

**GOAL 1: Make a positive, measurable impact on nonprofit performance**

STRATEGIES	METRICS	SOURCE	YE2007 BENCHMARK	YE 2008		YE 2009		YE 2010	
				GOAL	ACTUAL	GOAL	ACTUAL	GOAL	ACTUAL
A. Focus our services on 5 new Practice Areas	By December 2010, 90% of client service engagements clearly fit within one of the five practice areas <sup>1</sup>	DB		80%	97%	85%		90%	
	By December 2010, 90% of educational offerings clearly fit within one of the five practice areas <sup>2</sup>	DB		80%	92%	85%		90%	
	By December 2010, 75% of organizations served use more than one Greenlights service within a given year <sup>3</sup>	DB		60%		70%		75%	
B. Develop longer-term, deeper relationships with clients who have a high propensity for success and impact	Each year, the average client service contract size increases <sup>4</sup>								
	- Consulting Projects	DB	\$\$A	>\$\$A	\$\$B	> YE08		> YE09	
	- Back Office Clients	DB	\$\$B	>\$\$B		> YE08		> YE09	
	By January 2009, consulting and Back Office have implemented a "client filtering" model which takes into account serving clients with greater propensity for impact	Y/N							
	Each year, client satisfaction scores exceed 85% overall average satisfaction <sup>5</sup>	<a href="#">Client Satisfaction Tab</a>		>85%	88%	>85%		>85%	
C. Develop and expand resources available to all nonprofits	By December 2010, have developed and taken to market 5 different toolkits (cumulative)	Y/N		2	0	4		5	
	By December 2010, have sold at least 50 toolkit units (cumulative)	DB		12	0	26		50	
	Expand the number of downloadable resources in our online library from 40 in 2007 to 60 in 2008, 70 in 2009, and 80 in 2010	WEB	51	60	60	70		80	
	Each year, increase the number of resources in our physical library	<a href="#">Library DB</a>	278	>278		> YE08		> YE09	
	Each year, increase the number of Resource "click-throughs" (as a measure of actual resources downloaded from the site) by 10% <sup>6</sup>	WEB	20,770	22,847		110% x YE08		110% x YE09	
D. Increase the number of individuals and organizations we serve	By December 2010, increase the number of organizations and individuals we serve via all Greenlights services by 20% over 2007 base <sup>7</sup>	DB	ORG: 765 INDS: 1,353	ORGS: 816 INDS: 1,443		ORGS: 867 INDS: 1,534		ORG: 918 INDS: 1,624	
E. Develop an evaluation model for measuring our true impact	By Q3 2008, develop the evaluation model	Y/N							
	By Q1 2009, incorporate the model into all Greenlights evaluation methods (surveys, etc.)	Y/N							
	By December 2009, incorporate evaluation results into regular planning activities	Y/N							

**GOAL 2: Provide clear leadership on critical nonprofit sector issues**

STRATEGIES	METRICS	SOURCE	YE2007 BENCHMARK	YE 2008		YE 2009		YE 2010	
				GOAL	ACTUAL	GOAL	ACTUAL	GOAL	ACTUAL
A. Develop and communicate high-quality thought leadership on key sector issues	In 2008, publish at least one formal thought leadership piece (report, white paper, op ed piece) on key sector issues; in 2009, publish at least two; in 2010, publish at least three	<a href="#">Thought Leadership Tab</a>		1		2		3	
	Each year, deliver at least 10 public (i.e. not at a Greenlights event) presentations or speeches on these thought leadership areas	<a href="#">Thought Leadership Tab</a>		10		10		10	
	Each year, obtain positive media coverage for at least one Greenlights thought leadership piece or related story	<a href="#">Thought Leadership Tab</a>		1		1		1	
B. Facilitate more peer learning opportunities for leaders and staff on key issues	By December 2010, increase the number of individuals participating in peer learning opportunities (e.g. Breakfast Series, Philanthropy Café, Board Summits, Crossroads peer breakout sessions, etc.) by 50% over 2007 <sup>1</sup>	DB	347	399		468		521	
C. Launch one new action-oriented innovation per year in support of thought leadership areas	Each year, launch at least one new initiative (regardless of size and scope) that is tied to a thought leadership area, service- or action-oriented, and is either grant-funded, self-sustaining, or very low cost	<a href="#">Thought Leadership Tab</a>		1		1		1	

**GOAL 3: Exemplify nonprofit excellence and best practices in all we do**

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				GOAL	ACTUAL	GOAL	ACTUAL	GOAL	ACTUAL
A. Become a nonprofit employer of choice in Central Texas	By December 2008, implement incentive-based pay for all employees	Y/N			Y				
	By January 2009, implement an enhanced performance evaluation methodology including 360-degree evaluations	Y/N							
	By January 2009, include Greenlights core values in all hiring criteria, performance evaluation criteria, and HR policies	Y/N							
	By December 2010, decrease "unforced" employee turnover to less than 20% on average per year over the last 3 years <sup>1</sup>	Payroll files		<30%	8.30%	<25%		<20%	
	By December 2009, implement at least one enhancement to employee compensation (e.g. 3% of salary 403(b)match)	Y/N							
B. Become a model board among Central Texas nonprofits	Maintain a "full board", with 90% of 21 slots filled on average through 2010 <sup>2</sup>	DB		19	19	19		19	
	Beginning in 2008, 100% of new board members will be oriented within 3 months of joining	<a href="#">Board Tracking Spreadsheet</a>		100%	100%	100%		100%	
	Beginning in 2008, our board will complete an annual formal performance evaluation of itself, to include Board Primer attendance, pledge-making and fulfillment, meeting attendance, fundraising, etc.	Y/N							
	Before the end of 2008, the board will implement a formal new board member mentoring program	Y/N			Y				
	Each year, our board will set strategic diversity goals (e.g. race, gender, skillset, etc.) and will achieve those goals	<a href="#">Board Diversity Tab</a>			In process				
C. Exemplify and share with other organizations our own operational excellence	By December 2008, update all Greenlights HR and Financial policies and procedures and use them as best practices for other organizations	Y/N			Y				
	Each year, at least one new technological advancement will be launched (e.g. online board community, blogs, etc.)	<a href="#">Technology Tab</a>		1	2	1		1	
	By January 2010, procure a new Customer Relationship Management solution to replace current MS Access database	Y/N							

