



**SANDY SPRINGS EDUCATION FORCE  
STRATEGIC PLAN  
2018 - 2021**



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# A MESSAGE FROM LEADERSHIP

As our tenth year concludes, Sandy Springs Education Force can be very proud of its accomplishments. Launching from a kitchen table with a handful of community advocates, this organization has grown by every measure. We understand that the next 3 to 5 years are pivotal. The demographics of our city and the political policies impacting public schools will unquestionably influence the relevance and success of this organization. If SSEF is to remain a significant force in Sandy Springs' education, we must remain steadfast in our mission, yet open to the inevitable changes that will define of our next decade.

This Strategic Plan was developed with these circumstances in mind. Based on the input of stakeholders from all aspects of the community, the plan outlines a high-level view of a nonprofit secure in its roots, yet clearly focused on an expanding outlook for its future. Each segment of the plan will be tactically expanded, implemented and monitored by dedicated Board and committee members and staff. Ultimately, it will be the consistent attention to the priorities, initiatives and objectives of this new strategic guide, while maintaining the daily work of the organization, that will determine the fulfillment of the plan and of the mission and vision of Sandy Springs Education Force. The public school students of our city are depending on our enduring success.





## IN NUMBERS

**Input for the strategic plan requested from**



**120+**

Stakeholders

**Interviews conducted with**



- + All **11** principals from Sandy Springs schools
- + **1** Fulton County Schools Superintendent
- + **1** Fulton County Schools Area Superintendent
- + **1** City Mayor

**Surveys conducted with**



- + **21** Current Board members
- + **81** SSEF committee members, volunteers, donors, sponsors, program partners, past Board members & select City Council members

# MAKING OF THE PLAN – OUR STAKEHOLDERS

## 2018 – 2019 SANDY SPRINGS EDUCATION FORCE BOARD

### EXECUTIVE COMMITTEE

Chairman: Kathy Shapiro, Esq.  
Vice Chair: Jeannie DiLuzio  
Vice Chair: Enrique "Leo" Ortiz  
Treasurer: Tim Bonenberger, CPA  
Secretary: Heather Kaufman  
Past Chair: Julia Bernath

### BOARD MEMBERS

Carolyn Axt (Board Emeritus)  
Yalanda Bell  
Christine E. Heller  
Colin Hubbard  
Caroline Jameson  
Sandra F. Jewell, PhD  
Kirk Marchisen  
Joseph Nagel, Esq

Temoh Nesbitt  
Erica Rocker-Wills  
Charan Shikh, MD  
Kirk Shrum  
Amit Vyas  
DeeAnn Weprinsky  
Ava Wilensky, PhD

### SSEF STAFF

Irene Schweiger – Executive Director  
Kathy Myers – Program Director  
Miriam Salpeter – Communications Director  
Penny Goldberg-Rosenfield – Bookkeeper

