# MANNA FOODBANK STRATEGIC PLAN 2015-2020

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# MANNA’s Vision:

A hunger-free WNC

# MANNA’s Mission:

# To involve, educate and unite people in the work of ending hunger in WNC

# Core Values: Accountability Integrity Compassion Collaboration

# Preamble:

To make significant progress in our vision of a hunger-free WNC, we must increase access to nutritious food for those currently in need *and* disrupt the cycle of spending trade-offs that perpetuate the instability of low income households. We will achieve that by seeking ways to leverage our core competencies in food procurement and distribution to engage in cross-sector community partnerships designed to broaden awareness of the consequences of food insecurity and improve the health, housing, and economic well-being of the people we serve.

# Guiding Principles:

• The involvement and utilization of community volunteers at all levels of the organization is essential to our success

• Food safety and the safety of our staff, volunteers and partners are paramount in all aspects of our operations.

• We will fully serve our 16-county service area to ensure an equitable distribution of resources.

• We will conduct our operations with dignity and respect for all.

• We are a non-partisan organization and will maintain that approach in the presentation of issues and in all advocacy

efforts.

**FRAMING THE FUTURE**

**Strategic Plan Implementation for FY 2015/16**

**Major Organization-wide projects** that will involve Board and Staff during FY 15/16:

* Space to Erase Hunger Phase II construction and completion of capital campaign.

**Key Challenges:**

* Slow economic recovery in WNC, especially related to the lack of full-time employment above minimum wage level
* Uncertainty of government support, especially for federal nutrition benefits
* Ability of MANNA staff, partner agencies, volunteers and donors to mobilize to meet and overcome the challenges.

| **GOAL ONE** |  | **STRATEGIES** | **MEASUREMENT** |
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| **Collective Impact**  Leverage our core competencies to promote community collaborations that help the people we serve become healthier and more food secure. |  | * Create a cross-departmental team to work through the Feeding American tool kit designed to assess food bank readiness to begin work in collective impact. * Consider two initial areas for action: programmatic partnerships to distribute additional produce; and cross-sector approaches to improve community health. * Rather than assume a leadership role, MANNA initially will limit collective impact participation to initiatives where we are able to provide a core service related to healthy food distribution and/or FNS outreach. | * Completed assessment and plan of action for future involvement in collective impact. * Participation in a support role with 2 to 4 new strategic partnerships designed to have a collective impact. |

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| **GOAL TWO** |  | **STRATEGIES** | **MEASUREMENT** | |
| **Food Supply and Distribution**  Procure, handle, warehouse, and distribute food in an efficient, safe, and cost effective manner, with attention to increasing fresh produce and minimizing waste. |  | **Retail**   * Implement the key strategies outlined in the Retail Strategic Plan grant to capture 4.2M pounds through retail channels.   **Produce and Distribution**   * Establish produce drop schedule for excess produce. * Utilize volunteers to do “just in time” culling of produce/bread to ensure that good usable product is being distributed. * Develop a plan for improving partner access to recipes and resources. * Partner with Athens Clayton branch of NE Georgia food bank for use of their new equipment for flash freezing and preservation of excess produce. * Develop and implement a process to photograph products for viewing in Primarius by partners. * Establish distribution partner with minority communities. | • Increase pounds distributed to 16 million.  • Increase produce pounds distributed to 4 million, 25% of total pounds distributed. | |
|  |  | **Nutrition**   * Implement a food bank nutrition policy. * Develop education and awareness plans for agencies regarding F2E.   **Waste Reduction**   * Utilize existing partnerships with Organix and Curbie to identify additional ways to recycle. * Develop plans to maximize produce going to food recycling.   **AIB**   * Develop documentation and procedures to achieve AIB certification, which is a third-party evaluation of warehouse and food safety standards.   **Inventory**   * Utilize cycle count schedule to identify and correct inventory discrepancies on an on-going basis. | * Achieve Feeding America benchmark of 67% Foods to Encourage (F2E).      * Reduce overall waste going to the landfill to 5% or less. * Achieve AIB certification   • Maintain inventory accuracy at 98% |

