



## **Episcopal Foundation of Dallas**

### Strategic Planning Workshops

#### **Day One, Two, and Three**

Thursday, September 30, 2021

Friday, October 1, 2021

Saturday, October 30, 2021

#### Facilitators:

Barbara H. McColm, CFRE

Patricia R. Thomson, PhD.



## **EXECUTIVE SUMMARY**

The strategic plan is one of the most important actions taken by an organization. The Episcopal Foundation of Dallas (EFD) board determined a new three-year strategic plan was needed to set direction for the foundation's future. The last EFD strategic planning was conducted in April 2014 and revisited in March 2017. In 2018, The Richards Group executed a rebranding of the Foundation and developed a new mission and vision statement as well as strategic marketing goals with the board. McColm & Associates was hired to lead the fall 2021 and utilized the ToP® planning process.

Technology of Participation (ToP)® is a powerful collection of structured facilitation methods that transfer the way groups think, talk and work together. The methods enable highly energized, inclusive and meaningful group collaboration that led to successful outcomes.

Pework included environmental scanning and update on the member statistics of the Episcopal Diocese of Dallas as well as trends noted from the 2020 pandemic impact on the local Episcopal churches. A confidential board survey was sent prior to the first workshop assessing the composition of the board, strengths, and opportunities for EFD's future. The environmental scan work was executed by the Executive Director, Pam Fellows Jamieson, Board President, Robbi Rice Deitrich and staff Jill Hurt. We appreciate the work of this team in assisting McColm & Associates in planning, organizing, and executing the strategic planning process for the Foundation.

### **OVERALL Workshop Question**

How do we, as trustees of the Episcopal Foundation of Dallas, position the Foundation over the next two to three years to utilize the resources entrusted to us, to increase funds available, and to strengthen the financial education for the parishes, schools and nonprofits located within our Diocese and maximize the impact of our shared community missions?

#### **Rational Aim:**

To plan and understand the opportunities that exist for the Foundation

#### **Experiential Aim:**

Instill ownership, commitment, and accountability for action

**ATTENDEES:**

Thursday, September 30, 2021

Chris Ayres  
Kam Bakewell  
Robin Caldwell  
Pat Carrigan  
Phillip DeBryun  
Robbi Rice Deitrich  
Ken Hanks  
Jill Hurt  
Pam Fellows Jamieson  
Ford Keith  
Eugenia King  
TJ McCoy  
Charles Mooney  
Elizabeth Trupiano  
Crayton Webb  
Andy Welch  
Dan Wilson

Friday, October 1, 2021

Chris Ayres  
Kam Bakewell  
Robin Caldwell  
Pat Carrigan  
Phillip DeBryun  
Robbi Rice Deitrich  
Pam Fellows Jamieson  
Ken Hanks  
Jill Hurt  
Fort Keith  
Eugenia King  
TJ McCoy  
Charles Mooney  
Elizabeth Trupiano  
Crayton Webb  
Andy Welch  
Dan Wilson

Saturday, October 30, 2021

Kam Bakewell  
Pat Carrigan  
Robbi Rice Deitrich  
Ken Hanks  
Jill Hurt  
Pam Fellows Jamieson  
TJ McCoy  
Jed Nau  
Bishop George Sumner  
Elizabeth Trupiano  
Crayton Webb  
Andy Welch

McColm & Associates Facilitators:

Barbara H. McColm. CFRE  
Patricia R. Thomson, Ph.D.

## ENVIRONMENTAL SCAN

**Mission:** *The Episcopal Foundation of Dallas exists to strengthen and support faith communities by partnering wise investments with purposeful giving.*

**Vision:** *The Episcopal Foundation of Dallas aspires to free our ministries, grow wealth through wise investments, lift financial burdens of those who serve, and maximize the impact of our shared missions.*

### **Values:**

*We support ministries of social engagement of the Gospel*

*We practice disciplined investing*

*We are motivated by Christian faith*

*We are led by committed laity and clergy*

**Current Assets:** \$46,275,685 as of 6/30/2021

**Board of Trustees:** 17

### **Diocese of Dallas Statistics:**

- Number of Episcopalians in Diocese: 30,448
- Number of baptized Episcopalians: 15,047 (49%)
- Diocesan church membership: 10,443
- Average Sunday Attendance: 3,813 (37%)

## DAY ONE OPENING FOCUSED CONVERSATION:

What words come to mind when you think of the Foundation?

