# 2020-2022 Strategic Plan

## Table of Contents

I. Executive Summary 2-3
II. Scope of Strategic Plan 3
III. Demographic & Geographic Reach 3-4
IV. Vision, Mission, Values 4
V. Organizational Assessment and Interim Improvements 5-6
VI. Program Goals / Objectives / Activities 6-7
   A. Key Priorities 8
   B. Sustainability Education 8-10
   C. Youth Leadership 10-11
   D. Transforming Places 11-13
   E. Timeline 13
VII. Marketing 14-15
VIII. Needs/Resources 15-16
   A. Staffing 15
   B. Budget 16-17
   C. Funding Plans 18-19

Appendix: Program Selection Criteria 20
I. Executive Summary

Groundwork Hudson Valley was established 20 years ago to revitalize struggling areas that have experienced decades of decline in their social, environmental, and economic conditions. To revive these places, Groundwork forms partnerships with neighborhood groups, businesses, and government agencies to overcome long-standing environmental problems such as polluted rivers, contaminated brownfields, neglected parks, and run-down public spaces. It restores these neighborhoods over many years through a strategy that empowers, educates, and trains local people to be part of the revitalization process. Groundwork works with youth to create environmental leaders of the future and provides education on climate change and environmental sustainability on its Science Barge, a floating outdoor classroom.

In 2019, Groundwork assessed its work to reflect on its accomplishments, re-evaluate its priorities, and develop a refined set of goals for its short-term objectives and long-range vision. This strategic plan summarizes the results of an intensive process that involved consultation with the board, the staff, partners, community leaders, local residents, and program participants to evaluate what was working and what could be improved upon, as well as to identify new or emerging priorities going forward. The planning process was also significantly enhanced by Groundwork’s participation in Columbia University’s School of Professional Studies Nonprofit Management Capstone Project, which provided a group of graduate students supervised by a faculty member for a semester-long analysis of Groundwork to inform this plan. Many of their resulting insights and recommendations have been incorporated in this plan.

Through this effort, Groundwork consolidated its work from five to three primary areas:

1) Sustainability Education, 2) Youth Leadership, and 3) Transforming Places.

This three year strategic plan also expresses new overarching programmatic priorities to:

- Address climate change adaptation, mitigation, and equity;
- Incorporate more scientific rigor across each program area;
- Develop comprehensive measures to better document our impacts;
- Create better integration across the three program areas.

Within each program area, the plan identifies key goals to be achieved over three years:

Sustainability Education

- Increase participation in educational programming by 20-25 percent;
- Update educational facilities to reflect the latest science and technology.

Youth Leadership

- Double the number of young people participating in our award-winning youth programs;
• Establish an alumni network.

*Transforming Places*

• Strengthen the community's voice in creating, shaping and sustaining transformational projects;
• Add new staff capacity to support program growth.

This plan recognizes two guiding principles that remain core to Groundwork’s values and its approach:

1. Groundwork will continue to serve as **non-partisan conveners of business, government, and community** stakeholders to catalyze transformational neighborhood change.
2. We will ensure that a **community-led approach** informs each project we undertake from planning, to implementation, to stewardship.

The plan also emphasizes the need to strengthen marketing and communications efforts to augment public engagement, increase fundraising through digital platforms, and expand the reach of Groundwork through clear and consistent messaging. Finally, the plan recognizes the resources needed over the next three years to achieve our strategic goals, including new fundraising targets to continue our success in growing general operating resources, and a particular focus on increasing corporate, foundation, and individual gifts.

**II. Scope of Strategic Plan**

This planning process focused on:
1) Refining Groundwork’s vision, mission and values;
2) Defining the geographic and demographic scope of our work;
3) Assessing the organization’s strengths and weaknesses;
4) Improving the organizational structure, systems and processes;
5) Clarifying and strengthening program areas;
6) Strengthening visibility and marketing efforts; and
7) Assessing needs and resources to achieve these goals over the next three years.

A question that is not addressed in the scope of this plan is the degree to which Groundwork should become more active in policy work that is currently outside our area of expertise in order to influence legislation that may have broader implications for the communities we serve (i.e. affordable housing, zoning, etc.).

