Executive Summary

At the Bob Woodruff Foundation (BWF), we invest in the next chapter for our veterans and their families. After Bob was critically wounded while reporting on the war in Iraq, the Woodruffs had a lot of help with their transition to the next chapter. Our mission is a nonpartisan expression of their gratitude and desire to ensure all veterans receive the same levels of care and support. Now 18 million strong, and growing by about 250,000 each year, our veterans are your neighbors, your frontline workers, your first responders, and your community leaders.

In 2020, BWF pivoted all of our operations to COVID-19 response. In April 2020, we published the first data-driven paper on COVID-19 implications for veterans. Our research yielded critical insights, including the rapid development of three conditions – emergent trauma, loneliness due to social isolation, and unplanned job or wage loss – that together would create a “perfect storm” of mental health challenges for veterans. We immediately deployed millions of dollars to support veterans and sustain the organizations that serve veterans, including by increasing virtual programming and expanding community-based tele-mental health services.

Internally, we also used 2020 to simplify and unify our organization and operating model. We completed a re-organization that simplified our organization into three primary activity areas: Development, Programs, and Operations, and we transitioned our entire team to remote operations – sustaining 100% operating capacity throughout the pandemic.

In 2021, our external environment will continue to impact our mission. The 2nd and 3rd order effects of the pandemic, the prolonged shutdown, and increased federal spending, will continue to disproportionately impact service members and veterans transitioning to civilian life. As a nation, we will also continue to address racial injustices in our society.

The Bob Woodruff Foundation is committed to contributing to economic security and racial equity in the US, with a focus on designing and implementing equitable programs for veterans and their families, and supporting our partner organizations to do the same.

In 2021, BWF is focused on longer-term sustainability in three primary ways:

Sustainability of our mission impact.
- In 2020, we granted more than in any prior year, grew our local partner network, and more than doubled the number of veterans served through VIVA. In 2021, we have a responsibility to sustain this impact, to continue supporting the organizations and veterans who depend on the Bob Woodruff Foundation.

Sustainability of our revenue model.
- Our ability to sustain our mission impact is directly related to our ability to increase revenues. In 2020, we were able to have the impact that we did due to a strong fundraising year in 2019. However, due to a combination of factors related to COVID-19 and particularly the fact that we could not hold Stand Up for Heroes in person, 2020 has been our lowest revenue year in the last 5 years. In 2021, we need to stabilize our revenue.

Sustainability of our growth trajectory.
- Increasing our net assets year-over-year will position us to invest in growth opportunities in the future. In 2021 we need to position ourselves for future growth by strengthening our development pipeline without increasing our expenses.

In 2021, BWF will innovate our approach to program delivery and fundraising to set the stage for our 2022 – 2024 Strategic Plan. To maximize our mission impact in the years ahead, we will need to be innovative, expand our network and deepen our existing relationships, and build our brand.
Our Mission, Vision, and Core Commitments

Our mission, vision, and core commitments are at the foundation of everything that we do at BWF and the way that we work.

Mission

■ We invite you to “Stand Up For Heroes” so that we can find, fund, shape and accelerate equitable solutions that help our impacted veterans, service members, and their families thrive.

Vision

■ To be the global leader in high impact philanthropic investment in the veteran community.

Core Commitments

■ We will pursue ways to provide service members and their families with equitable access to the same quality of support through their recovery that Bob Woodruff and his family received.

■ We are committed to meeting veteran needs no matter how intractable a problem seems – if a solution doesn’t exist, we will create one.

■ We will remain steadfast in our enduring commitment to meet veteran needs, over time, and as they evolve, through the most impactful and effective programs.

■ We will devote as much diligence to how we raise funds as we do to how we allocate them, maintaining the highest commitment to transparency and the highest standards for stewarding the funds entrusted to us.

■ We will maintain industry-leading subject matter expertise on veterans’ needs and the programs that support them - with a continuing reliance on data and input from every level, local to national.

■ We will share our expertise to help do more good for more veterans.

■ We will emulate the generosity of spirit that our founders and military families demonstrate each day.
In 2020, the Development Team completed an extensive re-organization, which included designing and implementing new internal processes, establishing a pipeline, and launching the Sustained Impact Campaign in parallel with Stand Up for Heroes - all of which set the team up to be able to operate independently of the rest of the Foundation to ensure that fundraising is never held up by competing priorities on other teams. All of the work that the Development Team put in during Q3 and Q4 of 2020 has set the team up for success in 2021 and beyond.

In 2021, the Development Team’s primary objectives are:

1) To raise as much funding as possible to sustain our mission impact

2) To set the stage for revenue growth during the 2022 - 2024 Strategic Plan

Projected revenue targets for 2021 and the 2022 - 2024 Strategic Plan are:

- 2021 - $13.8 million
- 2022 - $15.5 million
- 2023 - $20 million
- 2024 - $22 million

The Development Team’s work in 2021 will build to three core initiatives in the 2022 - 2024 Strategic Plan that will enable our sustained impact and future growth. These initiatives are:

- Diversify revenue portfolio through collaborations with strategic partners
- Achieve year-over-year growth and retention in our donor base
- Grow net assets to enable agile responses to future opportunities

Diversify revenue portfolio through collaborations with strategic partners

Three key strategic partners, along with Stand Up for Heroes, are responsible for BWF’s past successes in revenue growth, and new strategic partnerships will make future investments in growth opportunities possible. That said, there is a long lead-time required to develop and convert large strategic partners. In 2021, the Development Team will focus on engagement of existing strategic partners and identification and relationship building with prospective strategic partners to set the conditions for major multi-year donations in 2022 - 2024.

Existing Strategic Partners

Our three existing strategic partners include the NFL, Craig Newmark Philanthropies, and VOWS. In 2021, the Development Team will develop and implement customized donor engagement strategies for each of these partners, including recurring touchpoints (in-person, by phone, by email depending on donor preference and COVID-19 status) and proactive content updates on at least a quarterly basis. The Development Team will also track restricted grant requirements and ensure Programs and Operations are aware of these requirements and associated deadlines, including through synchronization meetings as needed.

Multi-year grants from the NFL and Craig Newmark Philanthropies will be eligible for renewal in May 2022; the Development Team will invest in donor engagement in 2021 and prepare for a subsequent ask. The pitches (including an overview of all activities and impact achieved through the last grants) should be finalized in Q4 2021 and presented in early Q1 2022 to allow for time for feedback and negotiations.

The VOWS partnership has historically raised about $1 million annually for BWF, although in 2020 VOWS revenue fell. In 2021, the Development Team will work to re-engage VOWS partners and maintain VOWS funding to at least $800,000.
New Strategic Partners

Building relationships with prospective new strategic partners will support BWF in achieving annual revenue milestones in the 2022 – 2024 Strategic Plan. In 2021, the Development Team will identify and build relationships with new partners who have the capacity to give at a $5 million + level over the entirety of a multi-year grant. To begin building this pipeline of new partners, the team’s objective for 2021 will be to raise at least $100,000 from each of 5 partners who have the potential to grow to multi-million, multi-year donors in future years.

Identification, categorization, and conversion of strategic partners could be based on many different partnered revenue models. Partnered revenue models include:

- Support for grants (i.e., NFL, Qatar)
- Support for local partners, VIVA, and other program expenses (i.e., CNP Next Chapter, pharmaceutical and medical device companies)
- Partnership for PAE and other promotional activities (i.e., SingleCare, Tower Beverages, Revolut)
- Start-up funding for 2022 Innovation Lab launch (i.e., Fund II Foundation)
- Revenue sharing and joint fundraising opportunities (i.e., Disney/Warrior Games and Aliro, EIF, AITAF)
- Monetization options for mutually-beneficial research and publications
- Benefits to employees and/or customers (i.e., partnerships with Fidelity and Vanguard donor advised funds, partnerships for employee matching gifts)
- A combination of any of the above models

The Programs Team will proactively share with Development its focus areas by the end of Q1 and will provide support on proposal development and donor outreach. In cases where the Programs Team has unfunded priorities, the Development Team will work to raise restricted and/or unrestricted funds to close funding gaps. This process will be facilitated with support from all BWF teams - the Programs Team will proactively develop content on a particular topic or program, the Operations Team will format that content into a formal piece of collateral for external use, and then Development team can work to find donor support. However, the Development Team’s top priority for 2021 is to develop a sustainable funding model. As long as funds can be used in accordance with our mission, the Development Team will pursue all funding that will enable us to sustain our mission impact, organization, and team in 2021.
Achieve year-over-year growth and retention in our donor base

For the past five years, our donor base has been shrinking. Based on the foundational work in donor engagement and pipeline management completed in 2020, the Development Team is prepared to reverse this trend in 2021 by increasing donor retention rates and building the donor base. It is anticipated that a majority of the 2021 $13.8 million revenue target will need to be raised through low-risk revenue sources while the Development Team builds its strategic partnership pipeline.

Individual Donor Engagement

In 2021, the Development Team will work to grow and maintain the individual donor base. Donor engagement is key to success, so the Development Team will establish defined giving levels and a stewardship strategy for each giving level. All donors will be assigned to a giving level and details and deadlines for their stewardship will be recorded in Salesforce by the end of Q1. The Development Team will engage donors according to the plan for the rest of the year.

