



CENTRAL FLORIDA
GROW healthy kids, GROW healthy communities.



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Strategic planning is a deliberative process that manufactures fundamental decisions and actions to guide an organization towards continual success (Bryson, 2011). In general, this consists of an organization establishing its mission, vision, and goals; followed by formulating strategies that support the mission, vision, and goals; and finally, implementing these strategies into the organization. The strategic planning process was conducted for GROW Central Florida (GROW), an organization that promotes physical activity and healthy living to Central Florida school children, to generate a concrete plan that provides a better understanding of where they are currently, where they want to be, and how they can get there (Bryson, 2011).

The strategic plan begins with an overview of organizational history. This includes a background of GROW, along with its mission and values. A stakeholder analysis was conducted to gain a better understanding of the current contributions internally and externally, as well as their needs to remain in the organization. The formal and informal mandates are included to provide a clear understanding of the expectations and obligations of GROW for the programs and services that are involved. Lastly, a PEST analysis discusses the political, economic, social, and technological trends that compose the environment to be traversed.

After the organizational history is addressed, a SWOT analysis is utilized to understand the strengths, weaknesses, opportunities, and threats of the organization. Through this analysis, it became apparent that GROW has many opportunities to advance its mission. Prosperous organizations build on their strengths to take advantage of the opportunities they encounter. The strengths enable GROW to maintain activities with organized structures to represent wellness and health to the many families throughout the county. Therefore, enhanced funding can be reached if the strong board member capabilities materialize which then can help boost funding, giving rise to a great reputation and superb interactions with communities and interest groups.

This is displayed through a TOWS analysis, showing the major concerns of the organization through four additional quadrants: survival, internal fix-it, external fix-it, and future.

It has been established that three key issues GROW will need to address if it intends on maintaining its stellar reputation, sustaining support from its stakeholders, and uphold the organization's values. These key issue statements are (1) How can GROW strengthen its organizational structures and processes while correcting problems that have arisen as a result of this weakness in the past?; (2) How can GROW improve its current level of funding?; and (3) How can GROW continue to promote the importance of the health and fitness of Central Florida children? These issues are then managed by creating goals, objectives, strategies, and indicators.

The strategic plan concludes with the process of implementation and evaluation. Since the strategic implementation is the process of putting all plans into actions to achieve organizational goals, GROW will be able to move forward where it wants to be and acquire what it wants to accomplish. Having an evaluation process developed compiles useful information deemed to be useful or not, it can assist in efforts towards decision-making with specific documented data made explicitly and readily available to make changes in the direction of methods that will increase the likelihood and guidance of a well-planned organization set up for success.



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An organization's history presents the context of who they are, what they do, why they do what they do, and how they do it. This organizational history will provide an overview of GROW, a 501(c)3 nonprofit organization that promotes the health and fitness of children in the Central Florida community. It will detail a brief background of the organization, a stakeholder analysis of the external and internal members that shape the network they exist within, mandates that dictate how the organization operates, events and trends that make up the environment surrounding the organization, and the mission and values that state what the organization does and why.

Background

The organization began taking shape before it was formally established as a nonprofit. In 2009, Colleen Gonzalez, the founder and current executive director of GROW had children in elementary school. She learned about the cross-country (CC) running program at other schools and questioned why her children's school did not participate. Colleen was informed that teachers must volunteer their time and fund their running teams. It was simply explained as: "no volunteers, no funds, no program".

For this purpose, in 2009 Colleen put together an action plan to ensure her children's school could have a CC running team. Over the years, she has led a CC running team and organized division and district-wide meets. In addition, Colleen has previously led other programs promoting physical activity and healthy living in Central Florida schools, such as school-wide "Friday Fun Run" and "Walk and Roll" programs.

GROW was formally established as an organization because Colleen recognized a need to support grass root efforts by teachers, parents, and members of the law enforcement community aimed at increasing opportunities for youth physical activity and healthy living.

GROW is an organization that provides support to school-based volunteers to make programs that support physical activity and healthy living possible. To this end, it strategically directs its efforts in five basic areas. First, the organization makes sure all children, regardless of the economic status, have access to a lifelong sport, running. Second, the organization works to provide teachers with recess toys to ensure children have a productive and enjoyable recess time. Third, the organization distributes shoes to identified children in need to ensure they have proper footwear for school and fitness. Fourth, the organization revitalizes playgrounds to make sure play spaces look happy and cheerful. And fifth, the organization collects and distributes sports balls over the summer months via local law enforcement agencies. This form of outreach is intended to foster positive relationships between local law enforcement and connect them with youth in low resource communities who may have no access to summer programming.

Even though GROW receives zero program funding from the Seminole School District, they help schools get grants, order the supplies in bulk (to get the best price possible), get any needed materials (most running clubs just need cones and supplies to track mileage), help schools make sure they have volunteers in line for the races, make recommendations about the set-up from beginning to end, deliver all race supplies to the schools, help the morning of an event, collect data, and take photos.

Additionally, GROW also provides a Play Space Revitalization service, which helps schools with low resources improve aging playgrounds, and supports events, such as the Community Ball Drive and Summer Ball Drive, which provides resources to law enforcement. At the same time, they provide support to the volunteer CC season by helping the volunteers get organized, providing the durable goods and resources needed for the events, and ultimately providing families with resources for better health and wellness. GROW also recognizes

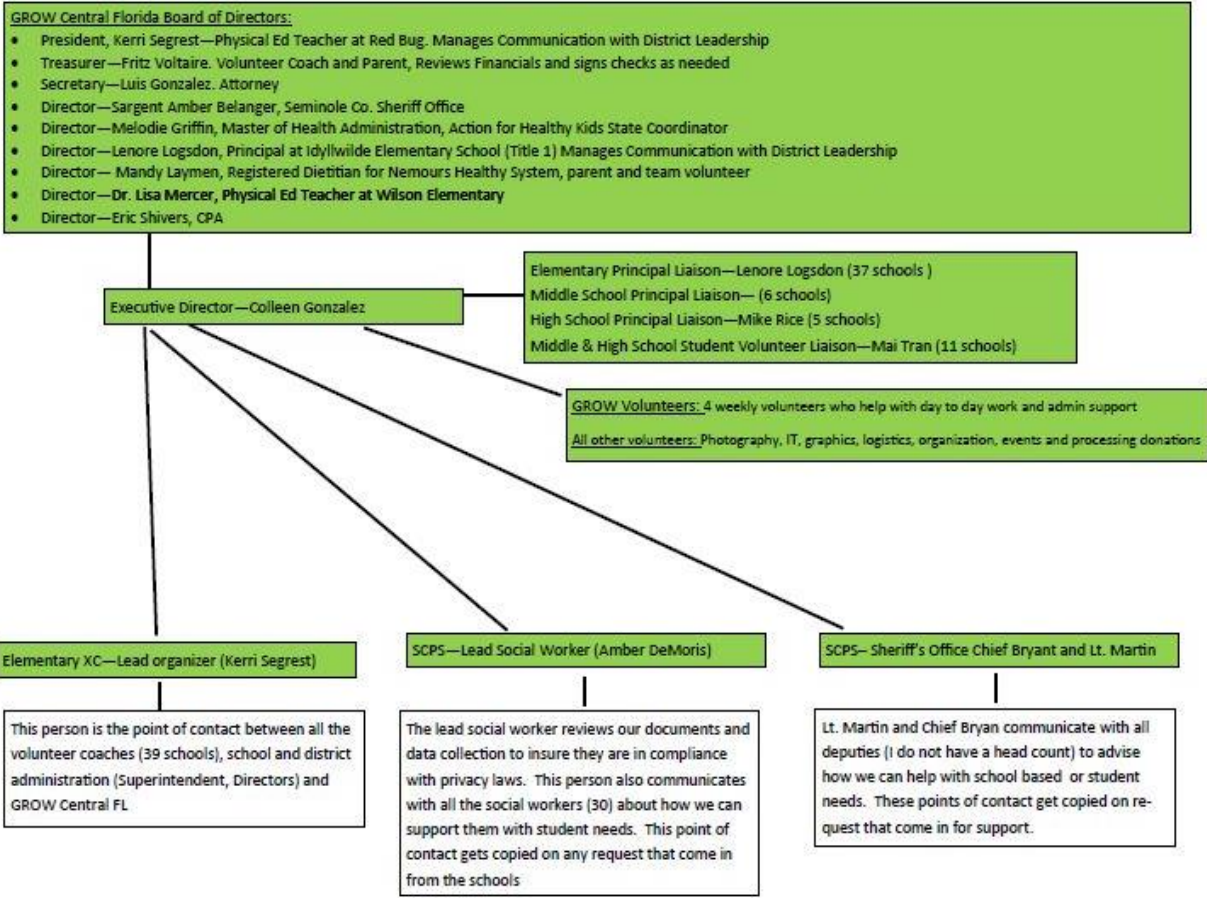
appreciation to all the volunteers through programs like the “Wine Down” event that is funded through Action for Healthy Kids. This was accomplished to provide appreciation to all the volunteer coaches, social workers, parents, and GROW volunteers who go above and beyond to help the children of Central Florida.

After eleven years of hard work and dedication, GROW has reached a significant milestone by currently having all elementary schools in Seminole County participate in the running program. Many of the Title I schools did not participate previously because they lacked volunteers, funding, or support. Needless to say, GROW has been instrumental in helping schools and volunteers work together.

As a result, over the last four and a half years the support from the school district has improved. A vast advancement this year is that the Seminole County Association of School Administrators named them the “Community Partner of the Year.” Thus, the Seminole County community aspires to have a permanent support structure to fill the gaps that exist in the lower resource Title I schools. GROW would also like to extend its services to all middle and high schools in the county in the near future.

The organization has decided to develop a strategic plan at this time to create a succession plan with benchmarks and goals for the next five years. Also, they are seeking to improve the organization’s policies and procedures to ensure structure and accountability, improve revenue stream, fundraising, and marketing, and last, to increase volunteer engagement and retention.

Organizational Chart



Stakeholder Analysis

Stakeholders can be defined as the individuals or groups that have, or claim to have, interests, ownership, and rights in an organization or who are affected by the success or failure of an organization (Clarkson, 1995). There are two different types of stakeholders; internal and external. Internal stakeholders have a direct relationship with an organization and are affected by its successes and failures. This generally includes owners, shareholders, and employees. Contrarily, external stakeholders do not work directly with the organization but also are affected by the actions of the organization. External stakeholders commonly consist of taxpayers that are invested in county schools, customers, suppliers, and vendors. Each type of stakeholder provides its own benefits to the organization by helping to identify needs and represent interests in all areas of the community

An analysis of the internal and external stakeholders is an important component of the strategic plan due to the fact that stakeholders bring an understanding of the problems that reside within the organization. With this information, the organization then has the ability to generate feasible solutions to these problems. In other words, when an organization has insights into stakeholder's respective requirements, they are able to use this information to establish a more efficient management style that enables the organization to focus directly on the aspects that need work in order to ensure survival (Miragaia, Brito. & Ferreira, 2016). A clear understanding of aspects that require work provides the ability to manage the organization and its stakeholders in a way that will align with the mission and goals, highlighting the correlation between stakeholder's contributions and organizational efficiency.

The internal stakeholders of GROW have been identified in the table below, along with their involvement with the organization.

<u>Internal Stakeholders</u>	<u>Roles</u>
Executive Director, Colleen Gonzalez	-Founder of the organization -Leads programs that promote physical activity and healthy living -Organizes division and district-wide meets for CC programs
Board of Directors (Board)	Responsible for overseeing the organization in terms of mission, values, and goals -Not extensively hands-on -Focuses mainly on opportunity and growth <u>Members:</u> <ul style="list-style-type: none"> ● Kerri Segrest - President ● Luis Gonzalez - Secretary ● Fritz Voltaire - Treasurer ● Lenore Logsdon ● Courtney Ashworth ● Lisa Mercer ● Mandy Layman ● Eric Shivers
Lead Organizer, Kerri Segrest	Point of contact between all of the volunteer coaches, schools (39) and district administration (Superintendent, Directors) and GROW
Volunteers	Responsibilities include: Administration support, IT, graphics, logistics, organization, events, processing donations, photography, and other day-to-day work

The external stakeholders involved with GROW enable the opportunity to spread awareness of the importance of healthy living outside of the organization. There are many individuals, groups, and organizations that provide volunteering, funding, and overall support towards reaching their mission. The external stakeholders include students, teachers, social workers, school resources deputies/officers, school administrators, volunteer coaches, sponsors, and community partners. The table below discusses the role of each external stakeholder.

