



**WOMEN AND GIRLS
FOUNDATION**

**Board of Directors Meeting
April 17, 2014**

**Location: WGF Office at Station Square
4pm-7pm**

AGENDA

- Denotes Board/Committee Informational Items for Discussion
- ◆ Denotes Board Vote or Action Needed

4:00pm **Welcome and Call to Order** **Candi Castleberry-Singleton, Board Chair**

4:05pm **Approval of Board Minutes from Q1 Board Meeting**
◆ Board Vote to Approve the Minutes

4:10pm **Treasurer's Report** **Margaret DiVirgilio, Treasurer**
○ Update on YTD Financial Performance. No Board Vote required

4:20pm **Equal Pay Day Rally April 24th** **WGF Coro Fellow, Gianina Marquez Olivera**
○ Update on plans for EPD and opportunities for board participation

4:30pm **CEO Report** **Heather Arnet, CEO**

- **New opportunities and learning's from Q1**
- **Exciting opportunities and key questions for Q2**

5:00pm **Task Force Report Out**

- Business Model 2.0 – Tanya Hagan, Chair
- Gala/Conference – Candi Castleberry-Singleton, Chair
- GirlGov Expansion – Senator Matt Smith, Chair
- GirlGov Franchise – Bernadette Smith, Chair

6:30pm **New Business and then Adjournment**

January 23, 2014

Minutes

**The Women and Girls Foundation
Board of Directors Meeting
Thursday, January 23, 2014 4:00pm -7:45pm
100 W. Station Square Drive, Ste. 315
Pittsburgh, PA 15219**

Board of Directors in Attendance:

Deborah Acklin, Heidi Bartholomew, Gregg Behr, Candi Castleberry-Singleton, Margaret DiVirgilio, Tanya Hagen, Clyde Jones, Suzan Lami, Phyllis Silverman, Bernadette Smith and Kelli Wall.

Staff in Attendance:

Heather Arnet, Tara Simmons, Lea Veras (Intern) and Mary Marciano

Guests in Attendance:

Healthcare Grantee Coalition

Call to Order:

Heidi called the meeting to order at 4:10pm.

Approval of the September 26, 2013 Minutes

At 4:12pm, Heidi moved to approve the minutes from the September 26, 2013 Board of Directors Meeting. Deb motioned the approval with Candi seconding the motion. All in attendance unanimously approved the minutes.

Governance Committee Report

At 4:13pm, Heidi presented the Governance Committee's Slate of Directors and Officers for 2014. A review of the terms, offices and committees was given. After a robust discussion regarding terms and committees and a request to review classes, Heidi motioned to approve the slate at 4:23pm. Gregg motioned the approval and Suzan seconded the motion. All in attendance unanimously approved the slate.

Heidi introduced Candi as the new Board Chair and passed the baton. Presents were given to Heidi in gratitude for her Chairmanship of the Board, and to Clyde and Gregg in recognition of their board service. Gregg and Clyde are completing their terms and rotating off of the board. Gregg and Clyde reiterated that they believe in WGF and that they will each continue to work with Heather to help guarantee the future of the organization.

Treasurer's Report

At 4:27pm, Margaret gave a brief recap of 2013 financial performance and voiced her appreciation of Heather and Tara's hard work to end 2013 with money in the bank and stated that it was time to focus on 2014. Tara presented the 2014 Budget at 4:29pm. There was much discussion about expenses and projected incomes with Heather and Tara stating that this was the first time WGF had looked at budgeting with realistic income projections and conservative expenses, rather than speculative income. WGF should end 2014 with \$253K in the bank. Gregg

complemented Heather and Tara on the great work and suggested having the 2014 Budget in all the Board Packets to hit home the need to sustain fiscal responsibilities of the organization. After a robust discussion and questions regarding specific line items, Margaret moved to approve the 2014 Budget at 4:55pm. Phyllis motioned the approval with Candi seconding the motion. All those in attendance unanimously passed the 2014 Budget.

CEO Report

At 4:55pm, Heather presented the CEO Report.

Heather welcomed all those in attendance and, after reviewing some key successes and challenges of 2013, stated that she was looking forward to focusing on a successful 2014. She reviewed the recommended committee structure for 2014. In 2014, while standing committees of Executive, Finance, and Governance will remain, the Governance Committee is recommending that all other working committees would be modeled as task forces focused on the development of a new business model to sustain WGF's long-term future. Each of the Task Forces will be charged with pursuing one of the key ideas that was generated during the strategic planning/business model discussion of October 2013.

These Task Forces include 1) GirlGov Franchise Task Force, Chaired by Bernadette Smith, to pursue the idea presented at the October Strategic Planning session re: developing a revenue generating franchise model for GirlGov. 2) GirlGov Expansion Task Force, Chaired by Senator Matt Smith and Representative Pam DiLissio, to pursue the expansion of GirlGov to serve more girls throughout the state of PA (as articulated in the WGF 2012-2015 strategic plan). 3) A Conference/Gala Task Force, Co-Chaired by Candi Castleberry-Singleton and Kelli Wall, exploring whether WGF might consider planning a women's leadership conference instead of a gala, to generate revenue, and to serve our mission through developing female leaders (and not just girls). 4) A Business Model 2.0 Task Force, which would be the key aggregator of the information from all the other task forces, and which would be tasked to present a final Business Model recommendation for the full board's consideration at the end of the current fiscal year.

A few concerns were raised by the Board: Q) The time-frame for implementation A) Heather reiterated the need to begin now in Q1 so if adjustments to the Budget (expenses) or areas of focus need to be prioritized, it could happen sooner rather than later, Q) Would WGF be able to switch from a state wide expansion to a more regional (possibly Ohio and WV) expansion if the donor base in SE Pennsylvania is harder to conquer? A) Heather stated that our focus in the SE area was to cultivate Individual and Corporate donors with Foundations being the 2nd tier. She shared that there were legislators willing to help with the state-wide expansion. Clyde stated that the Philadelphia donors were very tight with their donations and though they are progressive they might not be so willing to let go of their money and suggested that we use the legislators to help direct us to the donors.

The group agreed that we would not be expanded to the SE region unless there was donor support to do so. That will be the work of this task force, to explore the expense side of expansion and the real possibilities for revenues. It was reiterated that the Task Forces had to consider all avenues and options and be willing to adjust to new thoughts and ideas.

