



# 2021 - 2023 Strategic Plan

## About One South Euclid

One South Euclid (OSE) is a non-profit Community Development Corporation that was founded in 2009 by community and business leaders to address the housing crisis in South Euclid. In its six-year start-up phase, it opened a bank account, trademarked its name, increased Board membership, identified projects and priorities to be addressed, and entered into a collaborative agreement for professional services with the City of South Euclid. In the ensuing years, it increased its commitment and presence in the community to ensure its vibrancy. This proposed third strategic plan (2021-2023) is a dynamic blueprint for OSE's continued growth as it works to help support the revitalization of South Euclid's residential and business communities.

## Background

OSE's first strategic plan (2015-2017) set the foundation and framework for its sustainability. It established the organizational structure to support its mission, programs, and desired community impact. The second plan (2018-2020) focused on building organizational awareness and growth to meet prioritized community needs. Residential, commercial and senior landscape grant programs were established and awarded, while social events to promote community engagement, camaraderie and fun were held.

The 2020 pandemic caused OSE to put much of its strategic plan vision on hold and quickly shift its priorities to provide support to families experiencing food insecurity and financial assistance to small business owners. As a result of these unexpected needs and changes in plans, OSE's Board decided to review and update the current plan, adjust for any environmental conditions required, and to ensure the strategic plan remains relevant and viable through 2023.

The 2021-2023 plan focuses on fundraising and friendraising to support local economic development efforts and programs/events that promote diversity, inclusion and social justice to support its mission, vision and values. The members of OSE's Board who adopted the plan are:

Len Calabrese, *President\**

Brijin Boddy

Beverly Burks

Carol Fiorelli

Patrick Hyland

Vaughn Johnson, *Vice President\**

Rick Krivanka

Lisa Mack, *Immediate Past President\**

Curtis Orr

Al Paynter

Karen Poelking

Moe Romeo, *Secretary/Interim Treasurer\**

Rita Ross

Kim Scott

Karen Schaefer

Ex-officio Members

Keith Benjamin

Jim O'Toole

\*Executive Committee

## Mission, Vision and Values

The purpose of OSE's strategic plan is to align its mission with its vision. The mission is the starting point for planning and the vision is what OSE hopes to achieve. The strategic plan is the map that guides OSE from its

mission to the realization of its vision through goals, objectives, action plans and action steps. Additionally, organizational values help drive its members' conduct and advise the Board to reconsider any strategies that might be in opposition to its standards.

**Mission:** To promote sustainable economic, social and cultural connections in South Euclid.

**Vision:** To lead others towards a better future by ensuring a thriving and vibrant residential and business community.

**Values:**

- Diversity and multiculturalism
- Inclusion and equity
- Transparency
- Informed decision-making
- Serving the common good
- Integrity
- Non-partisanship
- Community engagement
- Responsibility
- Leadership

## **Internal Environmental Scan**

### **Framework**

Since much of OSE's work is accomplished through its committees, each was given questions that asked its members to discuss the group's accomplishments and challenges in previous years, and to envision achievable results in the coming years. This approach allowed every board member to participate and contribute to the planning efforts.

The Executive, Governance, Revitalization, and Fundraising and Communication Committees were asked:

- What are you proud of?
- What results have been achieved?
- What has been made possible that was not possible before?
- What limitations or problems have been encountered that you were unaware of earlier?
- What might be possible to accomplish in the next three years?
- What activities make sense to pursue in light of OSE's mission, human and financial resources, and external factors?

