CALIFORNIA GENEALOGICAL SOCIETY 2018 STRATEGIC PLAN

Strategic Planning Cycle

How can we improve?

Goals

Where do we want to go?

Results

Mission

Desired Outcomes

How did we do?

How do we get there?

Measures & Targets

Strategies

How do we measure success?

STRATEGIC PLANNING COMMITTEE MEMBERS

Chris Pattillo, Co-Chair
Stewart Traiman, Co-Chair
Vicky Kolakowski, President
Jane Lindsey, Past President
James Russell, COI
Marisela Meskus, Director, 1st 6 months
Linda Okazaki, Past President, Advisory

CGS BOARD OF DIRECTORS

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MISSION STATEMENT

OUR CURRENT MISSION STATEMENT READS AS FOLLOWS

The mission of CGS is to help people trace and compile their family histories. To accomplish this, the Society maintains a library, gathers and preserves vital records, disseminates information through its publications and Internet access, and teaches genealogical research methods through meetings, seminars and workshops.

THE PROPOSED MISSION STATEMENT IS AS FOLLOWS

CGS embraces diversity and aims to help people trace and compile family histories. To accomplish this, the Society maintains a library, gathers and preserves genealogical sources, disseminates information through its publications and Internet access, and teaches genealogical research methods through classes, seminars and workshops.

STRATEGIC PLAN MISSION STATEMENT

The Strategic Planning Committee will devise a plan for the California Genealogy Society and Library's continued success by identifying society and member needs, and developing recommendations to address those needs. Long- and short-term recommendations will be implemented by Strategic Planning Committee members, board members, committee chairs, committee members and other volunteers.

STRATEGIC PLAN INTRODUCTION

This Strategic Plan provides a vision for the future of the California Genealogical Society (CGS). It derives from the ideas of our members and active volunteers. It is intended to serve the entire organization. The plan seeks to continue to build upon our first 120 successful years. Doing things as we have in the past is not enough. As a society we must continually anticipate our future, understand what our members need, develop plans to meet those needs, implement those plans, and assess their effectiveness.

The recommendations in this strategic plan focus on achieving near-term goals for the society. It is intended to be a guide, and not a set of ironclad requirements. Initially, the planning committee received many suggestions and ideas for things that can be done to improve our organization – too many to include them all. The planning group undertook a process to identify priority projects and those are what the plan focuses on. This does not mean that individual volunteers or committee

members may not undertake projects that they feel are important. During the implementation of the plan our volunteers will be encouraged to pursue implementation of projects they feel are priorities.

This plan includes the following components: the mission statement, the plan summary, a description of the methodology used to create the plan, a goals and action plan, eight specific proposals for high-priority projects, an implementation plan and schedule, and appendices with additional detail.

You must be the change you wish to see in the world.
Mahatma Gandhi

As a society, we have been helping people compile family histories for 120 years. During that time research methods have changed profoundly. Today, with DNA data readily accessible, we are at a new milestone. This plan calls for developing an in-depth course curriculum that focuses on genealogical DNA research by 2020. New computer technologies have and will continue to impact how our members do research. CGS needs to prepare for these changes. This plan includes a detailed proposal for updating our website, creating a member interest database, and better utilizing our Wild Apricot software.

Implementation of some of the recommendations made in this plan will require the society to raise funds to cover the capital costs. Other changes will involve the need to identify new and/or additional volunteers with specific skills for specific tasks.

OUR VISION FOR THE FUTURE OF CGS

The Goals & Action Plan in this Strategic Plan presents our vision for short-term changes that will be implemented in the next five years. Looking beyond to five, ten and twenty years we aim to achieve the following and anticipate these potential changes:

We will offer a robust course curriculum that meets the needs of all of our members from beginners to professional genealogists. Specific actions identified to achieve this goal include: offering weekly classes including one class each month that focuses on particular cultural or ethnic groups, more classes for intermediate and advanced genealogists, continually advancing the quality of speakers, offering regular webinars with high-quality speakers, and being a place where we train genealogists.

We will be a recognized leader in the genealogy community in California and beyond. We will increase the diversity of both our membership and our educational offerings.

CGS will have more unique resources and make them easily available to our members.

We may be housed in a different location with better parking for our library visitors and lower rent costs. We may be sharing this new space with other genealogical societies or allied groups.

ASSESSMENT OF THE SOCIETY

The following bullet points list what strengths, weaknesses, opportunities and threats were identified by the volunteers who were interviewed. The strategic planning committee members considered each of these observations during the planning process.

WHAT ARE OUR STRENGTHS?

- Our volunteers and members
- Our library
- The depth and breadth of our educational offerings
- Broad knowledge of our research team
- Our central location in downtown Oakland
- Our sense of community and camaraderie within the society
- We have 10 years left on our lease.

WHAT ARE OUR WEAKNESSES?

- Out-of-date website lacks members-only material
- Lack of sufficient volunteers
- Lack of marketing
- Lack of good meeting space
- Lack of clear reporting structure within the board and between the board and committees
- Wiki Page is minimal
- We need better ways of promoting our library
- Lack of security for our books and other library material

WHAT ARE OUR OPPORTUNITIES?

- Web Page Improvements
- Member Training
- Member networking
- To host live online meetings and classes through webinars
- To rework our committee structure to align with our mission
- Potential to gain new members as other genealogy societies close
- To train our members how to use WorldCat and highlight this source on our website

WHAT ARE POTENTIAL THREATS?

- Charging more for classes may cause us to lose members. If 2% of our members failed to renew their memberships that would be a $900 loss (20 x $45, assumes all basic members).
- The possible need to move out of our current location when our current lease expires in 2027[1]
- Too few who want to lead
- Cost of maintaining the library
- Volunteer retention, recruitment, training

[1] There is no plan to relocate our library.

- Too few young members and persons from non-white ethnic groups; may discourage new members from joining
- Expanding amount of research and support, including wikis, online articles and classes available on the web, obviating the need for membership, in-person learning = competition and not keeping up
- Negative perception of downtown Oakland for some
- Loss of access to free parking on Saturdays when construction starts on the new building.

ACHIEVING OUR MISSION

This Strategic Plan includes four specific strategies for achieving the mission of *helping people compile family histories.*

MAINTAIN THE LIBRARY

Maintaining our library is an essential and continuous process. This has several aspects, from repairing books, to cataloguing, to making decisions about new acquisitions, and more. One of our greatest resources is our large collection of books and other documents including a number of unique collections. The first action item is to **identify a new volunteer to lead the library committee**. This plan calls for **better training** of desk duty volunteers to assist library visitors in utilizing our collections and **better promotion** of these resources on our website and blog.

The planned website update and proposed Member Interest Database are components of maintaining the library.

GATHER AND PRESERVE GENEALOGICAL SOURCES

A key action item is to **identify new unique sources,** such as the Alameda County Coroner's records. Develop a plan for indexing these sources, find a group of volunteers to do the work, and make this information available to our members.

DISSEMINATE INFORMATION THROUGH OUR PUBLICATIONS AND INTERNET ACCESS

The Publication Committee plans to establish a set schedule for publishing the Nugget. They need better communications with the education and events committee and better promotion.

Other action items geared toward achieving this aspect of our mission include the website update, expanding our listings on WorldCat, creating a list of selected unusual and rarely used titles and making it accessible on our website.

Train our volunteers and members on how to use WorldCat as well as our manuscripts and vertical files sources – all the ways one can access our source material.

TEACH GENEALOGICAL RESEARCH

In large part, everything we do is about teaching genealogy research including our classes, fieldtrips, research trips, and other programs. Even our mostly social events include teaching as our members share personal experiences with each other. Our blog, website, special interest groups and all our publications are teaching tools.

This Strategic Plan reinforces all that we have done in the past and introduces some new ideas including: creating a robust course curriculum for **DNA research**, and offering **more classes for all levels**.

Change brings opportunity

Nido Qubein

ADDITIONAL TASKS FOR THE BOARD TO CONSIDER UNDERTAKING

- Appoint a committee to assess the market – what are other genealogical societies doing? Who are our patrons? Who are our potential members? What are other societies doing better than CGS? How do our fees compare to others?
- Appoint a committee to plan for our 125th anniversary in 2023.
- Assess the pros and cons of converting the *Nugget* to a digital format.
- Continue to implement modest dues increases every five years.
- Add more international sources to our collection.
- Add information on our website about where our members can find other databases at other local repositories.

GOALS & ACTION PLAN

Nothing is more important than meeting the needs of our membership and attracting new members. Four of our six goals target this critical need. They are:

1) Attract new members and meet the needs of existing members,

2) Expand and improve our educational programs,

3) Sustain our outreach efforts, and

4) Continue to improve our library resources.

Specific proposals include: providing more member-only content on our website, offering webinars, improving the functionality of our website, offering more varied classes and other programs, being more transparent, increasing offerings to diverse ethnic and cultural groups, hosting off-site meetings and consistently thanking members for their contributions to the society. We also need to increase and consistently acknowledge our Life Members and Legacy Society Members.

Action items needed to achieve each goal are listed by the year in which we intend to complete each item. Responsibility for implementing each action item varies. Members of the Strategic Planning Committee will implement some changes. Our existing committees will undertake others. Some will require appointments by the President. Refer to appendices A and B for more information on who is the responsible party.

