



STRATEGIC PLAN 2020-2023

Strategic Planning Committee

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With input from the Board of Directors, staff, Professional Advisory Board, and the 1,050 respondents to the 2020 Stakeholder Survey.



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Plan 2020-2023

This Strategic Planning Cycle caused Epilepsy Foundation New England to update our vision statement: Our vision is to improve the quality of life for everyone affected by epilepsy in New England.

Strategic Priorities 2020-2023

1. Effectively respond to the pandemic by pivoting programs to effective virtual experiences with enduring value for our client population. Focus on continuing to engage children, youth, and families and parents and improvement engagement of independent adult women and men - in virtual service settings and in physical locations nearest to where most people with epilepsy live (e.g., Greater Boston) or congregate (hospitals).
2. Effectively respond to the pandemic and changing world by pivoting revenue to effective online events and advancing individual campaigns, continuing to build diversified development tactics.
3. Advance EFNE's Marketing Capacity to engage clients, donors, and providers through more effective social media, website, and engagement campaigns (#WhereIsHope, Sail for Epilepsy, Epilepsy Resource Rooms).
4. Integrate supporting advances in research and finding a cure into EFNE's fundraising and marketing tactics.

The **Core Values** of Epilepsy Foundation New England are Support, Compassion, Belonging, Welcoming, Integrity, Community, and Commitment.

2020 Organizational Summary

Enabling a Circle of Support



Established in 1983, Epilepsy Foundation New England is a 501 c 3 nonprofit organization whose mission is to help people and families affected by epilepsy in New England. Epilepsy Foundation NE is an independent affiliate of Epilepsy Foundation of America whose mission is to lead the fight to overcome the challenges of living with epilepsy and to accelerate therapies to stop seizures, find cures, and save lives. We serve the approximately 104,000 people in Maine, Massachusetts, New Hampshire, and Rhode Island affected by epilepsy and the people who care for them.

Our services are designed to provide Help for Today, Hope for Tomorrow.

We provide Youth Services, including summer camps, year round programs for elementary and middle school (Kids Connect), and young adults (Young Leaders Network), as well as a scholarship program; Resource and Support Services including emergency financial aid, helpdesk, support groups, retreats, and our Remembrance Network for people who have lost someone to epilepsy; Community Education; Public Policy Advocacy; and Fundraising for Research.

In March 2020, all our services became available by videoconference and/or phone. Programs include multiple daily opportunities for children, youth, and adults to connect, regular webinars, conferences, parent education and support, and themed support groups, such as groups geared towards men. Our 2020 camp season will be virtual.

Established in 2009, the EFNE Donation Center is an LLC of Epilepsy Foundation NE. Thanks to a partnership with Savers, the Donation Center collects clothing and household items that are resold through 14 regional thrift stores.

Epilepsy Foundation NE is governed by a 20-member volunteer Board of Directors. A 30-member Professional Advisory Board provides Strategy, Advice, Outreach to Epilepsy Foundation NE and act as Ambassadors for our mission. Western MA, Eastern MA, ME, NH, and RI Councils provide leadership for the epilepsy community in their regions and ensure that Epilepsy Foundation NE is attuned to each area's strengths and challenges. Councils contribute to networking and community-building activities for the epilepsy community in their area; conduct outreach to help build a network of people with epilepsy and their loved ones in their area; select and help run programs and activities that engage and connect people with epilepsy and their loved ones to each other and to the Foundation; support fundraising activities such as our Walk for Epilepsy; act as ambassadors for Epilepsy Foundation NE; support advocacy work in the region/state; and work as individuals and as a Council to implement strategies that decrease the stigma of epilepsy.



Program Highlights include:

Hope the Lion: Hope reminds everyone that where there is a person living with epilepsy, there is Hope. Lions represent courage, strength, and pride. Through Hope's positive message of resilience, we are flipping the script on epilepsy – providing comfort to children, families, and adults while raising awareness. People who follow Hope on social media participate in daily challenges and activities. Participants respond on social media with #whereishope.



