



## Woonasquatucket River Watershed Council Strategic Plan 2021-2023



**Adopted:** April 6, 2021 WRWC Board Meeting

**Contributors:**

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## WRWC Mission, Vision, and Values

**Mission:** Create positive environmental, social and economic change by revitalizing the Woonasquatucket River, its Greenway, and its communities.

**Vision:** A clean Woonasquatucket River and thriving Greenway for all to lead healthy lives.

**Values:**

- Tenacious Innovation: We overcome constraints with boldness, resourcefulness, and an entrepreneurial spirit, and we hope for a better future. We're scrappy, and we get things done.
- Community Stewardship: We work toward establishing intergenerational habits of stewardship for our natural and human resources, elevating the community to continue our work.
- Human/Nature: We believe placemaking happens in the interconnection between humanity and nature.
- We have a holistic vision for community flourishing and sustainability.
- Accessible Joy: We believe the best reward is witnessing the joy we bring to people.

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**Notes**

Staff and board members will assess progress toward the goals listed on this 3-year strategic at 6-month intervals. This strategic plan is adaptive and will be revised as needed to reflect changing circumstances, new opportunities, and unexpected challenges.

**Abbreviations**

ED=Executive Director

DOP=Director of Programs

EdD=Education Director

GM=Greenway Manager

BPD=Bike Program Director

DD=Development Director

RD=Recreation Director

BL=Bilingual Leadership

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**PROGRAM GOALS AND STRATEGIES**

**Program Goal #1: Connect Greenway space from Cricket Field & beyond through downtown Providence**

<b>Strategy</b>	<b>KPI(s)</b>	<b>Leadership</b>	<b>Value(s)</b>	<b>Cost</b>
1. Make progress on extending the Greenway's separated multi-use trail through Johnston to Route 44	Secure alignment through Superfund process FY22 Q4  Secure ownership/easement of Greenway land FY21 Q4  Establish funding sources for design and construction FY23 Q4	ED DOP	Human/Nature	
2. Continue building relationship with Johnston town government	Annual update process with Mayor, planning, parks, council and DPW	DOP	Human/Nature	
3. Make connection between partners: Town of Johnston, North Providence, City of Providence, RIDOT, Town of Smithfield, North Smithfield etc.	A plan with a timeline to extend the Greenway through Johnston & Beyond FY22 Q4	ED DOP	Human/Nature	
4. Connect Greenway from Route 44 to Cricket Field & Beyond	Secure agreement from property owners for use of land FY21 Q4  Agreement from Smithfield & North Smithfield on alignment and agreement FY 23 Q4  Establish funding sources for design and construction FY23 Q4	DOP  ED	Human/Nature	
5. Complete Greenway's separated trail expansion from Eagle Square to Mall	Advocate for Green Bond FY 21 Q1	ED DOP	Human/Nature	



<p>including pocket parks, canoe/kayak launches, art, Green Infrastructure, etc.</p>	<p>Continue participation with design team</p> <p>Establish funding for additional pieces where there are funding gaps</p>			
<p>6. Complete Greenway’s separated trail expansion through Gotham Greens</p>	<p>Advocate for Green Bond FY 21 Q1</p> <p>Continue participation with design team</p> <p>Establish funding sources to complete desired project outcome</p>	<p>ED DOP GM</p>	<p>Human/Nature</p>	
<p>7. Continue to advocate for Greenway’s separated trail connection from Gotham Greens through Donigian Park</p>	<p>Advocate for Green Bond FY 21 Q1</p> <p>Establish alignment and easements FY23 Q4</p>	<p>ED DOP</p>	<p>Human/Nature</p>	
<p>8. Continue to advocate for Greenway’s separated trail expansion through Contech property to Riverside Park</p>	<p>Advocate for Green Bond FY 21 Q1</p> <p>Establish alignment and easements FY23 Q4</p>	<p>ED DOP</p>	<p>Human/Nature</p>	
<p>9. Improve Greenway through additional amenities and Green Infrastructure connections with the river</p> <p>a. Establish outdoor classrooms on the river at Manton Dam</p>	<p>Survey additional stormwater solutions throughout entire Greenway FY 2021 Q4 and ongoing</p> <p>Secure long-term DOT stormwater funding FY2023 Q4</p> <p>Outdoor classroom FY2022 Q4</p>	<p>DOP ED</p>	<p>Human/Nature</p>	



