

Grand Rapids Original Swing Society

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Executive Summary

The Grand Rapids Original Swing Society is looking to provide free community swing dance events that teach the art of swing and ballroom to all ages, helping to create positive social and healthy lifestyle choices, and introduce big band music to a new generation. At the heart of this, the focus is to provide the service in downtown Grand Rapids at Rosa Park Circle. For this to be a reality, the Grand Rapids Original Swing Society needs to raise over 60,000\$ to accomplish this vision and stay sustainable. To attain this goal, the Grand Rapids Original Swing Society needs to increase their donations from patrons, partner with sponsors or obtain additional grants. To meet the goals of the Grand Rapids Original Swing Society, a change in staff would be required by hiring a Grant Writer and a Marketing/Advertising personnel. The ability to partner with local businesses and their wellness programs would play to the strengths of the Grand Rapids Original Swing Society. A change in the marketing which would be developed by the Marketing/Advertising personnel would provide additional revenue streams through the franchising of the program.

Overview of the Organization

The Grand Rapids Original Swing Society has been providing free community dances to for the past 11 years. Their mission is to “provide free community swing dance events that teach the art of swing and ballroom to all ages, helping to create positive social and healthy lifestyles choices, and introduce big band music to a new generation.” They have grown from 20 members to 6,500. About 8 years ago, The Grand Rapids Original Swing Society started to schedule dances every Tuesday during the summer at Rosa Parks Circle, and have become the premiere event in the downtown area. Over 400 events have taken place in the past 11 years. The Grand

Rapids Original Swing Society is geared toward all ages in the community, but most commonly the attendees are in middle school, high school, and college. Because the event is free, it represents all socioeconomic classes of Grand Rapids, making for a very diverse crowd.

The Grand Rapids Original Swing Society has several different program activities including the Summer series on Tuesdays as previously mentioned, a Wednesday night instruction night at Calvin College running all year long, 20+ Winter dance events at the Public Museum with instruction in swing and ballroom, and even teaching dance elective classes at area middle and high schools. The results of these events have been significant, including reaching a combined attendance of 30,000 over the course of 20 outdoor events, and partnering with the Grand Rapids Public Museum to offer 15+ indoor swing dances with instruction for Teens and older attendees.

The Grand Rapids Original Swing Society has also had several measurable outcomes, including their 20+ free outdoor events, a wristband count system which enabled them to track their 30,000 attendees in 2015, and to be the “best that Grand Rapids has to offer in live big band music” for the first Tuesday of every month. Though the outdoor events have been strictly donation based, the donations help to cover security at each event, as well as to pay for the big bands.

In 2012, the City of Grand Rapids placed new security requirements at Rosa Parks Circle, requiring four officers at each event. When the organization could no longer afford the \$20,000 cost a year for these officers, it began requesting outside funding with grants and co-sponsorships. In 2015 it became a non-profit, opening the opportunity for even more grants. A three-year grant of \$10,000 each year was requested from The Devos family for example, as

well as a \$10,000 matching grant. The Grand Rapids Original Swing Society currently partners with the City of Grand Rapids, which is a co-sponsor and helps support the funds for the Grand Rapids Police Department. They also partner with The Hark Up Horns, a non-profit swing dance band to bring live music to each event. Downtown Inc. also provides \$5,000 worth of grant funds to pay for insurance, bathrooms, instruction, speakers, and more. The organization also used to partner with Celebration Cinema, Grand Rapids Community College, Grand Valley State University, and Mercantile Bank, but these partnerships have become more of a struggle due to negative PR with fights.

The Grand Rapids Original Swing Society has had much success over the last 11 years, but is currently experiencing increasing costs and city politics, which will be discussed in more detail later. Their goals are to pay everyone what they deserve including the founder, employees, and bands, and for the group to be self-sustaining. One way to achieve this goal is to create a business plan to determine how much it will cost to host an event 25 times per year at Rosa Parks Circle, the money he would need to raise through donations and grants, and how much he could then pay to himself, the band, and other employees.

