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Developing Internal Organizational Tools for Nonprofit Public Health Organizations

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Developing Internal Organizational Tools for Nonprofit Public Health Organizations

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An abstract of a thesis submitted to the Faculty of the
Rollins School of Public Health of Emory University
in partial fulfillment of the requirements for the degree of
Master of Public Health in Global Health

2024

Abstract

Developing Internal Organizational Tools for Nonprofit Public Health Organizations

By Samuel Rudloff

Background: Small public health organizations often experience difficulties scaling up their outputs to meet a larger quantity demand. The NubAbility foundation, dedicated to supporting athletics among the limb-different population, is one such small public health organization.

Objectives: This project focused on the development of the Camp Program Management System for the NubAbility Foundation. The objectives were to: (1) create a dynamic Camp Management System built for scaling up; (2) create Standard Operation Procedures for both NubAbility staff and users.

Methods: Research was conducted on identifying the value of an appropriate internal infrastructure tool fitted for NubAbility Athletics Foundation. Addition research was conducted on software as a service options that could be accessibility by all staff members, provide acute accessibility for coaches and volunteers, produces customizable dashboards, offers dynamic data entry capabilities the service is cost friendly, and the design of the program is user-friendly. This influenced the decision to choose Google Workspace for business as the building block for the Camp Management System. The system will be first used during their 10 camp 2024 season, which starts in February and ends in November.

Results: The Camp Management System was completed and given to NubAbility Athletics Foundation on December 1st, 2024. Standard operation procedures (SOP) were created via written and video format and distributed to the organization.

Discussion: The Camp Management System **was** designed to be an internal infrastructure tool to help the organization leap into faster operations and scalability. Further review of the system use in the 2024 season will need to be conducted to measure the additional value of the effect of the system on the organization.

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ACRYONMNS

- IRS – Internal Revenue System
- MPH – Master's in Public Health
- MS – Microsoft Office
- SOP – Standard Operating System
- PAHO – Pan American Health Organization
- UN – United Nations
- USA – United States of America
- WHO – World health Organization

1. BACKGROUND

NubAbility Athletics Foundation is a nonprofit organization with the mission of building confidence in limb difference youths through sports camps. Its priority activity is organizing mainstream sports camps that are led by achieved limb different athletics with high school varsity to Paralympic level of experience. As with most small public health organizations, expanding the reach of camps across the country led to problems in areas of logistics, data entry, data aggregation, and budgetary. To reduce the burden of scaling up, the author created a dynamic Camp Management System for NubAbility Athletics Foundation using Google Workspace to help decision makers, reduce data entry time by reducing double entry, and increase overall efficiency for camp management. No matter how well intended a public health organization's mission is, they must equally (place importance) on internal infrastructure and external outcomes. This project reviews the nonprofit sector, public health organizations, and their challenges, and then describes the process of developing a mission-enhancing tool for an exemplary nonprofit, NubAbility Athletics Foundation.

Nonprofit Sector

Many consider the Peabody Education Fund the first nonprofit organization in the United States in 1867 (EAC, 2022). Since then, many generous nonprofit organizations have been initiated in the United States of America (USA) to contribute to people in need. To better record and identify these nonprofits, the Internal Revenue System (IRS) came out with the 501(C)3 tax stamp in 1969 (Muslic, 2024) and other governance compliances to further structure today's nonprofit sector in the USA. There is an area of need within society that the government could not serve, and the private market would not pursue. This was the main reason why the government created this new sector. Services like soup kitchens and housing for the homeless are operations most of the private sector would not invest in due to small or negative return on investment margins, and that they are beyond the scope of sustainable management for a local, state, or federal government. That's where nonprofits fit in today. They are government recognized organizations that can sustain operations without a key focus on profit margins

because of the generosity of individual/group donors, grants, and subsidies. Examples of nonprofits can consist of churches, schools, second-hand clothes, and other charities. People can form nonprofit organizations through their local state government and apply for specific tax stamps that are aligned with the nonprofit’s purpose of existence through the IRS. To better paint the picture of today’s nonprofit sector, below is a table that divides nonprofit firms by size and quantity from the 2017 Bureau of Labor Statistics into five classes: extra small, small, medium, large, and extra large as seen in table 1.

