
Planning Workshop

October 22-23, 2015

On October 22, 2015, board and staff members of the Broward Education Foundation held a board retreat at the Lauderdale Yacht Club in Fort Lauderdale where a half day was dedicated to reviewing the current situational assessment, and creating objectives and strategies for meeting strategic goals over the next three years.

The group reviewed the critical issues, mission and vision and discussed critical success factors and barriers to moving toward achievement of the goals in the next three years.

This is a living document, intended to be reviewed, revised, sourced, and endorsed by all members of the BEF Board of Directors and staff, and to be used as a guideline for foundation activities for the next three years. It is expected that the group will convene again annually review current direction and update this plan for future years.

Many strategic plans fail in execution due to lack of focus and commitment. That is why ongoing monitoring is said to be the most important *Driver* for plan success. A three-pronged approach is recommended with respect to monitoring:

- Monthly—with planning team and/or board to determine if action steps are getting done to ensure you are doing what you said would be done toward the achievement of your objectives.
- Quarterly—with planning team to determine if strategies are getting accomplished or need to be dropped, or what new strategies to start. Anticipated performance toward objectives is reviewed to determine this progress.
- Annually—with planning team to confirm progress made in accomplishing objectives and to revise the plan as needed. The team looks at new barriers and critical success factors and makes adjustments where indicated.

Critical Issues Discussed:

Broward Education Foundation



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- Transient/homeless students
 - Literacy education
 - Financial strengthening of foundation
 - Tools for Schools program
 - Education support for the disadvantaged
 - Teacher leadership programs
 - Teacher grants
 - Scholarships
 - Community engagement
 - Quality education
 - Public awareness/brand awareness
 - Work with other community organizations
 - Technology for schools
 - Working together/collaboratively
 - Student achievement
 - Competition for dollars
 - Board participation
 - Working with District

Strategic Plan, 2015-2018

Our Vision

Our preferred picture of the future

We envision a community where all Broward County Public School students can achieve their highest potential.

Our Mission

What we do, for whom, and the benefit

- To energize and engage the extended community to transform the lives of Broward County Public School students through quality education.

Our Goals

Broad aims that define accomplishment of the mission

A. Administration	Ensure board performance and financial stability of the organization to support and sustain Foundation initiatives
B. Fundraising	Maximize opportunities for individuals, organizations and businesses to be compelled to donate to the BEF
C. Programs	Foster effective program menu to increase student outcomes and energize and engage the extended community
D. Marketing	Elevate brand awareness among Broward County stakeholders using multi-media platforms
E. Community Engagement	Convene, connect, and move to action the wider community to build on-going collaborative relationships that result in educational success.

Our Objectives

A. Administration		Baseline	Third Year
A1.	Increase board member compliance with member agreement/policy to 100%	0	100%
A2.	Increase board member orientation/training by third month of membership to 100%	0	100%
A3.	Increase financial reserves to at least 12 months of operating expenses	2.8 M	\$\$

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A4.	Each staff member will complete a minimum of one professional development training per year.	75%	100%
A5.	All staff will have access and be proficient in the use of the tools and programs appropriate to their job.	0%	100%
B. Fundraising		Baseline	Third Year
B1.	Engage 20 new prospects in Foundation Activities	#	20
B2.	Increase total unrestricted revenue by 10% annually	\$246,000	\$270,000
B3.	Retain 80% of our current partnerships	#	#
B4.	Increase total Program revenue by 10% annually	2.2 M	2.6 M
C. Programs		Baseline	Third Year
C1.	Increase number of students impacted through Innovative Teaching program by 25%	200,150	250,187.5
C2.	Increase number of students Tools for Schools serves annually by 25%	64,000	80,000
C3.	Increase program volunteer participation by 20%	150	180
D. Marketing		Baseline	Third Year
D1.	Increase FaceBook followers to more than 10,000	2,158	>10,000
D2.	Increase Twitter followers to more than 10,000	601	>10,000
D3.	Increase Instagram followers to more than 10,000	16	>10,000
D4.	Increase electronic database by 10%	?	#
D5.	Increase number of web visits by 25%	17,441	21801.25
E. Community Engagement		Baseline	Third Year
E1.	Discover and link the values, interests and aspirations of 60 entities through meaningful dialog for beneficial action on behalf of Foundation interests.	0	60

