



PETER LONDON GLOBAL DANCE
COMPANY

STRATEGIC PLAN 2021-2026

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EXECUTIVE SUMMARY

THE STRATEGIC PLAN FOR PETER LONDON GLOBAL DANCE COMPANY

The Founder and Artistic Director of PLGDC, Peter London, and the organization's Board of Directors, decided to embark on a strategic planning process to develop a road map towards financial sustainability and the Company's future growth. The timing of the PLGDC strategic planning has been driven as a response to a period of tremendous social upheaval in the United States, a world pandemic, economic contraction, and a significant shift in how performing companies present their work to the public and work towards fulfilling their missions in a semi-virtual world. These factors have been taken into account to recalibrate the Company's mission, vision, and values and produce a business model that can adapt to rapidly changing times.

The strategic planning has been a collaborative effort that included the Founder and Artistic Director, Board of Directors, staff, dancers, choreographers, and other artists involved in PLGDC performances. Additionally, several external stakeholders generously shared their views regarding the future direction of PLGDC. Consultant Elena Quevedo, Principal from Cardinal Consulting for Nonprofits, LLC, facilitated the process through virtual Zoom meetings to distill the Company's strengths, areas of growth, and the Company's priorities for the next five years and beyond. Together, this group gave shape to four primary areas of development for the Company:

- **Organizational Strength:** Secure the future of PLGDC with adequate staffing and systems in place.
- **Increased Programming and Visibility:** Establish PLGDC as the preeminent multi-cultural contemporary dance company in Miami.

- **Talent Retention:** Expand performance, creative and educational opportunities for PLGDC artists so they can continue to work with the Company.
- **Bricks and Mortar:** There is a strong desire to have a physical PLGDC studio and office space sometime in the future.

STRATEGIC PLAN OVERVIEW 2021-2026

Organizational Strength	Increased Programming and Visibility	Talent Retention	Bricks and Mortar
Secure the future of PLGDC with human capital and systems	Establish PLGDC as the preeminent contemporary dance company in Miami	Expand performance, creative and educational opportunities	Identify and secure the future home of PLGDC
<p>Strategies:</p> <ul style="list-style-type: none"> • Create a fundraising strategy to hire staff and purchase systems • Establish policies to strengthen and sustain financial, fundraising and marketing needs • Strengthen and increase Board capacity, engagement, and fundraising performance • Train staff to operate in a culture of efficiency and follow company values • Find an interim studio and office space • Develop a succession plan 	<p>Strategies:</p> <ul style="list-style-type: none"> • Maintain annual performances • Women’s Choreographic Initiative • International Dance Exchange • Expand marketing efforts through digital platforms, and through presenting organizations • Expand outreach to community via schools, community centers, and arts organizations • Create and maintain a touring schedule 	<p>Strategies:</p> <ul style="list-style-type: none"> • Maintain a paid dance group of a minimum of 14 dancers (7 women and 7 men) for a minimum of 28 weeks • Retain three Guest Choreographers annually • Create 2 apprentice positions annually • Increase auditioning opportunities for South Florida dancers once there is a teaching space • Create administrative opportunities for dancers within the company 	<p>Strategies:</p> <ul style="list-style-type: none"> • Identify potential sites for the future home of PLGDC • Explore partnerships with cultural and arts organizations • Develop a fundraising Strategy (Capital Campaign)

INTRODUCTION AND PLANNING PROCESS

The Executive Summary offered in the preceding pages provides the result of this process. At the same time, what follows below details the foundation upon which Peter London Global Dance Company will stand as it moves through the Strategic Plan in the years to come. This document is a living document designed to change and evolve as needed. It should be reviewed annually and adjusted accordingly.

As a community, Peter London Global Dance Company was asked to go through a self-assessment, starting with its broadest definition through its mission, and to answer the questions: Who are we? Why does PLGDC exist? Where do we see the Company in five years? What is the aspirational goal of the Company? How do we wish to be known by external stakeholders? What are the guiding principles that we want to live by? The Consultant then asked the group to assess its strengths, weaknesses, opportunities, and internal and external threats to determine the Strategic Plan goals and strategies.

The result of this assessment is what informed the final matrix of the Strategic Plan. The progression was from universal and general to specific and goal-oriented. This document aims to articulate the Company's Mission, Vision, Core Values, and Principles, provide a clear sense of branding and identity to guide each member of the PLGDC community, and outline a road map to realize its priorities.

As referenced above, current societal changes and events have made this community rethink its mission and vision for the future and articulate as a true reflection of who they are and who they wish to become. The Founder and Artistic Director, together with the strategic planning group, articulated these ideas in the following manner:

MISSION:

“The mission of Peter London Global Dance Company is to advance the Founding Artistic Director’s vision to offer new choreography of the highest artistic caliber grounded in Miami’s diverse and rich multicultural heritage. The Company’s core focus is to produce new works by its Founding Artistic Director, train and mentor new generations of South Florida dancers and choreographers, and to create unparalleled opportunities to showcase their talent to the world.”

VISION:

“Peter London Global Dance Company seeks to realize the choreographic potential of the Founding Artistic Director, artists, and repertoire as a national and international touring dance company with a home in Miami. Our vision encompasses a deep desire to support community, education, and foster youth leadership. Peter London Global Dance Company seeks to share the joy and beauty of dance with people of all ages, ethnicities, and backgrounds through education and community outreach, making dance accessible to all and inspiring future generations of dancers and dance lovers alike. Additionally, Peter London Global Dance Company seeks to create a positive working environment that promotes diversity, equity, inclusion and mitigates the negative impact of intersectionality, issues of race and racism, gender, physical ability, sexual orientation, and socio-economic status.”

GUIDING PRINCIPLES AND CORE VALUES:

Artistic Integrity

Respect

Collaboration

Highest ethical standards

Transparency

Commitment to serve the South Florida dance community

Promote diversity, equity, and inclusion

PRIORITIES:

In order to determine the direction of the Strategic Plan and what should be the key priorities to realize in the next few years, the consultant facilitated a S.W.O.T. analysis (Strengths, Weaknesses, Opportunities, and Threats) of the Company with the strategic planning group. What follows is a distillation of this analysis.

The overwhelming response from the strategic planning group to the question, where the Company is today after ten years of existence, was that lack of access to funds, administrative staff, and systems prevents the Company from retaining talent and planning for a sustainable future. The planning group felt the Company needs to professionalize its operations, set goals for growth, and determine the most effective strategies. Such strategies are required to retain top talent and include a fundraising plan that will finance the Company's operational budget, marketing strategies to enhance visibility, increased use of technology to be competitive in a digital and virtual world, and plans to increase community outreach and education. Additionally, the group voiced a desire to have a physical space to call home with a dance studio and offices.