<u>External Stakeholders</u>	<u>Roles</u>																								
Students	Gain access to CC programs, exercise equipment and support from the community																								
Teachers	-Point of contact between students and GROW -Managing the events, programs, and track meets to promote physical activity and healthy living																								
Social Workers	-Reviews documents and data collections to ensure the organization is in compliance with privacy laws -Communicates with all social workers (30) about how to support the children and their needs; All information is copied on any request from the schools																								
School Resources Deputies/Officers	Provides safety and security to the children and meets the needs of the school and the students																								
School Administration	Actively involved in the support of the organization in terms of its needs, to be able to share resources with the school’s students and/or family community																								
Volunteer Coaches	-Coach the children involved in events and programs -Manage the events, programs, and track meets to promote physical activity and healthy living																								
Sponsors	<p data-bbox="548 1108 1416 1178">Offers financial support to GROW in exchange for exposure and the opportunity to connect with the community</p> <table border="1" data-bbox="548 1213 1416 1726"> <tr> <td colspan="2" data-bbox="565 1234 1399 1266"><u>Sponsors:</u></td> </tr> <tr> <td data-bbox="565 1272 945 1304">Track Shack</td> <td data-bbox="993 1272 1188 1304">Sunbelt rentals</td> </tr> <tr> <td data-bbox="565 1310 695 1341">Fleet Feet</td> <td data-bbox="993 1310 1188 1341">Sign-O-Saurus</td> </tr> <tr> <td data-bbox="565 1348 734 1379">Home Depot</td> <td data-bbox="993 1348 1263 1379">Rudolph and Shivers</td> </tr> <tr> <td data-bbox="565 1386 669 1417">Subway</td> <td data-bbox="993 1386 1312 1417">McFadden Roofing, Inc.</td> </tr> <tr> <td data-bbox="565 1423 734 1455">SmartSimple</td> <td data-bbox="993 1423 1279 1455">Massey Services, Inc.</td> </tr> <tr> <td data-bbox="565 1461 766 1493">ASAP Systems</td> <td data-bbox="993 1461 1237 1493">Jonathan McGrath</td> </tr> <tr> <td data-bbox="565 1499 928 1560">Orlando Orthopaedic Center Foundation</td> <td data-bbox="993 1499 1399 1560">Construction Publix Super Markets Charities</td> </tr> <tr> <td data-bbox="565 1566 945 1598">Gallaghers of Central Florida</td> <td data-bbox="993 1566 1166 1598">Panera Bread</td> </tr> <tr> <td data-bbox="565 1604 685 1635">Nemours</td> <td data-bbox="993 1604 1156 1635">Boosterthon</td> </tr> <tr> <td data-bbox="565 1642 652 1673">Rotary</td> <td data-bbox="993 1642 1253 1673">Lady Bird Academy</td> </tr> <tr> <td data-bbox="565 1680 766 1711">Kindred Optics</td> <td></td> </tr> </table>	<u>Sponsors:</u>		Track Shack	Sunbelt rentals	Fleet Feet	Sign-O-Saurus	Home Depot	Rudolph and Shivers	Subway	McFadden Roofing, Inc.	SmartSimple	Massey Services, Inc.	ASAP Systems	Jonathan McGrath	Orlando Orthopaedic Center Foundation	Construction Publix Super Markets Charities	Gallaghers of Central Florida	Panera Bread	Nemours	Boosterthon	Rotary	Lady Bird Academy	Kindred Optics	
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Community Partners	<p>-Establishes community partnerships that increase support for the problems that students face in the community -Creates accountability for GROW to meet their goals and make real long-lasting changes</p> <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> <p><u>Partners:</u></p> <table style="width: 100%; border: none;"> <tr> <td style="width: 50%;">Action for Healthy Kids</td> <td style="width: 50%;">Seminole County Sheriff's Office</td> </tr> <tr> <td>Parents for Healthy Kids</td> <td>Seminole State College</td> </tr> <tr> <td>Orlando City Soccer Foundation</td> <td>Florida Department of Health in Seminole County</td> </tr> <tr> <td>Sports 4 the Kids</td> <td></td> </tr> <tr> <td>Sanford Police Department</td> <td></td> </tr> <tr> <td>Oranole Foundation</td> <td></td> </tr> </table> </div>	Action for Healthy Kids	Seminole County Sheriff's Office	Parents for Healthy Kids	Seminole State College	Orlando City Soccer Foundation	Florida Department of Health in Seminole County	Sports 4 the Kids		Sanford Police Department		Oranole Foundation	
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Mandates

Mandates are the expectations and obligations of the organization for the programs and services that are involved. The expectations include community rules as well as government laws and ordinances (Community Literacy, 2013). Due to the variety of rules and expectations that may be put on an organization, mandates are expressed formally and informally. Formal mandates generally include federal, state, local laws, codes, and regulations that must be followed. Informal mandates are the community or group expectations with which the organization is expected to comply. Informal mandates are culturally specific to the organization and focus mainly on the expectations of stakeholders in the community.

It is important to clarify mandates in an organization in order to understand who requires what and how important their expectations are to the organization. When the organization is able to interpret the importance of the mandates, it allows them to establish explicit goals and performance indicators (Stevenson, 2012). This is correlated to the creation of a strategic plan due to the fact that the specific expectations and goals of the organization may set a standard for the entire organization. In addition, many times the steps taken to reach the goals require a certain amount of funding.

The formal mandates for GROW are based on the federal regulations of being a 501(c)3 tax-exempt nonprofit organization. In order to obtain 501(c)3 status, an organization must satisfy different criteria. To begin with, GROW must not serve the private interests or benefit after an insubstantial degree. This means that GROW must not allow any of its income or assets to be solely for the benefit of insiders of the organization. Secondly, GROW is not able to financially support, endorse, or oppose any political parties, both verbally and in writing. Additionally, as a 501(c)3 organization, GROW is obligated to file annual reports like the Form 990. These forms are required in order to have written proof of employment taxes, taxes on unrelated income, and other state and local taxes. Overall, GROW must abide by these regulations and mandates in order to remain a 501(c)3 tax-exempt nonprofit organization (Price, 2019).

Additionally, there are formal mandates involved with working in the school system. The school district and state policies have specific mandates that must be followed in order for an outside organization to work with the students, teachers, and administration. An important mandate in place requires all programs to serve all students, regardless of their interests and prior achievements (Childress, Elmore & Grossman, 2014). Working within the school system requires the drive to assist the students above anything else. GROW utilizes this mandate by spreading information on the importance of exercise and the steps towards a healthy lifestyle.

The informal mandates for GROW stem from the involvement with stakeholders and their expectations for the organization. The procedures and processes set up by Seminole County Public Schools are mandates that GROW abides by in order to ensure that the programs put into place will be feasible for the children to attend and participate in. Other informal mandates in place have been established through sponsors and community partners. For those

involved, many expect exposure and volunteer opportunities in exchange for their support of the organization. Others requested for GROW to keep them updated on needs and achievements through a formal update at least twice a year. These mandates ensure that the organization is on track with its mission and utilizing the stakeholders' contributions purposefully.

Events and Trends

An integral part of conducting a strategic analysis is developing an understanding of the environment in which the nonprofit exists. This understanding is foundational in identifying the opportunities and threats facing the organization in the following section. This section can be thought of as a roadmap, in order to chart a course to where you wish to go, you must first have a map of the geography through which you must travel. To facilitate this environmental scan, this section carries out a PEST analysis that identifies political, economic, social, and technological trends that compose the environment to be traversed.

PEST Analysis

<u>Political</u>	<u>Economic</u>
<ul style="list-style-type: none"> • Charitable Giving Tax Deduction Changes • Budget Cuts on State & Local Level • State & Local Policies Surrounding Schools Reopening (Especially After School & Sports Programs) 	<ul style="list-style-type: none"> • COVID-19 Recession <ul style="list-style-type: none"> ○ Individual Donors and Government ○ School District Budgets • Trends in Donors Segments (Foundation, Corporate, Etc.)
<u>Social</u>	<u>Technological</u>
<ul style="list-style-type: none"> • Increased Giving by/through Foundations • Expectations of Accountability & Transparency • Growing Importance of Social Media • Peer-to-Peer Fundraising • Communication & Solicitation Preferences • Donor Engagement 	<ul style="list-style-type: none"> • Shifts Towards Online Platform <ul style="list-style-type: none"> ○ Giving ○ Crowd Fundraising ○ Mobile • Communication Technologies <ul style="list-style-type: none"> ○ Mobile ○ Optimization of Email Campaigns ○ Donor Management

Political. There are several important political trends which define the environment within which GROW seeks to accomplish its mission. First, economic conditions related to COVID-19, which will be discussed in the next section, are fueling political decisions regarding budget cuts and potential federal aid packages which are both important trends to follow (Postal, 2020). Second, changes in recent years to U.S. tax law doubled the standard exemption, setting the stage for ongoing uncertainty within the charitable sector (Indiana University - Purdue University Indianapolis, 2019). Third, political decisions surrounding school closing and reopening, especially as it relates to after school and sports programs, are trends worth tracking to assess mission impact (Ceballos, 2020).

Economic. Charitable giving in the United States is undergoing a tumultuous period with individual donations after the last recession growing at only half the previous rate (Indiana University - Purdue University Indianapolis, 2019). While individual donations are expected to continue to play an important role, its market share is shrinking (Indiana University - Purdue University Indianapolis, 2019). Additional trends, such as the economic outfall of COVID-19 and related instability in the stock markets, create trends of economic uncertainty which should be monitored. Optimism for growth in donations for 2020 and 2021 are strongly tied to stock market growth and stability, both of which do not reflect the current trends (Indiana University - Purdue University Indianapolis, 2019).

Foundations play an increasingly important role in the funding of nonprofit endeavors, with record-breaking years in total dollars given and total market share over the past 2 years (Indiana University - Purdue University Indianapolis, 2019). Foundation giving is expected to increase faster than any sector in 2020 and 2021, outside of planned estate giving. Corporate giving continues to be an important part of charitable giving, increasing by nearly 3% when adjusted for inflation. Education and health-giving continues to show steady growth, outpacing the rate of giving to public benefit related nonprofits (Indiana University - Purdue University Indianapolis, 2019).

Economic trends related to COVID-19 will bring significant changes to both the way schools operate and their available budgets. Social distancing trends are preventing many athletic programs from operating in their normal manner while increasing the need for flexible mental health and physical activity options for youth (Olson, 2020). Steep budget cuts due to declining tax revenue and COVID-19 management/mitigation costs are further stripping schools of the resources needed to provide additional programming (Postal, 2020). Nationwide, schools

receive nearly half their funding from local or state tax revenue and are projected to lose up to 25% of total funding for the following school year. Over 60% of school districts nationwide expect budget cuts for the 2020-2021 school year, with afterschool programs ranked as one of the areas most likely to see cuts (Strauss, 2020). These trends are disproportionately impacting schools in communities with lower incomes. Trends related to these events also include increased federal grant opportunities tied to innovative health and student engagement initiatives designed to mitigate the negative impacts of social distancing on students. Additionally, declining home sales could impact home values and associated property taxes, which, coupled with declines in taxes derived from tourism could both impact school funding trends for years to come (Saunders, 2020).

Social. Social trends increasingly demand transparency and accountability from nonprofit, with research demonstrating that 78% of donors giving online through Guidestar chose organizations rated highly in these categories and that those same organizations' merit twice the total share of views (Harold, 2019). Additionally, social attitudes reflect several important trends related to the way stakeholders prefer to engage with and donate to organizations (Nonprofit Tech for Good, 2019). Donors increasingly prefer to give online, with nearly a third of all giving occurring digitally through campaigns in the final quarter of the year following #GivingTuesday, and, on a related note, donors increasingly value privacy/data security. Donor social trends also demonstrate a strong preference for giving via monthly "subscription" style programs, with recurring donations increasing by over 18% last year at an average rate of around \$35 monthly. Organizations that offer this option average an increase of nearly 65% in monthly donations. However, currently less than 15% of nonprofits ask online

donors to set up recurring donations. Additionally, over 90% of nonprofits fail to continue acknowledging recurring gifts after 90 days.

