



Three Year Strategic Plan

January 2020 - December 2022



What is Georgia Family Connection?

Georgia Family Connection is the only statewide network in the country dedicated to the health and well-being of families and communities. We empower communities in 159 counties to craft local solutions based on local decisions.

Priorities of the



Healthy Children

At Georgia Family Connection, we want to see children born healthy—and stay healthy—so they can succeed in school and in life. We're working across Georgia to keep children healthy through three statewide initiatives:

- Early Childhood Health and Education Cohort
- Low Birthweight Prevention Cohort
- Childhood Obesity Prevention and Food Access

Children Primed for School

At Georgia Family Connection, we want all young children to receive everything they need to prepare them to start school, so they're ready to succeed in the classroom and in life. We're working to ensure that Georgia's children are primed for school through three statewide initiatives:

- Early Childhood Health and Education Cohort
- Quality Rated Child Care Rating System
- Get Georgia Reading—Campaign for Grade-Level Reading

Children Succeeding in School

At Georgia Family Connection, we want all children to succeed in school, so they are prepared to succeed in life. We're working across our state to ensure that Georgia's children are succeeding in school through two statewide initiatives:

- Early Childhood Health and Education Cohort
- Get Georgia Reading—Campaign for Grade-Level Reading

Stable Self-Sufficient, Productive Families

At Georgia Family Connection, we help ensure that all Georgians can become—and remain—productive citizens. We are empowering our hard-working families across the state to be stable and self-sufficient through two partner initiatives:

- Great Start Georgia Partner Cohort
- Partnership with Georgia Division of Family and Children Services

Thriving Communities

At Georgia Family Connection, we help ensure that Georgia's communities are vibrant, robust, and thriving. We're working across Georgia to support strong and prosperous communities through two initiatives:

- Civic Health Cohort
- Civic Health Index

Quotes about the Collaborative

The Cobb Collaborative is “the convener of the Nonprofits so issues can be addressed in our community for transformational change.”

The Cobb Collaborative – “the go-to organization – a leader in Northwest Georgia – for information related to Nonprofits – who they serve, how they serve, and build partnerships across public, private, and faith-based organizations to engage more passionately in helping Nonprofits serve the community.”

The Cobb Collaborative “brings together our Nonprofits to meet the needs of our community.”

“Bringing the nonprofit community together to make a seamless safety net for those in need and enable Nonprofits to serve as many needy people as possible as effectively and efficiently as possible.”

The Collaborative “helps to build strong infrastructure among the Nonprofits.”

The Cobb Collaborative “assists Nonprofits in Cobb to collaborate with each other and to provide education for organizational leaders to better serve the citizens of Cobb.”

“The unique position and strategy of the Cobb Collaborative is a benefit for many reasons, but the main reason is that we are empowering so many organizations to succeed in their own missions, which in turn affects the wellbeing of children and families all around us.”

The Cobb Collaborative “improves the quality of life for the citizens of Cobb County.”

The Cobb Collaborative is “building and creating a strong and sustainable foundation for our Cobb communities.”

The Collaborative “represents the collective purpose across service areas of the Cobb NPO community and those they serve.”

Overview

Serving those that serve OUR community

For more than 20 years, the Collaborative has provided infrastructure support, training, networking opportunities, organizational development services and information to our members. We are the Georgia Family Connection Partner for Cobb County and the point of contact for statewide initiatives around children's literacy, family health and well-being and thriving communities. Additionally, our collaborative partnership model with county and municipal government leaders has been recognized on a national level.

Cobb County's nonprofit organizations play a **vital role in the success of the community** by serving those in need. The Cobb Collaborative was formed to empower nonprofit organizations to continue to successfully meet the needs of Cobb County residents.

The intent of this document is to provide strategic direction and guidance to the Board of Directors and Staff of the Cobb Collaborative. Outlined in this document are the **four (4) goals of the organization over the next 3 years**. It also provides objectives and benchmarks for the agency as well as stakeholders, partners, and community members to become knowledgeable about the Collaborative's direction and initiatives.

Based on the **Statewide results Areas** listed on page 2 of this document, the Cobb Collaborative has developed and designed the following three-year strategic plan.

The Collaborative works under a Collective Impact model

Too many organizations are working
in isolation from one another.
Collective impact brings people together,
in a structured way, to achieve social change.

It starts with a **common agenda**.
That means coming together to
collectively define the problem
and create a shared vision to solve it.

It establishes **shared measurement**.

That means agreeing to track progress in the same way, which allows for continuous improvement.

It fosters **mutually reinforcing activities**.

That means coordinating collective efforts to maximize the end result.

It encourages **continuous communication**.

That means building trust and relationships among all participants.

And it has a **strong backbone**.

That means having a team dedicated to orchestrating the work of the group.

Collective impact takes us from common goals to uncommon results.

<https://www.collectiveimpactforum.org/what-collective-impact>

Vision, Mission, Purpose, and Values

A key tenet of a functioning vision and mission is portability and memorability.

