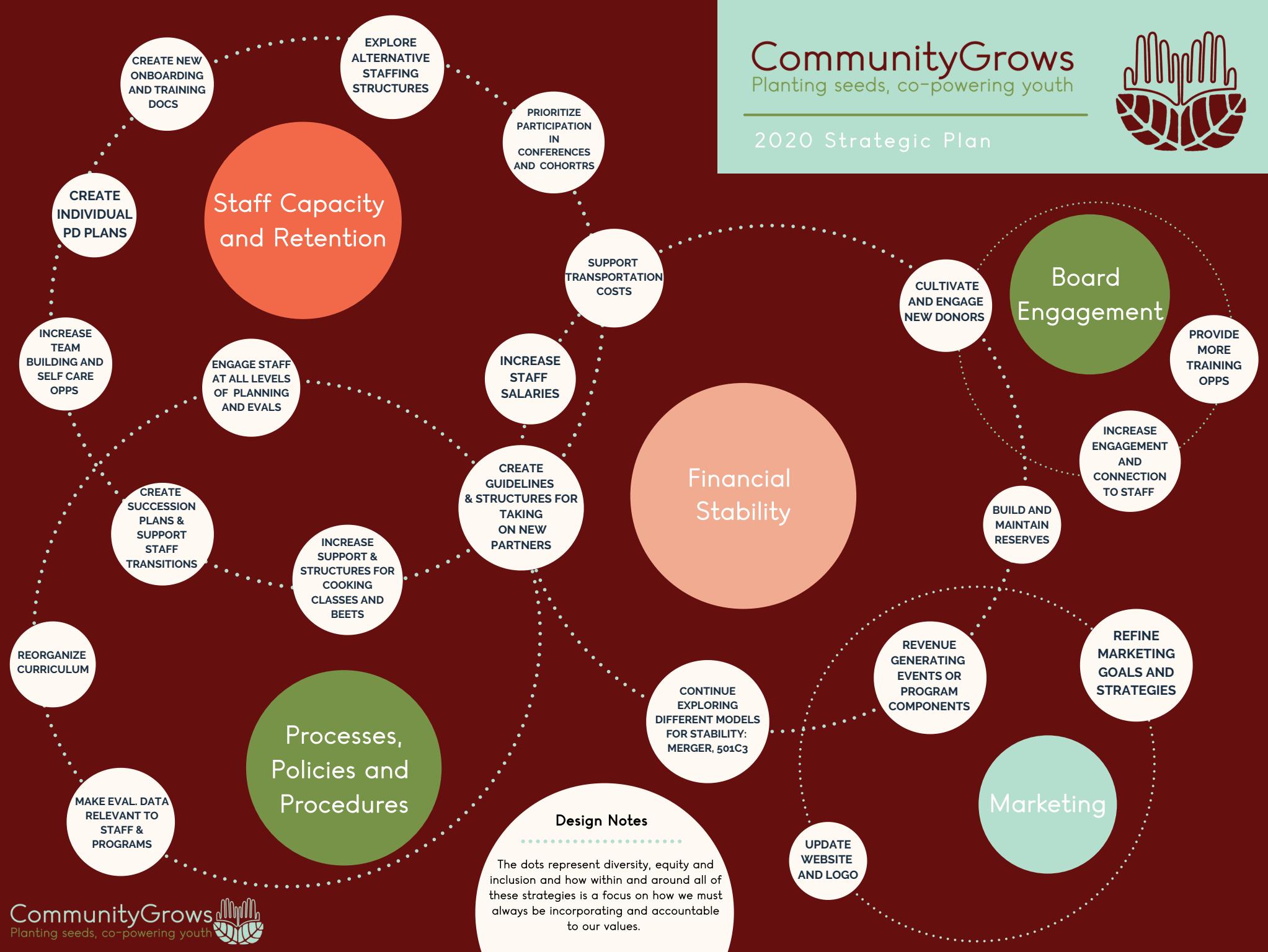




2020 Strategic Plan



IN NOVEMBER 2019, THE CG STAFF SEQUESTERED OURSELVES IN THE BEAUTIFUL STANISLAUS FOREST AND BEGAN A 3 MONTH LONG STRATEGIC PLANNING PROCESS. IN THE SAME WAY THAT CHANGE STARTS AT THE ROOTS, OUR GOALS AND STRATEGIES START WITH THOSE CLOSEST TO THE YOUTH AND COMMUNITIES WE WORK WITH. INCREASING STAFF CAPACITY, MITIGATING BURNOUT, AND STRENGTHENING OUR PROCESSES AND PROCEDURES WERE RECURRING THEMES THAT EMERGED, AS WELL AS CONTINUING OUR FINANCIAL STABILITY AND INCREASING BOARD ENGAGEMENT.