EPILEPSY FOUNDATION

New England

Camp Programs: Camp affords individuals with epilepsy a chance to have fun in an environment designed for them, to make

friends, and to build their own confidence in their abilities. For families, it brings them together with others connected to epilepsy and provides an opportunity for new experiences with their loved one. Camps include a wide variety of offerings for ages and abilities. Program evaluation data shows that Purple Camps help participants have fun; try new things and succeed at taking challenges; have a better sense of self and his/her abilities; show respect for self, others, and community; build healthy relationships and demonstrate empathy; be more confident in ability to work through health challenges; and contribute to family, school, or community.



Young Leaders Network: Juggling school, work, friends, and growing into one's own is no easy feat for any young adult. It can be even tougher for those living with epilepsy. Started in 2017, today, the Young Leaders Network connects 500+ young people ages 15 to 25 in daily virtual meetings. We are connecting young people to each other and encouraging our next generation of leaders.



Epilepsy Resource Rooms: "Help" is at the core of Epilepsy Foundation NE. Launching in August 2020, Epilepsy Resource Rooms are staffed by a team of AmeriCorps members. An Epilepsy Resource Room is an area in/near an Epilepsy Center or hospital or in a virtual space, staffed by 1-5 AmeriCorps Service Members, that provides one or more of the following: active listening and support, basic patient/family education, community information and referral services, site-based support programs (e.g., peer support group), socialization programs (e.g., youth group), a library of helpful literature, and assistance to hospital staff with site-specific needs to improve support for their patients with epilepsy, such as helping patients prepare for telehealth appointments. Some clinics may have actual "rooms;" some "rooms" may be an area in the waiting room; some "rooms" will be flexible spaces dependent on daily availability; and in the time of the pandemic, Resource Rooms will be virtual spaces.

Remembrance Network: Each year, more than 1 in 1,000 adults and 1 in 4,500 children with epilepsy die from Sudden Unexpected Death in Epilepsy (SUDEP); the risk increases to 1 in 150 for people whose seizures are poorly controlled. Our #lightthewaytoday raises awareness of epilepsy and shines a light on the difficult reality that *epilepsy can be fatal* by encouraging actual and virtual candlelighting every spring. Our website, www.lightthewaytoday.org, provides education and support and a place to honor our loved ones. The "Remembrance Network" supports individuals and families who have experienced the loss of a loved one due to SUDEP (Sudden Unexpected Death in Epilepsy) or an epilepsy related death. The Network is comprised of trained and supervised volunteers who have themselves lost a loved one to epilepsy and would like to share their personal experience of loss and recovery to help others through this very difficult journey. The Remembrance Network can provide direct and immediate support.



Key Activity	Person(s) Responsible	20-21				21-22				22-23				23-
		q1	2	3	4	1	2	3	4	1	2	3	4	1
1. Effectively respond to the pandemic and prepare to advance our mission in the changing world by pivoting programs and services to effective virtual experiences, which may have enduring value for our client population, prioritizing services to Children, Youth, and Families.														
Develop a virtual services guidebook and ensure all service delivery staff receive regular training and supervision to ensure top quality services	Pres/CEO and Youth Services staff	x												
Conduct regular program evaluation of virtual programs for CQI	Pres/CEO with intern	x	x	x	x				x					x
Develop and implement an effective virtual camp season	Pres/CEO with Camp Coordinator	x												
Position Epilepsy Resource Room AmeriCorps Members to deliver the programs of Managing Epilepsy Well (Hobsctoch, PACES, UpLift)	Pres/CEO with AmeriCorps Project Directors	x												
Ensure goal and objective statements for each service area	Pres/CEO with staff			x										
Conduct annual stakeholder survey	Pres/CEO			x				x					x	
Annual impact reports produced and sent to donors and other key stakeholders	VP for Development		x					x					x	
Update the Logic Model for EFNE given new/changing services	VP for Development				x									
Implement Epilepsy Resource Rooms to provide connections for families and people living with epilepsy in epilepsy clinics in NH and MA ...	Pres/CEO with AmeriCorps Project Directors		x	x	x	x	x	x	x	x	x	x	x	x
in ME ...	Pres/CEO with ME Field Service Manager			x	x	x	x	x	x	x	x	x	x	x