Heather emphasized the need of the Business Model Task Force to look hard and explore all avenues. She wants WGF to be sustainable and does not think we can do our best, most strategic work, if we are constantly worrying each Quarter about cash flow.

Heidi suggested the Executive and Finance Committees merge for 2014 since there will be such a heightened focus on finances. Clyde asked if the by-laws or any other policies stated any objections or if the IRS required these to be separate committees. Margaret shared with the Board what each committee was used for and how this relates to the staff on day-to-day operations. Phyllis suggested merging the two committees for a short-term basis and not permanently. However, no final decision or motion was made on this point.

Bernadette Smith raised her strong opposition to the new Task Force model, and felt very strongly that there needed to be a separate Communications Committee in addition to the Task Forces. There was a heated discussion on this topic. Staff reminded the board that the communications and media report in their board packets reported on WGF receiving \$12 million worth of “earned media” in 2013. It was stressed that WGF’s most pressing need was fiscal sustainability and that communications was not where we needed board and volunteer support guidance, but rather that we desperately needed the board to focus on its fiduciary responsibilities of developing the resources and a long-term sustainable model to support the fiscal health of the organization long-term.

Bernadette said she agreed but that she did not understand how we could raise more money without spending more on hiring an external advertising firm and allocated a portion of the budget to marketing and advertising.

Questions arose as to what the function of the Communications Committee was in 2013. Bernadette responded that they were tasked with issuing and finalizing a RFP for a PR firm. Fitting Group had been selected. With the state of financial affairs during that time, WGF had no choice but to not hire Fitting Group as there were no resources to do so. Heather stated that have built into the 2014 budget some media/PR consulting support. Because we do not have the resources for an advertising budget, it did not make sense to hire a marketing firm until we had raised the funds. Right now, she felt that it was more fiscally prudent to contract PR support on a month to month or project basis, which is less expensive and can help us secure “earned media” (which is press coverage that is not purchased). Phyllis and Bernadette stated that more marketing/communications is needed to bring in sales (donations). Tanya stated that the Board is in agreement that marketing/communications is needed, but that right now the focus had to be on created a more fiscally steady organization.

At 5:49pm, Candi tabled the PR discussion until after the Grantee Coalition Presentation.

Grantee Coalition Meeting

Laval Miller Wilson, the Executive Director of the Pennsylvania Health Law Project, and the leader of the grantee coalition, was introduced at 5:56pm and he immediately began the presentation. He shared that the collaboration brought together people and organizations with different skill sets. Many of the presenters went on to explain how their organization was specifically working to ensure women’s needs were being met during the implementation of

ACA in our state. Key findings: Education and outreach is a key component in helping women obtain health care coverage; advocacy is a must and this is where the coalition is focusing the bulk of its efforts; in 2013 advocacy was focused on Medicaid Expansion. Unfortunately, since the Governor did not choose to expand Medicaid in our state, hundreds of thousands of people in our state will be left uninsured. In late 2013/early 2014 the coalition's focus moved to personal interaction for individual enrollment and continuation of rallies for Medicaid Expansion at the state and federal levels. The Coalition said at this time, there had been little to no activity, to ensure women had access and training to obtain jobs in the healthcare industry.

They went on to state that PA's blockage of the Medicaid Expansion by Governor Corbett was a major roadblock with their efforts, and that they fear that his waiver will lead to fewer lower-income women obtaining health care. They went on to explain that due to the size of PA and its economic significance, the federal government may give in to Corbett's waiver leading to work search requirements, premiums and severe penalties of non-payments of premiums to those that cannot afford health care to begin with. The Coalition has responded along with 1,000 others to Corbett's waiver and has tried to shed light on the fact that some of his conditions violate the law and dismantle existing coverage. Rallies at legislators' offices and Phone banks have been held and the Coalition will continue to advocate for improved healthcare access for women.

Heidi opened the Q & A session: 1) Clyde asked where does the PA match go if agreement is not met by the deadline? A) It will be allocated to New Jersey. 2) Gregg asked the Coalition what they were doing to negotiate with the state and Federal government. A) Leveraging themselves to inform the Federal government that PA government cannot handle the work search and premiums with their infrastructure. Laval stated it would just be easier to accept the Medicaid Expansion by July 1, 2014.

Candi thanked the group for their hard work and dedication. She also gave accolades for keeping the message going to all the people who need to hear their voices the most and for working together with their diversity and different skills.

The Coalition wrapped up with stating they would keep the push with letters to the editor and with focused efforts on increasing enrollment of low income women and their families in the new healthcare system before the 2014 enrollment deadline. The Coalition then departed.

Coalition Debrief

At 6:36pm, Heidi opened the discussion for a debrief by the board and staff of the grantee presentation. Several board members mentioned that they were surprised to hear about how aggressively the coalition was engaged in advocacy efforts and disappointed at the lack of effort around workforce development and jobs. Questions were also raised regarding how the WGF funds were helping the grantees work – above and beyond what they would be doing without our funds. Several Board members raised concerns that the coalition's presentation was dissimilar to the presentation given in February, 2013. Again, they were surprised at a lack of discussion regarding efforts to help women obtain jobs, and efforts to expand/protect women's reproductive healthcare.

Candi stressed that it would be critically important that the Coalition make it clear to WGF how and when it was attaching the WGF name to its work, as we are working with political leaders throughout the year on other legislative efforts and we would want to know if there was a rally being staged outside someone's office, that we were working closely with in another regard. She also wanted a more descriptive report for future presentations, and suggested that we ask the grantees to include several stories in their next report. Heidi ended the discussion letting the Board know that the Grantee Coalition did fulfill their obligations to receive the remaining \$75K on their original grant award, but that the Coalition has also been made aware that additional funding has not been promised and that WGF is still in the midst of determining its future grantmaking model and direction.

Executive Session

At 6:54pm, Heidi dismissed all staff and guests for an Executive Session.

Adjournment:

At 7:47pm Candi thanked everyone for attending and adjourned the meeting..

Prepared by Mary Marciano and approved by Tanya Hagan on January 24, 2014.

Executive Committee Summary



Q1 Activities of the Executive Committee

The Executive Committee met on March 10th in person.

