

## **FCAA-A Background Analysis**

### **The Family Christian Association of America (FCAA)**

#### **FCAA Slogan - "FCAA...A Place Where Lives Are Changed!"**

Non-profit and public organizations thrive on the ability to understand both internal and external factors that impact their daily operations. This is why the Family Christian Association of America (FCAA), implements annual opportunities to conduct an analysis of their current environment, goals, and stakeholders. FCAA was founded in 1984 as a Christian based non-profit, social and human organization. Through its' many programs and services, FCAA strives to help families become independent and successful.

#### **A. ENVIRONMENTAL ANALYSIS**

##### ***Public Environment***

Over the past twenty five years, FCAA has developed an influential relationship with the public sector. The organization has built and acquired a total of ten buildings and operates throughout Florida in Miami-Dade County, Broward County, Brevard County, Alachua County, and Highlands County. With its ability to mobilize quickly, FCAA has taken the lead in partnering with these counties to strengthen their youth and family services. FCAA does this by implementing more efficient programs in communities where they were lacking in terms of quality or simply missing all together. Some of these programs include early childhood and youth development, sports, and elementary after-school care. Through programs like those mentioned, FCAA directly drives down un-employment and crime by providing supplemental

education to families in those areas suffering the most from a strained economic environment.

Agency-wide, the organization consistently achieves success outcomes with an average between 90 and 95 percent.

### ***Economic Environment***

FCAA had a general fund of \$1.35 million and received \$5 million in public grants in 2008. At the start of the 2009 fiscal year, FCAA had \$6.1 million in net assets. The organization receives funding from a variety of sources including government grants, membership fees and dues, special events, and contributions. The organization has three different categories for donors and members who contribute financially. These categories include 600 sustaining (annual giving) members, 35 pacesetter members, and 40 presidential club members (donations received from these members are \$1,000 or more).

FCAA also continues to remain financially stable by strategically marketing fundraising events that bring in large donations and contributions. Some of these events include their annual *Black Achievers Program*, *First Lady Fashion Show*, and *Golf Tournament*. The organization plans to raise \$40,000 alone from special events. During what some consider an economic crisis, the organization sees an opportunity to become more creative and triumphs from the efficient allocation of resources and decreased operating expenses. Even with a solid financial history, FCAA prides itself on staying visible and responsible to the people who closely surround it.

### ***Social Environment***

The organization currently has 200 regular employees on its' payroll throughout Florida. This year, the organization also paid 30 students for summer employment. FCAA is governed by a corporate board of directors including Chairman, First Vice Chairman, Second Vice Chairman, Secretary, Assistant Secretary, Treasurer, Assistant Treasurer, and Chaplain. At the branch level there is a Branch Manager, Assistant Branch Manager, and Support employees. There are 1,351 members and 225 volunteers who actively participate in the development of programs and services. Volunteers in specific, help with fundraising events, community service initiatives, and the creation of resources outside the organization at no monetary expense. In 2008, FCAA served over 24,000 different individuals (mostly African American) and captured a 7.74% market share of Florida's African American communities. Not far from their 17% market share goal, the organization operates in low-income and single parent home communities where their programs and services are most needed.

### ***Technical Environment***

FCCA maintains daily operating functions and communication with basic technologies. The organization operates on a network server that provides an intranet. This intranet serves both corporate and branch level employees e-mail, reporting, and organizing needs. Surprisingly, most of the organization still uses a paper hard copy for recording member attendance, employee time and attendance, and donations. This means members must physically sign-in and employees are to record the actual time they work on weekly timesheets. Branch

managers send these paper hard copies weekly via facsimile to the corporate headquarters located in Miami, Fl. Once the information is received it is transformed electronically and stored on the organizations database for analysis and review.

## **B. GOAL ANALYSIS**

### *Mission*

The mission of FCAA is to “*serve communities and seek to help its members achieve independence through emphasis on Christian values, strong families, and self-determination*” (Family Christian Association of America, 2009).

