

**THE WOMEN'S FUND
OF GREATER MILWAUKEE**
Strategic Plan 2009 – 2013

Adopted by the Board of Directors on:
September 26, 2008



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ACKNOWLEDGEMENTS

All of us at The Women's Fund of Greater Milwaukee are grateful to the many people who expressed enthusiasm, support and offered suggestions on ways to better able meet our mission in development of this strategic plan. Both board and staff were intimately involved in the refinement of our theory of change and development of our core strategies. Community members and supporters also gave generously of their time and insights and helped us formulate our direction. As a result of this commitment of time and energy the strategic plan reflects our quality work and tested vision for the accomplishment of our mission.

We would like to give particular thanks to those members of our Strategic Planning Committee who guided the development of the plan and devoted extra time and energy into seeing it through. The committee was comprised of:

- Executive Director, Elaine Maly
- Board Member, Amy Johnson
- Board Member, Beth Weckmueller
- Board Member, Deryl Davis Fulmer
- Board Member, Diane Esktrand
- Board Member, Carol Robinson

With the help of all involved, we now have a more focused, clear direction to reach a just and fair world for all women and girls.

WOMEN'S FUND OF GREATER MILWAUKEE STRATEGIC PLAN

Our Mission

The Women's Fund of Greater Milwaukee stands for social change through women and girls.

Our Vision

A world that is just and fair for all women and girls.

Our Guiding Principles

- **Inclusion.** We work for the empowerment of all women regardless of race, ethnicity, religion, economic status, age, sexual orientation, education, ability, or beliefs. The Women's Fund embodies our principle of inclusion by:
 - intentional outreach to donors regardless of race, ethnicity, religion, economic status, age, sexual orientation, education, ability, or beliefs.
 - support for grant partners who strive to work within a specific cultural context.
 - vigorous recruitment of volunteers and staff of diverse backgrounds.

- **Leadership.** We believe that our world needs women making decisions, directing resources, framing discussions, and taking on critical issues. The Women's Fund embodies our principle of leadership by:
 - support for and recognition of grant partners who are learning better ways to serve women and girls.
 - support for and recognition of grant partners who develop women's leadership.
 - becoming trusted allies in supporting women's philanthropy.
 - providing leadership opportunities for board and staff.

- **Equity.** We affirm that all women and men are equal in their rights and responsibilities in their economic, social, and political lives. The Women's Fund embodies our principle of equity by:
 - supporting grant partners who advance economic, social, and political equity for women and girls.
 - defining organizations we fund as "grant partners", in an effort to overcome the power imbalance inherent in the labels "funders" and "grantees"
 - providing fair treatment and compensation for staff.

- **Sustainability.** We will grow responsibly and maintain a business structure that will ensure the Women’s Fund endures for future generations. The Women’s Fund embodies our principle of sustainability by:
 - planning for the future with a long-term view of our growth and development.
 - careful management of our investments.
 - being accountable to our donors through transparent and timely communication.
 - fundraising activities that increase our resources.
 - holding grant partners and vendors accountable.
 - recruiting and training qualified staff and volunteers.

Context

Our Evolution

The Women’s Fund of Greater Milwaukee was founded in 1986 by women determined to increase women’s philanthropy as well as funding for programs serving women and girls in Milwaukee. By 2007, the Women’s Fund had grown from an original pool of \$26,000 to invested assets of \$5,000,000, and was recognized as an inclusive funding leader.

Originally part of the Greater Milwaukee Foundation, in 2006 the Women’s Fund took a bold and courageous step of separating from our fiscal sponsor and becoming an independent 501(c)(3) nonprofit organization. There were community skeptics who wondered whether the fund would survive, but through the hard work and determination of the board and staff, along with the commitment and support of community members, the Women’s Fund of Greater Milwaukee is stronger today than ever before.

With the separation complete, the next phase in the development of the Women’s Fund must focus on impact and growth. How can the Women’s Fund of Greater Milwaukee best leverage our strength to engage and empower women in philanthropy, and to support organizations addressing issues that impact women and girls? By working within a social change framework, the Women’s Fund will address critical issues in our community. This Strategic Plan will build the foundation to accomplish this goal.

The Community Need

The findings from the 2007 report on “The Status of Girls in Wisconsin” and the 2006 study on “The Status of Women in Milwaukee County” describe the demographics of women in Greater Milwaukee and paint a picture of some of the critical issues facing women and girls in our community. Women continue to earn less than men, are seriously underrepresented in political

office, and make up a disproportionate share of people in poverty. The need to better understand the greater disparities faced by women of color is urgent.

Demographics

- 40% of women in Milwaukee County are women of color compared to 10% statewide. Milwaukee is home to 80% of Wisconsin's African American female population, nearly half of the state's Hispanic female population, and more than one-quarter of its Asian American female population.
- The median age of all Milwaukee County females is 35.3 years with a range of 41.4 for white women to 23.1 for Hispanic females, to 16.6 for Hmong females
- Women in Milwaukee County are less likely than the national average to have ever married. Only 41% of women are married with a spouse present, compared to 52% nationally. 45% of African American women, 32% of Hispanic women and 35% of Native American women have never married compared with an average of about 30% for all Milwaukee County women.
- African American women account for about 25% of all Milwaukee County women, yet they account for nearly 60% of all the county's female-headed (single-mother) families—almost the opposite ratio as for white women.

