



# State Charter Schools Foundation

## Board of Directors

### MEETING AGENDA

April 30, 2021, 1:00 p.m.

Via Video Conference

<https://global.gotomeeting.com/join/299188765>

State Charter Schools Foundation of Georgia  
508 Twin Towers West, 205 Jesse Hill Jr. Drive, Atlanta, Georgia 30334

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- I. **Welcome, Chris Sears**
  - a. Call to order
  
- II. **Board Governance, Chris Sears**
  - a. **Vote** to approve minutes from January 28, 2021 Board Meeting
  - b. Welcome to Erika Mitchell, new board member
  
- III. **Financial Report, Ted Beck**
  - a. Presentation of March financial reports
  - b. Discussion of financial outlook
  
- IV. **President's Report, Michele Neely**
  
- V. **Strategic Plan and Goals for FY2022**
  - a. Discussion of proposed amended strategic plan and goals for FY2022
  - b. **Vote** to extend strategic plan with amendments through FY2022
  
- VI. **New Business, Chris Sears**
  
- VII. **Adjournment**

# Board Meeting Minutes

January 28, 2021 – via video conference



## I. Welcome

Attendees: Chris Sears, Lauren Holcomb, Ted Beck, Jonathan Tugman, Fadzai Konteh, Lisa Olens, Shyam Kumar, Tony Lowden, Bonnie Holliday, Michele Neely, Ryan Hersh

- a. Chris Sears called the meeting to order at 2:10 p.m.
- b. C. Sears and M. Neely introduced Ryan Hersh, the new SCSF intern. R. Hersh is a graduate student at UGA, studying nonprofit management.

## II. Board Governance

- a. B. Holliday moved to approve the minutes from the December 11, 2020 Called Board meeting. J. Tugman seconded the motion. The minutes were approved unanimously.
- b. C. Sears and M. Neely discussed board recruitment. Sears reported that the SCSF had two board openings. He and Neely indicated that they were talking with Erika Mitchell, CFO of MedShare, about one board opening, who was recruited from the Atlanta Women's Foundation's website.

## III. Financial Report

- a. T. Beck gave the financial report and indicated that there had been much more financial activity over the last two months. The organization received a \$150,000 grant from the Greater Atlanta COVID-19 Relief and Recovery Fund. The funds were immediately distributed to schools as a part of the SCSF COVID-19 Relief Fund grant process. An additional \$17,500 in grants was received in January and then distributed to schools in the form of grants. A few smaller donations were received, as well as revenue from the Donuts for Teachers program in November. Finally, the SCSF's 990 form was submitted. Due to the increased revenue of the organization, the long 990 form was required.
- b. T. Beck gave an overview of the financial outlook of the organization. M. Neely provided supplemental information. The organization is prospecting new corporate and foundation donors and looking for ways to increased individual giving. In addition, the organization is seeking passive revenue streams. T. Beck noted that funding for the next year would likely look very different than the previous year since COVID-19 funding has ceased. M. Neely noted that the organization was approved as a nonprofit eligible to participate in the Georgia Charitable Organization Program, allowing state employees to make payroll deduction donations to the organization. Neely indicated that she needed help identifying potential donors and cautioned that program and initiative creation/pursuit would be dependent on the availability of funds and donors to support them.

T. Lowden recommended holding a summit for donors, highlighting parents and the accomplishments of schools. He also recommended looking at supporting charter school creation in Federal Opportunity Zones and where "turnaround schools" are located. L. Holcomb agreed that the SCSF should focus on new school development outside of Atlanta. B. Holliday agreed that a strategy of geographic diversity was prudent for policy so that charter schools are not considered only an Atlanta issue.

**IV. Recap of 2020 and Vision for 2021**

- a. C. Sears and M. Neely gave a recap of accomplishments and impact from 2020, including the introduction of new programs, \$370,000 of grants to schools, and devices to low-income students. Neely presented a document with photos.
- b. C. Sears and M. Neely led a discussion of plans and vision for 2021. Neely presented a document of proposed programs and activities based on the needs of schools, feedback from the SCSC, and services/programs provided by other organizations (with the aim of not duplicating efforts). Neely proposed a new program called Reading Works to provide low-income students with books for the summer and “book vending machines” in state charter elementary schools, noting that children have not had easy access to books throughout the pandemic. The floor was opened for comments and discussion.

