

Seminole HEART

Strategic Plan



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Executive Summary

Seminole HEART is a volunteer organization that is committed to serving the people of Seminole County and meeting the unmet needs of their community. As with many 501(c)(3) organizations, there are critical issues facing the organization. Seminole HEART has identified a need to engage in strategic planning in order to address these issues, focus on resiliency, and position themselves to successfully carry out their mission of “meeting the unmet needs of individuals and their families during the time of declared disasters.”

This paper will cover the strategic plan prepared for the organization through the evaluation in several areas in sequential steps. These areas are the organizational history which includes a stakeholder analysis, a PEST analysis, and a mission statement, a SWOT analysis, a TOWS analysis, development of strategic issues, a vision statement, an implementation plan, and an evaluation plan. These steps created a distinct and executable plan for Seminole HEART to continue to develop as an organization.

The organizational history and the analyses within, including the mission statement, identification of the formal and informal mandates that impact Seminole HEART, and review of the stakeholders, identified the key focuses of Seminole HEART as an organization. This allowed the creation of specific and thorough analyses including PEST, SWOT, and TOWS, performed during the development of this plan. Through these analyses, a list of several strategic issues facing the organization was prepared. These eleven issues were drilled down into three of the most crucial areas Seminole HEART should focus their efforts. These areas are: (1) identify ways to increase volunteerism and donations, (2) bolster strategic partnerships, and (3) ensure their longevity and resiliency during downturns. These three areas were then developed

into a list of goals, objectives, strategies, and indicators. By creating these goals, objectives, strategies, and indicators, the organization is given actionable tasks to resolve the issues at hand.

With the mission and vision statements in mind, the strategic issues' goals, objectives, strategies, and indicators were rolled into the implementation and evaluation plan. These plans give the organization a framework to use in the continued growth and development of the organization and ensure its continued success.

It is important to note that although a great deal of research, time, and consideration has gone into the development of this strategic plan, it should be considered a living document. The organization should adjust the plan accordingly as their environment changes with time. This plan is set to a five year horizon, and if implemented fully, will enable Seminole HEART to reach its full potential. Once this plan is fully realized, the organization should continue to evolve and create the strategic plan to allow their continued success and growth.

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Organizational History

Seminole HEART (Home-based Emergency Assistance Response Team) was founded in response to the spring tornadoes and the summer fires of 1998. The group was formed when Seminole County officials, members of faith organizations, and volunteers recognized a need in their community and came together to serve the underserved. There were several key groups in the development and organization of the group, including Mennonite Disaster Services (MDS), who contributed over 900 volunteers from the US and Germany. The group was officially named the Long-Term Recovery Committee for Seminole County in 2008, after Tropical Storm Fay resulted in the worst recorded flooding in county history.

Over the years, Seminole HEART has responded to almost every major storm or disaster event, including the well-known 2004 hurricane season when there were three consecutive named storms that affected the Central Florida region. In 2005, Seminole HEART worked with other organizations, including FEMA, to provide assistance to Hurricane Katrina evacuees. In 2008, Tropical Storm Fay brought severe flooding and was a significant event for Seminole HEART. Most recently, Seminole HEART has been busy responding to the needs of the community in the aftermath of Hurricane Irma.

Seminole HEART is most active during times of disaster recovery, but they are involved in other areas as well. Disaster recovery is still the most critical service offered by the organization. HEART utilizes their partnerships with local churches and volunteers, the county government, and national organizations such as the American Red Cross, to respond to the unmet needs of citizens. They assist with flood damage recovery, black mold removal, roof repair, case

management, filing cases and appeals with FEMA, and securing additional funding for families to get back on their feet.

As mentioned, disaster recovery is not the only service offered by HEART. The organization is also active in the community during what are called “blue skies” periods as well. They host quarterly workshops with the goal of preparing the community and volunteers to be ready to respond to emergency situations. The organization partners with local volunteer groups to create Ready Action Teams that are trained to respond to events, but also perform preemptive work that will mitigate damage during future events. Unfortunately, this became particularly difficult to maintain in 2009 to 2010 when volunteerism decreased because of the economic downturn.

Members of the organization are always involved in the community, working to meet unmet needs. One such activity is the work that volunteers do to renovate dilapidated homes. It seems that during disasters the most severely damaged homes are those that are in disrepair. By performing this critical service, Seminole HEART can mitigate the severity of any future damages.

HEART is unique from many non-profits in that they do not have a paid Executive Director or other staff. The organization is comprised of a Board of Directors and four elected officers. The Board manages the affairs of the organization and the officers handle day to day operations. The Board currently consists of members from the American Red Cross, multiple churches, and Seminole County Community Services.

The organization has identified a need to modernize their existing strategic plan and address the needs of their growing organization over the next five years. It has been several

years since the organization engaged in strategic planning and the current plan is not necessarily reflective of the current environment in volunteer management and crisis response. Through engaging in strategic planning, Seminole HEART will maximize their ability to serve the citizens of Seminole County. Additionally, the use of the organization's time and resources will be better utilized to meet the mission.

Stakeholder Analysis

The stakeholder analysis is critical to strategic planning. A stakeholder is any person, group or organization that will influence the organization's actions. Stakeholders can be investors, clients, partners, officers of the organization, and any other entity that may claim the attention of the organization.

As an organization that serves the community, Seminole HEART has numerous stakeholders including the citizens of Seminole County, partner organizations, volunteers, the Board of Directors, elected officers, Seminole County Emergency Management, and local faith based organizations. The Board, officers, and Seminole County Emergency Management make up the internal stakeholders group, while faith organizations, volunteers, and citizens are the external stakeholders.

