



"Building Cultural Connections, One Person and One Community at a Time through Health and Wellness"

**Strategic Plan
2011-2014**

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Executive Summary

A special thanks to M. Maguire for his support and dedication to working with the strategic planning committee over the past six months. He has taken a large portion of his day and night to assist ESF in thinking “beyond our borders” and determining ways the plan will enable ESF to gain momentum on the humanitarian front. We would also like to recognize our Editors, Rashidah N. Andrews, Ed.M and Crystal Taylor, M.S., Director of Mental Health and Wellness for their considerable time and strong work to ensure the integrity of the plan.

Furthermore, we would like to acknowledge the following committee members for their support in preparing the SWOT analysis and in laying the groundwork for the strategic plan: Lara Lechtenberg, Director of Student Outreach, Dr. Kelly Eberhardt, ESF Team Leader, Charles Williams, ESF Director of Nursing Education, Benedick Guillaume, ESF Team Leader, Robert Rathmann, Leah Cunningham, ESF Student Leader, David Pierre, ESF Student Leader, April Elder, ESF Student Leader, Jennifer Leary, ESF Team Leader, Berth Bartolin, Natasha Corbie, Cara Sottile, and Ahaji Schreffler. In addition, a global appreciation to all the volunteers, supporters and partners who completed the online surveys that enabled us to measure our success in program development and support services.

Our goal is to provide you with an insider’s view of ESF’s mission, vision, and goals. Most importantly, we invite you to learn about both our successes and challenges as identified in the SWOT analysis. There were 100’s of hours placed into using evidenced based research tools to effectively execute an all-inclusive strategic plan for a grassroots organization. The strategic plan will guide the executive and volunteer team members in developing, managing and evaluating ESF programs. Moreover, we now have a beginning point and direction that has a clear vision and benchmark for the organization to measure the successes and challenges.

ESF will continue to improve in areas that strengthen our growth and capacity in our local and global programs, specifically, for volunteers to develop their leadership skills through local outreach and global humanitarian missions. In addition, ESF has intentions to gain momentum in obtaining grants to decrease the burden on donor fatigue and small scale fundraisers while also fostering sustainable programs.

The plan also includes appendices that provide details of our SWOT analysis and ESF Volunteer Survey which also establish a foundation to our developing the first strategic plan. In conclusion, we invite you to join ESF in our journey to change the world and build cultural connections, one person and one community at a time through health and wellness.

Thank you in advance for your time and support in our current and future endeavors.

Letter from the Founder and President of Explorers Sans Frontières (ESF)

Explorers Sans Frontières (ESF) was founded in January 2008 with a goal to cultivate relationships within local and global communities as well as generate humanitarian efforts in education, healthcare, and community outreach. This grassroots organization is 100% volunteer-based and 95% of the funding is provided by private donors. The money that is raised provides disease prevention, health promotion and wellness to local and global communities.

ESF's range of programs include Health Fairs and Clinics in Philadelphia, International Health Education programs in Senegal and Jamaica, and Health and Wellness programs in a recovering Haiti. In fact, in February of 2011 ESF established a permanent facility in Haiti to provide services and support for its initiatives.

I thank you in advance for your support and consideration as we begin our journey of changing the world and building cultural connections, one person and one community at a time through health and wellness. ESF was founded upon a principal that everyone has something to contribute to the world and, if given the opportunity and support, their dreams will actualize into something tangible and life changing. Instead of giving up hope and believing that the "world would never change," I decided to continue to mirror an image of cultural understanding, be a leader for others and support education through relationship-building, mentorship and practical application. ESF continues to our future world leaders and provide a venue for them to be responsible in their life, have integrity, and support others regardless of their economic, social, religious and/or ethnic status.

ESF has been hailed a "**local hero**" by Fox 29 Good Day Philadelphia, named Local Hero's and received the Bank of America 2009 Neighborhood Excellence Initiative. ESF has been recognized by Penn Presbyterian Medical Center for its efforts in Jamaica and Haiti, and is a two-time recipient of the SCI-West Community Award for our goal to improve whole communities.

We have a vision to grow and to "humanize cultural experiences and integrating ravel with learning so that the exchange of knowledge is used to improve relationships among diverse cultures through personal communication..." These experiences will bring understanding so that our future world leaders are making responsible decisions based upon knowledge; not assumptions!

This plan outlines ESF's Core Values, Mission, Vision, Goals and Programs. We have surveyed our volunteers and assessed the state of the organization as background for the development of this plan. Through the planning and writing process have refined our focus as an organization. The programs we offer are structured to ensure outcomes are quantifiable and our impact on the populations we serve are measurable.

If you have any questions, please do not hesitate to contact me. It is a real pleasure to share our progressive efforts which started on a grass roots level and in our great City of Philadelphia.

Shonta D. Collins, Founder and President

Organizational Overview

Background

Explorers Sans Frontières (ESF) is a grassroots organization whose goal is to foster the growth and development of local professional and student humanitarians in the Philadelphia area by developing independent educational initiatives, traveling abroad to countries in development, obtaining hands-on practical experience in areas of interest, supporting humanitarian efforts and participating in cultural exchanges with people from diverse cultures and backgrounds.

ESF is 100% volunteer-based and 95% of the funding is provided by private donors. The money that is raised supports disease prevention, health promotion, and wellness to local and global communities. In the 3 years since its inception, ESF has been recognized for supporting over 95 outreach projects and mobilizing local and regional persons to countries around the world, 3 global projects in Haiti, Senegal and Jamaica which have resulted in 13 global missions to these respective countries.

In the wake of the 2010 earthquake in Haiti, ESF put together a team of volunteers to provide immediate disaster medical relief. These volunteers are responding to the crisis in Haiti by developing short and long-term projects to address the humanitarian needs, mobilizing local Philadelphia residents and deploying groups of multidisciplinary teams over the next several years. ESF is not reacting, but supporting the long term needs and commitments to repairing the lives, well-being, and quality of life for the Haitian community.

ESF has been hailed numerous recognition for our humanitarian support, including Fox 29, and Bank of America. ESF Leadership have been recipients of Humanitarian Awards and grants for their groundbreaking efforts in global and mental health, recognized by Penn Presbyterian Medical Center for its efforts in Jamaica and Haiti, and was the recipient of the SCI-West Community Award for their goal to improve whole communities. Founder Shonta D. Collins has been featured in Orijin Culture magazine for her work in Haiti, presented at the Entrepreneur USA conference, participated on the panel at the Delaware Valley Association of Black Psychologists' (DVABPsi) Professional Development Presentation to present her experience supporting their shared initiatives, and has been asked to speak at St. Joseph's University, Columbia University, LaSalle University, Drexel University, the University of Pennsylvania, and at other venues across the Greater Philadelphia region.

ESF wants to build partnerships and grow trusting relationships through outreach activities, humanitarian efforts, and on-site experience with our local and global communities. Our goal is to foster the growth and development of our future world leaders through interrelationship building and limitless learning opportunities. Our goal is not to make a profit, but rely on the goodness of others to give back to those in need. We are committed to outreach and

supporting students and communities of people that are underrepresented economically, socially, religiously, and/or ethically.

Our Guiding Principles

As an all-volunteer organization we feel it is critically important that we share a common purpose. Our mission, vision, goals and values form the basis of that common purpose.

Mission:

Building Cultural Connections, One Person and One Community at a Time Through Health and Wellness

Vision Statement:

ESF is a progressive organization with an interest in building partnerships and growing trusting relationships. We are always interested in opportunities that support communities locally and around the world. We foster the growth of future world leaders through interrelationship building and limitless learning opportunities through practical application. ESF has the intention to expand to various local communities within the United States and countries of the world.

Our programs are designed to integrate civic duty, educational travel that promotes the exchange of knowledge to improve relationships among diverse cultures through personal communication, humanitarian projects, assistance, and practical training and application of learned skills. We are humanitarians and seek to participate in the international exchange of information and ideas. We are committed to outreach, to supporting students and communities of people that are underrepresented, economically, socially, religiously and/or ethnically.

Goals:

Our goals are not about making a profit but building relationships and giving back to the community, to provide leadership to our future world leaders in order for them to make informed decisions; versus assumptions, and to support living in a global and culturally diverse world. ESF will provide participants with an opportunity to become fully immersed through independent-practical experiences locally and internationally in order to gain insight in the educational systems, observe multi-cultural comparisons and perspectives on the social, economic, financial, legal, historical, artistic, healthcare, political, scientific or religious aspects within other countries and the United States.

Values:

- Support, advocate and humanize cultural experiences in ESF outreach activities. ESF is a local and global humanitarian organization supported by professionals, volunteers, and students;
- Support local and global initiatives that address the needs of those who are underrepresented economically, socially, religiously and/or ethnically;
- Commit to humanitarian-focused efforts in education, healthcare including dental and wellness programs, and outreach services;
- Allocate support to students traveling on the independent learning practicum's and to directly support the communities we visit which includes purchasing goods and services in order to foster growth and economic stability to better their life as well as their family; and
- ESF values trust, honesty, respect and privacy.

ESF's mission is, "To Build Cultural Connections One Person and One Community at a Time Through Health and Wellness."

ESF is living up to this promise by doing the following:

- Supporting ongoing programs and projects aimed at sustaining quality services for the local Haitian community. We are working with the First Haitian Church of Prophecy of God, Lamp for Haiti, Happy Home Charities, and the Welcoming Center for New Pennsylvanians to establish local but also global programs;
- Creating and administering a vaccination campaign for children called, "V-Gifts for Life."

Happy Home Charity, a local and global organization has teamed up with ESF to provide healthy opportunities for children in Haiti. Happy Home and ESF have teamed up for the Ocean City Walk-A-Thon on August 14, 2010 in Ocean City, NJ. The goal of the "V-Gifts for Life" campaign is to vaccinate children so that they can live a long and productive life. ESF has been working on the ground locally with other health coordinators to devise a system that is culturally appropriate for the Haitian community. We have also retained the services of local Haitian nationals to build upon this upcoming program to be a day for children that includes fun activities, delivery of donations of backpacks from local Philadelphia school children and local NJ Girl Scout troops, health screenings for kids and positive play and reinforcement for safety as the children start a new school year!
- Implement children programs using magic, arts and music to heal from trauma;
- Supporting "green" eco-friendly projects for children to assist them in developing creative arts and crafts whilst empowering them to learn the principals of business, innovation, and economics;
- ESF has been identifying partners in Haiti within their Ministry of Health, U.S. government organizations and international NGO's to provide more sustainable support for our ongoing missions and to establish a Wellness Center within the tent cities and camp communities.