**III. Demographic & Geographic Reach**

Groundwork Hudson Valley serves the residents of Southwest Yonkers, an area that is home to 80,000 people just north of the Bronx along the Hudson River. This population remains the neediest within Yonkers and one of the neediest across the Hudson Valley and Westchester County. Poverty is prevalent in the area, which is a federally designated Community Development Zone, a State Environmental Justice Area, and a priority of the State’s Regional
Economic Development Council. Southwest Yonkers has higher proportions of its population that are Black or African American (28%), Hispanic or Latino (53%), or identified as some other race (24%), as compared to the City of Yonkers overall. The majority of census tracts in Southwest Yonkers have median incomes under $50,000 a year, less than the median income of Yonkers as a whole. Poverty levels in Southwest Yonkers are also growing faster than in the City of Yonkers as a whole.

While Groundwork currently serves the residents of Southwest Yonkers, our geographic reach extends beyond the borders of Yonkers into the lower Hudson Valley and New York City, which reflects the nature of transformational projects that may require cross-border collaboration and coordination to benefit the intended residents (e.g., Saw Mill River pollutants up-county impact down-county residents in Southwest Yonkers). Current projects that reflect cross-border collaborations include the Saw Mill River Coalition, which works across 11 municipalities to restore the Saw Mill River, and the Yonkers Greenway, which will extend into New York City. Our reach also extends beyond Yonkers through our Science Barge, which draws visitors from the Hudson Valley, New York, and beyond. Groundwork’s youth leadership program also extends beyond Yonkers with projects located across New York State and at National Parks across the country. While we plan to keep the neediest residents of Yonkers as the primary focus, we will explore additional opportunities to broaden our geographic reach over the next three years and beyond.

IV. Vision, Mission, and Values

Groundwork Hudson Valley has revised its Vision, Mission, and Values to better reflect the direction of the organization’s work and its goals for the future.

Vision

Vibrant, diverse, sustainable cities where the economy, environment, and residents thrive

Mission

Groundwork Hudson Valley creates sustainable environmental change in urban neighborhoods through community-based partnerships that promote equity, youth leadership, and economic opportunity.

Values

1. **Ensure equal access** to a clean, healthy environment for everyone
2. **Promote inclusion** of all community members in decision-making
3. **Collaborate** with residents, governments, and businesses to accomplish positive environmental change
4. **Foster** the development of environmental and community leaders through environmental education and employment
5. **Transform** underutilized public sites into vibrant, accessible, green community spaces designed for and with local neighborhoods
6. **Champion** durable, sustainable projects that promise lasting impact
To ensure that we remain consistent with our mission, vision, and values we have also created a new set of criteria for evaluating new program/project opportunities (see Appendix 1).

V. Organizational Assessment and Interim Improvements

In its first two decades, Groundwork’s nonprofit capacity evolved from start up, to program development to a refined set of mature programs and projects. As it enters its third decade, its internal structure is re-setting again to focus on what it does best and target neighborhoods where it has been most successful.

An external review of regional organizations with related missions to Groundwork Hudson Valley included Westchester Parks Foundation, The Center for the Urban River at Beczak, the Trust for Public Land, Westchester Land Trust and Yonkers Partners in Education. This analysis, combined with survey feedback from staff, board, and partners resulted in the following analysis of strengths and weaknesses.

Strengths included its:

1) Multi-pronged approach to sustainability education, youth employment, and transforming public spaces, which recognizes the interdependence of each of these efforts to achieve intended results. Thus, empowering, educating and mentoring residents is just as important to Groundwork as turning polluted rivers or vacant properties into community assets.

2) Tailored approach to the needs of the neighborhoods in which we work, addressing multiple interconnected issues at once such as public health, recreation, pollution, local jobs, brownfields, crime, and reinvestment. This holistic and community-led approach to long term neighborhood change is a hallmark of our mission.

3) Strong state, city, and federal partnerships enable Groundwork to leverage the resources and expertise of agencies including the New York State Department of Environmental Conservation, the Environmental Protection Agency, the National Park Service, the Fish and Wildlife Service, and the City of Yonkers.

4) Historic success at serving as non-partisan conveners of business, government, and community stakeholders to catalyze transformational neighborhood change such as the Daylighting of the Saw Mill River, the creation of the Saw Mill River Coalition, and the Yonkers Greenway.

Weaknesses identified included:

1) Limited staff capacity affected the organization’s ability to grow and continue to expand the communities served.

2) Lack of formalized organizational structure, process, finances, and procedures inhibited efficiency and effectiveness.

