

STRATEGIC
PLAN



PACIFIC BALLROOM DANCE
2022-2025

STRATEGIC PLAN

DEVELOPED DECEMBER 2021 TO JULY 2022

This plan includes seven separate goal headings with subheadings and Action Items included in each. Each heading indicates which groups/persons have accountability for completing each goal. Action Items listed under each goal heading indicate which person/group is the primary responsible party, supported by the others listed.

GOVERNANCE

- Strengthen the Board by recruiting active members who represent the community PBD serves
- Robust Participation - current board members will review the by-laws to determine which of the committees that are listed are still appropriate and determine which members will serve on each of the committees and which members will serve as committee leads
- Review Board Member job description to ensure no barriers to participation exist
- Clarify and implement board member terms and establish onboarding and retirement procedures and expectations

ACCOUNTABILITY:

Board Recruitment Committee, Full Board

ACTION ITEMS:

- Complete by-laws update: **September 2022 - Full Board**
- Increase board membership to 9 active members: **June 2023 - Board Recruitment Committee**
- Assign staggered terms to current board members: **January 2023 - Full Board**
- Assign/Elect committee members: **June 2023 - Full Board**

COMMUNITY OUTREACH

(BRING THE ART FORM OF BALLROOM DANCE INTO THE LARGER COMMUNITY)

- Partner with service organizations and after-school programs
- Create programming that dance teaching artists of various styles and backgrounds can participate in as instructors or students
- Offer regular free workshops and events that are accessible to the entire community
- Participate in community performances and events
- Ensure that programs are marketed in a way that is accessible to all areas of the greater community

ACCOUNTABILITY:

Director of Outreach and Recruitment, Executive Director, Artistic Director, Communications Specialist, Outreach Committee

ACTION ITEMS: CONTINUE / EXPAND WORK THAT HAS ALREADY BEGUN

- Create partnerships with 3 community organizations: **June 2024 - Director of Outreach and Recruitment**
- Identify and collaborate with local dance teaching artists: **August 2023 - Outreach Committee**
- Create and implement a detailed marketing plan: **December 2022 - Communications Specialist**

DANCING CLASSROOMS

- Rekindle / grow the Dancing Classrooms program post pandemic

ACCOUNTABILITY:

Executive Director (Site Director), Director of Outreach and Recruitment

ACTION ITEMS:

- Increase number of classrooms to 30: **September 2024 - Director of Outreach and Recruitment**
- Recruit and train 6 new Teaching Artists, market the position in multiple ways: **June 2023 - Executive Director (Site Director)**
- Reinstate the "Colors of the Rainbow Team Match": **January 2023 - Executive Director**
- Hire a Dancing Classrooms Site Director / Educational Liaison: **September 2024 - Executive Director**

ENSURE FINANCIAL STABILITY/ MAINTAIN & PROMOTE DIVERSITY & INCLUSIVENESS

- Increase studio enrollment proportionate to decrease in capacity grant funding
- Eliminate real and perceived barriers to enrollment and participation
- Include Culturally Responsive-Sustaining Education in all classes and practices
- Create robust community connections to increase awareness of programming
- Grow Donor base in Size and Diversity

ACCOUNTABILITY:

Director of Outreach and Recruitment; Executive Director, Artistic Director, DEI Task Force, Communications Specialist, Development Team, Academy Director

ACTION ITEMS:

- Clarify specific enrollment goals / thresholds: **September 2022 - Director of Outreach and Recruitment**
- Maximize revenue from studio space during off hours: **June 2023 - Executive Director**
- Develop community connections to increase awareness of PBD: **Ongoing - Director of Outreach and Recruitment**
- Continue Implementation of Murdock Trust training and tools: **Ongoing - Development Team**
- Research possible new donors: **June 2023 - Development Team**
- Research opportunities to market PBD in a variety of business and community settings: **January 2023 - Communications Specialist**
- Create fund-raising events that reach a broader base: **June 2023 - Executive Director**
- Research the possibility of creating a PBD managed amateur competition at the studio: **July 2024 - Academy Director**

WHOLE PERSON FITNESS

- Ensure we are succeeding in creating a positive ballroom dance experience both physically and mentally
- Limit student/staff/participant injuries
- Set the foundation for long term physical and mental resilience

ACCOUNTABILITY:

Executive Director, PBD Board of Directors, Professional Development Committee

ACTION ITEMS:

- Seek out trainings, certifications and classes that can inform the staff on best practices for working with students of all ages in areas of mental and physical fitness, social and emotional learning and classroom management: **Ongoing - Professional Development Committee**
- Incorporate currently recognized strength and conditioning exercises into regular classes with the goal of improving overall physical fitness and limiting injuries: **January 2023 - Executive Director**
- Communicate to students and families that staff are available for physical fitness guidance and emotion coaching as needed or requested: **January 2023 - Executive Director**
- Designate time for staff retreats that may include mental and physical health workshops or training: **December 2022 - Professional Development Committee**
- Encourage staff to make self-care a priority and provide time and resources in support of that effort: **Ongoing - Executive Director**
- Gather quotes and apply for funding to update the studio facility to lessen injuries: **July 2023 - Executive Director**

STAFF DEVELOPMENT

(RECRUITMENT, EXPANSION, PROFESSIONAL GROWTH)

- Develop a robust, energetic teaching/coaching and administrative staff
- All staff members feel supported by the organization and prepared for their roles
- Strive for low staff turn-over

ACCOUNTABILITY:

Executive Director, Artistic Director, Communications Specialist, PBD Board of Directors, DEI Task Force

ACTION ITEMS: CONTINUE / EXPAND WORK THAT HAS ALREADY BEGUN

- Actively seek out potential new instructors/coaches to join PBD staff by networking and posting job listings in appropriate areas: **July 2023 - Artistic Director**
- Be transparent in employment opportunities including job descriptions, job requirements and pay scale: **September 2022 - Executive Director**
- Eliminate any real or perceived barriers to employment including in job descriptions: **December 2022 - DEI Task Force**
- Seek out funding to support capacity building for staff: **January 2023 - Executive Director**
- Provide health insurance and generous leave and vacation policies: **July 2024 - PBD Board of Directors**

MEASURING OUR SUCCESS AND IMPACT

- Explore the possibility of ongoing data collection and alumni follow up and communication as part of a longitudinal study of the impact of participation with PBD programs

ACCOUNTABILITY:

Executive Director, Communications Specialist, Alumni Liaison, Office Manager

ACTION ITEMS:

- Create a survey to be distributed to alumni: **July 2023 - Communications Specialist**
- Create a method of communication with alumni: **January 2023 - Alumni Liaison**
- Collect and collate data from surveys, publish publicly: **July 2024 - Office Manager**