J. Tugman asked how the organization planned to shift from COVID response and remediation. He asked about how innovative projects at schools would be supported. L. Holcomb noted that the reading initiative might be a way to introduce the SCSF to new funders because literacy is well-supported. S. Kumar asked about how texts would be selected for a reading program. M. Neely indicated that school leaders would make those decisions and care would be taken to provide culturally-responsive texts. Kumar indicated support for student wellness activities and asked where the organization was in relation to race and equity. He further requested a visual diagram of how funding, need, and services/programs provided by other organizations intersected. The group agreed to continue the conversations and be flexible as needs become clearer and funding is available.

**V. SCSF Art of Connection – Exhibition of Student Art**

R. Hersh, SCSF Intern, provided an overview of the student art program and gave a preview of the virtual art gallery.

**VI. President’s Report**

M. Neely gave a brief update on additional activities, indicating that the SCSF had provided enrollment marketing support to schools via the SCSF website and social media channels. In addition, she noted that 50 laptops had been distributed to students at Resurgence Hall that morning and another 150 would be distributed to students at other schools in the coming weeks through the partnership with Inspiredu.

**VII. Adjournment**

C. Sears adjourned the meeting at 2:11 p.m.

# State Charter Schools Foundation of Georgia

Budget vs. Actuals: FY21 Budget - FY21 P&L

July 2020 - March 2021

|  | TOTAL               |                     |                     |                |
|--|---------------------|---------------------|---------------------|----------------|
|  | ACTUAL              | BUDGET              | REMAINING           | % OF BUDGET    |
| <b>Income</b>  |                     |                     |                     |                |
| 402000 Donations   | 290.59              |                     | -290.59             |                |
| 403000 Grants  | 0.00                | 50,000.00           | 50,000.00           | 0.00 %         |
| 404000 CoVID-19 Relief Fund                                  | 167,500.00          | 200,000.00          | 32,500.00           | 83.75 %        |
| 405000 Fundraising Income, Unrestricted                      | 6,041.90            | 10,360.00           | 4,318.10            | 58.32 %        |
| 406000 Fundraising Income, Restricted for Schools            |                     | 100,000.00          | 100,000.00          |                |
| 407000 Earned Income, Fundraising Fees/Corporate Partnership |                     | 2,500.00            | 2,500.00            |                |
| 410100 In Kind SCSC Services                                 | 161,231.61          | 232,758.42          | 71,526.81           | 69.27 %        |
|  | 0.00                |                     | 0.00                |                |
| <b>Total Income</b>  | <b>\$335,064.10</b> | <b>\$595,618.42</b> | <b>\$260,554.32</b> | <b>56.25 %</b> |
| <b>GROSS PROFIT</b>  | <b>\$335,064.10</b> | <b>\$595,618.42</b> | <b>\$260,554.32</b> | <b>56.25 %</b> |
| <b>Expenses</b>  |                     |                     |                     |                |
| 501000 Personnel Regular Salaries                            | 140,272.47          | 187,030.00          | 46,757.53           | 75.00 %        |
| 502000 Personnel State Benefits                              | 0.00                |                     | 0.00                |                |
| 612000 Bank Charges  | 439.01              | 360.00              | -79.01              | 121.95 %       |
| 627000 Operating   | 898.54              | 12,411.45           | 11,512.91           | 7.24 %         |
| 648000 Real Estate Rentals                                   | 7,770.34            | 10,481.74           | 2,711.40            | 74.13 %        |
| 653000 Contracts   | 120.00              | 9,373.00            | 9,253.00            | 1.28 %         |
| Financial Services   | 3,619.00            |                     | -3,619.00           |                |
| <b>Total 653000 Contracts</b>                                | <b>3,739.00</b>     | <b>9,373.00</b>     | <b>5,634.00</b>     | <b>39.89 %</b> |
| 700000 Support to Schools                                    |                     |                     |                     |                |
| 701000 CoVID-19 Grant Awards to Schools                      | 170,000.00          | 200,000.00          | 30,000.00           | 85.00 %        |
| 702000 Disbursements from Restricted Fundraising             |                     | 100,000.00          | 100,000.00          |                |
| 703000 Grants to Schools                                     | 1,000.00            | 50,000.00           | 49,000.00           | 2.00 %         |
| 704000 Other Programs (Awards, etc)                          |                     | 10,000.00           | 10,000.00           |                |
| <b>Total 700000 Support to Schools</b>                       | <b>171,000.00</b>   | <b>360,000.00</b>   | <b>189,000.00</b>   | <b>47.50 %</b> |
| 865000 Telecommunications , VMA, Iphon                       | 9,569.80            | 13,462.23           | 3,892.43            | 71.09 %        |
| Uncategorized Expense  |                     | 2,500.00            | 2,500.00            |                |
| <b>Total Expenses</b>  | <b>\$333,689.16</b> | <b>\$595,618.42</b> | <b>\$261,929.26</b> | <b>56.02 %</b> |
| <b>NET OPERATING INCOME</b>                                  | <b>\$1,374.94</b>   | <b>\$0.00</b>       | <b>\$ -1,374.94</b> | <b>0.00%</b>   |
| <b>NET INCOME</b>  | <b>\$1,374.94</b>   | <b>\$0.00</b>       | <b>\$ -1,374.94</b> | <b>0.00%</b>   |

