



Strategic Plan: Trail Blazing

2023-2028

2 For 2 Foundation, Inc

Presented for Approval to The Board of Directors

June 2023 (Final Draft)

Table of Contents

I. Introduction	1- 16
Organization Background.....	1-3
Board’s Role.....	4
Process Used and Definitions.....	4-6
Literature Review.....	6-16
II. Executive Summary	16-22
III. Environmental Scan	23-28
Key Performance Indicators	23
Ratings from material, scan and interviews	24
SWOT Analysis	25
Organization’s Name and Logo	26
Vision and Mission Statement.....	26
Values.....	27
Risk Analysis.....	28
IV. Some Immediate ActionItems	29
V. Overarching Strategies/Strategic Goals Objectives	30-35
#1 Overarching Strategy - Facility Development	30
#2 Overarching Strategy - Fundraising/Development Plan.....	31
#3 Overarching Strategy - Brand/Public Relations.....	32
#4 Overarching Strategy - Outreach.....	33
#5 Overarching Strategy—Operations	34
VI. Works Sited	36-37

Section I Introduction:

Background information about the organization and the planning process

Organization Background:

A group of mostly retired educators got together during COVID and discussed what projects they could do for their community to give back through volunteerism in early 2021. After surveying Winchester City and Frederick County, water and ice facilities were the top 2 community requested needs and wants. After 8 months of discussions with Winchester City, the city manager declined in June 2021 to meet and discuss the project. Water and ice facilities have been on capital improvement plans (CIP) for decades with local municipalities but failed to be funded. The most recent was in Frederick County in August of 2021 requesting a referendum to be put on the ballot to raise taxes to fund an aquatic center. The Foundation was incorporated on September 29, 2021, after working with Frederick County Parks and Recreation for 2 months.

In May 2022, the Frederick County Supervisors voted 7-0 to create a workgroup after pulling 2 For 2 from the Parks and Recreation agenda for a December 2021 Supervisor Meeting. In July 2022, Clarke County Supervisors voted unanimously to have discussions with the Foundation. 2 For 2 has been working on a model with both municipalities that will not create future debt and not raise local taxes for our kids and our kids' kids. Exploring private/nonprofit, public/private, public/nonprofit, and all private models has been time-consuming but assisting to find a match for the area's needs and wants. Public/nonprofit is the priority model, but all options are still on the table.

The backdrop to the Foundation's effort is a bottom-up one. It is using the book, *Habits of the Heart*, as inspiration that if a community wants something for their kids and their kids's kids, there is no stopping it happening. Volunteerism and understanding the latest research showing the importance and impact of water and ice facilities along with Life Skills teaching are essential to this model. The size of this project attempt means it is a once-in-a-generation effort and model being used with a beginning and end to solve a long-term issue not solved previously for decades by the government and taxes.

The 2 For 2 Foundation, Inc is a 501(c)3 non-profit with the ongoing need to raise monies through fundraising, philanthropic community leaders, grants, and other revenue streams beyond building a facility. Its mission has 2 parts: (1) develop and maintain facilities, and (2) implement recreational, education, and sports programs. The Foundation will be assisting with providing sustaining funds for both parts as fundraising has started on the program needs; assets and endowment are in the discussion stage. The concept is to build a family-focused recreational and educational outlet that improves the quality of life for all in our area and establishes local high school sports facilities. Physically and mentally challenged accessibility, "cradle to grave" activities, classrooms for life skill training, intervention and prevention, and family recreational fun are the primary objectives. The Foundation is a Top of Virginia Regional member; has started a fund with the Community Foundation of the Northern Shenandoah Valley (CFNSV); and partners with Access Independence, Winchester Swim Club, Frederick and Clarke County Parks and Recreation, and Clarke County Public Schools. The Foundation is seeking a Frederick County 616p partnership with their School Board.

Last year, developer, Scott Plein from Equinox Investments, LLC, discussed the possibility of having the facility on a section of the land he wanted to develop in Middletown. The Foundation has had discussions with other sites including Clarke County; Russel 150 on the Frederick side; land by Costco, and several public land sites which were put on back-burners. They have had discussions with Hat Trick and McCullers and have a March 2023 proposal awaiting a final land site.

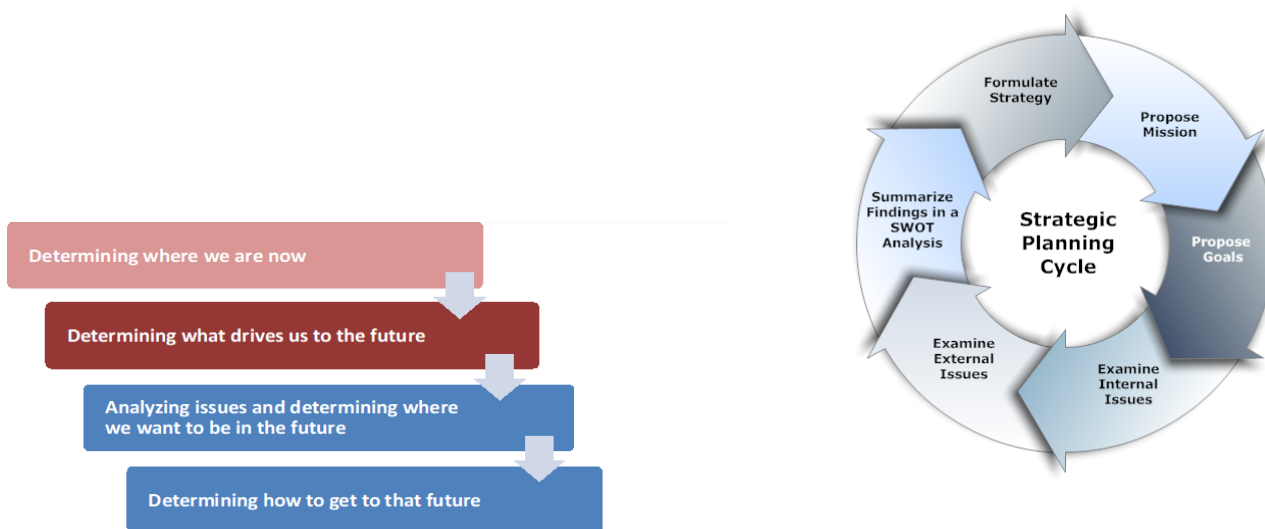
Discussions with Laurel Ridge Community College has resulted in numerous possible collaborations, especially if the land site is in Middletown. Ideas from co-op positions to the drone program using the facility for multiple technology connections are being explored.

Fundraising has centered around the Shelly Lee Swim Literacy Fund and starting swim and skating lessons at local facilities. The development plan activated last May includes internal/external events, grants, CFC/ CVC, assets acquisition, endowment, angel donor exploration, annual events, investors if the model goes “private/for profit”, annual giving, mailings, and planned giving. Major giving campaigns and a signature event will be created. A capital campaign cannot be started until the facility part of the mission is defined and total cost needs are identified (est. 50-70 million).

Recently, the events area has deployed April’s Adult Learn-To-Swim and May’s National Water Safety Months through a “Coaster and Hoodie Logo” awareness program. Ledo’s, Mario’s, and Claudio’s are doing “dine and donate” events, as well as, Paint & Create Art. Just launched was an Apple Blossom Swim Invitational that will become an annual Foundation event like Pot of Gold. A subcommittee was formed in April 2023 to begin a review of local skating facilities and activities to deploy.

Working objectives are to acquire an economic feasibility study, add an advisory board, start a donor management system online, and complete a new website. The Foundation’s EIN is 87-2862554 and the first 990 was submitted in October 2022. Foundation earned a Candid Platinum Seal of Transparency in June 2023.

Planning process follows the steps below:



2 For 2 intends to serve at a minimum estimated population total of 137,600: 29,000 in Winchester, 93,700 in Frederick County, and 14,900 in Clarke County. Starting fundraising in May 2022 with a kick-off of breaking a World Record on October 29, 2022.

A Working Board model is used with an emphasis on in-kind versus cash expense. A working board is more than just a governing entity. Like a coin with two sides, it has strategic and staff responsibilities. A working board is a group of directors actively participating in the organization's daily activities. It is a governing board with additional responsibilities: Directors perform their strategic and fiduciary duties, as well as, participate in the organization's day-to-day functions.

The Board may appoint individuals to serve as members of an Advisory Board to the Foundation. The purpose of the Advisory Board shall be to advise the Board on any aspect of the operation and/or purposes of the corporation. Members of the Advisory Board shall serve at the pleasure of the Board. 2 For 2 has added 4 advisory members.

Overall, meeting the current needs of bringing to reality this facility, donors, and dealing with the aftermath pandemic impact must be put as the priorities and tasks while at the same time achieving stability and generation of this Foundation.

The central focus of this strategic-planning effort was to collect data to support the strategic efforts needed for a 5-year plan for an organization waiting on a final model decision. This was done through interviews and listening to the 2 For 2 community to put in place a plan to support the vision and mission.

