



**WOMEN AND GIRLS  
FOUNDATION**

**3<sup>rd</sup> Quarter Board of Directors Meeting  
September 18, 2014**

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

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**AGENDA**

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

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4:00pm **Welcome and Call to Order/** Candi Castleberry Singleton, Board Chair  
**Approval of Board Minutes from Q2 Board Meeting**  
◆ Board vote to approve the minutes

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4:05pm **Programming Update** Heather Arnet, CEO

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4:10pm **Finance Committee** Margaret DiVirgilio, Treasurer/Tara Simmons, VP  
○ Formal presentation of 2013 Fiscal Audit  
○ Update on YTD fundraising and fiscal performance

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4:45pm **Business Model Presentation** Tanya Hagen, Secretary/Heather Arnet, CEO  
○ Review and discussion of the business model documents  
○ Discussion about the future of WGF grantmaking

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5:45pm **Governance** Candi Castleberry Singleton, Board Chair  
○ Discussion re: current board development and engagement  
○ Discussion re: process for nominating 2015 Board Directors and Officers

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6:45pm **New Business and Adjournment**

# **April 2014**

# **Minutes**

**The Women and Girls Foundation  
Board of Directors Meeting, April 17, 2014 4:00-7:00pm  
100 W. Station Square Drive, Suite 315, Pittsburgh, PA**

**Board of Directors in Attendance:** Candi Castleberry-Singleton, Margaret DiVirgilio, Bernadette Smith, Bracken Burns, Suzan Lami, Deb Acklin, Tanya Hagen, Susan Yohe, and Joyce Kossol

**Staff in Attendance:** Heather Arnet, Tara Simmons

**Guests in Attendance:** Gianina Marquez-Olivera, CORO Fellow

**Call to Order**

Candi Castleberry-Singleton called the meeting to order at 4:10pm

**Approval of January 2014 Board Meeting Minutes**

Candi asked for comments on the January meeting minutes before voting them into record. Deb Acklin suggested using the gender neutral term “Chair” when referring to Heidi Bartholomew instead of “Chairman”. Margaret made a motion to approve the minutes of the January board meeting with Deb’s suggested revision. Bracken seconded the motion. The motion to approve the minutes was approved unanimously.

**Treasurer’s Report**

Margaret DiVirgilio presented her first financial update as our new Treasurer. She outlined her desire to do more detailed work at the committee level, and to present the board with a top-level overview in board meetings.

She reviewed the financial highlights: Revenue, overall, was significantly over budget. The film, in particular, was doing significantly better financially than projected for Q1. While having budgeted expenses for Q1 that were about 50% of years past, we still came in under budget.

Q2 is ambitious in terms of income goals. One way to help would be for all board members to fulfill their annual commitments in this quarter, and to participate in Leadership Circle outreach. Heather will follow up with board members individually to begin this process of “Thank You” calls.

No board vote or board actions were necessary at this meeting regarding Finance Committee report.

**CORO Fellow Report on Equal Pay Rally**

Gianina Marquez-Olivera introduced herself, the CORO fellowship program, and the work she has been doing for WGF this month. Gianina is organizing our annual Equal Pay Rally at Market Square on Thursday, April 24<sup>th</sup> at noon. She has also written an Op-Ed, highlighting the wage gap and its impacts on young Latina women in Pittsburgh, that will be published in both the Post-Gazette (on Sunday, April 20<sup>th</sup>) and in Pittsburgh’s Latino Newspaper in both March and April. Heather thanked Rona for introducing us to Gianina and for providing the financial support necessary to secure her fellowship. Gianina has been an invaluable resource to WGF, and we could not have afforded the CORO participation fee without Rona’s generous assistance.

**CEO Report**

Heather reiterated Margaret’s comments that the film has been very successful, not only financially but programmatically as well. We have conducted 5 screenings in Q1, and have additional screenings booked into

July. All but one has a fee associated with it; we want to use the film as a revenue generator. However, one screening at the Inter-American Development Bank in Washington, DC has been booked with no screening fee. They will cover Heather's travel expenses, and this is an exceptional outreach opportunity for WGF. The panel that will accompany the screening will feature former White House Press Secretary Dee Dee Meyers. We are also working with several organizations and individuals to hold a screening at the Paley Center in New York. Heather will share the DC and NY screening details with board members, in case you have colleagues in those cities that you would like to invite.

Deb suggested collecting metrics data in conjunction with these screenings and Candi suggested a more explicit call-to-action. Heather and Tara will work on implementing these two ideas.

Heather talked the board through the highlights of her written CEO report, which had been previously shared with and approved by the Executive Committee:

- Heather began by referencing the 'guiding principles' regarding financial decisions for 2014. These are outlined in detail in the written CEO report, and these 7 principles will guide all of our financial and operational decisions this year.
- We discussed the establishment of a "MJ Tocci Scholarship Fund" at WGF (which will be set up as a donor advised fund.) Staff is currently investigating legal and compliance best practices to establish this fund. We will work with Margaret and the finance committee to draft a board resolution to establish the fund and to develop the necessary policy framework.
- We have several very interesting and promising Grant opportunities that have come up in Q1 that we had not anticipated.
  - First, we have been invited to be a part of a large HPV Vaccine Awareness Campaign grant that the Jewish Healthcare Foundation is working on. This would probably be a small grant, maybe \$10,000, but our role would be to leverage our girls and their ideas about how to raise HPV Vaccine Awareness among their peers.
  - Next we have been invited by Grant Oliphant to submit a Letter of Inquiry to the Pittsburgh Foundation for general operating support. We intend to apply for \$25,000 and to continue discussions with them about longer term partnership and funding. However, we are unsure at this time what Grant's recent hiring by the Heinz Endowments will mean for our funding prospects with the Pittsburgh Foundation. We should have more details by the next WGF board meeting.
  - Finally, we have been invited by two program officers at the Heinz Endowments – Melanie Brown and Carmen Anderson – to apply for a three-year/\$75,000 per year grant to support our GirlGov work and efforts for programmatic expansion. This grant opportunity is especially exciting because the Endowments want to provide not only financial assistance, but also additional resources in the form of a strategy consultant and travel reimbursement for WGF staff who want to visit other programs across the country who are modelling best-practices. The Endowments board meeting is in May and we should have approval from them by the end of Q2.
- Staffing has been very minimal at WGF in Q1- with Heather and Tara being the only full-time staff. We've supplemented with interns and consultants, and the written CEO report outlines our month-by-month plans for staffing up, and how we intend to cover those expenses.
- Heather turned the table over to Tara for a brief update on a new revenue strategy around the Pennsylvania Educational Incentive Tax Credit program. Our application will be submitted to the state very soon, and once approved we can begin to ask current and new corporate partners across the state to receive funding via the state's EITC program.

