

FOOD or Lane County

Strategic Plan 2021-2023

Approved 07-15-2021

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Strategic Planning Process – January-July 2021

1. The strategic planning process that was scheduled to take place in 2020 was delayed due to COVID-19.
2. Board and management team members met for two virtual strategic planning sessions in early January 2021. These sessions were facilitated by planning consultant Randy Harrington and were aimed at identifying “Pillars,” foundational and prioritized points of strategic focus. The Board and management team landed on four “Pillars” to frame the strategic plan:
 - Sustainable Funding and Food Supply
 - Access and Equity
 - Agility and Resilience
 - Community Impact
3. Within these four Pillars, staff leadership then identified eight Strategic Directions.
4. Management team members drafted objectives, action steps and measurable outcomes for each of the identified Strategic Directions, soliciting input and feedback from staff and Board members during the process.
5. Over the course of several weeks, management team members collectively reviewed and edited the draft objectives, action steps and measurable outcomes for each Strategic Direction and compiled a draft Strategic Plan.
6. The draft Strategic Plan was circulated to all staff and Board members for additional review and editing.
7. The final Strategic Plan was approved by the Board of Directors on 07-15-2021.

The Pillars

By “pillars” we mean foundational and prioritized points of strategic focus. The Board landed on four “pillars” to frame the strategic plan:

- Sustainable Funding and Food Supply
- Access and Equity
- Agility and Resilience
- Community Impact

These pillars do not cover the entire horizon of efforts by FFLC, but they do sharpen the focus of those efforts. Think of the pillars as guiding categories where improvements will make a difference to the mission of the agency. Every effort should be related to at least one of the pillars. Indeed, efforts may yield positive effects in two or more of these pillars. If we can make improvements, for example, in *community impact*—it may also help with *sustainable funding*. An *agile* work culture may also help with *access* or food. The following section clarifies the guidance under each of these strategic pillars. Guidance reflects the broad directional focus from the Board.

Sustainable Funding and Food Supply

FFLC is blessed with an outstanding community reputation. When the going gets tough, the community shows up with support and donations. The disruptions in food supply, however, required FFLC to buy 10 times the amount of food than they have purchased in previous years. In the realm of funding and food supply, diversity of resources emerged as a strategic theme to mitigate risk and potentially add new programs. Specific guidance suggestions include:

- Build sustainable sources of funding to support ongoing operations and new program development.
- Diversify funding sources to reduce risk.
- Complete Capital funding campaign to drive future expansion.
- Build strong food supplies through donations, purchase, gardens and the cultivation of new and existing partnerships.
- Continue to diversify food options to meet cultural desires of various populations.
- Capitalize on existing and emerging funding opportunities from pandemic and other community impacts.

Access and Equity

Certainly, access to food and resources and equity are distinct and require specific strategies and efforts to make improvements. But as the Board noted, they are also related to one another. Access is a longstanding challenge of food banking requiring dozens of partner agencies and pantries to make nutritious food available to those in need. Getting food to rural and remote parts of Lane County is an ongoing challenge. The pandemic has also disrupted the

access to use services like the GrassRoots Garden, the Youth Farm, and the Dining Room. And the fires demanded new levels of ingenuity and direct action to get food to people in need. FFLC took the unprecedented step of establishing their own mobile delivery efforts to get food to people in need.

Equity, inclusion, and diversity are even more important issues now. Equity work is not new to FFLC, but the social unrest following the death of George Floyd added more urgency to the issue within the culture of FFLC and the community at large. Education and coaching work are ongoing within FFLC—and it is changing the way communities in need—and privileged communities are viewed. It is here that access and equity intertwine as entire communities may be marginalized socially and economically. Food is bound up with cultural norms and expectations. Equity can also mean understanding and respecting these cultural differences in the effort to end hunger.

Guidance points included:

- Ensure that the most vulnerable populations have access to food.
- Build strong partnerships with organizations that serve vulnerable populations to deliver access.
- Build strong capacity to meet community food needs through partnerships, volunteers and employees.
- Train and educate staff on DEI and ensure DEI best practices are being adopted.

