

ATLANTA BALLET

INSPIRE | EMPOWER



**STRATEGIC PLAN
FISCAL YEARS 2024-2027**

PREFACE

In January 2022, the Atlanta Ballet Board of Trustees identified the need to revisit its 2019–2024 Strategic Plan (the “2024 Plan”) and develop a new Plan to reflect and address certain dramatic changes that the organization experienced over the previous two years.

Despite progress made in many areas of the 2024 Plan, the ultimate goal of financial stability has remained elusive, in large part because of unexpected, external events including the COVID-19 pandemic and loss of a critical performance venue for *The Nutcracker*. These events changed certain fundamental assumptions and forced a rethinking of how stability can finally be attained.

Under the leadership of a new Executive Director, Atlanta Ballet initiated an innovative new process to reconsider the dynamic environment in which the Ballet operates. As part of that process, task forces were established to focus on strategic opportunities in each of three key areas: Financial Stability and Growth; Artistic Leadership; and Atlanta Ballet’s Centre for

Dance Education (the “Centre”). The task forces, comprised of trustees, staff and external community and industry leaders, worked in conjunction with the Strategic Planning Committee of the Board in a process that culminated in an expanded set of Strategic Goals, as set forth in this new, 2024–2027 Strategic Plan (the “2027 Plan”). While the core tenets of the 2024 Plan remain embedded in the new Strategic Goals, there is a significant shift in emphasis on how to achieve the ultimate goal of financial stability.

This Plan provides an outline of the new Strategic Goals for Atlanta Ballet, as well as a roadmap for its operations through 2027.

MISSION, VISION, VALUES

The **2027 Plan, like its predecessor**, is firmly rooted in Atlanta Ballet's mission, vision and values, as well as in the newly articulated and closely aligned mission and vision statements for the Centre for Dance Education. It is also, like its predecessor, rooted in Atlanta Ballet's abiding commitment to diversity, equity and inclusion.

OUR MISSION AND VISION

Atlanta Ballet's mission is to enrich the community by sharing the power and joy of dance — inspiring its audiences with the highest caliber of artistic excellence on stage, empowering its students through superior dance education, and broadening the reach and impact of dance through active community engagement.

Atlanta Ballet's vision is to be celebrated globally as one of the premier companies in the world of dance, recognized for its distinctive dancers, rich and diverse repertoire, respected stature in the Atlanta region, abiding commitment to diversity and inclusion at all levels of the organization, and notable impact on dance appreciation and education throughout the community.

The Centre for Dance Education's mission is to open the world of dance and ballet to the broadest possible community through superior dance education, professional training and community engagement — meeting students of all ages and levels where they are in their artistic and educational journeys.

The Centre for Dance Education's vision is to transform the future of dance by creating a robust and diverse pipeline for future stages and by opening the hearts and minds of the community to the artform of ballet.

MISSION, VISION, VALUES

OUR VALUES

Uncompromising integrity in pursuit of our mission.

Our passion for dance is what drives us. The deep respect we hold for our artists and audiences, teachers and students, and the art of dance dictates that we hold ourselves, and those around us, to the highest standards in all that we do.

Placing the patron at the center of our universe.

Our purpose is to enrich the lives of our patrons, inspire them, broaden their horizons, and lift them higher.

Our patrons in turn inspire us to reach new levels of excellence. Without them, we could not exist.

Understanding and embracing the critical intersection between artist and patron.

The synergy between our artists and our patrons completes a virtuous circle that encompasses the very core of our success. The performer and the teacher are incomplete without the audience and the student.

Diversity, equity and inclusion.

We endeavor to create a space for everyone in our organization to feel respected, embraced, and celebrated for our differences, and to build a community that appreciates each individual for their contributions regardless of race, color, gender, age, ethnicity, socio-economic background, religion or sexual orientation.

Mutual respect and trust.

We embrace the basic human need for dignity that resides in us all. We respect our co-workers, and we trust each other to act at all times in the best interest of our art, our organization and our community.

Collaboration and cooperation.

We place a premium on the value of working together. We believe that more can be accomplished when the creative power of inclusion is unleashed on challenges and opportunities, both large and small.

Constructive disagreement.

All of the other values we hold to be true will ultimately ring hollow without an environment that encourages individuals to respectfully challenge ideas from wherever they may emanate. Silence is neither a friend of invention, nor is it a path to progress and excellence.