TABLE 1

	Number of Firms (1)	Number of Employees	Firm-to- Employee Ratio
Extra Small (<5 employees)	64,806	117,417	1 : 2
Small (5-9 employees)	28,999	192,430	1 : 7
Medium (10-50 employees)	45,071	989,340	1 : 22
Large (50-1000 employees)	25,264	4,842,042	1 : 192
Extra Large (1000+ employees)	1,906	6,347,333	1 : 3330
(1) “A firm is an economic unit that may consist of multiple establishments.”			
Bureau of Labor Statistics - www.bls.gov/bdm/nonprofits/nonprofits.htm			

Size of an organization has implications for its operating procedures. Most nonprofit firms have at least five employees per firm. This extra small class of nonprofit firms is the focus of the project done for NubAbility Athletics Foundation. As an organization expands its mission to a broader market, it must ensure it strengthens the ship for a more extended and difficult voyage. Cambell wrote in Forbes magazine about “the 8 reasons why startups fails” (Cambell 2023). There are two reasons that stick out the most and are relevant to nonprofits. Reason 1: The Entrepreneur Is in the Way, “Trying to do everything yourself can hinder your ability to grow.” This isn’t just about the founder/CEO of a nonprofit but all members who were from the beginning and have stayed in their positions for a long time. Old habits are hard to break. Like many nonprofits, many of these early founders oversaw multiple roles and areas of the organization and conducted business without little to no supervision. When a new person comes in, they are hit in the face with unorganized clutter like a messy bedroom. When it comes time to disseminate the responsibilities, the new onboard person walks into the messy room where only

the owner(s) of the room knows how to locate any of the essential documents or standard protocols. This will likely affect productivity as the supervisor will have to spend a lot of time explaining general operations and the role of the new onboard who may not have been given any standard operation procedure (SOP) materials or a handbook for their specific role. This inefficiency and stress can lead to expensive turnover and significant loss of productivity time if such dysfunction continues. Such effects will continue until an appropriate time is spent on training materials and internal infrastructure that supports synergy. This transitions into Reason 8: They Don't Use Systems to Scale: “The companies who scale best are the same ones who put in strategic systems designed to facilitate growth.” Strategic systems can include but are not limited to employee handbooks, organizational structure charts, short/long term goals, transparency in communication amongst employees, and software that positively promotes productivity. Software as a service can be a great strategic system option that could include the utilization of Google’s Workplace for businesses or Microsoft Office for businesses. Startup businesses are relevant in this paper as we are looking into that moment before the big leap for extra small to medium nonprofit sizes. Additionally, this could be relevant for the small public health organizations that receive their first large grant or subsidy to mass implement their product or service.

Relevance to Public Health

Placing high importance on both outputs and internal/external structures is imperative for any organization. This becomes more challenging when it is a small public health nonprofit that has a limited budget and a large population of people in need of their support. For many groups to conduct local, state, national, and global public health implementations, they must be a registered entity in good standing under the nation of where their headquarters is located. It is hard to put a precise number of health organizations that existence within the United States. The Joint Commission, a nonprofit dedicated to only certified legitimate health organizations, has certified over 22,000 accredited and certified health organizations (The Joint Commission, 2024) within the United States. Major groups of these health organizations include, but are not limited to hospitals/clinics, research organizations, universities/colleges, vulnerable population support organizations, and more. These entities have a mix of organization structures of for-profit, nonprofit, and government structures. MPH Program List’s website published an article named

“20 Public Health Organizations All Graduate Students Should Know of”. Of these 20 organizations, zero are for-profit, five are government/joint nations organizations, and 15 are nonprofit organizations (PHA, 2024) as shown below in table 2.

