



Strategic Planning Committee's Fundraising & Operations Workgroup **3 CHARTERS + STATEMENTS, PRIORITIES, IDEAS**

Working towards organizational excellence.

V07-06-2023

Table of Contents

- Words Matter – Mission-Vision-Values (slide 3)
- 9 Strategic Issues (slide 4)
- OPERATIONS (5-11)
 - Statement
 - Charter
 - Priorities
 - Impact Statement
 - Ideas
- FUNDRAISING (12-18)
 - Statement
 - Charter
 - Priorities
 - Impact Statement
 - Ideas
 - Additional Considerations
- VOLUNTEER CORPS (19-24)
 - Statement
 - Charter
 - Priorities
 - Impact Statement
 - Ideas
- Drafted Action Plan (25)

Words Matter – Approved (4-11-23 OTTA Board Meeting)

- **Mission**

We enable all who live and work in the Old Town Triangle to connect, collaborate and care for our community.

- **Vision**

The Old Town Triangle Association will build on its history of success to become recognized by residents and businesses as the center for engagement, information, collaboration and advocacy to maintain and improve our quality of life. We will foster a sense of community and belonging by connecting neighbors, collaborating on issues of common concern and promoting safety, art and preservation.

- **Values**

Community

Welcoming People & Ideas

Stewardship

Integrity

Respect and Collaboration

9 Strategic Issues (12-10-22+) (Bolded is the focus of Fundraising & Operations Workgroup)

1. Review and gain alignment on its mission / vision – should OTTA grow, maintain or shrink? What are the priorities over the next five years?
2. Create a strategic plan and, moreover, a strategic mindset that honors the past but continually looks to achieve future goals.
3. Define and communicate a re-established “brand” to promote a better understanding of how it serves and supports the Triangle community.
4. Review the Board structure and terms of office to provide better continuity and support for Board work.
5. Create a Board / leadership development / succession plan to build its bench strength and avoid leadership / volunteer burn-out and recycling.
6. OTTA needs to improve and diversify its programming and marketing capacity to increase the participation and membership from a broader range of residents.
7. **OTTA needs to determine the role of paid staff and volunteers in its business model and organization and build a volunteer development program that will ensure that it can build a future corps of volunteers as committed and talented as the current group.**
8. **OTTA needs to make targeted investments to improve its organizational infrastructure and systems (facilities, policies & procedures, technology, training, management, communication, etc.) to assure the organization operates efficiently and effectively and can support future growth.**
9. OTTA needs to reframe and rebuild its role as a responsible and effective steward of the The Triangle’s “living environment” and expand civic engagement through information, education, and collaboration.

Operations Statement

Why are we tackling an assessment of the OTTA's operations, and making recommendations for areas of improvement to enable the organization's growth over the next 3-5 years?

- Facility: We own our space and we use it. What do we plan to do with the facility and what do we need to do to make it easier to adapt for different options? We need flexible activities space and office improvement. What are our staffing needs, including contractors and volunteers?
- Technology: Being more accessible to the community might require a different technology infrastructure with ease-of-use, and expert, professional training to support the tech systems. OTTA's internal software architecture and equipment should provide a consistent platform for documentation and communications.
- Knowledge: Knowledge + Data = Information. It is important to formalize processes for capturing, recording and organizing institutional knowledge. To transfer that knowledge easily, transparently and openly to the OTTA members and larger community is critical. Librarian Scientist expertise is needed to conceptualize organizing all of OTTA's information. Search capabilities would be essential.

(1) SMART Goal 1 Operations [Sub-workgroup Leader: Claire Leaman]

PROBLEM STATEMENT

In an effort to explore potential increased capacity for the organization's growth, the OTTA needs to:

Identify and develop strategies, systems, policies, and procedures/processes to support engagement, collaboration and knowledge management (SMART Goal Statement #1).

PROPOSAL / APPROACH

After conducting a first-time survey of 4000++ Old Town neighbors (using the USPS households addresses) and doing a SWOT Analysis, the OTTA updated/modified its Mission, created a Vision Statement and identified its Core Values. From there, the Strategic Planning Committee (SPC) created workgroups focusing on 3 organizational areas and recruited additional volunteers to explore capacity and growth potentials.

CORE TEAM

OTTA Board Committee: Strategic Planning Committee

- **SPC Leads:** Brad Neuman, Chairperson, SPC; John Engeman, Consultant/Facilitator
- **Workgroup Lead:** Diane Fitzgerald

Sub-Workgroup Team:

- Claire Leaman, Lead
- Barb Guttmann
- Anne Giffels
- Ericca Reavis
- Rick Rausch

Fundraising & Operations Workgroup Team:

- Diane Fitzgerald, Lead
- Shel Beugen
- Zac Bleicher, BOD, Director
- Ray Clark, BOD, President
- Anne Giffels, BOD, Co-Chair OTAF
- Barb Guttmann, OTTA Administrator
- Claire Leaman
- Leah Marshall
- Ericca Reavis
- Rick Rausch