*Convener; Supporter; Giver; Helper; Generous; Unrealized potential; Resources; Knowledge; Multi-faceted; Steward; Trusted; Misunderstood; Resources; Forward-thinking; Diocesan relationship; Stability; Focused giving; Engaged board*

What are some key events and accomplishments of the Foundation?

*Positive investment results; Hiring Pam as the Executive Director*

What have been a big success for you as you support the work of the Foundation?

*Community engagement is evolving; Grant process and impact. Forcing strategic planning to happen by putting it on our list.*

*Investment process. Results of The Richards Group market survey and branding. We are better at getting the word out. Quality and commitment of the board. Diversity. Getting to know other people in parishes. Commitment to diversification. Foundational work especially this workshop bringing us all together. A lot of 'firsts' in the first four years of new staff leadership – the organization is 'ready. Professional presentations are ready to go. Completed tool kit. Conviction and dedication especially using Vanguard. The dynamic is strong and dedicated people have an in-depth understanding of the market. This organization is continually self-examining and is making the foundation grow i.e., the investment process, strategy work and research.*

What events have been challenging?

*Not following through on the last strategic plan. No measurable actions and not knowing how to set the last plan forward. Can we really go to "transformational" as a foundation? Are we set up with the right framework? Do we need KPI's to hold ourselves accountable? Does the board need to be more process oriented? Eugenia King made this foundation more successful by being more measurable for greater growth.*

What do you hope to accomplish through this planning?

*Become a beacon of light with everything cascading from there. Everyone is on the same page; Re-enforcing the good and moving forward on the mission. Knowing what we do well and identifying things we should be doing better. "Vision Cast" about what we want to do. Understanding our role better and how to help expand the mission. Financial education and match with our mission – are we focusing on our ministries? Ways to communicate our mission around our financial management. Individual board commitment in helping EFD achieve impact. Committees knowing their direction Disappointed we don't compete effectively with foundations such as St. Michael's over the \$5 Million threshold - maybe we need to admit we are not where we should be. Creating a strategy with a longer timeline so things get done. Organizational change that will make our planning a reality. A great plan if not executed will not move the foundation forward. Board members need to understand what makes us distinctive and the advantages the Foundation has for additional support.*

Episcopal  
Foundation  
of Dallas

*Strategic  
Planning*

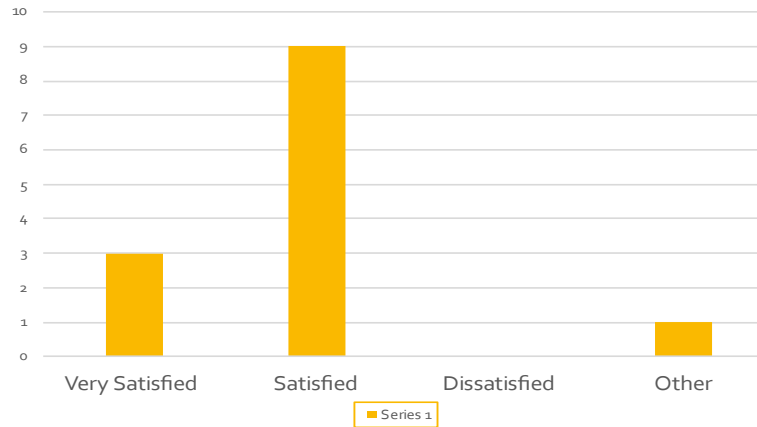
# Board Survey

September 2021

What is your  
sense of the work  
being  
accomplished by  
the Foundation  
today?

