



2020 - 2022 Operational Plan

Approved 9-29-2020, Updated 1-13-2021

Introduction

Since 2004, the Women's Fund of Santa Barbara (WFSB) has responded to critical community needs by making substantial grants in southern Santa Barbara County. Through the power of philanthropy, the Women's Fund has served as a catalyst for bringing women together to fund meaningful projects affecting women, children, and families and to inspire and engage women in making lasting change in the community.

Now in its 16th year, the Women's Fund is eager to build on its success:

- A 15-fold increase in membership – 1,100 members, up from 67 in 2004
- Nearly \$7.9 million in total grants to the community – all but a handful in excess of \$50,000

2016 - 2019 Strategic Plan Outcomes

During the four years of the Women's Fund's first strategic plan, many of the organization's goals and strategies were achieved. The following are some of the improvements made and results achieved during the planning period:

- Grew WFSB membership by more than 47%;
- Averaged a membership retention rate of 89%;
- Increased WFSB grants pools by 41%;
- Created a nominating committee and process for succession planning and volunteer recruitment;
- Expanded educational opportunities for members to interact with WFSB grantees and to learn about the issues addressed by WF grants;
- Increased thresholds for membership donations, helping to sustain the organization's financial health;

- Became an independent nonprofit organization after 15 years as a Field of Interest Fund of the Santa Barbara Foundation; and
- Created new financial processes and contracted for back-office operations as part of the move to independence.

2020 - 2022 Operational Planning Process - From Strategic to Operational

The Women's Fund leadership began the new planning process in the fall of 2019. Using time at Board meetings and a series of half-day retreats, the team reviewed all aspects of the Women's Fund, starting with a SWOT (strengths, weaknesses, opportunities and threats) analysis and including a review of the organization's mission, vision and values. Refining the organizational chart and leadership responsibilities was another critical step to accommodate the completed transition to independent operations. All committee chairs provided goals, strategies and tactics.

In spring of 2020, the Women's Fund board decided to formalize an operational plan rather than a strategic plan given that much of the direction was to create and adopt policies and procedures for the newly independent 501(c)(3) organization. A

The plan that follows revisits areas that still need improvement and sets forth operational goals for the entire organization for the next three years, 2020 through 2022.

Operational Framework



Mission

The Women's Fund of Santa Barbara is a volunteer-led collective donor organization that enables women to combine our charitable dollars into significant grants addressing the critical needs of women, children and families in south Santa Barbara County. The Women's Fund educates and inspires women to engage in making lasting change in our community.

Vision

We are a highly regarded, efficiently managed organization that is respected for rigorous research, its all-volunteer leadership and the positive impact its significant grants and education programs have on the community.

Core Values

Accountability	We do what we say we're going to do.
Excellence	We efficiently deliver the highest-quality results.
Collaboration	We are stronger when we work together.
Diversity	We respect all people and value diverse perspectives.
Integrity	We hold ourselves to the highest ethical standards.
Trust	We value dependability in all our relationships.

Operating Principles

- We make grants large enough to improve the lives of women, children, and families.
- We conduct our own thorough research.
- We use social justice and poverty as our primary lens through which we conduct grantmaking in support of our mission.
- We welcome all women as members – an annual contribution is the only membership requirement.
- We ensure Women's Fund members are the decision-makers.
- We educate and stimulate our members to become more engaged in the community.
- We hold no fundraising events.
- We are trusted transparent stewards of donated funds to maximize our community impact.
- We invest in our organization to maximize effectiveness, efficiency and sustainability.
- We value our volunteers and foster an environment that is collaborative, fun, and a place to respectfully disagree and emerge with a shared goal.
- We sustain our culture of continuous improvement.
- We demonstrate our commitment to our Core Values.

Organizational Structure

The Women's Fund of Santa Barbara is an independent tax-exempt nonprofit organization that makes significant, well-researched, annual grants to local nonprofits from a pool of funds created by Women's Fund member donations. The Women's Fund is governed by an all-volunteer board that focuses on setting policy for the organization, overseeing that goals are met, and assuring the financial stability of the organization. In addition to their governance responsibilities, the board oversees the Operations Management Team (OMT) which manages the day-to-day operations of the Women's Fund with the help of selected contractors and many dedicated volunteers (see Organizational Chart on page 6).

2020-2022 Organizational Goals - Strengthening the Core

2020 marks the first year that the Women's Fund of Santa Barbara operated as an independent nonprofit after 15 years as a Field of Interest Fund under the Santa Barbara Foundation. This significant transition in the organization's development is built on a strong foundation as evidenced by successful membership recruitment, fiscal stewardship and community impact.

Now it is incumbent upon the leadership to ensure that the WFSB has the systems, processes, and structure in place for the next 15 years and beyond.

Therefore, the 2020-2022 Operational Plan focuses on:

- Strengthening the core infrastructure to ensure sustainability;
- Formalizing plans, policies and procedures to achieve greater efficiencies; and
- Clarifying roles, responsibilities and interdependencies so volunteer leadership works together to achieve common goals.

The Board of Directors is responsible for monitoring progress in achieving Operational Plan goals and facilitating adjustments to the plan as necessary. The Operations Management Team (OMT) is responsible for implementing the strategies and tactics in Operational Plan. Operating committees work within their areas of responsibility to achieve the organization-wide goals of the Operational Plan. Multiple committees may be working toward many of the specific operational goals.

The following **12 operational goals**, identified with input from the Operating Committee Chairs and approved by the Board of Directors, serve as a framework for WFSB to shepherd the organization through 2022.

Goal #1: Develop clear governance, operating and financial policies and build an effective and efficient operating structure for the Women's Fund of Santa Barbara. Evaluate organizational and committee policies and processes periodically to identify opportunities to strengthen impact and improve overall effectiveness and efficiency.

Goal #2: Facilitate a streamlined process for leadership succession for the Board of Directors and chairs of Operating and Board Committees.

Goal #3: Build upon the existing Information Technology (IT) infrastructure to support the changing needs and requirements of the organization. Fully integrate technology into all ongoing operations.

Goal #4: Become a fully independent, responsive, transparent and proactive finance organization by the end of 2020.

Goal #5: Build and execute a long-term financial plan to ensure the stability and sustainability of WFSB.

Goal #6: Create efficient, sustainable and scalable communications systems for a volunteer-led organization.

Goal #7: Maintain an annual membership retention / renewal rate of 87%.

Goal #8: Create a policy statement and a plan to address our commitment to diversity, equity, and inclusion.

Goal #9: Identify, track and engage members to volunteer within WFSB and provide them with opportunities to participate in the organization and connect with each other.

Goal #10: Regularly assess critical community needs and identify programs designed to address these needs. Recommend high quality projects that have been thoroughly reviewed and meet the Women's Fund's high grantmaking standards. Ensure that policies and procedures are in place to integrate project recommendation and grant evaluation into a seamless grantmaking process.

Goal #11: Collaborate with WFSB leadership to develop a strategic framework for grantmaking that includes a best-in-practice approach for WFSB and helps facilitate new ways to deploy grants funding for impact in the community.

Goal #12: Create and facilitate opportunities to educate Women's Fund members about grantees and community issues and to inspire their continued involvement in effective local philanthropy.

Women's Fund of Santa Barbara Organizational Chart

March 3, 2021