GOALS/OBJECTIVE(S)

- Become more relevant to more people
- Create a sense of community and belonging
- To develop long range plans that will enable OTTA to grow-with-purpose over the next 3-5 years, including 5-7 initiatives for sustainable growth
- Prioritize the 5-7 initiatives and develop short-term Action Plans for the top 3 prioritized initiatives

SUCCESS CRITERIA

- Strategic Plan created, presented and adopted
- Action Plans created and presented, targeting implementation in 2024
- Top 3 Initiatives are approved for implementation in 2024
- Double stakeholder engagement over the next 3-5 years

WORKSTREAMS / PHASES

- Assessing/auditing the current situation and develop recommendations for improving and sustaining OTTA's knowledge management
- Assessing/auditing the current situation and develop recommendations for improving and sustaining OTTA's technology
- Assessing/auditing the current situation and develop recommendations for improving and sustaining OTTA's facility
- Develop list of 5-7 Initiatives, and prioritize Top 3; develop Action Plans for them
- Identify operations policies, strategies and systems needed to give structure and direction

SCOPE

In Scope: Infrastructure

- Knowledge – Data, Accounting History, Website Content, Member + Vendor Relations/Documentation
- Technology – Multimedia, Software Architecture, MailChimp/Outreach, Tech Support
- Facility – Staffing, Use, Function

Out of Scope:

- Volunteer Corps
- Fundraising Diversification

RISKS / INTERDEPENDENCIES

- Institutional fatigue – volunteer time gets depleted
- Organizational distractions, like the Old Town Art Fair
- Reliance on volunteers
- Lack of leadership continuity including only one-year terms for Board Officers
- Plans don't get actualized

DELIVERABLES

- Knowledge Management Plan + Action Plans, including Job Descriptions
- Technology Strategic Plan + Action Plans, including a Training Plan
- Staffing & Facilities Strategic Plan + Action Plans

KEY STAKEHOLDERS

- OTTA Board of Directors
- OTTA Members
- OTTA Residents
- OTTA Businesses
- 43rd Ward
- City of Chicago

PRIORITIES: Operations

NEAR TERM

- Assess the OTTA's infrastructure – the current situation, understanding capacity and growth potential – and develop recommendations for improving and sustaining OTTA's staffing & facility, technology and knowledge/data
- Assess the work and workload, and potential future workload, to determine staffing and volunteer requirements
- Assess The Triangle Center facility – condition, improvements needed
- Improve Office (\$\$, Feb-Mar-Apr24)
- Hire Tech Guy contractor (\$\$, Sep-Oct24)
- Purge all areas of The Triangle Center (\$\$, Nov-Dec23, Jan24)

LONGER TERM

- Flexible Activities Space (\$\$, Jan25)
- Improved Tech Infrastructure (\$\$, Nov24)
- Hire Librarian Scientist contractor to support formalizing the process for capturing, recording and organizing institutional knowledge (\$\$, Jan25)
- Develop Plans: Staffing & Facility, Technology, Knowledge Management
- Prioritize recommendations in the plans, create and implement Action Plans

Operations Impact Statement

What is the impact of improved operations at the OTTA?

- The achievement of, or progress towards, the two strategic issues - #7 + #8 – stated in slide 4.
- A carefully “refreshed”, rebuilt infrastructure over the next 3-5 years – with the focus on Staffing & Facility, Technology and Knowledge & Data – will enable the OTTA to demonstrate its commitment to its Mission, Vision and Values and deliver on its goal of responsible sustainability.
- A better understanding of our current capabilities is necessary for us to move forward with any proposal. Better tech options will allow us to offer more and improved options for members to participate in and share these options with future/potential members.
- Improved quality of work environment for staff and volunteers
- Improved tech infrastructure + data management
- Providing professional, expert support by hiring independent contractors
- Relieving small staff of responsibilities better suited for subject matter experts
- Enabling staff and volunteers to succeed

(1) SMART Goal 1 Operations [Sub-workgroup : Claire, Barb, Anne, Ericca, Rick]

SMART Goal Statement #1: Identify and develop strategies, systems, policies, and procedures/processes to support engagement, collaboration and knowledge management

