

City Blossoms

2018-2020
strategic plan



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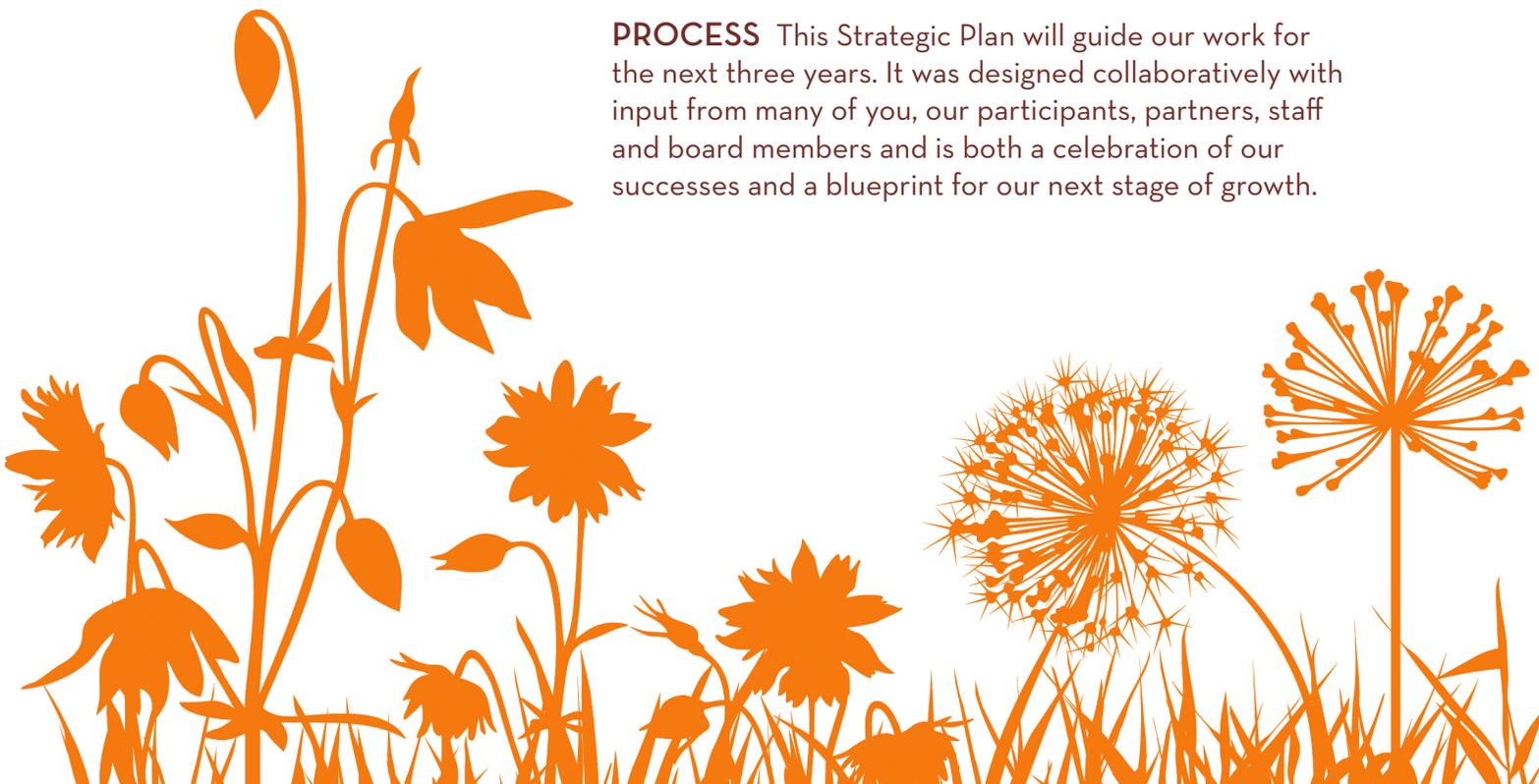


INTRODUCTION City Blossoms fosters healthy communities through innovative, community-engaging programming and creative, kid-driven green spaces. Since 2009, City Blossoms has designed, developed, collaborated, and provided programming or trainings for over 100 projects throughout Washington D.C. and nationwide. Through our work with hundreds of community-based organizations, neighborhood groups, schools, and learning centers, we serve all - with a particular focus on low-income communities and Latino, African-American, and immigrant youth. Thousands of participants, from toddlers through teens, have been engaged as cultivators, using their creativity, intellect, and energy to shape their communities through fantastic and functional gardens. The City Blossoms model interweaves four core elements: healthy living skills, environmental education, artistic expression, and most importantly community development.

