Strategic Plan 2015-2019

Table of Contents

I. Introduction: About the Planning Process ................................................................. 3
II. Our Mission, Vision, and Guiding Principles .......................................................... 4
III. The Existing Situation ............................................................................................. 4
   A. Oversight, Management and Organizational Capacity
   B. Financial, Program and Organizational Effectiveness
   C. Grantmaking
   D. Direct Programs
IV. Overarching Themes and Shifts in Strategy ........................................................... 7
V. Areas of Strategic Development ............................................................................. 8
VI. Monitoring Our Progress ....................................................................................... 11

Appendices:
   A. FCF Timeline
   B. Youth Development Trends from Paul Vandeventer, CEO of Community Partners
   C. Strategic Priorities Notes
   D. Youth Development Map & Opportunity Scan
I. INTRODUCTION: ABOUT THE PLANNING PROCESS

Founded in 1999 by Alan C. and Daveen Fox, the foundation began making grants for education in 2003, and over the past decade has become known for its venture funding of innovative projects and its ‘beyond the check’ service, delivering high engagement, pro-bono non-financial assistance to grantees and programs we incubate. Since inception, The Foundation has awarded grants of more than $4 million and made grants of close to $250,000 in 2014.

In the Fall of 2013, the Frieda C. Fox Foundation entered a period of transition due to the transfer of a significant grant and program initiative, Education by Nature, the growth of its work in youth philanthropy through Youth Philanthropy Connect, and the departure of its long-time Executive Director, Dana Marcus. These shifts were the catalyst for the Board of Trustees of the Frieda C. Fox Family Foundation to affirm the Foundation’s mission, celebrate the successes of the past, and seriously consider how to move forward in the future.

2014 has been dedicated to strategic planning for the foundation while investing heavily in Youth Philanthropy Connect and the Junior Board’s grantmaking and completing our financial investments in Education by Nature and its implementation sites.

Each of the quarterly board meetings dedicated some time to careful consideration of the mission and goals of the foundation for the future:

March 2014: The board began strategic planning by reviewing and refining the process and guiding questions. We also produced a timeline of events that encapsulated the foundation’s history thus far. (Appendix A and pictured below)

June 2014: Guest speaker Paul Vandeventer, CEO of Community Partners, presented on trends in Los Angeles philanthropy and opportunities for impact and held a hearty discussion with the board members. (Appendix B)

October 2014: The board dedicated a meeting to strategic planning. Using appreciative interviews (during which board members interviewed one another about their views of the foundation and its future), the board was able to pinpoint some areas of interest and began to formulate how to translate that into the work of the foundation in the future. (Appendix C & D)

December 2014: The board will review and discuss feedback to the plan for it to be finalized and voted on for acceptance.

FCF Strategic Plan 2015-2019
II. OUR MISSION, VISION, and GUIDING PRINCIPLES

**UPDATED** Mission: The Frieda C. Fox Family Foundation maximizes the potential of children and youth in our communities through incubating innovative, smart, and scalable solutions in education and youth development. We have an affinity for smaller or start-up organizations and those based in California although we are open to organizations across the United States.

*The most notable update to the mission statement is that we are now not geographically defined for our grantmaking.*

**Vision:** All children should enjoy strong and effective learning environments that encourage their talent, creativity, and excellence, irrespective of their families’ socio-economic circumstances.

**Guiding Principles:** Our guiding principles and family culture are summarized by our values, practiced each day in our activities and our dealings with the community. Through our work we encourage, support, and are committed to the development of **learning skills, talent and creativity, healthy environments for children, humanity, and impact and effectiveness.**

III. THE EXISTING SITUATION

To see a brief history of the organization, please see Appendix A for a timeline of the foundation.

**A. Oversight, Management and Organizational Capacity:**

**Board:** The Board currently consists of eight (8) trustees, recently updated from seven as outlined in the by-laws. Five (5) trustees are family members and three (3) are long-time and respected family colleagues and friends. All but one board member have been in service for more than two years—three have been on the board since its inception.