SWOT Analysis: Strengths

The Grand Rapids Original Swing Society has several strengths. Perhaps one of the most important is the founder's passion toward the event and the city of Grand Rapids. The founder is willing to take risks when necessary and is very flexible and willing to change his business model if it can further benefit the city and stakeholders. Furthermore, the society currently has enough cash reserve to continue, unless the city bill doubles. The event has also gained popularity over the years (especially among younger crowds) with an average of attendance of

1,500 per event and having upwards of 3,000 people attend in a single night. This repeat turnout exemplifies the high level of engagement and dedication of its 6,500 members. It also exemplifies the strength of the location at Rosa Parks Circle, which draws a much bigger crowd than other locations. The organization was a first mover into this space, in terms of its approach of hosting free events on such an aggressive schedule that are open to all ages. They incorporated a successful wristband method which allows members to sign-in and become eligible for prizes, while allowing the society to track attendance and distinguish between active participants and general passers-by during events. The Grand Rapids Original Swing Society has received recognition such as the Van Andel Legacy award for 11 years of community service, as well as the World's Largest Swing Dance in the Guinness Book of World Records. The society benefits financially via funding from Grand Rapids Events, LLC, the founder's for-profit entity. This for-profit entity is a legally separate organization that has been successful in generating revenue from winter events which charge admission fees to attendees.

SWOT Analysis: Weaknesses

One of the weaknesses of The Grand Rapids Original Swing Society is the founder's busy schedule with working a full-time job on top of the harsh time requirements of the society and other groups. Although the founder has support from a few volunteers, these unpaid positions can equate to unpredictable commitment levels...especially considering the number of events throughout the year. The founder also mentioned a weakness in writing grants and acting as a sales person for the society. Another weakness is that the society has lacked consistency due to changing requirements in costs and venues. Though hosting the event in other locations still produces a good turnout, it does not represent the "best event on Tuesdays in Grand Rapids" feel

that the founder hopes for. Another weakness is the founder's current role in television, since many other news stations do not like covering events from the society due to being seen as "supporting" the founder who works at a competing station. Though the events typically gain attendance from a younger crowd, they are missing out on having more adult attendees and therefore a wider audience. Currently, there is no formal/legal agreement which outlines the society's relationship with the founder's for-profit LLC. Based on the founder's transparency regarding the connection between both entities, this may be a cause for concern among potential sponsors as they may require further documentation on funding sources.

SWOT Analysis: Opportunities

The Grand Rapids Original Swing Society has several promising opportunities. For example, the organization has the opportunity to decrease the likelihood of lawsuits by requiring waivers or posting signs around the event such as "Dance at your own risk." The founder also has an opportunity to increase the likelihood of receiving better funding by hiring a grant-writer who helps make more creative budgets. The Grand Rapids Original Swing Society also has the opportunity to increase awareness of the event and develop business relationships by hiring a sales representative and/or marketing coordinator. The organization can also team up with Wellness programs for local companies. For example, employees could get wellness credits when attending a night of swing dancing. Their low attendance of adults can also bring some opportunities around hosting events once per month toward an older generation, though having to rent the Downtown Market and a band for this makes the event much more expensive.

Another large opportunity is to go private, rather than dealing with the City of Grand Rapids. Doing this would allow the organization to rent the Downtown Market, but would also

require admission from attendees, straying away from the original mission of a free event. The organization could also study other organizations and where they have been successful or unsuccessful and try to replicate their practices. Ultimately, the founder is willing to replicate the organization in other cities, but hopes to make Grand Rapids self-sustaining first.

Recently, an opportunity surfaced around the mayor. The recent mayoral election has changed the leadership that is in charge of the city. The current mayor has been difficult to work with and the other members of the board also have been difficult to work with. The change could bring in a fresh face who is willing to work closer with the organization to incorporate the event as an important aspect of the city. Though the founder's television job has been a weakness, advertising on the radio might be a huge opportunity for the organization as well.

