NORTH GEORGIA COMMUNITY FOUNDATION
2020 – 2024 STRATEGIC PLAN

STRATEGIC DIRECTION

1. Who do we serve?
   • North Georgia Community Foundation serves the following:
     - People with the desire and ability to give financially
     - Charitable organizations within North Georgia

2. What are the desired impacts?
   • Fund-holders value their relationship with NGCF
   • Fund-holders receive effective personalized administrative support
   • Nonprofits have increased financial resources needed to fulfill their missions
   • Nonprofits develop stronger and more effective team and volunteers

3. What is our vision?
   • North Georgia: A caring community where giving is a way of life.

4. What is our mission?
   • The North Georgia Community Foundation helps people and nonprofits invest generously in the lives of all those who call our community home.
INDICATORS OF SUCCESS WITH FIVE YEAR GOALS

Impact: Fund-holders value their relationship with NGCF

Indicator of Success: Total balances of new funds per year
Strategic Goal: $3/million in total new fund balances per year.

Indicator of Success: Total number of new funds per year
Strategic Goal: 30 new funds each year

Indicator of Success: Fund-Holder Satisfaction
Strategic Goal: A Fund-holder survey is completed annually with a satisfaction rate of 90% by year-end 2024

Impact: Fund-holders receive effective personalized administrative support

Indicator of Success: Fund-holder Satisfaction
Strategic Goal: A Fund-holder survey is completed annually with a satisfaction rate of 90% by year-end 2024

Indicator of Success: Number of service enhancements to administrative support implemented annually
Strategic Goal: 15 service enhancements completed by year-end 2024

Impact: Nonprofits have increased financial resources needed to fulfill their missions

Indicator of Success: Total amount of community impact grant dollars distributed annually
Strategic Goal: Grow total community impact grant dollars distributed annually by 16% from $253,000 in 2019 to over $300K by year-end 2024

Impact: Nonprofits develop stronger and more effective team and volunteers

Indicator of Success: G.R.O.W. participation in luncheon series/learning sessions

Strategic Goal: Increase G.R.O.W. participants in luncheons series/learning sessions by 100% from 200 in 2019 to 400 by year-end of 2024

Indicator of Success: G.R.O.W. leadership programs participation

Strategic Goal: Increase G.R.O.W. leadership programs participants by 100% from 21 in 2019 to 42 by year-end 2024

Indicator of Success: G.R.O.W. leadership programs impact

Strategic Goal: 80% of G.R.O.W. leadership participants will implement organizational change in their nonprofit by year-end 2024

Indicator of Success: G.R.O.W. participants’ satisfaction

Strategic Goal: A G.R.O.W. participant survey is completed annually with a satisfaction rate of 90% by year-end of 2024
SUMMARY OF STRATEGIES

Strategy One: PROGRAMS
NGCF will promote greater impact in the areas of grants, scholarships, and support to our non-profit community by providing community impact grants, training, and affordable office space.

Key Action: Increase the balance of the Community Impact Fund

Year One Objective:
- Raise the awareness and clarify to all fundholders how they can support the Community Impact Fund

Year Five Objective:
- None

Key Action: Make Community Impact Grants to address changing needs in North Georgia

Year One Objective:
- Create clear defining processes for annual grant cycle and opportunity grants

Year Five Objective:
- Add additional grant opportunities when possible (examples: discretionary CEO/Executive Committee fund, multi-year grants, emergency or micro-loan grants)
Key Action: Expand quality training programs for nonprofits in North Georgia

Year One Objective:
- Research options on how to expand G.R.O.W.

Year Five Objective:
- Develop additional avenues to reach more nonprofits (examples: webinars and live casts)

Key Action: Increase awareness of scholarships that NGCF provides for greater student applications

Year One Objective:
- Increase the number of schools/events where we conduct scholarship workshops

Year Five Objective:
- Increase awareness of scholarship management for individuals and corporations

Strategy Two: FUNDHOLDER GROWTH AND DEVELOPMENT:
To educate, nurture and develop relationships with fund-holders and future fund-holders in order to grow the amount of funds and giving potential.

Key Action: Develop and implement a fundholder growth plan which will nurture key fund-holder relationships and identify new fundholder relationships

Year One Objective:
- Define characteristics of a key fundholder
- Develop the current key fundholder relationship growth plan

**Year Five Objective:**
- Complete growth plan for new fundholders
- Implement combined plan

**Key Action: Identify and educate new audiences about NGCF**

**Year One Objective:**
- Identify two to three new audience groups
- Conduct focus groups with these target audiences to gather information and to brainstorm how to connect with them

**Year Five Objective:**
- Develop a plan to engage these new audiences
- Explore any additional new audiences identified

**Key Action: Research footprint areas with the largest giving potential**

**Year One Objective:**
- Identify private foundations that exist in our footprint
- Identify and run wealth screening software to identify specific individuals in our footprint to cultivate relationships
Year Five Objective:
- Develop and implement a plan to engage private foundations and targeted wealthy individuals within the footprint

Key Action: Intentionally engage with professional advisors and key influencers to secure introductions to potential new fund-holders

Year One Objective:
- Develop a list of advisors and key influencers in Hall and Forsyth counties (Attorneys, CPAs and CFPs)
- Have board members make introductions to their professional advisors and key influencers
- Conduct a focus group for professional advisors on how to best partner with them

Year Five Objective:
- Develop and implement a plan to engage these professional advisors and key influencers starting with the two initial counties and expanding through the entire footprint

Strategy Three: MARKETING:
Grow the public awareness, understanding and engagement of the North Georgia Community Foundation.

