

Groundwork Atlanta

Strategic Plan 2018-2020

WITH UPDATES

As of 04-13-18

Next Steps: Each committee should review the chart below to flesh out and prioritize the objectives, strategies, desired outcomes, timeframes, and responsible parties for the organization for the respective categories. Once completed, the final compilation of committee inputs will be combined and formulated into a workable and implementable document for GWATL Board adoption at the September 20, 2017 Board Meeting.

Key Things to Remember:

Objectives, strategies, and outcomes need to be realistic in scope and execution as this is a 2-year document.

This chart was compiled based upon the information presented at the August 24, 2017 Strategic Retreat. The selected tasks below are listed in order of importance (within the categories of Programmatic and Internal), based upon the ranking completed at the retreat. Though there are many worthy topics and issues (including those listed at the end of this document), the key objective is the successful implementation of a few important items.

Topic Area	Objectives	Strategies	Outcomes	Responsible Parties	Timeframe	Updates
<i>Top Programmatic Priorities</i>						
Chattahoochee Brick Plant Redevelopment (Brownfield site)	Establish ad-hoc committee focused on Chattahoochee Brick site	<ol style="list-style-type: none"> 1. Convene committee of board members, community leaders, and partners to develop vision and possible uses of site 2. Meet regularly to provide campaign updates and guidance 3. Add additional partners and stakeholders over time 	Groundwork Atlanta plays a leading role in organizing community leaders, partner organizations, and other stakeholders in a coordinated effort to achieve community-oriented redevelopment of this site	Craig, Jill, Robbie, Carly, Keith, TPL, Places sub-committee, others?	<ol style="list-style-type: none"> 1. 1 mo 2. 0-12 mos 3. 2-12 mos 	<ol style="list-style-type: none"> 1. Committee convened Fall 2017 2. Last meeting Fall 2017 – need to set additional meetings 3. Need to identify and add additional partners
	Raise profile of Chattahoochee Brick site	<ol style="list-style-type: none"> 4. Increase press coverage and community conversations about site 5. Host public tours of site 	Chattahoochee Brick is a widely recognized site that is part of Atlanta's larger community conversations	Jill, Carly, Craig, Robbie, Keith, TPL, Places sub-committee, others?	<ol style="list-style-type: none"> 4. 6-12 mos 5. 0-24 mos 	<ol style="list-style-type: none"> 4. Held meetings with key partners (TPL, City, EPA), but need to develop action-plan for key press coverage (waiting on Mayor's transition) 5. TBD

	Facilitate transition to community-oriented uses	<ol style="list-style-type: none"> 6. Convene community visioning and planning sessions for site 7. Assist in community-oriented redevelopment of site 	There is a clear and compelling vision and implementation plan for the Chattahoochee Brick site to guide site redevelopment	Jill, Carly, Craig, Robbie, Keith, TPL, Places sub-committee, others?	<ol style="list-style-type: none"> 6. 6-12 mos 7. 0-24 mos 	<ol style="list-style-type: none"> 6. TBD 7. TBD – Recent meetings with EPA, TPL, City and Invest Atlanta for assessment grant with EPA
Aglanta Allotment Program	Launch Aglanta Allotment Pilot program	<ol style="list-style-type: none"> 1. Finalize contract with the City of Atlanta 2. Hire Urban Agriculture Program Coordinator 	Groundwork Atlanta plays a critical role in coordinating and managing the	Wendy, Jill, Carly, City of Atlanta, Food sub-committee, others?	<ol style="list-style-type: none"> 1. 30 days 2. 30-45 days 3. 1-2 mos 4. 1-2 mos 	<ol style="list-style-type: none"> 1. Done - Fall 2017 2. Done – Nov 2017

