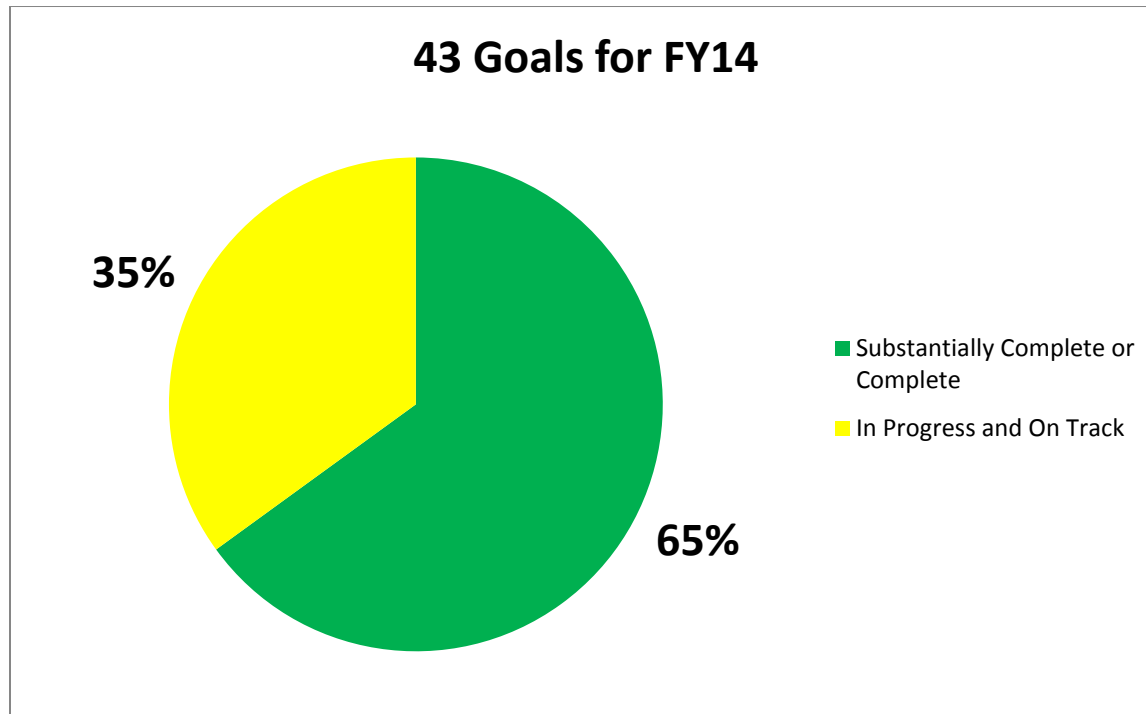















FY14 Annual Target Tracking







Status at Year-End



Donor Services & Engagement	FY16 Target	FY14 Target	Status at end of Q4	FY14 EOY	FY13 EOY	Lead
Contributions	\$60M	\$60M in gifts	\$85.7M in gifts		\$66.3M	Jacky
Board members bring in donors	100%	1-2 / BOD member (100% referring)	97% of Board members gave or referred YTD		91%	Steve
Refine and enhance RM system based on staff transitions and exceptional growth	Sustainable, manageable system that serves donors	Implement refined RM plan that better allocates case load for more realistic service provision	First phase of RM reassignments approved by CPSO and CEO. First phase made beginning with E-Team reassignments.		100% of Support Orgs and DAFs have an RM.	Jacky
Donor engagement - grantmaking		75% of DAFs & SOs award grants annually	67% of DAFs & SOs have awarded grants		69% of DAFs actively granting	Jacky
Donor engagement - gifts to existing funds		\$45 million	\$41 million		\$32.5 million	Jacky
Donor engagement - event attendance		30% of event attendees are donors	17% of event attendees YTD were donors		11% of event attendees were donors	Jacky
Donor engagement - online activity	90% of donors will have created a DonorFirst account for fund access	50% of donors will have created a DonorFirst account for fund access	37% of donors have created a DonorFirst account for fund access			Jacky/ Karen
Shift endowed vs. spendable DAF assets ratio	50%/ 50%	25% endowed/ 75% spendable	16% endowed / 84% spendable		21%/79%	Paul