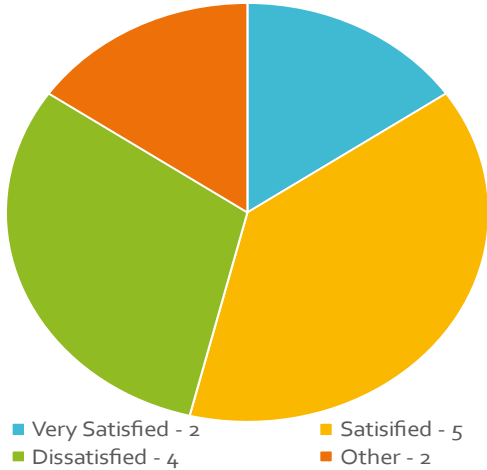
Participants  
13 of 19 Responses

*"Has been enhanced significantly and is on the road to  
being more significant "*



What is your perception of the composition of the Board in representing the diversity of the Diocese?

Diversity of the Diocese Representation

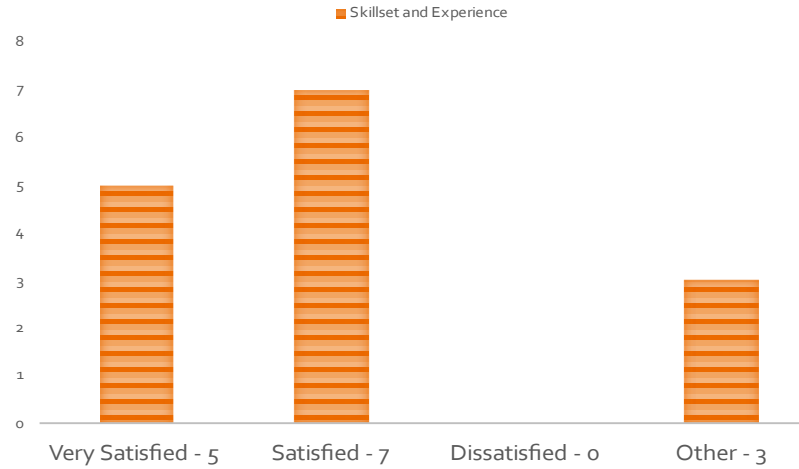


Diversity of Board Comments

- *Is matching the mix of the Diocese important?*
- *In the last years, it appears that another parish or so has been added to the board which is good.*
- *We have made progress in diversity and inclusion, but should never be satisfied with the status quo.*
- *It is critical to the mission that we have strong financial/market experience.*
- *It is important to have different size parishes represented on the board from a broader geographic area.*

What is your perception of the composition of the Board in representing the skillset and experience needed to best execute the work of the Foundation

### SKILLSET AND EXPERIENCE



### Skillset and Experience Comments

- *We have added some very strong financial and management board members.*
- *Perhaps someone with private educational experience such as a head of school would make us more aware of this community.*
- *We always seem to be on the brink of a shortage of talent in one area or another.*

In your opinion,  
what are the top  
strengths of the  
Foundation?

- *Top notch business and investment professionals*
- *Excellent Executive Director and staff*
- *Strong board members that bring other necessary diversity of skills and talents*
- *Commitment to supporting the ministries of the Church*
- *Investment Management Strategy - Investing wisely and with discipline; securing strong returns with low competitive fees for clients*

In your opinion,  
what are the top  
strengths of the  
Foundation?

Continued

- *Individualized client service*
- *Best selling point is EFD grants*
- *Giving to a diverse group of non -profits*
- *Focus on the mission*
- *Vetting of potential donees to funding recipients*
- *Led by people with vestry experience and Episcopal roots across the Diocese*
- *Relationship with the Bishop and Diocese; Independence from the Diocese structure but closely aligned with ministries and needs*



In your opinion,  
what are the top  
strengths of the  
Foundation?