The most important stakeholders are the citizens, as they are the primary reason for the existence of the organization. The citizens may not even know that Seminole HEART exists, but in times of crisis, Seminole HEART is there to assist them. Citizens generally expect to be treated with respect and they expect that governmental agencies will provide the help and support they need during times of trouble.

Secondarily, the faith based organizations, non-profits, and volunteer groups need to be recognized as essential to the success of HEART. They need to know their importance and be appreciated, and they also need to know the importance of spreading the word to meet the needs of the community. These organizations will expect to be recognized for their contributions to the mission. They will need to be supported and given concise and accurate information that allows them to coordinate their volunteers effectively. Faith based and volunteer organizations may also have an expectation that their volunteer work will present opportunities to spread their message and grow their base.

Lastly, the Board of Directors and other members of Seminole HEART should be considered. The members are all volunteers and have the good of the community in their hearts. In most cases, the board members represent other similar organizations. This is good, because that means that the visions will usually align. As volunteers, members of Seminole HEART will usually have similar needs as that of the previously discussed groups. It is important to respect the time of these people and ensure that their time is well spent doing the most good possible.

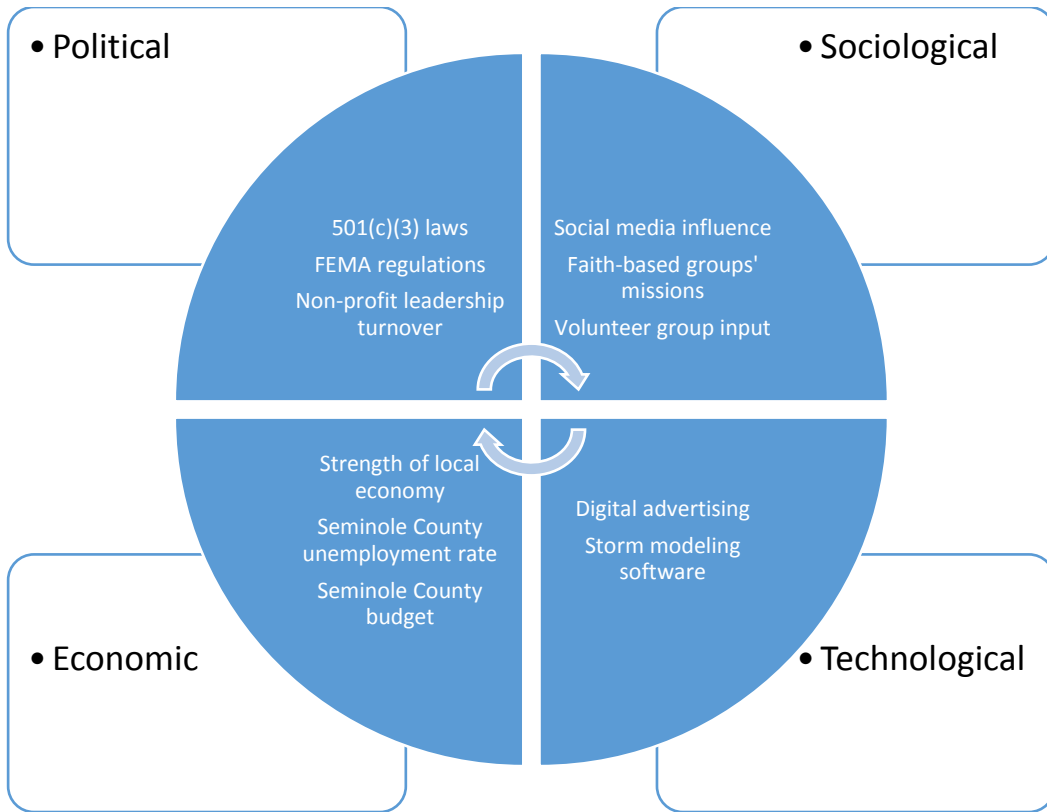
Roles and Mandates

It is important to identify and analyze both formal and informal mandates which impact Seminole HEART. A mandate determines what an organization may or may not do. Formal mandates are external in nature and will generally come from sources such as state and federal law, contracts, and legislation. Informal mandates will guide the organization in achieving the mission and satisfying stakeholders. It's important to understand these rules and guidelines because they dictate what the organization will be able to do in order to adhere to the mission and achieve their goals.

Seminole HEART is a 501(c)(3) organization which must abide by the rules and guidelines of being such an organization. To be a 501(c)(3), Seminole HEART must ensure that they are not profiting from their work and that they are not attempting to influence legislation as an organizational goal. Additionally, the organization may not perform actions that financially benefit the board members or the interests of any other private entities. Aside from the requirements of being a 501(c)(3) organization, Seminole HEART must also abide by the rules and regulations of FEMA in procuring grants and aid dollars to precipitate recovery efforts. There are local, state, and federal building rules that effect the work they do, as well as their own bylaws. The bylaws dictate the operation of the organization as well as setting guidelines for the election of officers, the role of the board, and operational directives.

PEST Analysis

The PEST analysis is a tool used to analyze the political, economic, social and technological factors that impact the organization. The PEST analysis is external in nature and is designed to analyze critical external factors which may impact the organization's ability to operate. The PEST analysis feeds into the SWOT analysis, to be discussed later.



Organizations which serve the community are subject to a unique set of challenges, including challenges of a political nature. Fortunately, when we set out to help others, political positions can be set aside. This is the case with Seminole HEART; however, they do need to abide by the laws that are in place and take note of any future legislation. Additionally, it is important to note that there is the potential for turnover amongst leadership within the partner organizations. This could result in changes in the relationship dynamic between the two organizations.