The Development Team will also diversify revenue and build our donor database through new giving platforms, including:

- Establish a multi-year capital campaign (see next section)
- Create a legacy society and identify appropriate acknowledgments for donors
- Increase giving through donor advised funds
- Create a social media influencer program to generate grassroots support
- Develop a next generation engagement strategy
- Establish a direct mail/email solicitation program
- Establish a dialing for dollars program

In 2021, the direct mail/email solicitation program will operate on a trial basis. If it breaks even on all of its costs and has at least a 2% response rate, it will be continued in future years. Response rates to direct mail campaigns vary widely in the industry (ranging most often from 1% - 15%), with higher response rates attributable to greater upfront investment. So that we can test the program with a lighter upfront footprint (i.e., less investment upfront so that an expensive fundraising initiative that does not have a high return on investment does not impact our 990), a 2% response rate is the target for 2021. The Development Team will also research all donors who give through the program to identify and convert prospective major gift donors.

The dialing for dollars program will also operate on a trial basis. We have many ambassadors and champions who have offered to support BWF on a volunteer basis. Working with these champions to reach out to our supporters – individuals who have attended Stand Up for Heroes, given a one-time donation under $500, etc. who may be willing to increase their support if they hear from us and learn more about our mission and programs. To measure success, we will need to determine the approximate amount of staff time spent creating outreach lists and engaging volunteers compared to the amount raised to determine if the program is financially sustainable.
Corporate Donor Engagement

In addition to high-value strategic partners, BWF has many existing relationships with foundations and corporations between $10,000 and $300,000. In 2021, the Development Team will work to retain its 2019 and 2020 foundation and corporate partners and will identify and conduct outreach to new partners. All grant reporting requirements, deadlines for renewal, and reminders for quarterly updates will be input into Salesforce.

Stand Up for Heroes

In 2021, Stand Up for Heroes and growth of the Stand Up for Heroes franchise will be led by the Operations Team. The Development Team will support with revenue. The financial objective for Stand Up for Heroes 2021 is for it to be a revenue positive event. The 2021 Stand Up for Heroes budget is $1.9 million, so the revenue target is at least $1.9 million (about 14% of the overall fund-raising target for 2021). Assuming that we have one live show in 2021, the revenue target would be based only on ticket sales, the auction/paddle raise, and event sponsorships. The Operations Team will be responsible for ticket sales (which are estimated to raise about $400,000). The Development Team will be responsible for event sponsorships and auction items ($1.5 million). Additional details on decision making, expense, and revenue implications for conducting additional in-person and/or virtual shows, as well as expanding the Stand Up for Heroes franchise, are in the Operations section and detailed in the KPIs.

VOWS funding does not count toward this $1.9 million as BWF is also providing other benefits to the VOWS members through the symposium, employment portal, and other conferences and events. Individual donations do not count toward this $1.9 million as it is our decision whether we fundraise for Stand Up for Heroes or for another campaign. That said, the Development Team can still use the event(s) as a talking point for individual donor outreach or as a platform for other fundraising initiatives (see next page re: capital campaign) at their discretion.
Grow net assets to enable agile responses to future opportunities

The Development Team will design and kickoff a multi-year capital campaign in 2021 in support of the 2022-2024 Strategic Plan, to include establishing an endowment. Unrestricted revenue raised (and pledged) through this campaign will enable BWF to confidently invest in growth opportunities to expand our mission impact. Donations to this campaign are intended to be unrestricted, and therefore are most likely to come from individual donors.

Primary activities for the Development Team to complete in 2021 for this initiative include:

January – March 2021: Pre-Campaign Planning and Feasibility Study.
- Clarify objectives for the campaign, establish a preliminary goal, and draft the case for support. Test the preliminary plan with the Board and other key donors and revise the goals accordingly. This will be a significant topic during the March 2021 Board meeting.

- Talk to largest potential donors and Board Members and secure as many of the largest lead gifts as possible, but do not publicize the campaign goal. Select Board members and key donors may serve on a lead gift committee during this time to provide advice and support in solicitation. Success in securing lead gifts will determine how much the campaign can raise. Revisit the campaign goal. Prepare for public phase of campaign, including planning the campaign kick-off and developing the webpage and brochures.

- Publicly announce the campaign. If possible, announce a significant challenge gift.

Donor Communications
As part of the donor stewardship strategy for each giving level, the Development Team will produce and distribute appropriate updates and programmatic content to donors and prospects. On an ongoing basis, the Programs Team will recommend beneficiary stories. Development will develop the ideas into donor-facing content that can be used in ongoing donor communications and added to the World Class Pitch Deck story library. Operations will amplify the messaging on the website, in social media, and in other executive office communications. Operations will also support with design as needed. Additional details are included in the Programs and Operations sections.
In 2020, BWF chose to put our mission first, and the Programs Team implemented an impressive COVID-19 pivot to ensure that all of our grantees and local partners received BWF support for critical programming at the height of the pandemic. The Team’s efforts resulted in investments totaling more than $7 million, the expansion and increased engagement of the local partner network (a particularly notable accomplishment in a 100% virtual working model), and the significant growth of VIVA, with more than twice as many veterans served in 2020 compared to 2019.

The Programs Team’s work in 2021 will build to seven core initiatives in the 2022 - 2024 Strategic Plan that focus on sustaining and expanding our mission impact. These initiatives are:

- Find, fund, and shape grant programs that meet the most urgent needs of the veteran community
- Ensure the grantmaking due diligence process provides the highest return on investment
- Grow, strengthen, and increase awareness of the local partner network
- Complement fertility treatment services provided by the government to ensure military service does not preclude veterans from having families
- Analyze internal and external data and insights to identify priority interventions
- Build synergies across our grants program and local partner network to advance the field of veteran services
- Shape the dialogue on veterans and veteran services through storytelling and original research and analysis

**Find, fund, and shape grant programs that meet the most urgent needs of the veteran community**

In 2021, BWF is focused on sustaining mission impact while stabilizing our financial situation and developing sustainable, growth-oriented revenue models. The implications of this for granting are that we want to make as many impactful grants as we can in 2021, but we need to do so in a financially sustainable way for BWF.

For 2021, BWF has $9,815,500 budgeted for investments. Of that $9.8 million, about $4.5 million is restricted. Although not all restricted funding needs to be spent in Q1 and Q2 2021, all investments made in the first half of the year must be funded with restricted funding. Projected 2021 restricted funding is listed below, and will be updated with actuals in January 2021 after the year-end financial close:

- **$2,100,000** – Craig Newmark Philanthropies (food security)
- **$1,830,000** – NFL (inclusive of the 2020 carryover balance)
- **$230,000** – Wells Fargo (housing)
- **$205,500** – COVID-19 relief (to be confirmed if zeroed out in 2020)
- **$200,000** – Qatar Harvey Fund (clinician stipends)

By June 30, 2021 the Executive Office and Finance Committee will review annual revenue and expenses to date and determine whether the original 2021 budget will remain the same or if any changes will be implemented before Q3 or Q4. At this time, we will also know if additional restricted funding has been raised to close the 2021 investments budget gap, or if we will need to use unrestricted funding. Saving unrestricted grant funding for the second half of the year is a financial risk mitigation strategy for 2021, since we can decide to pull back unrestricted funding but we are obligated to spend restricted funding.
While the realities of our financial situation will inform our granting strategy for 2021, this does not mean that everything is already fixed. Over the course of 2021, the grants team will work with Development to improve alignment between grants focus areas and fundraising strategies.

By March 31, 2021, the grants team will identify the grants focus areas for the rest of 2021, including an equity lens. These focus areas will include a combination of funded focus areas that are already determined by restricted funding (e.g., food security, housing), as well as unfunded focus areas that the team identifies as urgent and emerging needs. For each focus area, the grants team will write content for a fundraising fact sheet and identify desired outcomes. Operations will support with design, and Development will use this collateral and prioritize unfunded focus areas where possible in fundraising outreach.

The grants team will also develop the 2022 granting strategy and focus areas no later than August 31, 2021, also with an equity lens. This will enable the Development Team to incorporate the new focus areas into 2022 fundraising proposals, including proposed renewals that will be prepared for the NFL and Craig Newmark Philanthropies in Q4 2021.

By November 30, 2021, the grants team will develop a plan to discuss the 2022 grant focus areas with prospective grantees. This may include using decline calls and referral calls to discuss the 2022 focus areas and publicizing our intended outcomes ahead of or in parallel to grant cycle announcements.

In the near-term, one opportunity to raise the profile of our grant cycles is to use our grant award announcements as moments for awareness raising. The Programs Team will identify ways to incorporate donors, Board members, NFL players, and other key stakeholders into grant award announcements via Zoom, social media, photos, events, etc., and Operations will support execution.

In addition to running the grant cycles, the grants team will continue to expand partnerships with subject matter experts in grant focus areas (funded or unfunded). Each member of the grants team will work collaboratively to improve general knowledge through efforts such as identifying BWF event sponsorship opportunities, identifying content for a panel, participating in a panel, and/or publishing a Stand SMART.

**Ensure the grantmaking due diligence process provides the highest return on investment**

In addition to building a system with the Development Team in which funding can follow grant focus areas during the 2022 – 2024 Strategic Plan, the grants team will use 2021 to update and document its due diligence processes, including adjustments for equity considerations as needed. Building on best practices and lessons learned from 2020, the grants team will update and document the 2021 due diligence and evaluation process by March 31, 2021, including an objective set of evaluation criteria, and ensure that 100% of grants made in 2021 adhere to this process. The grants team will present a simplified “jiffy lube version” of the due diligence process in a training to the BWF team. Exceptions will be made for any grant cycles that occur in Q1, as well as for collaborative engagement and public awareness and education funding decisions made outside of formal grant cycles.