Agility and Resilience

Literally every business and organization in the world has been forced to make sweeping adaptations to the reality of the pandemic. From the beginning, FFLC made massive adjustments as volunteers were no longer able to offer as much support—while the demand for food increased. There have also been significant changes in the amount and kinds of foods available with the closure of restaurants and hotels. This has led to the rare need to purchase foods, especially proteins, to stock pantries. FFLC has also taken the step of “going mobile” and delivering food to people directly during the early days of the pandemic. For all these large changes and adaptations, there are also dozens of smaller changes unfolding every day as employees, partners and patrons find workarounds and solve problems as they arise.

FFLC has certainly demonstrated resilience. And there are important lessons to be learned from these experiences. The ability to learn quickly and apply those lessons with low risk and low investment is the heart of an “agile” work culture. “Agile” implies a culture of empowerment. It implies a strong use of data and iterative learning. It implies working at a faster tempo. And it demands awareness of what is really happening in Lane County.

- Employees are FFLC. Ensure there is high employee engagement and morale.
- Build flexible staffing/volunteer models that support staff through emergency and peak demand times.

- Leverage data as a part of leadership.
- Use data to drive efficiency, enhance access, and enhance cultural sensitivities.
- Adopt agile planning methodologies within the Board and Management that allow FFLC to iterate and pivot through highly unpredictable times.
- Establish expansion plans that address staffing, programs, and partnerships to deliver results.

Community Impact

The demand for help exceeds what FFLC can deliver. That’s not new. Learning to do a lot with a little is essential. This means that whatever we do, wherever we use resources—those same resources are not going to be available somewhere else. In the quest for assuring the highest and best use of resources, FFLC will redouble efforts to gather and leverage data.

- What are the trends and predictors of new needs or progress made?
- How do we understand the complexities that give rise to hunger?
- How are our programs helping?
- What are the developmental milestones for making lasting changes that break cycles of poverty and oppression?

These are questions than can be asked and answered systematically and empirically. There was a feeling from the Board that objective assessments and results are important—but so is the goal of positioning FFLC as a crucial voice at the table within the networks of public health and social service agencies. Interestingly, this impulse to improve connections with partners and stakeholders is showing up in strategic plans for several other public health resources like Lane County Health and Human Services and PeaceHealth.

“Community Impact” speaks to objective measures of success and it speaks to the goal of making a difference in the longer-term pursuit of preventive measures, social justice, living wage employment, and affordable housing. The Board is sensitive to the “slippery slope” issues that show up in the embrace of strategic advocacy positions. To date, FFLC uses “food” as the key strategic denominator. For example, the question with respect to affordable housing might be framed, “How can food access help with the goal of affordable housing?” The Board and leadership team will likely revisit this lens of “food” in the context of advocacy around the issues that drive food insecurity and the guard rails for advocacy efforts.

- Drive community impact by reducing hunger in Lane County—and be able to demonstrate those results.
- Collect meaningful data to drive insights that inform priorities for impact. We can’t do everything; so how do we choose the highest and best use of our resources.

- Measure community impact and understand effects on regions and people. Incorporate an equity lens in analytic analyses and decision making.

Summary of Pillars and Strategic Direction Statements

Pillar: Sustainable Funding and Food Supply

Strategic Direction: Food Supply

Staff Managers: John Ross and Kara Smith

Statement: Explore and develop opportunities to ensure that FOOD for Lane County—and by extension its partners—has an adequate, varied and sustainable food supply.

Strategic Direction: Sustainable Funding

Staff Manager: Sally Dougherty

Statement: Building on FFLC's foundation of strong community support, momentum from the capital campaign, and engagement of new supporters (prompted by COVID-19), we plan to design and implement an innovative Development Operating Plan to guide the work of generating sustainable funding for the continual growth, creation or redesign of programs by engaging the community to create access to food.

Pillar: Access and Equity

Strategic Direction: Equity Planning and Implementation

Staff Manager: Tom Mulhern

Statement: Complete the development of a comprehensive organizational equity plan and strategy, and incorporate and integrate equity considerations in all aspects of organizational life.

Strategic Direction: Food Distribution

Staff Managers: Carrie Copeland and Rae VanZandt

Statement: Develop an improved equity-oriented model for working with partner agencies, moving beyond 'monitoring for compliance' to 'collaborating for community impact.'