- Attendance included: members of both the 2013 and 2014 Executive Committees. Heidi Bartholomew, Candi Castleberry-Singleton, Bernadette Smith, Dr. Tanya Hagen, Rona Nesbit, Margaret DiVirgilio, and Heather Arnet. Phyllis Silverman was also in attendance. The agenda for this meeting was:
 - Review the 2014 Workplan & Budget Narrative related to the Budget approved at the Q1 Board Meeting.
 - Review of the Objectives set forth for each Board Task Force.
 - Two board members raised questions about their individual needs for more in depth knowledge of the organization's financial operations and policies. The current and departing Treasurer's agreed to meet with these individuals one-on-one to walk them through all the details. That meeting occurred on April 7, 2014.

The Executive Committee met on January 13th via conference call.

- Attendance included: Heidi Bartholomew, Bernadette Smith, Tanya Hagen, & MJ Tocci.
- The agenda was to review the Governance Committee's recommendations for 2014 and to review and approve the January Board Meeting Agenda.
- MJ was in attendance, as the Governance Committee Chair, to present the Committee's recommended Board and Officer slate for nomination and election at the January 23, 2014 board meeting and recommended committee structure for 2014.
- The Executive Committee approved the Governance Committee's recommendations with one exception. Bernadette raised her concern about the lack of a separate Communications Committee for 2014. She asked that this issue be brought to a full board vote. All the other recommendations were approved.
- Heather also updated the committee on the status of "Sarah's Bill" and the organization's end of year financial position.
- Heather reported that WGF would end Fiscal year 2013 with a strong net income on paper, and with a positive cash balance in the bank account as of January 1st without having to have tapped into the credit line.
- Heather reported that the exit/transition of Jui Joshi from WGF went very smoothly. She also reported that Mary Marciano, our Administrative Assistant, was moving to Philadelphia and had given us one month's notice.

CEO Report

CEO Report

The Executive Committee at their March 3, 2014 meeting reviewed this report.

This is an annual overview detailing activities and driving strategies for each departmental area, for fiscal year 2014. All of the activities, priorities, and strategies articulated in these plans are in pursuit of the goals articulated in our 2012-2015 strategic plan and were accounted for in the 2014 budget (approved by the Board of Directors at their January 2014 meeting). This report in essence serves as the budget narrative for 2014.

These detailed priorities and operations strategies are the activities the budget was based on. At the January meeting, we merely had the time to review the numbers. This document should provide the board with all of the detail, and thinking, by area, behind the numbers. This is an in-depth document, which I hope you will have time to review prior to our meeting. This should provide each board member with a detailed understanding of operations and activities for 2014 at WGF.

A handwritten signature in blue ink, reading "Heather S. Annet".

Staffing/HR

The staffing plan for 2014 will be staged based on programmatic need and financial capacity. The staffing plan articulated below aligns with the 2014 budget approved by the Board of Directors at their January 2014 meeting.

January – Full-time salaried staff: CEO, VP of Operations, and Administrative Asst.

Consultants: Government Relations (Keith Schmidt \$1K/per month), Public Relations (Carol Edgar \$1K/per month), Interns: Miranda (Administrative Support), Sarah Pesi (GirlGov), Lea Veras (Film Outreach & Translation). HR company COMPASS will continue to be on retainer (\$60/month) throughout the year providing HR support.

February – Full-time salaried staff: CEO, VP of Operations.

Consultants: Programing/GirlGov support (Heather Harr \$2k/month), Government Relations (Keith Schmidt \$1K/month), Public Relations (Fitting Group \$2.5K/for 3 weeks total -2 weeks in February and 1 week in March) (Carol Edgar \$1K/month), Interns: Miranda (Administrative Support), Sarah Pesi (GirlGov), Lea Veras (Film Outreach & Translation).

March – Full-time salaried staff: CEO, VP of Operations.

Consultants: Programing/GirlGov support (Heather Harr \$2k/month), Government Relations (Keith Schmidt \$1K/month), Public Relations (Fitting Group \$2.5K/for 2 weeks in February and 1 week in March) (Carol Edgar \$1K/month),

Interns: Miranda (Administrative Support), Sarah Pesi (GirlGov), Lea Veras (Film Outreach & Translation).

April & May - Full-time salaried staff: CEO, VP of Operations.

Consultants: Programing/GirlGov support (Heather Harr \$2k/month), Public Relations (Carol Edgar \$1K/month). Interns: Miranda (Administrative Support), Sarah Pesi (GirlGov), Lea Veras (Film Outreach & Translation), and Coro Fellow: Gianina Marquez Olivera (Equal Pay Day). In May we might need additional PR GirlGov support for Harrisburg trip.

During Q2 we will also be looking to hire a part-time/temporary administrative professional and secure fundraising consultants to provide Corporate/Event Fundraising and perhaps Major Donor Fundraising support. Fundraising consultants will work on a fee based on performance model &/or will be tasked with a very specific fundraising goal related to a specific WGF project within a specified timeframe. We also hope that Sarah's Bill will have become law by this point and so we will no longer need to have a government relations consultant on retainer.

June thru August - Full-time salaried staff: CEO, VP of Operations. PT/Temp:Admin

Consultants: Programing/GirlGov support (Heather Harr \$2k/month), Public Relations (Carol Edgar \$1K/month), & potential Event Planner consultant and Fundraising consultants. Full-time summer interns: Elizabeth Mulenga and Jessica Socortow. We may also have two additional summer interns.

September thru December

Full-time salaried staff: CEO, VP of Operations. FT/Temp: Admin

Consultants: Programing/GirlGov support (Heather Harr \$2k/month), Public Relations (Carol Edgar \$1K/month), & potential Event Planner consultant and Fundraising consultants. One fall intern (15hrs/week).

Finance

The 2014 Budget approved by the Board of Directors at their January 2014 meeting, reflects the following guiding principles:

1. Keep costs low
2. Manage cash flow
3. Seek new opportunities for revenue
4. Seek new opportunities for cost savings
5. Secure as much income as possible in Q1/Q2
6. Explore new business models for future sustainability
7. Complete the fiscal year with a positive income and cash balance.