TABLE 2

ORGANIZATION NAME	ORGANIZATION TYPE
Agency for Toxic Substances and Disease Registry	USA Government Entity
American Public Health Organization	USA 501(C)3 Nonprofit
Association of Public Health Laboratories	USA 501(C)3 Nonprofit
American Society of Tropical Medicine and Hygiene	USA 501(C)3 Nonprofit
Association of State and Territorial Health Officials	USA 501(C)3 Nonprofit
Association of Schools of Public Health	USA 501(C)3 Nonprofit
California Assoc. of Public Health Laboratory Directors	USA 501(C)3 Nonprofit
Caribbean Epidemiology Centre	Extension of PAHO*/WHO**
The Carter Center	USA 501(C)3 Nonprofit
Council of State and Territorial Epidemiologists	USA 501(C)6 Nonprofit
National Association of County and City Health Officials	USA 501(C)3 Nonprofit
National Association of Local Boards of Health	USA 501(C)3 Nonprofit
National Cervical Cancer Coalition	USA 501(C)3 Nonprofit
National Environmental Health Association	USA 501(C)3 Nonprofit
National Institutes of Health	USA Government Entity
Pan American Health Organization (PAHO)	Extension of the WHO**
The Public Health Foundation	USA 501(C)3 Nonprofit
Public Health Laboratory Service	USA 501(C)3 Nonprofit
US Public Health Service Commissioned Corps	USA Government Entity
World Health Organization	Extension of the UN***
* Pan American Health Organization ** World Health Organization *** United Nations MPH Program List – 20 Public Health Organizations All Graduate Students Should Know of www.mphprogramslist.com/20-public-health-organizations-all-graduate-students-should-know-of/	

Universities and colleges are catalysts for research development and producing future leaders in the health sector. These research developments may be the cornerstone as evidenced based research to support health organizations programs and actions. Additionally, the U.S. Bureau of Labor Statistics predict graduate degree requirement for employment from 1.9% in 2022 to 11.3% by 2032 (U.S. Bureau of Labor Statistics, 2023). Furthering the relationship between universities/colleges, health organizations, and the nonprofit sector through the increased need of employees to have graduate degree. A 2020-2021 count done by the National Center for Education Statistics states that there are a total of 5,916 “Postsecondary Title IV Institutions” in the USA. 1,754 (29.6%) are nonprofits organizations, 1,892 (32%) are public (government) entities, and 2,270 (38.4%) are for-profit entities (National Center for Education Statistics, 2022). While there may be more for-profit “post secondary title IV institutions”, we can take a closer look at the nonprofit relationship in public health by comparing the nonprofit, for profit, and government public universities with the top ranked universities that offers a master’s in public health (MPH) degree through US News 2023 “Best Public Health Schools” ranking list. Of the top ten MPH schools, 7 universities are 501(C)3 nonprofits, 3 are government public universities, and 0 are for profit of structure as shown in table 3 below.

TABLE 3

UNIVERSITY NAME	ORGANIZATION STRUCTURE
1. John Hopkins University	501(C)3 Nonprofit
2. Harvard University (Tied for 2 nd)	501(C)3 Nonprofit
2. University of North Carolina (Tied for 2 nd)	Public University
4. Emory University	501(C)3 Nonprofit
5. Columbia University (Tied for 5 th)	501(C)3 Nonprofit
5. University of Michigan (Tied for 5 th)	501(C)3 Nonprofit
5. University of Washington (Tied for 5 th)	Public University
8. Boston University	501(C)3 Nonprofit
9. University of California Berkeley (Tied for 9 th)	501(C)3 Nonprofit
9. University of California Los Angeles (Tied for 9 th)	Public University
2023 Top MPH Programs – US News www.usnews.com/best-graduate-schools/top-health-schools/public-health-rankings	

Limb Different Population

The limb different population broadly encompasses the three major groups of congenital, acquired amputee, and invisible limb different people. The terms limb difference and different are recently new socially accepted description of this community unified by organizations such as NubAbility Athletics Foundation , Lucky Fin Project, Helping Hands Foundation, and more. The field of public health is focused on health equity and promoting health in marginalized communities. given the physical and societal challenges the limb different population faces, this is a marginalized population that receives very little attention. A congenital limb difference could be someone who was born without a hand due to amniotic band syndrome or ectrodactyly. An acquired amputee limb difference is the removal of part or a whole limb(s) due to an event like a motor vehicle crash. An invisible limb difference is when a person physically has their limbs but may have an internal physical situation that prevents 100% usage of the limb(s), like cerebral palsy. Kid's Health writes that "Limb differences are when an arm or leg is not shaped in the usual way. For example, a child's legs may be curved or one might be shorter than the other. Or, a bone in the arm may be short or missing" (Nichols, 2022).

