Modern Dance to more people.

VISION To (1) become a crucial presence in Cincinnati as its preeminent authority on Modern Dance, (2) represent Cincinnati and Ohio nationally and abroad, and (3) become a community hub for Modern Dance activity year-round.

ORGANIZATIONAL LOGIC MODEL

Capable & dedicated team

establishing strong organizational skills; consisting of staff, board, volunteers, artists, and teachers

Prudent planning based on data with input of diverse voices

Efficient programming that serves community needs

emphasizing the equalizing, empowering, and accessible form of Modern Dance that values individualism and creativity

Strong financials

An effective & sustainable organization

ESTIMATED \$800K-\$1M BUDGET SUPPORTING 6-9 PART-TIME DANCERS & 3-4 FULL-TIME STAFF

Enhanced lives, significant contributions to city vibrancy, and increased potential for children/youth success

resulting in persons who are exercising their creative capacity and better equipped for holistic health (physically, mentally, emotionally, socially)



PICTURED: CLINT FISHER (2015)

| GOALS | OBJECTIVES | STRATEGIES | OUTPUTS | OUTCOMES | MEASURES |
|---|--|--|---|--|---|
| I Create access to Modern Dance | a) Serve diverse audiences. | Create environments of inclusivity. Strive to make activities more affordable. Strive to serve a broad range of ages, national origins, race, gender, sexual orientation, ability, social class, income levels, and religious beliefs. Target young professionals, in alignment with Cincinnati Agenda 360 and ArtsWave Blueprint priorities. | Art works with content that bridges social and economic barriers (i.e., universal themes). Content in classrooms and on stage that have minimized culturally-specific foci. Ticket prices that are comparably low/lower than peer organizations. Free or discounted access to under-served and underprivileged groups. | Cultural offerings draw attendees from different ages, backgrounds, locations, and socioeconomic status. Diverse visitors and residents have interactions with one another. Cultural offerings are more affordable and accessible. Opportunities exist for audiences to interact with artists. | Diversity indicated by participant/audience gender, income, location base, race, marital status, age, and other measures. Percentages of audiences that are new to Modern Dance and/or new to MamLuft&Co. Dance. Contingency of ML&Co. audiences do not attend any other Cincinnati arts programming. Percentages of audiences seeing friends or meeting new people they would not have otherwise interacted with if it were not for ML&Co. event. |
| | b) Facilitate better understanding of Modern Dance. | Promote conversations and activities around Modern Dance and related forms. Focus on educating children. Create, disseminate, and/or contribute to materials that lead to deeper understanding. Create opportunities for audience interaction. | Interviews published or broadcast for the public across a variety of media outlets. Written interpretative learning guides. Materials accessible via the internet and on paper. Opportunities for audience interaction, such as Q&As, meet-the-artist gatherings, open rehearsals, open classes, and so forth. | Residents feel more connected with local arts. Residents improve their understanding of the arts and Modern Dance. People of all backgrounds are less intimidated by Modern Dance, more knowledgeable of the art form, and more likely to engage again and/or take "risks" in future consumption of art. | Number of programs. Dispersement of programming by location and target audience. Numbers of persons served. |
| | c) Provide opportunities for audiences to have a stake in the arts. | Create participatory programs. | Ongoing classes or special workshops. Focus groups. Open call auditions (e.g., for extras). Volunteer opportunities. | Residents feel increased empathy and trust toward one another. | Percentages reporting increase of understanding or interest in Modern Dance. Anecdotes of participants who have forged new friendships or relationships due to ML&Co. participation. |



YESTERDAY'S WEDDING (2008)

