

Groundswell

Strategic Plan for 2021/2022/2023





Our Values

**Define our culture and
drive our decisions and actions**

Equity

Service, a Privilege, not a chore

Transformative

Excellence

Get Stuff Done

Respect

Integrity

Support Each Other



Our Vision

**Defines the future
world we want to see**

Equitable Energy Futures with:

**Shared Power through Affordable and
Accessible Energy Systems**

Value Chains that Empower Communities

**Resilient Energy Systems that Regenerate
Communities**

**Just and Equitable Transition to 100%
Renewable Energy**

**An Energy Sector that Reflects the Beautiful
Diversity of Our Communities**



Our Mission

**Is the reason
for our existence**

**We build
community power.**



This is how we
build community
power.





Strategic Goals

Building on our mission, vision, and values, these are Groundswell's strategic goals over the next three years.

Be our best at serving LMI households with clean energy.

Build on our community solar development, finance, and customer management expertise to offer clean energy solutions that reduce household energy burdens.

Connect clean energy value chains to equitable economic development.



Lines of Business

Each of Groundswell's strategic goals will be reflected across the organization's three key lines of business.



**Clean Energy Program
& Project Development**



**Subscriber
Management &
Customer Support**



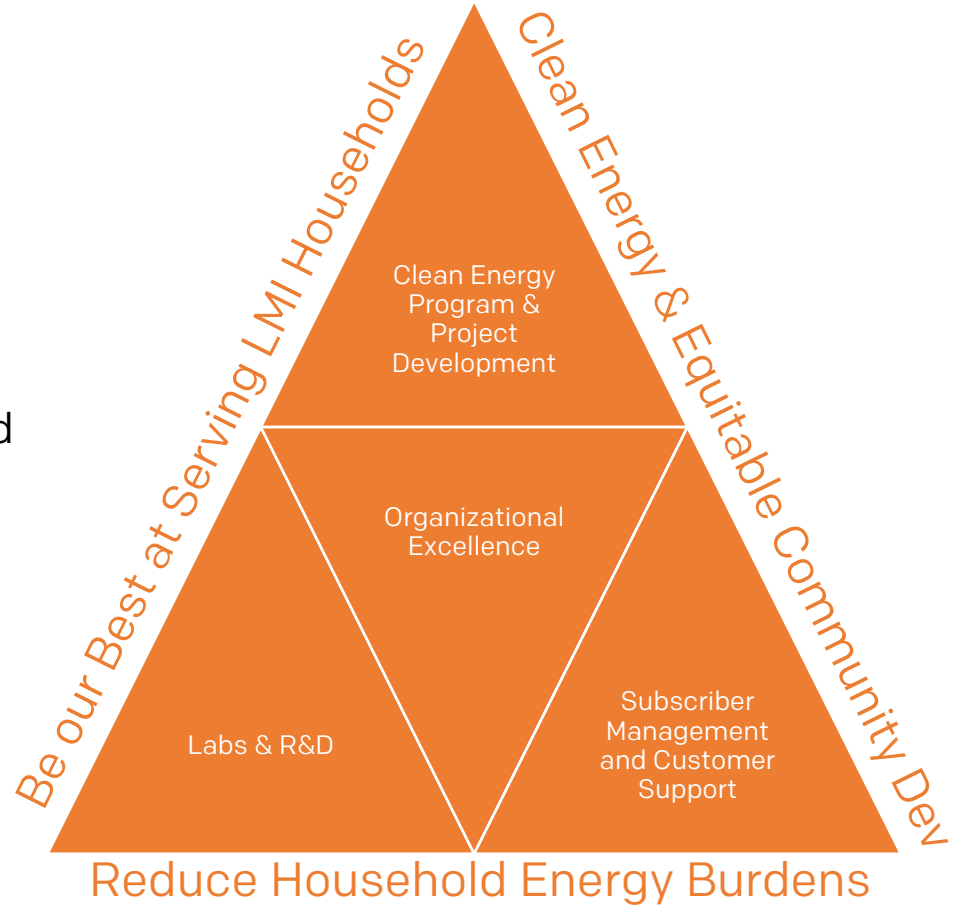
Labs & R&D



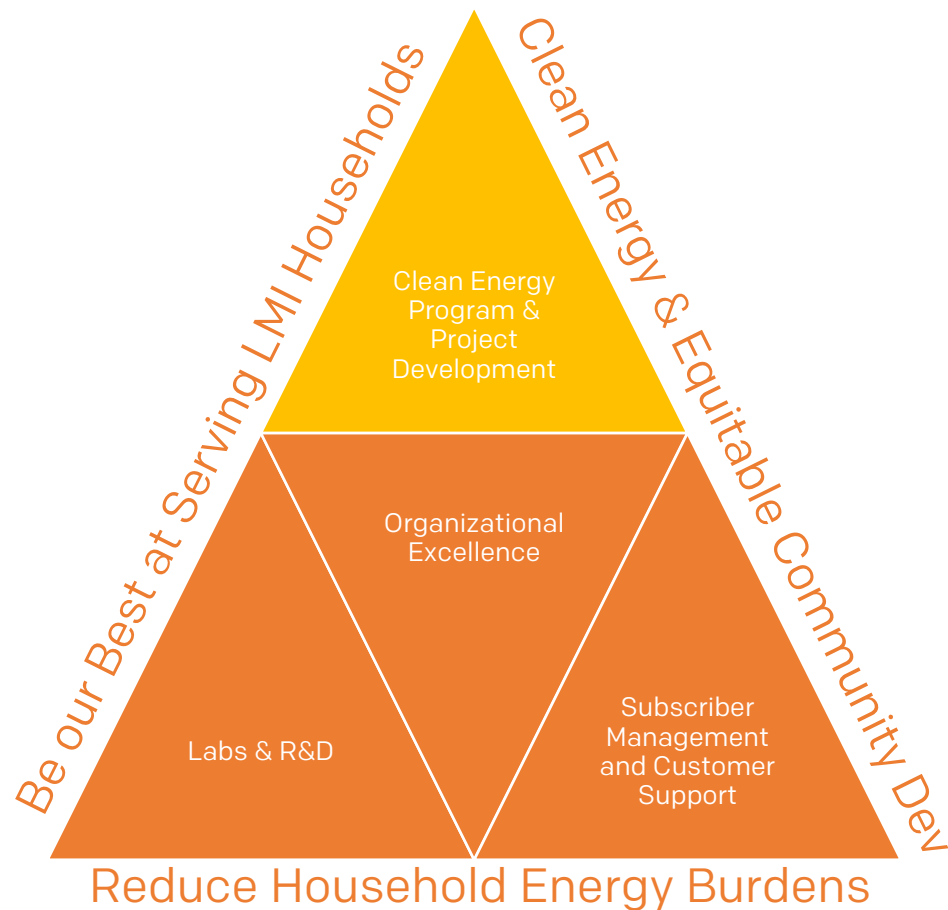
Objectives, Metrics, and Strategies

Objectives and accompanying Metrics and Strategies for each Goal are defined for each Groundswell lines of business.

Organizational Excellence
is the foundation for
operational implementation.



Objectives, Metrics, and Strategies





Program & Project Dev – Goal 1: Be Our Best at Serving LMI Households

Objectives	Strategies	Metrics
Groundswell's clean energy programs and projects will lead with equity for LMI communities, demonstrating excellence from origination and development through project finance and construction and challenging the field to reach higher towards transformation.	<ul style="list-style-type: none">• Prioritize serving urban and rural communities that have been impacted by disinvestment and systemic racism.• Adapt Groundswell's development and finance models to optimize benefits to LMI communities and people in each market of operation towards reparation and regeneration.• Build programs and projects on trust.	<ul style="list-style-type: none">• 100% of Groundswell clean energy programs and projects will serve LMI communities By regulatory market, annually measure: <ul style="list-style-type: none">• Project locations• Total infrastructure investment• MWBE businesses supported• Number of people employed• Value delivered to solar host sites• Net promoter score of at least 85
Groundswell will increase the resilience, reach, and relevance of its programs – streamlining operational processes including legal and finance and reducing development costs as Groundswell deploys new projects in existing markets and expands into new markets.	<ul style="list-style-type: none">• Pursue impact over growth, going deep and prioritizing expansion in existing markets and networks over geographic expansion.• Diversify local partnerships, building on success with faith community.• Increase project scale (capacity) and technical diversity, incorporating storage wherever feasible	<ul style="list-style-type: none">• Contingent on COVID, increase the total capacity of projects deployed each year in markets served, sustaining a minimum of 3MW of additional capacity per year across all markets• Onboard at least one new community partner in each market per year• Deploy energy storage on at least two projects by 2024
Groundswell will tell stories of local leadership and leaders to inspire others to seek to be the best at serving LMI.	<ul style="list-style-type: none">• Use Groundswell's communications program to elevate regional and national trends, supporting local leaders and frontline communities.	<ul style="list-style-type: none">• Publish at least one story per month on Groundswell platforms.• Place at least 2 earned media stories per quarter in relevant local, sector, and national publications