Other opportunities revolve around sponsors/partners, merging, or franchising. For example, the organization could create a sponsorship and member program, and partner with food vendors and other local businesses. The Grand Rapids Original Swing Society could also team up with local businesses who might be willing to sponsor and host an event, similar to The Intersection's "Rock the Lot" concerts. (Erickson, 2013) The company could also merge with its indoor event company, Grand Rapids Events LLC to use proceeds from each for greater benefits. This option might require much further research however on costs and other downsides. Finally, many cities contact the founder to ask how to set up similar events in their cities. This could open up the opportunity to franchise the organization, or offer consulting services. The organization could even offer other services, such as having a traveling DJ for weddings, or setting up a traveling services for swing dance events. Grand Rapids Original Swing Society

could also consider horizontal integration with local dance companies, where both parties are benefited.

The organization also has several marketing opportunities, such as being the topic for human interest articles, getting more national coverage, using events like ArtPrize to draw more crowds, doing a WZZM exclusive, work with Good Morning America or Dancing with the Stars, or even local companies such as Priority Health or Allegro Coaching, which encourages companies to compete against one another in weight-loss.

SWOT Analysis: Threats

A threat to The Grand Rapids Original Swing Society is the rising costs from the City of Grand Rapids. Costs went from \$3-4,000 per year to \$24,000 one year due to fights breakout out around the event. The fights are also a threat because whether taking place at the event or simply around the event, it still brings negative press to the event. The cost of security has also increased, and the city now requires the event to pay for at least 4 police officers. Another threat is the liability of the organization for safety. If an attendee were to get injured during an event, they could sue the organization. Another threat is that the City of Grand Rapids does not bill the organization until the end of the year, meaning that the organization does not have as much visibility into its expenses and therefore cannot plan ahead as well to account for those expenses. A member of the board was a strong advocator of the Grand Rapids Original Swing Society, but is unfortunately leaving his position at the end of the year. This will hurt the organization, as he was the only full supporter. Another threat to the events is inclement weather, and the need for backup plans in the event of storms or rain.

The organization also has the constant threat of possible new entrants, competition with other unrelated events around the community, and even people deciding to stay home instead of travel downtown. There are a variety of swing dance organizations, both large and small, that are targeting similar audiences throughout the state of Michigan. The Great Lakes Swing Dance Club charges \$30 for new members and \$25 for renewals, with various fees for lessons (GLSDC, 2015). Their membership form includes a liability waiver as well. Swing Ann Arbor is a University of Michigan student organization “whose purpose is to provide the University community and Southeast Michigan with high-quality swing dance instruction and weekly dances”. Memberships are \$20 (\$15 for students) which include a \$1 discount at each dance, (Swing Ann Arbor, 2015) The Original Swing Society may also face competition from new entrants seeking to capitalize on the growing popularity of their events. Possible new entrants could include Utah’s John Malfatto, an event organizer whose “company stages events like Color Me Rad, (a Color Run clone), the Lantern Fest, a large Chinese sky lantern lighting gathering, and the Dirty Dash, a mud-run obstacle course.” (Ellison, 2015) Malfatto’s Slide the City is eyeing Grand Rapids for a return of the massive downtown water slide, and companies such as his could easily attempt to replicate and host large-scale swing dancing events.