Like most strategic plans, implementation and detailed tactics are not directly or completely addressed and should be deployed after Board approval and through another process that includes measurable objectives to be developed by the board and staff to implement. Deployment of the plan needs leadership from the boards that will embrace developing and growing and achieve continued success. The board and staff need to write objectives and develop an evaluation process and monitoring tools if the organization wants to be on the right path to succeed in growth and create the desired reality.

No one likes change unless it involves a quarter, a dime, and a nickel. Strategic planning should not make future decisions, but it should anticipate the future environment. It is not just about change. Decisions are made by the board as the stewards of an organization. The future is built on what is done now and what needs to be done for the future.

88% say successfully executing initiatives/projects in order to deliver strategic results is very important or essential for competitiveness and survival (from CleverISM).

Board's Role:

Board members are the **fiduciaries** who steer the organization towards a sustainable future by **adopting sound, ethical, and legal governance and financial management policies**, as well as by making sure the nonprofit has adequate resources to advance its mission.



The volunteer staff is to steer the boat by managing day-to-day operations; advisory board members provide foresight, oversight, and insight: think of them as up in the crow's nest scanning the horizon for signs of storms or rainbows to explore! Board members - the role as stewards of the nonprofits DOES involve fundraising but it should be on the higher levels of the fundraising pyramid. And...another important role all board members play is as advocates for the nonprofit's mission. (Council of Nonprofits)

Process Used:

Meeting the current agendas of any organization needs to be tasked while at the same time providing resources to help future generations meet unforeseen future needs. This Foundation has a model to create assets and an endowment in addition to providing sustaining costs to operate and maintain the facility and its activities and programs.

*A basic for any planning and recommended process is seen in the digraph below (Bonner Consulting):



Strategic Planning Definitions:

What is Strategic Planning? An organization's process of defining its strategy, or direction, and making decisions on allocating its resources to pursue this strategy.

What is meant by a work culture? It is the environment that is created for the employees. It is the mix of the organization's leadership, values, traditions, beliefs, interactions, behaviors, and attitudes that contribute to the emotional and relational environment of a workplace.

What are demographics? Demographics is information about demand, supply, and cost, i.e. rent, salaries, etc.

What tools were used for data gathering? interviews; files; anecdotal evidence; SWOT process; assessments of risks; financial budget search; online and library research; scans

What is an overarching strategy? Overarching Strategies provide a general framework for the plan's goal-specific strategies and define the scope of what the department/center must undertake and implement to achieve the plan's goals. As the term overarching suggests, these strategies impact everything the department/ center undertakes and expect to achieve.

What is a strategic goal? Strategic goals are goals created to identify the intended accomplishment of a business strategy. A strategic goal is a long-term, "big picture" objective for a business, rather than a short-term tactic that addresses a current problem or challenge.

What is a measurable objective? It is an objective that has numbers and/or dates of completion written in the explanation of what is to be done. It needs to be specific, achievable, relevant, and time-bound.

Examples: I will complete a strategic plan within 3 months. I will find and increase fundraising events by 10 new external and 4 internal ones this FY resulting in revenues increased by 15%.

Who writes the measurable objectives? Everyone that has any responsibility for operations (board and staff).

Who evaluates the measurable objectives? Either an assessment tool is used for individual evaluation or the person that supervises the individual. The board ultimately puts in place how the processes and function goals are measured and are responsible for evaluating them in a timely manner.

Literature Review:

Research through online, published articles/books, dissertations, the history of the two sports, and interviews (Judges, public, government officials, aquatic and ice centers, ice hockey teams, etc.) were used to gather the latest information on all related topics to this project. This project is planning to have the following type of activities to meet the mission and central to the literature review:

Mentally and physically challenged activities such as blind ice hockey

Cradle-to-Grave Activities such as wheelchairs on ice

Hosting water and ice tournaments locally for sports competition

Recreational and Therapeutical Activities for health and wellness

Sports facility for our local high schools to compete

Swim Literacy for life-saving skills

Business/corporate leagues for adult wellness

Serve homeschools/private schools for inclusion

Provide summer camps for learning outside the classroom

Family Fun for building relationships and memories

Intervention and Prevention Life Skills

WATER Review

Community pools are great investments for municipalities for many reasons. Community pools serve as an encouragement to community health and increase the social cohesiveness of the area. Community pools have many benefits for the physical, mental, emotional, and social health of the community according to Health Fitness Revolution! (HFR)

Pools are inclusive and provide the opportunity to have programs and activities, “cradle to grave”. Not only will a pool provide hydrotherapy opportunities for adults, but it’ll also be a place where both children and adults can learn to swim. Studies show when parents learn to swim, they embolden and inspire their children to learn as well.

Community pools bring people from the area into close contact with other members of the community that may otherwise have never met and improves bonds. People want to live near fun things to do and convenience matters and community pools add to recreational and property values. They also want to live in communities that have strong bonds with each other, because that’s what makes a community feel safe and inviting. Swimming is fun and safe for all ages and encourages fitness for life. Swimming is a great sport or hobby because it is a low-impact form of exercise meaning almost anyone can participate. Learning how to swim can be a lifesaver and increases public safety. It increases access to fitness and combats childhood obesity. Community pools create jobs for teens and young adults as lifeguards and other staff operate the facility. A community pool is an important introduction to the world of athletics and the potential for college scholarships. Community swimming can be a perfect introduction to athletics for kids that otherwise wouldn’t be able to participate because of the affordability of swim lessons. (HFR)

A community complex does make sense for our area! Vice Mayor Rex Richardson says, “Pools are exactly the kind of investment a municipality needs to make **now**”. Urged on by public health experts, the U.S. entered a golden age of pool construction in the 1920s and ’30s. Cities built thousands of public swimming facilities — including some grand, resort-like examples — and launched learn-to-swim campaigns. In the depths of the Depression, federal relief funds flowed for such public recreational infrastructure. (These were, of course, primarily for white Americans; Black Americans were often confined to second-class facilities or [their own beaches](#).)

Heather McGhee chronicles in her book *The Sum of Us*, the pool movement of that era was driven in part by the need for outdoor gathering places in hot, crowded urban areas. Like schools, parks, and libraries, public pools were a form of [social infrastructure](#), knitting neighborhoods together in warm weather.

During 2020, according to the Pool and Hot Tub Alliance (PHTA), the U.S. saw a 24% increase in residential pool purchases, the highest increase on record. The last decade has seen a growing national appreciation of the inequality of pool access in the U.S. and its consequences. Black youth are more likely to [lack swimming skills](#) and are [at least three times more likely to drown](#) than white kids, Wiltse says. There has been a concerted effort by USA Swimming, the sports organization, to fight racial and class-based disparities: The [Make a Splash initiative](#) is focused on improving local swimming access. (Bloomberg)

For a full review of Richardson’s discussion, including why it is an investment see: <https://www.bloomberg.com/news/articles/2021-09-16/in-long-beach-public-pool-access-is-an-equity-issue>

Why swimming pools are good for a community? Mark Owings (Aquatic Centers as Destination Spaces) says, “Every city has a personality – a reason people visit and a reason they stay”. In smaller cities, it is often a strong sense of tradition and perhaps a few families that hold everyone together. In larger cities, leaders take advantage of amenities for drawing visitors, retaining residents, and uniting a diverse mix of cultures. Regardless of the size of the city, amenities that offer recreational opportunities are important to people with an active lifestyle, and aquatic centers are one of the most versatile options for a diverse community. These centers create a sense of place, offer health and wellness opportunities, and have a **positive impact on the economy**. While swimming is a lifetime sport, a pool alone isn’t enough for the modern family. Aquatic centers add additional elements of active and passive recreation creating a more memorable experience for the whole family. The cumulative experience creates a sense of place – a desirable destination for residents as well as visitors. Shared experiences strengthen families and bring a sense of cultural unity and acceptance to diverse communities. Patrons also have opportunities to network and make social connections further unifying the community.

Julie Thomas (Gone Outdoor) states many people think of pools as just a place for recreation, but in reality, communities can derive many more benefits from having public pools. Swimming pools are used for recreational activities, such as informal swimming, pool parties, and other group activities. Swimming pools can be used for exercises, such as swimming laps and water aerobics. Pools are also used for educational purposes; swimming lessons and lifeguard training are two examples. School pools are often used for diving and swimming competitions. Pools serve the needs of many people who suffer from medical conditions or injuries. Swimming pools offer a means of social interaction, relaxation, and stress relief.

They give an opportunity to participate in aerobic, yet low-impact exercise. Swimming pools also increase safety in the community. According to ESPN's Richard Lapchick, well-known African-American swimmer Sabir Muhammad says, "No one dies from not being able to play basketball." In other words, swimming is not just exercise; it is a life-saving skill. Competition and camaraderie with other groups in tournaments and swim meets help a community come together for a common goal. Having a therapeutic or ADA-approved pool helps people in the community who have special needs.