3) Flat reporting structure and lack of clarity around job functions inhibited cross-program collaboration, ability to manage direct reports effectively, and overall focus of program and administrative job functions.
4) The number and variety of projects and programs undertaken by Groundwork was perceived as diluting the mission, resulting in claims of spreading limited staff and financial resources too thin.

Many of these weaknesses have already been addressed through organizational improvements implemented during the strategic planning process. These include:

- **Narrowed programmatic focus**: eliminated two of five program areas after careful review of financial feasibility, stakeholder feedback, and the existence of partner organizations better equipped to carry these bodies of work forward.
- **Streamlined organizational structure**: restructured organizational chart, created new job descriptions for all staff, and re-allocated staff positions that reflect the refined areas of work outlined in this plan. A program and operations director position was established last year to help manage, coordinate, and monitor outcomes across the revised program priority areas and address the flat reporting structure.
- **Refined Board governance**: continued to grow and diversify the board with new members representing the local community and the corporate sector.
- **Revamped budgeting process**: based on actual revenue projections, resulting in timesheets that reflect annual grant goals for each staff member, better budget creation on future grant proposals, and planning tools for program staff.
- **Simplified expense and revenue tracking**: consolidating QuickBooks chart of accounts and new Fund E-Z software migration underway.
- **Improved cash flow**: because receipts and timesheets are submitted and entered into the system on time, we are now able to claim funds and maintain a better cash flow.
- **Updated employee policies**: new floating holiday policy, new vacation policy, new sexual harassment policy, simplified health insurance plans.
- **Expanded opportunities for professional development and training**: including all staff training workshop in strategic planning and diversity and inclusion, plus training for new managers.
- **Reducing administrative burdens**: Reduced the number of government grants under $20,000.

While substantial improvements have been made in Groundwork’s organizational structure and processes, staff capacity remains a primary gap to be addressed. As of December 2019, Groundwork staff is currently limited to ten full time and five part time/seasonal staff positions. Adding new staff positions will significantly help in addressing this issue. Increasing Groundwork’s strategic partnerships with academic partners to secure additional credit-based internships and fellowships is also noted as a strategy to address capacity gaps in this plan.

**VI. Program Goals/Objectives/Activities**

In this plan, the organization makes a specific shift to focus on three primary program areas, as shown in the diagram below. While each of these was central to the work of Groundwork in the past, it became clear through this planning process that the organization’s core strengths are in
these specific arenas. Moreover, the power of the organization is especially impressive at the intersection of these three program areas.

**Transforming Places:** The organization was established to take on large-scale transformative, place-based projects and has done this successfully over its first 20 years. Groundwork catalyzed the community effort to daylight the Saw Mill River and is now leading the effort to create a new greenway connecting Yonkers to the Bronx. Groundwork also led the Saw Mill River Coalition to bring together community partners to restore the Saw Mill River.

**Sustainability Education:** Groundwork developed some of the most effective place-based sustainability education programs at its highly innovative education center, the Science Barge. Through these educational efforts, it works to ensure that community members are informed of the environmental challenges in their communities and aware of actions that can be taken to address them.

**Youth Leadership:** Through its Youth Leadership Program, the Green Team, Groundwork takes the next step and employs youth to effect transformational change in their communities. The Green team has won national awards for combining work on community restoration projects such as the Daylighting of the Saw Mill River with inspirational service experiences on the nation’s public lands such as Yellowstone National Park.

Together, these three program areas represent the most successful and impactful of Groundwork’s efforts to date, and ensure that community members are not only educated about the environmental challenges we face, but empowered and employed to be at the forefront of the transformational projects Groundwork undertakes. This community-led approach, with a special emphasis on youth engagement, ensures that Groundwork’s transformational projects will have lasting impact and community champions well into the future.
A. Key Priorities

Looking across the three areas, Groundwork has identified the following key programmatic priorities for the next three years:

- **Addressing climate change adaptation, mitigation and equity.** Climate change is the biggest and most important environmental challenge we face. As a result, Groundwork is making it a priority to help Yonkers and the Hudson Valley understand its implications, maximize resilience, and mediate impacts on low income populations that are disproportionately affected by climate change.

- **Incorporating more scientific rigor across each program area.** By working more in partnership with local academic institutions, Groundwork will be able to increase and better document our impacts in the community and thereby guide our future work. For example, we can ensure our education programs are based on the most up-to-date academic findings. We can also better understand the new types of fish that have come to the Saw Mill River since the daylighting.