Economically, there are some considerations, with the local economy playing a major role, as HEART relies on volunteerism to support its operations. As evidenced with the difficulty they had maintaining their volunteers during the Great Recession, when the economy is bad, volunteerism also goes down. The unemployment rate in Seminole County is a key

indicator for HEART and should give some insight into projecting available volunteers for future events. As joblessness increases, volunteerism decreases, which could have an impact on the operations of HEART.

Social media and technology also play a potentially large role in the success of HEART. In today's world, digital media, including social platforms, plays a major role in advertising and publicity. HEART needs a reliable source of advertising to both get the word out about their services and to increase the volunteer base. Social media, including Facebook, Instagram, Twitter, and other platforms allow Seminole HEART to get their message out for free. Word of mouth could also affect their operations, and social media will facilitate that. A modern, easily navigable website also plays to this end goal.

Mission Statement

“Meeting the unmet needs of individuals and their families during the time of declared disasters.”

The mission statement sets the tone for the entire organization. Each action taken should be evaluated to determine whether it advances or inhibits the mission. The mission statement should be inspirational, and it should outline the purpose of the organization. The mission clarifies what the organization does and why they do it.

Seminole HEART's mission statement could be expounded a bit to tell who the organization is. It does do a good job of expressing the mission in a succinct manner. Not many political factors face Seminole HEART, and socially, the largest challenge is getting others involved. This statement does not specifically address that. The statement could also be more specific as to how the organization will meet the unmet needs of families. The key stakeholder

group-- underserved families-- is addressed in the statement. Core values could be specifically called out, and this statement does little to stand out from the crowd. We will need to engage in a review of the organization's core values in order to create a more effective mission statement.

Core values include selflessness, sacrifice, volunteerism, compassion, empathy and service. The mission statement makes it clear that meeting unmet needs in the goal but it could do more to promote HEART's goal to enrich body, soul, and person. This statement does not make the organization stand out, and as such, needs to be improved.

SWOT Analysis

A SWOT analysis is an analytical tool that identifies the strengths, weaknesses, opportunities, and threats of an organization. Additionally, the SWOT analysis is used to assess the position of the organization in its environment so that it can maximize resources and position itself to take advantage of its environment (Staff, ,2017). According to Bryson, "Strengths and weaknesses are usually internal and refer to the present capacity of the organization, whereas opportunities and challenges are typically external and refer to the future potentials for good or ill." (Bryson, 2011).

In order to complete the SWOT analysis for Seminole HEART, our team attended the most recent quarterly board meeting, as well as a two-hour public workshop hosted by the organization. Topics of discussion included the reason they desired a strategic plan as well as mission and organizational values. This meeting was key to understanding their operation. Additionally, we solicited feedback from all the board members. Each member submitted feedback as to what they believe their strengths, weaknesses, opportunities, and threats are. This feedback was combined with independent research to produce the SWOT analysis for Seminole

HEART. We compiled the lists for each category, then combined similar aspects into condensed items, and finally, we ranked each one by importance. The following chart will outline the finished product.

SWOT Analysis Chart

<p>S1 – Long-standing presence and experience in the Seminole County community</p> <p>S2 – Backing from Seminole County government/Emergency Management</p> <p>S3 – Large network of non-profit and community agencies</p> <p>S4 – Extensive disaster and case management experience</p>	<p>W1 – Low engagement of members and partners, particularly during non-emergency times</p> <p>W2 – Lack of fund raising expertise</p> <p>W3 – Shortage of manpower during emergency events</p> <p>W4 – Ambiguous goals and lack of clear direction</p>
<p>O1 – Enter into strategic partnerships</p> <p>O2 – Take advantage of the availability of grants and other resources</p> <p>O3 – Increased participation of skilled trades workers</p> <p>O4 – Donations of goods and services from retailers and other for-profit organizations</p>	<p>T1 – Decrease in volunteerism and donations</p> <p>T2 – Competition from other non-profit organizations</p> <p>T3 – Reduction of availability of grants, funds, and resources</p> <p>T4 – New legislation affecting non-profits and charitable organizations</p>

Strengths

Seminole HEART's most important asset is their long-standing presence in the community, having been an active participant in disaster recovery and case management since 1998. This was ranked as the most important strength because it demonstrates a commitment to the community, reflects the extensive experience they have as an organization, and serves to earn trust from the community. Secondly, their partnership with the Seminole County Emergency Management team is critical. Seminole County provides facilities for meetings and workshops, as well as staffing and other resources. This is the second most important strength because of the above listed reasons. The third most important strength is the large existing network of non-profit organizations. Seminole HEART is connected with an expansive list of community churches and other non-profit organizations and that network provides the necessary manpower for disaster response. Lastly, the disaster recovery and case management experience that Seminole HEART brings to the table is critical. They've been responding to disasters for almost 20 years and that experience is a key strength.

Weaknesses

In examining the weaknesses of Seminole HEART, the number one shortcoming observed is the lack of engagement from some of their members. It was stated that it is difficult to get all the critical members together at the same time. This is ranked as the number one weakness because it is difficult to build cohesion and direction when the critical stakeholders aren't present. This is a common area of concern for non-profits, as they are often staffed by volunteers. Each member of the board for HEART is a volunteer and has other duties and obligations at their place of employment.