| GOALS | OBJECTIVES | STRATEGIES | OUTPUTS | OUTCOMES | MEASURES |
|---|--|--|---|--|---|
| II Contribute to the vibrancy of Cincinnati | a) Cultivate Modern Dance in Cincinnati. | <p>Provide a variety of activities specifically focused on Modern Dance in performance, education, and outreach.</p> <p>Provide activities that lead people to Modern Dance, but may not be Modern Dance in and of itself.</p> <p>Create transformative experiences that are palpable and thought-provoking.</p> | <p>Ticketed performances. Create original works. Re-stage and present work of others.</p> <p>Engage in art-making that sheds light on universal concepts a person from any background can understand or relate to.</p> <p>On-going classes and special workshops.</p> <p>Appearances and public events.</p> <p>Rehearsals.</p> <p>Presentations for community groups or schools.</p> <p>Participatory activities.</p> <p>Forums or discussions.</p> | <p>Extraordinary cultural experiences are available.</p> <p>Participation in the arts increases.</p> <p>Children are provided with experiences that research shows increase their chances for success in school and after school.</p> <p>Cultural experiences are unique and contribute to the variety in Cincinnati (since 2007, ML&Co. has been only resident Modern Dance company with regular seasons and resident company members).</p> <p>Cultural offerings available in cultural clusters, drawing both attendees and businesses.</p> <p>Business is generated in multiple venues, driving improvement of physical spaces.</p> <p>Artists become residents, taxpayers, patrons, and workers.</p> <p>Neighborhoods where activities take place and the region as a whole become destinations for living and for activity.</p> | <p>Press coverage and honors.</p> <p>Numbers and types of Modern Dance activities made available through ML&Co.</p> <p>Numbers served.</p> <p>Numbers of and types of collaborations.</p> <p>Number of artists moving to or remaining in the region to work with ML&Co.</p> <p>Dollars spent.</p> <p>Demographics of income, age, race, sex, and home location.</p> <p>Number of persons reached as a result of partnerships.</p> <p>Number of special of minority-focused partnerships.</p> <p>Numbers patronizing other businesses in association with organization events.</p> <p>Number of persons reached by other organizations as a result of our business or activities in cultural clusters.</p> |
| | b) Utilize collaborations to increase engagement and awareness. | <p>Form partnerships in producing arts events.</p> <p>Form partnerships to promote arts events.</p> <p>Represent diverse interests.</p> | <p>Partnerships resulting in venue access.</p> <p>Discount offers that target groups otherwise unknown to ML&Co.</p> <p>Marketing/PR exchanges.</p> <p>Arrangements to receive marketing/PR assistance.</p> <p>Relationships demonstrating a value for diversity.</p> <p>Consultation and inclusion of diverse groups of people.</p> | | |
| | c) Contribute to economic stimulus. | <p>Create opportunities that attract and retain artists to this region.</p> <p>Create opportunities for monetary transactions.</p> <p>Create opportunities for longer-term business relationships.</p> <p>Use data-driven decision-making.</p> <p>Target young professionals, in alignment with Cincinnati Agenda 360 and ArtsWave Blueprint priorities.</p> | <p>Company Membership: significant and ongoing activities making up a 35-40 week season.</p> <p>Activities based in cultural clusters where participants may easily patronize other businesses, pay for parking, and expand their networks.</p> <p>Fee-based activities.</p> <p>Free activities that still contribute to economic stimulus by transactions for occupancy, supplies, wages.</p> <p>Activities are founded on evidence of or potential for success.</p> | | |

CORE ORGANIZATIONAL STRATEGIC PLAN (cont.)

4

| GOALS | OBJECTIVES | STRATEGIES | OUTPUTS | OUTCOMES | MEASURES |
|--|--|---|--|--|--|
| III Support opportunities to participate in the making of Modern Dance | <p>a) Provide significant, regular, and paying opportunities for dancers.</p> <p>b) Provide paying opportunities for others (non-dancers).</p> <p>c) Provide opportunities for audiences to have a stake in art-making.</p> | <p>Cultivate a company structure that attracts and retains Company Members.</p> <p>Provide teaching and outreach opportunities for dancers to lead.</p> <p>Engage non-dancers in the creation and presentation of Modern Dance experiences.</p> <p>Recruit volunteers promote, contribute to, and execute programming.</p> <p>Recruit volunteers to perform in events as extras or supernumeraries.</p> <p>Utilize volunteer board in decision-making capacity.</p> <p>Provide creative activities.</p> | <p>6-12 Company Members are engaged in a full season of artistic engagements.</p> <p>Classroom and outreach activities put dancers to work.</p> <p>Other non-dancer, paid roles include stagehands, hospitality, and other support staff.</p> <p>Volunteers assist on daily and occasional bases.</p> <p>Volunteer board oversees and governs.</p> | <p>A resident company of dancers plays a pivotal role in this organization and its service to the community for an entire season.</p> <p>Dancers utilize their specialized training while receiving compensation.</p> <p>Artists and novices are engaging in creative activity together.</p> <p>ML&Co.'s team involves persons of different talents and backgrounds.</p> <p>The economic effect of programs reach beyond the resident company itself.</p> <p>Community members have a stake in arts and culture in Cincinnati.</p> | <p>Number and types of programs, as well as dollar expenditures, in activities where dancers play a role.</p> <p>Number and types of programs, types of roles, as well as dollar expenditures, in activities where non-dancers play a role.</p> <p>Number of board members, scope of board member responsibility.</p> <p>Number of volunteers and types of service to the organization.</p> <p>Anecdotes from volunteers regarding their participation in ML&Co.</p> |

