**Beau Biden Foundation for the Protection of Children**

Executive Director Performance Appraisal 2018

Please complete the evaluation below, using your personal knowledge to rate performance of the Executive Director in each of the following categories. If you do not have sufficient basis on which to evaluate the performance in any of these categories please indicate. You are encouraged to support your rating(s) with specific comments,

*Far Above Expectations* – performance that continually exceeds and far exceeds that which is expected from an experience, well-qualified Executive Director/Chief Engagement Officer. Overall performance at this level leaves little, if anything, to be desired.

*Above Expectations* – performance that is consistently above established requirements. The Executive Director/Chief Engagement Officer can be counted on to deliver high-quality results on more difficult and complete objectives and tasks. There is no performance deficiencies regarding the responsibility for which the Executive Director/Chief Engagement Officer is being rated.

*Meets Expectations* – Performance at a level expected of a person in a ED/CFO position. Overall results are achieved in a timely and effective manner.

*Meets Some Expectations* – Performance that indicates the need for improvement in some aspects of the job.

*Below Expectations* – performance indicating that the ED/CEO does not achieve the minimum acceptable results. Immediate corrective action must be taken to improve work performance.

**SELF- EVALUATION OF PATRICIA DAILEY LEWIS**

**Leadership** **– Delegates, motivates, coordinates and promotes innovation in achieving goals; provides leadership by instilling confidence, trust and a sense of strong management.**

Far Above Expectations

Above Expectations

**→*Meets*** *Expectation****s***

Meets Some Expectations

Below Expectations

Supporting Comments:

I believe that my performance as a Leader meets expectations. The Foundation has continued to grow under my leadership, both through employees and financially. We now have a team of six, and I anticipate hiring another 2 people as we gear up to take on some larger projects which will be addressed herein. Our staff remains motivated, as demonstrated by the continued commitment to trainings and events. I continue to travel and handle any and all engagements personally as a member of the team whenever possible. My belief that a leader should lead first by example has not diminished, and I am convinced that servant leadership style benefits the organization generally and the staff in particular. During 2018 I traveled extensively to engage new partners and introduce the Foundation and our programs to civic, community, education and law enforcement groups. Included in that was a week in Texas providing training to social workers and lawyers working with migrant detained children, I continue to respond to community and business leaders, educators, medical professionals, legislators and law enforcement to train and to address policy issues in the area of child protection. I have remained an active voice in child protection, interviewed nationally by several outlets, notably on by Chris Cuomo on his national radio show, and by Sports Illustrated for a series on protecting children from abuse in youth sports, in light of the Nassar case in Michigan. I have led the foundation to a the place of a national player in child protection through our partnership with Special Olympics, and several other national partners.

I remain dedicated to the success of the organization, and I have donated back 4% of my salary. I continue to work with staff to strategically enter into partnerships where we collaboratively to achieve outstanding results.

I delegate work when necessary and appropriate, particularly with Josh and Claudine both of whom I trust very much.

MY GOALS FOR 2019

Moving into the policy and programmatic review of Special Olympics, in both national and state policy reviews and trainings. Continuing to produce quality child protection reviews of major organizations, including at least 2 more national organizations. .

**Financial Management- Operates efficiently and uses good business judgement considering costs involved; takes the lead role in promoting/instituting cost efficiencies and sound financial management principals.**

Far Above Expectations

Above Expectations

**→*Meets*** *Expectations*

Meets Some Expectations

Below Expectations

Supporting Comments:

I submit that my performance in financial management meets expectations.

I continue to review and pay all invoices, negotiating where possible to achieve the best result for BBF. I have at least weekly updates with the COO, and frequent meetings with the Board Treasurer. I take an active role in donor appreciation, handwriting hundreds of thank you notes to insure donors feel personally appreciated. I have worked with the COO to maximize our donor interactions. Revenue was more in 2018 than projected, $1.169 million; we ended the year with $1.475 million cash on hand. The fundraising goal for 2019 is $1.5 million.

We successfully filed all necessary financial reports in 2018, and are nearly at completion of a certified audit. The audit has been an eye opening experience, while at the same time confirming that we have been doing well with implementation of policies and procedures. It is clear that we need to have a bookkeeper.

The process of trademarking both our logo and the Shield of Protection Initiative® was completed. I continue to meet with various organizations and businesses in an effort to raise the profile of the Foundation. I believe has and will continue to provide financial benefits to the foundation, not just through donations, but through broader recognition.