Additionally, the board members are not experienced fund-raising experts, and that can hinder their operations due to lack of available resources. Due to the nature of the organization, donations are key to their operation, and the lack of this strength limits the ability of HEART to fully respond to disasters. During the most recent board meeting, it was mentioned that the organization had planned to do a 5K event to promote awareness of their efforts, but were unable to do so due to the cost of hosting such an event. HEART is limited in its ability to hold these types of events due to their current lack of fundraising ability. In addition to holding such events, more funding would allow the organization to expand the scope of their response, such as taking on additional cases.

The third weakness is the availability of manpower. Although there is a large network of organizations involved, there is always a need for more workers, specifically skilled workers. The need for skilled workers is critical, and the organization does not currently have a strong base of such workers. The main issue with volunteers is that the volunteers have other responsibilities, particularly during disasters, and this impacts HEART's operations, as disaster time is exactly when HEART needs the most volunteers. If manpower is not available, the organization is able to respond to fewer cases in the community.

Lastly, Seminole HEART would benefit from a more clearly defined mission and direction. The organization is trying to engage in such a large effort, it is difficult to set specific goals, particularly in a non-profit environment where resources are limited. Again, participation from all members at all meetings could help to improve this area. While there is little doubt as to what the organization is trying to accomplish, serve the community, it would benefit from becoming more laser focused and identifying the specific ways that it can do so. By doing so, the limited resources which are available could be used with peak efficiency.

Opportunities

There is an opportunity for HEART to become more strategic in its partnerships. While it is a benefit to have a large network, HEART has reached a stage where they would benefit more from teaming with organizations that can devote significant resources to the disaster recovery effort, specifically with skilled tradesmen. One such suggested partnership would be a local tree trimming business. The organization might be able to secure volunteers who work within these types of businesses by reaching out to them and offering to use their name on pamphlets and recognizing them as a partner during community events. In turn, the business may be willing to offer reduced rates for services, or perhaps even supply volunteers that could assist with cleanup efforts after a storm or flood.

Secondly, HEART has an opportunity to aggressively pursue grants and other funding. Fund raising was identified as weakness, and an active pursuit of government funds and other grants would help to alleviate that difficulty. This opportunity can be addressed by assigning these duties to a member of the board, perhaps even establishing a committee.

As stated above, the organization also has a strong need for skilled tradesmen. This is the third opportunity; bringing in skilled tradesmen. There are many people ready and willing to help, but in many cases, they are simply do-gooders with no prior experience or skills in disaster recovery or case management. HEART would benefit greatly from bringing in people with more relevant experience. Recognizing that this will not be easy to do, HEART may also consider offering more training for their current volunteer base. It can potentially be more cost effective to train current staff than to recruit new volunteers. HEART does currently offer quarterly

workshops, but may benefit from offering more specific, hands-on training in areas such as case management and disaster cleanup.

Lastly, there is an opportunity to take advantage of donations from retailers and other non-profit organizations. When fund raising is a weakness, the organization must look to all alternatives to make the program efficient. HEART can look to these avenues to obtain materials such as tarps and other construction materials. Securing a steady source of these materials would cut the costs associated with the response to a storm and enable the organization to respond to more cases. The primary benefit to the store would be the good will built in the community, and they may also be able to write off the donated supplies, as they would be donated to a charitable organization. HEART might entice a store to this agreement by offering to distribute sales flyers and using the store's logo at events and on any materials that the organization distributes such as pamphlets.

Threats

Finally, the threats to the organization were analyzed. The most critical threat is the decrease in volunteerism and donations. As discussed, volunteers and donations are critical to their success, so any decrease in these areas would negatively affect HEART. HEART relies 100% on volunteers, as there are no paid positions, not even on the board. In addition to the general decrease in volunteerism, HEART has a need for skilled trades workers, as previously discussed. When volunteerism is down in general, it just makes it that much more difficult to find qualified volunteers. Likewise, when volunteerism goes down, donations may follow suit. When there are downturns in the economy, both areas suffer. Donations are critical to HEART as a non-profit, and particularly because funding will be needed in order to carry out some

elements of the strategic plan, specifically marketing and recruitment of volunteers and partner organizations.

The second threat is related to the first. Seminole HEART is not the only non-profit operating in the area, so there is a threat of losing volunteers and resources to other organizations. There are local organizations, but also national organizations that carry more name recognition. In times of a crisis, people who want to help may look to the national brands, such as the American Red Cross and Salvation Army to volunteer. As these volunteers are critical resources, this is a serious threat to HEART.

Likewise, the third threat pertains to the reduction of the availability of grants and other resources. Due to the previously described weaknesses and threats, if there were to be a reduction in the availability of resources that would only serve to increase the competition for said resources. This could occur due to a downturn in the economy or with political office election results. HEART is a relatively small organization when compared to others, so this increased competition could be a serious threat to their operations.

Lastly, there is the threat of any unknown legislation or regulations that could limit HEART's ability to operate and achieve their goals. This could come in the form of laws governing liability insurance, federal grants, 501(c)(3) organizations, or a number of other areas. This unknown threat is ranked last because it is unknown, but could potentially become the top threat very quickly, depending on what the future brings.

To summarize, HEART has the advantage of having many years of presence in the community, extensive experience in their field, and a key partnership with Seminole County. They would benefit from improved participation from their partners, but they do have a large

network to draw from. Fund raising is an issue and they must focus on strategic partnerships that can help in this area as well as providing more skilled volunteers. HEART may also have a chance to better utilize and pursue grants, donations, and other resources available to non-profit agencies. Reduction of the availability of these resources could lead to even more competition from other agencies, but HEART can be proactive in its efforts in order to mitigate these potential threats.

