



AFRICAN DRUM & DANCE PARENT ASSOCIATION

STRATEGIC PLAN 2022

The Agnuwell Marketing Group
Pamela Hawkins, Principal Consultant



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EXECUTIVE SUMMARY



EXECUTIVE SUMMARY

The African Drum and Dance Parent Association (ADDPA) Board of Directors and Staff developed this strategic plan with assistance from Pamela Hawkins, Principal Consultant (The Agnuwell Marketing Group). It provides ADDPA with a five-year guide for supports, services and organizational development. The Board of Directors and staff will review the progress of the plan quarterly. In addition we will review and update the plan annually as needed.

Board Members and Staff were significantly involved in the process of developing this Strategic Plan. In addition, volunteers, parents, artists, and community advocates submitted ideas. Participants met monthly beginning April 2022 (concluding September 2022) to brainstorm various issues and were assigned “homework” to further investigate the issues discussed. Staff and Board of Directors compiled the data to produce the final document.



ORGANIZATIONAL INFORMATION

PROFILE-HISTORY-PROGRAMS



ORGANIZATIONAL PROFILE

Organization Name	African Drum and Dance Parent Association
Area of Interest	Cultural and Ethnic Awareness; Youth and Adults
Tax Exempt Status	501c3; Established: 1992
EIN#	38-3366679
Mission Statement	The African Drum & Dance Parent Association's Mission is to expose Flint Area Youth and Adults to West African Artists and cultural traditions that encourage self-awareness, youth leadership, and community pride.
Physical Address	4121 Martin Luther King Ave. Flint, Michigan 48505
Mailing Address	P.O. Box 310108 Flint, MI 48531-0108
Telephone	810-394-3880
Fax	N.A.
Email	babacollins14@gmail.com
Website	www.addpaflint.org
Contact	Kevin Collins, Executive Director
Synopsis of Activities	After-School Programs, Special Needs Residencies, Entrepreneurship, Life Skills, Instrumental Music, Cultural Awareness, Cosaan West African Resource Center, Annual Kuungana Workshops and Conference, Youth Moves Summer Camp, Performances at Schools, Events, Exhibitions, Black History/Brotherhood Month Presentations
Funding Sources	Private Foundations, Grants, Corporate Sponsorships, School Presentations, Concert Ticket Sales, Individual Donations

ORGANIZATIONAL HISTORY



With no formal training, the African Drum & Dance Parent Association's (ADDPA) founder, Kevin Collins, became interested in drumming at an early age where he used his mother's pots and pans as drums. While attending Flint Public Schools, he mastered his already distinguished percussion skills. After graduating from Flint Northern High School, Kevin began touring with such musical legends as: Ronnie Laws, Allan Barnes, Jack McDuff, Roy Ayers, Eddie Harris, Leon Thomas Wendell Harris, Richard "Groove" Holmes, Jimmy Smith, Marcus Bell Graves, Sule Greg Wilson, The Willie George Big Band and Reverend James Cleveland. Kevin's musical spectrum includes all forms of music, Jazz, Blues, Big Band, Latin and Caribbean Styling.

As Kevin continued to pursue his musical career and dreams, he began to embark on a new focus: that of the African, Caribbean, and Cuban Drums. To enhance his skills, Mr. Collins was mentored by Drumming Gurus in Mali and New Guinea, Africa. His passion and experience overflows to all ages of audiences. Kevin's energy, enthusiasm and sense of community are what drove him to share and teach his expertise to all that are interested. He believes in the African proverb, "It Takes a Village to Raise a Child". In the 1980s, as music programs began to fade from public schools, Baba Collins, as he is affectionately called, noticed children were lacking listening skills and showing poor academic performance. With the encouragement of Cathy Johnson, Barbara Banks, and Jan Murdock Hartranft (all members of the local art community) formal drumming classes were scheduled in the Flint Community Schools. In addition, Outreach Programs were held at the Haskell and Christ Enrichment Community Centers. The first concert was held at Christ Enrichment Center.

ORGANIZATIONAL HISTORY (CONT.)



Relationships with prominent benefactors were nurtured. Mrs. Ruth Mott invited ADDPA Drum Corps to Applewood, fed them lunch, and engaged in an impromptu “concert” with them. The Avery Boone family provided supplies in the early years.

African Dance was added in the 1990s. “Mama” Jewellyne Richardson and others assisted in the choreography and discipline of the Kuungana Dance Troupe. Mama Jewel is still involved with the dancers and chairs ADDPA’s Board. Today African Dancing is part of the repertoire of ADDPA Drumming Performances.

Through the years, ADDPA has expanded offering workshops and classes throughout Michigan. School Districts that have contracted the organization to schedule classes have been Flint Community Schools, Genesee Intermediate School District, Kalamazoo, Saginaw Public Schools, Grand Rapids, Detroit Public Schools and Pontiac Public Schools. Other cities and counties have included Midland, Lapeer, Port Huron, Alpena, Cadillac, Petoskey, Boyne City, Mackinaw City, and Mackinaw Island. Activities included classes, workshops, and concerts. Mr. Collins has taught a very diverse population that has included African American, Arab, Latino, Native American, Polish, children of European descent, and those with disabilities.

During the COVID Pandemic, ADDPA had to become creative in offering programs. Classes were taught through Zoom, home items (e.g. buckets, pots, pans, utensils) were used since the African Drums were not available. This also opened opportunities to offer programs Internationally with West African gurus.