STRATEGIC PRIORITIES SPECIFIC TO 2016-2019 IN SUPPORT OF CORE GOALS

| GOALS | OBJECTIVES | STRATEGIES | OUTPUTS | OUTCOMES | MEASURES |
|---|---|--|---|--|---|
| 1 Improve organizational capacity as it relates to staffing, personnel, and budget | <p>a) Compensate the Artistic / Executive Director at more reasonable rates.</p> <p>b) Secure funding to retain the new Education and Outreach Director position.</p> <p>c) Increase dancer stipends.</p> <p>d) Increase overall organizational budget.</p> | <p>Provide excellent support for staff.</p> <p>Plan to achieve "big picture" goals and stay on track with "small picture" tasks.</p> <p>Cultivate diverse revenue streams.</p> <p>Minimize unprofitable programming and program sprawl.</p> <p>Improve development efforts by increasing strength and amount of appropriate grant applications.</p> <p>Use data-driven decisions to create profitable programming that meets needs of the community and increases revenue.</p> <p>Cultivate relationships and creative partnerships.</p> <p>Learn from others through benchmarking and focus studies.</p> <p>Secure facility for 2017-2019 activities.</p> | <p>Training, tools, mentorship, opportunities, and other forms of professional development provided or made accessible to staff.</p> <p>Artistic / Executive Director annual compensation is in the range of at least \$35,000-\$40,000 by end of FY2019.</p> <p>Education and Outreach Director is retained to end of FY2019 and is funded through FY2020.</p> <p>Dancer stipends amount to at least \$1000 each (30% increase) by end of FY2019.</p> <p>Total revenue increases 5-15% each year.</p> <p>Contributed revenue increases by 5% by end of FY2019.</p> <p>Tangible plan for facility/program location.</p> | <p>Staff is prepared and equipped to succeed and excel in their roles.</p> <p>The organization as a whole benefits from strong staff organizational skills.</p> <p>Revenue is fed from a number of sources and better able to withstand changes in market.</p> <p>Organization's programming is efficient and effective.</p> <p>Organization's sustainability is improved.</p> <p>Organization's service to the community remains in-need.</p> <p>Organization utilizes experiences of other businesses and organizations to grow and improve.</p> | <p>Increase of dollar expenditures, profits, deficits, budgets, and other financial measures.</p> <p>Percentage of growth (overall and by area or program).</p> <p>Dollar expenditures compared to that of similar or otherwise peer organizations.</p> <p>Self-assessment of staff in which goals are made, then evaluated.</p> <p>Number of continuing education, seminar, training, or other continuing education hours.</p> <p>Number of artists receiving leadership opportunities within and outside of organization.</p> |

STRATEGIC PRIORITIES SPECIFIC TO 2016-2019 IN SUPPORT OF CORE GOALS (cont.)