**Note**

These financial statements omit substantially all disclosures to the financial statements, have not been subjected to an audit or review or compilation engagement, and no assurance is provided on them.

# State Charter Schools Foundation of Georgia

## Statement of Activities

March 2021

|  | TOTAL              |
|--|--------------------|
| Income                                 |                    |
| 402000 Donations                       | 290.59             |
| 410100 In Kind SCSC                    | 17,581.16          |
| <b>Total Income</b>                    | <b>\$17,871.75</b> |
| GROSS PROFIT                           | <b>\$17,871.75</b> |
| Expenses                               |                    |
| 501000 Personnel Regular Salaries      | 15,585.83          |
| 502000 Personnel State Benefits        | 0.00               |
| 612000 Bank Charges                    | 39.63              |
| 648000 Real Estate Rentals             | 873.48             |
| 865000 Telecommunications , VMA, Iphon | 1,121.85           |
| <b>Total Expenses</b>                  | <b>\$17,620.79</b> |
| NET OPERATING INCOME                   | <b>\$250.96</b>    |
| NET INCOME                             | <b>\$250.96</b>    |

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# State Charter Schools Foundation of Georgia

## Statement of Activities

July 2020 - March 2021

|   | TOTAL               |
|---|---------------------|
| Income                                  |                     |
| 402000 Donations                        | 290.59              |
| 403000 Grants                           | 0.00                |
| 404000 CoVID-19 Relief Fund             | 167,500.00          |
| 405000 Fundraising Income, Unrestricted | 6,041.90            |
| 410100 In Kind SCSC<br>Services         | 161,231.61          |
|   | 0.00                |
| <b>Total Income</b>                     | <b>\$335,064.10</b> |
| <b>GROSS PROFIT</b>                     | <b>\$335,064.10</b> |
| Expenses                                |                     |
| 501000 Personnel Regular Salaries       | 140,272.47          |
| 502000 Personnel State Benefits         | 0.00                |
| 612000 Bank Charges                     | 439.01              |
| 627000 Operating                        | 898.54              |
| 648000 Real Estate Rentals              | 7,770.34            |
| 653000 Contracts                        | 120.00              |
| Financial Services                      | 3,619.00            |
| <b>Total 653000 Contracts</b>           | <b>3,739.00</b>     |
| 700000 Support to Schools               |                     |
| 701000 CoVID-19 Grant Awards to Schools | 170,000.00          |
| 703000 Grants to Schools                | 1,000.00            |
| <b>Total 700000 Support to Schools</b>  | <b>171,000.00</b>   |
| 865000 Telecommunications , VMA, Iphon  | 9,569.80            |
| <b>Total Expenses</b>                   | <b>\$333,689.16</b> |
| <b>NET OPERATING INCOME</b>             | <b>\$1,374.94</b>   |
| <b>NET INCOME</b>                       | <b>\$1,374.94</b>   |

### Note

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# State Charter Schools Foundation of Georgia

