One Tampa Bay look ahead: 2018 honorees have plans to keep making a big impact

Tampa Bay One nonprofit honorees shared their strategic planning in this year's submission materials. Here is a rundown of some of what lies ahead for the 2018 One Tampa Bay nonprofit honorees.

A Kid's Place of Tampa Inc.

- The plan for the next five years at A Kid's Place revolves around primary categories starting with external goals. It will strive to develop successful children, reversing a trend of broken families. It will continue to give children stability and ensure they are exposed to a different way of life during their stay— even if it's brief, they will realize that things can be better.

- It will work to educate the components of the foster care system to better understand why sibling placements are so important, so that it can ensure that keeping families together becomes a higher priority.

- In programmatic goals, it will provide additional on-site services that provide children with necessary skills once they move on from A Kid's Place. It will emphasize core academic skills with the goal of ensuring each child leaves on grade level. It plans to provide ongoing support for families as well as children that age out of foster care, partnering with Crossroads of Florida.

- Administratively, it plans to ensure active and contributing board members, and strive to have members that are or have been participants in the foster care system (past residents, former foster care children and foster parents). It will increase foundation giving and brand awareness, add space for growth, including a new recreation and technology center.

Agency for Community Treatment Services Inc.

- Looking ahead, ACTS is working to develop and implement a succession plan. The board and senior management staff are working to identify the next leader for the agency who will lead ACTS forward to accomplish its strategic plan and goals.

- Another goal for ACTS is to increase public interest in substance abuse, co-occurring substance abuse and mental illness, and all forms of behavioral disorders and their effects. Outreach includes offering services in schools and community centers to reach more youth in need.

- ACTS is looking to provide and manage a comprehensive range of prevention, intervention, treatment, and supportive services related to substance abuse and mental illness, and to provide services to those in need involving child protection, delinquency, criminal justice, housing, economic self-sufficiency and health and wellness. It also plans to offer specialty programs including intensive or extended outpatient care, parenting classes and enhanced services for special needs populations.

- It will offer short-term residential treatment program for substance abuse/co-occurring mental health at Keystone location in Pinellas County, and expand program into Pasco County.

- It will buy, sell, acquire, construct, lease, operate, and maintain housing facilities for the homeless, mentally disabled, otherwise disadvantaged, and those in need; offices, libraries, and other facilities and other assets for the use and benefit of the corporation.

AMIkids

- AMIkids has recently embarked on a five-year strategic plan which runs from 2018 to 2023. The overall vision of the plan is that, by 2023, all AMIkids programs will be the premier at-risk youth services provider in the region, providing a full range of services, including mental heath, vocational education and job placement, while sustaining operations through local community support.

- Among the AMIkids near term goals: identify, recruit, develop and retain ideal candidates for AMIkids family members and reduce turnover; develop diversified funding streams for the entire AMIkids’ family of organizations that cover mission needs and build an operating reserve; provide every eligible youth the opportunity to participate in an effective vocational/job placement component with sustainable funding and graduates with a job or a paid internship/apprenticeship and develop an effective mental health component with sustainable funding at every AMIkids program.

- Position AMIkids to be the ideal solution for government wanting to help kids grow into responsible, productive
members of their communities using approaches that are consistent with AMIkids' guiding principles and core values.

- On social media, the organization plans to establish itself as the flagship organization for giving troubled kids a path forward to a bright future.

Angels Against Abuse Inc.

- Angels Against Abuse has a strategic plan for the next five years. Last year, it opened the first Angel Visitation Center in Pinellas County. It is a free facility for supervised visits with the child and their biological parent(s) with the goal of reunification. At the time materials were submitted, it was averaging 87 visits a week with three designated rooms provided for children based on age groups.

- It will keep working to have the greatest impact on the children it advocates for. Its programs have had a huge impact on these children, including “The Kind Mouse,” which is designed to feed hungry children and make sure that those children do not go to bed hungry. Its program called “Mouse Nibbles” provides $10,000 annually to assist with helping to feed these children.

Central Florida Behavioral Health Network Inc.

- Central Florida Behavioral Health Network has a strategic plan for the next five years, and it outlines external and internal strategic goals in needs to hit to realize its vision moving forward. These strategic goals and objectives include the coordination, development, and management of a quality model of care that addresses the needs of individual families and circuits as part of a larger system of care.

- It will evaluate the behavioral health service delivery system in each circuit including services funded by other sources. Also, it plans to continually assess the performance of provider partners within the system and develop projects that leverage funding to the provider network and in order to provide services to meet identified with particular needs within the Counties/Circuits/CFBHN.

