



Strategic Plan, January 2022

Executive Summary

Background

The Westside Food Bank (WSFB) Strategic Plan is a living document which is the culmination of intensive efforts by the Board and Staff. Organized under the auspices of the Board Strategic Planning Committee, ongoing strategic planning has been a critical part of WSFB operations since 2017. Our first strategic plan was approved in June 2018, with an update approved in March 2020 and the latest update in January 2022. This Executive Summary presents Westside Food Bank's key goals and strategic imperatives for the next two to three years.

Mission

Westside Food Bank's mission is to end hunger in our communities by providing access to free nutritious food through food acquisition and distribution, and by engaging the community and advocating for a strong food assistance network.

Goals

Goals are divided into financial, operational, development and community areas.

Financial

- Strengthen process for three year financial planning.
- Continue to honor standard of driving donations from diverse sources, with a low reliance on government funding.
- Maintain at least 6-month operating reserve on ongoing basis.

Operational

- Achieve sufficient space to meet long-term needs.
- Develop resilient staffing to meet growing and variable food insecurity demand.
- Maximize efficiency and impact of available resources and continually seek innovative approaches to improve service, operations and relationships.

Development

- Maintain and steward ongoing donor base of at least 5000 individuals over rolling three-year average starting in FY 21/22.
- Upgrade donations from existing donors by at least 10%.
- Significantly increase recurring, major, and planned giving programs.

Community

- Build awareness among all stakeholders in service area of food insecurity issues and WSFB's role in addressing them.
- Maintain role of crucial partner with all regional and statewide food bank organizations.
- Maintain and develop excellent working relationship with all municipalities in service area.

Strategic Imperatives

Strategic Imperatives are divided into agency partnerships and direct service, operations -- sourcing, operations – warehouse and office functionality, human resources, board resources, development, and community engagement.

Agency Partnerships and Direct Service

- Place primary focus on strengthening access to food pantry service in service area.
- Increase WSFB understanding of food insecurity and service gaps in every part of service area.
- Continue to consider new approaches, such as direct service at facilities, pop-up pantries, and online ordering, to address unmet food insecurity needs in service area.
- Continue to place special emphasis on investigating opportunities to address food insecurity among veterans, children, college students, and seniors.

Operations - Sourcing

- Source with appropriately balanced priority on purchased food, institutional relationships, and community donations.
- Follow WSFB nutrition policy in all sourcing.
- Optimize sourcing to secure highly desirable and difficult-to-obtain food items.

Operations - Warehouse and Office Functionality

- Investigate options that would satisfy the Westside Food Bank's long-term facility needs, develop associated cost estimates, and assess how development capacity aligns with the range of estimates.
- Operate facility in service area to facilitate support of agencies by WSFB and to optimize support from donor base, volunteers and community, although storage facility outside of service area may be considered as a possibility.
- Develop bridge plan for warehouse space to replace current annex warehouse until new building is available.

Human Resources

- Operate with human resource policies and procedures which support WSFB goals, with special focus on periodically updated job descriptions, succession planning for all positions, annual performance objectives and performance evaluations, and personnel policies/manual (considering legal regulations, cultural issues, and benchmarks from other nonprofit organizations).
- Operate with sufficient number of qualified staff to enable achievement of organizational goals in efficient manner.

Board Resources

- Achieve greater Board diversity in areas of ethnicity, culture, income, age, and profession.
- Assess Board committee membership annually, under auspices of Nominating and Governance committee, with goal of broadening Board knowledge and experience by varying committee participation.
- Build Board capacity to be advocates for WSFB in areas of food insecurity policy, fundraising, and agency relations.
- Continue to develop auxiliary board as vehicle for enhancing support among younger individuals, diversity, and building Board candidates.

Development

- Consider potential capital campaign to fund long-term facility plan.
- Grow total donations by increasing number of new donors, and retaining and upgrading current donors.
- Further develop recurring, major, and planned giving programs.
- Diversify donor base to align with demographics of service area.

Community Engagement

- Educate and advocate to address food insecurity issues among overall community and key entities, i.e., agencies, government bodies, schools, faith-based institutions, and businesses.
- Maintain strong relationships with local and state food banks.
- Support and leverage communication and education initiatives of organizations addressing issues contributing to food insecurity.