10. Continue planning and discussion of water park at Riverside Park	Continue discussion with parks, ongoing  Secure funding FY2023 Q4	DOP	Human/Nature	
11. Complete Woonasquatucket Adventure Park Phase II	Participate in planning group ongoing	DOP	Human/Nature	
12. Ongoing participation in planning, establishing and maintaining park & Greenway amenities (e.g. play structures, benches, recycling, additional canoe/kayak launches etc.)	Coordinate w/ parks departments & RIDOT ongoing  Secure Funding (perhaps from naming rights)	DOP GM	Human/Nature	

**Program Goal #2:** Connect community members to Greenway, Watershed, and each other

<b>Strategy</b>	<b>KPI(s)</b>	<b>Leadership</b>	<b>Value(s)</b>	<b>Cost</b>
1. Develop Watershed-wide education strategy	Plan finalized FY21 Q3	EdD ED DOP	Community Stewardship  Accessible Joy	
2. Build community stewardship and use of Greenway in Johnston through education, recreation, and/or bike programming	Host at least 1 community meeting to collect input for Flood Resilience Study  Establish programming at Johnston Public Schools FY21 Q3 (and/or out-of-school education options)  Host at least 2 recreation programs annually	EdD RD BPD	Community Stewardship  Accessible Joy	



	Host an annual cleanup/beautification event			
3. Build community stewardship and use of Greenway in North Providence through education, recreation, and/or bike programming	<p>Continue afterschool Kids Klub programming for 25 participants annually.</p> <p>Establish programming at North Providence Public Schools FY21 Q3.</p> <p>Host at least 1 recreation program annually.</p> <p>Add board member FY 21 Q4.</p> <p>Host at least 1 community meeting to collect input for Flood Resilience Study.</p> <p>Establish canoe launch at Adams Lane along the Woonasquatucket FY22 Q4.</p> <p>Host an annual cleanup/beautification event.</p>	<p>EdD</p> <p>ED</p> <p>DOP</p> <p>RD</p> <p>BPD</p>	Community Stewardship	
4. Build community stewardship and use of Watershed in Smithfield through education, recreation, and/or bike programming	<p>Continue partnering with Smithfield planning and town manager’s office on developing Flood Resilience Study</p> <p>Establish programming at Smithfield Public Schools FY21 Q1 (and/or out-of-school education options)</p>	<p>EdD</p> <p>ED</p> <p>DOP</p> <p>RD</p> <p>BPD</p>	<p>Community Stewardship</p> <p>Accessible Joy</p>	



	<p>Host at least 4 recreation programs annually</p> <p>Add board member FY22 Q4</p> <p>Host at least 1 community meeting to collect input for Flood Resilience Study</p> <p>Host an annual cleanup/beautification event</p> <p>Explore working with community and RIDOT to maintain Smithfield Gl.</p>			
<p>5. Build community stewardship and use of Watershed in North Smithfield through education, recreation, and/or bike programming</p>	<p>Host at least 1 community meeting to collect input for Flood Resilience Study</p> <p>Continue in school (bike) and out-of-school (Kids Klub) programming interest and options FY21 Q4</p> <p>Host an annual cleanup/beautification event</p>	<p>EdD ED DOP RD BPD</p>	<p>Community Stewardship</p> <p>Accessible Joy</p>	
<p>6. Build community stewardship and use of Watershed in Gloucester through education, recreation, and/or bike programming</p>	<p>Host at least 1 community meeting to collect input for Flood Resilience Study</p> <p>Host at least 1 recreation program annually</p>	<p>EdD ED DOP RD BPD</p>	<p>Community Stewardship</p> <p>Accessible Joy</p>	





