

# Purpose Collaborative Response to Keep America Beautiful Strategic Planning RFP: 12<sup>th</sup> January 2025

**Table of Contents:** [Letter of Interest](#) | [Approach & Methodology](#) | [Work Plan](#) | [Project Team](#) | [Budget & Fee Structure](#) | Exhibits | Proposal Website

## 1. Letter of interest: Your Change & Transformation Partner

Dear Jennifer,

Keep America Beautiful (KAB) stands at a rare inflection point. You have successfully stabilized the organization, restored confidence, and earned the right to think boldly. The question now is not "What is our next plan?" but "**What is KAB's rightful place in America's future?**"

We believe KAB is poised to move from a **moment** (the 250th anniversary) to a **movement** that redefines community action for a new generation. You possess assets few organizations can match: 73 years of trusted brand equity, 761 local affiliates embedded in communities, and a mission that unites and provides rare common ground.

But legacy alone is not enough. To remain essential, KAB must evolve from a program-driven charity into a networked platform. One that empowers affiliates with technology, monetizes unique assets like data and intellectual property, and transforms "cleaning up" into a gateway for community resilience, improved mental health, youth engagement, and belonging.

This transformation requires more than a traditional strategic plan. **It requires a partner who understands how to build movements**, not just organizations.

You face a defining choice: **Optimize** for incremental growth (targeting \$20M–25M in revenue by 2030) or **unlock exponential leverage** (targeting \$100M+ in network revenue and \$1B+ in annual societal impact). The former risks becoming a "Kodak moment"—innovation or irrelevance. The latter positions KAB as vital to America's next 250 years.

**The Purpose Collaborative brings lived experience at scale.** Balaji's expertise comes from transforming global networks at TCS. Carol's movement-building narrative DNA has defined purpose for decades. Chris brings digital marketing, unrestricted asset development for fundraising, and grassroots activation power from CARE.

We are ready to be your trusted partners in this bold leap. **Let's build the KAB America needs.**

Warm Regards,

The Purpose Collaborative Team

**Balaji Ganapathy, Carol Cone & Chris Noble**

## 2. Approach & Methodology: Change → Evolve → Transform

KAB's distinctive advantage is its combination of a trusted national brand, a distributed execution engine (761 affiliates), and its ability to convene partners and mobilize volunteers. The Purpose Collaborative's approach is grounded in a fundamental insight: KAB's transformation is not a traditional strategic planning engagement. It is a movement-building and network enterprise redesign.

Our approach to the 2026–2030 strategic plan spans three distinct, accretive **stages** (**Change, Evolve, Transform**). Each **stage** builds on the previous one, with clear milestones, decision gates, and adaptive course-correction.

## APPROACH

### The Future Possible: Building a Movement (What)

## APPROACH: 2026-2030 Strategic Plan

CHANGE (1Y) → EVOLVE (2-3Y) → TRANSFORM (4-5Y)

### 2030 NORTH STAR

\$100M+ Revenue  
50M+ Volunteers • \$1B+ Impact

### CHANGE (2026)

Organizational Realignment

#### PURPOSE

Realign **organization** and **economics** to support movement-scale work.

#### KEY OUTPUTS

- New revenue portfolio
  - architecture (fee-based, licensing, sponsorship + revenue sharing)
- Org design integrating development + marketing + tech + data
- Data governance + shared measurement foundation
- Platform roadmap offering turnkey value to affiliates

### EVOLVE (2027-2028)

Network Scaling & Impact

#### PURPOSE

Scale **network adoption** and accelerate **measurable impact**.

#### KEY OUTPUTS

- 2-4 marquee campaigns
  - designed as "products with revenue upside"
- Platform scaled to majority of affiliates
- Knowledge exchange system institutionalized
- Demonstrable 10:1 leverage in priority regions

### TRANSFORM (2028-2030)

Movement Authority

#### PURPOSE

Consolidate **movement authority** as America's leading **community action platform**.

#### KEY OUTPUTS

- \$100M combined annual revenue (national + affiliate network)
- \$1B+ community impact
- Large-scale public engagement (movement metric)
- "America's #1 advocate for nature" positioning achieved



### CHANGE (2026) — Organizational Realignment (Mapped to RFP Timeline & Deliverables)

**Purpose:** Build the economic and operational foundations for movement-scale work by realigning KAB's business model, operating structure, and platform infrastructure to support exponential growth.

#### What happens:

- Business Model Architecture — Design and validate new mission-aligned revenue engines (fee-based affiliate services, IP licensing, national sponsorship + revenue sharing, expanded institutional giving)
- Platform Foundation — Evolve design of a turnkey platform that empowers affiliates with technology, data, and campaign playbooks
- Integrated Ops — Restructure the national team to operate as a network enterprise (CAO, CDO, COO roles with integrated decision-making)
- Data & AI Governance — Establish shared measurement framework and data standards across network, build team capabilities

### Why this approach works:

Affiliates won't adopt new platforms or revenue models without proven value. CHANGE is about de-risking the bigger bet through pilot kickoffs and proving that new operating models work.

