Strategic Plan 2018-2020

FOOD for Lane County
Building to Serve • Funding Facility Expansion • Responsive and Innovative Programs • Advancing Our Vision • Leadership Transition

Strategic Planning Process
The FOOD for Lane County 2018-2020 strategic planning process began in April 2017 with a kickoff meeting of the committee members: three Board members, five FFLC employees, and all five members of FFLC’s Management Team. Meeting over a seven-month period, the committee developed the strategic plan to be a three-year roadmap to help guide the direction of the organization and to inform and support departmental work.

Prior to the committee meetings, the Management Team and Board of Directors were aware of several major upcoming initiatives for FFLC as an organization. The organization already had momentum towards purchasing a second building; so the committee knew that facility expansion and a capital campaign were probable strategic directions. Additionally, the organization knew of upcoming retirements for two management team members, which added an additional strategic direction. Further strategic directions were created using information and feedback received from the 2016 FFLC Board retreat; the 2016 Ending Hunger survey results; a 2017 operational assessment by Robertson Sherwood Architects; the 2017 FFLC staff retreat brainstorming sessions; and individual committee member strategic planning preparation.

In its initial meetings, the committee reviewed and reaffirmed FOOD for Lane County’s Mission, Vision, and Values, with only minor additions or changes. Committee members also established environmental assumptions for the three-year duration of the plan. From these initial meetings, the committee settled on five strategic directions and formed subcommittees to identify objectives, strategies, and outcomes for each direction. Staff who would be involved in the execution of the actions provided input. The FFLC Board of Directors approved the strategic plan in fall of 2017, and it will take effect January 1, 2018.

Evaluation Process
Each strategic direction will have a management team member who will steward, oversee, and be accountable for the delivery of the proposed actions and results. Each strategic action will have a staff member or team of staff who will be responsible for the completion of the action. Progress on the Strategic Plan will be reported to the Board of Directors and FFLC staff every six months. Staff plan to make adjustments as needed in our expectations and our annual work plans as our environment, capabilities, and possibilities change over the three-year period. Specific target dates for completion of some items may need to be adjusted.
**Mission** To alleviate hunger by creating access to food

**Vision** To eliminate hunger in Lane County

**Values** In carrying out our mission, FOOD for Lane County embraces the following 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.

- **Healthy and Nutritious Food:** We believe the food we source and distribute should be varied, nutritious and contribute to good health.

- **Diversity:** We ensure that culturally appropriate food assistance is readily available to diverse populations through programs that reduce barriers to access. We encourage and value diversity among our staff, volunteers and the people we serve.

- **Service with Dignity:** We deliver all services 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.

- **Recognition:** We value our partners, volunteers, staff and donors and strive to show our appreciation with meaningful communication.
Assumptions 2018-2020

In order to look ahead effectively, the team created a base of assumptions during the time period of the plan, 2018-20. While the team acknowledges that the environment can rapidly change, the plan is based on the following assumptions.

Food Supply: Our food supply growth will be based on expanded capacity, community need, and ability to distribute. One product type that may see a more than moderate increase is frozen product.

Community Need: People we serve will be affected positively by the rises in minimum wage and lower unemployment, and affected negatively by potential cuts to Supplemental Nutrition Assistance Program (SNAP), health care costs, fears about immigration and deportation, and lack of affordable housing; these factors will keep the demand for services high.

Programs and Services: We will be prepared to fluctuate services as needed depending on changes that may happen in our community and the environment.

Funding: We want to implement a capital campaign without compromising annual fundraising needs for operations. We assume there will be competing capital campaigns. In general, foundations and grants are shifting priorities and we may need to adapt.

Employees and Internal Culture: We will maintain a positive work culture, as we ask employees to be flexible and versatile in what they do. Our employees and our culture may be challenged by the second facility. Efforts will need to be made to keep communication and feedback systems open. We assume employees will continue to be dedicated to the organization. There will be a changing of the guard, assuming retirements of some key positions.