Program & Project Dev – Goal 2: Reduce Energy Burdens

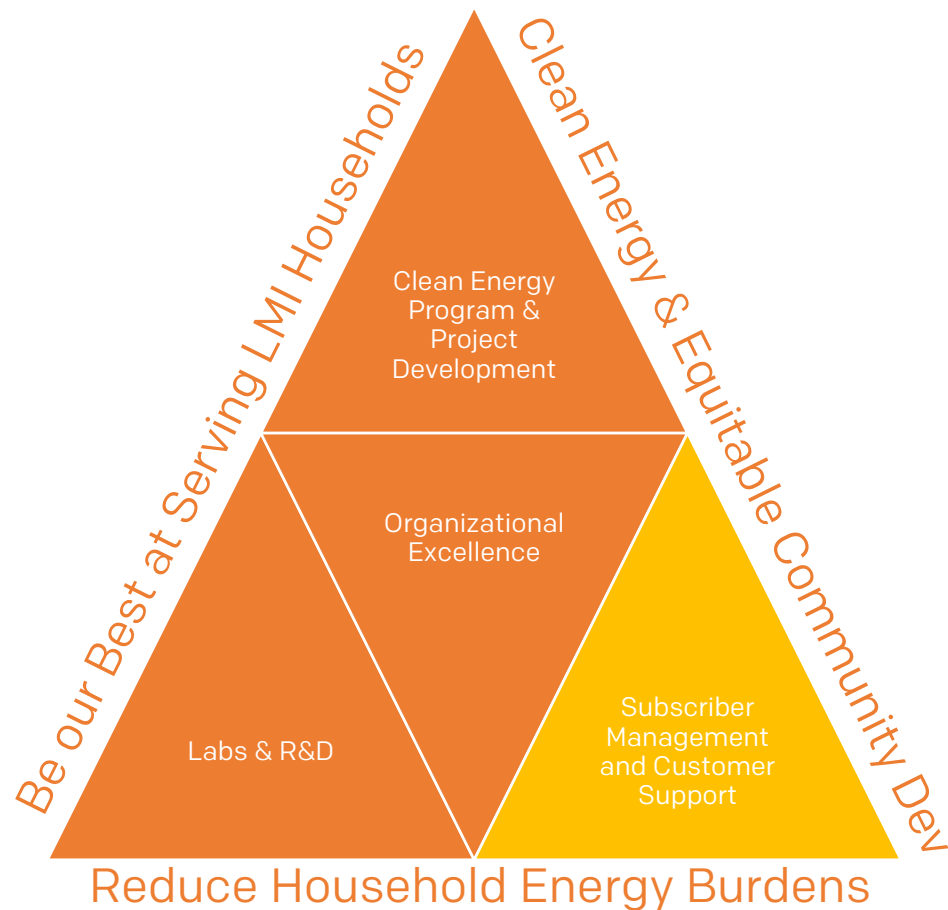
Objectives	Strategies	Metrics
Groundswell will be a one-stop shop serving LMI communities and people with clean energy programs that reduce energy burdens.	<p>Prioritizing reduction of energy burden and working in close alignment with R&D activities to inform program and product development:</p> <ul style="list-style-type: none">• Lead with community-driven solar• Document community and customer needs through direct engagement• Analyze the regulatory markets Groundswell serves and identify optimal potential additional clean energy solutions and associated potential market size.• Engage utilities and municipalities among potential partners.• Identify program development and values-aligned partnership opportunities as well as barriers to implementation.• Develop funded opportunities for program implementation.• Use agile methodologies to demonstrate, replicate, scale, and improve solutions that work.• Communicate and engage customers to build trust and impact.	<ul style="list-style-type: none">• Identify at least one optimal additional clean energy program per market• Identify at least one values-aligned partner to support program deliver per market• Launch at least three additional clean energy programs by 2024, including Groundswell and partner-delivered programs• Measure customer adoption of multiple Groundswell clean energy solutions, demonstrating increasing adoption over time• Measure and track adoption and impact trends across markets, identifying drivers of success• Maintain a net promoter score of 85 among program customers across programs and markets



