



GoodWork Strategic Plan 2024-2026

Executive Summary

GoodWork recently completed a six-month planning process, incorporating the input of over 75 stakeholders in the local community to define the organization's 2024-2026 Strategic Plan. Key components of this plan include the organization's mission, core values, Diversity, Equity, Inclusion & Belonging (DEIB) statement, strategic priorities, and approach to implementation.

Mission

GoodWork's mission is to strengthen Greater Seacoast nonprofits by maximizing their capacity to meet community needs. We do this by providing customized strategic support, knowledge and networking opportunities, and affordable live, work, and meeting space.

Core Values

- *Curiosity* – Our work in the community is informed by listening deeply to the needs of frontline nonprofits and seeking insights from many perspectives. Keeping our hearts and minds open is vital to serving and supporting our community's nonprofits and the people they serve.
- *Collaboration* – GoodWork does not work alone—and we wouldn't want to. With the combined knowledge and power of our dynamic networks and trusted partners, we leverage the community's talent and expertise to support nonprofits and help them thrive.
- *Integrity* – We strive to operate honestly and ethically by following through on the commitments we make, and by matching our words with our actions. We cultivate trust by maintaining confidentiality, providing timely and practical information and resources, sharing our reliable and knowledgeable network of trusted partners, and operating transparently and without judgment in every aspect of our work.
- *Equity* – In pursuit of a more civil and just society, we embed diversity, equity, inclusion, and belonging throughout our organization and in how we carry out our mission. We purposefully and tangibly apply these principles in our internal operations, programs, policies, and external leadership. Diversity, Equity, Inclusion, and Belonging (DEIB) includes race, ethnicity, nationality, class, religion, gender, gender identity and

expression, sexual orientation, neurodiversity, age, and disability. We center racial equity because systemic racism impacts all individuals and communities.

- *Respect* – Nonprofits and their employees should have the respect and the resources needed to do good work. Through our collegial culture, we accompany our participants in their learning, celebrate each other’s victories, and have each other’s backs which helps us build a stronger team, a thriving nonprofit sector, and a better future for all.
- *Fun* – We invite joy, levity, and humility into our work, which helps everyone have a more positive mindset, and enjoy higher levels of well-being and better mental health.

Diversity, Equity, Inclusion & Belonging (DEIB) Statement

GoodWork believes strong nonprofits are essential to vibrant communities. By their very nature nonprofits are dedicated to the common good. As such, nonprofits have a unique responsibility to help New Hampshire be a place where all are welcome, and valued, and have access to opportunities.

GoodWork is committed to building and nurturing an environment of inclusivity and belonging. We are committed to providing open and inclusive access for all participants, alumni, board members, volunteers, employees, and visitors seeking to participate in our programs and activities. We venture to sustain an environment that fosters mutual respect and understanding. We believe diversity, equity, accessibility, and inclusion are foundational values inextricably linked to achieving our mission and are actively working to incorporate these principles into every aspect of our organization and its work and have begun to operationalize these values.

We understand that becoming a diverse, equitable, and inclusive organization takes time and hard work. As we make advances, we will inform the community of our progress and ask that you hold us accountable.

Strategic Priorities

GoodWork’s *overarching priority* is to become a hub for nonprofit support on the Seacoast.

The organization’s *programmatic priorities* are:

- Programs for emerging nonprofits¹
 - Continue the **Incubator program**
 - Create a GoodWork **alumni network** – *new*

¹ Generally defined as nonprofits in the idea phase or those that are less than 5 years old

- Support for existing nonprofits²
 - Research and explore how best to **support existing nonprofits** – *new*
- Opportunities for all Greater Seacoast nonprofits
 - Convene **knowledge and networking opportunities** – *new*
 - Strengthen **connections within the Seacoast nonprofit community**
 - Continue to cultivate “place-based connectivity” by offering **affordable live, work, and meeting space to the nonprofit community**
 - Research **fiscal sponsorship and back office support** models – *new*
- Ensure that DEIB is central to GoodWork’s programs
 - Promote **access** to programs
 - Review **selection criteria** to promote equity, inclusion, and access
 - Embed DEIB throughout **program curricula**
 - Amplify **information and dialogue** around critical DEIB topics
 - Strengthen **connections** with BIPOC-led organizations and those serving marginalized communities

GoodWork’s *operational priorities* are:

- Cultivate a **culture of transparency, accountability and trust**
- Secure **sustainable funding**
- Ensure **sufficient staffing**
- Create **effective marketing and communications**
- Practice **sound governance**
- Engage in **responsible stewardship of Carey Cottage**
- Understand and communicate GoodWork’s **impact**
- Ensure that **DEIB is central to GoodWork’s operations**

Implementation

The strategic priorities outlined above represent an expansion of GoodWork’s programming, which will be introduced gradually to ensure effective design and sustainable implementation. This work will require incrementally adjusting the organizational structure and expanding staff capacity, as well as increasing the organization’s focus on fund development.

