OUR MISSION...

to be a convener, connector, and catalyst helping changemakers build a better Bay Area. We bring together those from the public, private, and nonprofit sectors to leverage their time, networks, and resources to partner in accelerating social change.

OUR VISION...

to unlock the resources and generosity of community to transform people, places, and philanthropy by driving more resources to local organizations, amplifying their impact, and building a more connected and equitable Bay Area.

We envision a Bay Area where professionals from all walks of life harness their resources to make social responsibility a priority—building a thriving, sustainable, and diverse community that helps shape solutions to today’s most pressing issues.
## OUR ULTIMATE IMPACT

FCF unlocks the resources and generosity of the community to transform people, places, and philanthropy by driving more resources to local organizations, amplifying their impact, and building a more connected and equitable Bay Area.

### VISIONS

- **Long Term Outcomes**
  - FCF will become embedded in Bay Area philanthropic community.
  - BNs will be adequately funded. BNs will develop organizational capacity that is sufficient to meet community demand and to advance their mission. BNs will achieve their mission. FCF Members will develop their personal capacity. FCF Members will adopt philanthropic behaviors in their daily lives. The Bay Area will have a thriving BN sector.
  - The Bay Area philanthropic community will become more inclusive.

### THEORY OF CHANGE

- **Short Term Outcomes**
  - Increased opportunities for Changemakers across sectors to collaborate, share and learn
  - Full Circle Network continues to grow and engage over time
  - Nonprofits have improved tools assets and skills
  - Increased individual awareness, readiness and participation in local civic issues
  - Non-profit leaders demonstrate improved capacity and leadership skills
  - Bay Area companies amplify support to local orgs

- **Interventions**
  - Community Events
  - Network cultivation and support
  - Full Circle Network
  - Workshops
  - Annual Grant Cycle
  - Capacity Building
  - Full Circle Fund connects community organizations with the resources they need to be effective and sustainable
  - Nonprofit Leadership Training
  - Corporate Engagement
  - Full Circle Fund activates and prepares changemakers throughout their philanthropic journey
  - Full Circle Network continues to grow and engage over time

### THE PROBLEM

Local organizations lack the resources to successfully meet the needs of their communities, and those who want to help lack the knowledge and coordination to sustainably and equitably partner with organizations in the Bay Area.
HOW WE GUIDE OUR WORK

Our Theory of Change is...our ‘North Star’, providing a direction for everyone in our community to navigate towards. It is a roadmap depicting how we will work to achieve our Mission and Vision. It illustrates how our proposed strategy will affect the three stakeholder groups we serve and helps us clearly explain our strategic priorities to each other and to those outside the Full Circle Fund Community. It is our accountability mechanism—outlining the outcomes and visions we want to hold ourselves accountable to and we want others to hold us accountable to.

Outcomes, as defined in this process, are the “big picture” impacts that coalesces the FCF community to engage in action together. As an example, an outcome of a healthcare organization may be “foster a culture of healthy living in our patients”

Visions, as defined in this process, are the manifestations of the visions that the FCF community would like to see happen because of our work. As an example, a vision of the above health care organization may be “our patients will engage in aerobic activity on a regular basis.”

Indicators, as defined in this process, are the specific actions or results that will be tracked to establish progress toward the vision. As an example, an indicator for the above health care organization may be “% of patients who report 2+ weekly aerobic activities during their annual well-care appointment.”

OUR STAKEHOLDERS

For each outcome, the Full Circle Fund team established a set of visions for what meeting this outcome looks like. The visions were thematically organized and then further defined by stakeholder group. As a network organization, Full Circle Fund has multiple stakeholder groups that were considered through our work. The following three stakeholder groups are reflected in our visions and indicators.

1. Bay Area Nonprofits (BNs) - Bay Area based non-profits or fiscally sponsored organizations that serve residents in our community
2. Full Circle Fund Members (FCF Members) - Professionals from all walks of life who join our network giving time, dollars, and network connections
3. Bay Area Community - Residents from the region comprised of San Francisco, the Peninsula, East, South, and North Bay sub-regions.

Our Theory of Change was developed in collaboration with a number of Full Circle Fund Members and their professional organizations. Our team would like to offer special thanks to David Adler and Mary Westervelt of Recontext Data Solutions, Jennifer O’Connor and Katie Mccann of Guidelight Strategies, Valerie Neumark of Rootid, Nonprofit Strategic Communications, and Priya Gupta nonprofit strategist. As well as the 50+ Full Circle Fund Members who helped workshop this document in 2017 and 2018.
BAY AREA NONPROFITS

BNs will be adequately funded.
- Access to capital
- Continuing and unrestricted funding
- Are referred to funders and asked to apply for funding
- Know how to find donors and create long-term relationships

BNs will develop organizational capacity that is sufficient to meet community demand and to advance their mission.
- Leaders acquire expertise and are seen as experts
- Have access to better board members, volunteers, donors and other resources
- Have platforms to make work visible
- Have capacity to leverage volunteer support
- Leaders have access to professional development opportunities
- Build capacity to achieve their mission
- Have the tools they need to improve their work
- Maintain relationships with FCF members
- Resources are applied to mission

BNs will achieve their mission.
- Achieve more of mission
- Leaders are elevated as experts within their fields
- Core message becomes amplified

MEMBERS

FCF Members will develop their personal capacity.
- Knowledge of issues/Confidence
- Access to organizations, thought leaders, experts and different perspectives
- Develop empathy and care for new issues
- Have new connections and a community to learn from and activate with
- Develop personal and professional goals
- Develop a sense of kinship and community

FCF Members will adopt philanthropic behaviors in their daily lives.
- Behaviors
- Activism
- Giving: time, money and connections (and more strategic giving)
- Mentorship
- Maintain philanthropic lifestyle

BAY AREA

The Bay Area will have a thriving nonprofit sector.
- Thriving community-based organization sector
- Area recognized as a leader
- Emerging social impact information orgs
- Organizational health
- Funding is plentiful and more of it is unrestricted
- Connections are built to create a more holistic ecosystem for developing a healthy philanthropic environment & social impact/enterprise/good
- Community

The Bay Area philanthropic community will become more inclusive.
- Inclusive – Opportunities and outcomes for marginalized groups and communities receive due attention, support, and visibility
- Engaged – There are opportunities to learn about what is happening in the Bay Area

VISION INDICATORS