Having fun.

We have chosen this work because we love it. We can have a sense of humor in the most stressful situations, and we can enjoy the most daunting challenges because we thrive on finding their solutions.

MISSION, VISION, VALUES

DIVERSITY, EQUITY AND INCLUSION

Recognizing historical inequities in the field, the Board of Atlanta Ballet adopted a policy in July of 2019 to vigorously pursue diversity, equity and inclusion as critical goals, consistent with its values. This work was seen as fundamental to success and sustainability in a region with significant and growing diversity, including a majority Black population in its city that has been underrepresented on the organization’s stages and in its patron base.

Atlanta Ballet’s overarching goals for diversity, equity and inclusion (“DEI”), as set forth in that policy, are:

1. For the composition of Atlanta Ballet (including dancers, Board, Centre students, faculty, and staff) to more fully reflect the diversity of its community;
2. For its performances to attract and resonate with Atlanta’s diverse communities;
3. For everyone who works at Atlanta Ballet to feel valued for their contributions and competencies; and
4. For everyone in the Atlanta Ballet community, including students and their families at the Centre, to have a sense of belonging, regardless of race, color, gender, age, ethnicity, socio-economic background, religion, or sexual orientation.

During the past six years, Atlanta Ballet has systematically pursued a number of DEI Initiatives to advance progress towards its goals.

Atlanta Ballet’s continued commitment to achieving these goals is manifest in a recent decision by the Board to elevate the responsibility for this work from its ad hoc Diversity, Equity and Inclusion Task Force to a new, standing committee of the Board of Trustees, where ongoing oversight, evaluation of progress and development of important new DEI initiatives across the organization will become embedded in Atlanta Ballet’s governance.

[Diversity and Inclusion Initiatives](#)

STRATEGIC GOALS

In addition to our continuing goal of **Financial Stability**, Atlanta Ballet has identified two other primary Strategic Goals as fundamental to future success: **Brand Promise** and **Increased Prestige**. The successful accomplishment of these three Strategic Goals, as measured by the achievement of associated benchmarks that follow, will drive the success of the organization.



STRATEGIC GOALS

INTERSECTIONALITY

The Atlanta Ballet Strategic Plan was developed by setting overarching goals that will be achieved through a series of Strategies. When initiatives were developed under each Strategy, the planning team recognized that many of the initiatives support multiple Strategies and Goals.



Goals

Sample Strategies

Strategies usually support more than one Goal.

Institute evidence-based decision making

Increase visibility, presence and access footprint

Increase public awareness of Centre

Sample Initiatives

Initiatives may support more than one Strategy (or Goal).

Audience Retention & Donor Acquisition Plan

Develop Centre Marketing Investment Work Plan

Implement Centre Marketing Investment

Inventory and Pricing Management

Atlanta Ballet 2 Performances

Centre Alumni Initiative

Competitive Compensation Analysis

Live Music

Plan Adult-Learner Initiative

STRATEGIC GOALS

FINANCIAL STABILITY

Since the arrival of Artistic Director **Gennadi Nedvigin in 2016**, Atlanta Ballet has made enormous strides in the quality and variety of its artistic offerings to the public and the curriculum and level of the professional dance training it provides through the Centre. During this period, the Company has increased in size and prestige, contributing to a public image of consistently exceptional artistry for the organization, as well as an overall aura of success.

Given the circumstances of the past three years, Atlanta Ballet is at a nexus of artistic and educational accomplishment and a period of significant financial fragility.

The impacts of the COVID-19 pandemic on the operations of Atlanta Ballet, including the erosion of subscriber and audience base, slower acquisition of new donors and increased reliance on a core group of long-term supporters, have diminished Atlanta Ballet's sources

of revenue. In addition, the attrition of professional staff over the same period has hindered a robust recovery response from the pandemic shutdowns. The COVID-19 related federal funds that carried the organization through its first year back on stage have been depleted. The unanticipated financial impact of presenting *The Nutcracker* in a different venue from 2021 forward has compounded the post-pandemic financial challenges that face many arts organizations across the nation.

While audiences were slow to return to live performances after the pandemic, since January 2023, Atlanta Ballet has seen a significant increase in attendance for regular season and family productions. Early signs for sales for the 2023-24 season are hopeful, as well as promising early registrations in the Centre, providing a stronger foundation on which to rebuild the organization's Marketing and Advancement infrastructures, both of which were significantly diminished during the pandemic.

