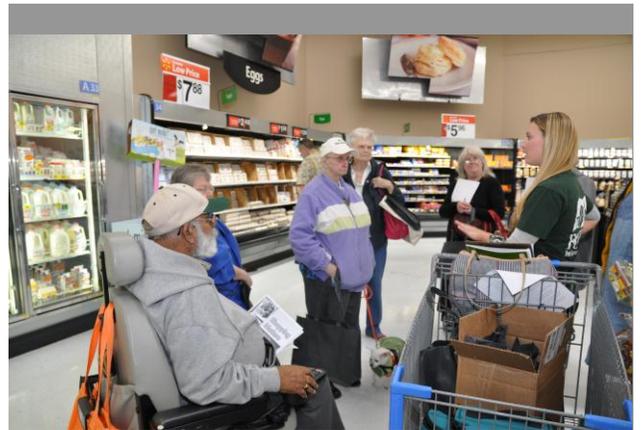


FOOD for Lane County

Strategic Plan

2013-2016



Mission: To alleviate hunger by creating access to food

Vision: To eliminate hunger in Lane County

Core Values

In carrying out our mission, FOOD for Lane County embraces the following core values and exemplifies them in our work.

Partnerships: We value the partnerships we establish with human service agencies and programs to distribute food to those in need. Through partnerships with agencies, governments, donors, and individuals, we join together to fight hunger.

Self-sufficiency: We believe that a responsive food bank includes programs that help people help themselves.

Diversity: We ensure that food assistance is readily available to diverse populations through programs that reduce barriers to access. We encourage and value diversity among our staff and volunteers.

Service with dignity: We believe that all people deserve access to wholesome, culturally appropriate, nutritious food, delivered with respect and compassion.

Advocacy and education: We actively address the root causes of hunger through advocacy and education about hunger relief.

Stewardship: We are responsible stewards of community resources, leveraging them to meet the greatest need. We strive to be efficient, productive and prudent with resources entrusted to us.

Acknowledgement: We value our partners, volunteers, staff and donors and strive to show our appreciation with meaningful communication and recognition.

Executive Summary

The Strategic Planning Process

FOOD for Lane County began its strategic planning process for 2013-16 with several goals in mind: make the plan useful, make the plan flexible enough so that strategies and outcomes could change from year to year, and involve more staff throughout the process. A cross-sectional team consisting of all Management Team members, three Board members, and two staff members was formed to lead the effort to meet these goals. The team met from November 2012 through April 2013: the fruits of their efforts are here.

Annual Work Plans

The team wanted to capitalize on the learning that had happened with the 2010-13 Plan. While the strength of the plan was that it was specific and measurable, some of the measurements lost their usefulness after a year or two. In some cases, three-year goals were accomplished after just one year; in others, events happened that were outside FFLC's control that made the goal impossible to achieve. Therefore, looking ahead, the team set out to find the right balance between structure and flexibility.

To accomplish this, the team set out to define broad goals in the plan, but not necessarily pinpoint specific strategies or outcomes yet, knowing these could evolve and change from year to year. Therefore, the plan references an *annual work plan* in several places. The annual work plans will outline the more specific measurable goals that are pertinent and appropriate to the year and the changing environment.

Staff involvement

Staff involvement was key. While the 2010-13 Plan was mostly an effort between the Management Team and Board, staff expressed a desire to be more involved this time around and therefore more connected to the plan. All staff was invited to be representatives on the Planning Team and two volunteered. Employees provided direct input during an all-staff retreat held in January. Department Directors included staff in the creation of the goals and asked for revisions and edits along the way. Staff was also asked for input at key points in the process. In this way, the team felt that the goal of including more staff input was accomplished.

