

# 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
<p><b>Collective Impact</b></p> <p>Leverage our core competencies to promote community collaborations that help people we serve become healthier and more food secure</p> <p><b>Five Year Approach:</b> 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</p>	<p>-Utilize lessons learned from the Hunger &amp; 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</p> <p>-Identify funding sources that are looking for collaborations</p> <p>-Community funding for geographic areas to help agencies increase their services</p>	<p>-Meet milestone deliverables from Mission Grant (if awarded)</p> <p>-Identify health indicators with Mission in summer of 2017</p> <p>-Identify 3 new funding opportunities</p> <p>-Identify 3-5 funding opportunities for our partner agencies</p>
GOAL	STRATEGY	MEASUREMENT
<p><b>Food Supply and Distribution</b></p>		

<p>Increase the concentration of nutritional food and increase efficiency of food procurement and distribution.</p> <p><b>Five Year Approach:</b> Procure, handle, warehouse, and distribute food in an efficient, safe, and cost-effective manner, with attention to increasing fresh produce and minimizing waste</p>	<p><b><u>Food Sourcing</u></b></p> <p>-Increase retail pounds</p> <p>-Implement donor acknowledgement system in partnership with development</p> <p><b><u>Distribution</u></b></p> <p>-Increase new outlets to existing partners by looking at non-traditional distribution strategies (extending operating hours, Saturday mobile and onsite)</p> <p><b><u>Implement F2E strategies:</u></b></p> <p>-Analyze ways to code/categorize our products including F2E designations</p> <p>-Develop &amp; implement a pilot to categorize foods in Co-op or SAM into F2E groups</p> <p><b><u>Improve warehouse efficiencies:</u></b></p> <p>-Analyze movement of product between 623 &amp; 627 for further efficiencies leading to increased distribution, particularly around fresh produce</p> <p>-Analyze vertical storage capacity in 627 (cooler, freezer,dry)</p> <p>-Establish order pick metrics and standards</p> <p>-Maintain inventory accuracy at 98% (audited)</p> <p><b><u>Waste</u></b></p> <p>-Enhance waste program with a new attention to inbound quality check processes:</p> <ul style="list-style-type: none"><li>-Quality control education for drivers and receiving staff</li><li>-Tracking inbound waste vs. in house waste</li></ul>	<p>-3% increase over calendar year</p> <p>-complete system implementation</p> <p>-Increase total distribution to 17.6 million lbs, a 3% increase</p> <p>-5% increase in fresh produce distributed in WNC</p> <p>-Create recommendation for future tracking, determine feasibility of use at the partner agency level.</p> <p>-5% increase in trackable F2Es in Co-op or SAM</p> <p>-Complete analysis for product movement &amp; storage capacity</p> <p>-Develop recommendations for ways to improve efficiencies</p> <p>-Create baseline for future metrics and analysis</p> <p>-98% or higher inventory accuracy (audited)</p> <p>-Decrease waste to 5% of receipts, a 5% decrease in overall waste</p> <p>-Decrease waste on produce to 10% of receipts</p> <p>-Implement new tracking system</p>
GOAL	STRATEGY	MEASUREMENT
<p><b>Network Partners</b></p> <p>Strengthen our network partners to increase their capacity to</p>	<p><b>Improve Food Flow and Incentivize Best Distribution Practices in our Partner Network</b></p> <ul style="list-style-type: none"><li>• Implement network resizing plan to ensure equitable distribution</li><li>• Research tiering structure options for FY18/19</li><li>• Utilize MANNA Express distribution model to move more perishable foods</li></ul>	<ul style="list-style-type: none"><li>• Agencies resized, in collaboration with Ops</li><li>• Formal recommendation on tiering our network partners</li><li>• ≥ 50 ME deliveries carrying predominantly F2Es for a total of 500,000 lbs for year</li></ul>

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

- conducted by MANNA staff and volunteer \*\*
- Improved web page for Nutrition resources
- 12 newsletter submissions focused on nutrition & health





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



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