

# BBBS of Greater Miami: The Journey

# Vision Statement

What started this journey?

- ❑ The Board's Vision of "serving 1 million children" set the stage for Miami to re-examine our long-term direction and our service depth in Miami Dade County.
- ❑ We started with a simple question:
  - ✓ *"What is it going to take for us to reach more children and how do we get there?"*

# Goal and Objective

- ❑ The Miami Board took to heart the national challenge to serve 1 million children, and set our own goal of serving 5,000 matches, by 2020 or sooner.
- ❑ To accomplish this the Board began to re-examine **itself** and set a goal of *“becoming the NPO Board of Choice”* in Miami.
- ❑ The Board recognized “re-engineering” itself was going to be critical.

# The Situation: 15 Years Ago

- ❑ 25 to 30 Board Members
- ❑ Mostly “middle manager” level
- ❑ Give/get \$1,500
- ❑ Satisfied with – “do what we can”
- ❑ Top fundraising level:
  - @ \$100,000 one event;
  - \$30,000 on golf. No Gala.
- ❑ Individual giving minimal; no major gifts

# The Situation: Today

- ❑ Three boards: Agency, Foundation, and Women's Committee
- ❑ Foundation Board launched in 2013
- ❑ 35 to 40 members of the Agency Board, 25 Women's Committee Board, 10 Foundation Board.
- ❑ Board makeup: Executives from branded companies; functional expertise
- ❑ Give/get minimum \$10,000; leverage goal of \$50,000
- ❑ Performance-oriented Board culture
- ❑ Two agency events raise @ \$1.5 million; Women's Committee 2 events raise \$275,000

# The Situation: Today cont.

## ❑ BIG Foundation: 10 Board Members

- ✓ Dreamakers: \$50,000 commitment ( 60 )
- ✓ Miracle Society: \$5,000 commitment (50 members)
- ✓ We have a Home– \$7 million building!!!

## ❑ Major Gifts:

- ✓ \$5 million from Carnival Foundation for the purchase of our new home
- ✓ \$500,000 from a Board Member, naming the Gorson Family Executive Board Room
- ✓ \$350,000 from Miami Heat for Fitness Center
- ✓ Pending Asks total \$12 million

# The Situation: Today cont.

- ❑ **NMTC (New Market Tax Credit)**
  - Leveraging the \$5 million Carnival gift to secure the NMTC of \$10 million (*pending*)

# The Situation: Today cont.

- ❑ Major Gifts: \$1.1 million gift; Foundation \$5 million capital gift; Five and six figure gifts.
- ❑ Overall individual giving up.
- ❑ 2006 and 2013 Board of the Year – BBBSA
- ❑ 2013 Agency of the Year
- ❑ 2014 Quality Award Winner



# BIG Returns: Long Term Sustainability

- ❑ 8 years ago, Board set goal of building a 1 year's budget in operating reserves.
- ❑ Launched feasibility study for \$20 million capital campaign; BBBS Miami Foundation set up 2012 and was launched in 2013.
- ❑ 100% Board giving to “Big Returns”, raising \$1.8 million; now at \$8 million raised

# How Did We Get Here?

Employed five key practices of leadership:

1. Model the way
2. Inspire a shared vision
3. Challenge the process
4. Enable others to act
5. Encourage the heart

# How Did We Get Here?

Board focused on four core governance competencies:

1. Board leadership
2. Strategic stewardship
3. Performance measurement
4. Financial oversight

# The Process

- ❑ Theme of Jim Collin's book "Good to Great" was a constant at Board retreats/meetings
- ❑ Began with "getting the right people on the bus" – **A MUST!!**
- ❑ Built/Build Board based on diversity; board membership analysis chart (a constant process)
  1. thought
  2. industry
  3. talent
  4. background
  5. passion

# The Process

- ❑ Be sure of the “fit” of the people on the bus;  
We ARE *“matchmakers”*
- ❑ Clarity of expectations from the beginning – Board agreement – no compromising
- ❑ Integrate new board members early
  1. Orientation,
  2. Board buddies,
  3. CEO one on one meetings,
  4. Committee Engagement, etc.
- ❑ Hold the board accountable; “board scorecard”

# The Process

- ❑ Align board on strategy – Ours was raising the game in fundraising
- ❑ Create an atmosphere of openness, fun & competition
- ❑ Passion for Mission “front & center” at every board meeting; Showcase Our kids always!
- ❑ Use of Consent agenda/“Socratic” method, strategic discussion
- ❑ Board recognition a **MUST**

# The Process

- ❑ Apply Jack Welch theory of constantly reviewing "the bottom 10%" of performers – scorecard, board attendance, etc.
- ❑ Annual board review of all members, driven by Chair Elect, and Executive & Board Development/Governance Committees
- ❑ Two annual/mid year board retreats – have fun together!
- ❑ Fewer committees, more strategic, use task forces as needed

# Recommendations

- ❑ Board champion (s) around Board development
- ❑ Board Development requires constant attention, takes time and never stops
- ❑ Board succession planning VIP
- ❑ Continuity and depth of leadership also VIP (2 year terms for Chair)
- ❑ The mission must always be front and center



# CEO/Management Roles

- ❑ Board is high CEO “caseload” priority: @ 40% of consistent time & attention
- ❑ Balance “push & pull” of strategic, big thinking Board with day to day reality of BBBS capacity
- ❑ CEO & Senior Management ability to change/adapt a must

# CEO/Management Roles

- ❑ Open to learning new ways of doing business
- ❑ Develop the board and management team; a strong partnership key
- ❑ Constantly seeking innovation, enthusiasm and energy at board gatherings

# Lessons Learned.....

- ❑ It isn't as easy as we have made it sound ☺
- ❑ Courage to act; courage to stay the course
- ❑ Ability to pivot
- ❑ Learning agility
- ❑ Integration is always in the forefront (3 boards; agency; staff; community)
- ❑ *Never forget the WHY ? ...For the KIDS*

# Leadership: Everyone's Business

- ❑ “Leadership requires learning on the job. With the willpower and the heart to continue, you can lead the way”.

*Christian Fux, International Committee of Red Cross*

- ❑ To all leaders everywhere, it's never about you, but it starts with you”.

*Gary Burnison, Korn Ferry*

- ❑ He who gets the best players usually win.

*Bobby Bowden*

- ❑ “There are no shortages of opportunities for people to do great things”.

*Mary Beth Cahill-Phillips, Trustline*

- ❑ If you don't know where you are going, any road will get you there.

*Anonymous*