Social trends reflect the growing importance of matching gift programs, with over 30% of donors showing a willingness to increase giving, yet up to seven billion dollars were left uncollected due to nonprofits not taking advantage of corporate and foundation matching offers (Double the Donation, 2020). Social trends also show the increasing importance of peer-to-peer fundraising through social media and giving platforms. This trend is especially important when considering that almost 50% of participants, on average, are new donors to the organization. Organizations that take advantage of this trend capitalize by raising an average of \$66 per donation and \$568 per campaign. This trend is closely related to other social trends, such as #GivingTuesday, that allows nonprofits to quadruple their average donation, relative to their typical campaign (Nonprofit Tech for Good, 2019).

Social movements towards the use of social media is an important trend for social interaction with nonprofit causes (M+R Benchmarks, 2020). Over 29% of donors list it as their preferred means of social interaction with nonprofits, making it higher rated than email, website, television, or mail.

Technological. Trends in technology appear to be among the most important when considering future strategic plans. Online giving portals, email solicitation, and social media play an increasingly important role in donor engagement, all new trends in the sector (Nonprofit Tech for Good, 2018). Email giving produces 13% of all donations and inefficient use of technology causes organizations to lose out on nearly \$93 million annually. Mobile giving accounted for nearly 25% of all donations in 2018, yet only 15% of organizations use text messages and apps to communicate with stakeholders consistently. On #GivingTuesday in 2018,

almost 30% of all donations were made through mobile phones. Social media is increasingly important, with each share in peer-to-peer fundraising campaigns raising approximately \$13 in donations.

Mission and Values

An organization’s mission is to help provide direction and inspire internal stakeholders to accomplish the goals of the organization. The mission should also state what the organization does and why it does it. GROW’s mission is “to make a positive difference in children's lives by increasing opportunities for healthy living” (GROW Central Florida, 2019). Since this mission statement states what the organization does (increasing opportunities for healthy living) and why it does it (make a positive difference in children's lives), the current mission statement is adequate.

Six Questions for the Organization

Q1) Who are we as an organization?

A1) GROW is a nonprofit organization that “works to promote environments that support increased opportunities for physical activity and healthy living for Central Florida school children” (GROW Central Florida, 2019).

Q2) What are the political needs or social problems we exist to address?

A2) There is a limited amount of funding provided for children’s running programs and children that are less fortunate are in need of fitness equipment.

Q3) How do we recognize and respond to these problems?

A3) GROW recognizes and responds to these problems “by partnering with grass-root volunteers and unfunded school health & wellness programs in

Central Florida” (GROW Central Florida, 2019). GROW fosters positive relationships between trusted adults and children in low-income communities. The organization provides proper footwear, puts on formal CC meets, and assists in any other health & wellness needs for Central Florida schools.

Q4) How should we respond to our key stakeholders?

A4) Those that are in need of services to help overcome the problems presented are in active communication with GROW via telephone and email. From time to time, GROW also stops by schools that need a hand. GROW holds monthly meetings which recognize finances, upcoming events, and points of discussion. Additionally, GROW has Facebook and Instagram pages that facilitate interaction between organization members and external stakeholders. GROW also publishes an annual report and year in review to help keep key stakeholders in the know. GROW has begun to track progress and coordination with SmartSimple software; however, GROW recognizes the use of this software as a place that has room for improvement.

Q5) What is our philosophy and what are our core values?

A5) The philosophy of GROW is to nurture the bottom in order to get things to grow. Results are not achieved overnight, but progress over time. In addition, GROW is driven by the following core values.

- Collaboration
- Health

- Inclusion
- Leadership
- Devotion

Q6) What makes us distinctive or unique?

A6) What makes GROW distinctive and unique is that GROW helps school-based staff and community members have the durable goods and resources necessary to increase opportunities for kids to be physically active.

Assessment of Mission Questions

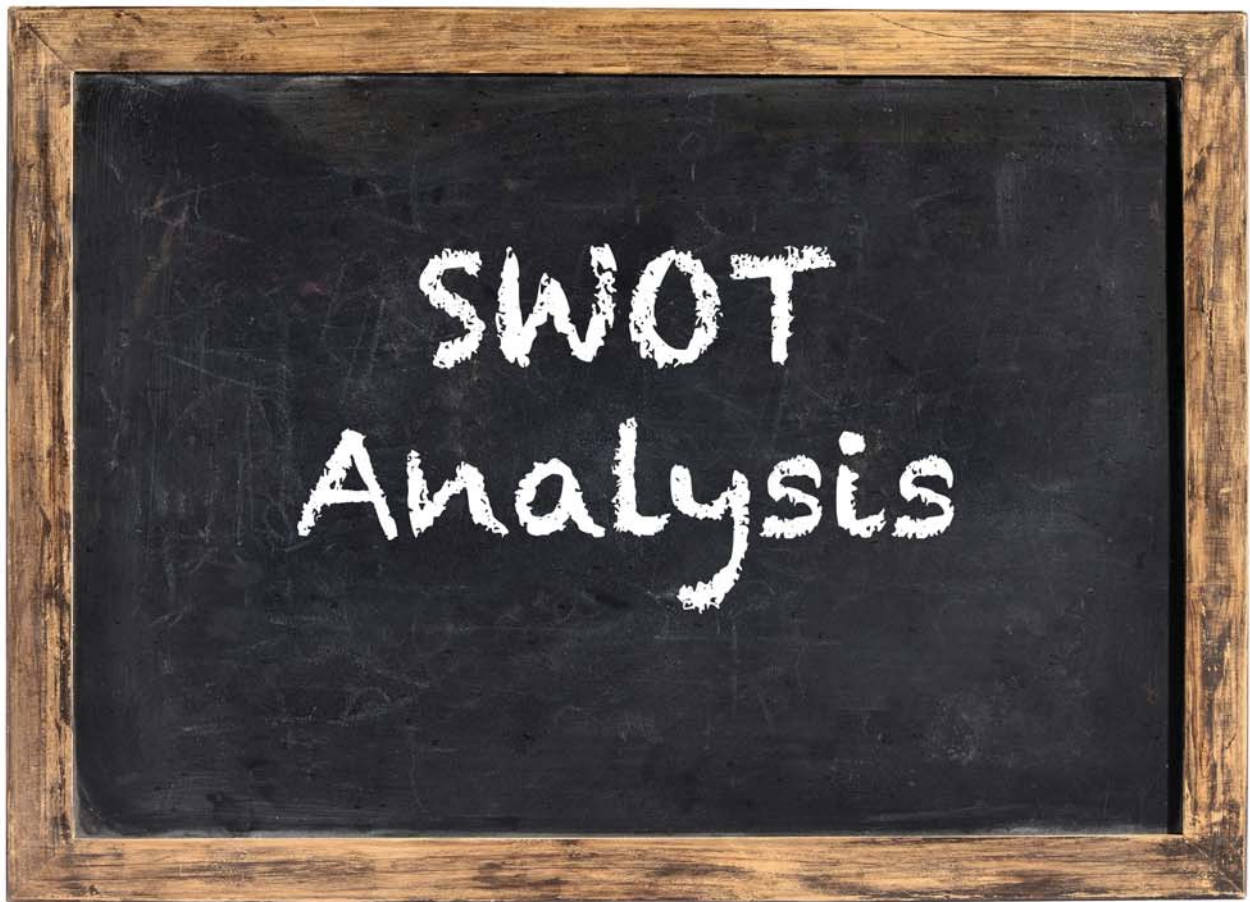
As an organization, GROW promotes environments supporting health & fitness for Central Florida children which aligns perfectly with the organization's mission; however, the problems to be addressed relate to providing resources and assistance to those in need. Although it may be inferred that a nonprofit does assist those in need, it could be asserted in the mission statement that they do help those that are in need of resources. GROW utilizes a grass-roots collaborative network to address the lack of health and wellness programs as well as the lack of resources needed to advance related initiatives in low-income communities. Collaborative networks help solve complex issues that may be above a single organization and allow for a sharing of resources.

GROW uses a diverse array of communication types to respond to key stakeholders including telephone, email, face-to-face, monthly Board meetings, annual reports, social media, and its SmartSimple software. While it is great to be available by all sorts of means, it may be more efficient to further utilize the SmartSimple software to track the allocation of resources and management of different stakeholders.

The philosophy of GROW aligns with its grass-roots approach. The core values of the organization tie into the other responses provided and align with its mission statement. These values are a comprehensive list of words that detail how the mission of GROW will be accomplished. The organization plans to collaborate with the schools they support and its local sponsors. The organization promotes health and ensures that its programs are inclusive of all children. Additionally, in order to effectively impact children's lives through health and fitness opportunities, it is important for them to provide leadership in the Central Florida region and within its collaborative network to promote health and fitness. The organization will need to be devoted to its mission statement to accomplish the tasks ahead. GROW is also unique and distinctive as described because it does help expedite obtaining resources for children to be physically active that could otherwise take months to acquire through the resource request process of each school.



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In order to assess an organization, there is a need to develop a SWOT analysis. SWOT stands for strengths, weaknesses, opportunities, and threats. The process utilized to complete this analysis takes into account both inside and outside environments of the organization. Therefore, Bryson (2011) mentioned that when looking at the outside environment, opportunities and threats can be identified. In the same way, when looking at the inside environment strengths and weaknesses can be identified. Additionally, the SWOT analysis provides the situation GROW is facing and the challenges it will need to address. For this reason, this assessment offers one of the most important outcomes when examining this organization.

Process

The team analyzed data from multiple meetings with the executive director and from an interview with the president of the Board considering questions such as the ones listed below.

- What strengths have been relied upon to deal with challenges and to take opportunities as well as what has been ignored?
- What opportunities does GROW have?
- Which opportunities have been taken advantage of by the organization?
- Which opportunities has GROW been unable to take advantage of and which have been ignored?
- What are the challenges with which GROW has been dealing?
- Which challenges have been handled successfully and unsuccessfully and what has been ignored?
- What weaknesses have been present when dealing with challenges and opportunities? What has GROW done about improving their weaknesses?

Data was also collected by utilizing the survey shown in Appendix A. This survey was distributed to stakeholders such as GROW's Board members, volunteers, a school board member, teacher, police officers, and the executive director of GROW. The team gathered all possible input to develop the SWOT using questions such as: what things does GROW do well in carrying out the mission; what organizational weaknesses have been observed at GROW that could be holding back from meeting the needs of communities in Central Florida; What opportunities do you see in the community that you believe GROW is positioned to engage; And last, the challenges in the community or external environment which you believe could affect GROW's ability to carry out the mission? Ultimately, this organized approach has led the team to generate an analysis in a prioritized order to specify the strengths, opportunities, weaknesses, and threats.

Analysis

Strengths	Weaknesses
<p>S1 Strong structured activities with wellness-based programming</p> <p>S2 Great reputation</p> <p>S3 Excellent volunteer support</p> <p>S4 Diverse expertise among Board members</p> <p>S5 Detailed record-keeping from events, activities</p>	<p>W1 Anemic organizational structure</p> <p>W2 Inadequate fundraising efforts</p> <p>W3 Insufficient communication with stakeholders</p> <p>W4 Weak programmatic and resource support for long-term outcome objectives</p>
Opportunities	Threats
<p>O1 Growing need for funding of activities, playgrounds, and low resource areas</p> <p>O2 Diverse grants and innovations</p> <p>O3 Trust fund creation for Title 1 schools for a five to ten-year plan</p> <p>O4 Responsibility distribution throughout members and stakeholders</p> <p>O5 Positive interactions between low-income communities and law enforcement</p>	<p>T1 Unpredictable conditions during COVID-19 pandemic</p> <p>T2 Demanding legal requirements for a growing organization</p> <p>T3 Increasing need to adapt marketing to new technology</p> <p>T4 Greater number of schools in needs with school district budget cuts</p>

Strengths

When we think in terms of strengths, GROW has a number of inputs that the organization monitors as resources. First off, having structured activities that are oriented towards wellness. This allows the organization to demonstrate the importance of its philosophy in order to remedy this shortcoming with children in the community. Next acquiring a great reputation in the community and with Seminole County has permitted the organization to establish accountability in which it prompts stakeholders about performance and how the strongest abilities are accurately drawn from resources.