Purpose: Cobb Collaborative is a membership of nonprofit organizations, local government, businesses, faith-based organizations, educational institutions, professional organizations, associations and citizens who share ideas, expertise and resources to meet the needs of Cobb County.

A space to think about and discuss the larger community issues

Vision: The collective impact of our nonprofit organizations will build a strong foundation for creating a sustainable community

Mission: To convene community stakeholders to facilitate the sharing of ideas, expertise, and resources to strengthen the nonprofit community.

Values:

Partnership

Resource sharing

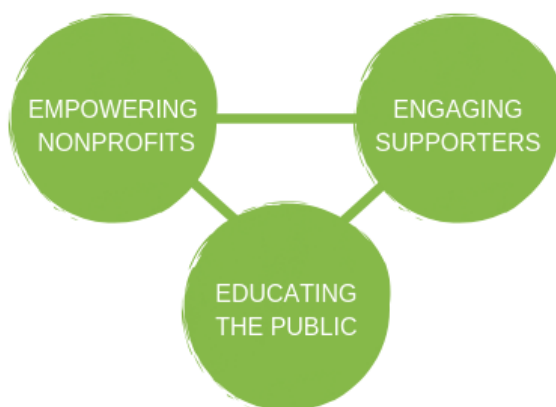
Diversity

Inclusion

Public Good

Collective Impact

Stronger Together



**CONNECTING COMMUNITY
RESOURCE LEADERS TOGETHER
TO HOLISTICALLY MEET CRITICAL
NEEDS IN OUR COMMUNITY**

Nonprofit Impact

America’s 1.3 million charitable Nonprofits feed, heal, shelter, educate, inspire, enlighten, and nurture people of every age, gender, race, and socioeconomic status, from coast to coast, border to border, and beyond. **They foster civic engagement and leadership, drive economic growth, and strengthen the fabric of our communities.** Every single day.

Every person in the United States benefits from the work of Nonprofits in one way or another, whether they realize it or not.

It’s easy to see a **nonprofit’s mission in action** when our families or neighbors are direct beneficiaries—such as when Nonprofits provide food for the hungry, life-saving trauma care to someone in a car wreck, or rescue relief to hurricane survivors. It’s harder to recognize the full impact of the indirect benefits Nonprofits provide us. For example, the mission of the “friends of the local public library” might be to promote reading, but taxpayers also benefit when the nonprofit raises funds to buy books and equipment.

Nonprofits play a fundamental role in creating more **equitable and thriving communities**. And Nonprofits can do even more by coming together to protect both their legacy and their **indispensable** role in America’s future.

- Nonprofits employ more than 10% of America’s private workforce – more jobs than in manufacturing, construction, or finance.
- The nonprofit sector - as a whole - **earns** more than 80 percent of its revenue (through fees for services and government contracts and grants), receiving another 14 percent of its revenue thanks to donations by individuals (10.2%), foundations (2.9%), and corporations (0.9%).
- Most Nonprofits are small and community-based, **servicing local needs**: 92% spend less than \$1 million annually; 88% spend less than \$500,000.

(<https://www.councilofNonprofits.org/nonprofit-impact-communities#:~:text=They%20foster%20civic%20engagement%20and,they%20realize%20it%20or%20not.>)

**The Cobb Collaborative exists to
coordinate,
amplify, and
elevate
nonprofit work and impact in Cobb County.**

Leadership Interviews and SWOT Analysis

As part of the preparatory process, leadership interviews and a board survey took place in order to gather information and thoughts on the direction of the Collaborative. Some themes from this work are listed below.

Top 10 Leadership Interview Themes

1. Clear Membership benefits – get clear on this and what CC offers
2. Everyone participates in the economic development and common good.
3. Serve a broader community – more than Nonprofits
4. Stronger advocacy and awareness of local issues, use of media/social media, dissemination of information to drive policy and programming
5. Diversify funding and partnering – tap alternative sources – fundraising development – fundraising plan
6. Elected officials (all levels) need to be aware and involved
7. Be the go-to organization for social and human service issues
8. Continue to expand membership, recruitment, and reach
9. Need programming that's consistent – need "staple" activities – need for continuity
10. Raising the stature of the organization across the board

Our Differentiators – what makes us unique

The Collaborative provides support for Nonprofits and other organizations in Cobb. We are the voice for Nonprofits and serve as a liaison to policymakers. We build a stronger, more vibrant, more livable community for all!

As the local branch of the Georgia Family Connection Partnership, the Collaborative works within a proven framework of five result areas to improve outcomes for children and families. We are the agent for cross-sector collaboration in Cobb.

We are able to access data from the Georgia Family Connection Partnership as well as other sources to drive programming, activities and guide decision-making. We offer an ongoing framework of capacity-building programs and activities for our members and prospective members.

Since we do not execute direct services, we do not compete directly with our member organizations for programming support. Instead, we equip them with the tools and resources they need to fulfill their missions with a high degree of fidelity.

