



Georgia Advancing Communities Together, Inc.

Strategic Plan 2018-2020

Mission To build and support a statewide network of thriving member organizations and trained professionals engaged in housing and community development serving families with limited housing choices.

Vision To be a strong and effective network that creates and sustains vibrant neighborhoods and communities.

Values Integrity, Passion, Respect, Pragmatic, Creativity

- Passion: Demonstrating empathy, commitment to the work by putting in the time, engaging advocates and others, exhibiting enthusiasm
- Creativity: Flexible and open to change, actively seek alternatives, be inclusive and engaged (people and ideas), look to the future, recognize and take advantage of opportunities, brainstorm
- Pragmatic: “Keep it real”, understand the realities of the GA context, seek to understand all agendas/motivations and connect the dots accordingly, set realistic expectations of staff and board
- Integrity: Transparency in financial information, consistency in messaging, adhere to by-laws and articles of incorporation, maintain membership standards and requirements, appropriate use of grant funds, on-time reporting
- Respect: Resolving conflict, confirming community’s values, aligning motives and outcomes with values, listening, advocating, collaborating for the greater good, and fostering collaboration between and among member organizations

Georgia ACT SWOT Analysis

<p style="text-align: center;">Strengths</p> <p><i>Themes:</i></p> <ol style="list-style-type: none"> 1. Policy and advocacy work at state and national level – being a voice 2. Conferences are excellent; helpful content and networking 3. Developed relationships with funders and partners 4. Outreach efforts with good response from current members 5. Newsletters provide resources and info 6. For most people that know org - brand is in a good light due to policy advocacy work 7. Great staff – very capable & knowledgeable, well known and highly regarded 8. Engaged board –lots of expertise, connections, passion and purpose 9. A few consistent funders (NeighborWorks, Mary Reynolds Babcock, Enterprise) 	<p style="text-align: center;">Weaknesses</p> <p><i>Themes:</i></p> <ol style="list-style-type: none"> 1. Need to demonstrate state-wide value and not just be viewed as an Atlanta organization 2. Limited staff 3. Lack of connection among members 4. Need clarity around vision 5. Insufficient resources based upon needs / focus / capacity 6. Change in organization leadership 7. Need resource develop plan – diversify funding/revenue streams 8. Need to work on image/brand (who we are) and purpose (what and why GA-ACT) and role of members 9. Need to look at membership; value, benefits, contributions – and grow the membership 10. Limited number and relative weakness of potential nonprofit membership base
<p style="text-align: center;">Opportunities</p> <p><i>Themes:</i></p> <ol style="list-style-type: none"> 1. Affordable housing will always be needed 2. More recognition of lack of affordable housing around the state 3. Opportunities to partner with for-profit, larger employers, other NP orgs 4. Responding to changing needs of members – adding value to members at different levels with different needs – building a more expansive network and membership beyond core groups 5. New administrations – city/state elected officials – chance to build new relationships 6. Advanced technology 7. Getting members information, training and resources all across the state 8. New leadership 9. Place for Georgia ACT at the table at all levels of gov't as a voice for sector 10. Be a collaborative thinker and convener 11. Attract new people, younger people - bring in interns and students - build capacity of NP boards and NP committees that can be valuable to getting info to communities & mobilize communities around issues 12. Expand support beyond Atlanta region via networks - opportunities to have greater impact in rural communities 	<p style="text-align: center;">Threats</p> <p><i>Themes:</i></p> <ol style="list-style-type: none"> 1. Funding challenges – lack of funding and increased competition 2. Members can't afford to pay membership fees 3. Shift in domestic/national policies resulting in reduced government funding 4. Increasingly difficult policy landscape due to insensitivity and lack of empathy for low-income people and communities 5. Competing priorities for local use of tax revenue: housing, infrastructure, safety, education, etc. 6. Infrastructure and investment needed to improve counties in poor rural communities 7. Larger national organizations are developing online programs to deliver services and local NPs must adapt to compete 8. Increase in the need for NP services while funding decreases 9. Growing income inequality

2018 – 2020 Georgia ACT Strategic Plan Goals

- Goal I** **We are a large, engaged and strong state-wide housing and community development network.**
- Goal II** **We are the “go-to” experts on housing and community development policy in Georgia.**
- Goal III** **We have a strong financial resource base that supports the work of the organization.**

Goals, Outcomes, Objectives

Goal I **We are a large, engaged and strong state-wide housing and community development network.**

Outcomes:

1. Larger membership base and engagement numbers
2. Diverse membership
3. More skilled practitioners
4. Georgia ACT has broader network to foster engagement among members and to share information, experience, and expertise

Objectives:

1. Double the current membership base
2. Increase capacity of practitioners
3. Increase member engagement in Georgia ACT activities (e.g., annual conference, annual member meeting, regional meetings, workshops, etc.)
4. Increase geographic and sector diversity of members

Initiatives:

1. Develop a membership campaign
2. Develop an educational strategy
3. Develop a field-based member engagement strategy (regional meetings, face-to-face and 1:1 meetings, inter-member communication, partnership and peer learning)
4. Develop a strategy to diversify members in membership campaign: set targets for different types of members (NPs, financial institutions, etc.) and for rural and urban
5. Improve use of technology to attract and serve clients/members

Goal II We are the “go-to” experts on housing and community development policy in Georgia.

Outcomes:

1. Georgia ACT is the recognized clearinghouse for gathering and sharing housing and development information state-wide
2. Outside entities consult with Georgia ACT to develop and analyze housing and community development policy and legislation
3. Stronger policy and political influence across the state

Objectives:

1. Establish state-wide relationships that result in entities seeking Georgia ACT advice/assistance/counsel on housing and community development policies and best practices
2. Increase awareness of Georgia ACT brand
3. Create opportunities to engage members and others across the state in policy/legislative issues

Initiatives:

1. Develop an engagement strategy for local government and quasi-governmental entities
2. Develop a marketing and communications plan
3. Develop strategy for engaging members, partners, and other stakeholders in advocacy (e.g., Housing Day at the Capitol, responsiveness to member alerts, participation national lobby days, etc.)

Goal III We have a strong financial resource base that supports the work of the organization, including nonprofit members.

Outcomes:

1. Increase to three staff people
2. Establish a three-month reserve
3. Diversify revenue stream
4. Expand revenue base in other Georgia regions outside of metro Atlanta to benefit Georgia ACT and our nonprofit members

Objectives:

1. Establish and leverage partnerships
2. Maintain and grow connections through leadership transition
3. Create strong revenue base
4. Increase staff capacity to achieve mission

Initiatives:

1. Connect value of housing to other societal concerns (education, hunger, health, etc.) for funders
2. Use marketing to grow relationships/donors
3. Ensure smooth transition of relationships
4. Engage Board in identifying connections/relationships with financial institutions, governments, etc., in particular outside of Metro Atlanta
5. Develop resource development plan
6. Revisit Case Statement
7. Recruit and hire one staff person

Notes on Next Steps:

1. Adopt the plan
2. Develop an annual work plan to include: activities, champions, deadlines, budgets and indicators
3. Implement the plan

Additional notes: