

ESCC Strategic Plan 2017-2019

Values

LIFE-CHANGING

IMPACT

| Measurable | Profound | Meaningful | Invaluable

PROFESSIONAL

EXPERTISE

| Leading | Wise | Diverse | Perceptive

PASSIONATE

DEDICATION

| Principled | Accountable | Caring | Trustworthy

TRANSFORMATIVE

COLLABORATION

| Encouraging | Mutual | Teaching | Coaching

CONTINUOUS

LEARNING

| Improving | Innovative | Challenging | Growing

Mission

Our dedicated volunteers provide expert consulting that enables community organizations to effectively advance their missions.

Vision

ESCC is the recognized leader in transforming organizations to achieve life-changing impact in the communities they serve.

Objective	Goals	Strategies	Measures (Complete by):	Owner
<p>I. Have a greater impact on community organizations (or community), by increasing the quantity and quality of our current service offerings. (Grow the Core)</p> <p>Owner: Brian Robson</p>	<p>1. Increase number of projects while maintaining the current mix of small, medium, and large projects: Year 1: +15 vs. 2016 Year 2: +30 vs. 2016 Year 3: +45 vs. 2016</p>	<p>1a. Develop rebranding, persuasive message.</p>	<ul style="list-style-type: none"> • Framework by Oct. 31, 2016 for Board. • Plan by Jan. 31, 2017. 	<p>Marketing Committee working with ESCC Staff</p>
		<p>1b. Develop awareness, public relations, marketing plan.</p>	<ul style="list-style-type: none"> • Framework by Oct. 31, 2016 for Board. • Plan by Jan. 31, 2017. 	<p>Marketing Committee working with ESCC Staff</p>
		<p>1c. Develop a plan to Improve relationships with funders.</p>	<ul style="list-style-type: none"> • Plan by Jan. 31, 2017. 	<p>CEO</p>
		<p>1d. Develop a plan to target social service areas we particularly want to support.</p>	<p>TBD</p>	<p>TBD</p>
	<p>2. Quality of service TBD</p>	<p>2a. Develop methodology and collect baseline data on how impactful ESCC consultations have been for clients one year after project completion.</p>	<ul style="list-style-type: none"> • Plan by March 30, 2017. 	<p>Fred Joffe, Nick Payne and Volunteer Team</p>

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<p>II. Explore, evaluate and introduce new services, sectors and geographies. (Extend the Core)</p> <p>Owner: David Bernens</p>	<p>1. 5% of ESCC projects will come from extended core efforts by Dec. 31, 2018.</p>	<p>1a. Extend geographical reach to include Northern Kentucky.</p>	<ul style="list-style-type: none"> Completed by Sept. 30, 2017 of first year. 	<p>CEO and NKY Volunteer Team</p>
		<p>1b. Develop and lead a team to explore potential of expanding into the Dayton market.</p>	<ul style="list-style-type: none"> Assessment completed and presented to Executive Committee by July 31, 2017. Completed in second year. 	<p>Art Helmstetter</p>
		<p>1c. Build expertise within ESCC on Board Development: Develop a plan that credentials ESCC's position on Board Development. Build a team of Board Development experts.</p>	<ul style="list-style-type: none"> Have team of experts in place by Jan. 31, 2018. 	<p>Manager, Volunteer Services and Volunteer Team</p>
		<p>1d. Develop exploratory team to evaluate new sectors: Educational Institutions Religious Organizations Small Government Organizations</p>	<ul style="list-style-type: none"> Have team in place by Jan. 31, 2017. Recommendations to board by Jan. 31, 2018. Completed by third year. 	<p>Executive Committee</p>

Objective	Goals	Strategies	Measures (Complete by):	Owner
III: Grow the capacity and quality of ESCC volunteers and staff to support future growth. Owner: Carol Sparks	1. Complete analysis and recommendation of how to optimize utilization and engagement of volunteers by Dec. 31, 2017.	1a. Evaluate the process of efficiently matching volunteers with projects, including an assessment of ESCC's current volunteer model.	<ul style="list-style-type: none"> Analysis of process and recommended changes completed by March 31, 2017. Assessment of success of changes completed by Dec. 31, 2017. 	Volunteer Engagement Team, supported by VP Consulting Services
		1b. Assess barriers to volunteers accepting Project Manager role; develop plan to address these barriers, including written job description.	<ul style="list-style-type: none"> Assessment and plan completed by March 31, 2017. Results evaluated by Dec. 31, 2017; refinements made as needed. 	Volunteer Engagement Team, supported by VP Consulting Services
		1c. Increase Engagement and Retention of Volunteers through recognition, feedback and adequate training and resources.	<ul style="list-style-type: none"> Assessment of current status completed by March 31, 2017. Recommendation for change and timetable completed by June 30, 2017. 	Volunteer Engagement Team, supported by VP Consulting Services and Manager, Volunteer Services

Objective	Goals	Strategies	Measures (Complete by):	Owner
<p>III: Grow the capacity and quality of ESCC volunteers and staff to support future growth.</p> <p>Owner: Carol Sparks</p>	<p>2. Complete plan to ensure adequate number and diversity of qualified volunteers available to support increased capacity by June 30, 2017. Develop plan to broaden diversity of ESCC's volunteer pool by Dec. 31, 2017.</p>	<p>2a. Gain a better understanding of local volunteer pool; including assessment of potential skills and availability.</p>	<ul style="list-style-type: none"> Research completed by Jan. 31, 2017. 	<p>Manager, Volunteer Services</p>
		<p>2b. Assess current recruitment efforts and develop plan to increase the number of qualified volunteers.</p>	<ul style="list-style-type: none"> Assessment completed by March 31, 2017. Plan developed by June 30, 2017. Annual recruitment goals developed by Dec. 31, 2017 based on capacity increases from Objectives I and II. 	<p>Manager, Volunteer Services</p>
		<p>2c. Develop targeted plan to broaden diversity of ESCC's volunteer pool.</p>	<ul style="list-style-type: none"> Plan developed by Sept. 30, 2017. Annual recruitment goals developed by Dec. 31, 2017. 	<p>Manager, Volunteer Services</p>
	<p>3. Complete assessment of staff needed to support increased capacity and begin recruiting by Dec. 31, 2017.</p>	<p>3a. Develop operational contingency plan.</p>	<ul style="list-style-type: none"> Plan developed by March 31, 2017. Policies and procedures for each staff position compiled by Dec. 31, 2017. 	<p>CEO</p>
		<p>3b. Assess staff/unpaid volunteer staff needed to support increased capacity; develop plan to meet these needs.</p>	<ul style="list-style-type: none"> Assessment completed by June 30, 2017. Plan presented to Board by Sept. 30, 2017. Recruiting begun by Dec. 31, 2017. 	<p>CEO</p>

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