

# Association of Gleaning Organizations

## “Program Design Class”

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I Love to Glean – South County Food Hub

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# My Background

46 years of business experience in roles of Executive Assistant to C-Level management, Office, Project and Program Manager, Analyst, Large Event and Conference Manager, Executive Director of nonprofits, and Business Owner

Relevant Experience to this Program Design class:

- 13 years working at Intel Corporation as EA to multiple C-Level Managers, Project Manager, Program Manager, Conference and Knowledge Management Program Management
- 8 years working in the field of Food Recovery and Distribution as Board President of Harvest CROPS, Logistics Coordinator for Senior Gleaners and biz owner and Executive Director of I Love to Glean



# Program Design elements help fulfill the Objectives

## **Business Attributes**

Purpose, Mission, Vision and Values



## **Objective/Key Results**



## **Program Design**



## **Projects**



# Steps to Design your Program(s)

## Step 1

Understand the following basic attributes about your business:

- Purpose, Mission, Vision and Values

## Step 2

Define Objectives and Key Results for the next 12 months

## Step 3

Program Design supporting Objective/Key Results



# Step 1 Purpose, Mission, Vision and Values

- Understand the following basic attributes about your business:
- Purpose – Why does business exist
- Mission – What does your business do
- Vision – Where is the business going
- Values – Who are you and what values do you hold, company culture



# Step 1 – Purpose

- What your business is doing for someone else. Motivational because it connects with the heart as well as the head. Express your organizations impact on the lives of customers and clients
- Can be made up of your current purpose/mission and future purpose/vision
- Provides for the ability to understand the greater purpose for why the organization and specifically employees perform the work that they do
- Moves you from a one-dimensional rationale to the “30,000 foot” view so you can see the big picture/high level view



# Step 1 – Mission

- A mission is the current reason for being. Acts as a rallying point for people in good times and bad times, focuses people on the truly important things that will drive success
- Describes what business the organization is in (and what it isn't) both now and projecting into the future. Its aim is to provide focus for management and staff
- Clear, concise and enduring statement of the reasons for an organization's existence today
- Helps to frame the business strategy and gives everyone a baseline that guides and unifies decision making
- Ensures that different functional groups within an organization have the same underlying rationale for actions
- Criteria for a Mission Statement – Answers the How, what, when, where, why and companies' uniqueness, reflects values and is motivational
- Should be relevant for 5-10 years and is reviewed at least Annually



# Step 1 – Vision

- A Vision statement says what the organization wishes to be like in some year's time (10-15+ years)
- Represents future purpose, providing a mental picture of the aspirational existence that an organization is working towards
- Criteria for a Vision Statement – Imaginable, Desirable, Feasible, Focused, Flexible and Communicable
- Creates a Mental picture of future purpose, Strategic guide, imaginable, desirable, feasible, focused, flexible, communicable





# Step 1 - Values

- Values describe the desired culture or behavioral compass of an organization and shape the conduct of people in their interactions with customers, suppliers, vendors and one another
- Values are the ideals and principles which guide the thoughts and actions of an organization and define its character
- Provide a benchmark for use in the daily decision-making process. The chosen course of action must comply with the values in order to be considered a good decision
- Values should be integrated into all aspects of the company from the interview and candidate selection process to setting the criteria for dismissal
- The strength and impact of values is dependent on the depth of their belief and the ensuing commitment to them



# Step 2 – Objectives and Key Results

A goal management framework to help companies implement and execute strategy. Developed and implemented in 1968 by Andy Grove while CEO of Intel Corporation.

- Objective – description of something you would like to achieve in the future. Sets the direction like a destination on a map. They should NOT be technical or contain a metric. Aligned, Directional, High Impact, Inspirational, Time Bound, Understandable, Within Circle of Influence
- Key Result – a measurable outcome required to achieve the Objective. Has a metric with a start and target value. Used to measure progress towards Objective. Ambitious, High Impact, Measurable, Specific, Time Bound, Within the Circle of Influence



# Step 2 – Objectives and Key Results, continued

- Company Objectives are typically set annually whereas individuals and teams set their OKRs quarterly to roll into the annual goals
- It is important to enable everyone in your organization to give input to the 3-4 objectives your business wants to focus on in the next 12 months starting with key stakeholders and then from other employees
- Team and individual OKRs talk about what tactics will be deployed and what results will need to be achieved in order to reach the Company Objectives
- This process works best when fully integrated into day-to-day activities and should be used as the basis for tracking employee and team progress on a weekly or bi-weekly timeframe



# Step 3. Program Design elements help fulfill the Objectives

## **Business Attributes**

Purpose, Mission, Vision and Values



## **Objective/Key Results**



## **Program Design**



## **Projects**



# Step 1 Business Attributes – I Love to Glean

## **PURPOSE**

We create collaborative countywide food recovery system HUBS that increase the capacity for rescue and distribution of otherwise wasted food to distribution partners serving those in need.

## **MISSION**

I Love to Glean partners with food generators, distribution feeding organizations and kitchens to facilitate countywide food recovery systems that increase the capacity for rescue and distribution of otherwise wasted food. This food goes to distribution partners who serve their clients in need on a regular basis. We are starting with the South County Food Hub.