Assessing Strengths and Weaknesses

After a review of our mission, vision, and values, the Strategic Planning Team conducted an environmental scan with six different stakeholder groups. Through online surveys, meetings, or group activities, they were asked to identify FFLC's Strengths, Weakness, Opportunities, and Challenges; and to identify what FFLC's top three priorities should be in 2013-16. Many of their ideas are included here. The six groups asked for input were:

Service Users – Volunteers – Staff – Board of Directors and Board Committee Members – External Groups – Partner Agencies

Strategic Planning Team members

Board of Directors representatives

Brad Black

Megan Wuest

Michael Drennan, Past Chair

Staff representatives

David Gonzales, Inventory Coordinator

Hadee Sabzalian, Corporate Relations
Manager

Management Team

Beverlee Hughes, Executive Director

Darrel Kau, Development Director

Karen Edmonds, Programs and
Services Director

Ron Detwiler, Operations Director

Tauna Stephens, Finance Director



Assumptions for 2013-16

The Strategic Planning Team easily acknowledged that the world changes rapidly and that can impair forecasting. A plan needs to be grounded in certain assumptions that, at the time, will hold true in order for the planning process to move ahead. The team agreed upon the following assumptions to guide FFLC's efforts:

- There will be slow economic recovery, which will be even slower for our service users.
- The need for services will increase.
- Due to the economy, only modest financial growth for FFLC will be possible.
- We will keep our internal culture strong to attract and retain quality staff.
- We will continue to cultivate a culture of innovation.
- We will maintain a strong reputation in our community.
- There will be community involvement in each goal area.
- Staffing and volunteer needs may change as a result of this plan.
- Annual budgets will reflect the revenues and expenditures needed for the plan.
- When not specifically identified in the strategic plan, measurable goals will be set in annual work plans.

Strategic Directions

After conducting SWOC analyses, researching other sources and much discussion, seven strategic directions arose that compose the seven goal pillars of this plan. While some areas have defined outcomes, some are more open-ended to allow for growth and change. While some readers may crave more specificity, the plan was intentionally designed to be more flexible in nature. The time frame of this plan is July 1, 2013-June 30, 2016. All goals are intended to be accomplished in three years unless otherwise specified.

Goal 1: Ensure a nutritious and varied **food supply**

Goal 2: Maximize **facility capacity** and plan for expansion

Goal 3: Measure and share our **community impact**

Goal 4: Be prepared to operate in an **emergency or disaster**

Goal 5: Support **financial health** through innovative and new sources of revenue

Goal 6: Improve our **volunteer** program

Goal 7: Focus on programs that enhance **self-sufficiency**

GOAL 1: FOOD SUPPLY

Ensure a consistent supply and variety of nutritious food to meet the demands of the emergency food needs of our partner agencies.

Objective 1: Focus on the acquisition and distribution of nutritious foods

Strategy: Create a broadly understood and supported nutrition policy for the acquisition and distribution of nutritious food. Use the Choosing Healthy Options Program (CHOP) as a tool to measure the nutritional value of food in our system and identify areas of improvement and make informed decisions.

Outcomes:

- A clear nutrition policy that has broad agency support
- In FY14, create a baseline of the CHOP values of foods in the system
- In FY15-16, increase the high CHOP value foods by a determined percentage

Objective 2: Continue innovative sourcing of foods based on the need for variety, protein, ease of use, and affordability

Strategies:

- Work with local farmers to grow plant-based proteins for FFLC and the Oregon Food Bank statewide network
- Join statewide effort to create new food sources through the OFB Network Intentional Food Production Committee
- Continue FFLC's Farm to Table meals
- Work with regional processors to preserve perishable food

Outcome:

- The food supply will be of satisfactory quality, quantity, and variety, as measured with the annual Partner Agency Satisfaction survey.

GOAL 2: FACILITY CAPACITY

Maximize the efficiency of the existing building to accommodate its maximum capacity of ten million pounds of food per year and plan for expansion.

Objective 1: Maximize the capacity of the current facility

Strategies:

- Hire a consultant to conduct a physical space assessment to determine the best use of the current space in the warehouse and kitchen
- Conduct a cost-benefit analysis to determine realistic levels of investment needed to do so
- Redefine the use of the kitchen to accommodate sorting of perishable products

Outcome: The necessary equipment, staff, and perishable food sorting processes will be in place to efficiently move up to ten million pounds of food per year.