Continued

- *Growing diversity by adding members of parishes and schools that invest with EFD*
- *No "entry" level of investment that keeps organizations from participating*
- *A shared Christian faith and values*

Is the work of  
the Foundation  
efficient and  
satisfactory?

Yes - 11

Other - 2

- *So efficient that we may not be utilizing the time and skills of all our board members. Do trustees believe their help is needed?*

What areas of our work could be improved?

- Ongoing challenge of parishes and churches knowing who we are
- More time needed spent on future strategy, not on the past
- Need to sell what we do and what value we add; we are not a middle man investing in Vanguard
- Showcasing work of EFD to a larger audience

What areas of our work could be improved?

- Broader Diocesan representation on the board
- Develop relationship with key clergy in Diocese
- Seek additional revenue sources
- Additional publicity by sharing work, mission and impact on the Diocese
- Focus on churches with < \$5mm in assets
- Board size, tenure could be re-worked
- Restructure of the Executive Committee

What areas of our work could be improved?

- Continue to “polish” the EFD presentations
- More site visits to expand visibility
- Trustees need expertise in outreach and EFD message
- Showcasing EFD to a larger audience
- Further refinement of grants vs. mission; who do we support and why

What opportunities do we have before us?

Exposure to the worldwide church leadership for new ideas

Diocese encourage every parish to have an endowment

Opportunity to merge the two foundations for increased efficiency and focus

Seek collaborations for greater exposure

What opportunities do we have before us?

Continued

Greater development of the Brand

Sharing grantee stories to a broader audience

Targeting right sized churches and parishes to invest

Offering services to individuals/families

What role or roles and new services to support the world today should the Foundation undertake to enhance the parishes and schools that comprise the Diocese?

Expand investment menu to accommodate higher liquidity funds

Grow Donor Advised Funds

Build Planned Giving Strategy

**Board of Trustee Survey Review Comments:**

- *Define diversity for future Trustees with consideration of Episcopal faith, highly educated demographics, financial requirements and the people we serve*
- *Marketing and Storytelling is the key to a broader audience.*
- *The graph of our financials shows stability, but no movement up compared to inflation*
- *An “echo chamber” against ourselves can occur if we do not bring other outside voices “into the room”.*
- *Grants recipients know the Foundation. Should we consider an “Advisory Board of Recipients” and would this be worth the effort?*
- *How do we begin comparing ourselves against other Episcopal foundations?*
- *We as board members need to recognize that there is a finite universe that would meet the interest of investing in the Foundation. We should focus on this universe when making decisions on growth.*

**Episcopal Foundation of Dallas  
Strategic Planning Workshops**

<b>Practical Vision Workshop</b> <b>Workshop Question:</b> What do we want to see in place in 2-3 years as a result of our actions? <b>Rational Aim:</b> Reveal the team’s hopes and dreams. <b>Experiential Aim:</b> Group ownership of a common vision of the future.				
<b>Foundation Mission Visibility and Focus</b>	<b>Targeted Fundraising Strategy</b>	<b>Long-Term Professional Investment Management</b>	<b>Balanced and Impactful Grants</b>	<b>Effective and Agile Board &amp; Foundation Structure</b>
Social/ Digital Presence	Client Contact & Appreciation	Continue Strong Investment Results	Make Large Impactful Grants	Examine Staffing and Support Needs
Award Annual Bishop Garrett’s Gift at Convention	Grow Funds Through Increased Donations	Grow Corpus of EFD and EHF	Create Large Impact Grants as Result of EHD/EFD Merge	Merge/Combine Two Foundations to Increase Impact with Greater Efficiency
Known to be the Resource for Investment Management for Parishes Less Than \$5M	Meet with Every Rector and Listen	A Reliable Continuity of Professional Investing	New Impactful Grant Opportunities	A Board Representative of all Communities We Serve
Market Success of Grant Recipients	Increase Number of Investment Partners for Parishes & Schools	Investment Results Meet or Exceed Benchmarks	Measured Outcomes for EFD Grants to Avoid “Evergreen” Grants	Evaluate Board Meeting Content and Structure
Increase Total Money Granted	Establish Donor Advised Capability for Individuals & Families	Reconfirm Appropriate Investment Policy and/or Consider Multiple Policies	Require Outcome Reports	