External Environment: We assume the community will continue to embrace FFLC and our mission. The volatile and unpredictable external environment will be more difficult for people who are low income. We will strive to be nimble and adapt.
Building to Serve

Strategic Direction
Ensure that FOOD for Lane County’s facilities remain adaptable and adequately sized to allow for efficient operations and sustainable growth to better serve the community

Objective 1: Add warehouse space to accommodate current and future operational and programmatic needs

Strategic actions
Design and implement a plan for the West Broadway warehouse to be the partner agency distribution hub

Outcomes
By August 31, 2018, the initial stage of construction will be completed to make the building food safe, including roof repairs, sealing the floors, and replacing the siding
By October 31, 2018, a cooler and freezer will be installed
By November 30, 2018, a plan to coordinate operations at both facilities will be complete
By January 31, 2019, the West Broadway warehouse renovations will be complete and the building will be operational
By January 31, 2019, FFLC will change the necessary processes to be in compliance with enhanced food safety regulations

Objective 2: Redesign and renovate the Bailey Hill facility to complement and expand current activities

Strategic actions
Design and implement a plan to make the best use of the Bailey Hill facility as an administrative and processing center

Outcomes
By May 31, 2019, a cool room for sorting perishable products will be installed
By December 31, 2019 all other desired renovations to the Bailey Hill warehouse will be complete
By January 1, 2020, all redesigned process work flows between the two facilities will be functional
Funding Facility Expansion

Strategic Direction
Implement a capital campaign to meet the financial needs for the purchase and renovation of the newly acquired West Broadway warehouse and for renovation and modifications to the existing Bailey Hill facility

Objective 1: Secure lead gifts during Phase I (January 2018 – September 2018) of the capital campaign

Strategic actions
- Develop a donor recognition and naming opportunities plan for the campaign
- Working with the campaign steering committee, solicit top donors and community philanthropists to make large gifts or pledges
- Research multi-year and capital improvement grants

Outcomes
- By January 31, 2018, a plan for donor recognition and naming opportunities will be created and implementation will begin in February 2018
- By September 2018, half of the total funds of the $6.5 million campaign goal ($3,250,000) will be raised through donations and/or pledges from top donors and community philanthropists
- By December 31, 2018, at least three possible capital improvement grants will be identified and the application process begun

Objective 2: Seek gifts and pledges from all FFLC donors during Phase II (October 2018 – November 2019) of the capital campaign

Strategic actions
- Create and implement a donor engagement plan including tours, special events and activities to effectively communicate the need for funding
- Identify current donors with financial capabilities and prioritize solicitations
Outcomes

By November 2018, a schedule and design for monthly tours, special events, and activities will be created for implementation during Phases II & III.

By June 30, 2019, all marketing campaign materials for Phases II & III will be created.

Research and define in-kind business sponsorship opportunities. Target businesses to provide in-kind products or services based on project need and construction timeline.

By October 2019, an additional $2,375,000 will be raised through donations, pledges and grants, representing the required funds for purchasing and completing the West Broadway warehouse.

Objective 3: Generate general community support during Phase III (December 2019 – December 2020) of the capital campaign

Strategic actions

Work with the Capital Campaign Manager to develop a plan for Phase III

Develop a media and public relations plan to increase awareness of the project and its financial needs

Celebrate a successful campaign

Outcomes

By June 30, 2019, a plan for Phase III will be completed.

Starting in December 2019, there will be monthly media advisories, public relations events and community open houses to launch and implement Phase III.

By November 30, 2020, the remaining funds ($875,000) representing the required funds for Bailey Hill facility upgrades will be secured through community donations, pledges and grants.

By December 31, 2020, the balance of the West Broadway warehouse mortgage will be paid off.

