



FY2011 Organizational Structure

Dance Parade, Inc. Board of Directors:
 Yana Landowne (Chair), Samir Bitar, Trevor Hochman,
 David Leventhal (Secretary), Greg Miller, Erik Slavin

Advisory Board

Executive Committee: Greg Miller (Executive Director), Natasha Grigoriev (Treasurer) & Committee Chairs (in Green)

Administrative Committees

Staffing & Recruiting Committee: DJ McDonald (Acting Chair)

Legal Committee: Ilya Kushnirsky (Chair)

Finance Committee: Mike Israely (Chair), Mara Frange

Affiliate Committee Chair: (Open)

Operational Committees

Marketing Committee: Barb Anglisz (Chair)

Parade Production Committee: Shireen Dickson (Chair)

Festival Production Committee Chair: (Open)

Educational Outreach Committee Chair (Open)

Development Committee: Sarah Haley (Chair)

- Publicity Team: Amber Henrie (Lead)
- Web Team: Verun Rahimtoola (Lead)
- Creative Team: Brian Austin, Lisa Goldfarb
- Promotions Team: Tricia Olson, Matthew Landy

- DP Liaison Team: Heidi Anderson, Bobby Speakerwire Jennifer Parmalee
- Parade Curation Team: (Logistics) Tze Chun

- Festival Curation Team: Mariana Bekerman (Lead)
- Festival Production Team

- Grants Management
- Fundraising Events
- Corporate Sponsorship Team: Josh Zelman
- Major Donor Committee



VOLUNTEER GUIDELINES FOR DANCE PARADE COMMITTEE MEMBERSHIP FY 2011

Committee work entails far more than showing up at meetings: committee members are each expected to participate in the planning and execution of at least one goal of a committee's business plan. It's a lot of hard work, but the rewards can be great—increasing your professional standing and visibility, improving your knowledge base, strengthening professional and personal friendships, not to mention the satisfaction of maintaining and upgrading the high standards that Dance Parade represents to the international dance Community.

With the honor of the work comes the responsibility of being the very visible representative of a respected non-profit organization. For the good of the organization, committee members must abide by certain precepts. The principles below constitute the general responsibilities, obligations and instructions that govern the work of all of our committees. By accepting the appointment to a committee, you agree to abide by these principles. Stipends are available to those earning revenue or for outstanding performance. Your committee's chair will work with you to help you achieve these goals as effectively as possible.

SUMMARY OF RESPONSIBILITIES:

By taking on the responsibility of a membership in a committee, members agree to:

- 1.) **Further Dance Parade's Mission:** "Dance Parade. exists to promote dance as an expressive and unifying art form by showcasing all forms of dance, educating the general public about the opportunities to experience dance, and celebrating diversity of dance in New York City by sponsoring a yearly city-wide dance parade and dance festival."
- 2.) **Dance Parade's Values:** Achieving our mission requires great people who are bright, creative, and energetic, and who possess the following values:
 - * Integrity and honesty
 - * Team players
 - * Willingness to take on big challenges and see them through
 - * Selfless, positive attitude, committed to personal excellence
 - * Passion about Dance and enhancing the lives of people in our communities
 - * Accountable for commitments, results, and quality to Dance Parade performers, sponsors, government and staff.
 - * Promoting innovation
 - * Embracing others' differences with respect
 - * Delivering excellence
 - * Communicating openly and often
- 3.) **Be Available:** As an all-volunteer organization, Dance Parade recognizes the needs of staff to attend to personal and job matters however, committee members agree to participate in meetings and conference calls to the best of their ability, and to be available by email and by phone for planning purposes.
- 4.) **Actively participate in planning and preparation:** Committee members will participate in planning and implementation sessions to the maximum extent possible to develop and execute committee's work for the year.
- 5.) **Confidentiality:** To protect the integrity of Dance Parade's organization by keeping confidential sensitive information pertinent to Dance Parade's financial, strategic or personal information.
- 6.) **Avoid Conflicts of Interest and Personal Inurement:** To satisfy our obligations to the public and IRS as a 501©3 charity, volunteer work should be done without expectation of personal benefit or financial gain
- 7.) **Allow Ownership of created materials to stay with Dance Parade Inc:** All information and contacts gathered by DP staff is to be shared appropriately. All images and artwork created as a volunteer is to be stored in a central location for multiple use.

A member's failure to adhere to these responsibilities can result in his or her dismissal from the committee.

