Vision 2x22
Lone Star Strategic Plan
Doubling the Number of Kids Served by 2022

BIG Results
BIG Visibility
BIG Engagement
BIG Growth

- A Transformational Blueprint for Financial Sustainability and Growth -
May 2016
Lone Star Strategic Vision

Big Brothers Big Sisters Lone Star (BBBS) is committed to:

- Becoming the most trusted, most respected, most visible, most innovative, and most effective, life-changing mentoring organization in the country.

- Impacting the lives of children in Texas and forever changing our communities, for the better, forever, by screening, matching, and supporting high quality volunteer mentors to be positive forces of good through our programs.

- Ensuring our program outcomes are measurable with third party data sources and will continue to show our positive impact on the specific issues facing the communities we serve.

- Making high quality matches a priority and follow evidence-based guidelines to enhance our programs, thus improving retention rates and lengths of matches.

- Becoming much more community focused by being more engaged, responsive, and tailored to the specific needs of the diverse communities that make up Lone Star.

- Working with local volunteers, businesses, civic and political leaders, faith-based groups, schools, donors, and other nonprofits to offer mentoring as our sole mission.

Vision 2x22 Performance Metrics

- Grow number of children served from 6,000 to 13,000
- Grow budget from $11 million to $15 million
- Improve annual cost per match from $1,700 to $1,200
- Improve non-program cost to less than [18%] of the total budget
- Establish one new Regional office per year and expand footprint through the establishment of multiple sub-markets
Big Brothers Big Sisters Lone Star Guiding Principles

- We remain committed to our unique brand of one-to-one, professionally supported youth mentoring.
- We are committed to creating matches that are safe and which yield positive, measurable outcomes for our children.
- We believe a focus of extending the length of each match and enhancing the strength of each relationship is critical to providing positive outcomes.
- Because our programs are proven to have positive impacts on children, and because we know that there are many more children beyond those we currently serve, who need our services, we are committed to growth.
- We believe our ability to grow and improve our services must be enabled through a strong, sustainable financial position with sufficient cash reserves.
- Growing and diversifying our revenue sources, and continually striving to lower the cost of our services, are critical drivers to a sustainable financial position.
- Our efforts to grow our services will be focused on deepening penetration in our existing markets while considering additional mergers, acquisitions and/or expansion to new markets.
- Greater emphasis must be placed on recruiting volunteer mentors that are reflective of the children we serve.
- The leadership of our Board is critical to our success - we must utilize a disciplined approach to recruiting new members and enhancing the effectiveness of each Board member and the full Board.
- Our employees are valuable assets and keys to our success. We will emphasize the management, satisfaction, and development of each employee.
- We will always foster a culture of commitment to:
  - Diversity and inclusion,
  - Partnership and collaboration,
  - Continuous learning,
  - Proven effectiveness through research and evaluation, and
  - High performance.
**Strategic Plan Development Process**

Stakeholder feedback can be effectively grouped into six distinct Strategic Imperatives.

### Interdependence of Strategic Imperatives

<table>
<thead>
<tr>
<th>Strategic Imperative</th>
<th>1) Achieve and measure positive and impactful results to convey compelling value proposition to communities served and overall societal benefit</th>
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<tbody>
<tr>
<td>2) Communicate local impact and outcomes through increased marketing and media outreach</td>
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<tr>
<td>3) Embrace target groups to broaden community engagement through mutually beneficial co-branding partnerships with businesses, civic and professional groups, churches, and other nonprofit organizations</td>
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<td>4) Attain sustainable funding through mutually beneficial partnerships, creating financial sustainability</td>
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<td>5) Expand and enhance service delivery by increasing quantity and quality of services</td>
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<td>6) Improve internal Agency effectiveness by improving efficiency and functionality of our organization</td>
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### Summary of BBBS Lone Star Stakeholder Perspectives

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<td>Littles’ Parents/Guardians</td>
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<td>CEO, Leadership Team</td>
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<td>Donors</td>
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<td>Business Partners</td>
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<td>Civic Leaders</td>
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<td>Regional Board</td>
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Strategic Imperative:
1. Achieve & Measure Positive & Impactful Results
   Broader Measurement of Societal Benefit of Mentoring of At-Risk Youth

Identify and Achieve Program Success as Defined by Local Community Needs
- Work with community partners to effectively define the needs of the community and target youth accordingly.
- Ensure adequate resources to meet program function needs (Customer Service, Enrollment and Matching, Training, Match Support, Quality Assurance, etc.)
- Build in continued quality management to track progress and effectiveness for each program function.
- Measure outcomes effectively for each one-to-one mentoring program and evaluate best return on resources.