SWOT Analysis

Strengths

(Helpful to Achieving Objectives,
Internal Forces or Origin,
Attributes of the Organization)

Use and Build On Strengths

- Established organization – history
- Years of experience – collective as well as separate Nonprofits
- Have a governance structure with bylaws
- Meetings with different goals
- Partnerships
- Diversity – continue to attract
- Communication
- Support of Georgia Family Connection Partnership
- Board is reflective of our community – cross-sector
- There has been an increased awareness of the role of the Collaborative over the past 18 months
- Size of the Collaborative allows us to be responsive to needs and flexible.

Throughout the year, add ideas and thoughts to discuss below:

Weaknesses

(Harmful to Achieving Objectives,
Internal Forces or Origin,
Attributes of the Organization)

Mitigate Weaknesses

- Need sustainable resources
- More participation from businesses and for-profit sector, as well as elected officials
- Human resources – need more help
- Leadership succession
- Participation not as involved as we would like
- Difficulty in describing the work of the organization. Need to focus on an easier term to understand, like “collective impact.”
- Work not considered vital since we are not offering direct services.
- No “tug on your heartstrings” stories of providing a home for a family, helping a child graduate from high school, rescuing puppies.
- Limited track record with funders
- Were internally focused for past several years with little change to programming.
- Board structure – most are nonprofit executives with fundraising conflicts.

Throughout the year, add ideas and thoughts to discuss below:

Opportunities
(Helpful to Achieving Objectives,
External Forces or Origin,
Attributes of the Environment)

INCORPORATE OPPORTUNITIES

- Finding out and leveraging our memberships
- Development of relationship with others
- Business involvement
- Utilize network of sister organizations
- Strengthening relationships with elected officials, stakeholders, and others decision makers
- Board represents cross-sector collaboration
- Become the “go to” resource center for information for Nonprofits – financial, development
- Revitalize the fiscal agent role
- Offer the Financial Directory Online (by Candid) Funding Information Network

Throughout the year, add ideas and thoughts to discuss below:

Threats

(Harmful to Achieving Objectives,
External Forces or Origin,
Attributes of the Environment)

NUETRALIZE THREATS

- Political climate
- Shrinking budgets
- Confusion with other organizations associated with the nonprofit world
- Hard time differentiating itself in the “public eye” and from better-capitalized, better-resources Nonprofits like the Cobb Community Foundation

Throughout the year, add ideas and thoughts to discuss below:

Top *FOUR* Strategic Planning Pillars

Key strategic planning pillars were identified through the information gathering process leading to our Strategic Planning Meeting. These reflect the findings and were prioritized by the last meeting. We discussed - What would take the Collaborative to the Next Level?

1. **Maintain and Grow Membership and Benefits (the organization)**
2. **Bolster Branding, Outreach, and Awareness (with Calls to Action) (the issues)**
3. **Strengthen Operations and Finances**
4. **Enhance Programming (Strategy Teams and the Sharing of Ideas and Resources)**

GOALS – Branding and Membership Benefits, Awareness and Communications (with Calls to Action), Fiscal (funding streams), and Programming (Strategy Teams and the Sharing of Ideas and Resources)

We will be outlining:

Objectives – SMART objectives (should have dates)

Strategies – what do we do to get to Objectives – what activities? (work plans with dates, see below)

Evidence – how do you know you have met your objective?

GOALS, OBJECTIVES, and STRATEGIES

GOAL 1: Maintain and Grow Membership and Benefits (the organization) – to broaden reach and diversity of the Collaborative

Objective 1: Involve a variety of stakeholders.

- A. Continue to develop relationships with all levels of decision makers (government, civic, faith-based, etc.)
 - i. grow private sector and chamber support
 - i. groom community-minded businesses to become partners
 - ii. ensure a variety of sectors are involved by deepening Connections
 - iii. Broaden recruitment
 - i. smaller organizations
 - iv. Assess who is missing and come up with a game plan to engage

Objective 2: Clearly define and outline membership benefits to different audiences to serve a broader community

- A. Develop a plan on how to grow and network with corporate, faith-based, and public sectors to interface and discuss topics and issues facing the community
- B. Benefits to include:
 - Educate and promote local individuals and companies serving the community – membership benefit
 - Community to connect Nonprofits outside of the mainstream
 - Networking, information and resource sharing,
 - Connect with us to connect with others
 - Ability to post events on the CC calendar
 - Access to like-minded (and non-like-minded) orgs for leverage
 - Look at ways to sponsor organization membership that can't afford it
 - Enhancing overall community
 - Sharing of knowledge, resources, and expertise.
 - Spotlight different NONPROFITS
 - Provide information on funding and resources for members
- C. Outline benefits for
 - i. Nonprofits
 - ii. Businesses – opportunities for them to be involved – expand membership here
 - iii. Civic Orgs
 - iv. Public Orgs
 - v. Churches – need more involvement
 - vi. Business associations
 - vii. Individuals

Objective 3: Continue to offer and build on membership programming that works (see last Goal for Details and Objectives)

What does the Collaborative do well?