Aquatic centers can enhance health and wellness across generations in a community. Councilman Hunsaker and national aquatics consultants, identified four groups of aquatic center users: recreational, instructional, competition, and wellness and therapy. They suggest that in addition to creating an entertainment space, aquatic centers provide opportunities for learning lifesaving skills, venues for local athletes to practice and host competitions, and spaces for citizens of all ages and abilities to exercise.

A municipality has a responsibility to create spaces of interest, but also to balance cost and revenue for the community. Adding an aquatic center to your community can **benefit the economy** both directly and indirectly by providing jobs, increasing property values, and supporting economic development. In addition to job creation, an aquatic center provides a supervised safe place for teens to congregate with their friends. Swim meets and other organized events bring overnight out-of-town guests who will spend money in hotels, restaurants, gas stations, and retail shops.

What is the economic impact?

*Swim City USA's economic impact analysis showed almost a \$12 million dollar impact to the city of St. Charles, Missouri over a three-year period with the addition of an aquatic center.

*\$4 million worth of **economic impact** just the past year by the Bartlesville Splash Club swim team? The club is proof as to why their investment nearly three-quarters of a century ago in building the multi-function facility has resulted in dynamic dividends. (Mike Tupa, Bartlesville Examiner-Enterprise)

*Richmond's SwimRVA is at a \$7 million annual **economic impact** and is just another example of how aquatics improve the community within the regional areas and beyond.

Here are some general cost savings (amounts depend on population and usage):

- The citizens and families themselves live a healthier lifestyle which makes everyone more productive and fewer insurance costs.
- Organizations can spend their community support dollars more effectively since the community as a whole is healthier.
- All businesses can realize a saving with more healthy and active citizens in the workplace.
- Non-profits, especially in the medical community, can redirect some dollars to preventative care.
- Schools can be the beneficiary of a healthier and more socially responsible student body and staff.
- The government of the community can redirect dollars towards needed services such and

streets and parks with fewer dollars spent on solving social challenges.

*Social Savings Impact (totalaquatic.llc)

A full study and must-read by **Total Aquatic Programming, LLC**, consultant for **financially** successful facilities are listed below. The nine-page report is a feasibility study that includes the importance of **Social Savings Impact** on a community which can translate into **millions of dollars**. This report is attached in pdf format with this 2 For 2 report.



<https://img1.wsimg.com/blobby/go/86e62dc5-4c7c-4673-92e4-2f1fbfe9d97e/downloads/Social%20Savings%20Impact.pdf?ver=1623169487797>

Why has Swim Literacy evolved and become a need? Some reasons are that swimming improves social well-being; swimming teaches goal orientation; kids who swim become active adults; swimming makes you smarter; swimming teaches teen building skills; swimming burns more calories than jogging; swimming slows down aging; swimming is good for your asthma; swimmers are more confident; swimming requires minimal gear.

According to the National Library of Medicine (NIH) *Building the Foundation of Aquatic Literacy in 4-6 Year-Old Children: A Systematic Review of Good Pedagogical Practices for Children and Parents*, children between the ages of 4–6 years represent the population most affected by drowning accidents, while their early involvement in physical activity, and more specifically in aquatic activities is a key factor in their future physical life journey. This review’s purpose was to identify aspects in the intervention’s studies with children and/or their parents that had a significant impact on the Aquatic Literacy (AL) dimensions mentioned as motor, psychological, affective, and cognitive.

Criteria used were: (1) English language, (2) primary research, (3) population of 4–6-year-old children or their parents, (4) intervention study design, and (5) results related to at least one of the AL domains.

Aquatic activities are often promoted for their health benefits and positive childhood experiences can have a significant impact on lifelong engagement with them, encouraging educators to support maximum enjoyment and confidence in children in these environments. However, these benefits can be tragically overshadowed if children are not empowered against the possibility of drowning. This “dark side” of water recreation is partly responsible for the deaths of more than 365,000 people worldwide every year, half of

who are children and young adolescents. Among the victims, the 4–6-year-old age group is over-represented, making them more vulnerable in, on, and around the water. According to the World Health Organization (WHO), tragedy is not inevitable in aquatic activities and could be avoided by a series of political, structural, and pedagogical measures. Amongst these, high-quality aquatic education (**Swim Literacy**), from an early age onwards, appears to be key for empowering participants to be protected from drowning.

There are studies out on how swimming at an early age can help with reading readiness and help advance development in social and many other skills.

Swimming is one of the most overall beneficial exercises that humans perform. Like any skill, the sooner we learn it, the better we're going to be at it when we're older! For that reason, swimming lessons are some of the most popular classes that children take. Without a doubt, swimming is one of the most overall beneficial exercises that humans perform. Like any skill, the sooner we learn it, the better we're going to be at it when we're older! Many states have started swimming lessons being mandatory in their public schools.

Here are a few of 100s of programs working with different models to achieve the goal of swim literacy:

<https://greensboroaquaticcenter.com/programs/2nd-grade-learn-to-swim/>

<https://greensboroaquaticcenter.com>

<https://www.wavy.com/news/local-news/hampton/hampton-aquaplex-offering-free-swim-lessons-to-local-second-graders/>

<https://swimrichmond.org>

******NOTE: 2 For 2 wants to work with area schools (homeschooling, private, etc.) to make swim literacy part of the curriculum. Clarke County has come on board and in fall 2023 will begin a second-grade school program.**

ICE Review

Did you know you can use an indoor balance and coordination activity like ice skating to challenge and integrate proprioceptive input, vestibular sensory input, and work on various [gross motor](#) skills? (OT Toolbox)

Skating works nearly every muscle group in the body, and gliding requires synchronized movement of the legs, which is important for joint flexibility. It also builds up the leg and abdominal muscles. Like any workout, skating is great for cardiovascular health – it gets the blood pumping and the heart rate up. And it's a lot of fun to glide around the ice; unlike with other types of exercise. Strengthening your muscles and improving your joint health leads to better balance. So does trying to stay standing on the ice. By learning to engage your muscles to stay standing, you're not only toning them, but also improving your control over your body and your endurance. According to Harvard Medical School, ice skating will burn up to 200 calories per hour, making it a great way to lose or maintain weight when combined with a healthy diet.

Working out in general is a great way to relieve stress because physical activity releases endorphins in the brain. Learning to ice skate also boosts self-confidence and hones focus as you learn the many new moves skating offers, like crossovers, going backwards and spinning. Bringing friends to the rink or meeting new people during lessons is also a great way to relax and unwind after a long week at work.

According to Dr. Brian Cole (Sports Medicine Weekly) skating can enhance health and wellness and is known to have a multitude of health benefits, including improved cardiovascular health, strengthening of the muscles, better balance, and more. Learning different moves and gliding through ice is not only fun but it's a great form of aerobic exercise as well. According to the Sports and Fitness Industry Association, there are about 9.7 million ice skating participants in the US in 2019, making it a popular sport. There are four ways ice skating can enhance your health and wellness: 1) improves muscular health and is equivalent to jogging by the American Heart Association; 2) improves balance and coordination by strengthening your muscles which leads to better balance; 3) weight management according to Harvard Medical School stating skating burns 200 calories per hour; and 4) improves mental health because exercise boosts mood by helping the body release endorphins.

Other supporters agreed that skating enhances health and wellness and benefits and state that better body weight management; increased cardiovascular health, reducing your risk of diseases like obesity, hypertension, and diabetes; improves balance and agility; tones the entire body; improves endurance; improves mental fitness; helps build self-confidence. (The Spokesman-Review)

Professional hockey reviews showed specific benefits of mental health garnered from it. Hockey improves brain function and alleviates anxiety and helps combat depression, stress, and anxiety. In addition to the overall exercise benefits hockey offers, the need to make quick decisions also assists in developing the brain. Hockey helps to develop a positive body image while strengthening the mind and body. Hockey develops positive communication and knowing how to communicate effectively can alter the mental stress or discomfort of having to interact with individuals. Hockey develops a winning (and losing graciously)

attitude and we all need the mindset of winning but accepting failure as an opportunity for growth.

What are the Ice Rinks in the US industry trends and impact? Whether you are serious about figure skating, or a budding ice hockey star, your first step onto the ice is very unlikely to be your last. Ice skating is an addictive sport that gets the blood pumping, the body moving, and your skills continually growing. An ice skating rink indoor space is a perfect chance to enjoy the freedom of skating, whenever the mood strikes you. In some situations, it can be very tricky to access a rink on which to practice. Locally, it means travel and more cost to find a sheet of ice. An ice skating rink indoor space offers the freedom to practice whenever the mood takes you regardless of bad outdoor weather.

Over the five years to 2022, demand for the Ice Rinks industry has experienced steady growth as improving economic conditions afforded consumers the opportunity to spend more on discretionary goods and services, such as ice skating, during the majority of the period. This, combined with increasing per capita disposable income and participation in sports, has benefited the industry prior to 2020.