Pillar: Agility and Resilience

Strategic Direction: Capital Campaign

Staff Manager: Tom Mulhern

Statement: Complete the \$9.0 million capital campaign fundraising effort; plan and complete the Bailey Hill building renovation [\$2.5 million].

Strategic Direction: Staff and Organizational Systems and Culture

Staff Manager: Meghan Wudtke

Statement: Improve organizational systems for staff development, workload management, and organizational culture.

Pillar: Community Impact

Strategic Direction: Program Development

Staff Managers: Carrie Copeland and Rae VanZandt

Statement: Develop programs that increase access to food and programs that use food to help address the root causes of hunger and food insecurity

Strategic Direction: Data Systems

Staff Managers: Carrie Copeland and Rae VanZandt

Statement: FFLC needs to be able to effectively use data to inform internal decision-making regarding funding, programs, and food distribution; to tell the story of the work we and our partner agencies do; and to understand the experience of partner agencies and our end users about whether food assistance provided by FFLC is available, accessible and meets their needs.

Objectives, Action Steps and Measurable Outcomes for Each Strategic Direction

Pillar: Sustainable Funding and Food Supply

Strategic Direction:
Food Supply

Strategic Direction Statement:

Explore and develop opportunities to ensure that FOOD for Lane County—and by extension its partners—has an adequate, varied and sustainable food supply.

Objective 1:

Grocery Recovery

Action Steps for Objective 1:

- a. In collaboration with Eugene’s Table, assess and identify all available surplus, usable food from Lane County grocery businesses.
- b. Maximize relationships with grocery retail/Fresh Alliance program partners based on the Feeding America opportunity report and the addition of new national partners.

Measurable Outcomes for Objective 1:

- Increase grocery retail donations by:
 - Identifying specific underperforming donation food types within individual stores relative to similar stores.
 - Adding new grocery retail businesses.
 - Matching grocery recovery opportunities with Partner Agencies (based on an established FFLC feasibility threshold).

Objective 2:

Food Rescue Express (FREX) – Recover of Prepared Food

Action Steps for Objective 2:

- In collaboration with Eugene’s Table, assess and identify all available surplus, usable food from Lane County restaurant and cafeteria food-producing businesses.
- Explore opportunities to pair partners with local food preparers based on volume and proximity.

Measurable Outcomes for Objective 2:

- Increase diversity of food for distribution.
- Create sustainable, hyper-local community food sources and relationships.
- Divert food waste from landfill.

Objective 3:

Local Farm/Garden and Producers

Action Steps for Objective 3:

- In collaboration with Eugene's Table, assess and identify all available surplus, usable food from Lane County agricultural food-producing businesses.
- Broaden grower partnerships and develop on-farm gleaning options working with existing partner gleaning groups.

Measurable Outcomes for Objective 3:

- Increase local produce donations from existing partners and establish new relationships.
- Enter into intentional partnerships with select producers to plan specific crops or production.

Objective 4:

Food Drives

Action Steps for Objective 4:

- Focus on supporting larger food drives as the impact of COVID abates.

Measurable Outcomes for Objective 4:

- Increase diversity and quantity of shelf-stable foods.

Additional specific outcomes for first three objectives:

- By Oct 2021 complete assessment and profiles of all potential food manufacturers, producers, distributors, wholesalers and other viable food businesses.
- By January 2022 meet with identified/prioritized food businesses learned from the assessment.
- By January 2023 diversify food donations by increasing the number of regular donors and local donations based on tours, meetings and new partnerships from the study and community outreach.

All four objectives will require the development of a tool to analyze trends across food business sectors on an annual basis

Pillar: Sustainable Funding and Food Supply

Strategic Direction:

Sustainable Funding

Strategic Direction Statement:

Building on FFLC's foundation of strong community support, momentum from the capital campaign, and engagement of new supporters (prompted by COVID-19), we plan to design and implement an innovative **Development Operating Plan** to guide the work of generating sustainable funding for the continual growth, creation or redesign of programs by engaging the community to create access to food.

The Development Operating Plan will include our fundraising strategies for existing efforts (such as direct mail, events, grants, and food and fund drives). However, this pillar focuses on our plans for implementing new strategies (e.g. Planned Giving) or significantly enhancing existing ones (e.g. Major gifts, new annual gift acquisition).