DIRECTION & GOALS Based on this strategic plan, City Blossoms will achieve the following:

- *Strengthen existing programming and create new programs that support City Blossoms' growth.* Solidify comprehensive plans for all programs to become replicable and scaleable, meeting demands for affordable, culturally-connected programming. Additionally, establish a demonstration garden for trainings and skills-based professional development.
- *Extend and deepen reputation and brand.* Package and deliver high-quality programs, methodologies, and tools for local, regional, and national use.
- *Demonstrate impact.* Develop and implement comprehensive monitoring and evaluation processes for all programs in order to demonstrate, improve, and publicly share impact.
- *Strengthen organizational sustainability.* Develop and implement an organization and staffing plan that supports programmatic growth, staff development, and organizational maturity, creating a pipeline that enables future growth and sustainability.

PROCESS This Strategic Plan will guide our work for the next three years. It was designed collaboratively with input from many of you, our participants, partners, staff and board members and is both a celebration of our successes and a blueprint for our next stage of growth.







Vision

WE ENVISION COMMUNITIES THAT INSPIRE
HEALTHY LIVING AND CREATIVITY THROUGH
THE INNOVATIVE USE OF GREEN SPACES

Mission

WE DEVELOP AND IMPLEMENT INNOVATIVE
PROGRAMMING AND TOOLS THAT BUILD HEALTHY
NEIGHBORHOODS AND SCHOOLS THROUGH
CREATIVE, KID-DRIVEN GREEN SPACES

Our Values

EQUITY. STRIVE TO ENSURE ACCESS AND INCLUSION FOR ALL

DIVERSITY. CELEBRATE EVERYONE'S STRENGTHS AND EXPERIENCES

RESPECT. NURTURE COMPASSION AND CONSIDERATION FOR ALL LIVING THINGS

COLLABORATION. ENHANCE OUR IMPACT BY JOINING TOGETHER

CREATIVITY. CULTIVATE OPEN-MINDEDNESS AND EXPERIMENTATION



Programs

CITY BLOSSOMS ACCOMPLISHES ITS MISSION THROUGH FIVE FOCUS AREAS THAT INCORPORATE FREE OR AFFORDABLE IN-SCHOOL AND OUT-OF-SCHOOL PROGRAMMING, COMMUNITY ENGAGEMENT OPPORTUNITIES, RESOURCES AND TRAININGS.

EARLY GROWERS

We use our bilingual early childhood curriculum, *First Harvest/Nuestra Primera Cosecha*, to work with children ages two to five. We partner with educators to design age-appropriate gardens and programming to help participants make their first connections to nature and food.

SCHOOL GARDEN PARTNERS

We work with coordinated groups of elementary and middle schools to design and incorporate gardens into their programming over multiple years.

YOUTH ENTREPRENEURSHIP COOPERATIVE

We partner with high schools to manage a year-round, garden-based youth entrepreneurship program. At the core of the program is a youth-led business called Mighty Greens through which participants combine elements of environmental and food justice with microenterprise and job readiness skills development.

COMMUNITY GREEN SPACES

We provide interactive, communal, and children-focused gardens that transform unused or under-used land into green spaces where youth and adults can interact with their natural environment and explore their creativity. Participants learn about ecology, urban agriculture, nutritious food, water conservation, and composting techniques, and participate in the creation of public art.

TRAINING & RESOURCE DEVELOPMENT

We support educators and community members by providing trainings with a lens of cultural connectivity and skills development. We also produce sharable resources such as our bilingual cookbook, *Garden Gastronomy/Gastronomía del Jardín*.



Strategic Goals

CITY BLOSSOMS HAS IDENTIFIED FOUR GOALS TO GUIDE OUR WORK FROM 2018-2020. THESE GOALS, BOTH INTERNAL AND EXTERNAL, HAVE BEEN DEVELOPED WITH INPUT FROM OUR STAKEHOLDERS, STAFF, AND BOARD MEMBERS.