- ESF is also working with a local nursing school to assist in the creation and development of a student exchange programs with U.S. and Haitian students to gain social, cultural and public health experience in order to advocate for themselves and others who are most vulnerable;
- We visualize and plan to create a mentorship program that trains the preceptor/mentor to more effectively teach, instruct and evaluate student success;
- Volunteerism year-round that consists of both medical and non-medical staff;
- Creation of a position for a coordinator to manage volunteers, medication and material donations into Haiti; and to organize, create a database and central resources for allocation of goods and or volunteer services.
- We want to address and support local children in making connections abroad, to prepare them for civil service and humanitarian work. ESF is the bridge for local individuals to serve globally, and we want to build on this model in supporting young people through local public health initiatives and mentoring programs (capacity building...we want to build on this... which was part of the initial vision).
- The local Philadelphia school children donated 75 backpacks with school supplies. The local Girl Scouts troops did the same and were able to deliver 100 bags of much needed support. The local children also wrote letters the Haitian children and it meant so much to them. Especially children like, "Johnny" (name has been concealed to protect his identity) a young man who desires to attend school but cannot afford to pay tuition fees. His parents passed away in January and he shared that he shuffles through trash for food!!! He has some "relatives" but is very malnourished and weak from dehydration. These are just a couple of examples of the ways young people have been touched by the organization, and we continue to work to create sustainable means for further support.

ESF Events and Accomplishments

ESF is a very active organization with a wide variety of events focused on its various programs. The international accomplishments include eight trips to Haiti in 2010 and 2011, and annual humanitarian trips to Senegal in 2008, 2009, and 2010 and Jamaica in 2010.

Domestically ESF's efforts focus on fundraising, community day health fairs, and speaking events.

Some of the noteworthy accomplishments are:

- Recipients of the United Healthcare Community Plan CHIP Champions grant, June 2011
- DVAPsi's Humanitarian of the Year Award to Shonta D. Collins, May 2011
- Grow to Strength Humanitarian Award to Dr. Kelly Eberhardt, April 2011
- Pennsylvania Psychological Association's Student Multiculturalism Award to Crystal Taylor, April 2011
- ESF, Penn Medicine, the Partnership CDC - Spring into Health Community Day, 2008-2011 (annual)

- Columbia University Panel Discussion on Haiti, April 2011
- Rittenhouse Flower Market Health Fair and Fundraiser, May 2011
- Global Health Opportunities Day - Drexel University, October 2010
- Happy Home Charities Walk-a-Thon, August 2010 (annual)
- Love Without Borders, William H. Hunter Elementary, April 2010
- Help Haiti: Beyond the Media Coverage, March 2010
- Annual CDC Jazz Festival and Health Fair, 2008-2010 (annual)
- Macy's Shop for a Cause Health Fair, 2008-2011 (annual)
- West Philadelphia Senior Center, Ongoing initiatives on heart disease and sexual health and wellness, 2008-2011 (annual)

ESF Strategic Planning Process

Beginning in December of 2010, ESF decided to embark on its first strategic planning initiative. The kick-off strategic planning meeting was held on January 16th. At the meeting, it was decided to survey the volunteer's to better understand how they felt about ESF as an organization. The initial survey was launched on February 6th and the initial results were tabulated and presented at the planning team's face to face meeting on February 16th. A second round of surveys was conducted the week of Feb.23rd, with the consolidated results tabulated and analyzed into a final report which was issued on March 15th.

While the volunteer survey was ongoing, the SWOT analysis of the organization was compiled and presented at the planning team teleconference on March 28th. At the same time, we received the financial results for January 2010 to January 2011 from our fiscal sponsor Urban Affairs Council.

Having completed both the SWOT and the volunteer survey, the planning team then began to work on key initiatives for both programs and support. These efforts allowed us to better describe and refine our programs and, describe our goals and milestones for the next three years. In addition, using the feedback we received we were able to identify the key support initiatives that we need to accomplish our larger goals and sustain ESF and help its growth.

One of the key support initiatives is to have an active, qualified, and supportive Board of Advisors. Shonta D. Collins began the recruitment process in early April, resulting in the selection of two very qualified individuals.

Over the interim months, several meetings were held among various members of the planning committee resulting in the first draft of the plan being completed on July 1st.

Strength Weakness Opportunities and Threats (SWOT) Analysis of ESF

One of the key outcomes of the strategic planning meeting on January 16th was the need to have a realistic assessment of ESF’s strengths, weaknesses, opportunities and threats. The planning team was asked to complete a confidential survey and the results were tabulated by Maguire. In addition telephone interviews were held with several long term members of ESF who were not able to complete the survey. The highlights of the analysis are presented below. The more detailed responses are available upon request.

<p style="text-align: center;">Strengths</p> <ul style="list-style-type: none"> · Grass roots, open multi-discipline organization focused on wellness · Strong passionate founder and volunteers · Provider of leadership opportunities for students and medical professionals. · Strong mental health component to all programs · Strong brand recognition in relief community · Cost effective 95% funded by donations · Local clinic in Haiti demonstrates commitment 	<p style="text-align: center;">Weaknesses</p> <ul style="list-style-type: none"> · Competition from similar organizations · All volunteers, no professional management and infrastructure · Better documentation and training systems · Clearer roles and responsibilities · Need strong multi-functional leadership team · Transparent financial disclosure to key leaders · Need stronger partnerships with some organizations · Sustainable financing; no grant writer · No physical presence in Philadelphia
<p style="text-align: center;">Opportunities</p> <ul style="list-style-type: none"> · Partner with other organizations to use ESF’s unique capabilities to improve their effectiveness · Grow brand recognition through strategic partnerships · Small enough to be responsive and flexible to changing situations · Well organized institutional data can be used to support grant applications · Behavioral health component is unique part of program development · Well developed successful model for Haiti can be used in many countries · Build volunteer commitment through communication and involvement 	<p style="text-align: center;">Threats</p> <ul style="list-style-type: none"> · Donor fatigue, competition for funding · Founder is still driving force of organization · Growing number of NGO’s create competition · Get too big too fast without processes · Loss of grass roots culture as organization grows · Need continual pool of new volunteers · Political climate in Haiti and regulations · Lack of local Haitian professionals in some areas; program sustainability · International and domestic red tape · Significant funding cuts make program development/execution critical

This analysis provided valuable input to the organization and program development of this plan. The survey raised the awareness of the leadership group leading us to refine several of our programs and put more structure into the organization.

We also collected the planning committee's impressions of the SWOT in a narrative format. Their insight full comments are below:

Strengths

Programs

ESF's programs represent a holistic approach to humanitarian outreach, which includes a focus on the medical, mental, social and environmental needs of the populations we serve both locally and globally.

Leadership

Leaders of ESF represent a diverse group of students and professionals whose passion and ambition are the cornerstone of the services ESF provides and the growth of the organization.

Reputation

ESF has developed a reputation as an organization that utilizes evidenced based practices and has established long lasting relationships with the people we serve and local and international organizations.

Volunteer Accessibility

ESF encourages a diverse volunteer population that is representative of the populations we serve and values collaboration in volunteer efforts and ideas from students and professionals of all educational and professional backgrounds.

Culture

ESF promotes a culture that values enthusiasm, commitment, and flexibility. We strive to build lasting relationships with the populations we serve locally and globally, as well as within the organization between its leaders and volunteers.

Weaknesses

Finances

ESF operates primarily on donations and small scale fundraising events. In order to grow to the next level, ESF will need to secure larger sources of funding (grants, donors, corporate sponsorship, etc.) and develop new ways to raise funds, larger fundraising events, letters to previous donors, etc.

Program development

ESF is at a crossroads regarding the future of program development – whether to expand internationally in areas of disaster relief or to pre-identify a few target areas for long term projects. It is critical that ESF develop a strategy for the direction and implementation of future programming. At the local level, ESF must find a balance between allowing volunteers to initiate projects and maintaining boundaries within ESF's core mission and values. At an International level, ESF should be careful not to offer too many projects too quickly.

Leadership

ESF is heavily reliant upon the existing leadership (Shonta), which in the event that those individuals are no longer available, could lead to the unraveling of the organization. To alleviate this weakness, ESF must develop a duplicable system of transferring knowledge and skills to new team leaders.

Structure

One of the strengths of ESF is that it will accept a diverse range of individuals, however, there has to be a system in place to train these volunteers along with Team Leaders. An orientation to ESF should be developed where they can decide where they best fit. A training program should also be developed for each area ESF offers volunteers a chance to work in, for example, local health fairs and international medical relief.

Awareness

Despite tremendous success in short period of time, awareness of ESF even at the local level is largely word of mouth, which has its limitations. This is expected as a small organization, however to maintain a consistent volunteer stream, secure larger funding sources, and truly brand ESF identities, the word must get out to larger groups of people; marketing is key.

Opportunities

Domestic

Philadelphia is an ethnically diverse community which offers ESF to opportunity to move beyond its current health fairs, to provide mental health outreach, financial education, stress reduction, and ESL training etc. focused on the community needs.

International

ESF's experience doing health and wellness education in Haiti and Senegal can be expanded perhaps in partnership with other organizations, to other countries or locations in need that are concentrated in one or more particular locations.

Medical Relief

The mental health component of ESF's work is unique among medical relief organizations. The model developed in Haiti can be expanded to meet disaster needs in other countries, or focused on developing/training the resources to provide continuing care in Haiti.

Experience

The experience that ESF has accumulated over the last 3 years should be organized and used to support funding requests, partnership opportunities including educational institutions, media coverage, and brand recognition.

Threats

Bureaucracy/Government

ESF faces potential threats from unreliable and inadequate government resources, infrastructure, communication and/or red tape. ESF could potentially be seen as an outsider and threat to government officials if our mission, vision, goals and standards of practice are not clear and communicated effectively. ESF must have a strong presence in the country of origin and function within all levels of the systems to avoid potential problems including financing inappropriate sources.

Competition

ESF is 95% privately funded and dependent on individual volunteer's fundraising efforts to achieve higher levels of success. This may bring donor and volunteer fatigue, and the benefits may not outweigh efforts and time placed into ongoing small scale fundraising. ESF should consider investing into the future, identifying strategic funding options and developing long term partnerships and fund raising resources. ESF is competing with other volunteer-based

organizations for recognition by, potential financial sponsors, community partners, larger NGO's and the community members we serve. Larger NGO's may not produce as many outreach programs, which can be viewed as unproductive in comparison to ESF. ESF is a threat to large NGO's that practice in Haiti and locally. The Senegal program is non-threatening to other organizations because we already partner with local established health systems and simply add manpower to their staff.

ESF can face negative feedback and scrutiny can arise which may cause a delay in potential partnerships, funding and ongoing grass roots volunteer-based missions. ESF should further define its security guidelines and accountability for local and global volunteers. ESF will need a good public relations campaign and manager to oversee the ESF brand and to protect our interests and reputation.