Strategies to Effectively Capture Program Impact as Related to a Broader Range Societal Needs
- Better position ourselves to be able to effectively work with data, building a sophistication in this area that will lead to better outcome identification and reporting.
- Expand the collection and use of third party data to demonstrate program outcomes.
- Create mechanisms to effectively track our students over time, during and past the official closure date of their matches (ideally until age 26).
- Work with BBBSA staff and BBBS colleagues around the country to strengthen outcome evaluation efforts and tools.
- Be at the table with other groups and partners who are setting achievement standards, tracking outcomes, etc.
- Harness the impact of the mentoring experience on volunteer mentors themselves, as well as on schools, community/corporate/faith-based partners.
- Capture the economic and societal impact of the mentoring movement as a whole, relating to poverty, health, violence, government dependence, incarceration, homelessness, truancy, education, employment, etc.
Strategic Imperative:
1. Achieve & Measure Positive & Impactful Results
Broader Measurement of Societal Benefit of Mentoring of At-Risk Youth

Costly Consequences versus Investment in Youth Development

The average high school dropout will cost taxpayers over $292,000 in lower tax revenues, higher cash and in-kind transfer costs, and imposed incarceration costs relative to an average high school graduate.

By identifying and reporting broader outcome measures, BBBS Lone Star will be better positioned to speak to the impact of mentoring on:

⇒ Education
⇒ Literacy
⇒ Improved school attendance
⇒ Grade promotion and high school graduation
⇒ College entry or post-secondary pursuit such as a vocational technical school, military, or a stable career
⇒ College retention and graduation
⇒ Breaking the Generational Cycle of Incarceration
⇒ Avoidance of Criminal Justice System
⇒ Gainful employment as a contributing member of society
⇒ Homelessness
⇒ Food Security
⇒ Healthy living
⇒ Volunteer well-being as a product of being in service to others
Strategic Imperative:
2. Communicate Local Impact & Outcomes

Big Brothers Big Sisters brand will be positive, active, inclusive, trustworthy, empowering, hopeful, inspiring, and committed to positive change.

- Continually assess brand relevance against current culture.
- Associate more directly with positive outcomes.
- Demonstrate the individual and collective outcomes our mentoring helps to achieve.
- Share uplifting and compelling stories.
- Ensure consistency and uniformity across markets to build strong Brand identification.

Enhance Brand Visibility

- Build intentional, carefully selected, and mutually-beneficial partnerships with organizations that align with the Big Brothers Big Sisters’ image, brand, and values. Focus on high-brand recognition opportunities centered around:
  - employee engagement
  - corporate social responsibility
  - cause-marketing opportunities

Improve Media Relations Support

- Solicit Pro Bono Public Relations firm to solidify strong media relationships for human interest stories and invite a media professional for each Regional Board for local support.

Revamp Website and Ensure Accessibility

- Create user-friendly, mobile-friendly site with integrated donor software along with a smart phone app to connect and enable all stakeholders to actively engage.

Recreate Marketing Materials

- Create effective marketing tools and promotional materials to communicate our unique value proposition to establish and expand partnerships.
- Ensure our funding messages are aligned locally with the specific social needs of each individual community and the remedies we provide to address these prevailing social ails.
- Lead with the value proposition and ensure our messages to funders focus on how we can enhance their bottom line by partnering with BBBS to create positive change in their company and community.
Strategic Imperative:
3. Embrace Target Groups to Broaden Community Engagement

Creation of Affinity Group and Alumni Stewardship
• Create an ever-expanding BBBS “Affinity” Group of families and friends of active Bigs, past Bigs, families of active and former Littles, donors, supporters, etc.
• Build database of former Bigs and Littles.
• Mobilize, enlist, and engage former Littles to become critical advocates.

Build Mutually Beneficial Partnerships with Consumer-Based Businesses
• Ensure brand compatibility, adequate visibility, market presence, and suitability to BBBS mission.
• Create sense of prestige and exclusivity to partner with BBBS.
• Target partners who want to sell their goods and services to our loyal BBBS Affinity Group.

