

**Mary Black Foundation Work Plan
Strategic Plan, 2017–2019**

Goal One: Impact				
Demonstrate and communicate the positive impact of the Foundation’s investments in the community.				
Target Indicators				
What? Strategy	How? Action Steps		Measure of Success? Outcome	
1.1 Increase understanding of the contributions of the Foundation and its partners in Spartanburg	1.1.1 Research and recommend effective communication strategies at other health legacy foundations 1.1.2 Develop and resource a MBF communications strategy that highlights results, grantees, and collaborative problem solving approach 1.1.3 Increase the use of social media venues to share news of MBF activities and contributions 1.1.4 Conduct an annual inventory of the technical assistance, convening, and collaborative activities of MBF, and share results 1.1.5 Publicize and share lessons learned from Wellville and other collaborative efforts to the broader philanthropic community		<ul style="list-style-type: none"> • MBF is highlighted in publications & events • “By the Numbers” section in MBF Annual Report includes all investments in the community • Increased participation by new stakeholders and residents (social capital) • Increased traffic to social media outlets • Increased resources for Spartanburg 	
1.2 Achieve targeted outcomes in priority areas of early childhood development and healthy eating and active living	1.2.1 Identify progress to date on priority issue logic models 1.2.2 Establish baseline for outcomes 1.2.3 Conduct a “grand rounds” on prior investments to learn from experience 1.2.4 Continue to seek out and apply best practices locally in priority areas 1.2.5 Utilize GIFTS On-Line to track grantee level outcomes 1.2.6 Analyze and communicate results to grantees, board, and staff 1.2.7 Use results to inform investment, partnership, and communication strategy 1.2.8 Integrate OAH outcomes into the ECD logic model		<ul style="list-style-type: none"> • Targets established for the intermediate and long-term outcomes in logic models • Results tracked and analyzed annually 	

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1.3 Decrease disparities between populations participating in active living and healthy eating and early childhood development initiatives	1.3.1 Educate decision makers, grantees, and residents on contributing factors to poor health outcomes within priority areas 1.3.2 Partner with grantees to collect and share data on disparities and set targets to reduce disparities 1.3.3 Strengthen grantees’ capacity to engage with grass roots organizations and beneficiaries to build trust, educate, and address disparities		<ul style="list-style-type: none"> • Targets established for reducing disparities in each priority area • Results tracked and analyzed annually 	
1.4 Strengthen the capacity of key partners within the priority areas to achieve results	1.4.1 Identify key partner assets and needs 1.4.2 Provide targeted technical assistance and support based on needs and gaps		<ul style="list-style-type: none"> • Individual organization targets are established based on baseline assessments • Organizational health & capacity is assessed annually 	

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Goal Two: Engage				
Be a leader in increasing engagement of residents and decision-makers in understanding and supporting actions for a healthy community.				
Target Indicators				
What? Strategy	How? Action Steps		Measure of Success? Outcome	
2.1 Investigate and recommend how to foster increased health equity as part of the Foundation's strategic approach.	2.1.1 Develop recommendations for and implement a health equity lens for the Foundation 2.1.2 Assess and strengthen understanding of health equity among staff and board 2.1.3 Provide training and support to board and staff to be comfortable talking about health equity 2.1.4 Share perspectives of residents regularly with grantees, staff, board, and community		<ul style="list-style-type: none"> • Board has a clearer understanding of social determinants of health & prepared for further discussion about the role of the Foundation in advancing health equity discussion in September 2017 • 100% of staff are comfortable with speaking the language of health equity 	
2.2 Increase the number of individuals and organizations informed and engaged in the Foundation's work	2.2.1 Conduct outreach to key stakeholders to listen, learn about, and share information on community needs 2.2.2 Investigate & determine how to engage subject matter experts in ECD and HEAL 2.2.3 Identify and advance ways of listening and incorporating perspectives of residents in distressed neighborhoods into MBF planning and grantmaking 2.2.4 Strengthen MBF's position as a trusted, positive, and credible force for hope and action in communities of all incomes		<ul style="list-style-type: none"> • Increased invitations to engage in local organizations and events • Foundation board and staff seek diverse input to inform planning and decision making 	
2.3 Recruit leadership, staff, and advisory groups to better reflect makeup of Spartanburg County	2.3.1 Identify, cultivate, and recruit diverse leaders to provide guidance and education to MBF and others		<ul style="list-style-type: none"> • Board of Trustees and advisory groups represent diversity of County • Staff represents diversity of County 	

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2.4 Educate and engage Trustees in supporting a healthy community	2.4.1 Provide increased opportunities for board members to go on regular site visits 2.4.2 Increase board involvement in conferences and presentations 2.4.3 Train board on outreach and emissary role 2.4.4 Engage board in reporting and discussing strategic plan inside and outside of MBF 2.4.5 Increase board networks through cultivation and outreach		<ul style="list-style-type: none"> • Greater number of Trustees participating in site visits • Increased education and understanding of community needs among Trustees • Increased resources and networks through Trustee leadership 	
2.5 Support and fund nonprofits to advocate for policy change in priority areas	2.5.1 Facilitate discussion with local partners to explore barriers to formulating a policy agenda 2.5.2 Support coalitions to advance priorities		<ul style="list-style-type: none"> • Increased number of nonprofits engaged in policy change in priority areas 	

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Goal Three: Invest				
Leverage and create new resources for Spartanburg County through creative collaboration.				
Target Indicators				
What? Strategy	How? Action Steps		Measure of Success? Outcome	
3.1 Secure additional funds and partners to leverage the Foundation's financial contributions and resources	3.1.1 Identify gaps in priority areas through research and engagement 3.1.2 Conduct research on available grants 3.1.3 Identify partner institutions and their contributions 3.1.4 Attend conferences and education sessions to learn of opportunities 3.1.5 Assess MBF capacity to assist, incubate, or serve as fiscal agent 3.1.6 Develop sustainable payout strategy		<ul style="list-style-type: none"> • Track additional funding received by grantees as a result of MBF investment • Track additional funding received as a result of MBF's involvement in initiatives 	
3.2 Increase coordination and information sharing among regional funders	3.2.1 Identify ways to increase coordination among funders in priority areas		<ul style="list-style-type: none"> • Increased use of shared resources among funders and organizations in priority areas 	
3.3 Maximize the use of the Foundation's portfolio of investments	3.3.1 Educate board and staff on value and scope of mission-focused investing 3.3.2 Monitor and support growth in investment pool		<ul style="list-style-type: none"> • Investments grow at target rate of performance 	