- Communicates – newsletters, website, social media
 - Offers Training and Networking Opportunities
 - Provides capacity-building opportunities
 - Connects people with integrity and intentionality
- Seeks opportunities to be of service and value to the community
 - Serves as a nexus of cross-sector collaboration
- Operates as repository of information – seen as an expert on local issues
- Fulfills duties and responsibilities of being a local Ga Family Connection Partner

Objective 4: Elevate the Profile of the Collaborative to Benefit Membership (to become the go-to organization on all things NonProfit in Cobb County)

- A. Showcase the Collaborative and show relevance in the community
- B. Articulate the benefits that Nonprofits provide the community, ie: savings, elevating people and causes, economic development, lowers crime, graduation rates go up so does the local economy, etc. to the larger community
 - i. Tap into the diversity of the community in many ways – looking through different lenses, different perspectives
 - ii. Consumer causes??
 - iii. Seek opportunities to be of service and value to the community
 - iv. become “go-to” resource for everything nonprofit – data, training, capacity-building, networking, partnering, etc.
 - v. Market Best Practices – who they serve, how they serve, building partnerships across public, private, and faith-based orgs
- C. Be the first call Nonprofits make about new projects, initiatives, and ideas (position as a GA Center for Nonprofits for Cobb)
 - i. a continued refining of the articulation of the CC’s strategies – defining and articulating the role of the collaborative in the community
- D. Social Media Campaigns and linking

GOAL 2: Bolster Branding, Outreach, and Awareness (with Calls to Action) (the issues) - To serve as a nexus of cross-sector collaboration

Objective 1: Raise **Awareness of Nonprofits and Issues Effecting Our Community**

- A. people in need and the issues that surround them
- B. each other (Nonprofits) and the services they offer
- C. the present value of the CC and Nonprofits in the community

Objective 2: Raise awareness on the **benefits Nonprofits bring to the community – educate the community and leverage relationships to move toward stability and sustainability**

- A. Stronger media and broader distribution of knowledge and resources (reports, data, etc) – sharing information with the media on pertinent issues, media releases – in order to educate those who fund, support, vote on the efforts.
 - i. Regular articles in the local papers – Bright Side, Cobb Life Magazine, Cobb in Focus
 - ii. Cobb TV – get into regular rotation of programs and PSA’s
 - iii. Press releases, press conferences, KSU marketing intern
 - iv. More stakeholder events with featured topics
 - v. Key words to increase visibility on search engines – increase publicity to convey that the Collaborative and its members are the “boots on the ground”
 - vi. Connections link back to Collaborative
 - vii. Badge idea to share with partners
 - viii. Develop Media relationships and leverage
 - ix. use of PSAs
 - x. Calls to action
 - i. Collaboratives
 - ii. Community Calls to Action and Social Awareness Campaigns to strengthen those initiatives and leverage the Collaborative’s as well.
 - xi. Develop innovative tools (use of technology)
 - xii. Integrated communications – to continue to balance our members’ news with Collaborative messaging.
 - xiii. Newsletters, tools, website, social media, member benefits
 - xiv. Collaborative Collateral
 - xv. Build on being a Trusted Resource

Objective 3: Foster **Nonprofits benefiting each other**

- A. Partnering and networking – educating each other – Foster community awareness – making sure Nonprofits know who else is out there doing what

Objective 4: Raise awareness on **Collaborative and what it offers the community– leader in the field – to become a leader in advocating for social and human services to make Cobb a more livable, vibrant community**

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- A. More media coverage and relationships for the CC is viewed as regional expert – go-to organization on issues surrounding human services and issues that affect the common good. (first call for anyone seeking stats on Cobb County issues)
 - B. Showcase the collaborative – show relevance in the community
 - C. Attend stakeholder meetings and provide information/white papers on topics effecting our community - More stakeholder events with featured topics
 - D. Advocacy - Connecting with policy makers at the local and state level. Keeping elected officials abreast of what Nonprofits are facing. Part of advocacy is awareness and education which is a role we can play.
 - E. develop informational sessions, packets, etc., on issues and on the contributions of Nonprofits to the community, the savings they offer, spend up front or more on the back end, continual update, pushing out to the community and elected officials – come up with a game plan to educate the community and officials
 - F. Traditional Marketing (see channels, tools, and ideas in A.)