Specifically, the planning group listed the following traits for each area of assessment:

STRENGTHS:

- Artistic product
- Highly creative and professional performances
- PLGDC is Miami's leading company in collaborations with Miami natives working nationally and globally with some of the world's most prestigious companies.
- Ability to connect to the community and bringing people together
- Multi-ethnic and multicultural
- Only notable Miami modern and contemporary Afro Diasporic and modern dance company

WEAKNESSES:

- Financial insecurity
- No administrative infrastructure in human capital or systems (financial and fundraising databases)
- Talent retention; Limited work; Dancers can't commit full-time
- Poor Marketing; wide ranging public not familiar with PLGDC
- Limited social media presence
- Little touring opportunities
- No formal auditions for dancers in greater Miami
- No physical studio or office space

OPPORTUNITIES:

- Market PLGDC as the premier multicultural Miami born and bred modern dance company with strong DEI values. PLGDC can become the pride of Miami. Develop clear branding for the Company.
- Large pool of recent immigrants from northeast and west coast looking for diverse cultural opportunities that reflect their new adopted city: New audience to capture
- Increase visibility in all digital platforms. Virtual reality is here to stay.
- Create a consistent annual performance schedule with partnerships with highly visible organizations.
- Develop more opportunities to perform by creating partnerships with arts organizations (SMDCAC, Colony theater, Broward Center for the Performing Arts, and art festivals).
- Create PLGDC's curated dance festival that would support filling larger performance

Venues.

- Tap a larger pool of local dance talent.
- Build the Board of Directors.
- Build membership programs that include a Young Professional Group.
- Increase relationships with important donors to support development and growth of the Company
- Keep dancers at home. Dancers who are interested could be trained to perform administrative responsibilities during the off-season keeping them home, and also learn accounting, fundraising or marketing skills working within the Company, thus providing a future beyond dancing when the time comes.

THREATS:

- Succession strategy: Life of the Company beyond Peter London
- Access to money: No established fundraising practices or systems for the Company to rely on and grow year after year.
- No brand strategy that caters to South Florida demographics and defines PLGDC as unique in its market.
- Limited marketing and community outreach to introduce the public to PLGDC.
- A culture of invisibility for funding and supporting artists of color, especially in dance.
- Ability to retain dancers who are recruited by brand name dance companies.
- Ability to continue to offer live performances if the Coronavirus Pandemic continues indefinitely, or if future pandemics make it difficult or impossible to continue to perform live.

ASSESSING THE MARKET:

The strategic planning group was also asked to assess the Company's market, determine what other dance and performance art companies can be seen as competitors of PLGDC, and to think how can the Company distinguish itself from its competitors. What follows are ideas that further inform the Company's branding:

- Small contemporary Afro Diasporic dance company from South Florida
- Innovative programming
- Unique in promoting dancers and choreographers from Miami
- Promoting DEI as part of the mission
- Aggressive digital platform marketing
- Who is funding these other companies? Follow the funding trail

THE STRATEGIC PLAN MATRIX

The matrix for Strategic Plan for Peter London Dance Company centers on four essential goals considered the most vital for the Company’s future and answered the question: “What do we want to achieve?” These four goals appear on the top row of the matrix. The second row lists the intended outcomes. Below the intended results, there is a column beneath each goal listing strategies that respond to the question:” How will we achieve those goals?”

Other tables listed below show what actions are necessary to carry out each strategy, how the Company will measure success, and the year-by-year timeline to carry out the strategic activities to achieve success.

The Company, in many ways, is developing as a start-up company since it has never had an office space or dance studio, permanent staff to build upon the achievements of past years. The speed of implementation and development will be by definition dependent on the Company’s ability to fundraise, hire staff, develop systems, and continue the programmatic artistic side it has done so for ten years. Therefore, the Consultant encourages the Company to look at each strategy and action point as individual modular concepts to be moved forward or delayed in the timeline.

Furthermore, there is no particular priority order in how the strategies are listed; the order can and should be altered if deemed beneficial for the Company as fundraising and financing efforts become available.

STRATEGIC PLAN OVERVIEW 2021-2026

Goal 1: Organizational Strength	Goal 2: Increased Programming and Visibility	Goal 3: Talent Retention	Goal 4: Bricks and Mortar
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<p>Outcome 1: Secure the future of PLGDC with human capital and systems.</p>	<p>Outcome 2: Establish PLGDC as the preeminent contemporary dance company in Miami.</p>	<p>Outcome 3: Expand performances, creative & educational opportunities</p>	<p>Outcome 4: Identify and secure the future home of PLGDC</p>
<p>Strategies:</p> <ul style="list-style-type: none"> • Create a fundraising strategy to hire staff and purchase systems • Establish policies to strengthen and sustain financial, fundraising and marketing needs • Strengthen and increase Board capacity, engagement, and fundraising performance • Train staff to operate in a culture of efficiency and follow company values • Find an interim studio and office space • Develop a succession plan 	<p>Strategies:</p> <ul style="list-style-type: none"> • Maintain annual performances • Women’s Choreographic Initiative • International Dance Exchange • Expand marketing efforts through digital platforms, and through presenting organizations • Expand outreach to community via schools, community centers, and arts organizations • Create and maintain a touring schedule 	<p>Strategies:</p> <ul style="list-style-type: none"> • Maintain a paid dance group of a minimum of 14 dancers (7 women and 7 men) for a minimum of 28 weeks • Retain three Guest Choreographers annually • Create 2 apprentice positions annually • Increase auditioning opportunities for South Florida dancers once there is a teaching space • Create administrative opportunities for dancers within the company 	<p>Strategies:</p> <ul style="list-style-type: none"> • Identify potential sites for the future home of PLGDC • Explore partnerships with cultural and arts organizations • Develop a fundraising Strategy (Capital Campaign)

<p>GOAL 1: ORGANIZATIONAL STRENGTH</p>
<p>OUTCOME 1: SECURE THE FUTURE OF PLGDC WITH HUMAN CAPITAL AND SYSTEMS</p>

BACKGROUND:

Because of limited funding, Peter London Global Dance Company has historically relied on minimal staff, working only part-time to manage the Company. The Founder and Artistic Director wears many hats in the Company to make the operation work, but he can only do this on a part-time basis as well, as he continues to work full-time as a tenured professor. One of this Strategic Plan goals is to develop a steady and reliable income to finance the Company's operational budget and have the Founder and Artistic Director transition to this role on a full-time and permanent basis. Additionally, PLGDC could never hire a full-time fundraiser to design and manage a consistent and sustainable fundraising operation. For the Company to thrive and continue to grow, it is necessary to establish a fundraising team that will financially sustain it and hires an Executive Operations Administrator who will manage the Strategic Plan and day-to-day Company operations. As the organization finds its footing, it will continue to employ other vital administrative professionals in finance, marketing, production, etc.