Education

- In Milwaukee County 41% of Hispanic women, 26.3% of African American women, 24.8% of Native American women, and 53.8% of Hmong women in Milwaukee County age 25 and older have less than a high school education – a percentage well above the state average of 14%.
- More than 50% of Wisconsin high school girls say that they plan to enroll in college. 25% of all women have some college but did not complete, suggesting an array of potential barriers to completion.
- Although the number of well-paying jobs requiring technical or science degrees is increasing, the number of girls and women entering those fields is not increasing at the same rate.

Economic

- Milwaukee County women participate in the labor force at a rate slightly higher than the national average. Women with children are more likely to be working than similar women nationally. 35% of women in Milwaukee County are employed in managerial and professional occupations with white women more likely to be in those positions.
- Milwaukee white women earn about 74% of what white men earn – slightly higher than the state average of 71% for all women. However, women in racial and ethnic minority groups earn between 45% and 62% of the earnings of white men – a larger wage gap than found for their racial and ethnic groups statewide.

- The National Women's Law Center summary report card rates Wisconsin with failing scores both for the wage gap and for the number and percent of women in poverty in the state.
- Single mothers in Milwaukee have a median income of \$18,800 -- 20% lower than the state average. The median income for white single mothers is nearly twice that of African-American and Hispanic single mother households.
- Although Wisconsin ranks 6th among all states for the proportion of women living above poverty, the discrepancy in Milwaukee between white women and women of color is significant. Among single mother families, 47% of African American single mother families, 47% of Hispanic families, 49% of Native American families, and 53 % of Hmong single mother families live at or below poverty compared with 19% of white families headed by a single woman.

Physical Health

- Heart disease and lung cancer are the leading causes of death in Milwaukee County with mortality rates for lung cancer in African American women well above the national average.
- STD infection for chlamydia and gonorrhea are four times the big cities average for women living in Milwaukee.

Reproductive Health

- 32 % of all Wisconsin teens report being sexually active, with 90% reporting use of contraceptives. 42% of girls 15 or younger reported that their first sexual contact was not consensual.
- Among the 50 largest cities, Milwaukee has the second highest percentage of total births to mothers less than 20 years old according to the Big Cities Inventory and ranks 6th of 47 cities for infant mortality with a rate of 11 per 1000 live births compared with a Big Cities average of 8 per 1000.

Mental Health

- Girls are more likely than boys to report being depressed.
- Girls are more likely to experience abuse than boys with 8 per 1000 reporting abuse.

Political

- Milwaukee County is generally above statewide averages for women holding elected office. Overall, 31% of offices are held by women, including 33% of leadership positions. In the county, women hold only 14% of city council (aldermanic) seats, compared to 20% statewide. The City of Milwaukee has one woman on its 15-member Common Council. Six (32%) of Milwaukee County Board of Supervisor seats are held by women. Two state senators representing Milwaukee County are women and 7 women are members of the state assembly. One member of Congress from Milwaukee County is the first African American woman from Wisconsin to be elected to the House of Representatives.

Our Investment in Women and Girls

“When women are fully involved, the benefits can be seen immediately; families are healthier; they are better fed; their income, savings, and reinvestment go up. And what is true of families is true of communities and eventually, of whole countries.”

- FORMER SECRETARY-GENERAL OF THE UNITED NATIONS KOFI ANNAN

Kofi Annan is one of many who recognize the intrinsic link between engaged and empowered women and healthy communities. Investment in women makes such a large impact because women make the decisions that move resources. American women make more than 80% of purchasing decisions in households and are an economic force. In addition, they give back to their communities as volunteers and philanthropists at a higher rate than men.

However, the “Status” reports demonstrate that many women in Wisconsin, and particularly in Milwaukee County, are not in an equitable economic position when compared to male counterparts, nor are they in a position to take full advantage of their economic power as women. To create positive change, the Women’s Fund supports and makes visible the contributions, needs, choices and assets of women.

We look for opportunities to fund projects that create economic and social justice and leadership development. We believe that, in the long term, it is this type of initiative that will be the most effective in creating widespread social change that benefits us all.

Our Marketplace

While issues facing women and girls can appear daunting, there are a number of organizations committed to finding solutions. The Women’s Fund of Greater Milwaukee is just one of 15 women’s funds in Wisconsin, with most of them part of local community foundations. The Women’s Fund of Milwaukee is seen as a leader, in terms of its longevity, invested assets, and influence in our state.

Milwaukee respects the Women’s Fund and our many accomplishments. Many community leaders interviewed for this strategic planning process expressed their support and admiration for the organization and our strength and standing in the community. In particular, the Women’s Fund of Greater Milwaukee is recognized as one of the preeminent voices for women’s and girls’ issues in Greater Milwaukee. The Women’s Fund is seen as nimble and quick to respond to emerging issues, and is recognized as a place of inclusion for all people in Milwaukee. Most importantly, perhaps, the Women’s Fund is seen as an organization of action where the focus goes beyond talking about or marketing women’s issues.