## METHODOLOGY

### Building Blocks for the Future: Designing KAB as a Network Enterprise (How)

Our methodology is anchored in 'business model innovation' and treats **technology**, **AI**, **network design**, and **organizational development** as strategic enablers of that core transformation.

## OUR METHODOLOGY: Four Interconnected Workstreams



**Mission & North Star:** We will anchor KAB's identity in community action + personal wellbeing, moving the conversation from "cleanup" to "movement." This refreshed mission and clear 2030 big bet ("America's #1 advocate for nature") will inspire and align **your board, staff, affiliates, and donors** around one compelling vision.

**Impact Outcomes & Business Model:** We will **define 2–3 measurable societal outcomes** (community resilience, mental health, youth opportunity) against KAB's 2030 targets and **a shared measurement framework**, enabling real-time network tracking. Simultaneously, we will **architect four revenue engines**—fee-based services, IP licensing, national sponsorships with affiliate revenue-sharing, and expanded institutional giving—with specific pricing, volume, and margin models. Conservative/moderate/optimistic scenarios will show a credible path to \$100M+ by 2030.

**Network Design & Integrated Operations:** We will design a "One-KAB" structure where the national office becomes a platform provider and affiliates become co-delivery partners. We will establish clear roles for your CAO (revenue architect, marketing and communications), CDO (data + AI), and COO (operations and affiliate support), with integrated decision-making that eliminates silos between development, marketing, and technology.

**Platforms & Capabilities:** We will design a three-tier platform serving grassroots, regional, and large affiliates with differentiated solutions. Data governance, technology and AI use cases prioritized by business model ROI, and a capability roadmap will ensure your team can operate as a 761-affiliate network enterprise.

**Outcome:** A comprehensive, board-adoptable Vision 2030 Strategic Plan with implementation roadmap, governance clarity, and proof points from **CHANGE** (2026) for **EVOLVE** (2027–28).

### 3. WORK PLAN: You set the pace, we make the rhythm

Phase & Timeline	Key Activities & Milestones	Primary Deliverables At End Of Phase	Rfp Section 4: Objectives
Phase 1: <b>Discovery &amp; Assessment</b> (Feb 1-28)	<ul style="list-style-type: none"> <li>• Environmental Scan &amp; Stakeholder Interviews</li> <li>• Technology &amp; Development Strategy Audit</li> <li>• KAB Summit Listening Sessions With Affiliates, Sponsors And Others As Identified (Feb 26-28)</li> </ul>	<u>Mar 1-10:</u> <ul style="list-style-type: none"> <li>• Competitive Landscape Analysis</li> <li>• Tech &amp; Capability Assessment</li> <li>• Development Strategy Audit Findings</li> </ul>	A, C, D (Direction, Tech, Dev/Mktg)
Phase 2: <b>Design &amp; Co-Creation</b> (Mar 1-31)	<ul style="list-style-type: none"> <li>• Affiliate Feedback Sessions (Mar 1-15)</li> <li>• Business Model Innovation Workshop</li> <li>• Brand/Website Integration Planning</li> </ul>	<u>Apr 1-10:</u> <ul style="list-style-type: none"> <li>• 4 Revenue Engine Models</li> <li>• Platform Architecture Options</li> <li>• Brand/Website Integration Plan</li> </ul>	A, B, D (Direction, Alignment, Dev/Mktg)
Phase 3: <b>Validation &amp; Roadmap</b> (Apr 1-30)	<ul style="list-style-type: none"> <li>• Financial Modeling &amp; Scenario Planning</li> <li>• Tech &amp; Capability Roadmap Drafting</li> <li>• Board Meeting: Investment Thesis (Apr 30)</li> </ul>	<u>May 1-10:</u> <ul style="list-style-type: none"> <li>• Tech &amp; Ai Implementation Roadmap</li> <li>• Detailed Revenue Economics</li> <li>• Staffing &amp; Governance Recommendations</li> </ul>	C, D, E (Tech, Dev/Mktg, Implementation)
Phase 4: <b>Strategic Planning</b> (May 1-Jul 30)	<ul style="list-style-type: none"> <li>• Draft 'Vision 2030' Plan Development</li> <li>• In-Person Co-Design Retreat (Jul 28-30)</li> <li>• Consensus Building Workshops</li> </ul>	<u>Jul 20:</u> Board Readiness Primer <u>Aug 1-10:</u> <ul style="list-style-type: none"> <li>• 'Vision 2030' Strategic Plan (Draft)</li> <li>• 3-Year Implementation Roadmap</li> <li>• Kpi &amp; Evaluation Framework</li> <li>• Brand/Website Integration</li> </ul>	A, B, E (Direction, Alignment, Implementation)
Phase 5: <b>Adoption &amp; Readiness</b> (Aug 1-Oct 30)	<ul style="list-style-type: none"> <li>• Final Plan Refinement &amp; Consensus</li> <li>• Board Meeting: Adoption Vote (Oct 22)</li> <li>• Change Management Planning</li> </ul>	<u>Nov 1-10</u> <ul style="list-style-type: none"> <li>• Final Strategic Plan (Board Deck)</li> <li>• Transition Plan For Fy2026–27</li> <li>• Organizational Readiness Assessment</li> </ul>	A, B, E (Direction, Alignment, Implementation)
<b>Transition</b> (Nov 1-Dec 20)	<ul style="list-style-type: none"> <li>• Implementation Handoff</li> <li>• Board Meeting: Strategy/Budget (Dec 10)</li> </ul>	<u>Dec 15-20</u> <ul style="list-style-type: none"> <li>• Stage 2 Execution Plan</li> <li>• Vendor/Staffing Onboarding Plan</li> </ul>	A, E (Direction, Implementation)

