



# KEEP FLORIDA BEAUTIFUL STRATEGIC PLANNING WORKSHOP SUMMARY

Executive Director: Mary Jean Yon

Keep Florida Beautiful, Inc. | 3324 Charleston Road | Tallahassee, FL | 32309

[www.keepfloridabeautiful.org](http://www.keepfloridabeautiful.org) | [www.facebook.com/keepflbeautiful](https://www.facebook.com/keepflbeautiful)

# Table of Contents

Keep Florida Beautiful – Strategic Planning Workshop	3
About Keep Florida Beautiful Vision   Mission   Values   Board of Directors	4
Florida Affiliates	6
Organizational Structure Roles   Responsibilities	9
The Past 2011 Five-Year Plan Analysis	10
SWOT Analysis	12
The Future 2021 Five-Year Plan	13
Key Takeaways & Recommendations	15
About the Facilitator	16

# Keep Florida Beautiful Strategic Planning Workshop

This strategic planning workshop was executed in order to develop a five-year strategic plan to provide a disciplined, precise, and clear approach for Keep Florida Beautiful to measure success in accomplishing the organization's mission and moving the organization closer to achieving the overall vision.

This workshop was conducted in collaboration with the Keep Florida Beautiful Staff, Board of Directors and representatives of the Florida Affiliates on May 10, 2016 at Publix Super Markets corporate offices in Lakeland, FL. Alice V. Koehler, MBA developed and facilitated the discussion.

The workshop consisted of five parts as follows:

- Bylaws Review
- 2011 Strategic Plan Analysis of Success
- 2016 Keep America Beautiful Strategic Plan Update
- SWOT Analysis
- Five-Year Plan and Strategic Priorities

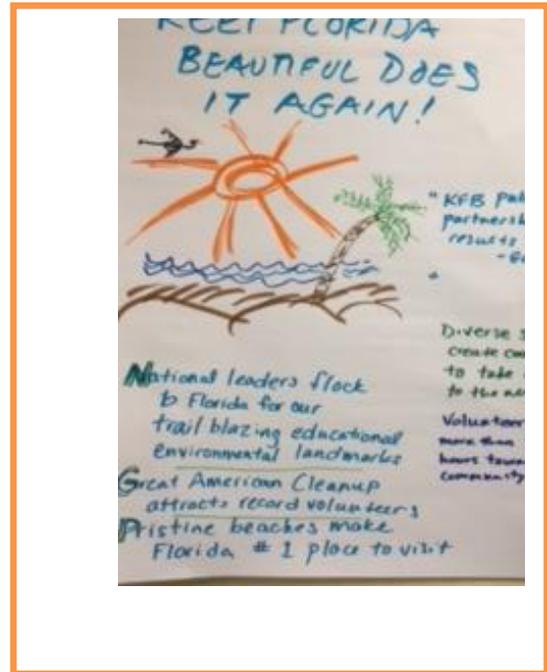
# About Keep Florida Beautiful

As a state affiliate of Keep America Beautiful, Keep Florida Beautiful (KFB) is an umbrella organization that brings together more than 40 county and city affiliates. KFB, in conjunction with the Keep America Beautiful (KAB) Affiliates of Florida, is proud to be one of Florida's largest volunteer-based community action and education organizations.

**VISION:** To create a Florida in which every community is a clean, green, and beautiful place to live.

**MISSION:** Keep Florida Beautiful inspires, educates and empowers people in Florida to take action every day to improve and beautify their community environments.

**VALUES:** In keeping with Keep America Beautiful, Keep Florida Beautiful also leads by example and inspires and educates others to take action. We act with integrity and respect. We improve communities by working together. We bring passion to our purpose.



*Brainstorming exercise: When asked about Keep Florida Beautiful's preferred future, the board and affiliate representatives imagined Keep Florida Beautiful on the cover of a magazine. These are the visual representations of headlines, quotes, and stories.*

# Keep Florida Beautiful Board of Directors

(Those present for the strategic planning session are noted with an asterisk.)

