New Earth
Strategic Results Framework
2024–2026

Purpose and Focus

New Earth had a clear vision for where the organization wanted to go and the impact it aimed to drive. However, as we worked toward that vision, several challenges emerged that made it difficult to move forward:

"We know we are doing meaningful work, but struggle to clearly demonstrate progress."

Impact often felt real internally, yet difficult to articulate externally. Without clear measures, progress could feel abstract, especially when communicating with the board, funders, and partners.

"Everything feels important, making it hard to prioritize."

Their teams were deeply committed and working hard, but without shared measures, it was difficult to distinguish what mattered most from what was simply urgent.

"We want to direct our limited resources where they would have the greatest impact, but lacked a clear way to determine that."

With finite time, funding, and staff capacity, New Earth needed a stronger way to decide where to invest, what to grow, and what to pause or stop.

This context set the stage for our collaboration on building a measurable strategic results framework, ensuring that the organization's vision could be translated into clear goals, actionable priorities, and evidence-based progress tracking.

About

ProjectWise

ProjectWise, led by Principal Consultant Habiba Rotter, is a strategic planning and execution company that helps mission-driven organizations turn vision into action. With over 10 years of experience in nonprofit strategy and management, Habiba brings a rare balance of structure and empathy, aligning data, strategy, and facilitation so that plans don't collect dust, but come to life with excellence

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New Earth

New Earth is a Los Angeles–based nonprofit creating pathways of opportunity for system-involved and at-promise youth. Through a blend of creative arts, education, and career programs, they offer young people structure, healing, and purpose empowering them to reimagine their futures.

Process & How

Foundation

Through facilitated sessions, we established the broad impact direction New Earth wants to move toward using input from staff, leadership, and community stakeholders.

Example:

New Earth identified a priority focus on **training youth in workforce skills** and supporting their placement into employment.

Funneling Into Specific, Measurable Goals

We brainstormed possible ways to measure progress, then narrowed them down to the 1–3 most meaningful measures for each focus area—those that best demonstrate real change.

Example:

- Number of youth completing job training
- Number of youth placed into employment
- Change in workforce skills assessment scores from pre- to post-training

Measurement Plan

While measures are often easy to name, they require intentional planning to ensure they are feasible and reliable. Together, we defined how each measure will be tracked, by whom, and how often.

Example:

Workforce skills assessment scores will be measured monthly through care management reports.

Strategic Results
Programs

Objective	Key Results	Owner	Measures
Strengthen youth engagement in high school education program	Increase student daily attendance rate (ADA) from 11% to 66%	Evelyn	ADA Rate
	Enroll 60 youth into educational program	Evelyn	Number of enrolled youth
Empower every justice-impacted participant in our clinical programs to achieve greater stability, growth, and long-term success.	Increase success rates for clinical program participants by 80% as measured by the FREEE assessment.	Ariana	FREEE Assessment Score
Increase social emotional well-being and creativity through enrichment programs (music, writing, & gardening).	Improve social emotional outcomes by 30%	Selam	Social Emotional Assessment Score
	Increase creative deliverables by 50%	Selam	Number of music pieces, poems, and personal statements
Build out Workforce Development programming so youth are job ready and placed into employment.	Train 40 students through the workforce program	Stephanie	Number of students trained
	Place 30 workforce program graduates into stable employment opportunities	Selam	Number of students placed into jobs

Strategic Results
People

Objective	Key Results	Owner	Measures
Strengthen and grow a diverse board with the capacity to fundraise, recruit strategic partners, and provide fiscal oversight.	Recruit 5 engaged board members, including 3 specifically focused on fundraising.	Yana	Number of fundraising board members
	Build the capacity for the board to fundraise 5% the organization's annual budget.	Yana	Board-contributed fundraising dollar amount
Cultivate a workplace culture that attracts, supports, and retains talented staff through engagement, recognition, and growth opportunities.	Improve staff satisfaction by 40% as demonstrated by monthly survey	Ariana	Average staff survey score
	Increase staff retention rate to 85%	Ariana	Staff retention rate

Strategic Results
Development

| Objective	Key Results	Owner	Measures
Strengthen development system in service of the organization's financial sustainability.	Secure $2,755,000 in grant/contract revenue.	Yana	Dollar amount secured
	Secure $100,000 in individual donor gifts	Yana	Dollar amount raised
Develop robust and profit-generating Social Enterprise with New Earth Digital and build internal capacity to execute.	Generate $50,000 of revenue for New Earth Digital Marketing agency	Kiara	Dollar amount earned - gross profit

