**Beau Biden Planning Process**

**Board and Staff Retreat**

October 30, 1:30 – 5 pm

Meeting Notes

**Goals:**

* To clarify planning process and ultimate plan goals.
* To develop a shared understanding of Beau Biden Foundation’s current identity.
* To explore trends, opportunities and challenges to be addressed.
* To cultivate the organization’s capacity to address strategic questions now and in the future.

***Present:*** *Valerie Biden, Hallie Biden, Josh Alcorn, Patty Daily-Lewis, General Frank Vavala, Fred Sears*

**Introductions**

During introductions, members expressed their goals for the strategic planning process:

* Build stronger board
* Determine how BFF does this work nationally
* Ensure that BBF does its work well
* Determine how to grow from small to big

**Overview**

Consultants reviewed their approach to strategic planning, which is grounded in the framework of *Real-Time Strategic Planning*. Based in research with nonprofits, this approach places emphasis on grounding key stakeholders in the identity and market position of the organization, then identifying a current strategic question facing the organization around which to form strategies. Key to this process is the development of a set of criteria from which to evaluate future potential strategies (a “strategy screen”) in a rapidly changing environment.

**Who Are We?**

*Mission/Vision/Values*

The group reviewed Beau Biden Foundation’s vision and mission statements as follows:

* Vision Statement:*No child should be threatened by a predator, either adult or peer*
* Mission Statement: *We believe that child abuse can be prevented through effectively educating adults and children, developing the next generation of child welfare professionals, and strengthening child protection laws around the country.*

Participants reflected on the mission and vision language: Does this mission still reflect why BBF exists, for whose benefit, and towards what end?

Language to consider:

* Holistic child safety
* Be a voice for the voiceless
* Preventatively protect children
* Awareness
* Courage
* Power and Control
* Should mission include more specific language around sexual abuse? Bullying?

The group discussed desire to shorten it, and agreed to revisit the mission, vision, and values at the end of this process.

*History, Business Model, Funding Sources*

Patty presented information on BBF’s history, organizational capacity, programs, and budget sources/allocation.

Reflections on Current Business Model:

Josh reviewed the business model and the group refined the model to clarify what is included and not included.

|  |  |  |
| --- | --- | --- |
| **Scope** | **Includes** | **Does Not Include** |
| Geographic  Service Area | DE PA MD NJ DC OH TX LA MA,  Additions: and anywhere in the US | everything else in the US or internationally (for now!) |
| Clients/Customers Served | * Children from 4th to 12th Grade * Adults, targeting law enforcement, educators, members of the medical community, youth serving organizations, and parents and guardians | * Kids under 3rd grade * Clergy/Nuns * Big Brothers/Big Sisters |
| Programs or Services Offered | * Education and training for kids and adults about internet safety * Child sexual abuse prevention for adults * Assessment of policies for youth serving organizations | We don't have a stand alone bully program, nor do we have anything related to teen dating violence, which is an area we hope to explore. |
| Funding Sources | We are very much event driven. We get a lot of corporate money, but it's all FOR something (golf outing, 5k/10k). Recurring donor program (room for growth!), annual grants from friendly foundations. | Major donor program |

Reflections on Sources of Funding:

* No targeted solicitation of foundation gifts – right now represents $150 – 175K
* $31K in grassroots fundraising
* No major donor program
* No deliberate cultivation of recurring donors, though do have $1500/month in recurring donations
* 64% of income is from events – concerns about people showing up each year – staff heavy

**Where Are We Now?**

*Landscape View of Beau Biden Foundation*

Consultants led a discussion of other organizations that operate in the same space as BBF.

|  |  |  |
| --- | --- | --- |
| **Area of Work** | **Delaware** | **Nationally** |
| Child Abuse | Prevent Child Abuse Del. (PCAD) | Darkness to Light |
| Bullying | Public Schools | OLWEUS |
|  |  | Second Step (emotional dev) |
| TIA |  | Praesidum (for profit) |
| Child Sexual Abuse | Lauren’s Kids |  |
|  | Darkness to Light |  |
| Prevention Resources |  | NCMEC |
|  |  | Darkness to Light |
|  |  |  |

The group narrowed the list to the most important competitors and discussed how BBF compares.

|  |  |
| --- | --- |
| **D2L**   * Engaged board * Limited delivery model and quality assurance | **BBF**   * Best delivery model * Highest standards * Name not religious |
| **PCAD**   * Personal body safety – just schools * Abandoning Stewards of Children * Tenuous national network * Primarily government funded | **BBF**   * Beyond Delaware * More likely to provide and at lower cost (S of C) |
| **Praesidum**   * For profit background checks and policies * Limited scope * Advise on policy development | **BBF**   * Nonprofit * Not self-serving |
| **NCMEC**   * Program development * Lots of gov’t funding * Lots of subject matter experts * Missing kids, amber alerts, human trafficking, etc. | **BBF**   * Using their internet safety (want to create their own) * Personalized approach to prevention * Quick, nimble responses to need |

*Strategic Advantages*

Based on the above discussion, the group identified BBF’s strategic advantages as follows:

* Quick, nimble and responsive – open to possibilities
* Strong partnerships
* High standards driven by field expertise
* Personalized approach to prevention
* Holistic child safety program – adapt to the model of each organization
* Unique ability to work within existing framework to help organizations improve how they protect kids
* Legacy of Beau – passion for the work
* National perspective
* Advocacy

*Discussion of Nonprofit Lifecycles*

Consultants provided an overview of nonprofit lifecycles stages based on Susan Kenney Stevens’ model of organizational development:

1. Idea
2. Start-up
3. Growth
4. Maturity
5. Decline
6. Turnaround
7. Terminal

Various parts of the organization can be at different stages, and the group discussed where BBF is in various functional areas:

1. Programs – Growth
2. Management – Start- up/Growth
3. Governance – Start-up
4. Infrastructure – Start-up
5. Resources - Partly mature (in terms of amount for a very young organization), yet partly start-up (in that the org relies largely on events at this stage)

*Trend Analysis*

The group explored shifts in politics, funding, community needs and their implications for the organization’s work:

* Increase in demand for services
* National Attention, (30 states are now doing evaluation of Catholic Church) but no focus/shift on prevention
* Social media evolution – kids more tech saavy – availability of technology
* At highest levels of government, leaders are promoting erratic messages – (bullying behaviors)
* Changes in educational system will make it easier/harder
  + Erin’s Law
  + Religious schools without child-friendly policies
* Policies need to be changed, I.e. lack of penalties for non-reporting
* Survivors are now being elected into office – now in positions of power
* Uncertainty in 2020
* Funders want to see impact – how to measure success?

**Other**

*Parking Lot*

These additional issues/questions surfaced and warrant consideration at some point in future:

* Saturation (one and done training or repeatable?)

*Key Take-Aways*

At the end of the retreat, board members and staff identified some key take-aways of the day:

* Evolution of who we are becoming
* Clarity
* Understand how we got here
* Huge challenges ahead that we can’t do alone as staff
* Great to have everyone’s engagement

**Next Steps:**

* Consultants to write notes and share with the group prior to next session
* Consultants to identify articles related to the board’s role in strategic planning and nonprofit lifecycles
* Hallie to send out articles to the full board