During the course of the Strategic Planning work, it became increasingly clear that, in addition to generating significantly more tuition, ticketing and contributed revenue, Atlanta Ballet needs to proactively explore potential new sources of income. Partnerships with local organizations/ festivals, tours, rentals of sets, costumes and other assets, and greater leveraging of use of the Michael C. Carlos Centre ("MCC") facility were among the ideas generated.

STRATEGIC GOALS

FINANCIAL STABILITY

In order to leverage current assets and target resources toward the highest possible outcome, it was consistently noted that many systems and tools for capturing and maintaining data have not been fully activated at Atlanta Ballet. In some cases, increased training and preparation will suffice and in other cases, a culture shift toward data-driven decision making is required.

Benchmarks

- Sustainably increase revenue streams as well as effectively manage incremental expenses for strategic programming and initiatives to balance the annual operating budget.
- Build replenishable operating reserves (self-funded line of credit) of a minimum of \$2M.
- Establish financial management decision-making discipline and policies to prioritize long term stability through endowment growth and debt reduction.

STRATEGIC GOALS

BRAND PROMISE

Atlanta Ballet reaches a broad community of constituents through a variety of channels and programs, including the professional Company, Atlanta Ballet 2 (“AB2”), and the Centre for Dance Education, itself broken into a variety of channels, including community engagement programs (“Centre Dance”), enrollment programs, and the professional training academy.

The competition for audiences is intense and in order to ensure initial and repeat ticket sales, renewed subscriptions and increasing philanthropic support, the patron experience must meet or exceed the expectations of audiences.

The same is true for the families that participate in Centre classes at any of the three Centre locations or at Centre Dance partnership sites, and for the professional students and AB2 dancers. Expectations for Atlanta Ballet are determined by the image, culture, reputation and narrative of materials generated and advertisements placed. In addition, press and public relations efforts are most successful when they drive the key brand messages out to the community.

In the planning discussions, the issue of recognition in the community, distinctiveness of product offerings and alignment of patron expectations with the company’s

outward-facing messages were discussed. What emerged in conversation was a consensus that Atlanta Ballet would benefit enormously from an investment in development of a Brand Promise and a consistent application of that Promise delivered throughout the organization.

Benchmarks

Create a Brand Promise for Atlanta Ballet that reflects unequivocally its relevance for the region and the artform:

- Atlanta Ballet aligns with Atlanta’s pride of place as a top tier cultural institution.
- Atlanta Ballet creates an inclusive environment regardless of social identity.
- Atlanta Ballet achieves a level of excellence in performance that excites audiences.
- The Centre broadly promotes dance education and access to the artform across the Atlanta region.

STRATEGIC GOALS

INCREASED PRESTIGE

Atlanta Ballet is the longest continuously operating ballet company in America and has historically been a leader in the regional ballet movement in America. Its founder, Dorothy Alexander, was a revered figure regionally and nationally, followed by Artistic Director Robert Barnett, whose early leadership professionalized the Company and expanded its reputation. Over the years, however, regional companies in Boston, Chicago, Houston, Seattle and other major metropolitan cities have grown to eclipse Atlanta Ballet in size, artistic prestige and financial capacity.

In recent years, under Gennadi Nedvigin's leadership, Atlanta Ballet has experienced an artistic renaissance. He has expanded the size of the Company from 28 to 40 dancers which allows for a greater scale of productions. He has developed a Company of dancers that are now regularly recognized in the press for excellence. Nedvigin has also encouraged new choreographic talents through commissioning new works.

Competition for audiences, donors and talent is fierce and prestige is a critical element in success. While public recognition has begun to take root at Atlanta Ballet, sustaining and further developing it will require investment in both marketing and brand-building. In addition, with limited financial resources to increase salaries for dancers and staff, Atlanta Ballet relies enormously on its reputation in the field and in the region to attract the best and the

brightest on and off the stage. The goal to increase the prestige of Atlanta Ballet and its Centre for Dance Education is imperative to the organization's future.

Benchmarks

- Deepen relationship to the city and region.
- Broaden Atlanta Ballet recognition among leading dance companies for artistic quality and diversity of program offerings.
- Elevate ranking of the Centre among leading dance schools in the U.S. with a record of graduating and diverse student population.

