

# Manos de Cristo Strategic Plan 2023-2026

The mission of Manos de Cristo is to empower low-income individuals with a loving hand of assistance and without regard to age, gender, race, or religious preference.

Manos de Cristo promotes dignity and self-reliance by meeting basic needs with food and clothing, providing essential oral care, and furthering educational development.

## CORE VALUES

### Culture of planning and accountability

**We plan for continuity, anticipating organizational development and pivots so we can maintain our commitment to service.**

Examples:

- Strategic plan and metrics
- Reserve fund
- Commitment to staff retention/succession

### Whole-person treated with dignity

**We provide comprehensive care with a heart of service.**

Examples:

- Program scope: dental, education, food, clothing
- “Save the tooth” and help the person
- Focus on employee dignity with compensation and retention
- Synergies and efficiencies of comprehensive support make us a stronger organization

### Serve people in the gap

**We care for those who are unseen and underserved.**

Examples:

- Working poor
- No need to qualify for assistance —asking for help is enough

### Social enterprise begets a community enterprise

**We partner with our clients, creating a sustainable organization together.**

Examples:

- Clients pay at 30% market
- More than 50% revenue is program service fees

## OBJECTIVES

### OPERATIONS: Ensure financial health and vitality

Strategies and Tactics	Lead Committee or Role
<ul style="list-style-type: none"> <li>Continue to revisit implications of our commitment to financial stability in terms of goals for fundraising, revenue mix, reserve size to ensure organizational health and vitality</li> </ul>	Finance Committee
<ul style="list-style-type: none"> <li>Engage in long-term planning to build a multi-story building in the current parking lot and convert the current building to a parking lot. Complete plan within 3 years of SP. (Alternatively: sell Harmon site and lease back while building new HQ in area with the fastest growing Title 1 school)</li> </ul>	Facilities Liaison
<ul style="list-style-type: none"> <li>Investigate renting space in adjacent building for education as a short-term band aid</li> </ul>	Executive Director

### ASSETS: Develop the team and infrastructure to better execute Manos' mission

Strategies and Tactics	Lead Committee or Role
<ul style="list-style-type: none"> <li>Reestablish our identity in the community with simplified messaging, logos, marketing, collateral, and branding</li> </ul>	Development Committee
<ul style="list-style-type: none"> <li>Explicitly acknowledge every board member's role and opportunity in Manos' fund development at orientation and ongoing calls for action</li> </ul>	Development Committee
<ul style="list-style-type: none"> <li>Ensure every new board member serves on at least one committee to cultivate commitment and facilitate service to the mission</li> </ul>	Executive Committee
<ul style="list-style-type: none"> <li>Expand the Development Committee utilizing a Gala sub-committee that includes non-board members to broaden our goal</li> </ul>	Development Committee
<ul style="list-style-type: none"> <li>Align all leadership team members' job objectives with strategic priorities</li> </ul>	Executive Director

<ul style="list-style-type: none"> <li>• Develop succession plans for each member of executive staff using Insperity tools</li> </ul>	Executive Director
<ul style="list-style-type: none"> <li>• Project and budget for building and equipment maintenance needs annually</li> </ul>	Finance Committee
<ul style="list-style-type: none"> <li>• Annually review board’s health to prioritize needs for recruitment, skill-building, team development, and planning to meet Manos’ tactical and strategic leadership needs</li> </ul>	Executive Committee

**MISSION: Scale and improve services to better meet the dental, education, and basic needs of the low-income community in Austin**

Strategies and Tactics	Lead Committee or Role
<ul style="list-style-type: none"> <li>• Annually set key performance objectives for each program (ex: # clients served, lead time, ratios of clients/staff) to track metrics and adapt performance year-round</li> </ul>	Dental & Mission Committees
<ul style="list-style-type: none"> <li>• Develop a plan to reduce lead times for dental and hygiene appointments to serve constituents well</li> </ul>	Dental Committee
<ul style="list-style-type: none"> <li>• Add dental specialist to team to extend complex care capabilities (alternative: engage local endodontists for reduced rate referrals)</li> </ul>	Dental Committee
<ul style="list-style-type: none"> <li>• Implement staff training in specialties like endodontics where practical to address affordability</li> </ul>	Dental Committee
<ul style="list-style-type: none"> <li>• Develop resources for bilingual community in languages other than Spanish</li> </ul>	Mission Committee
<ul style="list-style-type: none"> <li>• Review client outreach and marketing for alignment with key demographics to reach target clients in a rapidly evolving community</li> </ul>	Development Committee
<ul style="list-style-type: none"> <li>• Invest in capacity to meet program demand—including expansion of online education—by hiring education staff members and expanding volunteer training</li> </ul>	Mission Committee
<ul style="list-style-type: none"> <li>• Consider developing and offering native-language literacy program</li> </ul>	Mission Committee