On the other hand, organizational conflicts do arise therefore, obtaining excellent volunteer support provides the service of diverse interests that support its own beliefs and/or its core values deemed to be the third strength. Fourth, the diverse expertise among Board members is crucial towards the sustainment of this organization since an organization's effective performance typically is composed of different divisions such as programs, budgeting and finance, marketing, funding, etc. Fifth, the detailed record-keeping from events and activities helps GROW create effective strategies and actions that allow the organization to routinely perform well helping the organization meet its goals, and, ultimately, the mission.

Weaknesses

While GROW exhibits tremendous strengths and has an outstanding track record of executing its mission, several important weaknesses were identified during the SWOT analysis. First, over the past three years, the organization has successfully grown and expanded. However, the rapid growth and transition have not allowed the development of the deep organizational roots needed to support the expanding superstructure. While the impact of this can be tied to all the weaknesses identified in this study, it can be seen most clearly on three fronts: legal compliance, accountability, and Board development.

Legal compliance is clearly the organization's biggest problem resulting from inadequate organizational structure. As an example, since inception, the organization has filed the 990-N, or e-postcard, for its annual tax filing, which is designated by the IRS for use by organizations receiving less than \$50,000 annually in gross receipts (IRS, 2020). Based upon a review of GROW Board meeting minutes, the organization's gross revenues for 2018 and 2019 were \$73,840.85 and \$192,895.32 respectively. Following discussions with the organization, it became clear its understanding of gross receipts did not include in-kind donations of physical

goods. IRS guidelines stipulate that in-kind donations of goods should be recorded in “Part VIII, line 1g,” which includes it in the gross revenue calculation, as well as schedules A, B, and M of Form 990 (IRS, 2020). The IRS further states that in-kind donations must be reported and included in gross revenue, even if the donor is not seeking a tax deduction (IRS, 2020). It is important to note that the \$50,000 annual threshold over a three year period is calculated as a rolling average, so even if GROW did not exceed the threshold in 2017, donations in 2019 alone are enough to trigger the 990-EZ filing requirement (IRS, 2020). The filing requirements for the 990-EZ are more rigorous and will require organizational infrastructure which GROW does not currently possess. In addition, a lack of accountability and transparency is also a function of inadequate organizational structures. Without accountability and transparency, its hard-won reputation might be unfairly tarnished and foundations, private donors, and government affiliates might choose to look elsewhere. As an example, the organization has not created a profile or posted any of its documents, such as 990 filings, financial statements, etc, on any watchdog websites, such as Guidestar, or on its own organization’s website. This is especially challenging when considering the previously conducted PEST analysis, which identified accountability and transparency as increasingly important factors for donors. Furthermore, the executive director is so heavily tasked that there is no time for stakeholder interaction. The Board has not developed the structures needed to support stakeholder communication, or the broader organization, without specialized volunteers or support staff. This weakness is problematic considering the increasing demand for frequent communication through modern channels discussed in the PEST analysis.

Second, the organization has self-identified fundraising as its biggest weakness and the data backs up this assertion. Individual donations receded by nearly 3% from 2018 to 2019 and business donations dropped by nearly 3.2%. Grants were the only reported category to increase,

however, this segment has been historically volatile for them. In-kind donations have been the sole fundraising win for the organization. While the organization works hard at fundraising, they struggle to grow donor bases and to establish stable year-to-year commitments.

Third, the organization struggles to communicate effectively with key stakeholders, especially through the means preferred in the modern world. Over the past two years, GROW has sought to establish a quarterly e-newsletter and social media presence, with limited success. Overall, while GROW conducts great work, it struggles to communicate those wins effectively. This weakness is problematic considering the increasing demand for frequent communication through modern channels discussed in the PEST analysis.

Fourth, the organization's programs and activities are all tied to the mission, which is outstanding. However, when discussing the long-term outcomes, its logic model seeks to produce, namely creating a culture of schools and PTAs that plan for future youth sports engagement and the long-term expenses of maintaining playgrounds and sports programs. It is clear there is a disconnect between funds expended, programs executed, and those long-term goals.

Opportunities

There are several opportunities for GROW to reach its mission and goals. In general, nonprofit organizations are constantly looking for new ways to draw in additional funding to meet certain objectives. GROW has the opportunity to increase the amount of funding for activities, playgrounds, and low resource areas through multiple sources. Furthermore, GROW has many solutions to increase its fundraising by its diverse opportunities for grants and innovations. With its continual expansion across the state of Florida, the number of individuals and organizations invested in GROW continues to rise. Additionally, creating a trust fund for

Title 1 schools for a five to ten-year plan is another opportunity for GROW to accommodate more children and their needs. This would then create a process that enforces stability in the growth of the organization.

As of now, there is an exponential amount of room for growth throughout the Board. Many of the duties fall onto the founder of the organization, leaving the Board unaffiliated with the actions taking place on a daily basis. Distributing the responsibilities throughout Board members is an opportunity for the organization by allowing them to be more involved and have a better understanding of their role as a Board member. Lastly, there is the opportunity for GROW to create positive interactions between low-income communities and law enforcement. While this has been a common issue, GROW has the opportunity to act as a liaison between the two groups.

Threats

As a result of external factors, there are threats that GROW faces in the future. The top threat to GROW is the unpredictability of conditions during COVID-19. These unpredictable conditions include the current economic situation and the upcoming school year. It is unclear if sponsorships and funding will be available to GROW to continue its community outreach. Additionally, it is unknown how physical activities for children will be affected by the pandemic. The second most important threat is demanding legal requirements for a growing organization. As GROW wants to gain additional grants, there are legal obstacles including a financial audit of standard practices and financial contributions as well as expectations of accountability and transparency.

Another threat to the organization is the increasing need to adapt marketing to new technology. While GROW does utilize some modern platforms such as Facebook and

Instagram, these platforms will need to be better utilized in order to grow its network and impact in the community. The fourth threat GROW faces is the greater number of schools in needs with school district budget cuts. As funding in schools becomes tighter, a strain is put on GROW to provide resources to the existing schools within the network as well as any other schools they may request assistance.

Findings

GROW has innumerable strengths to help accomplish its mission, notably the organization has a stable slate of programs, an outstanding reputation among its stakeholders, dedicated volunteers, a diversely gifted Board, and strong record-keeping abilities. While the organization boasts great strengths, they also manifest weaknesses which limit its ability to carry out its mission including underdeveloped organizational structures, meager fundraising results, inadequate communication, and limited activities designed to support long-term outcome goals. In spite of these weaknesses, the organization has a bright future with many opportunities to seize, including increasing demand for its services, new funding options, redistribution of workload, and innovation community partnerships. When approaching these opportunities, it is important to account for threats, internally and externally, including instability in the environment caused by COVID-19, increasing legal compliance issues, rapidly evolving market forces mediating the ability of the organization to connect with stakeholders, and the potential for service need or demand that exceed the organization's ability to adequately respond without jeopardizing the mission.



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Process

A TOWS analysis was designed by Heinz Wehrich as a variant of the SWOT analysis, in order to focus on the interrelation of environmental strengths and weaknesses and the organization's opportunities and threats (Gurel, 2017). Like the SWOT analysis, TOWS helps an organization gain a better understanding of the strategic choices they are faced with, but goes more in-depth with the information gathered. The analysis was developed by pairing each of the SWOT sections together in order to create four new quadrants. This includes the Future Quadrant, Internal Fix-It Quadrant, External Fix-It Quadrant, and Survival Quadrant.

The Future Quadrant is the combination of strengths and opportunities, focusing on how the organization can use its strengths to take advantage of the opportunities that are presented to them. The Internal Fix-It Quadrant is the connection between weaknesses and opportunities, addressing how the organization can use the opportunities presented in order to overcome the weaknesses present. The External Fix-It Quadrant is the combination of strengths and threats, measuring how to take advantage of the organization's strengths to avoid potential threats. Lastly, the Survival Quadrant is the weaknesses and threats, which assists in figuring out how to minimize the organization's weaknesses to avoid any potential threats (Mind Tools, 2020).

Through interviews with the Board president and executive director of GROW along with surveys that were sent out to the organization's stakeholders, our team was able to gather the information needed for a complete SWOT analysis. From there, we were able to assess the combinations of SWOT quadrants in order to formulate a TOWS analysis.

Analysis

	<p>Strengths</p> <p>S1 Strong structured activities with wellness-based programming</p> <p>S2 Great reputation</p> <p>S3 Excellent volunteer support</p> <p>S4 Diverse expertise among Board members</p> <p>S5 Detailed record-keeping from events, and activities</p>	<p>Weaknesses</p> <p>W1 Anemic organizational structure</p> <p>W2 Inadequate fundraising efforts</p> <p>W3 Insufficient communication with stakeholders</p> <p>W4 Weak programmatic and resource support for long-term outcome objectives</p>
<p>Opportunities</p> <p>O1 Growing need for funding of activities, playgrounds, and low resource areas</p> <p>O2 Diverse grants and innovations</p> <p>O3 Trust fund creation for Title 1 schools for a five to ten-year plan.</p> <p>O4 Responsibility distribution throughout Board members</p> <p>O5 Positive interactions between low-income communities and law enforcement</p>	<p>Future</p> <p>S1O1 Enhance structured funding to support activities for the community</p> <p>S2O5 Continue to create a great reputation to develop interactions between the community, law enforcement and stakeholders</p> <p>S4O4 Use Board member knowledge to increase participation to clear any in-house uncertainties to improve organization</p>	<p>Internal Fix-It</p> <p>W2O1/2 Increase funding efforts through grants and innovations</p> <p>W3O4 Enhance communication with stakeholders by assigning outreach roles throughout Board members</p> <p>W4O3 Create a trust fund for Title 1 schools to provide long-term programmatic and resource support</p>
<p>Threats</p> <p>T1 Unpredictable conditions during COVID-19 pandemic</p> <p>T2 Demanding legal requirements for a growing organization</p> <p>T3 Increasing need to adapt marketing to new technology</p> <p>T4 Greater number of schools in needs with school district budget cuts</p>	<p>External Fix-It</p> <p>S1T1 Rely on structured activities during unpredictable conditions</p> <p>S4T1 Utilize diverse expertise among Board members to overcome unpredictable conditions</p> <p>S2T3 Market great reputation using new technology</p> <p>S5T2 Convey detailed record-keeping during a strenuous financial audit</p>	<p>Survival</p> <p>W1T2 Strengthen organizational structure to equip for the rigors of more arduous legal requirements</p> <p>W1T1 Establish strong Board oversight to guide the organization through the turbulent future of COVID-19</p> <p>W2T2 Improve fundraising by embracing increased legal demand to promote transparency and accountability</p> <p>W1T4 Improve organizational capacity in order to amplify reach</p> <p>W2T4 Augment fundraising efforts in order to accommodate increasing demand for services</p> <p>W3T3 Improve communication by leveraging new marketing technologies</p> <p>W4T4 Increase education programs designed to facilitate sustainable, organic movements in school that will multiply organizational efforts</p>

Future

In the development of future analysis, the strengths and opportunities were combined and evaluated to derive expectations of what GROW can achieve. The organization's present strengths and opportunities have required considerable wisdom, dialogue, and a deep understanding of the organizational operations and stakeholder interests. It is vital that strengths and opportunities are identified since every effective strategy takes advantage of strengths while minimizing weaknesses and challenges (Bryson, 2011).

Internal Fix-It

The Internal Fix-It quadrant reveals the connections between weaknesses and opportunities in order to act on the opportunities that will mitigate the organization's issues. The connections between GROW's weaknesses and opportunities focus mainly on funding, communication, and long-term plans. The weakness of inadequate fundraising can be solved by increasing the number of funding efforts through grants and innovations from the diverse options of funding available. Secondly, the weakness of insufficient communication with stakeholders can be addressed through assigning outreach roles to the Board members to relieve the founder from the number of responsibilities she has now. Lastly, GROW currently has weak programmatic and resource support for long-term outcome objectives, which can be approached by creating a five to ten-year plan for Title 1 schools which includes a trust fund for future needs.