GOAL ONE: STRENGTHEN AND CREATE NEW PROGRAMMING THAT SUPPORTS CITY BLOSSOMS' GROWTH

- Develop a multi-school and cohort-based partner garden program that improves coordination and impact across all partner gardens
- Solidify comprehensive plans for our five key programs that are replicable and scalable
- Strengthen the volunteer program in order to develop and retain long-term individual and group volunteers

GOAL TWO: EXTEND AND DEEPEN OUR BRAND AND REPUTATION

- Package and deliver high-quality programs, methodologies, and tools for local, regional, and national use
- Establish the City Blossoms Studio including a demonstration garden and kitchen that serves as a location for trainings, skills-based professional development, and community events
- Grow brand recognition by becoming active in relevant local, regional, and national initiatives that align with City Blossoms' vision and mission

GOAL THREE: DEMONSTRATE IMPACT

- Develop and implement comprehensive monitoring and evaluation methodologies for all programs
- Regularly assess and publicly share organization and program progress and impact



GOAL FOUR: STRENGTHEN ORGANIZATIONAL SUSTAINABILITY

- Refine and implement organization and staffing plans that support programmatic growth, organizational maturity, and sustainability
- Formalize policies, procedures, and systems to further professionalize the organization and develop a pipeline that supports future growth
- Support staff growth through regular planning, performance reviews, and learning opportunities
- Strengthen Board of Directors' impact through the consistent use of planning and performance tools
- Develop and implement a creative mix of funding strategies and financial policies to support City Blossoms' daily operations



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Timeline

AN ESTIMATED OUTLOOK OF CITY BLOSSOMS' IMPLEMENTATION PLAN FOR THIS STRATEGIC PLAN, INCLUDING OUTCOMES AND IMPACTS

INITIATIVES	OUTCOMES/IMPACT	DATES	TEAM MEMBERS
GOAL ONE: STRENGTHEN & CREATE NEW PROGRAMMING THAT SUPPORTS CITY BLOSSOMS' GROWTH			
1.1 Develop a multi-school and cohort-based School Garden Partner program that improves coordination and impact across all participating sites	1.1.1 Develop a multi-school and cohort-based School Garden Partner program	Jan. 2018	Program Staff & Executive Dir.
	1.1.2 Implement first multi-school and cohort-based School Garden Partner program	Oct. 2018	Program Staff
	1.1.3 Reflect and refine cohort-based School Garden Partner program	Feb. 2019	Program Staff
1.2 Develop a multi-early childhood center and cohort-based Early Growers program that improves coordination and impact across all participating sites	1.2.1 Develop a multi-early childhood center and cohort-based Early Growers program	June 2018	Program Staff & Executive Dir.
	1.2.2 Implement first multi-school and cohort-based Early Growers program	Sept. 2018	Program Staff
	1.2.3 Reflect and refine cohort-based Early Growers program	Feb. 2019	Program Staff
1.3 Solidify comprehensive plans for Early Growers, School Garden Partners, Youth Entrepreneurship Cooperative, and Community Green Spaces programs that are replicable and scalable	1.3.1 Solidify comprehensive plans for Early Growers and expand by 9 partner centers	Dec. 2020	Program Staff
	1.3.2 Solidify comprehensive plans for School Garden Partners and expand to 15 partners	Oct. 2018	Program Staff
	1.3.3 Solidify comprehensive plans for the Youth Entrepreneurship Coop and expand by one site	Dec. 2019	Program Staff
	1.3.4 Solidify comprehensive plans for CGS and expand by one site	Sept. 2018	Program Staff
1.4 Strengthen the volunteer program in order to develop and retain long-term individual and group volunteers	1.4.1 Solidify comprehensive plans for volunteer program to expand volunteer hours by 20%	Feb. 2018	Executive Director and Admin. Staff
	1.4.2 Implement and expand volunteer program	Dec. 2018	Admin. Staff
	1.4.3 Increase repeat volunteer groups and individuals by 25%	Dec. 2019	Admin. Staff
	1.4.4 Provide educational volunteer opportunities	Dec. 2018	Admin. and Program Staff
GOAL TWO: EXTEND AND DEEPEN OUR BRAND AND REPUTATION			
2.1 Package and deliver high-quality programs, methodologies, and tools for local, regional, and national use	2.1.1 Package <i>Our First Harvest</i> , Early Childhood extension units	Dec. 2018	Program Staff
	2.1.2 Package Youth Entrepreneurship Cooperative program for training purposes	Dec. 2019	Program Staff
	2.1.3 Package affordable Community Green Spaces manual	Dec. 2019	Program Staff
	2.1.4 Disseminate resources and tools	Dec. 2020	All Staff