<p>Possible Strategies:</p> <p>SO Strategies Use strengths to take advantage of opportunities</p> <p>WO Strategies Overcome weaknesses by taking advantage of opportunities</p> <p>ST Strategies Use strengths to avoid threats</p> <p>WT Strategies Minimize weaknesses and avoid threats</p>	<p>Strengths - S</p> <ol style="list-style-type: none"> 1. Founder is committed and willing to take risks 2. Founder is passionate about downtown development 3. Stable cash reserves 4. Dedicated fan base 5. Favorable relationship with public 6. First mover (free/open model) 7. Recognition and awards 8. Growing popularity among younger demographics 9. Founder has funding source with for-profit LLC unit 10. LLC unit is successful in charging for attendance 11. Memberships/wristbands 	<p>Weaknesses - W</p> <ol style="list-style-type: none"> 1. Founder has limited time 2. Unstable revenue stream due to free/ donation model 3. Founder's role in TV may limit coverage by other stations 4. Inconsistencies with operations, venues & prices 5. Numerous websites, some of which are outdated 6. No grant writing experience 7. Lack of marketing, advertising, & sales exp. 8. Staffing issues - all volunteer 9. Lack of targeting older demographic 10. No formal/legal agreement with for-profit LLC unit 11. No food vendors
<p>Opportunities - O</p>	<p>SO Strategies</p>	<p>WO Strategies</p>
<ol style="list-style-type: none"> 1. Other cities/groups expressed interest in OSS model 2. Untapped grant opportunities 3. Untapped sponsorships 4. Company wellness programs 5. New venue possibilities, e.g. Downtown Market 6. Radio market 7. Popularity of TV's Dancing with the Stars 8. New city mayor/leadership 9. Competing swing events charge admission 10. Growing popularity of food trucks in downtown area 11. Weddings & special events 12. Downtown businesses 	<ul style="list-style-type: none"> • Seek partnership (S1,6&7 /O1) • Begin franchising (S1,6&7/O1) • Build relationship with new mayor (S2/O8) • Develop member donor levels with perks from sponsors (S4/O3) • Change venue (S4,7&8/O3&5) • Diversify by offering traveling services (S1,7&10/O11) • Exploit free model as competitive advantage (S4,6&7/O9) 	<ul style="list-style-type: none"> • Hire grant writer(W6/O2) • Hire rep to approach orgs on sponsorship and wellness (W7/O3&4) • Have rep pursue local ABC affiliate sponsor (W3&7/O7) • Pursue radio ads and station sponsorships (W3,7&9/O6) • Partner with food vendors and area businesses (W11/O10)
<p>Threats - T</p>	<p>ST Strategies</p>	<p>WT Strategies</p>
<ol style="list-style-type: none"> 1. Rising city costs 2. City bills annually 3. Older audiences perceive these as youth events 4. Behavior of general public 5. Advanced dancers leave to start own groups 6. Safety liability issues 7. New entrants 8. Competition from other unrelated events 9. Jam n' Bean events at their own venue 10. Inclement weather 11. Existing groups in U.S. 	<ul style="list-style-type: none"> • Limit dance area to those w/wristbands and have members sign waivers (S11/T6) • Benchmark and/or partner with other groups (S1/T12) • Work with city leaders on billing practices (S1/T2) 	<ul style="list-style-type: none"> • For-profit model...merge with LCC unit (W2&10/T1) • Develop programming to older demographic (W9/T3)

Resources

The Grand Rapids Original Swing Society's core competency is its community focus. The organization also has intangible resources with reputation, volunteers, and the founder. Though the resources are not necessarily costly to imitate or rare, the value comes in by providing an experience to community members.

Industry Position

Grand Rapids Original Swing Society is in a similar position to Blues on the Mall which has rebranded to the Summertime Blues Series and changed venues. The cost of the venue, free parking, the weather and ability to sell alcohol were all reasons that 97WLAV decided to change their overall venue (Chance, 2015). The market segment is an older age for Blues on the Mall changing the overall desires for the organization. The logistics required for relocating and determining if relocation is required added to the desire for an indoor venue. Once Blues on the Mall had tested out different locations they had come to the conclusion that other venues were viable options (Chance, 2015). The Grand Rapids Original Swing Society is in a similar position. While Rosa Park Circle is a wonderful venue and the event is known for being at the venue, there are other venues that work as well to host and with proper marketing any event can move while saving on costs.

