

2015–2018 Strategic Plan

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| Objective | Strategies | Tactics/Activities |
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| <p><u>Executive & Governance</u> (Leadership)</p> <p>1. To enhance and improve the Foundation’s governance structure to ensure organizational success.</p> | <p>1. Develop a Trustee Succession Plan that will ensure the viability of the Foundation and the ability to execute its mission with the planned/unplanned departure of a Trustee.</p> <p>2. Establish an operating model to efficiently and effectively carry out the Foundation’s program of work while being adaptive to changing needs in the community.</p> <p>3. Foster a culture of learning and thoughtful deliberation.</p> | <p>1.1 Establish an annual assessment for trustees rotating off the board to gain feedback for continuous improvement.</p> <p>1.2 Establish pre-attributes for potential candidates to be completed and evaluated annually.</p> <p>1.3 Develop a set of performance expectations for potential candidates.</p> <p>1.4 Develop a trustee election process outline to facilitate the election of new trustees.</p> <p>1.5 Expand the current trustee election process to allow intentional discussion about potential candidates.</p> <p>2.1 Conduct an internal audit of the Foundation’s business operations and practices to determine ways to achieve greater efficiencies.</p> <p>2.2. Use the four operating models of community foundations as a guide to delineate the most effective way to achieve the Foundation’s mission.</p> <p>2.3 Staff the organization to effectively carry out the established operating model to achieve its mission, vision and strategies.</p> <p>3.1 Design and structure trustee meetings to allow for thoughtful deliberation. i.e., 10 minute topic, trustee education sessions.</p> <p>3.2 Sponsor community forums in partnership with other funders and key stakeholders to introduce</p> |

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| | <p>4. Ensure that all Foundation Volunteer Committees are reflective of the greater Spartanburg community.</p> <p>5. Establish a process for annual Trustee feedback to determine Board effectiveness and improvement.</p> | <p>thought leaders to the Spartanburg Community to shape community discourse on issues and concerns.</p> <p>3.3 Use White Papers to generate interest and foster dialogue around topics of concern and community need.</p> <p>3.4 Encourage site visits and opportunities to attend foundation conferences to increase the Foundation’s understanding of best practices, and tools to achieve our mission, vision and strategies.</p> <p>3.5 Design the annual Board Retreat to focus on key critical issues where the foundation’s philanthropic capitals might make a difference.</p> <p>4.1 Conduct an assessment of the Foundation’s Volunteer Committees.</p> <p>4.2 Develop a matrix listing the required skills and competencies required for each Volunteer Committee.</p> <p>4.3 Develop a formal orientation for the Foundation’s volunteer Committees.</p> <p>4.4 Recruit individuals to serve on the Foundation’s Volunteer Committees that represent the demographics of the greater Spartanburg Community.</p> <p>4.5 Establish a Volunteer Recognition Program for individuals who complete their volunteer service on the Foundation’s Volunteer Committees.</p> <p>5.1 Identify and develop a survey instrument to garner feedback from the trustees on the Foundation’s effectiveness and their role as trustee.</p> |

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| | | <p>5.2 Conduct an annual trustee evaluation and assess opportunities for growth and improvement.</p> <p>5.3 Use the feedback from the Trustee Survey to strengthen the board’s governance and recruitment efforts.</p> |