Objective 5: Public Policy involvement push – Arm ED with information to back the cause and what effects policies have on county residents

- A. Have a seat at the table (work on) when county initiatives are discussed – not siloed
- B. Have key messages – develop them, based on stats, real issues and stories, outcomes, NPO impact
- C. Leverage media and corporate support – find out who are the social impact organizations/businesses
- D. Expertise in helping to guide public policy and engaging interaction between the public, private, and faith-based sectors

GOAL 3: Strengthen Operations and Finances – To ensure financial stability of the organization and enough capital resources

Objective 1: Develop and expand organizational budget

- A. Develop budget for events
 - i. Including finding consistent low-cost event space
- B. develop relationships with vendors – printer, graphic designers, etc. (benefits to members)
- C. use media and membership to help grow name recognition, so that help support work financially – use of PSAs
- D. Capture in-kind giving
- E. Use of other resources
 - i. Corporate members
 - ii. Capstone Projects – local universities, KSU
 - iii. Possibility of use of technology and databases
 - Foundation Directory Online

Objective 2: Diversify Funding Streams pursuant to planned budgets

- A. Devise and implement a fundraising plan – with both financial capital and human capital needs
- B. Explore various ways to bring in money –
 - i. Pursue grant opportunities, as well as joint grants, fiscal agent, partnering organizations, grant sharing, etc.
 - ii. Explore the possibilities of planned/signature events, fundraisers, traditions – well known and well attended
 - iii. Strategic partnering – bring in substantial revenue for program development
- C. Continue to build relationships with elected officials
 - i. Will let you know of funding streams
 - ii. Legislature to end cuts – use of real-life stories and impact of Nonprofits – use in advocacy as well
- D. Use of Corporate members to help
 - i. Develop budget
 - ii. Corporate sponsorships for events and to support initiatives
 - iii. Drive memberships

Objective 3: Devise a fundraising plan for sustainability

- A. Update and or approve current Fund Development Plan / Sustainability Plan by December 31, 2020.

Objective 4: Implement Standard Operating Procedures (SOPs) that will strengthen overall functioning

- i. Strategic use of Technology, apps, and platforms – for example: FDO, comments on website, etc.
- ii. Strategic use of consultants and volunteers
- iii. interns and capstone projects
- iv. training
- v. Directory of Services – maintain

Objective 5: Strengthen leadership

- A. Build Board Capacity and Leadership
 - i. IE: Leverage Cobb Chamber – Board member on Board...?
- B. Identify champions (be realistic – as only one full time and one part time person)
- C. funding to hire another FT person – to broaden reach

GOAL 4: Enhance Programming (Strategy Teams and the Sharing of Ideas and Resources) – To ensure Nonprofits, businesses, and stakeholders are effectively serving the community and its members with programming that works on issues that matter

Cobb Collaborative Initiatives – utilizing the collective impact model to lead critical community-wide initiatives in these three areas:

1. 3rd grade reading proficiency
2. Mental health/trauma informed community and Overall Well-Being
3. Civic engagement

STRATEGY TEAMS – cohorts of member organizations with similar interests and focus that explore how to address the above initiatives from a variety of angles. The teams explore best practices, identify available and needed resources, refine educational aspects, discover others involved each of the sectors or space to better serve the community and identify service gaps.

1. Children and Families
2. Homelessness
3. Behavioral Health
4. Workforce Development
5. Veterans

Objective 1: Keep in mind the 5 results areas – the statewide Initiatives – when planning programming to ensure fit

Keep Offering Current Programming and Build New Programming on Top of It

- A. Current programming (Continue or build upon)
 - i. Serve as resource hub for all things NPO, including their strengthening their operations – accounting, marketing, grant writing, Venues
 - ii. Serve as a central hub of coordinating collaboration among Nonprofits, govt agencies, and educational institutions, and the community
 - iii. Continue workshops and programming and Coffees
 - iv. Build and strengthen partnerships (NPO, private, public, faith) to raise awareness of important issues and share and drive data via presentations, media and meetings, greater sharing of knowledge about key issues facing our county that Nonprofits address (see Goal #1)
 - v. Provide Capacity Building Opportunities – training, partnering, networking, strategy groups

vi. Connect people with integrity and intentionality

B. Future Programming – be aware of developing needs for future programming

- i. Moving beyond convening conversations – moving to action – ongoing – helping the members answer calls to action – moving toward action – how to do that...
- ii. Focus group for new/smaller Nonprofits
- iii. More opportunities to build relationships
- iv. Use of online surveys for programming
- v. Explore comprehensive database of operational charities – connect with the Cobb Community Foundation possibly

Objective 2: Recruit Nonprofits to assure that all five areas are covered for workgroups

A. Recruit Nonprofits to cover emerging areas

- Include all areas: sports, special needs, DV, mentoring (but avoid mission drift)

B. Develop focus and purpose and roles of Strategy Teams – have them report out, give tasks to complete – flexible and fluid though

Addressing the Top *FOUR* Strategic Pillars

The following pages reflect the top FOUR pillars and work planning to accompany it. This includes the **Objectives** to accomplish each broken out by tasks. **Tasks** are assigned the **Person Responsible** and given a **timeframe**.

WORKPLANS on following pages.

