



THOUSAND WAVES
Martial Arts & Self-Defense Center, NFP

STRATEGIC PLAN

2014-2016

Mission: Our mission is to foster fitness, healing, empowerment and peacemaking by promoting healthy minds and bodies through violence prevention, self-defense and traditional martial arts programs for adults and children of all ages.

The Board of Directors of the Thousand Waves Martial Arts & Self Defense Center is very pleased to



share with you an overview of our new Strategic Plan. Over the past year, the Board has conducted a comprehensive review of our organization and developed a plan that identifies specific focus areas and goals and that will enable us to most effectively carry out our mission through 2016.

Senpai Carmiña and Little Kick J.B. at Kids' Beach Training 2014

FOCUS

I. Create a Strong Foundation



Sougata, Sean, Marina, received their 8th Kyu.



Janet and Erin explore HIIT It Fitness

1. Conduct a membership drive

- Add 60 new members to reach 400
- Complete a re-design of our website, our primary marketing vehicle

2. Strive to operate kids' programs at capacity

- Strive to keep Little Kicks program full
- Increase outreach to pre-schools and schools with very young students
- Create welcoming environment for beginner teens in dedicated teen programs

3. Create a bridge fitness program that introduces new adults to Thousand Waves

- Introduce a high intensity conditioning program for training and non-training members

4. Succession planning

- Create a new Executive Director position in anticipation of Sei Shihan Nancy and Jun Shihan Sarah's transition away from their administrative roles to exclusive Head Instructor roles.
- Form a Council of Teachers, comprised of the Head Instructors, staff teachers and black belt volunteers for the purpose of preparing the next generation of teachers to lead Thousand Waves beyond the tenure of its founding leaders

5. Funding

- Maximize use of volunteers to offset lack of paid/professional development staff
- Focus grant-writing efforts on ASK and Violence Prevention
- Monitor and maintain desired ratio of contributed to earned income

AREAS

II. Positively impact Communities around Us by Promoting Health, Well-Being, and Peace, with a Particular Emphasis on Underserved Populations

1. Scholarship Program

- Explore partnerships with nearby schools that serve students lacking the means to participate in paid enrichment activities
- Explore feasibility of transportation for students
- Explore interest among senior karate students in teaching in an underserved community



Tom Sullivan with guests after his benefit performance, "Adventure in Darkness"

2. ASK (Assisted Seido Karate)

- Support volunteers with training as possible
- Support growth of leaders in the program to reduce the burden on the head instructor
- Explore formal program evaluation to aid in grant funding efforts



Senpai Mary partnering with Maribel, senior student in the ASK program.

3. Violence Prevention

- Work to maintain and grow Thousand Waves status as a leader in violence prevention
- Hire a new program leader
- Ramp-up instructor training to fill gaps in the teaching corps
- Develop a vision for service population that will inform decisions about whom to serve, with an eye toward developing relationships with organizations we can serve in multiple ways over time
- Evaluate pricing structure



Senpai Amy, NEW Violence Prevention and Self-Defense Program Manager



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COMMUNITY INVOLVEMENT

None of this would be possible without the extraordinary support of our dedicated community: our donors, our staff, our training members, and their families. Thank you for working so hard to support our mission.

If you are interested in learning more about the Thousand Waves Strategic Plan, have thoughts or suggestions, or would like to know how you can become more involved in helping us achieve our vital mission, please contact board@thousandwaves.org.



Senpai Susan awarding medals to Kata participants during the Kids' Tournament



Volunteers at the inaugural photo shoot for HIIT It Fitness