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| <p><u>Executive & Governance</u> <i>(Infrastructure)</i></p> <p>2. To strengthen the Foundation’s internal capabilities with regards to staffing, volunteer alignment, facilities, and operating model.</p> | <p>1. Leverage and maximize the use of technology to augment the Foundation’s capacity to accomplish its program of work.</p> <p>2. Recruit and retain a healthy, productive, and professional staff to fulfill the mission of the organization.</p> <p>3. Evaluate, assess, and fund a capital building fund to address the growing expansion needs of the Foundation.</p> | <p>1.1 Ensure that all Foundation staff is equipped with digital devices and provide training to ensure maximized productivity.</p> <p>1.2 Transition Board packets and Committee packets from hard copy to digital.</p> <p>1.3 Make full use of smartboard technology to facilitate the work of the Foundation’s program of work.</p> <p>1.4 Install digital technology in the Foundation office lobby for the use of educating and inspiring guests.</p> <p>1.5 Use digital technology as a tool for asset development.</p> <p>2.1 Conduct a bi-annual compa ratio study to ensure a competitive wage and benefits program for all associates.</p> <p>2.2 Foster a culture of work life balance to minimize and/or avoid associate burnout.</p> <p>2.3 Use the Workplace Profile DISC Assessment as one method to evaluate potential candidates for open positions.</p> <p>2.4 Ensure that all Personnel Policies are current, and available to all associates.</p> <p>2.5 Encourage and foster an environment of continuous improvement.</p> <p>3.1 Engage with an outside firm to determine facility needs for short and long term growth.</p> <p>3.2 Evaluate current usage of the Foundation’s facilities and maximize use in all areas.</p> <p>3.3. Establish a budget to address the Foundation’s</p> |

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| | <p>4. Make full use of community volunteers at all levels to help the Foundation increase its impact in the greater Spartanburg community.</p> <p>5. Grow responsibly while achieving 100% administrative coverage from fee income.</p> | <p>expansion program.</p> <p>3.4 Establish a capital building fund to implement the capital building expansion.</p> <p>4.1 Implement the Foundation’s Internship Program to build capacity at all levels within the organization.</p> <p>4.2 Establish working relationships with all colleges in Spartanburg County from which to recruit qualified student interns.</p> <p>4.3 Make volunteer opportunities known and available to internal groups. i.e., Grassroots Leadership Development Institute, Women Giving for Spartanburg.</p> <p>5.1 Focus on mission.</p> <p>5.2 Make full use of interns, contract labor to increase the Foundation’s capacity to carry out its program of work.</p> <p>5.3 Conduct a cost study analysis to determine areas for additional capacity.</p> <p>5.4 Grow staff responsibly and in alignment with the Foundation’s operating model to sustain its operations at a high level.</p> <p>5.5 Work to maintain administrative overhead at 100% fee coverage.</p> |

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| <p><u>Finance</u> (Asset Development)</p> <p>3. To increase the total assets 33% by 2018.</p> | <p>1. Obtain new monies through the cultivation of the target audiences (i.e., high net-worth individuals, professional advisors, current fundholders, and for profit corporations) at a rate of \$9.5 million per year.</p> <p>2. Grow Planned Giving Legacy Society (5 planned gifts per year).</p> <p>3. Grow Unrestricted Funds by \$1,250,000 annually in an effort to create endowed assets.</p> | <p>1.1 Target high net-worth individuals and target Professional Advisors.</p> <p>1.2 Increase Donor Advised, Designated and Supporting Organizations.</p> <p>1.3. Cultivate Current Fundholders to expand relationships through education and awareness of the Foundation’s activities.</p> <p>1.4 Seek for profit corporations to open fund relationships with the Foundation to benefit community through a Donor Advised Fund. i.e., Contec and JM Smith Corporation.</p> <p>2.1 Target Gate Keepers.</p> <p>2.2 Target Donor Advised Funds.</p> <p>2.3 Educate current and potential fundholders about Planned Giving.</p> <p>2.4 Educate the Professional Advisory Committee on Planned Giving and the Foundation.</p> <p>3.1 Encourage new fund relationships to participate in options to give annually to the Community Fund through their fund agreement.</p> <p>3.2 Target existing Donor Advised Funds and Support Organizations to consider gifting 5% of net annual income to unrestricted funds.</p> <p>3.3 Leverage external grants to meet community needs.</p> <p>3.4 Review dormant funds or inactive funds to transfer their money to Unrestricted Funds.</p> |