I continue to handle the HR function and work with Paychex to insure that our payroll issues are all addressed.

MY GOALS FOR 2019

To meet our $1.5 million dollar fundraising goal. To fully complete the certified audit and to have a bookkeeper handle the day to day financial management under my supervision.

**Community Involvement – Participates actively in the Delaware non-profit community and the national child sexual abuse community; participates with government officials in a manner that promotes awareness and a positive impression of the BBF and its mission**.

Far Above Expectations

Above Expectations

***→Meets******Expectations***

Meets Some Expectations

Below Expectations

Supporting Comments:

I believe that my performance meets expectations in community involvement. I continue to work in the community to insure a positive impression of the Foundation and its mission. I serve on the board of the Children’s Advocacy Center, and the Delaware Alliance for Nonprofit Advancement. I also continue my service on the Board of Directors of Darkness to Light, and I Chair of the Program Committee. I have worked on legislative policy for nonprofits generally, and have secured BBF a check-off box on the Delaware State Tax Return this year.

I continue to deliver speeches on child protection at local and national events, including the National Association for the Education of Young Children, the National Police Athletic League Conference, the California Police Athletic League Association, multiple Human Trafficking Conferences, School Counselors Statewide Conference, Delaware Public Health Nurses Association conference and Child Abuse trainings. BBF hosted a 125 person two day conference in August, 2018- The Trauma Institute, and we will co-host that event again in 2019.

Our partnership base continues to grow. We fully trained the entire Cape Henlopen School District, as well as the Wilmington Police Department. We have worked with severa dozen area schools on our cyber bullying presentations; and as indicated co-sponsored the Trauma Institute.

We implemented broader programming in Maryland with Greater Baltimore Medical Center, and were invited to meet with the Office of Governor Larry Hogan, and Delegate C.T. Wilson to begin to address child protection issues in Maryland, particularly mandatory reporting and abuse prevention education. I have also worked with the team to implement and present statewide Boys and Girls Club management training for Maryland clubs statewide

I work with our team to insure that BBF is well known and well regarded in the community, and we professionally respond to inquiries.

MY GOALS FOR 2019

**To host another Trauma Informed training. To work with Governor Carney and his staff to train state employees, and reach the 5% tipping point in Delaware.**

**Fund Development – provides appropriate leadership and support in the creation of new funding by both increasing the number of new donors and the level of contributions to the BBF.**

Far Above Expectations

Above Expectations

***→Meets Expectations***

Meets Some Expectations

Below Expectations

Supporting Comments:

I believe that my performance in this regard meets expectations. The community engagement referenced above has created new donors and friends for the BBF. Changing from asking for donations weekly to focusing on campaigns around child protection partners and events appears to have assisted in bringing in more money and more social media interaction. I have fully engaged in meeting with potential donors, and have followed up in communities where donations were raised with the hope of giving back to those communities. I have fully handled fundraising opportunities that have proven successful- like the partnership with Discover Bank which has the opportunity to bring in $150,000 the next 2 years and our successful application to the Longwood Foundation which has resulted in a grant which over 2 years will provide $128,263

Our goal of raising 1 million dollars was surpassed, as noted above we had revenue of $1,169,764.96. I remain responsive to Board Members requests and suggestions. We hope to raise 1.5 million in 2019, so clearly there is work to be done in fund development.

MY GOALS FOR 2019

To reach our fundraising goal of $1.5 million, to obtain at least $200,000 in new grant or large gift money.

**Initiative – Takes lead role in suggesting new approaches. Originates or develops new ideas or offers constructive suggestions.**

Far Above Expectations

Above Expectations

***→Meets*** *Expectations*

Meets Some Expectations

Below Expectations

Supporting Comments:

I believe my performance meets expectations. I work very closely with the COO, the Communications Director and the Director of Programming, as well as outside contractors and organizations on all of our projects and events. The Shield of Protection Initiative has taken off and is a very active part of what we are doing in bringing real protective behaviors to children in the community. I have been actively involved in the assessments and the drafting best practice standards, as well as responding to our partners needs. As noted in my self-evaluation last year, the Special Olympics partnership was my idea, and I pursued it to our announced partnership in November 2018. The Discover Bank partnership was also my idea and I handled all of the meetings. I have also handled the various Police Athletic League interactions, as well as many of the trainings in several states.