Goal 1: Maintain and Grow Membership and Benefits to Broaden Reach and Diversity of the Cobb Collaborative

Objective 1	Task	Person(s) Responsible	Target Date
Involve a variety of stakeholders.	Strengthen relationships with all levels of decision makers (government, civic, faith-based, etc.)		
	1. Grow private sector and Chamber support - groom community-minded businesses to become partners. Grow for-profit business members by 5 (net) each year.	ED & Membership Chair	12/31/22 Ongoing
	2. Ensure a variety of sectors are involved by deepening connections. Attend networking events, community events. Goal is two events/month.	ED	12/31/22 Ongoing
	3. Broaden recruitment - smaller organizations – connect with new nonprofits organized in Cobb. Increase new members by 7 each year.	ED	12/31/22 Ongoing
	4. Assess who is missing and develop a strategy to engage. - Review membership list and compare to list of nonprofits for Cobb by 9/30/20	ED & Membership Chair	Ongoing
	5. Develop a plan to grow and network with corporate, faith-based and public sector organizations to interface and discuss topics and issues facing the community	ED & Strategy Team Chairs	Ongoing
<p>What resources (meeting time, money, materials, time on the Board agenda, volunteers, additional group members, etc.) are required in order to implement this strategy? <i>Be as specific as possible.</i></p> <p>Meeting time of Membership Chair and ED. Marketing materials for other community sectors. List of nonprofits created in Cobb.</p>			

Objective 2	Task	Person(s) Responsible	Target Date
Define and outline membership benefits to different audiences to serve a broader community	1. Define membership benefits <ul style="list-style-type: none"> Educate & promote local individuals and companies serving the community Information and resource sharing Connecting with the Collaborative helps to connect to other like-minded organizations Ability to post events on the CC calendar Enhancing overall community Sharing of knowledge, resources and expertise 	ED, Membership Committee	8/31/2020

	<ul style="list-style-type: none"> • Access to capacity-building workshops, seminars and networking events • Access to funding and resources for members 		
	2. Outline benefits for <ul style="list-style-type: none"> • Nonprofits • Businesses • Civic organizations • Public agencies • Faith communities • Business associations • Individuals 	ED	9/30/2020
	3. Create marketing material and messaging to communicate benefits.	Staff	9/30/20
	4. Examine fee structure for businesses and recommend changes, if any	Board	10/31/20
What resources (meeting time, money, materials, time on the Board agenda, volunteers, additional group members, etc.) are required in order to implement this strategy? <i>Be as specific as possible.</i>			
Staff and Board Time. Marketing support (graphic design, printing)			

Objective 3	Task	Person(s) Responsible	Target Date
Elevate the Profile of the Collaborative to benefit its membership (become the “go to” organization on all things nonprofit in Cobb County)	1. Showcase the Collaborative and show relevance in the community <ul style="list-style-type: none"> • Review and strengthen the Mission and Vision to be inclusive of the community at large • Integrate Member spotlight stories into overall messaging 	Staff	Begin 3Q20 Ongoing
	2. Articulate the benefits that NPOs provide the community, e.g., savings, elevating people & causes, economic development, improving outcomes for children and families. <ul style="list-style-type: none"> • Use diversity as a strength – different perspectives • Seek opportunities to be of service and value to the community • Become “go to” resource for everything nonprofit – data, training, capacity-building, networking, partnering, etc. • Market Best Practices – who they serve, how they serve, building partnerships across public, private and faith-based orgs 	Staff & Board	Ongoing 3Q20
	3. Position the Collaborative as the first call NPOs make about new projects, initiatives, and	ED	Ongoing 4Q20

	<p>ideas.</p> <ul style="list-style-type: none"> • Articulate the role of the Collaborative in the community – using press, branding campaign, • Survey membership for needs, gaps, opportunities to serve 		
	4. Social Media Campaigns that include linking to other pages, partners feeds, etc. to boost overall digital footprint	Staff	Ongoing
	<p>5. Continue to offer and build on valuable programming</p> <ul style="list-style-type: none"> • Schedule programming based upon survey responses, ongoing feedback • Flexible programming – on demand, varied delivery methods • Differentiate benefits for members 	Staff	Ongoing
<p>What resources (meeting time, money, materials, time on the Board agenda, volunteers, additional group members, etc.) are required in order to implement this strategy? <i>Be as specific as possible.</i></p> <p>Subject matter experts. PR and Social media expertise. Time to develop communications plan.</p>			