Objective 1:

Design and implement a donor and client-centered ***major gift program**

Action Steps for Objective 1:

Establish/define the qualitative and quantitative goals and activities that continually inspire new major gift donors in creative ways and actively engage them in fulfilling the mission of FFLC.

Measurable Outcomes for Objective 1:

- a. By October 31, 2021, complete draft of major gift program plan and present it to stakeholders [e.g. management team, Development Dept, Board Development Committee, Board of Directors]
- b. By January 1, 2022, begin to implement Major Gift (MG) plan by assigning major gift officers (MGO) to cultivate relationships with specific donors and prospects. Full implementation at start of new FY on July 1, 2022.
- c. By July 31, 2023 report on outcomes from major gift activities in the previous FY.
- d. Annually:
 - o Evaluate funding/resources needed to support MG program
 - o Work collaboratively with Programs, Education and Services (PEAS) to identify key funding needs/opportunities

*Major gift is currently defined as a single gift or cumulative giving in a fiscal year of \$1,000+.

Objective 2:

Establish and implement innovative strategies (action plan) to engage **new, annual donors** in fighting hunger and encouraging them towards greater participation/impact in FFLC's mission.

Action Steps for Objective 2:

Determine the essential activities we will undertake to add inspire new donors. Specify how we will cultivate greater participation/impact.

Measurable Outcomes for Objective 2:

- a. By October 31, 2021, complete draft of an action plan with schedules for reaching and inspiring new donors to join FFLC's mission, such as through food/fund drives and volunteerism. Full implementation to officially begin on July 1, 2022.
- b. By October 31, 2021, complete draft of an action plan with key performance indicators (KPI) for cultivation towards greater impact in FFLC's mission. Full implementation to officially begin on July 1, 2022.
- c. By July 31, 2023, report on qualitative and quantitative outcomes from annual giving activities in the previous FY.
- d. By August 31, 2023, set goals for the upcoming FY
- e. Annually:
 - o Evaluate funding/resources needed to support annual giving program
 - o Work collaboratively with PEAS to identify key funding needs/opportunities

* Annual gift is currently defined as a single gift or cumulative giving in a FY \leq \$999

Objective 3:

Invite and record **planned/deferred gifts***

Action Steps for Objective 3:

Work with a consultant/administrator to design and implement a program/process for donors to be able to make a lasting legacy gift in support of FFLC's mission through planned/deferred gifts.

Measurable Outcomes for Objective 3:

- a. By March 31, 2022, a program design and plan will be complete and implementation beginning immediately.
- b. By June 30, 2022, a marketing plan and relevant promotional materials will be developed.
- c. By July 31, 2023, report on qualitative and quantitative outcomes from planned giving efforts in the previous FY
- d. Annually:
 - o Evaluate funding/resources needed to support planned giving program

* TBD – how will FFLC solicit and record complex deferred gifts (CRTs, CGAs, etc.)

Objective 4:

Fully “remodel” **donor stewardship** program to be strategic and donor-centric

Action Steps for Objective 4:

Undertake donor stewardship activities that demonstrate fiscal accountability, express appreciation, and report on impact in ways that are meaningful for donors and enhance donors’ relationship with FFLC long-term.

Measurable Outcomes for Objective 4:

- a. By March 31, 2022, complete an assessment of current stewardship activities and identify what we can change to make stewardship more meaningful for donors and enhance donor participation in FFLC’s work over the long-term (e.g. education, report-back on donor impact)
- b. By June 30, 2022, complete a plan/schedule to implement changes identified from the stewardship assessment
- c. By July 31, 2023, report on qualitative and quantitative outcomes from stewardship activities in the previous FY.
- d. Annually:
 - o Evaluate funding/resources needed to support stewardship program
 - o Work collaboratively with PEAS to identify stewardship opportunities for donors

Pillar: Access and Equity

Strategic Direction:

Equity Planning and Implementation

Strategic Direction Statement:

Complete the development of a comprehensive organizational equity plan and strategy, and incorporate and integrate equity considerations in all aspects of organizational life.

Objective 1:

Building on FFLC equity work that has already been accomplished, complete the development of a comprehensive organizational equity plan and strategy.