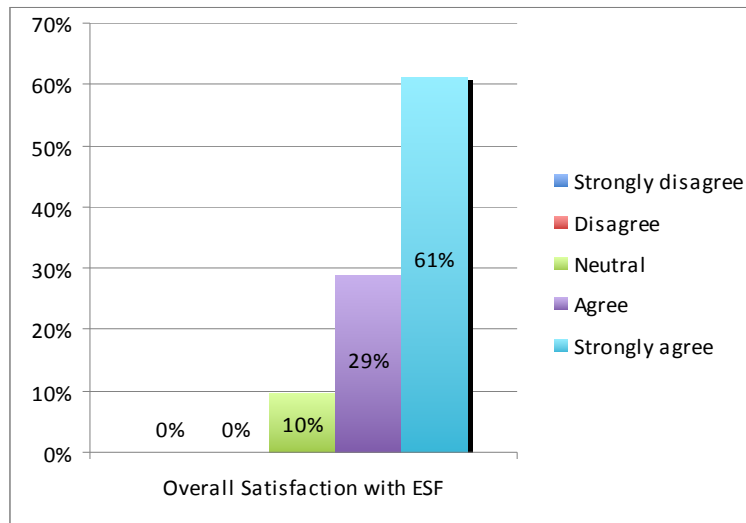
Growing Pains

ESF is rapidly expanding and the requests for services demanded by the local and global community are greater than ESF's current capacity. The interests in ESF programming from Pharmacy, Medical, Nursing and non-medical college programs is at an all time high. The rapid expansion and quality control must be taken into consideration as ESF Leadership develops a concrete Plan of Action (POA). Furthermore, ESF can lose flexibility and spontaneity with organizational growth and expansion which requires more structure and protocols.

ESF Volunteer Survey

As an all-volunteer organization, ESF can only survive if it has active, engaged and satisfied volunteers. One way to keep volunteers engaged is for them to feel that they can impact the organization's direction. In order to understand how the volunteers felt, in February we conducted our first volunteer satisfaction survey. The survey was sent to 102 volunteers, of which, a statistically significant 34 responded. In some of the questions participants were asked to rate their responses on a five point Likert scale with a range of 1 (strongly disagree) to 5 (strongly agree), while in others they were asked to select the best description. Open-ended questions were also included to solicit direct impressions from the participants. The survey was conducted after the SWOT analysis and included several questions to probe issues that were raised. The results of the survey showed an overwhelming degree of satisfaction with ESF as an organization. Here are the results of a couple key questions:

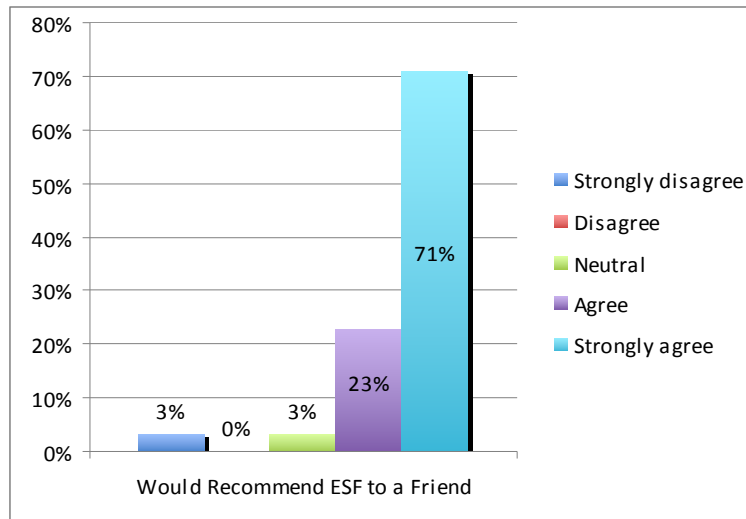
Question: I am very satisfied with my ESF experience



90% (n=31) of the ESF volunteers replied that they are satisfied with ESF as an organization. No one who responded expressed dissatisfaction with the organization.

A key measure of satisfaction is whether you would recommend and organization to a friend.

Question: I would recommend ESF to a friend.



Results showed that 94% (n=32) of the volunteers would recommend ESF to a friend, whereas only 3% responded that they would not recommend ESF. This is the measure of a great organization.

The following areas of the survey were highlighted as having room for improvement:

a) ESF is careful and accountable regarding financial matters 3.94 out of 5.0

b) The cost effectiveness of some of the programs showed some concern:

The medical missions are a cost effective way of delivering services 3.71/5.0

The international education programs are a cost effective way of providing experiences abroad 3.90/5.0

c) The lowest rated question upon analysis was ambiguous resulting in the low score. Discussion with several of the survey respondents revealed that those who were happy with degree of communication misunderstood the question and, in turn, in some cases chose opposite responses.

ESF communicates with me too frequently mean score 2.45/5.0.

One of the organizational development initiatives for ESF is financial transparency and accountability. This will be critical for the organization as it moves to secure larger sources of funding.

The cost effectiveness of the missions is the result of two factors. One is that ESF can do a better job of communicating the cost of comparable trips to its members. The second is that in the past, ESF was not tabulating the outcomes of the medical mission, which is something that

has been implemented in the revised program designs and provides supporting data for the cost effectiveness of the missions. The support of the MPH interns has been invaluable in designing these programs.

Key Initiatives

As a result of the planning process ESF has been able to refine its mission and focus its initiatives. At our core we are committed to, “Building Cultural Connections, One person and One Community at a Time Through Health and Wellness.” Our programs remain focused on providing opportunities for students in the medical professions as well as medical professionals and volunteers. We have concluded that we can succeed in reaching our goals by focusing on improving Health and Wellness around the world. As you will see in the program descriptions below, the impact from all programs whether domestically, internationally or in Haiti specifically, is the improved health and wellness of our target populations.

Program Initiatives

Domestic

1. Coordinate, Staff, Organize, Advocate, and Support local initiatives.

ESF wants function as Public Health Advocates in the local community. Through our Health Fairs, and Community Health Days, we will improve people’s lives. We plan to expand the concept of health fairs and establish routine sites were our target population can come for routine screening, education and follow-up. The program will be designed so that those that we see on a routine basis can be tracked and their progress measured. It will be staffed by students or other professionals in the allied health fields who can take blood pressures, explain how chronic disease can effect a persons, discuss a person’s medications and the reasons for them, identify stress related symptoms, and talk about general wellness.

2. Initiatives for Children

Using our volunteer student population and other volunteers, we will work with schools to establish routine educational programs. Our plan would identify a primary school that we can work with and focus on two grades perhaps second and sixth. We will design a curriculum focused on nutrition, infection control through hygiene, stress and anxiety, and physical fitness. We would solicit the support of the teacher in these classes to routinely positively reinforce the curriculum. We would plan to visit the class twice once at the beginning of the school year and the other at the end. We would measure the effectiveness of the education by administering a simple quiz and evaluating the improvement. By focusing on two grades we can also measure the progress over a longer period of time.

3. Strategic Partnerships

The programs described above require resources in terms of both volunteers as well as facilities.

Our Strategic Partnership Initiative has two thrusts one focused on securing an adequate number of qualified volunteers and the other finding like-minded organizations that we can partner with.

Lara Lechtenberg has been meeting with all the Philadelphia area universities to explain the volunteer opportunities at ESF. She has identified interest at Drexel, University of the Sciences, LaSalle, Penn, Temple, St Joseph's and others to provide a variety of volunteers.

We have an ongoing education program at the West Philadelphia Senior Center focused on a variety of wellness programs. We hope that we can establish a similar relationship with the Job Corps and perhaps the People's Emergency Center, Partnership CDC where we can hold routine health fairs.

International-Senegal

We believe that many of the domestic initiatives can easily be applied to other underserved populations around the world. ESF has very strong relationships in Senegal in West Africa and has organized a mission to Jamaica.

1. Student Service Learning

The Senegal program goes to the heart of ESF's mission that is connecting students with an international culture through wellness. The medical component of the program allows students to shadow a Doctor or a Nurse in Senegal to gain first-hand experience. The students have an opportunity to observe health care practices in a local clinic as well as local hospitals. The practices and conditions under which Senegalese health professionals work are very different than those in the U.S.

2. Cultural Exchange

To complement their medical experience, while in Senegal they live with a Senegalese family, eat the local foods, and learn their cultural norms and customs. The best way to experience a culture is to be immersed in it. While some programs may offer home stays and possibly some medical experiences, ESF's program is the only one to offer both. Since the first mission in 2008 ESF has taken three other groups to Senegal and is planning another group for 2012.

3. Non-Medical

The needs in Senegal are incredible. The hospitals are desperately short of routine medical supplies, there is an English School with needs funds for classrooms and basic needs, and The School for the Blind is housing and increasing number of children. Recently, ESF's volunteer Lara Lechtenberg picked up and delivered a collection of Braille books from Connecticut to the school in Senegal.

Because of the resident population, The School for the Blind is an excellent site to launch a similar initiative with children. The U.S. curriculum focused on nutrition, infection control

through hygiene, stress and anxiety, and physical fitness is also appropriate in Senegal. Since it is primarily a residential community we should be easily be able to measure, track and report outcomes. The students can get the program set up and can add a cultural awareness component which will make the learning fun.

The students are encouraged to offer suggestions and observations while in Senegal. The outcomes of the trip will be measured by a pre-mission and post-mission survey. We believe that this experience can have a profound impact on a young person's life and will survey them again after six months or one year to check for lasting impressions.

Haiti Recovery and Rehabilitation Initiatives

ESF have supported over 17,000 people, mostly with curable illnesses, provided FREE health and wellness check-ups, distributed \$100,000+ worth of medication including costly antibiotics, addressed and continue to support the need for mental health and wellness support, employed over 75 Haitian community members; retaining the continued employment of 15 persons, continued support for a private education of 3 children at AMSAI, an AMURT School, providing 1000's of pounds of food to up to 300 children monthly, opened a Global Health and Wellness Center in February 2011 and received our official registration as a international NGO working in Haiti with the Minister of Health (MSPP). **This all equals economic stimulation and sustainability for the family unit and community;**

1. ESF continues to work in the same sites for continued sustainable program and relationship building: Camp Toto in Delmas 75, Coram Deo in Delmas 31, The Center for Accommodation and Health and Camp Sineous in Delmas 33, and the Foundation Sens Universal et Damabiah in Delmas 48, Ecole Shalom in Croix Des Bouquets;
2. ESF continues to collaborate and work in cooperation with on the ground and national partners: Haitian American Caucus (HAC), Yele Haiti, Project CONCERN International (PCI), Samaritan Purse, The Center of Accommodation and Health, AmeriCares, Sean Penn's JP HRO, AMURT, Life is Good-Haiti, and local health clinics and hospitals like La Paix and Kings Hospital;
3. ESF continues to serve a much needed population addressing health disparities and bridging the gap between absolutely no access to healthcare to the undertreated: Recipients include patients that received care in both a public health (mobile) and clinical settings. Patient population included men, women, and children with various disorders and infections, acute and chronic conditions, malnutrition, dehydration, and mental illness. Other infections observed include worms, secondary infection, sexually transmitted infections, fungal infections, diarrhea, chronic conditions like hypertension and diabetes, malnutrition, cold and flu, stress, anxiety, depression and Post Traumatic Stress Disorder (PTSD);

4. ESF continues to strive towards our goal of addressing the ongoing mental health needs of the respective communities. Mental health and wellness is a grossly underutilized specialty with respect to its global health presence and its uncomplicated use for the laymen in communities like Haiti. The ESF Director of Mental Health and Wellness is working diligently to continue building alliances and inroads with local Psychologist and to develop a best practice model that is beneficial and culturally competent for the communities.
5. **ESF has been able to provide grassroots level of support, adapt to and make changes that are imminent to the changes in the community. We are able to pull together resources that were otherwise not available and support impressionable one time donations.** For example, AmeriCares provided donations of dolls for the children, HAC and Yele Haiti provided donations of vegetables to our sites and Project CONCERN provided warm blankets over the Christmas season when the temperature was at an all time low. Through local, regional and national support, ESF was able to distribute over 250 toys, 300 blankets, 400 lbs of fresh vegetables from local farmers, co-support and host a Christmas party for over 250 kids and community members, and so much more. Again, this was all made possible through the support of Yele Haiti, Haitian American Caucus (HAC), and Project CONCERN International (PCI) and distributed during Life is Good-Haiti program.

6. Continuing Programs

- Health promotion and disease prevention
- Health education which includes mental health and wellness
- Medical mobile clinics
- Initiatives with children at the Life is Good program-Haiti

7. ESF Health and Wellness Center

ESF has been working with Haitian community members to nurse seven (7) children back to health. The collaboration of volunteer staff at the ESF Center and partners from the Center for Accommodation and Health provided ongoing care, support, and education opportunities for the children. ESF is proud to support Haitian driven initiatives which ultimately sustain their passion and ESF's mission to build cultural connects through health and wellness. We plan on tracking these children after they leave the center to see the impact we had on their lives. We are tracking their progress while they are at the center on a broad range of measures. These include health, mental attitude, and progress in education. We believe that this is a program that will resonate with a wide range of people once they become aware of it. In an effort to secure ongoing funding for the Center, we are planning on securing donations by posting it on various crowd funding sites like Indiegogo.com.

8. Urban Garden Project

The project was initiated by ESF Volunteers Lara Lechtenberg, Ben Guillaume, Lori Albright, Jen Leary, and Ysmaïlle Jean Baptiste.

During the ESF December 2010 trip to Haiti, Lara and Ben were struck by the gross proportion of food insecurity and nutrient deficiencies endemic in the tent cities where ESF provided medical care. In handing out handfuls of multivitamins to the children, teenagers, and adults in the clinics, we decided that this was a short-term solution that would only last until our team returned to the US, after which the problems would persist. We realized these communities deserved a long-term solution to their problems with malnutrition and micronutrient deficiencies, requiring a plan to address the underlying cause of the problem— lack of access to fruits and vegetables. In talking to Ysmaïlle Jean-Batiste, a community worker and ESF liaison in Port-au-Prince, we discovered a common enthusiasm for solving this problem in the Camp Toto community, and decided an urban garden would be the first step in providing more fruits and vegetables to the men, women, and children of this community.

9. Childcare Advocacy

ESF has “adopted” a selected orphanage in Haiti. ESF has committed to provide to the orphanage the following services:

1. Quarterly medical clinics
2. Monthly food distributions
3. Support for 3 student to attend a private school at AMURT
4. Support for 2 college level students who attend a local University
5. Education and preventative initiatives as requested

This program as proven to be very beneficial to this particular orphanage. As ESF’s resources expand we would like to provide similar programs to other orphanages on the island. One of the keys to success is the selection of the right partner orphanage.

10. Mental Health and Wellness

A full report has been published online at www.ExplorersSF.org. ESF would like to acknowledge contributing authors Crystal Taylor, M.S., and Berth Bartolin, M.A.

One of ESF’s distinctive approaches is its focus on mental health and wellness and the interrelationship between the two. Our programs incorporate positive psychology, mindfulness, and wellness as a perfect combination for ESF's programs in Haiti, internationally and domestically. Both positive psychology and mindfulness meet our

clients where they're at and will continue to focus on and enhance their strengths, while teaching them ways to cope with their daily lives by incorporating mindfulness into their way of thinking and interacting in their environment. ESF espouses both concepts and all volunteers will be taught thru trainings and group demonstrations.

ESF will incorporate these concepts into all our outreach activities both domestically and internationally. We will be developing a training program so that all volunteers understand the concepts and interventions. We will also develop a curriculum of mindfulness exercises and train volunteers so that they can apply the exercises at various events. While it is difficult to assess the outcome of the client's brief exposure to the mindfulness and positive psychology, we will attempt to develop a protocol to assess client's satisfaction with their experience of the mindfulness and psychoeducation group they attend..

Future Recommendations and Plans for ESF's Mental Health Outreach in Haiti

1. It is recommended that ESF develop a written introduction to be read to groups of patients as they enter clinic, which explains that mental health services that will be offered along with the traditional medical services. This introduction should contain brief psycho education addressing the benefits of mental health treatment, the manifestation of psychosomatic symptoms, and the connection between the mind and physical pain/discomfort. Lastly the introduction should give a brief explanation of the types of intervention therapists may utilize to address their concerns and inform them that both individual consult and groups are available.
 - **Intended Benefit:** Increase awareness of Mental Health and to help patients make a more informed decision about whether or not to seek treatment.
2. It is further recommended that patients be alerted when they receive their number that they can partake in group therapy sessions or individual mental health consults after they fill their prescriptions at the pharmacy.
 - **Intended Benefit:** Clients are aware that their comprehensive treatment can continue beyond receiving medication.
3. In future missions ESF team members should be briefed regarding mental health efforts as well as psychosomatic symptoms that may be associated with mental health.
 - **Intended Benefit:** Team members will be able to make additional referrals regarding mental health options.
4. The mental health clinicians working with ESF plan to make changes to the children's evaluation form, based on behaviors observed during the mission, and to translate the form into Creole in an effort to utilize the evaluations on the next mission.
 - **Intended Benefit:** Forms more culturally appropriate.
5. In addition, as suggested by a site we service, ESF will translate the mental health consent form into French as well, so there is both a Creole and French version available.
6. It is also recommended that ESF develop workshops and written materials in collaboration with Haitian staff and leaders to educate and increase awareness about mental health symptoms and how they can provide support to people in their community and to those who may be experiencing symptoms.

- **Intended Benefit:** Staff and community members in Haiti can continue to provide these services and consult with ESF members regarding any changes or concerns as needed.
7. It is also recommended that ESF establish and maintain relationships with mental health professionals in Haiti, specifically those serving the areas affected by the earthquake.
 - **Intended Benefit:** mental health providers already rooted in the community can serve as consultants and primary source of supports for ESF mental health professionals.
 8. Given the need for mental health services to remain a focus of our health care treatment in Haiti, it is recommended that at least 1 mental health professional be present on future ESF missions.

Conclusion

In summary, the mental health component of the December 2010 mission was a success, which is evidenced by the vast number of objectives we were able to complete during our mission. However, this initial effort was only the beginning and will require changes and improvement in order to sustain and grow our mental health outreach. ESF feels it is important to gather additional data and continue to explore ways that we can best serve the mental health needs of the Haitian community.

Support Initiatives

ESF has a wide variety of programs underway. The challenge is the coordination and focus of these to ensure effective implementation and positive measurable outcomes. At the same time, there is a desire within the organization to become a stand-alone 501(c) (3) nonprofit. The support initiatives listed below are designed so that in the future ESF can more effectively compete for larger grants.

1. Independent 501(c) (3) Status

As a grassroots organization, ESF has a degree of spontaneity, freedom, and flexibility which is unique and attracts a wide range of volunteers. The challenge for ESF is to build the capacity of the organization without losing the aforementioned qualities. The key goals for ESF in this initiative include:

1. Developing a strong Board of Advisors,
2. Expanding leadership team to include more functional expertise,
3. Developing financial management and reporting capabilities,
4. Implementing necessary policies and procedures to ensure organizational continuity

As an all volunteer organization, ESF will need outside resources to complete all the tasks required to achieve the status. If funding were available, perhaps in the form of a grant, many of the requirements could be facilitated by outside consultants. Other issues that need to be considered are the composition of the leadership team, the diversity of membership of the Board, the role that the Board, and members will play in the organization.

2. Fundraising

ESF has no fundraising expertise among its current membership. As mentioned earlier, ESF has been funded by its Founder and President, Shonta D. Collins as well as private donations. In order for ESF to grow its programs it will need a more stable base of funding. To secure that will require some of the infrastructure consistent with 501(c)(3) status. Ideally, sufficient funds would be raised to secure office space and hire at least a part-time Executive Director who could relieve some of the burden from Shonta. To compete for larger grants, having at least a part-time Executive Director and a permanent office location is a requirement. ESF has attempted to hire a contingent grant writer or a volunteer to help, but at this time has not succeeded. As you will see from the budget projection for this year, unless additional funds are secured several of the programs may have to be eliminated.

3. Leadership Team

In the last several months, the ESF leadership team has added several new members with varied expertise. We have in place Directors for Mental Health and Wellness, Nursing Education, Student Outreach and Services, and the President. We have Project Consultants to provide marketing and public relations expertise, along with database management and a volunteer coordinator. We are still in need of expertise in the financial area, Editor in Chief for our monthly eNewsletters, and in public health education.

We have committed to a bi-monthly leadership team meeting where actions on specific programs that have been identified in the plan will be reviewed.

4. Board of Advisors

We have been able to recruit two excellent board members who will bring both functional expertise and knowledge on humanitarian issues, and knowledge of non profits and their typical needs. We have been afforded a great opportunity to have Shonta D. Collins, Lawrence James, Alex Agosti and Tom Foley as our first board members. We will be looking to them to provide us with guidance as we complete our strategic plan. We are also recruiting a broad mix of Board Members to reflect the population we serve.

5. Strategic Partnerships

ESF currently maintains broad strategic partnerships primarily in West Philadelphia. These relationships can eventually be leveraged into partnerships. One task for the Leadership team and the Board will be to identify the key partnerships to focus on. We will then determine in what areas joint programs should focus. We hope to gain access to space for events, perhaps some joint funding opportunities, volunteers and coordinated marketing campaigns. Our current list of partners include: The Partnership CDC, Job Corp, Penn Medicine, Action AIDS, West Philadelphia Senior Center, East Parkside Resident Association (EPRA), Drexel University MPH program, United Nations Association of Greater Philadelphia (UNA-GP), and LaSalle University. We will continue to build strategic partnerships in the Philadelphia area. Since ESF is very resource constrained, these strategic partnerships can provide significant support to the organization.

ESF Budget Summary for 2011-2012

In preparation for the strategic plan a compilation of the costs estimated for the various programs was prepared. This is a very aggressive plan and could only be executed if significant funding was secured. In some cases the plan reflects the market value of in-kind donations.

ESF Total Expense Budget for 2011

By Program

International Programs	\$ 24,400.00
Domestic Programs	\$ 26,000.00
Haiti Programs	\$ 112,000.00
Total Expenses	\$ 194,600.00

For more detail see the appendix

As mentioned earlier, we currently have a rented space that we are using for our Wellness Center in Haiti. This budget reflects the costs associated with a grass roots facility.

ESF Global Health and Wellness Center

Land	\$ 10,000.00
Material	\$ 5,000.00
Vehicles	\$ 70,000.00
Electricity, Internet, Water	\$ 3,000.00
Total Cost for Center	\$ 88,000.00

The details for each of the programs described above can be found in the first appendix.

Financial Plan

ESF has a large dependence on private funds through our smaller sized fundraisers. ESF has received grants ranging from \$300-5000 but we realize that in order to grow ESF's capacity locally or abroad we need to shift our plans to develop strategic funding options. ESF has and will continue to develop partnerships with other private and public organizations or businesses that have similar mission, vision and values. We are examining how we can obtain financial funding for ongoing programs like the Urban Garden Initiative in Haiti and our annual Spring into Health Community Day but also have leverage to expand on new ideas that benefit our communities. Furthermore, ESF would like to continue to grow in our capacity as a grassroots organization and add infrastructure to our accounting and bookkeeping processes.

Currently we are a program under that Urban Affairs Coalition (UAC) and have our designation as a non-profit, 501 (c)(3) organization. UAC provides an Accountant and other back office support to help ESF maintain an online presence through their website. Moreover, ESF is also responsible for maintaining a website which projects the quality of our programs and image in the community. The costs associated with the maintenance and monthly updates are a high expense even with exercising frugal measures. To that end, ESF has partnered with Amazon.com who offers a small nominal financial incentive to the organization who promotes their site.

ESF is growing and with growth comes the challenges of strategic planning and financial projections. We are always looking for ways to improve our fiscal responsibility and maintain the high quality services we currently provide in our local and global communities.

Please see our budget summary for 2011-2012 listed on page 26 and the details of each program outlined on page 28, Appendix A for addition information.

Appendix A

Detailed Financial Budget

Domestic Programs

Local Health Fairs	\$ 10,000.00
Community Day	\$ 10,000.00
Accommodations (Hotel, Food, Misc. Exp.)	\$ 1,000.00
Rentals (tables, Venues)	\$ 3,000.00
Local Travel	\$ 2,000.00
Total Domestic Programs	\$ 26,000.00

International Programs

Overseas Experience for Students(Senegal base)	Per Student
Air Transportation	\$ 1,300.00
Ground Transportation	\$ 100.00
Housing Accommodation in Location	\$ 700.00
Food in Location	\$ 300.00
Total per Student	\$ 2,400.00
Assume 6 Students	\$ 14,400.00
Translations	\$ 2,000.00
Total per Student Experience	\$ 16,400.00
Humanitarian and Medical Mission-Jamaica	\$ 8,000.00
Total International Efforts	\$ 24,400.00
	\$ -
Scholarships for Students-Target	\$ 15,000.00

Haiti Initiatives Budget

ESF Volunteer Staff and Translators for Missions

Translators	\$ 3,000.00
Medical Staff	\$ 5,000.00
Key Correspondent Costs	\$ 5,000.00
Supplies and Medication for Clinic	\$ 10,000.00
Total Costs per Mission	\$ 23,000.00
Assume 4 Missions per Year	\$ 92,000.00

Home Services

Annual Basis

Cook	\$ 2,500.00
Housekeeper	\$ 2,500.00
Security	\$ 2,500.00
Total Compound Costs	\$ 7,500.00

Haiti Office

\$1,500

Food and Water

\$ 5,000.00

General and Misc. expenses

\$ 6,000.00

*Includes \$1000 annual registration fee for MSPP

Total Haiti Mission Budget

\$ 112,000.00

Administrative Expenses

Printing	\$ 1,000.00
Advertising/Marketing	\$ 1,500.00

Communications

ESF Phone	\$ 2,100.00
Long distance	\$ 3,000.00

Administrative

GPUAC of 5% Donations of \$170,000	\$ 9,000.00
Office Expenses including rent and utilities	\$ 12,000.00
Website	\$ 3,000.00
Consultants	\$ 600.00
Total Expenses	\$ 32,200.00

Appendix B

Summary of results from ESF SWOT analysis

Strengths

- ESF is open to people with all skill sets and encourages a diverse volunteer population
 - This diversity allows ESF to offer more holistic programs to communities that meet their needs designed for them
- ESF has several unique aspects:
 - Mental health component of organization
 - Cost effective student educational missions
 - Provider of volunteer and leadership opportunities for students, medical, educational professionals
 - Multi discipline on trips
 - Focus on lasting relationships on missions
 - Experience with trips to multiple locations, Senegal, Jamaica, Haiti
- ESF Cultural
 - Committed passionate group of volunteers/leaders
 - Flexible organization
 - Volunteers can initiate projects
 - Action oriented responsive
- Philadelphia is an international city with ethnic minorities to connect to, can leverage this to deliver international and local programs in ethnic communities
- Partnerships with local and international and in-country organizations
- Cost effective trips for volunteers and students
- Volunteers
 - From word of mouth
 - Caring and Committed
 - Good pool to draw from
 - Enthusiasm
 - ESF is easy to join compared to other organizations
- Haiti
 - Haitian Office gives ESF presence
 - Multiple Haitian missions has led to well organized successful trips
 - Team spirit encourages people to want to go again
- Leadership
 - Strong ambitious leadership
 - Passionate
 - Great reputation
- Building strong local “brand”
- Evidence based practices
- Recognition for excellence in service
- Clear and relevant mission, grass roots organization

- Concerned about the environment

Weaknesses

- Many similar organizations doing similar things both domestically and internationally
- Relatively unknown organization
- Financing
 - Grant writing experience
 - Not consistent so hard to expand
 - As a non-profit transparency of donations
- All volunteer organization
 - No professional management
 - Potential stress/morale issues
 - Some volunteer skill sets are underutilized
 - Alignment of organizational and volunteer needs (time)
- Hard for volunteers and students to raise sufficient funds for trips
- ESF focus appears to be medical can intimidate non health volunteers
 - Opportunities for non-medical volunteers not clear
- Structural
 - Over reliance on Shonta for leadership
 - System for training leaders for Haiti
 - Need to transfer organizational knowledge to international and local leaders
 - Need leaders both international and domestic to take burden off of Shonta and insure quality of service
 - Clear roles and responsibilities
 - Clear time terms for leaders
 - Ambiguous management and leadership
 - Clearer inter-organizational communications
 - More delegation
 - Poor documentation/processes
- Assessment of cost effectiveness of services delivered
- International project strategy;
 - disaster relief or existing needs
 - When to move to additional countries
 - More experienced disaster relief leaders
- Lack of physical presence in Philly
- Certifications for other locations needed
- Efficacy of local health fairs, can we do more here?
- Continue mental/religious programs in Haiti
- Less emphasis recently on domestic programs
- Are volunteers interested in local programs?
- At times difficult to work with partner organizations in Philly
- Time and resources to develop local projects

Opportunities

- Haitian model makes it possible to work in many countries
- Small enough to develop projects specific and unique to country
- There will be other disasters in underserved areas
- Partner with other organizations using unique ESF skills to improve their effectiveness
- Provide additional services to ethnic communities in Philly
- Grow name recognition in Philly to form partnerships, create local programs, increase fundraising, and media coverage
- Create brand that is immediately recognizable as a high quality provider for medical relief, health awareness, and mental health support, both locally and internationally
- In Haiti:
 - Develop long term programs and partnerships
 - Invest in Real Estate
 - Stress reduction programs as part of curriculum
 - Solidify mental health programs
 - Stronger partnerships with larger organizations with more financial, staff
 - Leverage experience to become training organization for others
- Organize institutional data to support grant applications
- Create niche as a partner with educational institutions to provide unique educational, medical, international and leadership experience to their students
- Continue to offer low cost and low time commitment volunteer opportunities
- Build volunteer commitment by keeping them in the know of how ESF operates and is funded
- Use strong contacts in West African/Caribbean community for needs assessment and develop specific programs (Elise Joseph and AFRICOM)
- International expansion to Africa, Asia, Eastern Europe
- Build a timeline for how ESF will respond to a disaster

Threats

- Political climate in Haiti and move to regulate NGO's
- Competing organizations can do similar things
- Retaliation from other competing NGO's if we step on their toes
- Growing number of NGO's
- Larger organizations could take over duplicate ESF's role
- Duplicating projects by non-profits can lose distinct identity and edge
- Get too big too fast, growing pains from grass roots to small, medium organization
- Domestic and International red tape
- Emergency preparedness in international trips
- Managing logistic of international operations as we grow
- Volunteers
 - Exhausting volunteer pool, need continuous refreshment
 - Maintaining diversity in volunteer population
 - Volunteer fatigue and turnover

- Clarity on how much flexibility volunteers have in developing projects (Keep to core mission, oversight)
- Keeping volunteers engaged before and after trips
- Leadership
 - Centralized in Shonta
 - Need succession plan for leadership
 - Inability to transfer organizational knowledge
 - High turnover of leadership
 - Need clear alignment among leaders
 - Need leaders that make decisions with ESF in mind, no personal agendas
 - Expand skill sets of leaders
- Lack of Haitian professionals to continue services in Haiti
- Funding
 - Donor fatigue
 - Current economic situation
 - Competition for funding
 - Need financial budget and funding target
 - Over saturation of funding sources
 - Reduced availability off public funding means donations need to increase
 - Lack of transparency potential PR issue
- Without plan risk of not finding funding
- Risk to reputation if have unhappy volunteers

Appendix C

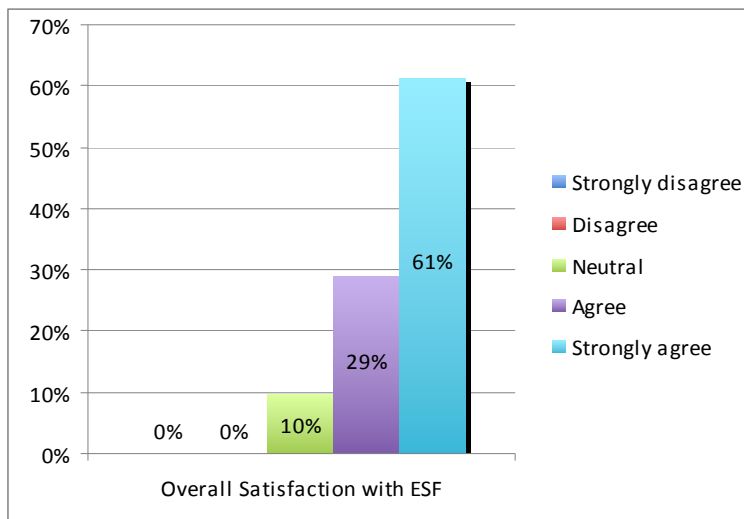
The Results of ESF's First Volunteer Survey

Executive Summary

During the month of February, ESF conducted their first volunteer satisfaction survey. The survey was sent to 102 volunteers, of which a statistically significant 34 responded. Some of the questions asked participants to rate their response on a five point Likert scale with a range of 1 (strongly disagree) to 5 (Strongly agree), other questions collected demographic data. There were also several open-ended questions to solicit direct impressions from the participants.