This past year as we have grown it was clear that we needed more space. I went to the Dean of the Law School and secured the new space we have, which I think is a wonderful space for the Foundation.

MY GOALS FOR 2019

To work with two more national organizations with the Shield of Protection.

**Responsiveness – reacts in a timely manner to specific requests from the Board of Directors and to situations requiring immediate action.**

Far Above Expectations

Above Expectations

***→Meets*** *Expectations*

Meets Some Expectations

Below Expectations

Supporting Comments:

I believe that my performance meets expectations. I continue to work with the Executive Committee and respond to specific requests from the BOD in a timely and appropriate manner. I have worked with various board members directly, as well as those referred by the board, to engage with the Foundation. I address matters quickly and efficiently. I believe that the additional personnel have substantially improved our ability to react and respond.

I continue to remain available to media, and we continue to actively engage in social media responding to situations that require the expertise of the Foundation. I drafted and had published a few op-eds. We are continuing to push out op-eds by this organization and by our validators in order to respond to national and regional news stories concerning child abuse.

**Interpersonal Relations/Communication – interacts efficiently with others at all levels; communicates effectively with Board members; co-workers, donors, government officials, community leaders and other interested third parties.**

Far Above Expectations

Above Expectations

***→Meets*** *Expectations*

Meets Some Expectations

Below Expectations

Supporting Comments

I believe that my performance meets expectations. I continue to be very active in the communities we serve and make myself available days, nights and weekends to respond to the needs of the communities we serve, from PAL centers to the Catholic Church. I have interacted with Board members, donors, government officials, community leaders, professional organizations and the media.

I have responded to Board member and donor requests on a variety of issues, and have attended functions for other nonprofit partners, which has been beneficial to our overall fundraising. I work hard to develop solid partnerships. I believe that the feedback received demonstrates that I am generally well regarded.

As for co-workers, I love working with everyone here at BBF. I handle the HR issues appropriately, and that is difficult in a small office. Although we have our moments and challenges, Josh and I work well. He possesses excellent instincts and skills and we share a similar work ethic. Claudine and Dominique are likewise wonderful colleagues. As Claudine has taken on more responsibility I have seen that she is compensated. I am careful to address pay equity issues and will have the matter fully resolved in May, 2019 when Claudine is promoted to Director level. Periodically there have been some personnel issues with Dan; my extensive personnel management experience and patience in dealing with these issues has allowed us to move past the problems and the issues have been generally resolved.

**Program Development – Initiates development of programming, recognizes growth potential, develops opportunities.**

Far Above Expectations

Above Expectations

***→Meets*** *Expectations*

Meets Some Expectations

Below Expectations

Supporting Comments:

I believe that my performance meets expectations. As earlier noted we have secured a partnership with Special Olympics International which is a huge international child serving organization. Our program with them- Operation Safeguard, will implement many of the Shield of Protection standards, as well as programming directed to those with intellectual differences.

The Shield of Protection Initiative continues to grow and be refined. We are working with organizations in 15 states on implementation of policies, practices and programming to assess and advance child protection which will protect thousands of children. We are also working with D2L and creating trainings geared to addressing the special needs of children and young adults with intellectual differences. This partnership affords BBF a true opportunity to move to a national organization and make a significant lasting impact on child protection in this country.

I continue to travel extensively, speak at large conferences and meet with a substantial number of organizations and individuals to expand our reach and develop new programming partners. My media presence was greatly expanded in 2018. I recognize that to achieve national status we must have a seat at the table and be recognized as a leader. Within a reasonably brief period of time the Foundation has been recognized as a leader. We are fully engaged in program outreach on a broad basis. I look forward to working with experts and exploring opportunities for expanding original programming.

MY GOALS FOR 2019

To bring to fruition a training for families and organizations that provide services for children with special needs.

I believe we can grow and continue to develop incredible opportunities, making this the organization the organization that has carried on the values and ideals of Beau Biden.

I am honored by the opportunity to help lead this Foundation; I am excited for our future.

**Signature of Executive Director** : Patricia Dailey Lewis /s/

**Dated: January 31, 2019**

EXECUTIVE BOARD COMMENTS

Please provide any additional comments you believe are important for a thorough evaluation of the Executive Director.

Reviewed by: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_Date:\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Second Signature: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_