Diversify Board for improved reach to philanthropic communities	Pres/CEO with Nominating Committee			x					x					x		
Pivot in person to successful virtual events	Dir of Spec Events and VP for Development	x	x	x												
Expand Boston-based corporate sponsorships using Board and PAB	VP for Development with Board	x	x	x												
Expand corporate sponsorship opportunities through webinar development	Dir of Spec Events and VP for Development	x	x	x	x	x	x	x								
Develop expanded multi-channel giving, such as SMS	VP for Development and Marketing Specialist	as revenue allows														
Launch annual Hope Gives campaign in association with start of the new academic year and Epilepsy Resource Room Year	Development Team		x													
Launch Honor Your Health Care Provider campaign as we recover from pandemic	Development Team	x	x													
Implement Annual Development Plan (see tabs by FY in this workbook)	Development Team	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Work with new Marketing Specialist to optimize digital, print, and media presence for development reach and success	VP for Development and Marketing Specialist	as revenue allows														
Conduct annual donor feedback survey for CQI	VP for Development		x					x						x		
3. Advance EFNE's Marketing Capacity to engage clients, donors, and providers.																
See "Marketing Plan" tab in this workbook for a detailed plan																
Search for Digital Marketing Specialist (DMS)	Pres/CEO with Marketing Committee	As Revenue allows														
Cleanup brand message across website homepage, social media channels, affiliate page on EFA website	Marketing Specialist and/or volunteers	x	x	x	x											
Improve Web site	Altos Marketing Firm	As Revenue allows														

Lead Capture Project	Marketing Specialist and/or volunteers		As Revenue allows					ongoing						
Add Text Capability to Salesforce: Prep for 0-17 Activities	Marketing Specialist and/or volunteers		x											
Integrate EFNE/Matty Facebook presence, boost EFNE page to DC Facebook follower	Marketing Specialist and/or volunteers		x											
New Campaign-- 0-17s	Marketing Specialist and/or volunteers		x	x	x	x	x							
Marcom coordination with Resource Rooms/AmeriCorps	Marketing Specialist with AmeriCorps Project Directors		x	x	x	x	x	x	x	x	x	x	x	
Influencer: School Nurse E-mails	Pres/CEO and AmeriCorps members		x	x	x	x	x	x	x	x	x	x	x	
New Campaign: Young Adults with E 18-24	Marketing Specialist			x	x	x	x	x	x	x	x	x	x	
New Campaign: Adult Men with Epilepsy (35 plus)	Marketing Specialist			x	x	x	x	x	x	x	x	x	x	
Influencer: Neurologists outside epilepsy centers	Marketing Specialist			x	x	x	x	x	x	x	x	x	x	
Influencer: School Nurse volunteer mailing	Marketing Specialist			x				x				x		
New Campaign: Adult Females with Epilepsy (35 plus)	Marketing Specialist					x	x	x	x	x	x	x	x	
4. Integrate supporting advances in research and finding a cure into EFNE's education, fundraising, and marketing tactics.														
Develop marcomm (print collateral, web presence) for research fundraising	VP for Development with Marketing Specialist		x	as revenue allows										
Develop major gifts prospect id plan	VP for Development		x											
Construct fundraising pyramid	VP for Development		x											
moves mgmt plan for target portfolio of 100	VP for Development			x										
Major fundraiser - 1 per year	Development Team			x				x				x		
Stewardship communications for research donors	VP for Development with Marketing Specialist		x		x		x		x		x		x	
Quarterly strategy and tactical meeting	EFNE Development Team with EFA Development + Research		x	x	x	x	x	x	x	x	x	x	x	

Recommended Marketing Implementation Plan for Epilepsy Foundation New England from the Community Action Partners (CAP) of the Harvard Business School and Harvard Kennedy School