- CFBHN also plans to secure operational integrity and sustainability of the organization. To get there, it plans to renew the DCF Managing Entity contract in 2020, identify and develop opportunities to diversify available funding streams to ensure the operational integrity and, among other objectives, develop and maintain an organizational structure that supports and aligns with strategic goals.

- It wants to have a knowledgeable and engaged board of directors.

Clothes To Kids Inc.

- Clothes To Kids five-year plan includes maintaining its level of shopping in Pinellas County, and opening a new store in Tampa in summer 2018, which will increase the number of children it serves by an estimated 50 percent in 2019.

- The five-year plan includes a study of the population in Hillsborough County to determine where the next store will be located, likely in the Temple Terrace area.

- In Hillsborough and Pinellas County there are more than 170,000 school-age children living below the poverty line – 51 percent in Pinellas County and 61 percent in Hillsborough County. These families are struggling to provide the necessities of housing and food, which means shopping for school clothing is beyond their reach. Clothes To Kids has provided more than 130,000 wardrobes since it opened its doors in 2003 and plans to stay on that course.

Cornerstone Family Ministries Inc.

- Nourishing Young Bodies: Cornerstone Family Ministries aims to increase the number of childcare centers it serves in Hillsborough, Pinellas, Polk, Pasco and Manatee Counties from 176 a year to 194 a year by Sept. 30, 2023. It wants to increase the number of children accessing nutritious food thought its sponsorship from 19,219 a year to 21,141 a year by Sept. 30, 2023.

- It plans to expand its community garden in Ybor City to 50 satellite gardens throughout the Tampa Bay region by Sept. 30, 2023. That will increase the facilitation of access to 5.31 million meals to over 6 million meals provided through all of its nutrition programs by the same date.

- Increase the dollars infused into small businesses (early learning centers) throughout the Tampa Bay Region facilitated through Cornerstone’s sponsorship from $5.24 million a year to at least $6.87 million by Sept. 30, 2023.

- With its focus on “developing young minds,” it will expand the Rosa Valdez Early Learning Center Lab School model to at least one new early learning center each year, making it possible for low performing centers to increase the quality of their centers for a total of five lab school partnerships by Sept. 30, 2023. The amount of paid student interns at the lab will increase from seven each year to 25 each year.

Early Learning Coalition of Manatee County Inc./From Cradle to College Foundation Inc.

- The Early Learning Coalition of Manatee and the From Cradle to College Foundation’s strategic plans have significant goals. It aims to promote stable and nurturing families, encourage healthy children, assess child care programs to ensure their outcomes are providing the expected benefits to children, and assist child care professionals in creating safe and secure learning environments. It plans to ensure that all children experience nurturing, developmentally appropriate early learning opportunities that prepare them for success in school and life.

- Resources for parents and caregivers so they have the knowledge and skills to create safe, stable and nurturing home environments. That means expanding evidence-based home visits, family support and/or parent education programs; providing public awareness and education, so families know about appropriate expectations and resources available for children, and expanding availability of resources and interventions to families who need intensive support.

- Encouraging healthy children means all children will be physically, socially, emotionally, and mentally healthy. Goals there include expanding preventative health care for vision, hearing, developmental benchmarks and social-emotional needs, expanding access to health and dental care, expanding access to healthy physical activity through fitness programs and to creative thinking through STEAM experiences and continue to work with the school district to provide
each child with a unique identifier for assessing individual needs, support or effectiveness of interventions.

Feeding Tampa Bay

- Feeding Tampa Bay is intensely focused on feeding human potential. Its strategic plan aims to end hunger in Tampa Bay altogether. To reach this goal, it says in production materials that it will provide 115 million meals per year to close the meal gap by 2021. Its strategies emphasize delivering access to nutritious food to those in need, connecting people to resources that fuel long-term well-being, advocating for those we serve and ensuring the human and capital capacity to fulfill its mission.

- It will continue to deliver nutritious food to those in need and it will strengthen the pathways of food relief in the community by implementing new and innovative direct distribution models. By making sure those who are hungry are fed, it will build the overall health and well-being of the Tampa Bay community. Improving household stability is an important component to the strategic plan with the organization serving as a connector, convener and influencer.

- Feeding Tampa Bay is a strong advocate for those in need, but it says it can’t be the only voice. By building its social presence, it will aim to catalyze new conversations and mobilize an engaged and informed community. Through education, community programs, professional initiatives and Family Night volunteer opportunities, it will develop passionate advocates who give voice to its work – establishing hunger as a primary cause in the community.