- **Developing comprehensive measures.** Groundwork Hudson Valley has made some progress in measuring its impacts but can do more across all three programs areas in developing ways to measure and document effectiveness.

- **Creating better integration across the three program areas** to inform a systems-based approach to our work and capitalize on the synergies that exist at the intersection of our
three programs. For example, Groundwork’s new *Climate Safe Neighborhoods* initiative aims to transform neighborhoods by abating and mitigating the impacts of climate change. This effort intersects other program areas by generating new educational content for our Sustainability Education program, and employing young people from our Youth Leadership program to conduct research and community surveys. By emphasizing projects that cut across the three program areas, we will create a multiplier effect for our impacts and ensure that each area does not operate in separate silos unrelated to one another.

Following is a chart that further details the objectives and planned key activities within each program area. Examples of the types of activity within each area are also provided.

**B. Program Area: Sustainability Education**

**Goal: To broaden environmental awareness, appreciation, and literacy in the urban setting**

**Key Priorities:** Increase participation in/revenue from educational programming by 20-25 percent and update educational facilities to reflect latest technology.

<table>
<thead>
<tr>
<th>Objective</th>
<th>Activity</th>
<th>Examples</th>
</tr>
</thead>
<tbody>
<tr>
<td>Facilitate intersection with other Program Areas</td>
<td>1. Conduct place based learning in public green spaces</td>
<td>1. Daylighting curriculum, Greenway, Saw Mill River</td>
</tr>
<tr>
<td></td>
<td>2. Establish tiered youth engagement approach that encompasses learning, progressing to volunteering, progressing to paid internships</td>
<td>2. Students learn on Barge, become volunteers, then join Green Team</td>
</tr>
<tr>
<td></td>
<td>3. Regular staff meetings across three program areas</td>
<td>3. One per month</td>
</tr>
<tr>
<td>Maximize participation in educational programming</td>
<td>1. Evaluate and improve existing outreach and recruitment</td>
<td>1. New school districts, new geographies, assess pricing scales, review marketing materials</td>
</tr>
<tr>
<td></td>
<td>2. Evaluate viability of continuing programming at Ecohouse</td>
<td>2. Permanent location for Ecohouse?</td>
</tr>
<tr>
<td></td>
<td>3. Review and assess existing community programs (e.g. Science Barge volunteer program, summer lecture series)</td>
<td>3. Survey community members</td>
</tr>
<tr>
<td></td>
<td>4. Review and assess</td>
<td>4. Survey educators Create materials for new educational programming in Daylighting and</td>
</tr>
<tr>
<td>Increase Science Research / Academic partnerships</td>
<td>1. Leverage faculty and outside expertise to enhance research programs/projects</td>
<td>1. Manhattan College review of health outcomes, academic review of climate change curriculum</td>
</tr>
<tr>
<td></td>
<td>2. Build staff capacity through university sponsored internship/fellowship</td>
<td>2. Semester to year-long internship/fellowship for admin/marketing</td>
</tr>
<tr>
<td></td>
<td>3. Using site projects as research destinations</td>
<td>3. Oyster research on Science Barge</td>
</tr>
<tr>
<td>Science Barge Updates</td>
<td>1. Update Science Barge facilities to reflect latest science, technology and program delivery efficiency</td>
<td>1. Assess needs and revamp systems and program delivery</td>
</tr>
<tr>
<td></td>
<td>2. Streamline maintenance processes</td>
<td>2. Hire a consultant to provide regular maintenance checks</td>
</tr>
<tr>
<td>Measuring Impacts</td>
<td>1. Create qualitative and quantitative measures</td>
<td>1. Pre-post surveys, focus groups, third party evaluation</td>
</tr>
</tbody>
</table>

C. Program Area: Youth Leadership

**Goal:** Develop the next generation of environmental leaders

Key Priorities: Double the number of youth served in our award-winning Green Team program, and establish an alumni network to deepen our engagement and improve our ability to measure impacts

