



Background and Approach:

The St. Marys United Methodist Church Foundation (SMUMCF) has developed a strategic plan to identify what the organization must accomplish if it is successfully serving the community over the next five years. To develop the strategic plan we completed a detailed analysis of the future environment we will exist in over the next five years. This activity enabled us to develop key planning assumptions that we believe will most impact our ability to be successful as we move forward.

Based on these key assumptions we were able to identify what SMUMCF must look like with respect to each assumption if we were effectively operating the organization. These strategic priorities or goals enabled us to articulate what we will look like in the future in our most successful state. With all of our goals identified, SMUMCF was then able to identify our current state in relation to each goal and articulate the gap that exists between where we are today and what we must accomplish in the future. The effort enabled us to understand the measurable objectives that we must complete if we are able to achieve our identified goals. The objective also enabled us to identify the key initiatives we must accomplish if we are to successfully achieve the full intent and scope of the objectives.

Our Future Environment:

Nationally, SMUMCF provides grants to 501c3 organizations and ministries in Southeast Georgia (Brantley, Camden, Charlton and Glynn Counties) and agencies of the South Georgia Annual Conference of the United Methodist Church. While Camden County continues to outpace the state of Georgia in economic and social indicators, Brantley, Charlton and Glynn Counties continue to underperform in these indicators. We do not believe this trend will reverse itself in the next 5 years. Internationally, SMUMCF provides funding to a group of organizations involved in a project known as "Together", which is a 5-year (2011-2016), multi-faceted project to improve health and development outcomes and build community resilience for the Karamojong people in Northern Uganda to cope with their environment. We believe utilizing this model in Southeast Georgia and other geographies will help SMUMCF increase its impact and strengthen the communities we work in. SMUMCF is uniquely positioned to support communities in determining solutions to local challenges and bringing the right people together to drive change. SMUMCF Board and staff will take steps based on the following key assumptions as we strategically plan to reach our vision.

Vision Statement:

In five years, SMUMCF envisions an improved quality of life (see Appendix A) for people and an environment of self-sufficiency throughout the world. The organization has strategically invested in internal processes to strengthen itself and the mission into the future.

Key Assumptions:

1. SMUMCF needs to maintain a healthy “investment” relationship with grantees vs. unintentionally fostering unhealthy dependency.
2. SMUMCF’s “Together-model” (serving as a facilitator in bringing together organizations to think and work collectively) can be utilized with other issues and in other geographies both locally and internationally.
3. SMUMCF Foundation must prepare and plan for an eventual executive transition.
4. SMUMCF Board needs to be clear of its roles and responsibilities in relation to St Marys United Methodist Church.
5. SMUMCF will continue to make international grants.

Our Values:

SMUMCF uses the following values to support and move the organization forward.

1. In all that we do, we will seek to discern and to follow the Will of God as expressed through the Bible and the Discipline of the United Methodist Church.
2. We consider our work to be an outgrowth of the ministry of the St. Marys United Methodist Church.
3. We are guided by our Wesleyan heritage of “personal and social holiness”.
4. We will seek to conduct all of our activities with humility and responsibility.
5. We will attempt to respond with thoughtfulness and compassion to people who seek assistance.
6. We will seek to leverage our resources through partnerships with other private and public organizations that share our values and goals.

Our SWOT:

Strengths (Internal Environment):

SMUMCF has a strong Grant Evaluation Process that relates directly back to its mission.
The “Together-model” has shown promise in increasing impact and collaboration.
The Board is highly engaged in SMUMCF’s grant making process.
SMUMCF has a talented, dedicated staff.
SMUMCF is a good steward of its funds.

Weaknesses (Internal Environment):

SMUMCF’s communication with external stakeholders.
There is the potential to unintentionally cause grantees to become dependent on SMUMCF funding.
SMUMCF has limited staff capacity.
An executive transition could cause a loss of institutional knowledge.

Opportunities (External Environment):

Expansion of the “Together-model” into additional geographies.
Assisting local nonprofits in becoming grant worthy.
Leveraging SMUMCF funds and activities to increase funding opportunities in Southeast Georgia.

Threats (External Environment):

Clergy appointments that do not support SMUMCF’s mission and vision.
Continued economic challenges that face Southeast Georgia.
Participation in established denominations is declining.
An economic downturn could affect SMUMCF’s grant making ability.