The results of the survey showed an overwhelming degree of satisfaction with ESF as an organization. Here are the results of a couple key questions:

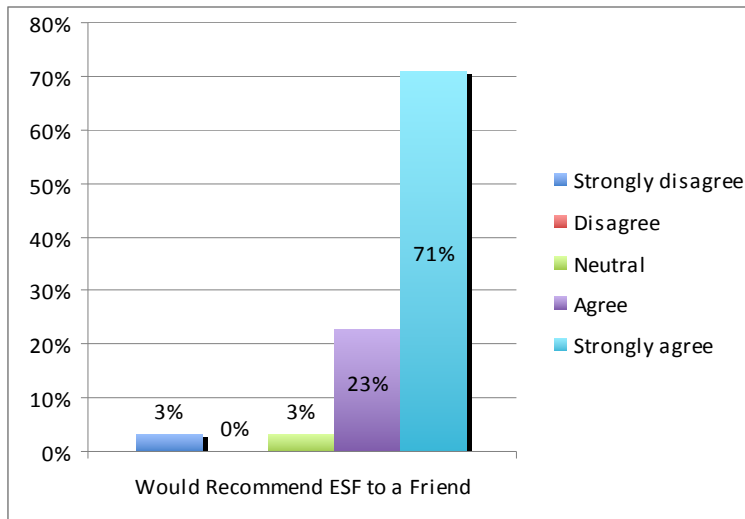
Question: I am very satisfied with my ESF experience



90% (n=31) of the ESF volunteers replied that they are satisfied with ESF as an organization. No one who responded expressed dissatisfaction with the organization.

A key measure of satisfaction is whether you would recommend an organization to a friend

Question: I would recommend ESF to a friend.



Results showed that 94% (n=32) of the volunteers would recommend ESF to a friend, whereas only 3% responded that they would not recommend ESF.

These results reflect very positively on the organization and display the volunteers' strong overall satisfaction with ESF and their willingness to invite others to take part in the organizations missions and projects. Now that we have our base line results, we will continue to survey the volunteers on an annual basis. The results are of great importance to us as we complete our first strategic plan.

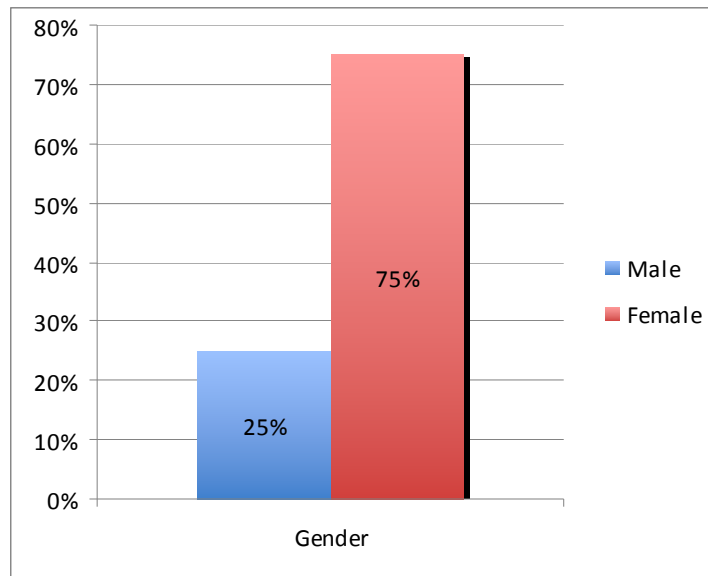
Thank you for your participation,

Shonta D. Collins, Founder and President

Who are our Volunteers?

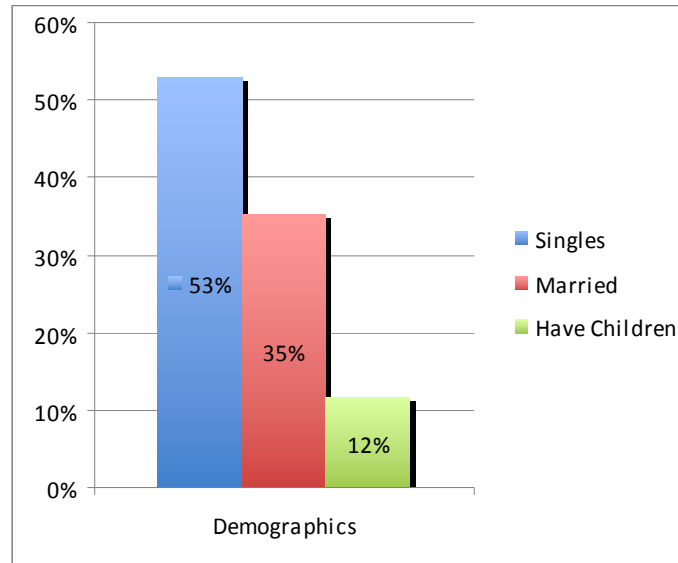
One of the core values of ESF is we are open to all. The variety of events and activities that we offer allows volunteers to find something that they enjoy doing. Here are some charts which give you a picture of the diversity of the organization.

Gender



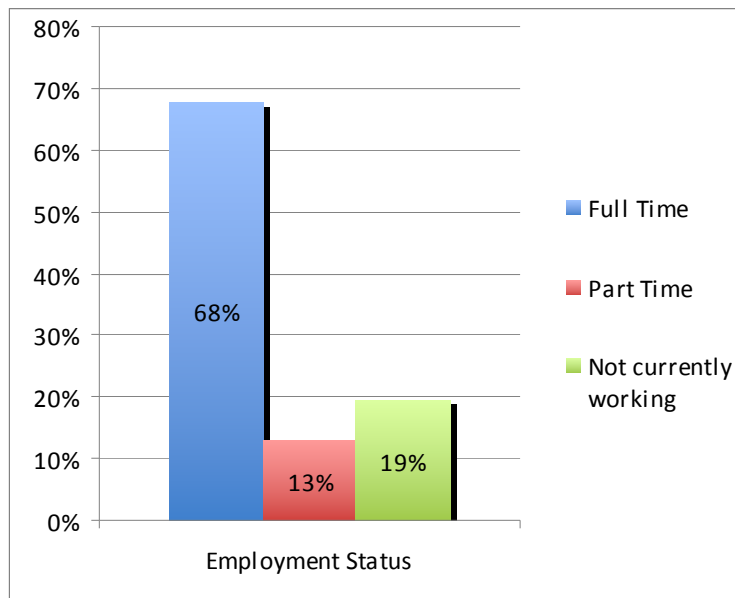
While women represent 75% of the survey respondents, the actual membership is more balanced in terms of gender.

Demographics



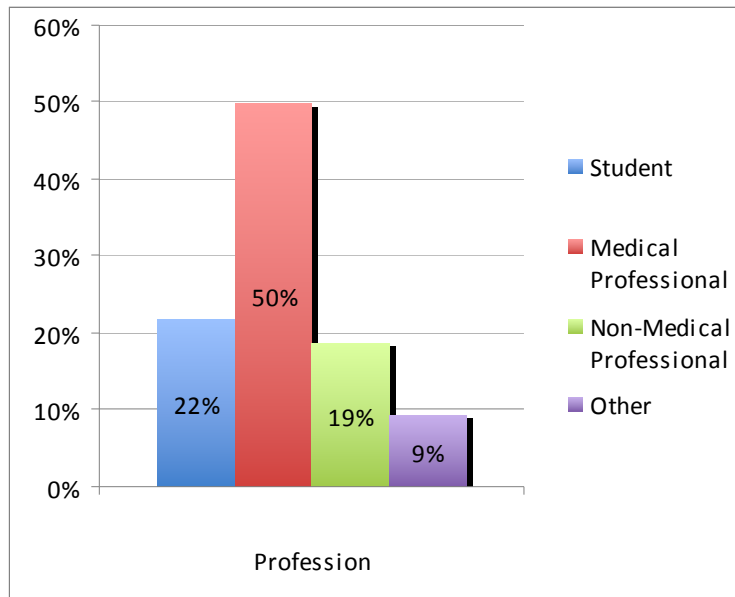
ESF is not just for single people who want to participate in the cause. 35% of our volunteers are married and 12% have children.

Employment



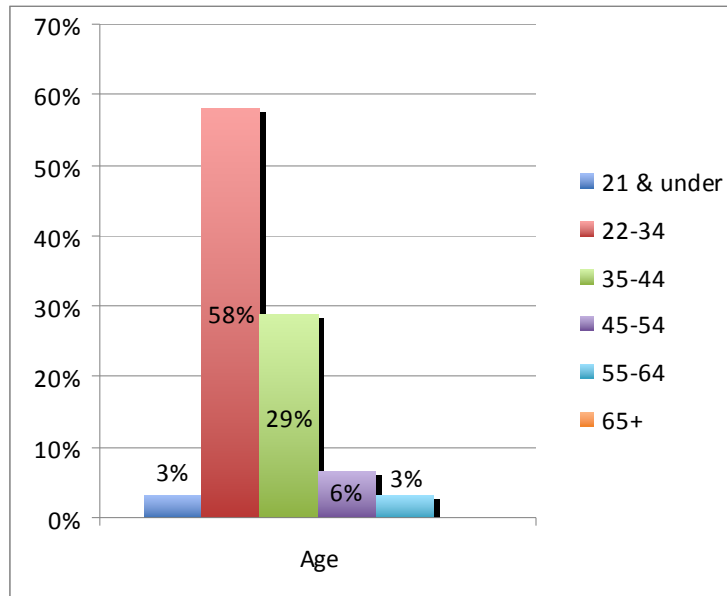
The dedication of ESF's volunteers can be seen in the fact the 68% of them classified themselves as working full time. This means that they are using what little free time they have, whether it is weekend, or vacation time to volunteer for the organization.

