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 2017-18

Key Challenges:

- New president and administration creating volatility and uncertainty regarding issues that impact low-income citizens (i.e. ACA, SNAP, etc)
- Managing our collective impact work in nutrition without additional staffing

GOAL	STRATEGY	MEASUREMENT
Collective Impact		
Leverage our core competencies to promote community collaborations that help people we serve become healthier and more food secure	-Utilize lessons learned from the Hunger & Health Pilot to inform sustainable future programming on the intersection of hunger and health; expand from 6 to 12 clinics; create a plan to make initiative sustainable; identify additional health partners beyond Mission	-Meet milestone deliverables from Mission Grant (if awarded) -Identify health indicators with Mission in summer of 2017
Five Year Approach: MANNA will explore how its expertise in food procurement and distribution can be aligned with organizations from the nonprofit, government, corporate and philanthropic sectors to create a coordinated approach to providing increased opportunities for self-sufficiency for the clients we serve	-Identify funding sources that are looking for collaborations -Community funding for geographic areas to help agencies increase their services	-Identify 3 new funding opportunities -Identify 3-5 funding opportunities for our partner agenies
GOAL	STRATEGY	MEASUREMENT
Food Supply and Distribution		

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-Increase retail pounds	-3% increase over calendar year
-Implement donor acknowledgement system in partnership with development	-complete system implementation
<u>Distribution</u>	
-Increase new outlets to existing partners by looking at non-traditional	-Increase total distribution to 17.6 million lbs, a 3% increase
distribution strategies (extending operating hours, Saturday mobile and onsite)	-5% increase in fresh produce distributed in WNC
Implement F2E stragtegies:	
-Analyze ways to code/categorize our products including F2E designations	-Create recommendation for future tracking, determine feasibility of use at the partner agency level.
-Develop & implement a pilot to categorize foods in Co-op or SAM into F2E groups	-5% increase in trackable F2Es in Co-op or SAM
Improve warehouse efficiencies:	
-Analyze movement of product between 623 & 627 for further efficiencies	-Complete analysis for product movement & storage capacity
	-Develop recommendations for ways to improve efficiencies
-Analyze vertical storage capacity in 627 (cooler, freezer,dry)	
-Establish order pick metrics and standards	-Create baseline for future metrics and analysis
-Maintain inventory accuracy at 98% (audited)	-98% or higher inventory accuracy (audited)
<u>Waste</u>	
-Enhance waste program with a new attention to inbound quality check	-Decrease waste to 5% of receipts, a 5% decrease in overall waste
processes:	
-Quality control education for drivers and receiving staff	-Decrease waste on produce to 10% of receipts
-Tracking inbound waste vs. in house waste	-Implement new tracking system
STRATEGY	MEASUREMENT
Improve Food Flow and Incentivize Best Distribution Practices in our Partner Network	
Implement network resizing plan to ensure equitable distribution	Agencies resized, in collaboration with Ops
Research tiering structure options for FY18/19	Formal recommendation on tiering our network partners
Utilize MANNA Express distribution model to move more perishable foods	• ≥ 50 ME deliveries carrying predominantly F2Es for a
	Distribution -Increase new outlets to existing partners by looking at non-traditional distribution strategies (extending operating hours, Saturday mobile and onsite) Implement F2E stragtegies: -Analyze ways to code/categorize our products including F2E designations -Develop & implement a pilot to categorize foods in Co-op or SAM into F2E groups Improve warehouse efficiencies: -Analyze movement of product between 623 & 627 for further efficiencies leading to increased distribution, particularly around fresh produce -Analyze vertical storage capacity in 627 (cooler, freezer,dry) -Establish order pick metrics and standards -Maintain inventory accuracy at 98% (audited) Waste -Enhance waste program with a new attention to inbound quality check processes: -Quality control education for drivers and receiving staff -Tracking inbound waste vs. in house waste STRATEGY Improve Food Flow and Incentivize Best Distribution Practices in our Partner Network • Implement network resizing plan to ensure equitable distribution

serve our community.

Five Year Approach: Further develop the Zone approach to provide localized customer service, capacity building, continuous improvement, and monitorin of partner agencies. Work with local communities to explore creative models of partnership and alternatives in how people are served.

