



## Strategic Plan 2020-2021

### COVID Revisions – August 2020

Guiding Principle: People facing hunger are at the center of all that we do



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**Vision:**

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Inspiring and engaging our community to end hunger.

**Mission:**

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To create hope and nourish lives through a powerful hunger relief network, while multiplying the generosity of a caring community.

**Values:**

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Service - We believe service is fundamental to addressing hunger in Central Florida. We serve with excellence, compassion and a sense of urgency in order to meet the needs of those we serve, both internally and externally.

Integrity – We act with honesty, trust and openness and deliver on commitments. We act within the spirit of agreements, contracts and the law. Our intentions and actions will be transparent and above reproach. We believe that vigilant governance is a key element in the achievement of our mission.

Stewardship – We keep faith with the public trust through the efficient use of resources entrusted to us by our donors. We are always mindful that our mission is accomplished through the generosity of others. We must safeguard our reputation in the community, as it is a powerful tool in our fight against hunger. We acknowledge the risks inherent in the execution of our mission and our actions are guided by balancing the best interests of our donors and those we serve.

Respect - We respect the inherent worth and dignity of everyone we serve and treat all persons equitably. We revere the lives, concerns and feelings of people in need and expect those associated with us to do the same.

Accountability – We maintain and communicate accurate and timely information regarding fulfillment of needs in our service area. We believe in regular evaluation and reporting as to how resources are used to implement and achieve our mission. We believe that a process of continuous improvement best aligns our services with the current needs of our clients.

Collaboration - We believe in the power of the community. We collaborate and build strong partnerships based on trust with and among those who share our values and vision. We team together to accomplish our goals at all levels, valuing each other's roles and using a forthright communication process.

Diversity – We believe that the ethnic, cultural and social diversity of Central Florida should be reflected in our staff, Board and partner agencies.

## Our Culture:

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- ✓ We take pride in Second Harvest Food Bank and being part of a team
- ✓ We treat each other like family
- ✓ We respect each other and listen to all perspectives
- ✓ We trust each other
- ✓ We value transparency
- ✓ We innovate today to create our tomorrow
- ✓ We proactively embrace the concept of growth for all
- ✓ We honor our commitments



## Executive Summary

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Revisions have been made to this plan due to COVID are shown in RED throughout the document. The original plan was approved in February 2020 with no knowledge in prior planning of COVID.

This FY 2020/2021 plan is the first year of our long-range strategic vision out to 2030. Each year we will revisit projections, progress and our Central Florida environment, adjustments will be made where necessary.

Key points of the plan:

- ✓ Budget estimate: \$18.5 million, a 4% increase in revenue. We have not started the budgeting process, however, this number is a fair estimate as a starting point. We anticipate 3-4 new staff positions. **11 new positions. Another 8 for Summer Feeding which started two months early.**
- ✓ **Budget has increased to \$34 million, a 100% increase from previous years.**
  
- ✓ Food distribution: Volume for 60 million meals, or 75 million pounds, approx. 2% growth
  - There is one major wild card in this projection, TEFAP. During the past year we have received over a 100% increase in Trade Mitigation food.  
Think of TEFAP in this way: Regular supply of product = 7 million pounds  
Trade mitigation product = 10 million pounds  
We don't know when the trade mitigation product will stop, but when it does, other sources will not make up the difference. This could be a historic year where product volume nationally declines.
- ✓ **Revised distribution: 76 million meals or 91 million pounds**
  
- ✓ 4 Roots Distribution Center: Our plan is to operate the 4 Roots center. Currently, a working agreement is being created that will compensate us for our hours. All capital and equipment will be provided by 4R.
  
- ✓ Programs: We will maintain the size and scope of our programs with three exceptions:
  - School Markets: Expansion will only take place if funding is secured upfront.
  - Benefits Connection: Two additional Outreach Specialists will be added, budget permitting. This is our SNAP application program and is our most cost effective program. The demand for this service far outweighs our current capacity. **Four Specialists have been added to start up a Phone Bank.**
  - Culinary Training & Job Placement: Planning is underway to expand into Osceola County in partnership with Valencia. Funding will be secured before this is launched. **May be delayed.**
  
- ✓ Health & Hunger: Continued emphasis will be placed on our variety of pilots. Expansion will happen in line with already secured funding.
  