External Fix-It

There is potential for threats to the organization to be overcome by utilizing its strengths. The highest priority external fix-it item is the ability to rely on structured activities during unpredictable conditions resulting from the COVID-19 pandemic. The biggest strength of the organization is its strong, structured activities; these activities can provide the ability to have a

reliable way to contribute during the pandemic despite the unpredictability. The diverse expertise among Board members can also help overcome the unpredictable conditions of the pandemic. For instance, as the Board is made up of members with roles such as schoolteacher, nonprofit coordinator, dietitian, and sergeant; there are a diverse range of skills that can be brought to the table to confront any issues faced during the unknown.

The organization can market and leverage its great reputation using the new technology available. GROW has established itself in the community as a positive influence in the lives of children and this can easily be marketed on the newer social media platforms. Additionally, those that are aware of the great reputation will likely be among those first following the organization's social media pages and will spread the word to others. The organization can also convey the detailed record-keeping it has maintained during the ongoing financial audit. The record-keeping of the organization provides transparency of its practices and accountability to those who may provide financial backing.

Survival

When analyzing the survival quadrant of the TOWS analysis, the Weaknesses and Threats section of the SWOT analysis were paired together. This allowed threats to the very survival of GROW to surface and be considered. While every issue discussed in this strategic plan is important to the mission of GROW, these Survival issues are the most pressing. Unless these issues are addressed, the organization stands an increased chance of failure, either through internal weaknesses that render the organization incapable of carrying out its mission or threats, from within or without, to which the organization cannot respond effectively.

Findings

From the developed future, internal fix-it, external fix-it, and survival items; the following prioritization of strategic issues has been created.

1. **W1T2** Strengthen organizational structure to equip for the rigors of more arduous legal requirements
2. **W1T1** Establish strong Board oversight to guide the organization through the turbulent future of COVID-19
3. **W2T2** Improve fundraising by embracing increased legal demand to promote transparency and accountability
4. **W1T4** Improve organizational capacity in order to amplify reach
5. **W2T4** Augment fundraising efforts in order to accommodate increasing demand for services
6. **W2T2** Increase funding to ensure resources are available to meet increasing legal demands
7. **W3T3** Improve communication by leveraging new marketing technologies
8. **W4T4** Increase education programs designed to facilitate sustainable, organic movements in school that will multiply organizational efforts
9. **W2O1/2** Increase funding efforts through grants and innovations
10. **W3O4** Enhance communication with stakeholders by assigning outreach roles throughout Board members
11. **W4O3** Create a trust fund for Title 1 schools to provide long-term programmatic and resource support
12. **S1T1** Rely on structured activities during unpredictable conditions
13. **S4T1** Utilize diverse expertise among Board members to overcome unpredictable conditions
14. **S2T3** Market great reputation using new technology
15. **S5T2** Convey detailed record-keeping during a strenuous financial audit
16. **S1O1** Enhance structured funding to support activities for the community
17. **S2O5** Continue to create a great reputation to develop interactions between the community, law enforcement and stakeholders
18. **S4O4** Use Board member knowledge to increase participation to clear any in-house uncertainties to improve organization



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Strategic issues are policy questions that affect an organization’s mission, values, actions, stakeholders, finances, process, and structure (Bryson, 2011). The following issues have been developed by utilizing the direct approach of evaluating the strategic issues resulting from the SWOT/TOWS analysis as well as the goals approach by taking into account the goals identified by GROW Founder and Executive Director Colleen Gonzalez in Appendix B: (1) How can GROW strengthen its organizational structures and processes while correcting problems that have arisen as a result of this weakness in the past?; (2) How can GROW improve its current level of funding?; and (3) How can GROW continue to promote the importance of the health and fitness of Central Florida children?. An aspect of each issue is that there are consequences the organization will face if the issues are not addressed.

When detailing each issue, it is important to determine what goals or desired outcomes that will guide the organization in confronting the issue. Furthermore, the objectives or targets of each goal will be illustrated. These objectives are specific, measurable, agreed upon, realistic, and time-based or SMART (Campbell, 2020). Next, the strategies relating to the goals will be identified that is a pattern or plan of action to accomplish its mission. “Strategies are developed to achieve goals; objectives (as opposed to goals) should be thought of as specific milestones or targets to be reached during strategy implementation” (Bryson, 2011, p. 167). Finally, indicators will be established to measure the performance and outputs of the implemented strategies and determine the effectiveness of the implemented strategies (Buckingham, 2020). As with the objectives, the indicators will also be SMART.

Issue 1: How can GROW strengthen its organizational structures and processes while correcting problems that have arisen as a result of this weakness in the past?

How can GROW strengthen its organizational structures and processes while correcting problems that have arisen as a result of this weakness in the past? Rapid growth and burgeoning demand have left GROW with a top-heavy infrastructure without the strong roots needed to support the organization. If GROW cannot quickly strengthen its organizational capacity, they risk legal consequences, a tarnished reputation, a loss of donor confidence, and diminished capacity to carry out the organization's mission.

The strategic issues produced by the TOWS analysis that impacted the development of this issue based on GROW's organizational structure include **(W1T2)** Strengthen organizational structure to equip for the rigors of more arduous legal requirements, **(W1T1)** Establish strong Board oversight to guide the organization through the turbulent future of COVID-19, **(W1T4)** Improve organizational capacity in order to amplify reach, **(W3O4)** Enhance communication with stakeholders by assigning outreach roles throughout Board members, and **(S4O4)** Use Board member knowledge to increase participation to clear any in-house uncertainties to improve the organization.

Goal 1: Bring GROW into full legal compliance with all relevant state and federal tax laws and ensure ongoing compliance as the organization grows by building.

Objective 1: Ensure all correct tax forms for the years of 2016-2020 are filed with the Internal Revenue Service by May 15, 2021 (IRS, 2020).

Objective 2: Provide the organization with the internal Board and reporting structures needed to ensure ongoing compliance by October 2020.

Strategy 1: Establish an audit committee on the Board to analyze legal requirements and assess compliance issues (Council of Nonprofits, 2020).

Strategy 2: Conduct an “internal audit” to compile all records pertaining to in-kind donations of physical goods, taking care to separate donations given to “network partners” from those given to GROW (Wittig, 2016).

Strategy 3: Contract a licensed CPA with experience working with nonprofits to analyze organization records, filings, and compliance who can provide guidance to the audit committee (Wittig, 2016).

Strategy 4: Establish a system of recording and tracking in-kind donations given to GROW, ensuring donations are documented and receipts issued according to legal requirements.

Indicator 1: Audit Committee appointed and operating with bi-monthly meetings by September 2020.

Indicator 2: A database established with all in-kind donation records from 2016-Present by September 30, 2020.

Indicator 3: Solicit quotes from at least three CPAs with nonprofit experience by October 15, 2020, to conduct full-audit and provide council on current and past legal compliance.

Indicator 4: Contract CPA by October 30, 2020, with an audit and report due by December 15, 2020.

Indicator 5: After receipt of audit and report, the Audit Committee will provide a report to the full Board by February 1, 2021, and the Board will file any necessary 990 amendments by March 1, 2021.

Indicator 6: Complete 2020 990-EZ, including in-kind donations based upon the new system established, and present to the full Board for review by April 1, 2021, before filing with the IRS by May 15, 2021.

Effectively addressing these issues to bring GROW into full legal compliance accomplishes three positive things. First, it mitigates GROW's risk exposure to legal sanctions and penalties and protects its donors who have claimed deductions for unreported donations. Second, developing an internal tracking system and audit process allows GROW to fully understand its financial picture, thus facilitating better planning, and resource development. Third, building out the organizational infrastructure needed to support ongoing legal compliance and accountability allows the organization to maintain its outstanding reputation without undue stress or workload for the Board or staff.

Goal 2: Foster an organizational culture that prides itself on transparency and accountability while showcasing that commitment to stakeholders.

Objective 1: Showcase the organization's commitment to transparency by improving online access to essential data on the GROW website and at least one nonprofit watchdog website by December 2020 (BoardSource, 2017).

Strategy 1: Complete the four levels of transparency seals with Guidestar (GuideStar, 2020).

Strategy 2: Place relevant organizational communications and financial documents on GROW's website to ensure ease of access by stakeholders (BoardSource, 2017).

Indicator 1: Complete Guidestar's Bronze Seal by September 30, 2020 and provide a report to the Board outlining the data posted.

Indicator 2: Complete Guidestar’s Silver Seal by October 30, 2020 and provide a report to the Board outlining the data posted.

Indicator 3: Ensure GROW’s Form 1023, determination letter, a financial summary for 2019, and recent annual reports are available on the organization’s website by October 30, 2020.

Indicator 4: Complete Guidestar’s Gold Seal by November 30, 2020 and provide a report to the Board outlining the data posted.

Indicator 5: Complete Guidestar’s Platinum Seal and update Gold Seal with audited financial reports by December 30, 2020 and provide a report to the Board outlining the data posted.

Indicator 6: Make any amended 990 filings available on the website by March 15, 2021.

Indicator 7: Provide a copy of the 2020 990 filings on GROW’s website by June 2021.

Successfully accomplishing this second goal allows GROW to further build upon and protect the stellar reputation it has developed. In addition, as seen in the PEST analysis, donors tend to give more frequently and in larger amounts to organizations with this type of commitment to radical transparency. It is likely the organization will discover that walking through the process will aid them tremendously with self-reflection as they navigate this strategic planning process.

Goal 3: Ensure the organization has a Board, staff, and volunteer arrangement capable of providing the organization with the ongoing support needed to successfully carry out the mission.

Objective 1: Strategically design a Board capable of providing the support and expertise needed to help GROW to advance its mission.

Objective 2: Update bylaws to reflect current operating procedures and upcoming changes to organizational operations.

Objective 3: Ensure appropriate staffing levels and skills needed to successfully accomplish the day-to-day operations of GROW.

Objective 4: Continue to build and leverage a committed team of volunteers with the capacity to support the Board and staff in the execution of GROW's mission.

Strategy 1: Conduct a Board self-evaluation to audit the Board and identify areas of opportunity (BoardSource, 2020).

Strategy 2: Create Board committees assigned to core areas of organizational operations, such as finance, audit, and volunteer management, to assume oversight and coordination with the staff in each area while providing reports to the full Board (Social Venture Partners Boulder County, 2011).

Strategy 3: Undertake a volunteer analysis to systematically review the current volunteer process and seek ways to better recruit, engage, retain, and leverage volunteers (United Way GMWC, 2020).

Indicator 1: Launch a Board self-assessment with a full-day "mini-retreat" by October of 2020 with scheduled follow-ups to complete the process at monthly meetings of the following six months, finishing the process by April 2021.

Indicator 2: Review and update the existing bylaws to correct existing problems and reflect the result of organizational changes by the annual filing deadline for nonprofits in Florida of June 1, 2021.

Indicator 3: Following the Board audit, recruit and assimilate needed Board members by August 1, 2021.

Indicator 4: Based upon the results of the Board audit, create and empower all recommended Board committees by August 1, 2021.

Indicator 5: Task new Volunteer Management Board with conducting a full volunteer review and presenting the results to the full Board by December 1, 2021.

Indicator 6: Hold official Board elections according to the rules of the updated bylaws by March 2022.

Implementing this final goal will reap strong rewards for the organizations. First, the Board's self-assessment and reconfiguration can help the Board better understand themselves while providing the opportunity to maximize those strengths and limit the weaknesses through Board development. Second, updating the bylaws will not only allow the organization to operate more fluidly according to established rules that reflect the commitment of the Board, but it will mitigate current legal risk. Bylaws are legally binding documents and operating with contradictory bylaws or in a way that is not permitted by the bylaws places Board members and the organization at legal risk (BoardSource, 2019). Finally, strategically reviewing and developing staff levels and volunteer programs will ensure the workforce and energy is available to carry out the expanding workload of the organization for years to come.

Issue 2: How can GROW improve its current level of funding?

Nonprofit organizations are constantly searching for ways to generate enough funding for its charitable efforts and causes. Without sufficient funds, an organization may not be as impactful towards its targeted population, ultimately limiting its ability to carry out its mission.

In order to prevent this from happening, an organization must take advantage of its funding opportunities.

GROW is in a position where improving its current level of funding would be in its best interest. With the increase of demand for its services, GROW must retain current funding sources while finding additional ways to acquire more resources. With the idea of expansion, GROW would be able to reach more school districts in need of its services. Overall, the issue needing to be resolved states: How can GROW improve its current level of funding?