100% of grants made should also result in improved outcomes for veterans, service members, families, and/or caregivers. In 2021, these outcomes may not fall within the priority focus areas identified by the grants team, but the team will monitor and evaluate the results to prepare to meet identified short- and long-term outcomes in 2022.
Grow, strengthen, and increase awareness of the local partner network

Over the course of the 2022 – 2024 Strategic Plan, the local partner team has three primary objectives:

1. Grow the network
2. Provide ongoing support to local partners to increase their capacity to serve veterans in their communities
3. Increase general awareness and understanding of the strength and breadth of the network

In addition to serving veterans, their families, and caregivers directly, a larger and more mature network will also provide more data and insights to shape BWF’s research and priority intervention areas.

Grow

In 2021, the local partner team will continue to grow the network and will also set the stage for accelerated growth in 2022. The team will grow the network by at least 7% from January to December 2021.

To create a growth plan, the local partner team will first set the baseline for number of local partners. The application rate for local partner stimulus funding in November 2020 was roughly half of what it was in June 2020, signaling that many local partners may have closed their doors due to the public health and economic crises in 2020. To determine the exact breadth and health of the network, the local partner team will assess each individual local partner, conduct a thorough evaluation of each local partner, and assess each partner’s level of engagement with the network and their likely development and growth needs. By March 31, 2021, the local partner team will have a detailed understanding of the current size of the network and the reasons why individual local partners did not apply for the stimulus funding in November, and input to identify and build the 2021 curriculum and resources for the local partners.

Next, the team will identify a growth aspiration. By the end of Q2 2021, the local partner team will define the growth aspiration for the program. As an example, this aspiration could be: local partner collaboratives exist in every county with more than XX veterans; local partner collaboratives exist in every metropolitan area with more than XX veterans; local partner collaboratives directly serve more than XX% of veterans in the US; or something else. After defining the aspiration, the team will complete a gap assessment, showing where we currently are, how we would have to grow to meet the aspiration, and what it would take to get there.

The local partner team will also use Q1 and Q2 to build a deeper understanding of why local partners join the network and remain active in the network through interviews with current local partners and LPSAT responses. These insights will help the team develop strategies to recruit and engage new local partners.

Based on the gap assessment and analysis on recruitment and engagement, the team will define the growth trajectory for 2022 – 2024, the steps that will need to be taken each year to achieve the aspiration, and the risks or complications in achieving the aspiration.

However, to expand the network and reach more veterans in more communities across the country, the local partner team will also need to innovate our current approach to managing and sustaining the local partner network by finding efficiencies, identifying opportunities to automate processes and systems, and redesigning elements of the support model. During 2021, the team will identify and test opportunities for such efficiency gains.

By the end of Q3 2021, the local partner team will finalize a growth strategy for inclusion in the 2022 – 2024 Strategic Plan.
**Strengthen**

Although growth is the way to reach more veterans and learn more about needs facing veterans across the country, meaningful growth also requires building the capacity of local partners to increase their impact and to increase the value of the data and information that BWF gains from the local partners.

In 2021, the local partner team will continue to implement programming to increase the capacity of local partners, including curriculum development, resources, and access to opportunities. Throughout 2021, the team will also build a deeper understanding of the keys to success in local partner development. Designing and analyzing the next LPSAT, which will allow the team to conduct an assessment of local partner development since the previous LPSAT, will be critical to building this understanding.

Continuously evaluating the effectiveness of program activities conducted during 2021 will also inform the team’s plans for 2022 - 2024.

One opportunity to increase engagement is to create more opportunities for local partners to take on leadership roles within the network. In 2021, the local partner team will design a Leadership Committee and, by the end of the year, recruit 8-10 local partner leaders to serve on the Committee. Although specific roles are yet to be determined, examples of Committee member roles beginning in 2022 include hosting webinars to share information about how they increased their collective impact and serving as peer mentors to less established local partners. BWF Board and Leadership Council members with close ties to the local partner work should also serve on the Committee to increase the connection between local partners and BWF and also to equip our Board and Leadership Council members with the necessary information to advocate for our programming to external stakeholders.

**Build Awareness**

There is a risk that another program could eclipse our local partner work if we do not become more visible and well known. In 2021, BWF will develop an external campaign, leveraging Got Your 6, to ensure that our work with the network, and the work of our local partners, is strong and visible in the public domain. This awareness work is not just for the communications team - it is about building deep relationships with veteran-serving organizations and leaders and cultivating those relationships to be mutually beneficial for veterans with linkages to the local partner network, and veterans served by other institutions. In 2021, the local partner team will build relationships with government officials and other leaders in the veteran space (including the maintenance of the VA MOU), participate in external events, and seek out additional opportunities to build awareness of BWF’s local partner network and Got Your 6. The local partner team will include and leverage the CEO, other leaders, and other team members in the relationship building strategy to ensure continuity across the organization.

Building awareness of the network is also related to fundraising objectives for the program. The local partner team will coordinate with Development to activate the network, with the intent of keeping the local partners funded to sustain their activities, as well as ensuring funding is available to execute planned BWF programming.

By September 30, 2021, for inclusion in the 2022 - 2024 local partner growth strategy, the team will develop a 3-year plan for local partner engagement, capacity building, and awareness raising.
Complement fertility treatment services provided by the government to ensure military service does not preclude veterans from having families

In 2020, VIVA experienced significant growth in awareness and applications. In 2021, our goal is to continue to complement government services by providing VIVA to as many veterans with service-connected infertility challenges as possible.

The number of VIVA grants that BWF is able to make in 2021 may be affected by awareness, funding, or both. In terms of awareness raising, the team’s objective is to continue outreach efforts and position the program to grow by at least 10% above 2020 levels. The VIVA team will document the drivers of growth, including organic word-of-mouth, or specific actions taken by the team to increase applications. The Operations Team will work with VIVA to develop a communications strategy to raise awareness and build momentum. In 2021, we will document our processes, expand our reach, and work to support as many veterans as possible.

In terms of funding, there is currently $250,000 budgeted for VIVA grants in 2021. Additional VIVA funding is required to ensure the program can sustain growth. By January 31, 2021, the VIVA team will write content for a Development fact sheet. Operations will support with design. The VIVA team will review the fact sheet on at least a quarterly basis to ensure it is kept up to date. The Development Team will conduct targeted VIVA fundraising with the intention to secure restricted funding for VIVA’s continued operations over the course of the 2022 - 2024 Strategic Plan.

When the VIVA team learns of any new legislation passing that may increase or decrease demand for VIVA, the VIVA team will update the development fact sheets to explain what will distinguish VIVA from the VA program in the future, and how the two programs will continue to complement each other.

To support fundraising and awareness efforts, BWF will need to keep our VIVA champions closely informed of VIVA updates, ranging from baby announcements, to legislative changes, to major gifts. By February 15, 2021, the VIVA team will identify a list of VIVA champions to receive these important updates, including Dr. Gil Mottla and Lee Woodruff.
Analyze internal and external data and insights to identify priority interventions

Looking ahead to 2022, BWF should be positioned to make decisions and take action based on data that we gather as a leader and innovator in the veteran space. In 2021, the Programs Team will advance the LPSAT for use across programs (see next section). Specifically, the Programs Team will provide information and briefings about programmatic activities and priorities to the Development and Operations Teams to improve cross-organizational synchronization on at least a quarterly basis.

An increased cadence of cross-organizational communications will be facilitated by Salesforce and the Insight Engine. By September 30, 2021, the Programs Team will complete all integrations into Salesforce, so that going forward the Programs Team will input and track all local partner and grant cycle information and reporting in Salesforce. (The Programs Team will work closely with our Salesforce contractor to complete this work on schedule, with the note that we cannot always control their timelines.) The Operations Team will also pull high level views of these data from Salesforce and input them into the Insight Engine for broader organizational access to information.

Build synergies across our grants program and local partner network to advance the field of veteran services

Consistent with the re-organization and naming decisions implemented in 2020, the Programs Team will work in 2021 to build greater synergies across all programs, particularly between grants and the local partner network. In 2021, the Programs Team will design and test mutually beneficial activities that both utilize the network of grantees to support local partner programming and communities and utilize local partner relationships and geographic reach to foster potential grant opportunities.

To increase synergies across our external stakeholders, the Programs Team will plan and execute two events that either: 1) Provide additional information about the Bob Woodruff Foundation, our 2021 priorities, and/or our 2022 – 2024 Strategic Plan to local partners, grantees, and other BWF stakeholders; or 2) Introduce key concepts and objectives within the local partner network to grantees and vice versa.

Internally, the Programs Team will also identify, design, and test complementary activities, such as:

- The local partner team will write and incorporate LPSAT questions that can inform grants and VIVA initiatives as well as local partner programming
- The Programs Team will identify topics for virtual panels or publications based on grantee and local partner interest
- The grants team will integrate veterans needs at the community level as identified through Regional Cohort Calls and the LPSAT into grant focus areas and priorities
Shape the dialogue on veterans and veteran services through storytelling and original research and analysis

In 2021, BWF will design and implement a cohesive and structured storytelling process. Additional details about this initiative can be found in the Operations Plan section of this document.

The Programs Team plays a foundational role in the content development process due to its proximity to the issues and our partners and beneficiaries. Because of this, the Programs Team is responsible for bringing stories to the rest of BWF.

During 2021, the Programs Team will bring at least 25 grantee, local partner, and VIVA stories for use in Development outreach, social media, and other mediums. This breaks down to 1 grantee and 1 local partner story per month, in addition to at least 1 VIVA story during the year. Development and Operations will tell the stories (ownership of this depends on audience), and communications will support publication. Demand for stories may increase during particular times of the year (e.g., Stand Up for Heroes) or for a particular donor event (e.g., the anniversary of Hurricane Harvey). In these cases, Operations and Development will communicate the need to Programs at least 1 month in advance, and will work to reuse stories where possible.