For a full update, Heather referred the board to the written CEO report included in your board packets.

## **Task Force Updates:**

We began with a discussion of the overall Task Force timeline structure. Originally the plan was for the Conference/Gala committee to make its final recommendation to the board at the April meeting, for the GirlGov Franchise and GirlGov Expansion Task Forces to make their recommendations at the September Board Meeting, and for the Business Model 2.0 Task force to synthesize the two GirlGov Task Force recommendations, along with their own Business Model recommendations, for final presentation and approval at the December board meeting. A lengthy discussion ensued, with Margaret, Tanya, Suzan and Candi raising the issue that it will be difficult and perhaps not practical for the Business Model Task Force's recommendations to wait until December. It was generally agreed that we need to adjust the timetables to allow for more integration and interaction between the sub-task forces and the business model task force, in particular. It was recommended that the Business Model Task Force be asked to present their recommendations at the September board meeting, so that together we can spend Q4 massaging/finalizing our plan and budget for 2015 and beyond.

### Action Items:

1. Heather and Tara to create a 'big picture' timeline to illustrate how all task force work interacts, and to include any other key decision points that need to be factored in.
2. Heather and Tara to reach out to each task force chair individually to discuss revising their specific timelines.

The Conference/Gala Task Force, chaired by Candi, gave an overview of their process to date and their recommendation to hold a Women's Leadership Conference in the Spring of 2015, in lieu of our traditional Gala/Awards in the Fall of 2014. Significant discussion occurred about this recommendation, with board members raising concerns about meeting our 2014 financial goals without a 2014 event of some type, and also the practical realities of trying to do a fall event (or both a fall and a spring event) with only two staff people.

Bernadette and Deb suggested complementary solutions, which would be to hold some sort of low-cost event this year to celebrate our GirlGov participants and our 10<sup>th</sup> anniversary, with a low ticket price, which would also give us an opportunity for a touch-point with many of our donors and supporters. This would also be a board-led event, so that staff can focus on the fundraising and logistical work necessary to pull off a stellar Women's Leadership Conference in the Spring of 2015.

### Vote:

Tanya moved that we hold a Spring 2015 Women's Leadership Conference. Joyce seconded the motion. Joyce, Candi, Bernadette, Bracken, Suzan, Deb and Tanya approved. *As we did not have a quorum, an electronic survey will be sent to all board members by Wednesday April 23<sup>rd</sup> for vote.*

### Vote:

Suzan moved that, in lieu of a fall gala we hold a fall 'celebration', focused on GirlGov and our 10<sup>th</sup> anniversary, to cost no more than \$20K and that will, at a minimum, break even. (Bernadette offered the amendment that this must be a board-led effort.) Suzan accepted the amendment. Deb seconded the motion. Joyce, Candi, Bernadette, Bracken, Suzan, Deb and Tanya approved. *As we did not have a quorum, an electronic survey will be sent to all board members by Wednesday April 23<sup>rd</sup> for vote.*

## **Adjournment**

With no new business introduced and as the meeting had achieved all of its business objectives, the Board Meeting was adjourned by Board Chair Candi Castleberry-Singleton at 7:05pm.

Minutes were prepared by Tara Simmons, Vice President with assistance from Bernadette Smith, Vice Chair, and reviewed by Heather Arnet, CEO and Tanya Hagen, Secretary.

Respectfully submitted by Tanya Hagen.

# **Programming Update**

## Programming Update Q3 2014

What a productive summer here at WGF! In addition to business model meetings and planning, and the fiscal audit, we had lots of wonderful programmatic mission-minded work going on at WGF too. Here is just a short snapshot to give you a sense of programmatic activities this quarter. This quarter's board meeting will focus on the Audit presentation and Business Model and Governance discussions. So, we will not go into great detail re: current programming. But we hope you will appreciate this top-level overview.

### **GirlGov**

In June, we took fifty girls to Harrisburg. This three-day trip included women's history and civics curriculum, advocacy training, team building and professional development and (of course) culminated with a day of shadowing their state legislators. We were thrilled to have nearly a dozen girls return as participants again this year. Since this was their second year in the program they each had the opportunity to have a leadership role in the weekend. Another highlight was that nearly the entire women's caucus (from both chambers) joined the girls for dinner at the hotel one night. From August thru May, the girls will have monthly meetings at our office. At their August meeting we connected them with over a dozen social justice organizations that matched the issue areas that the girls told us they were most interested in getting involved in and making change. In September, they discussed how to navigate the college application and selection process, with a panel of distinguished guests and financial aid officers. In October, they will begin to develop their advocacy campaigns, including an in-depth overview of the HPV campaign and discuss how they would like to get involved. This quarter we were delighted to receive a three-year grant from the Heinz Endowments to support the capacity building of GirlGov. The grant will provide WGF \$75K a year, which will go to support staffing costs related to the program, and other capacity building needs. This grant will enable us to hire a Program Associate to manage and grow our program. In addition to the funds, WGF will be part of a national (& local) cohort of youth organizing groups and will have access to a capacity building consultant and complimentary professional development coaching and conferences for our new Programming Associate.