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| | <p>4. Focus on best practices for financial efficiencies.</p> <p>5. Focus on oversight for fund management/asset management of the Foundation.</p> | <p>4.1 Review and research fees every three years</p> <p>4.2 Maintain best practice research through monitoring the Council on Foundation’s listserv and the Council on Foundations legal updates.</p> <p>4.3 Work with CF Insights to perform research.</p> <p>5.1 Research and evaluate managers on a high level to ensure the Foundation is performing due diligence.</p> <p>5.2 Maintain transparency through Annual Report, Audit and the 990 on Guidestar and access to these vehicles via the Foundation’s website.</p> <p>5.3 Maintain FundWeb and send fund statements quarterly and annually to all Foundation fundholders.</p> <p>5.4 Research & evaluate investment models and allocations to ensure appropriate investment performance levels.</p> |

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| <p><u>Philanthropic Services</u> <i>(Messaging, Marketing, & Outreach)</i></p> <p>4. To increase community awareness and foster diversified donor relationships.</p> | <p>1. Deepen understanding of the Foundation’s role as a community connector and knowledge center through strategic communications and marketing efforts in order to obtain new monies and increase donor diversity.</p> <p>2. Conduct focused outreach to and engagement with the greater Spartanburg County areas.</p> | <p>1.1 Implement innovative ways to strategically market the Foundation’s services and initiatives.</p> <p>1.2 Identify and share stories around the Foundation’s role in connecting resources with needs.</p> <p>1.3 Increase awareness of the Foundation’s role as a knowledge source in addressing the community’s ever-changing needs.</p> <p>1.4 Create opportunities for diverse groups (age, race, gender, etc.) to be engaged in the work of the Foundation in a substantive way.</p> <p>1.5 Offer outlets for those currently engaged with the Foundation to share their story in order to inspire new partnerships/relationships.</p> <p>2.1 Identify key leaders, current fundholders, and prospects throughout Spartanburg County.</p> <p>2.2 Utilize current fundholders in sharing the work of the Foundation throughout Spartanburg County.</p> <p>2.3 Seek opportunities to intentionally impact communities representing all parts of Spartanburg County.</p> <p>2.4 Become visible and physically present in all areas of Spartanburg County (i.e., events, opportunities that take place on the Westside).</p> <p>2.5 Strategically engage Spartanburg County communities beyond only financial investment and into the realm of relationships/partnerships that offer opportunity for face-to-face interaction.</p> |

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| | <p>3. Maximize marketing and digital strategies to increase Foundation awareness and engagement.</p> <p>4. Provide message clarity, foster new relationships, and increase satisfaction of existing donors through the use of digital strategies, print collaterals, and engagement opportunities.</p> | <p>3.1 Create an updated and intentional marketing plan.</p> <p>3.2 Evaluate and update the Foundation’s collaterals.</p> <p>3.3 Utilize social media and blogs to keep audiences updated on Foundation activities, opportunities, and impact.</p> <p>3.4 Create a Technology Advisory Committee to oversee the use of technology and digital strategies related to messaging/marketing and digital protection.</p> <p>3.5 Employ innovative visual marketing strategies (i.e., storyboards, portable signage, etc.)</p> <p>4.1 Educate the community on the role of a community foundation and the ways in which it aids a community.</p> <p>4.2 Utilize innovative and creative ways to effectively educate the community on the role of the Foundation.</p> <p>4.3 Identify collective impact stories and create videos, blogs, and collaterals to share these stories with Foundation audiences.</p> <p>4.4 Provide donors with engagement opportunities to increase awareness of current needs in the community.</p> <p>4.5 Offer quarterly communications and events targeted at fostering diverse, new relationships (i.e., Lunch and Learn, video blog, etc.)</p> |

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| | <p>5. Foster relationships with donor advised and supporting organization fundholders through opportunities for community leadership by leveraging resources and sharing impact stories.</p> | <p>5.1 Provide donor advised and supporting organization fundholders with meaningful engagement opportunities (i.e., site visits, <i>Just Because</i> events, etc.).</p> <p>5.2 Develop quarterly communications to inform fundholders of the Foundation’s recent impact on the community.</p> <p>5.3 Facilitate giving opportunities based on individual fundholders interests.</p> <p>5.4 Offer individualized, face-to-face time with fundholders as a knowledge source for their personal philanthropic goals.</p> <p>5.5 Foster partnerships among fundholders with similar interests in order to leverage resources.</p> |