Assumptions:		People:	Initials	9
Start of implementation:		September 2020	Susan Linn	SL
Total Incremental Budget:		\$75,000	Alison Zetterquist	AZ
Color codes:	New Marketing Action	Judy Bowe	JB	
	Ongoing Marketing for Existing Programs	Chanda Gunn	CG	
		Susan Welby	SW	
May-June 2020				
Get through COVID!!!!				
July-Aug 2020				
	Responsibility	Cost	Goal	Message
Search for Digital Marketing Specialist (DMS)		SL / AZ	\$60k/yr plus benefits	Best practice marketing
Job Description and Qualifications Document				
Cleanup brand message across website homepage, social media cha		SL	staff time	Best practice, brand consistency
Streamline Website per 'secret shopper' exercise				
	See Recommendations, including emphasis on messaging and adding 'new to epilepsy' section on website--Help for Today is front and center	JB / Altos	\$2,000	Better Navigation = Better Eng HELP FOR TODAY
Lead Capture Project		JB / SW / ???	already in budget	Develop professional, segmentable CRM
Get all stray mailing lists/contacts into Salesforce (Bill's laptop, walk participants etc) HUGE PRIORITY--THIS IS EFNE'S LIFEBLOOD!!!				
Add Text Capability to Salesforce: Prep for 0-17 Activities				
Hope Lion Campaign continues		???	already in budget	1k families by next Sept HELP FOR TODAY
Process and Email follow-up				
YLN and Kids Connect E-Mails and Texts		CG / Events	\$0 incremental	Add 100 participants by next Sept HELP FOR TODAY
Targeted emails to parents and eligible teens about upcoming meetings etc. Emails old, texts new				
Matty Walk -- Boston Walk support				
	We have done this before.....	SL	\$0 incremental	Maximize participation in Walk MAKING EPILEPSY HISTORY? HELP FOR TODAY?
Sept-Oct 2020				
Hire and Onboard Digital Marketing Specialist		Susan / Allison		
Integrate EFNE/Matty Facebook presence, boost EFNE page to DC Facebook followers				
Make EFNE FB the primary FB channel				
Continue Lead Capture, Website improvement projects		Various		HELP FOR TODAY
Add Onboarding email series for new leads, per recommendations, to educate about range of services and encourage social media follows				
Work with Altos to make top, botton, swipe navigation consistent; implement better age-based navigation				
New Campaign-- 0-17s -- Let's See How good we are at this		DMS	\$1,000	5 new YLN members / 3 new fa HELP FOR TODAY
Help For Today, Hope for Tomorrow emphasis				
Target epilepsy and family interest area on Facebook--exclude current followers--getting our feet wet				
Google AdWords by caretaker age/gender				
Microtargeting to reach right age group				
Segmented emails to parents				
Teen Social Media Influencers? If yes, ask them to post--feed them content				
Line up 3-4 YLN members for testimonial videos				
Marcom coordination with Resource Rooms/Americorps		SL / DMS / ???	\$0 incremental	Increase Newly Diagnosed mer HELP FOR TODAY
Specific landing page on website onto print materials				
Make sure capturing lead information at Clinics -- through Amersource, through online forms				
Influencer: School Nurse E-mails		SW / DMS	\$0 incremental	Build School Nurse Referral ch SEIZURE SAFE SCHOOLS

Recommended Marketing Implementation Plan for Epilepsy Foundation New England from the Community Action Partners (CAP) of the Harvard Business School and Harvard Kennedy School