Highlights of the organization have included the drum corps performing before Ambassador Jean Kennedy Smith at the Smithsonian Institute, VSA International Festivals (Mexico City, California, and Washington DC), Michigan Youth Arts Festival, and Kevin Collins named VSA Michigan’s 2010 Educator

PROGRAMS



PROGRAM

DESCRIPTION

Cosaan

Youth Moves Summer Camp

Kuungana Conference

After School Programs

Residencies

Entrepreneurship/Manufacturing Facility

Life Skills

Senior Drumming

- Authentic Resource on West African Drum and dance that promotes cultural exchange and self-awareness
- Consists of African drum & dance, cultural classes, crafts, and field trips.
- 3-day dance and drum workshops taught by national and international West African Drumming experts culminating with a concert.
- Programs consist of African Drumming and Dance; instrumental music, choir, life skills, and personal hygiene.
- African Drum and Dance Classes in Center-Based Classrooms (Special Needs)
- Participants build drums, make shakeres, sew costumes, design jewelry and other accessories
- Youth will engage in cooking, sewing, cleaning, ironing, tying shoes/tie, personal hygiene and other activities which will enhance daily living.
- Senior Citizens will engage in weekly exercises utilizing medicine balls and drum sticks to strengthen muscles.



ORGANIZATIONAL ANALYSIS

MISSION & VISION STATEMENTS; CORE BELIEFS;
S.W.O.T. ANALYSIS



MISSION AND VISION STATEMENTS

Mission Statement

The African Drum & Dance Parent Association's Mission is to globally expose Youth and Adults to West African Artists, cultural traditions, performing arts and life skills that encourage self-awareness, leadership, and community pride.

Vision Statement

We envision a global drumming and dance organization that encourages self-awareness, self-esteem, emotional stability, pride and respect for others while providing opportunities in cultural enrichment, performance, leadership, life skills, health awareness, employment and entrepreneurship in the arts regardless of abilities.



CORE BELIEFS

Core Belief Statements:

We believe that all children, regardless of their abilities, should have the opportunity to participate in drumming and dance.

We believe participants should be provided with quality instruction by Professional Artists

We believe that both adult and youth participants will become knowledgeable of the West African Culture and gain an appreciation for other customs and traditions.

We believe if people understand other cultures, they are more tolerant and accepting of differences

We believe youth will improve listening skills, academic performance, and behavior by engaging in drumming and dance activities.

We believe youth participants will gain self-awareness, self-esteem and respect for peers while developing leadership, employability and entrepreneurial skills.

We believe through the organization's commitment to providing a loving, nurturing, and safe environment, juvenile delinquency will be deterred, participants' grade point averages will increase, and teen pregnancies be reduced.

INTERNAL/EXTERNAL ANALYSIS

S.W.O.T. ANALYSIS



Strengths Internal	Weaknesses Internal	Opportunities External	Threats External
<ul style="list-style-type: none"> • Longevity • Experience • Uniqueness • Programs for Youth • Programs for Seniors • Inclusion of Life Skills in Curriculum • Special Needs & Education Experience • Classes offered at Schools, • Spirit of Pride for Blacks • The Tradition • Rich Ancestors and African Culture • Inclusiveness of Parents in Programming • More children attracted to new Facility at the Flint Development Center • Mentorships • 14 yr. relationship with West Michigan Jewels of Africa • 34 yr. Relationship with Kankouran • Belief in the Vision 	<ul style="list-style-type: none"> • Lack of Pride from Students • Lack of Participation: Community Volunteers Parents • Parent Involvement • Lack of Volunteers to assist with events • Traditions are rejected • Lack of transportation for students • Staff not thinking: Large Enough or Out of the Box • Lacks Adequate Publicity especially in the North End of Flint • Need more fundraisers • Underutilization of Technology • Consistent Student Participation and Attendance • Laziness • Students Lack Pride • Not Enough Partnerships 	<ul style="list-style-type: none"> • Think Large • Think Outside of the Box • Think further into the Future • Become Employer • Employ youth • Increase Activities in addition to Drum & Dance; add new programs to curriculum • Develop Different Class Levels (Beginners, Intermediate & Advanced) • Increase community Outreach • Build more relationships and partnerships • Involve more Men in Programs • Increase Board Participation • Professional Development • Increase Marketing & Advertising • Organize Committees • Reviving and developing a Culture of Pride • Purchase Building with Auditorium for Urban Arts & Cultural Center • Performances in other States • Diversify Funding 	<ul style="list-style-type: none"> • Finances • Selfishness • Lies • Misinformation • Communication • Power • Politics • Outside Organizations Blocking ADDPA's Success • Competition • Lack of Commitment • Losing Cultural Concept - Cultural Pride • Disinterest in Wearing African Attire • Hip Hop Culture • Environment • Peer Pressure



GOALS & OBJECTIVES



GOALS

Goal #	Goal
1	Increase Community Outreach
2	Purchase Facility for Kuungana Arts & Culture Center
3	Secure Bus or Large Passenger Van
4	National and Global Performance Expansion
5	Expand Curriculum to include Instrumental & Vocal Music, Life Skills and Personal Hygiene
6	Develop Apprenticeship Program
7	Entrepreneurship, Manufacturing and Employment Opportunities
8	Develop Health & Wellness Component
9	Diversify Funding

GOAL 1: INCREASE COMMUNITY OUTREACH



Objectives:



- To familiarize the community with organization and programming
- To secure support for programming
- To increase enrollment
- To provide programs to underserved neighborhoods

GOAL 2: PURCHASE FACILITY FOR KUUNGANA ARTS & CULTURE CENTER



Objectives:



- To establish an Urban Arts & Culture Center in North Flint
- To retain the African/African American Culture
- To house African/African American Artifacts
- To house African Manufacturing Plant

GOAL 3: SECURE BUS OR LARGE PASSENGER VAN



Objectives:

- To provide families with limited access to the Arts transportation to performing arts events
- To provide transportation to ADDPA classes at various sites
- To provide transportation to performances and exhibitions
- To provide transportation for field trips

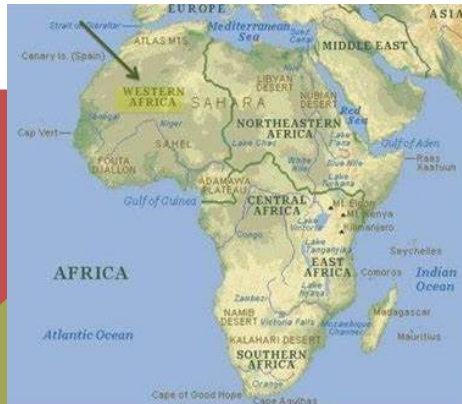




GOAL 4: NATIONAL & GLOBAL PERFORMANCE EXPANSION

Objectives:

- To Extend Student Performances both Nationally and Internationally
- To expose youth to different cultures
- To exposure youth to other neighborhoods and communities



GOAL 5: EXPAND CURRICULUM TO INCLUDE INSTRUMENTAL & VOCAL MUSIC, LIFE SKILLS AND PERSONAL HYGIENE



Objectives:

- To expand youth's knowledge of Performing Arts
- To prepare musicians for Flint Area High School Bands and Orchestras
- To provide survival skills for youth
- To provide high self-esteem and personal pride

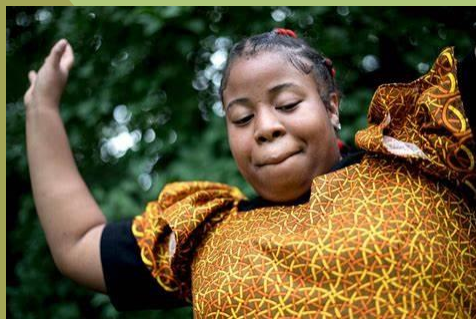




GOAL 6: DEVELOP APPRENTICESHIP PROGRAM

Objectives:

- To train advanced level youth to teach in program
- To provide mentorship opportunities
- To provide employment opportunities





GOAL 7: ENTREPRENEURSHIP, MANUFACTURING AND EMPLOYMENT OPPORTUNITIES

Objectives:



- To Provide Career and Employment Opportunities
- To assist youth in becoming Entrepreneurs



GOAL 8: DEVELOP HEALTH & WELLNESS COMPONENT

Objectives:



- To improve the health of families
- To expose youth to proper nutrition
- To assist families in becoming knowledgeable of the importance of exercise
- To provide exercise program for Senior Citizens



GOAL 9: DIVERSIFY FUNDING

Objectives:

DIVERSIFIED
FUNDING

- To financially sustain the organization
- To provide free classes to at-risk youth and underserved neighborhoods
- To expand programming
- To purchase necessary materials, supplies, technical equipment and instruments for successful programming



IMPLEMENTATION PLAN



IMPLEMENTATION PLAN

Objectives & Action Steps	Party Responsible	Begin Year	End Year	Goal Attainment	
Goal #1: Increase Community Outreach					
Objective 1.1	To familiarize the community with the organization (ADDPA) and programming				
Action Step 1.1.1	Develop Relationships	Executive Director	2022	Ongoing	Personal Contact with Community Leaders & Entities
Action Step 1.1.2	Participate in Local Events	Executive Director Staff Board of Directors Youth	2022	Ongoing	Organization Exposure
Action Step 1.1.3	Host Events, Trainings & Seminars	Executive Director Staff Board of Directors	2022	Ongoing	Potential students and donors
Objective 1.2	To secure support for programming				
Action Step 1.2.1	Create an Ambassador Program	Board of Directors Development Director	2023	Ongoing	Team speaking to individuals & organizations about ADDPA
Action Step 1.2.2	Meet with Funders	Executive Director Development Director	2023	Ongoing	Approved Grants from diversified funding sources
Objective 1.3	To Offer Programs in Underserved Neighborhoods				
Action Step 1.3.1	Meet with Site Directors at Public Housing & Community Centers	Executive Director	2022	Ongoing	Youth Enrollments & Participation
Action Step 1.3.2	Schedule Programs	Program Coordinator	2022	Ongoing	Program Schedule
Action Step 1.3.3	Hire Professional Artists	Executive Director	2022	Ongoing	Secured Professional Artists with Biographies
Action Step 1.3.4	Schedule Orientation for Professional Artists	Executive Director	2022	Ongoing	Completed orientation with appropriate materials provided
Objective 1.4	To Utilize Marketing and Advertising Tools				
Action Step 1.4.1	Advertise and market programs through print, electronic and social media	Marketing Director	2022	Ongoing	Increased enrollments and community participation
Action Step 1.4.2	Create Professional Commercials	Executive Director	2023	Ongoing	Increased enrollments, participation & community awareness
Action Step 1.4.3	Signage for advertising on the Building	Executive Director	2023	2023	Signage on Building