GOAL: ATTRACT NEW MEMBERS AND MEET THE NEEDS OF EXISTING MEMBERS

BY 2020 WE WILL:

- Update our website to give it a modern look, to provide more members-only resources, and to make it easier to maintain the site.
- Implement changes to make the society more transparent such as posting budgets and meeting minutes on our website, behind the member wall.
- Improve publicity for our events. Find a chair for the Marketing Committee to support other committees and to oversee marketing for the society.
- Offer more educational programs focused on specific cultural and ethnic groups. Aim for one such program each month.
- Offer more perks for our long-distance members and anyone who does not come into the library such as: live and recorded webinars and having more member-only resources on our website.
- Host a special event for Life Members and Legacy Society members. This should happen every two years.

- Create and maintain a Member Interest Database.
- Assess and implement ways to better utilize Wild Apricot.
- Develop a plan to cultivate, acknowledge and thank our Life Members, Legacy Society members, and other large donors.

BY 2022 WE WILL

- Offer online or telephone consultation services to our long-distance members and others unable to come into the library.

GOAL: EXPAND AND IMPROVE OUR EDUCATIONAL PROGRAMS

BY 2020 WE WILL:

- Develop an in-depth course curriculum focused on genealogical DNA research.
- Host 2 large (profit making) events every year. Large events usually generate between $3,000 and $4,000 per event.
- Plan for weekly educational events at the library. Currently we host three events each month on average. Charging for two events per month would generate approximately $4,200 per year. Increasing this to three per month would add $6,300. Assumes 25 people per class at $7 each ($10 minus $3 to cover EventBrite cut. This would be more if we can eliminate EventBrite and do reservations via Wild Apricot).
- Plan more multi-week classes.
- Repeat successful programs when needed to make them available for more members.

BY 2021 WE WILL:

- Expand the number of advanced classes with outstanding speakers.

BY 2022 WE WILL:

- Make a plan to host a mega-event such as a Jamboree or Ancestry Day. These have higher profits like $10,000 per event.

GOAL: ATTRACT AND RETAIN MORE VOLUNTEERS

BY 2020 WE WILL:

- Provide quality training for our volunteers.
- Establish systems that foster efficiency such as up-to-date job descriptions, policies and procedures.
- Complete our Code of Conduct and Non-Discrimination policies.
- Support committees to ensure they have regular meetings and record keeping.

- Utilize the Member Interest Database to identify potential volunteers.

GOAL: SUSTAIN OUR OUTREACH EFFORTS

BY 2020 WE WILL:

- Purchase equipment needed to support outreach efforts.
- Find volunteers to do outreach.
- Plan more joint events with other genealogical groups and allied organizations. Invite them to visit our library.

BY 2021 WE WILL:

- Host an annual summit with other genealogical groups including the Mayflower Society, San Francisco Bay Area Jewish Genealogical Society, African American Genealogical Society of Northern California, California Historical Society, Contra Costa County Genealogical Society, Marin County Genealogical Society, Mt. Diablo Genealogical Society, etc. The goal of the summit is to share information and discuss how we can support each other so each group benefits.
- Do more outreach to professional genealogists.

BY 2022 WE WILL:

- Renew our Speakers bureau. Create a list of members who are interested in speaking on behalf of the society on particular topics, or representing us at outside events.

GOAL: CONTINUE TO IMPROVE OUR LIBRARY

BY 2020 WE WILL:

- Find a volunteer to serve as Library Director.
- Train desk duty volunteers to inform visitors about our unique collections.

BY 2021 WE WILL:

- Do more to promote our unique collections as a means of drawing people to the library.
- Identify new unique sources that could be digitized and added to our offerings for members only. Develop a plan for undertaking this work.

GOAL: ACHIEVE A SUSTAINABLE FINANCIAL BASE FOR THE SOCIETY

BY 2020 WE WILL:

- Continue to grow the Sherman-Haughton Fund.
- Activate the Finance committee.
- Increase efforts to identify donors that will underwrite the website update, large events and equipment purchases.
- Do more to educate the membership about our expenses/budget.
- Redesign the donate section of our website to make it more comprehensive and easy to use.
- Acknowledge donors annually.

BY 2021 WE WILL:

- Identify and apply for grants to fund our programs.
- Promote our Legacy Society to encourage more members to donate to CGS in their wills.
- Continue to develop new and creative ways of generating revenue for the society.
- Create a Building Committee to assess our location options for when our lease comes up for renewal.

BY 2022 WE WILL:

- Plan one profit-making research project every other year.

METHODOLOGY

The members of the Strategic Planning Committee (SPC) met monthly starting in November of 2017. The first thing we did was a SWOT assessment, identifying our **S**trengths, **W**eaknesses, **O**pportunities and potential **T**hreats to the society.

Interviews were conducted with each of the CGS committees to solicit input on what is working well and what new ideas our volunteers have for the society. These suggestions were summarized and ranked as to priority by the Planning Committee. These were presented to the Board at the May 2018 meeting.

Each member of the SPC agreed to address and present different aspects of the work. We identified eight priority projects. These were presented to the Board at the June and July Board meetings.

The SPC identified six goals for the society and laid out actions to achieve those goals.

We discussed several questions regarding the future of the society and what we envision is needed to continue to thrive as a viable genealogical society. We reviewed the Mission Statement and agreed on some minor revisions.

A Strategic Plan for the next five years was drafted and reviewed by the SPC. That proposed plan will be presented to the Directors at the September 2018 board meeting. Once the plan gains approval the intent is to follow the implementation plan.

PRIORITY PROJECTS

This plan proposes new strategies to address what is needed to enable CGS to continue to be a viable and vibrant genealogical society. The first priority is to **update our website** to give it a modern look, to make it more user-friendly, and to incorporate new features that will make it easier to maintain. Use of the Internet as a primary research tool in genealogy will continue to expand. Our website needs to offer state-of-the art tools to meet that need. This will be completed by 2020.

Second, the plan proposes to **create a Member Interest Database** (MID). We envision this as a powerful new research tool for our members. It will enable members to identify and communicate with others in the society who are doing similar research or who have specialized knowledge. The MID will facilitate finding volunteers to fill roles within the society. The MID will be complete by 2021.

Third, the plan seeks to **identify ways that Wild Apricot can enhance our member's experiences** while streamlining some of the functions of the society, such as membership renewals, class registrations, etc., and potentially reduce some of our overhead costs. This goal is set for 2021.

Training is a fourth priority – for everyone involved with the society. We want CGS to be a place where our members feel they belong, to have a sense of camaraderie and where vibrant interaction creates a stimulating environment. Implementing system efficiencies and providing targeted training will help to achieve this. A new training program will be in place by 2020.

Fifth, we propose to implement the long-discussed **webinar program**. This is one of the ways we want to make CGS more accessible to our long-distance members and others who are not able to come into the library regularly. Webinars will be offered by 2020.

Three other priorities are to create a policy of charging fees for more of our classes, updating our membership fee structure and updating our organization chart.

To facilitate the implementation of these priorities we have prepared specific proposals for each project. For each priority project we have defined the purpose, described the method of implementation, identified goals, outlined a timeline for completing the project, identified relevant stakeholders and defined the metrics for measuring success.

IMPLEMENTATION & SCHEDULE

PURPOSE

To develop a plan for implementing the approved recommendations of the 2018 Strategic Plan including the initial creation of new methods and a plan for ongoing follow ups as appropriate.

METHOD

For each of the major improvements identified during the strategic planning process one member of the Strategic Planning Committee will be responsible for overseeing the initial implementation. That individual will coordinate with the appropriate committee to further develop the details of the proposal and serve as the liaison with the board to report progress and solicit input from the board.

James Russell will work with the technology and events committees to oversee implementation of creating a program for offering webinars to our members.

Jane Lindsey and Chris Pattillo will work with the Vice President and committee chairs to oversee creation of the initial training materials.

Stewart Traiman will work with the Technology and Development and Member Services committees to oversee the creation of a member interest survey/database and the initial collection and inputting of data from the membership.

Chris Pattillo will work with the Technology Committee to oversee the plan to update the website and implementation of the organization chart, the updated membership fee schedule, and the new class and event fee schedule.

Stewart and Chris will meet with each committee or committee chair to review all of the suggestions that have been put forth related to their committee during the planning process. We will discuss which of these suggestions have been ranked as priorities by the board. We will discuss how they might proceed with implementation and timing. We may suggest that each committee tackle the quick and simple tasks first in order to shorten their to-do lists and to have a sense of accomplishment. Chris and Stewart will be responsible for coordinating the assistance each committee needs to accomplish tasks.

Each committee will be asked to add a section to their monthly committee report that will summarize what progress they have made toward achieving their tasks.

Strategic Plan implementation will be added to the board agenda until such time that the President feels it is no longer needed because the bulk of the implementation has been completed.

The Vice President shall meet with each committee chair or committee or assign another member of the Board to do so, one time each year. The purpose of these meetings is to solicit feedback from the committees regarding how they are doing. If concerns are identified the Vice President or their representative will report back to the Board with recommendations that address those concerns. These meetings shall take place between January and March of each year and be reported on at the April Board meeting.

The Board shall review how the new changes are working, including feedback from the membership, once every six months at the April and October Strategic Planning Committee meetings. An online member survey to solicit feedback should be conducted once each year for two years. The survey should be done in September and reported on at the October Board meeting. The Vice President should coordinate having the survey done. The results of the survey will also be shared with the membership.

