Hayden Blake

NPNG 3033

Nonprofit Case Study Assignment (Cleats for Kids OK)

**TASK 1:**

1. The board accomplishes it’s work through committees. Cleats for Kids views these committees as work groups. There are five committees plus a nominating committee that looks at potential new board members. The board meets six times a year and at these meetings they use an outline of what is covered in previous years to make sure they do not forget anything big. These outlines govern all board meetings. At each board meeting they review financials, fundraising, and grants.
2. The board does focus their energy and time on what they believe is important for Cleats for Kids. In order to ensure this, the executive directors has the board fill out a survey each year.
   1. Questions include: Do you feel all important issues are addressed at board meetings?
   2. Do you feel comfortable sharing your opinions at board meetings?
   3. Is the executive director accessible?

The most important thing the board did last year was address growth issues. Cleats for Kids went from leasing 2800 square feet to 11,000 square feet. They took on two additional facilities, increased inventory, and served 25% more kids at the new facilities.

In the next year the board is planning to focus on a strategic growth plan. This plan happened at a meeting in June where the board developed a 12-month growth plan.

1. The executive director said she wasn’t sure if there are any struggles at the board level. She stated that they operate at a high functioning level. The executive director described the board as tight knit. She also stated that it isn’t hard to keep board members engaged as they have all served with the organization in some capacity before being a board member. Cleats for Kids also has a board member agreement that outlines the roles and responsibilities of each member.
2. The board works well together when committee meetings are well attended. The structures and systems that are in place to help the board do its work are organization and open communication.
3. The relationship between the Executive Director and Board chair is very good at Cleats for Kids OK. It is however, a little different because the board chair is the executive directors husband. She did however talk about how to have a good relationship in a more traditional nonprofit. She compared the executive director and board chair as co-pilots. She stated that they must operate together and both must be very engaged. She said the communication is the most crucial part of having a successful relationship. In Cleats for Kids case they are always talking about work. However, in a more traditional set-up she stated that a weekly phone call is key.
4. In order to train the board each year, Cleats for Kids OK brings in a staff member from Oklahoma center for Nonprofits. This staff member comes once a year to go over roles and responsibilities. Another resource the executive director gives are “board topics” within committee meetings to keep members engaged and provide a framework.
5. Stacy McDaniel, the Executive Director of Cleats for Kids OK, was professional, kind, and engaged throughout this process. She promptly responded to my initial email even while she was out of office. After she returned to the office we set up a time for a phone interview as a face to face interview wasn’t possible logistically. She was enthusiastic and happy to share about her organization. At the end of the conversation we even talked about possibly getting my fraternity involved in their upcoming Bedlam drive on OU’s campus. Mrs. McDaniel was professional and well versed on her organization and made this experience pleasant and exciting for me.

Stacy McDaniel

Executive Director

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**TASK 1:**

**Part 1: Organizational overview**

1. The mission statement for Cleats for Kids OK is, “C4K empowers kids to live healthier lifestyles and learn life lessons through sports by providing sports shoes and safe equipment to kids in need.  It is a unique, one-of-a-kind mission in our community.  By getting more kids involved in sports, C4K changes lives and gives underserved kids hope and self-confidence. The organizational mission also promotes kids helping kids by encouraging giving back to their community and starting them down a path of philanthropy beyond mere volunteering.” This is the mission statement they have on their website. Guidestar offers a more concise version.

1. Cleats for Kids programs all surround providing free sports equipment to children in the OKC metro area. C4K operates a 2,400 square foot locker room that has over 7,000 items of sports equipment for children. Along with the locker room C4K operates donation centers and does equipment drives across the metro area. One of these drives is the Bedlam drive that occurs prior to the OU/OSU football game on OU’s campus. They also have a program called “Ready to Run” where C4K provides running shoes to elementary students for PE class and high end running shoes for track and cross country athletes at the high school level.
2. All of the programs contribute to providing sports equipment to children free of charge. Each program has a goal to provide sports equipment to children in the OKC metro area which is the purpose and mission of the organization.
3. The programs goals are to continue to acquire inventory for the Locker room space. The programs goals have changed slightly as they now have to acquire more inventory for their new facilities. They continue to meet their goals and shoot for more inventory.

**Part 2: Financial Effectiveness**

1. Total Revenue and Expenses
   1. Revenue: $636,551
   2. Expenses: $604,639
2. Total Cost of Employees
   1. $137, 329
   2. Executive Director Salary: $54,132
   3. Other Salaries and Wages: $69,677
3. Funding Sources
   1. Contributions, Grants and Fundraising
4. Currently, it does not look like there is any financial distress in the organization. They grew from 2015-2016 and will continue to grow in revenue.

**Part 3: Leadership Assessment**

1. Cleats for Kids OK has several events they do to keep their stakeholders involved and engaged. First, on September 19th they had their annual Help Kids Play luncheon. They have coaches and board members speak about the mission and what C4K has to offer. Second, they will be hosting a Patio Party which the board is in charge of. This is another great way to engage volunteers, donors, etc in a casual and fun setting. Finally, the C4K Varsity Board (Teen Board) will host a summer kickoff on June 8th. This event started as a city-wide collection drive but has now turned into a fun-filled celebration of the community.
2. The board members are very actively involved in the organization. Each board member has previously served in some capacity for the nonprofit and is dedicated and passionate about the mission. The other approximately 225 volunteers help the organization run smoothly by helping operate the locker room and facilitating programs like “Ready to Run.” From the conversation with the executive director it is evident that this organization is a great example of shared leadership. The board and executive director work together often and close together to accomplish the goals of Cleats for Kids OK.
3. The organization currently has a 12-month strategic growth plan that they came up with in June. This growth plan focuses on how to continue to operate at a high functioning level with the additional inventory and buildings they have acquired. This 12-month plan focuses on how to continue the current effectiveness and functionality of the organization at a larger scale. It also addresses and plans for how Cleats for Kids will operate the new additional spaces they have acquired. Their goal is grow effectively and continue the high level of efficiency the organization already has while serving more kids each year.