Ideas + Descriptions: STAFFING & FACILITY	Resources Required, Timeline, Measures
<p>1. Staffing Succession planning for Director of Operations</p> <p>Formalize Additional Personnel needs (part-time vs. full-time) including how to fill this role more easily, minimize learning curve, not be without this help for long gaps or at important times</p> <p>Consider staff implications of all 3-5-year Strategic Planning Committee’s goals</p>	<p>(a) Create job descriptions. Document all responsibilities of and activities managed by the Arts & Operations Director. Think broadly about technology solutions to reduce single person dependencies.</p> <p>(b) Determine workload.</p> <ol style="list-style-type: none"> 1. Identify all the “work” needed, regardless of current staffing. This can be high level, like “Manage Art Class schedule”. 2. Assign estimated hours and timing for that work. 3 Evaluate the over/under for #2 with current staff. For example, if we identify 120 hours of work needed per week, then obviously we don’t have enough staff. It is more likely that we have peaks and valleys of work hours. But if we can estimate the amount of work per month, then it’s easier to decide the staffing required. <p>(c) Consider contractors. Professional Resources: Accountant, Tech Support, Handyman</p>
<p>2. Facility Function + Condition</p> <p>Note: in May, the OTTA was awarded \$150,000 from the State of Illinois for capital improvements to The Triangle Center (Old Town Art Center?)</p>	<p>Assessment of facility condition, improvements needed – including technology. Infrastructure: Tuck pointing, drainage changes, exterior/entrance. Assessments: Equipment replacement/reserve analysis and Property Management Plan.</p>
<p>3. Facility Use Currently used about 25% of the time</p> <p>Develop a 3-5-year plan for using the 1763 N North Park spaces more effectively and efficiently.</p> <p>Incorporate goals from other SPC initiatives</p>	<p>(a) Identify the desired use of the current building. Inventory the current space available. Identify locations that are under/not utilized and determine if they can be transformed to match desired use or used in another way? Examples: “Art Fair” cubicle is so packed it’s not very useful, the Basement, the Archives Room.</p> <p>(b) It’s time for a giant purge, of all areas of The Triangle Center. Example: We have talked for years about digitizing the Archives Room.</p> <p>(c) Determine if the current space transformed can meet the requirements of the desired use. Is it enough? If not, consider alternatives.</p>

(1) SMART Goal 1 Operations [Sub-workgroup : Claire, Barb, Anne, Ericca, Rick]

SMART Goal Statement #1: Identify and develop strategies, systems, policies, and procedures/processes to support engagement, collaboration and knowledge management

Ideas + Descriptions: TECHNOLOGY	Resources Required, Timeline, Measures
1. Software, Hardware, Multimedia Architectures - Tools to Function	<p>(a) Assessment. Review and inventory the OTTA’s current state (software, hardware, multimedia architectures, including where key data lives currently). Document issues and needs. What do we need to be able to do?</p> <p>(b) Identify gaps for current, short & long term goals (prioritizing standardization and simplification), estimate 3-5 year needs.</p> <p>(c) Identify gaps between a) and b).</p> <p>(d) Formulate recommendations to close the gaps – acknowledging that technology needs should be re-evaluated every 2-3 year due to its rapidly changing nature.</p> <p>(e) Advice. The OTTA needs to consult with the Tech Sector to see what the future of tech looks like. We need to avoid the pitfalls of going all-in on already dated technology.</p> <p>(f) Emulate. The OTTA should also consult with BoardSource.org Homepage – BoardSource and other not-for-profit organizations (especially those nearby with similar structures and facing exactly the same issues as OTTA). Don’t re-invent the wheel.</p>
2. Technology Support	<p>(a) Professionalize all aspects of Tech Support – support, software, hardware, multimedia – to eliminate dependence on neighbors. No favors asked!</p>
3. Website - OTTA’s Interface with The World	<p>(a) Is this the way the OTTA becomes more accessible to the community? If “yes”, what are the priorities? What do we need?</p> <p>(b) Develop and implement a Website Refresh Plan. Coordinate with the owners of the Communications Plan.</p> <p>(c) Increase functionality with features like Search and increase “community utility” with Neighborhood Blog, among other things.</p>
4. OTTA Data (see KNOWLEDGE Ideas, next slide)	<p>None of the above work without the OTTA’s Data. How best to protect it?</p>

(1) SMART Goal 1 Operations [Sub-workgroup : Claire, Barb, Anne, Ericca, Rick]

SMART Goal Statement #1: Identify and develop strategies, systems, policies, and procedures/processes to support engagement, collaboration and knowledge management

Ideas + Descriptions: KNOWLEDGE + DATA	Resources Required, Timeline, Measures
<p>1. OTTA's Institutional Knowledge & Data includes:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Member, Volunteer, Donor Data <input type="checkbox"/> Leadership Data (BOD, Standing and Adhoc Committees) <input type="checkbox"/> Financial, Accounting, Audit Data, 501(c)3 Documents <input type="checkbox"/> Real Estate Data – Condo Association structure, Participation, Responsibilities financial and otherwise <input type="checkbox"/> Historic District Data (Landmarking history, Individual property database already created) <input type="checkbox"/> Vendor, Sponsor, Partner Data <input type="checkbox"/> Program Data (Art Fair + other Events, Classes, Rentals, etc.) <input type="checkbox"/> Website Data (Calendars, Newsletters, Member Portal, E-commerce function) <input type="checkbox"/> An Archives Room <input type="checkbox"/> Future Knowledge/Data Needs 	<p>(a) Conduct an inventory of all print and digital (hard drives, flash drives/memory sticks, disks) materials. Note what formats the information is in: typed/written on paper, photographs, faxes, word documents, spreadsheets, PowerPoints, other. Prioritize the materials with a hierarchy of importance. (what)</p> <p>(b) Determine current and future needs of knowledge & data.</p> <p>(c) Advice. Once understood, how do we decide the direction for the best solution for the OTTA? Can we build a software architecture around the single database with all of our information, without duplication? Functionality features must include search capabilities and automatic backups. How do we preserve our knowledge and data, optimized for passing on, to ensure the future success of the organization?</p> <p>(d) Develop an Information Strategy for Knowledge + Data, including a Backup Plan. (when)</p>
<p>2. Professional Guidance & Leadership: Librarian Scientist</p>	<p>(a) Assess our current situation: where is data now, how is it accessed, how is it organized? (where and how)</p> <p>(b) Determine our short- and long-term needs – organization, accessibility, storage.</p> <p>(c) Explore software platform/suites solutions.</p> <p>(d) Create policies and plans for OTTA's Knowledge + Data, including training manuals and modules.</p>