GOALS

Gradually implement all of the priority items identified during the strategic planning process and some of the lower priority items that are important to individual committees or committee members; i.e., if one person feels passionately about a lower priority improvement they will be encouraged to complete that task.

Approach implementation in a manner that will not overly tax our volunteers, and provide support when needed.

Be flexible and open to input from the committees as to what they choose to focus on and how they feel each task should be implemented.

TIMELINE

Our goal is to complete the implementation of most items within two years of approval of the Strategic Plan. Following is the proposed timeline.

Nov 2018	Strategic Plan approved. New organization chart posted on our website.
Nov 2018	eNews and blog articles about the Strategic Plan including an explanation of changes to the membership fee schedule and the plan to charge a fee for some classes and events.
Jan 2019	Chris and Stewart meet with each committee to review recommendations.
Jan 2019	Committees add Strategic Plan progress to their monthly reports
Jan 2019	Second eNews and blog articles explaining the new fee schedule and the plan to charge a fee for some classes and events.
Jun 2019	New membership fee and class fee schedules go into effect.
Jun 2019	Written training material for all positions has been placed on the society server
Apr 2019	Board discusses Strategic Plan progress and problems
Sep 2019	Do a member survey to solicit feedback on changes
Oct 2019	Board discusses Strategic Plan progress and problems

Mar 2020	Volunteers Committee Chair meets with each committee
Mar 2020	Volunteers Committee Chair conducts a member survey to solicit feedback on changes
Apr 2020	Volunteers Committee Chair reports to the board on progress committees have made and where help is needed.
Apr 2020	Board discusses Strategic Plan progress and problems
Oct 2020	Board discusses Strategic Plan progress and problems
Jan 2021	90% of priority items in the Strategic Plan have been implemented.
Apr 2021	Board discusses Strategic Plan progress and problems
Jun 2021	Responses to the Member Interest Survey from 80% of the membership have been collected and input into Wild Apricot.
Oct 2021	Board discusses Strategic Plan progress and problems
Apr 2022	Board discusses Strategic Plan progress and problems
Oct 2022	Board discusses Strategic Plan progress and problems
Apr 2023	Board discusses Strategic Plan progress and problems
Oct 2023	Board discusses Strategic Plan progress and problems
Apr 2024	President appoints a new Strategic Planning Committee to review and update this strategic plan.

STAKEHOLDERS

- Members of the Strategic Planning Committee
- Members of the Board of Directors
- Committee chairs

METRICS

Success of this program will be measured by our having implemented all of the priority projects within three years of approval of the 2018 strategic plan, and 90% of all the action items.

CLASS & EVENT FEE SCHEDULE

PURPOSE

To modestly increase revenue for the society, and to address our high rate of no-shows at classes.

METHOD

The availability of free, quality classes and events has been a longtime benefit of membership in the society. It is important that some classes and events continue to be available at no charge to members.

Only a small percentage of our members take advantage of classes regularly, so in a way those individuals are getting more benefit from their membership than members who are not able to attend classes regularly, i.e. persons who live greater distances from the library.

The 2015 Member Survey confirmed that starting to charge a modest fee for some classes and events will be acceptable to most of our members.

Beginning genealogy classes, Thursday evening classes, SIG meetings and all other meetings and social events will continue to be free.

Retain our current fee structure for multi-week classes, i.e. typically $100. Other classes and webinars held at the library will have a $10 per class fee. The non-member class fee will increase to $40. Fees will be paid through EventBrite and will be non-refundable. If space is available persons may pay cash at the library on the day of the class or event.

GOALS

- To keep the cost low so it will not deter members from attending classes.
- To decrease the no-show rate of registered attendees.
- To create a new source of regular revenue for the society.
- To keep the method of collecting money as simple as possible for everyone.

TIMELINE

Charging fees for classes or events will start after the Strategic Plan has been approved by the board and at least six months after it is first announced in our eNews and on our blog.

The reason for and timing of starting to charge a fee should be explained at least 2 times prior to implementation.

STAKEHOLDERS

- Board of Directors
- Events Committee Chair

METRICS

The success of this program will be measured by comparing the number of complaints verses the amount of additional revenue it generates for the society. After 6 months the Board of Directors will make a judgment as to whether or not it is worth continuing.

We estimate that this policy modification has the potential to generate approximately between $4,200 and $6,300 annually.

A membership poll should be taken six months after implementation to solicit feedback on the new fee.

Every two years starting in April 2020 the President shall appoint one or more board members to review the fee schedule. That individual or group shall develop recommendations for updates and present proposed changes to the board for approval at the May Board meeting.

MEMBERSHIP FEE SCHEDULE

PURPOSE

To update our membership fee schedule to reflect the current value of membership and to refine categories of membership.

METHOD

We propose to update the current membership fee schedule by clarifying the descriptions and benefits of the member categories. We propose the following:

BASIC MEMBERSHIP: - $45 FOR 1 YEAR, $85 FOR 2 YEARS (THIS IS A $5/YR INCREASE)[2]

- Receive the *California Nugget* semi-annually
- Use of the Society's library including our collection of city directories and subscription websites on library computers
- Attend discounted membership programs to hone your research skills and network with members who share your interests
- Receive discounts on Society publications and special events
- Attend genealogist-led research trips to Salt Lake City, Boston, and the Allen County, Ind. Public Library
- Access to members-only content on our website
- Network with other members who share your interests

FAMILY MEMBERSHIP: $75 FOR 1 YEAR, $125 FOR 2 YEARS (THIS IS A $20/YR INCREASE)

- All benefits of Basic membership for two persons living in the same household (Please provide both names)

YOUTH MEMBERSHIP: $25 FOR 1 YEAR. (THIS IS A $5 INCREASE & CHANGE FROM STUDENT)

- A youth is defined as a person 30 years of age or younger.
- All benefits of Basic membership for one person until they reach the age of 31.

NON-US RESIDENT MEMBERSHIP: $50 FOR ONE YEAR (NO CHANGE)

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[2] Information in parentheses explains the proposed changes.

All the benefits of Basic membership with postage allowance

LIBRARY & SOCIETY: $25 FOR ONE YEAR (NO CHANGE)[3]

- Subscription to the society periodical the *California Nugget*

LIFE MEMBERSHIP: $1200 OR $240/YR FOR 5 YEARS; ESTABLISHED WHEN PAID IN FULL. $1,800 FOR A COUPLE. ($600 INCREASE FOR 2ND PERSON)

- All benefits of Basic membership for one person or a couple living in the same household (Please provide both names.)[4]
- Five hours of research or consultation for new Life Members[5]
- Funds will be placed in the Sherman-Haughton Fund

SUSTAINING MEMBERSHIP: $250 FOR ONE YEAR (ADDED RESEARCH TIME)

- All benefits of Basic Membership
- May bring one non-member guest when visiting the library
- Two hours of research or consultation for new Sustaining Members

CONTRIBUTING MEMBERSHIP: $100 FOR ONE YEAR NO CHANGE

- All benefits of Basic Membership
- May bring one non-member guest when visiting the library

HONORARY MEMBERSHIP: FREE FOR 1 OR MORE YEARS AS DETERMINED BY THE PRESIDENT[6]

- All benefits of Basic Membership

GOALS

- To clarify the benefits and criteria in each category.
- To establish some limits to some categories of membership
- To formally acknowledge a category of Honorary Member for individuals who have made significant contributions to the society.
- To increase revenue for the society.

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[33] We should set these up on auto renewal ASAP.

[4] When one member of the couple dies their membership is non-transferable.

[5] Research to be done by the Research Committee or another individual with special expertise appointed by the Research Committee or President. Research to be completed within one year of becoming a life or sustaining member.

[6] This category replaces "Complimentary". Refer to the policy on Honorary Memberships for criteria.

TIMELINE

To take effect on June 1st 2019 after the changes have been announced on all platforms, including an email blast to the entire membership. Include a statement that board agendas are now being published in advance on the CGS eNews. Members are encouraged to follow the eNews for such information.

STAKEHOLDERS

- Entire membership

METRICS

The success of these changes will be determined by measuring the number of renewals and calculating the amount of increased revenue resulting from the new fee schedule. We estimate that this policy modification has the potential to generate approximately$10,500 annually.

The treasurer shall prepare an annual report that compares pre and post implementation of the new fee structure and submit it to the board in April 2020. The board will analyze the report and make decisions about needed changes.

MEMBER INTEREST DATABASE

PURPOSE

To increase the value of being a member of CGS by allowing members to identify others in the society with like interests.

By knowing what our members' genealogy interests are CGS can facilitate networking, targeted marketing messages, and recruit new volunteers.

METHOD

CURRENT COLLECTION OF DATA

Currently on the Membership Application & Renewal webpage there are two optional questions.

SURNAMES AND LOCATIONS OF INTEREST

ARE YOU INTERESTED IN VOLUNTEERING? *Please let us know your interests.*

Should members volunteer any information in these areas, nothing is done with it. There is no infrastructure currently within CGS to utilize this data.

FUTURE COLLECTION OF DATA

With the development of the new CGS website, will also launch Member Profiles. Each member of CGS will have and be able to maintain his/her own User Profile.