IMPLEMENTATION PLAN

Objectives & Action Steps	Party Responsible	Begin Year	End Year	Goal Attainment	
Goal #2: Purchase Facility for Kuungana Arts & Culture Center					
Objective 2.1	To establish an Urban Arts & Culture Center in North Flint				
Action Step 2.1.1	Locate a convenient location based on demographics and easy access	Executive Director Board of Directors	2025	2026	Secure Building
Action Step 2.1.2	Develop Capital Campaign	Executive Director Development Director Board of Directors	2024	2025	Secured Funding for the Building
Action Step 1.1.3	Design creative fundraising events and projects	Board of Directors	2024	Ongoing	Secured Unrestricted Funds
Objective 2.2	To retain the African/African American Culture				
Action Step 2.2.1	Schedule Cultural Events and Classes	Project Director Artists	2025	Ongoing	Pre-K to 12 th Grade Students and families gain knowledge
Action Step 2.2.2	House Technology for Podcasts of Cultural Classes	Executive Director Artists	2025	Ongoing	African/African American Cultural Podcasts shown throughout the U.S. and Internationally
Objective 2.3	To house African/African American Artifacts				
Action Step 2.3.1	Secure African Traveling Museums' Artifacts	Executive Director	2026	2026	Authentic African Artifacts housed as a Museum in this facility
Action Step 2.3.2	Purchase Cultural Artifacts	Staff	2026	Ongoing	Large inventory of African/African American Artifacts
Objective 2.4	To house a Manufacturing Plant				
Action Step 2.4.1	Identify Room (s) for manufacturing Plant	Project Director	2026	2026	Designated Room (s) for manufacturing plant
Action Step 2.4.2	Secure essential Equipment	Project Director	2026	2027	Sewing machines and other equipment available to manufacture African costumes, shakerees and jewelry
Action Step 2.4.3	Purchase fabric, beads and jewelry notions	Project Director	2026	Ongoing	Materials available to create African Attire, shakerees, drums and jewelry



IMPLEMENTATION PLAN

Objectives & Action Steps		Party Responsible	Begin Year	End Year	Goal Attainment
Goal #3: Secure Bus or Large Passenger Van					
Objective 3.1	To provide families with limited access to the Arts transportation to performing arts events				
Action Step 3.1.1	Explore Needs Assessment for reliable transportation	Consultant	2023	2023	Cost Benefit Analysis for Transportation Need
Action Step 3.1.2	Execute Letter Campaign to potential donors and car dealerships	Development Director	2023	2023	Secured Bus or Large Passenger Van
Action Step 3.1.3	Create innovative fundraisers	Board of Directors	2023	2023	Secured Unrestricted Funds
Action Step 3.1.4	Research Potential Grants	Grant Writer Development Director	2023	2023	Approved Grants
Objective 3..2	To provide transportation to ADDPA classes at various sites				
Action Step 3.2.1	Explore Needs Assessment for reliable transportation	Consultant	2023	2023	Cost Benefit Analysis for Transportation Need
Action Step 3.2.2	Execute Letter Campaign to potential donors and car dealerships	Development Director	2023	2023	Secured Bus or Large Passenger Van
Action Step 3.2.3	Create innovative fundraisers	Board of Directors	2023	2023	Secured Unrestricted Funds
Action Step 3.2.4	Research Potential Grants	Grant Writer Development Director	2023	2023	Approved Grants
Objective 3.3	To provide transportation to performances and exhibitions				
Action Step 3.3.1	Explore Needs Assessment for reliable transportation	Consultant	2023	2023	Cost Benefit Analysis for Transportation Need
Action Step 3.3.2	Execute Letter Campaign to potential donors and car dealerships	Development Director	2023	2023	Secured Bus or Large Passenger Van
Action Step 3.3.3	Create innovative fundraisers	Board of Directors	2023	2023	Secured Unrestricted Funds
Action Step 3.3.4	Research Potential Grants	Grant Writer Development Director	2023	2023	Approved Grants
Objective 3.4	To provide transportation for field trips				
Action Step 3.4.1	Explore Needs Assessment for reliable transportation	Consultant	2023	2023	Cost Benefit Analysis for Transportation Need
Action Step 3..4.2	Execute Letter Campaign to potential donors and car dealerships	Development Director	2023	2023	Secured Bus or Large Passenger Van
Action Step 3.4..3	Create innovative fundraisers	Board of Directors	2023	2023	Secured Unrestricted Funds
Action Step 3.4.4	Research Potential Grants	Grant Writer Development Director	2023	2023	Approved Grants



IMPLEMENTATION PLAN

Objectives & Action Steps	Party Responsible	Begin Year	End Year	Goal Attainment	
Goal #4: National and Global Performance Expansion					
Objective 4.1	To Extend Student Performances both Nationally and Internationally				
Action Step 4.1.1	Explore potential to perform in West Africa	Project Director	2026	2027	Secure Building
Action Step 4.1.2	Research Performance Opportunities across the U.S.	Project Director	2023	Ongoing	Secured Funding for the Building
Action Step 4.1.3	Secure Funding	Grant Writer Development Director	2024	Ongoing	Secured Restricted and Unrestricted Funds
Objective 4..2	To expose youth to different cultures				
Action Step 4.2.1	Acculturate participants	Executive Director Artists	2025	Ongoing	Youth are immersed in other cultures
Action Step 4.2.2	Travel to West Africa	Executive Director Artists Chaperones	2027	2027	Youth are immersed in other cultures
Action Step 4.2.3	Prepare for West African Tour	Administrative Assistant Project Director	2026	2027	Information on passports, inoculations, airline tickets, housing, meals, and itinerary finalized
Objective 4.3	To expose youth to other neighborhoods and communities				
Action Step 4.3.1	Contact potential venues	Administrative Assistant Project Director	2023	Ongoing	List of potential performance venues
Action Step 4.3.2	Schedule Performances	Staff	2023	Ongoing	Annual Schedule of Performances
Action Step 4.3.3	Prepare and Submit appropriate documentation	Administrative Assistant	2023	Ongoing	Completed Parent/Guardian Permission Slips; Photo and Video Release Forms
Action Step 4.3.4	Travel to select cities in the United States	Project Director Chaperones Artists	2023	Ongoing	Itinerary to include major cities: e.g. Detroit, Chicago, Atlanta & Others