Still, as economic conditions continue to rebound from COVID-19 (coronavirus) conditions, rising per capita disposable income is expected to benefit industry growth moving forward. Overall, per capita disposable income is projected to rise, enabling more consumers to afford regular trips to ice rinks and improve consumers' ability to afford costs related to ice sports. Ice rinks will likely benefit most largely from rising participation in sports, as hockey and figure skating clubs require rinks.

According to IBISWorld, a leading publisher of business intelligence specializing in industry and procurement research, the Mid-Atlantic region contains 18.2% of the nation's indoor sports establishments, which are categorized as indoor basketball complexes, ice rinks, soccer complexes, swimming complexes, tennis courts, and other indoor sports facilities. Maryland has 2.0% of the total. Most of the nation's indoor sports establishments are in the Southeast (23.3%). IBISWorld reports that the distribution and location of these establishments are highly correlated to population, as the more populated regions tend to have more establishments.

Specifically related to ice arenas/rinks, IBISWorld reports that the industry generated revenues of more than \$882.7 million in 2019. The industry grew by 2.6% between 2014 and 2019. IBISWorld reports the industry is expected to continue growing, albeit at a slower rate (0.9%) to 2024. Of total industry revenue in 2019, it was estimated that approximately 60% was provided from admission fees related to recreation and fitness services; 12% was attributed to fees charged for services given to athletic groups and teams for games and tournaments; 8% was generated from rental and resale of equipment; 5% was attributed to the sale of food and beverage; 5% was from athletic instruction; 4% was provided by the rental of ice rinks and facilities; and 6% was generated from other revenue sources such as coin-operated games and rides, repair of equipment and party services.

Demand for ice rinks and related activities is influenced by a variety of factors including household disposable income; leisure time availability; participation in recreation and sports; and the cost of services relative to other sports and recreation services. Demand for ice activities, which tend to be relatively more expensive than other sports, has fared well during recent years amid rising per capita disposable income and

increased participation in other sports. Further, an increased interest in ice hockey has helped boost the demand for ice rink management companies, therefore raising revenue and encouraging the development of new facilities.

Rinks, like pools, have a large economic impact. Hosting hockey and figure skating tournaments brings in money, but moreover, allows locals to spend money locally instead of traveling over one hour or out of state and giving income to gas, hotels, and eateries elsewhere.

Key success factors for ice rinks identified by IBISWorld include proximity to communities with families and children; ability to allocate product/service to areas of greatest need; ability to attract local support/patronage, as many private ice rinks rely on public support for sponsorship and the purchase of advertising space; and access to the athletic and family communities.

WORKPLACE Review

This project plans to engage the workplace with both water and ice and interviews produced the need and want to do so. Specifically, using the model of business leagues and engaging workplace teams will have an impact on usage, but more importantly, an impact on Social Saving Impact (TAP). Many high school swimmers asked about having leagues as they missed the competition and it was a way to reunite past friends and make new ones through the sports. A larger number of individuals wanted ice and many were transplants from areas where they grew up on ice. And, many local adults travel miles or are on traveling ice hockey leagues.

Why are work teams important? Participating in team games and team building activities gives these benefits to a workforce: Better communication between staff and departments; Increase productivity; Improve morale; Increase motivation; Leadership qualities identified; Creativity encouraged; Improve mental skills; and Improve physical health which impacts lower insurance costs.

In a study by Kenya Utalii College, they sought to determine the effect of workplace recreation on employee performance. The study covered aspects of job satisfaction, service quality, customer satisfaction, and employee productivity. The study was descriptive covering a stratified sample of 81 respondents drawn from 162 employees. Data collected through a self-administered questionnaire was analyzed using descriptive and inferential statistical tools. The reasons for engaging in recreation with workplace-related sports were to relax mind and feel great (82.3%), reduce stress and improve concentration (62.9%), build confidence and self-esteem (59.7%), and improve health 53.2%). Workplace recreation has a positive influence on employee performance variables; job satisfaction (92%), quality of service and customer satisfaction (72%), and enhanced productivity (77.5%). Participation in recreational activities was found to be useful in the management of work-life balance with a correlation of 0.61. Job satisfaction correlated highly with performance at 0.55. Employees view recreation as a form of intrinsic reward; providing a means of pleasure and enjoyment. Staff parties provide suitable opportunities for feedback on a performance (0.44) and for recognizing employee achievements (0.40); thus meeting employee's social needs.

Ankita Gupta (Technical Content Specialist) sees the benefits of workplace recreation as: **Allows employees to de-stress:** Workplace recreation and recreational activities work as silent stress killer. Having fun with their colleagues helps employees enhance their productivity. **Boosts confidence:** Any kind of physical activity is good for your self-esteem. Be it doing a heavy workout in the gym, Zumba, aerobics or swimming, it helps you boost your self-confidence. Physical fitness has a direct impact on your mental health. **Developing interpersonal relationships:** Teamwork plays a vital role in bringing success to an organization. Teamwork and workplace recreation are essential in creating a thriving workplace. Try and indulge the leaders as well with the employees. There is no better way to encourage your employees to come together and create trust while playing sports.

Life SKILLS Review

****Most empirical studies have addressed the relationship between education and crime...**

Communities with higher levels of educational attainment also have crime rates lower than the national average. Communities with higher college enrollment rates experience lower violent crime rates than ones with lower college enrollment rates. (Education and Crime-Criminal Justice Research)

****It is suggested that sports can contribute to the reduction of criminal behavior and strengthen resiliency (Spruit). Hockey and baseball players have very few arrests for domestic violence and the NHL has the best-behaved players by a wide margin. (Sports and Crime Rates)**

****Education plays a decisive role in economic performance. Those in society with more education earn higher salaries over their lifetime as well as contribute more to taxes. An educated population also leads to economic growth at the national level. (Education and Income: How Learning Leads to Better Salaries)**

Engaged healthy children grow to be an engaged healthy workforce that will contribute to their community in healthy ways.

A program found in the literature search was done by the U.S. Department of Justice's Office of Justice Programs with the National Institute of Justice. This program contains a Life Skill program for intervention and prevention which includes:

Academics; Reading comprehension; Mathematics; Language expression

Violence Reduction; Moral Reconciliation Therapy (MRT); Anger management; Conflict resolution training

Applied Life Skills: Credit and banking; Job search; Motor vehicle regulations; Legal responsibilities (e.g., restitution); Family responsibilities (e.g., child support); Health issues; Social services; Educational services; Cultural differences; Government and law

These types of programs show success with individuals that did not get the social-economic advantages of others, even after failure in society and serving time incarcerated. Intervention and prevention work!

StepStone Family & Youth Services has a program, Our Life Skills, to help teens learn the skills needed to avoid legal involvement, drug and alcohol use, homeless situations, psychiatric needs, and severe limitations in social and personal relationships. Having local agencies offering materials and sessions in the classroom can give much-needed guidance to both individuals and families in many different situations and challenges. These services can be funded through many funding streams and the Foundation is putting together leaders of the community to form a task force (Winchester Police Chief, Hospital Community Outreach, Social Services, Laurel Center, etc.) to oversee how local agencies can come together and tap into the facility bring intervention and prevention aspects to the many users that will be coming for water and ice activities and programs.

Life Skills Training with a model directed at youth can include:

- Communication Skills Training/Role Modeling
- Gaining Access to Resources
- Healthy Therapeutic Recreational Activities
- Housing and Money Management
- Self-Care/Hygiene Skills
- Health and Nutrition Needs
- Medication Management and Education
- Social Relationships and Socialization Opportunities
- Community Activities (Including Volunteer Work)
- Employability, Career Search, and Planning
- Study Skills
- Behavior Management and Mental Health Support
- Supervision (Family Involvement and Engagement)

The goal of intervention and prevention being part of the water and ice facility is a win-win. The facility wants to be inclusive of all and while water and ice activities offer so much for mental and physical well-being, having a program for referrals to other agencies would be beneficial to all. Having those agencies doing screening at the facility and other nonprofits set up to offer services is a match to capture those that might for the first time know the services needed and available to them and their children.

Having classrooms was ranked the highest to have in the facility by other centers we visited. Besides using them as breakout rooms for yoga and other floor physical activities, having them used for private and homeschooling to bring those potential groups in to use the water and ice programs is a match. Intervention and prevention save lives but also saves dollars and create *engaged healthy children who grow to be an engaged healthy workforce that will contribute to their community in healthy ways.*

Section II Executive Summary:

Key points of the report

As conscientious members of society, it is our actions that care for those in our community in need. By accepting a volunteer role, we help to create resources and services that will benefit not only us but future generations and our community.

This project started out being about giving back to the community through volunteerism. It began with the idea of getting one pool and an outdoor year, round ice rink in Winchester Jim Barnett Park. The literature search and surveying needs led the project to be 2 pools and 2 rinks with life skill classrooms for the area's needs and wants with a donated land site. It led to the understanding that the municipalities would not fund these projects for decades, if ever. With the needs of our community, as of others, this project will and continue to have an impact of greater good for at least 20 years. It is what the community told us they want!