In addition to our local influence, the Women's Fund of Greater Milwaukee is part of the Women's Funding Network, a global network of more than 125 women's funds. The Women's Funding Network, like the Women's Fund of Greater Milwaukee, recognizes that when women and girls prosper, communities prosper. To that end, they seek to ensure that women's funds are recognized as the investment of choice for people who value the full participation of women and girls as key to strong, equitable, and sustainable communities and societies.

Even with its longevity, strengths, and network connections, the Women's Fund of Greater Milwaukee, like all nonprofits, faces a constantly changing marketplace. In particular, the Women's Fund faces two major challenges: changing donor demographics and expectations, and increased competition for funds.

Changing donor demographics:

Donors and their expectations are changing in several ways. On the one hand, the aging of the Baby Boomers presents the potential for a generational transfer of a wealth much larger than ever before. The Center on Wealth and Philanthropy says that a wealth transfer of at least \$41 trillion will take place in the United States by 2052. This sets up an unprecedented opportunity for charitable bequests – of which 60% nationally are from women's estates.

On the other hand, changes in technology and the proliferation of media outlets and options make donors, especially younger donors, increasingly more difficult to engage. The next generation of donors is more results-oriented than its predecessors, looking for immediate impact, viewing donations as true investments, and expecting to see a return on their donation. Successful organizations will have to demonstrate how they are accomplishing their mission and be able to point to data to support their case.

Increased competition for funds

Many more organizations are recognizing, and trying to tap into, the giving potential and power of women. Community foundations, including the Greater Milwaukee Foundation, continue to court women to establish donor-advised funds. We expect to see this type of giving vehicle increase in the next several years. The inclusivity and flexibility of the Women's Fund is a competitive advantage in this area. Many of these foundations, however, have requirements for establishing funds such that they are not available to everyone. Beyond foundations, we are also seeing other community organizations, including the Boys and Girls Club and United Way, target women for increased giving.

This Strategic Plan addresses both of these challenges by promoting strategies supported by the core competencies of the Women's Fund of Greater Milwaukee in order to build financial sustainability to accomplish our mission.

Our Core Competencies

- **Inclusion.** Inclusion of all women is more than a guiding principle of the Women's Fund — it is an acknowledged strength of the organization. Participation in the Women's Fund is open to all regardless of race, ethnicity, socioeconomic status or sexual orientation. We demonstrate this through our component funds that empower under-represented women, and through grassroots fundraising that values all donations and empowers all women with the ability to create social change.
- **Knowledge of issues that impact women.** Understanding and addressing issues that impact women and girls is our passion and our strength. Through our partnerships with the Women's Funding Network and other women-serving organizations, we stay on top of issues that impact women and girls on an international, national and local level. Through our grant-making program we explore how organizations are addressing the key issues that impact women.
- **Social change expertise.** When we talk about social change, we mean focusing efforts on changing the circumstances and systems that create barriers, inequalities and oppression. Our grant making is based on the social change model of the Women's Funding Network where we look for long-term, women-led solutions to our most pressing problems.
- **Power of pooled philanthropy.** By working together, our voices are stronger and our impact is greater. The Women's Fund has been bringing together women in pooled philanthropy for more than 20 years to create social change. Our ability to work with all women to build and utilize our collective power will help us achieve our vision.
- **Ability to assess, track and support organizations addressing issues that impact women and girls.** National trends indicate that donors want greater accountability from nonprofits in accomplishing their goals. The Women's Fund of Greater Milwaukee requires this accountability of ourself and our grantees. In order to leverage the power of pooled philanthropy, we require organizations to complete proposals for grants and select those that show the best promise for addressing issues that impact women and girls. Beyond the selection process, however, we also collaborate with our grant partners to help them demonstrate their impact. The ability of the Women's Fund to track and support these organizations is a core competency that goes beyond the capability of individual donors.

Our Intended Impact

The intended impact is a specific statement of what the Women's Fund hopes to achieve and for which it will hold itself accountable.

Our intended impact is to support women-led solutions to critical community issues by engaging women in the power of collective philanthropy, and by supporting robust organizations that address issues that impact women and girls.

Our Core Strategies for Impact

Our detailed schematic of the model of theory of change model under which the Women's Fund operates is included as Appendix A. To accomplish our intended impact, our core strategies include:

- Educate and engage women in consistent and growing philanthropy at all levels of giving.
- Engage under-represented groups in collective philanthropy.
- Build competency and capacity of organizations addressing issues that impact women and girls.
- Develop a sustainable Women's Fund designed for impact.

Each of these strategies is discussed in more detail below.

Our Business Model

The Women's Fund's business model relies on the generosity of individual donors and on the sound management of invested funds to generate revenue for grant making and operations. The invested funds are currently managed by the Greater Milwaukee Foundation which previously served as the organization's fiscal sponsor. Together these sources constitute the majority of the organization's unrestricted revenue. The Women's Fund also receives grants from foundations that are restricted to specific programs or projects.

By relying on unrestricted contributions as a business model, the Women's Fund is reinforcing its theory of change and intended impact. Donors who contribute are not only financially supporting the Women's Fund but also engaging in collective social-change philanthropy.