Action Steps for Objective 1:

- a. Hire an independent equity consultant to facilitate the development of a comprehensive organizational equity plan and strategy.
- b. Work with the equity consultant to conduct equity planning related training/listening/assessment activities with FFLC staff and Board.
- c. Complete the first draft of a comprehensive equity strategy for FFLC.
- d. Revise and update the following proposed action steps based on completion of the first three action steps for Objective 1:
 - Complete the development of a comprehensive equity plan and strategy for FFLC. This plan will include but not be limited to: Board governance, management, staffing, programs and services, training, policies, data, and accountability. It is anticipated that the plan will feature an equity lens to be used for organizational decision-making.
 - As part of the equity plan and strategy, coordinate the development of specific equity-focused training plans for Board members and staff members for the initial 12-month implementation period of the plan. Training plans will include specific recommended training resources and training providers.
 - Develop the staffing plan for ongoing equity management and oversight. This will include completion of a job description with FTE, duties, and placement within the organizational chart.

Measurable Outcomes for Objective 1:

- a. By May 31, 2021, hire independent equity consultant.
- b. By August 31, 2021, conduct equity planning related training/listening sessions with staff and Board.
- c. By October 31, 2021, complete first draft of comprehensive equity strategy for FFLC.

Update and schedule the following proposed Measurable Outcomes based on completion of the first three outcomes:

- By 12/31/2021, have a comprehensive equity plan and strategy approved by the management team and the Board of Directors.
- By 12/31/2021, develop specific equity-focused training plans for Board members and staff members for the first 12 months of equity plan implementation.
- By 12/31/2021, have a staffing plan for ongoing equity management and oversight and be prepared to fill the position.

Objective 2: (details may be modified based on work with equity consultant in 2021)

Implement the comprehensive equity plan and strategy throughout the organization.

Action Steps for Objective 2: (details may be modified based on work with equity consultant in 2021)

- a. Fill the staff position responsible for ongoing equity management.
- b. Start using an equity lens in making decisions and setting priorities.
- c. Schedule and conduct equity-focused training activities for staff and Board.
- d. Monitor implementation of the equity plan.
- e. Update and reset the equity plan.

Measurable Outcomes for Objective 2: (details may be modified based on work with equity consultant in 2021)

- a. By 2/28/2022, fill the staff position responsible for ongoing equity management.
- b. Starting 1/1/2022, management staff and Board members will incorporate use of an equity lens in making decisions and setting priorities.
- c. According to the schedule set forth in the initial equity plan, schedule and conduct equity-focused training activities for staff and Board.
- d. On a quarterly basis, the staff equity manager and Executive Director will report to the management team and the Board of Directors on the status of the equity plan implementation.
- e. On an annual basis, the staff equity manager and Executive Director will make recommendations to the management team and Board regarding updates to the equity plan for the coming year. This will include updated staff and Board demographic diversity data, community data, and feedback from key stakeholders.

Pillar: Access and Equity

Strategic Direction:

Food Distribution

Strategic Direction Statement:

Develop an improved equity-oriented model for working with partner agencies, moving beyond 'monitoring for compliance' to 'collaborating for community impact.'

Objective 1:

Prioritize and focus FFLC staff time, effort and funding on partners that have the largest impact. Resources could include assistance with local food procurement, marketing, development, training, etc. Food distribution has historically been based on the availability and interest of PAs to conduct food distribution programs to particular populations in particular geographic locations. We are looking to be more intentional about how and where we distribute food.

Action Steps for Objective 1:

- a. Using tool created in the Data Systems Strategic Direction, determine which programs/partnerships have the most positive impact on food security in marginalized groups and in our community as a whole_
- b. Using this tool - Collect data on program impact that demonstrates that FFLC's programs and partners maximize impact
- c. Using this tool - Learn what foods are desirable and attempt to source and supply foods that are desirable and nutrient-dense when possible
- d. Provide training for PAS team to become competent trainers for Partners including compliance volunteer support/management and DEI/trauma informed
- e. Identify and develop less resource intensive ways to support partners with smaller impact

Measurable Outcomes for Objective 1:

- a. By January 2023, use this equity-based tool as a means to determine gaps, to develop new partnerships
- b. By June 2022 develop structure around how to differently support partnerships that have smaller impact
- c. January 2022 develop polling tools and timeline injected into PA communications to assess whether desirable foods are being distributed
- d. By Spring 2022 date PAS staff will be trained as trainers through any OFB training that is offered through their Train the Trainer model
- e. By Spring 2022 date PAS staff will provide quarterly trainings to PAs, revive the Justice of Eating Award, and will plan to host an annual PA conference
- f. By Spring 2023, create a PA equity and trauma informed training tool kit for PAs