Fundraising Statement

Why does a financially secure, “wealthy”, 75-year-old organization need new/other funding sources or additional revenue streams for sustainability?

This is the word-smithed “why” statement:

The Old Town Triangle Association, a 501 (c)(3) not-for-profit organization, has funded neighborhood initiatives as well as contributed to local educational and charitable entities for 75 years, drawing on revenues from the annual Old Town Art Fair for these endeavors.

However, experience has demonstrated that our primary revenue source is vulnerable to unfavorable weather patterns as well as possible health & community safety issues and political influences.

It is therefore prudent, and the fiduciary responsibility of the OTTA Board of Directors, to actively pursue, support and implement additional revenue-generating activities that will provide a safety net against future Art Fair revenue shortfalls.

It is with this in mind that our Workgroup initially proposes the ideas that follow, as possible revenue-producing initiatives for consideration in 2024 and beyond.

(2) SMART Goal 2 Fundraising [Sub-workgroup Leader: Shel Beugen]

PROBLEM STATEMENT

In an effort to explore potential increased capacity for the organization's growth, the OTTA needs to:

Review and recommend steps to diversify OTTA's funding sources (SMART Goal Statement #2).

PROPOSAL / APPROACH

After conducting a first-time survey of 4000++ Old Town neighbors (using the USPS households addresses) and doing a SWOT Analysis, the OTTA updated/modified its Mission, created a Vision Statement and identified its Core Values. From there, the Strategic Planning Committee (SPC) created workgroups focusing on 3 organizational areas and recruited additional volunteers to explore capacity and growth potentials.

CORE TEAM

OTTA Board Committee: Strategic Planning Committee

- **SPC Leads:** Brad Neuman, Chairperson, SPC; John Engeman, Consultant/Facilitator
- **Workgroup Lead:** Diane Fitzgerald

Sub-Workgroup Team:

- Shel Beugen, Lead
- Zac Bleicher
- Diane Fitzgerald
- Barb Guttman
- Rick Rausch

Fundraising & Operations Workgroup Team:

- Diane Fitzgerald, Lead
- Shel Beugen
- Zac Bleicher, BOD
- Ray Clark, BOD
- Anne Giffels, BOD
- Barb Guttman, OTTA Administrator
- Claire Leaman
- Leah Marshall
- Ericca Reavis
- Rick Rausch

GOALS/OBJECTIVE(S)

- Become more relevant to more people
- Create a sense of community and belonging
- To develop long range plans that will enable OTTA to grow-with-purpose over the next 3-5 years, including 5-7 initiatives for sustainable growth
- Prioritize the 5-7 initiatives and develop short-term Action Plans for the top 3 prioritized initiatives

SUCCESS CRITERIA

- Strategic Plan created, presented and adopted
- Action Plans created and presented, targeting implementation in 2024
- Top 3 Initiatives are approved for implementation in 2024
- Double stakeholder engagement over the next 3-5 years

WORKSTREAMS / PHASES

- Assessing the current situation – workload/revenue-producing – and develop recommendations for improving and sustaining OTTA's funding sources
- Study like-organizations for inspiration and emulation
- Develop OTTA's "impact statement", demonstrating the value of the organization, programs
- Develop list of 5-7 Initiatives, and prioritize Top 3 – with an eye towards turn-key operations that are community-centric; develop Action Plans
- Identify fundraising policies – including cost/benefit analysis; strategies and systems needed to give structure and direction

SCOPE

In Scope: Fundraising Diversification (\$10,000 minimally)

- Project/Program + Fund Drives
- Grants – Local, State, Federal, Private/Family Foundations
- Facility Rentals
- Sponsorships
- Partnerships
- Membership Dues

Out of Scope:

- Volunteer Corps
- Operations
- Technology
- Facility

RISKS / INTERDEPENDENCIES

- Institutional fatigue – volunteer time gets depleted
- Organizational distractions, like the Old Town Art Fair
- Reliance on volunteers
- Lack of leadership continuity including only one-year terms for Board Officers
- Plans don't get actualized

DELIVERABLES

- Assessment Report of Current Situation and Potential Opportunities
- Fundraising Strategic Plan + Action Plans, including Cost/Benefit Analysis, Tracking Metrics, Thanking/Acknowledging Plan