Expand and Mobilize Young Professional Groups
• Expand awareness to target demographic by engaging them with the BBBS mission outside of mentoring and encouraging philanthropic involvement via professional networking and social opportunities.
• Build pipeline of potential donors, mentors, and board members.
• Become the “go-to” group for professionals with a purpose.

Encore Group—Mobilize and Engage 55+ Demographic
• Increase involvement with important, untapped demographic that has the time, talent, and/or financial resources as well as the strong desire to achieve greater degree of purpose.
• Create initiatives to attract and recruit mentors in the 55+ age group.

Strategic Outreach and Collaborations
• Partner with organizations that offer both recruitment and funding opportunities.
• Collaborate with other financially sound and complimentary charities such as Boys & Girls Clubs, Whole Kids, HEB Foundation, churches, professional organizations, etc.

Engage with Diverse Civic, Political, and Faith-Based Initiatives
• Seek local, state, and national initiatives that fit and augment existing BBBS efforts.
• Organize and mobilize a diverse cross-section of groups that reflect the youth we serve, including African Americans, Hispanic/Latino, Asian, Native American, etc.
• Collaborate with civic, political, and faith-based leaders.
• Become THE go-to solution for state-wide mentoring efforts.
Regional Responsibilities

- Allocate roughly 80-90% of Agency resources to the Regional level. The Regional Boards and Regional Management Teams will own fundraising at the Regional level and will maintain the overwhelming majority of the benefit (80-90%) of their own funding efforts to be deployed locally at their own discretion.

- Be held accountable to grow Region’s budget 8% per year to encourage more impact.

Lone Star Central Office Responsibilities

- Advocate for Government funding sources that support Lone Star coverage area.

- Intentionally and proactively target business partnerships that offer a value-added business proposition to the partner. Lone Star will commit to not interfere with BBBS' National Campaigns or Regional Campaigns but rather focus on those partnerships that encompass the entire Lone Star service area.

- Ensure that our internal accounting systems align to acknowledge that 95% of modern day donors want their money to lift up their particular community.

- Create easy-to-access dashboard model for all Regions to assess progress and hold local staff leaders accountable for results.

- Direct 10-20% of Agency resources towards Lone Star Centralized Services.

- Perform strict year-end accounting to verify and assess the mutually financial benefit of partnerships.

- Commit and budget a certain amount of the CEO’s dedicated time for fundraising in each Region. Any funding stemming from these efforts stays within that Region.

- Establish and charter a BBBS Lone Star Endowment focused on major gifts to provide a lasting legacy of financial sustainability. Capital campaigns to fund this endowment will be initiated once Lone Star regains financial stability.

Regional and Executive Board Give or Get

- Identify and recruit engaged, connected, financially-capable and mission-driven Regional and Executive Board members, including representatives of the kids and communities we serve, such as former Littles, parents of existing mentees, school district representatives, civic leaders, faith-based leaders, etc.

- Regional Board members will be required to give or get a minimum of [$10,000] annually.

- The Chairman of each fully functioning Region will become a member of the Executive Board. Other Executive Board members will include those able to give or get a minimum of [$50,000] annually and/or introduce the Agency to mutually beneficial business partnerships worth at least [$50,000] annually.

- Executive and Regional Board give or get minimum financial commitments will be STRICTLY enforced, unless exceptions are pre-agreed upon. A higher minimum may be considered in the future.

- Ensure board members give their gifts in quarter one of each calendar year, thus giving our staff leaders the ability to cite 100% board member giving at the beginning of each year in all of our Q2-Q4 Foundation requests.
Joint Lone Star and Regional Fundraising Initiatives

- Evaluate current and ongoing effectiveness of fundraising strategies to prioritize use of staff and volunteer time and expand effective funding sources.

- Build in strategies and resources to diversify funding sources, target prevailing profitable sectors of the economy, and secure new corporate, foundation, individual, United Way, and government funding.

- Seek, create, and grow Savers programs in all of the Lone Star service area, i.e. clothes donations.

- Point-of-Sale opportunities will be of heightened focus at major retail outlets who are our official branded partners.

- Create fundraising competitions amongst the various Lone Star Regions to enhance giving and share learnings and best practices.

- Create competitions among the Boards and give awards for the Regional Boards who secure the most money in give or get scenarios throughout the years.

- Expand matching gift opportunities for volunteer hours, special event gifts, and individual gifts.

- Review, revise, and grow monthly-giving donor program.

Major Gifts

- Create an Agency-wide campaign to lead major gift solicitations in all Regions we serve to create more sustainable growth of our Agency.

