



Impact Austin's Strategic Plan 2014 – 2016

Stepping Up to Meet our Future

1 – EXECUTIVE SUMMARY

Impact Austin, having firmly established its mission as a progressive leader in women's philanthropy, is focusing on its long-term sustainability-- making sure we have the financial resources, leadership, and organizational structure we need to achieve our mission and ensure a vibrant future. The Board, Committee Cabinet, and staff have spent nine months examining current realities and opportunities, studying models of similar organizations, and making plans for the future. Through discussions at a group retreat and subsequent work groups to examine critical issues (see survey results below), a plan for the next three years has been developed that focuses on four main areas:

- **FINANCIAL STABILITY:** Support business operations and sound programs in an efficient and cost-effective manner.
- **MEMBERSHIP:** Grow and nurture our community of diverse women, recognizing that they are the life force of Impact Austin, to support the impact of our work
- **LEADERSHIP, OPERATIONS, AND STAFFING:** Adopt a strong leadership development plan; improve our organizational structure to achieve effective operations; evaluate and identify adequate staffing needs.
- **GRANTS INNOVATION:** Explore and recommend grant-making options that add value to the member experience, adequately support the needed services in our community, and align with Impact Austin's mission, vision and values.

This plan provides a roadmap for moving forward. The goals and objectives provide direction for the next three years. Our progress will be reviewed quarterly by board and staff to celebrate accomplishments, review emerging issues, and revise activities to continue to pursue Impact Austin's vision and mission.

Critical Issues (from the Pre-Retreat Survey conducted by Corcoran & Co)

1. Sustainability – financial (11)
2. Membership – growth & sustainability (11)
3. Sustainability – organization (8)
4. Technology (6)
5. Branding/community awareness (4)
6. Philanthropic education (3)
7. Clarify mission (3)
8. Identify leadership (3)
9. Board strength (2)
10. Quantify economic impact (1)
11. Growth plans (1)
12. Management system (1)
13. All volunteer model (1)
14. Volunteer management (1)

2 – STRATEGIC PLAN

VISION

Our women are inspirational role models reaching their full giving potential for a better quality of life in our community. We will ensure our long-term sustainability by tapping into the talents of our members and building Impact Austin from the "inside out."

MISSION

We're a progressive leader in women's philanthropy, bringing new resources to the community and making philanthropy accessible. Through high-impact grant making, we engage, develop and inspire women to effect positive change.

STRATEGIC GOALS

1. FINANCIAL STABILITY

Establish a flexible expense budget that covers operational expenses at a moderate level, with management tasked with pulling back to a "Spartan" level if funding is less than usual but also having a "wish list" if funding exceeds expectations.

- Raise revenue from within the organization by increasing the annual member contribution
- Form a fund development committee to raise revenue from the community
- Impact Austin's financial stability goal is to operate on a breakeven basis or slight surplus

2. MEMBERSHIP

Over a three-year period, recruit approximately 500 members each year, while improving our membership recruitment process in a manner that will create efficiencies.

3. LEADERSHIP, OPERATIONS, AND STAFFING

Over a three-year period, accomplish increased diversity in membership and leadership; improve effectiveness of leadership and management of Board of Directors, Committee Cabinet, and paid staff.

4. GRANTS INNOVATION

By calendar year-end 2013, explore and recommend grant-making options that add value to the member experience and align with Impact Austin's mission, vision and values, with the intention of implementing by FY 2015.

Objectives and Strategies:

1- Financial Stability: Finance Committee (board committee)

Goal: Stabilize Impact Austin finances to operate on a break-even basis or slight surplus (spending only what we take in)

Objectives:

- Increase annual membership contribution from \$1,000 to \$1,250 beginning in FY 2015, with \$1,000 still going to pooled grants and \$250 going to support operations
- Form a fund development committee to diversify revenue streams to support operations
- Establish a flexible expense budget that covers operational expenses at the "Spartan," "moderate" and "wish list" levels with the target budget being at the "moderate" level.
- Conduct quarterly reviews to determine if falling back to "Spartan" level or acceleration to "wish list" level is required (management decision)
- On a monthly basis, monitor/track fund development goals and/or cost overruns on budgeted expenses
- Enhance financial stability by preservation of reserve funds (spending only what we take in)
- Maintain reserves to cover at least six months of operating expenses at all times during fiscal year

Financial Stability Strategies:
INCREASE ANNUAL MEMBERSHIP CONTRIBUTION <ul style="list-style-type: none"> Raise annual contribution from \$1,000 to \$1,250 for FY2015 (\$1,000 continues to go to pooled grants and \$250 going to support operations)
PREPARE COMPARISON BUDGET TO ACTUAL ON THE EXPENSE SIDE INCLUDING FUND DEVELOPMENT GOALS (See Budget)
REVIEW MONTHLY BUDGET DEVIATIONS FROM FINANCIAL STATEMENTS <ul style="list-style-type: none"> Review deviations in any month that require attention Conduct comprehensive review on a quarterly basis
FORM FUND DEVELOPMENT COMMITTEE (Board of Directors/Cabinet Committee) <ul style="list-style-type: none"> Establish Fund Development Plan, FY 2014 & FY 2015 (goals and timeline)
EXPLORE AUTOMATED RECURRING PAYMENT OPTIONS

2- Membership: Membership Committee (Committee Cabinet)

Goal: Efficiently recruit 500 members each year for the next three years while increasing retention rate of first-year members.

