

Groundworks Collaborative STRATEGIC PLAN OVERVIEW

2019—2020



Introduction

Groundworks Collaborative is the product of decades of work providing food, shelter, and supportive services to thousands of our community's most vulnerable neighbors. The following is our plan to increase our impact, even as we work—over the same time period—to build a permanent home of our own on South Main Street in Brattleboro.

This plan, which acts as a bridge that will successfully carry Groundworks from our 2016-2018 Strategic Plan into the next phase of the organization, lays out **FIVE GOALS** that define the long-term results we wish to achieve.

The Goals are mini-Vision Statements that describe what success will look like as we achieve them. Under each Goal are a set of **OBJECTIVES**, describing the specific short-term results we aim to achieve over the next two years in order to realize each Goal. We have also shared a number of **STRATEGIES** describing the activities that must be carried out to achieve these Goals and Objectives. For the sake of brevity, a selection of strategies are presented here.



GOAL 1: A new home for Groundworks that better serves clients' needs through trauma-informed architectural design, appropriate program locations, and an increased community understanding of the work we do.



OBJECTIVE

1. Open the new building at 54/60 South Main Street by September 2020
 - a. Hire a Construction Manager.
 - b. Plan for the successful relocation of programs affected by construction to mitigate risk of any loss of services to clients.
 - i. Move Food Shelf by Fall of 2019.
 - ii. Move Case Management, Representative Payee, Business and Development offices onto the new site when construction is complete.
 - iii. Open the Seasonal Overflow Shelter on the new site in November 2020.
 - iv. Move the Day Shelter after completion of the new building.
2. Develop a robust Communications Plan for the capital project and for the organization overall.
3. Raise \$2.1 million through a Capital Campaign to finance the building project.
 - a. Establish a Capital Campaign committee and Chairs to oversee the campaign and consistently monitor and evaluate progress.
 - b. Establish and communicate a plan for contingencies to be monitored and evaluated in coordination with the Site Committee.



GOAL 2: Programs are designed and delivered to meet our clients' basic needs with dignity.

OBJECTIVE

1. Conduct a program-level planning project to clarify program purpose, target client needs to be addressed, desired results, barriers, key priorities, key partners, client representation, and program measures.
2. Develop an organizational partnership strategy and program development plan to address needs beyond what current capacity and mission can provide.
 - a. Take stock of partnerships and determine needs over 2019 & 2020, explore partnerships, bolster and expand the embedded provider model.
 - i. Refine operational partnerships with Brattleboro Memorial Hospital (BMH), the Brattleboro Retreat, and Health Care & Rehabilitative Services (HCRS).
 - ii. Expand partnerships to enhance our Supportive Services Model and model the success of Great River Terrace—considering ways to engage more embedded providers and bolster the services we're providing day to day.
 - iii. Ensure multiple options for people across the housing continuum, with various housing needs.
3. Design a process for regular programmatic strategic planning that includes client involvement.
4. Monitor and evaluate programs with an eye toward consistency.

GOAL 3: Groundworks is a great place to work.



OBJECTIVE

1. Maintain a strong Leadership Team.
2. Improve internal / agency-wide communications.
 - a. Create more opportunities for engagement, training, leadership, valuing of and connection amongst staff and across programs.
3. Continue to develop an internal culture that meets staff needs with dignity, including:
 - a. Support for staff who are under pressure.
 - b. Creative solutions to celebrate and honor staff and mitigate burnout.
 - c. Evaluating Staff Retention
 - i. Defining internal metrics for "healthy" turnover.
 - d. Reviewing Compensation & Benefits and creating a plan to balance fiscal sustainability and employee satisfaction.
 - e. Comparison and competitive analysis with other local employers:
 - i. Define "great place to work" to allow for benchmarking and standards.
 - f. Conduct training and conversations around race and equity in our work.
4. Strengthen Administrative and Operations Procedures:
 - a. Create individualized operating manuals for programs to capture institutional knowledge and strengthen onboarding.



GOAL 4: A compelling narrative that drives community action and financial sustainability.

OBJECTIVE

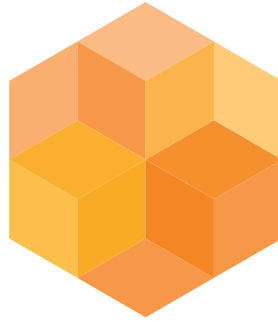
1. Establish our position and role in important community conversations and strategies
 - a. Create statements that communicate our role as a result of the community conversations.
 - b. Foster greater community understanding of systemic and individual causes for homelessness, food insecurity, and poverty.
 - c. Convene conversations about an organized housing strategy for Brattleboro that takes stock of collective resources to meet community needs.
2. An appropriately paced Communications Plan that builds public support for Groundworks and the new building project.
3. Enhance financial sustainability.
 - a. Strengthen cash flow analysis to improve awareness of cash fluctuations.
 - b. Maintain and increase Groundworks' Rainy Day Fund.
 - c. Develop multi-year budgets.
4. Enhance Development Plan to ensure financial sustainability and support for ongoing operations.
 - a. Conduct, Monitor & Evaluate the Capital Campaign
 - i. Solicit gifts to include 10% to be used to fund Groundworks' mission in FY2019 and FY2020.
 - b. Continue exploring strategies for increased revenue potential, especially maximizing fundraising potential for annual events.

GOAL 5: The Board of Directors provides strategic governance.



OBJECTIVE

1. Increase Board engagement with programs and staff.
 - a. Create a Board / Staff Committee to serve as a direct line of communication on key human resources discussions.
 - b. Create more opportunities for staff and board to get to know each other.
2. Develop greater Board capacity as Fundraisers
3. Refine the Board's structure to support effective governance:
 - a. Establish and administer annual board evaluation.
 - b. Invest in board development informed by annual evaluation.
 - c. Monitor and evaluate Strategic Plan progress.
 - d. Evaluate and bolster the Board Committee structure.
 - e. Prioritize Strategic Conversations at Board Meetings facilitated by staff.
 - f. Evaluate and refine the board orientation process.
 - g. Review and update governance documents.
4. Grow Board Leadership and Capacity
 - a. Identify leadership needs and recruit top candidates for the Board—assessing Board composition relative to strategic priorities.
 - b. Enact Succession Plan to ensure sustainable and effective leadership.
5. Clarify policies about how to support client representation on the Board of Directors.



groundworks
COLLABORATIVE

basic needs met with dignity

PO Box 370, Brattleboro, Vermont 05302

Groundworks Drop-In Center
60 South Main Street | 802.257.5415

Groundworks Shelter
81 Royal Road | 802.257.0066

Development Office
209 Austine Drive | 802.490.2951

GroundworksVT.org