MANNA FOODBANK STRATEGIC PLAN 2015-2020

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.

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| **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).
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| **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.
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| **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%.
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| **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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