The goal of improving the current level of funding is to enhance the financial stability of the organization in order to support the activities for the community. Enhancing financial stability can be resolved by developing and executing a five-year funding plan to accommodate continually increasing demand for services and increase donations year-over-year to ensure resources are available to meet increasing legal demand. To reach the goal and meet the objectives, there are many strategies that can be used. First, creating financial-audits that accurately represent the organization provides transparency of the organization which helps gain trust from current and potential stakeholders. Secondly, an organization must remain in constant communication with its internal and external stakeholders. Organizations that engage with its stakeholders and regularly communicate with them build better relationships compared to those that do not (Lew, Pang, Shin & Walther, 2018). Building and maintaining these relationships provide a better opportunity for a willingness to donate to the organization's cause. Next, increasing fundraising efforts with grants and innovations will help GROW to utilize all of the opportunities of receiving money that they qualify for. Lastly, GROW can benefit from increasing its activity on social media to reach different regions that may be interested in its mission (Rees, 2019). Each of the strategies can be put into specific actions, also known as

indicators, that will help advance the organization. Below is a list of the issue management process for improving the current level of funding for GROW, with indicators stating how this issue will be resolved.

If GROW does not address this funding issue, it will not be able to hold health and fitness events in the community, provide resources to Central Florida children, or execute its mission and values.

The strategic issues produced by the TOWS analysis that influenced the creation of this issue revolving around funding include **(W2T2)** Improve fundraising by embracing increased legal demand to promote transparency and accountability, **(W2T4)** Augment fundraising efforts in order to accommodate increasing demand for services, **(W2T2)** Increase funding to ensure resources are available to meet increasing legal demands, **(W2O1/2)** Increase funding efforts through grants and innovations, **(W4O3)** Create a trust fund for Title 1 schools to provide long-term programmatic and resource support, **(S5T2)** Convey detailed record-keeping during a strenuous financial audit, and **(S1O1)** Enhance structured funding to support activities for the community.

Goal 1: Enhance financial stability to support activities for the community.

Objective 1: Develop and execute a five-year funding plan by July 2021 to accommodate continually increasing demand for services; moreover, a draft of the plan should be completed by May 2021 allowing time for Board review.

Objective 2: Increase donations year-over-year from 2020 to 2021, with an increase of at least 10% by the end of December 2021 to ensure resources are available to meet increasing legal demands.

Strategy 1: Generate in-depth financial audits that demonstrate stewardship to current and potential funding sources (National Council of Nonprofits, 2020).

Strategy 2: Remain in constant communication with current internal and external stakeholders (Lew, Pang, Shin & Walther, 2018).

Strategy 3: Increase fundraising efforts through grants and innovations (U.S. Department of Education, 2020).

Strategy 4: Diversify funding streams through different social media platforms including Facebook, Instagram, Twitter, etc (Rees, 2019).

Indicator 1: Provide bi-monthly emails to stakeholders explaining the current activities of the organization starting January 2021.

Indicator 2: Research three different grant opportunities quarterly to ensure the organization is applying for all that they qualify for.

Indicator 3: Meet with Game Time (Producers of school play equipment) to learn about grants they offer, and maintenance of such equipment, cost associated upkeep by October 2020.

Indicator 4: Hire a social media marketing specialist that posts up-to-date information on current projects/events/etc. by December 2020

Indicator 5: Establish a donor database of 50 potential donors by December 2020 to enhance fundraising outreach.

Indicator 6: Follow up with the RIP-IIT Foundation about funding a potential grant writer by December 2020.

Indicator 7: Have a playground/play space fund in place to help Title 1 schools receive matching funds for improvements that need to be made.

We will focus on schools in high need areas by July 2023.

Issue 3: How can GROW continue to promote the importance of the health and fitness of Central Florida children?

In contemplation of health and fitness for children and the impact of COVID- 19, there are many changes driving GROW. These changes influence the way the organization creates, consumes, and distributes health and fitness products and services. Moreover, the goal, objectives, strategies, and indicators will direct towards the overall health and fitness opportunity which GROW will continue to provide as children and their families continue to seek ways to improve their health.

At the same time, as GROW focuses on delivering services with the implementation of more options to other sports, GROW will utilize effective volunteers to move forward to success in this new plan for opportunity. The already structured process GROW has managed will identify areas where lack of support is needed such as professional athletes participating and also manufacturing companies that can support indoor/outdoor health and fitness despite the pandemic. Through the pandemic, it is important to continue implementing health and fitness into a child's lifestyle. According to Nuvance Health, public health scientists predict a spike in child obesity due to the lack of activity they are getting during school closures for COVID-19 (Forni, 2020). With this information, it is extremely important to encourage children to exercise and create healthy habits. If GROW fails to continue promoting the importance of the health and fitness of Central Florida children, it will lose its great reputation and the trust built with its internal and external stakeholders. By dropping its reputation, it can create a negative impact

and lose total support in volunteer/employee motivation as well as those who heavily invest in GROW.

The strategic issues produced by the TOWS analysis that influenced the construction of this mission-based issue include **(W1T4)** Improve organizational capacity in order to amplify reach, **(W4T4)** Increase education programs designed to facilitate sustainable, organic movements in school that will multiply organizational efforts, **(S1T1)** Rely on structured activities during unpredictable conditions, and **(S2O5)** Continue to create a great reputation to develop interactions between the community, law enforcement, and stakeholders. Implementing the proper activities that can relate to the kids will help motivate them to exercise. Moreover, an article concluded that “Our partnership with BOKS allows more youth to have the chance to be physically active. Inclusive physical activity opportunities are important to me because they can strengthen relationships with families, athletes and teammates” (Exceptional Parent, 2020, p. 9). Accordingly, a recent article mentioned that “As we’ve seen during the pandemic, crises force organizations to think creatively about new ways to engage and serve constituents” (Zimmerman, 2020). Additionally, in a distinct article (O’Brien, 2020) in recent weeks, the pandemic has seen international volunteer cooperation organizations, or IVCOs, repatriate thousands of volunteers from hundreds of countries. Now, IVCOs are adapting their work so they can continue to support partner organizations and communities overseas and thinking about when and how they can safely deploy essential volunteers. Also, Petkovic et al (2020) argue that stakeholder engagement is considered critical to ensuring priority guideline topics are identified and that comprehensive assessments of the evidence and other considerations are done. “Jeynes, 2005; Pianta et al., 2002, mentions that academic involvement on the part of parents and teachers

has the potential to facilitate children’s engagement and promote achievement” (Bryce et al., 2019, p. 494).

Goal 1: Develop the healthiest children by supporting grassroots wellness initiatives.

Objective 1: Maintain 2019-20 school year participation in the 2020-21 school year.

Strategy 1: Rely on structured activities during unpredictable conditions such as COVID-19 (Zimmerman, 2020).

Strategy 2: Utilize volunteer support to hold events (O’Brien, 2020).

Strategy 3: Solicit feedback from external stakeholders (Petkovic et al. 2020).

Indicator 1: Complete Virtual XC Season Planning by August 2020.

Indicator 2: Provide annual report to stakeholders by October 2020.

Indicator 3: Have Team GROW Healthy Kids” Cross Seminole 26.2 mile run fundraiser on October 31, 2020.

Indicator 4: Meet with Seminole County PTA by January 1, 2021.

Objective 2: Grow participation in activities within Seminole County and into Orange, Volusia, and Osceola County schools by July 2025.

Strategy 1: Engage and collaborate with Central Florida Counties' PTAs. (Bryce et al., 2019).

Strategy 2: Keep stakeholders engaged (Petkovic et al. 2020).

Strategy 3: Create multiple opportunities for children engagement in indoor/outdoor health and fitness development (Forni, 2020).

Strategy 4: Pursue the collaboration of companies, donors, and/or sponsors that manufactures sports equipment as well as local athletic organizations (National Council of Nonprofits, 2020).

Indicator 1: Solicit annual surveys from which children will have the opportunity to tell what their sport of interest is.

Indicator 2: Establish contacts with the Orlando City Soccer Club by July 2021 (Doyle, 2018).

Indicator 3: Reinstate the “GROW Raider’s 5K” at SSC in November 2021.

Indicator 4: Inventory of all locations and facilities where GROW can implement the different sports by January 2022.

Indicator 5: Create at least one non-running related annual event by July 2022.

Indicator 6: Meet with Orange, Volusia, and Osceola Counties’ PTA by July 2022.

Indicator 7: Establish partnership with local fitness centers where volunteer trainers are available to assist children and their families by July 2022.

Indicator 8: Establish Seminole County office facility to further serve Seminole County community and surrounding counties by July 2023.

Indicator 9: Hold events in Orange, Seminole, Volusia, and Osceola Counties by July 2025.



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Implementation is a vital step as it puts the strategic plan into action. It is “the process of applying public policy to target populations and situations and achieving its objectives (Buckingham, 2020, p. 6)”. While it may be important to understand the issues as well as goals, objectives, and indicators that can help overcome those issues, the issue management step is all for not if it is not implemented properly. Implementation is what brings the strategies to life (Bryson, 2011).

An important aspect to ensure a strategic plan is properly implemented is to make certain that there is a clear understanding by stakeholders of what needs to be done, how it will be done, when it will be done, why it will be done, and by whom (Buckingham, 2020). Below, the implementation plan is detailed by expanding upon the strategies associated with each issue’s goal. The strategies are broken down and elaborated upon to include milestones, target dates, required resources, and the assigned stakeholders. The logic models found in Appendices C, D, and E provided an overview of how these strategies aim to achieve the goals in question.

Issue 1: How can GROW strengthen its organizational structures and processes while correcting problems that have arisen as a result of this weakness in the past?

Goal 1: Bring GROW into full legal compliance with all relevant state and federal tax laws and ensure ongoing compliance as the organization grows by building.

Objective 1: Ensure all correct tax forms for the years of 2016-2020 are filed with the Internal Revenue Service by May 15, 2021 (IRS, 2020).

Objective 2: Provide the organization with the internal Board and reporting structures needed to ensure ongoing compliance by October 2020.

<u>Strategy</u>	<u>Milestone</u>	<u>Target Date</u>	<u>Required Resources</u>	<u>Assigned to</u>
Establish a Board audit committee	Hold the inaugural audit committee meeting	September 1, 2020	<ul style="list-style-type: none"> • Board’s time 	<ul style="list-style-type: none"> • Board
Conduct “internal audit” of organizational finances and donations	Create an internal database of past donations, including cash and in-kind	September 30, 2020	<ul style="list-style-type: none"> • Time of Executive Director • Time of Audit Committee 	<ul style="list-style-type: none"> • Executive Director for compilation • Audit Committee for oversight
Conduct “internal audit” of organizational finances and donations	Complete internal audit report and present to the full Board	October 30, 2020	<ul style="list-style-type: none"> • Audit Committee’s time 	<ul style="list-style-type: none"> • Audit Committee
Conduct a search for qualified CPA to conduct an audit and advise the Board	Solicit at least three CPA quotes	October 15, 2020	<ul style="list-style-type: none"> • Audit Committee’s time 	<ul style="list-style-type: none"> • Audit Committee
Contract CPA to conduct an audit and advise the Board	Contract the CPA selected by the Audit Committee and set a deadline	October 30, 2020, to contract and December 15, 2020, for audit deadline	<ul style="list-style-type: none"> • Approx. \$10,000 from organizational reserves 	<ul style="list-style-type: none"> • Audit Committee
Analyze implications of the independent audit	Provide update to Board with audit analysis	February 1, 2021	<ul style="list-style-type: none"> • Audit Committee’s time • Board’s time 	<ul style="list-style-type: none"> • Audit Committee
Ensure the organization is in full legal tax compliance for past years	File any necessary 990 amendments for previous years	March 1, 2021	<ul style="list-style-type: none"> • Audit Committee’s time 	<ul style="list-style-type: none"> • Audit Committee
Ensure the organization is in full legal tax compliance for 2020	Present Form 990-EZ to Board for review and file by the deadline	April 1, 2021, for review and May 15, 2021, to file	<ul style="list-style-type: none"> • Executive Director’s time completing Form 990-EZ • Board’s time reviewing 	<ul style="list-style-type: none"> • Executive Director • Board

Goal 2: Foster an organizational culture that prides itself on transparency and accountability while showcasing that commitment to stakeholders.