Historically, the limb different population has been labeled as having "disability", "challenged", "disabled". This community has faced political, social, and cultural exclusion. One of the main goals of this new inclusive terminology is to reduce the stigma pushed on the limb-different community. Terms such as "disability", "challenged", "disabled", and "handicap" carries a prenotation that such people are unable to contribute as much as their able-bodied, people without any limb differences, counterparts. Such prenotation can easily be challenged by looking at the outstanding achievements of Paralympians at the Paralympic Games. How can individuals with extraordinary physically achievements be considered "disabled" when a significant proportion of their able-body counterparts cannot achieve the same physical achievement? Should able-body counterparts be considered "disabled" if they are not able to physically outperform against their corresponding limb different counterpart? Appropriate language is not only important on a society level, but also for professional and academic/research settings. Efuia Andoh wrote a blog for the America Psychological Association that states that "Language is powerful. It can enhance our empathy, clarity, and understanding of each other as complex individuals with intersectional and varied identities and experiences" (Andoh, 2022).

The near 2 million limb different people in the USA (Ziegler-Graham, K., MacKenzie, et al., 2008) is a community that is an overlooked population in need of public health intervention in the United States. The acquired amputee population of this community grows annually as there are about 185,000 amputations performed in the USA per year (Owings, M. F., & Kozak, L. J., 1998). The field of public health is focused on health equity and promoting health in marginalized communities. Given the physical and societal challenges the limb different population faces, this is a marginalized population that receives very little attention.

NubAbility Athletics Foundation

Founded in 2011, NubAbility Athletics Foundation has grown to provide limb-different children with coaching in 24 mainstream organized sports at camps and clinics across the United States. As in their mission, “The NubAbility Athletics Foundation exists to encourage, inspire, instruct limb different youth by getting them out of the stands, off the bench and into mainstream sports. Imagine the power of having a mentor who looks like you. #DontNeed2.” Starting with its first camp in 2012, NubAbility has served over 1,700 limb-different children from 49 states and 11 countries at more than 50 sports camps and clinics in 14 states. Programs are open to children with congenital or traumatic loss of one or more limbs, ages 4 to 17. 75% of campers receive scholarships. Their 2023 season has included 13 camps and clinics hosted in 10 states. (NubAbility 2022) the author has spent 4 years volunteering with this organization and nearly a year and a half as their Program Director from August 2022 to December 2023.

Revisiting Cambell's Forbes magazine article “the 8 reasons why startups fails” (Cambell 2023), we look at reasons 1 and 8, but now with their relations to NubAbility Athletics Foundation. Reason 1: The Entrepreneur Is in the Way, “Trying to do everything yourself can hinder your ability to grow.” Since the inception of NubAbility, Sam Kuhnert and his family have always retained high levels of control of the nonprofit. The following staff and board of directors consists of members of the Kuhnert family that includes Mr. Kuhnert as CEO/Founder, Julie Gross (Aunt) as the Business Director, Todd Kuhnert (Father) as Board President, Jana Kuhnert (Mother) as the Board, and Bob Beckmann (Father-in-Law) as a Board Member. As stated in the nonprofit sector section, it is not uncommon for many nonprofits to start with family members and close friends to run the operations. The strength of this can include having a strong

founding team that will work for more than and for less than a qualified hired employee. However, old habits are hard to break. By avoiding hiring experienced professionals from the field, you risk instilling weak foundational operation structures. For example, a high school group of students counted and recorded items in the inventory room, but used the wrong labeling method and incorrectly counted the items. It wasn't until Program Director Samuel Rudloff was able to rectify all the mistakes and entered the inventory information into a Square Inventory software system. He was able to complete this because he is a chronic worker that was able to spend time rectifying mistakes and instilling a process that could be passed down to uniform operations regarding inventory.