GOAL 1: ORGANIZATIONAL STRENGTH

OUTCOME 1: SECURE THE FUTURE OF PLGDC WITH HUMAN CAPITAL AND SYSTEMS

STRATEGY 1: Create a fundraising strategy to hire staff and purchase systems

- **Action Step 1: Seed Money.** Solicit foundations, government sources, and Major Gift donors for “seed money” start a professional operation from the ground up.
- **Action Step 2: Hire Managing Staff.** Hire an Executive Operations Administrator and a Director of Development. The first will manage the implementation of this Strategic Plan and all day-to-day operations; the second will build and manage a fundraising strategy, create an annual development plan, and serve as the Company’s Major Gifts Officer.
- **Action Step 3: Hire Fundraising Staff.** Hire a Grants Writer to manage the institutional and government solicitation
- **Action Step 4: Hire Fundraising staff.** Hire a Development Assistant to manage the fundraising database, process gifts, and write letters of acknowledgement.
- **Action Step 5: Acquire Fundraising CRM Database.** Acquire or subscribe to a fundraising CRM (Customer Relations Management) database such as Donor Perfect to maintain the donor file, write financial reports, and analyze funding strategies.
- **Action Step 6: Hire Associate Company Manager:** Hire an Associate Company Manager to oversee the artistic & production side of the Company.

GOAL 1: ORGANIZATIONAL STRENGTH

OUTCOME 1: SECURE THE FUTURE OF PLGDC WITH HUMAN CAPITAL AND SYSTEMS

STRATEGY 2: Establish policies to strengthen and sustain fundraising, financial, and marketing needs.

- **Action Step 1: Develop Accounting and Internal Control Policies.** PLGDC will continue to work with the current accounting firm until such time that it can hire a full-time Accounting Finance Manager (CPA) to oversee the Company's Finances. When that happens, the Manager should develop PLGDC accounting and internal control policies and procedures. Hence, there are clear rules established for other staff members to follow and for the system to be consistent over time.
- **Action Step 2: Develop Policies & Procedures for Gift Documentation and Processing.** The Development Team will develop policies and procedures for documenting, processing and reporting charitable income. In the same manner, it is highly advisable to articulate operational database rules for the database following the industry's best practices to maintain clean and consistent data.
- **Action Step 3: Develop Branding and Marketing Policies.** When there is full-time Marketing staff on board, branding and marketing policies will have to be developed for everyone's use and maintain branded consistency.

GOAL 1: ORGANIZATIONAL STRENGTH

OUTCOME 1: SECURE THE FUTURE OF PLGDC WITH HUMAN CAPITAL AND SYSTEMS

STRATEGY 3: Strengthen and increase board capacity, engagement, and fundraising performance

- **Action Step 1: Finalize Governance and Oversight Document.** A nonprofit governance document will allow the Board of Directors—the fiduciary entity responsible for the Company's well-being—to set the Company's Direction, make policy and strategy decisions, oversee and monitor the organizational performance, and ensure overall accountability. A governance document should allow the Board of Directors to answer the following questions: 1. Can members of the Board of Directors recite the Mission of the Company? 2. Did members of the Board of Directors review the IRS Form 990 before submitting it? 3. Is there a strategic plan with an action plan to monitor progress? 4. Are there job descriptions for board officers and committees? 5. Has the board or board committee reviewed the bylaws in the last two years? 6. Does the Board regularly assess its performance? 7. Does the Founder and Artistic Director, and CEO have an annual performance review? 8. Is there a succession plan for executive leadership? 9. Is there a formal orientation for new board members? 10. Are there regular board meetings? And 11. Are materials sent out several days in advance of board meetings? (Source for the checklist: www.boardable.com)
- **Action Step 2: Create a Board of Directors Guidebook.** A guidebook is necessary to familiarize the Board with the Company and for onboarding processes. The Guidebook should contain the Mission, Vision, and Values of the Company, a current organizational chart with complete contact information, Bios of all Board of Directors members, a copy of the Company governance policies, clearly stipulating term limits, financial expectations, and annual commitments, Board Committees, etc. Conflict of Interest policies, standards of conduct, and ethics. Provide the most recent financial report, and eventually an Annual Report. A copy of the board bylaws, articles of incorporation, and the latest IRS 990 form submitted. Finally, the packet should include a copy of the Directors' and Officers' certificate of insurance.

- **Action Step 3: Strategic Recruitment of Additional Board Members.** The ideal size for a board should be between 7 and 15 board members, each member bringing a specific skill to the table. Board members should make an effort to be diversified in their demographics, gender, ethnicities, and age, and skillsets.
- **Action Step 4: Have 100% Board Participation in The Annual Fund.** The Board needs to show commitment to the organization they serve by consistently giving to the Annual Fund. Some foundations will not consider grants unless there is 100% board participation in the Company's giving history. It is an excellent indicator for external stakeholders and new donors to the organization. Additionally, PLGDC is a small organization that will need board members to assist with the solicitation process of their peers. Board members always have more leverage with the peers they are soliciting when they have already made a gift to the Company.

- **Action Step 5: Educate Members of the Board of Directors on the Importance of Giving.** "One of the most basic measures of organizational health is the commitment of every board member to contribute within his or her means. If board members don't provide regular support, it suggests that they do not understand what it means to lead on the organization's behalf. It could also suggest that they don't understand why the organization needs financial support. Among the governance responsibilities of boards is to guarantee that the organization is on sound financial footing. When board members contribute, they demonstrate their understanding that raising funds is essential to the organization's financial stability." Source: <https://bloomerang.co/blog/there-is-no-excuse-for-not-having-100-board-giving/>

GOAL 1: ORGANIZATIONAL STRENGTH

OUTCOME 1: SECURE THE FUTURE OF PLGDC WITH HUMAN CAPITAL AND SYSTEMS

STRATEGY 4: Train staff to operate in a culture of efficiency and follow company values