To support this business model, the Women's Fund must invest in their development department and messaging to make sure that people understand the impact of the organization, our value in our community and the value of their contribution. To continue to build financial sustainability, the Women's Fund has decided to make both of these areas a priority in the next five years. More information can be found in the Priority Areas section.

Priority Areas for the Next 5 Years

The priority areas for the Women's Fund reflect those operational areas that will be the focus over the next five years. Each of priority area has objectives that support the intended impact. The priority areas are:

- 1) Improve fundraising efficiency and reach by focusing on our grant partners, and by creating and executing an annual fundraising plan that leverages technology and best practices.**

Our priority is to raise the profile of and fundraising around the Women's Fund's grant partners. In doing so, we believe we can create a more compelling case for giving, enabling potential donors to see more clearly the impact of specific organizations on issues affecting women and girls. It will also allow us to demonstrate more clearly the Women's Fund's expertise in working with and supporting these organizations.

2) Use technology to support our communication, fundraising and programming efforts.

Technology has revolutionized our world and continues to change the way we connect. Building on our commitment to inclusion, the Women's Fund will use technology to reach younger donors more effectively. We will provide accessible information on key issues facing women and girls; on organizations addressing these issues; and specific ways to get involved and create social change.

3) Focus programs around core competencies to increase the number of women and girls we reach.

The Women's Fund's programs enjoy a strong reputation in the community. Our priority over the next five years is to build on this strength by focusing our efforts on our key strengths:

- Educate and engage women in consistent and growing philanthropy at all levels of giving.
- Engage under-represented groups in collective philanthropy; and
- Build competency and capacity of organizations addressing issues that impact women and girls.

Our focus will be on growing the number of women and girls we reach through different programming strategies. For example, by co-sponsoring forums on philanthropy, we will educate more women about the power of philanthropy; and by using vehicles such as giving circles in addition to our component funds, we can increase the number of women engaged in social change philanthropy.

4) Expand visibility and marketing for greater financial growth and social change impact.

To empower more women, increase the impact of programs and create women-led solutions to community problems, more women need to know and understand the Women's Fund. This priority will focus on more effectively communicating our mission and strategies, in particular the power of pooled funds and social change philanthropy. We believe this will inspire more women to become involved in the organization and creating lasting solutions for critical issues in their community.

Strategies and Objectives

For each priority there are strategies and short-term and long-term objectives. For purposes of this report we do not specifically define the short term and long term, but rather use these terms to indicate the sequencing in which we will work on these objectives. A full matrix showing the strategies, priorities and objectives is included as Appendix F.

Educate and engage women in consistent and growing philanthropy at all levels of giving.

This is the core strategy of the Women’s Fund and indeed the one for which we are best known and widely respected in the community. By educating and engaging women, we empower them to create social change in our community. We will emphasize two aspects in particular in implementing this strategy. The first is educating and empowering women by communicating with them more about the core philosophy of the Women’s Fund, and having a development plan designed to engage them over time with different types of giving vehicles such as planned giving. This encourages women to give consistently so that philanthropy is not just a one-time event, but a part of their life. The second aspect recognizes and addresses the changing donor demographics by reaching out to young women and embracing technology. A young women’s grant making program will provide a hands-on experience for young women learning about philanthropy. Through technology, donors will be more informed and the Women’s Fund will offer more transparency about which organizations they are supporting.

Priority Area	Short Term Objectives	Long Term Objectives
1. Fundraising	<ul style="list-style-type: none"> Overhaul annual fund development plan to leverage grant partner relationships. Improve ongoing cultivation process to increase donor giving. 	
2. Technology	<ul style="list-style-type: none"> Improve on-line strategy to convey information and solicit donations in an interactive manner. 	
3. Programs	<ul style="list-style-type: none"> Co-sponsor forums on the power of philanthropy 	<ul style="list-style-type: none"> Launch a young women’s grant making program.
4. Marketing		<ul style="list-style-type: none"> Utilize research to highlight the power of women’s pooled philanthropy and issues impacting women and girls.

Metrics for Success	5 year goal
% of donors with consecutive giving over 3 years	50% increase
# of women giving \$1,000 or more	50% increase
# of planned gifts	10 new over 5 years
\$ raised in annual fund per year increases	40% increase over 5 years

Engage under-represented groups in collective philanthropy.

Linked closely with the previous strategy, this one pays special attention to under-represented groups that do not always have an understanding of, or easy access to, ways to give money. This strategy builds upon the Women’s Fund core competencies of inclusion and the power of pooled philanthropy to empower under-represented women. For example, we will use giving circles as a vehicle for engaging groups of women who want to pool their resources for greater impact, but may not want to start their own fund. Also, we recognize that most engagement comes from continual outreach over time and achieves the best results when performed in a manner that is consistent with a familiar culture.

Priority Area	Short Term Objectives	Long Term Objectives
1. Fundraising	<ul style="list-style-type: none"> Utilize giving circles where appropriate with groups for immediate impact. 	
2. Technology		<ul style="list-style-type: none"> Increase presence on social networking sites and other technologies to attract younger donors.
3. Programs	<ul style="list-style-type: none"> Engage women across communities in education to foster philanthropy. 	<ul style="list-style-type: none"> Assess and design outreach in a culturally competent manner.
4. Marketing		<ul style="list-style-type: none"> Promote the different funds of the Women’s Fund to demonstrate the power of under-represented groups in pooled philanthropy.

