2021 WORK PLAN AND DASHBOARD

WATER PROJECTS

- Baca Prewitt well construction has begun and is nearing completion; Piute Mesa well is looking like it will be delayed as Reach out to Darryl Hannah; made a list of biggest followers; Katy working with UpCause on outreach plan; George Colonias launch before October 1 - waiting on a press hook

Operations Department has strong finance and HR functions, bolstering the confidence of our staff, board and donors.

5. OPERATIONS

- in kind. This is more important than scaling DigDeep's work to solve the problem by ourselves. We're providing guidance and partnership to these actors,

- Build an Ecosystem of Change by facilitating high-impact collaboration to lead a diverse, sustainable movement.

Program Objectives

- Create opportunities for collaboration between players in the emerging domestic WaSH space

Program Objectives

- Drive growth in grassroots donations through fundraising campaigns that leverage compelling stories and engaging events

Program Objectives

- Create and consolidate institutional knowledge and feedback into an up-to-date guide to WaSH in the U.S.

Program Objectives

- Create regular mechanisms for coordination with tribal officials

Program Objectives

- Create and plan a budget for a pilot project in Alabama to begin in 2022; conduct CPC

Program Objectives

- Complete 5-year planning documents for each project site

Program Objectives

- Add 3 new water points that can serve the NWP

Program Objectives

- Maintain and extend emergency water access to households in NWP

Program Objectives

- Provide consultative support for new state and federal standards

Program Objectives

- Continue to prioritize trust and well-being within program communities

Program Objectives

- Develop an understanding of the WaSH landscape in the U.S.

Program Objectives

- Participate in cognitive testing for proposed change to Census Bureau American Community Survey (Q4); complete 2022

Program Objectives

- Incorporate data on government and other planned projects (e.g. EL Robinson, NN agencies) (Q4 for 2022, ongoing)

Program Objectives

- Complete WASH Landscape study on geography, regulations and key barriers with Water for All (ongoing) - ongoing; complete 2022

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Program Objectives

- Complete 2022

Program Objectives

- Build digital resources to promote public education on domestic WaSH issues

Program Objectives

- Produce a strategy to engage and support new state and federal standards

Program Objectives

- Create and oversee an annual PR coverage strategy with UpCause; conduct biweekly PR calls; facilitate site visits (ongoing)

Program Objectives

- Hire and onboard a new Social Media Manager (Q1)

Program Objectives

- Conduct 5 media gathering trips to Navajo (Q1, Q4), Appalachia (Q1), Colonias (Q2) and Alabama (Q3)

Program Objectives

- Conduct wastewater assessment for all homes in Premier (Q1); Create individual household assessment reports

Program Objectives

- Pilot piped water connections via homesite lease support for 50 homes (Q2-Q3)

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- Pilot piped water connection support for 72 properties in CWP (Q3)

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## 4. DEVELOPMENT

### 4.1.0 2022 Vision

In 2022 we have a robust Development Department led by a seasoned fundraiser efficiently managing exponential growth in incoming donations while expanding prospecting for 6-figure multi-year and unrestricted gifts. The Development team has developed a strong working relationship with the Programs and Operations departments, focusing on streamlining systems and processes to identify and proactively meet future funding needs. The work of the Development Department will be treated as core to DigDeep’s mission, rather than peripheral, and will be resourced to move from a reactive to a proactive stance to fundraising.

### 4.1.1 Financial Objectives

- **Strengthen Financial Systems**: To ensure accountability, transparency, and sustainability during this period of rapid, sustainable growth.
- **Increase Staff Confidence in Health and Safety Protocols**: To enhance staff well-being as demonstrated through improved retention, satisfaction, and engagement.
- **Increase Staff Satisfaction with Workplace Efforts Around DEI-B**: To increase staff confidence in health and safety protocols.
- **Identify New Financial Processes and Controls**: To ensure future ability to raise funds.
- **Recruit 5 New Water Council Members**: To ensure future ability to raise funds.
- **Solicit 4 New Multi-Year, 6-Figure Gifts**: To sustain growth.
- **Raise $1.2M in Unrestricted Funds**: To sustain growth.
- **Produce 3 Fundraising Videos**: To increase staff confidence in health and safety protocols.
- **Host 3 Virtual Fundraising Events/Briefings**: To increase staff confidence in health and safety protocols.
- **Conduct Staff Well-Being Survey**: To increase staff confidence in health and safety protocols.
- **Launch New Peer-to-Peer Fundraising Site**: To increase staff confidence in health and safety protocols.
- **Conduct Competency Mapping for Every Position in the Organization**: To increase staff confidence in health and safety protocols.

### 4.1.2 Systemic Objectives

- **Establish Effective Systems and Processes Related to Talent and Human Resources Functions**: To ensure goals are clear and tracked.
- **Ensure All Internal Policies Are Best-In-Class and Meet the Needs of a Diverse Workforce**: To ensure goals are clear and tracked.
- **Boost Staff Confidence in Health and Safety Protocols**: To ensure goals are clear and tracked.
- **Increase Staff Satisfaction with Workplace Efforts Around DEI-B**: To ensure goals are clear and tracked.
- **Set a Baseline and Target for Decreasing Field Staff Turnover**: To ensure goals are clear and tracked.
- **NOSHA Training for All New Staff**: To ensure goals are clear and tracked.
- **Conduct Staff Well-Being Survey**: To ensure goals are clear and tracked.
- **Conduct Survey of Staff to Identify Desirable Professional Development Opportunities**: To ensure goals are clear and tracked.
- **Conduct Competency Mapping for Every Position in the Organization**: To ensure goals are clear and tracked.
- **Complete DEI-B Evaluation of Employee Handbook and Publish Updated Version**: To ensure goals are clear and tracked.
- **Continue Operations Team DEI-B Monthly Coaching**: To ensure goals are clear and tracked.
- **Complete First DEI-B Staff Survey; Set Annual DEI-B Priorities**: To ensure goals are clear and tracked.
- **Establish Process That Provides at Least 1 Professional Development Training and/or Certification per Staff Member**: To ensure goals are clear and tracked.
- **Conduct Survey of Staff to Identify Desirable Professional Development Opportunities (E.g. CDL, Plumbing Certification)**: To ensure goals are clear and tracked.
- **Conduct Staff Well-Being Survey**: To ensure goals are clear and tracked.
- **Conduct Staff Well-Being Survey**: To ensure goals are clear and tracked.