AGREEMENT TO ABIDE BY COMMITTEE GUIDELINES:

I have reviewed the document titled "VOLUNTEER GUIDELINES FOR DANCE PARADE COMMITTEE MEMBERSHIP FY 2011" and agree to abide by all of its terms. This form can be scanned and provided to volunteer@danceparade.org or faxed to: 267-350-9213

Signed: _____

Address: _____

Name / Date: _____

Committee Name: _____

Phone: _____

Best Available Meeting Day/Time: _____

Email: _____



FY2011 Committee Roles and Responsibilities

On September 13th, 2010, Dance Parade's Board approved a nine committees to facilitate the business and operation of the 501©3 non-profit organization.

1. Management and Organization:

A. Board of Directors - Meets monthly (or more frequently as needed) to receive reports from Executive Director (and Committee Leaders as appropriate) on Dance Parade's progress and development, discuss and issue decisions on top-level strategic matters, and direct and support the Executive Director in accomplishment of Dance Parade objectives, including fundraising and networking to industry and philanthropic contacts.

B. Executive Director - Responsible for all Dance Parade activity and accomplishment of goals, leads the Executive Committee, reports to the Board of Directors on progress and issues in each committee area in clear and concise fashion at each Board meeting. Through Executive Committee meetings and frequent communication with the Project Manager, the Executive Director establishes directives for Dance Parade to accomplish all tasks and goals articulated by Dance Parade's 2011 Operational Plan.

C. Project Manager –

Tracks project to-dos and milestones on "GroupHub", aka Basecamp - Directly contacts team leaders weekly to gather updates and provide follow-up for to-dos and milestones - Maximizes good communication and clear prioritization for all Dance Parade team members, and minimizes confusing communication, "static," and unnecessarily duplicative work. - Updates GroupHub to-dos and milestones weekly with helpful notes on each item's status and needs - Initially with Executive Director, directly contacts team leaders weekly to confirm committee meeting attendance and/or gather updates and action points, and share meeting notes with, team leaders in case of absence/lateness. - Organizes GroupHub projects and record keeping - Maintains and updates team member contact information on GroupHub - Facilitates team communication by helping engineer and guide team members in using GroupHub, e-mail lists, and other communications and team-building resources.

D. Committees - Nine specialized committees work to accomplish Dance Parade's tasks and goals for each season. The committees are:

1. Executive Committee
2. Development Committee
 - a) Grants
 - b) Corporate Sponsorship
 - c) Donors/Members
 - d) Events
3. Finance Committee



FY2011 Committee Roles and Responsibilities

4. Production Committee
 - a) DP Liaison
 - b) Parade Curation
 - c) Parade Production
 - d) Festival Production
 - e) Festival Curation
 - f) Grand Marshals
5. Marketing Committee
 - a) Creative
 - b) Public Relations
 - c) Promotion
 - d) Web
6. Staff and Volunteer Recruitment Committee
7. Legal Affairs Committee
8. Educational Outreach Committee
9. Affiliates Committee

The function and organization of each committee is laid out in corresponding sections below with details of strategy and tactics in the annual operational plan. The Operational plan has been structured to achieve the goals and objectives of the 5 Year Strategic Plan FY2011-2016.

E. Committee Leaders - Each committee is led by a Committee Leader who is responsible for all committee goals and tasks; develops detailed written plan for the committee's accomplishment of goals established by the business plan; makes decisions for committee and is accountable to Executive Director for all committee duties; organizes and leads committee meetings and work efforts; serves as communication source between the committee s/he leads and the Executive Committee; and compiles and prepares committee reports to be shared at Executive Committee meetings.

F. Executive Committee - Comprised of each Committee Leader plus the Executive Director, Treasurer and Project Manager; meets and communicates regularly to coordinate work and share information; advises and informs Executive Director's decision-making; the Executive Director is the Executive Committee Leader.

G. Advisory Board - Comprised of noted professionals in the Dance World that will lend credence network opportunities, and in-kind donations from dance institutions.

H. Specialized Committee Roles and Responsibilities:

(1) Executive Committee

- (a) Coordinated by Executive Director and his/her staff.
- (b) Coordinates cross committee issues
- (c) Tracks progress of Dance Parade Inc's committees and their programs



FY2011 Committee Roles and Responsibilities

(2) Development Committee

(a) General:

- (i) Drives and manages fundraising efforts, including grants, sponsorships, individual donations, merchandising, and fundraising events;
- (ii) Aims to surpass annual fundraising goals provided for in the approved business plan;
- (iii) Develops revenue-related aspects of the business plan before approval;

(b) Grants Team:

- (v) Initiates and supervises grant writing;

(c) Corporate Sponsorship Team:

- (i) Expressly authorizes specific committee members to commit Dance Parade to agreements related to development
- (vi) Agreements for sponsorship must be approved by Executive Director. Events Sub-Committee:
 - (i) Proposes number and type of events to Board approved business plan
 - (ii) Plans and executes each event in conjunction with Finance Committee for Budget projected revenues and expenses.
 - (iii) Seeks out and secures event venue with signed venue agreement by Executive Director or appointed Event Chairperson.