5

| GOALS | OBJECTIVES | STRATEGIES | OUTPUTS | OUTCOMES | MEASURES |
|---------------------------------------|---|---|---|--|---|
| 2 Improve Board capacity | <p>a) Board members take stake in the organization without micromanaging.</p> <p>b) Board members produce active efforts to increase revenue.</p> <p>c) Board members are actively increasing the organization's network of influence.</p> | <p>Make expectations for board member roles clear.</p> <p>Continually seek prospective members who demonstrate ability and desire to meet and exceed expectations.</p> <p>Empower and equip the board with tools for succeeding.</p> <p>Stay mission- and vision-focused.</p> <p>Engage a diverse group.</p> <p>Focus on strategic plan.</p> <p>Make available continuing education and networking opportunities.</p> | <p>Board consists of diverse skills and backgrounds.</p> <p>Board members directly bring in revenue.</p> <p>Board members assist in both "big picture" and "small picture" tasks, resulting in increased capacity and revenue.</p> <p>Board members introduce members of their personal and professional networks to ML&Co. in general, including at least 1 candidate for Board membership per year.</p> <p>Board members participate in fundraising and giving.</p> | <p>The organization benefits from increased capacity and revenue and sustainability is improved.</p> <p>More people are served and ML&Co.'s presence in the community is strengthened.</p> <p>Board contributes to establishment of long-term support and expanded network.</p> <p>Board fulfills governing and fiduciary responsibilities.</p> <p>Board Members are productive members in region.</p> <p>Board Members benefit professionally from board participation.</p> | <p>Dollars attributed to board member participation.</p> <p>Percentage of board participation in giving, fundraising, and other activities.</p> <p>Testimonials from Board Members.</p> |
| 3 Increase reach | <p>a) Increase number of persons served, overall.</p> <p>b) Increase number of persons served in education and outreach.</p> <p>c) Increase minorities, under-served, and disadvantaged served.</p> | <p>Create, present, and/or market works in ways that have broader appeal.</p> <p>Create and present works that draw from diverse experiences, including the under-served.</p> <p>Create partnerships with organizations and cultivate relationships, including those with special focus for under-served groups.</p> <p>Target "captive audiences," such as schools or community groups.</p> <p>Use data to drive marketing and PR decisions.</p> <p>Minimize spending on low ROI expenses.</p> | <p>Collaborative programming with other organizations/groups.</p> <p>Collaborative PR and marketing with other organizations/groups.</p> <p>Programs designed to specifically target certain groups.</p> <p>Free or discounted programs.</p> <p>Targeted PR/marketing.</p> <p>Programs with appeal to diverse audiences.</p> | <p>See outcomes of "I: Create access to Modern Dance."</p> <p>Overall reach increased by 10%.</p> <p>Reach of diverse populations increased by 10% through education and outreach.</p> <p>Increased revenue, capacity, and sustainability.</p> <p>Awareness spreads and leads to further opportunities for ML&Co. to serve the community.</p> | <p>See measures of "I: Create access to Modern Dance."</p> <p>Revenue dollar amount.</p> |
| 4 Improve artistic capacity | <p>a) Further the development of ML&Co.'s dance artists.</p> <p>b) Secure mainstage presentations.</p> <p>c) Procure college residencies.</p> | <p>Cultivate a disciplined but gracious rehearsal environment.</p> <p>Increase and improve recruitment efforts.</p> <p>Increase dancer pay in order to attract and retain skilled dancers.</p> <p>Cultivate relationships and solicit opportunities for touring and residencies.</p> <p>Encourage dancers to become stakeholders by taking ownership.</p> | <p>See "1. Improve organizational capacity."</p> <p>Provide consistent and timely feedback with reinforced positivity in regular two-way conversations.</p> <p>Leaders act with clear authority.</p> <p>Make expectations of dancers clear.</p> <p>Recruit mature & skilled dancers year-round.</p> <p>Send press kits to presenters and colleges.</p> <p>Secure bookings.</p> | <p>Dance artists are happy to work with ML&Co. and appreciative of the opportunities provided.</p> <p>Art work and other programming is excellent in quality and well-received.</p> <p>The reach and awareness of ML&Co. is increased.</p> | <p>Feedback from audiences, dancers, and colleagues in the field.</p> <p>Assessments by organizational and company leaders.</p> <p>Number of persons served and tickets sold for performances.</p> <p>Pay per dancer per year.</p> <p>Number of active relationships.</p> <p>Number of engagements.</p> <p>Press coverage and honors.</p> |