**Steve Lezman\* – Chairman**

*Senior Director Government Affairs  
PepsiCo*

**Kim Brunson\* - 1st Vice Chair**

*Recycle & Solid Waste Program Manager  
Publix Super Markets*

**Liz Castro-DeWitt\* - 2nd Vice Chair**

*Florida Beverage Association*

**Dawn McCormick\* - Secretary**

*Director Communications & Community Relations  
Waste Management Inc. of Florida*

**Steve Ellis - Treasurer**

*Senior Partner  
Davies Houser & Secrest, CPA, P.A.*

**Mary Jean Yon\***

*Executive Director, Keep Florida Beautiful*

**Charles Dees III – Past Chairman**

*V.P. Public Affairs  
Waste Management Inc. of Florida*

**Debra Evenson\***

*Affiliate Representative  
Keep America Beautiful Affiliates of Florida (KABAF)*

**Tony Sasso**

*Affiliate Representative  
Keep Brevard Beautiful*

**Susannah Costello\***

*VP of Global Brand  
VISIT FLORIDA*

**Jerrie Lindsey\***

*Director, Public Access & Wildlife Viewing Service  
Florida Fish and Wildlife Conservation Commission*

**David Dee**

*Attorney and Shareholder  
Gardner, Bist, Bowden, Bush, Dee, LaVia and Wright, PA*

**Yadira Holmes\***

*Director, Public Affairs and Communications  
Coca-Cola Beverages Florida*

**John Porter**

*Chief Executive Officer  
Clean Footprint*

**Keyna Cory\***

*President  
Public Affairs Consultants, Inc.*

**Debora Fillis Ryba**

*Nestlé Waters North America*

# Florida Affiliates

Keep Alachua County Beautiful | Gainesville | Ph) 352.371.9444 | [www.kacb.org](http://www.kacb.org)

Keep Bay Harbor Islands Beautiful | Bay Harbor Island | Ph) 305.866.6241 | [www.keepbhibeautiful.org](http://www.keepbhibeautiful.org)

Keep Brevard Beautiful, Inc. | Cocoa | Ph) 321.631.0501 | [www.keepbrevardbeautiful.org](http://www.keepbrevardbeautiful.org)

Keep Broward Beautiful | Plantation | Ph) 954.474.1826 |  
[www.broward.org/WasteAndRecycling/Volunteer/Pages/HelpKeepBrowardBeautiful.aspx](http://www.broward.org/WasteAndRecycling/Volunteer/Pages/HelpKeepBrowardBeautiful.aspx)

Keep Calhoun County Beautiful, Inc. | Blountstown | Ph) 850.674.9395 | No website available

Keep Charlotte Beautiful, Inc. | Port Charlotte | Ph) 941.764.4390 | [www.keepcharlottebeautiful.net/](http://www.keepcharlottebeautiful.net/)

Keep Citrus County Beautiful, Inc. | Floral City | Ph) 352.637.3828 | [www.kccbinc.org](http://www.kccbinc.org)

Keep Clay Beautiful, Inc. | Green Cove Springs | Ph) 904.529.4796 |  
[www.claycountygov.com/departments/environmental-services/keep-clay-beautiful](http://www.claycountygov.com/departments/environmental-services/keep-clay-beautiful)

Keep Collier Beautiful, Inc. | Naples | Ph) 239.774.7420 | [www.keepcollierbeautiful.com](http://www.keepcollierbeautiful.com)

Keep Fort Pierce Beautiful | Fort Pierce | Ph) 772.828.9040 | [www.Cityoffortpierce.com/193/Keep-Fort-Pierce-Beautiful](http://www.Cityoffortpierce.com/193/Keep-Fort-Pierce-Beautiful)

Keep Highlands County Beautiful | Sebring | Ph) 863.214.4545 | [www.keephighlandscountybeautiful.org](http://www.keephighlandscountybeautiful.org)

Keep Highway Park Beautiful | Lake Placid | Ph) 863.840.2995 | [www.hpng.org](http://www.hpng.org)

Keep Hollywood Beautiful | Hollywood | Ph) 954.967.4320 | [www.hollywoodfl.org/index.aspx?NID=746](http://www.hollywoodfl.org/index.aspx?NID=746)

Keep Indian River Beautiful, Inc. | Vero Beach | Ph) 772.226.7738 | [www.kirb.org](http://www.kirb.org)