Reason 8: They Don't Use Systems to Scale: “The companies who scale best are the same ones who put in strategic systems designed to facilitate growth.” This matches the reason why we needed to build a dynamic Camp Management System for NubAbility. The Camp Management System is built as a strategic system design to facilitate growth and can scale with increase employment. This organization has seen expansional growth since their first camp that had less than 15 limb different campers and coaches. The 2023 season for NubAbility included 15 camps throughout the United States with over 300 participating limb different campers and coaches. That is why the following objectives were created to fill the needs of this organization through the Camp Management System.

2. OBJECTIVES

The goal of this project was to create a system to enhance the scalability of the work of NubAbility through meeting the following objectives:

- 1 Create a dynamic Camp Management System built for scaling up.
- 2 Create Standard Operation Procedures for both NubAbility staff and users.

3. APPROACH

The goal of the Camp Management System is to improve the efficiency and effectiveness of internal operations that appropriately matches NubAbility's staff size and staff size potential with the Camp Management System. To overcome challenges and address expanding needs within a climate of staff shortage, the Camp Management System needed to have several features:

- Accessibility by all staff members.
- Acute accessibility for coaches and volunteers.
- Produces customizable dashboards.
- Dynamic data entry capabilities.
- The software as a service is cost friendly.
- The design of the program is user-friendly.

Choosing Software Platform

There were several reasons why the author and the rest of the NubAbility Athletics Foundation staff decided to use Google instead of other similar software systems like Microsoft Office (MS). This system will allow easy transition and/or share usage when adding staff and volunteers. Google Sheets Import Range function allows the qualitative and quantitative information to dynamically link one Google Sheet file to another. Information from documents that involved planning, running, and reviewing camp can go into one Google Sheet (see figure 2 below). Effectively, lowering double-entry data and saving time for everyone involved. Additionally, with all the information stored in a tabular format application like Google Sheets, aggregation of the data can be formatted into useful custom dashboards so decision makers can make informed decisions. This could include comparing camp participation with camper's demographic on a seasonal, annual, or per camp point of view. An example observation from this tool could be seeing that 80% of campers from 2023 came back to the same camp in 2024. Another observation could be that 70% of campers at Camp XYZ have upper extremity limb differences. The statical report options are endless because of Google Sheet's ability to format and aggregate the data to the user's wishes.

Google Drive is a fantastic online workspace that business and private individuals can use. Coaches of the organization and certain volunteers can use their existing or create a personal Google account for free. The organization can link these personal accounts to specific folders in the business Google Drive to fill out the reimbursement forms (see figure 1 below), upload pictures of receipts, and add in any other essential documents. Any information submitted in a Google Sheet can be imported into another file to collect data. This file of the collected data can restrict access to only staff of the organization or with given permission by a staff member to another. This way, they can keep submitted information by the coaches and volunteers only visible to staff members that have permission to access Google Drive. NubAbility's largest annual camp is their All Sports Camp. Running this camp has historically included over 100 coaches, 200 volunteers, 6 interns, and 2-4 staff members to run each year. This process can save a ton of time because the staff will no longer need to spend time re-entering information from a paper submission into the system or spend time searching for emails sent to staff requesting their reimbursement to re-enter it into the system. Imported information can be used to further study the camp and conduct a budget analysis.

Google Workplace was chosen over Microsoft Office for several reasons. First, Google offers a better collaboration method than Microsoft. In Samuel Rudloff's opinion, MS has more powerful tools and functions than Google. However, MS applications require payment from both the private individual and business. Google applications like Docs, Sheets, and Slides are accessible to anyone with a Google account, and it is free for a private individual to create one. Additionally, all the updates for Google applications are included. This will allow files from multiple people to connect without update errors or required purchases on the user's end. Businesses using Google applications are offered a similar per user per month price structure like MS (Mindanao, 2022). With all this data being collected and stored in a database, NubAbility can aggregate the information in any form they wish to proceed with. They can compare the approved budget against the actual expenditure amount, see the costs of our coaches in a macro view (per camp, per year, per years to date, etc.), and take a deeper dive into the information of our campers to understand their market better. Kharmela Mindanao, senior content writer for Intelligent Technical Solutions, wrote that Google is "Better for collaboration, ease of use, and businesses with basic IT needs" when compared to Microsoft that is "Better for overall security set-ups, detailed dashboards, and data processing, and growth-centered businesses" in her article

“Google vs. Microsoft for Businesses: A Full Comparison” (Mindanao, 2022). Google makes a better option for NubAbility Athletics Foundation structure because they involve the use of hundreds of single/few times use volunteers, and they only have 2 staffed workers at start of 2024.