Objective 1: Showcase the organization’s commitment to transparency by improving

online access to essential data on the GROW website and at least one nonprofit watchdog website by December 2020 (BoardSource, 2017).

<u>Strategy</u>	<u>Milestone</u>	<u>Target Date</u>	<u>Required Resources</u>	<u>Assigned to</u>
Complete four levels of transparency seals with Guidestar	Complete Bronze Seal	September 30, 2020	<ul style="list-style-type: none"> • 15 minutes of Executive Director's time 	<ul style="list-style-type: none"> • Executive Director
Complete four levels of transparency seals with Guidestar	Complete Silver Seal	October 30, 2020	<ul style="list-style-type: none"> • 15 minutes of Executive Director's time 	<ul style="list-style-type: none"> • Executive Director
Update GROW's website to ensure access by stakeholders to key financial and communication documents	Post GROW's Form 1023, determination letter, 2019 financial summary, and recent annual report on the organization's website	October 30, 2020	<ul style="list-style-type: none"> • 2 hours of Executive Director's time 	<ul style="list-style-type: none"> • Executive Director
Complete four levels of transparency seals with Guidestar	Complete Gold Seal	November 30, 2020	<ul style="list-style-type: none"> • 15 minutes of Executive Director's time 	<ul style="list-style-type: none"> • Executive Director
Complete four levels of transparency seals with Guidestar	Complete Platinum Seal	December 30, 2020	<ul style="list-style-type: none"> • 30 minutes of Executive Director's time 	<ul style="list-style-type: none"> • Executive Director
Update GROW's website to ensure access by stakeholders to key financial and communication documents	Post any amended 990 filings on the website	March 15, 2021	<ul style="list-style-type: none"> • 30 minutes of Executive Director's time 	<ul style="list-style-type: none"> • Executive Director
Update GROW's website to ensure access by stakeholders to key financial and communication documents	Post GROW's 990 filings for 2020 on website	June 1, 2021	<ul style="list-style-type: none"> • 30 minutes of Executive Director's time 	<ul style="list-style-type: none"> • Executive Director

Goal 3: Ensure the organization has a Board, staff, and volunteer arrangement capable of providing the organization with the ongoing support needed to successfully carry out the mission.

Objective 1: Strategically design a Board capable of providing the support and expertise needed to help GROW to advance its mission.

Objective 2: Update bylaws to reflect current operating procedures and upcoming changes to organizational operations.

Objective 3: Ensure appropriate staffing levels and skills needed to successfully accomplish the day-to-day operations of GROW.

Objective 4: Continue to build and leverage a committed team of volunteers with the capacity to support the Board and staff in the execution of GROW's mission.

<u>Strategy</u>	<u>Milestone</u>	<u>Target Date</u>	<u>Required Resources</u>	<u>Assigned to</u>
Conduct Board self-audit	Board “mini-retreat” (virtual if necessary)	October 30, 2020	<ul style="list-style-type: none"> ● Board’s time ● Executive Director’s time ● Retreat expenses 	<ul style="list-style-type: none"> ● Executive Director
Create Board committees assigned to address areas of weakness identified in self-audit	Appoint committees and commence initial meetings	August 1, 2021	<ul style="list-style-type: none"> ● Board’s time (especially committee members’ time) 	<ul style="list-style-type: none"> ● Board
Conduct Board self-audit	Review and update bylaws	October 1, 2021	<ul style="list-style-type: none"> ● Time of committee tasked with bylaw overhaul 	<ul style="list-style-type: none"> ● Audit Committee
Build and leverage a committed team of volunteers	Reported created by Volunteer Management Board and presented to the full Board	December 1, 2021	<ul style="list-style-type: none"> ● Time of committee tasked with the review 	<ul style="list-style-type: none"> ● Volunteer Management Board
Build out the Board to improve the ability to serve the needs of GROW	Hold Board elections according to bylaws	March 2020	<ul style="list-style-type: none"> ● Board’s time 	<ul style="list-style-type: none"> ● Board

Issue 2: How can GROW improve its current level of funding?

Goal 1: Enhance financial stability to support activities for the community.

Objective 1: Develop and execute a five-year funding plan to accommodate continually increasing demand for services

Objective 2: Increase donations year-over-year to ensure resources are available to meet increasing legal demands

<u>Strategy</u>	<u>Milestone</u>	<u>Target Date</u>	<u>Required Resources</u>	<u>Assigned to</u>
Generate financial audit	Contract and aid in a comprehensive independent financial audit	December 2020	<ul style="list-style-type: none"> ● Audit Committee's time ● approx. \$10,000 from organizational reserves 	<ul style="list-style-type: none"> ● CPA contracted by the Board ● Audit Committee ● Executive Director
Increase communication with prospective donors and stakeholders	Generate contact with internal and external stakeholders at least once bi-monthly	October 31, 2020	<ul style="list-style-type: none"> ● Computer with software ● Executive Director's Time 	<ul style="list-style-type: none"> ● Executive Director
Increase grant and donor funding year-over-year	Research at least three grant opportunities each quarter and apply for at least one	March 2021	<ul style="list-style-type: none"> ● Board's time 	<ul style="list-style-type: none"> ● Board
Increase grant and donor funding year-over-year	Meet with Game Time	October 2020	<ul style="list-style-type: none"> ● Board's time 	<ul style="list-style-type: none"> ● Executive Director ● Board
Diversify funding streams to include social media	Hire a social media marketing specialist	December 2020	<ul style="list-style-type: none"> ● Budget for staffing ● Time for interviewing 	<ul style="list-style-type: none"> ● Executive Director ● Board
Increase grant and donor funding year-over-year	Create a donor database with at least 50 potential donors and development plans for each one	December 2020	<ul style="list-style-type: none"> ● Budget allocation for software ● Computer with software ● Executive Director's time 	<ul style="list-style-type: none"> ● Executive Director
Increase grant and donor funding year-over-year	Follow up with RIP-IIT Foundation	December 2020	<ul style="list-style-type: none"> ● Executive Director's time 	<ul style="list-style-type: none"> ● Executive Director
Increase grant and donor funding year-over-year	Create a playground / play space fund	July 2023	<ul style="list-style-type: none"> ● Budget allocation for the fund ● Board's time ● Volunteers 	<ul style="list-style-type: none"> ● Board ● Volunteers

**Issue 3: How can GROW continue to promote the importance of the health and fitness of
Central Florida children?**

Goal 1: Develop the healthiest children by supporting grassroots wellness initiatives

Objective 1: Maintain 2019-20 school year participation in the 2020-21 school year

Objective 2: Grow participation in activities within Seminole County and into Orange, Volusia, and Osceola County schools by July 2025.

<u>Strategy</u>	<u>Milestone</u>	<u>Target Date</u>	<u>Required Resources</u>	<u>Assigned to</u>
Rely on structured activities	Complete Virtual XC season planning	August 2020	<ul style="list-style-type: none"> ● Budget for events ● Board's time 	<ul style="list-style-type: none"> ● Board
Utilize volunteers	Use volunteer to host GROW's Healthy Kids Cross Seminole fundraiser	October 31, 2020	<ul style="list-style-type: none"> ● Volunteers ● Budget for fundraiser ● Board's time 	<ul style="list-style-type: none"> ● Board ● Volunteers
Solicit feedback from external stakeholders	Provide an annual report to external stakeholders	October 2020	<ul style="list-style-type: none"> ● Executive Director's time 	<ul style="list-style-type: none"> ● Executive Director
Solicit feedback from external stakeholders	Meet with Seminole County PTA	January 1, 2021	<ul style="list-style-type: none"> ● Board's time 	<ul style="list-style-type: none"> ● Executive Director ● Board
Engage Central Florida PTAs	Meet with at least 5 local PTAs and being strategic development planning with at least 2	March 1, 2021	<ul style="list-style-type: none"> ● Board's time 	<ul style="list-style-type: none"> ● Executive Director ● Board
Engage Stakeholders	Conduct annual participate survey to assess interest	May 1, 2021	<ul style="list-style-type: none"> ● Executive Director's time ● Volunteers 	<ul style="list-style-type: none"> ● Executive Director ● Volunteers
Engage Stakeholders	Establish contact with Orlando City Soccer Club	July 2021	<ul style="list-style-type: none"> ● Executive Director's time 	<ul style="list-style-type: none"> ● Executive Director
Increase opportunities for youth participation	Introduce at least two new health and fitness initiatives	May 1, 2021	<ul style="list-style-type: none"> ● Board's time ● Budget for initiatives 	<ul style="list-style-type: none"> ● Board

<u>Strategy</u>	<u>Milestone</u>	<u>Target Date</u>	<u>Required Resources</u>	<u>Assigned to</u>
Increase opportunities for youth participation	Create inventory of locations and facilities for expanded programing opportunities	January 2022	<ul style="list-style-type: none"> ● Board's time ● Budget for software ● Computer & software 	<ul style="list-style-type: none"> ● Board
Increase opportunities for youth participation	Introduce at least one non-running event	July 2022	<ul style="list-style-type: none"> ● Board's' time ● Budget for event 	<ul style="list-style-type: none"> ● Board
Engage Central Florida PTAs	Meet with Orange, Volusia, and Osceola County PTA's	July 2022	<ul style="list-style-type: none"> ● Board's time 	<ul style="list-style-type: none"> ● Executive Director ● Board
Engage Stakeholders	Establish at least two partnerships with local fitness centers with volunteers able to assist youth and families	July 2022	<ul style="list-style-type: none"> ● Board's time 	<ul style="list-style-type: none"> ● Board
Engage Stakeholders	Establish office facility in Seminole County	July 2023	<ul style="list-style-type: none"> ● Budget for office facility ● Board's time 	<ul style="list-style-type: none"> ● Board
Increase opportunities for youth participation	Hold at least one event in each of Orange, Seminole, Volusia, and Osceola Counties	July 2025	<ul style="list-style-type: none"> ● Board's time ● Budget for events 	<ul style="list-style-type: none"> ● Board ● Volunteers



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In the book Strategic Planning, Patton (2008) mentions that “a developmental evaluation process is needed to assist those involved with obstacles to steer through them to attain, modify policy goals during the early stages of implementation. It will also assist on providing useful information for new rounds of strategizing” (Bryson, 2011, p. 283).

Consequently, Bryson (2011) noted that “The important point is that the specifics of implementation must be clarified as much as necessary to allow effective evaluation of options and to provide desired guidance for implementation. Recall that a strategy has been defined as a *pattern* of purposes, policies, decisions, actions, or resource allocations that effectively link the organization to its environment. The purpose of the questions, whether or not all five are used, is to get the organization to clarify exactly what needs to be done and by whom for the resulting pattern to be truly effective” (p.237).

Moreover, the book continues to add that “Once answers have been developed to deal with a specific strategic issue, the strategic planning team is in a position to make judgments about what strategies actually should be pursued” (Bryson, 2011, p.237). Then and only then is the opportunity to review what has been implemented, make changes on specific strategies or detailed operating plans.

Formative

As GROW prepares to incorporate and execute this strategic plan, it is essential to establish procedures to monitor each step of the process to track progress and guard against four common challenges facing implementation (Bryson, 2011). First, GROW must monitor resource allocation to ensure the tangible, temporal, and financial requirements of implementing each step effectively are available. Second, the organization must monitor implementation to ensure the plan can evolve to meet dynamic problems, rather than rigidly following the initial structure.

Third, GROW should conduct micro-evaluation on a regular basis to ensure the expected outcomes of each step are achieved, as seen in the logic models found in appendices B, C, and D. Fourth, the formative evaluation ought to be used to keep the organization's attitudes and focus aligned with the long-term outcomes of the plan as landscapes shift and leadership changes.

GROW should facilitate this formative evaluation process through a four-pronged approach. First, the Board should appoint an implementation committee to study the strategic plan submitted and present its findings to the Board to build consensus and support for the long-term goals and the validity of the logic model underlying each step. Second, the implementation committee and the executive director should analyze the progress made each month against the indicators and deadlines outlined in the implementation plan to assess each of the four aspects that commonly threaten success. The results of this analysis should be presented to the full Board monthly. Third, the organization should use program management software available for free to nonprofit through Microsoft Teams, or other similar software, to assign responsibilities for each strategic plan to the responsible party or committee indicated in the implementation plan with deadlines to create accountability and an easy tracking dashboard for the full Board to monitor. Finally, time should be set aside quarterly for the full Board to analyze the implementation and evaluate resource allocation, shifting problems, logic model outcomes, and to maintain a commitment to the process.