Program & Project Dev – Goal 3: Clean Energy & Equitable Development

Objectives	Strategies	Metrics
Groundswell will leverage its expertise in project development and finance and each of the programs and projects it develops to advance equity for the communities we serve.	Through engagement with the communities we serve, map the value chains connected to our programs and projects, identifying specific and ongoing opportunities to advance equity. In this work, Groundswell will ensure its own activities and operations demonstrate equity as a core value, prioritizing mission impact over revenue growth.	For each local market it serves, Groundswell will: <ul style="list-style-type: none">• Document what the communities Groundswell serves value, and how Groundswell is delivering aligned value through its work• In collaboration with R&D, identify aligned program metrics to measure impact towards equity
Groundswell will use the projects and programs it delivers to build influence towards the transformation of the values and systems that shape our clean energy futures.	Document results and build on the network of trust it takes to deliver projects to build influence – showing decision-makers how redefining values drives systemic changes and transforms outcomes.	<ul style="list-style-type: none">• Publish at least one story per month demonstrating the link between values, systems, and outcomes• Identify at least one systems/policy-level change per market per year resulting from Groundswell's work
Groundswell will advocate for equity, grounded in our experience delivering projects and programs.	Expand the communications program to advocate market transformation for equitable energy futures by revealing, connecting, and broadly sharing stories that build community power.	<ul style="list-style-type: none">• Publish at least one story per month celebrating local leaders and leadership• Publish at least one trend story per quarter• Increase social media following by 25% per year among target audiences• Measure and increase audience engagement (web and social media) consistently month by month

Objectives, Metrics, and Strategies





Customer Mgt & Support – Goal 1: Be Our Best at Serving LMI Households

Objectives	Strategies	Metrics
<p>Bring the greatest possible clean energy savings to the greatest number of LMI subscribers while providing the best possible customer experience.</p> <p>Showcase and celebrate how serving LMI customers and communities build community power to inspire transformative change.</p>	<ul style="list-style-type: none">• Target expansion strategy to proximate markets with aligned regulatory structures.• Develop utilities and municipalities as potential partners.• Increase the number of LMI subscribers under management.• Partner with LMI subscribers to design the full customer experience with Groundswell in each community where Groundswell operates.• Partner with utilities and states/municipalities on equity-focused design of programs serving LMI customers.• Leverage Groundswell’s communications resources to reveal and celebrate local stories, connecting them to regional and national trends.	<ul style="list-style-type: none">• At least 3 new utility or municipal partners (target 1 per year)• SMS contracts in place for all new GSWL community solar projects• 5 new SMS contracts in place with values-aligned developers• 100% of solar projects under management offer at least 20% of available subscriptions to LMI customers• 10,000 LMI customers under management by 2024• 100% of LMI subscriptions filled, target recruitment of 1.25x capacity• LMI Customer Advisory Council established in each market of operation• Design of at least two new LMI-serving products or LMI-focused product releases based on HCD design and feedback loops• Net Promoter Score of at least 85 aggregated across markets of operation• Responsiveness score of at least 90% for all customer service tickets• At least 30% of LMI subscribers under management have proactively engaged with Groundswell• Leveraging subscriber management activities and related R&D initiatives, advise at least two government/utilities designing new or redesigning LMI-serving solar programs• Increase communications audience by 3x (2020 baseline)• Place three earned media stories per quarter