Goal 2: Bolster Branding, Outreach, and Awareness to serve as a nexus of cross-sector collaboration (with Calls to Action)			
Objective 1	Task	Person(s) Responsible	Target Date
Raise Awareness of Nonprofits and Issues Effecting Our Community	1. Produce one press piece each quarter. 2. Utilize KIDSCount data to bring attention to issues and how Collaborative network is addressing. 3. Member spotlight stories each month on blog, in newsletter and using CobbTV.	Staff	Begin 3Q20 Ongoing
What resources (meeting time, money, materials, time on the Board agenda, volunteers, additional group members, etc.) are required in order to implement this strategy? <i>Be as specific as possible.</i>			
Time. Cooperation of members to submit and develop content			
Objective 2	Task	Person(s) Responsible	Target Date
Raise Awareness of the benefits NPOs bring to the community – education and leverage relationships to move toward stability and sustainability.	Strengthen media and broaden distribution of knowledge and resources (reports, data, etc.) sharing information with the media on pertinent issues, media releases in order to educate those who fund, support, vote on issues. <ul style="list-style-type: none"> • Regular cycle of articles in local publications • Cobb TV – get into rotation of programs • Press releases, press conferences • More stakeholder events with featured topics (3x/year) • Connections link back to Collaborative (social media hot links to partners, government websites, sites or stories of interest) • Badge idea to share with partners • Develop media relationships and leverage those • PSAs • Calls to Action – community-wide and social awareness campaigns • Develop innovative tools (use technology) • Integrate communications (Balance members’ news with Collaborative messaging) 	Staff	Ongoing 12/31/22 1Q each year - layout communication plan for year

	<ul style="list-style-type: none"> • Collaborative collateral 		
<p>What resources (meeting time, money, materials, time on the Board agenda, volunteers, additional group members, etc.) are required in order to implement this strategy? <i>Be as specific as possible.</i></p> <p>Time and Increased staff. Introductions to media contacts</p>			

Objective 3	Task	Person(s) Responsible	Target Date
Foster NPOs benefiting each other	Partnering and networking to ensure nonprofits know who else is working in their focus area. <ul style="list-style-type: none"> • Use Strategy Team meetings to discuss programs and services • Review needs assessment survey conducted by GCN • Make facilitated and strategic introductions 	Staff & Strategy Team Chairs	Begin 4Q20

What **resources** (meeting time, money, materials, time on the Board agenda, volunteers, additional group members, etc.) are required in order to implement this strategy? *Be as specific as possible.*

Time to more fully understand programming of members. Cooperation from members to share information.

Objectives 4 and 5	Task	Person(s) Responsible	Target Date
Raise awareness of Collaborative and what it offers the community. Become “thought” leader in advocating for social and human services And Public Policy involvement push – Arm ED	1. Attend stakeholder meetings and provide information/white papers on topics impacting community. <ul style="list-style-type: none"> • Identify and prioritize issues Strengthen relationships with policy makers with a focus on education and children’s issues <ul style="list-style-type: none"> • Mail annual report to Cobb delegation, city officials, commissioners, and stakeholders • Develop informational sessions, packets, etc. on issues and on the contributions of NPOs to the community. Develop formal process to educate the community and elected officials Use traditional marketing channels outlined above	Staff	Begin 4Q20
	2. Have a “seat at the table” when initiatives are discussed at government, community levels.	Staff	2Q21 Ongoing

with information to back the cause and what effects policies have on county residents	3. Focus on key messages for issues – data, real issues and stories, outcomes, and NPO impact	ED	Ongoing
	4. Leverage media and corporate support Identify the social impact organizations	Staff	1Q21 Ongoing
	5. Develop expertise in guiding public policy and engaging interaction between public, private, and faith-based sectors	Staff and Board Chair	Ongoing
<p>What resources (meeting time, money, materials, time on the Board agenda, volunteers, additional group members, etc.) are required in order to implement this strategy? <i>Be as specific as possible.</i></p> <p>Staff and Board Time. Funding for development of materials, attending sessions. Introductions to leaders</p>			

GOAL 3: Strengthen Operations and Finances To ensure financial stability of the organization and enough capital resources

Objective 1	Task	Person(s) Responsible	Target Date
Develop and expand organizational budget	1. Develop budget for events, including sponsorships and identification of consistent low-cost event space	ED & Finance Committee	6/30/21
	2. Identify which services are most in demand by members Develop relationships with vendors – printer, graphic designers, etc.	Staff	Survey 3/Q20 Ongoing
	3. Capitalize on increased brand awareness and recognition to increase sponsorships, consulting revenue, project facilitation	ED	Ongoing
	4. Capture in-kind giving to include in budget to show broader base of support	ED & Finance Committee	3Q21
	5. Use other resources - Corporate members, Capstone Projects, technology and grant databases	Staff	Begin 1/1/21 Ongoing

What **resources** (meeting time, money, materials, time on the Board agenda, volunteers, additional group members, etc.) are required in order to implement this strategy? *Be as specific as possible.*

Introductions to vendors, owners of space. Connections with KSU. Funding for Foundation Directory Online subscription. Time of Finance Committee members

Objective 2	Task	Person(s) Responsible	Target Date
Diversify Funding Streams pursuant to planned budgets	1. Devise and implement a fundraising plan – with both financial capital and human capital needs	ED & Finance Committee	12/31/20
	2. Explore alternative funding streams – <ul style="list-style-type: none"> • Pursue grant opportunities, as well as joint grants, fiscal agent, partnering organizations, grant sharing, etc. (government grants, private grants, sponsorships) • Explore the possibilities of planned/signature events, fundraisers, traditions – well known and well attended • Strategic partnering – bring in substantial revenue for program development 	ED	Ongoing