Summative

As GROW reaches the end of the implementation phase of this strategic evaluation plan, it is important to conduct a summative evaluation. This process can help the organization understand the outcomes achieved, both positive and negative, and how those outcomes relate to the specific actions taken. This summative evaluation can take many forms; however, GROW is

encouraged to utilize the following mechanisms and tools: performance reports, stakeholder surveys, and hard data analyzing performance metrics.

Performance Reports

Throughout the formative evaluation, reports will be generated on a monthly and quarterly basis analyzing implementation and ongoing outcomes. After implementation, a capstone report should be conducted to analyze the full implementation process and the results of that implementation. While these reports will include quantitative data, such as timeline analysis and outcome changes, much of the data in these reports will be qualitative that analyzes the impact of implementation on the organization's goals and mission. They should focus on the connections between each step of the logic model, using data from the final part of the summative plan to provide hard data for each step. Together with the other elements of the summative analysis, these reports can help the Board move forward and serve as the basis for developing future strategic plans.

Stakeholder Surveys

As part of the summative evaluation, GROW should conduct a formal stakeholder survey. This should include surveying internal stakeholders, such as Board members, employees, volunteers, and participants, as well as external stakeholders, such as schools and donors. This survey will focus heavily on qualitative data, including satisfaction, perception of mission achievement, likelihood to donate in the future, willingness to recommend to others, etc. It would be helpful to conduct an initial survey at the start of implementation against which to benchmark the results, however, some results can be benchmarked against the surveys conducted as part of this study.

Performance Metrics

Performance measures will be collected on a monthly and quarterly basis throughout the implementation process and by developing quarterly and annual reports for stakeholders. At the conclusion of the implementation process, this data should be collected and organized into a database that tracks changes in hard data throughout the process. Rather than focusing on the qualitative aspects, this step attempts to collect quantitative data covering each aspect of the logic model: activities, outputs, and outcomes for the short, mid, and long-term. Example of performance measures include: (1) the number of activities were conducted, (2) the outputs that were specifically generated like the number of shoes provided to children, and (3) tangible outcomes that provide measurement for each of the short, mid, and long-term goals such as the average participation of events, the satisfaction level of participants and schools, and the number of volunteers assisting children.



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GROW leads in promoting environments that support physical activity and healthy living for children across Central Florida. Volunteers help to develop wellness to provide unfunded health and wellness programs in Central Florida. This in turn, continues to make a positive difference by developing health and wellness programs. Walzer & Hamm (2012) note that “a guiding vision can provide the sense of purpose, values, and common ground that enables disparate and essentially independent groups and organizations to strive together for the common good” (Bryson, 2011, p. 121).

Vision Statement

“To be the most innovative, interactive, volunteer-driven organization with a health and fitness focus for Central Florida school children.”



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CENTRAL FLORIDA
GROW healthy kids, GROW healthy communities.



Appendix A



Strategic Planning Survey

G.R.O.W. Central Florida is currently conducting a strategic planning analysis to allow us to better serve our community by increasing opportunities for physical activity and healthy living among our youth. As part of this process, we are working to better understand key aspects that impact our ability to deliver quality services, both within our organization and in the communities where we operate. We are excited about the opportunity to more effectively serve our youth, but we need your help! By completing the following survey, you can help us to better understand the strengths, weaknesses, challenges, and threats affecting our ability to carry out the mission of G.R.O.W. Any additional thoughts, comments, or suggestions you would like to provide are welcome!

1. I primarily interact with G.R.O.W. as a

2. List, in order of importance, 3 or 4 things you believe G.R.O.W. does well in carrying out our mission?

1	<input type="text"/>
2	<input type="text"/>
3	<input type="text"/>
4	<input type="text"/>

3. List, in order of importance, 3 or 4 organizational weaknesses you have observed at G.R.O.W. that could be holding us back from meeting the needs of communities in Central Florida.

1

2

3

4

4. List, in order of importance, 3 or 4 opportunities you see in our community that you believe G.R.O.W. is positioned to engage.

1

2

3

4

5. List, in order of importance, 3 or 4 challenges in the community or external environment which you believe could affect G.R.O.W.'s ability to carry out our mission?

1

2

3

4

6. Do you have any other comments, suggestions, or concerns?

Appendix B

Goals from GROW Founder and Executive Director Colleen Gonzalez

<u>Time Period</u>	<u>Goals</u>
One Month	<ul style="list-style-type: none"> • Submit paperwork to Field’s Automotive Group to hopefully obtain a donated deliver van • All Annual Reports will be mailed with corresponding letter requesting a donation • Virtual XC Season Planning will be done
Three Months	<ul style="list-style-type: none"> • To have the Board Roles, Composition and Expectation written out • Finish the Volunteer Code of Conduct and Ethics Document to ensure we are very structured for each volunteer • Establish a simple monthly summary to distribute to board members. This will include reminders about commitments • Finish “Desk Book” with directions on all processes • Identify CPA firm to complete our Audited Financial Statement and have this done • Revisit insurance coverage and look at adding coverage of trailers • Meet with Game Time (Producers of school play equipment) to learn about grants they offer, and maintenance of such equipment, cost associated upkeep • Further Engage with the Seminole County PTA <ul style="list-style-type: none"> ○ Objective: engage schools in thinking about future planning for school recess area’s and zones. Provide information on costs to help them think about future budget planning and potential grant opportunities

Appendix B

Goals from GROW Founder and Executive Director Colleen Gonzalez

<u>Time Period</u>	<u>Goals</u>
Six Months	<ul style="list-style-type: none"> • 10/31 – “Team GROW Healthy Kids” Cross Seminole 26.2 mile run fundraiser to be done in lieu of the New York City Marathon. (Better than a 5k because we are running for you!) • Have the 2020 GuideStar Seal of Transparency completed (Gold) <ul style="list-style-type: none"> ○ All Documents will be placed in a organized binder in the office and an electronic copy will be available upon request • Follow up with the RIP-IIT Foundation about funding a potential grant writer • After the 2020 GuideStar Seal of Transparency has been awarded apply for the following: • Grants / Awards: <ul style="list-style-type: none"> ○ Florida Blue Foundation – “Build Healthy Strong Communities” ○ (May) Fleet Feet Corporate Grant / Award submitted by the store ○ (June 2021) Saucony Run for the Good Grant ○ (April 2021) Roberts Wood Johnson Sports Awards ○ (July / Aug 2021) Orlando Magic Youth Foundation Grant (by invitation only) • February - Work to expand the community ball drive for law enforcement allowing us to collect donations and distribute donations
One Year (July 2021)	<ul style="list-style-type: none"> • Add two positions to the GROW Central Florida Board of Directors: <ul style="list-style-type: none"> ○ Marketing and Communications Expert ○ Health Industry Leader who can help bring financial support to our board • Have added paid support person to handle correspondence, bookkeeping and marketing and communication <ul style="list-style-type: none"> ○ 10 hours per week (1099 independent contractor) • November 2021 -Reinstate the “GROW Raider’s 5K” at SSC (placed on hold due to COVID)

Appendix B

Goals from GROW Founder and Executive Director Colleen Gonzalez

<u>Time Period</u>	<u>Goals</u>
Three Years (July 2023)	<ul style="list-style-type: none">• Have office facility to further serve the Seminole County community and surrounding counties• Expand paid support team to include one Executive Director and two Part Time team members• Have playground / play space “fund” in place to help Title 1 schools receive matching funds for improvements that need to be made. We will focus on schools in high need areas. This “Fund” will help schools who have made an effort to save and plan but fall short of the financial goals• Revisit succession plan to ensure GROW will continue to thrive long term under the leadership of another Executive Director
Five Years (July 2025)	<ul style="list-style-type: none">• Celebrate 10 years of service as a community nonprofit• Colleen to move back to a highly engaged board position

Appendix C: Issue 1 – Logic Model



- Board members time (Approx. 4 hours monthly)
- Committee Members Time (Approx. 10 hours monthly)
- Executive Director’s time
- Finances (Approx. \$10,000)

- Establish Board Audit Committee
- Conduct “internal audit” of finances and donations
- Contract CPA to conduct independent audit
- Analyze implications of audits
- File necessary 990 amendments
- Complete 4 levels of Guidestar transparency
- Update GROW Website with transparency documents
- Conduct board “self-audit”
- Build and leverage volunteer teamBuild out the GROW board

- “Internal audit” report
- Independent audit report
- Amended 990-EZ forms
- 2020 990-EZ forms
- Guidestar transparency application materials
- Website updates
- Board retreat conducted
- New bylaws created
- Board “self-audit” report
- New board members elected
- Board committees created
- Volunteer review created

Short-Term

- Organizational awareness of liabilities and weaknesses
- Legal compliance
- Weaknesses & risks mitigated
- Increased perceptions of transparency and accountability
 - Support for organizational structures and program implementation

Long-Term

- Transparency & Accountability
- Stable systems capable of supporting ongoing compliance, accountability, & transparency
- Outstanding reputation for transparency & accountability
- Exceptional board & volunteer support

Formative Evaluation	Summative Evaluation
<ul style="list-style-type: none"> • Monthly board & committee reviews • PM tracking software • Surveys of stakeholders 	<ul style="list-style-type: none"> • Summative board & committee reviews • Surveys • Data Analysis • Annual audit

Appendix D: Issue 2 – Logic Model



- Board’s time
- Audit committee’s time
- Executive director’s time
- Computer & software
- Budget resources
- Volunteer hours

- Undertake financial audit process
- Generate contact with internal & external stakeholders at least bi-monthly
- Research 3 grant opportunities & apply for at least one each quarter
- Increased grant applications & donor solicitations
- Diversify funding streams to include social media

- Independent audit report
- Monthly / quarterly reports, email updates, social media posts, etc.
- 3+ grants investigated and 1+ application submitted quarterly
- Game Time meeting coordinated
- Communication with RIP-IIT Foundation
- Donor database with 50+ potential donors with development strategies
- Social media marketing specialist hired
- Playground fund
- 5-year funding strategy

Short-Term

- Organizational awareness of strengths & weaknesses related to funding
- Strategic plan to address weaknesses
- Increased funding available for programs

Long-Term

- Diversified & stable funding streams
- Systemic accountability & fiscal awareness
- Transparency through communication that increases donor engagement
- Strong partnership network to support funding needs

<u>Formative Evaluation</u>	<u>Summative Evaluation</u>
<ul style="list-style-type: none"> • Monthly board & committee reviews • PM tracking software • Surveys of stakeholders 	<ul style="list-style-type: none"> • Summative board & committee reviews • Surveys • Data Analysis • Annual audit

Appendix E: Issue 3 – Logic Model



- Board’s time
- Audit committee’s time
- Executive director’s time
- Budget resources for computer, software, office facility, & events
- Volunteer hours

- Undertake structured activities (i.e. Virtual XC season planning)
- Utilize volunteers
- Solicit feedback from external stakeholders (i.e. Seminole County PTAs)
- Engage Central Florida PTAs
- Engage stakeholders
- Increase opportunities for youth participation

- Virtual XC season
- Volunteers led events
- Annual Reports
- Seminole PTA feedback
- 5+ local PTAs engaged & strategic plans for 2+
- Contact established with OCSC
- 2+ new programs created
- Inventory of facilities & locations
- 1+ non-running event
- Central Florida PTAs engaged
- 2+ fitness centers engaged
- Seminole County office
- Events in 4+ target counties

Short-Term

- Strategic plan to guide GROW through challenges of COVID
- Increased engagement of stakeholders
- Infrastructure developing to handle burgeoning demand
- Increased activities & scope for fulfilling mission

Long-Term

- Strategic, responsive, & flexible culture capable engaging stakeholders and responding to threats
- Strong volunteer core to support growing programs
- Adequate physical & organizational infrastructure
- Opportunities for all youth

<u>Formative Evaluation</u>	<u>Summative Evaluation</u>
<ul style="list-style-type: none"> • Monthly board & committee reviews • PM tracking software • Surveys of stakeholders 	<ul style="list-style-type: none"> • Summative board & committee reviews • Surveys • Data Analysis • Annual audit