Objective 2: Plan for expansion or a larger facility for handling beyond ten million pounds of food.

Strategies: In FY14, hire a consultant to do a future space assessment to determine needs. In FY15, hire a consultant to determine the feasibility of a capital campaign.

Outcome: A comprehensive plan for how to accommodate expected growth over ten million pounds and how to pay for it.

GOAL 3: COMMUNITY IMPACT

Evaluate the community impact of FFLC efforts and communicate outcomes through robust education, public policy and advocacy efforts.

Objective 1: Evaluate the community impact of FFLC programs and services

Strategy: Create new measurements to determine our effectiveness in reducing food insecurity for the people we serve.

- In FY15, create a baseline measurement of impact
- In FY16, increase the impact by a determined percentage

Outcomes: Clear and measurable outcomes that we can communicate to the public about our impact on hunger in Lane County

Objective 2: Increase community education, outreach, and local advocacy efforts to positively impact public policy and community understanding of issues related to hunger

Strategies:

- Develop community engagement strategies to increase awareness of hunger and food insecurity issues
- Identify key local, statewide, and federal issues that expand and improve access to nutritious food for low-income people
- Join coalitions to protect local agriculture and local food systems
- Work in conjunction with Oregon Food Bank and the statewide Network when appropriate to influence public policy
- Dedicate FFLC resources for advocacy efforts
- Create an annual work plan that specifies the number of visits with local, state, and federal elected officials to nurture ongoing relationships
- Infuse advocacy into ongoing messaging and marketing. The annual work plan will specify the number of articles, messages, and communication strategies.

Outcome: FFLC will have strong relationships with elected officials, strategic communication and outreach efforts, and clear advocacy-related messaging. This will be evidenced in results from the annual work plan.

Objective 3: Coordinate and share our hunger relief and education efforts with community based health-related organizations, framing hunger as a health issue

Strategies:

- Identify and collaborate with health-related organizations to provide services and nutrition education for low-income individuals
- Create access for service users to other community resources, education, and opportunities

Outcome: FFLC will partner with public and private organizations working together to improve the health of Lane County. This will be evidenced in results from the annual work plan.

GOAL 4: DISASTER and EMERGENCY RESPONSE

Improve the capacity of FFLC employees, facilities, and partner agencies to respond to a significant disruption in our operations or assist in a community-wide emergency.

Objective 1: Increase the capacity of FFLC's facilities to respond to a disruption to our operations

Strategies:

- Through grant and Board-designated funds, purchase a generator powerful enough to maintain our coolers and freezers at appropriate temperatures to preserve our food supply for up to three days without refueling the fuel storage tank.
- Conduct an analysis of facility emergency needs and acquire equipment or create processes to address weaknesses
- Prepare a facility security plan to be implemented in times of crisis

Outcome: FFLC's facilities will have the necessary food, water, emergency supplies and equipment to shelter up to fifty FFLC staff and volunteers, operate without electricity for up to three days, and continue distributing food to partner agencies during a disaster.

Objective 2: Increase employee emergency readiness at home and work

Strategies:

- Through drills and workshops, prepare staff for their role in a disaster
- At one all-staff meeting per year, do a review of the on-site and home emergency kits
- Conduct an annual staff training exercise on the Emergency Response Plan

- Establish processes for completing payroll, conducting financial transactions in cash, and sheltering staff on site
- Prepare an alternative communication plan to facilitate communications with staff, partner agencies, and first responders

Outcome: All FFLC employees are prepared at home so that they are better able to come to work when needed and know what their role will be at work.

Objective 3: Increase partner agencies' emergency readiness

Strategies:

- Perform annual readiness reviews with pantry managers at FoodNet meetings and Partner Agency Conference
- Create & conduct a needs assessment of our partner agencies and create a plan to help meet their needs

Outcome: Partner agencies will be ready to partner with FFLC to provide emergency food at distribution points throughout the county.