INITIATIVES	OUTCOMES/IMPACT	DATES	TEAM MEMBERS
2.2 Establish the City Blossoms Studio including a demonstration garden and kitchen in the City Blossoms Studio that serves as a location for skills-based professional development and community events	2.2.1 Establish demonstration garden and kitchen	June 2018	All Staff
	2.2.2 Design 4 professional development opportunities for early childhood support	April 2018	Executive Director with Program Staff
	2.2.3 Design 4 professional development for partner garden cohorts and other school gardens	April 2018	Executive Director with Program Staff
	2.2.4 Design 4 professional development for high school programs	Sept. 2018	Program Staff
	2.2.5 Host 3 yearly community events, 9 in total	Dec. 2020	All Staff
	2.2.6 Create processes to advertise and manage demonstration garden activities	Dec. 2018	Administrative Staff
2.3 Grow brand recognition by becoming active in relevant local, regional, and national initiatives that align with City Blossoms' vision and mission	2.3.1 Update brand to represent new strategic plan	Jan. 2018	All Staff
	2.3.2 Become active in a one local, one regional, and one national initiative	Dec. 2020	All Staff
GOAL THREE: DEMONSTRATE IMPACT			
3.1 Develop and implement comprehensive monitoring and evaluation methodologies for all programs	3.1.1 Develop organization's overall monitoring and evaluation methodologies; determine how tools will be implemented	March 2018	All Staff
	3.1.2 Implement monitoring and evaluation methodologies and tools for Early Growers	March 2019	Program Staff
	3.1.3 Implement monitoring and evaluation methodologies and tools for School Garden Partners	March 2019	Program Staff
	3.1.4 Implement monitoring and evaluation methodologies and tools for the Youth Entrepreneurship Cooperative	March 2019	Program Staff
	3.1.5 Implement monitoring and evaluation methodologies and tools for CGS	March 2019	Program Staff
	3.1.6 Implement monitoring and evaluation methodologies and tools for trainings	March 2019	Program Staff
	3.1.7 Implement monitoring and evaluation methodologies and tools for volunteer program	March 2019	Administrative Staff
3.2 Regularly assess and publicly share organization and program progress and impact	3.2.1 Create evaluation dashboard to analyze overall impact and growth metrics	May 2019	Administrative Staff
	3.2.2 Create method and procedure to share progress and impact	May 2019	Administrative Staff
GOAL FOUR: STRENGTHEN ORGANIZATIONAL SUSTAINABILITY			
4.1 Refine and implement organization and staffing plans that support programmatic growth, organizational maturity and sustainability	4.1.1 Refine and implement an organizational chart	Jan. 2018	Executive Director
	4.1.2 Refine and implement a staffing plan annually	Dec. 2020	Executive Director
	4.1.3 Design and implement quarterly team workplans that align with the organizational and staff plans.	Jan. 2018	All Staff

INITIATIVES	OUTCOMES/IMPACT	DATES	TEAM MEMBERS
4.2 Formalize policies, procedures, and systems to further professionalize the organization and develop a pipeline that supports future growth	4.2.1 Revise and add policies to further professionalize the organization and guide staff	Dec. 2018	Board and All Staff
	4.2.2 Revise and add procedures and systems to further professionalize the organization and guide staff	Dec. 2018	Executive Director and all staff
	4.2.3 Review policies, procedures, systems annually	Dec. 2020	Board and All Staff
4.3 Support staff growth through planning, performance reviews, and learning opportunities	4.3.1 Establish roles and inclusion of youth staff in support activities	June 2018	Executive Director with All Staff
	4.3.2 Support staff growth with the adoption of planning tools and two annual staff retreats	Dec. 2020	Executive Director with All Staff
	4.3.3 Support staff growth with biannual performance reviews	Dec. 2020	Executive Director
	4.3.4 Support staff growth by increasing access and funding for two annual learning opportunities	Dec. 2020	All Staff
	4.3.5 High staff satisfaction rates (85%) based on understanding, productivity, professional development and work culture (gauged in reviews)	Dec. 2020	All Staff
4.4 Strengthen Board of Directors' impact through the incorporation of planning and performance tools	4.4.1 Adopt and use performance tools to track the organization's progress against Strategic Plan	Jan. 2018	Board and Executive Team
	4.4.2 High board member satisfaction scores on personal and group impact (80%) based on surveys and evaluations	Dec. 2020	Board
4.5 Develop and implement a creative mix of funding strategies and financial policies to support City Blossoms' daily operations	4.5.1 Create annual funding strategies to align with organizational and staffing plans	Dec. 2020	Executive Director
	4.5.2 Create financial policies to align with growth	Jan. 2019	Board and Executive Director
	4.5.3 Create financial strategies to ensure healthy cash flow	March 2018	Administrative Staff
	4.5.4 Use the City Blossoms Studio and Demo Garden to raise \$12,000 in 2018, with a 10% increase annually through 2020	Dec. 2020	All Staff
	4.5.5 Raise individual and business donor bases from 2018 to 2020 by 25%	Dec. 2020	Administrative Staff
	4.5.6 Increase consulting service revenue from 2018 to 2020 by 15%	Dec. 2020	All Staff



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