Donor Services & Engagement	FY16 Target	FY14 Target	Status at end of Q4	FY14 EOY	FY13 EOY	Lead
Assess and determine multiple service levels and fee options levels of service		Complete recommendations by Q3 for the full Board; complete implementation by Q1 FY15; share with donors how our fees compare to others.	Staff work complete; recommendation still pending presentation to CEO and full board for implementation in FY15.		Task force met several times, recommendations discussed with Steve. Pending FAB and PS committee review.	Paul
Reduce time to get fund statements from 4 weeks down to 3	Shift 75% of fundholders to opt in to paperless statements, directing them instead to access their monthly statement through DonorFirst.	Continue to make improvements to redesigned fund statement. Fund statements received within 3 weeks.	All quarterly statements mailed within 4 weeks of quarter end. It does not appear possible to reduce this time to three weeks due to various factors beyond ACF's control. Monthly statements now available online in DonorFirst.		Added RM name & contact info to front cover; added text explaining which pool their fund is invested in. Shortened production time to 3.5 weeks.	Megan/Paul
Continue building ACF Administrative Endowment; re-brand name of fund to encourage giving.	\$5M fund balance	Revisit ACF windfall policy. Raise Admin Endowment fund balance to \$3M.	\$2.9 million fund balance as of March 31. Windfall policy under revision.		\$2.47 million	Paul

Green = Substantially Complete/Complete
 Yellow = In Progress/On Track
 Red = Not Started/Behind Schedule


New Markets & Business Development	FY16 Target	FY14 Target	Status at end of Q4	FY14 EOY	FY13 EOY	Lead
Measure donor satisfaction and make improvements where necessary	CEP's Donor Perception Survey conducted FY12 & FY15; Mini-Survey conducted FY14.	Improve ratings in overall donor satisfaction (>6.2), community impact (>6.2), community leadership (>6.0), investment management satisfaction (>75%), admin fee satisfaction (>80%), staff helpfulness (>6.2), staff responsiveness (>6.6).	Survey complete.		Mini-Survey conducted during Q1 of FY14.	Megan
Growth in planned gifts promised (revocable)	100 new promises	75 new promises	34 new promises to date		54	Jacky
Growth in planned gifts booked (irrevocable)	10 booked	7 booked	1 booked		2 booked	Jacky
Generate an operating fund surplus on an annual basis		Generate an operating fund surplus of \$31,500	\$125,000 operating fund surplus		\$93,333 surplus	Paul
Develop new lines of revenue that reduce overall dependence on asset-based fees.	70% of revenue from asset-based fees; 30% of revenue from other sources	80% from asset-based fees; 20% from other sources	83% from asset-based fees; 17% from other sources		82.50%	Paul
Expand Pakis Center for Business Philanthropy	6 new clients/funds annually	6 new clients	9 new funds / 7 new clients		11 new funds; 3 new clients representing 7 of the new funds	Jacky/Paul/Megan





Green = Substantially Complete/Complete
 Yellow = In Progress/On Track
 Red = Not Started/Behind Schedule

New Markets & Business Development	FY16 Target	FY14 Target	Status at end of Q4	FY14 EOY	FY13 EOY	Lead
Pursue new, high-potential geographic and demographic markets with staff and Board support (sports, DMCF, LGBTQ)		Establish LGBTQ initiative & goals, hold at least 1 event. Secure new sports philanthropy clients.	1 LGBTQ event held. LGBTQ Marketing plan developed, execution to take place during Q1 & Q2 FY15. Naming agreement secured for Sports Center. Logos in development for both Sports Center & LGBTQ Center.		\$6M	Jacky
Develop new scholarship opportunities for donors and students through the ACF School Tuition Organization	\$5 million gifts	\$1 million in gifts	\$1,671,388 raised in four funds. \$83,569.40 in revenue generated for ACF.		N/A - new goal	Joyce
Number of new funds established		120 new funds	133 new funds		135	Jacky
Gifts by fund kind, including jumbo gifts		55% of gifts to new funds/45% to existing funds (jumbos included)	53% of gifts to new funds/47% of gifts to existing funds (including jumbos)		30%/70%	Jacky
Gifts by fund kind, excluding jumbo gifts		55% of gifts to new funds/45% to existing funds (jumbos excluded)	44% of gifts to new funds / 56% of gifts to existing funds (excluding jumbos)		38%/62%	Jacky
Raise average size of gifts to new funds, including jumbo gifts		\$480K average new-fund size	\$31,968 average size of new gifts to new funds (jumbos incl)		\$146,094	Jacky
New Markets & Business Development	FY16 Target	FY14 Target	Status at end of Q4	FY14 EOY	FY13 EOY	Lead
Raise average size of gifts to new funds, excluding jumbo gifts		\$200K average new-fund size	\$22,488 average size of new gifts to new funds (jumbos excl)		\$146,094	Jacky