Strategic Results
Operations

| Objective	Key Results	Owner	Measures
Strengthen internal processes and team norms around project management to build a culture of trust and mutual respect.	Provide project management coaching, resulting in 70% of projects meeting objectives and deadlines.	Stephanie	Percentage of tasks completed by the assigned due date in Asana
Enhance internal financial systems and practices to ensure long-term organizational stability.	Reach a budget variance rate of 10% or below	Yana	Budget variance rate
Build a goal setting and evaluation ecosystem that powers strategic execution.	Facilitate 4 quarterly director planning retreats	Habiba	Number of planning retreats
	Develop 5 data dashboards to track the organization's work across departments	Habiba	Number of data dashboards

Bringing The Plan to Life

To ensure this plan is brought to life, we recommend the next steps:
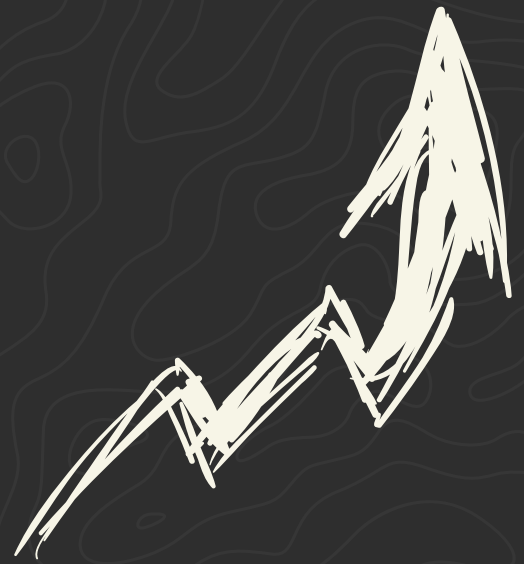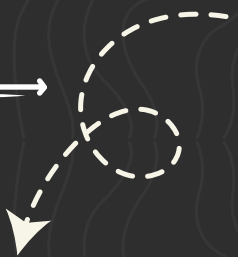
Quarterly Planning Retreats

Establish a quarterly planning retreat cadence to break down goals into milestones, review progress, set priorities for the upcoming quarter, and promote connection and motivation.
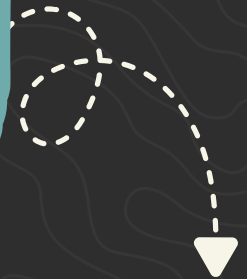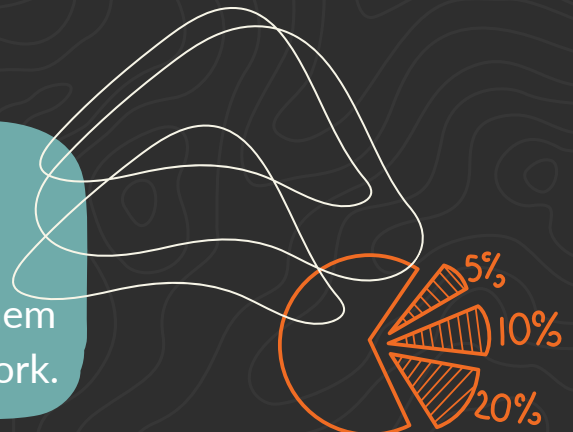
Data Dashboards

Develop data dashboards to clearly track key success metrics on a monthly basis.

Implementation Workflows

Create workflows to integrate strategic results into regular meetings, allowing them to be a rallying force behind everyday work.
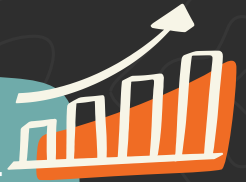
5%
10%
20%

Results to Date

Six months after this strategy was set in motion, once leaders had true clarity on what mattered most, focus turned into action, and action turned into results.

Here's what happened in real life:

Average Daily Attendance doubled in the education program (from 11% to 22%), unlocking twice the amount of funding.

Enrichment program teaching hours increased by 44%, expanding both reach and revenue.

Clinical outcomes improved by 26%, meaning participants didn't just show up more, they did better.

When strategy is clear, priorities are aligned, and teams are focused on the right work, results stop being accidental, they become inevitable.

The framework didn't create the impact. The people did, once the path was clear.