Objective 2:

Provide capacity building opportunities for partners

Action Steps for Objective 2

- a. Allocate available grant funds to partners through application process and use of priority funding matrix
- b. Developing a Partner Agency Services staffing model and structure needed to support a higher level of activity.
- c. Start up the mobile pantry to address gaps in food distribution and support partners and marginalized communities
- d. Explore new ways of engaging with Partner Agencies in program planning and decision-making.
- e. Prepare to support partners in the event of increased demand for food based on post-COVID benefit changes, emergencies and disasters.

Measurable Outcomes for Objective 2:

- a. By July 2021 have an application available for partners and a matrix to determine eligibility
- b. By October 2021 distribute \$100,000 in Opportunity Fund grants to partners for capacity building
- c. By July 2021 hire and onboard Mobile Pantry Coordinator, Program is operational by October 2021
- d. PA Support Specialist hired by Sept. 2021
- e. PAS Manager hired by Feb 2022
- f. By July 2022 identify new ways to engage partners in program planning and decision making
- g. Update FFLC Emergency Response Plan by July 2021.

Pillar: Agility and Resilience

Strategic Direction:

Capital Campaign

Strategic Direction Statement:

Complete the **\$9.0 million capital campaign** fundraising effort; plan and complete the Bailey Hill building renovation [**\$2.5 million**].

Objective 1:

Complete the capital campaign, and integrate with current operating fundraising.

Action Steps for Objective 1:

- a. Continue one-on-one and small group solicitation of **Leadership Gifts** (\$100K+) and **Major Gifts** (\$25K+), using the virtual presentation format until in-person meetings become feasible.
- b. Follow up with state legislators to encourage support and approval for the capital campaign request to the state of Oregon.
- c. Conduct mail and email solicitation of identified professional groups (e.g., dentists, physicians, attorneys).
- d. Prepare and submit grant requests to foundations and institutional funders that have not already been solicited at the Leadership or Major Gift levels.
- e. Conduct mail, email and social media solicitation of all FFLC donors and supporters, doing so in the form of a “double-ask” for both operating and capital commitments.

Measurable Outcomes for Objective 1:

- a. Conduct four Leadership or Major Gift presentations per month during the period **March 2021-June 2022**.
- b. Confirm initial state approval of the capital request to the legislature by July 15, 2021.
- c. Conduct mail and email solicitation of identified professional groups in the period **September 2021-June 2022**.
- d. Identify foundation and institutional funders that have not already been solicited by June 2021, and schedule applications during the period **July 2021-June 2022**.
- e. Conduct “double-ask” mail, email and social media solicitation of all FFLC donors and supporters during the period **September 2021-June 2022**.
- f. Implement a media campaign during the period **September 2021-June 2022** to support the “double-ask” public solicitation.
- g. As a result of the above, reach a total of **\$9+ million** in capital campaign gifts and pledges by December 31, 2022.

Objective 2:

Plan and complete Bailey Hill building renovation:

Action Steps for Objective 2:

- a. Working with Robertson Sherwood Architects and Essex Construction, review, modify and complete Bailey Hill renovation plans and details.
- b. Confirm whether or not the FFLC capital campaign funding request to the state legislature is approved and included in the state budget with an “intent to reimburse” (July 2021 state budget action anticipated).
- c. Complete Bailey Hill construction contract timing and details with Essex Construction.
- d. Conduct interior construction work at Bailey Hill.
- e. Complete any summer-related exterior work at Bailey Hill.

Measurable Outcomes for Objective 2:

- a. Complete renovation plan details and budget by July 2021.
- b. Determine whether or not to enter into construction contracts at government-defined prevailing wage rates by August 2021.
- c. Complete Bailey Hill construction timing and details with Essex Construction by September 2021.
- d. Conduct interior construction work at Bailey Hill during the period January-June 2022.
- e. Complete exterior construction work at Bailey Hill during the period **July-September 2022**.

Pillar: Agility and Resilience

Strategic Direction:

Staff and Organizational Systems and Culture

Strategic Direction Statement:

Improve organizational systems for staff development, workload management, and organizational culture.