### *Operational Goals*

FCAA strives to develop programs and services designed to promote independence and successful individuals. Each year realistic goals are created and objectives (actions) are implemented in order to attain these goals. This year, the organization’s strategic plan included the following three operational goals designed to target program planning, financial planning, and resource development. Listed below are these goals and some objectives:

I. To continue **program planning** strategies that strengthens youth and families.

- Increase after school care sites from 12 to 14
- Maintain youth achievers society participation at 720
- Conduct family planning initiatives
- Promote community awareness events

II. To implement **financial planning** strategies designed to diversify income, maintain fiscal integrity, build operational reserves, and control assets.

- Lower cost of risk management
- Increase contingency reserve from \$75K to \$100K
- Develop financial strategy for capital development
- Conduct external audit

III. To utilize aggressive **resource development** strategies that will provide the necessary human and capital resources to sustain organizational growth.

- Increase donors and members from 425 to 550
- Develop marketing promotions plan including 10 press releases
- Increase number of special events
- Conduct a volunteer event to increase participation from 225 to 300

**C. STAKEHOLDER ANALYSIS**

Internal Stakeholders	
Stakeholder	Relationship and Concerns
<b>President/CEO</b>	One of the highest-ranking corporate officers (executives) or administrators in charge of total management. An individual selected as president and CEO of an organization, or agency, reports to the board of directors.
<b>Board of Directors</b>	A body of elected or appointed members who jointly oversee the activities of an organization.
<b>Employees</b>	Individual hired to perform job duties and tasks designed to reach company goals and objectives. Widely considered the most valuable stakeholder because they translate the vision down.
<b>Volunteers</b>	Individuals who freely give their time, mental abilities, physical strength, and devotion for the mission and cause of an organization.

# White Paper

FCAA-Transition of Power

Bridgette L. Brinson

External Stakeholders	
Stakeholder	Relationship and Concerns
<b>Target Participants</b> Family/Youth Community	Directly benefits from the services and programs designed to promote independence and successful individuals.
<b>Members</b>	Directly benefits from the services and programs designed to promote independence and successful individuals.
<b>Partner Organizations</b>	Develops relationships that have positive connotations and results for community image, resident and educational development, and future programs/services.
Miami-Dade County Government Broward County Government Brevard County Government Alachua County Government Highlands County Government	
<b>Parents/Guardians</b>	Provide the support and authorization to continue the programs and services targeted towards youth development.
<b>Funders</b>	Have a monetary attachment to the organization which "entitles" them to a clear and concise use of their donations.
The Children's Trust  Miami-Dade County (Community Action Agency Head Start Program) United Way Miami-Dade County Public Schools Miami-Dade County Office of Grants Coordination  Florida's Health Child Care Food Program Florida Department of Juvenile Justice Miami-Dade County Child Developmental Services	

## **Leadership: The Change and Transition of Power**

### **CAUSES**

After twenty-five years of service, President/CEO of the Family Christian Association of America (FCAA), Herman K. Williams, will step down and pass the torch. Since the announcement of his retirement, Williams has actively implemented succession training for his replacement and leadership development initiatives to refine organizational leaders. Making this transition even more cumbersome is the fact that Williams has been President/CEO since the beginning of FCAA's existence. *Change of power* is an important managerial issue facing FCAA because it affects all aspects of the organization and has important implications for future success. Change and power are two of the most sensitive issues that an organization can face because they often cause conflicts and tensions among key stakeholders.

### **CONSEQUENCES**

Similar to the 2008 presidential campaign, sometimes change of power can ignite a rally of devoted supporters and provide positive hope for the future. Some argue that this kind of support only emerged as a result of a tanking economy and an unpopular administration, but the consequences of such change cannot be ignored. Announcement of new leadership in organizations can have the same effect on key stakeholders in an organization. One consequence of power change is that employees may display increased job satisfaction. If there were negative connotations and perceptions about previous management, new management can pose the start of new ways of better understanding, likeability, and dealing with employee concerns. Change of

power can also lead to new levels of motivation. Under new leadership stakeholders may feel their organizational goals are being pursued, leading to more cohesiveness within the organization and support among the community. As a result, employees may become more loyal and involved, partner organizations will bring forth more collaborative efforts, and public value is raised. Another consequence of change of power could be increased donations, volunteers, and public awareness through marketing and promotions. In addition, power change can result in the realignment of an organization's mission and key goals to reflect the new leadership and its vision of the future.