The GoodWork board and staff will share responsibility for monitoring and evaluating progress on the Strategic Plan, which will be considered a “living document” that can be adjusted and revised as needed as the work unfolds.

² Generally defined as organizations that have been in existence for more than 5 years



GoodWork Strategic Plan 2024-2026

Introduction

Since its founding in 2020, GoodWork has helped emerging nonprofits in the Seacoast region to build the skills, knowledge, resources, and relationships to be effective in their efforts to address community needs. As GoodWork completes its fourth year of operations, and with the Nonprofit Incubator Program now established, the organization looks to the future, establishing a strategic plan that defines its vision and goals for the next three years.

Planning Process

The strategic planning process spanned six months, from March through August 2023, and incorporated the input of over 75 stakeholders, including staff and board members, as well as incubator participants and alumni, professional partners, funders, and representatives from the wider nonprofit community. Oversight and guidance were provided by a Steering Committee composed of two GoodWork board members and two staff members, and all work was supported and facilitated by Brightspot Consultants. (See Appendix A for a full list of stakeholders).

Key activities were:

- March – May
 - Review of background documents
 - Interviews with staff, board members, and external stakeholders (18)
 - Online survey of past and present incubator participants (7 responses)
 - Online survey of nonprofit leaders in the community (52 responses)
 - Steering Committee meetings (2)
 - Synthesis of findings³
- June – July
 - Full-day retreat with staff and board, co-creation of strategic priorities
 - Steering Committee meeting
 - Offline work by staff to outline the operational implications of advancing strategic priorities

³ See Appendix B for key findings from the initial assessment phase

- August
 - Steering Committee meeting
 - Half-day retreat with staff and board, agreement on approach to implementation
 - Synthesis of information and creation of a Strategic Plan

Mission, Values, and Diversity, Equity, Inclusion and Belonging (DEIB)

Statement

Over the course of the strategic planning work, GoodWork revised its mission and established its core values and Diversity, Equity, Inclusion and Belonging (DEIB) statement which will collectively inspire and guide the organization's efforts in the years to come.

Mission

GoodWork's mission is to strengthen Greater Seacoast nonprofits by maximizing their capacity to meet community needs. We do this by providing customized strategic support, knowledge and networking opportunities, and affordable live, work, and meeting space.

Core Values

- *Curiosity* – Our work in the community is informed by listening deeply to the needs of frontline nonprofits and seeking insights from many perspectives. Keeping our hearts and minds open is vital to serving and supporting our community's nonprofits and the people they serve.
- *Collaboration* – GoodWork does not work alone—and we wouldn't want to. With the combined knowledge and power of our dynamic networks and trusted partners, we leverage the community's talent and expertise to support nonprofits and help them thrive.
- *Integrity* – We strive to operate honestly and ethically by following through on the commitments we make, and by matching our words with our actions. We cultivate trust by maintaining confidentiality, providing timely and practical information and resources, sharing our reliable and knowledgeable network of trusted partners, and operating transparently and without judgment in every aspect of our work.
- *Equity* – In pursuit of a more civil and just society, we embed diversity, equity, inclusion, and belonging throughout our organization and in how we carry out our mission. We purposefully and tangibly apply these principles in our internal operations, programs, policies, and external leadership. Diversity, Equity, Inclusion, and Belonging (DEIB)

includes race, ethnicity, nationality, class, religion, gender, gender identity and expression, sexual orientation, neurodiversity, age, and disability. We center racial equity because systemic racism impacts all individuals and communities.

- *Respect* – Nonprofits and their employees should have the respect and the resources needed to do good work. Through our collegial culture, we accompany our participants in their learning, celebrate each other’s victories, and have each other’s backs which helps us build a stronger team, a thriving nonprofit sector, and a better future for all.
- *Fun* – We invite joy, levity, and humility into our work, which helps everyone have a more positive mindset, and enjoy higher levels of well-being and better mental health.

