



2020 – 2023
STRATEGIC PLAN

Approved: January 21, 2021

Table of Contents

Overview	2
Mission, Vision and Values	2
2020 – 2023 Goals	3
Methodology	3
Goal #1	5
Goal #2.....	7
Goal #3.....	8
Goal #4.....	9
Goal #5.....	11

OVERVIEW

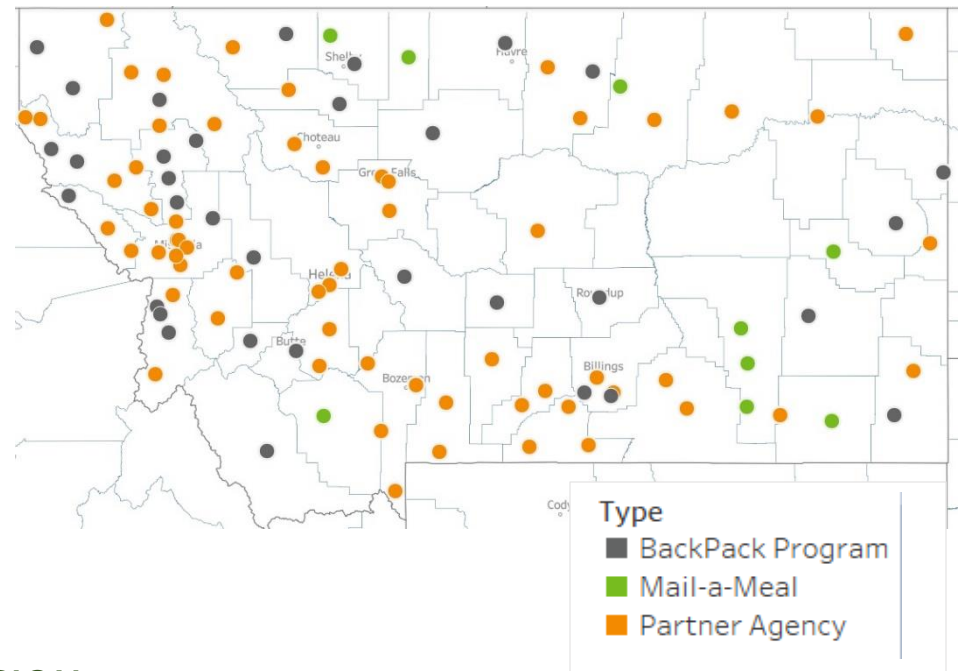
Montana is a vastly rural state covering nearly 150,000 square miles. Out of the 56 county service area, fifty are considered rural with a population of less than 50,000 people. Thirty counties are designated by the USDA to be food deserts, defined as having to travel 10+ miles to a grocery store.

Hunger is directly related to the larger problem of economic insecurity in our state. Low wages, job loss and insufficient fixed incomes leave many households unable to keep food on the table while trying to afford the rising costs of housing, child care, and medical care.

COVID-19 created a public health and economic crisis like nothing we have ever faced. In a matter of weeks, food insecure Montanans increased from 109,000 to an estimated 141,000 as a result of the pandemic. While recovery will happen, it is still a long road toward ensuring that all Montanans have sufficient access to nutritious food.

MFBN partners with nearly 340 network agencies, including pantries, food banks, shelters and school programs, and provides programming in all 56 counties. In 2020, we distributed 23,866,071 million pounds, or over 19.7 million meals.

Network Partner locations.



MISSION

The mission of the Montana Food Bank Network is to end hunger in Montana through food acquisition and distribution, education and advocacy.

CORE VALUES

Justice We believe that everyone should be treated fairly and we advocate on behalf of hungry people to ensure that their basic human need for food is met and their voices are heard.

Respect We pledge to be respectful in our interactions with each other and our stakeholders.

Integrity We will uphold our integrity both internally and externally knowing that others expect us to be honest, accountable and transparent. We protect the integrity of our organization.

Trust We promote an atmosphere of trust internally, and between our organization and those we interact with. Our communication is open, courteous and direct.

Excellence We strive to provide excellent service to hungry individuals, our partner agencies, our donors, our community and each other.

Diversity We seek a diversity of backgrounds opinions and skills in our staff, Board, partners and volunteers, and we respect and value all contributions.

2020- 2023 GOALS

Goal #1: Effectively respond to the long-term impact of the pandemic.

Goal #2: Impact MFBN's effectiveness and impact through improved facilities and services

Goal #3: Conduct a successful capital campaign

Goal #4: Maintain a strong financial position

Goal #5: Increase structural opportunities to procure nutritionally dense food

METHODOLOGY

The Montana Food Bank Network retained the services of The Numad Group to facilitate the strategic planning process. In an effort to adhere to current COVID-19 pandemic safety guidelines, the Board of Directors and Senior Team participated in a series of virtual meetings to review the 2018-2020 strategic plan, overview trends impacting food banking, with particular focus on the impacts of COVID-19, and participated in a survey to develop a SWOT analysis and determine organizational priorities to be discussed at the planning meeting in August, 2020.