### 4.1.3 Program Objectives

- **Solicit Program Support from Individuals, Foundations and Corporations**: To ensure goals are clear and tracked.
- **Solicit Operational Support from Individuals, Foundations and Corporations**: To ensure goals are clear and tracked.
- **Build Systems That Ensure the Development and Programs Departments Are Primed for Growth**: To ensure goals are clear and tracked.
- **Identify Internal Promotion Opportunities and Support Leadership Growth**: To ensure goals are clear and tracked.
- **Identify Critical Systems and Processes for the Future**: To ensure goals are clear and tracked.
- **Identify New Financial Processes and Controls**: To ensure goals are clear and tracked.

### 4.1.4 Program Success Measures

<table>
<thead>
<tr>
<th>Program Objective</th>
<th>Success Measure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Solicit program support from individuals, foundations and corporations</td>
<td>2022</td>
</tr>
<tr>
<td>Solicit operational support from individuals, foundations and corporations</td>
<td>2022</td>
</tr>
<tr>
<td>Build systems that ensure the development and programs departments are primed for growth</td>
<td>2022</td>
</tr>
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<td>Identify internal promotion opportunities and support leadership growth</td>
<td>2022</td>
</tr>
<tr>
<td>Identify critical systems and processes for the future</td>
<td>2022</td>
</tr>
</tbody>
</table>

### 4.1.5 Activities

#### 4.1.5.1 Development

- Establish a formula for estimating future fundraising capacity (Q1)
- Build a new system for tracking funded and unfunded deliverables with Program Department (Q1)
- Recruit and onboard Individual Gifts Manager (Q1) and Institutional Gifts Manager (Q2)
- Recruit and onboard a CRO (Q1)
- Make recommendation to the Board of Directors on future sustainability of the 100% Model (Q4)
- Recruit 5 new Water Council members (Q4)
- Raise $1.2M in unrestricted funds (2020 was $1.4M) (ongoing)
- Produce 3 fundraising videos: Navajo (Q4) Appalachia (Q1), Colonias (Q2) (ongoing)
- Rapid Growth Assessment (Q2); develop KPIs for annual tracking and maintain project backlog
- Launch new peer-to-peer Fundraising site (via FUNRaise) (Q2, by Jul 1)
- Host 3 virtual fundraising events/briefings (Q2-Q4)
- Solicit 4 new multi-year, 6-figure gifts (Q4)

#### 4.1.5.2 Training and Development

- Conduct competency mapping for every position in the organization (ongoing)
- Complete first DEI-B staff survey; set annual DEI-B priorities (Q1)
- Complete DEI-B evaluation of employee handbook and publish updated version (Q3)
- NOSHA training for all new staff (Q3)
- Continue operations team DEI-B monthly coaching (ongoing)
- Conduct staff well-being survey (ongoing)
- Conduct staff satisfaction survey (ongoing)
- Conduct staff confidence in health and safety protocols survey (ongoing)

#### 4.1.5.3 Staff Well-Being

- NOSHA training for all new staff (Q3)
- Conduct staff well-being survey (Q3)
- Complete DEI-B staff survey (Q4)

### 4.1.6 Goals and Milestones

<table>
<thead>
<tr>
<th>Goal</th>
<th>Milestone</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enhance workforce development</td>
<td>2/27/2021</td>
<td>COMPLETE</td>
</tr>
<tr>
<td>Strengthen financial systems</td>
<td>10/1/2021</td>
<td>COMPLETE</td>
</tr>
<tr>
<td>Increase staff confidence in health and safety protocols</td>
<td>4/1/2021</td>
<td>COMPLETE</td>
</tr>
<tr>
<td>Increase staff satisfaction with workplace efforts around DEI-B</td>
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</tr>
</tbody>
</table>

### 4.1.7 Quarterly Presentation Notes

- Slight delay in the launch due to anticipated multiple announcements in June and July. Will launch in August.
- Will launch by August 1st.
- Will launch by August 1st.
- Will launch by August 1st.
- Temporary solution in place. Developing a more robust policy.
- Major COO priority.
- GPTW, ops team will dig in to areas of improvement and see how we can improve for next year.
- Coaches have completed this quarter. Will move into mentorship with AMJ.
- Coaching complete this quarter, will move into mentorship with AMJ.
- Survey complete. Priorities identified. Implementation now led by AMJ with Yma.
- Final copies finished - will be distributed imminently.
- Coaching complete this quarter, will move into mentorship with AMJ.
- Temporary solution in place. Developing a more robust policy.

### 4.1.8 Status Tracking

- October field visit planning for Navajo
- Looking into online training for new staff. Will incorporate into in person for cohorts of new staff.
- Coaches have completed this quarter. Will move into mentorship with AMJ.
- Coaching complete this quarter, will move into mentorship with AMJ.
- Survey complete. Priorities identified. Implementation now led by AMJ with Yma.