Objectives:

- Diversify membership
- Increase retention of first-year members
- Restructure member recruitment to eliminate the end-of-year chaos in reaching annual membership goals

Membership Strategies:
MEMBERSHIP RECRUITMENT <ul style="list-style-type: none"> Recruit 500 members for FY 2014, 2015, and 2016
INCREASE DIVERSITY <ul style="list-style-type: none"> Diversify membership to spread awareness of IA throughout Central Texas Set up membership coffees in varying locations
IMPLEMENT "EACH ONE BRING ONE" MEMBERSHIP CAMPAIGN
PLAN CORPORATE LUNCH AND LEARNS <ul style="list-style-type: none"> Plan 2-3 lunch and learns at Austin corporate companies (Dell, IBM, etc.)
PARTICIPATE IN MARKETING/AWARENESS EVENTS to increase awareness of IA in the Central Texas Community
EXPLORE INSTALLMENT PAYMENT OPTION <ul style="list-style-type: none"> Analyze installment payments options for membership
INCREASE MEMBERSHIP RETENTION (1 ST YEAR MEMBERS) <ul style="list-style-type: none"> Establish mentor program for new members <ul style="list-style-type: none"> Offer new members a mentor with 2+ years experience Mentors will contact 1st time members via phone, follow-up via Email for IA events Facilitate the "Count Me In" membership transaction by offering an online option Call "Missing in Action" members during first 2 weeks of November
PHILANTHROPY EDUCATION Develop separate committee to support philanthropy education <ul style="list-style-type: none"> Continue with Discovery Day with goal of 200 attendees Create Membership Education committee to publicize educational & volunteer opportunities (with Austin nonprofits)

3- Leadership, Operations, and Staffing: Board of Directors

Goal: Establish efficient and cohesive organizational and operational structure to support the mission of Impact Austin.

Objectives:

- Identify optimal organizational structure and working relationships among board, volunteer committee cabinet, and paid staff,
- Structure operations with specific roles to accomplish the work of Impact Austin
- Provide challenging and rewarding leadership opportunities for all volunteers at the cabinet and board levels

Leadership, Operations, and Staffing Strategies:
<p>LEADERSHIP MODEL Examine leadership structures to determine best structure for IA</p> <ul style="list-style-type: none"> • Create new leadership team organizational chart • Identify board liaisons to Committee Cabinet committees (develop role description) • Revise charter for fund development committee • Implement quarterly leadership team brainstorming sessions
<p>PAID STAFF</p> <ul style="list-style-type: none"> • What roles? • Type of paid staff (outsource to Assoc Mgmt, IK, employee) • Details for above
<p>REVITALIZE COMMITTEE CABINET (CC)</p> <ul style="list-style-type: none"> • Complete description and purpose of CC • Complete job descriptions for all committees and positions • Staff all committees • Complete Cabinet Committee org charts • Succession planning for all committees
<p>KEY PERFORMANCE INDICATORS</p> <ul style="list-style-type: none"> • Develop dashboard to measure annual operations goals and data (year-to-year data) for review quarterly and annually
<p>BOARD LEADERSHIP</p> <ul style="list-style-type: none"> • Create governance committee action plan and timelines • Develop more effective board recruitment process • Develop and implement board training • Improve board succession plan
DEVELOP DATA MANAGEMENT & STORAGE PLAN
LEVERAGE FOUNDER'S EXPERTISE
EXPAND EXTERNAL RELATIONSHIPS
ESTABLISH MISSION KEEPER

4- Grants Innovation – Rebecca Powers, Founder; Board of Directors

Goal: Explore grant making options that add value to the Impact Austin member experience; provide well-researched and viable recommendations for grant making alternatives

Objectives:

- Conduct research on various grant making approaches (capacity building, operations, multi-year)
- Research successful grant making practices of other collective giving organizations
- Involve Impact Austin members to measure satisfaction with current grant making and willingness to enhance current grant making
- Provide recommendations to board of directors for effective and meaningful grant resources for nonprofit organizations providing services in Central Texas

Grants Innovation Strategies**EXPLORE INNOVATIVE GRANT MAKING OPTIONS**

- Identify project participants and finalize team
- Conduct research on various grant making approaches (capacity building, multi-year, operations)
- Research grant making practices with other collective giving organizations
- Survey IA members to gauge satisfaction with current grant making practices
- Present recommendations to BOD
- Establish straw timeline for implementation

3 - IMPACT AUSTIN STRATEGIC PLAN BUDGET 2015 (moderate)

REVENUE		
	Membership Contributions (@500 members)	625,000.00
	Corporate Match, Friends, Interest	25,000.00
	Total Income	650,000.00

EXPENSE		
	Grants	500,000.00
	Salaries	80,000.00
	Accounting, Insurance and Legal	17,600.00
	Website, Technology and Support	16,700.00
	Community Outreach (events, media, etc.)	15,900.00
	Office Supplies, Printing, Postage	6,000.00
	Annual Meeting	5,500.00
	Discovery Day	2,500.00
	FAC and Other Meetings	2,300.00
	Volunteer Support	1,500.00
	Founder's Award	1,000.00
	Miscellaneous	1,000.00
	Total Expenses	650,000.00