Metrics for Success	5 year goal
People of color are donors	50% increase
Existing funds grow in number of donors	50% increase
Outreach & cultivation to under-represented groups	Anecdotal evidence each year
Diverse donor demographics	Anecdotal evidence each year

Build competency and capacity of organizations addressing issues that impact women and girls.

Through its grant making, the Women's Fund provides critical support in the areas of leadership, economic justice, and social justice to organizations that are working for solutions to issues that impact women and girls. In addition to providing funds, we endeavor to build the capacity of organizations that are current or potential grant partners by training their staffs in the social change model, and by utilizing the Women Funding Network's "Making the Case" guide to measure the social change impact of the grant partner's work. This measurement will help communicate to donors the impact of their giving and the grant making of the Women's Fund. The objectives of this strategy continue the Women's Fund current programs, while utilizing the power of the Women's Fund to better promote our grant partners' hard work and demonstrate to more women the power of their philanthropy.

Priority Area	Short Term Objectives	Long Term Objectives
1. Fundraising	<ul style="list-style-type: none"> Highlight organizations that the Women's Fund grants to as part of the case for giving to the Women's Fund. 	
2. Technology	<ul style="list-style-type: none"> Highlight grants on website and use as a case for giving. 	
3. Programs	<ul style="list-style-type: none"> Continue social change model of grant making. Build capacity of organizations to understand and utilize social change and a gender lens. 	<ul style="list-style-type: none"> Offer limited capacity building around social change work and using a gender lens for organizations that are not grant partners.
4. Marketing	<ul style="list-style-type: none"> Increase visibility about current and previous grant partners, their impact and how the Women's Fund has helped them. 	

Metrics for Success	5 year goal
Grant making funds distributed per year	Average \$200,000 per year in 5 years
Grant partners achieve their economic justice, social justice and leadership targets.	90% + anecdotal evidence annually

Develop a sustainable Women’s Fund designed for long-term impact.

One of the best ways to grow and sustain impact is to build the capacity of the Women’s Fund. This strategy focuses on developing our business model by conducting an audit of our development practices and leveraging best practices to increase our reach and efficiency. We will also focus on using technology more effectively and crafting our message and story in a clear, concise and consistent manner.

Priority Area	Short Term Objectives	Long Term Objectives
1. Fundraising	<ul style="list-style-type: none">Remake annual event to maximize fundraising.	<ul style="list-style-type: none">Work with board members on customized plans to grow fundraising capacity.
2. Technology	<ul style="list-style-type: none">Capture demographic information to better understand our donors.	
3. Programs	<ul style="list-style-type: none">Collaborate with Women’s Funding Network for broader movement support.	
Other	<ul style="list-style-type: none">Develop ongoing succession and professional development plan.	<ul style="list-style-type: none">Realign structure of funds so that all granting money flows through Women’s Fund to clarify impact.

Staffing

At present, the Women’s Fund has 2.8 full time equivalent staff and numerous community volunteers, interns and some independent contractors. Like numerous nonprofit organizations, with the amount of work to be done, the Women’s Fund could easily justify adding another full-time staff position. However, the current economic model does would not support this structure.

To expand staffing, the Women’s Fund needs increased consistency in its ability to generate operating funds and an overall increase in funds generated. To do this, we will prioritize fundraising and focus on those objectives that will not only strengthen the organization’s impact, but also will increase general operating funds. The timing of these objectives is discussed below. We will make time for this by:

- Focusing current staff time on these priorities while reducing any time spent on our role of advocacy;
- Using independent contractors to provide expertise; and