### Our Project Team

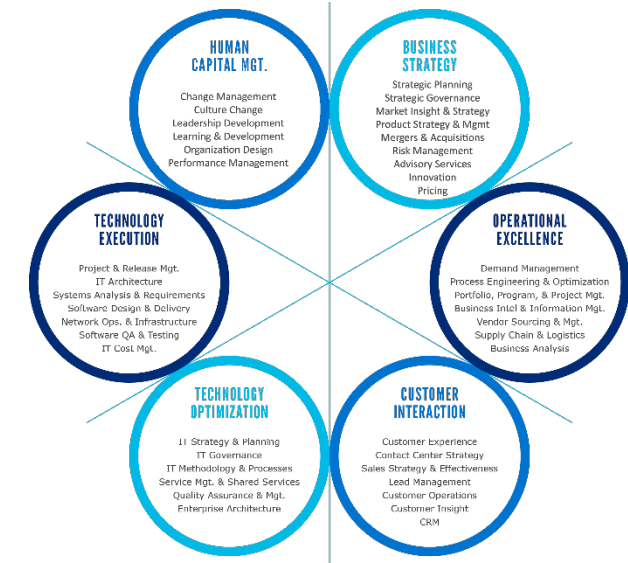
Jeff Hancock  
Project Director

Stefan Sokerov  
Strategy Analyst

Mac Casperson  
Strategy Analyst

Fred Jewell  
Strategic Advisor

### Our Offerings



Strategic

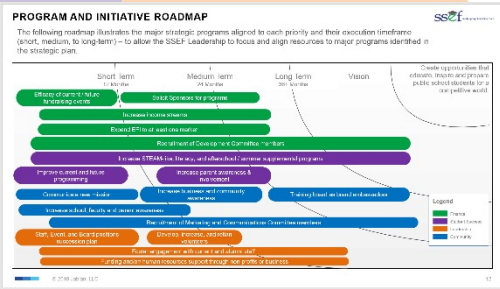
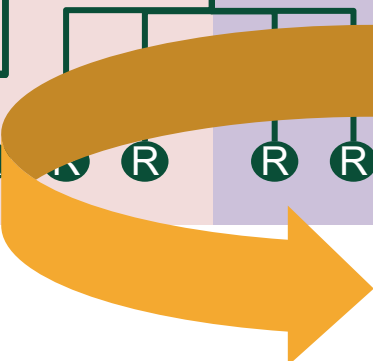
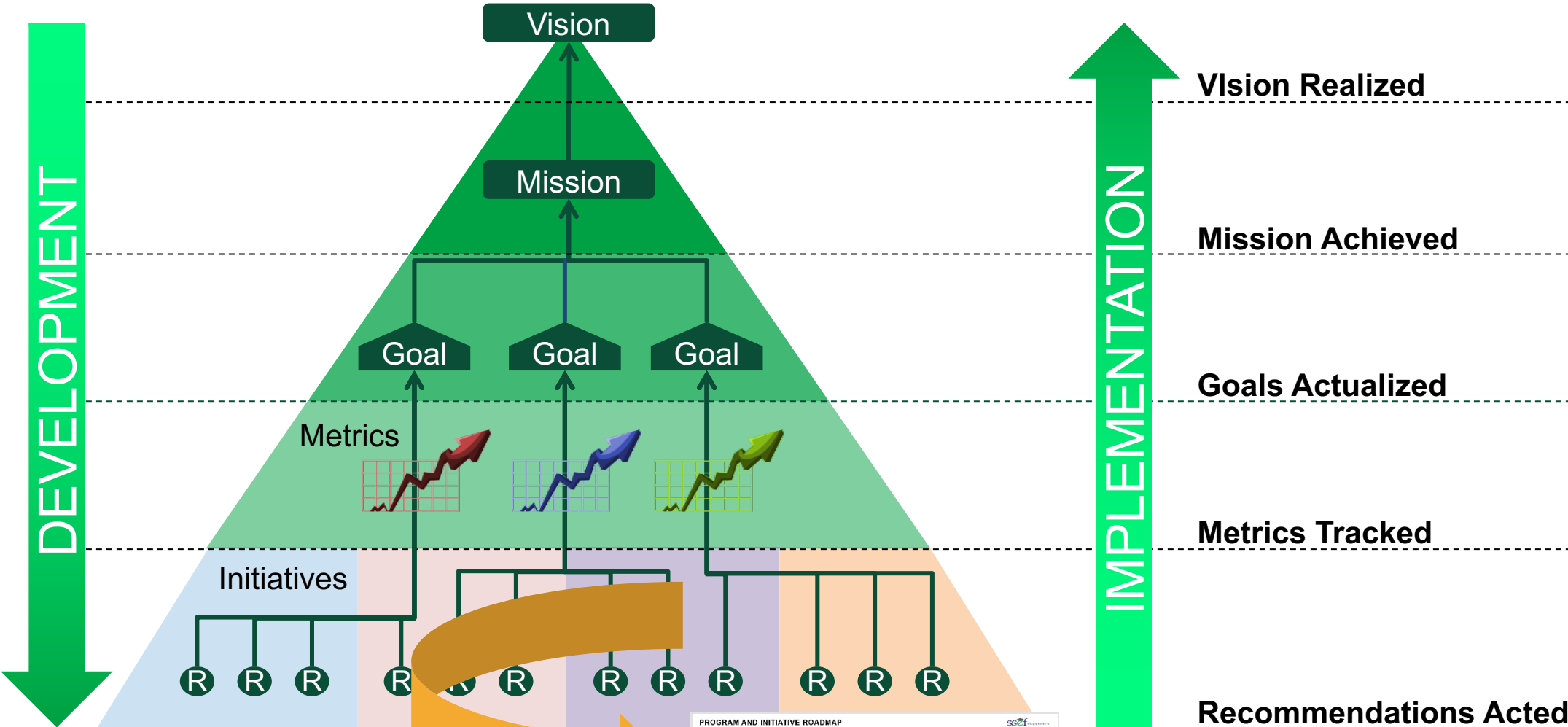
Tactical