What is the community's need? Communities can assess and interpret their own needs in a number of different ways. But before you look at numbers, you have to listen to the community to understand how it views the issues and what kinds of needs resonate with its residents. Some community reasons for establishing this model are:

- **Economic concerns:** Costs to travel for these facilities and taking local dollars out of the area
- **Inclusion:** Focus groups repeatedly stated that the mentally and physically challenged were left out and always told NO.
- **Education:** Engaged children become engaged workers and create an engaged community.
- **Health issues:** The mental and physical health aspects of water and ice facilities overwhelming pay for themselves.
- **Quality of life:** In many communities, raising the quality of life for all citizens is a priority. A community may want health and wellness simply because there are community members who need them. But, they want recreational and family fun also.

Why do a Natatorium and an Ice Skating Facility Make Sense?

Concept: A family and community recreational and high school athletic facility that provides both swimming and ice skating sports including educational, recreational, and event activities of all kinds.

Overall Benefits of Facility: Family Fun; Recreational Outlet; Economic Impact; Healthy and Collaborate

Workforce; Inclusion of Physically Challenged; Learned Skills; Saves Lives and avoids drowning with swim literacy; Lifelong Healthy Habits; Competitive Athletic Facilities; Creation of Adult leagues; Savings (operated together); Sports Tourism; Social Savings Impact, etc.

NOTE: Most people with disabilities spend their lives being told what they cannot do. This facility will be totally inclusive and provide specific hours and equipment for specific needs.

Impact of Sports: Sports can teach values such as fairness, team building, equality, discipline, inclusion, perseverance, and respect. Sports have the power to provide a universal framework for learning values, that's contributing to the development of soft skills needed for responsible citizenship.

Team sports for all ages help teach accountability, dedication, leadership, teamwork, problem-solving skills, and other skills and many athletes do better academically. Below are more things taught that transfer into lifelong and workforce impact:

- Builds a foundation for lifelong health
- Reduces pressure and stress
- Increases physical activity and health benefits
- Forms social and community bonds
- Improves academic potential and reading readiness
- Gives experience in how to face and overcome challenges

Why are youth sports important? Sports provide children with an outlet, the ability to burn energy, character development opportunities, strengthens muscles and bones, a social circle, how to work within a team and provide role models.

Teamwork helps solve problems and creates an effective workforce with critical thinking skills. Collaboration within a group can help solve difficult problems. Brainstorming is a good opportunity for the team to exchange ideas and come up with creative ways of doing things. By working together, teams can find the solutions that work best which transfers to the workforce productivity and ways of learning today.

Team participation can build self-esteem, promote social interaction and help one gain a sense of responsibility. Being involved in a team sport can also help you to attain personal fitness goals and maintain wellness.

Playing in a team helps children to develop many of the social skills they will need for life. It teaches them to cooperate, to be less selfish, and to listen to other children. It also gives children a sense of belonging. It helps them make new friends and builds their social circle outside of school.

Besides teamwork skills, team sports help you improve your health, confidence, self-esteem, and willpower, and gain better life perspectives that will allow you to easily overcome future life challenges. Teams lead to community.

Usage Needs: Largest target group is 2 to 22, but facilities are for all and for family and holiday times. The natatorium and ice rink will hold a celebration and competitive sports events, create workplace teams, provide recreation, teach through lessons to support education, and social time in a safe and healthy environment, etc.

It is projected that space utilization will be for 7 days a week with a minimum of 17 hours per day minus Christmas Day and mandatory weather closures allowing 6,069 estimated hours of operation per year per sport (12,138 total).

New concepts for usage and revenues will be small business, civic, and corporate competing club teams; civic groups including youth ones like 4-H and Boy Scouts forming teams; swim alum teams and meets; special “no school” days reduced fee for a swim/skate to get high volume usage; homeschooled lessons and teams; college late night swim/skates; holiday events; annual Apple Blossom swim/skate tournaments; adult swim/skate clubs; and tournaments; gala held on-site; partnerships events and lessons and teams with accessibility population; concerts; hosting traveling leagues, etc.

Swimming Will Provide:

Building a natatorium is overdue in the area. The only indoor pool facility is inadequate. Swimming pools are used for recreational activities, such as informal swimming, pool parties, and other group activities. Swimming pools can be used for exercises, such as swimming laps and water aerobics. Pools are also used for educational purposes; swimming lessons and lifeguard training. Pools can be used for diving and swimming competitions. They provide family fun and provide rental places for birthday parties and other social friend gatherings. They support athletic meets and competitions with a proper facility. The private schools and homeschoolers need facilities, as well as, the local high schools teams and area swim teams. There is a market and need for this community.

Swim Activities: games/club teams could play: Atomic whirlpool; basketball; volleyball; bellyflop contest; bumper balls; cardboard boat race; crocodile hunter; duck push; F-I-S-H; water polo, etc.

Lessons could be: Aquatic physical fitness workouts; Aquabata... HIIT (high-intensity interval training) and Aquatic cardio Programs and Aquatic circuit Applications 2; Aquatic interval training; Competitive Teams meets; Aqua Aerobic and Lap swimming; Kayak, Snorkeling and Scuba Diving; Parent and Me, etc.

Events would include the Annual Apple Blossom Meet, Team sports, Special Olympics, holiday events, summer camps, Veteran Day Celebration for veteran teams, etc.

*Accessibility Population

“Athletes with disabilities, from below-knee amputations to severe quads, can compete and compete successfully.” (Queen Nichols, paralympic swimming coach)

*Swimming as a sport or simply a recreational weekend routine is extremely beneficial to a wheelchair user, and any person disabled or not...Some wheelchair users, based on their disabilities, will be able to coordinate exercises in the water without any external support or person to help. Below are some accommodations:

- * Wheelchair accessibility entrances and exits
 - * Use of lights and visual cues for deaf
 - * Tactile cues, such as ropes that can be felt or noises for the blind
 - * Private lessons if needed for autistic
 - * Simplify swimming instructions for cognitive disability

Ice Will Provide:

Building a rink in a community provides a safe, entertaining, and recreational activity for people of all ages.

Parents are always in search of safe and economic alternatives to keep their children busy and free up their personal time.

Ice skating is good exercise and provides a happiness boost, improves balance, improves motor coordination, builds muscles and improves posture, increases cardio health and endurance, and helps with weight management.

Ice rinks have multiple usages such as holding fun parties or holding your own fundraiser event. Indoor ice rinks are used for some of the best sporting and recreational activities... Ice hockey, curling, figure skating, speed skating, etc. Skating is a lifetime sport.

Ice rinks can be seen as a tourist attraction, as well as draw sports tourism. They provide family fun, social benefits, a place for our tweens and teens to socialize, and open up the opportunity of a competitive avenue through figure skating programs in competitions, hockey tournaments, and travel hockey.

Below are some of the options the ice rink will provide:

Broomball; curling; ice hockey; freeze skate with music; skating fun races or tournaments; obstacle course; gliding competitions; tic-tac-toe with hula hoops; skate chain like a conga line; ice volleyball; hokey pokey; Penguin ice game; ice jumping games; ice shuffleboard, etc.

Event programs can include birthday parties, holiday events such as skating with Santa, a New Year's Eve party, an Easter egg hunt, or trick-or-treating. Summer day camps and winter and holiday break camps for children can be made available, as well as skating days when public schools are closed.

The facility can host area ice hockey college and local team tournaments and games like the University of Richmond men's ice hockey programs; UVA (American Collegiate Hockey Association); Reston Raiders hockey club; Richmond Raptors; Roanoke Valley Vixens; Charlottesville Polar Fire; SkateQuest Adult Hockey and Prince William Ice Center Adult League; Centerville Women Ice Hockey team, etc.

***Accessibility Population**

*Skating is for everyone, no matter their age or ability. The Special Olympics curriculum provides individuals with intellectual disabilities the opportunity for a lifetime on the ice. Wheelchairs on ice are excellent for senior citizens.

Below are some accommodations:

- * Wheelchair accessibility entrances and exits
- * Adaptive/Therapeutic Skating (access to figure skating)

* Adaptive skates, walkers, ice sleds/sled

Life Skills Classrooms will provide:

A case is built from the literature review and interviews with judicial and social services professionals that Life Skills make sense, especially in these times of the rise in stress and mental health issues worldwide.

We talked with and visited sites, staff made sure to emphasize the classroom and life skills benefits. For every \$1 given to intervention and prevention, \$50 is saved in the judicial and social services department. As one judge said, “It breaks the chain of seeing family-related members come before the bench”. *Engaged healthy children grow to be an engaged healthy workforce that will contribute to their community in healthy ways.* There is no other way to say it.