- ✓ Social Entrepreneurship:
  - We will continue *Catering For Good*, *Production Meals* and *Spoonful Of Hope*.
  - ***Catering For Good* will continue to provide meals for COVID relief. Catering will start up again once the market returns, most likely in 2021.**
  - We will explore a Freight Farm, a 45' shipping container that is a hydroponic farm. This will only be done if grant money is provided upfront. This "farm" would be part of an

affordable housing development in Osceola and be designed to as a micro business. Rollins will provide a business plan.

- We will continue to explore the concept of a retail grocery store. Results of a feasibility study will guide us in the final decision. **The study is now complete, As a result of its findings that there would be major financial risk, we will not pursue development. We may explore a smaller, store concept.**
  
- ✓ **Advocacy:** Our emphasis on advocacy and government relations will continue.
  - Federal nutrition programs are vital to our mission
  - State funding on a more regular basis will be sought
  - County and city relationships deepen our value and reputation as a leader
  
- ✓ **Re-branding:** We will take a close look at the value of re-positioning SHFB within the community. We are much more than a “food bank” and deliver greater value than the public realizes. We will determine how we may position ourselves as a “multi-faceted hunger relief center”. An even more value-driven positioning comes with the potential of attracting greater resources for our mission.
  
- ✓ **Organizational structure:** We will explore a re-design to ensure that the right structure and talent is in place to support our plan.

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Our Strategic Priorities will guide our work plans:

1. **Push anti-poverty work forward**
  - Become a lead participant and partner with other organizations to collectively address the issues, using the talents and competencies of each individual organization to contribute to solutions
  
2. **Innovate community impact**
  - Find new, community-centric solutions to food insecurity issues and collaborate with other community organizations to take a multi-faceted and holistic approach to addressing health and poverty
  
3. **Strengthen the network**
  - Fully leverage the existing assets of the agency network while working to support the growth and development of the pantries
  
4. **Measure the line**
  - Develop and utilize metrics and evaluation methods to assess the performance of initiatives devoted to shortening the line or decreasing reliance on food distribution

## Our Pillars and Foundation

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### **FEED**

Increase access to nutritious food.

*People facing hunger have reliable access to enough nutritious food*

### **NOURISH**

Improved diet quality.

*People facing hunger are supported in making healthy choices*

### **UNITE**

Increased public passion to end hunger.

*People and partners are inspired to take action to help improve food security*

### **EMPOWER**

Improved financial security.

*People facing hunger experience improvements in financial security*

### **STRENGTHEN and SUPPORT**

Build organizational capacity.

*Ensure that Staff is supported, Board is supportive, sufficient resources are generated and the culture is kept.*

All of our work is contained within these pillars, the next page provides an overview. The goals of this plan will correspond to each pillar to ensure tracking progress is clear. Note that in each supporting statement starts off with the words...*People facing*. This is a reinforcement to our guiding principle of people that are facing hunger are at the center of all we do.

**The pillars and foundation contain all of work to accomplish the Theory of Change**

<b>FEED</b> Increase Access to Nutritious Food	<b>NOURISH</b> Improved Diet Quality	<b>EMPOWER</b> Improved Financial Security	<b>UNITE</b> Increased Public Passion to End Hunger
General food distribution	Health & Hunger Taskforce	Income: Culinary Training Distribution Training Benefits Connection	Health & Hunger Taskforce
TEFAP	Partner Agency Nutrition Ed.	Health: Health & Hunger Programs	Advocacy/Government Relations
Mobile Pantries	Healthy Pantry Network		Spoonful of Hope
Bites Camera Action!  Head Start Meals Kids Cafes Weekend Food Packs School Markets College Pantries	Health & Hunger	Housing: Habitat Catholic Charities Orlando Housing Authority Orlando Neighborhood Improvement Corp. Winter Park Housing Authority	Catering for Good
Disaster Relief	Pediatric Healthy Food Boxes	Valencia Holistic Student Support Model	Community Venue
Partner Agency Network	SH Nutritional Tracking System, Continuous Quality Improvement		Public Awareness Campaign
Summer Feeding	Prescriptive Meals		Story – Telling
Produce			Social Media
Grocery Alliance			Community Presentations
Second Helpings			Re-Branding
4R Distribution Center			
Grocery Store feasibility			