DEIB Statement

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GoodWork is committed to building and nurturing an environment of inclusivity and belonging. We are committed to providing open and inclusive access for all participants, alumni, board members, volunteers, employees, and visitors seeking to participate in our programs and activities. We venture to sustain an environment that fosters mutual respect and understanding. We believe diversity, equity, accessibility, and inclusion are foundational values inextricably linked to achieving our mission and are actively working to incorporate these principles into every aspect of our organization and its work and have begun to operationalize these values.

We understand that becoming a diverse, equitable, and inclusive organization takes time and hard work. As we make advances, we will inform the community of our progress and ask that you hold us accountable.

Definitions of key terms can be found in Appendix C.

Strategic Priorities

GoodWork's *overarching priority* is to become a hub for nonprofit support on the Seacoast.

GoodWork intends to prioritize diversity, equity, inclusion and belonging (DEIB) in all its work. While key DEIB priorities have been included as bullets in each section below, these priorities will be woven throughout *all* the listed priorities.

The organization's *programmatic priorities* are:⁴

- Programs for emerging nonprofits⁵
 - Continue the **Incubator program**
 - Create a GoodWork **alumni network** – *new*
- Programs for existing nonprofits⁶
 - Research and explore how best to **support existing nonprofits** – *new*
- Opportunities for all Greater Seacoast nonprofits
 - Convene **knowledge and networking opportunities** – *new*
 - Strengthen **connections within the Seacoast nonprofit community**
 - Continue to cultivate “place-based connectivity” by offering **affordable live, work, and meeting space to the nonprofit community**
 - Research **fiscal sponsorship and back office support** models – *new*
- Ensure that DEIB is central to GoodWork's programs
 - Promote **access** to programs
 - Review **selection criteria** to promote equity, inclusion, and access
 - Embed DEIB throughout **program curricula**
 - Amplify **information and dialogue** around critical DEIB topics
 - Strengthen **connections** with BIPOC-led organizations and those serving marginalized communities

GoodWork's *operational priorities* are:

- Cultivate a **culture of transparency, accountability and trust**
- Secure **sustainable funding**
- Ensure **sufficient staffing**
- Create **effective marketing and communications**
- Practice **sound governance**

⁴ See Appendix D for additional priorities identified for future consideration.

⁵ Generally defined as nonprofits in the idea phase or those that are less than 5 years old

⁶ Generally defined as organizations that have been in existence for more than 5 years

- Engage in **responsible stewardship of Carey Cottage**
- Understand and communicate GoodWork's **impact**
- Ensure that DEIB is central to GoodWork's operations:
 - Remain authentic and avoid being performative in DEIB efforts
 - Continue on an intentional DEIB learning journey with the board and staff
 - Remain open and willing to have hard conversations
 - Revisit/update policies, handbook, and job descriptions to promote equity, inclusion, and belonging
 - Utilize BIPOC vendors, where possible
 - Consider diversity in board recruitment

Implementation

The strategic priorities outlined above represent an expansion of GoodWork's programming, which will be introduced gradually to ensure effective design and sustainable implementation. Key steps to launch and execute this work over the next three years are outlined on the next page.

GoodWork’s mission is to strengthen Greater Seacoast nonprofits by maximizing their capacity to meet community needs. We do this by providing customized strategic support, knowledge and networking opportunities, and affordable live, work, and meeting space. Our core values are **Curiosity, Collaboration, Integrity, Equity, Respect, Fun**

Programming Priorities

Organizational Priorities



To advance these priorities, GoodWork will incrementally adjust its organizational structure and expand its staff capacity. In 2024, the following capacity-building initiatives will be launched:

- Expand the Community Rental Coordinator from a 20-hour/week position to a 25-hour/week “Program & Events Manager”
- Approve expenditures to support fund development, marketing and communications, and impact evaluation
- Explore enhancing GoodWork’s existing property/facilities management contract and/or adding additional support in this area

These initiatives will allow the leadership team (CEO and COO) to focus on directing the vision, strategy, growth, and operational priorities of GoodWork, identifying new initiatives, and collaborative partnerships, and developing funding and resource opportunities.

The resulting organizational chart is outlined below.⁷

⁷ Further expansion of staff capacity may be considered for 2025

Board of Directors

CEO
Molly Hodgson

- fund development oversight
- major donor cultivation, stewardship, & strategy
- community & media relations
- brand/image development
- marketing plan development & oversight

CEO-COO Shared Tasks

- mission delivery
- organizational strategy
- incubator program design & development
- incubator participant selection & onboarding
- DEIB
- new initiative launches
- staff & contract supervision

COO
Maria Sillari

- financial management
- information systems
- accounting/payroll
- vendor management
- compliance
- policies/procedures
- human resources
- commercial & residential leases

***IMPORTANT:**
Budget estimates do not necessarily represent additional or new expenses. In some cases, it's shifting existing budget line items from one priority to another. They are in keeping with our efforts to grow responsibly, gradually, and sustainably.