### **Research & Advocacy**

We have contracted, once again, with the Institute for Women's Policy Research to conduct the Status of Women in PA report, which will be published in the spring of 2015. As in past years, this report will then be a launch point and backbone for future advocacy efforts. It also proves as an important resource to our community of donors, grantees, agencies, government officials, and the media. We have also received a \$25,000 grant from the Jewish Healthcare Foundation to be part of their HPV coalition campaign to raise awareness vaccination rates of the HPV vaccine in our region. This will be incorporated into our advocacy efforts for 2014-2015.

### **Film Outreach**

Since the film premiered in March, we have had 12 screenings of the film, which has (to date) resulted in over \$25,000 in new revenue from screening and speaker fees. Here are some of the locations the film has been (Carnegie Museum of Art, Carnegie Mellon University, University of Pittsburgh, California University of PA, Paley Center in NYC, Chautauqua Institute/Cinema, NY Producers Club, NYC, Ms. Foundation, NYC, Chatham University, AAUW National Conference, Mansfield University, and Penn State Fayette. Additional screenings are currently being scheduled for early 2015 in Denver, San Francisco, and in three locations in PA for the Allegheny Bar Association Women's Division. This summer our intern Elizabeth Mulenga developed a study guide for the film – for three different age groups – middle school, high school, and university.

### **Grantmaking**

The second part of the Health Care Coalition grant was sent to the coalition earlier this year. We look forward to sharing their final report with you at the December board meeting. One highlight is that Governor Corbett recently decided to expand Medicaid as part of ACA implementation. This was an area that the grantees had focused their advocacy around. The expansion will provide hundreds of thousands more low-income women to receive healthcare.

**Femisphere** – not quite a program yet, but it has just been awarded a name! Andrea Fitting donated some of her time to help us come up with a great name for our "Big Idea" project. Biospheres are any closed, self-regulating system containing the necessary systems to sustain life. We call this initiative *Femisphere*, because our goal will be to create a system where women can access all the resources and services they and their families need to live, thrive and lift themselves out of poverty. We like this term, because it incorporates both the project's focus on serving the needs of women, and the initiative's aim to provide comprehensive integrated services. Our \$75K, invited grant proposal, has been submitted to the Hillman Foundation's Opportunity Fund.

# **Fiscal Projections**

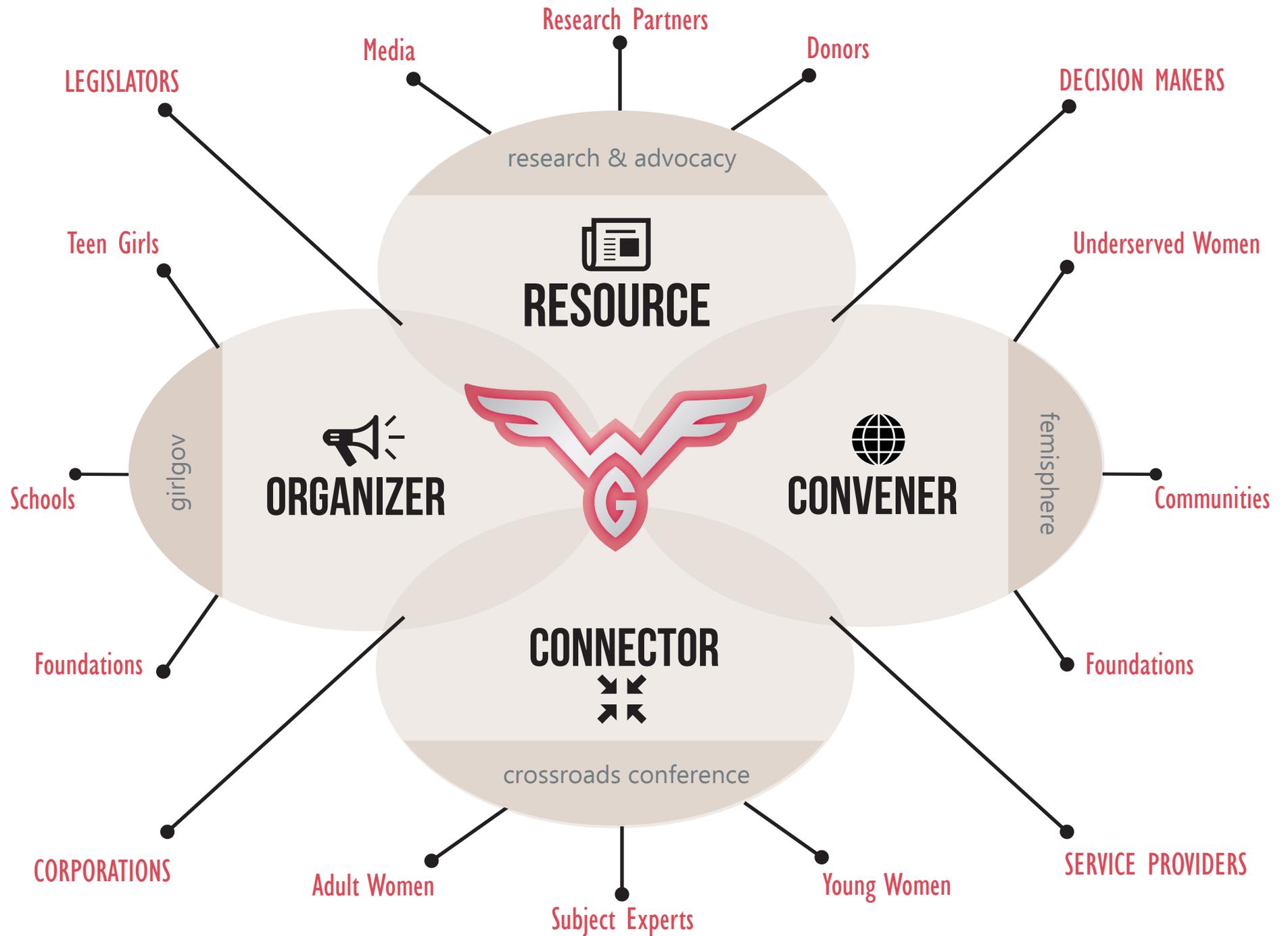
WGF WOMEN AND GIRLS FOUNDATION OF SWPA  
2014 Board Approved Budget