Customer Mgt & Support – Goal 2: Reduce Energy Burdens

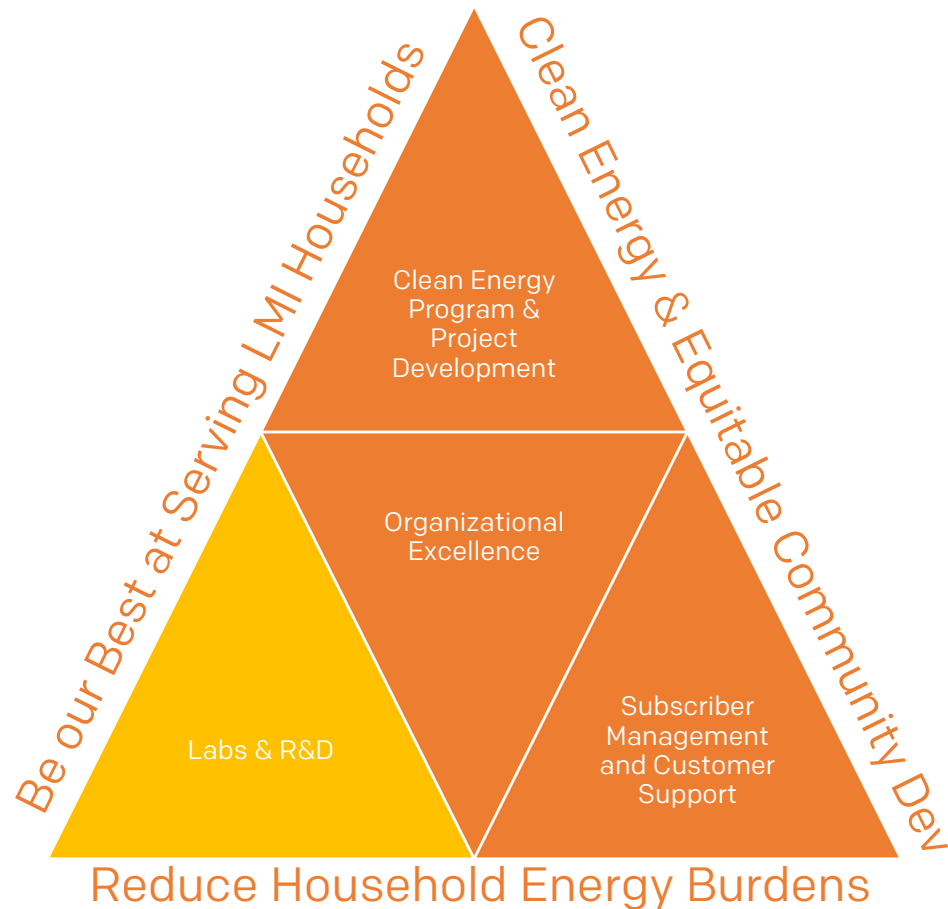
Objectives	Strategies	Metrics
Serve subscribers through access to resources, information, programs, and products that support and enable LMI subscribers to take control of their energy bills and to make decisions about community and climate impacts.	Diversify clean energy program offerings beyond community solar subscriptions through our own programs and through partnership with other providers.	<ul style="list-style-type: none">Offer a minimum of three additional savings opportunities to LMI subscribers through Groundswell-delivered or “papered” partnerships with values-aligned organizations
	Informed by LMI Advisory Council, partner with LMI subscribers to design the customer experience, including product access, product design, and education/engagement in each market. Prioritize deepening trust with our LMI subscribers in all product and partnership development activities.	<ul style="list-style-type: none">HCD (Human Centered Design) driven development and launch of at least one new access point to SharePower dashboard for no-email LMI customersHCD-design and launch of display/communication of at least three additional savings opportunities; interest in these products tracked to inform future offeringsExecution of an engagement strategy that leads with LMI voices, with 60% or more LMI customers reporting that they received educational informationDevelop and implement a measure for customer trust as a part of Groundswell’s customer experience and satisfaction survey process across all programs.
	Deploy Groundswell’s communications capabilities to share and connect customers with information and resources.	<ul style="list-style-type: none">Communication to 100% of customers with locally-relevant information about program impacts, related programs, other content supporting community powerIncrease social media following in local service areas by 3x (2020 baseline)



Customer Mgt & Support – Goal 3: Clean Energy & Equitable Development

Objectives	Strategies	Metrics
As Groundswell SMS grows, increase employment opportunities for LMI subscribers in the clean energy economy.	Incorporate workforce development opportunities into the Groundswell SMS internal growth plan.	<ul style="list-style-type: none">• 100% of Groundswell SMS job postings are shared with LMI subscribers• At least 25% of all new entry-level SMS hires come from the local communities we serve.
Prioritize service procurement from values-aligned providers and WMBE.	Make data-informed procurement decisions for new and renewing service contracts, prioritizing values alignment and supplier diversity.	<ul style="list-style-type: none">• At least 50% of SMS service providers are WMBE• Support qualified SMS service providers to attain WMBE certification

Objectives, Metrics, and Strategies





Labs & R&D – Goal 1: Be Our Best at Serving LMI Households

Objectives	Strategies	Metrics
Groundswell will be a go-to thought leader in how to equitably serve LMI communities and customers.	<ul style="list-style-type: none">• Support data science as a core capability.• Develop a research agenda for putting LMI customers at the center of clean energy innovation.• Support the field by partnering with values-aligned organizations to pursue knowledge through research.	<ul style="list-style-type: none">• Sustain a Groundswell Data Science Fellow position.• Pursue at least one additional R&D project each year.• Release a research agenda online, in consultation with other values-aligned leaders in the field.
Groundswell's research outcomes will drive policy change centering energy equity for LMI communities and customers at the federal, state, and local levels.	<ul style="list-style-type: none">• Produce, publish, and present analyses and discoveries in formats that maximize reach and access for intended audiences.• Create and curate a knowledge base of tools and insights to expand access, reduce energy burden, and increase energy equity	<ul style="list-style-type: none">• Release at least 12 articles, publications, or data sets/visualizations and present findings broadly at least 3x per year – ensuring that each includes actionable tools and recommendations.
Groundswell's R&D program will drive innovation in the organization's programs and services, including serving as a source of corrective feedback.	<ul style="list-style-type: none">• Pursue R&D activities whose results can be implemented through Groundswell programs and services	<ul style="list-style-type: none">• Release an implementation report on how R&D findings have been implemented to improve programs and services.• Release and report annually on impacts from each R&D/Labs program and project.