STRATEGIES

In the Planning process, key findings led to the identification of 12 Strategies which are believed to have the greatest potential impact for the Ballet. These Strategies served as guideposts for developing Operational Plans and Initiatives that will drive progress towards achieving the Strategic Goals.

A number of the Strategies applied to more than one of the Strategic Goals, with the preponderance of Strategies pointing towards improving Atlanta Ballet's ultimate goal for the Plan — Financial Stability.

The Strategies that were applied to Financial Stability were prioritized and are as follows:

- Increase visibility of Atlanta Ballet.
- Increase presence and access footprint of Atlanta Ballet/Centre programming.
- Increase public awareness/understanding of the Centre.
- Institute evidence-based decision-making across the organization.
- Create pricing strategies that maximize revenue across all transactions.
- Increase profitability of Enrollment programs.
- Grow Academy programs with special attention to underrepresented groups.
- Leverage under-utilized assets.

FY24

STRATEGIC PLAN INITIATIVES

The following pages detail the priority initiatives that drive the Strategies articulated above. The initiatives and planned outcomes that are embedded in the FY24 and FY25 operational plans are critical to the future success of Atlanta Ballet.

A financial proforma was developed to provide a framework for Atlanta Ballet's economic recovery through 2027. A primary requirement for each Initiative is that it fits within this financial proforma. Preliminary incremental expenses or anticipated new revenues have also been aligned with the proforma.

FY24 STRATEGIC PLAN INITIATIVES

FINANCIAL STABILITY — REVENUE INITIATIVES

Major Gifts Strategy & Investment

Description

Invest in expanded Director of Individual Giving position to specifically focus on strategy, cultivation and solicitation of new and increased gifts of \$10,000 or greater. Realign major gifts giving opportunities around Friends of AB2, production and general operating support.

Planned Outcome

Increased first year support of \$145,000 in general operating major gifts plus incremental production support of \$250,000 or greater.

Leading Department(s)

Advancement

Audience Retention & Donor Acquisition Plan

Description

Develop and implement a plan for regular and timely ticket buyer information transfer from Ticketmaster to Tessitura database to allow data mining for Advancement prospecting and prospect contact as well as effective conversion to repeat ticket buyer/multi-show buyer continuum.

Planned Outcome

Greater effectiveness converting *The Nutcracker* and other ticket purchasers to multi-show buyers, subscribers, and donors.

Leading Department(s)

Marketing and Advancement

Inventory & Pricing Management

Description

Work with Ticketmaster to employ automated demand-based pricing triggers in addition to Tessitura dynamic pricing work for *The Nutcracker* and other performances to maximize per capita ticket prices.

Planned Outcome

Raise net revenue, while relieving staff workflow and creating incremental capacity.

Leading Department(s)

Marketing

FY24 STRATEGIC PLAN INITIATIVES

FINANCIAL STABILITY — REVENUE INITIATIVES

Test Two-Week Runs

Description

Test and evaluate two-week runs with the production of Coco Chanel to establish understanding of the ability to amortize production costs and human investment and maximize revenues for those investments. By spring 2024, Atlanta Ballet should have a set of key performance indicators that provide a roadmap for evaluating the viability of future two-week runs.

Planned Outcome

KPI's for evaluating future production opportunities.

Leading Department(s)

Artistic

Production Asset Management

Description

Enhance Production Asset Management by using current staff to catalog and create an organized database of production assets (scenery, costumes, licensed production choreography and music, etc...) and to create a channel for promoting to increase frequency of production rentals and generate incremental revenue.

Planned Outcome

Incremental production rental revenue in future years.

Leading Department(s)

Artistic

Plan Adult-Learner Initiative

Description

Examine and coordinate Adult-Learner Initiative across departments, evaluating current investments in Adult Dance classes, marketing, pre- and post-performance conversations, masterclasses, En Pointe Society, and event investments to develop an actionable and effective focus on generating more loyal and supportive adult-learner constituents.

Planned Outcome

A plan to begin implementing a new initiative in FY25 that maximizes the impact of outreach efforts to adult-learners and solidifies results in incremental revenue (tickets and contributions).

Leading Department(s)

Centre, Marketing, Advancement

FY24 STRATEGIC PLAN INITIATIVES

FINANCIAL STABILITY — REVENUE INITIATIVES

Centre Alumni Initiative

Description

Develop Centre Alumni database within Tessitura and strategy to cultivate life-long affinity for Academy and Enrollment constituencies, maintain long-term connection, gather impact stories for Marketing and Advancement use and leverage connection for future revenue opportunities (sales and contributions).