There are also several different dance studios in the area. Social Dance Studio, Moveir, and Arthur Murray all have dance studios that host lessons and social dances. The studios have a strong focus on technique for dancing and view the Grand Rapids Original Swing Society as competition. Due to this, they are averse to cooperating with the Grand Rapids Original Swing Society for any joint ventures. Occasionally, members will go to Grand Rapids Original Swing

Society events but for the most part they stay separate. They also have their own venues to host events which is a benefit but also limits the size of the events that can be hosted. The atmosphere and market segment as drastically different as the majority of customers at the Dance Studios are over the age of 30 while the majority of the customers at the Grand Rapids Original Swing Society are under the age of 30.

There have been groups that have spun off from the Grand Rapids Original Swing Society and there have been pains with those groups splitting and running competing events against the Grand Rapids Original Swing society. Due to the size and consistent venue, the Grand Rapids Original Swing Society was able to maintain their position and grow while the other group dissipated. The Holland Original Swing Society is a group that still continues to work with the Grand Rapids Original Swing Society and all members are a member of both groups. It is a small subset. They rely on learning from the Grand Rapids Original Swing Society. It shows that it would be viable for consulting to start a group and maintain it. The Holland group does not have the substantial costs that are associated with G.R.O.S.S. but it shows that the design plan would work well in college and university settings where their costs are also lower.

Jam and Bean was a company that licensed the name G.R.O.S.S. for the summer months and had members teach at their events. The collaboration went well for 2 years but then Jam and Bean decided they could host the events on their own without the G.R.O.S.S. license. The owner Doug tried to continue using the name through members of G.R.O.S.S. teaching at the events but eventually stopped advertising with the name after requests to take down the advertisements. Jam and Bean focused on high school students and live music with a push on sales of their coffee

and ice cream products. The quality of dance lessons decreased and the price point stayed the same. The group went from 70 people on a weekly basis to 20 on a good day. The focus on high school students came from the thought that high school students were more likely to get money from their parents to buy a drink or food while the college students only came to dance. Jam and Bean marketing focused on general high school populace while the Wednesday swing group focuses on the general college populace but also advertises to established dance groups. The Wednesday event had a focus on dance lessons as opposed to social dance which allowed G.R.O.S.S. to maintain their client base despite the split from Jam and Bean.

Despite the competition from Jam and Bean, the event is still viewed as a Blue Ocean. G.R.O.S.S. is able to offer opportunities that Jam and Bean is unable to offer. G.R.O.S.S. has partnered with several different companies and schools to put on performances. G.R.O.S.S. is able to provide opportunities to dance and be paid for the services. G.R.O.S.S. also offers opportunities for members to practice teaching lessons or DJ. Many members at others events do not get an opportunity to show off their skills or a chance to try either thing. G.R.O.S.S. relies on volunteers to keep the event running while Jam and Bean paid their employees. It was known each week that people would be certain to show up to handle responsibilities when the event was being licensed on Wednesdays. Once the event moved to Calvin College, it relied entirely on volunteers that on any day may not show up without any warning.

Financial Analysis

Currently the Grand Rapids Original Swing Society brings in 49,000\$ a year while having an expense of 57,560\$ which means it is currently running a deficit of 8,650\$ and while the expectations for revenue are to increase in 2016 it still shows an expected deficit of 8,050\$.

Figure 1 shows the overall revenue and what sectors they are coming in from. It would be possible to significantly increase the revenue with additional grants that are out there that have not been applied for. Figure 2 contains the expenses that are currently being incurred. Currently there are no paid staff positions which are keeping costs down but at the same time are not providing a sustainable model. If any of the volunteers quit their positions it would make finding a replacement difficult.