	3. Identify which programs to expand with partners		
	4. Craft a template fiscal sponsorship agreement	ED	11/30/20
	5. Develop real life stories of impact of work of nonprofits to communicate with legislators, funders and to use in advocacy	Staff	Ongoing
	6. Get “government grant” ready with registrations	ED	9/30/20
	7. Continue to build relationships with elected officials who may know of funding opportunities	ED and Board Chair	Ongoing
	8. Use corporate members to help <ul style="list-style-type: none"> • Develop budget • Corporate sponsorships for events and to support initiatives and drive memberships 	ED & Treasurer	12/31/21
	9. Identify businesses that are likely to support efforts	Board & Staff	Ongoing
<p>What resources (meeting time, money, materials, time on the Board agenda, volunteers, additional group members, etc.) are required in order to implement this strategy? <i>Be as specific as possible.</i></p> <p>Time of ED and Finance Committee. Time to identify potential businesses open to partnerships</p>			

Objective 3	Task	Person(s) Responsible	Target Date
Devise a fundraising plan for sustainability & growth	Create Fund Development Plan / Sustainability Plan by December 31, 2020.	ED and Board	12/31/2020
	Update Annually or as needed		Ongoing
<p>What resources (meeting time, money, materials, time on the Board agenda, volunteers, additional group members, etc.) are required in order to implement this strategy? <i>Be as specific as possible.</i></p> <p>Time to develop plan</p>			

Objective 4	Task	Person(s) Responsible	Target Date
Implement Standard Operating Procedures (SOPs) that will	1. Strategic use of Technology, apps, and platforms – for example: FDO, comments on website, etc.	ED	6/30/21
	2. Strategic use of human capital resources – consultants, volunteers and interns	ED and Board	Ongoing

strengthen overall functioning			
	3. Standardize operating procedures	ED	6/30/21
	4. Maintain Directory of Services (what members offer the community)	Staff	Ongoing
<p>What resources (meeting time, money, materials, time on the Board agenda, volunteers, additional group members, etc.) are required in order to implement this strategy? <i>Be as specific as possible.</i></p> <p>Time and technological expertise</p>			

Objective 5	Task	Person(s) Responsible	Target Date
Strengthen leadership	1. Build Board Capacity and Leadership <ul style="list-style-type: none"> Leverage existing relationships in community. Have Cobb Collaborative board be a desirable opportunity. 	Board Chair	12/31/21
	2. Identify champions (be realistic – as only one full time and one part time person)	ED	Ongoing
	3. Seek funding to hire another FT person to broaden reach	ED & Board	Ongoing
<p>What resources (meeting time, money, materials, time on the Board agenda, volunteers, additional group members, etc.) are required in order to implement this strategy? <i>Be as specific as possible.</i></p> <p>Community connections with Chamber and other influencers.</p>			

GOAL 4: Enhance Programming to ensure Nonprofits, businesses, and stakeholders are effectively serving the community and its members with programming that works on issues that matter

Objective 1	Task	Person(s) Responsible	Target Date
<p>Utilize the 5 result areas – the statewide Initiatives – when planning programming to ensure fit</p>	<p>1. Keep Offering Current Programming while keeping it relevant:</p> <p>A. Current programming (Continue or build upon)</p> <ul style="list-style-type: none"> i. Serve as resource hub for all things NPO, including operations, accounting, marketing, grant writing, development. ii. Serve as a central hub of collaboration among NPOs, govt agencies, and educational institutions, and the community iii. Continue workshops and programming and networking events like coffees iv. Build and strengthen partnerships (NPO, private, public, faith) to raise awareness of important issues and share and drive data via presentations, media and meetings, greater sharing of knowledge about key issues facing our county that NPOs address v. Provide Capacity Building Opportunities – training, partnering, networking, strategy groups vi. Connect people with integrity and intentionality 	<p>ED & Board & membership</p>	<p>ongoing</p>
	<p>2. Future Programming – be aware of developing needs for future programming</p> <ul style="list-style-type: none"> i. Moving beyond convening conversations to action. Help members answer calls to action. ii. Focus group for new/smaller NPOs iii. Use of online surveys for programming iv. Explore comprehensive database of operational charities – connect with the 	<p>ED & Board & membership</p>	<p>ongoing</p>

	Cobb Community Foundation		
What resources (meeting time, money, materials, time on the Board agenda, volunteers, additional group members, etc.) are required in order to implement this strategy? <i>Be as specific as possible.</i> Time.			

Objective 2	Task	Person(s) Responsible	Target Date
Recruit NPOs to assure that all five results areas are covered	Develop focus and purpose and roles of Strategy Teams – have them report out, give tasks to complete – flexible and fluid though	ED & Strategy Team Chairs	1/1/21 Ongoing
What resources (meeting time, money, materials, time on the Board agenda, volunteers, additional group members, etc.) are required in order to implement this strategy? <i>Be as specific as possible.</i> Time and commitment of Strategy Team leaders.			