Strategy That Works®

Practical

The practical blend of strategic direction and actionable delivery.  
It's a Strategy That Works®.

# MAKING OF THE PLAN – STRATEGIC PLANNING FRAMEWORK



# STRATEGIC PLAN IN BRIEF

This strategic blueprint is based on feedback from the board, sponsors, partners, and volunteers of the Sandy Springs Education Force. The blueprint describes our strategic priorities for the next four years (2018 – 2022) and serves as the guide for all SSEF stakeholders.

- + The mission of the Sandy Springs Education Force is to **create opportunities that educate, inspire and prepare public school students for a competitive world.**
- + Guided by this mission, SSEF’s vision is **that every public school student will be prepared for a successful future.**
- + This strategic blueprint outlines initiatives for the four strategic focus areas. A committee Goal Manager is noted for each strategic focus.



## STUDENT SUCCESS: Foster student success: Program Committee

*Monitor, evaluate and improve current programming. Increase parent awareness and involvement. Increase overall number of programs available.*



## COMMUNITY: Enhance Community Awareness and Engagement: Marketing Committee

*Increase school, parent, and community awareness. Train board members to become brand ambassadors. Recruiting efforts for Marketing and Communications Committee.*



## FINANCE: Enhance Financial Responsibility: Development & Finance Committees

*Evaluate efficacy of income streams. Increase annual income over the next three years. Expand EFI to additional markets.*



## LEADERSHIP: Cultivate Board, Staff, and Leadership: Executive Committee

*Develop and implement a succession plan for all positions. Develop, increase and retain our volunteer base. Implement alumni engagement plan. Explore options for funding and support.*

# Foster Student Success

We create and implement programs that prepare students with skills needed to navigate life beyond graduation.

*Metrics: Develop trending reports to show increase in number of programs & student/parent participation over time.*

**Goal 01**  
1ST YEAR PRIORITY

**Consistently monitor, evaluate, and improve current and future programming**

- + Utilize and refine rubric
- + Set aside time to discuss and evaluate the results
- + Make recommendations

**Goal 04**  
ONGOING

**Increase number of afterschool and summer supplemental programs**

- + Research best practices and current programs in other communities
- + Communicate with FCS leadership to understand local school needs
- + Develop new or replicate current programs

**Goal 02**  
2ND YEAR PRIORITY

**Work to increase parent involvement and support awareness of SSEF programs**

- + Evaluate where parent involvement is appropriate
- + Work with schools to participate in school programs (literacy, career and STEM nights) that are aligned with SSEF initiatives
- + Work with Marketing Committee to disseminate collateral to parents and create awareness of SSEF programs