In addition, the Programs Team is the research arm of BWF. Conducting and publishing original research not only informs our program strategies, but also gives us credibility with policymakers, service providers, and prospective donors in the veteran community, as well as government leaders in the new administration. Sharing our research with the veteran community can amplify our impact by shaping our peers’ approaches to veteran philanthropy as well, as we saw with the COVID-19 paper. In 2021, the team will write at least 2 Stand SMARTs and will develop and write at least 2 research papers using the LPSAT and other insights. These research pieces will likely gain the most traction if published in Q1, Q2, or Q3, to avoid the extensive communications around Stand Up for Heroes. Communications will support publication according to Programs Team distribution plans and requirements.

Programs Team Resources

Programmatic expenses in the 2021 budget include: $10,315,500 for investments including local partner stimulus funds; $250,000 for VIVA grants; $2,500 for VIVA baby gifts; $5,000 for conferences; $20,000 for travel (tentative, based on COVID continuity); and $600,000 for the LPSAT and other local partner expenses (funded by Craig Newmark). In addition to the existing team, the Programs Team will also recruit for a Craig Newmark Fellow, an intern, and a new program officer in Q1 2021. Additional expenses related to programs costs should be discussed with the COO.
2021 Operations Plan

In 2020, the Operations Team focused on stabilizing the organization and team during the COVID-19 pandemic, identifying and establishing opportunities within a remote work environment to maintain momentum in external relations, and baselining the organization to prepare for future growth. Looking ahead, the Operations Team will continue to play an important role in shaping relationships within the BWF team, the Board of Directors and Leadership Council, other key stakeholders, and the public to drive support for our mission, as well as synchronizing important dates and surges across the organization to ensure we are working efficiently and methodically throughout the year.

The Operations Team’s work in 2021 will build to six initiatives in the 2022 – 2024 Strategic Plan that focus on raising awareness of our mission and streamlining internal processes to improve our efficiency and effectiveness in delivering our mission. These initiatives are:

- Engage the general public to bridge the civil-military divide
- Shape the dialogue on veterans and veteran services through storytelling and original research and analysis
- Demonstrate operational efficiency and excellence by maintaining 85% program spend ratio
- Grow net assets to enable agile responses to future opportunities
- Stand up an Innovation Lab to explore and redefine what may be possible in veteran philanthropy
- Continue to develop a workforce and Board of Directors that is driven to stay on the frontlines of veteran philanthropy now and in the future

In 2021, the Operations Team will have two primary roles within BWF:

1. Raise broad awareness about our mission and organization to support and amplify the Development Team’s and Programs Team’s efforts
2. Foster a sustainable organizational design and operating model that will support accelerated mission impact
Events

Due to public health risks caused by the COVID-19 pandemic, BWF cancelled in-person events for most of 2020. Due to the continued uncertainty of the pandemic and the lead time required to host an in-person event, BWF will also not plan any in-person events in Q1 or Q2 2021. A decision about whether in-person events will resume in Q3 and Q4 will be made by June 15, 2021, including the 20th anniversary of 9/11 and the 15th anniversary of Stand Up for Heroes.

In Q1 and Q2 2021, BWF will host at least 2 virtual events organized by the Events Team, including one virtual Leadership Council meeting with a guest speaker. Throughout the year, Events will also support the Programs Team’s objective to host and participate in panel discussions and speaker series about BWF’s priority grant areas, support the annual VOWS Symposium and additional VOWS events, such as the 2020 Resilience Series and awareness raising/training for the WayUp platform, and host Generous Persson. Additional events may be coordinated with Programs and Development in support of their KPIs.

In addition, Operations will be focused on planning and preparation for the 15th annual Stand Up for Heroes and expanding the Stand Up for Heroes franchise during the 2022 - 2024 Strategic Plan, including pursuing external awards and recognition. In 2020, BWF produced a virtual Stand Up for Heroes show that was free and accessible on multiple distribution platforms for public viewing. Going forward, BWF should consider whether to host a virtual event, an in-person event, or multiple events in 2021. The 2021 Stand Up for Heroes work plan will also include decision points and actions needed to begin expanding the Stand Up for Heroes franchise, including synchronization required with VOWS and NYCF teams as well as potential new partners, including but not limited to Disney Veterans Institute, Warrior Games, EIF, and CBS, ABC or other networks, in order to capitalize on the event’s reach in 2020. Regardless of format(s) for the 2020 show(s), the Operations Team will be responsible for the planning, execution, and production of Stand Up for Heroes. The Development Team will take the lead on event sponsorships, the auction/paddle raise, and a capital campaign kick-off, and Operations will lead all other elements with contractor support as needed.

During 2021, the Events team will also set the stage to expand our network in other geographies during the 2022 - 2024 Strategic Plan. By September 30, 2021, the Events team will identify 5 priority areas/cities for incorporation into the Strategic Plan. Criteria for expansion should include relationships to our mission, our Board and leadership, and a propensity for giving. In addition to identifying these areas, the Events team will identify the most effective types of events to gain traction in these areas (post-COVID).

Communications

Through strategic communications, BWF will be able to grow our audience, increase our fundraising capacity, and build new and deeper relationships to better raise awareness about our mission, our organization, our expertise, and our brand. The catalyst for all of this growth is increased audience and increased frequency. In 2021, the Communications team will increase our total number of followers across all social media platforms by 25% and will increase our number of social posts across all platforms by 50%, with an emphasis on storytelling. By September 30, 2021, the Communications Team will build an aggressive growth plan for 2022 - 2024 for inclusion in the Strategic Plan.
Our social media platforms will be our primary means of reaching the general public. The social media plan is built around three pillars of content, which were initially developed and implemented to amplify Stand Up for Heroes 2020 and the food security partnership with Craig Newmark Philanthropies. The pillars are:

- **Human-Inspired Stories**
  - Content: Veterans, program team, and volunteer personal stories
  - Cadence: 1-2 posts per week
  - Example hashtags: #VeteranSupport #InTheirOwnWords #GotYour6

- **Demonstrating BWF Impact**
  - Content: Program beneficiary, local partner, and grantee stories and successes; community engagement; BWF and partner events
  - Cadence: 1-2 posts per week
  - Example hashtags: #EndHunger #SocialImpact #COVIDResponse #GotYour6

- **Data in Action**
  - Content: BWF by the numbers; relevant bites of data, research, and insights, packaged for multiple audiences, that are understandable, repeatable, and compelling
  - Cadence: 1-2 posts per week

- **Meet the Moment**
  - Content: Current events related to our mission, the military, and our country or world more broadly (i.e., leadership in action, International Women’s Day)
  - Cadence: 1-2 posts per week

These social media posts will be amplified on BWF owned platforms and BWF leadership and key stakeholder platforms including Bob and Lee Woodruff and craigslistnewlist. We will also ask our Bobslist network to support our efforts by sharing our stories and adding their own stories of impact on their social feeds to create a chorus of voices talking about every issue. We will be intentional about building and engaging these lists, including with daily posts to both craigslistnewlist and Bobslist.

To complement audience growth on social media, the Communications team will also design and implement a robust communications plan. No later than January 22, 2021, the CEO and COO will together finalize the communications staffing plan for 2021 (including potential new hires, engaging an outside firm) and will begin recruitment in accordance with this plan. The 2021 communications goals are:

- Targeted communications, including the use of targeted ads on social media for posts with donation linkages; a digital marketing strategy will be developed by March 31, 2021 that uses 2021 to test, learn, and assess the best opportunities for BWF to pursue during the 2022 - 2024 Strategic Plan, to ensure that our decisions on marketing spend have a high return on investment and are financially sustainable

- An updated, accessible, and engaging BWF website; the fully functional website will be ready for launch by July 1, 2021

- Routine engagement with key stakeholders (e.g., Board, Leadership Council, Friends and Family network) that supports the Development Team’s stewardship strategy

- Segmented and groomed mailing lists to increase view and read rates by our champions, donors, and influencers (this process will be led by the Development Team’s segmentation and stewardship strategies)

- Streamlined processes to generate and distribute an increased frequency of communications, including templates to increase brand consistency and efficiency

- New digital formats such as text appeals, blog posts, and video content

- High quality design and graphics featuring consistent branding

- Strategy and execution plan for CEO communications
Every month, the Communications team will meet with the Development Operations Director to synchronize communications for the next two months. This synchronization will ensure that Communication’s outreach to stakeholders via email and social will complement Development’s planned outreach to donors in line with the donor stewardship strategy. Every quarter, Communications will produce update emails for the entire BWF mailing list, a Board and Leadership Council Update, Champions update, and targeted outreach including press releases and PR campaigns to promote publications, grant announcements, special events, fundraising campaigns, and other important news.

During the monthly synchronization meeting, Operations and Development will identify any priority topics to be discussed in the following months based on acute donor interest or upcoming holidays and share this information with Programs for story-bringing support. Requests will be made to the Programs Team by the 1st of the previous month if a particular focus area is desired, and the Programs Team will share talking points and story ideas by the 20th of the previous month, for use in the following months. Regardless of which focus areas are highlighted in a particular month or season, most communications will fit into four thematic areas to ensure consistency of messaging throughout the year.

These themes are:

1. From surviving to thriving
2. Modern mil-vet families
3. From insight to action
4. Powered by collaboration

Additional communications outside of these themes may be incorporated to “meet the moment.”

**Insight Engine**

The Operations Team is responsible for setting up and managing the Insight Engine. As of November 2020, the Insight Engine will be ready for use as soon as the Salesforce migrations are completed (as all data for the Insight Engine will be pulled from Salesforce). In addition to thematic insights that can inform event topics and communications focus areas, the Insight Engine will have potential story leads and thought-provoking quotes that the Operations and Development Teams can use throughout the year.