Currently in Figure 2 there are no wages or salaries listed for employees. The overall goal is to have pay for the President of the company. Salary will depend on his annual time commitment. The average annual salary for a non-profit "community organizer" is \$48,000 based on 2000 hrs/yr. (Bluewater, 2014) Additionally being able to pay the support staff approximately 10\$/hr would help to avoid the issue of lacking volunteers to work on the event. Additionally having staff that rotates during this time. Hiring a sales and marketing rep to work part time would also be helpful. Working with local colleges to find interns or as part of a class project to keep the costs lower and providing a learning opportunity would help to mitigate costs but otherwise the position would be in the range of 12-15\$/hr. A fairly important position that is not filled is a grant writer. This has the potential to bring in the most revenue for the Grand Rapids Original Swing Society. It is another position that could be worked with a local college to fill. The position could be subsidized by commission based on the grants they bring in either a percentage based or flat fee for each. To control costs, another option would be to hire a grant writer on a freelance/contract basis, which typically averages \$50 per hour. (Elance, 2015)

Currently the Security is not paid outside of the police officers. The fee for Security would be around 15\$/hr. Finally the DJ which typically the expected fee would be around 200\$

an hour. Live bands are also brought in and cost approximately 2000\$ per event. An additional opportunity to expand on the strength of the Grand Rapids Original Swing Society would be to bring in guest instructors which can run from 200-1000\$ an hour depending on the skill level. It would be an opportunity to work with dance studios to bring in guest instructors and allow them to advertise learning more about styles of dancing aside from East Coast Swing single step.

With all of the staff that is listed and not being paid for their services the Grand Rapids Police Department is required for any events at Rosa Park Circle. This is an expense that can be avoided but it comes down to how important it is towards the mission for the swing dance to be in the heart of Grand Rapids. It is a significant cost that pushes the swing dance into a deficit as it was an 18000\$ cost and the deficit was 8,650\$. The move from Rosa Park Circle would have an impact on the local businesses as it removes the opportunity for over a thousand people from seeing their business. If each person on average spent 2\$ downtown it would be around 2,000\$ in lost revenue for the local businesses. Possible partnerships with the local businesses could be an opportunity to work with businesses directly on Monroe Center to provide direct funding or coupons to their businesses for their donations. If there is a strong movement from Rosa Park Circle to Ah-Nab-Awen Park it would be possible to bring in food trucks or other vendors to still provide an economic boost to the local economy. Possibly having a small portion of sales going to the Grand Rapids Original Swing Society in exchange for the client base.

Business-Level Strategy

The Grand Rapids Original Swing Society primarily operates a Business-Level Strategy, given that the company has not been merged or franchised. Even though the founder operates both an indoor and outdoor event, the events are technically owned by separate companies and

therefore have their own business-level strategies. The founder is starting to question the business-level strategy of offering free events outdoors, but is still not ready to give up the idea. Instead, the founder wishes to continue moving the event to different locations to help keep costs low. The disadvantage to moving the event however affects publicity, attendance, and the overall feel of being a city event since the different areas are not directly in the middle of the city like Rosa Parks Circle. The Grand Rapids Original Swing Society has a focused differentiation strategy based on its narrow market of serving people in Grand Rapids who enjoy swing dancing (or similar activities).

Strategic Choice and Implementation

The key decisions that will drive the strategy going forward are as follows:

- Stay with free model or charge admission fee
- Stay at Rosa Parks and pursue grants and sponsors or reduce costs by moving

Based on the founder's passion for the original mission, the following strategic recommendations are based on the assumption that the mission will remain the same, meaning a free community event, as well as the goal to remain at Rosa Parks Circle. Of all available opportunities, the ones that can most exploit the strengths of both the founder and the organization relate the most to community networking. This includes hiring a person or team of people to market the organization and contact local businesses for sponsorships and other incentives. This person or team could go door-to-door in the community to raise awareness about the event, list the event on as many places as possible, such as "Things to do in Grand Rapids" lists, visit local businesses for sponsorships or support, and network around the community. The organization has developed relationships around the community already, but can always create

stronger and better relationships by describing why this event is so beneficial to the city. If Grand Rapids Original Swing Society can work with companies like Spectrum Health and other local companies for donations, sponsorships, and Wellness programs, it could significantly increase its attendance and income.

