2021 Two-Year Strategic Plan
October 1, 2021 – September 30, 2023

Planning Team

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Epilepsy Services Foundation Mission:

Committed to creating a better future and environment for persons affected by epilepsy living in west central Florida, especially children, teens and young adults with epilepsy and their families.

Process

Epilepsy Services Foundation has not had a strategic plan in place since 2017 and the board determined that they would like to develop a new two-year plan to begin October 1, 2021.

In March of 2021 a SWOT analysis was conducted with input from all board members and the executive director. In April of 2021 Warren Holding pulled themes from the SWOT analysis and grouped them together.

A working team to create the strategic plan was appointed and met on Saturday, July 17, 2021 with the goal of identifying three result area goals to focus on for the next two years. At the end of that meeting three people were assigned to take one of the goals and complete a goal-specific strategy for each result area. Those strategies were given to the executive director to compile into one document for the planning team to review. Once agreed upon by the planning committee, the executive director will create a PowerPoint presentation for the annual meeting on September 11, 2021. A copy of the compiled strategic plan will be distributed to all board members in advance of the annual meeting, and the PowerPoint will be used to give an overview of the proposed plan. During the annual meeting the full board will have an opportunity to ask questions and vote to approve the plan.

ESF Result Area Goals

Goal #1. Increase Organizational Capacity

Goal #2. Evaluate and Improve Program Delivery

Goal #3. Increase Organizational Sustainability
<table>
<thead>
<tr>
<th>Desired Outcome(s) with Time-Lines</th>
<th>Specific Success Measures (Indicators/ Actual Evidence)</th>
<th>TIMED Action Steps and Lead Person(s) or entities responsible</th>
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| • Increase organizational capacity over the next year  
• Hire an additional staff position  
• Review Employee Policies  
• Succession planning for Executive Director position | • Create a job description  
• Request approval for funding from Community Foundation for initial years of the position  
• Hire for position  
• Evaluate effectiveness of the position (three and six-month review and analysis)  
• Review and approve Employee Policies on an annual basis | • Request approval for funding from the Board new fiscal year  
• Hire new position by Spring 2022  
• Review and approve Employee Policies by November 2021  
• Apply for grants in 2023 |

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| • Volunteer Board members review and provide updates to Employee Policies  
• Board member and Executive Director create job description  
• Approval of Community Foundation funding to be used for additional position  
• Raise or apply for grants for continued funding of positions | • May need to consult with HR experts | • Report out when hired and goals achieved of new position  
• New policies approved and followed  
• Grants applied for and successfully awarded  
• Increased fundraising |
## Goal #2. Improve Program Delivery and Evaluation

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| • Implement the structure, collection, and management of data to improve ESF’s ability to serve the community more effectively  
• Evaluate current programs for reach and effectiveness  
• Review and update current PowerPoint educational presentations  
• Revise and update resource area of ESF website.  | • Create an intake form for families and persons with Epilepsy on the website which backs up into a cloud based platform that can be maintained easily and consistently  
• Collect data and evaluate programs  
• Catalog, review and update our current PowerPoint educational presentations, and look at ways we can utilize them more widely. Work on this goal can be started during the 2021 – 2022 fiscal year. Wider implementation will begin when a new position is created, hired and trained to lead our educational programs.  
• Review and revise existing website resources and links to guide users to the appropriate information,  | • Create Intake and Consent form and evaluate existing databases or having one created with the assistance of PwC support team to begin fall of 2021 as part of PwC Skills for Society program.  
• Current programs will be evaluated first half of 2021 - 2022 fiscal year. Others will be evaluated as they resume and then annually  
• Create brochure with top 10 – 15 current or new PowerPoint educational presentations. ED/Education position to be completed by summer of 2022.  
• Create spreadsheet of updated website resources for webmaster to upload. ED to complete in Fall of 2021 and updated annually. |

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<td>Cloud-based database technology Cost TBD</td>
<td>PwC Skills for Society support team.</td>
<td>Ongoing.</td>
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## Goal #3. Increase Organizational Sustainability

(Three Areas)