This document articulates strategies and priorities related to Finance. For details on expenses, contained in the 2014 budget, please see the approved 2014 budget available on the board portal on the WGF website.

Here are specific strategies related to cost savings:

- As was shared with the board at the January meeting, we will be trying to sublease half of our office space by mid-year. This will help decrease monthly rent, but may also provide additional revenue or cost savings around other shared services.
- Our bookkeeper from Bookminders is now imputing donations into our internal donation system (Salsa), and our accounting system (Quickbooks), and generating acknowledgment letters for signature. Previously this was the main responsibility of our PT Development Associate. When we lost our DA, we incorporated these responsibilities into the FT Administrative Assistant position. After Mary left, we were able to merge these responsibilities into our Bookminders contract with only a small increase in our Bookminders monthly rate. This is resulting in monthly cash savings in the short-term, but also long-term it means we are saving hundreds of hours of staff time reconciling the two systems. We also now do not have the internal need to have a PT or FT member of our staff managing donation entry and acknowledgements, freeing up WGF to consider what more strategic ways we might want to utilize and structure development or administrative support staff positions.
- Another cost savings measure is that from February - March, the WGF team has gone without any paid administrative support. We have done this through utilizing a team of interns to provide administrative support.
- Moving forward, we will pursue whether WGF can share a receptionist/admin with our sub-tenant.
- We are also structuring additional staff support as project-based, time-specific, PT or contract work so that we can have the support we need but structured with very specific responsibilities, and measurable outcomes, while containing costs. This also provides the organization flexibility as we redesign our business model, to consider what staffing structure and talent will be needed to fulfill the new plan.
- When it is time for our health insurance package to renew, we will also look into whether it might make more sense for WGF to give each FT staff member a

healthcare allowance to purchase healthcare on his or her own. Tara is already doing this voluntarily and saving WGF thousands of dollars each year.

- Additionally, while executive staff are provided monthly parking leases in the station square parking garage (as per their offer letters), when Heather returned from sabbatical she thought it made more sense, instead of renewing her parking lease to instead to move to a “parking card” model. We hypothesized this would make more sense since Heather often travels to meetings throughout the day. This has also saved us a couple of thousand dollars per year.

Here are specific strategies related to new opportunities for revenue:

- Apply to be an approved EITC (Education Income Tax Credit) organization. This would enable companies to give to WGF instead of paying certain corporate taxes. Companies donate hundreds of thousands of dollars to local organizations this way. We think this could be a tremendous opportunity for new corporate donations in the six figure range.
- Subletting our space, as described in the section above, is another example of our efforts to think about new sources of revenue.
- Marketing the film for paid screenings and acquisition is a way to continue to receive new revenues. Each screening brings in \$500-\$2,500 and if Independent Lens, or CNN presents, or Netflix were to acquire the national TV broadcast rights, the revenue could be upwards of \$25K.
- Meet with every foundation officer in town who has invested in WGF in the past to discuss potential reinvestment in WGF in 2014/2015.

Other items related to Finance for Executive Committee Consideration:

1. We must have full board/staff clarity that the 2014 Budget, approved by the Board of Directors, is very lean. It supports status quo and current commitments to funders. If we want to do anything “above and beyond” what is currently planned, we must raise the additional funds that would be necessary for any additional (unbudgeted) expenses. The staff is strongly recommending that we attempt in all cases to raise the funds, and then incur expenses, rather than plan for expenses to be incurred and hope that the funds can be raised.
2. We have discussed whether there is a need to merge Executive Committee and Finance Committee this year. As this meeting demonstrates, there is a great deal of work and strategic conversation that does occur at Executive Committee Meetings, that is distinctly different than the review of detailed financial documents. Likewise, the Finance Committee does usually use its entire hour asking very specific and detailed questions on the quarterly financial documents. It was therefore decided by the Executive Committee to keep these two committees distinct this year.
3. Because of the current Executive Committee only having one member from the downtown community, we will be amending the financial policy to reflect that the immediate Past Chair and Past Treasurer, can be added as check signers, if need be. We will bring a draft of the amended finance policy to the finance committee for review and submit to the full board for adoption at the Q3 Board Meeting.

Fundraising

The fundraising plan for 2014 is aggressively weighted towards revenue coming in as much as possible in Q1/Q2 so that cash flow in Q3 is not as dire as in past years. With end of the year giving and an annual end of year event, Q4 revenue is usually quite strong, but this year's plan articulates an intention to focus on securing major donor and institutional commitments by end of Q2.

This will take tremendous effort by board and staff. But if we are successful we will be able to make much better decisions at our September board meeting, re: the future plans for this organization. If we are struggling with day-to-day cash flow we cannot make the best decisions possible. And we want to have the breath to dream big and plan smart for 2015.

The following quarterly development plan aligns with the 2014 budget approved by the Board of Directors at their January 2014 meeting. This document articulates quarterly priorities (not tasks or specific activities). For detailed revenue goals by category please see the budget enclosed.

Q1:

- Focus on Pledge Receivables that "should" come in this quarter (as per budget)
- Meet with and secure pledged gifts/grants from Cathy Raphael & FISA
- Send pledge reminders to everyone who has an active pledge due this year (March)
- Hold Film Premiere and Begin Film Screenings

Q2:

- Focus on major individual donor and LC renewal. We need 100% board participation!
- Focus on meeting with all past Foundation and Major Corporate Sponsors to discuss the potential for renewed funding.
- Hire/Secure Fundraising Consultant focused on corporate sponsorships &/or event
- New cultivation efforts focused on major donors (individuals/institutions that can give \$10K+)
- Organize/Attend WGF Philly Friendraiser/Fundraiser in Philadelphia

Q3:

- If there is a fall event, focus on generating event ticket sales and sponsorships.
- If there will not be a fall event, focus on raising the end of year funds another way (EITC, early commitments to spring conference, etc..).
- Submit new grant proposals to new prospects.
- Continue to submit reports/renewal requests to current institutional donors.
- Continue focus on 100% LC renewal. We need 100% board participation in this effort!
- Preparations for fall event (again if there is one).

Q4:

- If there is an event, executing it brilliantly.
- Year-End Appeal (explore/implement more effective appeal strategies as past model not cost effective). Also, send final push for pledges due.
- Achieve end of year fundraising goals and finish the year with a positive cash balance.