**STRENGTHEN AND SUPPORT**  
**Build organizational capacity**

Support of Staff / Board Governance and Development / Marketing and Fundraising / Culture / Equity

## Plan Overview: FY 2020 / 2021

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### FEED

#### Increase access to nutritious food

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Goal: Provide enough food for an additional 60,000,000 meals<sup>1</sup>

76,000,000 meals or 91,000,000 pounds

*Action steps:*

- 1: Increase the amount of food we distribute by 2%. **Now 27%**
- 2: Increase the volume of healthy foods we distribute to 80% of annual volume
- 3: Increase volunteer support to: 48,000 volunteers providing 135,000 hours
4. Continue to support Second Helpings with Darden and Disney
5. Maintain 25-30 Kids Cafes, 325,000 meals
6. Maintain 25% margin and volume on the Purchase Program
7. Provide product to Weekend Food Packs in line with funding
8. Establish 90 - 100 summer feeding sites with a volume of 220,000 meals
9. Continue current distribution level and number of locations for Bites, Camera, Action
10. Execute high level of Mobile Pantries to provide in excess of 7 million pounds
11. Increase the number of School Markets to 50-60
13. Formalize a method of capturing the client voice for all program design and evaluation. Use the "Listening For Good" grant to provide guidance.
14. **"Bring Hope Home", a home delivery program has been launched.**  
**Provide 1,800 – 2,000 deliveries per week.**

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<sup>1</sup> 60 million meal is equivalent to 75 million pounds

## Agency Relations

### *Action steps:*

1. Fully integrate new Meal Deficit and other hunger data into our decision making and strategic work<sup>2</sup>
2. Research feasibility of a 'paperless' AR department including TEFAP documentation
3. Administer Feeding America's Service Insights "Agency Readiness Pre-Assessment" and continue to follow network progress
4. Consult with Ops and Development to submit our 1<sup>st</sup> Feeding America Client Survey (FACS) project plan
5. Evaluate whether Listening For Good (L4G) client feedback loop program can be integrated with AR partners
6. Research and determine goals/feasibility of a Client Advisory Board
7. Develop Local Program agreement for existing or nontraditional partners who may not meet the definition of a partner agency but are important partners for hunger relief efforts
8. Refine Agency tiering criteria
9. Evolve annual agency monitoring visits to include more time spent on capacity building, problem solving, connections, etc.
10. Refine existing agency MOA to address recurring compliance issues and Qs from FY19/20
11. Pilot specialized mobile drop volunteer team
12. Bring on a Public Ally or Vista who can fully commit to professionalizing the department through streamlined processes, tech solutions, etc.
13. Hire full time AR&P Assistant who will spend 75% of their time supporting AR work
14. Determine the definition of Data Analyst as an outcome of an overall technology needs assessment for the entire food bank<sup>3</sup>
15. Continue to secure partnering sponsor(s) and convene annual agency conference and increase attendance. Explore possibility of every other year conferences or conducting 6 county conferences as an extension of the regular county meetings
16. Continue to implement County-specific agency meetings 3-4 times per year
  - Incorporate client voice through featured client panelists/speakers
17. Continue to place equipment with agencies according to budget and sustain emergency Agency Benefit Plan match fund
18. Continue to update and conduct annual agency satisfaction survey
19. Continue to promote "nudges" and explore opportunities for AR and Health & Hunger activity to promote healthy eating habits
20. Continue to grow agency mentoring program
21. Continue to refine and provide annual agency dashboards

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<sup>2</sup> Also to be integrated into our "UNITE" pillar

<sup>3</sup> Data Analyst position determination is included under the "STRENGTHEN" pillar

## NOURISH

### Improved Diet Quality

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Goal: Provide 80% of annual volume as healthy foods

Establish connection of food as medicine

*Action steps:*

- 1: Partner with the healthcare sector to impact low-income people.  
Continue to facilitate the Health & Hunger task force
- 2: Continue to execute our health and hunger initiatives according to grant agreements
- 3: Increase our nutrition education events to a total of 200 in these areas:  
Mobile drops, BCA, Partner Agency distributions, healthy pantries, pilot programs
  - 21 healthy pantries are associated with pilots
  - 49 pantries outside of the pilots that have received capacity support
  - 7 pilots that include tracking of health outcomes to be completed by 7/2021<sup>4</sup>
- 4: Align Purchased products, Catering and Production meals to support nutrition focus
5. Continue to build Partner Agency capacity for equipment and training
6. Integrate Feeding America's new healthy food "SWAP" system

## EMPOWER

### Improved Financial Security

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Goal: Place 80 Culinary graduates into jobs by 6/30/21 This will be impacted.