**Shape the dialogue on veterans and veteran services through storytelling and original research and analysis**

The Operations Team will support, connect, and improve storytelling across all departments. The Programs Team will have the lead in identifying new stories and developing original research and analysis, Operations will have the lead in writing stories, Development will shape them for donor consumption and awareness, and then the Operations team through Communications and Events will amplify and share those stories, publications, and insights to a wider audience. In 2021, the Communications team will share at least 3 stories each week on social media, Bobslist, and craigslist (as part of the daily posts to these Google Groups), using a combination of new and previously released stories.

In addition to sharing stories and promoting original research through press releases, email updates, social media, a curated media and influencer list, and Google groups like craigslist, Bobslist, the White Oak list, Nationswell, and Forbes Non Profit Council, the Communications and Development teams will also leverage Got Your 6 to tell the stories of our collaboratives and grantees, their impact, and the veterans and communities they serve.
When Got Your 6 was relaunched in Q4 2020, the activation focused on Stand Up for Heroes and the Local Partner Network. By January 31, 2021, Got Your 6 will be fully operational as the consumer facing arm of all BWF work. This means the Got Your 6 website will have added depth, stories, insights and donation linkage for each of our programs. Got Your 6 will be a vehicle to support integrated communication campaigns and cross-promotion of our programs and events, including VIVA, the Local Partner Network, Grants, and Stand Up for Heroes. Examples of Got Your 6 messaging by audience include:

- **For veterans and their families:** BWF has Got Your 6, funding best in class programs to address the most pressing current and emerging needs that you face. We will fill gaps and innovate where we need to find new solutions.

- **For our grantees:** BWF has Got Your 6, providing essential funding for your incredible programs and guidance, shaping and partnership to help you grow and improve as you support the veteran community.

- **For our Local Partners:** BWF has Got Your 6, providing the programming, best practices, funding and network that you count on to grow and enhance your ability to support our veterans and their families, where they work and live.

- **To our Local Partners:** We know that your mentality for our veterans is the same as ours – you have their 6, day in and day out, not only as they transition off of active duty and back to the community, but for the long run as they pursue the American Dream that they helped to defend.

- **For our VIVA parents:** BWF has Got Your 6, providing the extra funding and support you need to fulfill your dream of starting a family.

- **For our broader network of supporters:** You have been there for our veterans and for BWF and we appreciate every time you have stepped up and said, “I’ve Got Your 6.”

---

**Demonstrate operational efficiency and excellence by maintaining 85% program spend ratio**

One of BWF’s foundational commitments is to ensure that at least 85% of every dollar spent goes to meet the needs of veterans, service members, and their families. During 2021, the Operations Team will conduct monthly financial reviews including the year-to-date program spend ratio and the projected program spend ratio at year end. Before any decisions are made mid year to change the budget, the Operations Team will run a program spend ratio projection to determine the impact on program spend and end-of-year net assets.

Although the high level budget categories will be drafted for inclusion in the 2022 - 2024 Strategic Plan Draft, the Operations Team will also develop a detailed 2022 budget. By September 30, 2021, the Operations Team will develop the complete draft budget for 2022 with at least an 85% program spend ratio and will finalize the 2021 budget with Finance Committee approval no later than December 10, 2021.
Grow net assets to enable agile responses to future opportunities

To grow our net assets year over year, BWF annual revenue needs to be higher than annual expenses. The Operations Team will support Development efforts to raise revenue in addition to closely monitoring expense and revenue projections.

Revenue Support

In addition to Stand Up for Heroes ticket sales, the Operations Team will support fundraising efforts through social media campaigns and email outreach, in coordination with the Development Team. Strategies to increase engagement include:

- Building momentum around strategic partnerships by highlighting the impact of our combined efforts on social media, especially through human interest stories
- Identifying and capitalizing on opportunities for mutual promotion, based on past experiences with NFL Salute to Service, collaboration with Craig Newmark on the food security announcement, and highlighting the Qatar Harvey Fund during the Hurricane Harvey anniversary
- Encouraging recurring donations, by having recurring donations as the default option in email and social media donation links and explaining the impact that recurring donations to BWF can have for veterans and their families
- Demonstrating the value of lower-dollar gifts to capture donors with less expendable income on social media
- Increasing engagement with current network through targeted communications and interest-based segmentation of social media followers
- Simplifying external messaging by aligning partnerships and projects under shared themes, and assessing which themes generate the most engagement
- Sharing analytics with the Development Team on highly engaged followers who could be added to the donor pipeline, as well as followers who have large networks themselves and could potentially be vetted as a BWF influencer; analytics will be processed and shared on a quarterly basis

Expense Controls

In 2021, the Operations Team will closely monitor spending. All Leadership Team members will be expected to track spending within their team’s budget allocations and demonstrate that planned expenses fit within the budget. The Operations Team will share monthly financial statements with the Leadership Team to ensure cross-organizational transparency, including updates on restricted funding obligations. For any unplanned costs that do not fit within the budget, the Operations Team will conduct a risk assessment including implications for end-of-year net assets and program spend ratio.
Budget Projections and Re-Forecast Decisions

After the Q1 and Q2 financial close, the Operations Team will evaluate year-to-date revenue position compared to projections and the donor pipeline. The Operations Team will develop 3 specific scenarios and options for the rest of the year based on these projections: 1) Maintain current budget (with projections for end of year net asset and program spend ratio); 2) Increase current budget (in what ways, why, and with what implications for net asset and program spend ratio); 3) Decrease current budget (in what ways, why, and with what implications for net asset and program spend ratio). The analysis for Q1 will be prepared by May 1, for internal discussion ahead of the June Finance Committee meeting. The analysis for Q2 will be prepared by August 1, for internal discussion ahead of the September Finance Committee meeting.

Stand up an Innovation Lab to explore and redefine what may be possible in veteran philanthropy

Internal innovation – continuously looking for new ways to improve our organization – is core to the way that we work at BWF. Looking ahead, we also want to apply this mindset externally to advance our mission and ensure we are thinking of everything possible that may better support veterans, service members, and their families. As part of the 2022 – 2024 Strategic Plan, BWF will launch its Innovation Lab. The Innovation Lab will have two primary components:

1. Pitch competition for next-generation solutions.
   Beginning in 2022, BWF may host its inaugural innovation competition, in which external teams could pitch their ideas for next-generation solutions to veteran needs. Winning solutions may receive press acknowledgments from BWF and may be eligible for venture investments.

2. Program development and incubation. BWF is uniquely positioned to identify unmet needs in the veteran community. When we identify an unmet need, we either work with our partners and grantees to shape their programs and meet the need, or we incubate a new program ourselves, as we did with our local partner network and VIVA. In 2022, we will develop our new program incubation infrastructure, with the goal to identify, incubate, and make go / no-go decisions on new program ideas.

   The yet-to-be-named pitch competition will launch first, in part because we can control the outcomes and timeline more than we would be able to with new program development, which will increase our ability to find start-up funding. Establishing partnerships (with, for example, universities and media outlets) could help us raise awareness for the pitch competition itself, increasing both the quality and quantity of pitches. If the pitches are of a high enough quality, the competition could be a source of new ideas for program incubation at BWF.

   The Operations Team will spend 2021 laying the groundwork for the pitch competition to launch in 2022. In 2021, we will further develop the pitch competition concept, identify partners, and prepare for a 2022 kick-off event. By the end of Q2 2021, the Operations Team will finalize the operating model design and identify potential partners with whom to co-host the pitch competition. Also by the end of Q2, the Operations Team will develop fundraising collateral and work with the Development Team to secure start-up funding. Q3 and Q4 will be focused on fundraising and event preparations.
Continue to develop a workforce and Board of Directors that is driven to stay on the frontlines of veteran philanthropy now and in the future

In 2020, the Operations Team led BWF’s reorganization, established a team working group, launched the employee pulse survey, and hired an HR Officer to position our team for success. We also launched a Board Recruitment Committee to recruit leaders to join our Board of Directors and Leadership Council in 2021 and to build a pipeline of future Board candidates to ensure BWF’s continued success into the future. In 2021, the Operations Team will continue to manage internal engagement, including developing a plan to build and maintain relationships with key government stakeholders.

BWF Team

In 2020, BWF started a lot of important work on culture by design that we will continue in 2021. In 2021, the Operations Team will continue to prioritize team culture and engagement through the employee pulse survey and the organizational working group. The team will recommend and support implementation of any changes to improve team morale and increase leadership opportunities.

The Operations Team will also manage the business continuity plans and any changes to the working model that take place in 2021, including identifying opportunities for team building and sessions to improve coordination and collaboration across the organization. Specific plans for 2021 will be released at least 15 days ahead of each quarter, as they are dependent on the status of COVID-19.

The Operations Team will review and update the employee handbook for 2022 no later than December 3, 2021.

