Strategic Plan 2020-2021

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

FEED
Increase access to nutritious food

NOURISH
Improved diet quality

UNITE
Increased public passion to end hunger

EMPOWER
Improved financial security
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Upon request, we will gladly share the fully detailed plan.
Vision:

Inspiring and engaging our community to end hunger.

Mission:

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

Values:

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:

- 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

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.

✓ **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.

✓ **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.
  - Culinary Training & Job Placement: Planning is underway to expand into Osceola County in partnership with Valencia. Funding will be secured before this is launched.

✓ **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.
  - 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.
  - We will continue to explore the concept of a retail grocery store. Results of a feasibility study will guide us in the final decision.

Continued...
✓ **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, along with possible policy recommendations
  - 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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<tr>
<td>People facing hunger have reliable access to enough nutritious food</td>
<td>People facing hunger are supported in making healthy choices</td>
<td>People and partners are inspired to take action to help improve food security</td>
<td>People facing hunger experience improvements in financial security</td>
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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

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**STRENGTHEN AND SUPPORT**

Build organizational capacity

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

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