Key Action: Develop targeted communication and marketing plan
Year One Objective:
- Develop a communication and marketing plan to:
  o Identify target audiences and strategies within footprint
  o Create an elevator speech with talking points
  o Train team and board ambassadors
  o Determine marketing tools to be used by professional advisors, estate attorneys and key influencers
  o Determine avenues and ways to promote achievements and make resources available

Year Five Objective:
- Implement the plan and then evaluate as needed

Key Action: Create concise and consistent messaging for NGCF team and ambassadors

Year One Objective:
- Covered within communication and marketing plan

Year Five Objective:
- Continue to train and re-train team and board
- Update messaging as needed

Key Action: Develop marketing tools for professional advisors and key influencers

Year One Objective:
- Covered within communication and marketing plan

Year Five Objective:
- Based on needs discovered develop strategies and tools for these audiences
Key Action: Develop intentional outreach throughout footprint

Year One Objective:
- Covered within communication and marketing plan

Year Five Objective:
- Build relationships within the footprint (civic, media, etc.)

Key Action: Promote achievements of NGCF

Year One Objective:
- Covered within communication and marketing plan

Year Five Objective:
- Keep sharing the story

Strategy Four: STAFF DEVELOPMENT:
The NGCF team strives to be a high-performing, effective, and responsive team.

Key Action: Develop staffing plan for future growth

Year One Objective:
- Create staff development plan

Year Five Objective:
- Update staff development plan annually

Key Action: Define and evaluate team roles to ensure they support strategic direction

Year One Objective:
- Complete a role clarification exercise for current team and organization structure
Year Five Objective:
- Evaluate and make changes to organization structure and roles as required by organization growth

**Key Action: Ensure that the team is cross trained for operational efficiency**

Year One Objective:
- Identify all areas for cross-training team
- Begin cross-training team in most critical areas

Year Five Objective:
- Complete all cross-training identified and evaluate annually for additional organization cross-training needs

**Key Action: Build leadership and confidence among team members, empowering them to operate with less CEO support**

Year One Objective:
- Establish clear definition of levels of authority for team
- Team members implement new levels of authority

Year Five Objective:
- Increase leadership responsibilities to team members where appropriate
- Evaluate team member leadership performance annually
Key Action: The finance department will support implementation of the strategic plan

Year One Objective:
- Create annual budget
- Successful conversion to new financial software
- Ensure successful audit
- Identify best practices for financial processes

Year Five Objective:
- Objectives are the same year to year

Strategy Five: SYSTEMS DEVELOPMENT:
Improve our systems, software and data for greater impact and effectiveness.

Key Action: Identify and install the most effective and efficient software

Year One Objective:
- Identify and install more effective software

Year Five Objective:
- None

Key Action: Establish best practices for everyday operations

Year One Objective:
- Identify a list of best practices as a team
- Develop procedures for critical practices in a best-practices documentation
- Develop and conduct team and user training on the critical practices and procedures established

Year Five Objective:
- Complete documentation of procedures for all identified best practices and identify new ones
- Complete development and conduct training for all technology practices and procedures for team and users

**Key Action: Create user guides for consistent system processes**

**Year One Objective:**
- Identify a list of user guide needs
- Begin to create critical user guides

**Year Five Objective:**
- Complete user guides for all system processes
- Continue to evaluate for user guides as required

**Key Action: Modernize the user experience**

**Year One Objective:**
- Assess user experience

**Year Five Objective:**
- Modernize the technology processes that impact the user experience
- Continue to update technology processes as required

**Strategy Six: BOARD DEVELOPMENT:**
To have a vibrant and diverse board who are qualified, active, who understand the internal operations of NGCF and are well-informed of the needs of their community and the nonprofits serving those needs.

**Key Action: Assess skills and regional representation needed on the board as it impacts board structure**

**Year One Objective:**
- Define geographical zones and the needed coverage per zone
- Assess skills and regional representation needs

**Year Five Objective:**
- Continue to evaluate and adjust board makeup based on effectiveness of the regional zoning and the location and breakdown of assets per zone

**Key Action:** Create a board referral pipeline amongst community leaders

**Year One Objective:**
- Create a committee who oversees and conducts board recruitment
- Determine a plan for prospecting with current board members
- Develop a comprehensive list of community leaders for board prospects and recommendations
- Bring in non-board members to serve on committees

**Year Five Objective:**
- Evaluate effectiveness of new board members matching their skill sets to board needs

**Key Action:** Train the board on internal policies and operations as well as regional needs and resources

**Year One Objective:**
- Develop a more effective board training process to ensure all board members understand the work NGCF does and the internal processes required to complete that work
- Identify informational sources for determining regional needs and resources so that the board is better informed
Year Five Objective:
- Ensure that the board is educated about the work that NGCF does and how it is done, as well as how it meets the needs in our community

Key Action: Develop board members to be fund-generating and information-gathering ambassadors of NGCF

Year One Objective:
- Create a plan to educate board members on how best to share the message of NGCF within their circle of influence
- Provide them with tools to be better NGCF ambassadors

Year Five Objective:
- Have educated board members who are confident in promoting NGCF to those within their realm of influence and introducing them to team to further cultivate the relationship

Strategy Seven: FACILITIES:
NGCF will have facilities that provide visibility within the community, an office layout that leads to a greater integration and productivity for current and future team and also includes meeting space for NGCF use.