Address Service Gaps

- Implement strategies for addressing service gaps identified in Spring 2017
- Maintain MPIN compliance in all counties, with effort to increase poundage in lowest 4 counties

Improve Compliance to FA Member Agreement

• Improve timeliness and consistency of compliance activities

Improve our ability to analyze partner and community engagement efficacy

• Implement a CRM assisted structured partner outreach approach with the intent of cultivating and nurturing partner relationships

Utilize trained department volunteers to support Compliance and Capacity Building Efforts

Cultivate a Culture of Nutrition and Health in our Partner Network (dependent on funding)

- Create opportunities for peer to peer best practice sharing
- Facilitate Dietetic Internships with local education institutions
- Continue providing education and training on Nutritional Nudges

- Increase meal equivalents to identified target areas by 3%
- 3% increase in MPIN in the 4 lowest scoring counties
- Completed SOPs for 5-7 internal processes
- 100% network compliance on Food Safety Training and Monitoring
- CRM set up and utilized by zone staff

Involving

- 2x/yr in person visits to EFP in outer zones (tbd for Buncombe)
- 1x/yr in person visit to all other partners (tbd for Buncombe)
- 1 community stakeholder meeting/quarter (attend or convene)

Educating

- 1 monthly Nutrition Works events with partner agency and nutrition staff/volunteer each zone
- 1 quarterly hunger education or advocacy talks per county
- 1 Food Safety Training per quarter

Uniting

- 1 Talking Council per county per year
- 4 Zone wide meetings
- 1 MANNA facilitated, partner agency collaboration/zone/year
- Maintain 40 department volunteers (20 ME, 10 monitors, 10 Nurtirion)
- 1 Networking for Nutrition conference
- 4 mentor/peer Nutritional Nudge relationships
- >4 Dietetic interns supporting nutrition efforts
- ≥ 24 Nudge Activities (2 per month) at distribution sites

Increase printed and web-based resources for partners engaging in health and nutrition efforts
 Improved web page for Nutrition resources
 12 newsletter submissions focused on nutrition & health

		· Recipe & nutrition cards available at all nudge activities **
GOAL	STRATEGY	MEASUREMENT
Children and Client	MANNA Packs and Summer Packs	
Services	-Develop a sustainable strategy for funding operation and growth of	- Increase annual number of MANNA packs distributed to
Strengthen direct service	MANNA pack program	12% (5050) of kids on free lunch
programs, including FNS (food		
stamp) outreach and MANNA	-Continue development of "produce to kids" pilot ("P2K")	-Begin pilot to 4 counties
Packs for Kids, to provide year-		
round access to food for children	-Promote and recruit schools to participate in the Community-Supported	-Add 2-4 additional school sites and provide
and families.	Student Pantry model	technical assistance as needed; collaborate with development and AR to
		identify schools looking for a community partner
Childhood Hunger Programs	-Increase Summer Pack distribution (pending funding)	-Increase number of counties or sites in established counties
MANNA Packs and a summer		as funding allows
address the needs of children	-Promote outside marketing resources to children/families in MP/SP bags	-Include FNS, Nut Ed, partner promotional fliers
living in food insecure		minimum 1x month (9 months)
households. In addition, MANNA		
will continue to explore new	-Improve efficiencies around: order process, product flow, space	-4-6 processes with a written SOP
approaches to address the need.		
	-Maintain Feeding America Child Hunger Programs compliance standards	-Complete 2-year monitoring and site compliance manual
		-Begin 1st year site visits
Five Year Approach:	FNS Outreach	
FNS Outreach MANNA will build	-Implement changes in HelpLine marketing plan based on analysis of 16-17 marketing plan	-Increase total number of incoming helpline calls to 3500,
on the early success of the MANNA	implement shanges in respective marketing plan based on analysis of 10 17 marketing plan	representing a 15% increase.
Food HelpLine to identify	-Maintain current level of helpline volunteer efforts including the number of	-Maintain approximately 12 fully trained HelpLine volunteers
and assist people eligible for	trained volunteers and helpline hours	manitani approximately 22 rany trained freightine volunteers
food stamps, in addition to direct	the state of the first field of the field of the first field of the fi	
in-person outreach.	-Geographic expansion of existing support for clinic referral pilot	-Increase number of counties involved from 3 to 5 if funded
	-Increase number of completed apps and recerts	-Increase number of completed FNS apps/recerts from 1650 to 1700 (3% increase)