KEY STAKEHOLDERS

- OTTA Board of Directors
- OTTA Members
- OTTA Residents
- OTTA Businesses
- 43rd Ward
- City of Chicago

PRIORITIES: Fundraising

NEAR TERM

- Expand Board size and add a new standing committee to the OTTA Board of Directors structure: Fundraising Committee (Nov23)
- Assess the current situation – including the effort required to produce the revenue and like-organizations for inspiration – and develop recommendations for improving and sustaining OTTA's new funding sources (Jan-Feb-Mar24)
- Experiment with 1-2 program-specific funding drives, such as adding accessibility features to The Triangle Center (\$\$, Sep-Oct24)

LONGER TERM

- Build Fundraising Committee with 4-5 members/neighbors continuing the work of this Subworkgroup/Workgroup (Jan24)
- Develop a Fundraising Strategic Plan, including tools to function, aligning with Board Committees and other SPC Workgroups (Sep-Oct24)
- Hire a Fundraising Consultant, with a proven track record, to implement the Plan (\$\$, Sep-Oct25)

Fundraising Impact Statement

What is the impact of a “first-time”, organized OTTA Fundraising Plan on OTTA’s bottom line, now and in the future? And how might this impact the availability and use of additional funds – neighborhood improvements, grant awards, neighbor outreach, volunteer recruiting, community programs, etc.?

- Fulfilling its fiduciary responsibility to the organization, in the next 3-5 years the OTTA Board of Directors will have the plan and tools in place to ensure financial security and stability in the decades to come. The OTTA’s ability to grow its impact on the community and local organizations and institutions – with additional grants, offering more educational and relationship-building programs, improving more elements of the neighborhood – comes as a result of the careful planning for those new sources of revenue.
- OTTA becomes a better neighbor and good citizen
- Provides an option for people who cannot volunteer
- Becomes institutionalized
- Bringing in New Money + Expanding Revenue Sources + Diversity = Peace of Mind
- More work to get-and-stay organized, to track donations/donors, etc.

(2) SMART Goal 2 Fundraising [Sub-workgroup Leader: Shel Beugen]

SMART Goal Statement #2: Review and recommend steps to diversify OTTA's funding sources

Ideas	Descriptions, Resources Required, Timeline, Measures
1. Projects/Programs Funding	<p>TO RAISE MONEY FOR PROGRAM-SPECIFIC INITIATIVES</p> <ul style="list-style-type: none"> Fundraising for specific, Board Committee initiatives, like reviving the Brick Program (NIC), buying security cameras (Community Safety), adding accessible features to the Triangle Center (Accessibility), commissioned “house histories” to welcome new neighbors (HD/P+Z) An alternative to volunteering – can’t volunteer? Donate to the program (example: Ella Jenkins Park Beautification on Earth Day)
2. Annual Fund Drives	<p>TO RAISE MONEY FOR THE OTTA</p> <ul style="list-style-type: none"> End-of-Year Appeal with corporate/individual matches Gala + Silent Auction, plus Friends of the OTTA (like friends of the OTAF) <p>Promotions – Get on the calendar early in the year; inform and promote via website, newsletter, postings People – Overall leader, staff, volunteers, planned support, budget Plans – Clear responsibilities and timelines, constant communications, Infrastructure (dbase, texting), processes registration/funds, technology ease Timeline – Q4 2024 Measures – Meet Goals = Few People + Easy + Cost/Revenues/Net Desirable</p>
3. Fee-based Programs/Events/Activities (excluding Art Classes)	<p>TO COVER COSTS and LOWER COSTS</p> <ul style="list-style-type: none"> Example: House Tours (heritage tours): 3 houses over 3 hours, homeowners present history and donate food & beverages; House Histories Example: Earth Day donations = \$750 + 102 volunteers. The call-for-volunteers could include a request for donations, which the Ella Jenkins Park beautification initiative did.
4. Facility Rentals	<p>TO LEVERAGE THE OTTA'S GREATEST ASSET</p> <ul style="list-style-type: none"> Judo and Yoga rent the space currently, and have for many years Other Classes: Shop Classes, Cooking, Bridge, Investing in Real Estate Programs: Neighbor Expert Series, Staying Relevant Tech Series (e.g. Francis Parker Evening Courses, The Village Chicago programs) <p>Promotions – Outreach Communications (instructors, neighbors/parties, other) Property Features – no parking, modest kitchen facility, bathrooms, lots of chairs, 12 long folding tables, tall boys</p>
5. Sponsorships	<p>TO UNDERSTAND THE POTENTIAL</p> <p>As OTAF Chairperson, John Knoche launched a planned sponsorship plan in 2012. He has lead this effort ever since. Discovering what that program was and has become is a good jumping off point.</p> <ul style="list-style-type: none"> What do we give for sponsorships (naming rights)? Pricing Model. Explore other organizations, like Lincoln Central Association newsletter with sponsor/strategic partners logos