In addition to the plan above, we wanted to bring the Executive Committee's attention to some new FANTASTIC fundraising opportunities that have come our way!

- 1) We have been approached by Jewish Healthcare Foundation to join them in a campaign to increase HPV vaccination rates among teens in Agh County. Our role in the campaign would be to test campaign messages on focus groups of our teen girls, and also provide our teens with the ability to create their own campaign messages or ideas. JHF is applying to the U.S. Department of Health for the grant for this campaign. If JHF does receive the grant, WGF would receive a small portion (\$10-15K) as compensation for our participation in this community effort. This is a wonderful new development, not just for the potential grant money, but more importantly because the campaign will improve health and well being for girls in our community AND because even being asked by JHF is a testament of their belief in WGF as a quality partner. Karen Feinstein and Nancy Zions were very clear and enthusiastic in their praise of WGF and their feeling that they wanted us to work with them on this project because of our strong track record engaging teens in developing issue-based effective campaigns to engage their peers.
- 2) As described in depth in the finance section of this workplan, we will also be applying to become an approved EITC (Education Income Tax Credit) organization. This will provide us with a new fundraising strategy and many new opportunities for five and six-figure corporate donations.
- 3) **AND** We have been invited by the Heinz Endowments to submit a proposals for three-years of funding to support GirlGov expansion and capacity building. The total grant request is for \$225K (\$75K a year for three years). We will know mid-May if the Heinz Endowments Board of Directors approves this proposal.
- 4) We have been invited by the Pittsburgh Foundation to submit a Letter of Inquiry for general operating support for 2014 (perhaps for \$25K). And we have also been invited to begin a conversation with them regarding long-term future funding and possibilities for collaboration.

And finally that leads us to describe the next opportunity – brought about by the saddest of reasons. MJ's brother, Tim, has contacted us to see if her family can establish a scholarship fund in MJs name, at WGF. The family hopes to fundraise to have an endowment that would provide a scholarship annually of \$2K a year, to be awarded to a local young woman to use for college. We will be talking to financial advisers and attorneys (hopefully pro-bono) to help us work with the Tocci family to make this happen.

Programming

The programming plan for 2014 has been developed to ensure that WGF will be fulfilling our programming commitments to current/past funders, and in pursuit of our strategic plan. As mentioned earlier in the finance section, the budget approved is a “status quo” budget. Throughout the year, if we receive revenues specified for program enhancements we will be able to add additional activities and services, with financial support.

Planned 2014 Programming Activities Include:

- Our policy work with Sarah’s Bill will continue until it becomes a law. WHICH IT HAS! Sarah’s bill was signed into law April 2014.
- International Women’s Day activities in March will include a joint event with Global Pittsburgh to welcome the U.S. State Department’s International Women of Courage to Pittsburgh and to introduce them to members of the WGF Board of Directors and GirlGov program.
- WGF Film Premiere will occur in March with partners, Carnegie Museum of Pittsburgh and WQED.
- After the film premieres our plan is to “book” as many paid screenings as we can, to bring new revenue to WGF and expand our reach with our message of women’s political empowerment.
- Paid screenings have already been set up at California University of PA, University of Pittsburgh, and Carnegie Mellon University. We are also working to schedule sponsored screenings at Carlow, Chatham, Duquesne, and in Denver, Washington DC, Philadelphia, NJ, Boston, and NYC with partner organizations.
- Equal Pay Day will take place in April. As is our annual tradition, we will be hosting the Allegheny County rally and sponsoring activities in Westmoreland County and Uniontown. Rona Nesbit, has graciously arranged for a fantastic CORO Fellow to be placed at WGF March 25-April 30, who will manage EPD activities this year. Please note: we plan to hold our downtown event on April 24th which is “Take Your Sons & Daughters to Work Day.” This is a great way to engage adults and kids in the event.
- GirlGov activities will continue throughout the year. We have brought on a part-time consultant to focus on planning and implementing current year GirlGov events, and assisting in developing the programmatic and curriculum model for a potential statewide GirlGov next year. The consultant’s name is Heather Harr. She has extensive experience in running statewide programs focused on youth and civic engagement. This year there will be three GirlGov workshops held throughout the year, on distinct topics, related to Board Member expertise. We will also have our annual trip to Harrisburg June 16th and 17th. We will continue to engage the GirlGov participants in year-round WGF activities and we will be actively recruiting new participants this year.
- Our grantee coalition will present a Leadership Circle Policy Briefing in the spring and we will continue to monitor the work of the coalition.
- And finally, we will always continue to be responsive, to opportunities and policy issues related to women’s and girl’s rights as they occur throughout the year.

Communications

The communications plan for 2014 will be staged based on programmatic need and financial capacity. The plan, articulated below aligns with the 2014 budget approved by the Board of Directors at their January 2014 meeting.

Our goals for communication efforts are:

- As per, our strategic plan, to ensure WGF is able to “Serve as Premier Resource for Gender Equity”
- As per our strategic plan, to serve as “a consistent voice for women and girls equity.”
- Additionally, we use communication efforts to deepen relationships with existing stakeholders (donors, board, grantees, partners, girls and their parents); and to develop awareness of WGF and interest in WGF by potential new stakeholders (new prospects of all of the above).

In pursuit of these goals, here are our strategies for 2014.

Public Relations Strategy:

- WGF staff will continue to cultivate relationships with local media. This means touching base with them regularly as issues we are connected with are in the media. Inviting them to coffee and to events throughout the year, and finding creative ways to promote WGF events and programs through “earned media” – ie Op-Eds, Letters to the Editors, as guest on tv news & radio news shows, submitting to relevant high profile online blogs (PopCity, HuffingtonPost, Daily Beast).
- WGF staff will draft press releases and host press conferences as appropriate.
- WGF will retain PR/marketing consulting support as needed. Currently we have the Fitting Group working for us to support local PR efforts to increase tickets sales of the film premiere. The fee for this is \$2,500 for 3 weeks of work. We also have a PR consultant providing national PR support. Her name is Carol Edgar and her rate is \$1,000/month. We are enclosing activity reports from both vendors and a report from BurrellsLuce on communication “hits” from Q1.

