

**A. CONTACT INFO**

<b>Ministry Name</b>	The Grove Center for the Arts & Media
<b>CEO Name &amp; Title</b>	Joey O'Connor, Executive Director
<b>Primary Contact &amp; Title</b>	Joey O'Connor
<b>Address, City, State, Zip</b>	1201 Puerta del Sol, Suite 228, San Clemente, CA 92673
<b>Phone</b>	949-276-8706 office, 949-584-8868 cell
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<b>Email</b>	<a href="mailto:joey@thegrovecenter.org">joey@thegrovecenter.org</a>
<b>Website</b>	<a href="http://www.thegrovecenter.org">www.thegrovecenter.org</a> , <a href="http://www.grovetfilms.com">www.grovetfilms.com</a>

**B. KEY INFO**

<b>Year Founded</b>	2003
<b>Total Employees (FT &amp; PT)</b>	3
<b>Total Volunteers</b>	50
<b>Total Board Members</b>	6
<b>Total Donors (last 24 months)</b>	200
<b>Organizational Memberships</b>	<input type="checkbox"/> Evangelical Council for Financial Accountability (ecfa.org) <input type="checkbox"/> Christian Management Association (CMAonline.org) <input type="checkbox"/> Christian Stewardship Association (stewardship.org) <input checked="" type="checkbox"/> Other: Barnabas Group
<b>Is your IRS 990 form available for public inspection?</b>	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<b>Do you have an annual audited financial statement that meets ECFA's Standard No. 3 and is available to the public?</b>	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> We will meet this standard by (date): _____

**C. FINANCIAL INFO** (per ECFA reporting categories – [www.ecfa.org](http://www.ecfa.org))

	<b>Last Fiscal Year Actual</b>	<b>Current Fiscal Year Budget</b>	<b>Estimated Budget 2010</b>
<b>INCOME</b>			
Donated Income	189,611.00	236,800.00	
All Other Income	46,620.00	137,154.00	
<b>Total Income</b>	236,231.00	\$373,954.00	
<b>EXPENSE</b>			
Program Services	58,094.00	106,400.00	
General & Administrative	153,834.00	235,141.00	
Fundraising	5,000.00	7,200.00	
<b>Total Expense</b>	216,928.00	348,741.00	

**D. OUR "ELEVATOR SPEECH" (external)**

<b>Brand Promise</b> (slogan or tagline)	<i>Equipping the Church, Transforming the World</i>
<b>What do you do?</b> (50 words or less)	We <b>cultivate</b> spiritual transformation in people's lives through retreats and events. We <b>connect</b> artists, churches and non-profit creative ministries. We <b>create</b> film, audio and printed resources for creative ministry in the Church.
<b>Key Endorsements</b> (names of people or organizations)	Bill Trok, Ridgeview Community Church, Valley Center, CA Steve Camarillo, North Coast Calvary Chapel, Carlsbad, CA The Veracity Film Project
<b>Our "BHAG" (Big Holy Audacious Goal) is:</b>	To develop a national retreat center for the arts & media for the Church. The Grove Retreat Center will be a place for creative ministry collaboration among churches, colleges, and businesses.

**E. THE FIVE DRUCKER QUESTIONS (internal)**

From: *The Peter F. Drucker Foundation Self-Assessment Tool: The Five Most Important Questions Every Nonprofit Organization Must Ask* (leadertoleader.org)

<b>1. What is our mission?</b>	Encouraging creativity through Christian community to equip the Church to transform the world.
<b>2. Who is our customer?</b>	<ul style="list-style-type: none"> <li>• Our PRIMARY customer is: Artists of all disciplines. (Christian filmmakers, worship leaders, writers, visual artists, designers, dancers)</li> <li>• Our SUPPORTING customers are: worship leaders, pastors, and creative people desiring to see the Church LEAD in the arts and media, not follow our culture.</li> </ul>
<b>3. What does the (PRIMARY) customer value?</b>	<ul style="list-style-type: none"> <li>• Excellence in the Arts (Not cheesy, Christian sub-culture junk)</li> <li>• Spiritual Growth &amp; Formation</li> <li>• Creative, Innovative Ministry</li> <li>• Collaboration among churches, universities, &amp; ministries.</li> </ul>
<b>4. What have been our results?</b>	<ul style="list-style-type: none"> <li>• Great retreats bringing spiritual transformation people's lives.</li> <li>• Over \$40,000 given in Grove Foundation grants the past 4 yrs.</li> <li>• Original Inspirational Short Films for churches &amp; ministries</li> <li>• Grovofilms.com (Economic model for sustainable income)</li> <li>• Architectural Plans for The Grove Retreat Center</li> </ul>
<b>5. What is our plan?</b>	<ul style="list-style-type: none"> <li>• Equip, educate, &amp; empower the Church with ministry resources</li> <li>• Coordinate with So. Cal. pastors, worship leaders &amp; artists</li> <li>• Collaboration with churches, seminaries, &amp; universities</li> <li>• Internet strategy linking local, national &amp; global ministry</li> </ul>

**F. S.W.O.T. ANALYSIS**

<b>STRENGTHS</b>	<b>WEAKNESSES</b>	<b>OPPORTUNITIES</b>	<b>THREATS</b>
<ul style="list-style-type: none"> <li>• Compelling vision</li> <li>• Great Board/Staff</li> <li>• 12 acres avocados</li> <li>• Strong ministry teams</li> <li>• \$250,000 Matching gift.</li> <li>• Grovofilms website</li> </ul>	<ul style="list-style-type: none"> <li>• Young organization</li> <li>• Financial resources</li> <li>• Small staff</li> <li>• Lack of systems</li> <li>• Need new retreat center location</li> </ul>	<ul style="list-style-type: none"> <li>• High interest in Media</li> <li>• Major Motion Picture Script Development</li> <li>• Magazine Interviews</li> <li>• People contacting us.</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of Education</li> <li>• Narrow view of Scripture</li> <li>• Many Great Causes</li> <li>• Lack of understanding of the arts &amp; media in the Church</li> </ul>

**G. THREE STRATEGIC (and specific) WAYS FOR TBG MEMBERS TO BECOME INVOLVED**

<b>No.</b>	<b>Opportunity/Task/Volunteer Role</b>	<b>Target Date</b>
<b>1</b>	<b>Help us develop The Grove Retreat Center in San Diego County</b> We have worked with the San Diego Planning Department and our architects for the past 3 years developing extensive retreat center plans. The County has now denied those plans and we looking for alternative retreat center sites. Ideal properties would be existing retreat centers, small hotels, B&B facilities that have a major use permit. We are open to creative partnerships with other ministries who have a vision for a dynamic retreat center facility.	Immediate
<b>2</b>	<b>Share the ministry of The Grove Center for the Arts &amp; Media with Your Church</b> Let your friends & church know about our One-Day Retreats, Grove Films, and resources.	Immediate
<b>3</b>	<b>Join a Grove Ministry Team: We have Ministry Team Descriptions/Commitment Profiles</b> Property Development Team, Technolgy Team, Grove Champion Fundraising Team <u>Major Prayer Request:</u> We launched Grovofilms.com last year and are still raising \$50,000 for our marketing, staffing, and technology needs.	Immediate