IMPLEMENTATION PLAN

Objectives & Action Steps	Party Responsible	Begin Year	End Year	Goal Attainment	
Goal #5: Expand Curriculum to include Instrumental & Vocal Music, Life Skills and Personal Hygiene					
Objective 5.1	To expand youth's knowledge of the Performing Arts				
Action Step 5.1.1	Contact School Principals and Site Coordinators	Executive Director	2022	Ongoing	Public Relations and Support
Action Step 5.1.2	Orientation at Schools, Public Housing & Community Centers	Executive Director Staff Board of Directors Youth	2022	Ongoing	Parents and Students familiarized with programs
Action Step 5.1.3	Market Programs to Community	Marketing Director	2022	Ongoing	Potential students and donors
Objective 5.2	To prepare musicians for Flint Area High School Bands and Orchestras				
Action Step 5.2.1	Develop Instrumental and Vocal Music Curriculum	Board of Directors Development Director	2022	Ongoing	Revised Curriculum
Action Step 5.2.2	Secure Funding	Grant Writer Development Director	2022	Ongoing	Approved Grants from diversified funding sources
Action Step 5.2.3	Purchase & seek donations for instruments	Project Director	2022	Ongoing	Secured Stringed, Woodwinds, Brass and Percussion Instruments
Action Step 5.2.4	Hire Instructors/Musicians	Project Director	2022	Ongoing	Secured instructors for Instrumental & vocal music
Objective 5.3	To provide survival skills for youth				
Action Step 5.3.1	Develop Life Skills Curriculum	Project Director	2022	Ongoing	Revised Curriculum
Action Step 5.3.2	Develop Schedule	Project Director	2022	Ongoing	Program Schedule
Action Step 5.3.3	Hire Instructors	Project Director	2022	Ongoing	Secured Cooking & Sewing teachers
Action Step 5.3.4	Contact MSU Extension	Executive Director	2022	Ongoing	Secured Nutrition Instructors Michigan State University Partnership
Action Step 5.3.5	Purchase equipment, materials, supplies, fabric	Project Director	2022	Ongoing	Essentials for Life Skill Program
Objective 5.4	To provide high self-esteem and personal pride				
Action Step 5.4.1	Develop Personal Hygiene Curriculum	Project Director	2022	2022	Revised Curriculum
Action Step 5.4.2	Schedule Classes	Project Director	2022	Ongoing	Michigan State University Partnership Nutrition
Action Step 5.4.3	Hire Instructors	Project Director	2022	2023	



IMPLEMENTATION PLAN

Objectives & Action Steps	Party Responsible	Begin Year	End Year	Goal Attainment	
Goal #6: Develop Apprenticeship Program					
Objective 6.1	To Train Advanced Level Youth to Teach in the Program				
Action Step 6.1.1	Identify potential Apprentices	Project Director	2023	Ongoing	Apprentices
Action Step 6.1.2	Develop Training Program	Project Director	2023	Ongoing	Training Program
Action Step 6.1.3	Apprentices shadow Artists	Artists	2023	Ongoing	Trained teachers for future programming
Objective 6.2	To provide mentorship opportunities				
Action Step 6.2.1	Apprentices assigned a mentor	Artists	2023	Ongoing	Mentor/Mentee Relationship
Action Step 6.2.2	Artists coach and mentor apprentices	Artists	2023	Ongoing	Mentor/Mentee Relationship
Action Step 6.2.3	Apprentices assist Artists	Administrative Assistant Project Director	2023	Ongoing	Skill Set Development
Objective 6.3	To provide employment opportunities.				
Action Step 6.3.1	Apprentices are hired as regular artists	Project Director	2023	Ongoing	New Artists



IMPLEMENTATION PLAN

Objectives & Action Steps	Party Responsible	Begin Year	End Year	Goal Attainment	
Goal #7: Entrepreneurship, Career, Manufacturing and Employment Opportunities					
Objective 7.1	To provide Career and Employment Opportunities in the Performing Arts				
Action Step 7.1.1	Develop curriculum	Project Director	2022	Ongoing	Revised Curriculum
Action Step 7.1.2	Schedule Classes	Project Director	2022	Ongoing	Annual Schedule of Classes
Action Step 7.1.3	Student Participation	Artists	2022	Ongoing	Students will engage in sewing African garments, making shakerees' and designing jewelry for sale
	Stage Set-Up	Artists/Instructors	2023	Ongoing	Students will learn stage set-up, lighting, back drops and set building
Objective 7.2	To assist youth in becoming Entrepreneurs				
Action Step 7.2.1	Students work in the ADDPA Store	Project Director	2023	Ongoing	Retail Experience Counting Money
Action Step 7.2.2	Students will set-up and place data in Etsy Account	Artists Instructors	2023	Ongoing	Sell and track items on Etsy
Action Step 7.2.3.	Students will learn basic bookkeeping	Instructor	2023	Ongoing	Basic Bookkeeping Skills
Action Step 7.2.4	Students will learn basic marketing & advertising	Instructor	2023	Ongoing	Marketing and Advertising Plan
Action Step 7.2.5	Students will be introduced to the parts of a Business Plan	Instructor	2023	Ongoing	Business Plan