Our Strategy:

Mission Perspective: In this perspective we have identified what success looks like externally to the community and our key stakeholders.

Internal Process Perspective: The perspective identifies what we must accomplish internally with respect to our key business processes if we are to be able to achieve the objectives in the mission perspective.

Organizational Capital Perspective: Objectives and initiatives within this perspective identify what our board and staff capabilities need to be in the future if we are to efficiently run our key business processes and execute on our mission.

Financial Perspective: This perspective identifies what financial resources we will need to operate SMUMCF as well as to strategically invest in the future of the organization. During the planning process, financial assumptions (e.g. fiscal sustainability of the Foundation, expectations about the corpus of the Foundation's assets, etc.) were examined. However, specific goals and objectives for changing the financial position of the Foundation did not emerge as a strategic priority.

Our Strategy Chart:

In the following charts we have laid out our strategy by key perspective to include our key assumptions, goals, objectives and initiatives:

Mission Perspective:

Key Assumption	Completed Goal	Key Objective	Key Initiative(s)
SMUMCF's "Together-model" (serving as a facilitator in bringing together organizations to think and work collectively) can be utilized with other issues and in other geographies both locally and internationally.	The Foundation successfully replicated the "Together-model" approach and concepts to achieve important results on key community issues.	<p>1. Increase awareness of what is a critical need among foundation Board members.</p> <p>2. Increase pool of "Together-model" organizations.</p>	<p>1.1 Use results of the "Together-model" evaluation to inform the Board about the essential components and lessons learned experienced through current project.</p> <p>1.2 Assess the Board's interest in and perception of the unmet critical needs.</p> <p>1.3 Perform asset based community assessment in areas of interest.</p> <p>1.4 Identify the community organizations most interested and ready in adopting "Together-model" in meeting these critical needs.</p> <p>1.5 Define community results that could be meaningfully achieved through new initiatives involving the "Together-model."</p> <p>2.1 Provide technical assistance to organizations in understanding and forming "Together-model" partnerships by acting as a</p>

		<p>3. Increase ability to implement new projects.</p> <p>4. Increase partnerships in collaborative, co-investment opportunities.</p> <p>5. Increase proactive grant making activities aimed at helping nonprofits to become “grant-worthy.”</p>	<p>facilitator in the process of bringing organizations to the table.</p> <p>3.1 Assess the best “staffing model” to support the objectives and associated initiatives (increased regular staffing, contracted, and/or consultants).</p> <p>3.2 Secure the necessary staff support.</p> <p>4.1 Assess funder interest in being co-investors in a “Together-model” approach.</p> <p>4.2 Support and engage the Communities of Coastal Georgia in the identification of the “Together-model” co-investors.</p> <p>5.1 Expand nonprofit capacity building activities (including non-monetary participation with organizations) in the formative stages of building “Together-model” initiatives.</p>
SMUMCF will continue to make international grants.	The Foundation successfully invested in improving the quality of life of people and creating an environment of self-sufficiency throughout the world.	<p>1. Increase mindfulness of Acts 1:8 and history of SMUMC.</p> <p>2. Increase clarity of successful international grant-making “Together-model” program evaluation.</p> <p>3. Increase understanding of alternatives options for international grant-making.</p>	<p>1.1 Bring renewed awareness to the mission of the Foundation in fulfilling the Great Commission.</p> <p>1.2 Review, among the Board, the church’s history of international involvement.</p> <p>2.1 Complete the program evaluation for “Together-model” project.</p> <p>3.1 Develop database of potential, “high impact” investment opportunities that does not include continuation of existing “Together coalition” projects.</p> <p>3.2 Suspend 2016 international grant making (for spring cycle) with the intent of maintaining 25% level of investing and using the residual funds to invest in</p>

			<p>pilot international investment opportunities.</p> <p>3.3 Based on results from grant making and evaluation of “Together-model” implement updated international grant making strategy.</p>
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Internal Process Perspective:

Key Assumption	Completed Goal	Key Objective	Key Initiative(s)
<p>SMUMCF needs to maintain a healthy “investment” relationship with grantees vs. unintentionally fostering unhealthy dependency.</p>	<p>Grantees are self-sustaining and maintain appropriate diverse organizational revenue streams.</p>	<p>1. Increase grantee self-sustainability and diversification of organizational revenue.</p> <p>2. Increase clarity about “operational support.”</p>	<p>1.1 Define SMUMCF levels of support which may serve as guidelines for determining risk of dependency.</p> <p>1.2 Develop prerequisites for funding, incentives or possible conditions for continued funding connected to organizational sustainability and sustainable business models.</p> <p>1.3 Create a link to the Foundation Center on the SMUMCF website.</p> <p>1.4 Continue to provide opportunities for financial education through partnerships and continue to advocate and promote the use of these programs and resources.</p> <p>1.5 Continue to support the Communities of Coastal Georgia Foundation (i.e. Partnerships in Philanthropy initiative, serving on the board) to create alternative sources of funding.</p> <p>1.6 Host annual grantee event focusing on fundraising and sources of complementary, supplemental or alternative funding sources.</p> <p>2.1 Research and adopt an industry standard “definition” of what constitutes “operational support” for SMUMCF purposes.</p> <p>2.2 Define and clarify foundation philosophy about the value and use of administrative, program and fundraising expenses in determining grant making.</p> <p>3.1 Refine and enhance rating methods and practices to reflect</p>

		3. Maintain the use of rating sheets and rating methods.	the evolution of the foundations investment criteria.
SMUMCF Board needs to be clear of its roles and responsibilities in relation to St. Marys United Methodist Church.	The Foundation is equipped to appropriately respond to the needs of the church.	<p>1. Increase the Board understanding of the history and rationale for the establishment of the Foundation and its original charge.</p> <p>2. Increase understanding of when action is appropriate.</p> <p>3. Increase clarity of the role and mission and critical leadership needs of the Foundation among Conference Leadership.</p>	<p>1.1 Conduct Board development discussions based on historical materials developed in Goal 2, Objective 1.3.</p> <p>1.2 Refine the Board Orientation process to emphasize the historical decision made in establishing the Foundation 501C3 Type 1 supporting organization and the intent of early leaders in defining the Foundation’s mission and role with the church.</p> <p>1.3 Develop materials that help Board members clearly differentiate the structure and purposes of the Endowment and other supporting vehicles established through the Bailey bequest.</p> <p>1.4 Clarify the relationship between the Foundation and these other vehicles in supporting the church and its needs.</p> <p>2.1 Conduct facilitated brainstorm scenarios regarding when action might be appropriate.</p> <p>2.2 Analyze and document which scenarios the board/foundation feels justify action support from a facilitator.</p> <p>3.1 Proactively engage Bishop and Conference leadership in matters related to the Foundation’s mission, impact of clergy appointments and the Foundation’s founding leaders’ vision for the Foundation as a supporting organization of SMUMC.</p>