					10
	Email to school nurses WHO HAVE NOT seen Susan in last ~18 months to do Go To Webinar in Oct				
	Email to school nurses who DID SEE Susan in last ~18 months with e-newsletter--get on regular mailing cycle				
	Capture contact info from all visits/webinars--enter into Salesforce				
Influencer: Pharmaceutical Company Sponsorship		JB / ????	\$0 incremental	\$\$, info, community	HOPE FOR TOMORROW
	Direct email / calling program				
	Make sure to capture all contacts into Salesforce, put on e-newsletter				
Hope Lion, YLN texts/emails, et al		Various	already in budget	Don't lose what we have	HELP FOR TODAY
Gala Preparation		Various	already in budget	Don't lose what we have	HELP FOR TODAY
Nov - Dec 2020					
Continue 0-17 Campaign, Marcom coordination, Pharma, Lead Capture					
New Campaign: Young Adults with E 18-24		DMS	\$1,000	Increase engagement with this	HELP FOR TODAY
	Paid Instagram -- target Epilepsy interest areas and age				
	Young Adult Social Media Influencers? If yes, ask them to post				
	Boosted Facebook posts to EFNE followers				
	Microtargeting to reach right age group				
	Text/SMS marketing tied to Salesforce				
Hope Lion, YLN texts/emails, et al		Various	already in budget	Don't lose what we have	HELP FOR TODAY
Year End Fundraising		JB/????	already in budget	Don't lose what we have	HELP FOR TODAY
Q1 2021					
Continue 0-17, 18-24 Campaigns, Marcom coordination, Pharma, Lead Capture					
New Campaign: Adult Men with Epilepsy (35 plus)		DMS	\$1,000	Increase engagement/voluntee	HELP FOR TODAY
	Facebook posts to EFNE followers targeting men				
	Influencers? If yes, activate and encourage				
	Direct emails to solicit volunteers for summer				
Influencer: Neurologists outside Amerisource coverage		SL / DMS	already in budget	Increase rural referrals	HELP FOR TODAY
Influencer: School Nurse volunteer mailing		DMS	already in budget	Build School Nurse Referral ch	SEIZURE SAFE SCHOOLS
Summer Camp recruiting emails, Spring Walks, March 'Cure' fundraiser			already in budget	Don't lose what we have	HELP FOR TODAY
Hope Lion, YLN texts/emails, et al		Various	already in budget	Don't lose what we have	HELP FOR TODAY
Q2 2021					
Continue 0-17, 18-24, Adult Men Campaigns, Marcom coordination, Pharma, Neuro, Nurses, Lead Capture					
New Campaign: Adult Females with Epilepsy (35 plus) ??????????		DMS	\$1,000	Increase engagement/voluntee	HELP FOR TODAY
	Facebook posts to EFNE followers targeting adult females				
	Promote Facebook fundraisers				
Summer Camp recruiting emails, Spring Walks			already in budget	Don't lose what we have	HELP FOR TODAY
Hope Lion, YLN texts/emails, et al		Various	already in budget	Don't lose what we have	HELP FOR TODAY

EFNE Strategic Priorities	Critical Success Factors Ideal State
1. Effectively respond to the pandemic by pivoting programs to effective virtual experiences with enduring value for our client population. Focus on engaging children, youth, and families, - especially caregivers, independent adult women, and intendent adult men - in virtual service settings and in physical locations nearest to where most people with epilepsy live (e.g., Greater Boston) or	All constituents respond well to the virtual experience; A physical presence remains as part of our services; Best practices for recruiting and moderating virtual services are shared; Remain realistic and up-to-date on the limits of the virtual environment
2. Effectively respond to the pandemic and changing world by pivoting revenue to effective online event and advancing individual campaigns, continuing to build diversified development tactics.	Retain/improve our client reach and offer needed services to our community; Research philanthropic engagement strategies in the changing world of social distancing and economic downturns, budgeting for consulting support if necessary; Advance bandwidth to engage individual donors through refocusing staff time and increasing volunteer support
3. Advance EFNE's Marketing Capacity to engage clients, donors, and providers through more effective social media, website, and engagement campaigns (#whereishope, Sail for Epilepsy, Epilepsy	Budget for additional staffing in a realistic timeframe; Maintain marketing as a consistent topic in organizational leadership discussions
4. Integrate supporting advances in research and finding a cure into EFNE's fundraising and marketing	Refer to research in marketing and development communications

General Critical Success Factors

- People (Staff, Learning, Development)
- Operations (Processes, Programs, Work)
- Marketing (Client Relations, Donor Relations, Responsiveness)
- Finances (Revenue, Assets, Facilities, Equipment)