(2) SMART Goal # 2 Fundraising (cont.) [Sub-workgroup Leader: Shel Beugen]

SMART Goal Statement #2: Review and recommend steps to diversify OTTA's funding sources

Ideas	Descriptions, Resources Required, Timeline
6. Partnerships	TO UNDERSTAND THE POTENTIAL • Example: Wine Tasting 2023 with VIN – shared revenue?
7. Membership Dues	TO CONTINUE OUR LEGACY Currently 3% of budget What do we give for members? \$25 individual, \$40 family, \$20 senior, lifetime? Ongoing costs?
8. Art Classes	TO CONTINUE OUR LEGACY Currently \$33,000/year Educational Institution (helps with taxes), evening classes? Saturday classes?
9. Gallery Sales Commission	TO LEVERAGE THE LESLIE WOLFE ART GALLERY
10. Grants	TO BRING IN OUTSIDE FUNDING Local/State/Federal, Private Foundations Program-specific with a matching element Small Grant Writing Team (volunteers), Program to be funded?, Research to determine feasibility, deep dive about eligibility, separate bank accounts, 9 months due diligence, burden of accountability?
11. Estate Planning	TO SECURE OUR FUTURE
12. Advertising – Newsletter, Website	TO LEVERAGE OUR COMMUNICATIONS ASSETS Digital Newsletter (not print)
13. Community Events	TO IMPROVE OUR SENSE OF COMMUNITY + CONNECTING NEIGHBORS Bingo

Additional Fundraising Considerations

SMART Goal Statement #2: Review and recommend steps to diversify OTTA's funding sources

- Assess where we are now with fundraising, including what donors receive and how they get thanked
- Add Fundraising Committee to the OTTA Board with one of the Board members chairing – one person needs to oversee fundraising
- Hire a fundraising contractor to implement the Fundraising Plan, paid on a commission-basis
- Create a standard for decision-making about what fundraising initiatives are most financially beneficial to the OTTA
 - Will the Board Committees, like Neighborhood Improvements Committee and Events Committee, want to utilize this formal fundraising structure to raise funds for committee projects?
- Align with the other workgroups – Engagement, Collaboration – to pick the best fits for fundraising events/activities/initiatives
- Where do “in-kind contributions” fit into OTTA's future?
- None of these ideas or comments are about friend-raising – they are all about fundraising

Volunteer Corps Statement

OTTA is a 99% volunteer organization – with 1 ½ FTEs – and yet there is no organized Volunteer Corps Program. There is an informal approach to recruiting, onboarding and keeping volunteers, despite our urgent need for volunteers. There are no policies, practices, or procedures guiding volunteer engagement, so it feels piece-meal – like every time is the first time doing “this”.

A volunteer infrastructure is needed – including tools to function, guidance documents, and communication tactics. A Volunteer Corps Program needs to be part of the strategic planning process.

The OTTA can be positioned to be the centerpiece of this Old Town community but not without a volunteer workforce...and not without a plan to develop and nurture that workforce.

There is a strong desire by people in our neighborhood to invest in our community as volunteer for OTTA and other initiatives but neighbors have not been invited to engage nor are ways of engagement understood.

For the continued success and sustainability of the OTTA, a Volunteer Corps Program should be a top priority.

(3) SMART Goal 3 Volunteer Corps [Sub-workgroup Leader: Leah Marshall]

PROBLEM STATEMENT

In an effort to explore potential increased capacity for the organization's growth, the OTTA needs to:

Create a Volunteer Development Program (SMART Goal Statement #3).

PROPOSAL / APPROACH

After conducting a first-time survey of 4000++ Old Town neighbors (using the USPS households addresses) and doing a SWOT Analysis, the OTTA updated/modified its Mission, created a Vision Statement and identified its Core Values. From there, the Strategic Planning Committee (SPC) created workgroups focusing on 3 organizational areas and recruited additional volunteers to explore capacity and growth potentials.

CORE TEAM

- OTTA Board Committee:** Strategic Planning Committee
- **SPC Leads:** Brad Neuman, Chairperson, SPC; John Engeman, Consultant/Facilitator
 - **Workgroup Lead:** Diane Fitzgerald

Sub-Workgroup Team:

- Leah Marshall, Lead
- Zac Bleicher
- Diane Fitzgerald
- Claire Leaman
- Ericca Reavis

Fundraising & Operations Workgroup Team:

- Diane Fitzgerald, Lead
- Shel Beugen
- Zac Bleicher, BOD, Director
- Ray Clark, BOD, President
- Anne Giffels, BOD, Co-Chair OTAF
- Barb Guttman, OTTA Administrator
- Claire Leaman
- Leah Marshall
- Ericca Reavis
- Rick Rausch

GOALS/OBJECTIVE(S)

- Provide manpower to implement OTTA initiatives (events, programs)
- Develop a pipeline of volunteers
- Create a sense of community and belonging
- To develop long range plans that will enable OTTA to grow-with-purpose over the next 3-5 years, including 5-7 initiatives for sustainable growth
- Prioritize the 5-7 initiatives and develop short-term Action Plans for the top 3 prioritized initiatives