Planned Outcome

Attributes for Centre alumni noted in Tessitura, affinity communications established and preliminary strategy for Alumni engagement. Prepare for 30th Anniversary of the Centre in FY26.

Leading Department(s)

Centre, Advancement and Marketing

Centre Enrollment Cost/Value Proposition

Description

Articulate and distinguish Centre Enrollment cost/value proposition as relative to competitor programs in the region to improve acquisition and retention of Centre students

Planned Outcome

More targeted Marketing, greater student acquisition and retention. Potential for increased tuition/fees revenue.

Leading Department(s)

Centre and Marketing

FY24 STRATEGIC PLAN INITIATIVES

FINANCIAL STABILITY — INFRASTRUCTURE DEVELOPMENT INITIATIVES

Increase Email Reach and Effectiveness

Description

Reallocate email marketing from MailChimp to Prospect 2, which integrates with Atlanta Ballet’s CRM Tessitura and expands the pool of prospects for Marketing and Advancement Campaigns.

Planned Outcome

Greater email marketing reach and effectiveness; increased email prospecting lists, integration into Tessitura for greater data evaluation and management.

Leading Department(s)

Marketing

Centre Marketing Investment

Description

Allocate single marketing staff person as primary Centre marketing strategist - organizing data and metrics, targeted goals, increasing marketing spend and strategic focus on Centre sub-brands of Academy, Enrollment, and Community Engagement. Increase overall Centre Marketing spend to drive incremental revenue growth.

Planned Outcome

Comprehensive marketing and earned revenue strategy across the Centre, maximizing acquisition and retention of students. Also support for more effective fundraising.

Leading Department(s)

Marketing

Finance Capacity Building

Description

Addition of accountant to manage GA Film Tax Credit and other tasks to increase capacity for CFO to focus on more strategic work.

Planned Outcome

Increased productivity and greater efficiency, as well as leadership transition infrastructure.

Leading Department(s)

Administration

FY24 STRATEGIC PLAN INITIATIVES

FINANCIAL STABILITY — INFRASTRUCTURE DEVELOPMENT INITIATIVES

Advancement Capacity Building

Description

Investment in support staff in special events and individual giving areas to support ongoing donor identification, cultivation, solicitation, and stewardship.

Planned Outcome

Increased effectiveness and reach of donor engagement and increased high-level productivity of senior staff in Advancement - leading to greater donor support.

Leading Department(s)

Advancement

Prospect Pipeline Development

Description

Invest in digital tools to evaluate Atlanta Ballet's database and implement a qualification strategy to identify most likely major gift and other prospect by capacity and propensity ratings and focus donor cultivation strategies on those most likely to support.

Planned Outcome

Increased effectiveness of major gift cultivation and individual donor appeal strategies to maximize returns and expand the donor pool size.

Leading Department(s)

Advancement

On-site and Event Management / Promotional Technology

Description

Increase investment in digital marketing and social media ads for events, investment in Dipjar for on-site contributions (including in-theatre giving), and investment in online event management platforms for both effective and streamlined event activation.

Planned Outcome

Increased contributions and donor engagement (both on-site and other); and streamlined event management to increase staff capacity.

Leading Department(s)

Advancement

FY24 STRATEGIC PLAN INITIATIVES

FINANCIAL STABILITY — INFRASTRUCTURE DEVELOPMENT INITIATIVES

Organizational Data Management Capacity Building

Description

Organize and implement comprehensive Tessitura training across, Marketing, Advancement, Operations and Centre users to increase proficiency and knowledgebase. Organize on-going proficiency benchmarks and ensure expanded and effective use of the CRM for data analysis, campaign strategy and employment and analysis of effectiveness of goals

Planned Outcome

Increased capacity, proficiency, and effectiveness of Atlanta Ballet staff. Opportunity to create automated and real-time dashboards for understanding current business trends and employ more effective and data-based decision-making patterns.

Leading Department(s)

Administration, Advancement, Centre and Marketing

Multi-Year Budget Planning

Description

Launch multi-year budget planning horizons to increase the time to evaluate production expenses against practical revenue potentials and expand timelines for Advancement and Marketing to maximize revenues.