Key Action: Research available properties near the current office location to ensure adequate space for NGCF, G.R.O.W. and other community gatherings

Year One Objective:
- Identify needed parameters for space, visibility, size, location, etc.
- Identify potential properties to fulfill these requirements
Year Five Objective:
- None

Key Action: Explore viability of current tenant operations if NGCF is not onsite

Year One Objective:
- Determine if it is in NGCF’s best interest to be in a new location and whether to keep nonprofit campus if NGCF offices move

Year Five Objective:
- Determine and evaluate effective building management process if NGCF moves and decides to keep nonprofit campus

Key Action: Analyze funding options for new space or reconfiguration of existing space

Year One Objective:
- Determine how to fund new location or reconfiguration

Year Five Objective:
- Decide on location and implement funding option
# ACTION PLANS FOR YEAR-ONE OBJECTIVES

## PROGRAMS 1 ACTION PLAN FOR YEAR ONE

**Strategy:** NGCF will promote greater impact in the areas of grants, scholarships, and support to our nonprofit community by providing community impact grants, training, and affordable office space.

**Key Actions:** Increase the balance of the Community Impact Fund

**Year One Objectives:** Raise the awareness and clarify to all fundholders how they can support the Community Impact Fund

<table>
<thead>
<tr>
<th>Specific Actions Needed</th>
<th>Who</th>
<th>Resources Needed</th>
<th>By When</th>
</tr>
</thead>
<tbody>
<tr>
<td>Review and revise current fund agreements</td>
<td>Exec Committee</td>
<td>President &amp; CEO time</td>
<td>All types of fund agreements to be updated by December 31, 2020</td>
</tr>
<tr>
<td></td>
<td>President &amp; CEO</td>
<td>Team time</td>
<td></td>
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<tr>
<td></td>
<td>Exec Asst Abi</td>
<td>Adobe Suite</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Attorney to review</td>
<td>Potential cost for attorney (hopefully in-kind)</td>
<td></td>
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<tr>
<td></td>
<td>Exec</td>
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<td></td>
<td>President &amp; CEO</td>
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<tr>
<td></td>
<td>Abi</td>
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<td></td>
<td>Team time</td>
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<td></td>
<td>Adobe Suite</td>
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<td></td>
<td>Potential cost for attorney (hopefully in-kind)</td>
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<tr>
<td>Develop and implement clear and consistent best practices for NGCF team to follow when communicating with new and current fundholders about CI Fund</td>
<td>President &amp; CEO Abi</td>
<td>Team time</td>
<td>December 31, 2020</td>
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<tr>
<td>Develop and implement clear and consistent best practices for NGCF team to follow when communicating with new and current fundholders about planned giving and how they can use NGCF to build their legacy</td>
<td>President &amp; CEO Abi</td>
<td>Team time</td>
<td>December 31, 2020</td>
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**PROGRAMS 2**

**ACTION PLAN FOR YEAR ONE**

Strategy: **NGCF will promote greater impact in the areas of grants, scholarships, and support to our nonprofit community by providing community impact grants, training, and affordable office space.**

Key Actions: **Make CI Grants to address changing needs in North Georgia**

Year One Objectives: **Create clear defining processes for annual grant cycle and also for opportunity grants**

<table>
<thead>
<tr>
<th>Specific Actions Needed</th>
<th>Who</th>
<th>Resources Needed</th>
<th>By When</th>
</tr>
</thead>
<tbody>
<tr>
<td>Create Ad-hoc Grants Committee to develop processes for both grant programs</td>
<td>President &amp; CEO</td>
<td>President &amp; CEO time</td>
<td>January 31, 2020</td>
</tr>
<tr>
<td></td>
<td>Margaux</td>
<td>Team time</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Abi</td>
<td></td>
<td></td>
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<td></td>
<td>Admin Team Member</td>
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<tr>
<td>Develop processes and guidelines for opportunity grants</td>
<td>President &amp; CEO</td>
<td>President &amp; CEO time</td>
<td>June 30, 2020 (to be used in 2020 cycle)</td>
</tr>
<tr>
<td></td>
<td>Margaux</td>
<td>Team time</td>
<td></td>
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<tr>
<td></td>
<td>Abi</td>
<td>Committee time</td>
<td></td>
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<tr>
<td></td>
<td>Admin Team Member</td>
<td>Tayler</td>
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<td></td>
<td>Select Board Member</td>
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<tr>
<td>Present new opportunity grant process to board for approval</td>
<td>President &amp; CEO</td>
<td>President &amp; CEO time</td>
<td>August 2020 Board Meeting</td>
</tr>
<tr>
<td></td>
<td>Margaux</td>
<td>Team time</td>
<td></td>
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<tr>
<td></td>
<td>Abi</td>
<td>Committee time</td>
<td></td>
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<tr>
<td></td>
<td>Admin Team Member</td>
<td>Tayler</td>
<td></td>
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<td></td>
<td>Select Board Member</td>
<td></td>
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</tr>
<tr>
<td>Establish a committee led by NGCF, made up of community leaders throughout North GA to identify opportunity grant proposals</td>
<td>President &amp; CEO, Margaux and Abi</td>
<td>President &amp; CEO time</td>
<td>March 31, 2020</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Team time</td>
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</tbody>
</table>

