



Strategic Plan 2018-2020

Helping Kids Get Healthy and Stay Healthy

OUR VISION

To inspire and transform the lives of all children by developing healthy and positive youth development programs

OUR MISSION

To provide children the opportunities to participate in safe and impactful fitness, nutritional, and enrichment programs empowering them to live healthy lives

OUR CULTURE

POSITIVE ENVIRONMENT AND EXPERIENCE

- Dedicated spaces
- Emotionally and physically safe
- Fun and engaging
- Active and innovative

SUPPORTIVE RELATIONSHIPS

- Consistent youth tennis and enrichment professionals
- Individual attention
- Small group interaction
- Partnerships with community and families

YOUTH VOICE

- Programs based on youth interest
- Freedom to choose

CONTINUOUS EVALUATION

- Clear goals aligned to impact
- Performance improvement

MEMBERSHIP

- Open and affordable to all
- Continuous scholarship support to youth who need us most

ORGANIZATIONAL GOALS/OBJECTIVES/ACTIONS

GOAL ONE: Manage finances with integrity

Objective One: Transparency to donors and stakeholders on the MFCF budget each year

- **Action One:** Update current policies, audits, and tax returns for public viewing on our website
- **Action Two:** Audit with a clean opinion

GOAL TWO: Operate MFCF within financial means and guidelines

Objective One: Operate in a surplus

- **Action One:** Have a positive operating cash flow each year
- **Action Two:** Achieve four-star charity rating
- **Action Three:** Maintain 70% or higher program expense allocation

Objective Two: Increase retention rates of current supporters

- **Action One:** Increase major donor retention rate to 80% in 3 years
- **Action Two:** Add at least 100 donors each year

Objective Three: Enhance marketing and branding opportunities

- **Action One:** Continue to utilize current tagline through all communication outlets
- **Action Two:** Ensure consistent messaging for all levels through training of staff, board members, and volunteers by 2018

Objective Four: Diversify and innovate new and existing funding streams

- **Action One:** Focus on growing our Futures Tennis Tournament to be our 'core' fundraising program with support from USTA, sponsors, and community
- **Action Two:** Develop a plan to target Millennials for launch in 2018
- **Action Three:** Increase our Golf Tournament marketing and attendance with goal of 96 golfers
- **Action Four:** Develop a more visible recognition plan for 'major' sponsors

Objective Five: Recruit and retain effective members of our Board of Directors

- **Action One:** Increase BOD to eight/nine members by 2018 with focus on professional backgrounds and club affiliations (at least one millennial member)
- **Action Two:** Update BOD participation guidelines and committee placement structure
- **Action Three:** Schedule bi-monthly board meetings for the full year

Objective Six: Develop innovative approaches in recruiting volunteers

- **Action One:** Engage a minimum of one new volunteer per Club to support and be an ambassador for MFCF
- **Action Two:** Engage a minimum of three volunteer 'captains' each to ensure that Futures Tennis and Golf Tournament committee volunteers are supervised effectively and efficiently

Objective Seven: Create a MFCF Youth Council (MFCFYC) to be foundation ambassadors to promote youth led action for support and mentoring of children attending programs

- **Action One:** Create guidelines for MFCFYC selection by 2018
- **Action Two:** Establish primary responsibilities and duties

PROGRAM AND PARTNERSHIP GOALS/OBJECITIVES/ACTIONS

GOAL ONE: Safety is the first priority for all MFCF programs

Objective One: Create an environment that ensures the emotional and physical safety of all our members

- **Action One:** Conduct background checks for all adults (staff, coaches, teachers, volunteers)

Objective Two: Ensure all facilities are safe and secure for our youth

- **Action One:** Physical inspection of all out-of-school facilities
- **Action Two:** Review inspection results and reconfigure facilities as need to improve safety

GOAL TWO: Create a network of support and recognition for our children

Objective One: Enhance partnerships with agencies and schools to create programs that matter

- **Action One:** Collaborate with Grand Harbor, elementary schools, middle schools, and other agencies in IRC to negotiate after-school program, summer camp and enrichment programs with a focus on our mission and Mardy's EMBEDS habits to teach health and fitness to our members
- **Action Two:** Set up organization wide system for all partners to track and evaluate performance for all children in targeted programs by 2018
- **Action Three:** Strengthen collaboration with parents to enhance learning for their children with Fish Family nights

Objective Two: Improve the leadership and teamwork skills of children

- **Action One:** Identify and promote highly engaged youth participating in programs 3x/or more during school year and in summer camp
- **Action Two:** Encourage expanded participation in tennis and other sport tournaments outside of our MFCF programs

SUMMARY

Using our Strategic Plan 2017-2020 as a guide, we will strengthen our ability to positively impact the lives of children in the Indian River Community through programs that build healthy bodies and minds; character and teamwork; and instill life enhancing healthy habits that will promote healthy choices.

We are determined that collectively we will:

- Strengthen the MFCF's staff, volunteers, and Board of Directors to model leading practices in non-profit board governance
- Promote MFCF's brand and programs in our community inspired by the spirit of its founders
- Sustain MFCF through resource development
- Achieve high quality programs in partnership with high quality organizations while adhering to the MFCF mission and 6 Healthy Habits
- Optimize our new operating structure for greater effectiveness, efficiency, and impact