## COMMITTEE CHARTERS

<b>Committee</b>	Development	Mission	Dental	Finance	Executive
<b>Chair</b>	Amanda	Glenn	Juan	Jeff	Nate
<b>Members</b>	Amanda, Julie, Kellie, Tony, Ron, Krystal	Glenn, Nate, Kurt, Milton (facilities)	Juan, Neal, Anne, Heather	Jeff, Matt, Gary, Glenn, Nate	Glenn, Gary, Nate, Neal
<b>Staff Liaison</b>	Diane	Karin & Maria	Kendra	Carl	Julie
<b>Purpose</b>	Relationship-building, networking, creating connections Support development in its entirety	Guide education and basic needs, recruit volunteers, Back-to-School programming	Assist Dental team in recruiting volunteers and aiding in vendor selection	Provide overall financial oversight	Steer full board toward responsible leadership.
<b>Skillsets needed</b>	Willingness to help Passion for mission	Adult education, community involvement, community knowledge	DDS/Public Health background.	Finance background	Officers of the board or appointed members
<b>Anticipated activities</b>	Marketing assessment Branding Messaging How to get in doors Gala	Volunteers Determine new/different services Work in training	Dental Committee meetings, introduction of new volunteers	Monthly review of financials presented by Director of Finance, meeting with auditor	Review bylaws, meet with Executive Director, ensure strategic plans goals are being addressed
<b>Questions</b>	Sarah French orientation	Are we going wider or deeper in education? Evolution of BTS?	Specialty dentistry		



## **BOARD MEMBER ROLES AND RESPONSIBILITIES**

As a Manos de Cristo board member, I endorse and embrace our organization's values and mission. At Manos de Cristo, we aim to live these values with authenticity, and accordingly, I commit to these duties and responsibilities as part of my service:

### **Protecting the mission**

1. To help realize our mission by building a community that empowers low-income individuals with a loving hand of assistance and without regard to age, gender, race, or religious preference.
2. To act with the care and loyalty required of board members and put the interests of the organization first.
3. To observe the organization's Conflicts of Interest policy in letter and spirit, taking care to disclose publicly any conflicts that arise in the course of my business or the organization's, and to recuse myself from decisions that create or appear to create a conflict of interest for me.

### **Participating actively**

4. To be actively present at board meetings and have no more than 2 absences from Board Meetings. If I will be absent, I will email the Board Chair and Executive Director notifying them as soon as practical.
5. To read materials sent to me in advance of the board meetings, including the meeting minutes from the prior meeting.
6. To know that if I neglect my duties or if I act in bad faith, it may be possible for me to be held personally liable in suits brought by a private person, a business, a governmental entity, or even the organization itself.

### **Stewarding our resources**

7. To be fiscally responsible, understanding our budget and being active in planning and monitoring that budget.
8. To invite and include diverse perspectives in our work and help build a diverse and inclusive team and community.
9. To raise money for Manos de Cristo and its work, in various ways that are best suited for my skills, ability, and relationships, including making a personally meaningful contribution. Manos will be very high on the list of organizations to which I contribute.
10. To build and protect the organization's reputation and public standing.

Every board member commits to carrying out the above agreements to the best of our ability, each in our own way, with knowledge, approval, and support of all.

In its turn, Manos de Cristo commits to supporting each board member in their duties in a number of ways including:

1. Sharing financial reports for review at Board Meetings and as needed to allow me to review Manos de Cristo's financial position.
2. Distributing Board Meeting minutes in a timely manner after each board meeting for me to review, prior to approving the meeting minutes at the next Board Meeting.
3. Responding directly and to the best of their abilities to any questions I have for the board (and/or executive director) that I feel are necessary to carry out my fiscal, legal, or ethical responsibilities to this organization.
4. Providing Directors & Officers liability insurance.
5. Sharing updates and key communication to keep me informed and help me serve the mission.

**Accepted by:**

Board member

\_\_\_\_\_

on date

\_\_\_\_\_

## BOARD MEMBER ANNUAL AGREEMENT

Convert the high-level roles and responsibilities of your board service into clear, measurable action items. We recommend selecting at least three commitments per category, aligned with our strategic priorities and values.

### Operations: Ensure financial health and vitality

- I will attend at least \_\_\_\_ board meetings to ensure my ability to make good decisions on behalf of the organization.
- I will make a personal contribution of \$\_\_\_\_\_ this fiscal year. (required)
- I will ask my company to match my personal donation.
- I will connect Manos de Cristo to potential funders, including:
- I will introduce Manos de Cristo to these community leaders:
- I will actively create opportunities to deepen our network by hosting small gatherings such as:

### Assets: Develop the team and infrastructure to better execute Manos' mission

- I will coordinate events with Manos de Cristo board and staff members to build relationships and find valuable connections, such as:
- I will intentionally include diverse voices in Manos de Cristo conversations.
- I will serve in this leadership role:
- I will serve as a mentor to this staff member or new board member:
- I will develop my leadership skills by reading this book:
- I will challenge myself this year by:

### Mission: Scale and improve services to better meet the dental, education, and basic needs of the low-income community in Austin

- I will visit these Manos de Cristo programs to understand our work well:
- I will volunteer to support Manos de Cristo's programs in this way:
- I will introduce Manos de Cristo to potential advocates, such as:
- I will share our posts on social media.
- I will tell at least one person about Manos de Cristo every week.
- I will find a way to volunteer at Manos de Cristo with this friend who shares these values:
- I will invite these people to participate in Manos de Cristo's activities:

Board member \_\_\_\_\_

Date \_\_\_\_\_