- Lone Star will organize large fundraising initiatives including wills and estate planning, State grants, non-community centric donors, program giving, etc.

- Grow multi-year pledges and matching challenge gifts to spark new support.
Affinity Group Initiatives

- Create crowd funding initiatives to give our Affinity Group (or whomever) an immediate, impulse opportunity to contribute directly via mobile device. Point-of-sale funding opportunities via mobile App should be created and piloted for effectiveness.
- Establish a “Pay-It-Forward” Initiative to give former Littles (or friends and families of Littles) a chance to repay the organization for the early intervention benefit.
- Create a financial contribution mechanism for 55+ age group (Encore) who have the financial wherewithal and desire to support BBBS and inadequate time to be a Big.
- Explore and create mobile App for BBBS Affinity Members or similar card-based programs with prearranged discounts offered to members.

Fundraising Competitions

In partnership with RISE®, BBBS facilitated a fundraising competition, “Lift Up My Little”, to incentivize Bigs to raise awareness and fundraise for the Agency and earn a seat for the Big and their Little on a private airplane ride. Over $15,000 was raised.

Donor Stewardship

- Steward donors effectively to ensure a positive donor experience.
- Host Thank-A-Thons in all Regions where our Bigs and Littles call donors to do nothing other than thank people for their generosity.
- Hold four cultivation events in each Region a year to inform local philanthropic leaders of BBBS’ work and to engage more high level donors.
Special Events

- Ensure each event has a clearly stated mission with a specific fundraising goal and target audience.
- Tailor events to fit the interests of the local community as well as the greatest opportunity for funding.
- Identify the right chair or co-chairs at least eight to twelve months prior to the event. Develop chair succession plan and keep prior chairs engaged. Roles and responsibilities of chair/co-chairs should be clearly defined and should include:
  - developing goals and evaluating event plan
  - building committee and appointing committee chairs
  - communicating committee roles and responsibilities
  - reviewing budget, advertising, and marketing to ensure event success

- Develop strong event committees as a pivotal resource to the success of the event. Roles and responsibilities of committee members should be clearly defined and should include:
  - engaged and empowered to fulfill assigned responsibilities
  - held accountable in meeting those responsibilities

- Strategic plan for each event will follow outlined event timeline:
  - Six to eight months prior: create event committee, develop sub-committee and identify sub-committee chairs, solicit corporate sponsors
  - Four to six months prior: establish host committee, send Save the Date, develop event action plan, hold regular committee and sub-committee meetings, solicit individual sponsors
  - Three to zero months prior: execute event action plan, regular committee meetings, promote event
  - Zero to two months post-event: debrief with chair/co-chairs and committee members, solicit feedback from sponsors, participants, vendors, and volunteers, steward donors, guests, and sponsors

- Development/Event staff are responsible for:
  - Clearly defining abilities and identifying areas of need
  - Identify experienced people as collaborators and consultants
  - Solicit volunteer and in-kind donations to perform tasks
  - Support chair/co-chair and committee members
  - Provide timely tracking reports, including revenue and estimated expenses
  - Perform cost-effectiveness review of all expenses
  - Continuous improvement audit and resource efficiency assessment of each event

Strategic Imperative:

4. Attain Sustainable Funding

Strike up some fun for Big Brothers Big Sisters
Strategic Imperative:  
5. Expand & Enhance Service Delivery

Strengthen Current Mentor Programs

- Examine issues facing each Region and expand various programs in areas that align with particular needs of each community, i.e. Amachi programming, college and job readiness, mentor2.0 growth.
- Evaluate all programs for effectiveness to focus on best return and implement process for continuous improvement and quality management.
- Enhance program services quality of experience by ensuring the BBBS touch points are as local as possible, i.e. eliminate centralized customer relations function.

Market Growth to Increase Lone Star Footprint

- Encourage healthy Regions to form a new Advisory Board in prospective new sub-markets in order to increase presence of mission and evaluate viability of autonomy.
- Create one new Region, four new sub-markets, and two new pilot program initiatives per year to continue growth of BBBS mission and territory coverage of Lone Star.
- Establish a funding threshold to ensure local leaders and the community are capable and interested in opening a new BBBS Region. Offer an effective, easy-to-implement starter kit and provide necessary support and resources to ensure success of new Regions.
- In areas remote from strong Regional offices, CEO and Executive Board Chair will approach community leaders and civic officials to determine if there is a need and desire to create a new BBBS Region. Resources will be offered by the Central Services office to assist and support the successful establishment of new Regions.
- Create more community around BBBS experience to enhance service quality and encourage key constituents (volunteers) to get more involved and bring their friends and companies in as well.
- Tap into new technology and innovations to create new efficiencies in program growth.