Board of Directors

In 2021, the Operations Team will continue to support the Board of Directors and facilitate Board engagement, including:

- **Executive Committee**
  - Operations will develop draft read ahead and talk track materials for monthly Executive Committee meetings

- **Finance Committee**
  - Operations will develop draft read ahead and talk track materials for quarterly Finance Committee meetings to be held in February, June, September, and December 2021
  - Operations will work with the Finance Committee to develop an Investment Plan for BWF assets, for implementation no later than January 15, 2022

- **Recruitment Committee**
  - Operations will prepare all materials and run of show for new Board Member Onboarding, to be held in February 2021
  - Operations will monitor the Board and Leadership Council recruitment pipelines and convene the Recruitment Committee at least twice in 2021 to discuss the pipeline and opportunities to grow our pipeline and network
  - If any vacancies exist on the Board of Directors and/or Leadership Council, the Operations Team will convene the Recruitment Committee and facilitate the recruitment process

- **Board of Directors**
  - Operations will schedule and develop read ahead and talk track materials for three Board Meetings in March, June, and October

- **Board Operating Model**
  - Operations will support the CEO in the establishment of additional Committees, such as a Fundraising Committee and/or Stand Up for Heroes Committee, to ensure all Board members are engaged throughout the remote operating model
  - Operations will also work with the CEO to design the post-COVID operating model for the Board

The Executive Office will schedule and publish 2022 Board meeting dates by September 30, 2021.
Leadership Council

In 2021, the Operations Team will support engagement with the Leadership Council. Due to uncertainty around COVID-19, the Operations Team will support a virtual Leadership Council meeting in April 2021 that will include an update on BWF operations and programs, a guest speaker, and potentially a celebrity appearance to thank our Leadership Council for their continued support. The Operations Team will also support a Leadership Council meeting in November 2021 around Stand Up for Heroes, either virtually or in-person, depending on public health guidance.

2022 – 2024 Strategic Plan

Our achievements for 2021 will set the groundwork for what we can accomplish in 2022. The 2022 – 2024 Strategic Plan will be our guidepost for organizational priorities for the following three years. Operations will ensure that we bring critical content to the Board at each of the Board meetings in 2021 for Board input, feedback, and direction throughout the Strategic Plan development process. By September 30, 2021, the Operations Team will have completed a full draft of the 2022 – 2024 Strategic Plan and will work with the Programs and Development Teams throughout Q4 to ensure coordination across multi-year fundraising goals, program focus areas, and operational needs before sharing with the Board at the October meeting. A final 2022 – 2024 Strategic Plan will be released by December 3, 2021.
## Risks and Risk Mitigation

### Development

**High risk:** Existing team may not have the capacity to meet the $13.8 million fundraising target in 2021, resulting in a decrease in net assets

*Mitigation:* Maximize CEO support

*Mitigation:* Work with WCPG and/or other partners who can support development efforts

*Mitigation:* Consider hiring development professional(s) in Q2 if the pipeline is robust enough to justify a new hire and the existing team can demonstrate through a daily rate of donor engagement and outreach that time is the limiting factor

**High risk:** Relationship building with donors requires long lead times, particularly when we do not already have relationships with decision makers

*Mitigation:* Build time for long-lead pitching into pipeline management

*Mitigation:* Leverage Board, WCPG and other external relationships to identify potential donors

**Medium risk:** Uncertainty around in-person gatherings makes it difficult or not possible to hold Stand Up for Heroes in person in 2021

*Mitigation:* Most fundraising will not be focused on Stand Up for Heroes in 2021; the goal of Stand Up for Heroes in whatever form it takes will be to have a revenue positive event, but the Development Team’s primary focus will not be restricted to the event itself

**Medium risk:** VOWS and/or Stand Up for Heroes become growth limiters based on time investment vs. revenue potential

*Mitigation:* Revenue recorded for SUFH will be strictly limited to revenue that could not possibly be earned without the event (e.g., ticket sales, sponsorships, auction) to clearly make decisions about event revenue potential; revenue recorded through VOWS will be compared to approximate time spent on VOWS during 2021 to make decisions about out-year time investment

### Operations

**Medium risk:** Adding fundraising or management costs could affect program ratios

*Mitigation:* The budget will be strictly adhered to in 2021 across the organization; no changes will be made without a clear risk assessment

### Development / Operations

**High risk:** Meeting a $13.8 million revenue target requires doubling our 2020 revenue

*Mitigation:* By end of Q1 when Salesforce is fully up and running, pipeline should include specific targets and partnerships to pursue through 2021 (this may require additional research to identify new prospects)

*Mitigation:* Conduct monthly financial assessments to avoid any surprises in Q4; Revisit 2022 – 2024 budget and revenue targets based on 2021 performance
Risks and Risk Mitigation

**Operations**

**Medium risk:** By end of Q2 2021, it is not clear how we will meet our revenue target for 2021

**Mitigation:** Begin re-forecasting to make budget cuts in Q3 and Q4 of 2021 to right size budget and organization to match projected revenue and ensure there is no further net asset deficit than anticipated in the approved 2021 budget

**Operations/Programs**

**Medium risk:** Grant cycles early in the year set us up for net asset deficit based on fundraising pipeline

**Mitigation:** Plan spring grant cycle to only spend restricted revenue that must be granted in 2021 (no unrestricted revenue to be used)

**Programs**

**High risk:** Restricted funding available for programs in 2021 may not reflect the most urgent needs of veterans

**Mitigation:** Continue to be growth-focused in 2021 to stabilize our finances and ensure we can continue serving veterans. However, the Programs Team will set up the infrastructure to communicate program priorities to Development in a timely manner to facilitate fundraising efforts, so that in 2022 we can transition to an issue-focused organization in which funding follows program priorities. By 2022, the goal is for all new funding to follow program priorities (with some transition period expected for existing donors)

**Programs**

**Medium risk:** Local Partners join and engage lightly with the network to receive funding, but are not committed to learning and sharing information

**Mitigation:** Increase broader awareness of the network to the public and federal, state, and local governments

**Mitigation:** Develop and implement a communications plan with specific touchpoints and deliberate outreach to increase buy-in and engagement

**Programs**

**Medium risk:** Changes to current policies could reshape or otherwise impact the role of VIVA as a complement to the VA

**Mitigation:** Monitor policy changes and develop plans ahead of their enactment that describe the role VIVA will continue to play in the future

**Programs**

**High risk:** There is an expected 10% demand increase for VIVA grants in 2021 compared to 2020, but we do not have the funding to meet this demand

**Mitigation:** The VIVA team will provide updated talking points to Development to support fundraising efforts by the end of January 2021 so that the Development team can identify additional funding sources for VIVA grants
Risks and Risk Mitigation

**Programs**

**High risk:** Ability to grant $10 million in 2021 is dependent on application quality and team bandwidth

**Mitigation:** Plan early for new hires in the budget (i.e., fellow, intern, junior programs team member) to recruit and fill positions

**Mitigation:** Plan restricted grant cycles for Q2 early in Q1 and communicate expectations with grantees with enough lead time for grantees to develop strong applications; the topics for these grant cycles are known as they will be based off of current restricted funding

**Mitigation:** Reassess ability to grant unrestricted funding in Q3 and Q4 as part of June reforecast with the Finance Committee

**Low risk:** External tech support, particularly for Salesforce, often takes longer than initial deadlines

**Mitigation:** Plan for delays in Salesforce execution by preparing to shift to 100% Salesforce use by the end of Q2 even though the KPI is for Q3

**Operations**

**High risk:** Current communications team does not have the bandwidth to execute the 2021 and beyond strategic plan

**Mitigation:** Explore the possibilities to hire new team member positions especially to support on social media and CEO communications and either post for new positions and/or contract with a full service communications and marketing firm

**Medium risk:** Communications approvals process does not support an increased communications cadence

**Mitigation:** Storytelling initiatives run on a standardized cadence with a pre-determined approval process; all beneficiaries in stories are vetted before stories are submitted for approval

**Operations**

**High risk:** The whole organization is not ready to embrace change at the levels we will need to change and innovate to succeed in the mid- and long-term

**Mitigation:** 2021 is Year 0 of the new Strategic Plan – an opportunity to test, learn, and make some of the innovations and transitions we want to see. The Working Group will make recommendations for change management and will introduce opportunities to increase comfort with change throughout 2021, ahead of the new Strategic Plan

**Medium risk:** Ad hoc requests take the teams time away from completing the priorities in this annual plan

**Mitigation:** Leadership make determinations about the teams time and priorities to ensure that any additional requests either build to the goals and objectives of the 2021 Business Plan and 2022-2024 Strategic Goals, or are not executed
APPENDIX 1: Looking Ahead to the 2022 – 2024 Strategic Plan

2021 is “Year 0” of the Bob Woodruff Foundation’s 2022 – 2024 Strategic Plan. All effort by the entire BWF team in 2021 should prepare us to step off on our Strategic Plan in January 2022. Anticipated success metrics for the 2022 – 2024 Strategic Plan are described below, and will be refined and updated throughout 2021 with input from the entire BWF team.