*Action step:*

1. Expand to an Osceola location at Valencia, 30 graduates by 6/30/21  
This will be negatively impacted and most likely not reach goal.

Goal: Place 20 Distribution Center graduates into jobs by 6/30/21

This will be negatively impacted.

*Action step:*

1. Expand the Distribution Center and Job Placement program with Valencia's logistic course at Mercy. Run our program simultaneously.

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<sup>4</sup> Orlando Magic Youth Foundation results will be complete 1/22

Goal: Facilitate an additional \$380,000 worth of SNAP benefits by 6/30/21

This may not reach goal due to COVID interruption. A newly formed Phone Bank with four Specialists has been launched in addition to our face-to-face application assistance.

*Action step:*

1. Add two more Outreach Specialists. Deploy in Osceola County.  
The switch to a Phone Bank replaces the action above.

Goal: Identify and explore additional relationships within the four major root cause areas of Income/Jobs, Housing, Education and Health<sup>5</sup>

*Action steps:*

1. Investigate potential partnerships within the affordable housing sector
2. Continue efforts with Catholic Charities and Habitat For Humanity
3. Explore building and/or joining coalitions that are in the affordable housing, education, income and health areas

Goal: Increase "Catering For Good" sales to \$650,000 and gross profit of \$26,000  
This will be impacted.

*Action steps:*

1. Add a field salesperson
2. Continue to refine our menu and prices

Goal: Increase volume of food service contracts for the Production Kitchen

*Action steps:*

1. Move and expand the Production Kitchen – 4<sup>th</sup> Quarter 2020
2. Bid on Meals On Wheels contract in FY2020/2021
3. Identify and pursue additional contracts
4. Utilize 15,000 volunteer hours

Goal: Increase sales volume for our "Spoonful Of Hope" products to break even

*Action step:*

1. Continue expansion into small to medium size retail locations and restaurants

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<sup>5</sup> See "Strategic Initiatives Plan" in the Appendix for details

Goal: Create a multi-faceted campaign by 6/30/21. Launch FY 2022.  
Raise public consciousness that hunger is an issue that must be resolved

*Action steps:*

1. Measure pre and post campaign awareness/understanding levels
2. Include client voice in creation of messaging

Goal: Position Second Harvest as a multi-faceted hunger relief center by 6/30/21

*Action steps:*

1. Conduct re-branding initiative by 1/31/2021
2. Prepare for launch in FY 2021/2022

Goal: Increase advocacy at the City, County, State and Federal levels

*Action steps:*

1. Create legislative agenda that focuses on public policy regarding food access and nutrition by 7/30/2020.
2. Partner agencies
  - Increase advocacy actions through elected official tours (local, state and federal), action alerts, including postcards and information for clients.
  - Provide important information regarding voter registration deadlines, and polling locations.
3. Online followers (social media, blog)
  - Promote advocacy blog posts, advocacy actions and advocacy op-eds through paid boosting on social media.
  - Increase the number of advocacy followers
  - Increase twitter interactions with elected officials and on policy issues through twitter town halls, and share advocacy stories on social media from the blog.
  - Write two op-eds in Spanish and English to communicate our advocacy efforts.
4. Board members
  - Ask members to share social media posts specific to advocacy like op-eds, calls to action, postcards etc.,
  - Tour food distribution and a child hunger nutrition program to provide personal experience stories to advocate and share with elected officials

*Continued...*

5. Elected officials
  - Create a listserv for elected officials and staff in order to send newspaper headlines pertaining to food security.
  - Tour a food distribution at an advocacy agency
  - Host one hunger roundtable
  - Send district specific information for each elected official that shows hunger stats, distribution numbers, etc.
  - Encourage social media posts from elected officials about partnerships with the food bank, or general information posts.
  
