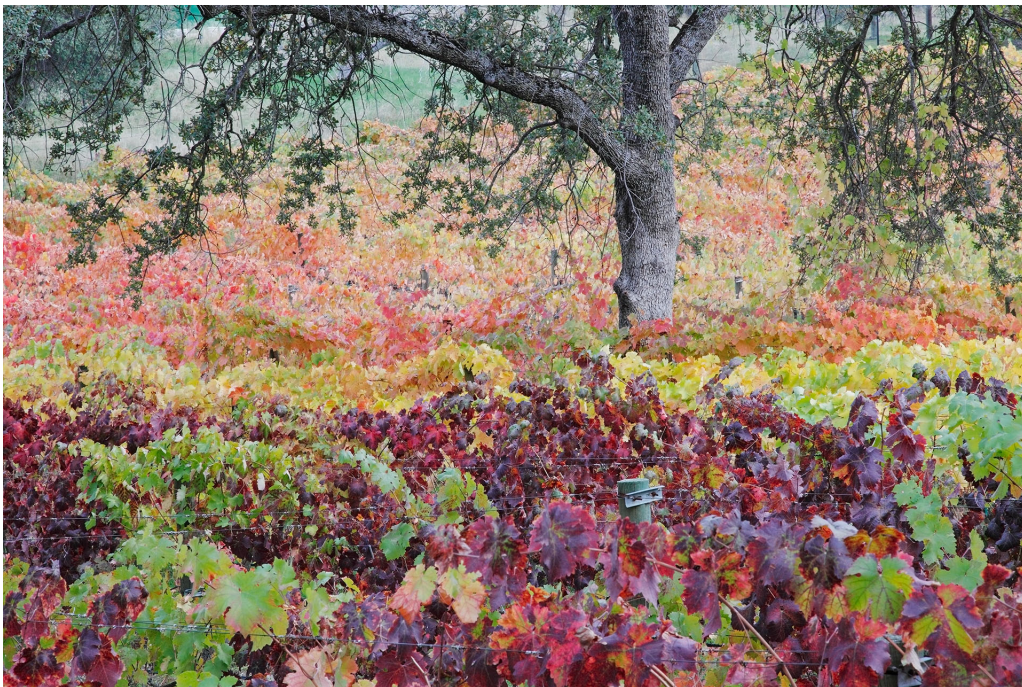


MARIPOSA COMMUNITY FOUNDATION

STRATEGIC PLAN – JUNE 2011



A plan developed with the support of the Fresno Regional Foundation
by
The Mariposa Community Foundation Board of Directors
and
Janet Cohen of Community Action Partners

EXECUTIVE SUMMARY

With the encouragement provided by the award of a grant from the Fresno Regional Foundation, the Mariposa Community Foundation (MCF) board members developed this strategic plan to guide activities currently and into the near future. The directors are convinced that this organization can be of greater service to the Mariposa Community when activities are based on a Strategic Plan that reconfirms its purpose and guides the direction this organization shall undertake.

The first step was to confirm the mission of the organization:

Building Philanthropy to Strengthen Community

The resulting strategic plan is comprised of four major objectives:

- ◆ Increase our presence in the community so that the community understands our work, uses our services and holds us in high regard.
- ◆ Build our donor base so that we have a sustainable funding stream.
- ◆ Work with donors to choose giving strategies that clearly illustrate MCF's value to the local community.
- ◆ Develop organizational capabilities so that we have the skills to develop projects and fully understand the purpose and potential of our community foundation.

Each objective is designed to further develop the MCF and its ability to raise significant sums to fund projects for the betterment of services while retaining the supportive rural ambience of Mariposa County.

As a result of this plan, the first grants originated by the Mariposa Community Foundation will be granted in the latter part of 2011.

The MCF Board thanks the Fresno Regional Foundation for supporting this effort.

Mariposa Community Foundation Strategic Plan - 2011

Introduction

Mariposa Community Foundation's Strategic Plan is designed to revitalize the organization and to start seizing opportunities to build a fully-fledged Community Foundation. It is a relatively short-term Strategic Plan that provides the objectives and strategies to guide our actions through the year December 2012. The Foundation has had several successes but this Plan is designed to bring new energy and purpose to the Foundation and to set the stage for increased donor and community participation.

This Plan has been developed with Board member input and participation including:

Board Members

Kris Casto
Betty Massey
Marilyn Saunders
Ed Johnson
Sue Overstreet
Vicki Britt Engfer

We also thank members of the community who gave us input during the development of this plan:

Roger Biery	Mariposa EDC Member, Former MCF Board member
Donna Brownell	Executive Director, Mariposa Arts Council
Lester Bridges	Mariposa Chamber of Commerce Member
Matt Foraker	Vice President and Manager of Yosemite Bank, Mariposa Branch
Candy O'Donel-Browne	Local community member and member of other nonprofit boards of directors

Strategic Planning Consultant, Janet Cohen, Community Action Partners

Grantor: This Plan was made possible by a grant from the Fresno Regional Foundation (FRF). We thank the FRF for their foresight in supporting the Board of Directors on this important step in our development.

