

TMYL SWOT ANALYSIS

3.2.2018

	Helpful to achieving the objective	Harmful to achieving the objective
Internal origin (attributes of the organization)	Strengths <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 resourced 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.) 	Weaknesses <ul style="list-style-type: none"> • Staff: most are new 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 diversity 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

<p>External origin (attributes of the environment)</p>	<p>Opportunities</p> <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) 	<p>Threats</p> <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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