Objective 4: Engage in partnerships with local government and community organizations

Strategies:

- Engage with the Lane County Preparedness Coalition
- Meet with representatives from the cities of Eugene and Springfield and Lane County to define what FFLC's role would be in serving the community

Outcome: FFLC will have a well-defined role in an emergency which will be cited in the Eugene-Springfield Emergency Plan.

GOAL 5: FINANCIAL HEALTH

Support FFLC's financial needs and maintain a diverse funding stream through innovative, responsive, and adaptable strategies to achieve organizational goals.

Objective 1: Develop new sources of revenue to replace reductions in government funding

Strategies:

- Solicit new donors and retain them through a donor engagement plan
- Establish a new signature event to attract a younger, less affluent donor base
- Collaborate with new business partners to develop strategic fundraising activities
- Explore multi-year capacity building grant(s) to help generate new funding sources

Outcomes:

- The number of new donors will increase to reflect 25% of the total donor base
- In FY14, one new signature event will be developed and implemented with the goal of breaking even. In FY15 and FY16, the revenue goal for this event will be determined based on first year outcomes with modest growth
- One new business partner will be developed to launch a fundraising activity that will become a new annual source of revenue.
- Development staff will apply for a multi-year capacity building grant

Objective 2: Develop a major donor engagement plan that will retain current donors and gain new leadership level donors.

Strategies:

- Further develop FFLC's major donor development plan to include more donor appreciation events, education opportunities, and engagement activities
- Formalize FFLC's planned giving program and establish a Legacy group for bequests
- Continue efforts to attract new major donors (annual gifts of \$1,000 or greater) by developing relationships with donors who currently give \$500 or more

Outcomes:

- Maintain a donor retention rate of 70%
- FFLC's Planned Giving Program will be formalized with collateral materials and sent to all major donors. Self-designated Legacy donors will be recognized
- FFLC will engage and attract major donors through special events, direct solicitation appeals, and/or through meeting invitations

Objective 3: Further develop our website and online presence to meet the increased demand for helpful information, secure and easy online giving, event information and registration, and to increase social engagement opportunities.

Strategies:

- Explore and implement a web content management system that will simplify navigation and access to information, while increasing reliability with the online donation process
- Increase the usage of and variety of media formats to communicate and inspire engagement
- Determine the need and benefits of a third party event registration provider
- Increase the accessibility and quality of our Spanish website
- Implement an internal process that will collect and develop relevant and engaging web content

Outcomes:

- Decrease in functional issues and user complaints with online donations
- Increase in online engagement through a variety of online media tools

- In FY14, a recommendation will be made regarding a third party vendor. A decision will be made whether to implement an online event registration module in FY15 and FY16
- We will have a fully functional, relevant and user-friendly Spanish website.
- Website and online content will be timely, pertinent, and engaging to all visitors and users

Objective 4: Actively pursue new corporate donors, event sponsors, and re-engage lapsed donors. Ensure corporate donors continue to support FFLC through communication, engagement and contribution acknowledgement.

Strategies:

- Actively identify and contact new and lapsed donors
- Create a corporate engagement strategy that will encourage donors to commit to donating in a comprehensive manner—through financial contributions, volunteer work, and food drives
- Implement a yearly banner presentation and thank you events
- Create a recognition outline for social media, benchmark donations, and awards that acknowledge outstanding corporate partners’ significant donations and long-term volunteer work

Outcomes:

- A detailed process that tracks new corporate donors, prospective donors, corporate contact and recognition, and event sponsors
- A written corporate engagement strategy that will be used to enhance corporate donor’s relationships through financial donations, food donations, and volunteering (committed corporations)
- Yearly celebration of corporate donors through planned events and award presentations
- An acknowledgement plan that will detail the benefits received for multiple levels of involvement with FFLC

GOAL 6: VOLUNTEERS

Increase FFLC’s capacity to effectively utilize and empower volunteers through an automated volunteer management system, vigorous recruitment, quality training, purposeful engagement and meaningful acknowledgement.