17
Convene committee to discuss key issues within our communities and how these needs are being addressed

<table>
<thead>
<tr>
<th>Who</th>
<th>Resources Needed</th>
<th>By When</th>
</tr>
</thead>
<tbody>
<tr>
<td>Abi and Margaux</td>
<td>Team time</td>
<td>August 31, 2020 (and then will be ongoing)</td>
</tr>
</tbody>
</table>

**PROGRAMS 3**

**ACTION PLAN FOR YEAR ONE**

**Strategy:** NGCF will promote greater impact in the areas of grants, scholarships, and support to our nonprofit community by providing community impact grants, training, and affordable office space.

**Key Actions:** Expand quality training programs for nonprofits in North Georgia

**Year One Objectives:** Research options on how to expand G.R.O.W

<table>
<thead>
<tr>
<th>Specific Actions Needed</th>
<th>Who</th>
<th>Resources Needed</th>
<th>By When</th>
</tr>
</thead>
<tbody>
<tr>
<td>Identify topics relevant to nonprofits within our region</td>
<td>Margaux</td>
<td>Team time</td>
<td>September 30, 2020</td>
</tr>
<tr>
<td>Research and identify presenters for selected topics</td>
<td>Margaux</td>
<td>Team time</td>
<td>November 30, 2020</td>
</tr>
<tr>
<td>Evaluate the program overall, identify ways for expansion and</td>
<td>President &amp; CEO</td>
<td>President &amp; CEO</td>
<td>December 31, 2020</td>
</tr>
<tr>
<td>research those options (technology related, facility related,</td>
<td>Margaux</td>
<td>Team time</td>
<td></td>
</tr>
<tr>
<td>program related)</td>
<td>Admin Team Member</td>
<td>Budget dollars for presenters</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Abi</td>
<td>Budget dollars for expansion</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Admin Team Member</td>
<td>Newly budgeted position</td>
<td></td>
</tr>
</tbody>
</table>

**PROGRAMS 4**

**ACTION PLAN FOR YEAR ONE**

**Strategy:** NGCF will promote greater impact in the areas of grants, scholarships, and support to our nonprofit community by providing community impact grants, training, and affordable office space.

**Key Actions:** Increase awareness of scholarships that NGCF provides for greater student applications

**Year One Objectives:** Increase the number of schools/events where we conduct scholarship workshops

<table>
<thead>
<tr>
<th>Specific Actions Needed</th>
<th>Who</th>
<th>Resources Needed</th>
<th>By When</th>
</tr>
</thead>
<tbody>
<tr>
<td>Determine and assess schools/events that NGCF currently</td>
<td>Megan Tayler</td>
<td>Team time</td>
<td>January 31, 2020</td>
</tr>
<tr>
<td>participates in</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Identify and engage in new schools/events within Hall County</td>
<td>Megan Tayler</td>
<td>Team time</td>
<td>March 15, 2020</td>
</tr>
<tr>
<td>Prepare and implement a plan for engaging year-round with scholarship applicants throughout our region</td>
<td>Megan Tayler</td>
<td>Team time</td>
<td>December 31, 2020</td>
</tr>
</tbody>
</table>

**FUNDHOLDER GROWTH 1**

**ACTION PLAN FOR YEAR ONE**

**Strategy:** To educate, nurture and develop relationships with fundholders and future fundholders in order to grow the amount of funds and giving potential.

**Key Actions:** Develop and implement a fundholder growth plan which will nurture key fundholder relationships and identify new fundholder relationships

**Year One Objectives:**
*Define characteristics of a key fundholder*
*Develop the current key fundholder relationship growth plan*

<table>
<thead>
<tr>
<th>Specific Actions Needed</th>
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<th>Resources Needed</th>
<th>By When</th>
</tr>
</thead>
<tbody>
<tr>
<td>Create an ad-hoc committee to develop the growth plan</td>
<td>Exec Committee President &amp; CEO Megan</td>
<td>President &amp; CEO time</td>
<td>February 28, 2020</td>
</tr>
<tr>
<td>Committee to develop the characteristics of a key fundholder</td>
<td>Fundholder Committee President &amp; CEO Megan</td>
<td>President &amp; CEO time Committee time Team time</td>
<td>April 30, 2020</td>
</tr>
<tr>
<td>Committee to develop the portion of the growth plan directed at current fundholders</td>
<td>Fundholder Committee President &amp; CEO Megan</td>
<td>President &amp; CEO time Committee time Team time</td>
<td>December 31, 2020</td>
</tr>
</tbody>
</table>

**FUNDHOLDER GROWTH 2**

**ACTION PLAN FOR YEAR ONE**

**Strategy:** To educate, nurture and develop relationships with fundholders and future fundholders in order to grow the amount of funds and giving potential.