**Goal 05**  
ONGOING

**Increase number of mentoring opportunities for students**

- + Increase and improve post-secondary options and application processes (college, vocational school, military)
- + Expand college, business exposure and networking opportunities for students
- + Develop new or replicate current programs

**Goal 03**  
ONGOING

**Increase number of literacy programs for students**

- + Evaluate current programs to see where literacy skills can be enhanced
- + Work with schools to understand K-12 literacy gaps and potential program alignment
- + Develop new or replicate current programs

**Goal 06**  
ONGOING

**Increase number of programs that promote, like STEAM, critical and analytical thinking skills**

- + Add critical and analytical thinking skills to the rubric
- + Evaluate current programs to see where these skills can be added
- + Research best practices and current programs in other communities
- + Make recommendations for improving or adding programs

\*Note: Measures are subject to change as initiatives are evaluated, scheduled, and implemented



# Enhance Community Awareness and Engagement

We engage stakeholders and increase SSEF’s visibility to build awareness and appreciation of our mission and initiatives.  
*Metrics: Create surveys to measure pre-and post awareness gains.*

**Goal 01**  
**1ST YEAR PRIORITY**

**Communicate new mission**

- + Update and create new collateral to include new mission statement

**Goal 02**  
**1ST YEAR PRIORITY**

**Increase school, faculty and parent awareness of SSEF**

- + Create a process to ensure SLC reps share SSEF information with administration
- + Create collateral specifically targeting school parent populations to promote SSEF programmatic results/successes
- + Work with Program Committee to provide guidelines and collateral for participating schools to communicate with their stakeholders about SSEF programs
- + Work with Program Committee to implement proprietary standards for schools to communicate about SSEF programs
- + Determine a method for measuring increase reach

\*Note: Measures are subject to change as initiatives are evaluated, scheduled, and implemented

**Goal 03**  
**2ND YEAR PRIORITY**

**Increase business and community awareness of SSEF**

- + Identify best markets/businesses to target
- + Create a targeted marketing plan with tactical measures
- + Create collateral to promote SSEF programmatic results/successes
- + Develop new mechanisms/mediums to share SSEF’s story with the community/stakeholders (Video, testimonials, hearing directly from students/parents)
- + Identify new ways to encourage members of various associations/organizations/businesses to partner/participate/volunteer

**Goal 04**  
**3RD YEAR+ PRIORITY**

**Augment Board training manual with information to require members to be SSEF brand ambassadors**

- + Create support collateral
- + Engage Board mentors to be a part of the process

**Goal 05**  
**ONGOING**

**Create methodology for recruiting new Marketing and Communications Committee members**

- + Create a process whereby Board members can make suggestions for new Marketing Committee members
- + Contact marketing, communications and advertising companies in the city to explore whether they have a staff member they would like to have sit on the committee
- + Identify and list marketing-related roles for which volunteers are needed
- + Create and deliver an in-service training for SSEF Board members to help them understand how they can assist in Marketing efforts

# Enhance Financial Responsibility

We identify, solicit, and effectively manage donated funds and in-kind assets.  
*Metrics: Develop trending report to show income gains.*

**Goal 01**  
**1ST YEAR PRIORITY**

**Develop guidelines to determine efficacy of current and future fundraising events**

- + Create an SSEF Event Rubric (a cost-benefit and HR analysis) to determine if current and/or new event options have sufficient fundraising capacity

**Goal 02**  
**2ND YEAR PRIORITY**

**Create and implement a plan for soliciting Sponsors to underwrite individual SSEF programs**

**Goal 03**  
**ONGOING**

**Expand SSEF Education Force Institute (EFI) to a minimum of one additional market over the next three years**

- + Meet with Area Superintendent for Fulton County Schools to explore FCS potential support for project and to create a potential market list to explore interested cities and communities
- + Create collateral with Marketing Committee to send to potential interested audience