Keep Jacksonville Beautiful | Jacksonville | Ph) 904.630.3420 | [www.coj.net/departments/environmental-and-compliance/clean-it-up,-green-it-up/keep-jacksonville-beautiful-\(kjb\).aspx](http://www.coj.net/departments/environmental-and-compliance/clean-it-up,-green-it-up/keep-jacksonville-beautiful-(kjb).aspx)

Keep Key West Beautiful | Key West | Ph) 305.809.3776 | No website available

Keep Lake Beautiful | Tavares | Ph) 352.742.3960 | [www.lakecountyfl.gov/keep\\_lake\\_beautiful](http://www.lakecountyfl.gov/keep_lake_beautiful)

Keep Lake Placid Beautiful | Lake Placid | Ph) 863.465.4331 | [www.klpb.org](http://www.klpb.org)

Keep Lee County Beautiful, Inc. | Fort Myers | Ph) 239.334.3488 | [www.klcb.org](http://www.klcb.org)

Keep Manatee Beautiful, Inc. | Bradenton | Ph) 941.795.8272 | [www.manatee.beautiful.com](http://www.manatee.beautiful.com)

Keep Martin Beautiful | Palm City | Ph) 772.781.1222 | [www.keeptmartinbeautiful.org](http://www.keeptmartinbeautiful.org)

Keep Miami Beautiful | Miami Gardens | Ph) 305.960.2801 | [www.miamigov.com/SolidWaste/pages/keepmiamibeautiful/default.asp](http://www.miamigov.com/SolidWaste/pages/keepmiamibeautiful/default.asp)

Keep Miami Gardens Beautiful | Miami Gardens | Ph) 786.279.1268 | [www.miamigardens-fl.gov/publicworks/services.html](http://www.miamigardens-fl.gov/publicworks/services.html)

Keep Nassau Beautiful, Inc. | Fernandina Beach | Ph) 904.261.0165 | [www.keeptnassaubeautiful.org](http://www.keeptnassaubeautiful.org)

Keep North Miami Beautiful | North Miami | Ph) 305.895.9898 | No website available

Keep Orlando Beautiful | Orlando | Ph) 407.246.2752 | [www.cityoforlando.net/publicworks/keep-orlando-beautiful/](http://www.cityoforlando.net/publicworks/keep-orlando-beautiful/)

Keep Palm Beach County Beautiful | West Palm Beach | Ph) 561.686.6646 | [www.keeptpbcbeautiful.org](http://www.keeptpbcbeautiful.org)

Keep Pasco Beautiful | Spring Hill | Ph) 727.856.7252 | [www.keeptpascobeautiful.org](http://www.keeptpascobeautiful.org)

Keep Pensacola Beautiful | Pensacola | Ph) 850.438.1178 | [www.cleanandgreen.org](http://www.cleanandgreen.org)

Keep Polk County Beautiful | Eagle Lake | Ph) 863.875.8911 | [www.keeppolkcountybeautiful.org](http://www.keeppolkcountybeautiful.org)

Keep Port St. Lucie Beautiful | Port St. Lucie | Ph) 772.873.6312 | [www.cityofpsl.com/kpslb](http://www.cityofpsl.com/kpslb)

Keep Putnam Beautiful, Inc. | Palatka | Ph) 386.325.9598 | [www.keepputnambeautiful.org](http://www.keepputnambeautiful.org)

Keep Sarasota County Beautiful | Sarasota | Ph) 941.861.5399 |  
[www.scgov.net/kscb/Pages/default.aspx](http://www.scgov.net/kscb/Pages/default.aspx)

Keep Tallahassee - Leon County Beautiful | Tallahassee | Ph) 850.545.6507 | [www.ktlcb.com](http://www.ktlcb.com)

Keep Tampa Bay Beautiful | Tampa | Ph) 813.221.8733 | [www.keeptampabaybeautiful.org](http://www.keeptampabaybeautiful.org)

Keep Taylor County Beautiful | Perry | Ph) 850.584.5366 |  
[www.taylorcountychamber.com/index.php/home/ktcb](http://www.taylorcountychamber.com/index.php/home/ktcb)

Keep Volusia County Beautiful | Deland | Ph) 386.943.4905 |  
[www.volusia.org/services/public-works/solid-waste-and-recycling/kvcb.stml](http://www.volusia.org/services/public-works/solid-waste-and-recycling/kvcb.stml)