Planned Outcome

Cost containment through advanced planning, cost/potential revenue evaluation and extend leveraging timelines for Advancement and Marketing.

Leading Department(s)

Administration

Program Post-Mortem Development

Description

Develop and evaluate core data needed to evaluate production, ticketing, and fundraising campaign success, develop a wrap-report format for recording and referring to in future planning.

Planned Outcome

Development of a “learning culture” in which lessons from previous projects are discussed, memorialized and implemented going forward. Provides additional data for future decision-making.

Leading Department(s)

Administration

FY24 STRATEGIC PLAN INITIATIVES

BRAND PROMISE

Develop Organizational Brand Promise Work Plan

Description

Seek in-kind firm/partner to develop Atlanta Ballet and Centre Brand Promise work.

Planned Outcome

Actionable strategy to define key aspects of Atlanta Ballet's relevance to its various constituencies.

Leading Department(s)

Administration and Marketing

FY24 STRATEGIC PLAN INITIATIVES

INCREASED PRESTIGE

Commissions and Premieres

Description

Continuing Choreographer-in-Residence relationship with Claudia Schreier, continuing regular commissioning of new works and development of internal Company choreographic talent.

Planned Outcome

North American Premiere of *Coco Chanel: The Life of a Fashion Icon*, and commissions of three additional pieces in 2024 and new programming annually.

Leading Department(s)

Artistic

Live Music

Description

Maintain live music elements on every program

Planned Outcome

This is current practice, balancing Atlanta Ballet Orchestra service minimums with expenses

Leading Department(s)

Artistic

Competitive Compensation Analysis

Description

Compile and analyze competitive factors in attracting top talent to AB2 and Company to determine gaps and opportunities in Atlanta Ballet's talent recruitment strategy.

Planned Outcome

Priority list of key factors to address in Atlanta Ballet's dancer compensation and recruitment strategy as well as relative costs.

Leading Department(s)

Artistic, Centre and Administration

FY24 STRATEGIC PLAN INITIATIVES

INCREASED PRESTIGE

Explore Educational Alliances

Description

Explore educational alliances with colleges and universities that facilitate Dancer and AB2 continuing education and post-dance career opportunities.

Planned Outcome

Outline of potential partners, program structure and potential expenses of a program that adds continuing education support to the value proposition of study and careers at Atlanta Ballet.

Leading Department(s)

Artistic and Centre

Academy Faculty Investment

Description

Identify potential faculty of the caliber to provide top-tier training to Academy students and develop a compelling offer package that will attract them to sign on with the Centre.

Planned Outcome

Relieve pressure in current faculty and increase student satisfaction, recruitment and retention.

Leading Department(s)

Centre

Raise Institutional Awareness

Description

Retain agency to focus on public relations strategy and execution to support institutional and programmatic storytelling. Shift from full-time PR director to full-time PR coordinator to support agency work.

Planned Outcome

Increase in year over year earned media, diversification of media channels and variety of stories told on organizational impact/relevance on the region and artform.

Leading Department(s)

Marketing

FY25

**OVERALL
STRATEGIC PLAN INITIATIVES**

FY25 OVERALL STRATEGIC PLAN INITIATIVES

FINANCIAL STABILITY — REVENUE PLANS

Two-Week Runs

Description

If programming plans intersect with the key attributes for a high-performance program articulated in FY24, consider implementing a two-week run for one show annually if factors for increased profitability are met.

Planned Outcome

Potential increased profitability and reach of programming investments.

Leading Department(s)

Artistic and Administration

Alternate Repertory Venue

Description

Consider moving the May repertory program to a smaller venue to reduce expense and provide a more intimate patron experience..

Planned Outcome

Reduced program expense and better net revenue outcome for May repertory program.

Leading Department(s)

Artistic

Incremental Performance Space Exploration

Description

Develop a list of potential small performance spaces to consider for low cost-basis programming that maintains artistic standards and serves as an entry point for new revenue.

Planned Outcome

Maximizes investments in Company and AB2 dancers' time for developing incremental revenue streams. Opportunity to expand and diversify Atlanta Ballet audience base and creates new funding potential.

Leading Department(s)

Artistic, Centre and Administration

FY25 OVERALL STRATEGIC PLAN INITIATIVES

FINANCIAL STABILITY — REVENUE PLANS

Increase Market Reach

Description

Produce and deploy engaging video content for OTT/streaming advertising

Planned Outcome

2% year over year income growth

Leading Department(s)

Marketing

Establish Planned Giving Program

Description

Create resources and stratified events for donors to consider bequests and other planned gifts.