FY21		BUDGET	
DIY's \$28,000	REV	EXP	net
DIY's	28,000		28,000
GENERAL \$150,000			
	REV	EXP	net
GENERAL (includes in memory)	150,000		150,000
DIGITAL APPEALS 29,000			
	REV	EXP	net
Digital End of Year (Oct-Nov)	16,000		16,000
Digital Hope (September)	7,000	250	6,750
Digital Light the Way (lead up to March 26)	3,000		3,000
Digital (Father's Day)	3,000		3,000
	29,000	250	28,750
"NO" GALAS \$50,000			
	REV	EXP	net
NO BOSTON GALA (November)	70,000	10,000	60,000
RI GALA			
	70,000		60,000
EVENTS \$76,000			
	REV	EXP	net
Matty RI GOLF (due to pandemic)	0	0	0
FALL RIVER GOLF (June)	20,000	10,000	10,000
JOSEPH'S HOPE (May)	21,000	4,000	17,000
SLAP OUT EPILEPSY (June)	35,000	600	34,400
SAIL FOR EPILEPSY KICK OFF (April)	45,000	14,000	31,000
	121,000	28,600	92,400
VIRTUAL COMMUNITY EDUCATION \$17,700			
	REV	EXP	net
WEBINARS (14)	2,100		2,100
FALL CONFERENCE	5,300		5,300
SPRING CONFERENCE	5,300		5,300
KETO EXPO ONLINE VENDOR FAIR (Jan)	5,000		5,000
	17,700		17,700
RESEARCH \$42,000			
	REV	EXP	net
DIGITAL APPEAL	2,000		2,000
RESEARCH EVENT	40,000		40,000
	42,000		42,000

MAJOR GIFTS \$75,000	REV	EXP	net
INDIVIDUALS	25,000		25,000
CORPORATE SPONSORS	50,000		50,000
	75,000		75,000

WALKS \$279,000	REV	EXP	DIFF
MATTY'S 5K	30,000	7,000	23,000
BOSTON	215,000	30,000	185,000
SPRINGFIELD MA	10,000	4,000	6,000
MAINE (Virtual)	7,000		7,000
NEW HAMPSHIRE (Virtual)	7,000		7,000
RI (Virtual)	10,000		10,000
TOTAL	279,000	41,000	238,000

GRANTS PRIVATE FOUNDATIONS \$81,000	REV	EXP	net
Boston Medical Center - Youth Services (HRSA)	8,000		8,000
EFA - EP LEARN HEALTH SYSTEM	25,000		25,000
Fogarty	2,500		2,500
Greenwich Rep Discretionary Funds	15,000		15,000
Greenwich Rep Discretionary Funds	8,500		8,500
Pfizer Advocacy			
Pfizer Unrestricted	10,000		10,000
PhRMA	12,000		12,000
	81,000		81,000

GRANTS GOVERNMENT \$500,085	REV		net
Mass Service Alliance Corp	262,820		262,820
Volunteer NH	237,265		237,265
	500,085		500,085

GRAND TOTAL **1,392,785** **69,850** **1,312,935**

FY21	Budget	Expense	Net
APPEALS - DIGITAL	\$29,000	\$250	\$28,750
CONFERENCES -VIRTUAL	\$17,700		\$17,700
DIY'S	\$28,000		\$28,000
EVENTS	\$76,000		\$76,000
GENERAL	\$150,000	\$14,600	\$135,400
GRANTS -government	\$500,085		\$500,085
GRANTS -private	\$81,000		\$81,000
NO GALAS - DONATIONS	\$50,000		\$50,000
RESEARCH	\$42,000		\$42,000
SOLICITATIONS (MAJOR GIFTS)	\$75,000		\$75,000
WALKS	\$279,000	\$41,000	\$238,000
	\$1,327,785	\$55,850	\$1,271,935

Plan 2017-2020: A look Back

May 6, 2020

The three-year 2017-2020 Strategic Plan aims were:

1. EFNE is a model nonprofit organization and is a model epilepsy-serving organization. We are a leader in making progress to advance practical solutions for people living with the challenges of epilepsy, and we do so through a top quality staff, a robust volunteer program, sound day-to-day financial management, growing an endowment, diversified revenue streams, and our network of collaborators and supporters, including our Donation Center.
2. EFNE provides accessible, helpful services for people living with epilepsy that make a measurable impact in all four states we serve.
3. EFNE's effective marketing and communications efforts achieve growing awareness and understanding, acceptance, and support for epilepsy in New England, including Sudden Unexpected Death in Epilepsy (SUDEP); EFNE is known as a resource by the epilepsy community, including providers.
4. EFNE is a leader in advancing support for research into epilepsy, especially in terms of fundraising for research.

Strategic priorities to accomplish these aims were:

1. Build invested leaders who can advance the mission within the Board of Directors and Professional Advisory Board; by developing regional leadership councils in RI, ME, and NH; and through engaging committed corps of advocates and of volunteers. *Update:* Action items for this priority were met to a great extent, including improvements in Board and Professional Advisory Board member recruitment and engagement, establishment of 5 Regional Councils, and improved volunteer management systems and recognition programs. Remaining to be completed: Systemic retainment and retention plan for Advocates.
- A close-up photograph of a young girl with light-colored hair and eyes, smiling broadly. She is wearing a purple t-shirt over a striped collared shirt. Her head is adorned with a festive hat made of several colorful balloons in shades of blue, pink, and green. The background is a soft-focus green, suggesting an outdoor setting with trees.
2. After the 2016-2017 period of dynamic growth, stabilize our core programs and services (i.e., epilepsy walks, support services, camp, public policy advocacy, employment services, education programs, and young adult programs) by implementing evaluation systems to measure impact over time, by developing a vetting process to pilot new program directions through our Board of Directors, and by leveraging the Donation Center to advance our programs and services. *Update:* Action items for this priority were met to a very great extent, including implementation of evaluation systems, establishment of a Board Programs and Services Committee, and organization-wide logic models. Programmatic linkages to our Donation Center were piloted with data demonstrating that further programmatic linkages were unlikely to be successful.

3. After the 2016-2017 period of rapid organizational change and development, stabilize organizational systems to reflect best practices in nonprofit management, including supporting our new development team, ensuring the Foundation’s organizational culture embodies our stated values, implementing top notch financial management systems, developing our human resource function to nurture staff, ensuring technology keeps pace with EFNE’s growth, and being sure that our office space meets EFNE’s evolving needs.



Update: Action items for this priority were met to a very great extent, including advances in Business and Administration systems, adoption of Human Resources policies and procedures, stabilizing of Development systems, and a move to a more appropriate physical office location. While we have made vast improvements in our CRM, Salesforce, data integration and organization-wide skill among our staff has room for improvement.

4. Building on the basic platforms put in place at the Foundation last year, developing and implementing a strategic framework for marketing and communications to advance EFNE’s goals, including leveraging our relationships with EF “national” and with our Donation Center.

Update: The action items for this priority were advanced to the extent that a Board Marketing Committee was established, the basic brand (imagery) and website were overhauled, marketing connectedness to “national” and to our Donation Center were studied, a pro bono

consultant assisted us with high level thinking about strategy, and a pro bono consulting group from the Harvard Business School’s Community Action Partners provided us with a Marketing Strategy and Action Plan in April 2020. The road ahead is to implement the Marketing Strategy and action plan.

5. Build EFNE’s programs and services and fundraising to be consistent across the New England region to ensure a balanced regional presence, including expanding staffing to meet the needs of people with epilepsy in RI, ME, NH, and Western MA.
Update: Field Service Managers were put in place in RI, NH, Western MA, and Southern ME. The role is clearly defined and there is a great deal of consistency in programs and services and in fundraising, especially in walks, across New England.
6. Grow fundraising for research in epilepsy by working in partnership with EF “national” to raise at least \$100,000 per year for research by 2020.
Update: EFNE surpassed this goal in 2019 and 2020.