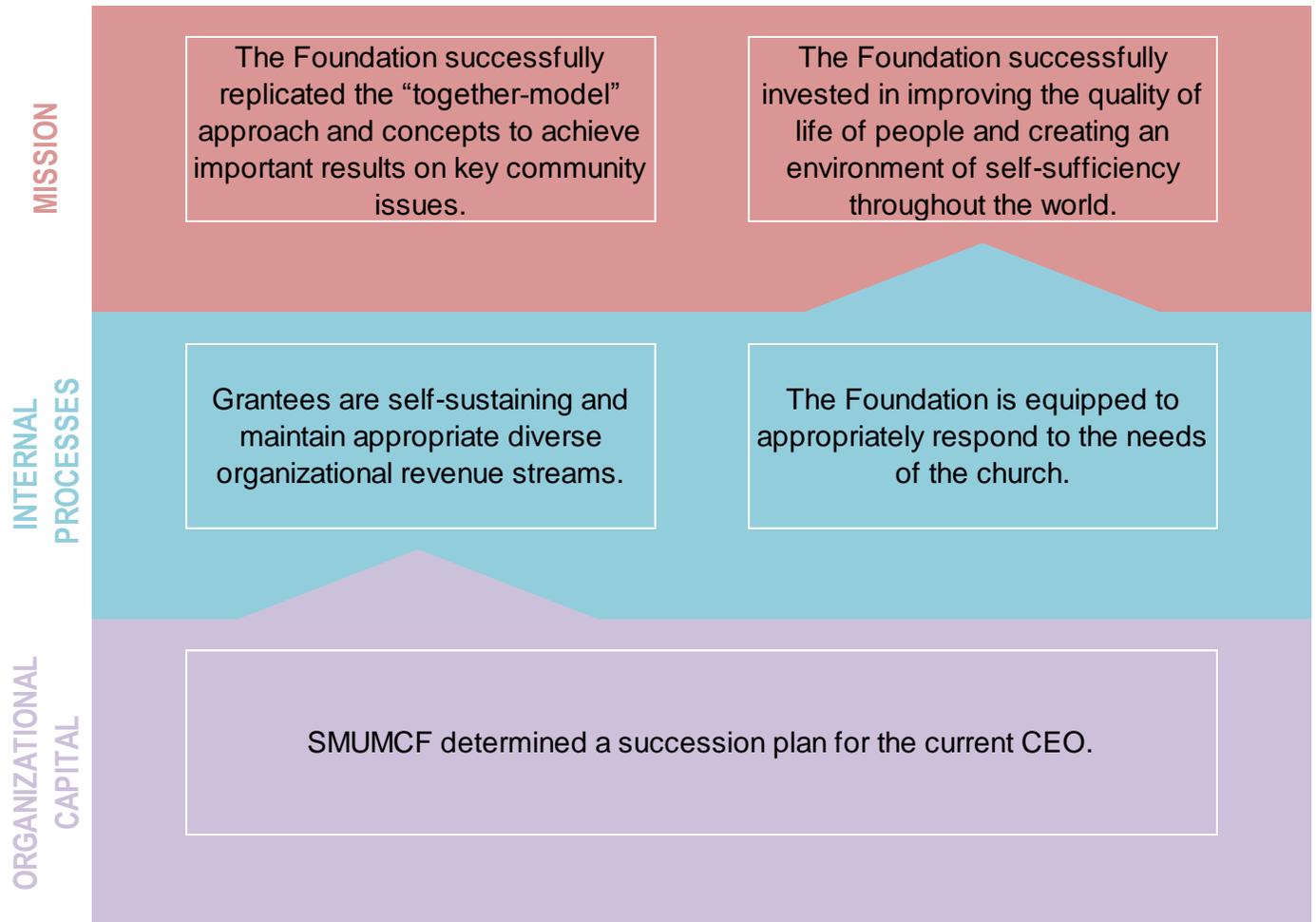
Organizational Capital Perspective:

Key Assumption	Completed Goal	Key Objective	Key Initiative(s)
SMUMC Foundation must prepare and plan for an	SMUMCF determined a	1. Increase the board’s attention and	1.1 Review current policy and determine if current policy is

<p>eventual executive transition.</p>	<p>succession plan for the current CEO.</p>	<p>awareness of the succession plan.</p> <p>2. Increase the board's network of nonprofit resources.</p> <p>3. Increase the alignment of the CEO contract to the strategic planning timeline.</p> <p>4. Increase the level of institutional knowledge about the history, philosophy, key decision factors that influenced the foundations investment methodologies currently known largely by the CEO.</p>	<p>sufficient for anticipated succession needs.</p> <p>1.2 Conduct annual tabletop exercise to support clarity about board roles and responsibilities if faced with temporarily or permanent and unplanned loss of CEO.</p> <p>2.1 Network with the Southeastern Council of Foundations, Boardwalk Consulting, Georgia Center for Nonprofits and other resources to identify possible candidates and models of successful transition.</p> <p>3.1 Restructure CEO contract to mirror strategic plan timeline and execute revised contract.</p> <p>4.1 Engage the CEO in documenting and codifying the lessons learned and reasons for making critical decision in terms of the structure, investment approach and core values of the Foundation.</p>
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SMUMCF Strategy Map:

BALANCED SCORECARD STRATEGY MAP: St. Marys United Methodist Church Foundation



Balanced Score Card:

Mission Perspective: In this perspective we have identified what success looks like externally to the community and our key stakeholders.

Internal Process Perspective: The perspective identifies what we must accomplish internally with respect to our key business processes if we are to be able to achieve the objectives in the mission perspective.

Organizational Capital Perspective: Objectives and initiatives within this perspective identify what our board and staff capabilities need to be in the future if we are to efficiently run our key business processes and execute on our mission.