<table>
<thead>
<tr>
<th>Objective</th>
<th>Activity</th>
<th>Example</th>
</tr>
</thead>
<tbody>
<tr>
<td>Facilitate intersection with other Program Areas</td>
<td>1. Focus work projects on transforming places sites</td>
<td>1. Green Team working on planting and maintaining willows on the Saw Mill River; Green Team work on Greenway landscaping and Science Barge/Ecohouse research projects; Green Team conducting community projects</td>
</tr>
<tr>
<td></td>
<td>2. Regular staff meetings across three program areas</td>
<td></td>
</tr>
</tbody>
</table>
| **Increase impact and efficiency** | 1. Increase # of students served  
2. Utilize best practices from other programs  
3. Increase exposure to environmental professionals and environmental career fields  
4. Continue to emphasize soft skill development | 1. Double number of Green Team members to 30 over three years  
2. Moving from individual recruitment to group interviews, etc. child labor laws (done), consider dividing up green team into separate, smaller work cohorts  
3. Career fields include climate change, environmental science, environmental engineering, green infrastructure  
4. Soft skill development examples include public speaking, team work, timeliness, work preparedness, etc. |
| **Increase duration and depth of engagement** | 1. Establish Alumni Network to evaluate program impacts, connect alumni to additional green job opportunities, & establish a peer support group  
2. Explore possible Green Corps (18-24 yrs. old employment program) | 1. Facebook group or other social media platforms, plus ongoing mentorship  
2. Green infrastructure certification and training program to better manage maintenance of sites |
| **Measuring Impacts** | 1. Create qualitative and quantitative measures | 1. Surveys, focus groups, third party |
Increase Science Research / Academic partnerships

1. Integrate more science research/education projects into work projects
2. Leverage partnerships with science-based groups

Evaluation

1. Climate Mapping, willows as natural flood abatement, etc.
2. NOAA, Fish and Wildlife Service, NASA, EPA

D. Program Area: Transforming Places

**Goal:** Identify and revitalize underutilized sites that show potential to benefit residents and wildlife

Key Priorities: strengthen the community's voice in creating, shaping and sustaining transformational projects; and add new staff capacity to support program growth.

<table>
<thead>
<tr>
<th>Objective</th>
<th>Activity</th>
<th>Example</th>
</tr>
</thead>
<tbody>
<tr>
<td>Facilitate intersection with other Program Areas</td>
<td>1. Expand educational programming at our transformational sites 2. Expand Green Team work projects on sites 3. Regular staff meetings across three programs</td>
<td>1. Daylighting curriculum, Greenway, Saw Mill River 2. Green Team working on planting and maintaining willows on the Saw Mill, Greenway, Science Barge/Ecohouse research projects, community outreach for climate heat mapping, leading interpretation and tours of sites, participating in community charrettes and surveys 3. One per month</td>
</tr>
</tbody>
</table>

| Increase impact and efficiency | 1. Focus on community driven major projects with lasting impact 2. Clarify Groundwork’s ongoing role in projects with partners 3. Leverage partnerships | 1. Community gardens with promise of permanence and connections with larger scale projects 2. Design entry/exit strategies at outset |
| **Ensure long term success** | 1. Strengthen Groundwork’s presence in the community - ensure diverse community voices remain at the forefront before, during, and after project completion  
2. Expand formal partnerships with City/County/State Parks  
3. Address ongoing maintenance/stewardship issues (cleanliness, security, dumping, and ecosystem health)  
4. Choose projects that increasingly address climate change adaptation and mitigation | 1. Hire community relations director  
2. Formalize working agreements through MOU’s, and contracts to ensure accountability for new and existing projects  
3. Government, community, and Groundwork responsibility to maintain Daylighting, Greenway, Saw Mill River  
4. Heat mapping Yonkers, Saw Mill River Watershed plan that addresses flooding issues |
| **Increase Science Research/Academic Partnerships** | 1. Leverage faculty expertise to enhance programs/projects  
2. Build staff capacity through university sponsored internships/fellowship  
3. Use site projects as research destinations | 1. Manhattan College review of health outcomes, academic review of climate change curriculum  
2. Semester to year-long internships/fellowship for admin/marketing  
3. Oyster research on Science Barge |
| **Measuring Impacts** | 1. Create qualitative and quantitative measures | 1. Pre-post surveys, focus groups, third party evaluation |
The desired outcomes for the marketing strategy are to strengthen public engagement, increase fundraising through digital platforms, and expand the reach of Groundwork through clear and consistent messaging. Recommendations focus on creating messaging that targets specific audiences, including donors (current/lapsed annual donors and corporate partners) and the local community (schools, students, and teachers). This will enhance and support both programmatic and fundraising goals and will help Groundwork maximize its marketing efforts. The three primary objectives to strengthen engagement with Groundwork by improving the clarity and reach of marketing communications are:

<table>
<thead>
<tr>
<th>Objective</th>
<th>Activity</th>
<th>Example</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase public awareness of Groundwork</td>
<td>1. Upgrade website</td>
<td>e. Merge all relevant social media pages</td>
</tr>
<tr>
<td></td>
<td>2. Streamline and grow social media channels and outreach</td>
<td>f. Secure more county-wide, tristate, and metro-area media outlets</td>
</tr>
<tr>
<td></td>
<td>3. Increase external media coverage</td>
<td>g. Brand ambassadors</td>
</tr>
<tr>
<td></td>
<td>4. Create a Brand toolkit</td>
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</tr>
</tbody>
</table>

**VII. Marketing**

- Hire Community Relations Director
- Upgrade Science Barge Energy Systems
- Install new Donor tracking/management software
- Increase Green Team from 15-20
- Amplify Science Barge Booking/recruitment efforts
- Identify key measurement questions for each program

**2020**
- Hire Community Relations Director
- Upgrade Science Barge Energy Systems
- Install new Donor tracking/management software
- Increase Green Team from 15-20
- Amplify Science Barge Booking/recruitment efforts
- Identify key measurement questions for each program

**2021**
- Hire Rivers and Trails Associate
- Identify additional Science Barge upgrades and resource needs
- Hire full time Administrative Assistant
- Hire 3rd party measures firm
- Increase Green Team from 20-25
- Launch Green Team Alumni Network
- Amplify Science Barge Booking/recruitment efforts

**2022**
- Complete 3rd party measures
- Increase Green Team from 25-30
- Complete additional Science Barge Upgrades
- Amplify Science Barge Booking/recruitment efforts
- Continue building Alumni Network
Increase impact and efficiency

1. Allocate additional resources for marketing
2. Leverage partnerships for increased exposure

Target Communications among all outreach

1. Identify and respond to program specific marketing needs
2. Customize messaging for different audiences

Measuring Impacts

1. Create qualitative and quantitative measures

VIII. Needs/Resources

Staffing

Existing Capacity: As of December 2019, Groundwork staff is currently limited to ten full time and five part time/seasonal staff positions with expertise in fundraising, organizational management, accounting, program management, contract management and program implementation. Two external consultants also provide grant writing/reporting expertise and finance management expertise.

Needed Capacity: We will expand capacity with the following new staff positions over the next three years:

- A new Director of Community Relations position will work to grow our communications, community engagement, and volunteer initiatives across the three program areas.
- A Rivers and Trails Associate will add additional capacity to support Groundwork’s growing Transforming Places program area.
- Two additional consultant positions will be contracted with to 1) address ongoing maintenance of Groundwork’s Science Barge and The Ecohouse, and 2) develop comprehensive measures for three priority program areas.
- Additional administrative support needs are also factored into this plan with the creation of a full time administrative support staff member.
Finally, Green Team capacity will double from 15 students to 30 students over the next three years.

Groundwork also anticipates continued contracts with two existing consultants to provide grant writing/reporting expertise and finance management expertise. The organizational chart below illustrates these proposed changes. Green boxes indicate new/modified positions.

Budget
The estimated three year (FY20-FY22) budget needs are $5,834,335, with annual budget increasing incrementally from $1,710,838 in 2020 to $2,155,072 in FY22. This increase in annual budget reflects the planned growth in the scope of each of our strategies, including significant organizational growth, which will be necessary to reach our ultimate objectives.

Key elements driving the budget growth over the three year period include:

- New staff positions including Community Relations Director, Rivers and Trails Program Associate, and Administrative Assistant;
• Growth of Green Team (salaries, supplies, seasonal youth leaders and transportation for 20 students in 2020, 25 students in 2021, and 30 students in 2022);
• Additional resources to support marketing and communications ($20,000 in 2021 and 2022)
• Additional resources to support programmatic measures ($50,000 in 2021 and 2022)
• A 3% growth percentage across all salaries and OTPS to reflect merit increases, inflation rates, and general cost of living expenses.

Below is a detailed budget breakdown which reflects these changes.