Objective 1: Implement an automated volunteer management tool to improve our capacity to attract, schedule, and track annual volunteers and volunteer hours while maintain the valued ease of volunteering of FFLC.

Strategies:

- Conduct a needs assessment to better understand FFLC's specific volunteer management needs and what type of system would be ideal
- Research affordable tools to automate our system and have it available online

Outcomes:

- Community members will utilize a website or other automated system to apply to be a volunteer, be matched with volunteer opportunities, and sign up for shifts
- One automated system and intake process will be implemented and used by all areas of the organization when engaging volunteers

Objective 2: Develop a new agency-wide recruitment process that connects volunteers with targeted positions in the organization.

Strategies:

- Identify needed positions that can be filled by qualified volunteers
- Enhance and standardize a comprehensive intake process to gather detailed information about the volunteer regarding skills, talents, interests, education, etc.
- Develop a seasonal recruitment plan
- Actively seek group volunteers from businesses, education institutions and community organizations

Outcomes:

- Each area of the organization will have a complete list of volunteer position options with the specific requirements, job descriptions, duration(s), and expectations for each role
- Qualified volunteers will meet specific organizational needs

Objective 3: Develop quality orientation and training for new volunteers.

Strategies:

- Whenever possible, each volunteer will go through an orientation process that includes tours, FAQ's, and information about FFLC's mission and goals.
- Each volunteer will receive adequate and comprehensive training for the position or task that they are engaged in completing.
- Provide staff with a training on how to work with volunteers

Outcomes:

- Each Volunteer will have a basic understanding of FFLC and the important features of our operations, programs and services. Volunteers will be able to articulate our mission and goals.
- Each volunteer position will have a description with written instructions (when necessary). Volunteers will be able to finish the tasks correctly, with little supervision and feel that they accomplished something important for the organization.

- All staff will complete a facilitated training on how to best work and engage with volunteer

Objective 4: Develop and implement a new agency-wide volunteer engagement and recognition plan

Strategies:

- Create an engagement plan that includes follow-up calls, meetings, and check-ins to ensure volunteers are fully immersed and understand their role and value to the organization.
- Understand volunteer needs and interests in order to engage them in other opportunities of service
- Enhance, standardize, and implement volunteer recognition activities that are meaningful to each volunteer

Outcomes:

- Through an evaluation survey of the volunteer experience in FY15, FFLC will measure how engaged volunteers are and assess their understanding of FFLC. Volunteers will have a satisfaction rate of 85%.
- Each volunteer will have had the opportunity to volunteer in the area(s) of their interest. An increase in volunteer hours will be realized.
- All volunteers will be recognized for their service and will feel appreciated

GOAL 7: SELF-SUFFICIENCY

FFLC will focus on programs that encourage self-sufficiency to reduce service users' reliance on emergency food.

Objective 1: Infuse Nutrition Education in all program areas

Strategies:

- Nutrition Education Coordinator will jointly create a nutrition education plan with each program manager
- Each program engages service users with one to six nutrition education activities per year
- Provide at least ten Cooking Matters series and Shopping Matters courses per year, with at least two of each in Spanish

Outcomes:

- Pre- and post-activity surveys of service users will reflect an increase in nutrition knowledge and application of that knowledge
- Cooking Matters class participants will report that they run out of food 20% less often after taking a Cooking Matters class
- Seventy percent of Cooking Matters class participants will report that they eat more fruits and vegetables after taking the class

Objective 2: Connect Gardens Program and partner agencies to increase their capacity to provide fresh produce and teach gardening skills.

Strategies:

- Recruit interns and/or volunteers to assess gardens at partner agencies.
- Identify which ones have gardens, which would like to, general needs, and ways we can help.
- Possible ideas: provide gardening information, education and training to partner agencies and service users.
- Increase service user involvement at all Gardens

Outcome: In FY14, a needs assessment and subsequent plan will be completed that details how the Garden Program can best support partner agencies in managing and consuming from their own gardens, making the partner agencies and service users more self-sufficient.