	<p>Add board member.</p> <p>Explore in school and out-of-school programming interest and options.</p> <p>Host an annual cleanup/beautification event</p>			
<p>7. Build community stewardship and use of Watershed in Providence through education, recreation, and/or bike programming</p>	<p>Continue partnering with City of Providence on developing Flood Resilience Study</p> <p>Establish naming rights program FY21 Q1.</p> <p>Continue offering K-12 educational programs (in school and/or out-of-school education options).</p> <p>Continue offering in school, afterschool, and vacation bike programming for 300 young people annually.</p> <p>Host at least 1 community meeting to collect input for Flood Resilience Study.</p> <p>Host weekly and other recreational programs including many at no cost.</p>	<p>EdD ED DOP RD BPD</p>	<p>Community Stewardship</p> <p>Accessible Joy</p>	

	Host several annual cleanup/beautification events.			
8. More representation of community members from all areas of the Greenway in WRWC activities	Programming materials and signage reflect preferred languages within the Watershed FY 21 and FY 22.  Native American land and river acknowledgment FY 21 and FY 22.	Staff and board	Community Stewardship  Accessible Joy	
9. Engage volunteers throughout the Watershed	Create Clean Days and other programming to engage at least 500 community volunteers annually.	GM	Community Stewardship	
10. Add watershed amenities to connect people to river and watershed (e.g. signage, canoe/kayak launches, trail improvements, etc.).	2 new canoe/kayak launches FY23 Q4.  Greenway signage campaign substantially installed by FY23 Q4.  Keep river navigable where possible (e.g. from Manton Fishway to Riverside, Riverside to downtown, advocate for public access at Lyman Pond).	GM DOP		

**Program Goal #3: Care for Greenway parks, spaces, and river health**

<b>Strategy</b>	<b>KPI(s)</b>	<b>Leadership</b>	<b>Value(s)</b>	<b>Cost</b>
1. Clearly define the role WRWC plays in caring for these spaces.	Develop MOUs on joint infrastructure projects with municipal partners (PVP, Manton) FY 21 Q2	DOP GM	Human/Nature	

	Meet w/ Leo Perotta at PVD DPW FY21 Q1			
2. Ensure capacity to be long-term caretakers for Greenway space a. Develop parks friends programs b. Continue annual workforce development River Ranger training program recruiting youth from communities surrounding Greenway	Establish defined operating costs by FY2021 Q3  Establish 1 park friends group annually with 3 by FY 2023 Q4  3 new neighborhood Junior Rangers annually (up to 10 summer if funding opportunity available)	Greenway Team	Human/Nature	
3. Establish permanent location for River Ranger headquarters	Refer to Administrative Goal 4	ED	Human/Nature	
4. Establish Greenway fund through every means possible (e.g. PRA, TIF, enterprise, unrestricted fundraising, endowment, development of municipal contracts throughout watershed, Centredale Superfund maintenance)	Set aside and raise \$100K for GW FY21 Q4  Set aside and raise \$200K for GW FY 22 Q4  Set aside and raise \$300K for GW FY 23 Q4			

**Program Goal #4:** Grow community connection and engagement on climate resilience

Strategy	KPI(s)	Leadership	Value(s)	Cost
1. Engage homeowners in Elmhurst and Smith Hill in home climate resilience	100 homeowners surveyed in each neighborhood FY22  6 retrofits in each neighborhood FY22	Outreach BL	Community Stewardship	