Members Profiles will be accessible only with a login to the new CGS website. Once accessed a member will be presented with a series of questions about their genealogical interests, volunteer interests and professional background. Members will have to option of making their profiles private.

An example of the type of questions and fields that would comprise a member profile follows:

- □ DNA (what are your haplotypes) Maternal _____ Paternal _____
- □ Countries & States _____
- □ San Francisco History
- □ Mayflower (Ancestor(s) name) _____
- □ SAR or DAR
- □ Quakers
- □ Palatines

- □ RootsMagic
- □ Family Tree Maker
- □ Military Records
- □ Genealogy Research Methods
- □ Volunteering with CGS -- What is your profession background? _____

Can this information be shared with other CGS members? Yes / No

The collection of data that members put into their own profiles will comprise the "Member Interest Database" (MID). The MID will be accessible by all members, with log in access, for searching for other members in the society based on genealogical interests.

A sub-committee will develop the final form. Example forms that the sub-committee can use as a template can be found at the Association of Professional Genealogist (see table below for their list of genealogical categories) and at WorldCat.

Members will maintain their own profiles and there will be no need for data entry by the Membership committee or Data Entry team. The sub-committee will also need to explore if the MID needs to be in sync with the membership database on the Wild Apricot application. One reason to have a bridge from Wild Apricot to the website in general is to ensure that only current members have access to member-only areas of the website.

Members will be reminded to update and maintain their profiles with every notice of renewing membership. Life Members, who have no need to renew, will receive an annual email request to update their profiles

To kick-off the MID, the Board and regular volunteers in the library will be asked to be the first to create their profiles.

USE OF DATA

The Events Committee will access the MID to find members interested in specific types of events. Emails can be targeted to specific interest groups.

Members will be able to access the database behind a member-only wall for networking. This increases the value of CGS to our membership.

The Volunteer Committee will access the MID to find members interested in volunteering. Knowing their professional background will facilitate placement within CGS infrastructure.

Other methods of using this data may arise.

GOALS

- Increase efficiency of marketing
- Increase member satisfaction through networking
- Increase ability to find qualified volunteers

TIMELINE

A website developer needs to be identified and presented with the concept of creating an on-line database as described above.

A sub-committee will need to be formed to develop the final questionnaire form. Representation from Membership, Marketing, Events should make up part of this sub-committee.

MID should go-live at the same time the new website is launched.

STAKEHOLDERS

The following members or committees should be part of each development phase for this project.

- Membership Committee
- Marketing Committee
- Events Committee
- Website Development Team

METRICS

The success of this program will be measured by having Member Profiles for 75% of our membership within 12 months of launch.

Stewart Traiman or the Membership committee will run a Wild Apricot report to show if we have achieved this goal.

If needed, to improve compliance, the Member Interest Database questions can be sent to members via Survey Monkey. The data would then be transferred to Wild Apricot.

Annual reports will be run to evaluate CGS compliance with at least 80% participation. These reports will be run by the membership committee and reported out to the Board of Directors.

African American	Ethnic	African
Asian American	Ethnic	Asian
Chinese American	Ethnic	Asian - Chinese
Japanese American	Ethnic	Asian - Japanese
Polish American	Ethnic	Eastern Europe
French Canadian	Ethnic	French
German American	Ethnic	German / Palatines
Greek Immigrants	Ethnic	Greek
Irish American	Ethnic	Irish
Italian American	Ethnic	Italian
Jewish	Ethnic	Jewish
Hispanic	Ethnic	Latino / Hispanic
American Indian	Ethnic	Native American
Scandinavian American	Ethnic	Scandinavia
Scots-Irish	Ethnic	Scottish
DAR / SAR	Lineage	DAR / SAR
Lineage Societies	Lineage	Lineage Societies
Mayflower	Lineage	Mayflower
Catholic	Religion	Catholic
Lutheran	Religion	Protestants
Quakers	Religion	Quakers
Family Tree Maker	Software	Family Tree Maker
RootsMagic	Software	RootsMagic
Civil War	Subject	Civil War
Colonial	Subject	Colonial USA
DNA Specialist	Subject	DNA
Gold Rush	Subject	Gold Rush
Adoption	Subject	
Archaeology (old artifacts)	Subject	
Cartography (maps)	Subject	
Children / Youth	Subject	
Court Records	Subject	
Emigration & Immigration	Subject	
Federal Records	Subject	
Forensic	Subject	
Fur Trade	Subject	
Government Publications	Subject	
Heir Searcher	Subject	

Heraldry (coats of arms)	Subject	
Historical Sites	Subject	
Holocaust	Subject	
House Historian	Subject	
Land Platting	Subject	
Land Records	Subject	
Latter-Day Saints (Mormon)	Subject	
Library of Congress	Subject	
Loyalists	Subject	
Medieval	Subject	
Migration	Subject	
Military	Subject	
Naturalization	Subject	
Neighborhood Reconstruction	Subject	
Paleography (ancient / historical handwriting)	Subject	
Railroads	Subject	
Royal / Noble Families	Subject	
Acadian-Cajon	Ethnic	
Huguenot	Ethnic	
Luxembourgian American	Ethnic	
Moravians	Ethnic	
Native Alaskans	Ethnic	
Palatines	Ethnic	
Scottish Clans	Ethnic	
Dutch Colonies	Geography	
First Nations (Canada)	Geography	
Anabaptist	Religion	
Anglican / Church of England / Episcopalian	Religion	
Baptist	Religion	
Greek Orthodox	Religion	
Methodist	Religion	
Presbyterian	Religion	
Rabbinic Judaism	Religion	

COMMUNICATIONS STRUCTURE CHART[7]

To update the CGS Communications Structure Chart to better reflect the current makeup of the society and the relationships between the Board of Directors and Committee chairs.

METHOD

We assessed which of the CGS committees are currently active and grouped various functions into categories. These categories include: membership, financial, education, publication, marketing and library. Each group of committees will coordinate with a director who is a member of the Board of Directors.

The **Membership Coordinator** will include and coordinate with the Development and Member Services, Volunteer, Fundraising, and Data Entry committees.

The **Finance Coordinator** will include and coordinate with the Finance Committee, Investment Committee and the Treasurer.

The **Education Coordinator** will include and coordinate with classes, webinars, in-house events, off-site events, field trips, research trips, and SIGs.

The **Library Coordinator** will include and coordinate with the Library, Front Desk, Research, Manuscripts, Special Projects, and Book committees.

The **Facilities Coordinator** will include and coordinate with the Facilities and Technology committees.

The **Marketing Coordinator** will include and coordinate with the Marketing, Social Media, Publicity, and Outreach committees.

The **Publication Coordinator** will include and coordinate with the eNews, CGS Blog, *California Nugget*, and Publication committees.

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[7] See Appendix D – Communications Structure Chart

GOALS

- To improve coordination and interaction between the Board of Directors and committee chairs.
- To increase the board's awareness of the activities of the committees and vice versa.
- To insure that issues and concerns of the committee members have a voice and are heard by the board so that the Board can assist the committees in doing what they do.
- To help the membership understand how the society is governed and how we function.
- To clarify our committee structure for potential volunteers.
- To make the organization chart more legible and to illustrate the relationships by incorporating improved graphics.

TIMELINE

The new organization chart will take effect upon board approval of the 2018 strategic plan.

STAKEHOLDERS

- Board of Directors
- Committee chairs

METRICS

It is expected that the CGS organization chart will need to be reviewed and revised routinely so that it always reflects the then current system of organization.

Every two years starting in April of 2020 the President shall appoint one or more board member(s) to review the current organization chart. That individual or group shall develop recommendations for updates and present proposed changes to the board for approval at the May board meeting.

TRAINING PROGRAM

To create a set of training programs for the officers, members of the Board of Directors, the committee chairs, committee members, speakers, volunteers, and for society members. To create a process that will ensure that our training material will be kept current and will be shared with the appropriate individuals in a timely manner. To provide consistency and continuity within the society.

METHOD

For each position a packet of written material will be prepared and an appropriate process for training will be established. The written material will be updated at regular intervals. The Volunteer Committee will be responsible for monitoring and reminding the appropriate persons regarding the need for training.

The most current version of all written training material shall be retained on the society's server. Each position should have a separate folder under the heading "Training Material". Older drafts should be retained for at least two years after which they may be deleted.

BOARD MEMBER TRAINING:

The slate of Board nominees shall be provided with the following information after they have agreed to be nominated and prior to attending their first board meeting. The Nominations Committee chair is responsible for providing this material to the board candidates[8]. Nominees should review the material prior to their first board meeting.

- Welcome packet
- Names and contact information for the current officers and other Board members.
- CGS bylaws and articles of incorporation
- Organization chart
- Policies and procedures
- Job descriptions

After being elected, the President shall meet with each new board member prior to their first board meeting. The president shall review the duties of new board member, our code of conduct policy, and what is involved with the position/role they will fill. CGS business cards shall be given to each new board member.

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[8] The Nominations Committee chair should ask whether the nominees prefer to receive hard copy or electronic of all the material.

OFFICER TRAINING:

The officers have key roles in the society. To have a smooth running society it is imperative that outgoing officers provide training to those who will take over their positions. Out and in coming officers will meet to discuss what each position entails, and for the incoming officer to have an opportunity to ask questions. For some positions multiple meetings may be needed, i.e. treasurer.