Through the survey, 10 strategic priorities were identified by The Numad Group. These 10 priorities were then ranked in terms of importance and discussed during the planning session. The priorities and their ranking were as follows:

1. Conduct a successful capital campaign to acquire the facility needed to support increased demand for emergency food.
2. Determine the specific programmatic use of the new facility and the total financial resources needed to operate it.
3. Maintain a strong financial position.
4. Increase revenue to keep pace with increased fixed costs related to MFBN's growing staff and services.
5. Diversity food procurement to ensure we meet increased demand given uncertainty of continued food resources.
6. Effective response to increased need for food distributions related to COVID and heightened economic insecurity.
7. Establish a more robust statewide awareness of MFBN and distinguish MFBN from community food banks.
8. Evaluate programs to better understand MFBN's impact and inform what program work to expand.
9. Advocacy efforts that are proactive, alongside the necessary work of protecting current programs from threats.
10. Potential program expansion focused on the aging population and healthcare systems.

After selecting the top five strategic goals, departments met to establish objectives and measurable targets for each goal. These metrics will be used to report annually to the Board of Directors progress toward meeting the goals as well as review current influences that may require modifications to goals and objectives.

Goal #1: Effectively respond to the long-term impact of the pandemic.

Objective	Measurable Target	Responsibility of
1.1 Respond to partner agency needs for expanded capacity due to increased demands and resources.	1.1 Assess need for additional space, storage and transportation of MFBN and PA’s throughout pandemic. Provide a minimum of \$3,000 per year in the form of agency grants for capacity building to include start up equipment for new School Pantries as applicable.	1.1 Operations, Programs
1.2 Expand food resources to meet increased needs	1.2 Continue to develop new resources through the Feeding America Network and statewide partnerships to maintain a minimum of 15 million meals distributed by end of FY23 (approx. 18 million pounds)	1.2 Operations
1.3 Ongoing data collection and analysis to better understand and educate others on impact of pandemic.	1.3 Strengthen validity of Client Hunger Survey with increased participation and new methodology in 2021 survey. Target of 500 responses to key questions.	1.3 Policy
1.4 Advocate for strong public nutrition programs and policies that support a stronger recovery from the pandemic at both state and federal levels.	1.4 Achieve entry in the FANO Advocacy Hall of Fame and maintain an Advocacy Index score of at least 2.5 or “Proficient”.	1.4 Policy
1.5 Establish stronger relationships and greater engagement among Anti-Hunger Advocates through targeted, regular communications.	1.5 A. Increase MFBN’s Anti-Hunger Advocate network members by 20% each year B. Increase average engagement rate in email communications by 10% each year	1.5 A. B. Policy

<p>1.6 Expanded assistance through Benefits Outreach program.</p>	<p>1.6 A. Assist with 30 applications for programs beyond SNAP in 2021, increasing by 15% each year. B. Establish 1-2 meaningful partnerships with other programs/services per year.</p>	<p>1.6 A. B. Policy</p>
<p>1.7 Target vulnerable populations by expanding Healthcare Program partnerships in underserved areas</p>	<p>1.7 Establish new Healthcare Program partnerships with two clinics in Reservations, gap or exempt counties.</p>	<p>1.7 Programs</p>
<p>1.8 Expand MFBN’s coverage in state by establishing key partner agencies as RDO, PDO or branches to better leverage distribution hubs.</p>	<p>1.8 Establish two RDO/PDO/Branches, one east and one northwest by 2023</p>	<p>1.8 Programs, Operations</p>
<p>1.9 Track donor activity/reaction over time to ensure sustainability of donations.</p>	<p>1.9 A. Provide monthly reporting tracking donor patterns adjusting direct mail, digital contacts, and overall messaging accordingly. B. Prepare and mail donor thank you letters and notes within 7 days of receiving gift.</p>	<p>1.9 A. B. Development</p>
<p>1.10 Participate in scenario planning with senior leadership and board.</p>	<p>1.10 Create a crisis plan for proactive response to changes in pandemic by July 2021.</p>	<p>1.10 Senior Leadership and Board</p>

Goal #2: Increase MFBN’s effectiveness and impact through improved facilities and services

Objective	Measurable Target	Responsibility of
2.1 Manage warehouse design process to ensure maximum storage, efficiency and compliance standards in new facility.	2.1 Work with facility designer to develop floor plans by end of FY21	2.1 Operations
2.2 Continually assess current warehouse needs and retain leased space as needed.	2.2 Provide capacity data quarterly and make recommendations for projected needs.	2.2 Operations
2.3 Increase capacity and impact of Policy team	2.3 Establish Community Engagement Coordinator position by 2023 to conduct targeted community outreach to engage new partners in policy advocacy and SNAP outreach.	2.3 Policy
2.4 Implement EDI Committee recommendations to encourage equity, diversity and inclusion within MFBN and its Network.	2.4 EDI Committee to research and create a plan to encourage procurement of culturally appropriate foods, fair and equitable distribution to customers and agencies, and eliminate discrimination among our Network by 2022.	2.4 Board, Staff and Partner Agencies
2.5 Increase and improve technology utilization in inventory tracking system	2.5 Implement inventory scanning system by 2023	2.5 Finance, Operations