TOWS Analysis

The TOWS analysis is the combination of the strengths, weaknesses, opportunities, and threats identified in the SWOT analysis into actionable issues and priorities. This list was generated through the SWOTs identified by Seminole HEART in the previous analysis by combining them into future priorities, external fix-it issues, internal fix-it issues, and goals for survival. For example, the SWOT analysis identified the weakness of lack of engagement of members and partners, particularly during non-emergency times. The SWOT analysis also identified the threat of competition from competing non-profit organizations. In the TOWS analysis, this weakness and this threat were combined to answer the question of what can be fixed internally to fend off the threat into the strategic issue of engaging in strategic partnerships with competing non-profit organizations rather than continue to compete with them.

Each strength, weakness, opportunity, and threat were analyzed to answer four major questions that the TOWS strives to answer. In the first quadrant, future, the strengths and opportunities are combined to answer “how do our strengths play into new opportunities?” For internal fix-it issues, the weaknesses are combined with opportunities to identify what can be fixed internally to better obtain opportunities. The strengths and threats are combined to identify

external fix-it ways to use strengths to battle external threats. The last quadrant combines weaknesses and threats, as shown in the example in the previous paragraph, to identify how to fix internal issues to fend off threats.

TOWS Analysis Chart

	<p>Strengths</p> <p>S1 – Long-standing presence and experience in the Seminole County community S2 – Backing from Seminole County government/Emergency Management S3 – Network of non-profit and community agencies S4 – Disaster and case management experience</p>	<p>Weaknesses</p> <p>W1 – Engagement of members and partners, particularly during non-emergency times W2 – Fund raising W3 – Availability of manpower during emergency events W4 – Ambiguous goals and lack of clear direction</p>
<p>Opportunities</p> <p>O1 – Strategic partnerships O2 – Availability of grants and other resources O3 – Increased participation of skilled trades workers O4 – Donations of goods and services from retailers and other for-profit organizations</p>	<p>Future</p> <p>S1O1 – Use presence in Seminole County to develop more strategic partnerships S2O2 – Increase grants and resources through using backing from Seminole County / EOC S3O3 – Use network of non-profits and other agencies to increase participation of skilled workers S4O4 – Leverage experience in disaster and case management to bolster donations and volunteerism</p>	<p>Internal Fix-It</p> <p>W1O1 – Increase engagement with strategic partnerships during “down times” W2O4 – Leverage donations of goods and services into monetary fundraising W3O3 – Utilize skilled trades workers during emergency times W4O2 – Focus goals and direction to tap into available grants and resources</p>
<p>Threats / Challenges</p> <p>T1 – Decrease in volunteerism and donations T2 – Competition from other non-profit organizations</p>	<p>External Fix-It</p> <p>S1T1 – Use experience and long-standing presence to increase volunteerism and donations</p>	<p>Survival</p> <p>W3T1 – Focus on recruitment, volunteerism, and fundraising to ensure available manpower during</p>

<p>T3 – Reduction of availability of grants, funds, and resources T4 – New legislation affecting non-profits</p>	<p>S2T3 – Tap into Seminole County / EOC resources and funding to counteract outside availability of resources. S3T4 – Use network of other non-profits / community agencies to collaborate on how to handle new legislation and regulations S4T2 – Retool programs using depth of experience to partner with non-profits rather than compete</p>	<p>emergency events and counteract decreased volunteerism and donations W1T2 – Engage in strategic partnerships with competing non-profit organizations W2T3 – Bolster resiliency of budget, especially during “down time” through fundraising and applying for and utilizing grants, funds, and resources W4T4 – Rethink goals to incorporate changing legislation.</p>
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The TOWS analysis above indicates several strategic issues for Seminole HEART. In performing the analysis, several themes were present, particularly in donations and volunteerism. The organization suffers from lack of volunteerism and donations during non-disaster times, which can lead to problems with the long-term viability of the organization. With this in mind, a prioritized list of strategic issues for Seminole HEART was created and is listed below. This list eliminates any redundancies, and was created by listing survival, then external and internal fix-it issues, then finished with future goals. Through this prioritized list, the hope is that a complete strategic plan for Seminole HEART can be developed.

List of Strategic Issues Identified, in order of priority:

1. Focus on recruitment, volunteerism, and fundraising to ensure available manpower during emergency events and counteract decreased volunteerism and donations.
2. Engage in strategic partnerships with competing non-profit organizations

3. Bolster resiliency of budget, especially during “down time” through fundraising and applying for and utilizing grants, funds, and resources.
4. Rethink goals to incorporate changing legislation.
5. Increase engagement with strategic partnerships during “down times”
6. Use experience and long-standing presence to increase volunteerism and donations
7. Tap into Seminole County / EOC resources and funding to counteract outside availability of resources
8. Use network of other non-profits / community agencies to collaborate on how to handle new legislation and regulations
9. Use presence in Seminole County to develop more strategic partnerships
10. Increase grants and resources through Seminole County / EOC
11. Leverage experience in disaster and case management to bolster donations and volunteerism

Strategic Issues

Using the list of issues developed during our SWOT and TOWS analyses, we have drilled down the eleven issues into three overall areas that Seminole HEART can focus their efforts. These are recruitment and solicitation of volunteers, strategic partnerships, and resiliency. In the text below, each of these three issues are explained per the guidelines described in Bryson (2011), and a list of goals, objectives, strategies, and indicators has been developed. By creating these goals, objectives, strategies, and indicators, it gives the organization actionable tasks they can implement and complete to resolve the issues at hand.