(d) Donor/Membership Team:

- (i) Develops appeals to bring DP Supporters onboard
- (ii) Plans and launches incentive gift items for members/donors in conjunction with marketing.
- (iii) Cultivates major donors for various fundraising events and functions.

(e) Events

- (i) Secures venues and plans fundraising events
- (ii) Works with Finance Committee to create events that fit within expense and revenue expectations



FY2011 Committee Roles and Responsibilities

- (iii) Coordinates with Festival Curation Committee to supply Dance Parade dancers for entertainment

(3) Finance Committee

- (a) Manages parade, festival and event budgets;
- (b) Oversees bookkeeping, grants, bank account reconciliations, fund allocations and reports to management.
- (c) Performs bookkeeping with monthly closes followed by quarterly forecasts (Jul-Sep, Oct-Dec, and monthly forecasts for each month of Jan-Jun)
- (d) Prepare taxes for Federal, City and State tax authorities
- (e) Make an annual report to the Board concerning assets held for a specific purpose, the use made of such assets and the income thereof as provided in Section 513(b) of the Not-for-Profit Corporation Law;
- (f) Have charge and custody of, and be responsible for, all funds and securities of the Corporation and deposit all such funds in the name of the Corporation in such depositories as will be designated by the Board of Directors;
- (g) Render a statement of the condition of the finances of the Corporation at the annual meeting of the Board of Directors as provided in Section 519 of the Not-for-Profit Corporation Law;
- (h) Exhibits at all reasonable times the Corporation's books of account and records to any director of the Corporation upon application during business hours at the office of the Corporation where such books and records are kept;

(4) The Production Committee

General - Plans and manages production of Dance Parade's annual parade and festival.

- a) DP Liaison Team:
 - (i) Represents the organization to the hundreds of registered groups participating in our May 21st 2011 parade and festival.
 - (ii) Makes initial contact to group coordinators from past parades and helps them through the registration process via our website.
 - (iii) Once registered, DP Liaisons will be the point of contact for up to ten groups and explain to their group coordinators how to get a DP float, audio, free webpage or participate in our Dance Festival or Educational Outreach program.



FY2011 Committee Roles and Responsibilities

- (iv) (iv) Arranges a Dance Parade pre-packaged float and audio system as a major revenue stream for the organization.
 - (v) Ensures that registered vehicles comply with Dance Parade's float safety and construction requirements (from the vehicle entry form).
 - (vi) DP Liaisons will essentially be a personal contact to these Dance organizations, meeting them face-to-face at their dance company, school, performance studio or nightclub and informing them of upcoming DP fundraising and social events.
- (b) Parade Curation Committee:
- (i) Develops and coordinates a plan for parade participation and formation;
 - (ii) Selects participating groups as diverse and inclusive as possible.
 - (iii) Programs the parade
- (c) Parade Production Team:
- (i) Coordinates the parade route, formation, viewing stands and disassembly plan for the parade;
 - (ii) Coordinates with the NYPD and Sanitation Department;
 - (iii) Manages parade check-in and information on parade day and distribution of press and photography passes.
- (d) Festival Production Team:
- (i) Negotiates with various festival vendors, acquiring the best bid for security, sanitation, staging audio and booth equipment;
 - (ii) Ensures that the various events are properly staffed (Greeters, Security, Sanitation, Audio Techs and Stage Managers);
- (e) Festival Curation Committee
- (i) Programs the festival events, contacting talent on an invitation-only basis;
 - (ii) Prepares and executes an artist participation agreement with all artists participating in the festival.
 - (iii) Oversees Stage Management and execution of Festival performances



FY2011 Committee Roles and Responsibilities

(f) Grand Marshal Committee

- (i) Searches for and qualifies celebrity candidates for up to 4 Grand Marshals in the parade;
- (ii) Manages Grand Marshal contract and facilitates celebrity appearances, press, and personal needs.