## Statement of Financial Position

As of March 31, 2021

|                                     | TOTAL             |
|-------------------------------------|-------------------|
| <b>ASSETS</b>                       |                   |
| Current Assets                      |                   |
| Bank Accounts                       |                   |
| 101000 Checking                     | 4,832.69          |
| <b>Total Bank Accounts</b>          | <b>\$4,832.69</b> |
| Accounts Receivable                 |                   |
| 110200 Pledge Receivable            | 0.00              |
| <b>Total Accounts Receivable</b>    | <b>\$0.00</b>     |
| <b>Total Current Assets</b>         | <b>\$4,832.69</b> |
| <b>TOTAL ASSETS</b>                 | <b>\$4,832.69</b> |
| <b>LIABILITIES AND EQUITY</b>       |                   |
| Liabilities                         |                   |
| <b>Total Liabilities</b>            |                   |
| Equity                              |                   |
| 32000 Net Assets                    | 3,457.75          |
| Net Income                          | 1,374.94          |
| <b>Total Equity</b>                 | <b>\$4,832.69</b> |
| <b>TOTAL LIABILITIES AND EQUITY</b> | <b>\$4,832.69</b> |

### Note

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# STATE CHARTER SCHOOLS FOUNDATION OF GEORGIA

## Strategic Plan

### **Background and Approach**

The State Charter Schools Foundation of Georgia (SCSF) has developed a strategic plan to identify what SCSF must accomplish if it is to successfully serve Georgian stakeholders over the next three years (amended and extended for a fourth year).

In developing this strategic plan, SCSF completed a both a school needs assessment, and a comprehensive analysis of internal strengths and weaknesses against external opportunities and threats. The two processes included input from critical stakeholders: state charter school leaders; SCSF board members; staff; prospective donors; and local and national education leaders. These activities enabled SCSF to review the environmental findings against the mission and operating philosophy, and to develop strategic and core focus areas for the next three years. Specifically, the processes yielded data and insights on existing barriers to state charter schools and strategies to help overcome those challenges. We next identified what SCSF must look like to be an effectively operating Foundation; reviewed our mission; and created a vision statement to guide us over the next three years. We also developed four strategic goals to help keep us focused on the mission and vision of SCSF. These strategic priorities, or goals, enabled us to articulate what we will look like in the future in our most successful state.

With these strategic goals articulated, SCSF identified the gaps that exist between where we are today and what we must accomplish in the future. The effort enabled us to understand the measurable objectives that we must complete if we are to successfully achieve the full intent and scope of the goals. Finally, we were also able to identify key steps or initiatives to be taken that will help us to achieve our objectives, goals and ultimately our mission.

\*The Strategic Plan was extended through June 2022, with amendments, by the Board of Directors.

### **Mission**

Our mission is to support high quality sustainable state charter schools serving children throughout Georgia by leveraging resources to help schools launch, build capacity, and grow.

### **Vision**

Our vision is that the children of Georgia thrive from access to high quality state charter schools.

### **Values**

At the State Charter Schools Foundation, we value Excellence, Putting Children First, Transparency, Agile Decision Making, and Service.





STATE CHARTER SCHOOLS FOUNDATION OF GEORGIA  
Strategic Plan

**STRATEGIC PLAN (FY2019-FY2021, extended through FY2022)**

**Our Strategy**

In developing our strategic plan, SCSF utilized the results based strategic planning framework. This framework answers the following questions:

- Where is the organization today?
- What do we have to work with today?
- Where do we want to be in three years from now?
- How do we plan to get there?
- How will we know when we have arrived?

Considering these questions revealed the strategic priorities or goals that will result in a desired future for the SCSF. The process also produced specific outcomes, measurable objectives and key initiatives. The key initiatives are further developed with specific activities, timeframes, budgets and desired results.

**By June 2022, the State Charter Schools Foundation will be...**

|   |   |  |   |   |
|---|---|--|---|---|
| 1. Recognized statewide as a unique and important organization that adds value to state charter schools and the broader educational landscape in Georgia. |   |  |   |   |
| IDENTITY & VALUE  | OUTCOMES  | OBJECTIVES   | KEY INITIATIVE(S)   | ACCOUNTABILITY  |
|   | <ul style="list-style-type: none"> <li>• SCSF will have a clear and compelling message with open and regular channels of communication.</li> <li>• SCSF will be sought after as an information source on charter schools and education in Georgia.</li> <li>• SCSF will work closely and collaboratively with key partners (including GCSA, GeorgiaCAN, redefinED, GPED, and other educational leaders).</li> </ul> | 1.1 Create and communicate a clear and compelling message about SCSF<br>1.2 Create and communicate a clear and compelling message about state charter schools<br>1.3 Increase organizational collaboration with key partners | a. Determine unique value add proposition.<br>b. Determine key audiences.<br>c. Develop partnership collaboration plans.<br>d. Develop and implement a marketing and communications strategy. | <ul style="list-style-type: none"> <li>• Board Member Leads</li> <li>• Michele Neely, staff</li> <li>• Lauren Holcomb (SCSC)</li> </ul> |