**Key Actions:** Identify and educate new audiences about NGCF

**Year One Objectives:**
*Identify two and three new audience groups*
*Conduct focus groups with these target audiences to gather information and to brainstorm how to connect with them*
### Specific Actions Needed

<table>
<thead>
<tr>
<th>Action</th>
<th>Who</th>
<th>Resources Needed</th>
<th>By When</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fundholder Growth committee identifies new audience groups and potential key influencers within each identified audience group</td>
<td>Fundholder Growth Committee President &amp; CEO Megan</td>
<td>none</td>
<td>February 28, 2020</td>
</tr>
<tr>
<td>Hold focus group meetings for the identified audience groups</td>
<td>Megan Exec Assistant (to take minutes)</td>
<td>Team time</td>
<td>August 31, 2020</td>
</tr>
<tr>
<td>Report finding from focus groups and determine next steps</td>
<td>Megan Fundholder Growth Committee President &amp; CEO</td>
<td>Team time President &amp; CEO time Committee time</td>
<td>December 31, 2020</td>
</tr>
</tbody>
</table>

### FUNDHOLDER GROWTH 3 ACTION PLAN FOR YEAR ONE

**Strategy:** To educate, nurture and develop relationships with fundholders and future fundholders in order to grow the amount of funds and giving potential.

**Key Actions:** Research North Georgia areas with the largest giving potential

**Year One Objectives:**
- **Identify private foundations that exist in North Georgia**
- **Identify and run wealth screening software to identify specific individuals in North Georgia to cultivate relationships**

<table>
<thead>
<tr>
<th>Specific Actions Needed</th>
<th>Who</th>
<th>Resources Needed</th>
<th>By When</th>
</tr>
</thead>
<tbody>
<tr>
<td>Research, identify and purchase wealth screening software</td>
<td>President &amp; CEO Megan Abi</td>
<td>Wealth Screening Software Purchase (will be included in 2020 budget)</td>
<td>June 30, 2020</td>
</tr>
<tr>
<td>Identify private foundations in North Georgia</td>
<td>President &amp; CEO Megan Abi</td>
<td>Team time</td>
<td>December 31, 2020</td>
</tr>
</tbody>
</table>
**FUNDHOLDER GROWTH 4**

**ACTION PLAN FOR YEAR ONE**

**Strategy:** To educate, nurture and develop relationships with fundholders and future fundholders in order to the grow the amount of funds and giving potential.

**Key Actions:** Intentionally engage with professional advisors and key influencers to secure introductions to potential new fundholders

**Year One Objectives:**
- Develop a list of advisors and key influencers in Hall and Forsyth Counties (Attorneys, CPAs, and CFPs)
- Have board member make introductions to their professional advisors and key influencers
- Conduct a focus group for professional advisors on how best to partner with them

<table>
<thead>
<tr>
<th>Specific Actions Needed</th>
<th>Who</th>
<th>Resources Needed</th>
<th>By When</th>
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</thead>
<tbody>
<tr>
<td>Create a list of advisors and key influencers in Hall and Forsyth</td>
<td>Megan Selected Board Member (Greg Rhodes)</td>
<td>Input from board members and team</td>
<td>April 30, 2020</td>
</tr>
<tr>
<td>Engage with board members to secure introductions to their professional advisors and key influencer relationships</td>
<td>President &amp; CEO Megan</td>
<td>President &amp; CEO time Team time Board time</td>
<td>June 30, 2020</td>
</tr>
</tbody>
</table>

**MARKETING 1**

**ACTION PLAN FOR YEAR ONE**

**Strategy:** Grow the public awareness, understanding, and engagement of the North Georgia Community Foundation.

**Key Actions:**
- Develop targeted communication and marketing plan
- Create concise and consistent messaging for NGCF team and ambassadors
- Develop marketing tools for professional advisors and key influencers
- Develop intentional outreach throughout North Georgia
- Promote achievements of NGCF

**Year One Objectives:**
- Develop a communications and marketing plan to:
  - Identify target audiences and strategies within North Georgia
  - Create an elevator speech with talking points
  - Train team and board ambassadors
  - Determine marketing tools to be used by professional advisors, estate attorneys, and key influencers
  - Determine avenues and ways to promote achievements and make resources available
### STAFF DEVELOPMENT 1

**ACTION PLAN FOR YEAR ONE**

**Strategy:** The NGCF team strives to be a high-performing, effective, and responsive team.

**Key Actions:** Develop staffing plan for future growth

**Year One Objectives:** Create staffing development plan

<table>
<thead>
<tr>
<th>Specific Actions Needed</th>
<th>Who</th>
<th>Resources Needed</th>
<th>By When</th>
</tr>
</thead>
<tbody>
<tr>
<td>Determine plan objectives and future staffing needs</td>
<td>President &amp; CEO Exec Asst</td>
<td>President &amp; CEO time Team time</td>
<td>June 30, 2020</td>
</tr>
<tr>
<td>Create staffing plan</td>
<td>President &amp; CEO Exec Asst</td>
<td>President &amp; CEO time Team time</td>
<td>September 30, 2020</td>
</tr>
<tr>
<td>Present the plan to executive committee for feedback</td>
<td>President &amp; CEO Exec Asst Executive Committee</td>
<td>President &amp; CEO time Team time</td>
<td>October Executive Committee Meeting</td>
</tr>
<tr>
<td>Implement staffing plan</td>
<td>President &amp; CEO Exec Asst</td>
<td>President &amp; CEO time</td>
<td>November 1, 2020</td>
</tr>
</tbody>
</table>
STAFF DEVELOPMENT 2  

Strategy: The NGCF team strives to be a high-performing, effective, and responsive team.

