



## 2016 10-Year Strategic Plan

**Vision:** We imagine a world where all children are healthy, safe, and prepared to build their own futures.

**Mission:** EBC helps kids reach their full potential tomorrow by meeting basic needs today.

### Organizational Beliefs (Our “Why”): We believe...

- ...providing basic needs alleviates the impacts of poverty and crisis, helping children reach their potential
- ...we have more impact collectively than individually – together we build community and care for one another.
- ...engaging the vibrant diversity in our communities, with a focus on inclusion and equity, strengthens our community and organization
- ...we help more children in need when we make the most of our collective resources

### Organizational Values:

- **Joy:** We are a fun, caring and inviting organization, open to creativity and delight
- **Gratitude:** We acknowledge and celebrate one another and everyone’s contributions
- **Service:** We are passionate, efficient, resourceful and responsive because we know what we do makes a difference.
- **Dependability:** People know they can rely on us.
- **Inclusion:** We intentionally create a welcoming place where each person’s ideas and contributions are respected and encouraged

**Whom We Serve:** Children in need up to age 12 and expectant mothers

### Organizational Parameters

These are things that we believe are inherent to the way we do business and we are not willing to change without significant consideration and strategic analysis

- a. Highly efficient use of community resources using clearing house for material goods to providers to alleviate the impacts of poverty.
- b. We buy material goods as well as use what is donated to us to fill the need.
- c. We don’t sell anything that can be given to children in need for profit. We trade and barter for the benefit of kids.



- d. No direct service. If there is a high need a community and kids need support, then our approach would be to develop community partner and volunteers to meet those needs.
- e. EBC model draws the community in and leverages volunteers in a manner appropriate to the community and the maturity of the model.
- f. The core infrastructure, reporting, and governance is centralized and the service delivery can be satellites adapting to the needs of the community. Operational adaptations are managed by ED and staff. Accountability and reporting is driven by operations.
- g. Program of the partner provider has to be non-profit. The organization can be for profit.
- h. We prefer to work with provider partners who can take advantage of our full range of ordering options.
- i. There is no requirement from clients to get services
- j. Consulting and mentoring available for startups outside the geographic growth area. (EBC Network)
- k. We prefer to work with provider partners who can come to the hub and pick up the material goods.
- l. We guarantee access to the items on our list of essentials and strive for a 90% fulfillment rate for all orders received. We look for ways to determine if there are unmet needs for the kids we serve.

### Goals and Strategies:

GOAL	STRATEGIES
1. <b>Growth:</b> We are tripling the number of unduplicated kids served.	A. Identify and prioritize areas of greatest current and future need and programmatic ways to address them B. Develop a scalable growth plan in 2 year increments with a major emphasis on the EBC branded branch solutions C. Develop / define “site set up kit” (including budget, staff, “EBC in a box”, and assessment of impact on current organization) D. Ensure successful growth through strong relationships with key provider partners
2. <b>People:</b> EBC is fully optimized to support and develop all members of the EBC Team (staff, volunteers, and board) to achieve and sustain organizational excellence.	A. Ensure the optimization of the EBC Team through structures, practices, and development B. Foster an organizational culture across the EBC Team that reflects the organizational values and ensures operational excellence C. Ensure organizational alignment and focus on delivering the mission



	<p>D. Continue transition to a primarily governance board with opportunities to offer operational expertise when requested from ED</p> <p>E. Work with the founder to transition her into a clearly defined, meaningful role that supports the strategic mission</p>
<p>3. <b>Finance:</b> EBC fosters a robust culture of philanthropy with alignment of revenue to goals, ensuring scalability and sustainability</p>	<p>A. Expand reach for in-kind support from communities commensurate with demand</p> <p>B. Strengthen and diversify revenue sources with focus on increasing flexibility and sustainability</p> <p>C. Ensure adequate resources to run efficient programs and achieve strategic goals (staffing, facilities, systems, data, resources, etc.)</p> <p>D. Create a culture of philanthropy across the EBC Team</p>
<p>4. <b>Infrastructure:</b> EBC develops and maintains appropriate infrastructure (all tangible resources including facilities, technology, and physical infrastructure) that supports operational excellence.</p>	<p>A. Ensure the infrastructure is optimized to deliver quality and productivity</p> <p>B. Ensure the infrastructure supports anticipated growth</p> <p>C. Ensure the infrastructure enables continuous improvement in operational efficiency and social impact</p>
<p>5. <b>Inclusion:</b> EBC is consciously and intentionally inclusive.</p>	<p>A. Continually strive to reflect the diversity of our communities in all aspects of our organization</p> <p>B. Create visibility for EBC Team about the populations served by provider partners</p> <p>C. Ensure our goals, policies, and practices are all appropriate to diverse populations</p> <p>D. Ensure our service delivery is appropriate to diverse populations</p>
<p>6. <b>Outreach:</b> EBC positively influences our industry through advocating for systems and policies designed to improve the lives of children in poverty or crisis</p>	<p>A. Use marketing and media to educate, inform, and advocate for systems and policies impacting kids</p> <p>B. Build and strengthen key relationships with influencers, groups, elected officials, human service professionals, etc.</p> <p>C. Strengthen EBC's role as an expert and advocate in meeting kids' needs</p>