Keep Wakulla County Beautiful | Crawfordville | Ph) 850.926.4095 | [www.kwcb.org](http://www.kwcb.org)

Keep Winter Haven Clean and Beautiful | Haines City | Ph) 863.427.5184 |  
[www.keepwinterhavenbeautiful.org](http://www.keepwinterhavenbeautiful.org)

Keep Winter Park Beautiful | Winter Park | Ph) 407.643.1660 |  
[www.cityofwinterpark.org/departments/building-permitting-services/sustainability-program/keep-winter-park-beautiful](http://www.cityofwinterpark.org/departments/building-permitting-services/sustainability-program/keep-winter-park-beautiful)

Lakeland Clean and Beautiful | Lakeland | Ph) 863.834.3306 | No website available

Santa Rosa Clean Community | Milton | Ph) 850.623.1930 | [www.srclean.org](http://www.srclean.org)

# Organizational Structure

## Roles & Responsibilities

### **KEEP AMERICA BEAUTIFUL**

Provide training for affiliates

Raise funds on a national level

Accountable to overarching organization goals

*PRIMARY CUSTOMERS: State & Local Affiliates, Policy Makers*

### **KEEP FLORIDA BEAUTIFUL (Board & Staff)**

Support affiliates

Provide training for affiliates

Attract funding and sponsorships

Affect policies and engage in mission-centered advocacy efforts

Work with other state Keep America Beautiful affiliates

Report to Keep America Beautiful

*PRIMARY CUSTOMERS: Affiliates, Major Funders/Donors (currently Department of Transportation)*

### **FLORIDA AFFILIATES**

Engage in Keep America Beautiful & Keep Florida Beautiful trainings

Attract volunteers

Implement Keep America Beautiful programs and projects

Raise local funding

Report data to Keep America Beautiful

*PRIMARY CUSTOMERS: Volunteers, Communities, General Public*

# The Past - 2011 Strategic Plan

## Issue 1: Organizational

By the year 2010...

Through partnerships with local, state, and federal agencies; civic organizations, communities and citizens of Florida, Keep Florida Beautiful, Inc. will coordination/conduct/participate in statewide education activities to promote preservation and enhancement of Florida's natural beauty.

### **This will be accomplished by:**

Develop Articles of Incorporation, Bylaws, Mission Statement, and Business Plan to fit the goals and objectives of Keep Florida Beautiful, Inc. herein referred to as KFB.

Meet with government and civic leaders to establish a leadership Board of Directors that can enhance the mission of KFB.

Create a relationship with state and local governments and other civic leaders that would benefit by using the services provided by KFB and the affiliates.

## Issue 2: Education

By the year 2011...

Through statewide efforts, KFB will develop a system to education the affiliates and implement the fundraising and education process whereby each affiliate will be able to become less dependent on government funding.

### **This will be accomplished by:**

Develop and facilitate an active strategic planning process that includes the education and implementation of the fundraising process.

Oversee all programs, services, and activities to ensure that objectives are met.

Ensure compliance with funding sources and regulatory requirements.

Negotiate contracts with local, state, and federal agencies, civic organizations and businesses.

Develop and implement an education program for affiliates.

Negotiate contractual agreements between KFB and the government and civic agencies.

Create an avenue for the affiliates to obtain access to the local Sheriff Inmate crew, state correctional institution inmates and other people requiring court appointed community service.

Create strategic relationships and partnerships.

## Issue 3: Communication

By the year 2011...

Through effective communication, KFB will encourage affiliates, businesses, and governments to get involved in KFB.

### **This will be accomplished by:**

Communicating with local media through interviews, e-mail and direct mail.

Developing news releases.

Creating a "high profile" for KFB and affiliates.

#### Issue 4: Financial

By the year 2011...

Through effective and diligent administrative efforts, KFB will increase the organization's funding base so it will be totally self sustained.

#### **This will be accomplished by:**

Establishing a Legislative Committee that will help convince state and local governments as well as local businesses that KFB and the affiliates can reduce the cost of doing business by performing tasks at a reduced cost.

Promoting sponsorship of activities and membership / sponsorship of KFB.

Developing a "GoGreenFlorida" Keep Florida Beautiful webpage that can be used as a marketing, education, and fundraising tool.