The literature supports the purpose of the 2 For 2 Foundation and spells out the rallying call that should be in the vision, mission, values, and all communications and partnerships. That call is the basis for the fight to change human lives and impact others so all will benefit in a positive way. The literature gives the core purpose of the organization and spells out a way to “talk the talk” and how to get donors and volunteers to come forward to make a difference in the community by walking the walk. This plan shows how 2 For 2 is investing in its first year and what needs to be done to get this facility now and not decades from now by “walk the talk” methods.

The collection of information showed five themes discussed below. All five came from the scan part of the process which produced specific data that are detailed in other sections of this report. These five themes are the backdrop to the strategic goals and objectives in Section V of this report.

The **first** theme is to **solve the partnership proposed with the municipalities.** The organization has spent a year looking at models: public/private, all private, public/nonprofit, all nonprofit, and all public.

Second, facility development and generation of one model to create and operate programs and activities. This area needs to start with the land in order to move forward on feasibility studies, promote one partnership model, and finalize all operations. Most of all the facility will give the data for starting fundraising and kicking off a capital campaign. No campaign will start until 60-70% of the monies are raised. (Glue Up; On Cause; Donor Box; Association of Fundraising Professionals (AFP Global))

Third, maximize the fundraising and implementation of the development plan. Training and learning professional fundraising is a must for this project. Locally, a campaign this size appears to never had been attempted. A donor-centered fundraising model created by Penelope Burk (Donor-Centered Fundraising How to hold on to your donors and raise much more money) is highly recommended based on the research and success of her model. ASKING, A 59-Minute Guide to Everything Board Members, Volunteers, and Staff Must Know to Secure the Gift by Jerold Panas; The ASK by Laura Fredericks; GROWING FROM GOOD TO GREAT, Positioning your fund-raising efforts for BIG gains by Judith E. Nichols; Establishing Your Development Office from AFP (Association of Fundraising Professionals) are also highly recommended.

Fourth, propel brand/public relations. The organization has been under a lot of misinterpretations and doubts caused a lot by past attempts for decades to get these facilities. The competitive local nonprofits

have also played a role in a misunderstanding of 2 For 2's mission. The Foundation has already been successful in finding it finite donors and many of them made the first contact.

Fifth, community outreach and beyond. This is a crucial tool and was the one concern at the top of the data gathered that will hold back growth. It will take establishing a culture supported by all with a laser-focused mission/vision/values that will solve.

Using a field testing technique is the best, easiest, and least expensive method to achieve what is desired goal. Every piece of communication (verbal and written) must be congruent with the organization's branding and consistently and procedurally followed and celebrated. Wear a t-shirt or jacket and know the symbols/ ceremonies/traditions are all part of putting shared culture into a community.

The organization has done excellent work in considering the four elements that go into designing a program:

First, what services will it provide to whom? Second, who will run the program? Third, what are the program's assumptions: i.e. what will it actually look like, should it be staffed by professionals or volunteers, etc.? And finally, how will it be funded?

Money will follow from the demand if the mission serves the need. Grants and donors that will pay for the changes needed to survive in a new world we cannot completely see right now will come. This fact has to drive board policy and revenue growth ratios. The board should have a policy decision on what they want to do with programs and articulate it in all communications. As everyone assesses the need for services, be aware that need and demand are not the same. The need represents the number of people who could benefit from or make use of these "cradle to grave" services. The demand is the number of people willing to use those services and is always much smaller than the need. Especially when the economy is good, demand may be less than 20% of the need unless promotions and marketing are done to educate. When planning a program, it is important to understand what the actual demand for services is, because that will determine how large a program the community can support. This is why the Foundation went to 2 of each facility.

In conclusion, now is an opportunity for a starting point for the organization and one that could bring huge growth in all areas and measurable community benefits both through human and monetary impacts. An organization cannot be all to everyone but success must be meeting the targeted population's needs and demands for the programs the organization is providing. It is the chicken and the egg question because the growth of programs and revenues have a direct relationship with each other. Growing or not growing is not right or wrong; it just impacts all the processes that would have to be put into place in order to go forward with a specific board decision and growth does have trade-offs. To be or not to be is another question related to creating this facility. If this model solves the local tax issue that has stopped these facilities from being built for decades, let us do a partnership and blaze new trails.

Section III Environmental Scan: The

ongoing tracking of trends and occurrences in an organization's internal and external environment that bear on its success, currently and in the future.

Key Performance Indicators/Systems Reviewed: Any measure showing how efficiently a key activity has been performed.

Several different types of questionnaires and assessments were used to gather indicators such as the basic nonprofit list of financial practices and Board Sources' list of nonprofit functions and responsibilities to review and score. Interviews and call notes, as well as, online searches assisted also. This is a way to measure an organization's management and factors for success on whether it has been operating for a year or 15 years.

Materials from organization reviewed:

990	Thank you letter samples
Volunteer application	Ask/campaign letter samples
2 For 2 board materials/minutes/application	Articles of Incorporation
Logo plus mission/vision/values/tag line	Agreements such as corporate or grant related
Budget and donations	Bank affiliations and credit card(s)
Budget process	Financials
Event pamphlets, request forms, donation envelopes, etc.	Program software
Winchester Star and Northern Virginia Daily Articles	Volunteer make-up and backgrounds
Non profit Performance Indicators assessments	Flow chart
Donor list and giving behavior	Pictures
Job descriptions	Donors
Event form	Events
Tracking by Calendar	Tracking processes
Amount and fee costs/benefits of Banking relationship	
Credit card and online processing fees	Professional Organizations Affiliation and local/ state/federal levels
2 For 2 lists of events	Brand manual

Demographics	Training
Survey results	Cost ratios
2 For 2 bylaws	Surveys results
Development plan	Board/staff training and job descriptions
Department of Treasury LGC EIN documentation	POLICIES, PROCEDURES, AND PERSONNEL MANUAL
501(c) 3 application (1023)	Media and marketing pieces and newsletter
Logo License and policies	Board giving and ratio
Financial procedures (mail opening, deposits, etc.)	www.2for2foundation.org
	instagram
Below Foundation systems	facebook.com/2for2foundation.org

Areas/processes from organization reviewed:

1-Finance:

GAAP:

General Accepted Accounting Principles and Quickbooks system

Audits:

Operational: assess business systems and productivity as well as available resources

Financial: evaluates current financial situation; gives recommendations; professional firm

External: done by a neutral 3rd party looking from the outside point of view

Internal: Management of Foundation

2-Development: Infrastructure (Donor Database and Board Training); Donor Communications and

Cultivation (Priceless Materials, Non-Ask Events, Prospect Cultivation Strategy); Development

Communication Strategy (Donor Recognition Program, Foundation and Grant Giving); Donor

Acquisition Methods (Annual Giving Program, Affinity Group Program, Major and Annual Event, Level One Events, Foundation and Grant Giving, Planned Giving, CVC/CFC)

Ratings from Material Scan and Interviews:

Overall (summary):

For a one-year operation, the Foundation has established excellent and sophisticated internal operation building blocks. Its model of volunteerism and bottom-up is a staple for its future success.

Low Areas (no actions or limited actions have been taken, full potential has not been achieved):

Communication on messages in writing and verbal scored low. Message on the organization's impact on the community scored low. Board training scored low. Partnerships with businesses and corporations scored low. The establishment of volunteer groups was a challenge. Funding sources, corporation, and grant and foundation proposals were low due to the IRS backlog of determination letters. Online giving did not meet the expectations of designers. Tracking of donors was done by paper due to a customized, in-kind donation of donor management system and website. Media with print was medium and dropped to low to no print.

Medium: (Areas where the organization's actions have been taken and some results shown, but full potential had not been achieved): Marketing and branding have been a challenge, but choices that differ from others were rated well. Level Our events have been successful, but need increased participation with volunteers and donors. Facebook grew to 1,300 followers in one year. Contact through the Go Daddy site worked well in the beginning but needs a better system on the new website, including a website address for Foundation and staff volunteers. Fundraising, accountability, accessible data, forms and materials, and budget process information/documents scored medium range. Board size and number of meetings and committee structure scored medium. Board structure of committees and quality of the meetings rated medium.

High: Areas where the organization's actions are well developed and showed success. Working Board and TTT skills (time, talents, treasure) used to recruit or match the organization's needs for volunteers, board members, and students scored extremely high. Materials such as bylaws, articles of Incorporation, and Donor Bill of Rights scored high. Services in-kind were 2 times the cash revenue inflow resulting in a low ratio of cash expense. Branding and fundraising in speeches and talks in the community such as with civic groups resulted in donations and received good feedback. Rated high on having a solid nonprofit foundation on policies and processes. Partnerships and collaborations such as Access Independence, Laurel Ridge Community College, and Winchester Swim Team scored high. Reporting/Tracking/Planning scored high and there were records online and in paper form in files.