In alignment with the goal to make the system feel familiar, the current paper format versions were used to format the templates for users to fill out. As seen in Figure 1 below, this coach reimbursement form is a near exact copy of the paper version. Sustainable and appropriate technology are terms often used in public health interventions. The idea is that one gives and trains the target population on technology that is already accessible to the people and that they can be trained to manage the upkeep cost and maintenance of the given technology. In this case, to make the Camp Management System as sustainable as possible, Samuel Rudloff created standard operating procedures (SOP) for the staff and end users. He resigned from NubAbility Athletics Foundation on December 1st, 2023. However, the staff at NubAbility will be able to still use and maintain the camp program management system because of the SOPs he wrote and recorded.

4. RESULTS

TABLE 4

Objectives	Results
1: Create a dynamic Camp Management System built for scaling up	The Camp Management System was finished and given to NubAbility Athletics Foundation on December 1 st , 2024.
2: Create Standard Operation Procedures for both NubAbility staff and users	SOPs were created via written and video format. Copies of the SOPs were left in the designated folders as shown in figure 2.

As seen below in figure 2, a 5 level dynamic Google Workspace powered camp program management system was developed to meet the listed objectives and aid NubAbility Athletics Foundation efficiency and effectiveness. The levels are representations of the Google Drive folder that is accessible to Google accounts with @NubAbility.org emails or other emails if given permission by a staff member. Level 1 is the homepage where everyone accessing this drive as a staff member will begin. At this level, users will be able to access the SOP/Template folder that contains materials to help guide NubAbility staff members and users where the most up to date file versions should be located. The materials in this folder can also be used as a system back as the materials in the folder should be enough to recreate this system. Level 1 consists of folders to access the camps in by order of the year and a dashboard folder that contains collected and aggregated data by the year. Accessing any of the folders marked by the year will lead you to level 2.

Level 2 contains all the information for the selected year camp programs. Each of the level 2 folders will include a Google Sheet file of the annual budget. This budget includes the per camp budget allocation with columns listed as the “Budget”, “Actual”, and “Balance”. The “Budget” column entries will be typed in by a staff member once the budget for that year is approved. Also, the “Budget” column is broken down by subcategories that will be referred to as expense categories such as “lodging”, “camper meals”, and “insurance”. The “Actual” column is automatically calculated when expenses are filled within their respected camp folder from the corresponding level 3 expense sheet in the camp folder. The “Balance” column is the Budget minus the Actual and is conditional formatted, so the cell becomes red if it is over the allotted

budget or green if it is under the allotted budget. This level also includes folders per camp program for the year with a few backup files in case of new additional camps or in case an error occurs in a preexisting camp folder.

Level 3 represents the particulars of the chosen camp from level 2. NubAbility staff will have access to the camp expense report in the camp budget file, the coach folder, monitor/evaluating report entry, and dashboard relating to the respected camp in this folder. The camp budget Google Sheet file will show the camp budget that is set on level 2 through Google Sheet's import range function. This is an example of reducing double entries. The file also allows the staff user to enter expenses related to the camp. This expense form allows the ability to enter the amount of the expense and the expense category from the listed expenses in the level 2 annual budget. These entries from all the camps of the year will transfer to the annual budget on level 2 in the "Actual" column.

Level 4 represents the coach folders that are assigned to the selected level 2 camp. This folder allows NubAbility staff to assign the folders within level 4 to the selected coaches for a camp. The selected coach will be emailed a share link to access the folder. Most coaches at NubAbility as of now, do not have unique @NubAbility.org emails. They can still have access to their fold if they have a Google account and given permission by a staff member to access the folder. The organization will need to work with coaches that do not have an existing Google account by getting them to sign up for a free one. By giving the coaches a folder for the corresponding camp, we can collect information about their expenses, photos/videos of the camp, personal notes, monitoring/evaluation information, and any other important documentation all within this level.