Fund Development

- grant/sponsor research, pursuit, tracking, reporting & management
- NH Gives & Annual Appeal

Communications/ Marketing

- website
- social media
- newsletter
- press releases
- collateral
- features

Impact Evaluation

- measure changes in knowledge, confidence, practices etc. from GW intervention

Programs, Events & Community Rental Manager
Kristin Jeffrey

- incubator program implementation
- knowledge & networking' events
- GoodWork Open Houses (summer & holiday)
- rental management & scheduling
- site tours
- tenant communications
- contract processing
- event staffing
- Carey Cottage outreach

Property/Facilities Management

- annual life safety, mechanical, & systems inspections
- repairs & maintenance oversight
- contractor/vendor management

Role Format

CEO directed & managed

CEO directed & managed

CEO & COO managed

Expand role to include programming & events. Increase from 20 hours/week to 25 hours/week. Title shift: Coordinator to Manager

Chinburg contract
COO directed & managed

***2024 Budget Impact**

\$20,000

\$15,000

\$5,000

\$15,000

\$10,000

The costs associated with pursuing these initiatives will likely increase the 2024 budget (to be developed later this year). As such, board and staff have discussed plans for the gradual, sustainable growth of GoodWork’s revenue, including:

- *Earned revenue* – where the objective is to keep rates affordable while covering the costs associated with operating and maintaining Carey Cottage (including staff time associated with community rentals), as well as contributing to the organization’s Capital Reserve each year
- *Charitable contributions* – where the goal is to expand corporate, foundation and individual donor support over time, progressively advancing toward the objective of receiving 33% of revenue from donors who give less than 2% of the organization’s revenue⁸

A key focus for GoodWork staff and board in 2024 will be the cultivation of individual donors, with an emphasis on those who may have the capacity to give at higher levels in order to invest in the organization’s mission and future work. Initial steps include refreshing GoodWork’s case for support and engaging external fund development support.

Monitoring and Oversight

The board and staff will have a shared responsibility for monitoring and evaluating progress on the Strategic Plan, which should be considered a “living document” that can be adjusted and revised as needed as the work unfolds.

GoodWork staff have outlined quantifiable goals aligned with the strategic priorities in this plan (see Appendix E). The board and staff will utilize two meetings per year to review progress toward these goals, discussing any key successes or obstacles and revising plans accordingly. This process will be especially important in cases where new efforts are underway. The board and staff will promote GoodWork’s culture of asking good questions and bringing an analytical eye to the work to assess if changes should be made.

Conclusion

Leveraging this plan, GoodWork builds upon the strong foundation established during its first four years of operations and looks to the future, excited to expand its efforts to best serve the wider community of nonprofits in the Greater Seacoast region.

⁸ The IRS “public support test”

Appendix A - Full List of Stakeholders

The following stakeholders provided input to inform the strategic planning work:

Steering Committee Members

Board: Lindsey Donahue, Helen Taft

Staff: Maria Sillari, Molly Hodgson

Interviewees

Board Members:

Mary Buletza

Jennifer Chinburg

Sean Clancy

Lindsey Donohue

Mary Schleyer

Helen Taft

Latonya Wallace *

Staff Members:

Molly Hodgson, CEO

Maria Sillari, COO

External Stakeholders:

Ben Amsden, Sr. Program Officer at NH Charitable Foundation

Jo Ann Klatskin, Newburyport Savings Bank**

Robin Marcotte, Articine *

Laurie McIntosh, Our Place *

Maureen Miller, Nonprofit Finance Consultant **

Jennifer Near, Consultant, NH Community Development Finance Authority **

Kathleen Reardon, Collaborator/ NH Center for Nonprofits

Amy Sterndale, NH Small Business Development Center **

Liz Torrance, Kennebunk Savings Bank

* Incubator Participant

** GoodWork Professional Partner

Survey Respondents

Two online surveys were administered: one to incubator participants and alumni, the other to nonprofit leaders within the Seacoast. Seven incubator participants and fifty-two local nonprofits responded.

External Consultants

The strategic planning work was supported and facilitated by Katherine Errecart and Melia Coletta of Brightspot Consultants.