Key Actions: Define and evaluate team roles to ensure they support strategic direction

Year One Objectives: Complete a role clarification exercise for current team and organizational structure

<table>
<thead>
<tr>
<th>Specific Actions Needed</th>
<th>Who</th>
<th>Resources Needed</th>
<th>By When</th>
</tr>
</thead>
<tbody>
<tr>
<td>Evaluate job descriptions, goals and expectations to ensure that they are in line with new strategic objectives</td>
<td>President &amp; CEO Lisa Warwick, Megan Martin Exec Asst</td>
<td>President &amp; CEO time Team time</td>
<td>March 31, 2020</td>
</tr>
<tr>
<td>NGCF team complete a role clarification</td>
<td>NGCF Team</td>
<td>Neil Sklarew President &amp; CEO time Team time</td>
<td>June 30, 2020</td>
</tr>
</tbody>
</table>

STAFF DEVELOPMENT 3  

Strategy: The NGCF team strives to be a high-performing, effective, and responsive team.

Key Actions: Ensure that team is cross trained for operational efficiency

Year One Objectives: Identify all areas for cross-training team  
Begin cross-training team in most critical areas

<table>
<thead>
<tr>
<th>Specific Actions Needed</th>
<th>Who</th>
<th>Resources Needed</th>
<th>By When</th>
</tr>
</thead>
<tbody>
<tr>
<td>NGCF team meets to identify areas where cross-training is needed</td>
<td>All NGCF team</td>
<td>Team time</td>
<td>April 30, 2020</td>
</tr>
<tr>
<td>Identify the critical areas to address first with regard to cross-training</td>
<td>All NGCF team</td>
<td>Team time</td>
<td>April 30, 2020</td>
</tr>
<tr>
<td>Complete cross-training for all critical areas</td>
<td>Select NGCF team</td>
<td>Team time</td>
<td>December 31, 2020</td>
</tr>
</tbody>
</table>
### STAFF DEVELOPMENT 4

**Strategy:** The NGCF team strives to be a high-performing, effective, and responsive team.

**Key Actions:** Build leadership and confidence among team members, empowering them to operate with less CEO support

**Year One Objectives:**
- Establish clear definition of levels of authority for team
- Team members implement new levels of authority

<table>
<thead>
<tr>
<th>Specific Actions Needed</th>
<th>Who</th>
<th>Resources Needed</th>
<th>By When</th>
</tr>
</thead>
<tbody>
<tr>
<td>President &amp; CEO works with direct reports to define their level of authority</td>
<td>President &amp; CEO</td>
<td>President &amp; CEO time</td>
<td>July 31, 2020</td>
</tr>
<tr>
<td></td>
<td>Select team</td>
<td>Team time</td>
<td></td>
</tr>
<tr>
<td>President &amp; CEO’s direct reports implementing new levels of authority</td>
<td>President &amp; CEO</td>
<td>President &amp; CEO time</td>
<td>August 31, 2020</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Team time</td>
<td></td>
</tr>
<tr>
<td>President &amp; CEO and direct reports evaluate and assess the levels of authority and make</td>
<td>President &amp; CEO</td>
<td>President &amp; CEO time</td>
<td>December 31, 2020 (and</td>
</tr>
<tr>
<td>necessary changes/modifications</td>
<td>Select team</td>
<td>Team time</td>
<td>ongoing afterwards)</td>
</tr>
</tbody>
</table>

### STAFF DEVELOPMENT 5

**Strategy:** The NGCF team strives to be a high-performing, effective, and responsive team.

**Key Actions:** The finance department will support implementation of the strategic plan

**Year One Objectives:**
- Create budget
- Convert financial software
- Complete audit
- Identify and Implement best practices for financial team

<table>
<thead>
<tr>
<th>Specific Actions Needed</th>
<th>Who</th>
<th>Resources Needed</th>
<th>By When</th>
</tr>
</thead>
<tbody>
<tr>
<td>Creation of the 2020 Budget</td>
<td>President &amp; CEO</td>
<td>President &amp; CEO time</td>
<td>December 1, 2019</td>
</tr>
<tr>
<td></td>
<td>Lisa</td>
<td>Team time</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Tammy</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Successful conversion to new financial software</td>
<td>Abi</td>
<td>Team training</td>
<td>February 28, 2020</td>
</tr>
<tr>
<td></td>
<td>Lisa</td>
<td>Team time</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Tammy</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ensure that 2019 Audit is Completed Successfully</td>
<td>Lisa</td>
<td>Team time</td>
<td>May 1, 2020</td>
</tr>
<tr>
<td></td>
<td>Tammy</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Identifying best practices for</td>
<td>Lisa</td>
<td>Team time</td>
<td>June 30, 2020</td>
</tr>
</tbody>
</table>
SYSTEMS DEVELOPMENT 1  ACTION PLAN FOR YEAR ONE

Strategy: **Improve our systems, software and data for greater impact and effectiveness.**