Level 5 represents what the assigned coach will see. This folder is accessible by NubAbility staff members and the selected coach. The coach will have preselected files and documents within the folder for them to access and fill out accordingly. The staff and coach will have the power to also add in documents as seen fitted for the situation. A folder with SOPs will also be accessible to help with the user's navigation and use of this folder.

The dynamic relationship is shown in figure 2 through the dashed green lines with arrows guiding the direction the data is being transferred to. Using the tools from Google Sheets, we can send our data from the source of the activity to whichever level dashboard we want to aggregate the data into useful insight.

CAMP PROGRAM MANAGEMENT SYSTEM FOLDER AND DATA FLOWCHART

SAM RUDLOFF
VERSION 1.0

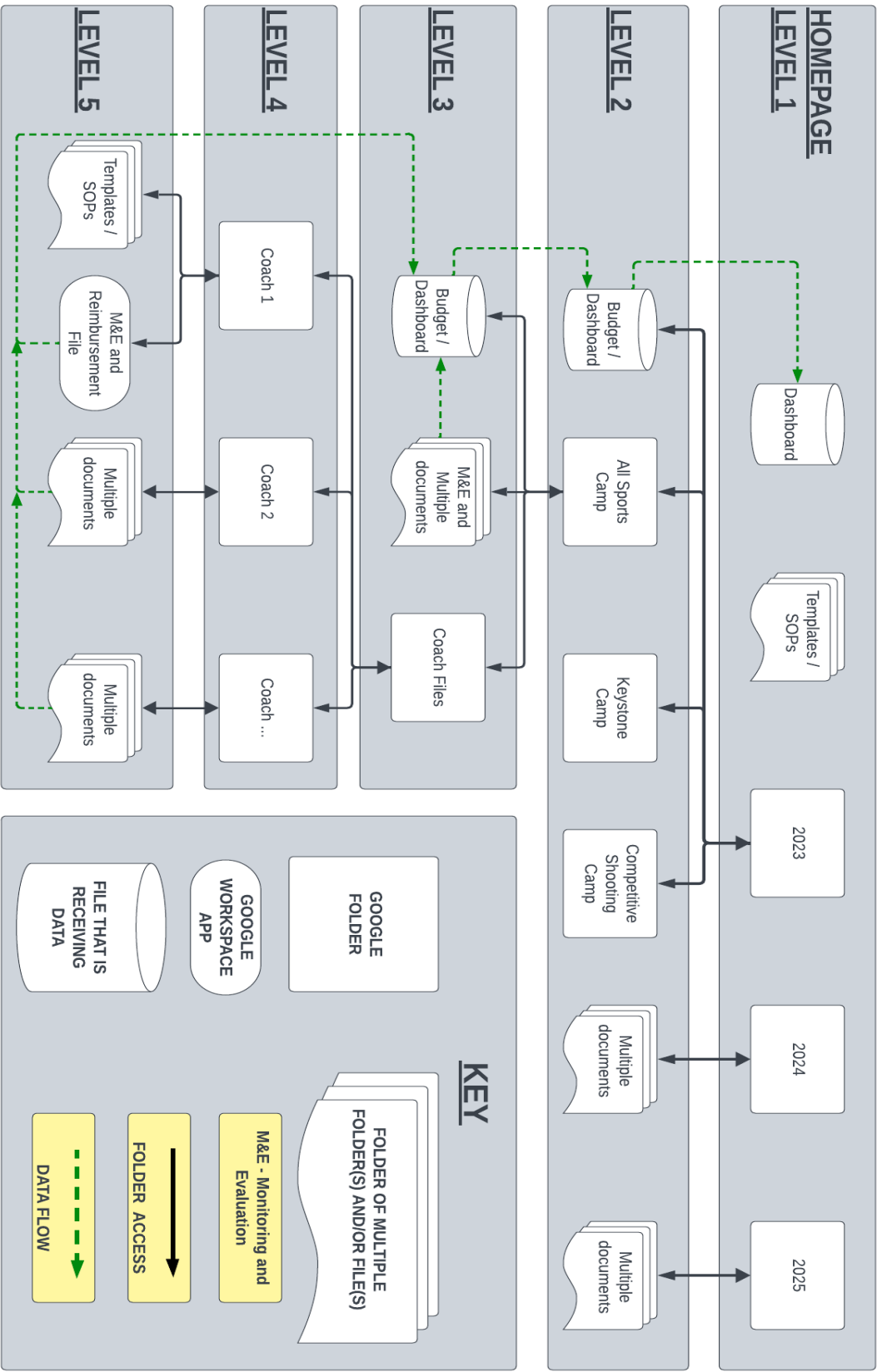


FIGURE 2

5. CONCLUSION

The camp program management system for NubAbility Athletics Foundation achieved the two objectives to create a dynamic Camp Management System built for scaling up and create Standard Operation Procedures for both NubAbility staff and users. We accomplished the first objective by “Create[ing] a dynamic Camp Management System built for scaling up”. The first evidence of this accomplishment is that the system is built on the same platform used for NubAbility’s email system. That means anyone with a @NubAbility.org email will be able to access the system. Additionally, NubAbility staff members can make certain sections accessible to assigned members that do not possess an @NubAbility.org and can take away access when their access is no longer relevant. This will be essential when NubAbility grows. The new staff members will be able to access the drive because of their email. Also, staff that leave NubAbility will lose access to the drive as they’ll no longer have access to their @NubAbility.org email. Next evidence of accomplishing this objective is using Google Workspace as the foundation of this Camp Management System. Mr. Rudloff is one person and created a great system. However, as time goes by, the system will need updates to the formulas and forms to meet future needs as they arise. Google Workplace is an extremely common software with free tutorials accessible through platforms like YouTube, and freelance experts that can meet future demands. Finally, as explained in the Approach section, Google is the prime selection as the software as a service compared to other software like Microsoft. Google offers a competitive price structure that can scale according to the number of staff members added/taken away, applications that are free to private account users, and free updates available for business and private users.

