

Communities of Coastal Georgia Foundation Strategic Plan – Moving Forward 2022-2024

The Communities of Coastal Georgia Foundation was formally incorporated in March 2005 to **Strengthen Our Communities Through Engaged Philanthropy**. The Foundation currently 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, 16 years later, has assets exceeding \$50 million. Over 100 funds are under management by the Foundation, the majority of which are in Donor Advised Funds. In 2021, the Foundation completed an effort to grow the Foundation's Operating Endowment Fund to \$4.5 million in order to provide 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 2021, the Foundation maintained its status as Coastal Georgia's largest grantmaking organization with grants totaling over \$4.1 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 over \$20 million in grants.

In November of 2021, recognizing that the Strategic Plan adopted in 2018 was, in many ways, still relevant, the Board of Directors of the Foundation engaged in a day-long 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 2022-2024 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 2022-2024

During the next three years, the Communities of Coastal Georgia Foundation will operate under the updated strategic plan (2022 through 2024), 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

- Support the efforts of the Development Committee to execute its mission of serving as a planning and research committee with a goal of identifying individuals who may benefit from the services offered by the Foundation to philanthropists. Assist the Committee in its efforts to identify and track outcome data points.
- The Development Committee will also continue the Foundation's efforts to convene board-hosted Widening Events focusing on individuals and families at a rate of at least once per quarter.
- Hold an annual retreat to provide board members with the opportunity to discuss strategic foci and other broad issues that do not 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 to at least \$5.0M by 2024.

Scope & Scale

- Continue to focus on the education of all professional advisors through individual meetings as well as professional advisor educational events so that 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.
- Target total assets under management at \$75M by the end of 2024.
- 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 (including, among others, rising sea levels and racial equity). This effort should include hosting regularly scheduled summit to highlight local challenges, the work and impact of the Foundation and/or the critical issues and important organizations to which it provides support.
- Be an active participant in the Coastal Georgia non-profit community (holding at least 1 annual composite meeting and coordinating correspondence quarterly) so as to be a resource and receptacle of information related to needs and resources of the local non-profit community with the goal of being a conduit for donors to meaningful and impactful grant making opportunities in Coastal Georgia
- Provide communications (at least 1 per quarter and 5 per year) with fund holders apprising them of meaningful and impactful grant making opportunities in Coastal Georgia with the goal of growing the measurable dollar amount distributed from the Foundation's Donor Advised Funds over the next three years.

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 and develop an accountability metrics to measure Board member impact.
- 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.
- Develop and implement a system to better measure impact of charitable grants made through the Community Impact Grant Program and others.

Summary - Moving Forward 2022-2024

Following the strategic review, the Board of Directors, and staff of the Communities of Coastal Georgia Foundation both celebrate the enormous strides the Foundation has made in its first 16 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 the Communities of Coastal Georgia.