Proposed Service Area Map

Assurance of high-quality programming that meets high standards of child safety is at the forefront of all expanded growth. Our efforts should always aim to change the lives of children for the better, forever; and this should be our top priority and value as we look to expand and enhance.
Vision 2x22 Growth Plan

- Annual budget grows from around $11 million to $15 million
- Number of children served grows from close to 6,000 to 13,000
- Number of Regions grows from 11 to 17 with “community-identified” sub-markets growing from 0 to 21
- Annual cost per match is reduced from $1,700 to $1,200
Strategic Imperative:

6. Optimize Internal Agency Effectiveness

A Strong Lone Star is Absolutely Dependent on Strong Regions

Striking the Optimal Balance: Regional vs. Centralized Services

- Delegate authority and autonomy to Regional control. Centralized Services Office of Lone Star retains certain well defined roles and responsibilities.

- Ensure Regions have adequate autonomy to identify proper staff as well as address and adapt to local community needs in order to generate strong local support, secure financial sustainability, and enable growth.

- Lone Star-provided centralized services must offer a compelling value proposition to the Region regardless of the size of the Region.

- Depending on the capabilities of the Regional staff, a fixed percentage of Regionally generated revenue is paid annually (similar to a franchise fee) to the Lone Star Central Office in exchange for cost effective centralized services.

**Imperative:** “Local” community can and should be defined with “community identity” in mind and as per donor/partner requirements and have necessary input and oversight as to how resources are allocated.

### Roles and Responsibilities

#### Lone Star Executive Board
- CEO Selection
- Lone Star Financial Accountability
- Financial Budget Oversight
- Approval of Standards for Marketing, Training and Staff Development
- Lone Star wide Partnerships
- Oversight of Expansion
- Board Development

#### Regional Boards
- Executive Director/Market President Selection
- Funding Accountability
- Chairman of Regional Board representation on Executive Board
- Financial Budget Oversight
- Staff Oversight
- Resource Allocation
- Community Needs Assessment
- Board Development

#### Regional (Sub-Market) Services
- (dependent on # of matches)
  - Fundraising Responsibility
  - Local Marketing
  - Local Grant writing and Administration
  - Local Co-branding Partnerships
  - Real Estate
  - Resource Allocation
  - Match Support
  - Volunteer Recruitment
  - Customer Relations and Matching
  - Program Selection (chosen from approved list of options)

#### Lone Star Centralized Administrative Services
- Accounting and Financial Reporting
- HR, Payroll, Insurance, Staff Development/Training
- IT and Website Management
- Lone Star Grant Writing and Administration
- Resource Support for Regions including the creation of "in-a-box" resources for: New Region, Marketing, Fundraising, Board Development, Governance, Events, etc.

#### Lone Star Centralized Administrative Services
- Volunteer Training
- Quality Assurance—Standards and Best Practices
- Performance Metrics and Outcomes Reporting
Local Community Visibility and Real Estate Strategy

- Launch capital campaigns to invest in real estate and establish intentional physical and long term presence in all of the communities we serve, thereby reducing the rental line items in ongoing expenses and directing more donor dollars to program enhancement and growth.
- Secure office location that is highly visible to donors, business partners, community leaders, Bigs, and Littles, serving as a “Billboard” identity in each community to the extent possible.
- Ensure a low maintenance cost, long-dated design life and sense of permanence, scale, and transparency that will serve as a constant reminder to potential donors and volunteers that BBBS is doing good work.

Improve Board Development and Governance

- Increase diversity of Board to improve community engagement.
- Effectively communicate expectations, improve onboarding process, and track accountability to ensure high performance.
- Standing Committees of the Executive Board are to include Audit, Nominating and Governance, Program, Community Engagement, Growth, Development, and Marketing. The Chair of each Committee will serve as a member of the CEO’s Executive Committee.
- Executive Board terms will be limited to three years with no term limits. Board terms will be purposely staggered.
- Regional Board terms will be limited to four years. Regional Boards shall include the same standing Committees as the Executive Board, and the Chairs of these Committees will serve as the Market President’s Executive Committee. (Some Committees can be combined in Regions with smaller sizes.)