Labs & R&D– Goal 2: Clean Energy to Reduce Energy Burdens

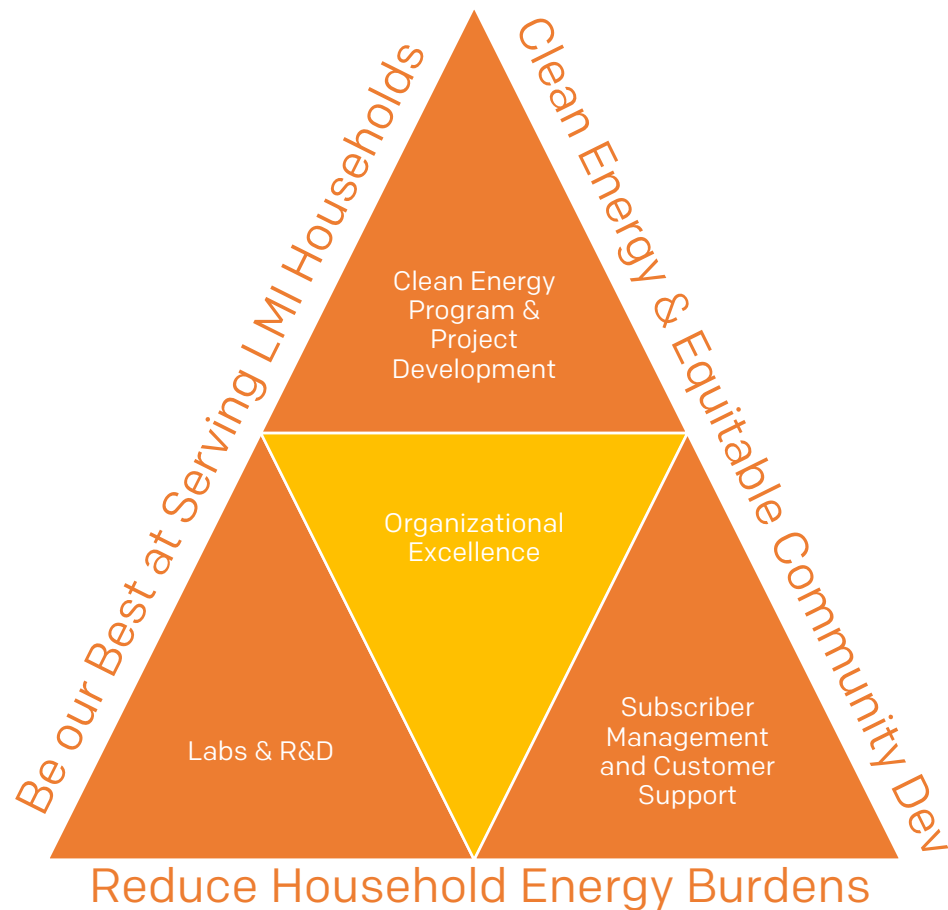
Objectives	Strategies	Metrics
Groundswell clean energy programs will be research-driven, evidence-based, and prioritize reduction of energy burdens.	<ul style="list-style-type: none">• Develop and implement qualitative and quantitative measures for effectiveness of each Groundswell program to inform continuous improvement as well as key decisions such as whether to expand or eliminate programs.	<ul style="list-style-type: none">• Leverage at least two R&D activities to launch new programs that reduce energy burdens and generate revenue• Release an annual impact report online on each Groundswell program.
Groundswell R&D programs will include demonstration projects that pioneer deployment of new clean energy solutions, including energy storage for resilience, showing how these solutions can reduce energy burdens and increase energy equity.	<ul style="list-style-type: none">• Cultivate funding and financing opportunities to pursue targeted, pioneering demonstration projects.• Broadly publish Groundswell’s experiences developing and deploying demonstration projects in order to inform and support the field by sharing successes and challenges.	<ul style="list-style-type: none">• Fully implement at least three demonstration projects informed by research by 2024.• Release at least three case studies on Groundswell demonstration projects.