Women and Girls Foundation Financial Projections				Q1/Q2 Actuals	Q3 Projection	Q4 Projection	2014 Y/E Projection	2014 Approved Budget
Ordinary Income/Expense								
Income								
	4000	Contributions - Individual		0				
		New		31031.74	30,000.00	75,000.00	136,031.74	\$150,000.00
		Total 4000 · Contributions - Individual						150,000.00
	4200	Grants						
		New Grants		76,450.00	76,000.00	35,000.00	187,450.00	\$76,000.00
	4300	Government Support		0.00			0.00	\$0.00
	4400	Corporate Sponsorship (Unrestricted)		12,500.00			12,500.00	\$25,000.00
	4700	Special Events Income					0.00	
		4710 · Attendees				20,000.00	20,000.00	\$50,000.00
		4740 · Corporate Sponsorship				110,000.00	110,000.00	\$200,000.00
	4900	Programming Revenue - Film		19,000.00	5,300.00	1,000.00	25,300.00	\$20,000.00
	4910	Programming Revenue - GirlGov		10,000.00		10,000.00	20,000.00	\$75,000.00
	4990	Interest Income		0.13			0.13	\$0.00
	4999	Miscellaneous Income		230.28			230.28	\$0.00
		<b>Total Income</b>		<b>149,212.15</b>	<b>111,300.00</b>	<b>251,000.00</b>	<b>511,512.15</b>	<b>\$596,000.00</b>
Expense								
	5000	Salary/Compensation						
		5010 · Payroll - CEO (Full-Time)						
		5020 · Payroll - Admin/Dev Staff Support (Part-Time)						
		5025 · Payroll - VP Ops & Programs (Full-Time)						
		5026 · Payroll - <b>PROGRAM</b> Associate (Full-Time starting 10/1)						
		5029 · Support Staff - Non-Payroll						
		5030 · Medical Reimbursement						
		5090 · Raise and Bonus Pool						
		<b>Total 5000 · Salary/Compensation</b>		<b>90,402.46</b>	<b>59,050.00</b>	<b>59,450.00</b>	<b>208,902.46</b>	<b>\$211,300.00</b>
	5200	Payroll Taxes		6,832.75	3,500.00	3,500.00	13,832.75	
	5230	Health Insurance		5,772.94	3,000.00	3,000.00	11,772.94	\$7,403.00
	5260	Workers Compensation		353.72	175.00	175.00	703.72	\$1,176.00
	5320	Equipment Lease		1,370.02	700.00	700.00	2,770.02	\$2,480.00
	5410	Rent		22,437.75	11,000.00	11,000.00	44,437.75	\$24,066.00
	5420	Internet Expense		762.06	400.00	400.00	1,562.06	\$1,512.00
	5510	Office Supplies		1,430.98	700.00	700.00	2,830.98	\$4,000.00
	5515	Telephone		2,019.95	1,000.00	1,000.00	4,019.95	\$3,708.00
	5520	Cell/Data Plans		480.00	0.00	480.00	960.00	\$960.00
	5530	Printing & Reproduction		1,688.64	900.00	900.00	3,488.64	\$3,800.00
	5540	Postage & Delivery		589.49	300.00	300.00	1,189.49	\$4,000.00
	5600	Marketing Expense		125.98			125.98	
	5650	Communications		1,180.50	600.00	600.00	2,380.50	\$2,400.00
	5700	Parking		1,178.00	500.00	500.00	2,178.00	\$2,580.00

WGF WOMEN AND GIRLS FOUNDATION OF SWPA  
2014 Board Approved Budget

Women and Girls Foundation Financial Projections				Q1/Q2 Actuals	Q3 Projection	Q4 Projection	2014 Y/E Projection	2014 Approved Budget
			5710 · Travel	2,569.88	750.00	750.00	4,069.88	\$4,000.00
			5720 · Meals	706.77	300.00	300.00	1,306.77	\$1,000.00
			5740 · Mileage	589.32	300.00	300.00	1,189.32	\$1,400.00
			575 Conferences/Seminars	50.00	0.00	0.00	50.00	
			5800 · Special Fundraising Event - (Gala/Conference)	2,775.90	0.00	30,000.00	32,775.90	\$70,000.00
			5940 · LC Policy Briefings	0.00			0.00	\$1,000.00
			6040 · Accounting Fees	5,831.75	2,500.00	2,500.00	10,831.75	\$14,400.00
			6041 · Audit Fees	0.00	6,500.00		6,500.00	\$6,600.00
			6045 · Payroll Processing	989.74	500.00	500.00	1,989.74	\$1,828.00
			6050 · Human Relations	690.00	2,500.00	300.00	3,490.00	\$3,100.00
			6065 · Consulting				0.00	
			Girl Gov Programming Support Staff	9,680.00			9,680.00	\$33,000.00
			Public Relations Support Staff	10,000.00	3,000.00	3,000.00	16,000.00	\$12,000.00
			Government Relations Support Staff	4,000.00			4,000.00	\$3,000.00
			Fundraising Support Staff		3,000.00	14,000.00	17,000.00	\$0.00
			6070 · IT Services	3,459.46	2,000.00	2,000.00	7,459.46	\$8,000.00
			6071 · Systems & Software	1,255.04	600.00	600.00	2,455.04	\$2,876.00
			6072 · Web Hosting & Design	55.84	120.00	120.00	295.84	\$480.00
			6210 · Licenses & Permits	130.00			130.00	\$200.00
			6220 · Membership Dues	1,175.00			1,175.00	\$3,475.00
			6330 · D & O Insurance	0.00	891.00		891.00	\$891.00
			6340 · Business Owners Insurance	299.50	335.00	150.00	784.50	\$786.00
			6510 · Bank Service Charges	621.50	300.00	300.00	1,221.50	\$7,150.00
			6800 · Program Expense (non-staff related)	25,664.88	25,000.00	10,000.00	60,664.88	\$70,000.00
			7000 · Grant Awards	1,782.22		4,000.00	5,782.22	\$5,000.00
			701 Disc Grant Awards	1,000.00			1,000.00	
			7100 · Donor Gifts	310.48	300.00	300.00	910.48	\$1,000.00
			7110 · Board Expense	227.98	300.00	300.00	827.98	\$800.00
			7115 · Meeting Expense	30.00			30.00	\$1,000.00
			7120 · Conference/Travel	0.00			0.00	\$2,000.00
			<b>Total Expense</b>	<b>210,520.50</b>	<b>131,021.00</b>	<b>152,125.00</b>	<b>493,666.50</b>	<b>\$524,371.00</b>
			<b>Net Ordinary Income</b>			<b>NET</b>	<b>17,845.65</b>	<b>\$71,629.00</b>
			<i>Payments Received in 2014 on Previously Booked Pledges</i>	<i>142,637.00</i>	<i>5,000.00</i>	<i>20,000.00</i>	<i>167,637.00</i>	

