

STRATEGIC  
PLAN



PACIFIC BALLROOM DANCE  
2024-2027

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DEVELOPED FALL 2024

*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.*

## ENSURE FINANCIAL STABILITY

- Increase studio enrollment proportionate to decrease in capacity grant funding and increase in expenses
- Monitor financial reports and make adjustments to tuition and fees as deemed necessary / make adjustments to expense categories such as supplies and administrative hours
- Eliminate real and perceived barriers to enrollment and participation
- Create robust community connections to increase awareness of programming and encourage giving
- Grow Donor base in size and diversity
- Seek out and apply for new grants and foundation support
- Seek out potential studio rental opportunities

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### ACCOUNTABILITY:

*Director of Outreach and Recruitment; Executive Director, Artistic Director, DEI Task Force, Director of Marketing and Communications, Development Team*

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### ACTION ITEMS:

- Clarify specific enrollment goals / thresholds: **January 2025 - Director of Outreach and Recruitment**
- Maximize revenue from studio space during off hours: **June 2025 - Executive Director**
- Develop community connections to increase awareness of PBD: **Ongoing - Director of Outreach and Recruitment**
- Research possible new donors: **June 2025 - Development Team, Executive Director**
- Research opportunities to market PBD in a variety of business and community settings: **January 2025 - Director of Marketing and Communications, Director of Outreach and Recruitment**

# DIVERSITY, EQUITY AND INCLUSION

- Define what diversity means to PBD, include a statement on the website
- Brainstorm and implement procedures, promotions and programming focused on recruiting young adults
- Increase community collaborations and public performance opportunities via partnerships with organizations, schools, businesses, etc. (Right at Home, Boys & Girls Clubs, YMCA, flash mobs, etc.)
- Involve the Youth Leadership Council in DEI brainstorming and activities
- Ensure that financial aid information is clear and promoted both in writing (website, social media, informational fliers) and via announcements at community events
- Create work/study opportunities for students to supplement tuition
- Continue staff professional development on working with / teaching people of all types (IDD, Gender Identities, empathy and understanding of different cultures/races, etc.)
- Ensure that all types of partnerships are displayed in marketing and promotional materials

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## **ACCOUNTABILITY:**

*Director of Outreach and Recruitment; Executive Director, Artistic Director, DEI Task Force, Communications Specialist*

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## **ACTION ITEMS:**

- Create a DEI statement for the website: **October 2024 - DEI Task Force**
- Research and schedule professional development opportunities for staff to increase knowledge on working with all types of dancers: **January 2025 - Executive Director**
- Actively look for and offer to participate in community events and public performance opportunities: **June 2025 - Artistic Director, Director of Outreach and Recruitment**
- Continue to review all marketing materials to ensure inclusiveness in representation: **Artistic Director, Director of Marketing and Communications, Executive Director - June 2026**
- Create a task force of young adult dancers to brainstorm ideas to increase participation: **Adult Program Director, Executive Director, Director of Outreach and Recruitment - January 2026**

# GOVERNANCE

- Strengthen the Board by recruiting active members who represent the community PBD serves
- Robust Participation - current board members will review the by-laws and determine which members will serve on each of the committees (including PBD committees) and which members will serve as committee leads
- Review Board Member and Officer job descriptions
- Clarify and implement fundraising / donor identification procedures
- Clarify and implement board member terms and establish onboarding and retirement procedures and expectations

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## **ACCOUNTABILITY:**

***Board Recruitment Committee, Full Board, Executive Director***

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## **ACTION ITEMS:**

- Increase board membership to 11 active members: **June 2026 - Board Recruitment Committee**
- Assign staggered terms to current board members: **June 2025 - Full Board**
- Assign/Elect committee members: **June 2025 - Full Board**
- Work with the Development Team to increase unearned income: **January 2025 - Full Board, Executive Director, Development Team**

# DANCING CLASSROOMS

- Increase the number of schools and classrooms that participate in the program
- Increase the number of Teaching Artists on the roster

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## **ACCOUNTABILITY:**

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

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## **ACTION ITEMS:**

- Increase number of classrooms to 40: **September 2027 - Director of Outreach and Recruitment, Dancing Classrooms Program Director**
- Recruit and train 5-6 new Teaching Artists: **August 2025 - Program Director, STA**

# STAFF DEVELOPMENT

- 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

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## ACCOUNTABILITY:

*Executive Director, Artistic Director, PBD Board of Directors*

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## ACTION ITEMS:

- Actively seek out potential new instructors/coaches to join PBD staff by networking and posting job listings in appropriate areas: **July 2025 - Executive Director, Artistic Director**
- Ensure transparency in employment opportunities including job descriptions, job requirements and pay scale: **June 2025 - Executive Director**
- Seek out funding to support capacity building for staff: **January 2025 - Executive Director**
- Provide health insurance and generous leave and vacation policies: **July 2026 - PBD Board of Directors**

# FACILITY GROWTH AND MAINTENANCE

- Negotiate with Lease Management Company and Landlord to create a long-range, workable plan for lease, CAM, and tax payments
- Seek out potential new space in the event of a necessitated move
- Create a long-range and short-term maintenance plan for studio improvement and upkeep
- Inventory, assess, and store all equipment, supplies, decorations, etc. in manageable system

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## ACCOUNTABILITY:

*Executive Director, Studio Manager, Studio Relocation Task Force*

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## ACTION ITEMS:

- Create a working relationship with Leasing Agents and Landlord and meet as needed to discuss and negotiate future increases in rent, etc.: **October 2024 - Executive Director, Relocation Task Force**
- Set regular meetings for Studio Relocation Task Force: **September 2024 - Relocation Task Force, Executive Director**
- Create a committee for the purpose of studio upkeep and maintenance: **January 2025: Executive Director, Studio Manager**