Key Actions: **Identify and install the most effective and efficient software**

Year One Objectives: **Identify and install more effective software**

<table>
<thead>
<tr>
<th>Specific Actions Needed</th>
<th>Who</th>
<th>Resources Needed</th>
<th>By When</th>
</tr>
</thead>
<tbody>
<tr>
<td>Identify software</td>
<td>President &amp; CEO along with Finance Committee</td>
<td>$24K</td>
<td>COMPLETED</td>
</tr>
<tr>
<td>Implement new software</td>
<td>Abi and NGCF Team</td>
<td>Team time</td>
<td>February 1, 2020</td>
</tr>
</tbody>
</table>

SYSTEMS DEVELOPMENT 2  ACTION PLAN FOR YEAR ONE

Strategy: **Improve our systems, software and data for greater impact and effectiveness.**

Key Actions: **Establish best practices for everyday operations**

Year One Objectives:
**Identify a list of best practices as a team**
**Develop procedures for critical practices in a best practices documentation**
**Develop and conduct team and user training on the most critical practices and procedures established**

<table>
<thead>
<tr>
<th>Specific Actions Needed</th>
<th>Who</th>
<th>Resources Needed</th>
<th>By When</th>
</tr>
</thead>
<tbody>
<tr>
<td>Create list of best practices</td>
<td>NGCF Team</td>
<td>Team time</td>
<td>April 30, 2020</td>
</tr>
<tr>
<td>Identify the critical best practices</td>
<td>NGCF Team</td>
<td>Team time</td>
<td>May 31, 2020</td>
</tr>
<tr>
<td>Create best practices documentation for the critical items</td>
<td>NGCF Team</td>
<td>Team time</td>
<td>October 1, 2020</td>
</tr>
<tr>
<td>Train team on best practices</td>
<td>Abi Carter</td>
<td>Team Time</td>
<td>December 31, 2020</td>
</tr>
</tbody>
</table>
**SYSTEMS DEVELOPMENT 3**

**ACTION PLAN FOR YEAR ONE**

**Strategy:** Improve our systems, software and data for greater impact and effectiveness.

**Key Actions:** Create user guiders for consistent system processes

**Year One Objectives:**
- Identify a list of user guides needs
- Begin to create critical user guides

<table>
<thead>
<tr>
<th>Specific Actions Needed</th>
<th>Who</th>
<th>Resources Needed</th>
<th>By When</th>
</tr>
</thead>
<tbody>
<tr>
<td>Determine the tasks that require user guides</td>
<td>Abi and NGCF team</td>
<td>Team Time</td>
<td>June 30, 2020</td>
</tr>
<tr>
<td>Identify the critical guides needed</td>
<td>Abi and NGCF team</td>
<td>Team Time</td>
<td>July 31, 2020</td>
</tr>
<tr>
<td>Begin to create the user guides for the critical areas identified</td>
<td>Abi and NGCF team</td>
<td>Team Time</td>
<td>December 31, 2020</td>
</tr>
</tbody>
</table>

**SYSTEMS DEVELOPMENT 4**

**ACTION PLAN FOR YEAR ONE**

**Strategy:** Improve our systems, software and data for greater impact and effectiveness.

**Key Actions:** Modernize the user experience

**Year One Objectives:**
- Assess user experience

<table>
<thead>
<tr>
<th>Specific Actions Needed</th>
<th>Who</th>
<th>Resources Needed</th>
<th>By When</th>
</tr>
</thead>
<tbody>
<tr>
<td>Establish ad-hoc team</td>
<td>President &amp; CEO</td>
<td>None</td>
<td>January 31, 2020</td>
</tr>
<tr>
<td>Identify who our user groups are</td>
<td>NGCF Team</td>
<td>Team time</td>
<td>July 31, 2020</td>
</tr>
<tr>
<td>Evaluate current conditions and needs</td>
<td>NGCF Team</td>
<td>Team time</td>
<td>December 31, 2020</td>
</tr>
</tbody>
</table>
BOARD DEVELOPMENT 1
ACTION PLAN FOR YEAR ONE

Strategy: To have a vibrant and diverse board who are qualified, active, and understand the internal operations of NGCF and are well-informed of the needs of their community and the nonprofits serving those needs.

Key Actions:
Assess skills and regional representation needed on the board as it impacts board structure
Create a board referral pipeline amongst community leaders

Year One Objectives:
Define geographical zones and the needed coverage per zone
Assess skills and regional representation needed
Create a committee who oversees and conducts board recruitment
Determine a plan for prospecting with current board members
Develop a comprehensive list of community leaders for board prospects and recommendations
Bring in non-board members to serve on committees