- **Action Step 1: Develop an onboarding manual for new staff.** It is essential to create a positive organizational culture with clear expectations is crucial for staff retention, decreased turnover, and to be to attract top talent to the organization. Every staff member should have a Company manual outlining behavior, expectations, annual reviews, metrics for success, benefits, clear information about ethical standards, and what to do to complain, and with whom. A user-friendly manual should articulate everything a staff member needs to know, and it should be revised and updated annually.
- **Action Step 2: Ensure Staff has the tools to do their jobs.** The Company can achieve maximum efficiency when staff has the right skill set for the job. Job descriptions need to be realistic and manageable; he/she is familiar with the expectations and how the supervisor will measure success, and he/she has the tools to do the job well. This means having the appropriate office furniture, lighting, IT equipment, and other devices such as software necessary to complete job tasks.
- **Action Step 3: Establish a culture of that lives the Company’s core values:** Sometimes considered soft skills, establishing a Company culture that lives and breathes its core values promotes staff satisfaction, longevity in the workforce, and an overall sense of well-being, and increased productivity. A company should strive for its staff to look forward to coming to work and avoid burnout. Staff needs to espouse and practice the Company’s core values every day at the office: Respect, Artistic Integrity, Collaboration, Highest Ethical Standards, Transparency, Commitment to Serve South Florida Dance Community, and Promote Diversity, Equity, and Transparency. Leadership can encourage and implement these ideas by using the following tactics:
 - Establish an internal information system
 - Establish a Company calendar with tasks and deadlines
 - Establish regular Company meetings

- Encourage cross-departmental staff to work jointly on projects.
- Develop a flexible remote working policy
- Develop flexible hours that can accommodate personal life
- Have an office area for relaxation, conversation, and have healthy snacks, coffee & water.

GOAL 1: ORGANIZATIONAL STRENGTH

OUTCOME 1: SECURE THE FUTURE OF PLGDC WITH HUMAN CAPITAL AND SYSTEMS

STRATEGY 5: Find an interim studio and office space

- **Action Step 1: Develop a small committee and familiarize the Company with options.** Create a goal, timeline, and requirements. Have each member report back to committee to create a report for the board. Can you rent an existing space? Will the studio and offices be located in the same building?
- **Action Step 2: Develop a budget.** The budget sheets in this report will give you an idea regarding furniture, and IT requirements to start an office from the ground up. It is not meant to be an exhaustive list, and it should be updated once you have a better sense of the staff number, and requirements of the next few years to come.
- **Action Step 3:** Negotiate a rent, terms of usage, and move-in time.

GOAL 1: ORGANIZATIONAL STRENGTH

OUTCOME 1: SECURE THE FUTURE OF PLGDC WITH HUMAN CAPITAL AND SYSTEMS

STRATEGY 6: Develop a succession plan for the Founder and Artistic Director

- **Action Step 1: Prepare, prepare, prepare.** Even though this transition may not happen for a while, the Company's future and success are at stake. It is never too early to start this process, and it is the leadership's responsibility to prepare for change ahead of time. Everyone should be mindful about a smooth, planned transition, with minimal emotional fall-out and a transition that the Founder and Artistic Director has vetted, along with the Board of Directors. Prepare for this change by allowing the entire Company to voice their wishes for the future. Negotiate, Document, and establish rules ahead of time.
- **Action Step 2: Document the aesthetic of the Artistic Director for generations to come.** The Founder and Artistic Director has described a particular aesthetic and method with which he trains and mentors the dancers of PLGDC. It is important to codify these practices, so future generations continue with this artistic tradition and ensure that instructors, dancers, and anyone involved in the artistic production is familiar with the aesthetic and artistic method used by the Founder and Artistic Director. This aesthetic and methodology are part of the Company's branding and Founder's legacy to the future.
- **Action Step 3: The Founder and Artistic Director should transition when he is ready.** Everyone benefits when this process is planned and voluntary. It is the Board of Directors' responsibility to revisit this question with the Founder and Artistic Director regularly and assist him through this process if a loss of intellectual capacities is evident as a result of a chronic and irreversible condition.
- **Action Step 4: Plan for the Organization's internal structure ahead of time.** Will the hierarchy be the same? If not, how will roles evolve? What is the financial implication of this potential change? If there is a new Artistic Director, the ideal scenario is for the Founder and the new Artistic Director to work together for a time before the transition takes place.

GOAL 2: INCREASED PROGRAMMING AND VISIBILITY

OUTCOME 2: ESTABLISH PLGDC AS THE PREMINENT CONTEMPORARY DANCE COMPANY IN MIAMI

STRATEGY 1: Maintain annual performances

- **Action Step 1A: Start planning for in-person performances as much as possible.** During the era of COVID-19, this is the most unpredictable and challenging step in this strategic plan. The consultant has encouraged the Founder and Artistic Director to think big picture and provide a list of all performing possibilities so that the Company has more options to pick and choose what it can produce when auditoriums gradually open again and start booking again. The budgetary requirements for all these performances are listed under the budget section of the Strategic Plan. The Founder and Artistic Director should initiate talks with all venues listed below and start creating a schedule for the next two or three years. The number of in-person performances that are doable will inform the budgetary needs to be raised. List of possible in-person performances:
 - Adrienne Arsht Center for the Performing Arts
 - Adrienne Arsht Center for the Performing Arts – Arts Launch
 - Adrienne Arsht Center for the Performing Arts – Heritage Festival
 - Aventura Center for the Performing Arts
 - The Betsy Hotel/Pop Up Performances/Jazz Night/Poetry Reading
 - Coral Gables Museum/Women’s Voices
 - Coral Gables Museum/Family Day
 - Coral Gables Museum/Sumer Camp Educational Classes
 - Miramar Cultural Arts Center
 - Chocolate Nutcracker
 - Art Basel Miami

- Legacy Magazine/Events
- Colony Theater/Miami Global Dance Night
- Lummis Park/Miami Beach
- Miami Site Specific Filming Program
- Little Haiti Cultural Center/Black Men Stories
- Little Haiti Cultural Center/Taste of Trinidad & The Caribbean
- Little Haiti Cultural Center/Multicultural Block Party

- **Action Step 1B: Virtual Performances and Enhanced Digital Platforms.** PLGDC has transitioned very well to a virtual world given its scant resources, and it should be commended for its speed and adaptability. PLGDC has already scheduled the following virtual performances and Events:

- Black History Month
- Women’s History Month
- International Dance Day
- South Florida People of Color
- Miami MOCAAD
- Miami Chamber of Commerce
- Caribbean American History Month

PLGDC can take additional steps to enhance its digital platforms:

- Make email communications user-friendly. Emails with upcoming events should enable interested parties to sign-up with one click to register and upload the Zoom live link to the calendar. The consultant reviewed the process on multiple devices and found various steps to complete this task. For example, the first links offered are to upload the event to the calendar but not to register. The registration process should come first, and then the upload with the live link to the calendar, not the other way around.
- Activate links on the website. The live link to the .ics file under each upcoming event is inactive on a mobile device or computer. Change the link to read “Outlook” on the website so readers

understand the purpose of this link. Add other links to other widely-used calendars. It is far easier to find an upcoming event in the calendar that already provides a live link to the event than to scan through multiple emails.