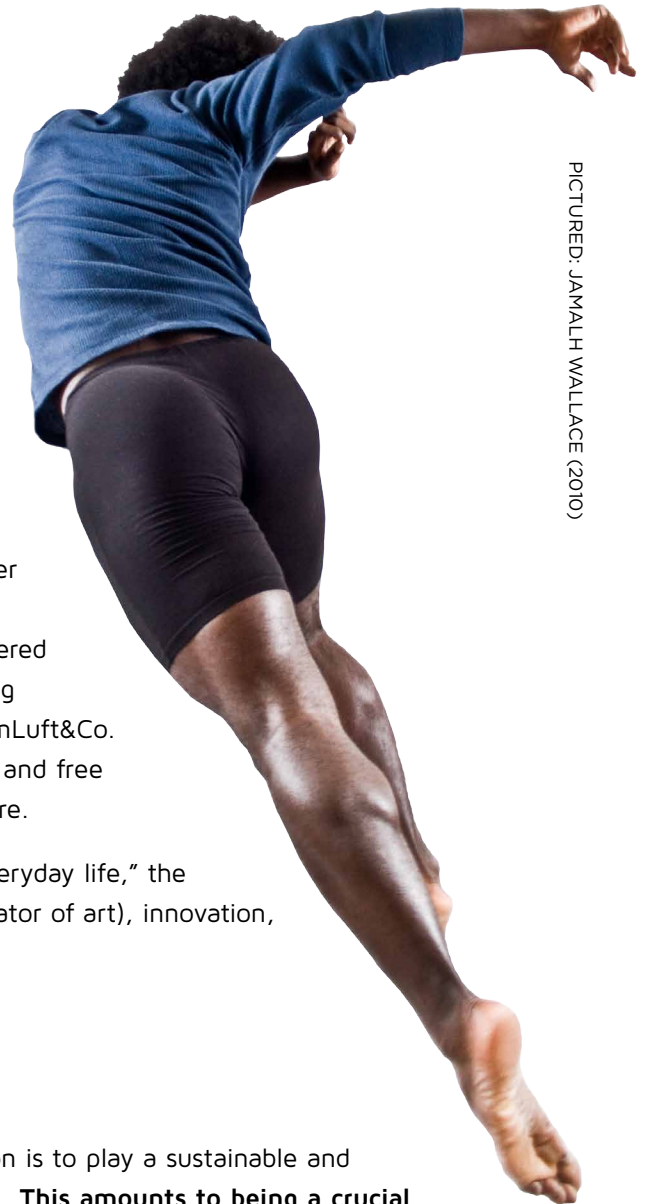
BRIEF HISTORY

MamLuft&Co. Dance was founded in 2007 by Jeanne Sopanha Mam-Luft, an immigrant and refugee of the Cambodian genocide, in which an estimated two million Cambodians died, including the systematic extermination of artists and scholars. Through free, public school arts programs, Mam-Luft was impacted by and forever changed by the study of Modern Dance. Invigorating and exhilarating arts experiences have fueled her and the company's drive to create and share transformative art experiences through dance.

MamLuft&Co. Dance strives to bring modern dance (and a better understanding of it) to more people in Cincinnati and beyond. The organization provides the community with movement-centered experiences for children and adults, while also providing working opportunities to a resident company of professional artists. MamLuft&Co. Dance's performance, education, and outreach include ticketed and free performances, afterschool programs, workshops, and much more.

The Company's work emphasizes the relevance of dance to "everyday life," the value of the individual (both as an audience member and a creator of art), innovation, collaboration, and innate creativity.

PICTURED: JAMALH WALLACE (2010)



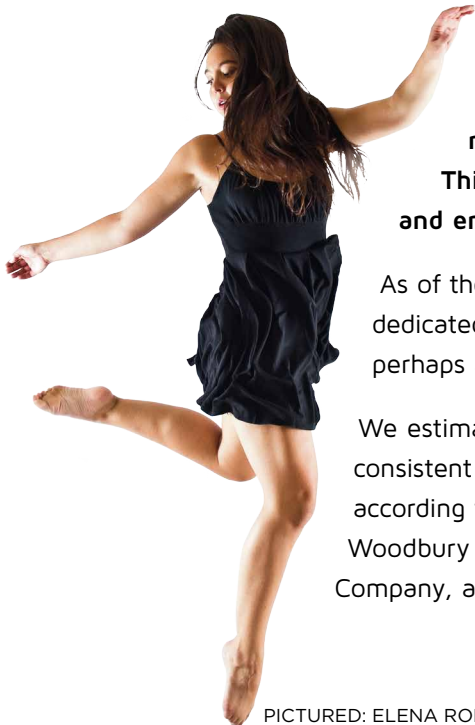
A VISION FOR SUSTAINABILITY

MamLuft&Co. Dance's vision is to play a sustainable and significant role in the region. **This amounts to being a crucial presence in our local community, while also garnering a national reputation for delivering outstanding dance performance and education.**

This vision is a pivotal driver for providing cultural experiences that enhance and enrich our community's lives and perceptions.

As of the last update of this document, we believe this vision will necessitate a dedicated facility, a full-time staff of 3-4, a company of 6-9 part-time dancers, and perhaps additional consultants.

We estimate the "visionary budget" to be approximately \$800K-\$1M in today's dollars, consistent with other organizations whose traits resemble those of our goals. This—according to Dance/USA data from 2013—includes such dance organizations as Ririe-Woodbury Dance Company, Miami Hispanic Ballet, Diavolo Dance Theatre, Koresh Dance Company, and Dayton Contemporary Dance Company.