### Board Development Model

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<tr>
<th>Populating the Board</th>
<th>Ensuring Board Effectiveness and Satisfaction</th>
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<tr>
<td>Develop profile of current board</td>
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<td>⇒ Age/Gender/Ethnicity</td>
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<td>⇒ Community and business connections</td>
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<td>⇒ Capacity to give, etc.</td>
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<td>Assess current board profile against strategic priorities</td>
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<td>⇒ Identify gaps/needs</td>
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<td>Proactively recruit new board members based on needs assessment.</td>
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<td>⇒ Search for new Board members conducted by Nominating and Governance Committee</td>
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<td>Nominating and Governance Committee presents recommended new board members to full Board (prior to prospect attending board meeting)</td>
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<td>Conduct formal new board member orientation</td>
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<td>⇒ Education about the organization</td>
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<td>⇒ Discuss/agree on performance expectations/objectives</td>
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<td>• Level of contribution, etc.</td>
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<td>• New board member expertise/capability to help organization</td>
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<tr>
<td>• Engagement</td>
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<tr>
<td>Clearly define and communicate performance expectations</td>
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<td>⇒ Expected level of engagement</td>
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<td>⇒ Expanded level of give/get</td>
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<td>⇒ Participation on Committees, etc.</td>
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<td>⇒ Attendance at events</td>
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<td>Clearly define and communicate roles and responsibilities</td>
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<td>⇒ Set strategic direction</td>
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<td>⇒ Assist in resource acquisition</td>
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<td>⇒ Financial oversight</td>
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<td>⇒ Advocacy</td>
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<td>Conduct three-month check-in call with each new board member (board chair or Nominating and Governance Committee)</td>
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<td>Conduct formal assessment of full Board via survey every 1-2 years soliciting feedback on:</td>
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<td>⇒ Board effectiveness</td>
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<td>⇒ Individual satisfaction</td>
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<tr>
<td>Conduct “performance review” discussions with individual board members at end of their three year term with the objective to:</td>
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<tr>
<td>⇒ Assess Board member’s level of satisfaction</td>
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<td>⇒ Address performance vs. objectives</td>
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<tr>
<td>⇒ Identify areas where Board member may be able to increase contributions to organizations (not just financial)</td>
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<tr>
<td>⇒ Extend or terminate Board member for additional term</td>
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<tr>
<td>Formally recognize board member service and contributions when appropriate</td>
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BBBS Lone Star Organizational Structure

- Lone Star Board is comprised of each Regional Board Chair from along with Community, Civic, Educational, and Business Leaders who have a statewide interest to benefit the entire Lone Star footprint.

- CEO
- Information Technology
- Central People Officer

1. Central Program Officer
2. Central Marketing Officer
3. Community Engagement Officer
4. Central Development Officer
5. Central Growth Officer
6. Central Financial Officer

BBBS Regional Organizational Structure

- CEO

- Executive Director/Market President

- Regional Board

- Program Director
- Marketing Director*
- Community Engagement Director
- Development Director
- Growth Director*
- Finance Director*

- Program Committee Chair
- Marketing Committee Chair
- Community Engagement Committee Chair
- Development Committee Chair
- Growth Committee Chair
- Audit Committee Chair
- Nominating/Governance Committee Chair

- *Note: Some positions may be combined depending on needs assessment and budget constraints. Some roles may not be filled initially. Regional Functions have dotted line responsibilities to equivalent Lone Star Centralized Services' Functions with the exception of the CEO - Executive Director/Market President role.
Lone Star CORE VALUES create Agency culture and enhance success.

- Develop and maintain “Can-Do” attitude.
- Create a safe, healthy environment for children, caregivers, volunteers, youth practitioners, partners, colleagues, and stakeholders.
- Conduct business with professionalism, positive attitude, respect, integrity, and transparency.
- Deliver quality and impactful work.
- Offer servant-based leadership by communicating honestly and listening with an open mind.
- Celebrate success, creativity, innovation, and learning.
- Build an effective, compassionate, transparent, collaborative, and accountable team.
- Collective and individual ownership of fundraising goals.