		Greenway Team		
2. Participate in Olneyville Advisory Board or group of citizens to offer feedback on ongoing and future projects	One board member participates in Olneyville Advisory Board	Jenn Recinos	Community Stewardship	
3. Relationship building and collaboration with community-based organizations	Continued participation in Olneyville Collaborative/CP HEZ, Valley Visioning, Providence Resiliency Partnership, Racial and Environmental Justice Committee, RI Green Infrastructure Coalition and others as opportunities arise	Outreach BL Staff	Community Stewardship	
4. Relationship building and collaboration with local business community	Continue offering Clean Day and other volunteer opportunities for involvement  Help re-establish the Kinsley/Promenade business association FY 23 Q4	GM DD	Community Stewardship	
5. Invite new stakeholders to the table to join conversations	Watershed-wide participation in Flood Resilience Study per KPIs above  Fund stakeholder coordination at \$50K/year	Outreach EdD BL	Community Stewardship	
6. Create inclusive, meaningful programming that fairly compensates participants and builds relationships within 02908 and 02909 area	At least 15 community members participate in New Voices program FY21 Q4  Community members take on meaningful leadership roles in	EdD Outreach BL	Community Stewardship	

	WRWC programs such as establishing park friends groups and directing flood resilience funding FY22 Q4			
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**Program Goal #5: Improve diversity, access, and inclusion to youth programs and job training**

<b>Strategy</b>	<b>KPI(s)</b>	<b>Timeline</b>	<b>Value(s)</b>	<b>Cost</b>
1. More access to virtual interactive education opportunities for adults and youth	Host 3 programs per year with video and other online engagement  Link to and promote additional program opportunities as they arise  Offer bilingual options and written translations	BPD EdD	Community Stewardship  Accessible Joy	
2. Offer culturally rooted programming such as acknowledging the native land stewards of the past, e.g. Storytelling with Loren Spears becomes a program. Cassius Spears has presentation about Native American life along the Woonasquatucket. Dugout canoe build with our Native American partners. Include looking at what the Native American community is doing now and raising up those voices. Video of John McNiff doing history of Woonasquatucket, dressing the part for each one.	Develop at least 1 culturally relevant program opportunity with offer bilingual options and written translations FY22 and onward	Outreach	Community Stewardship  Accessible Joy	
3. Continue River Ranger job training program with diverse opportunities	3 participants in FY21, future participant #s TBD	GM	Community Stewardship	



4. Develop or work with partners to establish bike mechanic for teens in 02908/02909	Develop budget for program FY 21 Q4  Establish sources of annual funds for program FY 22 Q1  10 participants FY22  10+ participants FY 23 and beyond	BPD	Community Stewardship	
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**ADMINISTRATIVE GOALS AND STRATEGIES**

**Administrative Goal #1:** Expand organization brand to create greater community awareness and evaluate/change organization’s name.

<b>Strategy</b>	<b>KPI(s)</b>	<b>Leadership</b>	<b>Value(s)</b>	<b>Cost</b>
1. Decide organization name and adopt it— one voice, one look a. Clarify logo and branding elements—resolve competition between organizational brands (WRWC and WRG) b. Develop communication strategy to share and reinforce change c. External input (e.g. focus groups)	Decide new name by end of FY2021 Q4  Develop logo, branding FY2022 Q1  Complete internal training FY2022 Q2  Monitor adherence to standards FY2022	DD Board Marketing Expertise and Development Committee Lisa	Tenacious Innovation	
2. Collateral transition (letterhead, website, signage, etc.)	Complete by end of FY22	BL Staff and board	Tenacious Innovation	
3. Expand brand/communications (maybe separate section)	Track awareness through email marketing, social media, etc.  Website analytics			

**Administrative Goal #2:** Increase staff capacity to achieve mission

<b>Strategy</b>	<b>KPI(s)</b>	<b>Leads</b>	<b>Value(s)</b>	<b>Cost</b>
1. Hire staff representative of the Providence Woonasquatucket Community	Host 2 Spanish-only events annually	BL	Tenacious Innovation	

<ul style="list-style-type: none"> <li>a. Translation of materials in spaces meet the needs of the community</li> <li>b. Bilingual staff members at community events</li> <li>c. Adjustments to job posting and application process to increase access and encourage neighbors to apply</li> </ul>	<p>Paid Ad on Spanish Radio for jobs and events</p> <p>Staff training on learning more about how to make this happen</p>			
<p>2. Add 4 FTEs to River Ranger team for season from March to end of November: Leadership, Stormwater/GI Installation &amp; Maintenance, Greenway Maintenance, Outreach and Homeowner Retrofit, Enterprise</p>	<p>Staff hired by FY21 Q2</p>	<p>GM</p>	<p>Tenacious Innovation</p>	
<p>3. Add ½ FTE in Education: Trainee under EdD to help take on Ed load and provide long term continuity</p>	<p>Staff hired by FY21 Q1</p>	<p>EdD</p>	<p>Tenacious Innovation</p>	
<p>4. Add ½ FTE in Project Management: Assistant for Lisa as we take on more projects</p>	<p>Staff hired by FY21 Q3</p>	<p>DoP</p>	<p>Tenacious Innovation</p>	
<p>5. Add ½ FTE Graphic Design</p>	<p>Staff hired by FY21 Q1</p>	<p>DoP</p>	<p>Tenacious Innovation</p>	
<p>6. Add ½ FTE Landscape Design</p>	<p>Staff hired by FY21 Q3</p>	<p>DoP</p>	<p>Tenacious Innovation</p>	
<p>7. Add ½ FTE in Bilingual Community Programs Director</p>	<p>Staff hired by FY21 Q1</p>	<p>ED</p>	<p>Tenacious Innovation</p>	
<p>8. Add ½ FTE Outreach Capacity</p>	<p>Staff hired by FY21 Q3</p>	<p>ED</p>	<p>Tenacious Innovation</p>	
<p>9. Add on-call Engineering Capacity</p>	<p>Staff hired by FY21 Q2</p>	<p>DoP</p>	<p>Tenacious Innovation</p>	



10. Add development paid intern	Staff hired by FY21 Q1	DD	Tenacious Innovation	
11. Add Development Associate	Staff hired by FY22 Q1	DD	Tenacious Innovation	
12. Bolster Greenway team: increase in River Rangers staff and expertise within Greenway Team and for whole staff to learn from Greenway Team. a. Continuing education for staff (e.g. pruning, invasive plant management, tree ID, etc.)	Ongoing Staff Development  Twice/year – Greenway Team trains staff	GM	Tenacious Innovation	

**Administrative Goal #3:** Increase Board expectations and capacity

<b>Strategy</b>	<b>KPI(s)</b>	<b>Leadership</b>	<b>Value(s)</b>	<b>Cost</b>
1. Increase and assure Board Give/Get contributions a. Monitor, support, and report Give/Get \$2,500 minimum b. Increase Give/Get to a minimum of \$5,000+ in FY22 c. Staff will create accountability to board and support board via board events, joining donor calls, etc.	100% board participation annually  100% at \$ goal annually  Staff accountability via events, joining donor calls, etc.  Item on agenda every board meeting	Development Committee	Tenacious Innovation	
2. Clarify board participation expectations a. Design and implement a formal onboarding process (this will have to be built as it doesn't exist at the moment) b. Formalize Board membership expectations: Attendance,	Onboarding process and package done by FY2021 Q2  Board members sign statement annually at Q1 meeting that they acknowledge Board member expectations FY2022 onward	Governance Committee	Tenacious Innovation	

<p>Give/Get, Conflict of interest, Officer Terms, Committee Activities</p>	<p>FY 21 Q1 and ongoing Governance Committee to review bylaws to present Board member expectations for Board Review/Vote end of Q2</p>			
<p>3. Increase board capacity</p> <ul style="list-style-type: none"> <li>a. Revise Board needs analysis: assessment of Board member profiles/skills most needed to be reviewed (e.g. real estate development, wealth, accounting, gov't relations, education, racial/gender diversity and geography, including Gloucester, Smithfield, N. Prov.)</li> <li>b. Increase Board capacity in both # and matching to needs analysis</li> <li>c. Through nominating process, increase board membership to 15 over next 2 years</li> <li>d. Implement advisory council</li> <li>e. Get staff input on what is board support is needed for programs</li> </ul>	<p>Complete needs analysis by FY21Q1 and review annually</p> <p>Board membership at 15 by FY2022 Q4</p> <p>Advisory council in place by FY2021 Q2</p>	<p>Governance Committee</p>	<p>Tenacious Innovation</p>	