How can Seminole HEART increase volunteerism and donations to continue to assist the community?

In order to meet the unmet needs of citizens in Seminole County, Seminole HEART must overcome the challenges of economy, culture, and regulations to ensure continued volunteerism and donations are made during non-disaster times as well as disaster.

If Seminole HEART fails to address this issue, the ability and capacity of the organization to serve the community will decrease.

How can Seminole HEART bolster strategic partnerships?

Seminole HEART relies on other organizations to carry out much of its mission and bolstering these strategic partnerships, especially with similar and competing non-profit organizations, can help ensure the success of Seminole HEART.

If Seminole HEART fails to address this issue, the strength of the organization in the community will suffer and it will have to rely on itself to accomplish the mission.

How can Seminole HEART ensure its longevity and resiliency?

While the primary mission is to assist the needs of Seminole County citizens during and after times of disaster, they must ensure they are active and resilient during downtimes in order to meet this mission.

If Seminole HEART fails to address this issue, the organization will be unable to provide assistance to the community before, during, or after a disaster.

Issue 1: How can Seminole HEART increase volunteerism and funding to continue to assist the community?

Goal 1: Recruit and maintain a strong volunteer staff

Objective 1: Expand the executive board to include a volunteer coordinator by January 2018.

Objective 2: Increase volunteer recruitment by 50% by December 2018.

Strategy 1: Create page on website on how to volunteer.

Strategy 2: Begin recruiting volunteers at events, job fairs, schools, and other Seminole County government locations

Strategy 3: Maintain contact with volunteer recruits through regular events and meetings.

Strategy 4: Offer volunteers opportunities to serve during non-disaster times.

Indicator 1: Volunteer recruitment event hosted by mid-2018.

Indicator 2: Webpage created by February 2018.

Indicator 3: Schedule and host quarterly volunteer meeting by March 2018

Goal 2: Develop a fundraising plan.

Objective 1: Maintain 2017 level of donations in 2018.

Objective 2: Apply for 3 grants by December 2018.

Strategy 1: Solicit donations during events and meetings.

Strategy 2: Assign fundraising and grant coordination duties to member of board.

Strategy 3: Engage strategic partners for fundraising opportunities.

Indicator 1: Strategic partners identified by March 2018.

Indicator 1: Fundraising event held by July 2018.

Indicator 2: Member of board to assume fundraising and grant coordination duties by March 2018

Issue 2: How can Seminole HEART bolster strategic partnerships?

Goal 1: Increase number of strategic partnerships.

Objective 1: Partner with 10 new organizations or non-profits by December 2019.

Objective 2: Recruit 3 new members to executive board to represent strategic partners by December 2019.

Strategy 1: Promote partnerships during events, workshops, and meetings.

Strategy 2: Proactively reach out to organizations and non-profits to develop strategic partnerships.

Strategy 3: Use existing relationships to reach out to new partners.

Indicator 1: Increased attendance at workshops by December 2018.

Indicator 2: 10 MOUs with new organizations signed by December 2019.

Issue 3: How can Seminole HEART ensure its longevity and resiliency?

Goal 1: Refocus mission to resiliency.

Objective 1: Rewrite mission statement by first quarter 2018.

Objective 2: Assign tasks to executive board and partners to promote active engagement, volunteer recruitment, and fundraising by March 2018.

Objective 3: Increase the number of times the board meets from 4 times per year to 12 times per year by 2019.

Strategy 1: Host workshop on how to strategize new mission on resiliency.

Strategy 2: Achieve non-disaster time volunteer recruitment and fundraising goals to develop strong base for resiliency.

Strategy 3: Engage strategic partners to regularly host events in different locations in Seminole County.

Indicator 1: Workshop held by first quarter 2018.

Indicator 2: Increase fundraising and volunteer base by 5% and 10% respectively by year end 2018.

Indicator 3: Co-host two events with strategic partners by year end 2018.

Vision Statement

The vision statement should give a clear indication of where the organization will be in five years, given that it has met its full potential. The statement provides guidance to stakeholders and paves the way to the future for the organization. The vision statement should also be inspirational, not simply a to-do list.

“Seminole HEART is a leader in crisis response in the Seminole County community, meeting the unmet needs of our neighbors during times of declared disasters. This is accomplished through strategic partnerships with the faith-based community and through the tireless work of our committed volunteers. Our resiliency and ability to adapt to any situation is what enables us to react promptly and effectively to any crisis. We provide case management and disaster recovery services to the citizens of Seminole County, not for our own benefit, but because we truly have a “heart” for the community we serve.”

Implementation Plan

The implementation plan is a critical portion of any strategic plan because it explains the process behind the plan. The implementation plan looks at the key issues, goals, and objectives that have been identified, and explains how they will be completed, when they will be completed, and by whom they will be performed. The implementation plan is also important because it closes the gap between what is planned, or the intent, and the actual outcome. The implementation plan for Seminole HEART follows.

Issue 1: How can Seminole HEART increase volunteerism and donations to continue to assist the community?

Goal 1: Recruit and maintain a strong volunteer staff

Objective 1: Expand the Executive Board to include a volunteer coordinator by
January 2018

Objective 2: Increase volunteer recruitment by 50% by December 2018

Goal 2: Develop a fundraising plan.

