



Big Brothers Big Sisters Lone Star

Agency Overview

VISION

“We are known as the premier mentoring organization, creating relationships that will positively transform the world forever.”

PURPOSE

“To provide one-to-one mentoring experiences that result in exponential outcomes benefitting children, volunteers, families and the entire community.”

At the center of Big Brothers Big Sisters’ mentoring programs are **one-to-one relationships**, with each mentor (a “Big”) spending time with their mentee (a “Little”) each week—at least twice each month. BBBS has developed an array of program options to best engage volunteer mentors and the youth who need them.

In 2025, **BBBS Lone Star will serve 5,475 children, a 7.1% increase** from last year. Agency program teams will **make 1,955 new “Matches” (15.3% more than last year)** and will support the Bigs, Littles and the Littles’ parents/guardians to assure each child’s development within the mentoring relationship.

AGENCY STRUCTURE & CULTURE

BBBS Lone Star serves **Greater Houston, Greater Dallas, Greater Tarrant County, Wichita County, and West Central Texas (Abilene and Erath County)** and is the largest agency in the national BBBS organization. BBBS Lone Star operates under a decentralized organizational structure: Market Presidents and regional Boards lead local programs and fundraising while collaborating at the enterprise level. Central Services—Program Compliance, HR, Finance, and Technology—support all markets. Central Services leaders, together with the CEO and Market Presidents form the agency’s Leadership Team. The Lone Star CEO reports to the Lone Star Board which has enterprise oversight of the performance, impact and funding of the Lone Star enterprise agency.

The operating model receives broad support and alignment among Market Presidents, regional and Lone Star Board, staff and donors. The model is widely recognized as providing quality services to families, Bigs and Littles with opportunities for innovation and creativity.

The agency has a well-defined culture and commits to the following “Core Values” as it carries out the mission: **Commitment to Safety; Driven to Action; Honors Relationships and Seeks**



Collaboration. The 2025 Employee Engagement Survey showed approval that these values are lived daily by leadership and staff. Professional and Interpersonal Excellence is modeled through behaviors that guide stakeholder experience.

FINANCIAL POSITION & TRENDS

Over the past decade, BBBS Lone Star eliminated all agency and foundation debt, raised **unrestricted cash by \$7M, and increased net assets by \$12.3M**. The Agency maintains six months of cash reserves, and just over 8 months when combined with the agency's Foundation. In addition, we have been able to invest in our staff and build an incredible culture.

Strong financial strategies and discipline have resulted in **healthy cash reserves, no debt beyond operational current liabilities**, diversified revenue streams, positive net income projections in all markets and increased investments and performance.

West Central Texas and Houston markets establish investment funds in the agency's foundation through donations that provide distributions of 5% of the funds back to their markets to support their mission efforts.

All staff participate in *The Great Game of Business* annual incentive program, ensuring financial transparency, accountability, and performance-based rewards. Weekly and monthly local and enterprise "huddles" are attended by all employees and provide a line of sight to all revenue, expenses and net gain or loss projections at the market and enterprise level. The staff can see, first-hand, **how their work directly impacts the critical numbers across programs and finances**. Meeting around these metrics makes it possible to see and share wins, opportunities, and immediately address areas of concern.

STRATEGY

BBBS Lone Star is mid-way through a five-year strategic plan focused on five strategic imperatives: **Driving exponential outcomes; Expanding and refining program services; Growing our brand; Strengthening funding; Investing in our people**. The plan was an internally led enterprise project in which two-thirds of the staff participated and has full support and involvement from the Board.

Chief Executive Officer

Big Brothers Big Sisters Lone Star

POSITION OVERVIEW

The Chief Executive Officer of Big Brothers Big Sisters Lone Star provides visionary leadership for the organization's nearly century-long legacy of transforming young lives across Texas. Reporting to the Board of Directors, the CEO drives strategic direction and mission excellence across five distinct markets with expansion planned for the acquisition of a sixth market in late 2025/early 2026. Reporting to the CEO is a Lone Star Leadership Team comprised of the five Market Presidents and five Central Services leaders for Program Compliance, Finance, Technology & Operations, HR/Communications & Strategic Initiatives, and Donor and Government Relations.

BBBS Lone Star supports approximately 6,500 active mentoring matches each year and creates nearly 2,000 new matches annually. With more than \$17 million in annual revenue and a dedicated team of 160 staff, the organization operates through a high-performing, decentralized enterprise model. Our five markets are each led by a Market President and supported by a Market Regional Board, while our central team provides the oversight, alignment, and shared services that ensure program consistency, quality, and measurable impact across the entire organization.