E2.	The Foundation will create at least two "Turning Outward Conversations" per year around education issues per year.	0	>1
E3.	The Foundation is aligned and working effectively on an ongoing basis with at least three community partners per year with responsibilities for children's issues for effective, non-duplicative collaboration	0	3

2015-2018 Action Plan

Goal A: Administration—Ensure board performance and financial stability of the organization to support and sustain Foundation initiatives	Notes
Objectives:	
A1. Increase board member compliance with member agreement/policy to 100%	
A2. Increase board member orientation/training by third month of membership to 100%	
A3. Increase financial reserves to at least 12 months of operating expenses	
A4. Increase number of appropriate professional development trainings received by staff annually by 100%	
A5. Increase percentage of staff who have upgrade/appropriate tools and equipment (computers, apps, programs, etc.) to 80%	
Strategies:	
A1. Develop methodology to track and report board member compliance (Governance Committee)	Governance Committee addressed this strategy at the January 13, 2016 meeting.
A2. Revise member agreement/policy to include Fundraising goal strategies. (Governance Committee)	Governance Committee addressed this strategy at the January 13, 2016 meeting.
A3. Ensure all board members sign-off on new member agreement/policy and inform of future performance tracking (Governance Committee)	Governance Committee addressed this strategy at the January 13, 2016 meeting.

A4. Develop and initiate mentoring program for new board members (Governance Committee)			Governance Committee addressed this strategy at the January 13, 2016 meeting.
A5. Develop and implement plan to increase reserve amount (Finance Committee)			
A6. Review and adjust staff job descriptions and professional development needs annually and implement plan for PD training (President/CEO)			
A7. Train Board Members in engaging the public about the BEF (Community Engagement Committee)			
Action Steps:			
Action	Responsible Party(ies)	Deadline	Progress (date)
A1. Review board orientation/mentoring program	Governance Committee	December 2015	Plan reviewed January 2016
A2. Establish a plan to increase general and administrative reserve amount	Finance Committee	January 2016	Buckets project (December 2015)
A3. President creates plan for reviewing staff job descriptions and PD needs and deliver to Executive by January	President	January 2016	Job Descriptions and Compensation study completed and approved July 2015
A4. Review and add to current board member agreement/policies	Governance Committee	February 2016	Self-Assessment to be completed each March Board Member Contract by June 1
A5. Develop criteria and method for tracking compliance with board member agreement/policy	Governance Committee	February 2016	Self-Assessment to be completed each March Board Member Contract by June 1
A6. Develop and implement action plan for training board members in public engagement about BEF	Community Engagement Committee and Governance Committee	February 2016	Turning Outward Conversations
A7. Monitor and share compliance with board member agreement/policy	Governance Committee	March, September annually	Self-Assessment to be completed each March Board Member Contract by June 1

A8. Share plan to increase reserve amount with Executive Committee and ratify with Board	Finance and Executive Committees, Board	March 2016	Need clarification from Exec
A9. Board member agreement/policy review by Executive Committee and ratified by the Board	Governance, Executive Committees, Board	March 2016	From January Meeting of the Governance Committee
A10. New board member orientation and mentor match	Governance Committee	Quarterly starting in 2016	From January Meeting of the Governance Committee

Goal B: Fundraising-- Maximize opportunities for individuals, organizations and businesses to be compelled to donate to the BEF	Notes
Objectives:	
B1. Engage 20 new entities in foundation activities	
B2. Increase total unrestricted revenue by 10% annually	
B3. Retain 80% of our current and past partnerships	
B4. Increase total Program revenue by 10% annually	
Strategies:	
B1. Add requirement for board members to identify and help cultivate three new donor prospects annually (Governance Committee)	Governance Committee addressed this strategy at the January 13, 2016 meeting.
B2. Add requirement of board members to give or get \$5,000 for foundations annually (Governance Committee)	Governance Committee addressed this strategy at the January 13, 2016 meeting. (Revise the Board Member Contract and amend the by-laws)
B3. Develop and implement Board Meeting recognition program for board members with good compliance with fundraising requirements (Governance Committee)	Governance Committee addressed this strategy at the January 13, 2016 meeting. Stewardship strategy
B4. Create new young professionals (ages 25-40) affinity/networking group (Development Committee)	Community Engagement?
B5. Create an outreach program where past/present Board Members visit/meet with current sponsors/donors (Development Committee)	Stewardship strategy