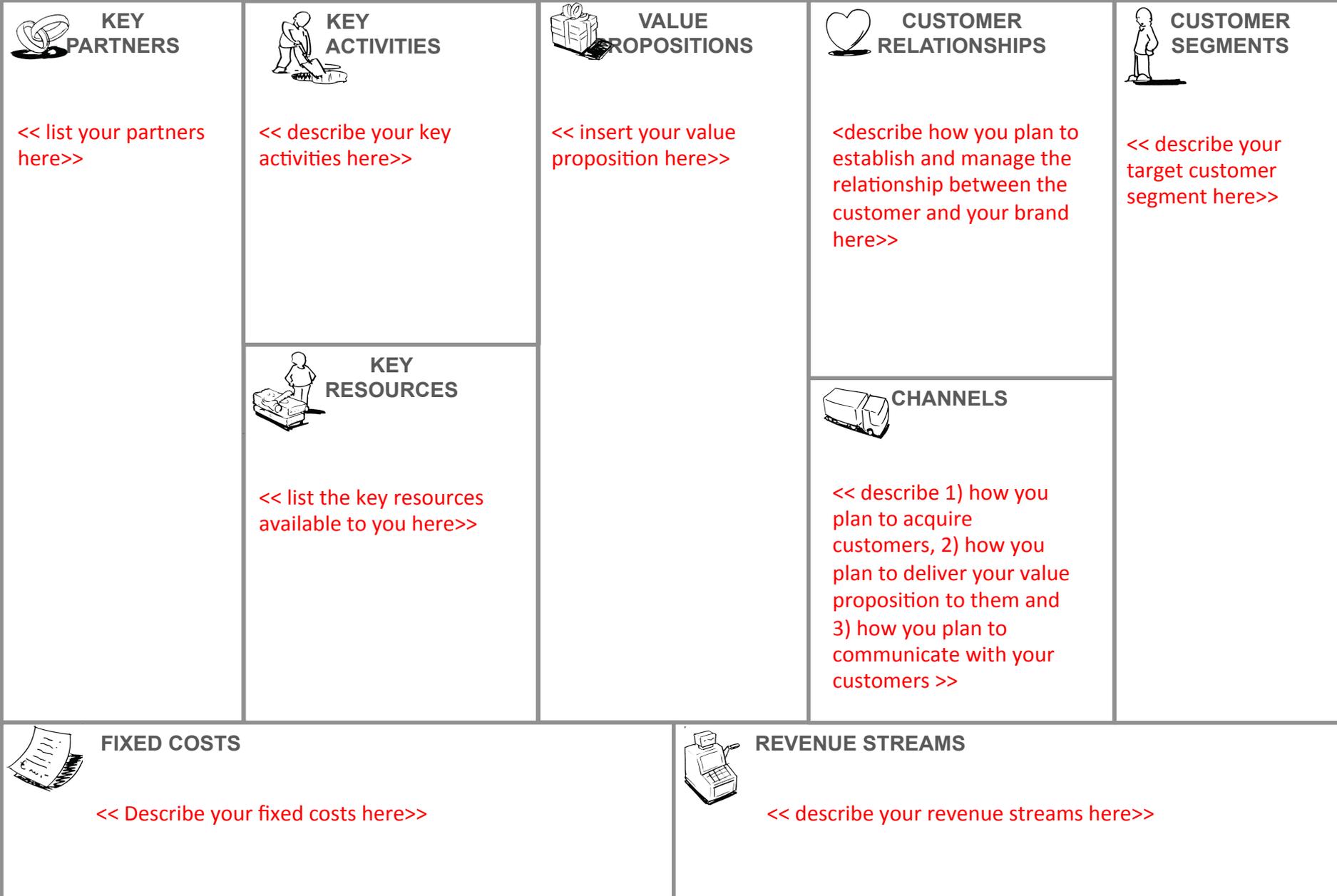
# **Business Model**



# WGF Business Model 2015-2016

- In the following pages, you will find a business model template document filled out for WGF as an organization, and then one for each of our program areas.
- The purpose is to clarify the value proposition, partners, revenue streams, and fixed costs related to each program.
- The template content was developed based on notes from our business model & task force meetings.
- At the board meeting we will discuss this document and vote on using this model as the driving force in developing the 2015 budget to be presented to the Board of Directors at the December Board Meeting
- The next page is a “blank” business model template which articulates what each area of the template represents. This should serve as a valuable key as you read through the other documents.