Objective 1: Maintain 2017 level of donations in 2018

Objective 2: Apply for 3 new grants by December 2018

Strategy	Actions	Planned Outcome	Indicators	Resources Required	Person Responsible	Target Date
Create a “how to” page to explain how to volunteer with HEART	Design the page and turn the information over to county IT	Webpage created and accessible to the public	Seminole County IT Department agrees to complete work	Seminole County IT staff	Seminole County IT Department	February 2018
Recruit new volunteers at events, job fairs, schools, and other Seminole County locations	Review local opportunities, print promo materials, and schedule volunteer staff to work the events	New volunteers sign up to work with Seminole HEART	Volunteer recruitment events hosted by Seminole HEART	Volunteer staff, printed promo materials	HEART Chair John Murphy and Vice Chair Alan Harris	June 2018
Maintain contact with volunteers through regular	Review staff availability and plan the events accordingly	Quarterly volunteer meetings scheduled	Schedule the quarterly meetings	Volunteer staff, light refreshments	Seminole HEART Secretary Aaron Funk	March 2018

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events and meetings						
Offer volunteers opportunities to serve during non-disaster times	Review the staff availability and plan the events accordingly	Non-disaster time event held by HEART	Schedule a non-disaster time volunteer event	Volunteer staff	Seminole HEART Secretary Aaron Funk	June 2018
Solicit donations during events and meetings	Schedule the next meeting and develop a plan for soliciting donations	Increased donations during events and meetings	Donation received	Volunteer staff, venue, light refreshments	Seminole HEART Treasurer, Pat Shields	January 2018
Assign fundraising and grants coordinator duties to an existing member of the board	Announce the need to the board and allow for volunteers	Member of the board volunteers for grants coordinator position	Volunteers step up to take the task	Volunteer staff	HEART Chair John Murphy to assign duty	March 2018
Engage strategic partners during fundraising events	Schedule the event and develop a plan for soliciting donations	Increased donations from partners during events	Fundraising event scheduled by July 2018	Volunteer staff, venue, light refreshments, promotional materials	Seminole HEART Treasurer, Pat Shields	July 2018

Issue 2: How can Seminole HEART bolster strategic partnerships?

Goal 1: Increase the number of Seminole HEART strategic partners

Objective 1: Partner with 10 new organizations or non-profits by December 2019

Objective 2: Recruit 3 new members to the Executive Board to represent the new strategic partners by December 2019

Strategy	Actions	Planned Outcome	Indicators	Resources Required	Person Responsible	Target Date
Promote partnerships during events, workshops, and other meetings	Develop promo materials and schedule the meetings	Increased attendance during workshops and other events	Additional partners signed on with HEART	Volunteer staff, promo materials	Board of Directors	December 2018
Proactively reach out to other non-profits to develop strategic partnerships	Develop a call list of targeted non-profits and contact each one	10 new memorandums of understanding signed	Additional partners signed on with HEART	Volunteer staff	Board of Directors	December 2019
Use existing relationships to reach out to potential new partners	Contact existing partners for leads on new partners	10 new memorandums of understanding signed	Additional partners signed on with HEART	Volunteer staff	Board of Directors, Executive Board	December 2019

Issue 3: How can Seminole HEART ensure its longevity and resiliency?

Goal 1: Refocus mission to resiliency

Objective 1: Rewrite mission statement by first quarter 2018

Objective 2: Assign tasks to the Executive Board and partners to promote active engagement, volunteer recruitment, and fundraising by March 2018

Objective 3: Increase the number of times the board meets from 4 times per year to 12 times per year by 2019.

Strategy	Actions	Planned Outcome	Indicators	Resources Required	Person Responsible	Target Date
Hold workshop for board members to strategize new mission on resiliency	Review board members schedules. It's important that there is near 100% attendance	Board members develop new resilience based mission statement	Workshop scheduled	Board members	Seminole HEART Chair John Murphy	First quarter, 2018
Increase non-disaster time volunteer recruitment and fundraising	Emphasize non-disaster time recruiting and fundraising	Increased resources for Seminole HEART	Increase volunteer base and fundraising by 5% and 10% respectively	Volunteer staff	Board of Directors	December 2018
Engage strategic partners to regularly host events in different locations in the county	Build partner base with an eye to those interested in hosting events of this type	Base of strategic partners that HEART can draw on to host fundraising and recruiting events across the county	Two events co-hosted with partners	Volunteer staff, venue, promo materials	Board of Directors	December 2018

This implementation plan is built to be fluid and to build off of itself. Many of the goals and objectives are tied to other goals and objectives. It is a comprehensive plan that must be implemented concurrently, not linearly. HEART is a small organization, staff wise, and as such, each member of the board must be willing to step up and take on additional responsibilities, but

as the plan progresses, the board will grow, which will in turn lighten the load. The objective is not to grow exponentially, rather it is to grow strategically and with purpose.

Evaluation Plan

The evaluation plan is also critical to the strategic planning process. The difference between the implementation and evaluation plan is that while the implementation plan looks to explain how the process will be completed, the evaluation plan looks to explain how the process will be tracked and evaluated for success. The evaluation plan takes the implementation plan's objectives and states what qualifies as success for the implementation.

The primary way Seminole HEART evaluates their progress and issues is through their regular board meetings. At certain points throughout the next two years, Seminole HEART can go through these worksheets to evaluate each goal, objective, and indicator to discuss progress. This regular evaluation by the Seminole HEART board will allow them to determine if certain goals, objectives, and indicators are successful or need to be changed in some way to better suit their needs. Through this evaluation process, the organization will be able to work towards measurable goals and keep valuable data for re-evaluation of their goals. One evaluation technique the organization can utilize to ensure this is done is to assign a long-term board member the task of project manager. This project manager can keep the organization on task and be the point person for other board members assigned other tasks.