Foundation Mission Visibility and Focus	Targeted Fundraising Strategy	Long-Term Professional Investment Management	Balanced and Impactful Grants	Effective and Agile Board & Foundation Structure
Increase Visibility to Increase Giving and Impact	Increase Number of Individual Donors	Seek High-Quality Third-Party Investors		
Focus Investment Management for Midsize Parish	Acknowledge/ Embrace Limited Universe			
Create Brand Awareness Diocesan-Wide				

## DAY ONE - FINAL FOCUSED CONVERSATION

What were key elements of the workshop today?

*There was a lot of work done today; Everyone had a voice – we did work as individuals, as a group and then the whole room participated; We WILL make changes*

What seems most critical?

*Marketing; Follow-through; Structure; Responsibility; Never do we want to waste people's time. How do we utilize our trustees' best skillsets?*

What questions do you want answered tomorrow?

*We need a roadmap, and can this be done in a day?*

How do you feel at the end of this day?

*Enlightened; I see progress; This is helpful; I find this interesting.*



**Underlying Contradictions Workshop**

**Workshop Question:** What is blocking us from moving toward our vision?

**Rational Aim:** Identify the obstacles to our vision

**Experiential Aim:** Feel sure we have identified our underlying issues

<b>Neglected Agility and Consistency with Board Expectations and Organizational Governance</b>	<b>Undefined Fundraising Strategy for Disparate Targets</b>	<b>Competing Loyalties for Grant Impact</b>	<b>Unidentified &amp; Un-customized Messaging for Key Stakeholders</b>	<b>Unsophisticated Marketing Strategy that Lacks Stakeholder Segmentation</b>	<b>Undervaluing &amp; Underselling Unique Resources We Are to Our Episcopal Community Ministries</b>
Confusing expectations for board members	Unidentified individual targets	Reluctant to change grant process reactionary vs. proactive	Unclear path to content creation	Unidentified marketing strategy	Fear of taking credit
Unidentified skill sets of trustees	Competing audiences: grant seekers; investors	Unclear desired grant outcomes	Unsophisticated target investors	Underutilization of grantee stories	Underselling team accolades and experiences
Unidentified pipeline of investment committee future candidates	Competing with parishes for individual school's donors	Current grant structure discourages large grants	Misunderstood value proposition	Unclear budgetary needs for marketing	Limited discussion around meeting ministry needs
Outdated meeting structure	False security with current client managers	Reluctant to make bold grant commitments	Clarification of our business model	Overlapping strategies and goals	
Clarification of the expense side of our budget i.e.,confusing budget	Split between engaging parishes vs individual donors/investors	Disjointed grant history	Neglected by DOD management	Prioritization of stakeholders is needed	
Neglected support of growth	Conflicting financial asks	Tendency towards smaller grantee support			


Neglected Agility and Consistency with Board Expectations and Organizational Governance	Undefined Fundraising Strategy for Disparate Targets	Competing Loyalties for Grant Impact	Unidentified & Un-customized Messaging for Key Stakeholders	Unsophisticated Marketing Strategy that Lacks Stakeholder Segmentation	Undervaluing & Underselling Unique Resources We Are to Our Episcopal Community Ministries
Fragmented relationships with parishes hinder board diversity	Unclear reason why we are fundraising: are we increasing number of clients to grow Episcopal Fund				
Uncertainty over combining EFD & EHFD to one entity	Confusing and disjointed fundraising strategy				

**Strategic Directions Workshop**

**Workshop Question:** What innovative, substantial actions will deal with the underlying contradictions and move us toward our vision?