As a result of achieving the objective, we expect there to be reduced time spent on data entry and aggregation. This outcome will require further observations to determine the level of success. However, the design has been built for data entries to navigate to different parts of the through this dynamic setup that allows real time data transfer and aggregation straight to the corresponding dashboard to help decision makers. No more double/triple/quadruple entry of data from forms that are scattered in private user’s hard drives and cloud storages. Additionally, users can opt out of using paper forms. This will help staff reduce the need to print out forms, wait for paper forms to be turned in, read what could be illegible handwriting, and time spent recording the form entries into an online system. In joint support of objective 1, the Google powered

system is a tool that can be fully customizable at the user's discretion. This means that future updates and forms could further increase the speed of data entry and aggregation. Additionally, this will help because NubAbility will not need to wait for 3rd party software to develop updates or forms that will likely cost additional money.

The second objective, "Create Standard Operation Procedures for both NubAbility staff and users", was completed with SOPs via creation of written and video format and additional supplemental information given to NubAbility Athletics Foundation. These supplemental materials will help guide existing and new members of NubAbility to have a running start to use the system. In joint support of objective 1, these materials are written in-house and can be updated as needed. As time goes on, the best steps to complete tasks will change, and with it, a new set of supplemental materials will need to be made. However, instead of recreating the wheel, we are just modifying it, as the foundation has already been built.

70% of startups fail from premature scaling (Furr 2011). While NubAbility Athletics Foundation is a nonprofit and public health organizations could be any of the three organization structure (for-profit, nonprofit, government), we should look at all nonprofits and public health organizations through the same lens as any other business. Especially through the lenses of a startup as the situation may be like an organization that receives a large grant or suddenly receives a large size donation to raise the level of output. As a ship is about to embark on a long great journey, the internal infrastructure must be able to hold fast against the rough seas with a well-trained crew staff. The use of modern technology and software for internal operational structures is a way to help small nonprofit public health organizations to achieve scalability and indefinitely help more people.

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