**Goal 1:** Identify, fill, and connect urgent, unmet needs of veterans, service members, and their families

**Initiative 1.1**
Ensure the grantmaking due diligence process provides the highest return on investment

Defining success: BWF grants support evidence-based interventions that complement available resources and maximize measurable impacts in identified focus areas

Measuring success:
- Every year, grantmaking focus areas are re-evaluated with intended short- and long-term outcomes, prospective grantees are assessed for their capacity to meet intended outcomes, and existing grantees are assessed for their progress towards intended outcomes
- The grants team develops and maintains updated content that highlights and explains the grants strategy and demonstrate its impact through our partners’ work
- The grants team receives external recognition for subject matter expertise in grantmaking focus areas (e.g., invitations to present at events, research published by non-BWF media sources)

**Initiative 1.2**
Grow, strengthen, and increase awareness of the local partner network

Defining success: Determine the ideal number of collaboratives and geographic reach of the local partner Network, increase the number of collaboratives in the local partner network to the target reach, and provide ongoing support to local partners to increase their capacity to serve veterans in their communities

Measuring success:
- The local partner network has collaboratives in 100% of the areas identified for program reach
- 100% of local partners are engaged in the network
- Median local partner capacity, as measured in the LPSAT or other surveys, improves annually

**Initiative 1.3**
Complement fertility treatment services provided by the government to ensure military service does not preclude veterans from having families

Defining success: BWF provides VIVA grants to all veterans with service-connected infertility who qualify for BWF funding and are not eligible for VA IVF

Measuring success:
- VIVA applications increase at least 10% annually, unless current policies expand VA-funded IVF treatment to all veterans
- VIVA is able to fund 100% of eligible applications received
- 100% of VIVA applicants eligible for VA funding are referred to the VA
**Goal 2:**
Maintain and strengthen distinctive, evidence-based program delivery model

**Initiative 2.1**
Implement a grantmaking due diligence process that ensures the highest return on investment

Defining success: BWF implements and adheres to an objective due diligence process that measures each program’s logic, depth of impact, evidence base, organizational health, team experience, and cost relative to other comparable interventions, as well as a reporting process that measures each grant’s impact

Measuring success:
- 100% of grants are made according to the due diligence process criteria
- 100% of grants selected through the due diligence process demonstrate a measurable impact
- The due diligence process is assessed and improved annually

**Initiative 2.2**
Analyze internal and external data and insights to identify priority interventions

Defining success: Programmatic decisions and actions are based on data that BWF gathers and analyzes from internal and external sources

Measuring success:
- The insight engine is the first stop for Operations and Development colleagues to learn about and use program insights in external communications
- 100% of program applications, communications, and reporting are stored in Salesforce, as well as Development and Operations contacts and relationship history
- BWF publishes at least one significant research paper each year that is based on data and results in a strategic improvement in veteran services and/or veteran philanthropy

**Initiative 2.3**
Build synergies across our grants program and local partner network to advance the field of veteran services

Defining success: Grants and the local partner network conduct mutually beneficial activities that increase support for grantees and partners, increase impact, and build the pipeline of grantees and partners

Measuring success:
- LPSAT questions inform all program initiatives at BWF
- Grant focus areas reflect needs at the community level identified through the local partner network
- Local partners who demonstrate an ability to measure impact, track need in their communities, and assess their current capacity and gaps to meet the need are added to the grants pipeline

**Goal 3:**
Advance global public knowledge about the veteran community

**Initiative 3.1**
Engage the general public to bridge the civil-military divide

Defining success: The BWF brand maintains a current and relevant presence that is adaptable to meet the moment and raise awareness about the most urgent needs facing veterans

Measuring success:
- The Stand Up for Heroes franchise is built out and recognized globally as a leading veteran services brand
- BWF demonstrates audience growth and increased engagement each year of the Strategic Plan, including social media and donor engagement
- All BWF-related brands and campaigns are integrated, including Stand Up for Heroes, VOWS, Got Your 6, VIVA, the local partner network, and grants
Initiative 3.2
Shape the dialogue on veterans and veteran services through storytelling and original research and analysis

Defining success: A cohesive and structured cross-organizational storytelling process is issue-driven, highlights BWF’s impact, spotlights our program partners and participants, relates current events to our mission, discusses veterans’ issues using a person-centered approach, and leverages our data, research, and corresponding stories to build our network

Measuring success:
- Content production and promotion increases, resulting in an increase in impressions of at least 25% each year
- BWF team members are positioned as thought leaders or experts, measured by external use of BWF research and/or invitations to participate in roundtables, panels, or other discussions

Goal 4:
Set the standard for trust and excellence in philanthropic investment

Initiative 4.1
Diversify revenue portfolio through collaborations with strategic partners

Defining success: Achieve annual revenue milestones by identifying and converting strategic partners on an ongoing annual basis.

Measuring success:
- Every year, develop at least five new multi-year strategic partnerships who give at least $100k each but have the potential to grow to multi-million, multi-year partners ($5 million+)
- In each subsequent year, grow at least 4/5 of the prior year’s $100k donors to $250k each; and identify an additional 5 new partners at the $100k level
- In each subsequent year, grow at least 3/4 of the prior year’s $250k partners to above the $750k level; grow at least 4/5 of the prior year’s $100k donors to $250k each; and identify an additional 5 new partners at the $100k level
- In each subsequent year, grow 1/3 of the prior year’s $750k partners to above $1 million per year for a multi-year gift; grow at least 3/4 of the prior year’s $250k partners to above the $750k level; grow at least 4/5 of the prior year’s $100k donors to $250k each; and identify an additional 5 new partners at the $100k level
- Renew multi-year partners when their renewal dates arise (i.e., renew NFL and CNP in 2022)

Initiative 4.2
Achieve year-over-year growth and retention in our donor base

Defining success: Significantly grow and maintain donor base including by implementing clearly defined giving levels and an accompanying stewardship strategy, creating a Legacy Society, becoming the go-to destination for veteran giving through donor advised funds, establishing a capital campaign and an endowment, developing an influencer program, and establishing a direct mail/email solicitation program.

Measuring success:
- Achieve 80% donor retention rate and 10% donor growth rate year-over-year
- Diversify revenue mix by designing and implementing plans for planned giving, donor advised funds, capital campaign, influencer program, and direct mail/email solicitation
- Raise at least $5 million for an endowment

Initiative 4.3
Demonstrate operational efficiency and excellence by maintaining 85% program spend ratio

Defining success: Maintain an 85% program spend ratio

Measuring success:
- The Bob Woodruff Foundation ends ever year with at least an 85% program spend ratio
- The CEO acknowledges in writing any decisions made during a given fiscal year that will decrease the program spend ratio below 85%
Goal 5: Invest in continuous learning, innovation, and evolution to meet the needs of tomorrow

Initiative 5.1
Stand up an Innovation Lab to explore and redefine what may be possible in veteran philanthropy

Defining success: The Innovation Lab is funded and staffed, with both pitch competition and program incubation components

Measuring success:
- Collegiate partners, media partners, and funders initially support the Innovation Lab in 2022 and renew their support and collaboration in 2023 and 2024
- At least 10 new program ideas are incubated, and 1 new program is established, with funding, at BWF by 2024

Initiative 5.2
Continue to develop a workforce and Board of Directors that is driven to stay on the frontlines of veteran philanthropy now and in the future

Defining success: The BWF team and Board of Directors believe BWF is positioned for success in terms of program performance, brand recognition, and operational efficiencies and are driven to innovate and lead the team into the future

Measuring success:
- The BWF team has at least a 75% retention rate each year
- The Board of Directors and Leadership Council are engaged, as demonstrated through attendance at meetings and events, donations, and support expanding the BWF network
## 2021 Budget Summary

<table>
<thead>
<tr>
<th>Total Revenue</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>2021 OPERATING Revenue</td>
<td>$13,804,000.00</td>
<td>RELEASED Revenue</td>
<td>$6,840,500.00</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>$20,644,500.00</td>
</tr>
<tr>
<td>Total Expenses</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>$17,982,677.36</td>
</tr>
<tr>
<td>UNRESTRICTED Net Surplus</td>
<td>$2,661,822.64</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Percentage Spend

- Programs Spend: $15,411,424.71, **85.7%**
- Development Spend: $1,741,386.91, **9.7%**
- Operations Spend: $829,865.74, **4.6%**

- **Total:** $17,982,677.36

### Finance and Executive Committee Guidance

- The 2021 budget is approved with a $4.2 million net asset deficit, due to our position in year 3 of the NFL and CNP grants.
- That said, it is important that we meet the fundraising target of $13.8 million in 2021 to ensure we do not dip any lower into our net assets.
- In 2021, we are committed both to meeting this fundraising target and maintaining our program spend ratio.
- We are investing in our team with new hires (both full time and contract support) to ensure we have the capacity to achieve our program and financial growth targets in 2021.
- In June and July, we will examine our year-to-date revenues and expenses and make business changes if there is not a clear path to meeting our budget targets.

### Projected 2021 Change in Net Assets

<table>
<thead>
<tr>
<th></th>
<th>Unrestricted</th>
<th>Restricted</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue Unrestricted</td>
<td>13,804,000.00</td>
<td>(6,840,500.00)</td>
<td>13,804,000.00</td>
</tr>
<tr>
<td>Revenue Released</td>
<td>6,840,500.00</td>
<td></td>
<td>-</td>
</tr>
<tr>
<td>Expenses</td>
<td>(17,982,677.36)</td>
<td></td>
<td>(17,982,677.36)</td>
</tr>
<tr>
<td><strong>2021 Net Asset Change</strong></td>
<td><strong>2,661,822.64</strong></td>
<td><strong>(6,840,500.00)</strong></td>
<td><strong>(4,178,677.36)</strong></td>
</tr>
</tbody>
</table>
APPENDIX 3:
2021 Organizational KPIs

Development Team
■ 2021 Revenue Target: $13.8 million (stretch target is $15.8 million)
■ 100% complete Salesforce build by March 31, 2021 including full pipeline, assignment of all donors to established segments, each with a pre-determined engagement/stewardship strategy based on segment that is also established in Salesforce with automated reminders and deadlines; and all grant reporting requirements and deadlines
■ Write quarterly update emails tailored for each donor segment стратегического партнера с наложением акцент на рассказывание
■ Create a social media influencer program to generate grassroots support
  □ Secure 3 influencers to donate personally and post quarterly about BWF individuals rather than strategic partners
■ For Q2, Q3, and Q4, set team’s quarterly priorities at least two weeks before the start of the quarter

Corporate Engagement
■ SUFH Revenue Target* (in-person, virtual or both): $1.9 million
  □ Can include sponsorship and auction (Omaze)
  □ Does not include ticket sales (projected at $400k)
  □ Does not include individual giving (exception: individual donations made via tech platforms during a virtual show can count in lieu of ticket sales)
  □ Does not include VOWS
  □ *Note: Revenue target is subject to change based on budget increases to accommodate multiple shows (both in person and virtual or more than one virtual show); break-even target (currently $1.9 million) will increase by the same amount as the SUFH show budget increase
■ By Q4 2021, complete renewal pitches for the NFL and CNP
■ Raise $800K through VOWS
■ To begin building this pipeline of new partners, the team’s objective for 2021 will be to raise at least $100,000 from each of 5 partners who have the potential to grow to multi-million, multi-year donors in future years.
■ All grant reporting requirements, deadlines for renewal, and reminders for quarterly updates will be input into Salesforce.