Outgoing officers shall review their Job Description and Policies and Procedures documents and update them as needed. Updates will insure that this material is kept current and relevant. Copies of Procedures should be retained on the society's server in the appropriate folder.

COMMITTEE MEMBERS TRAINING:

The committee chair and other committee members shall train CGS volunteers for their committee. New volunteers should be provided with written information about what the committee does and how they do it. Some committees have such material; those that do not will need to prepare it. The chair shall invite new volunteers to meet to answer questions.

Monthly committee reports to the board should identify new committee members and confirm that training has been provided.

COMMITTEE CHAIRS TRAINING:

Committee chairs will learn about their roles from participating as a committee member and from reading the committee procedures.

Outgoing committee chairs shall review their Job Description and Policies and Procedures documents and update as needed.

SPEAKER TRAINING:

The events and education chair shall send speakers a copy of our speaker guidelines when they confirm a speaker for a program. The chair shall update this material as needed and see to it that current information is kept in the appropriate folder on our server.

VOLUNTEER TRAINING:

Regular volunteers should receive training to explain how things are done in the library and why it is important to follow the current protocols. They should be trained in the following ways:

- They should receive an official tour of the library and be shown where supplies are located
- Whom to contact if they have questions
- How to access information on the server – what can be found on the server and where
- How to use Google Drive

- Provide a copy of our format for written material and our style sheet
- Review the *A-Z How to Do Things* in the Desk Duty Binder

SOCIETY MEMBERS TRAINING:

New members shall be provided with our welcome packet of information. It should include the following:

- The Welcome Packet
- Organization Chart
- Whom to contact if they have questions
- Information about the resources we offer
- Information about upcoming classes
- How to use our website
- How to complete the Member Interest Data
- How to sign up for our blog and eNews
- An invitation to visit the library and have a tour
- Their membership number.
- Information about parking at the library

GOALS

- To enable everyone in CGS to fulfill their role in a productive and satisfying manner.
- To ensure that everyone's experience with the library is positive.
- To establish procedures that are clear and helpful and have a system where this information is retained and updated regularly so it will always be relevant.

TIMELINE

The goal is to have all training material written, reviewed, approved and filed in the appropriate folders on the server by 2020.

STAKEHOLDERS

- Board of Directors
- Officers
- Committee Chairs
- Committee Members
- Volunteers

METRICS

The success of this program will be measured by having completed written training material for each position described above by 2020. The SPC will be responsible for overseeing that these packets are completed and placed the correct the folder.

Within one year every committee shall have had meetings with their new volunteers and the president shall have met with new board members. Also any outgoing officer shall have met with their replacement to explain the position.

If the society is continuing to use these new methods in 2025 and they have been periodically updated that will constitute success.

WEBINARS & VIDEO CONFERENCING

PURPOSE

To expand participation in educational offerings to those unable to attend in person, particularly, but not limited to, those located outside the Bay Area.

Ultimately, the use of these technologies to reach a larger audience should help to increase membership by providing a flexible means to participate in Society events.

METHOD

The most popular software is GoToMeeting. This is the software used by NEHGS for these functions. It is extremely easy to use. Presentations are broadcast from the instructor's computer to those who have signed up, received a login code and downloaded a small app. Desktop and mobile devices are supported, as are Windows and Mac operating systems.

Conferences can be audio with slides/ desktop view or video with slides. No special equipment is necessary unless a video camera is used to film the event, although the instructor's webcam is probably sufficient.

Participants can ask questions or make comments in a chat box, which can be edited in real time by an administrator. Sessions can be recorded, replayed or viewed later. The committee charged with implementing this new program will address additional specific details about webinars and video conferencing.

Procedures for webinars and video conferencing and training for speakers will need to be established.

COST

Pricing is based primarily on participation capacity. There are three plans:

- Starter – 10 participants, $228/ year, no recording or mobile access.
- Pro – 50 participants, $348/year
- Plus – 100 participants, $588/year

Monthly subscriptions are possible and plans can be changed during the year. A free 14-day trial is offered.

OTHER PROVIDERS

A comparison matrix of various webinar providers is at:
https://en.wikipedia.org/wiki/Comparison_of_web_conferencing_software

Another well-known provider is Adobe, which offers a 25-participant product for $50/month, for example. Most providers tend to focus on large, relatively sophisticated corporate conferencing and file sharing. They do not detail their pricing without a sales discussion. GoToMeeting is able to accommodate the relatively small customer.

GOALS

- Increase membership participation in educational programs
- Increase member satisfaction
- Increase ability to reach distant members
- Allow remote instructors to provide courses

TIMELINE

Implementation is very simple. Once a decision is made on provider, test webinars could begin. These could then be offered to any class held at CGS. Presumably, if the GoToMeeting subscription is selected, the initial size would be for 10 participants. If recording or greater participation seems warranted because of demand, the larger plan with 50 participants might be considered as an upgrade.

This plan does not require extensive discussion. An immediately available, easy-to-execute software solution is available.

Coordination with EventBrite, our Education and Events, Publication and Marketing committees will be necessary. The copyright of the presenter will be addressed in a written agreement before a webinar is scheduled.

STAKEHOLDERS

The following committees should be consulted for this project:

- Technology Committee
- Education and Events Committee
- Publication Committee
- Marketing Committee

METRICS

The success of this program will be measured by comparison of the annual software cost with income received from webinar participation. We estimate that this new program has the potential to generate approximately $5,000 - $10,000 annually depending on how many webinars, how many participants and what we charge. (As an example, 1 webinar per month x 12 months x 20 participants, paying $20 each = $4,800)

However, in the event that cost exceeds income, a somewhat offsetting consideration should be the added value that the provision of this service offers members, and the possibility that such webinar access is viewed as a necessary facility for a contemporary genealogy society.

WEBSITE UPDATE

To update our website to give it a more modern look, to improve the user interface, and to update some of the backend components to the current version of our website program.

METHOD

A committee to oversee updating the website will be created. The committee will finalize a Request For Proposal (RFP) to solicit bids from private consultant firms to implement the needed website improvements.[9] The RFP will list all needed improvements with sufficient detail to enable consultants to prepare competitive bids.

After the Board has approved the final RFP we will issue it to qualified professionals to submit formal bids. The work may be divided into basic services and bid alternates. Including bid alternates will enable us to expand the scope of the project depending on the amount of available funding. A minimum of three bids will be obtained for the committee to evaluate.

The Website Committee may choose to interview the web design firms after they submit their bids. The committee will make a recommendation to the board regarding which consultant to hire.

An effort will be undertaken by the Development & Member Services Committee to solicit donations to complete the needed services. When funding has been secured we will execute a contract for services. The Website Committee will meet with the selected consultant at the start of the project and will review all aspects of the work to ensure that it meets our requirements.

When the site work is completed the members of the committee will "test drive" all elements of the site and give the consultant a punch list of things to be added, corrected or refined. Once those changes have been incorporated members of the board and a few others will be asked to test-drive the site. After their input has been implemented the site will go live.

GOALS

The following are goals of the website update.

- To update the graphic appearance of the website
- To make the site more user-friendly.
- To integrate functions from our Wild Apricot software
- To add new features that have been requested by CGS committee members
- To strengthen our search box so that it does more than simply search the names index

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[9]See Appendix C – DRAFT Request for Proposal

- To strengthen security and privacy for users.
- To improve and simplify the interface between our blog and eNews.
- To modify much of the front-end and back-end operations in order to simplify updating content to the greatest extent possible. To minimize the amount of programming required to make updates.
- To update all features on the site to the most current version of the website platform.
- To assess how our website can improve the interface between it and Wild Apricot and to implement those tasks that will improve efficiencies for the society and/or reduce our costs.
- To make a decision about what to do with the CSGA website we inherited. It includes tens of thousands of links to genealogical websites throughout the state of California; many of which have broken links.

TIMELINE

Within one month after the 2018 Strategic Plan has been approved the committee to review the draft RFP will meet. Input will be incorporated. Qualified consultant firms will be identified by the committee and contacted to ascertain interest in doing the project.

Within three to two months the RFP will be issued to interested consultants. Interviews, if needed, will be done after issuing the RFP. We estimate the cost of this priority project will be approximately $25,000 to $50,000. For $2500 a web designer will work with our committee to better define the scope-of-work which will enable us to ask for competitive bids. The final decision of whom we choose to work with should consider price and how we feel about working with the individual or company.

Within four months a contract will be signed with the selected consultant.

Complete the website redesign work and receive input from the website committee within 8-10 months. Within eleven months review of the completed website and incorporating input from all parties will be completed and the new website will be launched.

STAKEHOLDERS

Stakeholders involved in the website update will include:

- Technology Committee Representative
- Board of Directors
- Events Committee
- eNews, Blog, and the Marketing & Social Media committees

METRICS

Questions about the website will be included in the member survey done in January of 2020. If 75% of those comments are generally favorable that will constitute success.

We believe this change will indirectly generate additional revenue for the society by offering a valuable research tool enhancement that will have the net effect of membership retention.

EXPANDING WILD APRICOT FUNCTIONALITY

PURPOSE

To more fully utilize the functionality of Wild Apricot Membership Management Software. Currently CGS uses this software to track our membership, renewal history and donation history. Other functions that can be adopted are:

1. Linking to PayPal
2. Setting up automatic renewal payments
3. eNews
4. Tracking subscribers (contacts) in addition to members
5. Website hosting

METHOD

Each of the options above will need to be handled separately by small committees.