- Send email communications with more lead time so that readers have more availability to sign up. Email event information at least 2 or 3 weeks ahead of time, and resend them multiple times during that period. Major Gift donors and others with busy social calendars (virtual and live) can have their schedules booked for 6 weeks ahead of time.
- Add a soft ask in every digital communication the Company sends out so that readers or event attendees can make a gift on the spot if so inclined. Participants in virtual events have mentioned the need to support the Company, but there is no immediate mechanism to do so.
- Add more video content to the website.

GOAL 2: INCREASED PROGRAMMING AND VISIBILITY

OUTCOME 2: ESTABLISH PLGDC AS THE PREEMINENT CONTEMPORARY DANCE COMPANY IN MIAMI

STRATEGY 2: Women’s Choreographic Initiative

- **Action Step 1:** Create a project management chart to take care of all details. The World Premiere of the Women’s Choreographic Initiative is tentatively scheduled for March 2022 at the Coral Gables Museum during Women’s History Month. Readers can find a preliminary budget in the budget section of this plan. The structure of this program is as follows: The Artistic Director is envisioning 20 performances to showcase the artists’ work. Besides the Coral Gables Museum, performances will take place at PLGDC’s Community Educational Engagement Summer Camp for kids at Little Haiti Cultural Complex, the African Cultural Heritage Center, the South Miami-Dade Performing Arts Center, the Liberty City African Heritage Cultural Arts Center, and the Miami-Dade County Auditorium for Miami-Dade schools. The Artistic Director anticipates five choreographers participating in this initiative; two guest artists and three Company artists. Additionally, the program will include two composers, two spoken word artists, two lighting artists, and two costume artists. The performance program will last 75 minutes: 15 minutes of a pre-performance artist talk about the concept and creative process, 45 minutes of dance, and 15 minutes of Q&A with the audience.
- **Action Step 2: Determine feasibility to take this program on tour nationally and internationally.** The Founder and Artistic Director would like to consider taking the product of the Women’s Choreographic Initiative on tour. The financial implications for the Company to go on tour can be found in the budget section of this plan.

GOAL 2: INCREASED PROGRAMMING AND VISIBILITY

OUTCOME 2: ESTABLISH PLGDC AS THE PREEMINENT CONTEMPORARY DANCE COMPANY IN MIAMI

STRATEGY 3: International Dance Exchange

- **Action Step 1: Apply for grant and build it into the annual schedule.** According to the Founder and Artistic Director this is a specific collaborative program offered by Miami-Dade Department of Cultural Affairs. It requires a grant application, and it is not guaranteed. Given the structure, the Company is encouraged to apply for this opportunity and activate this program when the funds become available. Peter notes that the county grant has to be matched.
- **Action Step 2: Determine who will be invited to participate in this program with PLGDC.** The framework of the grant gives wide latitude to invite choreographers, painters, musicians, or a dance group. If the program includes a choreographer, then that choreographer might be counted as one of the three guest choreographers the Company wants to invite annually to work with PLGDC. The choice of the dance exchange will take in consideration a mutual interest in exchanging ideas, and will promote PLGDC traveling to work with the guest choreographer, or dance group as well.

GOAL 2: INCREASED PROGRAMMING AND VISIBILITY
OUTCOME 2: ESTABLISH PLGDC AS THE PREEMINENT CONTEMPORARY DANCE COMPANY IN MIAMI

STRATEGY 4: Expand marketing efforts through digital platforms and through presenting organizations

- **Action Step 1: Hire Marketing Director** who can design and implement a wide-ranging marketing and advertising campaign across all digital platforms. It is really important that the marketer(s) are considered thought partners with the artistic team, so that programming, marketing & dissemination initiatives are developed simultaneously. In the era of COVID-19 and virtual reality, marketing has taken a front seat in nonprofit organizations, and resources should be allocated accordingly. When organizations can't reach their audiences in person, they can continue to build meaningful relationships with them digitally.
- **Action Step 2: Conduct In-depth research.** Once there is a Marketing team in place, or through the service of a consultant, the Company would benefit from a in-depth research about its constituents and ticket buyers. It is critical for the Company to understand its audience in order to design retention and loyalty programs.
- **Action Step 3: Create a Patron Loyalty Program.** Develop a patron loyalty program that will incentivize loyalty and increase revenue.
- **Action Step 4: Hire a full-time digital content & social media coordinator** to develop and manage an enhanced digital experience across platforms, website, and social media. This staff member will be able to deploy content marketing, social media marketing, search engine optimization (SEO), and provide user experience (UX) of the highest caliber.

GOAL 2: INCREASED PROGRAMMING AND VISIBILITY
OUTCOME 2: ESTABLISH PLGDC AS THE PREEMINENT CONTEMPORARY DANCE COMPANY IN MIAMI

STRATEGY 5: Create a Community Outreach program through schools, community centers, and arts organizations.

- **Action Step 1: Feasibility Study.** For a small organization with a limited budget, leadership needs to decide how many resources and how much capital to allocate towards a community outreach program since outreach programs don't generate revenue. As in any other start-up venture, the Company needs to do the following assessment:
 - Who is the targeted audience, and conduct a demographic/geographic analysis.
 - Identify your goal. Will it be teaching communities about modern dance? Will it be providing access to dance? Will it be providing a program for at-risk youth? All of the above?
 - Who will manage this program?
 - How will the Company achieve that goal? Create a list of external stakeholders in the community who will become the Company's chief partners.
 - Identify strategies to reach the goal, and determine the artistic/community/school locations to activate these strategies. Examples of initiatives might be integrating PLGDC in elementary school curricula; Community workshops and dance presentations through neighborhood centers and auditoriums, Interactive dance activities through a cultural arts partner.
 - Market your programs to the right stakeholders.
 - Measure your impact. Foundations grants will require impact reports with many measurements for success. Understand what data to capture from the onset.