Our Mission:

Building Philanthropy to Strengthen Community

Our Purpose - Why do we do what we do?

We help people give back in ways that matter to them and in ways that strengthen local communities. We believe that our work is vitally important to our community. Our work instills a sense of pride in our citizens, fostering a caring approach towards each other, and giving people greater opportunities to give back to the community where they live and work. Ultimately Mariposa County residents will be healthier, more active and more caring as a result of our work.

Our Role

As a public resource for community philanthropy, we encourage and support donors, as well as nonprofit agencies, transforming private resources into community good. We bring diverse voices and groups together to address local issues. We build permanent community capital.

Our History

Early in its history the foundation provided services for the Mariposa Promise Fund (a fund to support teachers and students in the Mariposa Public Schools). Later the Promise Fund came under the auspices of a larger, not-for-profit fund with the same beneficiaries. Subsequently, MCF embraced the foothills Community Mediation Center as a project of the foundation. In 2008 the foundation was privileged to serve as the fiduciary agent for the Telegraph Fire Victims Relief Fund. Based on these successes, the Mariposa Community Foundation board is taking its next steps to broaden its service to the community.

The Board of Directors has been unclear about how to articulate and develop its goals. This Strategic Plan sets the direction for our work into the future.

Our Core Values and Beliefs

We are committed to being a trusted partner to strengthen our community through effective philanthropy based on our knowledge of the community and expertise. We pride ourselves on being a local organization with deep roots in the community. We are committed to serving our local community and encouraging philanthropy that enhances all our lives. Everything we do is centered on enriching the community where we are based. Through our work, we aim to foster a sense of place while respecting the independent, pioneering spirit that lies at the core of the County.

Our Long Term Vision

Our long-term goal is to raise \$10 million by 2020. (10x20)

This is a compelling and large-scale goal that we will work towards over the next 9 years. We understand that this goal is beyond our current capabilities and will be hard to achieve, but it provides us and our community with a clear goal to inspire our work over time. We believe that this goal is worth achieving and will bring extraordinary benefits to Mariposa County.

When we achieve this goal, there will be programs and facilities for children and families, educational and recreational enrichment, health and welfare security, and the arts. We will support a vibrant community where individuals and not-for-profit organizations have access to funding for worthwhile causes and donors have pride in the contribution they are making to the health of the community. Mariposa Community Foundation will be a high profile vehicle working in partnership with local philanthropists to create a sustainable, healthy community in Mariposa County.

A Time of Opportunity

Our new Strategic Plan is being developed at an interesting moment in time. The economic recession has had a negative impact on Mariposa County. As a result, many non-profits and institutions are struggling to maintain services and programs. At the same time, there is general agreement by community members and our Board, that there are current and potential philanthropists living in the region who have not been presented with the benefits of leaving legacies within Mariposa County. A healthy and thriving Mariposa Community Foundation can play an important role in making this link between donors and local causes and can aid in maintaining the vitality of the County in the coming years.

We have a creative board that has been searching for ways to benefit the community. Currently, the community does not understand the benefits that a Community Foundation can bring to the area and does not see us as a vehicle for increasing local philanthropy. We have run several successful projects and our Board members have long-term connections in the community, yet we haven't tapped into potential funding sources and donors nor have we discovered how to get them involved in large scale philanthropic planning.

It is imperative that we take advantage of this Strategic Planning effort to reach out to show who we are and how we can benefit the community. We will use the Plan to

develop an organization that is capable of raising large amounts of money for the benefit of the community over the coming years.

The key questions facing us today are:

- How do we increase our presence in the community so that the community understands our work, uses our services and holds us in high regard?
- How do we build our donor base so that there is a sustainable funding stream?
- How do we work with donors to choose giving strategies that clearly illustrate MCF's value to the local community?
- How do we develop organizational capabilities so that we have the skills to develop the Foundation to its full potential?

Our strategies to deal with these questions are outlined in the following pages. To ensure our success, we will regularly monitor our progress and make adjustments as needed to ensure that our desired outcomes are reached.

The strategies listed in this plan are strategies that:

- Support our Mission and Purpose.
- Enhance our strong community-based approach and our delivery of community-based programs that emphasize the needs of Mariposa county residents.
- Are financially viable.
- Are consistent with our values.
- Support us in moving to the next stage of Mariposa Community Foundation's development.

Objectives and strategies are listed below and are complemented by an annual workplan that spells out specific actions for each strategy.

Objectives

INCREASE OUR PRESENCE IN THE COMMUNITY SO THAT THE COMMUNITY UNDERSTANDS OUR WORK, USES OUR SERVICES AND HOLDS US IN HIGH REGARD.