**Rational Aim:** Enable the group to create clearly focused yet innovative and empowering strategies that set the course of the organization

**Experiential Aim:** Generate excitement about collaboration within the group and new commitment to practical possibilities

<p><b>Action Area: <i>Customizing Fundraising Strategies</i></b></p> <ul style="list-style-type: none"> <li>● Build strategy for each stakeholder group and develop specific priorities for each</li> <li>● Develop gift strategies for individuals, major donors and planned giving donors</li> <li>● Build action plan for each stakeholder group</li> <li>● Create targeted outreach plan based on needs/interests of various potential donors</li> <li>● Develop outreach to Episcopalians with financial resources and interest in setting up donor advised funds</li> </ul>	<p><b>Action Area: <i>Developing New Products</i></b></p> <ul style="list-style-type: none"> <li>● Targeted product(s) for rectors, donors on Donor Advised Funds for the benefit of a specific church</li> <li>● Determine options (if any) to serve as investment advisors for Episcopal nonprofit organizations</li> </ul>	<p><b>Action Area: <i>Improving Communication</i></b></p> <ul style="list-style-type: none"> <li>● Create Communication Committee</li> <li>● Create web page highlighting board expertise and results</li> <li>● Model messages for LOW &amp; HIGH sophistication level audiences</li> <li>● Get to know our client needs by introducing ourselves showing professional experience &amp; Episcopal involvement</li> <li>● Develop materials to educate our constituencies by showcasing foundation work and successes</li> </ul>	<p align="center"><b>Strategic Direction #1</b></p> <p align="center"></p> <div data-bbox="1585 651 1934 833" style="border: 1px solid black; padding: 10px; text-align: center;"> <p><b><i>Positioning the Foundation to raise more money</i></b></p> </div> <p align="center"><b>Team: Marketing and Communications Committee</b></p> <p align="center">Barbara McColm - Chair</p>
---	---	--	---

## Strategic Directions Workshop

**Workshop Question:** What innovative, substantial actions will deal with the underlying contradictions and move us toward our vision?

**Rational Aim:** Enable the group to create clearly focused yet innovative and empowering strategies that set the course of the organization

**Experiential Aim:** Generate excitement about collaboration within the group and new commitment to practical possibilities

### **Action Arena: *Reformulating the Grant Structure***

- Allocate funds for two large grants:
  - Community (\$50K+)
  - Bishop Garrett (\$ TBD)
- Define and accept new grant opportunities
- Set aside a percentage for Impact Grants

### **Strategic Direction #2**



***Optimizing grants  
structure for greater  
impact and exposure***

**Team: Grants Committee**

Pat Carrigan - Chair

## Strategic Directions Workshop

**Workshop Question:** What innovative, substantial actions will deal with the underlying contradictions and move us toward our vision?

**Rational Aim:** Enable the group to create clearly focused yet innovative and empowering strategies that set the course of the organization

**Experiential Aim:** Generate excitement about collaboration within the group and new commitment to practical possibilities

### **Action Arena: *Setting Expectations and Board Development***

- Revamp board onboarding process
- Directed letters to rectors based on a developed skill set matrix for future board members
- Expand board members in communication and marketing
- Empower proactive committee activity in support of mission
- Include non-board members on select committees to add new expertise and broaden perspectives
- Include community mission segment in each board meeting
- Propose budget to flesh out marketing plan

### **Strategic Direction #3**



***Strengthening our  
board for growth***

**Team: Board Development and  
Nominating Committee**

Elizabeth Trupiano - Chair

## **FINAL FOCUSED CONVERSATION - DAY TWO**

What words or phrases did you hear as we worked through our planning?

*Use the wisdom in the room; Everyone's voices will be heard; Finding common goals; Trust the process.*

Where did we struggle most?

*Underlying contradictions – using negative words; Struggled not getting to tactical steps today.*

What was the turning point?

*The “aha” moment five minutes before we ended the strategic directions; “I did not see that coming” This has been a Kingdom Building Day; What we offer is to a smaller community; We offer continuity and expertise; Presentation by Andy Welch and Pam Jamieson was very helpful.*

What is your new vantage point?