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| **GOAL THREE** |  | **STRATEGIES** | **MEASUREMENT** |
| **Network Partners**  Create a sense of interdependency & mutual support with our partner agencies to increase our collective capacity to receive, store & distribute food. |  | * Develop strategy for ongoing capacity work with partner agencies. * Create internal strategies to promote Foods to Encourage. * Improve agency meetings by highlighting partner sharing of best practices and incorporating educational components. Provide attendance incentives. * Compile and review existing nutrition education materials around Foods to Encourage. Select and disseminate the most promising materials appropriate for partner agencies and clients. * Seek partnerships with programs that offer nutrition education and link them with partner agencies willing to offer opportunities on site. * Analyze new Feeding America metric for Meals per Person In Need (MPIN) to establish baseline. | * Increase zone meeting and talking council participation by 25%. * Increase partner agency opportunities for peer to peer education by 25%. * Increase partners who promote F2E to 25 (10%), min. 1 per county. * Achieve FA MPIN for each county.   . |
| **GOAL FOUR** |  | **STRATEGIES** | **MEASUREMENT** |
| **CHILDREN AND CLIENT SERVICES**  **1. Youth Programs**  Address childhood food insecurity that impacts more than 26% of children in MANNA’s service area. |  | * Review school pantry pilot and establish plans and opportunities to implement additional sites. * Re-establish community support from 2014 summer to reach 1200 kids in 7 counties. * Implement Foods to Encourage and use of fresh produce. | * Increase MANNA Packs (MP) in order to continue serving a minimum of 10% of kids on the free lunch program. * Achieve equitable distribution of MP by county. * Maintain 1200 kids per week for 10 week summer break. * Achieve baseline % of Foods to Encourage for MANNA Packs and Summer program. |

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| **GOAL FOUR (cont.)** |  | **STRATEGIES** | **MEASUREMENT** |
| **2. FNS (Food Stamp) Outreach**  Identify and assist people eligible for food stamps to capitalize on one of the most effective means for addressing rural hunger. |  | * Implement a MANNA Helpline multi-media marketing plan that results in increased awareness of the availability of food assistance. * Extend the capacity of volunteers to assist with the Helpline project through additional training and increased hours. * Develop and implement a plan to connect with the medical community to promote the availability of food assistance as a way to help low income patients with access to healthy food. | * Increase number of completed applications and re-certifications to 1500 (an 8.5% increase). * Increase number of MANNA Helpline referrals to 816 for the year (a 25% increase). * Increase total number of calls coming into the Helpline to 3900 for the year (a 25% increase). |
| **GOAL FIVE** |  | **STRATEGIES** | **MEASUREMENT** |
| **Advocacy**  Position the MANNA network as a leader in the community-wide discussion of hunger in WNC, with an action agenda to address it. |  | • Develop a comprehensive communications plan that includes the media, social networking, newsletters, the website and other creative avenues to increase public awareness and direct people to action.  • Orient and continually update MANNA staff, Board and volunteers on messaging and representation of the MANNA brand.  • Define the role MANNA can play to influence the political process and better leverage government resources to alleviate hunger, including active participation in coalitions with compatible goals.  • Design a series of audience-specific presentations on hunger that can be used by volunteers, staff and community partners to educate the community on hunger issues and provide a “call to action”. | * Response to “calls to action” on legislative issues. * Number of articles placed in media or on the air, including in rural counties. * Number of hunger education and community presentations by staff or volunteers and total audience reached. |

| **GOAL SIX** |  | **STRATEGIES** | **MEASUREMENT** |
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| **Information Technology**  Improve and strengthen our infrastructure to create more effective and sustainable delivery of our core services. |  | • Conduct needs assessment from key users of software; research potential software solutions & provide demonstrations to end users; select new software; create implementation timeline and plan; implement new software; conduct satisfaction survey of users.  • Conduct needs assessment and assemble cross-section team to assist in analysis, product reviews, and decision; conduct product demos; select new system and implement; track improvements to communication and conduct satisfaction survey from cross-section team.  • Convene remote users and create “issues” list; develop tracking system to log issues and their resolution; create plans to address recurring issues and implement plans—then track effectiveness of actions taken and adjust as needed. | * Resolve current issues with financial/accounting software and Customer Relationship Management software (Donor software) to satisfaction of end users. * Enhance telephony communication capabilities by at least 50%. * Reduce remote user connectivity incidents & issues by 50%. |

| **GOAL SEVEN** |  | **STRATEGIES** | **MEASUREMENT** |
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| **RESOURCES**  Expand and Diversify our financial and human resources to create greater stability for the organization and its future. |  | * Develop comprehensive development plan based on a thorough analysis of our donor base metrics and an assessment of the changing dynamics of philanthropy. * Develop strategy to increase fundraising efforts in our full 16 county service area, with special attention to the impact on our relationship with partner agencies. * Implement the corporate bulk packaging project to increase the engagement of business leaders with MANNA’s mission. * Conduct risk assessment for potential disruptions to work flow during Phase II construction and create contingency plans to minimize loss of productivity. * Determine current employee satisfaction level and identify areas of concern through an HR survey and review of past surveys. * Conduct focus groups to get input from employees on areas for improvement and create plan for implementation. * Develop a formal compensation policy and structure designed to support a strong and productive work force. | * Increase donor retention rate from 56-59%. * Increase number of new donors From 1,961 to 2,300 (17%) * Increase 2nd year donor conversion rate to from 50-53%. * Meet or exceed current levels of productivity during Phase II construction. * Increase employee satisfaction related to career development from 2012 rating of 3.71 to 4 or higher. * Increased understanding by management and staff of compensation policies and increased satisfaction with the fairness of the system. |

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