<table>
<thead>
<tr>
<th></th>
<th>2020 Budget</th>
<th>2021 Budget</th>
<th>2022 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Personnel Services</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salary</td>
<td>796,750</td>
<td>923,936</td>
<td>992,484</td>
</tr>
<tr>
<td>Fringe</td>
<td>186,279</td>
<td>217,793</td>
<td>235,034</td>
</tr>
<tr>
<td>Consultants (Program and Admin)</td>
<td>287,356</td>
<td>345,977</td>
<td>395,977</td>
</tr>
<tr>
<td>Other</td>
<td>17,792</td>
<td>18,326</td>
<td>18,876</td>
</tr>
<tr>
<td><strong>Total Personnel</strong></td>
<td>1,288,178</td>
<td>1,506,031</td>
<td>1,642,371</td>
</tr>
<tr>
<td><strong>Other Than Personnel Services (OTPS)</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Improvements &amp; Equipment</td>
<td>82,313</td>
<td>84,783</td>
<td>87,326</td>
</tr>
<tr>
<td>Program Materials &amp; Supplies</td>
<td>112,436</td>
<td>119,312</td>
<td>129,895</td>
</tr>
<tr>
<td>Travel &amp; Other</td>
<td>14,953</td>
<td>18,953</td>
<td>28,953</td>
</tr>
<tr>
<td>Occupancy</td>
<td>56,407</td>
<td>58,099</td>
<td>59,842</td>
</tr>
<tr>
<td>Insurance</td>
<td>35,282</td>
<td>36,340</td>
<td>37,430</td>
</tr>
<tr>
<td>Audit</td>
<td>17,000</td>
<td>17,510</td>
<td>18,035</td>
</tr>
<tr>
<td>Office expenses</td>
<td>17,563</td>
<td>18,090</td>
<td>18,633</td>
</tr>
<tr>
<td>Credit Card &amp; Bank Fees</td>
<td>3,200</td>
<td>3,296</td>
<td>3,395</td>
</tr>
<tr>
<td>Marketing &amp; Fundraising</td>
<td>64,679</td>
<td>86,619</td>
<td>109,218</td>
</tr>
<tr>
<td>Technology &amp; Communication</td>
<td>14,102</td>
<td>14,525</td>
<td>14,961</td>
</tr>
<tr>
<td>Dues and Subscriptions</td>
<td>4,000</td>
<td>4,120</td>
<td>4,244</td>
</tr>
<tr>
<td>Other</td>
<td>725</td>
<td>747</td>
<td>769</td>
</tr>
<tr>
<td><strong>Total OTPS</strong></td>
<td>422,661</td>
<td>462,394</td>
<td>512,701</td>
</tr>
<tr>
<td><strong>Total Expense</strong></td>
<td>1,710,838</td>
<td>1,968,425</td>
<td>2,155,072</td>
</tr>
</tbody>
</table>

**Fundraising**

After assessing fundraising potential for Groundwork, the Development Leadership Team determined that growth areas should focus on a small percentage of donors giving at the principal and major gift levels. This is in line with fundraising for all non-profits. This
fundraising plan will focus on engaging private donors, including individuals, foundations and corporations.

Groundwork has done a notable job securing diverse and varied funding streams. With over 35 active grants per year, Groundwork has successfully avoided a high level of financial risk by limiting our reliance on a small number of major donors. Groundwork has also been tremendously successful in securing nearly half of our operating budget through discretionary funds raised for major event sponsorships including the Annual Gala, the Great Saw Mill River Cleanup, the River Cruise, and the Science Barge Opening, which we intend to maintain over the next three years.

However, the number of active grants managed by the organization requires a significant investment in staff resources to manage effectively. Government grants in particular require significant administrative bandwidth. For this reason, this fundraising plan will focus on growing funding support from private donors, including individuals, foundations and corporations, while maintaining our successful track record in securing government grants. Groundwork will continue to limit the pursuit of government grants under $20,000 to reduce administrative burden.

The fundraising goal for the next three years is $6,034,335, which reflects the proposed three year budget plus a $200,000 increase for the reserve fund. Key Objectives and Activities to achieve this goal include:

**Objective 1: Establish prospecting and tracking system in order to identify and document major gift prospects in the Westchester and NYC markets.**

Key Activities:
- Develop specific targets for identification, research and discovery efforts;
- Commit to the development of robust donor strategies;
- Engage in regular review of progress of donor strategies and adjust as necessary;
- Include concrete, specific, measurable goals for philanthropy and other staff that tie to work plans (i.e. numbers of interactions, visits, etc.);
- Allow for and promote regular review of progress toward all targets.