Goal #3: Conduct a successful capital campaign

Objective	Measurable Target	Responsibility of
3.1 Raise sufficient funds required to build a facility to meet increased demands and services.	3.1 Raise and collect \$12 million by 2025	3.1 Development, Administration
3.2 Participate in developing campaign case statement to communicate the impact that MFBN expansion will have on programs and partners.	3.2 Calculate quantifiable impact expanded warehouse space will provide to network providing data to Development by the end of FY21.	3.2 Operations, Development, Policy, Programs
3.3 Raise awareness of MFBN’s role as Montana’s leader in anti-hunger advocacy and education.	3.3 Include messaging on MFBN’s work to address hunger through policy advocacy in campaign materials and other communications.	3.3 Policy, Development
3.4 Share data and stories to highlight the need for food assistance in Montana and the importance of MFBN’s work.	3.4 A. Distribute <i>Voices</i> , Client Hunger Survey and other educational materials to policymakers, community leaders, donors, foundations, and other campaign stakeholders. 3.4 B. Share information on the issue of hunger in Montana through Community Engagement meetings, local media and other sources on an average of five times per year.	3.4 A.B. Policy, Development
3.5 Manage tracking of capital campaign finances,	3.5 A Provide monthly campaign financial statements to board and staff. 3.5 B Establish and manage a qualified endowment fund by 2022.	3.5 A. B. Finance

Goal #4: Maintain a strong financial position

Objective	Measurable Target	Responsibility of
4.1 Manage purchasing budget to ensure balance of outstanding payables and receivables.	4.1 Provide monthly update to Finance of purchased food expenditures to ensure cashflow is available when needed.	4.1 Operations
4.2 Review and revise capital expenditure plan.	4.2 Provide revisions to CEO and Finance every other year – FY21 and FY23	4.2 Operations, Finance and Administration
4.3 Analyze annual budget to determine feasibility of eliminating shared maintenance fees to partner agencies.	4.3 Increase other revenue streams to offset discontinuance of SMF by FY22 (ie partner purchase, warehouse space rent, backhaul carrier opportunities, etc.)	4.3 Operations
4.4 Establish and maintain strong relationships with partners who can help fund hunger relief and policy work.	4.4 Regularly seek opportunities to connect with new partners who can offer funding support. Add three new funding partners by 2023.	4.4 Policy, Development
4.5 Increase public support of MFBN’s operations.	4.5 A Increase Public Support by 5% by 2023 4.5 B Increase Average Gift Amount by 15% by 2023 4.5 C Create and implement revised Major Gift Guidelines increasing total major gifts by 10% by 2023. 4.5 D Increase new revenue by 5% by 2021 4.5 E Increase event revenue by 5% by 2023 4.5 F Train three program coordinators in grant research and writing in 2021 to expand ability to prepare applications and reports.	4.5 A-F Development

<p>4.6 Manage and steward funds to maintain current services.</p>	<p>4.6 A Maintain operating reserves at a minimum of three months throughout capital campaign and construction phases.</p> <p>4.6 B Streamline financial reporting to board providing more concise dashboard by end of 2021.</p> <p>4.6 C Fully transition to paperless expense system by end of FY21</p>	<p>4.6 A-C Finance</p>
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Goal #5: Increase structural opportunities to procure nutritionally dense food

Objective	Measurable Target	Responsibility of
5.1 Continue to grow resources that provide food to encourage.	5.1 B. Increase distribution of foods in the category of “choose often” to Network to 35-40% (currently 27%) by 2023 utilizing the Foods to Encourage/Health Eating Research guidelines.	5.1 Operations, Programs
5.2 Expand protein and produce partnerships.	5.2 Increase distribution of produce to 5 million pounds by FY23	5.2 Operations
5.3 Advocate for strong funding for USDA foods and other poverty reduction programs.	5.3 A. Work to strengthen and protect federal nutrition programs in the Farm Bill, Child Nutrition Reauthorization and other advocacy opportunities. B. Support increased processing in Montana, access to Double SNAP Dollars and other opportunities to connect low income Montanans to local foods.	5.3 A.B. Policy
5.4 Develop and implement an organizational nutrition policy.	5.4 Using HER guidelines, input nutritional content or photo of nutrition labels in Ceres/AE for 50% of items available on MFBN’s shopping list.	5.4 Programs, Operations
5.5 Encourage Partner Agencies to implement a nutrition education program such as Nudges to Nutrition or Health Eating Research guidelines.	5.5 20% of Partner Agencies will use a nutrition education program to encourage their customers to access healthful food choices by the end of 2023.	5.5 Programs