SMUMCF Strategic Plan Summary:

SMUMCF looks forward to the future of the organization that is clearly and strategically crafted. Attention to each piece of the Balanced Scorecard will align SMUMCF with the precise steps to become a successful organization of the future. Creating goals, objectives and initiatives in each area of mission,

internal processes and organization capital ensures that SMUMCF monitors key performance indicators in every sphere of the organization.

SMUMCF Strategic Participants:

SMUMCF offers sincere thanks to all the staff, current and former board members, the St. Marys United Methodist Church Congregation, grant partners, and others who participated in the accomplishment of this 5 year strategic plan.

Appendix A: Quality of Life Indicators

Quality of Life includes the following indicators:

- Food / Water / Shelter – There is no work to be done improving the quality of one’s life until basic needs are met. The most vulnerable of our population, the children, must be addressed first to ensure any hope for their future while ensuring that our elder population may also know safety and security in their own homes.
- Safety & Security – A safe and secure community protects its most vulnerable populations - children, elderly, sick and physically challenged - ensuring that they are free from violence and risk.
- Effective Church Community – An effective church community results in people’s needs being met by a spiritual outpouring of love and resources from a core of community caring. Examples are churches coming together to cooperate and strengthen each other and the communities they serve as well as individual members being drawn to actively participate in the life of the church.
- Educational Attainment – Educational attainment is defined in the broader complex of skill building, both life skills as well as employment skills that would lead to an individual’s ability to become a contributing member of society - education being the means to an end rather than an end in and of itself.
- Economic Opportunity & Diversity – Improving the quality of life for individuals and families is hinged on their ability to survive economically and that is hinged on the availability of sustainable employment. Therefore, the Foundation sees a vital role to be played through active participation with partners and organizations that have this work as their primary mission.
- Self Sustainability – Our communities must work towards a cultural shift that encourages and supports pathways to self-sufficiency - breaking the cycle of dependency by providing “a hand up and not just a hand out.” We must also invest in building the capacity of the social purpose sector to strengthen their core capacities and partnerships, diversifying their funding, and creating sustainable revenue strategies, so that they will thrive in service to others and supporting systems of social change and improvement.

Appendix B: Strategic Plan Road Map

Key Goals, Objectives and Initiatives: St. Marys United Methodist Church Foundation

Mission

Goal 1: The Foundation successfully replicated the "Together-model" approach and concepts to achieve important results on key community issues.	Objective 1: Increase awareness of what is a critical need among foundation Board members.	2016	2017	2018	2019	2020
	Use results of the "Together-model" evaluation to inform the Board about the essential components and lessons learned experienced through current project.					
	Assess the Board's interest in and perception of the unmet critical needs.					
	Perform asset based community assessment in areas of interest.	█	█			
	Identify the community organizations most interested and ready in adopting "Together-model" in meeting these critical needs.	█	█			
	Define community results that could be meaningfully achieved through new initiatives involving the "Together-model."		█	█		
	Objective 2: Increase pool of "Together-model" organizations.					
	Provide technical assistance to organizations in understanding and forming "Together-model" partnerships by acting as a facilitator in the process of bringing organizations to the table.			█	█	█
	Objective 3: Increase ability to implement new projects.					
	Assess the best "staffing model" to support the objectives and associated initiatives (increased regular staffing, contracted, and/or consultants).			█		
	Secure the necessary staff support.			█		
	Objective 4: Increase partnerships in collaborative, co-investment opportunities					
	Assess funder interest in being co-investors in a "Together-model" approach.			█	█	
	Support and engage the Communities of Coastal Georgia Foundation in the identification of the "Together-model" co-investors.			█	█	█
	Objective 5: Increase proactive grant making activities aligned aimed at helping nonprofits to become "grant-worthy."					
Expand nonprofit capacity building activities (including non-monetary participation with organizations) in the formative stages of building "Together-model" initiatives.			█	█	█	

Key Goals, Objectives and Initiatives: St. Marys United Methodist Church Foundation