- A new, larger facility will take the Feeding Tampa Bay model and mission far into the future so it is planning a capital campaign. “We’ll maximize support from community food donors and utilize their excess capacity to turn their support directly into a healthy resource for our neighbors,” it said in submission materials.

Goodwill Manasota

- Goodwill Manasota has a strategic plan for the next five years that focuses on mission fulfillment goals, including increased and enhanced employment opportunities for people with disabilities and the number of persons served and placed through strategic use of the Job Connection. It also is working towards a living wage for both team members and those placed by the Job Connection, utilizing the MIT Livable Wage by County information.

- Goals are to maintain financial growth include hitting GIM’s service objectives efficiently through growth and cost containment, generating a net gain of 2.5 percent or more to create sustainability by the end of 2018. Also, it seeks to provide a positive, safe and healthy place for people to live and work; and evaluate and develop post-retail and product acquisition strategies to maximize operating profits.

- It has goals on infrastructure development include building, relocation and renovation, house all Goodwill Manasota’s operations in modern, barrier-free, efficient facilities which reflect its branded mission.

- Goals to assure the future of Goodwill’s Mission are to raise $3 million for programs by 2019 and raise awareness. Goodwill Manasota plans to establish itself as the foremost resource for helping people with barriers to be self-sufficient in the community. It will do that by motivating key donor audiences and it must educate and cultivate donor prospects in a persuasive and systematic manner so donors will be compelled to make major and significant gifts. Part of that is addressing threats of competition for donations including curbside and box collections.

Habitat for Humanity of Pinellas County Inc.

- Habitat for Humanity of Pinellas County’s Board of Directors adopted a new strategic plan last April with a theme: Building A Sustainable Organization.

- The plan has five measurable categories focused on advancing the mission of Habitat for Humanity in the service area. It includes creating of sustainable processes and products to limit risk; Grow and sustain revenue to allow for the construction of 60+ new homes annually, in addition to serving 40-50 additional families through the home repair program – this area also focuses on building of cash reserves, strengthening the business plan for the ReStore operation and strategy around securing private revenue.

- The plan also includes the development of staff and its board of directors – focused on recruitment, engagement and retention of staff and board members through bench strength assessments, succession planning and development plans. Increase diversity & cultural competence and the growth of organization through innovation. That includes identifying new and creative ways to serve individuals and families while staying true and focused on the Habitat mission.

Lions Eye Institute For Transplant and Research

- Lions Eye Institute has a 5-year-plan that includes raising its profile and reach of both the research laboratory as well as the Lions Eye Institute Foundation, which raises money to help fund corneal surgeries for people who cannot afford them. The foundation has been growing every year and now is expanding opportunities for people to give.

- Its research team will be expanding partnerships with major universities both in Florida and across the country to expand the use of its lab space and tissue access. The work done in its labs will give universities new options for bringing their research to market.

- Plans include growing its influence around the world by training more surgeons in the latest technology for transplants that produce the best outcomes. Executives strongly believe that eye banks should be nonprofit entities and Lion’s Eye is committed to growing so it can provide a nonprofit choice for surgeons, donor families and hospitals.

Metropolitan Ministries

- Excellence in ministry with goals, including implementing Hispanic programming (programs, services, staffing, education), homeless students and young adult prevention, increased mobile case management and outreach services, and ramp up virtual outreach (website, social media, bots, online classes and resources).

- Professional development. Goals include: Enhanced key performance indicators (KPI) measurements, succession
planning (executive level, management to leadership), leadership training, culture, ambassadorship, and launch training institute, teaching other organizations its best practices.

- Organizational sustainability by increasing Pasco and Pinellas County community and donor engagement, grow corporate engagement and partners, innovation, job training and revenue generation through social enterprise initiatives.

**Pepin Academies**

- Pepin Academies plans to continue serving students with disabilities by providing additional services within its campus and classrooms. Paraprofessionals will be added to classrooms each year to assist teachers in their instructional roles and support students.
- It will enhance its communication and marketing department which works closely with the administrative team to develop and increase partnerships within the community.
- Determine scheduling needs and assist teacher teams in identifying research based instructional material and intervention resources. It also will determine the school-wide professional development needs of faculty and staff and arrange additional trainings.
- Improve facilities to better support its athletic and extracurricular programs.
- Further enhance educational options to students and implement career and technical programs to allow students to obtain an industry certification upon completion.