Planned Outcome

Additional revenue source, increase financial stability, deepen connection with donors, broaden donor base, provide diverse way to contribute assets.

Leading Department(s)

Advancement

FY25 OVERALL STRATEGIC PLAN INITIATIVES

FINANCIAL STABILITY — INFRASTRUCTURE INVESTMENT

Data Management and Dashboards

Description

Collaborate with the Executive Director to establish organization-wide key data metrics for Marketing, Advancement, Centre revenue, program evaluation. Automate as many data points as possible into standardized dashboards in Tessitura that can be drawn upon quickly.

Planned Outcome

More effective and efficient data collection and reporting. More timely information to guide responsive decision-making.

Leading Department(s)

Administration

Cost/Revenue Center Consolidation

Description

Determine and implement reporting structures that tie earned and contributed revenues to expenses in reporting formats to better evaluate and institutionalize knowledge of the overall economics of various programs.

Planned Outcome

Development of organizational understanding of strategic and mission-related investments.

Leading Department(s)

Administration

Program Post-Mortem

Description

Develop and implement core data needed to evaluate production, ticketing, and fundraising campaign success, develop a wrap-report format for recording and referring to in future planning. Implement a wrap-report format for recording and referring to in future planning

Planned Outcome

Development of a “learning culture” in which lessons from previous projects are discussed, memorialized and implemented going forward. Provides additional data for future decision-making.

Leading Department(s)

Administration

FY25 OVERALL STRATEGIC PLAN INITIATIVES

FINANCIAL STABILITY — INFRASTRUCTURE INVESTMENT

Capacity-Building — Advancement

Description

Hire Director of Institutional Giving (to oversee foundation, corporate, and government giving) and Advancement Associate (to provide general administrative support).

Planned Outcome

Strategic investment in Advancement staff to increase fundraising revenue, build strong donor pipeline, maintain robust donor benefits, and continue stewarding current donors into renewals and increased gifts.

Leading Department(s)

Advancement

Website/Technology Upgrade

Description

UX website audit and implementation of recommended changes. Addition of data layer tracking to GA4.

Planned Outcome

Enhance website user experience leading to greater online revenue generation. Increased website traffic and sales funnel tracking.

Leading Department(s)

Marketing

BRAND PROMISE

Implement Organizational Brand Promise Work Plan

Description

Implement Work Plan developed in FY24.

Planned Outcome

Begin implementation of strategy developed to define key aspects of Atlanta Ballet's relevance to its various constituencies.

Leading Department(s)

Administration and Marketing

FY25 OVERALL STRATEGIC PLAN INITIATIVES

INCREASED PRESTIGE

Competitive Compensation Implementation

Description

As financially viable, prioritize and implement strategies developed in 2024 to enhance dancer value proposition for recruitment and retention of high-caliber talent.

Planned Outcome

Improve competitiveness of Company employment offers to improve rate of accepted employment offers and support diversity objectives for the Company

Leading Department(s)

Artistic

Increased Exposure

Description

Proactively explore opportunities and seek invitations for Atlanta Ballet content/ dancers to perform at festivals and out of town programs like Jacob's Pillow, Spoleto, and dance festival programming.

Planned Outcome

Improve competitiveness and acceptance rate for Company employment offers and support diversity objectives for the Company.

Leading Department(s)

Artistic

Atlanta Ballet 2 Performances

Description

Actively pursue additional performance opportunities regionally for AB2 to increase visibility, presence and prestige for the Academy and Atlanta Ballet. Additionally create touring educational product for schools and community centers. Will require additional production staff.

Planned Outcome

Expand footprint and exposure for Atlanta Ballet and Academy regionally.

Leading Department(s)

Artistic and Centre

FY25 OVERALL STRATEGIC PLAN INITIATIVES

INCREASED PRESTIGE

Grow Community Relationships

Description

Grow community partnerships such as Atlanta Music Project, ImagineATL and others by building mutually beneficial program alignments.

Planned Outcome

Expand footprint/visibility for Centre Academy and AB2 alongside viable community-based program partners.