**Junior Board:** The Junior Board is open to all members of the Fox family ages 8-21. It currently has 7 members who range in age from 10 years old to 19 years old and includes three youth from family friends who have be invited to join.
**Staff:** The Foundation has two full time staff: an executive director (Annie Hernandez, Ph.D.) and an incoming youth philanthropy program director (TBD; filled currently PT by Katie Marcus Reker—also a board member) and four part time staff: a program assistant (Alexis Marion—also a board member) and three interns working on Youth Philanthropy Connect (Mike Tracy, Khayriyyah MuhammadSmith, and Samantha Saltzman—also a junior board member).

The Foundation receives non-paid bookkeeping, human resources, and technology support from ACF Property Management equivalent to up to one part time employee. In addition, The Foundation makes use of consultants for accounting/tax preparation, legal support, and others as needed.

**Active Committees:**

- **Investment Committee:** This committee reviews the investments of The Foundation and makes recommendations and actions to ensure the highest and most effective return on The Foundation’s assets.

- **Junior Board:** This committee consists of family members and others invited ages 8-21 to learn about philanthropy through individual and group grantmaking. Each member receives $2,000/year to nominate one or two nonprofits to receive a grant. They also started working together in 2014 to collaboratively give $50,000 in grants.

- **YPC Leadership Team:** This committee consists of youth ages 12-21 from across the United States who have attended Youth Philanthropy Connect and want to help grow and lead the initiative. In 2014, this group consists of 14 youth from 11 foundations.

**Space:** Staff of The Foundation work remotely although there is storage and a small office space provided on the ground floor of ACF Property Management Headquarters Building and make use of additional meeting space also in that building.

**B. Financial, Program and Organizational Effectiveness:**

- Assets of The Frieda C. Fox Family Foundation currently stand at some $6 million, with $2 million being invested as program related loan to Country School for their building and land. The Foundation continues to maintain a diverse portfolio and to have confidence in its managers.

- The Foundation is relatively expensive to operate compared to other grant-making foundations. This reflects the strategic decision by the Board to develop and support more pro-active—and staff intensive—programs.
C. Grantmaking:

The Foundation presently operates three grantmaking programs utilizing Foundant’s online grants management system, highlighted below.

**Junior Board (2014= $64,000):** Individual grants of $2,000 each to mission-aligned nonprofits; $50,000 in collaborative grants to nonprofits teaching Science, Technology, Engineering, and Math through the Arts.

**Youth Philanthropy Partnership and Mini Grants (2014= $115,000):** Grants to national nonprofits interested in partnering with us to develop needed resources or efforts to build the number of organizations investing in and encouraging youth participation in philanthropy. In 2014, these have included Foundation Center, National Center for Family Philanthropy, Exponent Philanthropy, and 21/64.

**Transition or Short-term Grants (2014= $70,000):** Grants to organizations who are taking on the Education by Nature Initiative transitioned out of The Foundation in 2013; Small grants made for special circumstances to existing grantees.

D. Direct Programs

In additional to grantmaking, The Foundation operates one program, Youth Philanthropy Connect (YPC). Formed in 2011, connects youth boards with their peers and colleagues, and provides educational programs and peer support networks that advance youth involvement in philanthropy and develop the personal and professional skills of the next generation philanthropic leaders. To support YPC, The Foundation provides staff support, partnership grants (see above), and develops alliances with other foundations to develop trainings to grow the youth and adults supporting them.

Since 2012, the foundation has transitioned YPC from just a conference to a network, including staff and interns to help support its work. Youth Philanthropy Connect has expanded to include not only 30+ foundations as conference attendees but also strategic partnerships with organizations like 21/64 and The Foundation Center to help further the progress of the youth philanthropy field.
VI. OVERARCHING THEMES AND SHIFTS IN STRATEGY

At the beginning of the strategic planning process the board sought to answer the following questions:

- What have been our best learnings and most fulfilling work so far?
- Is the current mission and geographic scope appropriate for our current and future work?
- What are the opportunities for us to pay attention to in considering future initiatives/grantmaking?
- How can we best engage the Fox family in the future of the foundation and plan for future succession planning?
- What information do we want to know from stakeholders of the FCF?

Through the current strategic planning process, the answers to these questions were explored and the following THEMES were determined:

1. Be PROACTIVE and ASSET BASED by identifying innovative programs, methods, and movements within education and youth development that have been working and build additional opportunities for incubation and/or scaling.
2. Intentionally use the foundation as a vehicle for FAMILY ENGAGEMENT by continuing communication efforts like Fox Tales, extending varied opportunities for engagement to family members, and making a board/family retreat or service project an ongoing event.
3. Use our passion for and niche in YOUTH PHILANTHROPY to engage youth in specific areas within our foundation as well as other foundations and nonprofit programs across the world.
4. Continue to PARTNER with others (local, regionally, and nationally) as a way for us to leverage our human resources and limited financial assets to expand our impact.