GOAL 2: INCREASED PROGRAMMING AND VISIBILITY

OUTCOME 2: ESTABLISH PLGDC AS THE PREMINENT CONTEMPORARY DANCE COMPANY IN MIAMI

STRATEGY 6: Create and maintain a touring schedule

- **Action Step 1: Determine how often and how far reaching a touring schedule can be.** Determine venues where the Founder and Artistic Director would like to present and contact those venues to understand availability, costs, and how much in advance does PLGDC has to commit to presenting. Then establish a tour budget, and add it to the fiscal year operational budget of the Company when the tour is scheduled to take place.
- **Action Step 2: Determine funding sources for touring and start solicitation process as soon as it is feasible.** There are foundations with history of supporting touring and choreographic work. Here is a source for foundations who make grants to touring dance companies: <https://www.danceicons.org/resources/?p=160525155240#:~:text=They%20offer%20tour%20support%20and%20matching%20grants%2C%20among%20other%20support.&text=The%20Foundation's%20Arts%20Program%20gives,youth%20education%20and%20the%20arts.>

GOAL 3: TALENT RETENTION

OUTCOME 3: EXPAND PERFORMANCE, CREATIVE AND EDUCATIONAL OPPORTUNITIES

STRATEGY 1: Maintain a paid dance group of a minimum of 14 dancers (7 women and 7 men) for a minimum of 28 weeks

- **Action Step 1: Gradual implementation of the hiring strategy.** The Founder and Artistic Director has requested a financial model for dancers with four recognition levels: New Dancer, Corps Dancer, Soloist, and Principal Dancer. The budgetary implications of this nomenclature are expressed in the budget section of this plan. The Artistic Director will decide the pace of hire. The financial model includes health benefits for dancers engaged for a minimum of 28 weeks.
- **Action Step 2: Retain three guest choreographers annually.** Guest Choreographers may come to the Company through existing programs such as the International Dance Exchange or the Women's Choreographic Initiative.
- **Action Step 3: Create two apprentice positions annually.** Company apprentices will receive an honorarium for their work, but no health benefits.
- **Action Step 4: Increase auditioning opportunities for South Florida Dancers.** The Artistic Director wishes to enact this practice once the Company has a dance studio.
- **Action Step 5: Create administrative opportunities for dancers within the Company.** This is a creative solution for dancers who wish to stay in Miami year long, and who may need to work beyond the 28 engagement week dancing. Depending on budget, they may be able to assist with fundraising and marketing initiatives.

GOAL 4: BRICKS AND MORTAR

OUTCOME 4: IDENTIFY AND SECURE THE FUTURE HOME OF PLGDC

STRATEGY 1: Ideation of a Capital Campaign for PLGDC

- **Action Step 1: Feasibility studies for a Capital Campaign** should be started as soon as possible with an eye on the future of PLGDC. Determine costs, assess donor base and sources of support, assess staff and its ability to manage a capital campaign, get the board 100% behind the project.
- **Action Step 2:** Consider hiring a Capital Campaign consultant to manage the fundraising side of the project.

LOOKING AT NEW CONSTRUCTION TO BUILD A DANCE STUDIO FROM THE GROUND UP

- **Action Step 3:** Hire a commercial real estate broker to look at new and raw places that could be turn into a studio and offices
- **Action Step 4:** Hire a real estate lawyer
- **Action Step 5:** Hire an inspector to determine if there are building code violations, environmental hazards, or structural problems
- **Action Step 6:** Learn about zoning laws, construction regulations, building permits, certificate of occupancy
- **Action Step 7:** Learn about studio insurance
- **Action Step 8:** Look into a general contractor who has built dance studios before
- **Action Step 9:** Look into costs for sprung floors (www.us.Harlequinfloors.com), mirrors, barres, lightning, Sound proofing.
- **Action Step 10:** Consider what portable movable furniture is needed: foldable chairs, lockers, music equipment, etc.

- **Action Step 11:** Discuss financing options with lending entities that are nonprofit friendly such as The Nonprofit Finance Fund (<https://nff.org/financing>), Community Development Financial Institutions, State of Florida Business Financing such as Florida Finance Network.

LOOKING AT EXISTING DANCE STUDIOS WITH SPACE FOR OFFICES (OR TWO SEPARATE EXISTING STRUCTURES)

- **Action Step 1:** Speak with colleagues in the arts and entertainment world to find out about existing studios for rent: Miami-Dade County Department of Cultural Affairs, Performance spaces, Miami-Dade County Commissioners, etc.
- **Action Step 2:** Hire an inspector; look for any health hazards, adequate fire exits, etc.
- **Action Step 3:** Determine renovation or updating costs for floors, walls, lighting, sound.
- **Action Step 4:** Project Manager to determine overall costs for a new or existing studio and offices
- **Action Step 5:** Determine costs of renters insurance
- **Action Step 6:** Discuss financing options with lending entities that are nonprofit friendly such as The Nonprofit Finance Fund (<https://nff.org/financing>), Community Development Financial Institutions, State of Florida Business Financing such as Florida Finance Network.

THE BUDGET

The Consultant worked with the Founder and Artistic Director to create the budget through a variety of processes:

Staff titles and salaries: the Consultant looked at specific data applicable to the Miami market at www.Glassdoor.com. Medical benefits were taken from actual health insurance contracts currently in place in other performing arts organizations in Miami and therefore trustworthy.

Office furniture: was costed out through various local websites.

Cost per annum for a studio and office rental: is preliminary as the research work has not been conducted and it is outside the scope of this work. The Company's leadership will have to determine the size of the interim studio and office, the location, and the average cost per commercial square foot of spaces for lease. Additionally, there will be costs associated with refurbishing and renovating an existing structure. The current cost calculation for a commercial lease rental is \$20,000 per month for approximately 5,000 square feet at \$4 per square foot; 3,000 square feet for a large studio that could double as a performance space, and the remaining 2,000 square feet for office, restrooms, storage, etc.

According to the [Center for Educator Development in Fine Arts \(CEDFA\)](#), a dance studio must be able to accommodate "100 square feet per student/dancer. If the studio also serves as a performance space, it should be at least 4,800-5,000 square feet. A ceiling height of 20-24 feet is ideal, but 16 feet is the minimum height. The CEDFA also recommends that there "be no posts or columns in the interior space" and that every dancer has "a minimum of 5 feet of barre." [Barres need to be 36-48 inches from the floor and mounted 6-8 inches from the wall](#). Finally, there should be mirrors on the walls, and the CEDFA says these mirrored sections should

be at least “6 feet by 8 feet and should be attached to the wall approximately 6 inches from the floor.” In addition to this space for instruction, you will also need plenty of square footage for things like restrooms, costume and prop storage, office supplies, dance equipment, an office for at least the dance studio manager, and more. The less room you have to work with, the more challenging running a dance studio will be (Source: <https://www.thestudiodirector.com/blog/opening-a-dance-studio-picking-the-perfect-location/>)

It might be possible to “rent” a studio and offices from a Miami-Dade-owned structure at a nominal fee. Such arrangements exist with several dance companies operating out of government-owned facilities (i.e., Miami City Ballet, Dimensions Dance Theatre, etc.) The Consultant encourages the Company to research such a possibility to reduce annual operating costs for the Company significantly.