### Area 1. Maintaining an Effective ESF Board of Directors

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| Within two years develop and implement sustainable strategies which will identify, recruit, train and hold accountable ESF’s Board of Directors. | • Establish criteria and strive to fulfill suitable composition of Board by background/expertise.  
• Developing and recruiting towards appropriate diversity, equity, and inclusion guidelines  
• Board training/affirming of members’ responsibilities and minimum standards to be met  
• Commitment to donating and acquiring/stewarding new donors and sponsors | • Finding effective new board members is difficult to put on a timeline but a frequent call for “referrals” or suggestions may be a helpful reminder. Governance Committee should receive the leads, but the responsibility lies with the entire Board.  
• Review new board member orientation. Governance committee. Due date 9/30/2021.  
• Board training for all members to become ambassadors and have a 30-second and 1-minute “elevator pitch”. Governance committee. Due date February 1, 2022.  
• Board training/refresher courses implemented as an ongoing program that potentially utilizes an outside source such as Nonprofit Leadership Center. Governance. Due as needed. |

### Resources Required (Financial and/or other)

- No financial resources should be required unless there are costs for training/materials.
- Individual Board members may be called on to lend (financial, advocacy, pharmaceutical, etc.)

### Recommended Collaborative Partners

- Pharmaceutical reps
- Doctors’ offices
- Corporate partners such as PwC
- Cause Strategy Partners (BoardLead program)
- Families affected by seizure disorders.

### Progress Report/ Progress Notes

As they develop.
## Area 2. Evaluating ESFs Assets and Financial Sustainability

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| Examine all aspects of ESF’s financial situation to maximize the delivery of services to our community. While some decisions may take years to implement, a prioritization of actions to take should be established within two years. | **Primary areas of focus**  
- Create a development plan to implement through September 2023 that includes additional revenue to cover the expenses of a second full-time employee. ED and Finance Committee February 2022  
- The development plan should increase revenue so that no additional draw from Community Foundation is needed to cover the second full-time employee beyond the first half of the 2023 – 2024 fiscal year, pending board approval of Community Foundation use of funds. | **Primary area of focus**  
- Determine whether the Community Foundation fund should remain unused except in emergencies, or whether more aggressive withdrawals would allow for better delivery of services by initially funding a new position. Board of Directors. September 11, 2021, at Annual Retreat  
- Secure new accountant ED to make recommendation to Finance Committee September 2021  
- ED to prepare analysis of two years of financial data with focus on diversification of revenue sources and ROI. ED and Finance Committee October, 2021.  
- Update Financial Controls document – Warren Holding October 2021  
- Perform research of potential foundation funders using Prospect Research Tracker ED February 2022 |
| **Secondary areas of focus**  
Examination of building ownership and its impact on our financial position and in delivering our mission. | **Secondary areas of focus**  
- Review the last several years of 990T IRS filings (unrelated business income/our building.). Finance and other interested parties. Due date TBD.  
- Finance committee including outside professionals should analyze ownership of the building; whether leasing space or relying on donated space may better help ESF further its mission. Finance and outside professionals. Due date TBD. |
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| Internal and external brainpower. Expertise in commercial real estate, finance and investments, grant writing. | • Former Board members  
• Pharmaceutical companies  
• Anyone with access to/expertise in securing corporate donors | While fundraising and solicitation of grants will never disappear, the other steps herein can all be completed within a two-year window. |

**Area 3. Identify Alliances which would further the ESF Mission**

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| To determine if external resources (other epilepsy organizations, community-based not-for-profit groups, or other entities) exist whereby collaboration with these resources would allow ESF to better deliver its mission. This work will be ongoing with a goal of adding at least two new partnerships each year. | • Determining if, among “competing” organizations, there exist potentially alliances that would allow better delivery of services by ESF (Epilepsy Foundation of Florida, Suncoast Epilepsy Association)  
• Gaining access to school district resources to allow greater information dissemination and referral to ESF  
• Developing stronger relationships in provider offices and leveraging available resources within our MAB  
• Benefit more from the extensive resources of the Pharma Industry  
• Tap companies like PWC, Tampa General who might provide funds, talent or both.  
• Develop better synergism with Camp Boggy Creek and Deliver the Dream. | • ED to continue discussions with other non-profit organizations, professional associations (epilepsy RNs, for example), pharmaceutical companies, epilepsy medical practices for potential collaborations with a goal of identifying at least two new alliances in 2021 – 2022, and each year thereafter. |

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| 1. Many of the initial contacts will likely be through the ED.  
2. “Deputizing” pharma reps and provider offices to more effectively deliver our message. | • Other Epilepsy organizations  
• Schools  
• Former Board members  
• Pharmaceutical companies  
• Epilepsy medical practices  
• Florida Disabilities Network  
• Josh Provides | These goals will remain in force as long as ESF is in existence, all to be considered and explored within a two-year window. |