Leading Department(s)

Centre

Address Barriers to Training for Diverse Dancers

Description

Articulate barriers to participation in training for under-represented dancers in Academy training, including transportation, housing and others, and begin developing strategies to progressively address each over the coming three years.

Planned Outcome

Proactively address barriers to diversity in high-level ballet training for under-represented communities.

Leading Department(s)

Centre

Affordable Student Housing Near Atlanta Ballet

Description

Create a business plan and investigate options for dorms/housing for Academy and AB2 and hire a real estate agent/former alum to create a plan for affordable housing within walking distance.

Planned Outcome

Increases competitiveness and improves value-proposition for remote students to train at the Academy.

Leading Department(s)

Centre

FY25 OVERALL STRATEGIC PLAN INITIATIVES

INCREASED PRESTIGE

Develop Educational Alliances

Description

Based on FY24 exploration, initiate educational alliances with colleges and universities that facilitate Company dancer and AB2 continuing education and post-dance career opportunities resulting in scholarship or other educational support for later career transition.

Planned Outcome

Establish meaningful partnerships and begin fundraising.

Leading Department(s)

Artistic and Centre

Enhance Diversity of Centre Faculty

Description

Focus on identifying and hiring qualified diverse Centre faculty.

Planned Outcome

Demonstrate inclusivity and create opportunities for young dancers to identify more fully with role models in the field which will increase their ability to see themselves reflected as dance professionals.

Leading Department(s)

Centre

Employee Retention and Job Satisfaction

Description

As financially viable, implement compensation and benefit strategies that improve the economic value-proposition to support employee retention and recruitment.

Planned Outcome

Improve employee satisfaction, reduce staff churn, improve organizational reputation.

Leading Department(s)

Administration

FY25 OVERALL STRATEGIC PLAN INITIATIVES

INCREASED PRESTIGE

Raise Centre Profile

Description

Pursue opportunities to activate the Centre brand in the community.

Planned Outcome

Improve community connection/relevance and provide a new platform for Atlanta Ballet to market itself.

Leading Department(s)

Marketing and Centre

FY26 & 27

REVIEW OF PROGRESS AND ALIGNMENT

FY26 & FY27 — REVIEW OF PROGRESS AND ALIGNMENT

Articulating detailed new Initiatives for FY26 and FY27 will be contingent on the organization's progress toward meeting benchmarks set forth in the proforma financial projections, progress toward the intended outcomes detailed above and success in securing the working capital needed to bring financial stabilization to the organization.

While there will be ongoing oversight of Atlanta Ballet's progress against the Plan during FY 2024 and 2025, in Q3 2025, Atlanta Ballet's Executive Director will provide the Strategic Planning Committee with a special progress report on the three overarching goals: Financial Stability, Brand Promise and Increased Prestige.

That report will include:

- Evaluation of financial stability and progress towards articulated benchmarks.
- Marketplace and economic analysis of the current position of Atlanta Ballet.
- Preliminary evaluation of specific initiatives within the first two years of the Strategic Plan and a recommendation regarding changes, refinements or future investments that will shape the second two years of the Plan.
- Results on the exploration of additional initiatives developed during the planning process.
- Comparison of actual financial performance against the proforma financial projections.

Based upon the results of that report, with and at the direction of the Board, the framework for the final two years of the Plan will be developed. That framework will draw directly from the learned experience of the initial two years of the Plan. Initiatives will be either continued, refined, or discontinued while additional Initiatives may also be considered. A restated set of priority Initiatives will be shared once they have been developed and approved for implementation

CONCLUSION

This Strategic Plan is the result of several months of work by a committed and passionate group of Board members, volunteers and staff. It is important to acknowledge that this project was layered on top of full-time work obligations and Atlanta Ballet is extremely grateful and proud of the collective effort on its behalf.

The development of this Strategic Plan also occurred in a very dynamic and challenging post-COVID environment, in which the organization experienced significant financial hardship. Notwithstanding the challenges, progress continues to be made to stabilize Atlanta Ballet's financial position and to lay the groundwork for future success, as the organization approaches its Centennial anniversary in 2029.

This Strategic Plan is designed to leverage Atlanta Ballet's extraordinary strengths in its artistic and educational offerings and, through purposeful attention to business strategy and execution, drive Atlanta Ballet to a place of financial stability. This will enable Atlanta Ballet to continue to deliver on its mission to enrich the community by sharing the power and joy of dance for many more years to come.