IMPLEMENTATION PLAN

Objectives & Action Steps		Party Responsible	Begin Year	End Year	Goal Attainment
Goal #8: Develop Health & Wellness Component					
Objective 8.1	To improve the health of families				
Action Step 8.1.1	Develop Curriculum	Project Director	2022	2022	Curriculum Revision
Action Step 8.1.2	Schedule Classes & Workshops	Project Director	2022	Ongoing	Annual Schedule
Action Step 8.1.3	Secure Funds	Grant Writer Development Director	2022	Ongoing	Secured Funding
Action Step 8.1.3	Market the program	Marketing Director Project Director	2022	Ongoing	Marketing Plan
Objective 8..2	To expose youth to proper nutrition				
Action Step 8.2.1	Develop Cooking & Nutrition Curriculum	Project Director Cooking Instructor	2022	2022	Curriculum Revision
Action Step 8.2.2	Schedule Classes	Project Director	2022	2022	
Action Step 8.2.3	Purchase groceries for classes	Project Director	2022	Ongoing	
Action Step 8.2.4	Contact Michigan State University Extension	Project Director	2023	2023	Nutrition Partnership
Objective 8.3	To assist families in becoming knowledgeable of the importance of exercise				
Action Step 8.3.1	Schedule Classes & Workshops	Project Director	2023	Ongoing	Annual Schedule of Classes & Workshops
Action Step 8.3.2	Market Classes	Marketing Director	2023	Ongoing	Marketing Plan
Action Step 8.3.3	Teach/Facilitate Classes & Workshops	Artists Facilitators	2023	Ongoing	Secured Professional Artists & Facilitators
Objective 8.4	To provide exercise program for Senior Citizens				
Action Step 8.4.1	Develop Curriculum	Project Director	2022	2022	Curriculum Revision
Action Step 8.4.2	Contact Senior Citizen Apartment Complexes & Centers	Project Director	2022	Ongoing	List of Senior Citizen Apartment Complexes and Centers
Action Step 8.4.3	Schedule Classes	Project Director	2022	Ongoing	Annual Schedule



IMPLEMENTATION PLAN

Objectives & Action Steps	Party Responsible	Begin Year	End Year	Goal Attainment	
Goal #9: Diversify Funding					
Objective 9.1	To financially sustain the organization				
Action Step 9.1.1	Increase unrestricted funds Fundraisers	Board of Directors	2022	Ongoing	Organizational Sustainability
Action Step 9.1.2	Seek Grant Funds	Grant Writer	2022	Ongoing	Funding Resources
Action Step 9.1.3	Sponsorships for Kuungana Conference	Development Director Board of Directors	2023	Ongoing	Sponsorships
Objective 9.2	To provide free classes to at-risk youth and underserved neighborhoods				
Action Step 9.2.1	Seek Funding	Executive Director Board of Directors Development Director	2022	Ongoing	Team speaking to individuals & organizations about ADDPA; Sufficient Program Funding; Grants from Foundations & Government Entities
Action Step 9.2.2	Meet with Funders	Executive Director Development Director	2022	Ongoing	Approved Grants from diversified funding sources
Objective 9.3	To expand programming				
Action Step 9.3.1	Civic Organizations Presentations	Executive Director Development Director	2023	Ongoing	Private Donations
Action Step 9.3.2	Fraternalities & Sororities Presentations	Executive Director Development Director	2023	Ongoing	Private Donations
Action Step 9.3.3	Meet with Funders	Executive Director	2022	Ongoing	Continuation of Grants
Action Step 9.3.4	Schedule Orientation for Professional Artists	Executive Director	2022	Ongoing	Completed orientation with appropriate materials provided
Objective 9.4	To purchase necessary materials, supplies, technical equipment and instruments for successful programming				
Action Step 9.4.1	Seek Grants	Grant Writer	2022	Ongoing	Secured Funds
Action Step 9.4.2	Solicit Private Donations	Development Director	2023	Ongoing	Private Donations
Action Step 9.4.3	Create Innovative Fundraisers	Board of Directors	2022	Ongoing	Unrestricted Funds