**Administrative Goal #4:** Upgrade physical plant

Strategy	KPI(s)	Leadership	Value(s)	Cost
<p>1. Conduct needs assessment: office space, River Ranger workspace, storage space, educational/meeting space</p>	<p>Complete needs assessment/massing plan/financial implications by FY2021 Q2</p>	<p>Staff directors</p>	<p>Tenacious Innovation</p>	

		and board expertise		
2. Find Rangers heated place to work until we have a new site, find locations to store equipment & rangers at same time if possible	FY2021 Q3	DoP GM	Tenacious Innovation	
3. Implement and complete capital campaign to meet needs of space – to capitalize space expenses	Campaign complete by FY2023 Q4	DD	Tenacious Innovation	

**Administrative Goal #5: Build long-term success for staff retention**

<b>Strategy</b>	<b>KPI(s)</b>	<b>Leadership</b>	<b>Value(s)</b>	<b>Cost</b>
1. Establish semiannual reviews and compensation adjustments for River Rangers <ul style="list-style-type: none"> <li>a. Refine adaptive pay scale</li> <li>b. Establish growth incentives for longevity</li> </ul>	Establish Pay Scale and Dates for Reviews FY 2021 Q2  Reviews completed ongoing semi-annually  Compensation adjusted according to pay scale	DoP GM	Tenacious Innovation	<b>Cost</b>
2. Conduct annual employee reviews to assess performance, concerns, and the possibility of salary increases	Reviews completed	ED and staff directors	Tenacious Innovation	<b>Cost</b>
3. Monitor salaries according to industry standards and local cost of living	Annual TREC nonprofit salary review	ED and Executive/Finance Committee	Tenacious Innovation	<b>Cost</b>



<p>4. Improve quality of Ranger work experience</p> <ul style="list-style-type: none"> <li>a. Lease heated facility with running water for ranger work, storage, and tool maintenance. (20' x 30' minimum size)</li> <li>b. Improve water access for filling water tanks, e.g. Hydrometer/Backflow preventer for hydrant hookup</li> <li>c. Ranger coordination with staff during the first staff meeting each month</li> </ul>	<p>Include in massing plan in Administrative Goal #3</p> <p>Secure water access by FY 2021 Q2</p> <p>Staff meeting Ranger focus FY2021 Q1</p>	<p>ED DOP GM</p>	<p>Tenacious Innovation</p>	<p><b>Cost</b></p>
<p>5. Provide staff tools for self-assessment on a semi-annual basis.</p>	<p>Develop and assure that self-assessment forms are available for each staff member FY 21 Q4.</p>	<p>ED and staff directors</p>	<p>Tenacious Innovation</p>	<p><b>Cost</b></p>
<p>6. As we take on new projects, verify adequate staffing levels, e.g. River Rangers, HR, grant writing, etc.</p>	<p>Ongoing</p>	<p>Staff directors</p>	<p>Tenacious Innovation</p>	<p><b>Cost</b></p>
<p>7. River Ranger hiring takes place every spring from the month of February to April to establish seasonal workforce and long-term employees</p>	<p>FY2021 Q1 and ongoing</p>	<p>GM</p>	<p>Tenacious Innovation</p>	<p><b>Cost</b></p>

