

# SowHope Strategic Plan

April 30, 2022

## List of Teams Goals for 2022-2023 – to be reviewed at 2<sup>nd</sup> Qtr 2023 Board Meeting

### Finance Team Goals

1. Goal – Ensure that SowHope is in a solid financial position, consistent with the President’s goals on savings and the organization’s buy laws.
  - a. Objective – Keep one year, but not more than one year, of expenses and grants in savings
  - b. Metric – Measure savings at year-end compared to next year’s budget
  - c. Ties to SWOT – (Strength) SowHope is fiscally responsible, (Opportunity) Expand programming, staff, board, and volunteers, (Threats) Economic downturn would impact giving
2. Goal – Design and implement an investment policy that reflects the organization’s risk tolerance and by-laws.
  - a. Objective – Set specific goals for asset allocation (liquid vs. illiquid) and what illiquid types can be used.
  - b. Metric – Measure allocation against goals and returns by asset class against benchmarks
  - c. Ties to SWOT – Same as above
3. Goal – Build a robust finance committee to help with board recruitment and succession.
  - a. Objective – Recruit non-board finance committee members
  - b. Metric – Measure number of board and non-board committee members
  - c. Ties to SWOT – (Strength) SowHope has a committed board, (Weakness) SowHope has a small staff, (opportunity) Broaden donor base, Scale programming, staff, board, and volunteers

### Marketing Team Goals

1. Making SowHope the face of SowHope. Make SowHope the brand.
  - a. People identifying SowHope with the work being done
  - b. Use other people (volunteers, Board members, other staff) to speak at events, lead discussions, etc.
    - i. Identify and utilize other people associated with SowHope
      1. Doreen, Beth, Mita, Fridah, Ndeye, etc.
    - ii. Use Mary at biggest opportunities (gala, fundraising trips)
    - iii. Put Aaron’s name on written communication
2. Create a Strategic Plan for the Marketing/Fund Development team
  - a. Beginning discussion at May 2022 meeting and complete by the end of 2022
3. Create a stronger brand (through using strategic plan)
  - a. Become a household name in the West Michigan area and beyond
  - b. Create access to more funding
  - c. Broaden donor base

## **HR Team Goals**

1. To hire a full-time person by 4/1/2023
  - a. Work with recruiter with a wide net and be open-minded
    - i. New hire report to Aaron
2. Work towards Staff and Board being more culturally focused internationally
  - a. Experience is of international nature
    - i. Ethnically adoptable
    - ii. Step to linkage: SowHope's programs are international in scope
  - b. Provide a working environment that fosters:
    - i. Creativity
    - ii. Growth
    - iii. Affirmation and validation
    - iv. Teamwork
      1. Steps to linkage:
        - a. Culture needs to match organization's mission
        - b. Organization structure and governance
  - c. Establish and maintain a workplace that is:
    - i. Efficient
    - ii. Effective
    - iii. Collaborative
    - iv. Synergetic
      1. Steps to linkage:
        - a. Effective use of funds (salary, time, and expenses)
        - b. Organization structure and governance

## **Administrative Team Goal**

1. Free up Mary to write her book