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	Each year, client satisfaction scores exceed 85% overall average satisfaction <sup>5</sup>	<a href="#">Client Satisfaction Tab</a>			>85%	88%	>85%		>85%
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	Each year, deliver at least 10 public (i.e. not at a Greenlights event) presentations or speeches on these thought leadership areas	<a href="#">Thought Leadership Tab</a>		10		10		10	
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	Each year, increase the number of resources in our physical library	<a href="#">Library DB</a>	278	>278		> YE08		> YE09	
	Each year, increase the number of Resource "click-throughs" (as a measure of actual resources downloaded from the site) by 10% <sup>6</sup>	WEB	20,770	22,847		110% x YE08		110% x YE09	
D. Increase the number of individuals and organizations we serve	By December 2010, increase the number of organizations and individuals we serve via all Greenlights services by 20% over 2007 base <sup>7</sup>	DB	ORG: 765 INDS: 1,353	ORGS: 816 INDS: 1,443		ORGS: 867 INDS: 1,534		ORG: 918 INDS: 1,624	
E. Develop an evaluation model for measuring our true impact	By Q3 2008, develop the evaluation model	Y/N							
	By Q1 2009, incorporate the model into all Greenlights evaluation methods (surveys, etc.)	Y/N							
	By December 2009, incorporate evaluation results into regular planning activities	Y/N							

**GOAL 2: Provide clear leadership on critical nonprofit sector issues**

STRATEGIES	METRICS	SOURCE	YE2007 BENCHMARK	YE 2008		YE 2009		YE 2010	
				GOAL	ACTUAL	GOAL	ACTUAL	GOAL	ACTUAL
A. Develop and communicate high-quality thought leadership on key sector issues	In 2008, publish at least one formal thought leadership piece (report, white paper, op ed piece) on key sector issues; in 2009, publish at least two; in 2010, publish at least three	<a href="#">Thought Leadership Tab</a>		1		2		3	
	Each year, deliver at least 10 public (i.e. not at a Greenlights event) presentations or speeches on these thought leadership areas	<a href="#">Thought Leadership Tab</a>		10		10		10	
	Each year, obtain positive media coverage for at least one Greenlights thought leadership piece or related story	<a href="#">Thought Leadership Tab</a>		1		1		1	
B. Facilitate more peer learning opportunities for leaders and staff on key issues	By December 2010, increase the number of individuals participating in peer learning opportunities (e.g. Breakfast Series, Philanthropy Café, Board Summits, Crossroads peer breakout sessions, etc.) by 50% over 2007 <sup>1</sup>	DB	347	399		468		521	
C. Launch one new action-oriented innovation per year in support of thought leadership areas	Each year, launch at least one new initiative (regardless of size and scope) that is tied to a thought leadership area, service- or action-oriented, and is either grant-funded, self-sustaining, or very low cost	<a href="#">Thought Leadership Tab</a>		1		1		1	

**GOAL 3: Exemplify nonprofit excellence and best practices in all we do**

STRATEGIES	METRICS	SOURCE	YE2007 BENCHMARK	YE 2008		YE 2009		YE 2010	
				GOAL	ACTUAL	GOAL	ACTUAL	GOAL	ACTUAL
A. Become a nonprofit employer of choice in Central Texas	By December 2008, implement incentive-based pay for all employees	Y/N			Y				
	By January 2009, implement an enhanced performance evaluation methodology including 360-degree evaluations	Y/N							
	By January 2009, include Greenlights core values in all hiring criteria, performance evaluation criteria, and HR policies	Y/N							
	By December 2010, decrease "unforced" employee turnover to less than 20% on average per year over the last 3 years <sup>1</sup>	Payroll files		<30%	8.30%	<25%		<20%	
	By December 2009, implement at least one enhancement to employee compensation (e.g. 3% of salary 403(b)match)	Y/N							
B. Become a model board among Central Texas nonprofits	Maintain a "full board", with 90% of 21 slots filled on average through 2010 <sup>2</sup>	DB		19	19	19		19	
	Beginning in 2008, 100% of new board members will be oriented within 3 months of joining	<a href="#">Board Tracking Spreadsheet</a>		100%	100%	100%		100%	
	Beginning in 2008, our board will complete an annual formal performance evaluation of itself, to include Board Primer attendance, pledge-making and fulfillment, meeting attendance, fundraising, etc.	Y/N							
	Before the end of 2008, the board will implement a formal new board member mentoring program	Y/N			Y				
	Each year, our board will set strategic diversity goals (e.g. race, gender, skillset, etc.) and will achieve those goals	<a href="#">Board Diversity Tab</a>			In process				
C. Exemplify and share with other organizations our own operational excellence	By December 2008, update all Greenlights HR and Financial policies and procedures and use them as best practices for other organizations	Y/N			Y				
	Each year, at least one new technological advancement will be launched (e.g. online board community, blogs, etc.)	<a href="#">Technology Tab</a>		1	2	1		1	
	By January 2010, procure a new Customer Relationship Management solution to replace current MS Access database	Y/N							