		<ol style="list-style-type: none"> 3. Secure needed insurance 4. Conduct soil testing and develop soil remediation plans as needed 5. Increase capacity and involvement of Food sub-committee 6. Hold groundbreaking ceremony as Groundwork Atlanta Launch event 7. Support planning and permitting for pilot sites 8. Distribute financial resources for program 9. Host farm to table events 10. Oversee farm sites to ensure that operations are productive, providing support as needed 11. Identify, pilot, and refine opportunities to engage young people in program 12. Fund-raise for 	<p>Aglanta Allotment program in partnership with the City of Atlanta, which allows the program to successfully launch and grow beyond the pilot phase</p>		<ol style="list-style-type: none"> 5. 1-6 mos 6. 2 mos 7. 2-6 mos 8. 0-24 mos 9. 6-24 mos 10. 6-24 mos 11. 6-24 mos 12. 6-24 mos 13. 6-24 mos 	<ol style="list-style-type: none"> 3. Done – Fall 2017, w/ supplemental Jan 2018 4. Ongoing – five sites done; Spink Corridor ongoing 5. Active Group – need to determine if more is needed 6. Done – Nov 2017 7. Ongoing – Prog Coor work 8. Ongoing 9. TBD 10. Ongoing 11. Connections with High school via Maurice; connections with U Maryland visit for Food Forest March 2018; need to define more opportunities
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		<p>Aglanta Allotment Program through various means</p> <p>13. Support program development through resource acquisition and distribution, as well as through capacity-building</p>				<p>12. Ongoing – Grants to USDA Pending, and EPA Pending</p> <p>13. Ongoing</p>
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Multi-use Path Network	Plan and begin implementation of a multi-use path network in the focus area that connects local and regional greenspaces and other destinations	<ol style="list-style-type: none"> 1. Promote, participate in, and otherwise support local park and greenspace volunteer work day efforts 2. Engage directly in city planning efforts, including the NPU-G plan update and Atlanta Transportation Plan 3. Compile a GIS database for the focus area, including existing and planned paths and greenspaces 4. Publish an interactive GIS map of the focus area on the Groundwork Atlanta website 5. Identify sites that maybe included in the path network, which may have land acquisition and/or environmental remediation needs 6. Convene at least 	The Groundwork Atlanta focus area has a robust master plan for a multi-use path network in the focus area, with direct connections to the Chattahoochee River, Proctor Creek, the Silver Comet Trail, and the Atlanta BeltLine	Programs Committee, City of Atlanta, Riverwalk Atlanta, PATH Foundation, Emerald Corridor Foundation, Connect the Comet, ARC, Americorps, Greening Youth Foundation, others?	<ol style="list-style-type: none"> 1. 0-24 mos 2. 0-24 mos 3. 1-3 mos 4. 2-4 mos 5. 2-6 mos 6. 4-12 mos 7. 6-12 mos 8. 4-24 mos 9. 6-24 mos 	<ol style="list-style-type: none"> 1. Ongoing for Spink-Collins and Riverside and trail blazing along the Chattahoochee. Need more definitive action with other Friends Parks 2. TBD 3. Ongoing – almost ready for launch 4. need to launch GIS 5. Ongoing – recent meetings include meeting with Donald Lee Hollowell Corridor Brownfield action team 6. TBD 7. TBD 8. Done – March 2018
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		<p>two community meetings focused on creating a master plan for the path network</p> <p>7. Develop and release a</p>				<p>for Spink-Collins and Riverside; recent meetings with Kwanza Hall and Stephanie Stuckey for funding for teams and for engagement of GT along Proctor Creek Greenway</p> <p>9. TBD</p>
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		<p>path network master plan, along with a corresponding implementation plan</p> <p>8. Develop and deploy a Green Team or Green Corps program around invasive species removal in greenspaces and along future path corridors</p> <p>9. Work strategically with partners to implement the path network outlined in the Groundwork Atlanta Path Network Master Plan</p>				
<i>Top Internal Priorities</i>						
Development and Fund-raising	Increase capacity and activity in organizational fund-raising	<ol style="list-style-type: none"> 1. Identify co-chairs of the Development Committee 2. Hire contract or part-time Development Director (or acquire funds for full-time role) 3. Create fund-raising plan 	Groundwork Atlanta is actively identifying, pursuing, and acquiring funding through a variety of sources	Carly, Jill, Development committee, others?	<ol style="list-style-type: none"> 1. 0-4 mos 2. 2-6 mos 3. 2-6 mos 	<ol style="list-style-type: none"> 1. Done – Jan 2018 2. Pending 3. pending

Organizational Capacity Building	Increase organizational capacity and productivity	<ol style="list-style-type: none"> 1. Reorganize and grow committee leadership and membership 2. Make strategic hires to grow staff capacity 	Groundwork Atlanta is a highly productive organization making a significant impact in its initial focus area and beyond	Carly, Jill, Board	<ol style="list-style-type: none"> 1. 0-4 mos 2. 1-24 mos 	<ol style="list-style-type: none"> 1. Done – Jan 2018 2. Hired hourly GT leader, per grant
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Other Potential Opportunities and Future Priorities

Although the programmatic and internal priorities listed below did not receive the same level of priority, as indicated from the Strategic Planning Retreat on August 24, 2017, these ideas may receive greater attention as appropriate opportunities arise. Groundwork Atlanta staff, Board members, and volunteers should work to move these ideas forward, as organizational priorities, capacity, and funding allows. This list is not comprehensive, so other program ideas and internal needs may be identified and implemented at any time, given the necessary approval by the Groundwork Atlanta Board of Directors.

Programmatic

People

- Invasive species removal
- Urban agriculture
- Trash traps

Places

- Brownfields remediation
- Gun Club Park
- Hartsfield incinerator
- Community tours of focus area sites
- Interactive tour map on website
- Landfill reuse and redevelopment
- Acquisition along Metro Green and Parrott Ave
- Activating vacant school sites
- Community land trust

Internal

Staff

- Office space

Board of Directors or Ad Hoc Board Development Committee?

- Board development

Development Committee

- Fundraising plan
- Volunteer handbook

Food

- Farmer's market in NPU-G
- Composting at various scales
- Sustainable food hubs
- Food processing and distribution

Water

- Trash traps on Proctor Creek
- Stormwater best management practices
- Trash cans
- Wastewater treatment

Connections

- Safe routes to school projects
- Improvements to railroad buffers
- Transit stop improvements
- Transit system expansion

Finance Committee

- Finance updates (budget, etc.)

Governance Committee

- Governance documents

Communications Committee

- Listening tour
- Communications plan
- Marketing material