Regular communication efforts to engage current supporters include:

- Website
- Eblasts
- Action Alerts
- E-newsletter
- Social Media (Facebook, twitter, instagram)
- Policy Briefings and smaller, more intimate donor cultivation events
- Hand written notes to donors
- Regular communication, via phone, email, letters to colleagues, partners, grantees, and supporters.
- Timely Acknowledgement letters

- Updates on successes throughout the year (via email, phone, and mail)
- We will also be assigning each board member four Leadership Circle members to communicate with throughout the year. This is not an ask – it will be just to send them an email once in a while, or call them, to give them “good news” about WGF.
- Hire outside PR support on a program basis to help increase local PR to raise awareness of events.
- Engage the board in spreading the word in the community, about WGF events.
- Partner with other organizations for “advertising” trades and co-production opportunities.

Paid Advertising:

- If we spend advertising money, we should do it late in November or in December when donors are thinking about making year-end gifts. We do not have much of an “advertising” budget currently, so if we want to buy any advertising, we will have to raise money for this, above and beyond current revenue goals. To be clear, we have funds identified in the budget for PR support and Marketing materials but we do not have enough money in the budget (or our bank account) for paid advertising (billboards, tv, newspaper, magazines, radio, or even “high level” targeted Facebook or Google search ads). This is not to say that we should not try to have an advertising budget in Q4. It would be fantastic if we exceed revenue goals and can increase our advertising budget for Q4. We do believe this would be a very strategic time to purchase targeted advertising so that WGF would be “top of mind” during a time of year when individuals consider making their donations.

Task Force Reports

**Business Model
Task Force
Report**

Business Model 2.0 Task Force

Task Force Participants:

Tanya Hagan (Chair), Rona Nesbit, Heidi Bartholomew, Candi Castleberry-Singleton, Joyce Kossol, Suzan Lami

Objective: To develop a sustainable business model for WGF

Step One: January – April 2014

- Identify Current Strengths (existing resources, people, programs, & capital)
- Identify Market Demand (Donor capacity, interest & community need)
- Connect the dots between the two
- Share this information with the board at the April board meeting.

Step Two: September 2014

- Hear from the three other task forces re: their findings and recommendations at the September board meeting. These task force reports will outline the resources necessary to implement their recommendations. (Resources = revenues, expenses, staff, partners, etc..)

Step Three: September - December

- Design a fiscally stable model for WGF operations and programs moving forward to be presented at the December 18th board meeting.
- This model should be based on findings from step one and from the other committees.
- This model needs to clearly articulate what programs/activities WGF will have moving forward (and which past programs/activities it will discontinue).
- This model also needs to clearly articulate the funding sources identified to sustain these programs/activities.
- This model needs to identify resources necessary to implement new model (funds, board, staff and staff structure, office(s) location, partners, etc...)
- This should include a 2015-2016 two year operating budget with revenue and expense projections based on the new model.

Notes from the February 10, 2014 Business Model 2.0 Task Force Meeting

Attendees: Dr. Tanya Hagen (Chair), Rona Nesbit, Suzan Lami, Tara Simmons, Heather Arnet

What attracted you to WGF?

- Focus on systematic change instead of a “band-aid” approach, “Teach a man to fish...”
- Scrappy “get it done” attitude – incredible how much gets done, with so little resources. Also, lack of bureaucracy is a good thing in this regard.
- Regional focus with national exposure
- Board Members also articulated that a few were brought to WGF through personal connections to board or staff.

What do you love about WGF?

- Ability and track record of leveraging \$/ideas/activities
- Ripple effect
- Reputation raises the bar at the table
- WGF is known as a respected convener -> How can we leverage that to grow more partnerships
- In a way it is the United Way of women’s issues (by giving to WGF you have broad impact on women’s issues and support many organizations with one gift)
- Nimble and efficient
- GirlGov
- Diverse pool of what we do

*Idea generating during this section: Email/calendar/website, etc. of all regional women’s issues/events

When you describe WGF to some else, what do you say?

- Elevator speech is difficult- harder to explain than “feed the homeless”
- Easier to say what its not
- Variety of activities can be hard to explain and hard for outsiders to understand -> People may be on board with one issue we tackle, but not all issues
- Systemic change takes a long time, so that too is hard to explain
- That we make grants
- That we work with girls
- We discussed that often, we bring up or talk about GirlGov first, not even necessarily b/c it is the most impactful part of our work, or even the part of our work that that particular board member loves the most – but it is the easiest to describe and universally loved (non-controversial).

What partnerships/relationships do we currently have that we can leverage even more?

- Current/Past Donors
- Current/Past Grantees
- Advocacy agencies/partners
- Professional associations
- Women's professional associations and organizations
- Girls serving agencies
- Legislators
- Members of the media

What is the Least Interesting part of our work to you?

- Several board members around the table said they could NOT name a single thing that they found uninteresting about WGF 😊
- When asked to stretch one member mentioned that grants that we make to support work organizations are already doing is less interesting, b/c it is not clear what added value our grant is making.
- One board member specified that while she understood that the film would be an effective outreach and fundraising too, that it was too far out of her traditional comfort zone as to how it is relevant to Southwest PA.

What do you Understand the least about WGF:

- How we partner with other organizations

What Resources do we have, that we could leverage more?

- Board Members
- Organizational reputation
 - National focus/relationships with local and nat'l media
- Universities-Students and faculty
- Volunteers
- Men and boys
- Past honorees
- Parents of past (and current) GirlGov participants

Ideas for exploration:

1. Giving Circles
 - Potentially set up Donors Circle re: specific issues, to support grantmaking efforts
 - IE ->GirlGov "Power Pack" ->specific donor, specific issue, specific benefits

2. Kiva-style voting pay-to-vote

- Con - Might siphon money away from general operating/regular donors
- Plus- could bring in new \$/Donors
- Action: staff to find for the task force, materials re: giving & donor circles

What are you most concerned about, right now, for WGF:

- \$\$ Sustainability
- Concerns around the Board
 - Discord, not everyone seems in agreement
 - Some members holding back, need to get everything on the table at mtgs
 - Lack of agreement on the role of the board: over the line/under the line
 - How to make everyone feel engaged in some way
 - Related to their interests and what brought them to WGF
 - Need to Cultivate Common Respect& Culture of Respect
- Is the mission too big for what we're trying to do?
- Tiny Staff/ Big Mission/ High Standards/High pressure

What resources have we yet to tap into:

- Local Corporations
- National Donors, Nat'l Foundations, Nat'l Corporations
- Women in Education/academia
- Female Politicians
- Question for future research: would Foundations that support Female Artists be somehow interested in supporting WGF?
- Idea: Could we partner with the Cultural Trust on programming when something they have already scheduled aligns with our work and values?
- Idea: Could we create a "WGF@" series of events throughout the year, in which we partner each month with a different cultural organizations and have a "WGF Night at...." – a way to develop deeper relationships with partners, and create more community amongst WGF members. Maybe each board member could "host" one – in that they select the partner, date, and pledge to be the official WGF greeter at the event. Might be a nice way to make connections between WGF and other orgs board members are also on the board of.