	Mariataria auromatal and a fasha in al FNG Octobra de anticitica	Maintain at least 40 have a several (450 have a several) of
	-Maintain current level of phyical FNS Outreach activities	-Maintain at least 40 hours per week (160 hours per month) of
GOAL	STRATEGY	physical FNS outreach presence at partner agency sites MEASUREMENT
Advocacy	-Conduct poverty simulations with specific calls to action required	- Conduct 8 -10 poverty simulations
Position the MANNA network as		
a leader in the community-wide	-Board to develop next steps subsequent to advocacy training	-Board committee creates annual advocacy plan
discussion of hunger in WNC, with		
an action agenda to address it.		
Five Year Approach: Define the		
role MANNA will play to		
influence public policy and		
leverage government resources		
to alleviate food insecurity,		
including active participation in		
coalitions with compatible goals.		
Design a series of audience-		
specific presentations on hunger		
to educate the community and		
provide a "call to action". Develop		
a comprehensive communications		
plan that includes the media,		
social networking, and other		
creative avenues to increase		
public awareness of the issues		
and how to engage in addressing		
them.		
GOAL	STRATEGY	MEASUREMENT
Information Technology	Fuglists and make recommendations on inventors and forces	
	- Evaluate and make recommendations on inventory software	House and a consequent to construct at
In the second state of the	1. Conduct user needs assessment	-User needs assessment is conducted
Improve and strengthen our	2. Evaluate with ECCA if current software's capabilities will meet needs	-Research Primarius and other software applications with other food banks

infrastructure to create more	3. Identify other possible solutions if current software cannot be expanded to meet needs	-In depth discovery calls are conducted with ECCA to evaluate
effective and sustainable		Primarius potential
delivery of our core services.		
Five Year Approach: Convene	- Evaluate and make recommendations on client data tracking	-Assimilate data from FA test pilots
focus group of IT experts and		-Conduct indepth assessment of MANNA needs
system users to help MANNA		
assess the needs for the future;		
conduct internal focus groups to		
ensure staff needs are		
incorporated into the plan; solicit		
RFPs from partners that have		
been identified as solution		
providers; choose provider and		
implement plan as outlined		
GOAL	STRATEGY	MEASUREMENT
Resources	Financial:	III Z NOON Z III Z N
nesources	I mancial.	
Expand and Diversify our financial	-Create annual plan to meet annual fundraising goal	- Meet annual goal of xxx
and human resources to create		
greater stability for the organization	-Continue to implement win-win strategies to increase fundraising efforts in our full 16 county	- Increase donor retention rate from 49%- 55%
and its future	service area, with priority focus on Henderson, Highlands/Cashiers, Haywood	
		- Increase number of new donors by a minimum of 10%
Five Year Approach: Conduct	- Strategically expand our donor base of support through direct marketing acquisition, targeted	(from 1788 to 1967)
assessment of staff development	community outreach, social media engagement and multi-channel fundraising in order	
needs and design and implement	to reverse multi-year downward trend in new donors	- Increase 2 nd year donor conversion rate to from 49 to
a plan to respond; develop a	- Continue our targeted, multi-dimensional donor retention/engagement strategies for new,	53%
succession plan for senior staff	mid-level and major donors	
positions; conduct in-depth	- Develop and implement a year-round, comprehensive Volunteer Engagement Plan including	-Implement annual plan
analysis of current donor base	an increased focus on multi-generational engagement	
and identify areas that need to be	- Develop and implement innovative fundraising strategies to expand and diversify MANNA's	-2-3 new strategies
strengthened; create a plan to	donor base	
diversify revenue streams,	- Aggressive prospect research and pursuit of new grant opportunities for our priority core	-identifying 3-5 new grant funding sources
	programs and now initiatives	
including demographics as well as	programs and new initiatives.	

Identify and leverage relationships	'- Develop annual communications plan	-plan is developed and documented
with volunteers at every level to	Human Resources:	Human Resources:
improve our core abilities,	A. Conduct annual managerial/supervisory talent assessment with sr. leadership to	A. Needs for training & development will be identified;
broaden our support network and	identify bench strength and skill gaps	1-2 specific skill gap areas will be targeted & formal
influence decision makers.		training options will be vetted and implemented
	B. Develop cross training and knowledge transfer plans for identified	
	single source roles	B. Action plans with timelines will be created for 2 of the
	C. Build an annual HR Training plan addressing overall organizational	identified SS roles
	needs	C. Quarterly HR training agenda will be developed with
	D. Establish individual development planning guidelines and process	first deliverable Q3
	for documentation and tracking;	D/E. Conduct staff talent assessment for non-supervisor
	E. Develop process for department staff level talent assessment	positions; provide support to supervisors in creating
		development plans
	F. Conduct annual EE survey using FA platform	F. Assess effectiveness of 2016-17 EE responsed based on
		0017-18 survey; create new action plan as needed