**Goal 04**  
**ONGOING**

**Increase income streams yearly**

- + Fundraising events
  - + 1st Year Priority – Increase by 20%
  - + 2nd Year Priority – Increase by 15%
  - + 3rd Year Priority – Increase by 15%
- + Foundation and grants
  - + 1st Year Priority – Increase by 10%
  - + 2nd Year Priority – Increase by 15%
  - + 3rd Year Priority – Increase by 15%
- + Individual donors
  - + 1st Year Priority – Increase by 15%
  - + 2nd Year Priority – Increase by 15%
  - + 3rd Year Priority – Increase by 15%
- + Corporate/small and local business
  - + 1st Year Priority – Increase by 50%
  - + 2nd Year Priority – Increase by 20%
  - + 3rd Year Priority – Increase by 20%

**Goal 05**  
**ONGOING**

**Create methodology for recruiting new Development Committee members (Ongoing)**

- + Create a process whereby Board members can make suggestions for new Development Committee members
- + Identify and list Development-related roles for which volunteers are needed
- + Create and deliver an in-service training for SSEF Board members to help them understand how they can assist in identifying and soliciting/applying for donations, grants and other sources of funding

\*Note: Measures are subject to change as initiatives are evaluated, scheduled, and implemented



# Cultivate Board, Staff, and Leadership

We strategically recruit, develop, and maintain committed staff, Board members and community volunteers.

*Metrics: Develop trending report to show number of roles with succession plans defined.*

Goal  
**01**

1ST YEAR PRIORITY  
SUCCESSION PLAN TASK  
FORCE, NOV 1, 2018 TO  
APRIL 1, 2019

**Develop and implement a succession plan for each staff position**

- + Update current job descriptions for all staff positions, including detailed staff duties and description of an average week/month
- + Research salaries for comparable part-time non-profit staff positions (including Executive Director)
- + Create a succession plan for each current staff position with staff member
- + Review future staffing needs for SSEF in light of current workload expectations
- + Determine financial ability to increase staff time or hire new staff, specifically a Development Director

Goal  
**02**

1ST YEAR PRIORITY  
Succession Plan Task Force,  
Nov 1, 2018 to April 1, 2019

**Develop and implement a succession plan for Board leadership positions**

- + Cultivate Board members to promote their interest in officer-level leadership service early in Board term
- + Create a process for current Board leaders to recruit their successors from the Board

Goal  
**03**

1ST YEAR PRIORITY  
Succession Plan Task  
Force, Nov 1, 2018 to April  
1, 2019

**Develop and implement a succession plan for Event leadership positions**

- + Ask event chairs to help identify and groom their successors
- + Put co-chair “shadow leadership” in place for each event chair, setting an expectation of leadership for multiple years

Goal  
**04**

2ND YEAR PRIORITY

**Create a process for developing, increasing and retaining our volunteer base for programs, events and committees**

- + Create a Volunteer Handbook

Goal  
**05**

EXECUTIVE COMMITTEE  
ONGOING

**Create and implement a plan to foster engagement of current and alumni staff, Board members, and event leaders during and after their employment/term of service/project or program**

- + Consider instituting an annual one-day Board retreat workshop to focus on any identified topics of interest to the Board and create opportunity to continue to build Board interpersonal relationships
- + Reexamine the effectiveness of current Board terms and recommend changes if needed to foster continuity and commitment
- + Develop an effective process for re-engaging alumni Board members and major volunteers
- + Create a process for developing, increasing and retaining our volunteer base for programs, events and committees

Goal  
**06**

ONGOING

**Explore and retain nonprofit or corporate options to provide funding or human resource support for projects and services**

\*Note: Measures are subject to change as initiatives are evaluated, scheduled, and implemented

# PROGRAM AND INITIATIVE ROADMAP

The following roadmap illustrates the major strategic programs aligned to each priority and their execution timeframe (short, medium, to long-term) – to allow the SSEF Leadership to focus and align resources to major programs identified in the strategic plan.

