2020 & Beyond
Strategic Plan:

Turning Priorities into Plans
Strategic Goals
What we must achieve

Strategic Planning Goals

Impact the Root Causes of Hunger
Optimize MEND’s Programming
Strengthen Supply and Distribution Chains and Systems
Achieve Financial & Organizational Sustainability
Objectives:
Specific Outcomes

Objectives are the specific outcomes we hope to achieve from each goal.

Strategic Planning Goals

- Impact the Systematic Root Causes of Hunger
  - Influence policy/advocacy
  - Shift decision-making power (self-determination)
  - Explore Social Justice Issues
- Optimize MEND’s Programming
  - Gain broader reach
  - Deepen services
- Strengthen Supply and Distribution Chains and Systems
  - Attain Scalability
  - Increase Breadth and Depth of Food Sourcing
- Achieve Financial & Organizational Sustainability
  - Consistent, reliable & diversified funding streams
  - Strong & effective Governance

Achieve Financial & Organizational Sustainability

Consistent, reliable & diversified funding streams

Strong & effective Governance

Develop Innovative Logistical Solutions

Increase Breadth and Depth of Food Sourcing

Attain Scalability

Deepen services

Gain broader reach

Optimize MEND’s Programming

Strengthen Supply and Distribution Chains and Systems

Impact the Systematic Root Causes of Hunger

Influence policy/advocacy

Shift decision-making power (self-determination)

Explore Social Justice Issues

Objectives are the specific outcomes we hope to achieve from each goal.
Action Plan: Impact the Systematic Root Causes of Hunger

Impact the Systematic Root Causes of Hunger

Influence policy/advocacy

Shift decision-making power (self-determination)

Explores Social Justice Issues

Short Term (next 2 years)

- Community-mapping to identify and leverage existing local advocacy and outreach resources focused on food insecurity and poverty issues.
- Continue to network and attend Hunger related conferences
- Improve Board knowledge and develop expertise in food insecurity; add Board member who is an expert in this field
- Develop a tool for evaluating community needs and food insecurity
- Stay abreast of broader issues and current events
- Create a Hunger Summit to bring together key local players

Longer term (3 years and beyond)

- MEND as a thought leader and innovator in this area
- Develop relationships with local legislators and hunger-related advocacy groups
- Assess resources to conduct a community wide needs assessment and map redundancies
- Explore education focus by continuing to connect with community experts in public policy and social work including universities
- Explore ways to use the food system to build wealth in our communities
Action Plan: Increase the Impact of MEND’s Programming

Increase the Impact of MEND’s Programming

- Gain Broader Reach
- Deepen Services

Short Term (next 2 years)

- Analyze current programming and establish data driven (qualitative & quantitative) benchmarks
- Create and implement a seasonal communications strategy to increase stakeholder engagement in programs and underlying issues of food insecurity
- Support pantry network by promoting best practices, providing education and developing curriculum
- Define the roles and expectations associated with being a MEND pantry
- Evaluate/pilot partnerships to provide additional services (e.g. social services medical partnerships)

Longer term (3 years and beyond)

- Enhance or eliminate programming based on quantifiable measures of success
- Robust communication campaigns around programming and advocacy
- Establish partnerships to expand services and reach
Action Plan: Build and Strengthen Infrastructure

**Short Term (next 2 years):**
- Evaluate & address MEND’s distribution and administrative space needs
- Map logistical needs across pantries and evaluate delivery models
- Increase availability of fresh produce. Lower costs through increased donations and group buying across pantries
- Leverage technology to better utilize volunteers & food distribution
- Leverage MEND resources and partnerships across all pantries (e.g. grant writing, transportation)

**Longer term (3 years and beyond):**
- MEND has a physical location (“Hub”) – either via partnership or investment
- Roll out distribution model across pantries and/or direct to patrons
- Secure best in class pricing for food purchasing and other supplies
- Robust volunteer platform at the local and organizational level

**Strengthen Supply and Distribution Chains and Systems**

- Attain Scalability
- Increase Breadth and Depth of Food Sourcing
- Develop Innovative Logistical Solutions
Action Plan: Achieve Financial & Organizational Sustainability

Achieve Financial & Organizational Sustainability

Consistent, reliable & diversified funding streams

Strong & effective Governance

Short Term (next 2 years)

- Review & evaluate bylaws, including defining Board roles and responsibilities, ensuring compliance with industry practices and operational procedures
- Establish principles for Board recruitment and succession planning
- Define roles/responsibilities of staff
- Prioritize professional development of staff & Board
- Adopt a 3 year budget
- Create a comprehensive 3 year fundraising plan, including foundation, corporate and individual donor revenue projections and prospect

Longer term (3 years and beyond)

- Ensure that staffing/employee policies are adequate to support growth/programming
- Allocate resources more efficiently/effectively based on pantry segmentation (needs & size)
- Provide equitable salaries and benefits and growth opportunities to promote a healthy organizational culture