Developing a grant writing process that will benefit KFB and/or affiliates.

## Analysis:

- No present board member had either been a part of this plan's creation, nor had any present board member seen this document.
- Many of the items in the plan had been accomplished some time ago.
- This plan, which was scheduled for completion in 2011, included no real measure of impact on the overall organizational mission.

# SWOT Analysis

## STRENGTHS:

- Passionate affiliates
- Recruiting of new affiliates
- Current and updated board governance documents: bylaws, articles of incorporation, etc.
- Effective and fluid staff / board partnership
- Board camaraderie
- Keep Florida Beautiful has an easy purpose to communicate: promoting Florida's natural beauty
- KFB is a non-political organization; KFB and affiliates are advocates not activists.
- Strong partnerships with businesses, governments, and civic organizations
- Effective education of legislators and policy makers

## WEAKNESSES:

- No clear definition on what "educating affiliates" means.
- Unclear responsibilities between Keep America Beautiful, Keep Florida Beautiful, Florida Affiliates.
- Affiliates don't currently feel as though they have a voice with Keep Florida Beautiful
- Small staff means heavy work loads
- Difficulty measuring outcomes as related to the mission
- Unclear brand. Does KFB work to preserve the environment, or to beautify it? How can KFB turn this into a key selling proposition?

## OPPORTUNITIES:

- Investigate opportunities for revenue generating corporate partnerships (United Way campaigns write-in option, Wal-Mart Volunteerism Always Pays program, etc.)
- Create a paid position for a grant-writer
- Diversify funding streams, particularly seeking unrestricted funds
- Contract with state and local governments to provide KFB services
- KFB can identify as a mentor, facilitator, and coach for affiliates.
- Develop a program evaluation tool or mechanism to measure outcomes
- Create infrastructure for affiliates
- Use technology to better communicate with affiliates and the general public: Skype, teleconferencing, social media groups, etc.
- Merge KFB and KABAF.
- Communicate with local news media outlets
- Create statewide corporate sponsorships and partnerships that can benefit the affiliates.
- Create a toolbox of infrastructure for affiliates (news releases, sponsorships, grant support, etc.)
- Message KFB with a corporate purpose. How does KFB benefit a large corporation? What is the return on investment?

## THREATS

- Unstable revenue stream
- Some organizations are not interested in associating with Keep America Beautiful and only want to engage locally
- Ever-changing government processes and budgets
- Philanthropic competition
- Difficult to create a personal connection to the KFB cause.

# FIVE YEAR PLAN: Goals and Objectives

## **Strong Organizational Infrastructure**

Goal: To maintain and strengthen partnerships and alignment with Florida Affiliates in order to achieve the shared mission.

### Objectives:

- Increase board diversity by adding three members representing fuller geographic, professional, gender, and/or ethnic representation by 2018.
- Increase the number of Floridians with access to active local affiliates by adding five new affiliates to extend outreach capabilities by 2022.
- Develop a system to educate and train affiliates to help them achieve/maintain “Good Standing” by 2019.
- Develop a funding assistance process for affiliates in order in order to increase affiliate revenue by 2018.
- Create an Affiliate Committee by January 2017 to advise and report to the Board. The Affiliate Committee will develop mentoring, training and funding strategies to serve the needs of the Affiliates. Determine if this structure is more effective in implementing the missions of both KFB and Keep America Beautiful Affiliates of Florida (KABAF) than the current structure with two separate entities

## **Diverse and Sustainable Revenue**

Goal: To achieve financial diversity to maintain financial independence in order to continue being efficient stewards of resources.

### Objectives:

- Increase KFB corporate sponsorship revenue by 50% by 2022.
- Negotiate four new contracts with state and local governments by 2021.
- Create four new relationships with government and civic organizations that could benefit KFB by 2021.
- Leverage the KFB website as a fundraising tool in order to accept online donations by 2017 and strive for a 5% increase yearly.
- Capture revenue and grant opportunities for the affiliates through community partners, corporate grants and grant writing assistance. Share information with affiliates.
- Work with KAB and the affiliates to evaluate broad based funding opportunities to increase participation in funding KFB and affiliate missions.

## **Clear Communications Strategy**

Goal: Create a clearly defined brand identity to build Keep Florida Beautiful's brand equity.