6. Colleges
  - Engage college student bodies to support our advocacy efforts
  - Work through the college leads for the Democracy Project
  
7. Continue to serve on Feeding America's National Policy Council

Goal: Explore the feasibility of a Center For Root Cause Research

*Action steps:*

1. Research existing models, if they exist
2. Determine research topics
3. Create a case statement in FY 2020/2021

Goal: Identify priority geographic areas of need in our service area by 12/31/2020

*Action step:*

1. Analyze Map The Meal Gap and Missing Meal Deficit studies
2. Publish summary of above for community - wide sharing by 2/28/2021

Goal: Ensure that the right organization structure is designed by 12/31/2020

*Action steps:*

1. Review other food bank organizational structures by 9/1/2020
2. Redesign organizational structure for implementation FY 2021/2022
3. Identify the talent base to serve organizational structure needs by FY 2021/2022

Goal: Include diversity, equity and inclusion practices throughout Second Harvest

*Action steps:*

1. Create working group and plan for FY 2021/2022 **by 11/2020**

Goal: Create plan for building the capacity of our Branches by 6/30/21

*Action steps:*

1. Review capital needs of Branches
2. Explore land offering by Catholic Charities in Deland

Goal: Create plan for integration of more technology to increase our knowledge and efficiency by 5/30/21

*Action steps:*

1. **Meet with SISCO to explore opportunity - 4th Quarter 2020**
2. Conduct inter-departmental innovation session to identify future tech needs by 12/31/2020
3. Create plan for tech implementation – **1<sup>st</sup> Quarter 2021**

Goal: Develop measurement system for outcomes / program evaluation by 2/28/2021

*Action steps:*

1. Research measurement methodologies within the Feeding America by 10/31/2020
2. Define and prioritize impact/outcomes by 2/28/2021

Goal: Ensure a work environment that values teamwork and rewards commitment and impact

*Action steps:*

1. Conduct annual review of wages and benefits and adjust where appropriate
2. Create a plan to continue to reinforce culture and values by 9/1/2020
3. Conduct annual employee engagement/satisfaction survey
4. Incorporate health insurance claim analytics to maximize ROI on employee benefit cost and use by 5/2021

Goal: Focus Board commitment to support strategic plan

*Action steps:*

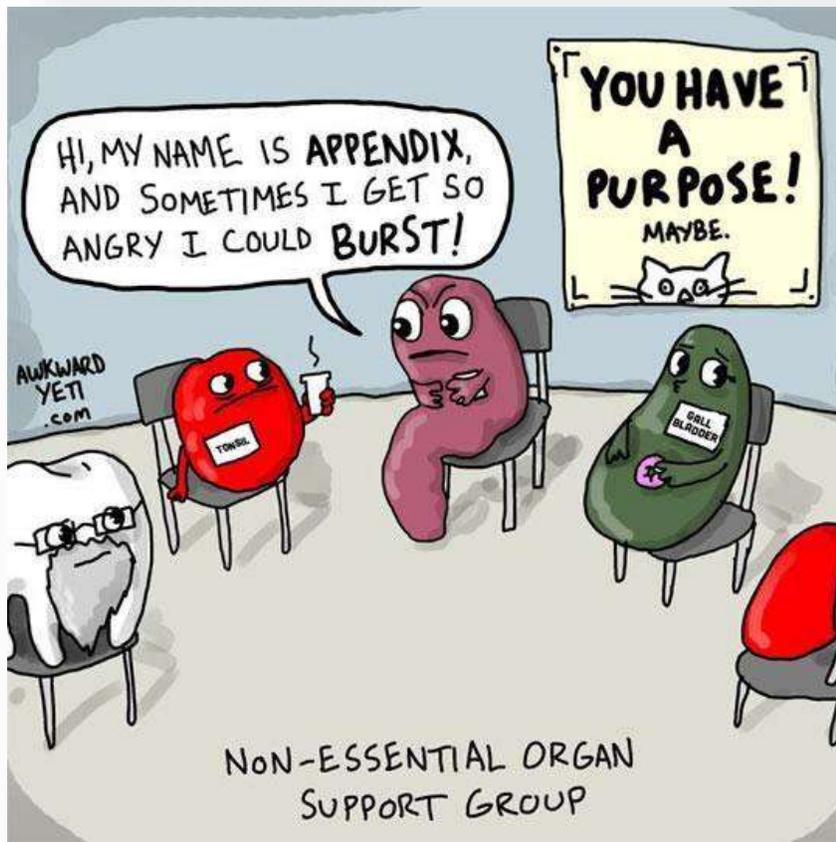
1. Determine next steps based on outcome of the Board assessment results
2. Determine Board committees and task forces that will support the plan – 9/2020
3. Create annual calendar for Board meeting major topics – 9/2020
4. Identify Board educational areas – 9/2020
5. Identify need for additional Board members, identify candidates – 10/2020