**Objective 2: Grow Development Committee and Board Fundraising Capacity**

Key Activities:
- Grow the Development Committee with new leaders, trustees and other experts with a specific charter to address the financial growth of the organization;
- Identify, cultivate, secure and on-board at least three new qualified Trustees with major gift capacity and/or connections;
- Organize and staff quarterly meetings of the Development Committee;
- Develop individual work plans and engagement strategies for each member;
- Plan and execute strategic field trips/donor visits in coordination with Development Committee to secure gifts.

**Objective 3: Provide Strategic Stewardship of Private Donors**

*Key Activities:*
- Develop stewardship plan and coordinate all stewardship activities. Update stewardship plan on a monthly basis as new donors are incorporated;
- Provide weekly update on stewardship activities to key personnel;
- Send new donors a thank-you note / card seven days after notified of gift;
- Create tailored stewardship reports as needed/requested and respond within time frame established;
- Organize one pipeline-building/donor cultivation event every 6 months;
- Introduce Executive Director and Program Staff to new/existing donors to provide support and expertise as needed.

**Objective 4: Develop and/or Update Set of Core Fundraising Communications Materials**

*Key Activities:*
- Create, develop and update fundraising materials including but not limited to case statements, fact sheets, annual reports, and power points;
- Develop and provide support to staff and trustees to increase familiarity with key messages and ability to communicate with donors and prospects, in part through storytelling;
- Develop quarterly newsletters and employ other communication channels to keep Groundwork top-of-mind for donors;
- Support donor stewardship events by developing sample itineraries, final itineraries, information material and logistics as necessary.
APPENDIX 1

Program Selection Criteria

These criteria were created to help Groundwork leadership decide which projects and programs it will prioritize as an organization. This tool should serve as a lens through which each opportunity is viewed and considered for Groundwork’s current and future slate of work.

### Ideal Facets

<table>
<thead>
<tr>
<th>Criteria</th>
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<tbody>
<tr>
<td>The project aligns with our mission, vision, values, and strategic plan</td>
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<tr>
<td>The project is high impact / makes a visible difference / is transformational</td>
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<tr>
<td>The project is co-located near mutually beneficial economic development and/or existing “activity nodes”</td>
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<td>The project has partner support (community, political, and business)</td>
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<tr>
<td>Groundwork has site control (ownership or secured access to the property).</td>
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<tr>
<td>The project is socially sustainable (community support, involvement, responds to residents’ expressed needs and desires).</td>
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<tr>
<td>The project is economically sustainable (more than one funding source and/or provides revenue-generating mechanism)</td>
</tr>
<tr>
<td>The project will benefit Groundwork’s reputation, does not pose significant reputational risk/negative impact</td>
</tr>
<tr>
<td>The project provides access to new sources of funding or to new meaningful partnerships</td>
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<tr>
<td>The project brings multiple benefits to Groundwork</td>
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<tr>
<td>The project is measurable</td>
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<tr>
<td>Groundwork is uniquely qualified to do it - no other organization can do it more effectively</td>
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<tr>
<td>The project will have a lasting impact</td>
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### Beneficial Outcomes

<table>
<thead>
<tr>
<th>Outcome</th>
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<tbody>
<tr>
<td>Promotes community stewardship and engagement, and builds community pride</td>
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<tr>
<td>Increases access to amenities for underserved communities</td>
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<tr>
<td>Makes the community more walkable, bike able; safer for pedestrians and cyclists</td>
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<tr>
<td>Creates local jobs accessible to local populations</td>
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<tr>
<td>Yields more job-ready citizens and a more green-skilled workforce</td>
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<tr>
<td>Engages youth, residents, businesses, and government meaningfully</td>
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<tr>
<td>Improves the health of the community</td>
</tr>
<tr>
<td>Improves air, land and water quality</td>
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<tr>
<td>Promotes more community-driven planning and land use decision-making</td>
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<tr>
<td>Increases local knowledge of and community participation in environmental issues</td>
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<tr>
<td>Reclaims vacant, underutilized land for community benefit (which is unlikely to be redeveloped)</td>
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</table>