



MANNA FoodBank

Strategic Plan 2020 - 2023

Approved by MANNA Board of Directors 11/20/2019

MANNA FOODBANK STRATEGIC PLAN 2020 TO 2023

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 achieve our vision of a hunger-free WNC, we must explore new ways to end hunger today and tomorrow. We seek to achieve that by leveraging our core competencies in food distribution and community partnerships to engage diverse groups of people to broaden awareness of the consequences of food insecurity and improve the health, housing, and economic well-being of the people we serve. Through stewardship, innovation, and relationships, we will equitably address hunger for people facing it now while working to strengthen our network and shorten the line.

Guiding Principles:

- In all things, we keep our mission first.
- We meet people where they are.
- 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 engage and serve our full 16-county service area while ensuring an equitable distribution of resources.
- We will conduct our work with dignity and respect for all.
- MANNA is a non-partisan organization and will maintain that approach in the presentation of issues and in all advocacy efforts.

Strategic Goals:

The following strategic goals will guide the work of MANNA over the next three to five years. Staff will prepare an annual implementation plan for review by the Board prior to the start of each fiscal year. The annual plan will include initiatives, tasks, and targets to address each strategic goal.

1. Culture & Values:

Ensure MANNA's culture and values stretch throughout and beyond the organization.

Rationale: MANNA's mission to involve, educate, and unite people in the work of ending hunger in western North Carolina comes first in all things. As MANNA looks forward, the values of compassion, collaboration, integrity, and accountability are what guides our decisions.

Approach: Utilize collective agreements and practices to ensure that MANNA's culture and values become a bedrock foundation for all new and existing staff. Share and demonstrate MANNA's culture and values to our community and stakeholders. Focus resources to strengthen our distribution and partnership network.

2. Equity, Diversity & Inclusion:

Elevate equity, diversity, and inclusion as essential to decision making moving forward.

Rationale: Every decision we make either increases or decreases disparity in our community. As the wealth gap increases in the United States, available resources are becoming scarce, particularly for people and communities that are already marginalized. MANNA believes that having enough food is a basic human right and so MANNA must approach decisions through an equity lens to ensure that we get food to the people who need it most.

Approach: Because change must first come from within, MANNA will take intentional internal and external actions with an equity focus including training, ongoing conversations, recruitment and hiring, and communications. Beyond the organization, MANNA will develop policies and practices to advance diversity, equity, and inclusion with our agency partners and the greater MANNA community.

3. Volatility and Risk Management:

Analyze and manage all resources, including human capital, that are susceptible to volatility and manage during times of unforeseen circumstances.

Rationale: MANNA provides food for over 100,000 people per year. Several external factors affect MANNA's ability to serve our neighbors facing hunger including the economy, public policy, environmental factors, and MANNA's reputation in the community, among others. Therefore, it is imperative that MANNA understands risk and how to mitigate it while stewarding resources to fully address hunger today and hunger tomorrow.

Approach: MANNA will continue to analyze organization-wide revenue trends, short and long term, and continue to implement strategies to diversify, sustain, and grow our revenue portfolio. MANNA will also manage and adapt to threats to food security, food donations and our food supply chain, and continue to protect our strong brand and reputation both internally and externally.

4. Business and Analytics:

Systematically analyze MANNA's business model, role in the interrelated systems and practices to ensure mission achievement; refine, develop and use analytics and metrics to focus on most impactful outcomes.

Rationale: The food banking industry was developed several decades ago to rescue unused food and distribute to people experiencing hunger. Since that time, advancements have been made in technology, operational efficiencies, communication, and general sophistication of the national food banking network. At MANNA, our mission is to end hunger in western North Carolina. To do that, we need to reexamine our traditional business model and seek further innovation to feed everyone that needs food today and shorten the line tomorrow. In addition, we need to measure not only **what** we do but also **how we are doing** in improving the lives of those we serve.

Approach: Verify and analyze latest data and information on food insecurity in WNC including key contributing factors in our diverse service area. Pilot new ideas for distribution methods and partnerships to increase population health and strengthen our network. Identify gaps in the data we collect and implement new data-gathering processes, data analysis, and reporting.

5. Community Health & Education:

Elevate MANNA's position as a leader in the community-wide discussion of hunger and food insecurity in WNC to increase understanding and involvement in the work of ending hunger.

Aligning with our values, directly affect population health through nutrition education and healthy food inventory being distributed in the community.

Rationale: There are ongoing opportunities to increase awareness of the systemic causes of food insecurity and its effect on the health of individuals, families, and communities. MANNA must continue to educate the public, especially decision-makers, on the extent of need in our region and the negative impact it has on the well-being of our community. Through advocacy, MANNA is also working to inspire people to respond and direct their energy towards constructive actions that will have meaningful impact.

Approach: Implement education and engagement strategies including communications, networking, and other creative avenues to increase public awareness of the issues and how to engage in addressing them. Explore costs and strategies to implement a consistent and healthy food inventory to meet the diverse needs of our neighbors facing hunger.