Host a celebration and ribbon cutting for the renovated West Broadway warehouse and Bailey Hill improvements (date TBD).
Responsive and Innovative Programs

Strategic Direction
Address community needs through expanding existing programming and developing innovative programming to reach identified populations and high needs areas

Objective 1: Adjust emergency food and supplemental programs as community needs change

Strategic actions:
- Annually, conduct a community needs assessment to identify appropriate distribution levels of emergency and supplemental food
- Complete a pantry service assessment to identify geographic and service gaps and respond to those gaps
- Explore what more FFLC can do to address food insecurity for people with incomes above the qualification for a food box

Outcomes:
- By June 30 of each year, a community needs assessment will be completed, and recommendations based on conclusions will be made for implementation on August 1 of each year
- By December 31, 2018, a geographic and service pantry assessment will be completed, as well as a subsequent plan for how to improve emergency food access county-wide
- By December 31, 2019, a plan will be created that details how to address food insecurity for people with incomes above the qualification for a food box

Objective 2: Focus on feeding programs that help the increasing senior population

Strategic actions:
- Explore ways to better serve home-bound individuals, possibly partnering with in-home care providers
- Expand the Senior Grocery Program, pending the opportunity to apply for and receive additional client caseloads
- Expand Meals on Wheels to meet the increasing need, pending funding stability
Provide seniors participating in the Senior Grocery Program more foods with high protein content

**Outcomes**

By December 31, 2019, a plan will be created that details how to better serve home bound individuals

By December 31, 2020, the number of Senior Grocery Program participants will increase by at least 25% (from 390 to 487)

By December 31, 2020, the number of Meals on Wheels meals served annually will increase by at least 7% (from 79,000 to 84,530) and wait lists will be reduced or eliminated

By December 31, 2020, a donated protein source will be added to the Senior Grocery Program

**Objective 3:** Focus on programs that meet the needs of children and youth

**Strategic actions**

Explore more partnerships with schools and early childhood education programs

Explore options to help provide food to children during times when school is not in session

**Outcomes**

By March 31, 2018, FFLC staff will have collected input from at least 70% of school districts and early childhood education programs in Lane County to explore potential partnerships and make recommendations for better ways to provide food to children, including during school breaks

A subsequent plan for implementation will be made for the following school years (2018-19, 2019-20)
Advancing Our Vision

Strategic Direction
Work toward our vision of eliminating hunger in Lane County by focusing on programs, partnerships, and activities that affect hunger’s root causes

Objective 1: Develop programs and support efforts that help service users learn skills to obtain and maintain employment or stretch existing financial resources

Strategic actions
- Develop a job training program to provide short-term vocational training in warehouse and food service areas
- Explore partnerships with organizations that teach financial literacy to add a food budgeting component to applicable programs

Outcomes
- By June 30, 2018, the first year of a pilot job training program will be completed. After assessment and evaluation, recommendations will be made for the future of the program
- By June 30, 2018, FFLC staff will have met with at least two organizations that teach financial literacy and will have identified potential partnerships and areas of collaboration
- By December 31, 2020, financial literacy will be incorporated into at least two programs, either FFLC programs or exchanges with external agencies, or a combination thereof

Objective 2: Increase access to healthy food and nutrition information through healthcare partnerships

Strategic actions
- Explore a Vegetable Prescription Program at local hospitals and health care providers
- Explore contracts with healthcare providers and insurance companies to pay for Meals on Wheels service for eligible seniors
- Add Produce Plus sites at health-related organizations
Outcomes
By December 31, 2018, FFLC staff will have met with healthcare providers to assess the feasibility of a Vegetable Prescription Program and will make a recommendation for next steps.

By December 31, 2019, FFLC will complete a feasibility study by researching different models of how Meals on Wheels are provided when partnered with healthcare organizations.

By December 31, 2020, at least six new Produce Plus sites at health care organizations will be established, pending produce supply and capacity.

Objective 3: Partner with affordable housing sites for coordinated service delivery, education, and advocacy

Strategic actions
Produce neighborhood-based food resource guides and distribute to affordable housing sites.

In support of the Lane County Community Health Improvement Plan, expand Extra Helping, nutrition education and gardening education at or near affordable housing sites.

Partner with affordable housing providers for advocacy related to hunger and housing.

Outcomes
By December 31, 2019, FFLC will produce at least six neighborhood-based food resource guides, to include urban and rural areas, and distribute them to affordable housing sites in those neighborhoods.

By December 31, 2020, at least three new classes or program sites will be established for each of the Extra Helping, nutrition education, and gardening education programs.