Green = Substantially Complete/Complete
 Yellow = In Progress/On Track
 Red = Not Started/Behind Schedule

FY14 Targets/Tracking




<p>Increase Referrals</p>		<p>150 referrals by PAs, donors and Board of Directors</p>	<p>194 referrals by PAs, donors and Board of Directors</p>		<p>Benchmark established: PAs: 110* Donors: 9 Board: 19 Staff: 24 *adding in about 24 "assists" by PA's in addition to direct referrals, since we started tracking "cultivation helpers"</p>	<p>Jacky</p>
----------------------------------	--	--	--	---	---	--------------

System Improvements	FY16 Target	FY14 Target	Status at end of Q4	FY14 EOY	FY13 EOY	Lead
Establish sustainability plan for affiliates	Implement plan; affiliates are sustainable	Board adopts plan as recommended by Affiliate Task Force by March 31	Task Force recommendation approved by Board in March. Plan being implemented throughout FY15.		Early research conducted, Taskforce co-chairs identified, Taskforce launched.	Jacky
Complete comprehensive technology plan with focus on enterprise databases (FIMS, Salesforce, Dotche) and implement all necessary improvements.		Complete all IT upgrades as outlined in technology plan.	All enterprise database upgrades complete. BoardMax implementation complete. New HRIS system in process of implementation.		Decision made and contracts signed for new donor portal, grantmaking software provider and new website design firm. Plan is on track.	Paul
Benchmark actual costs of grant administration and price services accordingly		Set accurate costs for back-office services	New g-grants system to significantly lower costs for custom grant applications. Still benchmarking costs currently being charged as part of service contracts.		Job description changed and position filled in October. New technology selected. Fees being discussed by Fee Committee	Jacky/ Melissa
Establish Process Improvement Team, create a rewards program for staff, appoint a PIT Crew leader and establish a forum for idea generation and trial.	PIT Crew fully functioning and integrated into ACF operations; 20 process improvements implemented.	Establish PIT Crew and implement at least 3 process improvements	To be announced during April 2 staff retreat.		N/A - new goal	Paul/ Jacky /Megan




Green = Substantially Complete/Complete
 Yellow = In Progress/On Track
 Red = Not Started/Behind Schedule

Communication & Brand Amplification	FY16 Target	FY14 Target	Status at end of Q4	FY14 EOY	FY13 EOY	Lead
Track speaker requests and engagements		Transition tracking from Communications team to Admin team; report annually on number of engagements and audience size.	Design phase of project has begun. Implementation expected to be completed Q1 of FY15.		122 staff speaking engagements with 6,950 people in attendance through Q4. In addition, staff members participated in 7 radio appearances in the Southeastern and North Central Regions that reached an estimated 7,750. Five requests have been received through the online speaker request button on Web site.	Robbi / Karen
Redesign Web site and work with professional agency to develop overall online communication strategy		Completion of Online Communications Strategy and full implementation	Social media strategy and staff guidelines complete; with CEO for review.		Contract signed with Embolden, project kick-off took place Dec. 18-19, work is underway. Project is on schedule for completion by end of Q1 FY14.	Megan




Green = Substantially Complete/Complete
 Yellow = In Progress/On Track
 Red = Not Started/Behind Schedule

Communication & Brand Amplification	FY16 Target	FY14 Target	Status at end of Q4	FY14 EOY	FY13 EOY	Lead
Develop event strategy and secure underwriting		\$130,000 in total sponsorship revenue.	78 events held statewide, 5,104 guests in attendance. \$181,937.50 in sponsorship revenue.		92 events held statewide with 4,426 attendees thru end of Q4 - went down without the Yuma events from last year that accounted for 7,000+ . Sponsorship revenue to date: \$181,937. Assessment of event costs complete.	Megan/ Michael
Apply results from donor perception survey and utilize donor testimonials in marketing materials and donor communications to convey high quality of services provided and total customer focus.		Ongoing	Donor testimonials utilized throughout new Web site.		Ongoing	Megan/ Jacky
Provide enhanced communications training and support for front-line staff		Assess where to go from here re: phone team training and new employee on-boarding	Further work to be done on this goal in FY15.		Ongoing	Megan