Profession



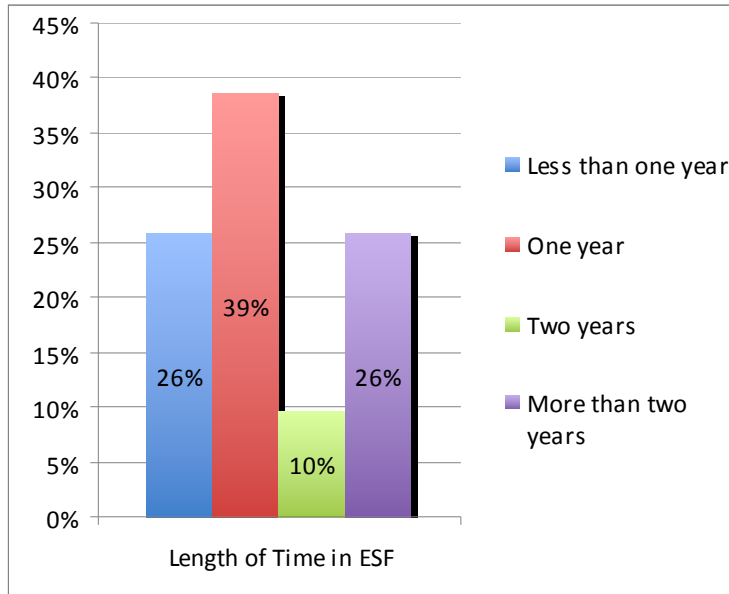
While half of the respondents are involved in the medical profession in some ways, ESF is not just an organization for doctors, nurses, and pharmacists. One of the core missions of ESF is to give students a chance to gain some valuable real world experience as seen from the 22% response rate.

Age



We obviously are a young group of volunteers with 61% of our volunteers under the age of 34!

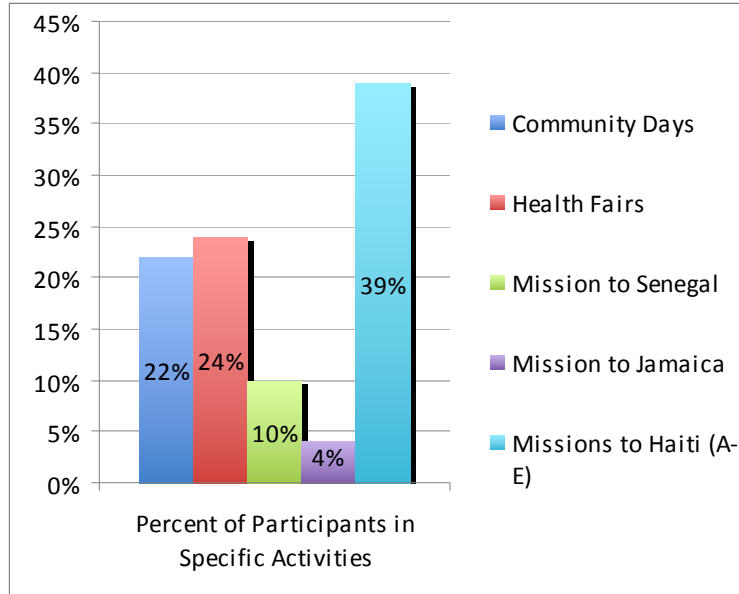
Length of Involvement



As a relatively new organization it is not unexpected to see that 64% of the respondents had been involved for one year or less. The commitment of the volunteers to the organization can be seen by the 26% of the respondents who have been involved for more than two years. Considering the growth of ESF, many of those involved in the early days are still with the organization. In many all-volunteer organizations, there are much higher rates of turnover.

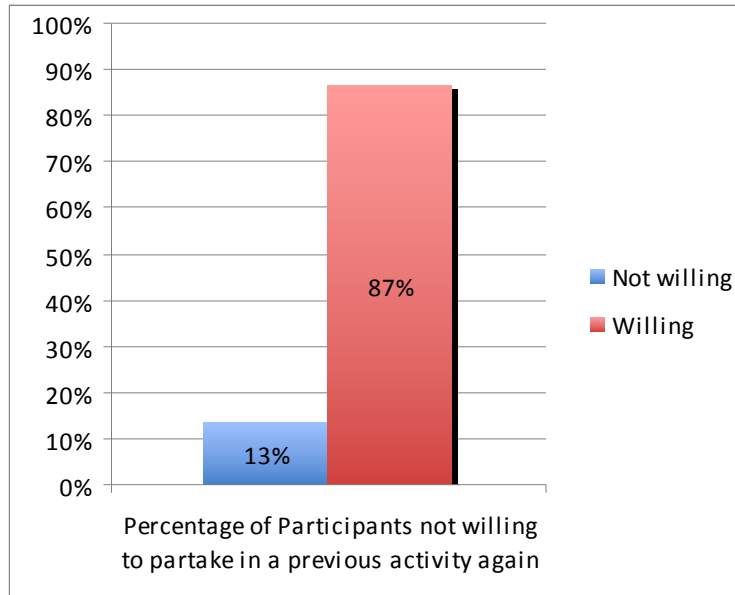
Our Activities

We mentioned before the variety of activities in which volunteers can participate. We wanted to make sure that our survey population included representatives for all of them.



Since we had completed 5 missions to Haiti at the time of the survey, 39% of the respondents had been on a mission. The results reflect the fact that many of our volunteers are actively involved in more than one activity. On average the respondents were involved in two activities.

Satisfaction with Activity



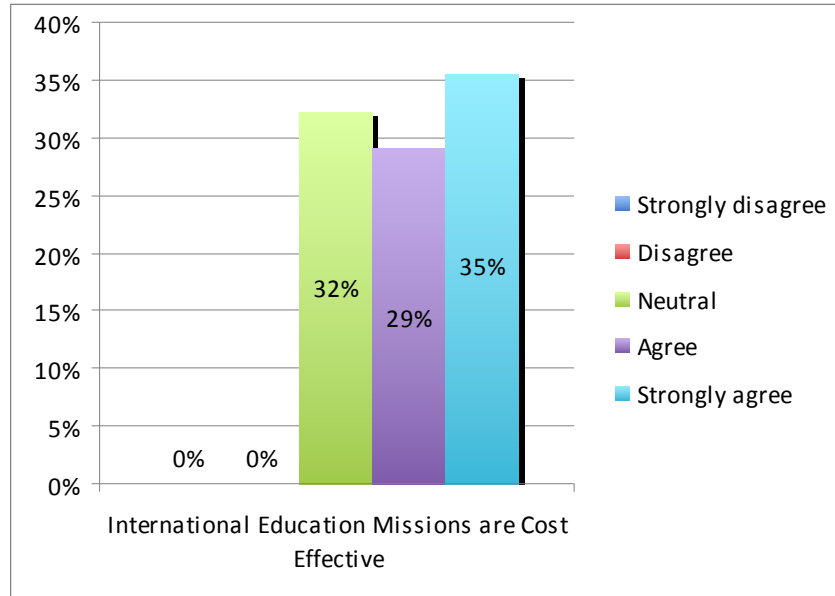
Not every volunteer will enjoy every activity. However our survey showed that only 13%, (four people) were unhappy with an activity they had attended.

Given the variety of activities, this is a very positive response.

We wanted to hear how people felt about some of the important activities that ESF arranges.

Since its founding ESF has had an active program to conduct outreach and education in Senegal and Jamaica. This is a great opportunity to educate, train and motivate medical professionals. ESF believes that since our volunteers are funding their trips plus being asked to raise money to cover the other expenses associated with the trip, it is important to understand if they feel it is money well spent.

In the case of the international education missions:

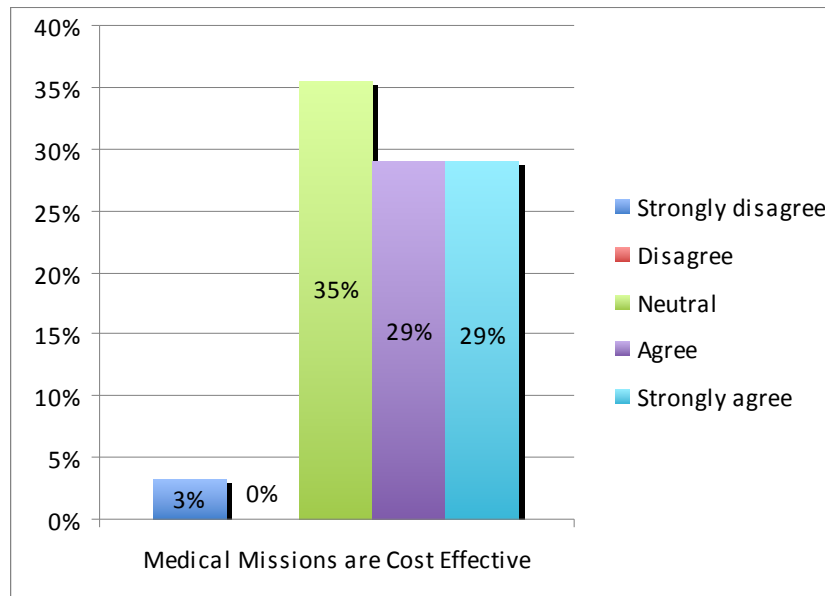


No one who responded had a negative impression of the international education missions. However, it was significant that 32% were neutral about the cost effectiveness of the missions. In order to better understand this dynamic we will be surveying the volunteers to participate on future missions.

Medical Missions to Haiti

Currently a major focus of ESF's efforts is its medical missions to Haiti. We wanted to understand what volunteers who went thought of the experience. In this case, we survey the cost effectiveness of the mission in delivering services:

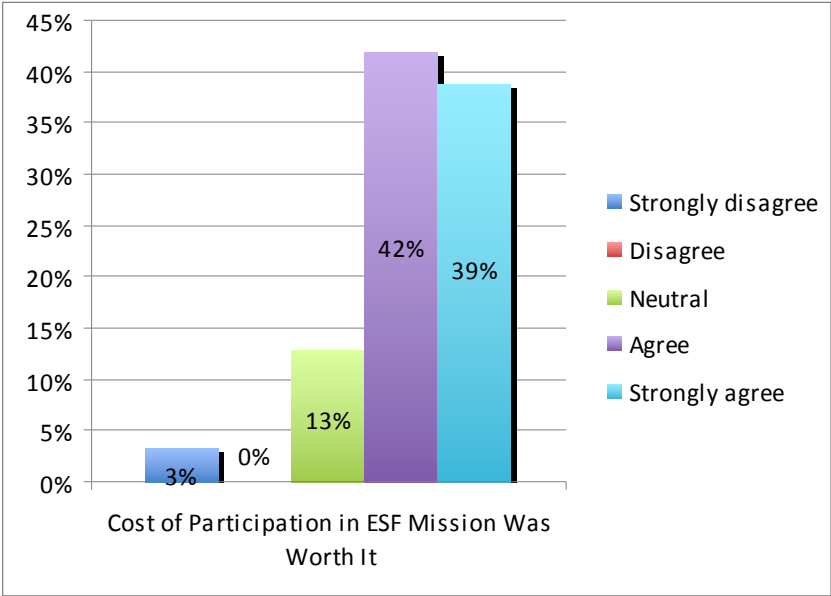
Cost Effectiveness of Medical Missions



We found a similar trend as with the international missions, that about one third of the participants were undecided on whether it was cost effective. The other 58% agreed or strongly agreed that the missions were cost effective.

Since the volunteers who go to Haiti are self supporting and also contribute additional funds, it is important that they feel the experience is valuable.