<table>
<thead>
<tr>
<th>Specific Actions Needed</th>
<th>Who</th>
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<th>By When</th>
</tr>
</thead>
<tbody>
<tr>
<td>Create and convene a committee to oversee board development and recruitment</td>
<td>Exec Committee and President &amp; CEO</td>
<td>None</td>
<td>June 30, 2020</td>
</tr>
<tr>
<td>Evaluate current board structure and make-up and identify needed skills and Create Board Assessment to be done annually</td>
<td>Governance Committee (Name of new committee)</td>
<td>Board Matrix President &amp; CEO time Committee time</td>
<td>June 30, 2020</td>
</tr>
<tr>
<td>Identify geographic zones and determine number of board members needed per zone</td>
<td>Governance Committee</td>
<td>President &amp; CEO time Committee time</td>
<td>June 30, 2020</td>
</tr>
<tr>
<td>Develop board member prospecting plan with list of community leader recommendations</td>
<td>Governance Committee</td>
<td>President &amp; CEO time Committee time</td>
<td>September 30, 2020</td>
</tr>
<tr>
<td>Identify committees where non-board members can serve as well as identify potential candidates to fill those positions</td>
<td>Governance Committee</td>
<td>President &amp; CEO time Committee time Team time</td>
<td>December 31, 2020</td>
</tr>
</tbody>
</table>
BOARD DEVELOPMENT 2 ACTION PLAN FOR YEAR ONE

Strategy: To have a vibrant and diverse board who are qualified, active, and understand the internal operations of NGCF and are well-informed of the needs of their community and the nonprofits serving those needs.

Key Actions:
Train the board on internal policies and operations as well as regional needs and resources.

Year One Objectives:
Develop a more effective board training process to ensure all board members understand the work
Identify informational sources for determining regional needs and resources so that the board is better informed

<table>
<thead>
<tr>
<th>Specific Actions Needed</th>
<th>Who</th>
<th>Resources Needed</th>
<th>By When</th>
</tr>
</thead>
<tbody>
<tr>
<td>Implement new (community foundation specific) video board training program</td>
<td>President &amp; CEO</td>
<td>Training Library (Purchased in 2019)</td>
<td>January 31, 2020</td>
</tr>
<tr>
<td>Evaluate and Revise Bylaws</td>
<td>Executive Committee President &amp; CEO Julia Greene</td>
<td>Exec Comm Time President &amp; CEO time Consultant time</td>
<td>March 31, 2020</td>
</tr>
<tr>
<td>Establish a committee led by NGCF, made up of community leaders throughout North GA (not necessarily board members) to identify regionals needs &amp; resources.</td>
<td>President &amp; CEO, Margaux and Abi</td>
<td>President &amp; CEO time Team time</td>
<td>March 31, 2020</td>
</tr>
<tr>
<td>Convene committee to discuss key issues within our communities and how these needs are being addressed</td>
<td>Abi and Margaux</td>
<td>Team time</td>
<td>August 31, 2020 (and then will be ongoing)</td>
</tr>
<tr>
<td>Present summary of findings to board on a regular basis</td>
<td>Abi and Margaux</td>
<td>Team time</td>
<td>December 31, 2020 (and then will be ongoing)</td>
</tr>
</tbody>
</table>
**BOARD DEVELOPMENT 3**  
**ACTION PLAN FOR YEAR ONE**

**Strategy:** To have a vibrant and diverse board who are qualified, active, and understand the internal operations of NGCF and are well-informed of the needs of their community and the nonprofits serving those needs.

**Key Actions:**
- Develop board members to be fund-generating and information-gathering ambassadors of NGCF

**Year One Objectives:**
- Create a plan to educate board members on how best to share the message of NGCF with their circle of influence
- Provide them with tools to be better NGCF Ambassadors

<table>
<thead>
<tr>
<th>Specific Actions Needed</th>
<th>Who</th>
<th>Resources Needed</th>
<th>By When</th>
</tr>
</thead>
<tbody>
<tr>
<td>Within communications and marketing plan, establish messaging and tools for NGCF board</td>
<td>Megan, Marketing Committee</td>
<td>Communications &amp; Marketing Plan Team time Committee time Board time</td>
<td>June 30, 2020</td>
</tr>
<tr>
<td>Train and equip the board to use the created messaging and tools established to prepare them to serve as ambassadors</td>
<td>Megan Board</td>
<td>Team time Board time</td>
<td>August 31, 2020 and ongoing</td>
</tr>
</tbody>
</table>

**FACILITIES 1**  
**ACTION PLAN FOR YEAR ONE**

**Strategy:** NGCF will have facilities that provide visibility within the community, an office layout that leads to a greater integration and productivity for current and future team and also includes meeting space for NGCF use.

**Key Actions:**
- Research available properties near the current office area to ensure adequate space for NGCF, G.R.O.W and other community gatherings
- Explore viability of current tenant operations if NGCF is not onsite
- Analyze funding options for new space or reconfiguration of existing space

**Year One Objectives:**
- Identify needed parameters for space, visibility, size, location, etc.
- Identify potential properties to fulfill these requirements
- Determine if it is in NGCF’s best interest to be in a new location and whether to keep nonprofit campus if NGCF offices move
- Determine how to fund new location or reconfiguration
<table>
<thead>
<tr>
<th>Specific Actions Needed</th>
<th>Who</th>
<th>Resources Needed</th>
<th>By When</th>
</tr>
</thead>
<tbody>
<tr>
<td>Create a short-term ad-hoc committee who is tasked to complete these objectives and create recommendations for these items and present to executive committee</td>
<td>President &amp; CEO will create committee</td>
<td>No resources needed</td>
<td>Feb 1, 2020</td>
</tr>
<tr>
<td>Develop recommendations for meeting objectives to executive committee</td>
<td>Ad-hoc committee</td>
<td>Committee Member time</td>
<td>December 31, 2020</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Team time</td>
<td></td>
</tr>
</tbody>
</table>