First, the current CGS method of managing these areas through other software systems will need to be understood, including who manages these items.

Second, a committee of stakeholders will explore the Wild Apricot equivalent and decide on how to adopt functionality, customization, style, etc. These committees may decide not to adopt Wild Apricot features.

Third, explore the technological challenges that may arise when converting system. Work with the technology committee to overcome any identified issues.

Fourth, select a go-live date that is communicated to all stakeholders, Board and affected volunteers.

GOALS

There are several goals in this proposal, specific to each area of functionality. The overall goal is to reduce cost to CGS by reducing the number of applications. CGS already pays for all the Wild Apricot features in a monthly flat rate. Adopting more features will not increase cost of Wild Apricot, but it will reduce costs toward other software.

Streamlining the several software applications currently in use by CGS (Constant Contact, , PayPal) into one integrated platform will reduce cost.

There is also benefit in using one unified platform to track member activities.

Ensure that member privacy issues are addressed. Decrease the burden of member management and payment processing with an easier, automated system by using PayPal and setting up automatic renewals.

ABOUT WILD APRICOT

FROM THE WILD APRICOT SITE:

"We are a very unconventional organization. We are not obsessed about titles and job status. There is no ladder to climb, no management hierarchy. Instead, we think of ourselves as peers, with unique strengths and talents - and leaders emerge naturally, to help the organization fulfill its purpose. Because of this, we invest a lot of time and effort to find the right people who would thrive in our environment. We are building a very decentralized organization, one that allows us to achieve big goals in a very efficient fashion. We operate on principles of self-management, wholeness and evolutionary purpose. This organizational philosophy is called Teal. (Google "Teal Organization" for more).

Wild Apricot was a product of BonaSource Inc., originally a custom web application company. BonaSource Inc was **established in 2001 with headquarters in Toronto, Canada** where we remain today. Wild Apricot software was **launched in 2006**.

Having worked with a number of small associations and non-profits, BonaSource recognized that while these organizations would benefit from simplifying and automating their day-to-day tasks, custom software (which can cost tens of thousands of dollars to develop) was out of their reach. We developed Wild Apricot to help these organizations, and we're very proud to say that **as of April 2016, more than 10,991 are paid customers**, with thousands more using our free ad-supported version. Because of this success, the BonaSource name has been phased out and we no longer do custom software work - we are now 100% dedicated to Wild Apricot, and have officially changed our name to operate under Wild Apricot Inc."

Access role ○ No administrative privileges
Select this option to remove admin access for existing administrators.

○ Account administrator (Full access)
Grants full access to all administrative functions. Take care when granting this level of access since full admins can delete other admins and even the entire site.

○ Account administrator (Read-only access)
Allows viewing of everything in the admin backend without being able to make any changes.

◉ Limited administrator
Provides administrative access to selected Wild Apricot modules. Use this option if you have dedicated personnel in charge of events, memberships, editing webpages, or managing donations. With this option selected, you can limit access to one of the following roles:

☑ Membership manager
Can create new contacts, modify all existing ones

☑ Event manager
Can create and manage all events

☑ Donations manager
Can manage all donations

☑ Website editor
Can modify your website pages. With this option selected, you can provide access to all pages on your site or to selected pages. When you grant access to a page, you automatically grant access to all of its child or sub pages.

◉ All pages
○ Selected pages ❯

FINANCES

The current cost for Wild Apricot is $160 a month for 2,000 members. Moving other functions to Wild Apricot will most likely increase the number of contacts. The next tiers of pricing are as follows:

Plan	Price	# of Contacts	Price per Member
Professional	$160/month	2,000	$0.080
Network	$290/month	5,000	$0.058
Enterprise	$350/month	15,000	$0.023

If CGS were to pay 12 months in advance, we would save 10%.

If CGS were to pay 24 months in advance, we would save 15%.

CONSTANT CONTACT AND ENEWS

The Constant Contact fees are $600 per year. Moving the eNews to Wild Apricot would save CGS $600 per year. However, we have 2,555 subscribers in Constant Contact. Moving these subscribers to W.A.

would require we payment in the "Network" tier at a cost increase of $1,560 per year. Moving from C.C. to W.A. would cost CGS $960 per year. Is this a worthwhile value for having a unified platform?

TIMELINE

Each adopted feature will have its own timeline. The committee will decide on priority.

THE STAKEHOLDERS

The following committees should be consulted for this project:

- Development & Member Services
- Publication Committee
- Technology Committee
- Finance Committee
- Board of Directors

METRICS

Track the decrease cost to CGS by eliminating our Constant Contact subscription.

Track the increase in member retention because of the auto-renewal function.

APPENDIX A - SUMMARY OF FEEDBACK FROM COMMITTEE INTERVIEWS

WHAT IS WORKING WELL AND SHOULD NOT BE CHANGED

While the primary focus of the committee interviews done for the Strategic Plan was aimed at identifying what needs to change we also asked volunteers to comment on what things about the society are working well and should not be changed. Many of the responses to this question had to do with our members. There is clear appreciation for our volunteers and all that they do for the society and for each other. Most committees commented on how well their members work together – they appreciate one another and enjoy doing what they do for CGS. Clearly we have been successful at placing volunteers in the right positions.

Several interviewees commented on the generosity of other members and their ability and willingness to help others with their research and with running the society. It is noteworthy that no one commented on the need for paid staff. Most committees expressed that they are sufficiently staffed but at the same time several suggestions were made about things that could be done if we found more volunteers to take them on. Within committees there seems to be consensus on how things should be done and most have good documentation of their procedures. More training would be good.

The fact that we have a physical library and all of the resources it offers our membership was also ranked high. Our bank of computers and software programs, the classroom, as well as our unique resources were all identified as important. 37% of survey responders use our library subscriptions, with *Newspaper Archives* being the most popular.

There were many favorable comments about the classes we offer. From the online survey done in November of 2015 we know that 36.6% of attendees feel they got their money's worth. On a different question classes received the highest rating for being the most valuable aspect of membership. 57% of survey respondent attend classes. Our special interest groups including the ease of adding new groups were also cited as an important member benefit.

STRATEGIES FOR CHANGE

In total the interviews with committee members generated over 160 specific suggestions for ways to improve our society. Essentially none were offered as a criticism but rather as constructive suggestions of things we can do differently - new things that can be done to ensure that CGS will continue to be relevant to our members.

After ranking the initial list of suggestions the SPC identified sixty-five priority items.

BOARD OF DIRECTORS

The highest priority for the Board of Directors to undertake is to create and maintain a regular training program for our volunteers and board members. Having training and good systems in place will ensure that volunteers and library visitors will have a positive experience whenever they visit the library – either in-person or online. The Board should review the society's mission statement and update it if needed.

Consider the proposed revised origination chart included in this Strategic Plan that seeks to improve connections between the board and committees. Define the role of Directors as they relate to serving as liaisons to committees. See to it that all Board members and some committee chairs sign *Conflict of Interest* statements and maintain these files.

Consider hiring paid consultants to implement the highest priority tasks that require specialized skills. Finish updating the *Job Descriptions and Policies and Procedures* after deciding how to respond to the recommendations from this strategic planning process.[10] Develop a *Code of Conduct* policy for the society.[11]

Work with Technology to make all meeting minutes and budgets accessible online for members only. Be pro-active in helping to identify potential new board members and committee chairs. Create a *Document Creation and Retention Policy*.

DEVELOPMENT & MEMBER SERVICES COMMITTEE

The top priority for the Development & Member Service Committee is to find a chair and members to do outreach for the society including reviving the Speakers Bureau and responding to inquiries that come into the library for speakers. Work with the Member Interest Survey to solicit interest in outreach activities and compile a list of potential speakers and areas of expertise.[12]

This committee needs to work with the Events Committee to do more outreach and offer more programs to younger genealogists and persons representing a diverse range of cultures and ethnic backgrounds.

The committee needs to work with Events to arrange more programs that are shared with Sutro, the Mayflower Society, the California Historical Society and similar like-minded organizations. We should seek opportunities to partner with other local resources such as the Oakland and Berkeley libraries, the Oakland Museum, Oakland Heritage Alliance, etc.

Work with Facilities to find venues for classes larger than twenty-five. To address access we could arrange carpooling from the CGS library or arrange shuttle service from BART.

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[10] Chris Pattillo is working on this.
[11] President Vicky Kolakowski initiated the suggestion for a Code of Contact at the February 2018 board meeting.
[12] See *Member Interest Survey* section of this strategic plan.

Membership needs to devise policies for members who don't renew their membership but continue to receive the eNews, read our blog and use our website. Sometimes these individuals don't realize their membership has lapsed and need to be encouraged to renew.

The Volunteers Committee should add CGS to the **idealist.org** website as a potential source of volunteers. This is a site for non-profits where we can advertise for volunteers, events, interns, etc.

The committee should create a procedure for periodically checking in with each committee to confirm that they are getting the support they need and they are providing all of the services to our membership that they are responsible for.

EVENTS & EDUCATION COMMITTEE

The highest ranked item for Events & Education is to focus on better publicity for events. This will involve working closely with our Marketing Committee. Expanding the number of class offerings, particularly for intermediate and advanced researchers ranked second.