Action Steps:			
Action	Responsible Party(ies)	Deadline	Progress (date)
B1. Develop a plan for creating the new young professionals affinity group.	Community Engagement and Marketing Committees	January 2016	
B2. Develop plan for outreach/stewardship program for past/present Board members	Development Committee	February 2016	
B3. Research and develop plan for Board Member recognition	President, Chair, Development Committee	February 2016	Need clarification
B4. Develop language for board member agreement/policy changes	Development and Governance Committees	February 2016	Need clarification
B5. Bring policy changes to Executive Committee and to Board for ratification	Development, Governance and Executive Committees	March 2016	Need clarification

Goal C: Programs—Foster effective program menu to increase student outcomes and energize and engage the extended community			Notes
Objectives:			
C1. Increase number of students impacted through Innovative Teaching program by 25%			Data review
C2. Increase number of students Tools for Schools serves annually by 25%			Data review
C3. Increase program volunteer participation by 20%			Data review
Strategies:			
C1. Assess current programs to ensure alignment with District priorities (President)			Need clarification – action step?
C2. Develop criteria and implement plan to assess and increase program effectiveness (President)			Need clarification – action step?
C3. Enhance and continue effective program sharing to leverage Innovative Teaching (Program Coordinators)			
C4. Align program plans with available resources (President)			
C5. Create alternatives to access to Tools for Schools resources (Tools for Schools Committee)			
Action Steps:			
Action	Responsible Party(ies)	Deadline	Progress (dates)
C1. Create alignment matrix for foundation programs and	Program	December 2015	

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District priorities	Coordinators/President		
C2. Develop program evaluation system	Program Coordinators	January 2016	
C3. Make recommendations to better align foundation programs with District priorities	President	January, annually	
C4. Continue with annual Idea Expo	Program Coordinators	February, annually	
C5. Complete evaluation reports for programs	Program Coordinators	April, annually	
C6. Analyze program evaluation reports and recommend changes for improved effectiveness	President	May, annually	
C7. Complete feasibility report for alternative access to Tools for Schools resources	President/Tools for Schools Committee/Program Coordinator	December 2016	
C8. Develop and implement plan to create alternative Tools for Schools access based on feasibility study	President/Tools for Schools Committee/Program Coordinator	March 2017	

Goal D: Marketing—Elevate brand awareness among Broward County stakeholders using multi-media platforms	Notes
Objectives:	
D1. Increase FaceBook followers to more than 10,000	
D2. Increase Twitter followers to more than 10,000	
D3. Increase Instagram followers to more than 10,000	
D4. Increase electronic database by 10%	
D5. Increase number of web visits by 25%	
Strategies:	
D1. Secure TV, radio, print media placement monthly (Marketing Committee)	
D2. Develop and approve budget for TV, radio, print media schedule (Marketing Committee)	
D3. Create marketing materials to educate public on BEF (Marketing Committee)	
D4. Create and distribute monthly e-newsletters to database (Marketing Committee)	
D5. Create backlinks from school websites that link back to BEF (Web Coordinator)	
D6. Evaluate and improve website optimization (Web Coordinator)	
D7. Create regular BEF blog (Marketing Committee)	
D8. Utilize multi-media platforms to promote events (Web Coordinator)	
D9. Utilize events to enhance and increase social media followers (Events Committee)	
D10. Include social media interaction at each event (Marketing Committee)	

Action Steps:			
Action	Responsible Party(ies)	Deadline	Progress (dates)
Need to secure final budget from Finance Committee for Marketing	Finance & President	11/16/2015	
Get complete media schedule and broadcast schedule for previous calendar year to review - Need and excel spreadsheet or word document not just POP's (Proof of publication)	Maria Pearson	11/16/2015	
Update year at a glance marketing calendar and included any enhanced exposure	Marketing Committee		
Decide on template or format for all BEF communications	Marketing Committee		
Get Metrix for Website and SEO	Coordinator		
Look at community calendar of other organizations and see if there are any co-op brand building opportunities & what materials would be needed	Committee, Community Outreach Committee, Events Committee		
Input session for Annual Report	Marketing Committee	11/16/2015	
Input session - Scholarship Donor Piece	Marketing Committee	11/16/2015	
Annualize Giving Campaign Piece Input	Development Committee		
Update Marketing Plan- Current focus	Marketing Committee		