STATE CHARTER SCHOOLS FOUNDATION OF GEORGIA  
Strategic Plan

| 2. A nonprofit organization capable of securing funding and resources to support its mission and state charter schools in Georgia. |  |  |  |  |
|--|--|--|--|--|
| FUNDRAISING  | OUTCOMES   | OBJECTIVES   | KEY INITIATIVE(S)  | ACCOUNTABILITY   |
|  | <ul style="list-style-type: none"> <li>SCSF will have the ability to help state charter schools launch, build capacity, and grow.</li> <li>SCSF will facilitate resources and donations for state charter schools.</li> <li>SCSF will be an exemplar in donor cultivation, stewardship and reporting.</li> </ul> | 2.1 Increase private and public funding to SCSF to better support schools and mission.<br>2.2 Create partnerships with outside entities to help meet the needs of schools. | a. Develop and implement a comprehensive fundraising strategy (including individuals, corporations, foundation and public sources).<br>b. Develop budget and cash flow needs to create annual fundraising goals. | <ul style="list-style-type: none"> <li>Board Member Leads</li> <li>Michele Neely, staff</li> </ul> |

| 3. A results-oriented and successful organization, providing grants and delivering technical assistance to launch, build capacity, and grow state charter schools. |  |  |  |  |
|--|--|--|--|--|
| PROGRAMS   | OUTCOMES   | OBJECTIVES   | KEY INITIATIVE(S)  | ACCOUNTABILITY   |
|  | <ul style="list-style-type: none"> <li>Raised funds will be invested in high-quality charter schools through grants and direct technical assistance.</li> <li>Grants will be awarded through a transparent and accessible application process.</li> <li>All approved state charter schools will be supported on an annual basis through communication, resources, and technical assistance.</li> <li>SCSF activities and grants support performance on the CPF, ensuring high-quality educational opportunities for students.</li> </ul> | 3.1 Create programming that meets the priority needs of state charter schools, promoting the achievement and wellbeing of students.<br>3.2 Create channels of feedback for schools to update SCSF of priority needs to refine programming.<br>3.3 Increase grant dollars to schools and technical assistance opportunities.<br>3.4 Promote creation of state charter schools outside of Atlanta. | a. Develop and implement a grant-making program and plan (including design goals, eligibility, application process, award criteria, timeline, grant agreement and reporting).<br>b. Develop and implement technical assistance programs (fundraising support and facility solutions).<br>c. Develop outcomes and metrics to measure and demonstrate success. | <ul style="list-style-type: none"> <li>Board Member Leads</li> <li>Michele Neely, staff</li> <li>SCSC</li> </ul> |



STATE CHARTER SCHOOLS FOUNDATION OF GEORGIA  
Strategic Plan

| 4. An effective and efficient organization with strong Board leadership, a competent and lean staff, and appropriate policies and procedures in place across finance and operations. |   |  |   |  |
|--|---|--|---|--|
| INTERNAL OPERATIONS  | OUTCOMES  | OBJECTIVES   | KEY INITIATIVE(S)   | ACCOUNTABILITY   |
| INTERNAL OPERATIONS  | <ul style="list-style-type: none"> <li>The Board of Directors will represent state charter schools by way of geographic and racial diversity.</li> <li>SCSF will have clean audits on an annual basis.</li> <li>80% of state charter schools will regard SCSF as “highly important” or “important” to their operation and success.</li> <li>SCSF will have a lean and effective staff as measured by annual performance reviews and meeting/exceeding goals.</li> </ul> | <ul style="list-style-type: none"> <li>Build a Board representing our schools’ diversity.</li> <li>Create internal processes to improve organizational effectiveness and efficiencies.</li> <li>Expand staff capacity to support state charter schools.</li> <li>Strengthen financial management system</li> </ul> | <ul style="list-style-type: none"> <li>Develop Board recruiting, training and onboarding procedures.</li> <li>Create and implement effective and efficient Committees of the Board.</li> <li>Develop and implement standard operating procedures.</li> <li>Develop and implement a technology plan to augment staffing productivity.</li> <li>Develop hiring plan aligned with strategic plan and mission.</li> <li>Develop annual performance goals and evaluation process.</li> </ul> | <ul style="list-style-type: none"> <li>Board Member Leads</li> <li>Michele Neely, staff</li> <li>SCSC</li> </ul> |