**FISCAL GOALS AND STRATEGIES**

**Fiscal Goal #1:** Diversify organization revenue and create sustainable funding base

Strategy	KPI(s)	Leadership	Value(s)	Cost
<p>1. Raise \$600,000 in unrestricted funding annually: \$400,000 to cover Woonasquatucket River Greenway stewardship. \$200,000 to cover other operating costs of WRWC.</p> <ul style="list-style-type: none"> <li>a. Leverage existing networks</li> <li>b. Refine understanding of donors and their journey (donor map)</li> <li>c. Implement naming rights program</li> <li>d. Design new materials for corporate donor outreach include naming rights</li> <li>e. Increase multi-year investments in order to create sustainability of support</li> <li>f. Increase major gift prospects and donors</li> <li>g. Increase corporate partners</li> <li>h. Develop and implement a legacy giving program</li> <li>i. Ensure ongoing donor stewardship</li> <li>j. Pursue grant opportunities for unrestricted and Greenway stewardship funds</li> <li>k. Pursue government funding to support ongoing Greenway stewardship</li> </ul>	<p>FY 2021 \$325,000 Unrestricted  FY 2022 \$450,000 Unrestricted  FY 2023 \$600,000 Unrestricted</p> <p>FY 2021 &amp; Ongoing: Clarify and communicate need for unrestricted funds</p> <p>Naming rights PVD MOU in place FY2021 Q1</p> <p>Naming rights MOUs in place with other Watershed communities FY 2023</p> <p>Corporate donor materials revised FY2021 Q1</p> <p>Ongoing Starting FY 2021: Report funds raised and other development KPIs monthly</p> <p>Ongoing Starting FY 2021: Staff: average 10 donor meetings per month</p>	<p>ED  DD  Board</p>	<p>Tenacious  Innovation</p>	



<p>I. Explore Promenade Business Association to support Greenway stewardship</p>	<p>Ongoing Starting FY 2021: Board: Each board member engages in at least 2 donor meetings per year</p> <p>Secure at least 5 additional multi-year gifts FY 2021 Q4</p> <p>Secure at least 8 additional multi-year gifts FY 2022 Q4</p> <p>Secure at least 15 additional multi-year gifts FY 2023 Q4</p> <p>Have 40% percent of a future year's goal pledged on day 1 of fiscal year</p> <p>FY21 20% FY22 30% FY23 40%</p>			
<p>2. Increase earned income: identify and codify services for which we can charge</p> <ul style="list-style-type: none"> <li>a. Ranger Enterprise: Maintain spaces adjacent to the Greenway</li> <li>b. Stormwater Enterprise: Become go-to for sustainable retrofits within Woonasquatucket Watershed</li> </ul>	<p>10% Ranger budget by 2023 Q4</p> <p>Plan to pay ourselves for capital project management or implementation just as consultants do – We are our own consultant</p>	<p>ED DOP GM EdD BPD</p>	<p>Tenacious Innovation</p>	
<p>3. Establish Greenway fund through every means possible (e.g. PRA, TIF, enterprise, unrestricted fundraising, endowment, development of municipal contracts</p>	<p>Set aside and raise \$100K for GW FY21 Q4</p>			

throughout watershed, grants, Centredale Superfund maintenance)	Set aside and raise \$200K for GW FY 22 Q4			
	Set aside and raise \$300K for GW FY 23 Q4			

**Fiscal Goal #2:** Secure funding for space that houses all of our functions

Strategy	KPI(s)	Leadership	Value(s)	Cost
1. Capital campaign to meet needs of space	Campaign complete by FY2023 Q4	DD	Tenacious Innovation	

**Fiscal Goal #3:** Maintain funding for programs as established in program goals

Strategy	KPI(s)	Leadership	Value(s)	Cost
1. Secure sustainable government funding: establish funding stream for service from State of RI/municipalities		ED	Tenacious Innovation	
2. Improve internal administrative structure that captures overhead to recover central office expenses on pass through funds. Assure that all new funding sources contribute to overhead costs.	Complete by FY2022 Q4  FY2021 Q4 Develop a Federal Indirect Cost Rate so that it can be applied to all federal grants	FD	Tenacious Innovation	
3. Increase perceived credibility to increase perceived reputation and value in order to receive philanthropic and government support a. Surveys with trusted users (RIDOT, greenway users, etc.)	Surveys piloted by FY2021 Q4  Survey process implemented FY2022 Q4	Staff directors	Tenacious Innovation	



b. Establish and report program area metrics	Program area metrics piloted by FY 2021 Q4  Program area metrics refined and measured at least annually by FY 2022 Q4			
4. Pursue grant and fee for service funding opportunities to support program goals	Program costs and overhead covered	ED	Tenacious Innovation	