Issue 1: How can Seminole HEART increase volunteerism and donations to continue to assist the community?

Goal 1: Recruit and maintain a strong volunteer staff

	Baseline	2018 Target	2018 Actual	Analysis
Objective 1: Expand the executive board to include a volunteer coordinator by January 2018.	*	1	*	Successful recruitment of a new or existing member of the executive board to include a volunteer coordinator will meet this objective's target
Objective 2: Increase Volunteer recruitment by 10% by December 2018	*	10%	*	The objective is to recruit 10% more volunteers throughout 2018. Tracking of active volunteers and new volunteers throughout the year will be essential to evaluating if this objective is being met.
Indicator 1: Volunteer recruitment event hosted by mid-2018	*	1	*	This indicator can be evaluated throughout the planning process of this event through regular updates on the progress, successful advertising, and the actual event.
Indicator 2: Webpage created by February 2018	*	1	*	The expansion of the Seminole HEART webpage to include a volunteer information section and a sign-up sheet can be evaluated throughout the process by achieving certain benchmarks in progress such as design, coding, updating the website, and implementation.
Indicator 3: Schedule and host quarterly volunteer meeting by March 2018	*	4	*	Holding regular volunteer meetings will keep the volunteers actively engaged in the organization. 4 meetings should be hosted in 2018 with the first one being held by March 2018.
				To recruit and maintain a strong volunteer staff, Seminole HEART must actively engage in the recruitment and maintenance of active volunteers. The evaluation of this goal can be done through updating this form at end of 2018 to analyze if targets were met, regular progress updates throughout the year at the board meetings, and assigning these tasks to the volunteer coordinator to oversee and keep track of.
			Summary:	

Issue 1: How can Seminole HEART increase volunteerism and donations to continue to assist the community?

Goal 2: Develop a fundraising plan

	Baseline	2018 Target	2018 Actual	Analysis
Objective 1: Increase 2017 level of donations by 5% in 2018.	\$10,000	\$10,500	*	Increasing the level of 2017 donations is best evaluated by achieving the same monetary amount in 2018 + 5%. Since 2017 was a disaster year, the donations were higher. Achieving that same level of success, plus 5% additional, with or without a disaster in 2018 will be a good indication of continued ability to fund the organization.
Objective 2: Apply for 3 grants by December 2018.	*	3	*	Applying for grants is an existing goal of the organization and adding a minimum of three grants throughout 2018 will give the goal an achievable number and a way to know if they are meeting the benchmark.
Indicator 1: Fundraising event held by July 2018.	*	1	*	Similar to above, the fundraising event can be evaluated both by the actual event and the progress made towards planning, advertising, soliciting donations, etc.
Indicator 2: Member of board to assume fundraising and grant coordination duties by March 2018.	*	1	*	A member of the board taking on fundraising and grant coordination duties will meet this indicator.
Summary:				Increasing donations will require regular evaluation. The evaluation of this goal can be done through updating this form at end of 2018 to analyze if targets were met, regular progress updates throughout the year at the board meetings, and assigning these tasks to the grant coordinator & fundraising coordinator to manage.

<i>Issue 3: How can Seminole HEART ensure its longevity and resiliency?</i>				
Goal 1: Refocus mission to resiliency				
	Baseline	2018/19 Target	2018/19 Actual	Analysis
Objective 1: Rewrite mission statement by March 2018.	*	1	*	Rewriting the mission statement is the first task Seminole HEART should undertake. Evaluation of this objective can be done through assigning the task, checking progress, and the board agreeing on the new mission statement by March of 2018.
Objective 2: Assign tasks to executive board and partners to promote active engagement, volunteer recruitment, and fundraising by March 2018.	*	*	*	In order for the goals above to be achieved, the board must prepare a list of tasks and activities to be done and assign them to the appropriate persons. This objective can be evaluated by the successful preparation of the task list, proper assignment of each task, and follow-up at the next board meeting regarding the progress on each task.
Objective 3: Increase number of times the board meets from 4 times per year to 12 times per year by 2019.	4	12	*	The board currently meets 4 times per year and currently faces the problem of poor attendance. By having the meetings more regularly, it increases the chances that more board members can attend. The board meetings can be evaluated by increasing them to 8 times in 2018, then 12 times in 2019 when they are scheduled at the appropriate board meeting.
Indicator 1: Workshop held by March 2018	*	1	*	For the mission statement rewriting, the final step to achieve this objective will be the workshop held to review, edit, and finalize the mission statement. Evaluation of this indicator will be to promote and host the workshop with follow-up at the next board meeting.

<p>Indicator 2: Increase fundraising and volunteer base by 5% and 10% respectively by year end 2018.</p>	<p>*</p>	<p>5% / 10%</p>	<p>*</p>	<p>Assigning achievable and measurable goals to increase fundraising and volunteer efforts by end of year 2018 will allow Seminole HEART to evaluate its progress on achieving resiliency.</p>
<p>Indicator 3: Co-host two events with strategic partners by year end 2018.</p>	<p>*</p>	<p>2</p>	<p>*</p>	<p>Utilizing strategic partners to help host events through 2018 will allow them to be more active in the organization which is essential to long-term survival. The co-hosting strategic partners should have members on the board to manage the events and track progress throughout the year.</p>
<p>Summary:</p>				<p>Seminole HEART’s long-term goal is resiliency so they can be successful in times of disaster and non-disaster. Through various activities and events, the organization can ensure their longevity and relevancy. Updates at the regular board meetings will be the best way to evaluate progress towards this goal.</p>

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