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| <p><u>Community Leadership</u> (Grants & Initiatives)</p> <p>5. To be a recognized philanthropic leader, knowledge source, convener, collaborator, and catalyst for community improvement.</p> | <p>1. Align community leadership activities with the Spartanburg Community Indicators Project.</p> <p>2. Foster awareness and educate the community and nonprofits on pressing issues in order to inform decision-making and collaborative action.</p> | <p>1.1 Lead collaborative assessment of the Joint Funders (The Spartanburg County Foundation, Mary Black Foundation, United Way of the Piedmont, and Spartanburg Regional Foundation) to evaluate individual outcomes, collective impact, and gaps in funding within each Indicator Area.</p> <p>1.2 Categorize Foundation initiatives and grantmaking under specific Indicator Areas.</p> <p>1.3 Set measurable goals and evaluate the outcomes of Foundation initiatives, grantmaking, and partnerships to determine return on investment.</p> <p>1.4 Demonstrate if and how Foundation’s grantmaking and community leadership outcomes contribute to the positive improvement of specific Indicator Areas.</p> <p>1.5 Ensure all partnerships align with the Spartanburg Community Indicators Project.</p> <p>2.1 Conduct research and compile information to inform the greater Spartanburg County community about emerging needs and concerns.</p> <p>2.2 Host County-wide community forums and distribute information regarding pressing issues.</p> <p>2.3 Award strategic <i>Just Because</i> grants to bring awareness to pressing issues.</p> <p>2.4 Re-purpose the Donor Connect program to educate donors, leverage resources, and increase</p> |

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| | <p>3. Implement a proactive and responsive grantmaking program to leverage resources and maximize collective impact.</p> <p>4. Serve as a community connector and knowledge source in identifying critical issues, promoting collaboration, and embracing innovation in strategically addressing those issues.</p> | <p>collective impact.</p> <p>2.5 Engage and educate the next generation of philanthropists around important issues.</p> <p>3.1 Build strategic relationships with regional and national funders to leverage the Foundation’s money and bring additional resources to Spartanburg County.</p> <p>3.2 Research and develop an innovative Proactive Grantmaking Program, which includes formalizing/showcasing how the Foundation connects donors/funds to specific funding opportunities.</p> <p>3.3 Implement focused Responsive Grantmaking Program and evaluate impact.</p> <p>3.4 Formalize <i>Just Because</i> grant program.</p> <p>3.5 Evaluate and implement technology to facilitate Grants Review Committee process.</p> <p>4.1 Identify pressing needs and improvement priorities in outlying areas of the County, and form strategic collaborations to help address those issues.</p> <p>4.2 Build social capital by connecting leaders in Spartanburg County who are not considered mainstream to service opportunities and equip them with skills needed to be successful.</p> <p>4.3 Build capacity and foster collaboration between nonprofits.</p> <p>4.4 Lead development of Spartanburg County Interfaith Alliance and identify other such untapped resources to build collaborations.</p> |

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| | <p>5. Lead community initiatives to successfully launch, monitor, and celebrate.</p> | <p>4.5 Explore opportunity to partner with other funders to develop a Nonprofit Consortium.</p> <p>5.1 Continually monitor and evaluate Foundation initiatives to strategize improvement opportunities, determine an exit plan, or sunset the initiative, as appropriate.</p> <p>5.2 Use Criteria for Community Leadership Initiatives to evaluate current activities and determine when the Foundation is able to take on a new initiative.</p> <p>5.3 Identify opportunities to lead new initiatives, always keeping an exit plan in the forefront of the planning.</p> <p>5.4 Use Foundation’s Community Engagement Policy to determine if the Foundation should lead on an initiative once an opportunity is identified.</p> <p>5.5 Develop a formal plan and set of criteria to determine how the Foundation launches, monitors, and celebrates community initiatives.</p> |