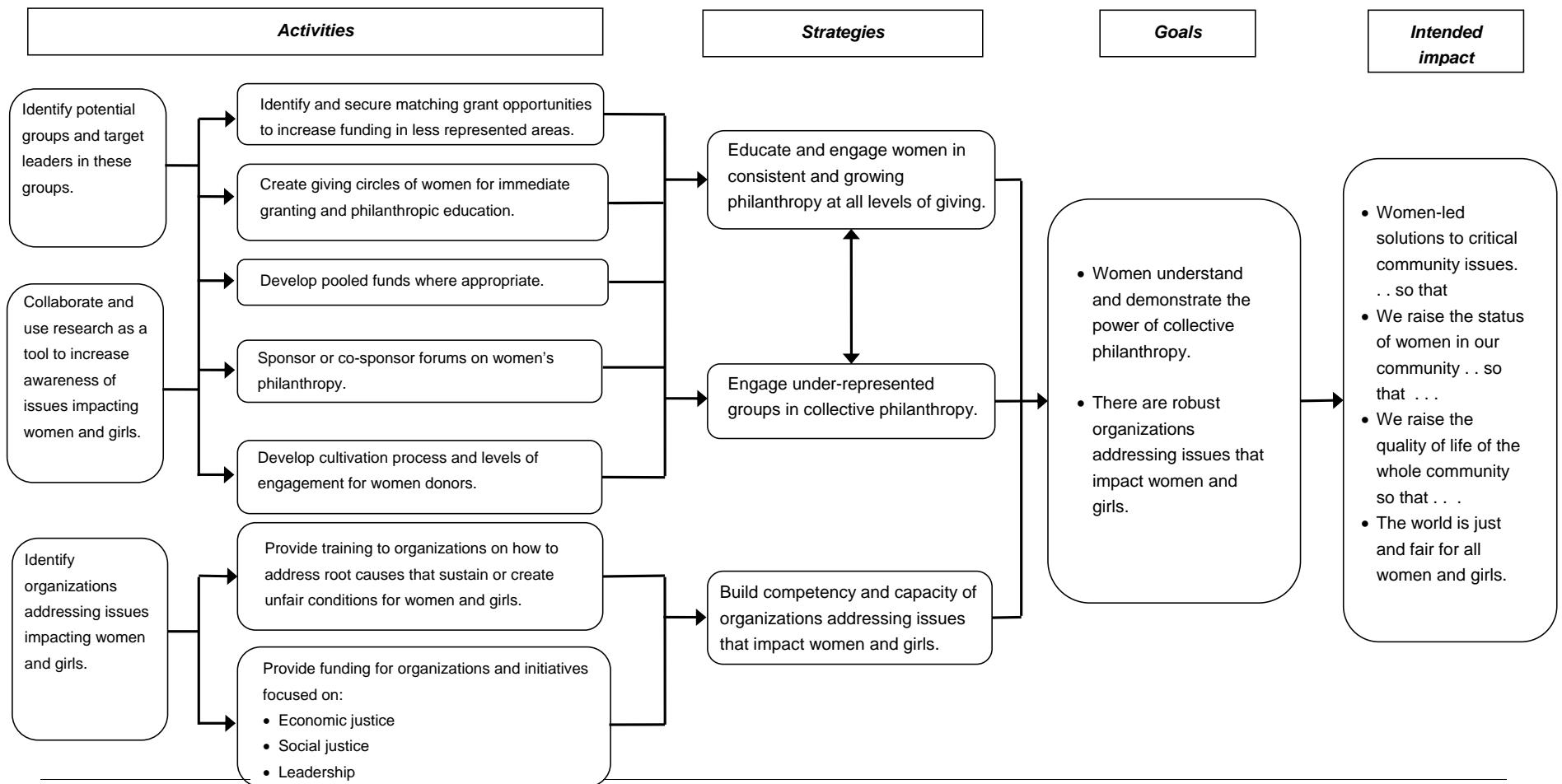
- Altering our message and communications, and auditing and systemizing our development practices, to better leverage our relationship with grant partners, demonstrate our impact and increase giving.

The financial projections included in the Appendix include an additional part-time staff position starting in 2010 with successive growth dependent on making fundraising goals.

Timing

As mentioned earlier, the Women's Fund's business model seeks to reinforce our strategies for impact in that both relate to engaging donors. Because of this, we will focus initially on those strategies that will clarify our message and improve our relationship with donors and, we hope, make a more compelling case for supporting the Women's Fund. We believe the best way to do this is to look at our development and cultivation process and promote those organizations we grant to, in order to more effectively demonstrate our impact. Once this process has seen success, with new funds generated we will be able to shift some focus and resources to our other priorities involving technology and new programmatic areas such as the young women's grant making program.

APPENDIX A: THEORY OF CHANGE



APPENDIX C: REVENUE PROJECTIONS

Cash Revenue (Inflows)

Financial Numbers

Cash Revenue (Inflows)	2013 Projection	2010 Projection	2009 Projection	2008 Budget	Historical Data				Historical Average
					2007	2006	2005	2004	
Contributions, net endowment transfer	280,000	235,000	210,000	198,000	237,774	268,547	209,651	100,749	204,180
Foundation Grants & Temp. Restr. Donations	60,000	50,000	50,000	200,000	125,000	179,056	34,750	31,275	92,520
Special events - net of direct expenses	105,000	90,000	85,000	85,000	78,506	136,059	111,696	79,439	101,425
total spending policy	155,802	149,502	147,402	130,000	122,890	107,900	40,000	54,943	98,463
Miscellaneous/bank interest	3,000	3,000	3,000	2,800	1,841	3,479	1,856	27	1,801
Total Cash Inflows	603,802	527,502	495,402	615,800	566,011	695,041	397,953	266,433	481,360

Percentage Increases

Cash Inflows	2013 Projection	2010 Projection	2009 Projection	2008 Budget	Historical Data		
					2007	2006	2005
Contributions	19%	12%	6%	-17%	-11%	28%	108%
Grants	20%	0%	-75%	60%	-30%	415%	11%
Special events - net	17%	6%	0%	8%	-42%	22%	41%
Total Spending Policy	4%	1%	13%	1005%	14%	170%	-27%
Miscellaneous/bank interest	0%	0%	7%	52%	-47%	87%	6774%
Total Cash Inflows	14%	6%	-20%	52%	-19%	75%	49%

Projected Increases from 2007 to 2013

Cash Inflows	Projected Increase
Contributions	18%
Grants	-52%
Special events - net	34%
Total Spending Policy	27%
Miscellaneous/bank interest	63%
Total Cash Inflows	63%