EVALUATION PLAN

LOGIC MODEL - PROJECT OUTCOMES - EVALUATION

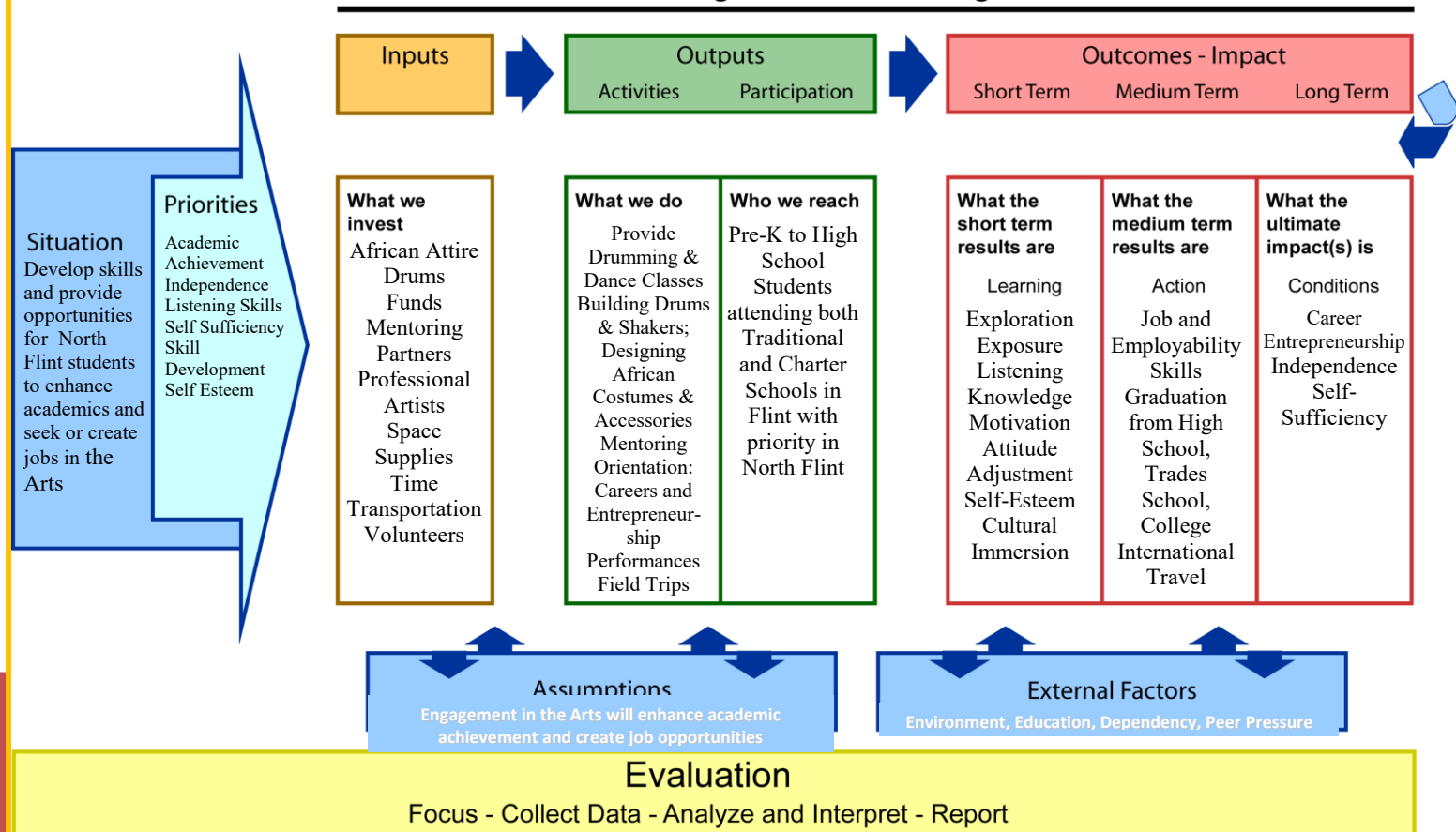


EVALUATION PLAN

AFRICAN DRUM & DANCE PARENTS ASSOCIATION

Planning – Implementation – Evaluation

Program Action - Logic Model



EVALUATION PLAN



Projected Outcomes	
Goals	Projected Outcome (s)
Exposure to Performing Arts	100% of the participants will become familiarized with West African Drumming and Dancing 100% of the participants will perform in a concert 60% will learn to play a musical instrument
Develop Team Building Skills and Peer Respect	100% of the participants will develop team building skills and respect for peers within the Drumming and Dance Group
Develop Self-Awareness and Self-Esteem	90% of the participants will improve self-awareness and develop high self-esteem
Develop Listening Skills	80% of the participants will improve listening skills
Improve Academic Achievement	History & Culture: 80% of the participants will retain knowledge of West African Culture Math: 70% of the participants will improve basic math skills Language Arts: 80% of the participants will increase communication and English Language Skills; 95% will retain Swahili Terms
Learn Life Skills	95% will retain cooking skills 75% will retain sewing skills 100% will retain basic ironing Skills 100% will retain vacuuming, sweeping and other cleaning skills 100% of Pre-K to 1 st Grade Participants will know how to tie their shoes
Practice Personal Hygiene	100% of the students will develop positive personal hygiene habits
Provide Pre-Employment and Entrepreneurial Opportunities	100% of the participants will learn pre-employment skills 100% of the participants will engage in entrepreneurial activities



EVALUATION PLAN: OUTCOME

Outcome Questions	Outcomes	Outcome Measurements	Qualitative/ Quantitative
Are the participants gaining leadership skills?	Leadership Skills	Presentations Kuungana Event Planning In Class Peer Assistance	Qualitative
Is there a significant change in the behavior of participants at ADDPA sessions, at school and home?	Positive Change in Behavior	Interviews: Parents Teachers	Qualitative
Are participants gaining knowledge in the history and culture of West Africa?	Cultural Awareness	Oral and Written Surveys	Quantitative
Is there a significant difference in drumming, dance, instrumental and vocal music skills of participants from the beginning of the program to the end of the year?	Improvement in drumming, dance, instrumental & vocal music skills	Pre and Post Testing	Quantitative
Did participants engage in Life Skills Activities and retain knowledge from their participation?	Ability to cook, sew, use cleaning tools Improve personal hygiene habits	Show skills sets	Quantitative
Did ADDPA participants receive job readiness, employment and entrepreneurial opportunities?	Job Readiness, Employment, and Entrepreneurial Opportunities	Job Readiness Classes Employment in ADDPA Store Internet Sales of Items Made	Qualitative