Objective 1:

Develop a comprehensive approach to staff development that includes professional and personal development that also extends to development outside of position requirements (i.e. financial knowledge/skills development and career/life planning).

Action Steps for Objective 1:

Staff & Personal Development

- Identify professional development opportunities that FFLC uses as standard development in response to employee needs. Standard development opportunities may include: Communication Skills, Listening Skills, and Conflict Resolution.
- Evaluate all FFLC committees and task forces and create a list of opportunities for employees to participate within those committees and task forces.
 - Create list of community committees, workgroups and meetings that employees can join / participate with.

Personal Growth Opportunities

- Continue to work with DevNW to learn about opportunities we can offer employees on Financial Development.
- Identify potential funding sources that can support professional development and personal growth opportunities for employees.

Measurable Outcomes for Objective 1:

- Create a list of opportunities for employees to participate with FFLC committees and task forces by August 31, 2021.
- Create a list of community committees, workgroups and meetings that employees can join/participate with by December 31, 2021.
- Identify and create standard development opportunities by June 30, 2022.
- Identify potential funding sources that can support professional development and personal growth opportunities for employees by June 30, 2022.

Objective 2:

Improve our capacity to assess and manage staff workloads in a frequently-changing environment.

Action Steps for Objective 2:

- Create in-depth on-boarding process for employees and supervisors that includes training in organization processes (i.e. Safety, IT, HR policies).
 - Create a process for evaluating and determining FFLC's capacity to take on new initiatives, especially during times of Emergency Response
- Establish a monthly check-in for employees across the board to specifically address workload of all employees including supervisors and Directors to establish open lines of communication and a pro-active approach to addressing workload issues prior to it becoming a concern.
- Evaluate each department position to identify potential high stress times throughout the year that could lead to increased workloads and employee fatigue.
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- Create a plan that will provide employees with support when they have expressed concerns regarding their workload and/or that will support employees, pro-actively, during pre-identified high stress times throughout the year.

Measurable Outcomes for Objective 2:

- Establish monthly check-ins for employees to address workload concerns by August 1, 2021.
- Evaluate each department position to identify potential high stress times throughout the year that could lead to increased workloads and employee fatigue by December 31, 2021
- Create a plan that will provide employees with support when they have expressed concerns regarding their workload and/or that will support employees, pro-actively, during pre-identified high stress times throughout the year by June 30, 2022.
- Create in-depth on-boarding process for employees and supervisors that includes training in organization processes by June 2021
- Create a process for evaluating and determining FFLC's capacity to take on new initiatives, especially during times of Emergency Response by December 2022.

Pillar: Community Impact

Strategic Direction:

Program Development

Strategic Direction Statement: Develop programs that increase access to food and programs that use food to help address the root causes of hunger and food insecurity

Objective 1:

Strengthen and establish partnerships with programs and organizations that already have holistic missions addressing the root causes of hunger through food distribution and promoting self-sufficiency through an equity lens.

Action Steps for Objective 1:

- a. Identify the staff positions that conduct outreach to organizations who are doing root cause work asking “how can food support your mission”
- b. Evaluate if and how existing partners and new partner applicants are working on root causes, build this into the decision-making matrix for bringing on and supporting partnerships (see Objective 2)

Measurable Outcomes for Objective 1:

- a. By Fall 2022 activate outreach efforts through the identified individuals
- b. By September 2021 add a “root cause work” question to the New Partner Agency Application form

Objective 2:

Support innovation, prototyping and learning (through program development)

Action Steps for Objective 2:

- a. Develop framework/matrix/tool and system used for program design/implementation/prototyping
- b. Utilize Participant Advisory Council, Listening Session, Committees, and others to map potential programs/organizations

Measurable Outcomes for Objective 2:

- a. By Fall 2022 develop process with FFLC Development team to identify, solicit and budget for innovative projects
- b. By Fall 2023 implement system

Objective 3:

Evaluate programs on a consistent, ongoing basis.