Appendix B - Key Findings from the Assessment Phase

Local Nonprofit Challenges & Needs

Through interviews and surveys, stakeholders provided perspectives on the challenges that local nonprofits face, as well as key gaps in the services and supports provided to nonprofits.

Challenges that nonprofits face

Several challenges were identified related to *funding*: 1) the perception that there is finite capacity among local philanthropists, that NH is a “foundation desert,” and that nonprofits end up competing for limited funds, 2) the fact that some funders are resistant to support operating costs (and want instead to only donate program dollars), and 3) a lack of access and connections to wealthy donors—particularly for organizations led by or serving BIPOC, immigrant, LGBTQ+ and other marginalized populations.

Stakeholders also highlighted *workforce challenges*—how difficult it is to find and hire staff, compounded by the challenges of living in a high-cost area and the lack of affordable housing. Some noted that these challenges are particularly acute in fields such as childcare, mental health, and healthcare.

Several individuals noted that there is a *lack of support for nonprofit leaders*, who don’t always have the knowledge they need across the breadth of areas that they oversee, and who are susceptible to burnout. Some mentioned that BIPOC- and immigrant-led groups have a harder time than others accessing existing supports.

Lastly, stakeholders highlighted the *need for strong boards*, and the variability in board knowledge and engagement, as well as in the Executive Director’s ability to effectively manage and utilize the board. Several folks also noted how challenging it can be to find and recruit board members who are a good match for the organization.

Gaps in services and supports

Through the online survey, over 50 local nonprofit leaders provided input on the key gaps in services and supports for nonprofits. Key themes that emerged from their responses included gaps in:

- *Back office support and/or staff sharing* (e.g., for areas such as bookkeeping, taxes, payroll, HR, legal, digital marketing, client relationship management systems)
- *Opportunities to connect with other nonprofits* to build community and collaboration
- *“Matchmaking” support* to connect nonprofits with potential volunteers/board members

- *Centralized information and vetted resources* for the field (e.g., list of vetted contractors and service providers, centralized information for the field–nonprofit events, announcements, calendar)
- *Professional development opportunities* (e.g., board development trainings, fundraising courses, ED groups or roundtable discussions)

Perspectives on GoodWork Today

GoodWork’s impact

Stakeholders indicated that they feel GoodWork is very effective at supporting emerging nonprofits and that organizations in the cohort complete the program with an elevated level of sophistication compared to their peers. Some highlighted that GoodWork has identified an important niche, operating in a space between the individual customization offered by a consulting firm and the broader seminars offered by organizations like the NH Center for Nonprofits.

A few interviewees suggested that it is too early to fully grasp GoodWork’s impact and that it will depend in part on the success of its alumni over time. Several folks emphasized the importance of being able to track and share results and stories of success and encouraged GoodWork to maintain a focus on this going forward.

Role of Carey Cottage

When asked about the role that Carey Cottage plays in the organization’s work, interviewees highlighted that it is in a beautiful location and serves as an inspiring place for “big thinking.”

Respondents also noted that Carey Cottage enhances the brand, credibility, and prestige of GoodWork. They indicated that the property’s beauty and iconic role in the local community and in Portsmouth’s history make it a draw for individuals–i.e. GoodWork can leverage the magnetism of Carey Cottage to convene organizations and individuals who might not otherwise attend a gathering hosted by a nonprofit capacity building organization.

As one might imagine, a number of respondents highlighted the value for the nonprofit community of the below-market office space and housing offered by GoodWork through Carey Cottage. And individuals noted that the property helps to build community among nonprofits who gather there.

Several individuals said that they do not see a link between GoodWork’s mission and Carey Cottage. Most acknowledge that GoodWork is lucky to be housed there, though it was noted that overseeing the property adds complexity to the organization’s operations. Reinforcing the link between GoodWork’s mission and the role of Carey Cottage may be something to consider as the board and staff look to the future.

Organizational strengths

As mentioned earlier, Brightspot administered an electronic survey to local nonprofit leaders that received 52 responses. Among those who responded, there was very positive feedback about GoodWork, affirming that the organization is on the right track and is perceived as making a positive impact in the local nonprofit community. When asked about their perception of GoodWork, all respondents were able to accurately describe the organization’s work and 72% of those surveyed used some form of positive language in their description (e.g., “wonderful resource,” “absolutely amazing,” “great organization”). The remaining responses were almost entirely descriptions of the organization’s work (i.e. neutral comments). More detailed feedback from respondents is incorporated in the themes that follow.