Labs & R&D – Goal 3: Clean Energy & Equitable Development

Objectives	Strategies	Metrics
Groundswell's R&D activities will illuminate how clean energy futures can deliver on the promise of energy equity for all, with a focus on the connection between clean energy value chains and equitable community economic development.	<ul style="list-style-type: none">• Groundswell will incorporate consultation with and inclusion of people and organizations directly representing the communities we seek to serve through our research outcomes, and Groundswell will value their contribution through honoraria and support of any associated travel costs where appropriate.• Where Groundswell observes clean energy futures perpetuating or increasing inequity, Groundswell will pursue research to illuminate the issues and recommend action towards improvement.• Groundswell will report research findings and results to communities served, creating opportunities for feedback and accountability.	<ul style="list-style-type: none">• Each Groundswell R&D initiative will identify and publish its consultation process, demonstrating how it prioritizes and values the people it seeks to serve. Each Groundswell research budget will include travel funding and honoraria for research advisors representing frontline communities.• Groundswell's published research agenda will include research on observed inequities.• Groundswell will release at least three research publications identifying course corrections necessary for clean energy futures to result in greater equity.• Groundswell will present at least one public briefing on each research initiative that is delivered to optimize participation by the people it is designed to serve.

Objectives, Metrics, and Strategies





Organizational Excellence

Objectives	Strategies	Metrics
Groundswell's organizational and project-level governance will include the communities we serve.	<ul style="list-style-type: none">• Groundswell's Board will reflect this strategic plan and the beautiful diversity of the communities Groundswell seeks to serve in Board recruitment and the preparation of the organization's Board slate.• Each Groundswell program or initiative that includes an Advisory Committee will identify its stakeholders, including stakeholders directly representing the communities it seeks to serve.	<ul style="list-style-type: none">• Groundswell's Board roster will include representation from the organization's customer communities, and it will be published online.• Each relevant Groundswell program or initiative will publish the names and affiliations of all Advisory Committee members.
Groundswell will be a launching pad for diverse new and emerging energy equity leaders.	<ul style="list-style-type: none">• Groundswell's governance will incorporate diverse new and emerging leadership voices.• Groundswell will invest in the development of its staff team.• Groundswell will create platforms for each member of its team to publish/present.• Groundswell will recruit at least one undergraduate or community college Summer Fellow each year.	<ul style="list-style-type: none">• Groundswell's Board will include at least one diverse member under 40.• Each team member will complete an annual development plan.• Release at least two presentations, articles, or publications each year per team member.• Announce a Summer Fellow each year, who will be featured in at least one article or publication.



Organizational Excellence

Objectives	Strategies	Metrics
Groundswell will be a values-centric organization and will embody its values at every level of its organization – staff team, board team, and contractors.	<ul style="list-style-type: none">Groundswell will embed its values in its management practices, including recruitment, performance management, and professional development; and in partner and supply chain management.	<ul style="list-style-type: none">Each Groundswell position description and each staff member's annual performance review will include examples of how they uphold Groundswell's values and if/where improvement is needed.
Groundswell's staff organization will reflect the beautiful diversity of the communities it serves.	<ul style="list-style-type: none">Groundswell will maintain pay equity, implementing best practices including transparent salary ranges to support pay equity in the field at large.The interview process for all Groundswell new hires will include candidates who represent gender or racial diversity.	<ul style="list-style-type: none">Groundswell will benchmark total compensation for each position at or above the median total compensation by location for similar 501(c)3 organizations.Groundswell's staff team will be a majority gender and racially diverse organization that represents the local communities it serves.
Groundswell will use its supply chain to build the equitable clean energy futures we envision.	<ul style="list-style-type: none">Groundswell will measure the gender and racial diversity of its supply chain beginning with 2019 data, and will achieve a minimum of 80% MWBE supply chain partnership by 2024.Groundswell will proactively work with its contractors to help them become certified MWBEs.	<ul style="list-style-type: none">Groundswell will publish an annual supply chain survey, reporting achievement compared to goal, including MWBE partners that achieved certification.Groundswell will utilize its communications channels to celebrate and promote its MWBE supply chain partners.



Organizational Excellence

Objectives	Strategies	Metrics
Groundswell will cultivate a culture of belonging.	<ul style="list-style-type: none">Groundswell will support the continuous development of its team through training and professional development so that everyone can bring 100% of their authentic selves to the work every day.	<ul style="list-style-type: none">Each Groundswell Board and staff member will complete at least one training program per year to support a culture of belonging.Each new staff or Board member will complete an initial orientation within their first 90 days.
Groundswell will fully implement this Strategic Plan across its operations.	<p>Groundswell's strategic plan goals, objectives, and metrics will be reflected in:</p> <ul style="list-style-type: none">All position descriptions and annual performance reviews.Organizational annual budget and operating plan.Quarterly reporting to the Board.CEO performance evaluation.Annual Board self assessment.	<ul style="list-style-type: none">Groundswell's Board, CEO, and each staff members will have clear objectives with an annual feedback loop directly connected to the achievement of this strategic plan.Internal and external monitoring will disclose performance towards the achievement of this Strategic Plan, with any challenges being reported, analyzed, and used towards continuous improvement.