Another strategic recommendation is to further develop marketing initiatives. The Grand Rapids Original Swing Society has several initiatives already, but many of them simply advertise the event by describing what the event is. In other words, the advertisements describe the event as swing dancing, but do not necessarily describe why people might want to attend the event. The organization could start marketing blurbs from attendees, such as “Why do I go to Swing? It feels like a community event. Everyone is there to support each other and have fun.” An example is shown in the appendix. Marketing initiatives can be further developed to explain why the event is so important to the city as well, and why Rosa Parks Circle is the key venue for the event. Not only can this help with attendance, but the marketing initiatives can play a role in developing relationships with local businesses. The Grand Rapids Original Swing Society can also work to coordinate its websites and content. Currently, it appears that the organization has two websites (grandrapidsoriginalswingsociety.com and grswing.com), and three Facebook pages (G.R.O.S.S Documentary, Grand Rapids Original Swing Society G.R.O.S.S and what appears to be its main page, Grand Rapids Original Swing Society). Having several different landing pages and websites can often confuse people, especially if not all of them are updated regularly. After reading through the current Facebook page, it looks like attendees regularly ask where the event is taking place and when, which might often turn people away from the event. If the websites and

pages could be condensed to one each, it would make updating content much easier, timely, and also avoid any confusion from the community.

To cultivate a more active and reliable donor base, a tiered level structure could be established for both major sponsors and individual members. Since donors often “choose to support those organizations whose missions resonate with their personal values” (Poderis, 2013), having uniquely-themed naming conventions for each level can bring focus to the society’s mission rather than relying on typical bronze/silver/gold giving levels. For individual members, different wristbands can be used to distinguish between participants who are guests (free) versus those who have contributed a donations (members). Members will have access to additional perks such as discounts at nearby businesses or entry in prize drawings. This is an effort to show appreciation for their support, but also to actively promote the involvement of sponsoring organizations also. Suggested levels for sponsors and members are included in the appendix.

Though the organization does not currently have any plans to franchise or duplicate the event in different cities, it might want to start thinking ahead with changing and marketing its name. Instead of having the acronym G.R.O.S.S for example, the organization could change it to O.S.S with a salesmark, and differentiate the letters from each city name. An example is shown in the appendix.

Controls and Assessments

It will be critical to continued fundraising success to stay in touch with sponsors and donors to keep them abreast of the society’s impact on the community and to communicate the increased value that their contributions brought about. (Mojica, n.d.) Some obvious metrics may include attendance numbers, but there are tremendous opportunities to track member

engagement such as the percentage of members who attend each event, the percentage of members at each giving level, and the draw the event pulls from the general downtown public. Surveys could be conducted with nearby businesses, as well as those businesses who participate in promotional and advertising activities, to assess the economic benefits that these events may have. Internally, the society should pay close attention to year-to-year financial changes...especially in areas of cost control. As a non-profit, it will be beneficial to benchmark and track changes in average gift size growth, and donor retention. (Desmond, 2014)

Appendices

Expected Revenue	2015	2016
Gifts/Grants/Donations/Contributions	\$18,000	\$20,000
City co-sponsor	\$9,000	\$9,000
In kind	\$5,000	\$6,000
Steve Zaagman	\$3,000	\$3,000
Other Income (Please describe this income)	\$0	\$0
Sales Income (Sale of goods/services)	\$0	\$0
Unusual Grants	\$6,000	\$6,000
Fundraising Income	\$8,000	\$11,000
Total Revenue	\$49,000	\$55,000