Performance, Increased Programming, and Dancers’ Salaries: All estimated costs for performances, increased programming, and dancer salaries estimated have been furnished by the Founder and Artistic Director.

Marketing and Community Outreach Program Expenses: The estimated costs presented in this budget resulted from discussions between the Consultant and colleagues in the respective fields in Miami. As the Company activates each strategy, it is vital for the staff member managing the Strategic Plan to update the numbers presented in the budget. These current numbers should be listed as estimated costs, and the updated numbers should be listed as actuals from the ledger.

Important Notice: It is also essential to keep in mind that the Company has had an operational budget of around \$100,000 per annum since 2016 as per ledger records shared with the Consultant. There was an increase of \$89,000 during the fiscal year 2020. The pace and percentage increase of the operational budget will be directly determined by the amount of “seed money” obtained at the beginning of this process. It will be critical for the budget and the timeline to be adjusted to reflect that reality.

BUDGET GOAL 1

GOAL 1:	ORGANIZATIONAL STRENGTH	ESTIMATED COSTS PER ANNUM
	SECURE THE FUTURE OF PLGDC WITH HUMAN CAPITAL AND SYSTEMS	
STRATEGIES		
STRATEGY 1:	STAFFING & SYSTEMS:	
Development	Hire Director of Development	\$ 70,000.00
	Hire Grants Writer	\$ 44,000.00
	Hire Development Assistant	\$ 36,000.00
	Medical & Dental Insurance for 3 Staff Members (\$6,000 per Staff per annum)	\$ 18,000.00
	Office Furniture per Staff : (Desk, chair, monitor, Laptop, File cabinet, lamp, monitor arm) \$1,400 per staff	\$ 4,200.00
	Rent database (subscription based)	\$ 4,000.00
Total Development:		\$ 176,200.00
Administrative	Hire Executive Operations Administrator	\$ 85,000.00
	Hire Assistant to Artistic Director	\$ 36,000.00
	Hire IT Systems Specialist	\$ 40,000.00
	Hire Accounting Finance Manager (CPA)	\$ 55,000.00
	Medical & Dental Insurance for 4 Staff Members (\$6,000 per Staff per annum)	\$ 24,000.00
	Office Furniture per Staff : (Desk, chair, monitor, Laptop, File cabinet, lamp, monitor arm) \$1,400 per staff	\$ 5,600.00

Total Administrative:		\$	245,600.00
Artistic	Hire Associate Company Manager	\$	60,000.00
	Hire Production Associate	\$	40,500.00
	Hire Rehearsal Director:	\$	45,000.00
	Hire Wardrobe Supervisor:	\$	30,000.00
	Hire Technical Director/Lighting Designer:	\$	35,000.00
	Hire Sound Technician/Licensing Manager P/T \$25 p/hour @20 hours/week	\$	26,000.00
	Hire Stage Manager	\$	40,000.00
	Medical & Dental Insurance for 6 Staff Members (\$6,000 per Staff per annum)	\$	36,000.00
	Office Furniture per Staff : (Desk, chair, monitor, Laptop, File cabinet, lamp, monitor arm) \$1,400 per staff	\$	8,400.00
Total Artistic:		\$	320,900.00
Marketing	Hire Digital Content/Social Media Coordinator	\$	40,000.00
	Hire Marketing Director	\$	70,000.00
	Hire Advertising Coordinator	\$	40,000.00
	Medical & Dental Insurance for 3 Staff Members (\$6,000 per Staff per annum)	\$	18,000.00
	Office Furniture per Staff : (Desk, chair, monitor, Laptop, File cabinet, lamp, monitor arm) \$1,400 per staff	\$	4,200.00
Total Marketing:		\$	172,200.00
Total Staffing:		\$	915,000.00
Strategy 2:	FINDING AN INTERIM HOME FOR PLGDC		
	Dance Studio and Office Space Rental for Interim PLGDC Home @ \$20,000	\$	240,000.00

	Renovations needed @ \$20,000	\$20,000
Total Rental & Renovation Costs:		\$ 260,000
TOTAL ORGANIZATIONAL STRENGTH		\$ 1,175,000

BUDGET GOAL 2:

GOAL 2:	PROGRAMMING AND VISIBILITY	ESTIMATED COSTS PER ANNUM
	Establish PLGDC as the preeminent contemporary dance company in Miami	
STRATEGIES		
STRATEGY 1:	ANNUAL PERFORMANCES	
Annual Performances	Adrienne Arsht Center for the Performing Arts	\$ 75,000.00
	Adrienne Arsht Center for the Performing Arts-Arts Launch	\$ 7,000.00
	Adrienne Arsht Center for the Performing Arts-Heritage Festival	\$ 3,000.00
	Aventura Center for the Performing Arts	\$ 30,000.00
	The Betsy Hotel/Pop up Performances/Jazz Night/Poetry Reading	\$ 5,000.00
	Coral Gables Museum/Women’s Voices	\$ 10,000.00
	Coral Gables Museum/Family Day	\$ 5,000.00
	Coral Gables Museum/Summer Camp Educational Classes	\$ 7,000.00
	Miramar Cultural Arts Center	\$ 30,000.00
	Chocolate Nutcracker	\$ 8,000.00
	Art Basel Miami	\$ 15,000.00
	Legacy Magazine Events	\$ 10,000.00
	Colony Theater/Miami Global Dance Night	\$ 25,000.00
	Lummis Park – Miami Beach	\$ 5,000.00
	Miami Site/Specific Filming Program	\$ 40,000.00
	Little Haiti Cultural Center/Black Men Stories	\$ 25,000.00
	Little Haiti Cultural Center/Taste of Trinidad & The Caribbean	\$ 40,000.00
	Little Haiti Cultural Center/Multicultural Block Party	\$ 30,000.00
Miscellaneous/Unscheduled Performances	\$ 20,000.00	

	Virtual Performances & Programming: Black History Month	\$ 4,000.00
	Virtual Performances & Programming: Women's History Month	\$ 4,000.00
	Virtual Performances & Programming: International Dance Day	\$ 4,000.00
	Virtual Performances & Programming: South Florida People of Color	\$ 4,000.00
	Virtual Performances & Programming: Miami MOCAAD	\$ 4,000.00
	Virtual Performances & Programming: Miami Chamber of Commerce	\$ 4,000.00
	Virtual Performances & Programming: Caribbean American History Month	\$ 4,000.00
	Costume Storage Rental	\$ 5,000.00
Total Annual Performances:		\$ 423,000.00
STRATEGY 2:	INCREASED PROGRAMMING	
Programming	International Dance Exchange Program/per annum	\$ 78,000.00
	Women's Choreographic Initiative	\$ 30,000.00
Total Increased Programming:		\$ 108,000.00
STRATEGY 3:	NATIONAL AND INTERNATIONAL TOURING	
Touring	One international tour per annum	\$ 60,000.00
	One national tour (one city) per annum	\$ 40,000.00