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Strategic Plan 2020-2021 – COVID revise

# Appendix



## STRATEGIC INITIATIVES PLAN

Executing the plans below will move Second Harvest Food Bank towards the three-year projected impact.

Strategic Initiative: Coalition Building	
<u>Goal Statement</u> Join or start coalitions that advance solutions to the root-cause issues of food insecurity in all the counties SHFB serves by 2025	
<u>Activity</u> Create a plan to determine what coalitions exist or are needed	

Intended Results	To enable SHFB to effectively address food insecurity and its root causes in Central Florida
Key Actions	<p>Assessment of existing coalitions in each county to determine best fit for participation</p> <p>Establish framework of criteria around root causes</p> <p>Create a task force to understand the lived experiences with root-cause contributors</p> <p>Identify community members with lived experience of food insecurity to guide task force</p>
Technology Gaps	Technology resources for task force participants
Human Capital Gaps	one full-time staff
Operational Gaps	None at this time
Key Metrics	Coalition assessment
Owner(s)	Agency Relations

**Activity**

Become an essential partner in Central Florida's most impactful established coalitions

Intended Results	To ensure that food insecurity is included in systemic approaches to solving root-cause inequities
Key Actions	Identify and inform key coalition leaders about SHFB's goal around root causes  To learn what other coalitions are doing around community prosperity  To participate collaboratively in solving community issues
Technology Gaps	None
Human Capital Gaps	None
Operational Gaps	None
Key Metrics	Food insecurity is more readily recognized as a key factor in community health and prosperity
Owner(s)	President & CEO

**Activity**

Begin exploration of creating a Center for Root Cause Research

Intended Result	Focus attention on the topic and raise awareness, bring academia in as a trusted resource, enable innovative solutions, raise potential to engage future generations, and elevate the importance of food insecurity as a whole community issue.
Key Actions	Research other possible existing models  Create a case statement for Center's establishment  Meet with potential academic partners
Technology Gaps	None
Human Capital Gaps	None
Operational Gaps	None
Key Metrics	Viability of concept or alternative approaches
Owner(s)	President & CEO

## Strategic Initiative: Community Awareness

### Goal Statement

Develop a master plan to enhance community awareness about the root causes of food insecurity and identify who's hungry by July 1st, 2021

### Activity

Build a team and conduct research

Intended Results	Have the data to make the foundational decisions that drive the rest of the goal
Key Actions	Determine members of the task force  Determine audiences and how to reach them  Determine tools, resources, and budget needed  Determine method of measurement
Technology Gaps	Not all audiences may have access to technology; approachable methods of access
Human Capital Gaps	Staff time and capital; getting audience members to participate
Operational Gaps	Operational expertise - need expert to lead task force; budget to hire research firm
Key Metrics	No metrics until task force is formed
Owner(s)	Development and Data Analyst

**Activity**

Create a plan based off that research

Intended Results	A plan with actionable steps based on research findings
Key Actions	Analyze the research presented to create action steps  Meet as a task force to develop plan  Structure action steps
Technology Gaps	None
Human Capital Gaps	None
Operational Gaps	Budget for the plan - finding financial sources
Key Metrics	Completion of plan
Owner(s)	Development and Data Analyst

**Activity**

Deploy the plan to create impact

Intended Result	Broader community awareness, improved brand awareness, increased community action towards root causes of food insecurity and a better understanding of “who’s hungry”, increased client awareness of resources and community knowledge
Key Actions	Develop budget  Determine effective channels of implementation  Engage marketing and branding partners  Determine ROI activities/paid advertising  Activate key partners to implement plan  Measurement pathways - build evaluation into the plans
Technology Gaps	To be determined by results/strategy of the plan
Human Capital Gaps	To be determined by results/strategy of the plan
Operational Gaps	Potential lack of capacity for growth
Key Metrics	To be determined based on plan and measurements of success
Owner(s)	Development and Data Analyst

