

TMYL SWOT ANALYSIS

3.2.2018

	Helpful to achieving the objective	Harmful to achieving the objective
Internal origin (attributes of the organization)	<p style="text-align: center;">Strengths</p> <ul style="list-style-type: none"> • Staff in place (Tennis Program Director, ED, Tutoring Coordinator, Admin Assistant); high intrinsic capability; experienced and passionate, communication between staff is efficient and effective; believe in TMYL's mission; instituting accountability • Board: growing and committed, new skills amongst the team, complimentary skills, impressive profiles and connections, cohesiveness, instituting accountability • Strategic Plan: thoughtfully developed, specific, realistic with some stretch goals, implementing accountability, solid plan to significantly improve the organization, commitment from staff and board members • Evaluation: Brooke has expertise, keeping better records, Survey Monkey purchase • Overall programming: strong foundation with good reputation (track record of success) • Friday Night Tennis: repeating participants and parents who like the program, developing tennis skills with younger and new participants • Tutoring: partnership with MSU (Drew Scholars and Service Learning), Coordinator's expertise, relationships with parents; 1:1 tutoring • Summer: repeating participants, repeating staff (many who are former participants), field trips, leadership speakers, 20+ years of programming • After School: partnership with Parks and Rec (providing a service to them instead of the other way around), stable staff • Fundraising: successful event in Lansing (2017), starting to diversify by applying for more grants and meeting with corporate donors • Marketing: developing marketing plan, website is functional and easy-to-use, social media presence • Finances/Budget: tracking in-kind, aware of current status of finances, realistic budget for 2018, structured processes/procedures • Partnership with Parks and Rec and City of Lansing • Staff documenting processes and creating playbooks to ensure organizational sustainability • Capacity Building Cohort and support from USTA Foundation and account executive • More cohesive organization with positive culture, mission-based and focused on providing resources to the under-served in the community, good momentum for moving forward • Relationship with and support of Todd Martin • Good historical understanding of the organization (where we have been, previous donors, wrong-steps, etc.) 	<p style="text-align: center;">Weaknesses</p> <ul style="list-style-type: none"> • Staff: most are new to the organization; learning curve; potential of new staff not working out; need to formalize job descriptions and pay scale; shortage of staff leaves little room for error in new hires • Board: lack of diversity (professionally, ethnically), many are new to org. • Historical weakness in execution – doing what we say we will do • Strategic Plan: not focused on kids; need to revise to reflect our strategic intent; work to develop programming strategic plan with finances attached • Evaluation: lack of implementation and historical data available • Lack of outreach and smaller than expected numbers of children interacting with the program • Friday Night Tennis: lack of court availability given MSU's schedule, lack of consistent staff due to availability/schedule, no lesson plans, lack of integration of life skills/leadership, local excellence program • Tutoring: lack of relationships with teachers, lack of funding (Coordinator needs more hours, transportation, snacks, electronics, supplemental materials), only 2 days a week, 1 location, lack of enrichment opportunities, no awareness • Summer: staff training, costs, not serving target population, not wrap-around service, lack of lunch and snacks • After School: lack of response/buy in from Parks and Rec after school staff, equipment at each community center, model for future years • Programming of the future: need to diversify programming to meet the needs of our target population; develop strategic plan for programming (including needs assessment) and attach funding needed to run program • Fundraising: event based/dependent; dependence upon limited set of income sources; need to diversify; align fundraising efforts with theory of change/mission; limited annual giving revenue; small number of significant donors (<\$5,000) • Grants: historically have not been successful in acquiring • Database: not functional as of yet, but will be soon; need to develop process/procedures for entering data; need to ensure that all historical data is entered and find any holes • Marketing: need to implement plan to increase awareness in community amongst potential participants and donors, lack of strategy • Finances/Budget: tracking scholarships from Parks and Rec, financial inflexibility/lack of breathing room, not contributing to endowment • Professional development and continuing education for staff • Lack of historical data (i.e. children served, demographics of children, demographics of donors) • Lack of scholarships provided – not reaching target population

External origin (attributes of the environment)	Opportunities <ul style="list-style-type: none"> Staff/Board: New connections/leads through new board members and staff to increase brand awareness in the community and engage more donors Grants: organization is a good “fit” for many grants – education, health and wellness, fitness, nutrition, etc. Lots of additional children to be served and helped in the Lansing community (under-resourced kids have access to quality programming) Academic programming: need for academic/tutoring programming in Lansing (71% of students qualified for the National School Lunch Program; graduation rate was 54% in 2015-2016 and only 9% of students age 3-8 are rated as “proficient” in math and English Language Arts (ELA).; by the end of third grade only 24% of students are proficient in English.) Add enrichment opportunities to academic tutoring programming (i.e. integrate financial literacy through Junior Achievement curriculum) Tennis programming: Play Days, Junior Team Tennis Fundraising: many untapped development opportunities that would help to increase individual and corporate donors Marketing: untapped opportunities Partnership with Lansing School District (Net Generation School Partnership program) → serve more of our target population (ethnicity and SES) Partner with other local non-profit organization (Boys and Girls Club, Junior Achievement, First Tee, Capital Area Literacy Coalition) Partnerships with MSU, Lansing Community College (internships, volunteers, speakers, etc.) Partnerships with community stakeholders and businesses (Sparrow, JNL, McLaren) Utilize USTA support and network Outreach to retired teachers Give participants opportunities through scholarships (for program participation and college) “Sponsor an Athlete” program with tennis leagues in Lansing (MAC and Court One) Economic growth in Mid-Michigan Net Generation – increased awareness of the game of tennis Geographical expansion (i.e. West MI, SE MI) 	Threats <ul style="list-style-type: none"> Schools transitioning to balanced calendar – need to consider changes to summer program Competing programs (i.e. Boys and Girls Club) Lack of funding and lack of diverse revenue streams Lots of competing interests for donations – need to stick out Financial limitations of Lansing market Inability to expand summer program to other sites due to lack of tennis courts in the city of Lansing Risk being “pigeon-holed” as tennis charity Limiting organization to Lansing area TMYL is at the mercy of Lansing Parks and Rec (potential change in Parks and Rec leadership with new mayor) Rushed efforts to create partnerships with other community organizations and seeking diversified funding could lead us away from our mission and the population we serve Changes in tax laws and charitable giving
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