These themes were integrated into the following PRIORITIES:

1. FAMILY ENGAGEMENT: There is a stated interest and need for involving family members and board members in the foundation outside of the board room and making sure to strengthen their connection to the foundation’s mission and activities for its long-term success.
2. INNOVATION & INCUBATION: The board would like to identify the next mission-related project that represents new and innovative ideas and be a part of helping it grow and having the widest impact possible.
3. EDUCATION & LEADERSHIP: The foundation’s mission provides a solid direction and there is strong interest in continuing to focus our efforts on educational or youth engagement initiatives that not only support youth but also allow youth to take on leadership roles in those efforts.
4. FOUNDATION STRUCTURE & RESOURCE STEWARDSHIP: It is important to the board to work in partnership with staff to continue to be good stewards of our assets so that we may continue funding in perpetuity. To this end, the Board would like to review and update organizational documents and processes.
V. AREAS OF STRATEGIC DEVELOPMENT (Goals, Strategies and Activities)

2015 WORK PLAN ITEMS ARE HIGHLIGHTED IN GREEN

<table>
<thead>
<tr>
<th>PRIORITIES/GOALS</th>
<th>What would it take to address the priority and goals? (Initiative/Action Steps)</th>
<th>How would you know if you are successful? (Measures/Evaluation)</th>
<th>Who could help? (Potential partners/Members to Involve)</th>
<th>Timeline</th>
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<tbody>
<tr>
<td>1. Family Engagement</td>
<td>1. Continue to engage family members and close friends ages 8-21 through the Junior Board individual and collaborative grantmaking processes with the goal to grow the impact of the collaborative grantmaking process over the coming years.</td>
<td>1. Number of youth involved maintain or grow; Funds are distributed effectively each year and approved by the Board.</td>
<td>-Board and Junior Board members</td>
<td>1. Continue in 2015; ongoing</td>
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<td>2. Continue to send out Fox Tales/monthly communication-highlight family member interests.</td>
<td>2. Family members show more interest in the foundation by responding to Fox Tales or reaching out to the board/staff based on information shared.</td>
<td>-Staff</td>
<td>2. Monthly; ongoing</td>
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<td>3. Plan a one-day service project annually for the board and family to participate in.</td>
<td>3. Attendance from family members at the service project.</td>
<td>-Fox family members</td>
<td>3. Plan for 2015 or 2016 depending on schedules</td>
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<td>4. Conduct interviews with all family members every other year to ensure needs/interests are integrated into FCF.</td>
<td>4. Completion of interviews with increased participation over time.</td>
<td>-Possibly outside expert/trainer to help plan and/or facilitate learning or service project</td>
<td>4. Q3/4 2015 &amp; 2017 &amp; 2019</td>
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<td>5. Identify another family engagement or learning opportunity connected to an FCF interest area (ex. Learning Circle).</td>
<td>5. Identification of and implementation of opportunity.</td>
<td></td>
<td>5. Identify for 2016 or 2017 based on the service project experience</td>
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<td>6. Identify another promising Next Gen strategy through our YPC network for FCF youth (ex. matching, volunteer award).</td>
<td>6. Identification of and implementation of opportunity.</td>
<td></td>
<td>6. Identify for 2016 or 2017 based on the collaborative grantmaking in 2015</td>
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**Goals:**

* Highly engaged family (i.e. To provide meaningful experiences for members in return for value and impact.).