## Strategic Initiative: Client-driven Voice

### Goal Statement

Develop a master plan by the end of 2023 for community partners that is driven by the client's voice and serves people of diverse needs and life experiences

### Activity

Establish focus group criteria to determine the top 20% of agency partners

Intended Results	Seek the client voice in a standardized manner that addresses lived experiences
Key Actions	Collect in-house data from existing work  Gather Feeding America network and industry data  Invite key agencies into the design phase
Technology Gaps	Technology that may emerge based on best practices from other food banks (e.g., tablets, new analytic capabilities)
Human Capital Gaps	Data Analyst/Expert
Operational Gaps	Training curriculum for agencies; time to train agencies; regularly available technology assistance; methods for tracking, collecting, and closing information loop
Key Metrics	Metric that defines "top 20%"
Owner(s)	Agency Relations

**Activity**

Develop or select the assessment tool and socialize it with the agencies to seek maximum buy-in before implementation

Intended Results	Have a tool available that enables agencies to capture the client voice in order to make decisions about how best to meet clients' needs and desires
Key Actions	Research existing products  Determine gaps or design new assessment  Organize and execute Town Halls to introduce and seek feedback  Modify, based on feedback, and create a timeline for implementation  Implement tool at selected agencies
Technology Gaps	Potentially manual administration, limited knowledge and access to technology at agency level
Human Capital Gaps	Heavy personnel needed for Town Halls, research and/or design, marketing, and implementation
Operational Gaps	To be determined
Key Metrics	Level of stakeholder satisfaction of tool
Owner(s)	Agency Relations and Operations

**Activity**

Analyze the findings and finalize the master plan

Intended Result	To have findings that are validated and vetted by key stakeholders and used to review and update master plan as needed
Key Actions	Gather cross-functional team to analyze findings  Identify common themes for improvement around process and people  Build master plan around findings and discoveries that creates the best experience for the clients/end users
Technology Gaps	Technology that may emerge based on best practices from other food banks
Human Capital Gaps	Data Analyst/Expert
Operational Gaps	To be determined
Key Metrics	Level of stakeholder satisfaction with plan
Owner(s)	Agency Relations and Operations

## Strategic Initiative: Measurement System

### Goal Statement

Develop and refine measurement systems for program evaluation to inform strategic initiatives by Q3 2022

### Activity

Define and prioritize impact/outcomes

Intended Results	To identify what is important to internal and external stakeholders, including end-users of services
Key Actions	Meet with different departments and stakeholders for input  Develop impact/outcome wishlist  Prioritize by need and feasibility
Technology Gaps	Improved data collection software
Human Capital Gaps	Expertise in metric development and utilization
Operational Gaps	Time for conversations and stakeholder engagement; oversight, implementation throughout network, coordination, tracking, and reporting
Key Metrics	Completed list outcomes
Owner(s)	Senior Leadership

**Activity**

Assess current program evaluation metrics and establish a baseline

Intended Results	To understand and inventory current program evaluation metrics and the data captured
Key Actions	Create a document with available data and metrics program by program  Share with interdepartmental teams for collective understanding
Technology Gaps	Lack of data on Partner Agency network
Human Capital Gaps	Expertise in metric development and utilization
Operational Gaps	Data isn't in real time or consistent for each area
Key Metrics	Completed assessment of metrics and data
Owner(s)	Agency Relations and Operations

**Activity**

Research and evaluate other measurement methodologies

Intended Result	To make informed decisions about the best and most effective approaches for SHFB
Key Actions	Learn from other food banks with similar programs  Engage higher education/academic partners for input  Engage health, government, and other thought leaders for input  Engage SHFB Board  Present findings to SHFB leadership and department representatives  Determine what is needed to move forward to implement
Technology Gaps	No current data analyst role or tech expert on staff to help navigate/advise this work
Human Capital Gaps	Time dedicated to this discovery work; expertise in metric development and utilization
Operational Gaps	Oversight, implementation throughout network, coordination, tracking, and reporting
Key Metrics	Completed plan with leadership approval
Owner(s)	Agency Relations and Operations