(5) Marketing Committee

General: Develops, executes and manages the delivery of Dance Parade's public image to include:

(a) Creative Team:

- (i) generates and manages Dance Parade's print collateral including advertisements, flyers, posters, business cards and stationery
- (ii) Leads development of graphics for Dance Parade's strategic message including the creation and implementation of Dance Parade's 'logo usage guidelines'

(b) Public Relations Team:

- (i) Responsible for crafting and executing PR Strategy for special events and for annual parade and festival.
- (j) In conjunction with Marketing Committee and Executive Director, chooses official photos to be used for publicity.
- (ii) Creates Official Press "Sound Bites" to be used by specific personnel authorized to communicate with the Press.
- (iii) Drafts and updates Press Releases
- (iv) Any official Dance Parade messages to the public via any of these media must be approved by the Executive Director.
- (v) Creates Press Passes and coordinates interviews

(c) Promotions Team:

- (i) Responsible for thorough advertising and promotion of Fundraising Events and of Annual Parade and Festival.
- (ii) Maintains records of promotional media including print, radio, TV and digital media, insuring maximum saturation in appropriate target markets.



FY2011 Committee Roles and Responsibilities

- (iii) Creates and routinely distributes E-Newsletter and maintains its database
- (iv) Organizes Street teams to flyer, poster and distribute promotional materials
- (d) Web Team
 - (i) The Web Team seeks to oversee the technology of the corporation, primarily the operation and development of the website.
 - (ii) Email hosting, PayPal, database and content management systems are all sub-functions of the committee as well.
 - (iii) The primary function is to make sure that the website is functioning correctly with appropriate content, links and database queries.
 - (iv) A longer-term effort will be to enhance content, design and website optimization.
 - (v) Data Management Team: Manage and evaluate structures of how data is stored online. Gather, enter and update data.

(6) Staffing and Recruitment Committee

- (a) Responsible for the volunteer, board and general staffing recruitment.
- (b) Posts job descriptions of available positions on Dance Parade websites and various online and print media;
- (c) Screens and presents to the Board applicants for open positions;
- (d) Trains new team members on Dance Parade knowledge, materials and software.

(7) Legal Affairs Committee

- (a) Drafts, reviews, approves, and maintains all of the Corporation's contracts and government applications, coordinate and lead all communication with government officials, entities, and the Corporation's outside counsel, lead and manage all of the legal matters of the corporation
- (b) Acquires all applicable permits for the annual Dance Parade and Festival including parade permit, city parks permit, stage and audio permits.
- (c) Acquires insurance policy and ASCAP / BMI music license{
- (d) Issues immigration opinions for requests for invitation letters from dance groups abroad. Considers immigration cases of dance group coordinators or dance educators working under the Dance Parade umbrella.



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- (d) In general, performs all duties incident to the office of Legal Affairs Director and such other duties as the Executive Director may from time to time assign to the Legal Affairs Director

(8) Educational Outreach Committee

- (a) The Educational Outreach Program Educational Outreach provides a platform for Dance Parade continued growth through generating revenue through the presentation of a “condensed” Parade and/or Festival through paid presentations and lecture-demonstrations in schools, day care, after-school programs and other community-based arenas
- (b) Serves to continue organization mission of celebrating dance history, inclusion and respect for cultures, and education through such presentations.
- (d) Committee will negotiate performances in Schools, retirement or community centers, ideally in under-resourced areas according to the City Department of Youth and Development.
- (e) The Committee will create additional venues for participating artists to remain involved in Dance Parade beyond the scope of the parade and festival day, while providing them with critical exposure to new audiences for their own professional work
- (f) The committee will serve to maintain enthusiasm and excitement year-round in order to increase participation within the Parade and Festival and spectator involvement. Educational Outreach would operate by organizing lecture-demonstrations around 3 Themes “World Cultures, 20th Century American (i.e. Jazz, Jitterbug, Tap), Urban/Modern” to be marketed to schools, and inviting parade participants to be part of the program. Schools would be charged a flat fee for the program that may include a curriculum that coincides with the performances.
- (g) Eventually, this program could become a multi-arts residency in which classes at schools produce their own “parade” after several weeks of workshops.
- (f) Creates curriculum for use in classrooms or as handouts for performances when appropriate. Participates in the building of the Dancepedia project to document 200 forms of dance with video clips of dance styles.

(9) Affiliate Program Committee

- (a) For purposes of expanding the reach of Dance Parade to other cities, this committee will draft agreements between Dance Parade Inc and other cities to produce a Dance Parade under our a Branding License Agreement.
- (b) Agreements must be approved by Executive Director.



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- (c) The rights to use our brand may include use of Dance Parade's logo, Business Plan, website and possibly consulting from DPI staff in as long as work is related to Dance Parade's non-profit mission.
- (d) The committee is tasked with a long-term goal of including an attorney to craft the package, ideally one with international franchise experience.