



## **Strategic Plan - June 2018**



## Introduction

This is the Ocean Shores Food Bank Strategic Plan. It is the product of a comprehensive communication process by the Board of Directors. The Board re-visited the principles and beliefs that guide our work and reached consensus on these five core values:

- **Compassion:** With compassion, our priority is to feed anyone who asks for food. We approach our work with empathy, understanding and respect for the clients/guests that we serve and for our fellow volunteers. We recognize that everyone has their own story and all are equal.
- **Service:** We are passionate about our work and about providing outstanding service to our guests. Many of these services are tailored to individual needs.
- **Innovation:** We find innovative ways to collect, store, and serve food to families and individuals. We are flexible and responsive to the nutritional needs of our local community. We lead by finding creative ways to reduce food insecurity as well as how to create harmonious relationships with clients, donors, and volunteers. We foster nutrition by providing both a selection of nutritional foods and nutrition education to our clients/guests. We will examine our operations for opportunities to improve and protect the environment.
- **Partnerships:** We know that our ability to feed our clients/guests depends on a strong collaboration among our local community's businesses, hunger relief agencies, other nonprofits, and individual donors. We strive to succeed in collaboration within our community and strive to include a rich tapestry of voices in our work serving the poor and food insecure. We will work with passion, learn from our mistakes and recognize & celebrate our successes.
- **Accountability:** We are accountable to the community at large, earning their trust by demonstrating outstanding customer service and the most productive use of resources. Our quest is to unite diverse groups of people to help the food insecure. As a result, many Ocean Shores/North Beach residents have and continue to donate their time, energy & money to help others in need.

These five values say a great deal about who we are, how we interact with our constituents and our future plans. The values that OSFB holds will be seen by our clients, volunteers, and donors.

We thank the members of the Strategic Planning Committee for their leadership in directing the planning process: Bob Harley, Denise Siers and Bill Young.



## Vision, Mission & Strategic Focus

**Vision:** Everyone has access to sufficient, nutritious food

**Mission:** So that no one in our community goes hungry

### Areas of Strategic Focus

Community Collaboration  
Food Source  
Volunteer Engagement  
Infrastructure  
Operations  
Funding

#### I. Community Collaboration

*OSFB Values Addressed: Innovation, Partnerships and Accountability*

- Create a partnership with local Ocean Shores/North Beach businesses, community nonprofits, individuals and hunger relief agencies (e.g. Food Lifeline, Northwest Harvest, Coastal Harvest, etc.)
- Strive to include a rich tapestry of voices in our work
- Recognize and celebrate successes

#### II. Food Source

*OSFB Values Addressed: Compassion, Innovation*

- Increase distribution of high quality, nutritious food
- Promote more nutritious eating
- Continuous pursuit for additional sources of nutritious foods
- Maintain high level of positive interaction with current food sources

#### III. Volunteer Engagement

*OSFB Values Addressed: Compassion, Collaboration, and Accountability*

- **Invite** individuals to visit and explore volunteer opportunities at the Ocean Shores Food Bank
- **Inspire** individuals to find and develop a volunteer position that fits their interests and skill level
- **Equip** volunteers to use their talents effectively within the Ocean Shores Food Bank

- **Encourage** volunteers to get out in the greater Ocean Shores Food Bank community to promote our goals
- We will maintain an engaged volunteer organization that supports our core values and reinforces our reputation as one of the region's premier food pantries and as the best place to volunteer

#### **IV. Infrastructure**

*OSFB Values Addressed: Collaboration, Innovation and Accountability*

- Develop internal facility functional needs and specifications to improve our distribution effectiveness (by studying and evaluating the current facility)
- Routinely review and determine if we need to expand our facilities and supply chain infrastructure to support the increase in food insecurity in the community
- Identify and resolve food transportation and distribution needs
- Invest in current information technology systems (for guest, donor, processes efficiency and financial records)
- Measure decisions against improvements in operational efficiency, better volunteer engagement experiences, greater food handling capacity and a more pleasant guest experience
- Take action to improve our stewardship of the environment.

#### **V. Operations**

*OSFB Values Addressed: Compassion, Service, Partnerships, Innovation and Accountability*

- Seek programmatic solutions in both receiving and distribution that improve guest food choices while reducing impacts on volunteer labor
- Maintain an active training program and work details for new volunteers to improve competency and guest service
- Ensure food is available to individuals and families in need through regular distributions, emergency food availability, community connections, and guest contacts
- Maintain the OSFB as an all-volunteer organization to donate time, resources, and talent in support of the organization mission
- Coordinate volunteers so we utilize their talents and value their contributions
- Develop processes and procedures based on food bank best practices
- Utilize performance benchmarking data to improve operations

#### **VI. Funding**

*OSFB Values Addressed: Partnerships, Innovation and Accountability*

- Emphasize business contributions and major gifts from individuals.
- Seek grants for special and ongoing needs



- Leverage databases for active and potential donors
- Engage in fundraising efforts
- Develop a capital improvement fundraising campaign
- Expand digital marketing and online fundraising

**OCEAN SHORES FOOD BANK**  
**STRATEGIC PLAN – JUNE 2018**  
**SUMMARY**

**VISION: Everyone has access to sufficient, nutritious food**

**MISSION: so that no one in our community goes hungry**

**CORE VALUES**

Compassion  
Service  
Innovation  
Partnerships  
Accountability

**AREAS OF STRATEGIC FOCUS**

Community Collaboration  
Food Source  
Volunteer Engagement  
Infrastructure  
Operations  
Funding



## **APPENDIX A      Potential Questions For Future Strategic Discussions**

- Does the Vision, Mission or Core Values require modification?
- How should we direct limited resources?
- Will member agencies be able to sustain their work?
- Who are potential new partners that can extend our reach?
- What programs should expand and scale-up?
- What is our role in advocacy?
- Can we do more to prevent hunger in Ocean Shores/North Beach/Elsewhere?
- What is the OSFB vision for five years from now (in a single sentence)?
- What is OSFB's main strength? What is the second great strength?
- What is OSFB's main weakness? What is the second great weakness?
- In the next five years, what additional opportunities might there be for OSFB to help reduce food insecurity in our community?



**STRATEGIC PLAN - JUNE 2018  
OCEAN SHORES FOOD BANK**

**Adoption of Strategy Plan**

We, the undersigned, are the Directors of this corporation, and we consent to, and hereby do, adopt the foregoing Strategic Plan on June 6, 2018, as the Strategic Plan of the Ocean Shores Food Bank.

President: Robert Harley *R L Harley*

Vice President: Kathy Harris *Kathy Harris*

Secretary: John Dirgo Deweese *John Dirgo Deweese*

Treasurer: Ron Nachbor \_\_\_\_\_

Director: Dr. Marion Boenheim *Dr. Marion Boenheim*

Director: Walt Ebel *Walt Ebel*

Director: Barbara Patton *Barbara Patton*

Director: Denise Siers *Denise Siers*

Director: Harry Yanagimachi \_\_\_\_\_

Director: William Young *W. Young*

Director of Operations: Sandra Harley *Sandra A. Harley*