Figure 1. Revenue

Expenses	2015	2016
Line 14 - Fundraising Expenses	\$3,000	\$3,500
Line 15 - Grants, Donations, Gifts to Others		
For <u>Swing Merchandise</u>	\$2,500	\$2,800
For _____	\$0	\$0
For _____	\$0	\$0
Line 17 - Event Manager and Clean up costs		
For <u>Event Manager</u>	\$5,000	\$6,000
For _____	\$0	\$0
For _____	\$0	\$0
Line 18 - Other salaries and wages (Provide NAME and/or TITLE)		
For _____	\$0	\$0
For _____	\$0	\$0
For _____	\$0	\$0
Line 19 - Interest Expense	\$0	\$0
Line 20 - Occupancy (rent, utilities, etc.)		
Rent	\$3,500	\$4,000
Bathroom Rental	\$2,550	\$2,700
Line 21 - Depreciation and Depletion	\$0	\$0
Line 22 - Professional Fees	\$500	\$500
Line 23 - Other Expenses		
Program Expenses (OVERHEAD EXPENSES. Please Itemize)		
For <u>GRPD - Security for outdoor events</u>	\$18,000	\$20,000
For <u>Speaker Rental</u>	\$4,500	\$5,000
For <u>Live Band Cost</u>	\$7,000	\$8,000
For <u>Water</u>	\$400	\$400
For <u>WristBands</u>	\$300	\$400
For <u>Other food related</u>	\$2,500	\$4,000
Promotion Expenses	\$2,000	\$3,000
Office Supplies	\$400	\$450
Speaker Cost	\$4,000	\$300
Insurance	\$1,500	\$2,000
Other Expenses Subtotal	\$40,600	\$43,550
Total Expenses	\$57,650	\$63,050

Figure 2. Expenses

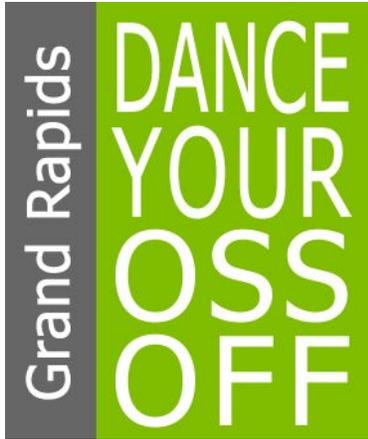


Figure 3. Advertising



Figure 4. Rebranding for Franchising

Love your community?
Want to have fun AND exercise?
Enjoy great music?



Get the best of all worlds!

Join the **GR Original Swing
Society** this Tuesday!

7:00pm-10:00pm, Rosa Parks Circle

Find us on Facebook for more!

Figure 5. The WHY of Swing Dancing

Corporate Sponsor Levels

Band Leader: \$20,000

- Naming rights for the season and inclusion of logo on all event materials
- Logo featured on website for one year on event invitations and materials
- Banner ads on website and 20' banner on stage
- Opportunity for sponsor to speak at event
- X member tickets for organization employees
- X VIP tickets for dedicated lessons at event

Community Builder: \$10,000

- Naming rights for select events and inclusion of logo on all event materials
- Logo featured on website for one year on event invitations and materials
- Banners at event
- X member tickets for organization employees
- X VIP tickets for dedicated lessons at event

Wellness Champion: \$5,000

- Naming rights during announced featured dances and activities
- Logo featured on website for one year on event invitations and materials
- Banners at event
- X member tickets for organization employees
- X VIP tickets for dedicated lessons at event

Dance Partner: \$1,000

- Participation in discount promotions
- Logo included in list on banners, t-shirts and sponsor web page
- Inclusion in list of supporting businesses

Sponsor: \$500

- Inclusion in list of supporting businesses
- Business name included in list on banners, t-shirts and sponsor web page

Individual Donor Levels

Aerials: \$250

- Name listed on site and t-shirts
- Access to special events, band meet & greets, etc.

Lindy Hoppers: \$100 in advance per season

- Commemorative T-Shirt
- Entry into weekly sponsor prize drawings

Members: \$5+ at event

- Different color wristband that is eligible for discounts at participating businesses
- Text or email subscription to event alerts and special promotions

Guests: Free

- Wristband denotes active, registered participant

Figure 6. Sponsor and Donor Levels

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