This is Us

Organizational Statements and Board Governance Strategic Plan
September 2020
INTRODUCTION

In early 2020, the board of directors for Gifts of Love launched several initiatives; a review of their board composition and board governance; the opportunity to assess purpose, direction, and strategy of the organization; and, with the departure of the Executive Director, identifying qualified leadership. All initiatives were thoughtfully considered and executed with one clear objective and goal: the sustainability and growth of the organization.

Strategic planning is essential to an organization's sustainable and stable operations and growth. Strategy planning discussions always take account of where the organization has been, where it could go, and what other needs might be required in the community it serves. It establishes a focus for the nonprofit on where to apply energy in delivering on the best solutions. Strategy opens doors to innovation and creates networks that previously might not have been identified. Strategy aligns organizational purpose, vision, mission, and values.

This guiding document is the result of the Gifts of Love's Board of Directors strategy development project between May and September 2020. It defines the Organizational Statements created and adopted by the board, that sets the destination and defines the path Gifts of Love will take in its evolution.

We are honored to have led the organization through this process.

HARVEST DEVELOPMENT GROUP
September 28, 2020
ORGANIZATIONAL STATEMENTS

There are four organizational statements that are central to a successful, satisfying, and sustainable work culture. The four statements include a Statement of Purpose, a Vision Statement, a Mission Statement, and Stated Values. Each of these statements has a very specific function in your organization:

- **Purpose**: The inspiring WHY of the organization and everyone in it (intentionality)
- **Vision**: Concisely and enthusiastically illustrates your impact (future based)
- **Mission**: Details what your organization is doing to reach the vision (present based)
- **Values**: Shapes the culture of the organization, sets out agreements on the way people behave toward others (normative)

*What is a Purpose Statement?*

A purpose statement is built on empathy. It describes what the organization, and by extension the people that work in it, on it, and with it, hold valuable. How they want to treat others. How others might need to experience them and how they should behave to accommodate that experience.

*What is a Vision Statement?*

A vision statement describes how the world would look if you completed your mission. It is an inspirational and memorably concise word illustration of your impact. It is intended to help the community see clearly why you exist, not what you do, but the change affected by your impact.

*What is a Mission Statement?*

A mission statement describes the scope and approach of the work you do to achieve your vision. It should clearly complement and rationally support the vision. A good mission statement allows the community to recommunicate what you do without any hesitation.

*What are Stated Values?*

Stated values describe the core principles and values that guide your organization and influence its culture. They function as agreements on how the organization will treat others.
GIFTS of LOVE ORGANIZATIONAL STATEMENTS

PURPOSE STATEMENT: Bridging to a Better Place

VISION STATEMENT: A Community of Stable, Self-Sustaining Families

MISSION STATEMENT: Caring neighbors providing support, respite, guidance, and tools to people on a journey to self-reliance

STATED VALUES: Compassion, Empathy, Respect, Trust, Equity, Inclusion, Evolving

CRITICAL NEEDS

As a board of directors for a nonprofit organization, there are three legal duties that direct the governance and duties of each member. These are the Duty of Care, the Duty of Loyalty and the Duty of Obedience. In line with these legal requirements of board responsibility is the identification, evaluation, and institution of objectives and policy that address critical needs in an organization.

During preparation for strategic planning, the board reviewed substantive, applicable, confirmed data and feedback from community input, internal audits, and external assessment in the areas of: philanthropic perception, operational performance, and organizational strengths and weaknesses.

Using this data, the board has identified five key imperatives on critical need. Going forward, appraisal of these critical needs by board and administration will result in practical recommendations on workable objectives. These recommended objectives will drive the formation of policy and governance measures by the board and the creation of operational strategy and resourcing plans by the Executive Director.
The five key imperatives identified as critical needs with associated risk factors are:

1) **The Farm.** Representing a cost center, organizational accord, and net asset, the farm remains a high-risk liability for the organization, affecting finances, community trust, and operational stability. Decisions on the farm converge around expense burden, monetization, relevance to future programming needs, and organizational assurance of commitment to the community.

2) **Long Term Forecast for Financial Sustainability.** The audit and assessment performed by Harvest Development Group revealed a number of weaknesses in viable financial sustainability through revenue channels and financial management. Informing discussions and developing scenarios on possible financial models and administrative requirements for sustainability will result in a strong financial position for the organization.