In contrast, change of power can have negative consequences that can ultimately destroy an organization. Change of power can quickly lead to decreased job satisfaction and motivation when new leadership is seen as not good enough compared to previous a leader. Employees may feel their jobs are threatened when new job descriptions, regulations, and procedures are implemented outside of those long pre-existing. Sometimes the entire culture can change as power is handed from one to another. If the management style changes from Y, where employees are seen as fully capable of self-direction and self-motivation, to management style X, in which management believes employees, are inherently lazy, passive, and resistant to change then a cultural shift is most likely to occur. Organizations can shift from a clan culture with principles of family and teamwork to a bureaucratic culture bogged down with formal rules and procedures causing resistance amongst key stakeholders. When leadership has been in place for decades like FCAA, rapid cultural shifts like those previously described can cause an organization to literally fall apart. In this last instance, stakeholders may demonstrate destructive

behaviors (e.g. hiding vital information from new management) or disassociate from the organization all together. Furthermore, funding and community support will inevitably dry up and the organization will struggle to uphold its mandates and mission.

**CHALLENGES**

There are a number of challenges for Williams, as the outgoing President/CEO of FCAA, and for Richard Chisholm, the new President/CEO, but the overall challenge is the seamlessness in the *transition of power*. It is one thing to announce a successor and another to actually transition that successor into the organization. As the CEO’s retirement quickly approaches there must be strategic goals and objectives in place to implement succession training, develop key organizational leaders, and guide employees and staff. Essentially one wrong move (especially in the early stages of power change) can lead to a number of undesirable consequences including those mentioned earlier. Below are the FCAA Incoming President and CEO goals and objectives for succession planning:

**FCAA PRESIDENT/CEO OPERATIONAL GOAL:** “To provide strategic vision, planning, and operational leadership to assure sustained growth of FCAA.”

<b>PRIORITY AREAS</b>	<b>PLANNED OUTCOMES</b>
<b>1. Succession Training</b>	<b>Strategy 1:</b> To develop succession planning strategies for the President/CEO replacement. <b>Strategy 2:</b> To develop means to assure leadership development and succession and to develop and refine Organizational Leaders. <b>Strategy 3:</b> To create a Strong Guiding Staff for the future.

	<p><b>Strategy 4:</b> To formulate staff teamwork and leadership strategies through training.</p>
<p><b>2. Strategic Planning</b></p>	<p><b>Strategy 1:</b> To provide strategic vision, planning and operational leadership to assure sustained growth of agency.</p> <p><b>Strategy 2:</b> To work with Board of Directors in long-range strategic planning.</p> <p><b>Strategy 3:</b> To plan and establish priorities for the future at the annual Goal Planning Conference.</p> <p><b>Strategy 4:</b> To develop criteria and a system through which emerging needs and strategic opportunities may be identified and addressed throughout the year.</p> <p><b>Strategy 5:</b> To implement agency’s priorities through the Staff corporate planning process.</p> <p><b>Strategic 6:</b> To provide leadership support to Board and Committees in implementing strategies for the annual objectives.</p>
<p><b>3. Marketing</b></p>	<p><b>Strategy 1:</b> FCAA’s state wide image will be enhanced as a result of the Annual Marketing Plan</p> <p><b>Strategy 2:</b> Annual Promotion plan will be developed for state wide exposure.</p> <p><b>Strategy 3:</b> Marketing objectives will be ascertained.</p> <p><b>Strategy 4:</b> FCAA will secure its projected share of the market.</p>
<p><b>4. Branch Development</b></p>	<p><b>Strategy 1:</b> To expand customer base by developing new branches</p> <p><b>Strategy 2:</b> To expand service area by implementing specific market strategies.</p>

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