Total National and International Touring		\$ 100,000.00
Strategy 4:	MARKETING & INCREASED SOCIAL MEDIA PRESENCE	
Marketing	Online Advertising per annum	\$ 30,000.00
	Digital platforms & Software to increase content and outreach (website, social media, graphic design, video content, etc.)	\$ 70,000.00
	Marketing personnel already listed in organizational strength goal area	\$ -
	Conduct surveys and data analysis to develop a patron loyalty program	\$ 50,000.00
	Develop a subscription Program (?)	\$ 10,000.00
Total Marketing:		\$ 160,000.00
Strategy 5:	COMMUNITY AND SCHOOL OUTREACH	
Outreach	PLGDC in Schools per school, 1 dancer educator, integrated curriculum with school	\$ 7,500.00
	Children and/or Adult Community Outreach combination of talk, demonstration (could be interactive) and performance. Honorarium, rental, refreshments per outreach.	\$ 1,500.00
	"Come Out and Dance with Us" Public Community Dancing Evening with PLGDC Dancers and Instructors per event	\$ 5,000.00

Total Outreach:		\$ 14,000.00
Total Programming & Visibility:		\$ 805,000.00

BUDGET GOAL 3:

GOAL 3:	TALENT RETENTION	ESTIMATED COSTS PER ANNUM
	EXPAND PERFORMANCE, CHOREOGRAPHIC AND EDUCATIONAL OPPORTUNITIES	
STRATEGIES		
STRATEGY 1:	RETAIN FOUNDER/ARTISTIC DIRECTOR FULL-TIME	
	Salary for Founder/Artistic Director	
	Medical and Dental Insurance	
TOTAL:		TBD
STRATEGY 2:	MAINTAIN A DANCE GROUP OF 14 DANCERS FOR 28 WEEKS (7 MALE, 7 FEMALE)	
	Salaries for two new dancers for a 28-week engagement @ \$954 per week for 28 weeks @ \$26,712 per dancer	\$ 56,424.00
	Salaries for six corps dancers for a 28-week engagement @ \$1,214 per week for 28 weeks @ \$33,992 per dancer	\$ 203,952.00
	Salaries for two soloist dancers for a 28-week engagement @ \$1,321 per week for 28 weeks @ \$36,988 per dancer	\$ 73,976.00
	Salaries for four principal dancers for a 28-week engagement @ \$1,384 per week for 28 weeks @ \$38,752 per dancer	\$ 155,008.00
	Additional 4 weeks of customary but unscheduled performances	\$ 69,480.00
	Medical and Dental Insurance per dancer \$6,000 for 14 dancers	\$ 84,000.00
Total Dancers' Salaries:		\$ 642,840.00
STRATEGY 3:	RETAIN THREE CHOREOGRAPHERS ANNUALLY	
	Honorarium per choreographer per annum \$10,000	\$ 30,000.00
Total Choreographers' Fees:		\$ 30,000.00
STRATEGY 4:	RETAIN TWO APPRENTICES FOR 28 WEEKS	

	Honorarium of \$635 per week for 28 weeks @ \$17,780 per apprentice	\$ 35,560.00
	Additional 4 weeks of customary but unscheduled performances	\$ 5,080.00
Total Apprentices Fees:		\$ 40,640.00
TOTAL TALENT RETENTION:		\$ 713,480.00

GOAL 4:

GOAL 4:	BRICKS AND MORTAR	ESTIMATED COSTS PER ANNUM
	IDENTIFY AND SECURE THE FUTURE HOME AND OFFICE OF PLGDC	
STRATEGIES		
STRATEGY 1:	FEASIBILITY PREP WORK	
CAPITAL CAMPAIGN FOR THE FUTURE HOME OF PLGDC	Feasibility studies for a capital campaign should be started as soon as possible with an eye on the future of PLGDC. Determine costs, assess donor base and sources of support, assess staff and its ability to manage a capital campaign, get the board 100% behind the project.	
NEW SPACES	Consider hiring a Project Manager for the Project	
	Hire a commercial real estate broker to look at new and raw places that could be turn into a studio and offices	
	Hire a real estate lawyer	
	Hire an inspector	
	Learn about zoning laws, construction regulations, building permits, certificate of occupancy	
	Learn about studio insurance	
	Look into a general contractor who has built dance studios before	
	Look into costs for sprung floors (www.us.Harlequinfloors.com), mirrors, barres, lightning, Sound proofing.	
	Consider what portable movable furniture is needed: foldable chairs, lockers, music equipment, etc.	
EXISTING SPACES	Speak with colleagues in the arts and entertainment world to find out about existing studios for rent/purchase: Miami-Dade County	

	Department of Cultural Affairs, Performance spaces, Miami-Dade County Commissioners, etc.	
	Hire an inspector; look for any health hazards, adequate fire exits, etc.	
	Determine renovation or updating costs for floors, walls, lighting, sound.	
FINANCING	Project Manager to determine overall costs for a new or existing studio and offices	
	Discuss financing options with lending entities that are nonprofit friendly such as The Nonprofit Finance Fund (https://nff.org/financing), Community Development Financial Institutions, State of Florida Business Financing such as Florida Finance Network.	
TOTAL:		

BEYOND THE FIRST FIVE YEARS

GOAL #:	GOAL DESCRIPTION:	ESTIMATED COSTS PER ANNUM
	OUTCOME DESCRIPTION:	
STRATEGIES		
STRATEGY 1:	STRATEGY 1 DESCRIPTION:	
	Fundraising and the Company's operational budget will ultimately determine how many strategies can be implemented annually, and each year for the initial five years. Strategies that go beyond the five year implementation but are worthy goals for the Company, should be placed here so as not to be forgotten, and put into practice when feasible.	

TIMELINE AND PLAN PERFORMANCE DASHBOARD

GOAL	STRATEGY	ACTION STEP	TASK	RESPONSIBLE PARTY	2021	2022	2023	2024	2025	2026

Thank you for giving Elena Quevedo, Principal of Cardinal Consulting the opportunity to assist Peter London Global Dance Company with the ideation and articulation of this Strategic Process. It has been a pleasure to get to know

this community.



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