3) **Establish Universal Operating Standards.** Findings in the audit and assessment performed for the strategic planning session, uncovered a significant and consistent absence of administrative oversight structure, policy, and process in the areas of project development and management, volunteer management, and operating systems within the organization. Exposure existed through the inconsistency in client engagement and on performance management gaps across the two offices. Aligned with newly adopted organizational statements, the board will adopt policy and governance expectations for the Executive Director to use in assessing such disparities across the organization.

4) **Frame and Implement a Philanthropic Community forecasted for growth.** A noticeable absence of philanthropic culture, fund development organizing and operating systems, and policy was evident in the strategy audit and assessment. This left the organization at risk for stagnant and erratic unearned revenue generation, exposure on fund reporting transparency, and long-term instability in fundraising. Supporting a forecast of sustainability, the board will define policy on its philanthropic governance, while the Executive Director will draft and implement a philanthropy strategy, accompanying operational policies, and methodology of implementation to elevate short and long-range performance in fund development.

5) **Planning Influenced by Key Data Points in Operational Objectives, Measurements, and Outcomes.** The organization has operated without a system of data driven planning. Lack of insight such as this has left program development, client deliverables, and fund development inefficient and underperforming. The long-term risk is jeopardy of being a nonessential and unfunded organization. To ensure financial sustainability, a stable base of unearned revenue,
and programs that are responsive and relevant to needs across a growing community and geographic scope, the board will develop policies which establish and define governance and administration expectations based on data collection, analysis, and assessment.

## Board Governance

In continuation of evolving the three legal board duties of Care, Loyalty, and Obedience in enhancing their leadership as they move to implement new strategy, the board established a series of objectives guiding the enrichment of their governance capacity and capabilities.

The objectives are formed as a framework for board development work in the coming year. Each objective is a separate board development charge, with a small association of members assigned to administer and report on the progress toward strategy, implementation, and evaluation.

<table>
<thead>
<tr>
<th>LEADERSHIP OBJECTIVE and KEY ISSUES</th>
<th>INTENT</th>
<th>CHARGE</th>
<th>MEASURE</th>
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<tbody>
<tr>
<td>Teamwork: Communication. Board productivity, Board growth</td>
<td>The board intends to improve on its operations and impact to support the sustainable growth of Gifts of Love</td>
<td>Identify, develop, administer, and measure a strategy for improving upon governance collaboration among the board for successful outcomes</td>
<td>Evaluative measures that define and assess governance operations relating to board and organizational success.</td>
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<tr>
<td>Philanthropy: Board Philanthropy Leadership of Board in Philanthropy</td>
<td>The board intends to elevate the philanthropic culture of the board, leading the organization into exceptional charitable standing</td>
<td>Develop awareness, understanding, and agreement on board leadership in philanthropy, establish policy for board engagement, applicable strategies, and evaluative measures</td>
<td>Evaluative measures that define and assess board leadership impact on philanthropy</td>
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<th>Accountability: Equity in board expectations and engagement, Board processes</th>
<th>The board intends to ensure equity across board member authority and responsibility, creating a reliable and productive governance team</th>
<th>Develop a 'gap analysis' of existing authority and responsibility; Create opportunities and implementation schedule, develop and measure outcomes</th>
<th>Evaluative measures that define and assess systemic changes and board productivity aligned with opportunities deployed</th>
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<td>Organizational Culture: Visibility and interactions with the 'team' at Gifts of Love, Influence and encouragement of the organization</td>
<td>The board intends to live the Organizational Values as models and mentors for Gifts of Love, developing appropriate and encouraging opportunities to support the Gifts of Love team</td>
<td>Assess opportunities that speak to staff and volunteers 'need' for modeling and encouragement. Identify and adopt specific “Value” aligned actions for the board with the organizations staff and volunteers, develop and monitor outcome expectations</td>
<td>Evaluative measures that define and assess the impact areas of board engagement with the Gifts of Love Team, structure and monitor expected outcomes, feedback loops</td>
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<td>Community: Ambassadors to the community, network for board growth and for lead connections in philanthropy, partnerships, program partners, volunteers, advocacy</td>
<td>The board intends to create a community for Gifts of Love that nurtures community members through shared purposes, shared experiences, shared resources, and trust</td>
<td>Develop a board strategy that places the board as facilitators in building and nurturing the Gifts of Love Community. Identify the network, tools, and system of growing a Gifts of Love Community</td>
<td>Evaluative measures that define and assess the number and types of communities that board members can influence, along with each community’s shared purpose with Gifts of Love. Measure the output from shared experiences and shared resources. Survey for growing Trust</td>
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