Goal E: Community Engagement— Convene, connect, and move to action the wider community to build on-going collaborative relationships that result in educational success.			Notes
Objectives:			
E1. Identify 60 entities and determine potential opportunity for continuous partnership.			
E2. Convene at least 9 community conversations at the request of other entities to discuss issues in-line with BEF's mission and constituency.			
E3. Align with 3 community partners for action planning and implementation and on-going beneficial collaboration that bring about educational success.			
E4. Connect and move to action the wider community including, but not limited to, teacher, parents, students, and retirees and volunteers with professional expertise.			
Strategies:			
E1. Develop a plan to identify and categorize entities with potential for continuous partnership. (Community Engagement Committee)			
E2. Hold community conversations with key entities with common values, interests and aspirations. (Community Engagement Committee)			
E3. Develop and implement a shared plan of action that yield successful outcomes for each community conversation. (Community Engagement Committee)			
E4. Develop and implement a plan for the ongoing enrichment and sustainment of the established relationships. (Community Engagement Committee)			
E5. Engage the community of teachers, parents, and students as advocates for the BEF. (Community Engagement Committee)			
E6. Provide a platform for meaningful engagement for volunteers and retirees who have professional expertise that coincides with the needs of the BEF in support of its initiatives. (Community Engagement Committee)			
Action Steps:			
Action	Responsible Party(ies)	Deadline	Progress (dates)
E1. Perform a sweep of community organizations, corporations, natural groupings, etc. and rank them based on possible alignment.	BEF Staff & CE Committee	March 2016	
E2. Investigate top 20 entities on list in details on shared values, vision, and suggested alliances.	BEF Staff & CE Committee	June 2016	

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E3. Establish criteria for alignment with organizations for collaboration.	BEF Staff & CE Committee	June 2016	
E4. Develop plan & execute community conversations to include success criteria for each conversation.	BEF Staff & CE Committee	May 2016, on-going	
E5. Document outcomes of each conversation and assess potential for meaningful action.	BEF Staff & CE Committee	Two weeks after each conversation	
E6. Select 1 – 2 entities and develop an individual plan for the sustainment of those relationships.	BEF Staff & CE Committee	October 2016, on-going	
E6. Put individual plans in affect.	BEF Staff & CE Committee & Other BEF committees as needed	Dependent upon previous activities	
E7. Meet with Teachers to develop a plan for engaging teachers as advocates for the BEF.	BEF Staff & CE Committee	March 2016	
E7. Develop plan for teacher advocates.	BEF Staff & CE Committee	May 2016	
E8. Identify Retiree organizations and volunteer organizations and rank them for BEF compatibility.	BEF Staff & CE Committee	Feb 2016	
E8. Meet with heads of Top 3-5 retiree/volunteer organizations to determine how best to engage them with the BEF as volunteers.	BEF Staff & CE Committee	April 2016	
E8. Identify and document benefits for each of the volunteer and advocate organizations we target prior to meeting.	BEF Staff & CE Committee	Jan – Mar 2016	
E9. Meet with PTAs and develop strategies to engage PTA volunteers as advocates.	BEF Staff & CE Committee	Begin Jan 2016, On-going	
E10. Meet with the various municipal Education Councils throughout Broward County to solicit council members for Community Conversation presentation opportunities.	BEF Staff & CE Committee	Feb – July 2016	
E11. Meet with Boy Scout and Girl Scout leadership; Develop plan to engage parents.	BEF Staff & CE Committee	Mar – August 2016	
E12. Meet with Urban League and Hispanic Unity leadership; Develop plan to engage minority communities.	BEF Staff & CE Committee	Jan – June 2016	
E13. Implement plans and capture success measures on a bi-monthly basis.	BEF Staff & CE Committee	On-going	