**Leadership
Conference/Gala
Task Force
Report**

Leadership Conference/Gala Task Force

Task Force Participants:

Kelli Wall and Candi Castleberry-Singelton (Co-Chairs), and Susan Yohe, Muge Finkel, Deb Acklin, Kimberly Slater Wood

Objective: This group will be responsible for identifying the market demand and programmatic model for WGF's annual fundraiser for 2014 and 2015. The group will work with staff to develop an appropriate expense/revenue model for the program. Once the model is determined, this task force will support fundraising, partnership development, and communication efforts related to the annual fundraiser.

Task Force Responsibilities & Timeline:

Between January – April 2014 the task force will work with the staff to:

- Identify successful strategies and aspects of past WGF fundraisers (people, partners, sponsors, program, awareness raised, mission served, funds raised vs. funds spent).
- Identify market demand to expand or change the program (community need/interest, donor capacity/interest, & other stakeholder interests).
 - o What leadership conferences are currently available to women in our region?
 - o If we developed a leadership conference how would it differ from those already available to women in our region?
 - o What do we perceive to be the “market” for this conference? Who is the core audience? Who would this appeal to re: attendees? Who would this appeal to re: sponsors and partners?
- Conduct a cost/benefit analysis of hosting a “Leadership Conference” in 2014 &/or 2015 instead of our standard “gala.”
 - o Staff to present example budgets based on real estimates gathered from real vendors to present to task force leadership for feedback.
 - o Staff will also prepare profit models for potential revenue based on different ticket pricing levels and room(s) capacity.
 - o Do we think that past gala sponsors/attendees/honorees would be interested in this model?
 - o How would we incorporate young people/our girls into the program?
- Based on the cost/benefit analysis, and other research done by the committee, by April the task force should have a recommendation to make to the board at the WGF April Board Meeting re: the structure, timing, and budget of the 2014 fundraiser.

April – October 2014

- Begin implementation of 2014/15 fundraising event model.
- Staff to reserve spaces and enter into appropriate contracts with vendors.
- Recruit additional Task Force or event/conference planning committee members.
- Engage in strong fundraising efforts to secure lead sponsors for the event.
- Task force to develop criteria for presenters or honorees as applicable.
- Requests/Call for Nominations for Awardees released, and/or Call for Papers/talks

June – December 2014

- Work with staff, and WGF pr consultants/vendors to design communication strategy and ticket schema for the 2014/15 event.
- Engage full board in ticket sales, sponsor recruitment, and event promotions, led by Task Force members.
- Continue to work with staff to secure as many partnership and funding commitments as possible to support 2014/15 event.
- Continue to work with staff to refine a fantastic event program.
- Exceed all programmatic expectations and fundraising goals!
- If the Task Force decided to pursue the Leadership Conference concept, but not for 2014, then the task force will also use this time for planning, budgeting, and fundraising efforts for a 2015 conference.

Recommendation from the WGF Leadership Conference/Gala Task Force to the Board of Directors for Consideration:

- ❖ It is the recommendation of this task force, after conducting in depth research and having robust conversations, that WGF should organize a conference for Spring 2015 and not hold a fall event or gala in 2014. The conference theme would be "Crossroads." The timing should be in March to coincide with Women's History Month when many corporations are looking for something related to WHM for their employees to attend (and to sponsor).

This task force met three times in Q1. At the first meeting we explored the pros and cons of the current "event/gala/awards dinner model" and the pros and cons of a potential leadership conference. At the second meeting we looked at detailed costs associated with different event venues. We also reviewed an event calendar of other "women's org" fundraisers and events and noted that there were MANY awards dinners and lunches but hardly any leadership conferences of substance targeted to women. We also noticed that there were not too many other event scheduled in March. At the third meeting we looked at detailed cost/benefit analysis of several scenarios and decided on our final recommendation to the board.

Our objective was for this task force to come to the April board mtg with our recommendation re: this fall - ie. Whether we should hold an awards gala, a conference, or neither this fall. Our recommendation is listed at the top of this document.

After several meetings, and after conducting a cost/benefit analysis of the multiple models, we agreed that we have much more enthusiasm for the conference idea. There seems to be gala/awards dinner fatigue amongst the committee (everyone voiced this at the first meeting), and this fatigue seems to also be present in the larger attendee and sponsor community.

Staff was asked to present the task force with specific income and expense projections for the conference versus gala scenarios. And here are our top level findings. (Detailed Spreadsheets can be provided to any board member who is interested. These were shared and reviewed with the committee).

- A gala dinner at a downtown hotel this fall would cost us around \$70,000- \$75,000. So the costs could stay within the allocated 2014 budget for the fall event. However, we are not confident it could achieve the budgeted fundraising goal of \$250,000 (\$50K tickets, \$200K sponsorships).
- A one day conference would cost anywhere from \$80,000 - \$100,000. We think that it would be possible to achieve the fundraising goal with a conference, though concerned that in the current year we might not have the time to do so (and plan a stellar conference).
- The main finding of the cash projections was that even without holding a fall event, the organization would have a positive end of year net balance. While we would have a smaller net, we would also not be expending the significant cash and staff resources in the fall usually dedicated to a fall event. This could free up time to cultivate larger major donors, and corporate and grant support for the conference. And provide us with the time to plan a stellar and profitable spring conference.