Individual Donor Engagement
■ Development Team will establish defined giving levels and a stewardship strategy for each giving level.
  □ All donors will be assigned to a giving level and details and deadlines for their stewardship will be recorded in Salesforce by the end of Q1
■ Establish a multi-year (2022-2024) capital campaign, including establishment of an endowment
  □ Lead gifts will be secured by 31 October 2021
  □ Campaign kick-off will be at Stand Up For Heroes
■ All gifts through the Capital Campaign should be unrestricted, and therefore will likely come from individuals rather than strategic partners
■ There is no dollar amount target for lead gifts, instead the amount raised through lead gifts will enable the Development Team to set a goal for the capital campaign
■ Create a legacy society and identify appropriate acknowledgments strategy for donors by Q1
■ Create a partnership program and gain at least 5 gifts through a donor advised fund by establishing relationships with a fund manager(s)
■ Establish a direct mail/email solicitation program
  □ 2% response rate is the target for 2021
■ Establish a dialing for dollars program
■ Write and implement individual donor workflows and business processes from end to end by Q1
APPENDIX 3:
2021 Organizational KPIs

Programs Team

Grants
- Identify short-term and long-term grants focus areas by March 31, 2021 as well as desired outcomes, and coordinate and deliver issue briefs to share with the BWF team
- Expand partnerships with subject matter experts in grant focus areas and work collaboratively to improve general knowledge through 1-2 efforts (e.g., identifying BWF event sponsorship opportunities or identifying the content for a panel)
- Grant all restricted funding designated for 2021 in accordance with donor requirements
- Update and document the 2021 due diligence process and ensure that 100% of grants made adhere to the process (quick check that is replicable outside of the Programs Team)
- 100% of grants made result in improved outcomes for veterans, service members, families, and/or caregivers

Local Partners
- Develop a 2022 – 2024 growth strategy and plan for increasing Local Partner engagement and capacity development by October 31, 2021, commensurate with BWF budget assumptions for 2022 – 2024
- Launch a local partner Leadership Group and recruit 8-10 local partner leaders to join
- Design and implement the 2021 LPSAT including questions that inform cross-program initiatives and development goals and objectives
- Increase the number of active local partners from January 2021 to December 2021 by 7%
- Maintain government relations including the VA MOU

VIVA
- Increase number of VIVA grants made in 2021 by 10% from 2020
- Collaborate with Development on funding to underwrite program

Programs
- Coordinate with Development to provide content for Development fact sheets on all programs no later than March 31, 2021 and ensure it is up to date on at least a quarterly basis
- 100% use of Salesforce by the Programs Team, including full integration of NVI app into the BWF Salesforce by September 30, 2021, 100% of all grant cycle information input and tracked in Salesforce, and 100% of grantee and local partner reporting managed in Salesforce
- Develop 2022 granting strategy and identify other 2022 funding priorities no later than August 31, 2021 to support the Development Team in fundraising against those priorities, especially to support NFL and CNP proposal development
- Design and implement 2 events to share information and best practices between grantees and local partners
- Write at least 2 Stand SMARTs and identify 25 grantee/local partner/VIVA spotlights for social and other stories (bring ~1 per grantee/local partner per month; 1 VIVA story); Development will write the stories, and Communications will support publication
- Work with Development and Operations on CNP workflows
**APPENDIX 3: 2021 Organizational KPIs**

**Operations Team**

**Events**
- Host at least two virtual events in 2021
- Plan, execute and produce Stand Up for Heroes, with a preliminary annual work plan finalized by February 15, 2021
- Conduct network mapping assessments of 5 metropolitan areas to identify opportunities for future events and event attendees to expand the BWF network, no later than September 30, 2021

**Communications**
- Increase total number of social media followers by 25%
- Increase number of social posts across all platforms by 50% over 2020 baseline and post daily to Google Groups
- Share at least 3-6 stories per week across social media, the website, and emails (using a combination of new and old stories)
- Develop a digital marketing strategy for 2021 by March 31, 2021, and make recommendations for the 2022 digital marketing strategy by September 30, 2021
- Launch the new BWF website by July 31, 2021
- Coordinate monthly meetings with Development and Programs to synchronize the communications plans for the following two months
- Compile social media analytics and share relevant information with Development on a quarterly basis, including prospective donors and influencers
- Develop and maintain CEO digital platform

**Strategy**
- Develop the concept for an Innovation Lab by June 30, 2021
- Identify partners and start-up funders for the Innovation Lab (the latter in coordination with Development) by November 30, 2021
- Schedule and develop materials for monthly Executive Committee, quarterly Finance Committee, and ad hoc Recruitment Committee meetings
- Schedule and develop materials for Board Meetings in March, June, and October
- Schedule and develop materials for Leadership Council meetings in May and November
- Draft the 2022 – 2024 Strategic Plan by August 31, 2021, and finalize by September 30, 2021

**HR**
- Finalize and distribute the 2022 Employee Handbook no later than December 3, 2021
- Develop Diversity and Inclusion goals and implementation plan
- Develop and document workflows and business processes for succession planning
- Plan and execute performance evaluations process

**Finance**
- Maintain an 85% program spend ratio
- Develop a draft budget for 2022 by September 30, 2021, and obtain Finance Committee approval no later than December 10, 2021
- Share monthly financial statements with the Leadership Team and Finance Committee
- Analyze Q1 financial position and make recommendations for the rest of 2021 by May 1, 2021
- Analyze Q2 financial position and make recommendations for the rest of 2021 by August 1, 2021
- Ensure all restricted money is spent and managed according to grant requirements
## APPENDIX 4: 2021 BWF Calendar

### January
- New Year’s Day (office closed) – January 1
- Martin Luther King Jr. Day (office closed) – January 18
- Executive Committee – January 27
- Bob’s Alive Day - January 29

### February
- Presidents’ Day (office closed) – February 15
- New Board Member Onboarding - Date TBD
- Finance Committee – Date TBD
- Executive Committee – February 24

### March
- Board of Directors Meeting – Wednesday, March 10
- Executive Committee – March 25
- Annual Plan Complete - March 31
- SUFH Annual Plan Complete - March 31

### April
- Leadership Council - Date TBD
- Executive Committee – Date TBD

### May
- Memorial Day (office closed) – May 31
- Executive Committee – Date TBD

### June
- Juneteenth (office closed) - June 18 (Observed)
- Board of Directors Meeting – June 23
- Finance Committee – Date TBD
- Executive Committee – Date TBD

### July
- Independence Day (office closed) - July 5 (Observed)
- Executive Committee – Date TBD
- Q2 Budget Assessment and Reforecast – July 15

### August
- Executive Committee – Date TBD

### September
- Labor Day (office closed) – September 6
- 20th Anniversary of September 11th
- Finance Committee – Date TBD
- Executive Committee – Date TBD
- Warrior Games – Date TBD

### October
- Columbus Day (office closed) – October 11
- Board of Directors Meeting – Wednesday, October 27
- Executive Committee – Date TBD

### November
- Veterans Day (office open) – November 11
- Thanksgiving Holiday (office closed) - November 25 - November 26
- 15th Annual Stand Up for Heroes – Date TBD
- Leadership Council Meeting – Date TBD
- Executive Committee – Date TBD

### December
- Winter Holidays (office closed) - December 20 - December 31
- Finance Committee – Date TBD
- Executive Committee – Date TBD
APPENDIX 5:  
2021 Business Continuity

COVID-19 Business Continuity Plan
In 2021, we are continuing to focus on supporting our team to say safe and healthy. We also want to support our team members to be fully operational and productive, despite our continuing uncertain and stressful external circumstances.

Given the continued uncertainty of the COVID-19 pandemic, we will extend our COVID-19 Business Continuity Plan through June 30, 2021. This means:

   All employees who ordinarily work in the New York office will continue working remotely at least until June 30, 2021.

   Due to budget constraints and continued health risks, no work-related travel should be planned for Q1 or Q2. In cases where Leadership Team members feel there is a programmatic or fundraising opportunity that will require business travel and can be covered within the budget, they may submit a plan to the CEO including a health and safety risk assessment for discussion and approval.

3. No in-person events will be held before June 30, 2021.
   Given health concerns and budget constraints, and in accordance with the goal to enable longer-term planning for our team and stakeholders, no in-person events will be scheduled for Q1 or Q2.

4. The next decision point about whether to resume in-person travel and events will be made by June 15, 2021. If additional information is available sooner that would enable us to begin planning in-person events in Q3, we will inform the team as soon as possible.

Future Planning
As of January 2021, no decisions have been made for BWF operations beyond June 2021. We are keeping all options on the table for our future operating model, including whether we will continue to have the same office in Manhattan or not. We will use the next six months to consider all options and make the best decision for our team and our ability to deliver our mission. Please speak with your leadership about the benefits and downsides that you have experienced working remotely vs in the office, so that we can make a decision about our long-term plans with your input.