SUCCESS CRITERIA

- Volunteer Corps Plan created, presented and adopted
- Action Plans created and presented, targeting implementation in 2024
- Top 3 Initiatives are approved for implementation in 2024
- Double stakeholder engagement over the next 3-5 years

WORKSTREAMS / PHASES

- Assessing/auditing the current situation – workload/revenue-producing – and develop recommendations for building and sustaining OTTA's Volunteer Corps
- Develop list of 5-7 Initiatives, and prioritize Top 3; develop Action Plans for them
- Develop Volunteer Onboarding strategy
- Develop Communications Plan for volunteers
- Identify Volunteer Corps policies, strategies and systems needed to give structure and direction

SCOPE

In Scope: Volunteer Corps

- Assess/audit current situation
- Determine workforce needs
- Determine staffing needs
- Recruit & Keep Plan
- Onboard/Orientation
- Communications

Out of Scope:

- Fundraising Diversification
- Operations
- Technology
- Facility

RISKS / INTERDEPENDENCIES

- Institutional fatigue – volunteer time gets depleted
- Organizational distractions, like the Old Town Art Fair
- Reliance on volunteers
- Lack of leadership continuity including only one-year terms for Board Officers
- Plans don't get actualized

DELIVERABLES

- Volunteer Corps Strategic Plan + Action Plans, including Onboarding Plan and Communications Plan
- Community Guidelines

KEY STAKEHOLDERS

- OTTA Board of Directors
- OTTA Members
- OTTA Residents
- OTTA Businesses
- 43rd Ward
- City of Chicago

PRIORITIES: Volunteer Corps

NEAR TERM

- Expand Board size and add a new standing committee to the OTTA Board of Directors structure: Volunteer Corps Committee (Nov23)
- Assess the current situation – determine workforce and staffing needs, structure/system for recruiting-training-managing-tracking-retaining volunteers – and develop recommendations for building and sustaining OTTA’s Volunteer Corps (Aug-Sep-Oct23)
- Experiment with a Call To Volunteers to recruit/retain existing and new volunteers to continue the work of this Subworkgroup/Workgroup – align messaging with other Board Committees and SPC Workgroups (Oct-Nov-Dec23)

LONGER TERM

- Build Volunteer Corps Committee with 4-5 members/neighbors continuing the work of this Subworkgroup/Workgroup (Jan24)
- Develop a Volunteer Corps Strategic Plan, including tools to function, aligning with Board Committees and other SPC Workgroups (Sep-Oct24)
- Hire an experienced PT Volunteer Coordinator to implement the Plan and manage the Volunteer Corps (\$\$, Sep-Oct25)

Volunteer Corps Impact Statement

With a planned and developed program for recruiting, training, managing, recognizing and keeping volunteers, the powerful impact of volunteers supporting OTTA's initiatives will sustain OTTA for many years to come.

A Volunteer Corps Program is foundational to the organization's success and will enable the OTTA to realize its mission and vision well beyond current expectations, because it fulfills several strategic goals:

1. Engages current members and demonstrates OTTA value;
 2. Provides manpower to carry out OTTA initiatives, events and programs; and,
 3. Cultivates interest in the OTTA and serves as a pipeline for new membership.
- Relieves the staff of managing the volunteers
 - Provides a disciplined approach with professional processes and best practices which will improve recruiting efforts and hoped-for retention
 - Expands capacity of the OTTA with a regular Corps to access

(3) SMART Goal 3 Volunteer Corps [Sub-workgroup Leader: Leah Marshall]

SMART Goal Statement #3: Create a Volunteer Development Program

Ideas + Descriptions	Resources Required, Timeline, Measures
<p>1. Assess/Audit Current Situation</p>	<p>(a) Review historic and current structure and system for recruiting/attracting, training, managing, tracking and retaining volunteers. Document and report findings. (2 volunteers, 7 weeks at 5 hours/week x 2 = 70 hours project)</p> <ul style="list-style-type: none"> • The history of volunteers at the OTTA • Historic record-keeping and digital transition to current CRM – contact details, job descriptions/roles & responsibilities, Volunteer Manual, tracking hours, any tools to function/guidance documents, legal considerations • Outreach efforts and communications (message, method, timing) <p>TOOLS TO FUNCTION – Determining the Current Situation (Volunteer Management Needs Assessment, from John Engman)</p> <ul style="list-style-type: none"> • What is the current size of the OTTA volunteer listserv? • Who manages the OTTA volunteer program at large and onsite at specific events? • Which events are volunteers currently used for and are their hours tracked? • Which events don't currently use volunteers but volunteers are needed? What accounts for the gap? • Brainstorm what are the traditional and new launched 2023/2024 OTTA programs/events that need volunteers? • Approximately how many individual volunteers and instances of volunteering occur per year? • Approximately what percentage of members volunteer annually? Must volunteers be members? • What opportunities does OTTA provide volunteers – matching timeframes, skillbuilding? • How do volunteers get their questions answered and access information they need – OTTA website? Staff? Something else?
<p>2. Managing Volunteers</p>	<p>(a) Determine current workload and staffing/volunteer workforce needs to be able to develop a strategy for building a Volunteer Corps</p> <p>(b) Starting at the ground level, draft a Volunteer Corps Plan, including structure and tactics for recruiting/attracting, training, managing, tracking and retaining volunteers, plus:</p> <ul style="list-style-type: none"> • Build the case for a Volunteer Coordinator role – PTE or volunteer, commitment for 2-years; create the job description (recruit, orient/onboard, manage, communicate, update website, collaborate with Committees and staff, ++) • Build the case for adding a Volunteer Committee as a standing committee of the OTTA Board of Directors to oversee this critical role • Developing a Volunteer Application, Vetting Processes, Onboarding Plan/Orientation/Guide, Volunteer Management System, Review Process