The Member Interest Survey should include questions regarding whether the individual is interested in teaching classes, doing consultations in specific research areas, and where they live for potential carpooling.

There was a strong sense that this committee should meet more regularly to help plan events and ensure that the work of executing each event is shared.

Events should plan four events each year with other community organizations, historical or other genealogical groups. Classes given at our facilities could be repeated at the Family History Center to reach a different audience.

FRONT DESK COMMITTEE

Suggestions for the Front Desk team include the need for more volunteers to fill positions, needing better methods of sharing information – on the server where it is easy to access, needing to establish regular quarterly meetings, needing more training for the front desk volunteers and simply needing to attract more patrons to the library to make their time more worthwhile.

LIBRARY COMMITTEE

Of the twelve suggestions for the Library Committee these four were ranked 2.0 or higher. Do more to promote the material in our Manuscripts Collection in the Nugget, on our blog, and in publicity. Consider creating a changing display of items in the collection. Train the desk duty volunteers in what is in the collection and offer a class so our membership will be more aware of this valuable resource.

Complete a shelf read/inventory of our library collection. Add a list of what is in our vertical files on WorldCat as a means of drawing more visitors to our library. Maintain the information on WorldCat for our manuscripts collection and in the National Union Manuscript Catalog.

FACILITIES COMMITTEE

The highest priority for the Facilities Committee is to find a way to ensure that Wi-Fi works consistently for everyone in the library. Next is to explore free or low-cost options for hosting classes in spaces that can accommodate class sizes larger than twenty-five, including the Family History Center, public library spaces, etc. Also explore options for expanding storage space for our manuscripts collection.

Meet with the building owner to inquire about the possibility of CGS having street level visibility through signage or a display in the building lobby. Also need to ensure that patrons are offered walks to their cars at all times of day and particularly after dark.

INVESTMENT COMMITTEE

Incorporate the functions of the old Finance Committee into the Investment Committee and include the Treasurer as a member of the combined committee. Develop a plan for enabling CGS to be fiscally sustainable to ensure that we will still be providing services for another one hundred years. Work with Technology to make fiscal information available online to members.

Establish a repeatable and transparent methodology for demonstrating the annual return on investments.

MARKETING COMMITTEE

Develop a plan for how to work with all of the committees to improve publicity for events and classes, to attract new members, and to promote the resources the society has. Utilize a broad range of types of advertising to ensure that we reach all desired audiences including social media, online sources and old-fashioned print material posted or distributed broadly. Send out press releases to the mainstream media to advertise our offerings. Develop a list of allied organizations that will promote our events on their blogs or websites.

PUBLICATIONS COMMITTEE

Priorities for the Publications Committee are to get the *Nugget* back on schedule and to establish a regular schedule for the blog. Updating our copyright policy was ranked second. Establish long-term goals for the Publications committee.

RESEARCH COMMITTEE

The Research Committee's most pressing need is to work with the Member Interests Survey planner to identify members who have the ability to offer specialized consultations such as Swedish, Chinese or other unique research expertise.

Work with the Development & Member Services Committee to explore the feasibility of expanding the research committee and your ability to do more research to increase revenue for the society and/or to be able to assist with research for publications.

Work with the Membership Interests Survey planner to find a way to list surnames in an online database that would be accessible to members only. Set this up so that members who are researching the same family name could contact each other directly to share information.

Follow up on the expressed desire to broaden the research committee's understanding of DNA research.

TECHNOLOGY COMMITTEE

The first priority for Technology for most interview respondents is to improve our website, which is addressed separately below. Work with members of the Marketing and Events Committee to develop a plan for how to update our website. Work with the Board and Development & Member Services Committee to figure out how to pay for what is needed. Consider using the *Wix* or *Squarespace* website building platforms to create a modern and progressive look for CGS. Our website needs to be faster and easier to work with.

The next priority is to assemble a team of members to look into *Wild Apricot* and determine how we can utilize more of the power and capabilities of that program. There is a strong sense that doing so will expand our capabilities, improve efficiencies and potentially reduce some of our expenses. Establish safeguards that will protect data on our website from malicious or inadvertent corruption.

A better system of organizing digital files on the CGS server so the files will be easily accessible and protected from inadvertent deletion or changes. The ability to add or change files needs to be controlled. One particular need is a place to gather all of our graphic files, i.e. logos, letterhead, maps to the library, the architectural plan of our library layout, etc.

Work with the Events Committee to determine what equipment and software is needed to enable the society to host interactive online classes for members.

WEBSITE IMPROVEMENTS

Nearly all of the committees put forth suggestions that had to do with our website. Volunteers value and appreciate all that the technology volunteers do and they also feel that many things need to be improved. This is one of the highest priorities for the society.[13]

Of the twenty-one specific suggestions for the website, sixteen were ranked 1.0 to 2.0 in priority. The following is a specific list of needed website improvements: more information/resources for members only; improvements to the volunteer section to make it more user-friendly; on the Membership tab add a list of all member benefits and improve how potential members read the descriptions of each member category; improvements to the layout to make it more logical; add a list of officers and committee chairs with contact information in an easy-to-find location; add a brief description of each of the board and volunteer positions and information on how to apply as a volunteer[14]; create an online

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[13] See *Strategies for Improvements* section of this strategic plan.
[14] The Development & Members Services committee will make this a priority and provide the information to Technology.

member interests database[15]; several minor changes to the donate page to add other ways to support the society including adding a suggestion to donate books and material to our manuscripts collection, and information about remembering CGS in your living trust; add a tab labeled "Shop" and include there a list of every book and item we have available to sell; add a *Suggestion Box* on our website where members can offer suggestions for programs, classes, books to buy, etc.

ADDITIONAL VOLUNTEERS NEEDED

The need for additional volunteers to take on specific tasks was expressed in several of the committee interviews. Priority needs were ranked in the following order: one or two volunteers with Microsoft Windows network knowledge for the Technology Committee; someone with advertising experience to help with publicity for events and classes; individuals who are able to provide one-to-one genealogical consultations for a fee; more members to help plan and execute membership events; someone with grant writing skills who will look for and apply for grants to fund specific needs to improve the library and our programs; additional persons to serve as Desk Duty volunteers; and a small committee to take on figuring out what we need to be able to host interactive webinars so that our long distance members can access our classes.

Looking for these volunteers will be a priority for the Development & Member Services Committee as well as facilitating strategies for completing each task.

SUGGESTIONS FOR EVENTS AND CLASSES

Several good suggestions were offered for classes and events – particularly more classes for beginners and advanced researchers. These were ranked in the following order: classes on DNA including DNA for Dummies; programs that will attract more minorities and younger members; a series of classes on each of our subscription websites and how to get the most out of each one; more field trips to places like the Bancroft Library, Sutro Library, the State Archives, San Francisco Library – ideally three to six fieldtrips each year; a talk or series of classes that highlight our manuscripts collection; and classes on how to organize your research.

Commenters also reiterated the need to make these classes available to our long-distance members via webinars. Finishing revamping the beginning and intermediate genealogy class series is a priority. There was also strong support for having Susan Goss Johnson teach classes via online interactive classes.

IDEAS FOR REVENUE GENERATION

Because the need to generate revenue to support CGS is constant we asked each committee what ideas they had for how to generate revenue in ways that would not tax their volunteers. Every interview offered good ideas – sixty specific suggestions in total of which a third were ranked 1.0 to 2.0. These are the suggestions to focus on: continue to offer classes and events that deal with DNA research because our members want to learn more; continue to offer more classes that appeal to a diversity of members

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[15] See *Strategies for Improvements* section of this strategic plan.

which will attract new members; offer one-on-one consultations for a fee including guidance on interpreting DNA results if we can find a qualified volunteer to do this; continue to adhere to our current investment approach; assess our current dues structure and consider raising dues; eliminate the student membership category; create an auto-renewal mechanism option; gradually start to charge fees for intermediate and advance classes; offer our book repair class twice each year; make more efforts to solicit sponsors for specific events and equipment and software purchases; and encourage our members to identify CGS on AmazonSmile. Add information about AmazonSmile to our Donate page.

APPENDIX B - TOP RANKED FEEDBACK FROM COMMITTEE INTERVIEWS

SUGGESTIONS FOR THE BOARD OF DIRECTORS

- Create a training program for officers, board positions and volunteers.
- Evaluate the current Mission Statement and modify if needed
- Consider a re-organization of board/committee involvement/oversight. See separate proposed Organization Chart that seeks to strengthen coordination between the Board and Committees. Define the role of Directors as they relate to serving as liaisons to committees.
- Hire workers for most important jobs/most skill-based jobs
- Update all the Job Descriptions and Policies and Procedures after deciding how to respond to the recommendations from the Strategic Planning Process.
- Meeting minutes, budgets, etc. should be posted on our website and accessible to members.
- Board members should be proactive in making suggestions for new board members to the Nominations Committee
- Continue efforts to be more transparent and to educate the membership about the society's financial aspects.
- If we don't already have one, create a *Records Retention Policy* and see to it that it is implemented and maintained by the appropriate person.
- Take seriously the provision in our bylaws that requires members of the board to sign a Conflict of Interest Agreement; add this requirement to the members of the Investment Committee and possibly other committees.