The cost of participating was worth it to me

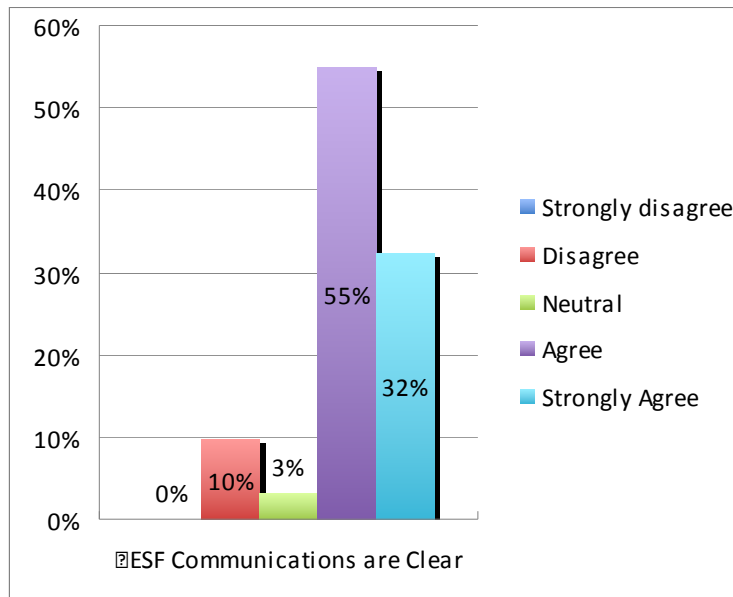


The responses to this question were overwhelmingly positive. 81% of the participants said the cost was worth it to them. This result is interesting in light of the results of the cost effective survey. One possible interpretation is that while it may not have been the most cost effective mission, for those who went it was well worth it to them as individuals.

Communications

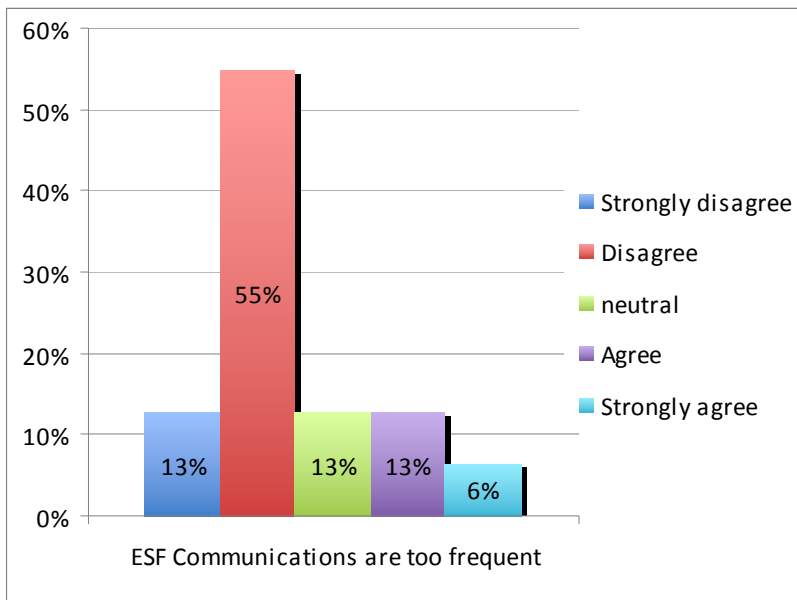
For an all volunteer organization with such a variety of volunteers, communications are the glue that holds the organization together. In order to understand how we are doing, we included two questions.

Clarity of Communications



We were pleasantly surprised by this response, where 87% of the people were pleased with the clarity and content of the communications, and:

Frequency of Communications

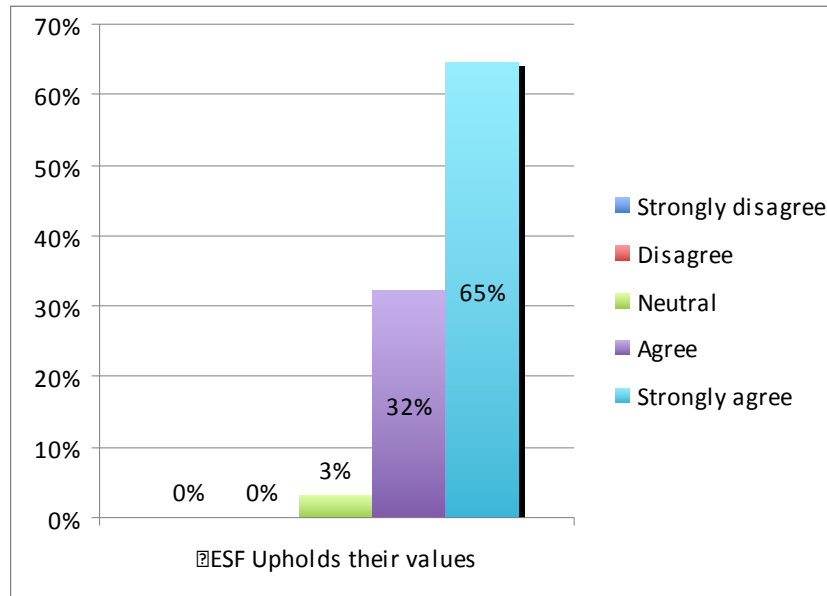


We found that 68% of the respondents were satisfied with the frequency of communications from ESF.

ESF Values

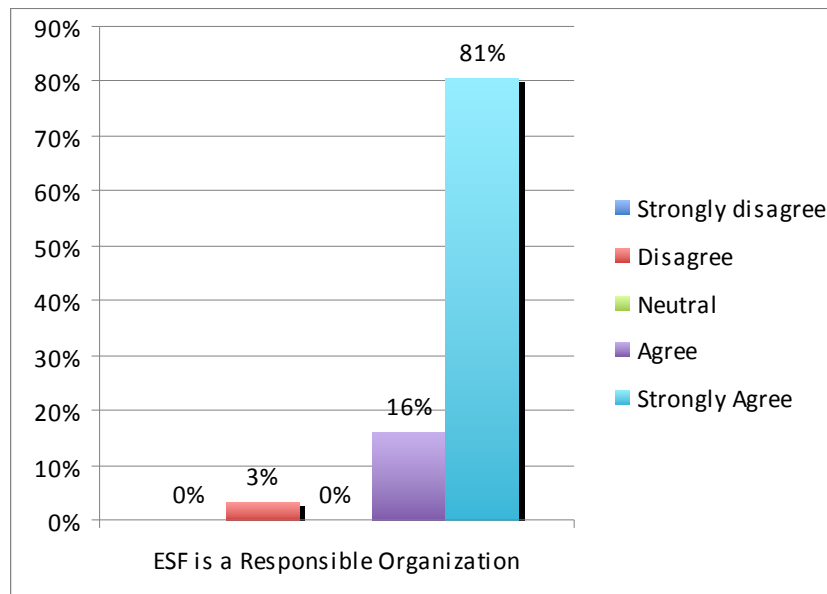
Any volunteer organization is only as good as the values in which it and its members believe. To understand how our members feel about our values we included the following questions.

ESF leadership upholds its values



This is a very positive statement about the values of ESF leadership. When 87% of the participants believe that ESF leadership upholds the values of the organization, it demonstrates the character of the leaders.

ESF behaves as a responsible organization in the community

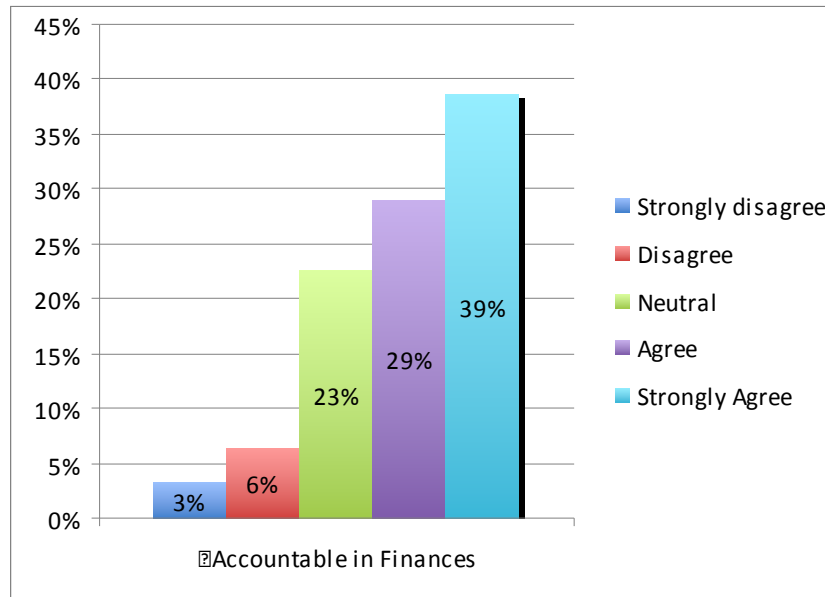


When only one participant disagrees with the statement above everyone should be proud to be a member of ESF. Given the variety of events that it holds, the variety of cultures that it works

in and the conditions that it sometimes finds itself in this is remarkable. In difficult conditions it is very easy to not behave responsibly.

Since many of the volunteers are paying their own way and raising funds for ESF, we thought understanding how people felt about financial accountability is important.

ESF is careful and accountable regarding financial matters



On this question our net positive response was 68% lower than some of the other questions. One of the key outcomes from the strategic planning process will be a better financial system.

Here are some of the responses we received on the open ended questions.

How can ESF improve?

“...need a strategic plan, board of directors/advisors, ...funding for specific programs”

“...leaders for specific programs...” “...depth of leadership...”

“...expand global outreach...” “Doing a great job at this time.”

What other programs would you like to see ESF offer?

“... teach basic first aid to communities...” “...mentoring in local schools and shelters...”

“...focus on immigrants needs...” “...urban garden project in Haiti...” “...partnerships with local ngo’s ...”, “...none need to focus...”

To what other countries should ESF expand its international health education programs?

Countries mentioned for expansion included: Mexico, Ghana, Eastern and Central Europe, South Africa, Philippines, Thailand. One suggested working with the Native American populations. Some felt "...none, laser focus is best..."

What do you like most about ESF?

Many people liked the grassroots quality of the organization, its flexibility and their ability to have an impact, the compassion, commitment, quality, and diversity of the volunteers. The connection between the community and the members both locally and internationally really excited respondents. Shonta as a charismatic leader keeps people motivated and provides a great role model for many.

What do you like least about ESF?

As expected, a common dislike was the need for fundraising but people understood why. Another theme was the need to have some more structure as we seem at times to be disorganized. There were a number of participants that loved the way it was and would not change anything.

What motivated you to volunteer with ESF?

Many people were motivated to join ESF by meeting Shonta and hearing her speak; others were interested in a grass roots organization where they could have an impact.

Participants also mentioned the desire to help international humanitarian efforts, with a focus on health related issues.

How did you hear about ESF?

Most people heard about ESF from friends, university outreach and through internet searches.