The majority of findings related to GoodWork’s strengths centered on Molly and Maria, including their:

- **Expertise and professional experience** – respondents noted that Molly and Maria have a significant amount of combined expertise and seem to always have the answer or know someone who might.
- **Networks and ability to make connections** – relatedly, GoodWork’s leaders have strong networks in the local community and “their reputations are spotless.” Their ability to introduce participants to people who can help is highly valuable.
- **Empathy and the culture they promote** – stakeholders highlighted that Molly and Maria authentically care about the people they serve, are great listeners, and cultivate an environment that is inviting and accessible.
- **Honesty and ability to have hard conversations** – several individuals indicated how valuable and important it is that GoodWork’s leaders (compassionately) ‘tell it like it is’ and help to deter nonprofits from forming, when appropriate.
- **Complementary roles** - interviewees indicated that Molly and Maria’s partnership is very effective and that as a team, they bring a lot to the table.

In addition to the organization’s leadership, respondents highlighted GoodWork’s program model as a strength for the organization, particularly the approach of leveraging professional

partners to provide outside expertise on key topics, and the accountability that's created through the peer cohort model.

Additional themes mentioned fewer times included the seed funding that GoodWork has received, Carey Cottage as a unique asset for the organization, and the strong and committed board that has guided GoodWork's efforts to date.

Areas for improvement

One question that was raised by a few stakeholders in interviews and surveys was how GoodWork might address pressing community needs through its work, including by working more intentionally with organizations that are BIPOC-led or serve marginalized populations, strengthening the wider field of nonprofits, and/or orienting the organization's work to help amplify key topics and/or tackle pressing issues in the region (e.g., housing, mental health crisis).

An additional theme raised by interviewees and survey respondents was a sense that greater visibility and public awareness is needed, both to expand the benefits of the program and to attract additional funding. Some noted that it would be helpful to communicate about GoodWork's efforts to deter the creation of some new nonprofits, and others indicated that awareness may not be as high in Strafford County as it is in Rockingham County.

Areas for improvement mentioned less frequently included the need to diversify funding sources, refine governance bylaws and term limits, and continue working on how to measure and frame the impact that GoodWork achieves.

Risks and opportunities

Two strong themes emerged related to risk and opportunity: GoodWork's financial sustainability and succession planning for Molly and Maria.

A number of respondents highlighted financial sustainability as a key risk for GoodWork, and indicated that diversifying funding will be an important goal for the organization. A few (external) stakeholders wondered about the expenses associated with Carey Cottage and noted that an uncertain economy will cause more risk for all nonprofits, including GoodWork. Among internal stakeholders, some had questions about how to remain compliant with IRS guidelines related to diversifying funding (i.e. the public support test).

Various stakeholders underscored that GoodWork is Molly and Maria. So much of the strength of the organization and its ability to achieve impact is driven by their expertise, styles/demeanors, and networks. As a result, there is an opportunity for thoughtful succession planning to prepare in advance for the eventual leadership transition.

Additional challenges raised were parking and location. Several individuals observed that parking is limited and that it is a constraint for hosting gatherings at Carey Cottage. Others mentioned that the location is not easy to access, both from a transportation standpoint (i.e. no public transportation), as well as related to the geography of the state (i.e. difficult to imagine folks attending events/convenings coming from Concord or Manchester).

Other themes mentioned less frequently included the reliance on professional partners (who are a strength for the organization but may burn out), and a risk/opportunity around cultivating a relationship with the NH Center for Nonprofits and not “stepping on their toes” (which suggests that people may be unaware of the strong relationship that GoodWork already maintains with the Center).

Perspectives on GoodWork’s Future

Stakeholders provided a variety of perspectives on GoodWork’s future, including their overall vision for how the organization can achieve impact, as well as opinions about the role of Carey Cottage and how GoodWork can advance DEIB going forward.

Vision for the future

Several interviewees indicated that the model is working and so an appropriate vision for the future would include “more of the same.” Some underscored that this could include continuing to focus on collecting data and measuring impact, as well as increasing the organization’s visibility in the community.