Staff Development, Advancement, and Compensation

- Improve staff compensation and adjust base pay to be aligned with market (current staff and future hires).
- Develop career advancement objections, professional development plans, and succession plans for key staff member.
- Develop an Incentive Plan by identifying and measuring key performance indicators (KPI’s) aligned with Lone Star’s Strategic Plan.
  - Assign appropriate weights
  - Determine stretch goals
  - Determine appropriate % to allocate to consolidated Agency goal achievement and Regional market goal achievement
  - Develop individual performance metrics based on KPI leading indicators
  - Award a merit increase for base goal achievement
  - Award an incentive for stretch goal achievement
  - Determine “carve out” criteria for high performers and associated reward

NOTE: Achieving budget forecast must be met before ANY payout occurs
The implementation phase includes (among other things) the roll out of the plan to the organization and the appointment or chartering of six Committees responsible for each of the six Strategic Imperative as described in the Plan.

The Lone Star Executive Team will be reorganized in accordance with these Committees’ initiatives. Six representatives from the Executive Board will chair each of these six Committees; and the Chairman will serve as liaison with the executive staff member assigned to execute on the Committees’ stated initiatives.

The work of each Committee will be well-defined (with roles and responsibilities), have goals and objectives, and performance metrics that will be tied to the timely delivery of pre-agreed upon Committee objectives.

A capable and empowered group of Committee members will pursue these strategic initiatives along largely parallel paths, highly coordinated by the CEO.

### Implementation Plan

<table>
<thead>
<tr>
<th>Strategic Initiatives: LONE STAR IMPLEMENTATION:</th>
<th>CEO</th>
<th>Executive Leadership</th>
<th>Lone Star Executive Committees</th>
<th>Lone Star Board</th>
<th>Lone Star Board Chair</th>
<th>Exec. Director /Market Pres.</th>
<th>Regional Leadership</th>
<th>Regional Executive Committees</th>
<th>Regional Board</th>
<th>Regional Board Chair</th>
</tr>
</thead>
<tbody>
<tr>
<td>1) Communicate and gain buy-in from all stakeholders, both internally and externally, across the Lone Star footprint for Board-authorized Strategic Plan implementation.</td>
<td>R R C A/R I</td>
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<tr>
<td>2) Reorganize Agency to Strategic Plan mandate. Develop job specifications and a listing of roles, responsibilities, authority limitations, and accountabilities for each executive staff member (and staff members across the organization).</td>
<td>A/R R I R I</td>
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<tr>
<td>3) Establish goals and objectives for each executive staff member in accordance with Strategic Plan. Agree on performance based metrics to measure results relative to the timely delivery of Plan.</td>
<td>A/R C C C I</td>
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<tr>
<td>4) Charter the six Strategic Committees in accordance with Strategic Plan. Clearly define Committee objectives, strategic initiatives, timeline for delivery, critical success measures, a reporting schedule, and coordination points in time with other Strategic Committees’ efforts.</td>
<td>C R C A</td>
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<tr>
<td>5) Nominate and appoint Lone Star Board members in accordance with Needs Assessment outlined in the Strategic Plan.</td>
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<tr>
<td>6) Nominate Lone Star Board members to serve on various Committees. From the group of new and existing Board members, nominate and appoint Chairs to oversee each of the six Strategic Committees.</td>
<td>C C R R A/R</td>
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<tr>
<td>7) Each Strategic Committee, spearheaded by an Executive staff member, will prioritize activities, allocate resources, liaison with the strategic Committee Chair, and be held accountable to deliver on pre-agreed upon objectives and timetables.</td>
<td>A R R I I I</td>
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<td>8) Develop a reporting process to ensure that Implementation Plan is on track and all Strategic Initiatives are progressing according to plan, and are properly coordinated with other Strategic Initiatives.</td>
<td>A R R I I</td>
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</tbody>
</table>

R = Responsible A = Accountable C = Consulted I = Informed
## Implementation Plan

<table>
<thead>
<tr>
<th>Strategic Initiatives: REGIONAL IMPLEMENTATION:</th>
<th>CEO Team</th>
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<tr>
<td>1) Reformulate Regional Boards in accordance with Needs Assessment and as mandated by Strategic Plan.</td>
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<tr>
<td>2) With help from newly formulated Regional Boards, nominate suitable candidates for the Market President/Executive Director for each Region.</td>
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<td>R A/R</td>
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<td>3) Reorganize Regions to Strategic Plan mandate. Develop job specifications and a listing of roles, responsibilities, authority limitations, and accountabilities for each Regional staff member (and staff members across the organization).</td>
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Vision 2x22
BIG Results
BIG Visibility
BIG Engagement
BIG Growth