



**Executive Service Corps**

**Proposal for**

**The Exploris School**

**Strategic Plan Update Project**

**October 16, 2018**

## **Section 1: Summary of the Proposal**

Executive Service Corps of the Triangle (ESC) is pleased to provide this proposal for an update of an existing strategic plan for The Exploris School. ESC is a nonprofit organization established in 1987 to provide capacity building assistance to other nonprofit organizations in Durham, Wake, Orange and Chatham Counties of North Carolina.

Based on the background provided by Exploris, Section 2 describes ESC's base strategic planning process and outlines a high-level workplan for this project. We know from experience that the key to successful strategic planning is to tailor the process to the specific needs and capacity of the client. A more detailed work plan is generated as the first step in our process, done in close coordination with the client. In Section 3, we identify the consultants who will execute this engagement. Finally, Section 4 explains our costing approach and a total cost for this project.

We appreciate the opportunity to support Exploris in this important process and look forward to working together in the near future.

## **Section 2: General Description of Strategic Planning Process**

ESC has facilitated strategic planning for numerous non-profit organizations in the Triangle. Based on the information provided in the RFP, we propose to use a base strategic planning process. The process has three major phases:

“Where Are We?” “Where Do We Need to Be?” “How Will We Get There?”

The first step in “Where Are We” is to “Plan for the Plan”. This initial part will include meeting with Exploris' Executive Director to review the overall strategic planning process, agree on goals, discuss expectations, and establish an overall timeline.

As the “Where Are We” phase continues, an internal and external business analysis is performed that describes the current state of the organization. As part of this phase, we will collect information from key community partners, board and staff, and service recipients. We will also review your prior strategic plan as well as key documents pertaining to Exploris' finances, governance, and services. The next step will be to conduct facilitated groups sessions with board and staff. It is important to review vision, mission, and values because they will guide the overall strategic planning process.

In the “Where Do We Need to Be” phase, the first step is to agree on strategic objectives that are the cornerstones for success. Input provided during group sessions will be incorporated into these objectives. Strategic objectives include keys to mission reach, such as, essential programming, efficient business practices, growth, and marketing/branding; collaboration among peer organizations or new partnerships to meet the growing need in the community; revenue generation factors, such as, external funding risks, fundraising mix and growth, and

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potential new funding streams. For each of the selected strategic objectives, supporting strategies and associated actions plans are identified to achieve the necessary results.

In the “How Will We Get There” phase, action plans will be developed to support the strategic objectives. Based on our experience with non-profits, we have developed guidelines for generating action plans so that they are achievable within the capacity of the organization. The resulting action plans can be linked directly to annual performance objectives for appropriate staff members.

We anticipate progress reviews following completion of each major step in the process with the Executive Director. ESC consultants participate in additional working sessions as requested by the Executive Director. In addition, a review with the full Board is held at the end of process.

ESC standard practice is to generate a final report that documents the process and resulting strategic plan. The report is updated based on comments received after a final review. The report will include the strategic objectives, strategies, time-based action plans, key measures, and a process to monitor progress on the strategic plan.

ESC also conducts a three-month follow-up meeting to assess progress and offer recommendations to improve implementation. As agreed, ESC is available to conduct additional follow-up meetings to ensure implementation of the plan progresses.

### ***Strategic Planning Process - Work Plan for The Exploris School***

It is anticipated this work would be conducted from ***October 2018 – March 2019***.

#### Plan for the Plan

- Initial Scoping Session – consider project timeline
- Review of 2013-2018 plan and outline items that have been completed and items still to be completed [October => client]

#### Where Are We

- Survey questionnaire developed in collaboration with client [October/November =>ESC]
- Survey students & parents [November => ESC]
- Tabulate results [November/December => ESC]
- Finalize focus group outline based upon uncompleted past 5 year plan and survey results [December => ESC]

#### Where Do We Need to Be / How Will We Get There

- Conduct 2 2-hour focus groups [faculty and Board] [December/January => ESC]
- Facilitate a 4-hour session with the steering committee [as selected by the client] [January => ESC]
  - pre-work to edit & re-affirm mission/vision/values

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- pre-work to edit & re-affirm SWOT analysis
- identification of the 3-year large strategies; based upon the input from the students, parents, faculty and Board
- development of the 3-year supporting strategies
- development of the 3-year action plan to achieve the supporting strategies
- Facilitate up to 3 2-hour sessions with the steering committee to finalize the plan [February => ESC]

### Board Approval

- Plan approval by the Board [March => client w/ESC if appropriate]

### **Section 3: Staffing Plan**

The ESC consultants identified below will help guide the Exploris team through the strategic planning process.

Additionally, ESC has approximately 70 volunteer consultants that offer a wide range of valuable experience and are trained to understand the unique requirements of the nonprofit sector. Their expertise may also be drawn upon for the project, as needed.

#### **Michael Frisch – Lead Consultant**

Michael is an innovative and energetic leader with the proven ability to analyze businesses, services, operations, markets and growth opportunities and then introduce strategic and tactical solutions that improve competitive performance. He has spent ~35 years in the healthcare field working with dental practice management, radiology, radiation therapy and out-patient surgery companies. For the past 20 years, Michael has been part of senior and executive leader teams guiding these organizations. Additionally, during his time as an executive leader, Michael has over seen 20 acquisitions and 5 spin-offs.

For the past four years, Michael has devoted his energy to working as a pro-bono consultant with non-profits in the Triangle area. Since joining ESC three years ago, Michael's area of focus has been organizational assessments, strategic planning, Board development and operational efficiency. Additionally, he has been a key presenter in the ESC Board Leadership Bootcamp series.

Michael earned a B.A. from the University of Illinois and an MBA from DePaul University.

#### **Steve Hall - ESC Consultant / Project Advisor**

Steve devoted his career to the public-school system, where he spent over 40 years as a principal and teacher. Voted Charlotte-Mecklenburg School System "Principal of the Year" in 2009, Steve is known for his leadership skills and educational reform efforts. He has honed his

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skills as a “turn-around” specialist and uses those skills in his role as president of Steve Hall & Associates, a firm that specializes in executive coaching services. Steve also worked as a national trainer and coach for New Leaders, a nonprofit leadership consulting organization that focuses on training urban school principals across the country.

Steve is active as a pro bono coach to Triangle nonprofits through Executive Service Corps of the Triangle, and he also contributes to the training and management of fellow ESC coaches. Since joining ESC in 2014, Steve has worked with a number of non-profits in the area.

Steve earned his B.A. in economics/education from Brooklyn College and his M.S. in education from the College of New Rochelle, and he completed the Queens University Executive Coaching Certificate Program and the Fordham University Curriculum and Teaching Doctoral Program (ABD).

### **ESC Consultant – TBD**

An additional consultant may be added as needed.

### **Section 4: Proposed Cost**

Our model at ESC is to provide affordable consulting to Triangle nonprofits to help them achieve their missions through the good work of dedicated pro bono volunteer consultants. We use a sliding scale based on the organization’s budget to determine a flat fee for the consulting work. Adjustments made to workplans and implementation follow-up meetings are included in the fee.

Our fee for the work as proposed here is \$3750. We are also able to offer a scholarship in the amount of \$1000 made possible by the Fox Family Foundation.

With the scholarship the total fee is \$2750.

Please let us know if you have any questions. We look forward to the opportunity of working with you.

Sincerely,



Anne Saffer

Executive Director  
Executive Service Corps of the Triangle



Linda Anderson

Director of Consulting  
Executive Service Corps of the Triangle