SWOT Analysis and Recommendations:

Strengths (you control):

Wanting to be a strong and committed nonprofit was the number one strength listed. The volunteer model was viewed as a plus. Diversity and inclusion were viewed positively and reflected the outreach that has started in the activities and program part of the mission. Having a working board has shown to be a total “win-win” in building an understanding of the mission and operations and challenges. Awareness promotions were cited as outstanding for this geographic area to get the word out about the Foundation's existence.

Weaknesses (you control):

Political and local social mores and unwritten rules are tied as the number one challenges. Fundraising topped the worries due to the delay of the IRS determination letter and misunderstandings in the community about the mission. Communicating and continuing to communicate the mission needs to be addressed. Longer time to create support systems such as donor database and software tracking were expressed. The timing of the capital campaign is misunderstood.

Opportunities:

All communications (written and verbal), communications of the brand, marketing of the brand, and variety of board members were seen as things that would enhance the organization and impact increased fundraising. Needing growth stood out in most areas as one year is a short time to establish even 50% market capacity. Not only as a priority but with a 25,000 population illegible, a tested demand ratio was seen as an opportunity to grow the size of the organization and increase fundraising. Need for capital campaign using in-kind and cash for building and maintaining the facility.

These were repeatedly mentioned the most times in the forms: develop multiple partnerships; find fundraising opportunities in grants/foundations/partnerships; increase budget needs; partner with local businesses and corporations for increased income; generate and sustain a donor list; use the fundraising pyramid; capital campaign; donor acquisition and development plan; involving volunteers and students in fundraising; digital learning; create new pipelines for inclusion (i.e. jail, court systems, WATTS, Civitan, school systems, women shelter, etc.).

Threats:

Political environment nationally. Local biases surrounding cultural and political views affected giving. The challenge to solve decades-long refusal to build these facilities. Change, cost, and competition for the fundraising dollar were fears of external. Having no knowledge or control over the pipeline for users and an inability to only reaching a small ratio of usage rights was a concern. The lack of annual revenues and perpetual funds/endowment of most local nonprofits, along with small yearly revenue/asset increases repeatedly came up as a huge fear and threat, and worry in this area.

Organization's Name and Logo:

The organization's name is unique and symbolic. It was to mean 2 world records for 2 facilities but grew to mean 2 pools and 2 rinks. The scan supported the memory of the logo and the need to find out what it meant. This was seen through magnets, yard signs, window signs, scan signs, coasters, and pins. Note: when asked what services the organization provided by using its name only, it was 80% either knew or it triggered an ask of mission whereas 20% had no idea and had not seen the logo or heard about the organization.

A review of documents and media pieces reflected confusion about it being a sportsplex, individuals thinking it was going to raise taxes, excitement about not having to travel for ice and water, and "finally" the area is going to provide a need and want after decades of waiting.

Individuals commented that they had seen the banners in the parades or had received information from the Winchester Swim Team. Sponsorships with Blue Ridge Soccer team and the Winchester Royals were not measured at the writing of this report.

A tagline quote, *Not Just Another Pool or Sheet of Ice*, was found to be used well to stimulate more discussion on the project not being a sportsplex. This tagline, when given in the interviews, immediately helped the individual interviewed understand better what the mission was and what services the organization was intending, and how their money would be used if a donor. The comment response used the most was the project was similar to a "community center" having the Life Skill classrooms for intervention and prevention.

Branded hoodies received good feedback on social media and request for purchase. A local store has hoodies for consumers.

Recommendation: Continue the logo use on t-shirts, magnets, donation envelopes, etc. Continued use of the logo is recommended and adding honor items such as engraved paperweight and coins are suggested for giveaways earned by above giving or volunteering. Expand on the use of the tagline, *Not Just Another Pool or Sheet of Ice*.

Vision and Mission Statement:

A vision statement is about "what" 2 For 2 wants to achieve through its purpose and existence. A mission clarifies "how" it wants to achieve its vision.

"To accomplish anything you must first have a mission. Without a vision the people perish." (Proverbs 29:18)

2 For 2's **vision** statement which is on the website is: Create a joint facility that is inclusive to all for both physical and mental health opportunities.

2 For 2's **mission** statement which is on the website, facebook, and printed materials: Our mission is to

develop and maintain swim and ice skating facilities to provide athletic, educational, and recreational centers to the community.

The scan showed the mission and vision statements are misunderstood as just providing sports facilities locally and for the school sports teams. The scan turned up a lack of water and ice year round with a lot of travel across the nation with sports tourism and competitions related to local to the nation to Olympic paths.

What is the vision statement today and it is on the board's radar screen in making decisions and walking the talk? Does the mission spell out how to accomplish the vision? Directly and clearly, the mission statement was supported by 92% of those interviewed as having an impact on improving the community by providing the services of teaching and supporting health and wellness.

Recommendation: Mission and vision statements should reflect the organization's business and values. They can change with the times and needs but always should reflect what the board has put in place to achieve the organization's purpose. They are the prime directive of operations and should guide all decisions. They should convey clear language that the internal and external communities understand and be communicated and marketed properly to attain and define the "need" and "demand" of the clients served in the designated areas. The board should review and clarify the vision and mission for growth and make sure all continued programs offered are communicated in those statements.

Values:

Words that represent a code of conduct, or a culture code that explains how the organization intends to operate. Values should always include words like integrity, trustworthiness, honesty, transparency, teamwork, accountability, etc.

"It's not hard to make decisions when you know what your values are." Roy Disney

2 For 2 values are well developed and match the mission objective. They are community and social development and responsibility, physical & mental and well-being, leadership and team development, value of recreation, and inclusivity. The values are proudly defined and posted on their website. These values were reflected in the interviews through the volunteers and often the same words were used to respond to why volunteers wanted to be involved. Words, either exact value or words representing the values were also found on the website and in other documents.

2 For 2 has proven to be a powerful force to get awareness using World Record to show a community can come together to achieve a goal. Water and ice 2 were the top choices of individuals surveyed, ages 8-83. There was no lack of stating these facilities were needed and wanted. In this area, 99% of respondents thought the organization had strong values. Those that were involved in the organization reflected the values as seen in their passion and purpose and volunteer hours and commitment.

Every organization needs to consider the following questions in relation to their values:

-What does 2 For 2 want to be 5/10 years from now with the values they have?

- How can these values help the board in increasing fundraising and awareness of services (need and demand issues)?

-Is the organization really fulfilling its mission with the right values in mind?

Recommendation: Review often to evaluate the values supporting the mission, vision and goals for communications and supporting goals. Increase the use of the values in fundraising and donor cultivation.

Risk Analysis:

- Sustainability • Accountability

Plan on how to manage internal and external factors that can bring failure

No risk plan was written the first year, but several risks were identified such as getting a P.O. Box and learning external event use of logo and were completed before completion of this report. The strategic process did uncover the following that should be considered by the Board for review, revision, and development of policies/ procedures:

- Brand Manual
- Fiscal Policy needs more review of how to post large in-kind such as concrete and small in-kind such as gift cards being posted as assets and assigned to events for expense process.
- Capitalization Policy

Section IV: Action Items ASAP

-Feasibility Studies: Economic Impact

-Partnership 616p with Frederick County School Board

-Relationship with the local paper

-Adoption by civic and churches and groups...Enlist local Boy/Girl Scouts, local high school clubs such as the National Honor Society, 4-H, etc. to volunteer for projects to earn community service badges/meet club requirements for level one fundraising and in-kind opportunities

-Connections with developers and construction owners

-All “talk the talk”

-Capitalization Policy

Section V: Overarching Strategies/Strategic Goals/Objectives:

This strategic plan will set the direction to identify the trail to blaze for future growth. A review of the mission and vision shows the need for the organization to position itself for increased perpetual, sustaining, and endowment funds. The plan directs the growth of programs and budget to reach approved ratios of “demand to need”.

Goals precede objectives in a well-run organization and creating an outline and a vision to be filled in with specifics like (Chron) goals and objectives need to be measured and evaluated.

Below are the recommended overarching strategies, strategic goals, and objectives to be used, and then develop each written objective using the SMART rule: goals and objectives are Specific, Measurable, Attainable, Realistic, and Timely.

Note: All goals and objectives are not complete until the objectives are written with the SMART rule and an assessment tool is developed. Examples of assessment tools are annual reviews, charting growth in monthly graphs, doing quarterly reports, surveys, etc.

#1 Overarching Strategy - Awaiting Facility

Strategic Goal 1-A— Implementation Plan

Objective 1-A-1: Continue communications with municipalities. politicians (Wiley, Cline, Warner, etc.) and all private options

Objective 1-A-2: Explore land options and identify the final land site

Objective 1-A-3: Engage all Board members (Working and Advisory) in development connections

Objective 1-A-4: Work with zoning and planning departments, architects, Parks and Recreation, etc.