#### 4. Project Team & 5. Experience: Tailored to match KAB's needs

Team Member	Primary Role	Qualifications	Experience
<b>Balaji</b> Ganapathy	Overall Lead & Strategic Director	• Federated network expert • Org transformation • Business model innovation • Tech transformation	26 years; board advisor, change leader; nonprofit strategist, \$650M CSR at TCS
<b>Carol</b> Cone	Brand, Narrative & Strategy	• Movement-building DNA • Fundraising thought leader • Change management	40 years; advised 100+ nonprofits; board-level facilitation expert
<b>Chris</b> Noble	Development, Marketing & Affiliate Engagement	• Unrestricted and digital fundraising • Affiliate network activation • Creative strategy	17 years high-tech startups; CARE global programs; \$200M funds raised; affiliate networks
<b>Lavanya</b> Chary	Technology & Data Strategy Lead	• AI/ML strategy • Data governance • Product roadmap • Platform architecture • Salesforce expert	20+ years tech & product leader, Google, KPMG, MetLife, Broadcom; AI evangelist
<b>Audrey</b> Sylvia	Research, Development & Integration	• Research synthesis • Fundraising • Strategic documentation • Board materials	20+ years nonprofit transformation
<b>Casey</b> Sherman	Research, Training, Engagement	• Gen Z social impact SME • Nonprofit development • Communications	8 years of hands-on nonprofit development, communications and events management

#### 6. Budget & Fee Structure: Outcome based, fee for service

We propose a \$435,000 fee to build KAB's future engine. This investment funds a 11-month engagement delivering a Board-adopted 2026–2030 Strategic Plan (**Direction**), 2–3 piloted revenue engines targeting \$15–18M+ in 2027 revenues with 20% unrestricted sources (**Revenue Growth & Sustainability**), a scalable technology roadmap ready for build out with early-adopter affiliates (**Network Scalability**), integrated ops structure in place; roles clarified (**Capabilities & Execution Rigor**) and shared measurement baseline across 100+ affiliates (**Data-driven Impact**).

Category	Amount	Notes
Professional Fees	\$395,000	Balaji, Carol, Chris, Lavanya, Audrey, Casey
Travel (3 Major Events)	\$30,000	Flights/Hotels for Summit, Retreat, Board
Facilitation & Materials	\$10,000	Workshop production, digital tools
<b>TOTAL</b>	<b>\$435,000</b>	<b>Fees &amp; Expenses</b>

**With a target 7x ROI in year one, this is a partnership that results in network unity—moving KAB from 'moment to movement'.**

WHAT'S INCLUDED (All RFP Components)	WHAT'S NOT INCLUDED (External, KAB-Managed)
<ul style="list-style-type: none"> <li>✓ All team professional fees with full RFP coverage (Balaji, Carol, Chris, Lavanya, Audrey, Casey)</li> <li>✓ Travel to 3 in-person events (KAB Summit—Feb, Retreat—July, Board Meeting—Oct)</li> <li>✓ Facilitation at workshops, listening sessions, and retreats</li> <li>✓ Strategic plan development, board presentations, and adoption materials</li> <li>✓ Research, analysis, and financial modeling</li> <li>✓ All materials, workbooks, and documentation</li> </ul>	<ul style="list-style-type: none"> <li>× Platform/technology build (Stage 2; we can identify &amp; onboard a vendor who will manage)</li> <li>× Brand refresh design (beyond coordination with existing vendor to ensure alignment)</li> <li>× Website redevelopment (existing KAB budget)</li> <li>× Ongoing staff/organizational changes (KAB budget)</li> </ul> <p>Note: We can become your 'Managed Service Providers' beyond 2026 to help onboard &amp; guide KAB-identified vendors and partners for implementation.</p>