Mariposa Community Foundation has been operating "below the community radar" for some time. We need to develop communications tools and abilities so that we can communicate our work and our mission to the local community.

Short-term strategies

- Develop a website so that people can find out about MCF and our work.
- Update materials so they reflect our new Strategic direction and goals.

- Draft an annual communications plan so that we are communicating about our work in a planned, strategic way.
- Develop talking points for board members so that board members are able to fully articulate our mission and work and are able to be our ambassadors in the community.

Medium-term strategies

- Make presentations to local estate planners and attorneys so that they understand our short and long-term goals and bear MCF in mind when working with clients on their estate planning.
- Develop guidelines to ensure that PR and outreach is built into all of our actions and projects so that we educate an ever-widening audience about our work.
- Develop partnerships and relationships with other non-profits so that they understand our work and so that we can collaborate to direct funds to them, help them as fiscal agents and hold funds for them.
- Develop an outreach plan for the North County and Yosemite, so that our reputation and our work spread throughout the whole of Mariposa County.

BUILD OUR DONOR BASE SO THAT WE HAVE A SUSTAINABLE FUNDING STREAM

MCF needs to develop a strong cadre of philanthropists who care about leaving a legacy to protect and strengthen our community. In order to do this, we will need to be educated about the benefits of planned giving. In turn, we will need to actively engage community members to start educating *them* about the importance of combining their legacy contribution for a greater community impact. Ultimately, our goal is to be able to use interest rather than capital to fund our projects.

Short-term strategies

- Ensure that all Board members are educated and up-to-date on the basics of philanthropic giving and the benefits to potential donors.
 - i. Develop relationships with other rural community foundations to learn from their successes.
 - ii. Develop relationships with local advisors to learn more about local philanthropic opportunities.
- Build on existing relationships (Telegraph Fire Victims Relief Fund, circles of friends) to expand donor base and raise money for new projects.

Medium-term strategies

- Recruit estate planners and other local experts (bank managers etc.) as advisors to the Board so that we have up-to-date knowledge about planned giving opportunities.

- Launch the 10 x 20 campaign (\$10 million raised by 2020) with 20 donors forming a Founders Circle for the campaign.

WORK WITH DONORS TO CHOOSE GIVING STRATEGIES THAT CLEARLY ILLUSTRATE MCF'S VALUE TO THE LOCAL COMMUNITY

In order to build confidence in our Foundation, it's vital to jump-start our activities with a project. MCF will use this project to illustrate our work and our value to the community. We will start with a small model project with a small group of donors and then evaluate this project so that it can be used as a model for a series of similar projects. Our intention is to leverage the goodwill and reputation that these projects bring us, to attract larger donations that, in turn, will enable us to develop larger projects and build our funds. It is of utmost importance to maintain high standards for managing charitable gifts and instilling donor confidence. At the same time as we are developing our projects, we will continue to follow best management practices for all our financial dealings.

Short-term strategies

- Develop and formalize MCF Categories of Giving (e.g. Education, Arts, etc) so that it is clear where our philanthropic work is directed.
- Develop an initial, small project to benefit local causes and to show how MCF benefits the community while encouraging local philanthropy.
- Utilize best management practices for fiduciary responsibility and stewardship of donors' funds.
- Promote MCF's ability to act as a fiscal agency for local organizations so that we develop a new income stream while fulfilling a community need.
- Investigate a relationship with the Fresno Regional Foundation as to the potential to manage funds in the future.

Medium-term strategies

- Use our initial project as a model to develop a series of small projects to benefit local causes.

DEVELOP ORGANIZATIONAL CAPABILITIES SO THAT WE HAVE THE SKILLS TO DEVELOP PROJECTS AND FULLY UNDERSTAND THE PURPOSE AND POTENTIAL OF OUR COMMUNITY FOUNDATION

In order to achieve the objectives and strategies laid out in this plan we need to ensure that the Mariposa Community Foundation is a sustainable organization for many years to come. Many of the strategies listed above cannot be put into effect without new sources of funding, a strong board and procedures in place that will make our work successful for the long-term.

Short-term strategies

- Build Board membership to include people with time to work for the Foundation and others who have skills that are needed on the Board to include people with: influence in the community, fundraising/giving skills.
- Develop Board protocols and expectations so that current and new Board members understand clearly what their role and duties are.
- Develop a cadre of advisors and volunteers who can supplement the Board's work and increase its effectiveness.

Medium-term strategies

- Ensure that all Board members receive training in Board duties and functions so that they are able to promote the mission of the Foundation in the most effective way possible.
- Form Board committees as needed to use Board member's time as efficiently as possible.
- Raise money for part time staff or find a volunteer to help for administrative and clerical duties.
- Design and agree upon the form of regular Board communications so that all Board members are well-informed of each other's work in between the regular meeting schedule.