# Key to the business model template



# WGF: Organization Business Model

 <p><b>KEY PARTNERS</b></p> <p>Board          Women in the community          Girls – especially those in our GirlGov program          Supportive Men          Individual Donors          Other Foundations          Supportive Corporations          Politicians          Key Decision Makers          Social Service Agencies          Family Support Centers          Exec Womens’ Orgs          W &amp; G serving agencies (locally &amp; nationally)          Other Women’s Funds (in other states)</p> <p>Many many more....</p>	 <p><b>KEY ACTIVITIES</b></p> <p>Research &amp; Advocacy          GirlGov          Crossroads Conference          Femisphere (formally known as the “Big Idea”)</p>	 <p><b>VALUE PROPOSITIONS</b></p> <p>WGF is a trusted and proven voice for women &amp; girls, with a proven track record:</p> <ul style="list-style-type: none"> <li>- Providing timely data on the status of W &amp; G</li> <li>- Communicating W&amp;G needs &amp; perspectives to the media, influencers, &amp; decision makers.</li> <li>- Maintaining relationships at the “grass roots” and “tree tops”</li> <li>- Training and engaging teens as advocates &amp; leaders</li> <li>- Identifying barriers to inequity</li> <li>- Being an “out of the box” thinker who comes at problems &amp; solutions from an innovative perspective.</li> <li>- Serving as a resource connecting W &amp; G to one another, to opportunities, &amp; to services &amp; resources.</li> <li>- Convening community leaders to develop systemic solutions.</li> </ul>	 <p><b>CUSTOMER RELATIONSHIPS</b></p> <p>WGF Board          Staff          Campaign Activities          Core Programs          Current Members/Donors          Newsletter, Social Media, App          Action Alerts          Press Releases/Conferences          One-on-one mtgs          Traditional Media          Rallies          In person events &amp; attendance at community meetings.</p>	 <p><b>CUSTOMER SEGMENTS</b></p> <p>Women</p> <ul style="list-style-type: none"> <li>• Aged 18-25</li> <li>• 25-40</li> <li>• 40-65</li> <li>• 65+</li> </ul> <p>Girls</p> <ul style="list-style-type: none"> <li>• 9-12<sup>th</sup> grade</li> <li>• College students</li> </ul> <p>Characteristics:          -They work inside &amp; outside the home.          -Early/mid/late career professionals.          - Business owners/entrepreneurs          - Established &amp; Emerging Community Leaders</p> <p>Media          Politicians          Influencers &amp; Decision Makers</p>
 <p><b>COST STRUCTURE</b></p> <p>Staff          Rent, Utilities, Technology, Printing/Postage, Marketing          Programming Budgets          WGF is an org that is heavy in costs related to people &amp; thinking, &amp; low in “hard” materials costs</p>		 <p><b>REVENUE STREAMS</b></p> <p>Individual Donors          Foundations          Corporate Sponsors          Potential Future Revenue Sources: EITC, tuition fees, legislator sponsorship, Franchise income, Nat’l retail brands, Nat’l Fdns,</p>		

# Research & Advocacy: Program Business Model

 <p><b>KEY PARTNERS</b></p> <p>IWPR Chatham Rutgers Nat'l Women's Law Center Women's Law Project iTwixie NOW Planned Parenthood Ms. Foundation Pittsburgh Post-Gazette Media Legislators WGF Donors/Members/Girls Addl Universities Addl Women &amp; Girls Serving Agencies</p>	 <p><b>KEY ACTIVITIES</b></p> <p>Issue Based Advocacy Research/Benchmarking Op-Eds, LOIs Online writing/blogging FB/Twitter Public Testimony Action Alerts Rallies TV/Radio News Interviews Polling/Focus Groups</p>	 <p><b>VALUE PROPOSITIONS</b></p> <p>WGF is the leading voice for women and girls in our region.</p> <p>We have a trusted brand and strong track record.</p> <p>WGF known for past successful advocacy campaigns.</p> <p>WGF speaks with integrity. And is not limited to one "issue"/aspect of women/girls</p> <p>Advocacy &amp; Research are fact based.</p> <p>We provide timely, information to our donors, media, and decision makers so they can take action.</p> <p>We keep our donors informed and make sure they can "take action" easily &amp; effectively.</p>	 <p><b>CUSTOMER RELATIONSHIPS</b></p> <p>Research Papers/PDFs WGF Board Newsletter Social Media App Action Alerts Press Releases/ Conferences Traditional Media Rallies In Person Events &amp; attendance at community meetings.</p>	 <p><b>CUSTOMER SEGMENTS</b></p> <ul style="list-style-type: none"> <li>• Current &amp; Prospective Donors/ Members</li> <li>• Current &amp; Prospective Board Members</li> <li>• Social Media/ Newsletter subscribers</li> <li>• Media</li> <li>• Legislators</li> <li>• Influencers &amp; Decision Makers</li> <li>• Our Girls</li> <li>• W&amp;G serving agencies</li> </ul>
 <p><b>FIXED COSTS</b></p> <p>% of Senior Staff, Programmatic &amp; Admin Staff BurrelsLuce      Polling/Focus Group Facilitators Salsa              Research Paper Design, Printing &amp; Distribution PR/Media consultant(s)      Rally Costs Research Partners              Travel/Lodging Costs (limited)</p>		 <p><b>REVENUE STREAMS</b></p> <p>Individual Donors Foundations (Current: Falk Fund, Pgh Fdn, Hillman, Heinz, FISA, Eden Hall)</p>		