*Our box is bigger – we have more things to do; I was waiting for a “reset” to be revealed; There is a lot more focus and concrete actions than I thought. There is no heavy lifting on any one person. This will not scare people away. I am a ‘newbie’ and today I see where I can be of assistance and what I can contribute.*

## **FOCUSED IMPLEMENTATION Day Three**

**Saturday, October 30, 2021**

**Attendees: 14**

### **Strategic Direction Team #1**

***Positioning the Foundation to raise more money***

TJ McCoy

Kam Bakewell

Barbara McColm

Crayton Webb

Bishop George Sumner

### **Strategic Direction Team #2**

***Optimizing the grant structure for greater impact and exposure***

Pat Carrigan

Robbi Rice Deitrich

Ken Hanks

Jill Hurt

### **Strategic Direction Team #3**

***Strengthening our board for growth***

Elizabeth Trupiano

Jed Nau

Andy Welch

Pam Fellows Jamieson

# First-Year Accomplishments

## Strategic Direction: #1 *Positioning the Foundation to raise more money*

Current Reality	First Year Accomplishments	Success Indicators
<ul style="list-style-type: none"> <li>• General unawareness of EFD among stakeholders</li> <li>• Who are our stakeholders?</li> <li>• Confusion between fundraising and investing</li> <li>• What resources do we have for marketing (\$ and people)?</li> <li>• What is the ask with different groups within our EFD universe?</li> <li>• Rectors are reluctant to seek planned giving dollars</li> </ul>	<ul style="list-style-type: none"> <li>• Define audiences</li> <li>• Identify appropriate platform for those audiences</li> <li>• Customize content for targeted audiences</li> <li>• Budget (define) allocation for initiatives</li> <li>• Develop a needs assessment tool including planned giving</li> <li>• Create a focused impact area</li> </ul>	<ul style="list-style-type: none"> <li>• Targeted messages to our audiences</li> <li>• Investments &amp; donations increase</li> <li>• Communication Strategy for defined audiences</li> <li>• A new product/needs assessment for churches in place</li> <li>• Results of activity on focus impact areas is increased</li> <li>• Fundraising strategy in place</li> <li>• Strategy in place for growth in planned giving</li> </ul>

## First-Year Accomplishments

### Strategic Direction: #2: *Optimizing the grant structure for greater impact and exposure*

Current Reality	First Year Accomplishments	Success Indicators
<ul style="list-style-type: none"> <li>• Same organizations apply every year</li> <li>• Reactive vs. Proactive</li> <li>• Minor impact for multiple organizations</li> <li>• Skittish about large grants vs spreading around</li> <li>• No grantee or public recognition for what EFD does</li> <li>• No meaningful large dollar impact grant requests</li> <li>• Confusion of allocation with Diocese</li> </ul>	<ul style="list-style-type: none"> <li>• Design and implement a major grant strategy</li> <li>• Implement an “EFD Annual Parish five figure Grant” to be announced at Convention 2022</li> <li>• Design “EFD Diocesan Advised Giving” percentage</li> <li>• Design and identify targets for large impactful grants (five-six figure gift) beginning allocation of dollars in 2022.</li> <li>• Redesign allocation of remaining funds considering limits and minimum amounts</li> </ul>	<ul style="list-style-type: none"> <li>• Outcomes are known</li> <li>• Policy established for impactful grants</li> <li>• EFD is recognized for grants and gifts: Convention EFD Annual Parish Grant; EFD Diocesan Advised Giving and large multi-year community organization gift</li> <li>• Public recognition occurs each quarter of the year</li> <li>• Quality grant applications in targeted areas are implemented</li> <li>• Big Idea collaboration with other Diocese churches makes impact</li> </ul>