### **Outcomes**

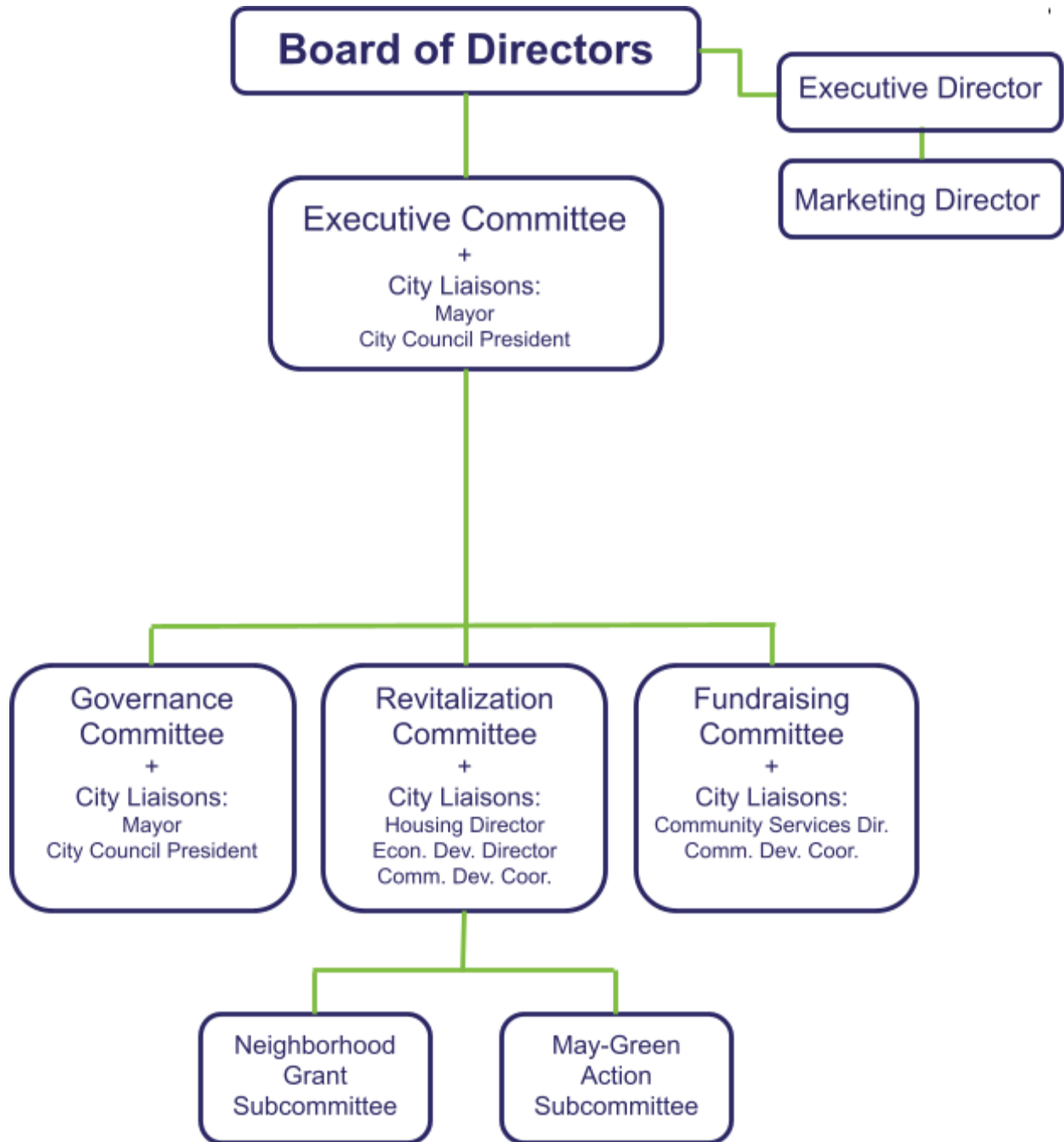
The OSE Board is made up of a small group of community volunteers who are committed to its mission, vision, and values as well as its collaborative relationship with the City of South Euclid. In recognition of its impact, growth, and the need for assistance in managing and directing the growing number of OSE initiatives, the 2021-2023 strategic plan includes the hiring of an Executive Director. The Marketing Director, hired in January 2020 per the current plan, will continue to organize, develop, and implement the organization's marketing and communication strategies, while also supporting the activities of the Executive Director and the board.

Additionally, to meet the organizational shift in focus and priorities, the committee structure was adjusted and streamlined from five standing committees to four. The marketing and communications work previously part of the Fundraising & Communications Committee becomes the responsibility of the Marketing Director. The work of the former Community Engagement Committee becomes the responsibility of every committee and individual board member under the direction of the new Executive Director.

What follows is OSE's organizational chart and the identified goals, objectives and action plans through 2023.

# Organizational Chart

One South Euclid



## City Liaisons

Mayor, Georgine Welo

City Council President, Joe Frank

Housing Director, Sally Martin

Economic Development Director, Michael Love

Community Services Director, Keith Benjamin

Community Development Coordinator, Daniel Subwick

## Executive Committee

**Goal:** Build an organizational infrastructure that reflects excellence in management and establishes sound policies and procedures.

- **Objective 1:** Ensure adequate staffing to achieve increased level of activity and provide for organizational sustainability.
- **Objective 2:** Develop an integrated annual work plan and budget with quantifiable performance goals for implementation by committees.
- **Objective 3:** Manage resources effectively by prioritizing projects and adhering to sound fiscal policy.
- **Objective 4:** Provide sufficient oversight to ensure long-term sustainability.

## Governance Committee

**Goal:** Build an organizational infrastructure that reflects excellence in governance.

- **Objective 1:** Build Board strength by conducting an annual recruitment and nominating process that reflects community demographics (gender, age, race, culture, socioeconomic status), invites diversity in demographics, geography, organization types, perspectives, and meets organizational needs regarding the mix of individuals skills and strengths.
- **Objective 2:** Ensure Board members are meeting expectations for service.
- **Objective 3:** Develop, clarify, monitor and make recommendations regarding OSE's governance structure and practices to ensure compliance with applicable laws and desired organizational outcomes based on strategic plan.

## Fundraising Committee

**Goal:** Secure sufficient contributions to support long-term sustainability.

- **Objective 1:** Build the fundraising infrastructure for OSE.
- **Objective 2:** Develop/purchase and maintain a fundraising database to track gifts, pledges and major gifts.
- **Objective 3:** Create policies and procedures and collateral marketing materials to support fundraising requests.

## Revitalization Committee

**Goal:** Work to secure our community's economic future through selective revitalization projects coordinated with those of the City and its Master Plan.

- **Objective 1:** Support programs and activities that increase property values in our neighborhoods, such as "Build-Grow-Thrive," residential resale program, and the Neighborhood Grant Program.
- **Objective 2:** Support programs and activities that drive revitalization and economic development in our commercial districts.
  - district and become a Main Street Community by December, 2022.
- **Objective 3:** Support the exploration of new grant opportunities through foundations and organizations to fund revitalization programs (Year 1 - 3).