Green = Substantially Complete/Complete
 Yellow = In Progress/On Track
 Red = Not Started/Behind Schedule

Community Leadership & Impact	FY16 Target	FY14 Target	Status at end of Q4	FY14 EOY	FY13 EOY	Lead
Refine, track and share dashboards	Establish, track and share dashboards	Refine monthly, quarterly and yearly dashboards to be tracked by staff and shared at each Board meeting; determine how to utilize affiliate dashboards.	ACF dashboards complete. Affiliate dashboards to be defined/developed pending outcome of Roadmap Task Force work.		Refining continued; developed initial affiliate dashboards	Megan
Implement new high-impact philanthropy tools including loans and prizes	Invite donors to engage with Community Impact Loan Fund; FY16 revenue goal (?); FY16 number of loans goal (?)	Add \$2M in discretionary capital; make 3 loans.	\$3M added this year, bringing total assets to \$11M. 3 loans made to date.		Board approved policy. Fund has \$1M for education. Approved for \$5M for health from Dignity Health.	Jacky
Implement a determination protocol for potential initiatives to determine feasibility, impact, risk and community benefit	Implement protocol	Ongoing	Determination protocol is in place. No new initiatives proposed at this time.		Ongoing	Steve

Green = Substantially Complete/Complete
 Yellow = In Progress/On Track
 Red = Not Started/Behind Schedule

Talent & Organizational Development	FY16 Target	FY14 Target	Status at end of Q4	FY14 EOY	FY13 EOY	Lead
Reorganize staff statewide	Continue to reassess staffing structure; make adjustments as necessary relevant to priorities, fund growth and budget	Staffing structures continue to be assessed through the affiliate roadmap task force process and any recommended changes will be brought forward as part of the proposed FY15-16 budgets.	All changes approved by ACF Board for implementation in FY15.		FY 14 budget submitted & approved to support recommended changes in FY14.	Paul
Fully integrate regional staff into a statewide Philanthropic Services	Fill all board approved PS positions; continue to restructure affiliate staff to maximize sustainability and donor service and engagement.	Ongoing	All positions filled. New positions being considered / evaluated based on considerable growth in donors & funds.		As of year end - this is in progress due to high volume of affiliate staff turnover.	Jacky
Establish Performance Management System and a clear evaluation process	Continue to refine performance appraisal form and base salary increases on performance	Refine Performance Appraisal Form	Performance Appraisal form to be updated as part of new HRIS system being implemented in Q3 & Q4.		Done in Q1 and Q2. Will be done again in Q1 and Q2 of FY14.	Paul
Develop and implement campaign to solicit one-time gifts and naming opportunities for infrastructure needs (office, technology, brand amplification)	Complete \$1.35M Foundation For Our Future campaign	Raise additional \$480K for infrastructure needs through gifts and naming opportunities.	\$1.22M raised to date (\$350K added to FFOF fund in March 2014. Remaining balance to be raised: \$130K.)		At end of Q4, \$438K has been raised toward the \$847K balance (leaving a remaining fundraising goal of \$409K)	Megan

Green = Substantially Complete/Complete
 Yellow = In Progress/On Track
 Red = Not Started/Behind Schedule

Talent & Organizational Development	FY16 Target	FY14 Target	Status at end of Q4	FY14 EOY	FY13 EOY	Lead
Professional development for existing staff and training/mentoring for new staff		Complete Culture Program; hold annual staff retreat	Completed year-long Culture Program; held successful staff retreat in April 2013.		New employee orientation implemented and the I-Team is addressing ongoing staff training. Culture sessions took place 9/4, 12/13 and 3/6 (final set for 6/5); supervisor session took place 11/30, next set for 4/18; E-team session took place 3/22.	Paul, Jacky, Megan
ACF Staff Review of Core Values		Incorporate core values into every other staff meeting with exercises and themes; establish Values Lunch with Steve program	Staff continue integrating core values into staff meetings & activities, including CEO Values Lunches and guest speakers.		First review at 5/12 all-staff retreat; planned comprehensive core values program that we will start implementing in May 2013	Megan

Green = Substantially Complete/Complete
 Yellow = In Progress/On Track
 Red = Not Started/Behind Schedule