Objective 1-A-5: Begin and Finalize Feasibility Studies after the economic impact report and land decision

Objective 1-A-6: Involve multiple stakeholders beyond board/staff

Strategic Goal 1-B — Model acquisition, cultivation, and management

Objective 1-B-1: Promotion of our model (bottom up, public/nonprofit, *Habits of the Heart*)

Objective 1-B-2: Start “talking the talk” with everyone and everywhere

Objective 1-B-3: Research companies and programs already operating water and ice facilities

Objective 1-B-4: Discussions finalized on Parks and Recreation with partnership

Strategic Goal 1-C — Continue to develop and support temporary facilities and activity opportunities

Objective 1-C-1: Explore local water and ice facilities options

Objective 1-C-2: Design and deploy programs and activities (swim literacy and skate lessons and inclusion)

Objective 1-C-3: Create partnerships with schools and parks and recreation and for-profit facilities

Objective 1-C-4: Blaze the trail for skate nights, competitions, business leagues, adults programs, swim literacy, water polo, etc.

#2 Overarching Strategy - Fundraising/Development Plan

Strategic Goal 2-A — Level One External and Internal Events

Objective 2-A-1: Create more annual events/appeals/campaigns

Objective 2-A-2: Ensure evaluation of the individual appeal letter and its successes/failures after sent out/mailed

Objective 2-A-3: Create new fundraising opportunities for Level 1

Objective 2-A-4: Increase major gifts

Objective 2-A-5: Continuously explore all grant/foundation opportunities

Strategic Goal 2-B — Promotions

Objective 2-B-1: Continue branding with all media options

Objective 2-B-2: Maintain mailings, grants, CVC/CFC, United Way, Guidestar

Objective 2-B-3: Tap Board members for specific talents

Strategic Goal 2-C — Ask/nonAsk parties

Objective 2-C-1: Recruit volunteers at all levels

Objective 2-C-2: Orientation and training for first meetings

Objective 2-C-3: Partner with board members and major donors

#3 Overarching Strategy - Brand/Public Relations

Strategic Goal 3-A — Community Engagement

Objective 3-A-1: Increase media hits in print, on radio, and on television, online

Objective 3-A-2: Increase PSAs /Neighborhood Postings (residential)

Objective 3-A-3: Develop language for: Why would this group give to your organization? What services are done? Who is served?

Objective 3-A-4: Complete the Website

Objective 3-A-5: Use logo, tag lines, and mission as a minimum and where a donor's money will go in all verbal interactions

Strategic Goal 3-B — Branding

Objective 3-B-1: Write a brand manual

Objective 3-B-2: Banner, SWAG, and Literature at all events

Objective 3-B-3: Educate all regarding branding

Objective 3-B-4: SWAG and other promo items for thank you

Strategic Goal 3-C — Marketing

Objective 3-C-1: Enter and attend parades, booths, and festivals

Objective 3-C-2: Offer advertising and sponsorships (Royals, Apple Blossom, Blue Ridge Soccer, etc.)

Objective 3-C-3: Set up info tables/booths at churches, police/fire departments, volunteer fairs, EXPOs, festivals, events, etc.

Objective 3-C-4: Schedule media before a kick-off

Objective 3-D-5: Post on Facebook and keep the website updated with “What’s Happening”

Strategic Goal 3-D — Congruency with all communications, inclusion, chamber website, and brand policy

Objective 3-D-1: Review of all materials (online, etc.) to update new branding

Objective 3-D-2: Field test and check and proof all written and verbal communications

#4 Overarching Strategy - Outreach

Strategic Goal 4-A — Continue limited cash expenditures by using in-kind income for donations of goods, services, or time

Objective 4-A-1: Post volunteers donating their talent (coaching, bookkeeper, consultants, etc.)

Objective 4-A-2: Acquire payroll, legal services, consultants, etc. as in-kind

Objective 4-A-3: Move office equipment, supplies, printing, and paper products to in-kind

Objective 4-A-4: Promote in-kind giving in all materials

Objective 4-A-5: Attend business trade shows with an in-kind booth

Objective 4-A-6: Define large in-kind vs commitments

Strategic Goal 4-B — Create perpetual funds, restricted and endowment

Objective 4-B-1: Create opportunities for restricted funds (auction items, Adopt-A-Citizen program, etc.)

Objective 4-B-2: Continue discussions to explore Naming Rights and planned giving to donors

Objective 4-B-3: Secure volunteer finance advisors regarding endowment by 2025

Strategic Goal 4-C — Manage with Budget indicators and ratios

Objective 4-C-1: Educate board and staff on nonprofits ratings regarding ratios

Objective 4-C-2: Tap volunteer(s) to do cost analysis across all budget lines

Objective 4-C-3: Do cost analysis on programs separately

Objective 4-C-4: Establish in-kind to cash ratios on events

#5 Overarching Strategy — Operations (Time, Talent, Treasure)

Strategic Goal 5-A — Recruit volunteers

Objective 5-A-1: Key individuals in the community at large and in the target market

Objective 5-A-2: Representatives of community institutions (Kiwanis, Lions, Rotary, YMCA, United Way, the Red Cross, social and sports clubs, and veterans' organizations)

Objective 5-A-3: The faith community; local schools, athletic teams, colleges

Strategic Goal 5-B — Develop feeder pipelines and outreach

Objective 5-B-1: Begin connections with new pipelines (churches, private schools, JMU, etc.)

Objective 5-B-2: Explore coalition task force for Life Skills with Local government (town planner or economic development director, mayor, town manager); Libraries; Human social service providers; Schools and Education groups; Law enforcement (police, probation officers, Clerk of Courts, and judges); Health and community programs

(hospitals, major employers of unskilled labor; Employers and Labor Unions, etc.

Objective 5-B-3: Create paint, other educational and stress-releaser activities, etc.

Strategic Goal 5-C — Overall Program Growth Needs

Objective 5-C-1: Increase of Donor base

Objective 5-C-2: Increase in Events and Fundraising Levels above level one

Objective 5-C-3: Engaging Major Donors

Section VI

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Ten Basic Responsibilities of Nonprofit Boards, Richard T. Ingram

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What Staff? Keeping Operations and Governance Separate in an Organization with No Staff, Mitch Dorger (Change Management)

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(YOURENTREPRENEURSHIP.COM)

The Ask: How to Ask for Support for Your Nonprofit Cause, Creative Project, or Business Venture, Ivan G. Seidenbert

Winchester Star: letters to editor, community postings and articles

ROTC Army Strategic Manuals (1994)

Working Board:

Monte Morgan, the Secretary is a Frederick County resident and past Division 1 water polo champion, and graduate of Kennesaw State University (Engineering) and Iona University. He is actively involved in James Wood High School Band Boosters. He is one of our tech volunteers and is in the tech profession having worked at AIG, Sutherland Global Services, and Conduent.

Wendy Dorsey, Frederick County resident and owner/operator of Yellow House Natives located in Clarke County. Wendy was a 10-year adjunct faculty member at Shenandoah University. She is also on the board of Clermont Foundation and both of her children swam for Winchester County Club, Winchester Swim Team, James Wood Swim Team, and Clearbrook Swim Team.

Christopher Barron, Communications, President of Right Turn Strategies and past Director of Communications at Van Scoyoc Associates has extensive experience in communications and politics, as well as, extensive personal media appearances including MSNBC, NBC, CBS, CNN, CNN Headline News, Fox News, Fox Business, and ABC News and numerous printed media. He is a “rabid” hockey fan who plays rec league hockey in Hagerstown. Chris is a Wake Forest University School of Law.

Lynda Tyler, Chair, was selected as Texas' most representative outstanding swimmer, to represent swimming at the Pam Am games as an alternate for the Olympics. An optician for 40 years, she was involved in PTO, Cub Master, a Board member for Frederick County American Little League, served as President of the James Wood Athletic Association, was board member of Touchdown Club, and High School Stroke and Turn Judge. She served as Stonewall Supervisor and has served on numerous committees representing Frederick County on a state and federal level.

Advisory Board:

Ken Kempson is a White Post resident and co-owner of Marsh Run Ponies next to Farnley Farm (established in 1937). Ken is a retired tax professional after a career including Covington & Burling, LLP; Deputy Associate Chief Counsel (Domestic Technical) IRS; Senior Tax Counsel-Director of Tax Examination at General Electric and a graduate from MIT and UVA. Ken is a long-time ice hockey player going back to using the Mt. Vernon rink in the 80s.

Clay Perry grew up in Frederick County and graduated from James Wood High School in 1988. Upon graduating with Distinction from the McIntire School of Commerce at the University of Virginia in 1992, he focused his career on technology and the global supply chain. He returned home 25 years ago while launching a global software company called Integration Point before retiring in 2020 as the SVP of Global Markets. Today, Clay spends most of his time serving his church and community. He is a member of Victory Church’s finance and mission committees as

well as a youth leader. Within the community, he is an active board member at WATTS, a board member at The Community Foundation, Chair of Kiwanis Pancake Day, a member of the Small Business Freedom Alliance, and a volunteer for Olive Branch Food Pantry.

Kathryn Rolhf Martin

Bill Nohle