There was strong support for the idea of creating a cohort for existing organizations, particularly for those with a new leader or those otherwise undergoing a period of transition. Among the respondents of the local nonprofit leaders survey, 54% stated that they would be interested in participating in a cohort for existing nonprofits, and another 22% were unsure or

assumed that they wouldn't be eligible (only 24% indicated that this would not be a good fit for their organization at this time).⁹

Another key theme highlighted the potential for GoodWork to provide opportunities for learning and conversation about innovative ideas in the sector. These opportunities would be crafted for the wider community (i.e. volunteers, donors, institutional funders, community members, as well as nonprofits) and serve to amplify cutting edge approaches and ideas. For instance, topics might include Community-Centric Fundraising (CCF), alternative organizational and/or staffing models, equity and power dynamics, or artificial intelligence in the nonprofit sector.

Relatedly, there was a strong theme highlighting the important role that GoodWork can play in donor education. Many noted that GoodWork is uniquely positioned to convene and educate individual philanthropists, as well as institutional donors, in light of the organization's strong reputation, neutral role in the community, and prestigious location that serves as a draw for visitors. Some indicated that donors would benefit from learning about how nonprofits work, the needs in the community, and/or the state of the local nonprofit sector.

Local nonprofit leaders stressed how challenging it is to meet and connect with community members who might be interested in helping the organization as a volunteer, board member or donor. They highlighted the value of GoodWork serving as a connector between nonprofits and prospective volunteers or donors, creating opportunities for these groups to come together and get to know each other.

Interviewees and survey respondents indicated that GoodWork should continue to serve as a diversion program and to connect those with similar causes. Several individuals mentioned that there is a proliferation of small nonprofits in the region (and the state) and that joining forces is more valuable than creating new organizations when one's purposes are similar.

The following were also voiced strongly by local nonprofits as GoodWork offerings that they would find valuable (when asked in the survey what role GoodWork could play to act as a hub for the local nonprofit community):

- Networking opportunities for local nonprofits
- (Free) workshops and presentations

⁹ Note - while it was clear from responses to the survey of incubator participants that charging a fee to new nonprofits would be prohibitive, it may be feasible for GoodWork to implement a fee-based cohort for existing organizations (that are more likely to have stable/established funding).

- Roundtables and peer support opportunities
- Resource sharing (both for human resources, as well as physical items)

Note - while a few individuals noted that geographic expansion could be considered in the future, they acknowledged that this is likely a longer term option and not something that could be effectively undertaken in the next few years.

Role of Carey Cottage going forward

The main theme that emerged from a discussion of Carey Cottage's role in the future was place-based connectivity. In other words, continuing to utilize the property (and expanding this use, if possible) as a hub to bring people together and enhance connections and community across the sector and the wider community.

There was an acknowledgement that Carey Cottage is somewhat "maxed out," in the sense that there is currently a waitlist of office and residential space and that Kristin does not have dedicated space to work at the property. If GoodWork considered converting residential space to utilize for its work, that decision would have an impact on the organization's revenue. And, as mentioned above, parking is a constraint when considering hosting gatherings. These logistical considerations will need to be taken into account as the organization crafts its goals for the future.

Advancing DEIB

Over the last year, GoodWork has begun an intentional and concerted effort to explore and commit to the principles of Diversity, Equity, Inclusion, and Belonging (DEIB). This strategic planning process seeks to build off of that work and identify the ways that the organization will further advance its DEIB values and aspirations.

As we engage in this work, it may be helpful to consider GoodWork's efforts across four dimensions. Many frameworks, such as the [National Equity Project's Lens of Systemic Oppression](#) or [Change Elemental's Systems Change & Deep Equity](#), describe the levels where oppression, such as racism, ableism, sexism, or homophobia, occurs and where the work to address it needs to occur. For the purposes of our work together, we will adapt these dimensions as follows:

1. **Individual/interpersonal** – a person's beliefs and actions, and the quality of interactions between people
2. **Organizational** – policies and practices at the institution-level

3. **Programmatic** – efforts that seek to address real needs in the community and advance the organization’s mission
4. **Systemic/societal** – how the organization “shows up” in the world and in relation to other organizations; its understanding of (and efforts to combat) the forces and dynamics at work across institutions and history that hold oppression in place

Stakeholder perspectives on how GoodWork can advance DEIB suggest that there are opportunities across each of these areas. Key themes from interviews and surveys include the following:

1. Individual/interpersonal opportunities
 - a. **Avoid being performative** – efforts to advance DEIB should be authentic and not amount to simply “words on a website.”
 - b. **Continue the learning journey** – there is always more to learn about our own identities and biases, about how oppression shows up in the world, and about how we can do better individually and collectively. Keep the exploration and discussions going internally.
 - c. **Be open and willing to have hard conversations** – this work is not easy and to truly move forward will require examining and discussing hard things. Don’t be afraid to feel vulnerable and/or have tough conversations.
2. Organizational opportunities
 - a. **Identify and execute action items** – the work has already begun to delineate key steps at the institution-level related to policies/handbook, job descriptions, and diversity of board recruitment. Execute on these efforts and remain open to identifying other action items as the work unfolds.
3. Programmatic opportunities
 - a. **Promote access** – examine the extent to which organizations serving marginalized populations can access GoodWork’s programming. Do they know about GoodWork? Are there any barriers they face to attending programs? Is there a sliding scale for fees?
 - b. **Consider selection** – determine if demographics (i.e. organizations serving marginalized populations and/or minority-led organizations) will/should be considered in the selection of cohort members and how these demographics are weighed.
 - c. **Embed DEIB in curriculum** – identify opportunities to prompt cohort participants to consider how DEIB can/should show up in their organizations. Work to create an environment within the incubator program that creates a

culture of inclusivity, promotes belonging, and welcomes diverse identities. Diversify presenters by purposefully inviting diverse individuals to partner with GoodWork.

- d. **Leverage new programming** – some of the opportunities suggested for GoodWork’s future would provide opportunities to help address systemic barriers in the field. For example, learning and conversation around CCF or equity, donor education about needs in the field and power dynamics, and/or helping nonprofits (particularly those with limited access to wealthy networks) to make connections with donors.
4. Systemic/societal opportunities
 - a. **Strengthen connections with BIPOC organizations and those serving marginalized populations** – of the 52 local nonprofit survey responses, none were completed by BIPOC leaders (though several were invited). This may indicate that there is an opportunity to continue cultivating these connections and relationships, supporting BIPOC-led organizations wherever possible, and showing up where these leaders are (i.e. at their own events and gatherings).
 - b. **Support minority-owned businesses** – by supporting these businesses (e.g., when ordering food for events, utilizing external services), GoodWork helps to create opportunity and contributes to closing wealth gaps in the community.

Appendix C - DEIB Terms

The following definitions inform GoodWork's DEIB Statement:

DIVERSITY is all ways that people are unique from each other. GoodWork believes that having a diverse community is what makes us whole. Diversity has many facets that include race, gender, ethnicity, nationality, sexual orientation, age, physical abilities, spiritual beliefs, socio-economic status, neurodiversity, and more.

EQUITY/SOCIAL JUSTICE is the action that removes barriers to participation. We understand that each individual has a different life experience and entry into the nonprofit sector. Our goal is to provide opportunities for all nonprofit leaders, board members, and volunteers to benefit from GoodWork programs and services.

ACCESSIBILITY is providing multiple pathways to experience GoodWork's programs and services based on an individual's or organization's needs. This may be in the form of physical access to our space or how programs and services are offered so that all may benefit.

INCLUSION is belonging to a community that respects every element of an individual's past, present, and future. GoodWork is committed to inviting and welcoming all individuals and organizations to our physical space and programs.

Appendix D – Programmatic Priorities for Future Consideration

During the generative discussions that took place during this strategic planning process, board and staff members conceived of several ideas that were not identified as immediate programmatic priorities but can be kept in mind for future consideration.

These include:

- Formalized 1:1 coaching (beyond what's offered through the incubator cohort) for a fee
- Cohort for established organizations focused on a common issue area (e.g., housing)
- Convenings and education for donors, and matchmaking between nonprofits and donors

Appendix E – Key Metrics

GoodWork will utilize the following metrics to monitor progress on its strategic priorities. The board will review these twice per year.

- Serve up to eight emerging nonprofits through the 18-month incubator program
- Complete preliminary research, and design new program for existing nonprofits (e.g., cohort)
- Host two events for Incubator Alumni per year
- Convene four knowledge and networking opportunities for the broader nonprofit community per year
- Complete at least four informal phone calls per month to help support, connect and/or deter nonprofit leaders
- Complete preliminary research on fiscal sponsorship and back office support models
- Continue to cultivate place-based connectivity by serving:
 - Six individuals with affordable living space
 - 100+ nonprofits and corporations with meeting space (of which approximately 75% will be nonprofits)
 - Up to six nonprofits with discounted office space
- Prioritizing DEIB:
 - Reach out to build relationships with 6-12 BIPOC-led organizations and those serving marginalized communities
 - Utilize task force to examine and update selection criteria (considering demographics, groups serving marginalized populations, groups addressing important community needs, etc)
 - Partner with external DEIB expert to embed DEIB in program curricula