# Step 1 Business Attributes – I Love to Glean, continued

## **VISION**

I Love to Glean strives to create and grow a regionalized collaborative system for food recovery and redistribution for those in need in South San Diego County and to reduce organic waste going to landfills. We are a leader in the area of food rescue, processing and redistribution.

## **VALUES**

- Safe Food Handling - All food is received, transported, stored and distributed in a safe manner
- We believe in possibilities and have a “can do” attitude
- Inclusive and nonjudgmental, all ideas should be heard
- We act in a compassionate and caring manner in all we do
- Collaborative problem solvers



# Step 2 Objective/Key Results – I Love to Glean

Objective 1 – Status the various business systems for readiness and capacity

1. Interface with City of Chula Vista and I Love to Glean	8. Consultation and Expansion to Multiple Jurisdictions
2. Business Operations	9. Transportation System
3. Marketing and Communications	10. Ambient, Cold and Frozen Storage Capacity
4. Funding, Grants and Sponsorships	11. Facility to Sort, Process and Pack for Distribution
5. Volunteer Recruitment, Management, and Training	12. Kitchen for Food Stabilization and Value-Added Products
6. Generator Relations, Residential and Community Gardens	13. Animal Feed and Composting Outlets
7. Network of Distribution Partners	

Key Results –

- All 13 System areas have been reviewed for Phase 1 start up readiness with ETA 3/1/2022
- All 13 System areas have capacity measured and additional needs for Phase 1 are understood and communicated for resourcing



# Step 2 Objective/Key Results – I Love to Glean, continued

## **Objective 2**

South County Food Hub has a new home (warehouse)

## **Key Results**

- Fund building for 1 year
- Find 4500 sq. ft. building and sign lease
- Move into new warehouse with existing equipment within 30 days of signing lease
- Increase cold and frozen storage capacity by 30% within 60 days of signing lease





# Step 2 Objective/Key Results – I Love to Glean, continued

## **Objective 3**

Put in place a Volunteer Driver system for food rescue and distribution

## **Key Results**

- Create online recruitment and scheduling system for volunteer driver sign up and ongoing scheduling
- Ensure that new drivers have a food handler certification, adequate insurance, DMV check, and training on Covid Protocols
- Create an easy to use routing system in support of transportation scheduling



# Step 3 Program Design – I Love to Glean

**Objective 1** – Status the various business systems for readiness and capacity

**Key Result 1** - All System Areas have been reviewed for Phase 1 start up readiness and capacity with ETA of 3/1/2022

## **Program 1 – Full System readiness and capacity tracking**

In the Business Operations function (System 2) Create a process to measure and roll up data from each of the 13 system areas

1a - Define an owner in Biz Ops as well as each of the other 12 areas to be responsible for data roll up

1b - Biz Ops to define the workplan/timeline to get this information, all status in each weekly status report

1c - Biz Ops to review full process with Management and then communicate to data owners

1d - Baseline capacity needs and resources are reviewed, and additional resourcing is sourced

**Project 1** could be workplan/timeline/capacity dashboard development, training material development for all roles in process



# Step 3 Program Design – I Love to Glean

**Objective 2** – South County Food Hub has a new home (warehouse)

## **Key Results 2**

**2a** – Resource/Fund building for 1 year

**2b** – Find a 4500 sq ft building and sign lease

**2c** – Move into new warehouse with existing equipment within 30 days of signing lease

**2d** – Increase cold and frozen storage capacity by 30% within 60 days of signing lease

## **Program 2 Facility and Storage capabilities**

**2a** – Work with funders, grant makers, jurisdictions to acquire at least 1 year of funding for facility

**2b** - Work with Real Estate agent to find building and get lease in place

**2b** – Work with key stakeholders to design warehouse layout and flow

**2c** – Assign a Warehouse Move in Lead to Project Manage move

**2d** – Work with food storage expert to understand what 30% expansion would look like



# Step 3 Program Design – I Love to Glean

## Objective 3

Put in place a Volunteer Driver system for food rescue and distribution

## Key Results 3

**3a** - Create online recruitment and scheduling system for volunteer driver sign up and ongoing scheduling

**3b** - Ensure that new drivers have a food handler certification, adequate insurance, DMV check, and training on Covid Protocols

**3c** - Create an easy-to-use routing system in support of transportation scheduling

## Program 3 Volunteer Driver Program

**3a** – Assign Volunteer Manager Staff position to Champion this program, report progress in Weekly Reports

**3b** – Volunteer Manager gather “Best Known Methods” by talking to experts about other programs/organizations that we could dovetail into, insurance company to get review and buy in of process and forms

**3b** – Set up training sessions including Food Handlers Certification and training on COVID Protocols for Drivers

**3b** – Find out correct process to check for adequate insurance and DMV review before accepting Drivers

**3c** - Find routing software to use, set routes based on data previously gathered from Generators on what day of week and times they need pick ups, routing software needs to integrate with inventory process



# Questions and Answers