Projected Increases from Historical Averages to 2013

Revenue Cash Inflows	Projected Increase
Contributions	37%
Grants	-35%
Special events - net	4%
Total Spending Policy	25%
Miscellaneous	67%
Total Cash Inflows	67%

APPENDIX D: FINANCIAL PROJECTIONS

	2013	2010	2009	2008
Total Cash Inflows	603,802	527,502	495,402	615,800
Cash Expenses (Outflows):				
Personnel Costs (1)	298,199	265,098	230,863	221,984
Non-Personnel, Non-Grant Costs (2)	177,156	162,122	157,400	152,816
Foundation Grant Pass-through (3)				145,000
Grants	123,447	95,281	102,138	96,000
Total Cash Outflows	598,802	522,502	490,402	615,800
Net	5,000	5,000	5,000	-

Notes:

1. Projections for 2010 assume additional part time staff.
2. Refers to occupancy, supplies, IT, etc.
3. Refers to grant funding secured through the 2008 Kellogg and Tides matching grants.

APPENDIX E: ENDOWMENT PROJECTIONS

	2008	2009	2010	2011	2012	2013	
Endowment Fund Projections:							
Agency Endowment (1)	2,437,157	2,292,575	2,342,575	2,392,575	2,442,575	2,492,575	
Designated Funds (2)	1,204,487	1,216,987	1,216,987	1,216,987	1,216,987	1,216,987	
<i>subtotal</i>	<u>3,641,644</u>	<u>3,509,562</u>	<u>3,559,562</u>	<u>3,609,562</u>	<u>3,659,562</u>	<u>3,709,562</u>	
Associated Funds (3)	1,140,113	1,197,119	1,256,975	1,319,823	1,385,814	1,455,105	
Total invested assets	<u>4,781,757</u>	<u>4,706,680</u>	<u>4,816,536</u>	<u>4,929,385</u>	<u>5,045,376</u>	<u>5,164,667</u>	
total invested assets contributing to WF spending policy	\$ 3,641,644	\$ 3,509,562	\$ 3,559,562	\$ 3,609,562	\$ 3,659,562	\$ 3,709,562	
Investment Growth (4)	-	175,478	177,978	180,478	182,978	185,478	5%
Contributions to Endowment (5)	50,000	50,000	50,000	50,000	50,000	50,000	
Spending Policy (gross) (6)	(182,082)	(175,478)	(177,978)	(180,478)	(182,978)	(185,478)	5%
Market Value End of Year	<u>3,509,562</u>	<u>3,559,562</u>	<u>3,609,562</u>	<u>3,659,562</u>	<u>3,709,562</u>	<u>3,759,562</u>	
Spending Policy Payout	\$ 182,082	\$ 175,478	\$ 177,978	\$ 180,478	\$ 182,978	\$ 185,478	
Less: GMF Admin Fee (avg of 1%)	(36,416)	(28,076)	(28,476)	(28,876)	(29,276)	(29,676)	
Amount available for WF Operations and Grants	145,666	147,402	149,502	151,602	153,702	155,802	
<i>2008 Budget</i>	130,000						
estimated actual as of 9/3/08	145,650.00						

Notes:

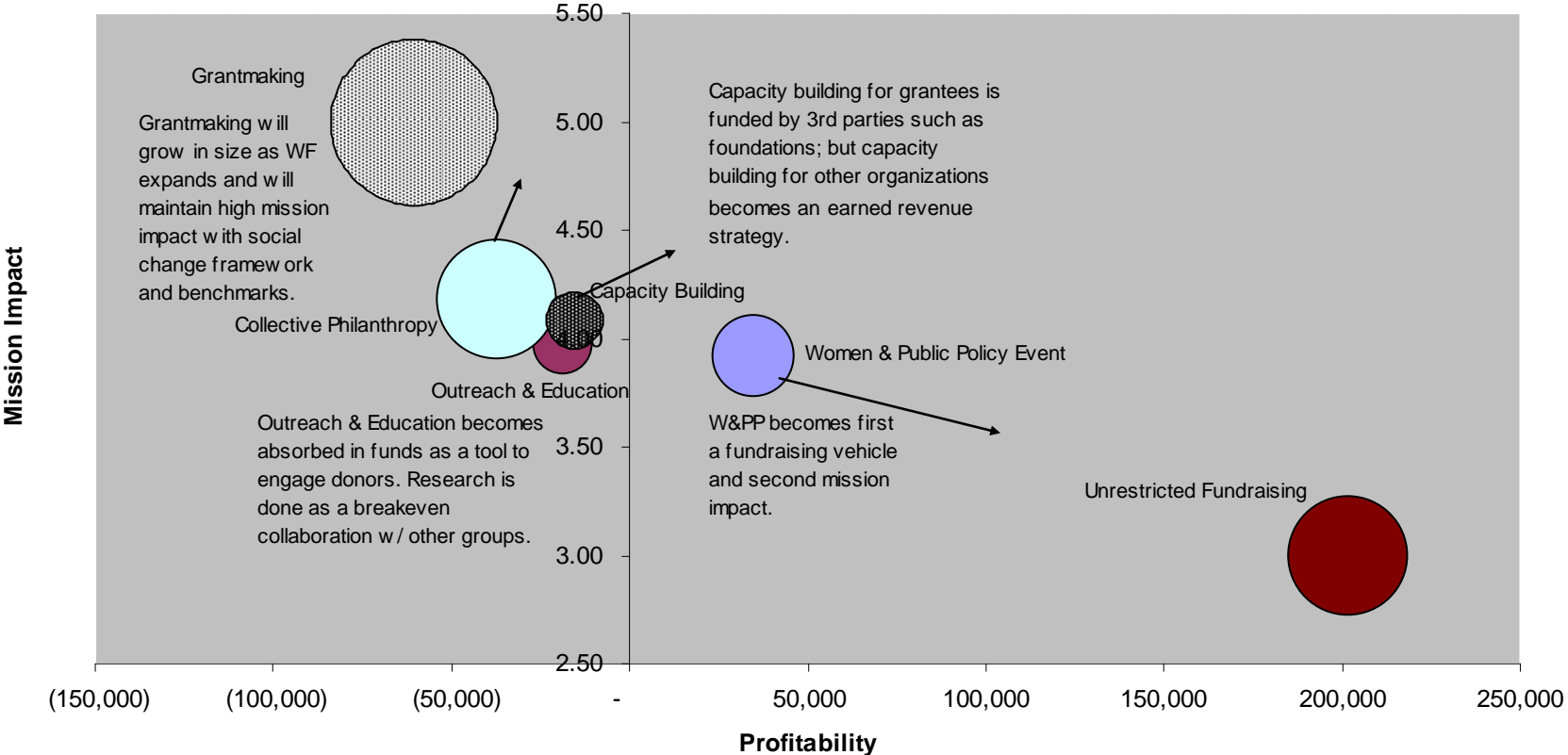
1. Agency Endowment Fund refers to the portion of our invested assets that we own and appears on our audit as an asset.
2. Designated Funds are Funds such as the Mary Weber Behrendt Fund which are separate Funds that benefit the WF. They appear in the audit notes.
3. Associated Funds are Funds whose granting does not flow through our books: Her, African American Women's Fund Project, Latinas en Accion, The Lesbian Fund, Wilmeth, and Goldman donor advised fund.
4. Investment Growth projections are estimated at 5%. We projected 0 growth for 2008.
5. Contributions to Endowment means an average annual contribution of \$50,000 with 75% going to the Agency Endowment and 25% to the Designated Funds.
6. The GMF's policy is 5% of a rolling 20 quarter average.

APPENDIX F: STRATEGY MATRIX

(italics represent short term objective)

Strategies for Impact Priority Areas	Educate and engage women in consistent and growing philanthropy at all levels of giving.	Engage under-represented groups in collective philanthropy.	Build competency and capacity of organizations addressing issues that impact women and girls.	Develop a sustainable Women’s Fund designed for impact.
Programs	<ul style="list-style-type: none"> • Co-sponsor forums on the power of philanthropy. • Have a young girls’ grant making program. 	<ul style="list-style-type: none"> • <i>Engage women across communities in education to foster philanthropy.</i> • Assess and design outreach in a culturally competent manner. 	<ul style="list-style-type: none"> • <i>Continue with the social change model of grant-making.</i> • Offer limited capacity building for organizations that are not grant partners. 	<ul style="list-style-type: none"> • <i>Collaborate with Women’s Funding Network for international connection.</i> • Leverage board connections and networks to access women.
Fundraising	<ul style="list-style-type: none"> • <i>Hire an expert and incorporate best practices into fund development.</i> • <i>Develop an ongoing cultivation process to increase donor giving.</i> 	<ul style="list-style-type: none"> • <i>Utilize giving circles for groups for immediate impact.</i> 	<ul style="list-style-type: none"> • <i>Highlight organizations that the Women’s Fund grants to as part of the case for giving to the Women’s Fund.</i> 	<ul style="list-style-type: none"> • <i>Change annual event to make it more fun and festival like with primary purpose being fundraising.</i> • Create opportunity for board members to solicit around issue area rather than time of year.
Technology	<ul style="list-style-type: none"> • <i>Improve on-line strategy to convey information and solicit donations in an interactive manner.</i> 	<ul style="list-style-type: none"> • Increase presence on social networking sights and other technologies to attract younger donors. 	<ul style="list-style-type: none"> • <i>Highlight grants on website and use as case for giving.</i> 	<ul style="list-style-type: none"> • Capture demographic information to better understand our donors.
Marketing	<ul style="list-style-type: none"> • Utilize research to highlight the power of women’s pooled philanthropy and issues impacting women and girls. 	<ul style="list-style-type: none"> • Promote the different funds of the Women’s Fund to demonstrate power of under-represented groups in pooled philanthropy. 	<ul style="list-style-type: none"> • <i>Write and distribute stories about current and previous grant partners, their impact and how the Women’s Fund has helped them.</i> 	
Other				<ul style="list-style-type: none"> • <i>Develop a succession plan</i>

APPENDIX G: PROPOSED ACTIVITY PORTFOLIO ANALYSIS



- Women & Public Policy Event
- Outreach & Education
- Collective Philanthropy
- Capacity Building
- Grantmaking
- Unrestricted Fundraising