Action Steps for Objective 3:

- a. Develop and finalize a framework for strategic evaluation of current programs, aimed at producing a periodic updated decision about the lifecycle strategy for each program going forward - lifecycle strategy options include: maintain; modify/improve; expand/grow; reduce/cut back; stop. This will be informed by on the tools created in the Data Systems Strategic Direction
- b. Involve staff, community members, and board members in program evaluation (See Objective 2)
- c. Build out and host an annual Participant Advisory Council to engage the community in feedback, to enhance the impact of programs, services and partnerships

Measurable Outcomes for Objective 3:

- a. By January 2022, implement framework for program evaluation
- b. By January 2022, identify an annual calendar and begin to host listening sessions and a Participant Advisory Council
- c. By Fall 2023 complete an analysis of the evaluation process

Objective 4:

During the three-year strategic planning period, use the evaluation methodology outlined in Objective 3 to help develop long-term goals and strategy for the Gardens Program (Youth Farm and GrassRoots Garden)

Action Steps for Objective 4:

- a. Conduct an updated evaluation of the Gardens Program and generate an updated lifecycle strategy.
- b. Assuming the identified lifecycle strategy is to maintain, improve or expand the Gardens program, then identify long-term garden site/location options.

Measurable Outcomes for Objective 4:

- a. By December 2021, complete updated evaluation of Gardens Program.
- b. By March 2022, identify long-term siting/location options and develop a plan for achieving the desired siting/location option.

Pillar: Community Impact

Strategic Direction:

Data Systems

Strategic Direction Statement

FFLC needs to be able to effectively use data to inform internal decision-making regarding funding, programs, and food distribution; to tell the story of the work we and our partner agencies do; and to understand the experience of partner agencies and our end users about whether food assistance provided by FFLC is available, accessible and meets their needs.

Objective 1:

Develop effective tools and systems for ongoing data collection and analyses

Action Steps for Objective 1:

- a. Engage with UO Community Planning Workshop to achieve this objective.
- b. Determine which tools are already in use that will help assess demand/need for food assistance. Eliminate duplicates. Streamline current systems. Identify whether new tools are needed.
- c. Create ongoing internship opportunity to work with the tool/data.
- d. Use this tool to regularly scan the community to assess accessibility and demand for food assistance and measure client, partner and community impact and client satisfaction.

Measurable Outcomes for Objective 1

- a. By Winter 2021, complete a scan and analysis of community tools already in place
- b. Fall 2021-summer 2022, work with UO team to develop systems and tools
- c. By September 2022, use a working tool to accomplish above actions

Objective 2:

Analyze and share data with all stakeholders in a meaningful and engaging way

Action Steps for Objective 2 (using the tools developed in Objective #1):

- a. Identify key stakeholder groups, which information to be shared with each group, and strategy for effectively communicating
- b. Work with interns to input data into new tools/systems
- c. Hire a Communications Officer to oversee data sharing, and provide project direction/incorporate data into our communications

Measurable Outcomes for Objective 2:

- a. September 2022: completion of a constantly updating dashboard that consolidates the data about demand and impact to share with stakeholders and the public
- b. FY 2022-23 FFLC onboards a Communications Officer

- c. December 2022: website overhaul and re-launch as a tool to effectively share this data with different stakeholders

Objective 3:

Analyze and update existing technology to streamline internal operations and communications with partners, the public and donors

Action Steps for Objective 3:

- a. Update and revitalize website using a contracted company with the goal of integrating data in a Tableau style presentation that is informative and useful for stakeholders
- b. Modernize food banking software to be more user friendly for staff and partners, yielding better data collection and analysis as well as user interface for partner food ordering
- c. Modernize PAS communications management tools to streamline and communications (may be built into food banking software)

Measurable Outcomes for Objective 3:

- a. Website updated by December 2022
- b. Updated food banking software implemented by December 2022
- c. Updated PAS communication tool implemented by June 2023

Objective 4:

Create an ongoing training system for staff and interns to implement objectives 2 and 3

Action Steps for Objective 4:

- a. Work with UO team to create training manual
- b. Identify trainings for appropriate staff to modify and work within communications, website and food banking software systems.

Measurable Outcomes for Objective 4:

- a. Training manual implemented by fall 2022
- b. By January 2023, develop a permanent internship and place students to utilize the tool, and maintain information sharing systems
- c. Identify who will be supervising interns and have oversight of data collection and analysis tool by December 2022
- d. By January 2023 have working SOPs or training manual for systems used in Objective 3