STATE CHARTER SCHOOLS FOUNDATION OF GEORGIA  
Strategic Plan

Goals for FY2022

| As the SCSF transitions from crisis response to more typical operations, the Board of Directors has established the following goals for FY2022, based on the established strategic goals.   |  |  |   |
|---|--|--|---|
| IDENTITY & VALUE  | FUNDRAISING  | PROGRAM  | INTERNAL OPERATIONS   |
| <ul style="list-style-type: none"> <li>• Create and maintain relationships with key stakeholders and education organizations.</li> <li>• Seek opportunities to promote our schools and the idea that charter schools provide an opportunity for innovation in K-12 education.</li> <li>• Participate in advisory groups, committees, and task forces for the GCSA, BES, and others.</li> <li>• Establish a school leader advisory council to ensure that the SCSF is meeting schools' needs.</li> </ul> | <ul style="list-style-type: none"> <li>• Pursue partnerships and funding from corporations and businesses.</li> <li>• Establish relationships with philanthropic foundations and seek grant funding.</li> <li>• Establish individual giving program.</li> <li>• Offer opportunities for sponsorships of programs.</li> </ul> | <ul style="list-style-type: none"> <li>• Establish a micro-grant program for schools to support innovative approaches to student wellbeing and learning acceleration.</li> <li>• Provide opportunities for schools to convene and collaborate, sharing ideas and resources.</li> <li>• Engage in activities and provide resources to support student and teacher wellbeing.</li> <li>• Provide technical assistance, including training, access to resources and donations, and direct assistance.</li> <li>• Support/create literacy and reading initiatives.</li> <li>• Continue Donuts for Teachers, Art of Connection, Shining Star Teachers.</li> </ul> <p><i>Long-term</i></p> <ul style="list-style-type: none"> <li>• Support the creation of community-based state charter schools outside of Metro Atlanta.</li> <li>• Establish partnerships to develop a program for paraprofessionals to become full-time teachers (to address teacher shortages, retention, and preparation).</li> </ul> | <ul style="list-style-type: none"> <li>• Revise and finalize operational policies and procedures.</li> <li>• Develop board member onboarding protocol.</li> <li>• Establish and formalize committees.</li> <li>• Recruit board members to reflect the diverse makeup of schools.</li> </ul> |



STATE CHARTER SCHOOLS FOUNDATION OF GEORGIA  
Strategic Plan

## Values & Behaviors Charter

SCSF applies the following values and behaviors to implement this strategic plan as well as to support and move the organization and its strategic partnerships forward. Through its leadership, the SCSF team commits to exhibit the following values and behaviors below with all stakeholders:

| Values                        | Behaviors  |
|-------------------------------|--|
| <b>Putting Children First</b> | <ul style="list-style-type: none"> <li>• All decisions made with students’ best interests in mind</li> <li>• Center the organization around student achievement and wellbeing</li> <li>• Accountable to student outcomes</li> <li>• Prioritize organization’s activities (e.g., funding, sourcing) with equity and access for underserved students at the forefront</li> </ul>   |
| <b>Excellence</b>             | <ul style="list-style-type: none"> <li>• Deliver on our mission, providing needed support for state charter schools</li> <li>• Clarity, excitement, and best practices with results / outcomes for students and schools</li> <li>• Urgency in our work</li> <li>• Fund high-quality schools (based on CPF) and schools based on need</li> <li>• Be a leader in the space (i.e., being asked / an information source)</li> <li>• Maintain clear and accessible grant process with reporting and best practices for grant management</li> <li>• Create a positive work environment</li> <li>• Establish and sustain collaborative partnerships with external stakeholders</li> </ul> |
| <b>Transparency</b>           | <ul style="list-style-type: none"> <li>• Fully disclose annual budgets (i.e. operating costs)</li> <li>• Clearly communicate our selection process / grant-making procedures</li> <li>• Maintain an accessible public-facing website</li> <li>• Have accessible policies (available to the public) outlining how and from whom we will accept donations</li> <li>• Maintain distinction and collaboration between the SCSC and the SCSF</li> </ul>   |
| <b>Agile Decision Making</b>  | <ul style="list-style-type: none"> <li>• Reflect on what’s working and what’s not</li> <li>• Willingness to change / adapt</li> <li>• Responsiveness to stakeholders</li> <li>• Balance between proactive and reactive approaches</li> <li>• Innovativeness to meet varying needs of stakeholders</li> <li>• Flexibility</li> <li>• Open to feedback / approachable</li> <li>• Risk-taking</li> </ul>  |
| <b>Service</b>                | <ul style="list-style-type: none"> <li>• Collaborative decision-making process</li> <li>• Stakeholders engaged (early and often)</li> <li>• Build awareness of SCSF and state charter schools</li> </ul>   |



STATE CHARTER SCHOOLS FOUNDATION OF GEORGIA  
Strategic Plan

**Environmental Scan (not updated for FY22)**

Through stakeholder interviews, SCSF has found that the following strengths, weaknesses, opportunities, and threats (SWOT) inform the key assumptions and goals upon which this plan built.

|  |  |
|--|--|
| <p><b><u>Strengths</u></b></p> <ul style="list-style-type: none"> <li>• We share best practices to charter schools</li> <li>• Strong and passionate ED; willing to consult with others and a good communicator</li> <li>• Policies and procedures are in place</li> <li>• Support from the Commission</li> <li>• Board has expanded to strengthen its capabilities</li> <li>• Engagement of board to assist with fundraising</li> </ul>  | <p><b><u>Weaknesses</u></b></p> <ul style="list-style-type: none"> <li>• No track record yet</li> <li>• SCSF brand is unknown, unclear and confusing, especially regarding roles of State Charter Commission and Charter Schools Assn</li> <li>• Some stakeholders don't see relevance for SCSF; State should just invest in public schools and charter schools directly</li> <li>• Funding is competitive and SCSF must show its value and show how it's mission aligns to their funding priorities of funders</li> <li>• HR systems, SOPs and capacity development plan for staff is lacking</li> <li>• Need for metrics to show Foundation's value</li> <li>• Lack staffing</li> <li>• Funding is limited compared to the SCSF mission</li> </ul>   |
| <p><b><u>Opportunities</u></b></p> <ul style="list-style-type: none"> <li>• 90% of charter school students go to college</li> <li>• Growing Latino student population with need for ESOL</li> <li>• Partnerships a way to grow funds, resources, have capacity and access to innovation</li> <li>• Technology can be used more, especially for online and blended learning schools. But it must be researched and tested before rolling it out more</li> <li>• Provide capacity building for charter schools (esp. fundraising, marketing and leadership)</li> <li>• Be a vehicle of knowledge sharing among charter schools</li> <li>• Collect and disseminate data / trends charter schools and to capture compelling story for Charter Schools across GA</li> <li>• Grow human talent, especially foster diversity in leadership to reflect student population in charter schools</li> <li>• SCSF can be a thought leader, convener and champion for charter schools</li> </ul> | <p><b><u>Threats</u></b></p> <ul style="list-style-type: none"> <li>• Funding is very competitive and limited to the Foundation</li> <li>• Charter schools not well embraced and seen as competition with districts of education by some</li> <li>• Shifts to decreasing government funding at state and national levels</li> <li>• Corporations are shifting and some new CEOs are not prioritizing giving</li> <li>• Philanthropic community may not see need to fund the Foundation over wrap around programs for students operated by nonprofits</li> <li>• Generational shifts in private philanthropy may decrease funding opportunities</li> <li>• Public doesn't fully understand what charter schools are and not</li> <li>• Difficult for charter schools to expand due to limited funding</li> <li>• Rural Georgia have long waiting lists for some grades</li> <li>• Access to technology in rural GA is a challenge while at same time replacement costs and tech competes with other capital and operational costs</li> <li>• New and other nonprofits serving needs of charter schools may be competition for the Foundation</li> </ul> |