**RCS Pinellas**

- It plans to generate increasing amounts of donated financial support for the RCS mission, contributing to a healthy mix of earned revenue (social enterprise), grant support and charitable dollars that are utilized to achieve impact.
- Address more community needs: RCS will assess community trends in the areas of hunger, homelessness and domestic violence and respond with replicable programs and services that make a measurable impact, while constantly adapting and innovating to deepen and broaden that impact. It will present as an organization that strengthens community.
- Develop passionate, mission-driven leaders: The organization says it will engage, develop and empower mission-driven leaders and volunteers at every level who are passionate and dedicated to the RCS mission, cause and values. These are people who provide enduring leadership and generously support the organization with time and resources.
- RCS wants to keep advocating influence public policy by identifying and taking a stand on critical community issues while proactively engaging community leaders, policymakers, influencers and the general public.

**Senior Connection Center Inc.**

- Senior Connection Center will look to expand and maintain strategic partnerships among the social service, business and philanthropic communities to increase opportunities for innovative collaboration. It also wants to increase its operational budget to include more unrestricted funds so it can better address the needs of frail, vulnerable, seniors and disabled adults and prepare for unexpected budget cuts or other funding crises.
- Also, it aims to increase community awareness of its services and the impact it has on seniors, disabled adults and their caregivers.
- The organization continues to develop strategic partnerships by having members of senior management participate in various community organizations such as Chambers of Commerce, Better Living for Seniors, and the Tampa Bay Bold Goal Health Collaborative.
- Continued evolution of its Rise & Shine Awards Breakfast created in 2016. It spotlights and celebrates local seniors who are doing "amazing things in our community," submission materials said.

**Starting Right, Now**

- It wants to create a social enterprise. Starting Right, Now developed a licensing model to enable others to utilize its products, policies and procedures, under its own name, but with its expertise and direction. With the correct partner, it prefers to replicate under its own name but needs the guidance and expertise to make this happen. This process will result in high success rates by employing an already verified standard that was developed over a ten-year evolution period. By utilizing the SRN name, the organization will have a larger impact and the ability to apply for grants regionally and then nationally to gain financial stability.
- SRN's first expansion project, to much initial success, was into neighboring Pinellas County. It is currently testing the market by helping Chris Archer, the former pitcher for the Tampa Bay Rays, open a pilot program in his hometown in North Carolina. This program will assist its growth in determining areas of concern and refine policy and procedures.

**Tampa Bay Wave**

- Gain greater recognition as a world class business accelerator program with best-in-class programming and services.
- Reach critical mass in the total number of exciting, highly scalable, investment-ready startups we support.
- Attract at least $50 million annually in early stage investor funding of accelerator startups.
- Lead community collaboration with a "partner first" mentality.
- Achieve strong brand recognition as a nationally recognized accelerator, as a regional economic driver, and as lead spokesperson for the local tech startup community.
- Maintain financial sustainability.
- Attract and retain world-class staff, board members and volunteer mentors.
• University Area CDC’s Harvest Hope Park is a seven acre property right in the heart of the community on 20th Street. The site currently includes a community garden, teaching kitchen and recently completed playground. The CDC is ready to begin work on the next phases of development to include a multipurpose sports field, walking trail and fishing pond. Completion of these phases is anticipated in 2019. The long term plan also includes the construction of additional office and programming space.

• A major initiative is the Community Safety and Action Plan. Developed in 2016 with over 30 community partners, businesses and residents, the plan outlines a comprehensive series of integrated efforts to improve community safety. Long term plans include property acquisitions, advocating for planned public improvements such as sidewalks and lighting, and implementing neighborhood community cleaning projects and other safety initiatives.

• Affordable housing is a major focus over the next five years. In response to the low rate of home ownership in the area (7 percent), the need for single family housing and multi housing is at an all-time high for residents in the community and county-wide. In the past year, UACDC has acquired several local lots and are now ready to begin planning construction of affordable homes for deserving area residents. Applicants will be chosen from current University Area programs based on need.

Wheels of Success Inc.

• Wheels' goal is to open its own repair facility that would also house the corporate office, logistically saving time and money. “It would also allow us to increase the number of people we are able to assist and to expand our social enterprise of not only selling cars but doing repairs for those not qualified for our current Wheels’ program, such as those who are disabled or students,” it said in materials.

• Wheels is currently in talks with the city of St. Petersburg about providing land in one of its CRA districts where we would build the repair facility.

• It also hopes to expand on a greater scale in both Pinellas and Pasco counties during the next two years; and expand into Polk and Manatee/Sarasota counties during the last three years of its five-year plan. It does not currently serve those areas but has many requests to.

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