# GirlGov: Program Business Model

 <p><b>KEY PARTNERS</b></p> <p>Girls Parents Legislators Legislative Staff Schools Community Organizations Universities Urban League Girl Scouts City High Propel Ellis PPSD PNC UPMC Grable Heinz Endowments FISA</p>	 <p><b>KEY ACTIVITIES</b></p> <p>Harrisburg Trip Legislator Shadowing Grantmaking Advocacy Campaigns (ex. Sarah's Bill, HPV, etc...) Monthly Mtgs Participation in other WGF activities.</p>	 <p><b>VALUE PROPOSITIONS</b></p> <p>WGF is go to organization for teen advocacy.</p> <p>This is the only program of its kind in our state.</p> <ul style="list-style-type: none"> <li>- Diverse</li> <li>- Gender Specific</li> <li>- Combines Civics, Advocacy, Women's Rights, &amp; Philanthropy.</li> </ul> <p>Participants Learn:</p> <ul style="list-style-type: none"> <li>- Leadership Skills</li> <li>- Communication Skills</li> <li>- Advocacy Skills</li> <li>- Civics &amp; women's history.</li> <li>- Team Decision Making</li> <li>- Negotiation Skills</li> <li>- College Prep</li> </ul> <p>Participants gain access to female (&amp; male) influencers, electeds, &amp; decision makers.</p> <p>Resume &amp; Experience Builder.</p>	 <p><b>CUSTOMER RELATIONSHIPS</b></p> <p>Managed &amp; Maintained by:</p> <ul style="list-style-type: none"> <li>• Monthly Meetings</li> <li>• Social Media</li> <li>• App</li> <li>• Campaign Activities</li> <li>• Regular communication with Program Manager</li> <li>• Involving girls in other WGF activities.</li> <li>• Monthly Newsletter</li> </ul>	 <p><b>CUSTOMER SEGMENTS</b></p> <p>Target Participants:</p> <ul style="list-style-type: none"> <li>• 9<sup>th</sup>-12<sup>th</sup> grade girls</li> <li>• State Legislators (men &amp; women aged 26-75)</li> </ul> <p>Target Investors</p> <ul style="list-style-type: none"> <li>• Parents</li> <li>• Individual Donors</li> <li>• Corporations &amp; Foundations interested in supporting educational programs and teen organizing.</li> <li>• Corporations whose target audience for their product(s) are teen girls.</li> </ul>
 <p><b>FIXED COSTS</b></p> <p>Dedicated Staff Member (Program Associate) % of Senior Staff Time, % of Admin Staff Time % of Rent, utilities, Wi-Fi, email &amp; salsa system, printing, copying * Monthly meetings (meals) Transport, Lodging, Meals for 4 night/5 day HBG trip Money for Girs to Grant Away * Marketing &amp; Campaign Costs</p>		 <p><b>REVENUE STREAMS</b></p> <p>Foundations (Current: Heinz Endowments, Grable, FISA) Corporate Sponsors (Current: PNC, UPMC) Individual Donors Potential Future Revenue Sources: EITC, tuition fees, legislator sponsorship, Franchise Model, Nat'l retail brands, Nat'l Fdns,</p>		

# Crossroads Conference: Program Business Model

 <p><b>KEY PARTNERS</b></p> <p>Women &amp; Girls' Serving Agencies</p> <p>Corporations</p> <p>Universities</p> <p>Funders</p> <p>Media Partners</p>	 <p><b>KEY ACTIVITIES</b></p> <ul style="list-style-type: none"> <li>• Assembly of Planning Committee</li> <li>• Recruitment of Content &amp; Presenting Partner Agencies.</li> <li>• Pre-Conference Planning Meetings</li> <li>• One Day Conference</li> <li>• Post-Conference Connectivity</li> </ul>	 <p><b>VALUE PROPOSITIONS</b></p> <p>WGF seen as resource for women &amp; girls.</p> <p>Only local conference of its kind.</p> <ul style="list-style-type: none"> <li>• Diverse experts &amp; issues</li> <li>• Bringing all major W&amp;G serving agencies together.</li> <li>• Connect women to one another &amp; to community resources.</li> <li>• Connect agencies &amp; sponsors to hundreds of smart women.</li> <li>• Will provide knowledge, enhance skills, expand networks, build new opportunities.</li> </ul>	 <p><b>CUSTOMER RELATIONSHIPS</b></p> <p>Engaged via:</p> <ul style="list-style-type: none"> <li>- Website</li> <li>- Social Media</li> <li>- App</li> <li>- Partners</li> <li>- Sponsors</li> <li>- Traditional Media</li> <li>- Board/Committee</li> <li>- Post-Conference Connectivity</li> </ul>	 <p><b>CUSTOMER SEGMENTS</b></p> <p>Women</p> <ul style="list-style-type: none"> <li>• Aged 18-25</li> <li>• 25-40</li> <li>• 40-65</li> <li>• 65+</li> </ul> <p>Girls</p> <ul style="list-style-type: none"> <li>• 9-12<sup>th</sup> grade</li> <li>• College students</li> </ul> <p>Women who work inside &amp; outside the home.</p> <p>Early/mid/late career professionals.</p> <p>Women in transition</p> <p>Business owners/entrepreneurs</p> <p>Established &amp; Emerging Community Leaders</p>
 <p><b>FIXED COSTS</b></p> <p>Space rental, Catering, AV, Consultants, % of WGF Senior, Program, and Admin staff; Software, App Technology, Marketing, Speakers Fees, Supplies</p>		 <p><b>REVENUE STREAMS</b></p> <p>Individual Registrants</p> <p>Group Sales (Corporate &amp; Schools)</p> <p>Corporate Sponsors</p> <p>Private Foundations (Potential: Eden Hall, Buncher, Fine)</p> <p>Contributed Services</p>		

# Femisphere: Program Business Model

 <p><b>KEY PARTNERS</b>          Hillman Foundation          Heinz Endowments          Pgh Foundation          RK Mellon          Buhl Foundation          Mayor's Office          Agh Chief Exec Office          Agh Dept of HHS          Marc Cherna          United Way          Social Service Agencies          Family Support Centers          Young Professional          Women in Energy          NCJW/JWF          Action Housing          Planned Parenthood          Women's Center &amp; Shelter          Women's Law Project          Midwives Center          NewVoices Pgh          artHouse          Homewood Village          Northside Coalition for Fair Housing          Sprout Fund</p>	 <p><b>KEY ACTIVITIES</b>          Research          Feasibility/Landscape Analysis          Coalition Building          Assemble strong Advisory Council          One-on-One mtgs          Communicate Findings          Assist City/County in Grant Proposal Development.</p>	 <p><b>VALUE PROPOSITIONS</b></p> <p>WGF is a trusted and proven coalition builder, with existing cross-sector relationships.</p> <p>WGF will have dedicated funding &amp; staff to lead this community initiative.</p> <p>We will identify current barriers to single mothers re: accessing social services; and we will present systemic solutions to fill existing gaps in coordination &amp; delivery of services.</p> <p>We will help City/County compete for more federal funding.</p> <p>We will bring the community together to find ways to serve low income women more efficiently &amp; empower them economically.</p> <p>We will decrease poverty rates for S.F.H.H.</p>	 <p><b>CUSTOMER RELATIONSHIPS</b></p> <p>One-on-one mtgs with community leaders &amp; partners</p> <p>Advisory Council Mtgs</p> <p>Research Consultant</p> <p>Newsletter</p>	 <p><b>CUSTOMER SEGMENTS</b></p> <ul style="list-style-type: none"> <li>• Current &amp; Prospective Donors</li> <li>• Low-income women</li> <li>• Single Moms</li> <li>• Service providers</li> <li>• Politicians</li> <li>• Community Leaders</li> <li>• Other Foundations</li> <li>• Agency Partners</li> <li>• Media</li> </ul>
 <p><b>COST STRUCTURE</b></p> <p>Large % of CEO Time,          Research Consultant          Other Intern/Outreach Staff          Limited "hard" materials costs</p>	 <p><b>REVENUE STREAMS</b></p> <p>Foundations (Potential: Hillman, Heinz, Pgh, RK Mellon, Buhl, Benedum, Stauton Farm, FISA)          Strong way to engage &amp; recruit individual donors          Potential Corporate Support/Contributed Services          Potential Federal Funding to Sustain Project</p>			