SUGGESTIONS FOR THE DEVELOPMENT & MEMBER SERVICES COMMITTEE

- We need Linda or someone like her to continue to do outreach particularly to younger and ethnically diverse people. Go to high schools, retirement communities.
- Partner with Oakland Public Library, Oakland Museum and other local resources
- Work with Events to do more joint meetings with other allied organizations. Invite groups to visit/tour our library
- We need to address the issue of members who don't renew their subscription but continue to receive the eNews, read our blog and website. Elements of the website should be for members only, as an incentive to renew.
- Periodically check in with our volunteers for questions, concerns, suggestions
- Need help with publicity for events and classes.

SUGGESTIONS FOR THE EDUCATION & EVENTS COMMITTEE

- Expand the number and types of offerings

- When collecting Member Interest data include questions re: whether they are interested in teaching classes, doing consultations in specific research areas, where they live (for carpooling)
- Increase the number of intermediate and advanced classes.
  Survey Q16: Which of the following classes would you be most likely to attend? Intermediate or Advanced Genealogy Research (71.8%)
- Shift towards intermediate skill level classes; yet still offer beginner courses as well.
- The committee should meet regularly to plan the year's events and to spread the work around.
- Consider hosting some meetings at the FHC
- Schedule at least 4 events with other community, history or genealogical organizations each year.
- Repeat some of our classes/talks at the FHC
- Add CGS to idealist.org (site for non-profits) as organization/volunteer/internship/jobs/events

SUGGESTIONS FOR THE FACILITIES COMMITTEE

- Fix Wi-Fi problems or provide Ethernet cable connections
- Need a larger room for classes so we don't have to cut off attendance at 25
- Ask the building owner/management if there is some way for CGS to have some street level visibility, i.e., a sign or display
- Look for other places where we can host classes or events like the FHC, a conference room in our building, the Asian Cultural Center in downtown Oakland, Bancroft Library, other UC Berkeley buildings, etc. If we could use another space in the building for classes could we then convert our current classroom to library space
- The telephone at the desk that Membership uses is not working and needs to be replaced. Fixed.
- Soon we will need additional space to house manuscripts;
  we need a larger and more secure location to store our manuscripts. A room within a room size 8'x12'

SUGGESTIONS FOR THE FINANCE COMMITTEE

- Develop a plan for the society to be fiscally sustainable
- Provide more information to committees about the revenue they bring in and their expenses.

SUGGESTIONS FOR THE FRONT DESK COMMITTEE

- Need more volunteers.
- The desk duty team needs a better way to share information. It should be on our server - easy to access and add information.
- Desk duty volunteers should meet regularly - possibly quarterly.
- Desk duty volunteers need more training.
- Need more library visitors

SUGGESTIONS FOR THE INVESTMENT COMMITTEE

- Figure out a better way of demonstrating the annual return on investments that is repeatable and transparent

SUGGESTIONS FOR THE LIBRARY COMMITTEE

- Increase use of our library resources by making the vertical files and manuscript collections more widely known. .
- Finish adding vertical file titles into WorldCat. Add records for our manuscript collections into WorldCat. Doing so will automatically get these records into the National Union Catalog of Manuscript Collections (NUCMC). Add finding aids (list of contents) for these collections into the Online Archive of California.
- Highlight significant holdings of our library on our website, on our blog, and via other social media sites.

SUGGESTIONS FOR THE MARKETING & OUTREACH COMMITTEES

- Do more outreach to minorities and younger members
- Improve our marketing to demonstrate the value of our library, manuscripts, vertical files, research team, classes and other unique offerings of CGS
- Advertise our programs on the bulletin board in the FHC
- Send out regular press releases about our programs and activities

SUGGESTIONS FOR THE PUBLICATIONS COMMITTEE

- Publication's goal is to focus on getting the *Nugget* back on schedule. They plan to establish a schedule for when material is due to help them stay on track.
- Update our copyright policy and all appropriate forms (may go back to committee)
- They need more volunteers. Especially need more people with writing and marketing skills.
- A consistent date for publishing the blog is a goal.
- Need better coordination with Events Committee to insure that our events and classes are well advertised well in advance.
- Establish long-term goals for the Publications Committee.

SUGGESTIONS FOR THE RESEARCH COMMITTEE

- Create a list of members with special expertise who are willing to help other members, i.e. familiar with Swedish, Chinese research, etc.
- Expand the membership in order to create subcommittees that would focus on different things - short research projects, look ups, extensive research, research needed to publish a book with Publications
- We could list on our website (members only) a list of surnames our members are researching who are willing to share part of their research or talk with others about their tree
- Need to broaden their understanding of DNA testing as an adjunct to traditional genealogy. Continue to seek out new information as it becomes available.

SUGGESTIONS FOR THE TECHNOLOGY COMMITTEE

- Technology needs 1 or 2 more members.
- We need to explore more of the capabilities of Wild Apricot and determine if it is possible to eliminate some of the other programs we are using and do those tasks using Wild Apricot. It is a very powerful program and we are utilizing only a small portion of its capability.

- Website, which is a major marketing tool, needs an aesthetic overhaul---creating a modern and progressive look for CGS. Shannon is working with both the Wix and Squarespace website building platforms and learning HTML programming. He has offered to redesign the CGS website, but would need to coordinate with John Ralls due to the specific nature of some our existing online databases and resources. Using either Wix or Squarespace existing templates can help make the redesign of the website much simpler and faster. In its current state, it does not attract young people. Sometimes he still gets asked to revert the URL to www.calsocgen.org instead of the existing www.californiaancestors.org.
- We need a place on Google Docs where all our graphics are stored, i.e. logos, letterhead, maps to the library, Sherman-Haughton letterhead, bookmarks, the plan diagram of the library layout, etc.
- Start using Wild Apricot built-in features to collect automatic renewal fees.
- Increase our Wild Apricot services by paying the higher rate
- Purchase equipment to video record classes to stream them live and save for online viewing for members who live far away.
- Tech has some problems due to a lack of access control on our databases. (need more security)
- We need a *Document Creation and Retention* policy.
- Membership has concerns about allowing members to access information in the Membership database on Wild Apricot. They think there are ways this can be done on a controlled basis but stressed the importance of keeping the "core data clean." Adele is happy to work with others to make this happen.

APPENDIX C - DRAFT REQUEST FOR PROPOSAL FOR WEBSITE UPDATE

CALIFORNIA GENEALOGICAL SOCIETY AND LIBRARY, 2201 BROADWAY STE LL2, OAKLAND, CALIFORNIA 94612

WEBSITE UPGRADE REQUEST FOR PROPOSAL

The California Genealogical Society (CGS) operates a website at https://californiaancestors.org. It is implemented using Joomla 3.5 and is hosted on GoDaddy. The site includes two custom components, one (com_cgsforms) for displaying one of three forms and one (com_namesearch) for querying a database table. A small modification is made to the Protostar template to enable the forms to format correctly for printing to paper.

CGS requests priced proposals for the following items. Funding is limited so please provide a separate proposal for each. The items are in priority order with the most important first.

1. Website modernization
   a. Update the website to a more current look.
   b. Make the site more user-friendly
   c. Reorganize the presentation of the existing articles so that they're grouped more logically.
   d. Provide site search in the top heading of every page.
   e. Integrate more powerful search capabilities
2. Rewrite the custom modules to better fit the Joomla idiom. Provide a "backend" interface to permit adjustments, in particular enabling, disabling, and changing captions on donation fields, so that a non-programmer can do this.
3. Integrate the former "California State Genealogical Alliance" directory of genealogical resources by county into californiaancestors.org. Programmatically convert the html tables of data into one or more SQL tables and provide easy to use query, display, and data maintenance interfaces,
4. Create a database of member research interests with a UI enabling members to maintain their profile and to query the interests of others. The research interest fields will be surname, location at some political division (US/British counties and their equivalent in other countries), and time period (in decades). Fields may be null, with null to mean "any" for queries. Queries should be able to specify fuzziness (e.g. similar sounding names regardless of spelling, adjacent counties, wide date ranges).

5. Enable com_cgsforms to use the Wild Apricot API to retrieve logged-in user data to populate the form and to update the Wild Apricot contact database with renewal and donation information.

GENERAL TERMS:

1. To the maximum extent practical features should be implemented with built-in Joomla features; add-on modules should be limited to ensure that the site remains upgradable and to minimize the potential attack surface. Where add-on modules are necessary they should be distributed under the terms of an Open Source Initiative approved license.
2. All custom code will be "work for hire" with CGS holding the copyright. Code shall be written clearly and shall comply with the Joomla coding standards.

APPENDIX D- COMMUNICATIONS STRUCTURE CHART

Communications Structure Chart
California Genealogical Society

Board Officers
- Vice President
- Treasurer
- Investment Officer
- Corresponding Secretary
- Recording Secretary

President

Positions at Large
- Past President
- Nominations
- FGS Delegate
- Historian
- By-Laws

CGS Coordinators

CGS Directors

Education Coordinator	Facility Coordinator	Finance Coordinator	Library Coordinator	Marketing Coordinator	Membership Coordinator	Publication Coordinator
Classes			Library			
Intro Classes			Front Desk		Development & Member Services	
Research Trips			Research	Marketing		Blog
Field Trips	Facilities	Investments	Manuscripts	Outreach	Volunteers	eNews
Special Events	Technology	Finance	Special Projects	Social Media	Data Entry	Nugget
SIGS			Vertical Files	Publicity	Fundraising	
Event Registration						