The ideal candidate is a servant leader who blends strategic, enterprise-level thinking with operational excellence and a strong track record of fundraising success- both personally and as a leader of high-performing development teams. This individual brings purpose-driven, visionary leadership paired with the ability to make tough financial decisions when necessary. They must excel in guiding a decentralized organization, navigating complex environments- including leadership transitions and merger activity- and serving as a champion for talent development, cultural stewardship, and organizational resilience.

CRITICAL SUCCESS PRIORITIES

1. ENTERPRISE LEADERSHIP WITHIN DECENTRALIZED MODEL - Expert at leading through influence and collaboration across five autonomous markets while maintaining enterprise standards, program consistency, and organizational coherence.

2. STRATEGIC & ENTERPRISE THINKING WITH SERVANT LEADERSHIP - Strategic visionary who thinks across the entire enterprise while serving markets, staff, and mission with humility. Purpose-driven leader who empowers others.

3. FUNDRAISING SUCCESS- DIVERSIFICATION & DONOR CONFIDENCE - Proven track record building diversified revenue streams across major gifts, foundations, high net worth individuals, and corporations through transparency and authentic relationship-building.

4. FINANCIAL ACUMEN & TOUGH DECISION-MAKING - Makes sound financial decisions balancing mission impact with fiscal sustainability. Willing to make difficult choices about funding, spending, and program investments based on data.

5. NAVIGATION THROUGH COMPLEX CHANGE - Adept at leading through simultaneous transitions including leadership changes, market challenges, and merger/acquisition activity while maintaining organizational stability.

6. TALENT, ORGANIZATIONAL & CULTURAL STEWARDSHIP - Champions people development, organizational capacity-building, and culture of excellence across decentralized structure.

7. COMMUNITY & STAKEHOLDER ENGAGEMENT - Builds trust and visibility across diverse communities, donors, and partners to strengthen support for mentoring across all markets.

CORE COMPETENCIES & CAPABILITIES

DECENTRALIZED LEADERSHIP MODEL EXPERTISE

Reports to the Chairman of the Executive Board of Directors. Interacts with and stewards the Executive Board and leads five distinct markets, each with Market President and local Board with significant operational autonomy. Central team provides program standards, quality assurance, training, data systems, financial reporting, and strategic guidance. The CEO must lead through influence, collaboration, and accountability rather than command-and-control.

Key Capabilities:

- Builds trust-based relationships with Market Presidents and Boards; influences through vision and demonstrated value
- Creates alignment around enterprise goals while respecting market differences and autonomy
- Ensures program consistency through clear standards (child safety, program fidelity, financial controls) while allowing execution flexibility
- Maintains enterprise-wide data systems for tracking outcomes and performance
- Builds high-performing central services team operating with service mindset toward markets

STRATEGIC & ENTERPRISE THINKING WITH SERVANT LEADERSHIP

Enterprise Strategic Vision - Sees BBBS Lone Star as integrated enterprise, not collection of independent markets. Identifies opportunities for scale, efficiency, and impact. Thinks strategically about market differences and articulates compelling vision connecting daily work to higher purpose of transforming young lives. Anticipates future trends and positions organization accordingly.

Servant Leadership Philosophy - Leads with humility, viewing role as serving Littles, Bigs, markets, staff, and mission. Removes barriers and provides resources enabling others to excel. Listens deeply before deciding; credits others for successes. Develops and empowers leaders rather than creating dependency. Makes tough enterprise decisions when needed while genuinely serving market success.

Visionary & Purpose-Driven - Grounds vision in mission while pushing organization to greater impact. Makes decisions through lens of mission advancement. Models learning mindset and admits mistakes openly. Sees opportunities where others do not.

Champion of Child Safety - Unwavering champion of child safety, modeling and enforcing the highest standards of protection and wellbeing for all children served by BBBS Lone Star. Engages directly with families, volunteers and appropriate external agencies when required.

OPERATING STYLE & BUSINESS DISCIPLINE

Brings business rigor and operating discipline to nonprofit context with efficiency, accountability, and results orientation. Applies rigorous financial management, performance metrics, and ROI analysis. Makes data-driven decisions based on metrics, not just anecdotes. Implements performance management with clear goals and consequences. Drives operational excellence and continuous improvement.

Financial Acumen & Tough Choices - Deep understanding of financial statements, ratios, and financial health. Develops realistic budgets and conducts monthly financial analysis with quick corrective action. Makes difficult funding allocation decisions based on impact and sustainability.

Direct Accountability - Sets clear, measurable goals for markets, departments, and individuals. Holds people directly accountable for results. Provides regular performance feedback. Drives enterprise performance and reward through Lone Star incentive program.

Strategic Decision-Making - Evaluates opportunities with business case analysis. Makes decisions with appropriate speed using metrics and data while trusting intuition.

Supporting Success - Views Market Presidents as partners. Provides coaching, resources, and support to help markets excel. Collaborates on setting goals and holds market leaders accountable for results. Celebrates achievements and learns from innovations. Analyzes performance considering market context while maintaining accountability.