### Objectives:

- Develop long range communications strategy to build KFB brand
- Increase media outreach by 25%, utilizing news releases, radio public service announcements, TV spots and interviews by 2019.
- Increase KFB website traffic by 15% by 2018.
- Leverage KFB Facebook (and other social media) as a marketing tool by creating a brand messaging campaign with specific measurable objectives by 2017.
- Work with affiliates to integrate communications strategies in their local communities

## **Beautiful Florida Communities**

Goal: To improve communities in Florida and instill a sense of pride among residents.

### Objectives:

- Increase the number of volunteers statewide by 20% by 2019 working with affiliates to promote cleanup events.
- Demonstrate a 25% decrease in the amount of litter collected on roadways and waterways by 2022.
- Demonstrate a 30% increase in the amount of clean recyclables processed at affiliate events by 2022.
- Increase the Return on Investment for KFB and affiliate activities statewide by 50% by 2019.

# Key Takeaways:

- Keep Florida Beautiful's primary customers are the affiliates and major donors/funders (currently, the Florida Department of Transportation).
- There is a lot of history and *water under the bridge* that needs to be cleared in order for affiliates to feel supported by KFB and all parties can work in sync toward the overall mission.
- There is confusion about who does what. What role does KABAF play in the organizational structure? It seems that the need for KABAF is no longer relevant now that there is an active Keep Florida Beautiful.
- Affiliates need support from KFB, mostly in the realm of funding and infrastructure.
- Keep Florida Beautiful is a mentor, facilitator, and encourager for affiliates.

# Recommendations:

- Align new mission with stated mission on website, social media, and all printed materials.
- Sunset Keep America Beautiful Affiliates of Florida (KABAF) in order to more efficiently function as the umbrella organization partnering with local affiliates.
- Continue to flesh out the mission of KFB. Is the mission to beautify? Is it to protect and preserve the environment?
- Continue to focus on who KFB's primary customers are.
- The goals that bubbled to the surface during the workshop were largely infrastructure focused. Consider adding some mission centered goals to align with Keep America Beautiful's strategic priorities. While these goals are important to the overall success of the organization, KFB needs more mission centered goals in order to aid in securing future funding.
- Develop timelines and assign responsible parties to all goals.
- Create short-term and long-term goals within this five-year plan.

# Resources:

Measuring What Matters:

<http://www.mckinsey.com/industries/social-sector/our-insights/measuring-what-matters-in-nonprofits>

Strategic Planning for Non-Profits

<http://www.gcn.org/articles/Strategic-Planning-for-Nonprofits>

The Role of Brand in the Non-Profit Sector

[http://ssir.org/articles/entry/the\\_role\\_of\\_brand\\_in\\_the\\_nonprofit\\_sector](http://ssir.org/articles/entry/the_role_of_brand_in_the_nonprofit_sector)

# About the Facilitator

Alice V. Koehler is a Lakeland resident, a graduate of Florida Southern College, a returned Peace Corps Volunteer, a mother, a team-player, and a life-long learner. Her work experience is comprised of more than a decade of experience in the non-profit sector, with roles in social mobilization, strategic planning, project origination and implementation, event coordination, teambuilding, grant writing, fundraising, and creatively seeking ways to improve social conditions.

Outside of the non-profit sector, she has worked in a flower shop, a diner, a record store, a doll maker's workshop, a bookstore, and a coffee shop. She has learned to speak French and dance Salsa. She has tasted termites and bushrat. She enjoys a challenge. She reads ravenously, travels adventurously, and writes passionately. Alice regularly volunteers with United Way of Central Florida, Junior League of Greater Lakeland, PACE Center for Girls, Polk Museum of Art, Kiwanis, and a handful of other causes about which she is passionate.

In November 2011, she earned the Certificate in Non-Profit Management from the Philanthropy and Non-Profit Leadership Center at Rollins College. In 2013, she graduated from Leadership Lakeland Class 30 and enrolled in the MBA program at the Barney Barnett School of Business and Free Enterprise at Florida Southern College. In 2014, she successfully completed that MBA program and launched into a new season of life.

Alice is currently the Senior Market Manager for the American Cancer Society's Polk County initiatives and is the Editor – Director of Content for *The Lakelander*.

*Alice Virginia Koehler*

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