



2019 – 2023

Strategic Summary

Mission

To inspire and empower communities to come together to end hunger

Vision

That all people in our community are food secure

Strategic Goals

1. To address availability and accessibility of food and necessities
2. To become the authoritative resource on the issue of hunger
3. To work collaboratively and share resources to meet increasing demand for food and necessities
4. To improve organizational growth, stability and effectiveness



Measurable Outcomes for Strategic Goals

1. To address availability and accessibility of food and necessities

- a. Increase number of mobile choice pantries to ensure food distribution points in every Collier County elementary school zone with 60% or more free and reduced lunch
- b. Offer conversion of any “bag drop” location with 100 or more recipients to a mobile choice pantry
- c. Offer “Blue Zone” options at 100% of pantries
- d. Replace backpack program with mobile pantries when/if backpack funding decreases

2. To become the authoritative resource on the issue of hunger

- a. Hold annual hunger conference in community
- b. Produce and execute comprehensive communication plan that encourages the community to come to MOH first for information on hunger
 - i. Create marketing and public relations component
 - ii. Create nutrition education component



3. To work collaboratively and share resources to meet increasing demand for food and necessities

a. Create new partnerships in:

- i. Nutrition
- ii. Packing event partners
- iii. Media
- iv. Funders
- v. Volunteerism

4. To improve organizational growth, stability and effectiveness

a. Grow revenue to meet goals 1-3

i. Earned revenue

- 1. Grow food packing program to continue to pay for all overhead expenses
- 2. Continue backpack program only as long as it is funded

ii. Fundraising revenue

- 1. Grow charitable support for annual operations
- 2. Define capital needs and campaign potential



3. Create planned giving strategy to fund endowment

b. Staff and Operational Infrastructure

- i. Review and develop organizational policies and procedures to increase program effectiveness
- ii. Develop and implement a staff development and retention strategy plan to include annual evaluations and future recruitment needs
- iii. Review and improve all data systems and develop program evaluation process to align with growth projections

c. Facilities and real property

- i. Expand capacity for cold food storage and distribution
- ii. Define other capital needs

d. Board Development

- i. Increase Board membership to capacity
 1. Develop Board matrix and recruit new members to fill identified needs
 2. Establishing Board recruitment process



- ii. Establish a Board orientation plan
- iii. Establish best practice policies for term limits, nominations, etc.
- iv. Establish Board giving and fundraising expectations and annual Board campaign



Strategic Delivery Dates

October 2018	Board Approval of Strategic Plan Priorities
November 2018	Development of Priority Action Plans with Budget and Fundraising Goals
December 2018	Board Approval of Budget including Action Plan Evaluation Metrics Creation of Fundraising Case Statement and 2019 Fundraising Plan
January 2019	Implementation of Strategic Action Plans – Year 1
December 2019	Year 1 Strategic Plan Outcomes/Revisions for Year 2
January 2020	Implementation of Strategic Action Plans – Year 2
December 2020	Year 2 Strategic Plan Outcomes/Revisions for Year 3
January 2021	Implementation of Strategic Action Plans – Year 3
December 2021	Year 3 Strategic Plan Outcomes/Revisions for Year 4
January 2022	Implementation of Strategic Action Plans – Year 4
December 2022	Year 4 Strategic Plan Outcomes/Revisions for Year 5
January 2023	Implementation of Strategic Action Plans – Year 5