**KEY RESOURCES**

Memphis Hope  
 Memphis Women's Fund  
 Other Hope Projects  
 InterDevelopment Bank  
 HUD (local & federal)  
 Staff/Board Community relationships  
 Extensive local social services  
 Our Brand (as a connector, convener, and solution provider)



**CHANNELS**

Advisory Council Mtgs  
 Public Mtgs  
 Research Consultant  
 Focus Groups  
 One-on-One Mtgs  
 Family Support Centers  
 Agency Partners

# Grantmaking: Program Business Model

 <p><b>KEY PARTNERS</b></p> <p>Catapult – online crowdfunding platform which allows donors to make donations directly to a grantee project on our website.</p> <p>Individual Donors</p> <p>W&amp;G serving agencies</p> <p>Past Grantees</p> <p>Grantmakers of Western PA</p> <p>Women’s Funding Network</p>	 <p><b>KEY ACTIVITIES</b></p> <ol style="list-style-type: none"> <li>1. Online Tool for donors to make donations directly to grantees.</li> <li>2. Percentage of net from previous fiscal year, set aside for grantmaking pool for the next year.</li> <li>3. Girls Grantmaking Pool</li> </ol>	 <p><b>VALUE PROPOSITIONS</b></p> <p>WGF has established itself as “a foundation” and member of the grantmaker &amp; women’s fund communities.</p> <p>WGF has a track record of making small, but meaningful grants with impact</p> <p>WGF has relationships with national technology partners, and local agencies “on the ground” so we are ideally suited to host this online grantmaking tool model.</p>	 <p><b>CUSTOMER RELATIONSHIPS</b></p> <p>WGF Board Current Members/Donors Newsletter, Social Media Press Release The Conference Direct communication to past grantees</p>	 <p><b>CUSTOMER SEGMENTS</b></p> <p>Core target for online grantmaking:</p> <p>Women</p> <ul style="list-style-type: none"> <li>• Aged 18-45</li> </ul> <p>Girls(&amp; their parents)</p> <ul style="list-style-type: none"> <li>• 9-12<sup>th</sup> grade</li> <li>• College students</li> </ul> <p>Core target to help fund the grant pool:</p> <ul style="list-style-type: none"> <li>- Past historical donors</li> <li>- Women 45+</li> </ul>
 <p><b>COST STRUCTURE</b></p> <p>Staff</p> <p>Online Tool Development &amp; Regular Updates</p> <p>Social Media Infrastructure (people &amp; technology)</p>		 <p><b>REVENUE STREAMS</b></p> <p>Online Tool – Corp &amp; Fdn support</p> <p>Grant Pool - Individual Donors &amp; WGF year-round fundraising efforts and events</p> <p>Girls’ Grantmaking Pool – Corp &amp; Fdn support</p>		

# Governance

## Governance and Nominating Update Q3 2014

This is the current Class Configuration of the WGF Board. As you review this document you should note that there will be 6 members of the board completing their board service on December 31, 2014. In addition, we currently have 8 vacancies on the board. While we had a great deal of vacancies coming into 2014, it was decided that we should wait to bring on new board members till after the business model revamp was completed. However, during this year we also lost three additional board members – MJ, John, & Kelli - so now that our business model work is completed, we need to make recruiting and nominating new board members a top priority.

At the Q3 Board Meeting we plan to discuss:

- 1) The need for the re-establishment of the Governance Committee (we need a chair & members)
- 2) The need for this committee to develop a plan for nominating new board members to the board
- 3) The need for this committee to nominate a Vice-Chair and Secretary, to begin their officer term of two years on January 1, 2015, since the current officers in those positions will be rotating off of the board at the end of this year.

2014 Class: (Term: Jan. 2012 – December 31, 2014).

1. Bracken Burns – (second term)
  2. Joyce Kossol (second term)
  3. Tanya Hagen (second term)
  4. Bernadette Smith (second term)
  5. Vacancy created by passing away of M.J. Tocci
  6. Vacancy created by resignation of John Denny
  7. Vacancy as a result of the resignation of Kelli Wall
- Heidi Bartholomew (second term) – Heidi was asked to stay for an extra year as Chair Emeritus
  - Rona Nesbit – (second term) – Rona was asked to stay an extra year, as Past Treasurer (because of financial transitions)

2015 Class (Term: Jan. 1, 2013 – Dec. 31, 2015)

1. Deborah L. Acklin (second term)
2. Senator Matt Smith (first term)
3. Margaret DiVirgilio - V. P., CFO & Treasurer of CTC (second term)
4. Kimberly Slater Wood (first term)
5. Candi Castleberry Singleton (first term)
6. Susan Yohe (first term)
7. Dr. Muge Finkel (first term)

2016 Class: Term: (Jan. 2014 – December 2016) – three to five new people to be added

1. Suzan Lami (second term – first term was 2011-2013)
2. Phyllis Silverman (second term – first term was 2011-2013)
  - Because neither Gregg nor Clyde chose to renew their terms, vacancies were created in this class, in addition to the additional 4 additional spaces that would have already been available for new people to be nominated.