* Enthusiastic and engaged next generation that are connected to each other and the world of philanthropy and grantmaking through FCF.
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| 2. Innovation & Incubation of Promising Youth Development/Education and Leadership Initiatives | 1. Reach out to partners and philanthropic community to identify innovative opportunities in the field of youth education and development.  
2. Solicit innovative, mission-aligned opportunities from nonprofits in the field through a specialized INNOVATION grant process.  
3. Through the innovation grant process and our networking, identify one to two future possible initiatives/efforts to incubate from the foundation.  
4. Continue to support the development of Youth Philanthropy Connect as the national network and resource center for youth philanthropy through partnership grants, regional gatherings (2015) and national conferences/trainings, and developing an online hub for youth philanthropy.  
5. Devise a business and fundraising plan for the future of Youth Philanthropy Connect to support incubating it out of FCF within 3-5 years, including the development of an Adult Advisory Committee that will likely become the future Board of Directors.  
6. Build on Alan’s legacy of writing through a book on youth philanthropy. | 1. The board and staff map the education and youth development collaboratives that are of most interest and participate.  
2. FCF receives numerous promising applications from nonprofit programs in the community.  
3. Identification of and implementation of opportunity.  
4. Growth in attendance and partnerships as well as national acceptance of youth philanthropy as a field leading to more youth involved and dollars allocated.  
5. Development of plans and launch of adult advisory committee.  
6. Development of production plan and book. | -Partners (21/64, SCG, EP, Foundation Center, Regional Partners)  
- Past grantees  
-Other family foundations (looking at their grant portfolios and programs they support)  
-Board members who are interested  
-Junior Board members (they are especially attuned to great opportunities for youth)  
-YPC Staff and Interns  
-Board  
-Youth and other attendees at conferences | 1. Q1/2 2015  
2. Announce cycle in Q2/3 and complete in Q4 2015  
3. 2015 and beyond  
4. 2015; ongoing  
6. Begin in Q3 2015 |
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<td>3. Foundation Structure &amp; Resource Stewardship</td>
<td>1. Provide opportunities for continued staff and board team learning during the board meetings and through an annual off-site retreat. 2. Review all FCF policies and agreements, including the by-laws and make recommendations for updates and additions (ex. succession plan), especially the committee structure (consider alignment with priorities). 3. Pass an annual budget and continue to review the finances related to it as well as ensuring the investments of FCF are growing at an expected or above market rate. 4. Continue to update the FCF website (redesign completed in 2014) and begin better use of social media for FCF. 5. Develop communications with past and current FCF grantees at least twice a year (enewsletter) with updates on FCF (the mailing list and template was developed in Constant Contact for grant announcements in 2014). 6. Continue and foster our affinity group memberships (SCG, ExP, NCPF, GEO) and collaborations with other grantmakers as networks to identify promising new nonprofit relationships and trends in the field and to share our contributions.</td>
<td>1. Minutes from meetings and board satisfaction with learning. 2. Updated policies/by-laws are reviewed and approved by the Board. 3. Budget is developed and passed; Investment Committee reviews investment and shares with the Board. 4. Website front page and social media updated at least monthly with timely information. 5. Enewsletter sent at least twice a year. 6. Memberships maintained and staff/board actively participating.</td>
<td>- Staff  - Board  - Investment committee  - Accountant and bookkeeper  - Possibly outside expert/trainer to help plan and/or facilitate learning or policy updates</td>
<td>1. Plan 2015 off-site retreat; ongoing 2. Q3/4 2015 3. Quarterly 2015; ongoing 4. Monthly 2015; Ongoing 5. Q1/Q3 2015; Ongoing 6. Renew in Q1 2015; ongoing</td>
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7. Maintain systems and administrative strategies that ensure accountability of staff to Board and overall organizational effectiveness including the development of an evaluation framework that integrates post grant reports and data collected by our online grants management system.

8. Support staff in targeted professional development including service to local and national boards as appropriate through annual reviews.

7. Foundant online grants management system updated and utilized for all grants; development of evaluation framework.

8. Staff all have an annual review; Staff all have a professional development goal/plan.

7. Framework developed in 2015; ongoing

8. Develop plans in 2015; ongoing

VI. MONITORING OUR PROGRESS

Achieving the goals set out in the Strategic Plan will require careful monitoring. As obstacles arise or opportunities appear, and as the environment changes, it may be necessary or useful to make adjustments from time to time. The Foundation may need to make changes, as additional research and development alter our understanding of what is feasible and will make the desired impact. The Board will continue to review and discuss general progress at least annually.

Once the plan is approved, staff will create a framework to allow for evaluation of program progress and success in the overall plan.

VII. APPENDICES

A. FCF Timeline
B. Youth Development Trends from Paul Vandeventer, CEO of Community Partners
C. Strategic Priorities Notes
D. Youth Development Map & Opportunity Scan