Staff Capacity and Retention

THE BAY AREA IS AN EXPENSIVE PLACE TO LIVE AND IT IS OFTEN THE MOST PRIVILEGED FOLKS THAT ARE ABLE TO DO THIS WORK. IN ADDITION, NONPROFIT STAFF ARE OFTEN EXPECTED TO WORK FAR BEYOND THEIR CAPACITY, WHICH EFFECTS THEIR OWN HEALTH AND WELLNESS AND LEADS TO BURNOUT AND TURNOVER THAT REDUCES OUR IMPACT IN THE COMMUNITY. WE WANT TO FOCUS ON HIRING, TRAINING AND SUPPORTING A DIVERSE STAFF AND WORK TOGETHER TO MAINTAIN AN INCLUSIVE AND HEALTHY TEAM.

- Prioritize professional development and create individualized plans for each staff member
- Explore alternative staffing structures. We have had the same basic organizational structure for years, let's look at different models so the that the staff are not juggling too many sites or classes.
- Support transportation costs. There is an inequitable cost to some staff because of where their sites are located. Let's explore solutions such as subsidizing costs or investing in a vehicle.
- Prioritize participation in conferences and cohorts. Support all staff in connecting and learning with peers. This is tied to restructuring and staff capacity..
- Create new on-boarding and training docs. Ideas for new docs include Scope & Sequence template, annotated lesson plans, and a master curriculum list.
- Increase staff salaries! This is a retention, equity and values strategy that is vital to our organization.

- Increase team building and self care opportunities. Ideas include more unstructured and social opportunities to connect and unwind, as well as more structured opportunities to connect and provide support
- Create guidelines and structures for taking on new partners. Codifying how we expand to new sites or what we need to have in place to engage new partners will make sure that we grow sustainability and thoughtfully. These guidelines will also focus on equity and inclusion and making sure that partners and communities are onboard as well.
- Increase support & structures for cooking classes and BEETs. Both logically and in terms of staffing. How do we make these programs more sustainable and impactful?
- Create succession plans & support staff transitions. Let's take the fear and panic away from leaving a job and create a culture and processes that make the changing of staff more organized and seamless.

CommunityGrows

Planting seeds, co-powering youth



2020 Strategic Plan

Financial Stability

HEALTHY, STABLE FINANCES ARE VITAL FOR HEALTHY ORGANIZATIONS AND HEALTHY STAFF. IN ORDER TO REMAIN CONSISTENT IN THE COMMUNITY AND IN OUR VALUES, WE NEED TO STRENGTHEN AND EXPAND OUR FINANCES AND FUNDRAISING

- Increase staff salaries! This is a retention, equity and values strategy that is vital to our organization. Based on research, our staff is paid at 75% of the SF rate and at half of what is considered a living wage in San Francisco
- Create guidelines and structures for taking on new partners. Codifying how we expand to new sites or what we need to have in place to engage new partners will make sure that we grow sustainability and thoughtfully. These guidelines will also focus on equity and inclusion and making sure that partners and communities are onboard as well.
- Continue exploring different models for stability, i.e. a merger wth organizations that share our mission and values or becoming and independant 501c3 .
- Cultivate and engage new donors with the goal of increasing donor revenue by 20% in 3 years.
- Build and maintain reserves. A 3-month reserve is required by Tides, our fiscal sponsor.
- Continue to explore ideas for new revenue streams that align with our mission and values, such as events and program components.

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Processes, Plans and Procedures

CREATING AND UPDATING DOCUMENTS AND SYSTEMS TO GUIDE GROWTH AND BUILD CONTINUITY

- Make evaluation data relevant to staff & programs. and regularly review to guide programming. Staff currently collects data but otherwise does not really engage with data. We want to reconnect staff with data to see the larger picture of our work, including impact and areas for growth.
- Reorganize curriculum. Our current online filing system is difficult to navigate. This will also help support staff on-boarding and capacity.
- Create succession plans & support staff transitions. Let's take the fear and panic away from leaving a job and create a culture and processes that make the changing of staff more organized and seamless.

Marketing

UPDATE AND STRATEGIZE

- Refine marketing goals and strategies. Delineate and strategize who is our audience, what does success look like, and how do we get there?
- Update website and logo. We want to provide a cleaner, more intuitive online experience for our website visitors and a newer logo with less colors will make social media branding easier.
- Continue to explore ideas for new revenue streams that align with our mission and values, such as events and program components.

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Board Engagement

DIVERSIFY AND SUPPORT

- Increase engagement and connection to staff. Ideas include having a board member attend staff meetings, more joint social activities, and increasing the requirement of board members to participate and support programming.
- Provide more training opportunities and development support, particularly around diversity, equity and inclusion. Just as our staff needs development, we want to support the Board to learn and grow.
- Diversify our board. We want our board to reflect the diversity of our community in race, class, gender, abilities, age, etc. This is connected to training and development support though, because we know that equity involves work and examining and challenging white privilege.