FUNDRAISING SUCCESS- DIVERSIFICATION & DONOR CONFIDENCE BUILDING

Proven Track Record Across Multiple Streams:

- **Major Gifts:** Personal cultivation and solicitation of six and seven-figure gifts from individuals. CEO must be an active participant and leader of fundraising efforts while also empowering the fundraising team across the enterprise.
- **Foundations:** Securing significant grants from private and family foundations
- **High Net Worth Individuals:** Building deep relationships with capacity donors across multiple markets (\$50K+ annually)
- **Corporations:** Developing multi-year partnerships and sponsorships (\$50K+ annually)
- **Government Grants:** Navigating federal and state funding opportunities. Proactively building relationships with federal and state government representatives and the individuals that serve in their offices. Personally communicates program results to federal and state government representatives that help secure state and federal funding

Building Donor Confidence - Inspires confidence through transparency, impact reporting, and authentic relationships. Demonstrates financial stewardship and organizational accountability. Builds multi-year relationships, not transactional asks. Personally stays connected with top donors across enterprise and markets.

Enterprise Fundraising Leadership - Leads comprehensive development strategy across markets. Balances enterprise fundraising with market-based efforts. Personally manages portfolio of top enterprise donors. Comfortable making direct solicitations at all levels. Empowers Market Presidents in local fundraising while providing enterprise support without competition.

NAVIGATION THROUGH COMPLEX ORGANIZATIONAL CHANGE

Managing Multiple Simultaneous Transitions - Successfully navigates CEO transition and establishes credibility quickly. Builds relationships and trust with Market Presidents, Boards, and staff. Balances honoring past with establishing new direction. Handles Market President transitions effectively working in partnership with regional board leadership.

Merger & Acquisition Leadership - Experience integrating new markets or organizations into existing structure. Conducts thorough due diligence. Develops integration plans addressing culture, systems, and people. Maintains service quality during transitions. Captures synergies and efficiencies. Makes difficult decisions about structure and leadership post-merger.

Change Leadership Capabilities - Maintains stability while leading multiple change initiatives. Communicates clearly and frequently during uncertainty. Addresses anxiety and resistance with empathy and transparency. Develops compelling case for change. Persists through setbacks. Maintains mission focus during organizational changes.

TALENT, ORGANIZATIONAL & CULTURAL DEVELOPMENT

Building Leadership and Capacity - Invests and builds strong Lone Star Leadership Team (LSLT) that models excellence. Creates succession plans for critical positions. Builds infrastructure, systems, and processes supporting growth. Develops organizational capabilities in critical areas.

Cultural Stewardship - Defines and champions BBBS Lone Star culture and values: mission-driven, results-oriented, collaborative, accountable, inclusive, learning-focused, integrity-based, servant-hearted. Integrates new markets/people into organizational culture.

Performance Culture - Establishes clear expectations and metrics. Provides regular feedback. Creates environment where people thrive and bring out their best contributions.

REQUIRED QUALIFICATIONS

Education: Bachelor's degree required; Master's degree in nonprofit management, business administration, or related field strongly preferred

Experience:

- 10-15 years progressive leadership experience with at least 5 years in senior executive role leading complex, multi-site organizations
- Demonstrated fundraising excellence with personal track record raising \$5M+ through major gifts, foundations, high net worth individuals, and corporations
- Financial management experience with \$10M+ budgets including difficult funding and resource allocation decisions
- Change leadership experience including transitions, mergers, acquisitions, or significant restructuring
- Talent development track record building high-performing teams and culture

Knowledge & Skills: Decentralized operating models and matrix management • Business disciplines applied to nonprofit context • Strategic and enterprise-wide thinking • Financial acumen and analytical decision-making • Servant leadership philosophy • Change management and organizational development • Youth development and mentoring principles • Leadership & talent development

COMPENSATION & WORK ENVIRONMENT

Location: Primary office in Fort Worth, Dallas or Houston, Texas, with regular travel to all markets

Travel: Regular in-state travel (30-40%); occasional national travel

Schedule: Flexible schedule accommodating evening/weekend donor cultivation, board meetings, market visits, and community events

Compensation: Competitive salary commensurate with experience; comprehensive benefits including health insurance, 403b savings plan with employer match, paid time off, and professional development support

APPLICATION PROCESS

BBBS Lone Star is committed to building a diverse, equitable, and inclusive organization. We strongly encourage applications from candidates of all backgrounds and representations.

To apply, submit:

1. Cover letter addressing experience and interest
2. Current resume/CV
3. Three professional references (will not be contacted without permission)
4. Email documents to: BBBSCEOsearch@bbbstx.org

Application Deadline: 12/19/2025

Big Brothers Big Sisters Lone Star is an equal opportunity employer.