INTERNAL PROCESS

Goal 1: Grantees are self-sustaining and maintain appropriate diverse organizational revenue streams.	Objective 1: Increase grantee self-sustainability and diversification of organizational revenue.	2016	2017	2018	2019	2020
	Define SMUMCF levels of support which may serve as guidelines for determining risk of dependency.	█				
	Develop prerequisites for funding, incentives or possible conditions for continued funding connected to organizational sustainability and sustainable business models.	█				
	Create a link to the Foundation Center on the SMUMCF website.	█				
	Continue to provide opportunities for financial education through partnerships and continue to advocate and promote the use of these programs and resources.	█	█	█	█	█
	Continue to support the Communities of Coastal Georgia Foundation (i.e. Partners in Philanthropy initiative, serving on the board) to create alternative sources of funding.	█	█	█	█	█
	Host annual grantee event focusing on fundraising and sources of complementary, supplemental or alternative funding sources.	█	█	█	█	█
	Objective 2: Increase clarity about "operational support."					
	Research and adopt an industry standard "definition" of what constitutes "operational support" for SMUMCF purposes.	█				
	Define and clarify Foundation philosophy about the value and use of administrative, program and fundraising expenses in determining grant making.	█				
	Objective 3: Maintain the use of rating sheets and rating methods.					
Refine and enhance rating methods and practices to reflect the evolution of the Foundation's investment criteria.	█	█	█	█	█	

Key Goals, Objectives and Initiatives: St. Marys United Methodist Church Foundation

Goal 2: The Foundation is equipped to appropriately respond to the needs of the church.	Objective 1: Increase the Board's understanding of the history and rationale for the establishment of the Foundation and its original charge.	2016	2017	2018	2019	2020
	Conduct Board development discussions based on historical materials developed in Goal 2, Objective 1.3.					
Refine the Board Orientation process to emphasize the historical decision made in establishing the Foundation 501C3 Type 1 supporting organization and the intent of early leaders in defining the Foundation's mission and role with the church.						
Develop materials that help Board members clearly differentiate the structure and purposes of the Warren Bailey Endowment and other supporting funds (i.e. Scholarship Fund, Share a Meal Fund) established through the Bailey bequest.						
Clarify the relationship between the Foundation and these other funds in supporting the church and its needs.						
Objective 2: Increase understanding of when action is appropriate.						
Conduct facilitated brainstorm scenarios regarding when action might be appropriate.		■				
With support from a facilitator, analyze and document which scenarios the Board/Foundation feels justify action.		■				
Objective 3: Increase clarity of the role and mission and critical leadership needs of the Foundation among Conference Leadership.						
Proactively engage Bishop and Conference leadership in matters related to the Foundation's mission, impact of clergy appointments and the Foundation's founding leaders' vision for the Foundation as a supporting organization of SMUMC.		■	■	■	■	

Key Goals, Objectives and Initiatives: St. Marys United Methodist Church Foundation

Organizational Capital

Goal: SMUMCF determined a succession plan for the current CEO.	Objective 1: Increase the Board's attention and awareness of the succession plan.	2016	2017	2018	2019	2020
	Review current policy and determine if current policy is sufficient for anticipated succession needs.					
Conduct annual tabletop exercise to support clarity about board roles and responsibilities if faced with temporarily or permanent and unplanned loss of CEO.						
Objective 2: Increase the Board's network of nonprofit resources.						
Network with the Southeastern Council of Foundations, Boardwalk Consulting, Georgia Center for Nonprofits and other resources to identify possible candidates and models of successful transition.						
Objective 3: Increase the alignment of the CEO contract to the strategic planning timeline.						
Restructure CEO contract to mirror strategic plan timeline and execute revised contract.						
Objective 4: Increase the level of institutional knowledge about the history, philosophy, key decision factors that influenced the Foundation's investment methodologies currently known largely by the CEO.						
Engage the CEO in documenting and codifying the lessons learned and reasons for making critical decision in terms of the structure, investment approach and core values of the Foundation.						

Key Dates

New Bishop Appointed to S GA Conference																				
Together Coalition ends 5 year program.																				
Board Class of 2018: Minimum of 2 new board members																				
Board Class of 2019: Minimum of 1 new board member																				
Board Class of 2020: All 3 board members will be new.																				

- Content highlighted in red represent goals, objectives, and initiatives that reflect the organizations MISSION perspective.
- Content highlighted in blue represent goals, objectives, and initiatives that reflect the organizations INTERNAL PROCESSES perspective.
- Content highlighted in purple represent goals, objectives, and initiatives that reflect the organizations ORGANIZATIONAL CAPITAL perspective.
- Key dates for SMUMCF.