By December 31, 2020, FFLC’s advocacy staff will have coordinated with affordable housing providers on advocacy issues and co-hosted at least three events.
Objective 4: Expand education efforts to increase the ability to grow and prepare healthy food

Strategic actions
Explore ways to reach rural areas that currently lack nutrition and gardening education and develop new class sites to meet those needs

Outcomes
By June 30, 2018, a needs assessment will be conducted and a subsequent plan for nutrition and gardening education in rural areas will be completed. The target goal and locations for nutrition and gardening education classes will be based on the results of the assessment.
Leadership Transition

Strategic Direction
Design and implement a leadership development and succession process in order to advance a positive workplace culture and maintain an excellent community reputation. This process will be critical for the anticipated replacement of the current Executive Director and Operations Director due to planned retirements.

Objective 1: Develop and implement a process to identify potential internal leadership and their professional development needs

Strategic actions
- Annually, Management Team will identify current employees who could replace them if needed in a short-term or long-term situation
- Management Team will identify professional development needs these individuals may have and provide them with opportunities for skill development

Outcomes
- By March 31, 2018, a form will be created for Management Team’s use to identify leaders and their possible professional development needs
- By August 31 of each year, Management Team will submit completed forms to the Executive Director. The Executive Director will submit his/her form to the Board Chair.
- During the annual performance review process beginning in 2018, professional development planning will be identified as appropriate for identified employees
Objective 2: Develop a hiring process for leadership positions

Strategic actions
A committee assembled by the Executive Director and Board Chair will create hiring processes for the Executive Director, Management Team members and program managers.

Among the steps the committee should outline are:
- Who will be involved in making the selection?
- Who will identify the technical skills and traits needed for the position?
- Review of the job description
- Timeline for hire

Outcomes
By February 28, 2018 the Executive Director and Board Chair will convene the committee. The committee begins to meet to formalize a plan.

By July 31, 2018, the new hiring plan will be finalized and approved

Objective 3: Hire a new Executive Director and Operations Director

Strategic actions
Hiring committees will be formed to use the hiring process outlined in Objective 2

Outcomes
By July 31, 2019, the Board of Directors will hire a new Executive Director

Depending on the timing of the Operations Director’s retirement, the current or new Executive Director will hire a new Operations Director
Building is made food safe, initial renovations
Cooler and freezer installed
Plan to coordinate operations is completed
W Broadway renovations done, operational
Update all processes for new food safety regs
BH cool room installed
Other BH renovations completed
All process workflows for 2 bldgs functional
FUNDING FACILITY EXPANSION

1/1/18

Implement Donor Recognition Plan
Raise Half of Funds (3.25M)
Identity 3+ grants
Schedule and design events and tours
All public Phase II & III materials created
Solicit targeted businesses in-kind donations
Raise add'l $2.375M
Plan for Phase II completed
Monthly media, events, open houses
Secure remaining $875k
Pay off mortgage
Ribbon Cutting scheduled

1/1/19

1/1/20

12/31/20
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<td>Create plan to address insecurity</td>
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<td>Plan for homebound individuals</td>
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<td>Increase Senior Grocery &amp; MOW #s</td>
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<td>Add donated protein source to Sr. Grocery</td>
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<td>Plan Implementation re: children's programs</td>
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<td>Assess pilot Job Training program</td>
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<td>Identify financial literacy partners</td>
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<td>Assessment on rural programs</td>
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<td>Meet on feasibility of Veg Rx program</td>
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<td>Feasibility study with MOW &amp; health care</td>
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<td>Create 6+ food resource guides</td>
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<td>Incorporate financial literacy into 2+ prgrms</td>
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<td>Establish 6+ new Produce Plus sites</td>
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<td>Establish 3+ new classes or programs</td>
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<td>Coordinate 3+ advocacy housing events</td>
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LEADERSHIP TRANSITION

1/1/18 1/1/19 1/1/20 12/31/20

Form Committee
Create form for MT to use to identify skills
Finalize and approve the plan
MT list of replacement, key skills
Complete / track annual succession
Hire new Executive & Ops Directors
If current staff, backfill their roles
MT list of replacement, key skills
Complete / track annual succession
MT list of replacement, key skills
Complete / track annual succession