Organizational Excellence

Objectives	Strategies	Metrics
<p>Groundswell will operate as a social enterprise with diverse sources of revenue and will annually increase the percentage of its total revenue derived from program earned income.</p> <p>Groundswell will not pursue goals and strategies that are not represented in this Strategic Plan. However, Groundswell operates in a very dynamic clean energy market that is highly shaped by policy and market developments at multiple levels. Groundswell's staff leadership team and Board will therefore review this Strategic Plan at least annually to identify any necessary adaptations or pivots related to major policy or market developments or global events or megatrends.</p>	<p>Groundswell's annual budget and revenue plan will:</p> <ul style="list-style-type: none">• Include Board+staff leadership review of the Strategic Plan for necessary adaptations or pivots• Align values with value, identifying earned revenue opportunities for all programs• Advance earned revenue-positive business plans for mature programs• Launch new and sustain existing programs with high mission alignment and moderate or low revenue opportunity through philanthropic support or cross-subsidy from revenue-positive programs• Proactively seek new sources of local and regional grant and other revenue to expand Groundswell programs into new geographic markets• Proactively seek new R&D funding opportunities to expand Groundswell's research program• Pursue innovative mission investments to rapidly scale Groundswell programs into new markets, including PRI, impact investments, and other sources of values and mission-aligned capital	<p>Groundswell's annual budget will demonstrate:</p> <ul style="list-style-type: none">• Annually increase earned income, including government contract, contribution to Groundswell total revenue• Incorporate at least one new earned-revenue-generating program by 2024• Welcome at least one new philanthropic supporter per year, and maintain core supporters if feasible given COVID• At least 65% of all personnel and other core expenses will be covered by earned income, including government contracts, by 2024 <p>Groundswell Board and Staff will annually convene for a Strategic Plan review to review programs and progress and to discuss changes in Groundswell's operating environment that may call for adaptations.</p>

Appendix

Groundswell Statement of Values





Our Values

**Define our culture and
drive our decisions and actions**

Equity

Service, a Privilege, not a chore

Transformative

Excellence

Get Stuff Done

Respect

Integrity

Support Each Other



Service

It's a privilege, not a chore.

We treat our neighbors as ourselves.

We take care of our team, so we can continue taking care of the communities we serve.

We listen and respond with a spirit of generosity.

We serve joyfully.



Equity

We're all in this together. We believe different views and experiences are advantages, so we strive to ensure everyone has a seat and voice at the table built by all.

We focus on creating easier access to clean energy to disadvantaged areas.

We believe in eliminating as many barriers as possible for people to be involved in the clean energy movement.

We treat everyone with respect and strive to meet everyone where they are.

We ease the burden of high energy cost for our neighbors who need it most.



Respect

Everyone Matters. We work with exceptional people who do exceptional things.

We treat everyone we work with as valued individuals.

We see subscribers as more than their income status, as people.

We take time to explain our work to all who will listen.

We respect the agency of our subscribers, stakeholders, partners, and each other.

We value the talent, time, and intentions of everyone we work with.



Transformation

We are smart, adaptable, learn from our mistakes and are willing to be the first to try new things.

We create system-level change.

We shift the status quo and assumptions about what's possible.

We show others a way forward.

We deliver innovation that matters.



Integrity

**We uphold the values of
Groundswell in every action and
decision.**

We follow through on our promises.

We act in full transparency, setting and fulfilling reasonable expectations.

We do what we can to best honor and serve our communities.

We accept the outcomes of our actions.

We learn from our challenges.

We hold ourselves accountable for gathering facts, sweating the details, performing analysis, and validating decisions.



Excellence

We believe in what we are doing, thus we value hard work and persistence to offer our best.

We seek to deliver maximum benefit to our colleagues and communities.

We become excellent through innovation and constant learning. We accept mistakes and failures.

We create measurable benefits for the communities where we work.

We strive to do our best and honor our commitments.

We approach challenges with a determination to succeed.



Support Each Other

We are committed to building an encouraging, caring, and supportive environment.

We love our neighbors as ourselves.

We work patiently and intentionally, always with process in mind.

We focus on building the wealth of the communities we work in.

We foster teamwork and collaboration across departments and with customers

We contribute to help make the best decision and actively support what's decided.



Get Stuff Done

We work with a sense of urgency. We take pride in our work and bring our A-game to all our interactions.

We demonstrate our values in everything that we build.

We work to create tangible, positive outcomes for the communities we work in.

We set ambitious goals and overcome every obstacle to achieve them.

We evolve and refocus as needed to achieve our goals.

Thank You.

With gratitude from the Groundswell team.