## First-Year Accomplishments

### Strategic Direction #3: *Strengthening our board for growth*

Current Reality	First Year Accomplishments	Success Indicators
<ul style="list-style-type: none"> <li>• COVID-19 impacted onboarding process</li> <li>• Hard to find board members</li> <li>• Cumbersome onboarding materials</li> <li>• All board members do not know grant recipients</li> <li>• Not making efficient use of board members skills</li> <li>• Board meeting content not strategic</li> <li>• Uneducated board on investment process and status, grant recipients</li> <li>• Long tenure</li> <li>• Pam &amp; Andy only pitch people</li> <li>• No community representatives</li> <li>• Fragmented relationships with parishes hinder board diversity</li> <li>• Uncertainty over combining EFD and EHFD to one deity</li> </ul>	<ul style="list-style-type: none"> <li>• Formal Vanguard presentation to full board</li> <li>• Board presentations from grant recipients</li> <li>• First term board members attend one of each committee meetings</li> <li>• Refocus board meetings</li> <li>• Reach decision whether to merge EFD/EHFD</li> <li>• Directed letters to rectors and headmasters for board membership</li> </ul>	<ul style="list-style-type: none"> <li>• Pipeline of candidates for board diversification and maintaining board skill set</li> <li>• Multiple pitch people (3+) for better story telling</li> <li>• More educated board</li> <li>• Larger, more diverse board including ex-officio and non-local representation</li> <li>• Updated board meeting structure for education and engagement</li> <li>• More engagement with parishes, missions, and schools</li> </ul>

## First Year Accomplishments Timeline

Strategic Initiatives	Quarter One Jan- Feb-Mar 2022 FY QTR 1	Quarter Two Apr-May-June 2022 FY QTR 2	Quarter Three Jul-Aug-Sept 2022 FY QTR 3	Quarter Four Oct-Nov-Dec 2022 FY QTR 4	Year Two 2023
<b>Strategic Direction #1:</b>  <i>Positioning the Foundation to Raise More Money</i>	-Needs Assessment Tool Developed	-Development of Strategy for defined audiences  -Communications Strategy for defined audiences completed	-Budget defined for allocation initiatives		
<b>Strategic Direction #2:</b>  <i>Optimizing Grant Structure for Greater Impact</i>	-Grant Strategy defined  - Impactful 2023 grants of \$50K to \$150K designed	-Design EFD Diocesan Giving amount for Grant Committee. -Design allocation parameters of remaining funds <\$50K (limit # and min amt) EFD Diocesan Giving and Impact grants	-Implement the “EFD Annual Parish Grant Award” of a five-figure gift to be announced at Convention 2022		
<b>Strategic Direction #3:</b>  <i>Strengthening our Board for Growth</i>	- Refocus board meetings - Formal Vanguard presentation to full board -Grant recipient presentations -Reach decision whether to merge EFD/EHFD - Refine onboarding process	- Directed letters to rectors and headmasters for board membership - Review and recommend changes to board tenure and size	-1 <sup>st</sup> term board members attend one of each committee meetings		

## **90 DAY IMPLEMENTATION PLANS**

*See 90 Day Implementation Plans Addendum*

### **FINAL FOCUSED CONVERSATION – DAY THREE**

As we complete our third day, what were you hesitant about the planning process?

*I was concerned that not as many board members participated on this day as the first sessions. More people will need to be aligned to the third days work; This must be top of mind moving forward; I was pleased to have the Bishop attend and help with the priorities of the diocese.*

What surprised you with the work today?

*How complicated it will be to re-design our grant structure. We have to quickly consider impact grants and other priority grants. Are we going to be able to follow through this time? This seems to be streamlined and opens up a whole world of opportunities. This process has been invaluable to me as a new board member. I think it has been important that each person has brought new ideas to the table and has contributed something to this effort.*

What you want to see moving forward?

*Growth; Progress; Direction; Engagement; Enthusiasm; Excitement; Cohesiveness; Energized; Stronger Reputation!*



**Barbara H. McColm CFRE**

**(817) 201-6977**

**Patricia R. Thomson Ph.D.**

**(817) 501-0174**