Background on the Concept:

The Business Model Task Force planted the seed for this conference theme. At the second meeting of the Business Model Task Force, the team began a robust conversation regarding how language matters. How we need to find ways to reach out to diverse audiences of women (especially re: age diversity) and we talked about finding ways to articulate how WGF is relevant and has something to offer every woman at some stage of her journey. In this conversation, we realized we started to use a lot of driving metaphors;

- We drew a road and talked about how/what WGF can offer women at different stages of their journey.
- We talked about how we were “paving the way for other women”
- We talked about putting women in the drivers seat

We then thought about different demographics/ages and hot topics for them:

- Middle School to High School transitions
- High School to College (or other post-high school life choice)
- Collegiate à 20's/1st or early career
- 30somethings – building a reputation, a resume, a brand, a business
- 40somethings - “life in the middle” – questioning am I in the right job? The right city? With the right spouse? Should I start my own company? Also, issues like divorce & kids.
- Senior leaders – retirement, widowhood, second careers,

No matter what your stage, we want you to be in the driver's seat.

We talked about how at all of these moments, women are at a crossroads. And that led us to think about how rich that idea and theme might be. What if our conference title and theme addressed, “Crossroads,” and each panel/track was built to address these complicated crossroads moments. And so, this concept was brought forward from the Business Model 2.0 task force to the Conference/Gala task force for consideration.

The initial concept is that panels and discussions at the conference could all relate to this theme, but each explore a different “crossroad” that a woman might encounter along her life's journey. Each crossroads moment takes analysis, research, courage, & thoughtfulness to navigate. Wouldn't it be wonderful if you left this conference feeling that WGF had presented you with a venue to connect with other women who were either currently, or had been, at this crossroads moment that you are currently challenged with - and provided you with the tools to think about how you will navigate it in the future.

The members of the Leadership Conference Task Force strongly believe this concept is “malleable” so that even as the board would be voting to approve this concept, we would not be pigeonholed into just one topic for exploration at the conference. We also think a spring conference could be used to share the “news” to the community re: WGF's new business plan and plans for the future and could be a wonderful re-branding opportunity. The committee especially loved the idea of connecting the conference with a business plan and business proposition. Several members of the committee felt very strongly that we should not hold the conference this fall because it would not give us enough time to plan and execute it.

**GirlGov
Franchise
Task Force
Report**

GirlGov Franchise Task Force

Objective: This group will be responsible for conducting a feasibility study of developing a Franchise of WGF's GirlGov program. The group will explore best practices of other nonprofit franchises, quantify market demand, identify interested investors and other viable funding sources, and develop a business plan and budget for this potential franchise model.

Task Force Responsibilities:

Step 1:

- Identify current existing resources (people, partners, curriculum, & capital).
- Identify market demand to franchise the program (investor/donor capacity, stakeholder interest & community need).
 - o Interest from other community partners to buy into a GirlGov franchise
 - o Interest in funding the work needed to create a franchise (foundations, corporations, and/or individual donors)
 - o Design a business model and budget.
- Provide status report to the WGF Board at the April 2014 Board Meeting

Step 2

- Continue research and analysis begun in Step 1
- Present summary of recommendations to the WGF Board at the September Board Mtg. This Task Force's key recommendations should include:
 1. Whether WGF should pursue Franchising of our GirlGov program. This recommendation should be accompanied by/and based on:
 - Confirmed market demand and level of interest from community partners to Franchise the program.
 - Confirmed "advisors" or strategic allies to date.
 - Confirmed committed financial investors to date.
 2. Based on these resources and recommendations, a draft business model and budget for a GirlGov Franchise model will be presented to the WGF board of directors for consideration by the Business Model 2.0 Task Force.

After the September Board Meeting, the Business Model 2.0 Task Force will analyze the recommendations of the GirlGov Expansion and GirlGov Franchise task forces, and incorporate them into their own research findings. The WGF Board of Directors will then, based on the recommendation of the Business Model 2.0 Task Force, vote on the new WGF business model and budget for 2015/2016.

**GirlGov
Expansion
Task Force
Report**

GirlGov Expansion Task Force

Objective: This group will be responsible for identifying interested partners and funders to support the expansion of GirlGov to serve girls statewide by 2015. This expansion will focus first, on expansion to the SE region of the state. This task force will also provide feedback to the staff on the programmatic model and budget for the statewide program for 2015/2016.

Task Force Responsibilities & Timeline:

Q1 2014

- Identify current existing resources (people, partners, curriculum, & capital).
- Identify market demand to expand the program (donor capacity, stakeholder interest & community need).
 - o Interest from legislators to expand the program.
 - o Interest in the SE region for the program to serve girls in the SE region, interest from partners and donors (individual, corporate, foundation) to support program expansion to SE region.
 - o staff will design programmatic model and budget.
- Plan/Conduct at least one SE region meet and greet event and CEO visit to the region with major partner/donor/stakeholder prospects. The purpose of this trip will be to raise as much enthusiasm for the program as possible; secure support from strategic allies; secure funds when possible; and to explore possibilities for future gift conversations where applicable.
- Secure program consultant to design expansion programmatic model and budget and present to task force leadership for feedback.
- Report to the WGF Board at the Q2 Board Mtg findings to date re: legislator interest, donor capacity, & community interest in program expansion.

Q2 – Q3 2014

- Continue to work with staff to secure as many partnership and funding commitments as possible to support 2015 expansion.
- Finalize summary of recommendations to be presented to the WGF Board at the September Board Mtg. This Task Force's key recommendations should include:
 1. Whether WGF should expand GirlGov to the SE region in 2015. This recommendation should be accompanied by/ and based on:
 - Confirmed level of interest from legislators to expand the program.
 - Confirmed level of interest by those who serve girls in SE region that there is "girl" demand for the program in SE region.
 - Confirmed level of interest from partners to expand the program.
 - Confirmed "advisors" or strategic allies to date.
 - Confirmed committed financial investors to date.
 2. Based on these resources and recommendations, a draft programmatic model and budget for GirlGov 2015 to be considered by the WGF board of directors.

At this point, we will hope that our Task Force will have generated the interest, enthusiasm, and funds to support the statewide (SE) expansion for the year 2015. The WGF Board of Directors will then, based on these recommendations, vote to incorporate this expanded programmatic model into WGF operations and budget for 2015/2016.