(3) SMART Goal 3 Volunteer Corps (cont) [Sub-workgroup Leader: Leah Marshall]

SMART Goal Statement #3: Create a Volunteer Development Program

Ideas + Descriptions	Resources Required, Timeline, Measures
<p>3. Communications</p>	<p>(a) Determine best and cost-effective practices for recruiting and keeping volunteers</p> <p>(b) Get organized by developing a Volunteer Communications Plan that includes:</p> <ul style="list-style-type: none"> • Message development (informing, then moving people from interest to action) • Method and frequency of communicating • Protocols for responding and response time <p>(c) Tools to Function: Job Descriptions, Application Forms, Marketing Plans/Campaigns (Volunteer "Fairs", advertisements/postings, targeted outreach), Engagement Protocols, Project Orientation + Implementation Checklists, Review Forms,</p>
<p>4. Volunteers + Technology</p>	<p>(a) Utilizing OTTA technology to interact with Volunteers:</p> <ul style="list-style-type: none"> • Website – Volunteer Portal with secured access to communicate and capture individual information; hours tracking; monthly website content audits/refreshing • CRM Volunteer Database (enterprise platform, through website?) to capture individual volunteer contact details, interests/preferences, actual work • Build Listserv via CRM and website <p>(b) Offering volunteers an opportunity to learn new/more professional skills as part of their engagement with the OTTA:</p> <ul style="list-style-type: none"> • Organizational Skills – Project Management, Social Media Communications, ++ • Technical Skills – Computer Applications/Use, Smart Phone Skills, Video Conferencing, ++

Workgroup/Subworkgroup Name/s: Priority Number/Name

<p>STRATEGIC ISSUE + SMART GOAL</p> <p>What Strategic Initiative and SMART Goal are this idea fulfilling? Strategic Initiative: SMART Goal:</p>	<p>IDEA / INITIATIVE / PROJECT</p> <p>Describe the idea/initiative, in detail.</p> <ul style="list-style-type: none"> • XXX • XXX • XXX • XXX • XXX 	<p>CORE TEAM</p> <p>OTTA Committee Name/Chairperson: <u>Project Lead:</u></p> <p>Team</p> <ul style="list-style-type: none"> • Name, Function/Role • XXX • XXX • XXX • XXX
<p>RESOURCES REQUIRED</p> <p>PROJECT FUNDS</p> <ul style="list-style-type: none"> • XXX <p>STAFF + VOLUNTEERS</p> <ul style="list-style-type: none"> • XXX • XXX <p>TECHNOLOGY + INFORMATION</p> <ul style="list-style-type: none"> • XXX • XXX <p>FACILITY</p> <ul style="list-style-type: none"> • XXX • XXX <p>COMMUNICATIONS</p> <ul style="list-style-type: none"> • XXX • XXX <p>OTHER</p> <ul style="list-style-type: none"> • XXX 	<p>ACTION / IMPLEMENTATION</p> <p>What needs to be done to implement this idea? How will you organize the work – what will be the phases of the initiative? What are the key activities</p> <ul style="list-style-type: none"> • XXX • XXX • XXX • XXX • XXX 	<p>EXTENDED TEAM + KEY STAKEHOLDERS</p> <ul style="list-style-type: none"> • Name, Function/Role • XXX • XXX • XXX • XXX • XXX • XXX
<p>RISKS</p> <p>What will get in the way of the success of this initiative?</p> <ul style="list-style-type: none"> • XXX • XXX • XXX 	<p>SUCCESS CRITERIA</p> <p>How will you know you succeeded – what are the measures for success? How does this idea/initiative/project demonstrate the OTTA's Mission-Vision-Values?</p> <ul style="list-style-type: none"> • XXX • XXX 	<p>ESTIMATED COST / BUDGET</p> <p>What actual costs and in-kind donations, if any, are needed to implement this initiative? To sustain this initiative?</p>
	<p>OUTCOME / IMPACT STATEMENT</p> <p>What are the expected outcomes/deliverables? What will be the impact of this idea/initiative?</p>	<p>TIMELINE</p> <p>Start Date End Date Formula for determining timeframe</p>