PICTURED: ELENA RODRIGUEZ (2010)

STRATEGIC BENCHMARKING GOALS

MamLuft&Co. Dance's 2016-2017 season is its 10th; our organization has grown by almost 12 times since our first season in 2007-2008, with a growth of about 80% averaged annually over the prior 9 seasons.

In order to reach our visionary goal that we estimate requires operating at \$800K-\$1M (see *pages 1 and 6*), MamLuft&Co. Dance estimates that annual growth for our first 25 years (2007-2032) should result in an overall average of about 38% (or, with the safety net of losses and fluctuations, an estimated 10%-50% from year-to-year).

In order to strategically progress toward our visionary organizational model described on *pages 1 and 6*, MamLuft&Co. Dance below outlines critical benchmark goals up to 2032 (when this 25-year plan was originally designed to be completed).

PAST ACCOMPLISHMENTS: SEASONS 1 THROUGH 9, 2007-2016

- 80% average annual growth since 2007-2008; budget increased by 12x since inaugural year.
- Approximately \$13,000 in equity at end of FY2015; no debt carried.
- Artistic and Executive Director moved from full-time volunteer status to paid full-time wages.
- Funding for 2 years procured to hire first employee since founding: Education and Outreach Director (full-time).
- 50 out of 71 Cincinnati zip codes served.
- 20% of recent audiences were introduced to Modern Dance through ML&Co. 70% were new to ML&Co.
- 6 different education programs run annually. ~150 children seen weekly. Afterschool programs run 28-32 weeks at two separate locations (one public school, one arts center). 62% of children served are minorities. 67% receive financial aid.
- Charity ticket allocations recently increased by 50% (from 2013-2014 to 2014-2015).
- Created or performed 14 evening-length works, 26 short works, 3 film projects, totaling 32 collaborative works with 37 dancers.
- Reached ~3,500 "live" in 2015-2016, plus 22,000 website visitors annually, and 4,600 persons reached

SPEAK (2013); L: SUSAN HONER, LIFTED: EMILY SCOTT



monthly via social media.

- Awards: 2012 Best in City (Cincinnati Magazine: "Best Summer Dance Camp for Kids"), 2012 Best in Cincinnati (CityBeat: "Best Dance Company Pushing the Envelope"), 2013 League of Cincinnati Theatres "Best Design Concept" in the Cincy Fringe Festival.
- Recognition: The Enquirer dance writer David Lyman named ML&Co. as one of 2015 most memorable dance moments in Cincinnati, along with only the Cincinnati Ballet (\$11M) and NYC's Alvin Ailey American Dance Theatre (\$36M).
- Plethora of press coverage including review in 2012 that called MamLuft&Co. Dance "compelling," "impassioned," "brave," "protean," "athletic, infused with dramatic meaning, yet at its core, pure," (Rafael de Acha, Heard and Seen International).

SEASONS 10 THROUGH 12, 2016-2019

For the time frame we are currently in, we have enumerated period-specific goals and strategies in detail on pages 4 to 5.

SEASONS 13 THROUGH 16, 2019-2023

Increase dancer pay.

Secure or have tangible plans for a stable and long-term location.

Secure 1-2 touring or residency engagements per season.

Class offerings consistent and stabilizing.

Major donors and sustaining support procured.

National Endowment for the Arts grant awarded.

Number of persons served increased and more stable from year-to-year.

PICTURED: STEVEN EVANS AND VIVIAN KIM (2014)





PICTURED: EMILY SCOTT AND CLINT FISHER (2012)

SEASONS 17 THROUGH 20, 2023-2027

Hire Director of Development.

Secure 2-3 touring or residency engagements per season.

Home season ticket sales are stabilized and predictable while organization's community stature has increased.

SEASON 21-25, 2027-2032

Dancers paid equitable wages, ~6-9 Company Members.

3-4 full time staff, amounting to ~\$800K-\$1M annual budget.

ML&Co. has become a community (and regional) hub for Modern Dance.

MOVING FORWARD

This Strategic Plan shall be evaluated for renewal and/or revision in 2019. Continual updates and improvements are made as knowledge is gained that would affect any key projections. Evaluation shall involve a diverse representation of persons, including the following parties: program providers (staff, artists, outside partners), participants/recipients, the Board, and third party entities. This strategic plan shall be referenced as a guide for decision-making and setting of priorities. In order to promote organization-wide cohesion, the strategic plan shall be reviewed at least once a season with the board. ■■■