

Strategic Plan – Moving Forward 2019-2021

The Communities of Coastal Georgia Foundation was formally incorporated in March 2005, and serves Camden, Glynn and McIntosh counties. When launched, the Founders envisioned an engaged philanthropic endeavor which would have both a lasting value and significant impact on the quality of life for Coastal Georgians.

Since its formation, the Foundation has grown markedly in size and capacity. The Foundation began its work with less than \$1 million and now, 13 years later, has assets exceeding \$20 million. Nearly 75 funds are under management by the Foundation, the majority of which are in Donor Advised Funds. In 2018, the Foundation completed an ambitious fundraising campaign and launched an operating endowment thanks to the generous support of Board members and donors. The “Operating Endowment Fund” provides an important and sustainable source of income to cover the Foundation’s basic annual operations.

The Foundation has maintained a commitment to community-building through its grantmaking program. Each year, through donor advised funds and a competitive grants process, the Foundation invests significantly in community improvement through worthy organizations across Glynn, Camden and McIntosh counties and beyond. In 2018, the Foundation became the Georgia coast’s largest grantmaking organization when it made grants totaling over \$2.3 million to support education and youth development programs, health and human services, arts and culture, history and heritage, crisis intervention, workforce development, faith-based initiatives, environment, and animal welfare. The beauty of a community foundation is that it reflects the interests of its donors and the special assets and developmental needs of its communities. Since its inception, the Foundation has awarded almost \$14 million in grants.

In September of 2018, recognizing that the Strategic Plan adopted in 2015 was, in many ways, still relevant, the Board of Directors of the Foundation engaged in a half-day strategic review work session and decided to use that plan as a basis for an update for the next three years. The three core thematic goals that will be carried over into the 2019-2021 plan focus on the Foundation’s Sustainability, Scope and Scale, and Significance. And though great progress has been enjoyed during the past three years, the Board considered the strategies to achieve these goals and detailed a list of activities that will advance the Foundation “to the next level.”

Sustainability, Scope & Scale, Significance - Moving Forward 2019-2021

During the next three years, the Foundation will operate under the updated strategic plan (2019 through 2021), and will continue to focus its energies on the following Strategic Priorities:

Sustainability – Creating lasting value for donors and the community through sound organizational management, and strong asset development and investment.

Scope and Scale – Grow the Foundation's regional impact through work with nonprofit organizations, professional advisors and other philanthropy partners.

Significance – Strengthen the relevance and role of the Foundation's work in our communities through strategic messaging, prominent public exposure and consistent brand positioning.

To advance on these three fronts, the Board has established the following list of strategies and activities. These activities will guide staff and Board as they allocate their time, energy, resources and expertise to the work of the Foundation each day.

Sustainability

- Convene and develop a charter for a Development Committee, responsible for the strategy and planning behind strong asset development and related activities
- Continue efforts to convene board-hosted Widening Events focusing on individuals and families at a rate of once per quarter.
- Hold an annual retreat to provide board members with the opportunity to discuss strategic foci and other broad issues that don't get covered in regular meetings.
- Formalize each board member's "ambassadorial" role by completing a Key Performance Indicator tool to identify assignments for which he/she will accept responsibility during coming year.
- Grow Operating Endowment Fund by \$1M to at least \$4.5M by 2021.

Scope & Scale

- Continue to focus on the education of all professional advisors so they can educate individuals (their clients) who can benefit by taking advantage of the community foundation's many services.

- Increase efforts to educate and to work with major industries as prospects for partnerships (e.g., port-related businesses, Georgia Forestry Association members, etc.).
- Target total assets under management at \$26M by the end of 2021.
- Continue to involve DAF funds in annual community impact grants.
- Look for additional appropriate opportunities to convene the community, both individuals and organizations, around major regional issues (e.g., Coastal Georgia Partners on environmental matters).
- Host regularly scheduled summit to highlight local challenges, the work and impact of the Coastal Georgia Foundation and/or the critical issues and important organizations to which it provides support.

Significance

- Cultivate a strong voice through media relations and communications efforts, with special attention to the frequent sharing of human-interest stories that illustrate measurable outcomes of the Foundation's grant-making in the community.
- Provide education opportunities for Board and committee members around the Foundation's mission, its role in the community and other key messages.
- Continue efforts to get on the meeting schedules of local and regional leadership-building organizations and civic organizations for regular presentations about the work of the Foundation.

Summary - Moving Forward 2019-2021

Following the strategic review, the Board of Directors and staff of the Foundation both celebrate the enormous strides the Foundation has made in its first 13 years and recognize the challenges that lay ahead. It is the strategic thinking and tactical planning listed above that will guide the Foundation to its future growth and increase the growing positive impact it will have in Coastal Georgia.