EVALUATION PLAN: OUTCOME

Outcome	Tool	Methodology	Data Collection	Analyze	Responsible
Leadership Skills	Observations Scoring Sheet with Likert Scale	The Program Coordinator will rate participants peer assistance during class, event planning meetings, and presentations at various events.	Excel Spreadsheet	Monthly	Project Director
Positive Change in Behavior	Interviews	Program Coordinator will interview parents and teachers monthly.	Excel Spreadsheet	Monthly	Project Director
Cultural Awareness	Survey	The Artists will conduct oral and written surveys at the end of each class.	Excel Spreadsheet	Weekly	Artists
Improvement in Drumming, Dance, Instrumental & Vocal Music Skills	Pre and Post Performance Tests	The Artists will conduct pre- and post- performance tests	Excel Spreadsheet	Annually	Artists
Improvement in Life Skills	Curriculum Real-Time Experiences	Cooking Demonstrations Sew Item (s)	Excel Spreadsheet	End of each session	Instructors
Job Readiness, Employment, and Entrepreneurial Opportunities	Curriculum Real-Time Experiences	Staff will schedule job readiness classes, store employment, and Internet Retail Sales each session.	Excel Spreadsheet	Monthly	Project Director



BUDGET

PROJECTED FINANCIALS

PROJECTED BUDGET

TRANSACTION	Actual FY 2021	Estimated FY 2022	Projected FY 2023	Projected FY 2024	Projected FY 2025	Projected FY 2026	Projected FY 2027
UNEARNED INCOME							
Foundations	\$ 20,000.00	\$ 35,000.00	\$ 40,000.00	\$ 42,000.00	\$ 43,000.00	\$ 44,000.00	\$ 45,000.00
Corporations	\$ -	\$ -	\$ 1,000.00	\$ 2,000.00	\$ 3,000.00	\$ 4,000.00	\$ 5,000.00
Contributions/Donations	\$ 9,000.00	\$ 4,500.00	\$ 4,500.00	\$ 4,500.00	\$ 4,500.00	\$ 4,500.00	\$ 4,500.00
Federal Government	\$ -	\$ 33,000.00	\$ 34,000.00	\$ 35,000.00	\$ 36,000.00	\$ 37,000.00	\$ 38,000.00
State/County Government	\$ 27,309.00	\$ 34,000.00	\$ 35,000.00	\$ 36,000.00	\$ 37,000.00	\$ 38,000.00	\$ 40,000.00
Other Grants	\$ -	\$ 25,000.00	\$ 25,000.00	\$ 25,000.00	\$ 25,000.00	\$ 25,000.00	\$ 25,000.00
Total Unearned Income	\$ 56,309.00	\$ 131,500.00	\$ 139,500.00	\$ 144,500.00	\$ 148,500.00	\$ 152,500.00	\$ 157,500.00
EARNED INCOME							
Special Events/Fundraisers	\$ 5,000.00	\$ 5,000.00	\$ 6,000.00	\$ 7,000.00	\$ 8,000.00	\$ 9,000.00	\$ 10,000.00
Program Fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Store and Internet Sales	\$ 350.00	\$ 500.00	\$ 1,000.00	\$ 2,000.00	\$ 3,000.00	\$ 4,000.00	\$ 5,000.00
Contracts	\$ 19,775.00	\$ 8,000.00	\$ 9,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00
Total Earned Income	\$ 25,125.00	\$ 13,500.00	\$ 16,000.00	\$ 19,000.00	\$ 21,000.00	\$ 23,000.00	\$ 25,000.00
TOTAL INCOME	\$ 81,434.00	\$ 145,000.00	\$ 155,500.00	\$ 163,500.00	\$ 169,500.00	\$ 175,500.00	\$ 182,500.00
EXPENSES							
Administrative Expense	\$ 21,500.00	\$ 30,000.00	\$ 31,000.00	\$ 32,000.00	\$ 33,000.00	\$ 34,000.00	\$ 35,000.00
Program Expenses	\$ 52,177.50	\$ 100,000.00	\$ 100,000.00	\$ 100,000.00	\$ 100,000.00	\$ 100,000.00	\$ 100,000.00
Employee Benefits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000.00
Marketing/Public Relations	\$ 800.00	\$ 1,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00
Fundraising Expenses	\$ -	\$ -	\$ -	\$ 1,000.00	\$ 2,000.00	\$ 3,000.00	\$ 4,000.00
TOTAL EXPENSES	\$ 74,477.50	\$ 131,500.00	\$ 133,500.00	\$ 135,500.00	\$ 137,500.00	\$ 139,500.00	\$ 146,500.00
SURPLUS/(DEFICIT)	\$ 6,956.50	\$ 13,500.00	\$ 22,000.00	\$ 28,000.00	\$ 32,000.00	\$ 36,000.00	\$ 36,000.00



CONCLUSION

By creating this Strategic Plan, the Staff and Board of Directors of African Drum and Dance Parent Association (ADDPA) demonstrate our commitment to the short and long-term planning for the sustainability of the organization. The challenge will be to continue to dialogue among ourselves as well as encourage input of needs or concerns from our participants, parents and the community. The Strategic Plan will serve as a blueprint for the future direction of ADDPA as we expand our programming activities.

We have identified events to bridge the “parental involvement gap in their child’s participation in our programs as well as assisting in unifying the family structure through the Arts. In order for ADDPA’s programs to be successful, we must address the latter. In addition, we must diversify our funding sources (less reliance on grants) and create more revenue streams, especially unrestricted funds, for future growth.

We thank the Michigan Arts and Culture Council (Greater Flint Arts Council Re-Grantor) Mini-Grant Program and the Ruth Mott Foundation for making this possible.

Baba Kevin Collins, Executive Director
Board of Directors

