



2008-2012 Strategic Plan

Adopted April 2, 2008

Mission:

To eliminate hunger and its root causes...
...because no one should be hungry.

Long-Term Vision:

Everyone shall have the capacity for ready access to an ample, nutritious, affordable and appropriate food supply through traditional, non-emergency channels. The Oregon Food Bank Network distribution system will continue the recovery of grocery products that would otherwise be wasted to address disasters, individual emergencies, and to help qualified nonprofit organizations, which provide food as part of a broader range of services, to stretch their resources.

Executive Summary

Reduce Hunger:

Improve Food supply: Over a 5 year period, increase from 55.8 to 64.2 million pounds the volume of safe and nutritious food available annually for distribution through the Oregon Food Bank network to low-income people.

Policies, Programs, Education & Outreach: Increase food supplies and resources for low-income people to reduce hunger from 4.4% to 3.5%* by 2013 in Oregon and SW Washington by advocating policies, programs and actions that address the root causes of hunger and thereby enable this target population to achieve food security and economic stability.

* As measured by US Census/USDA Food Insecurity Survey. Baseline data from 11/07 report on 2003-2006 data.

Equitable, Efficient Distribution Network-wide: In collaboration with the OFB Network, annually strengthen the stability and capacity of RFBs and Local Agencies to equitably distribute incrementally larger amounts of food reaching 64.2 million pounds per year by 2013 to assist approximately 850,000 low-income people per year throughout Oregon and Clark County, Washington.

Improve capacity to handle and process food: Provide leadership in the development of OFB facilities, food repack and distribution systems in order to enhance the efficiency and equity of distribution throughout the OFB network.

Reduce Hunger: Improve Food Supply

Goal 1: Over a 5 year period, increase from 55.8 to 64.2 million pounds the volume of safe and nutritious food available annually for distribution through the Oregon Food Bank network to low-income people.

Objective 1: Increase the volume of Fresh Alliance grocery products donated annually to OFB by 5 % per year to 3 million pounds and the volume donated directly to Regional Food Banks (RFBs) and Local Agencies by 2.2% per year to 5 million pounds by 2012.

Objective 2: Increase the volume of food donated by growers and Farmers Ending Hunger to 3 million pounds per year by 2012.

Objective 3: By 2010, increase the volume of USDA commodities to 8 million pounds per year and advocate additional funding for TEFAP in the 2012 Farm Bill.

Objective 4: Collaborate with RFBs and Local Agencies to expand statewide donor cultivation to retain existing food donors and develop new local and statewide food donors.

Objective 5: Develop and implement as needed contingency plans to secure public and private support to address any major food supply shortfalls.

Objective 6: Enhance and implement timely and effective food recall policies and procedures network-wide to ensure food distributed is safe.

Objective 7: Collaboratively leverage the OFB Network's donor relations, food processing capacity and buying power to cost-effectively process, package and distribute high quality foods needed to supply balanced nutrition and provide these foods in a form that is easy for emergency food agencies and their clients to handle.

Reduce Hunger: Policies, Programs, Education & Outreach...

Goal 2: Increase food supplies and resources for low-income people to reduce hunger from 4.4% to 3.5%* by 2013 in Oregon and SW Washington by advocating policies, programs and actions that address the root causes of hunger and thereby enable this target population to achieve food security and economic stability.

* As measured by US Census/USDA Food Insecurity Survey. Baseline data from 11/07 report on 2003-2006 data.

Objective 1: Consistently and continually partner with members of Oregon's agriculture and food industries to advocate policies and programs that promote growth and stability in local and regional food businesses and food supplies.

Objective 2: Address the root causes of hunger by partnering with OFB Network agencies, business, nonprofit and other private sector organizations to implement programs, policies and actions to increase affordable housing, health industry intervention, access to healthy local foods, nutrition education and skill training for low-income people.

Objective 3: In collaboration with the OFB Network and other partners, support outreach to low-income households to increase Oregon's participation rate in federal food and nutrition programs by 1% per year, with an emphasis on growing the statewide food stamp participation rate from the current 77 percent to 82 percent by 2013.

Objective 4: Enhance existing and implement new cost-effective programs that improve the access of low-income residents to nutritious non-emergency sources of food without creating inequity in distribution of OFB Network foods.

Objective 5: Partner with the OFB Network, business, non-profit and other private sector organizations during each session of the federal and state legislatures to identify and advocate actions and policies to improve access to low-income food and nutrition programs, increase food and funding for the OFB Network, promote sustainable food systems and reduce the underlying causes of hunger.

Reduce Hunger: Equitable, Efficient Distribution Network-wide...

Goal 3: In collaboration with the OFB Network, annually strengthen the stability and capacity of RFBs and Local Agencies to equitably distribute incrementally larger amounts of food reaching 64.2 million pounds per year by 2013 to assist approximately 850,000 low-income people per year throughout Oregon and Clark County, Washington.

Objective 1: In collaboration with the OFB Network, establish benchmarks for model RFBs, and by January 2009 begin implementation of an evaluation tool to annually assess the status of RFBs in relation to these benchmarks and guide the focus of OFB and RFBs to achieve the benchmarks no later than 2013.

Objective 2: By July 2009 complete a comprehensive assessment of the strengths and weaknesses of OFB Network warehousing and distribution systems, including cost-effective options for serving Tillamook County.

Objective 3: In collaboration with RFBs and Local Agencies, secure and strategically invest capacity building funds in safe, cost-effective storage, processing, and transportation systems and equipment required for the expansion of Fresh Alliance and other sources of fresh, frozen and bulk foods.

Objective 4: Strategically invest OFB matching funds, training and other support to assist RFBs in developing local resources to achieve model RFB benchmarks and optimal network-wide equity of access to food by low-income households.

Objective 5: Maximize RFB and local community involvement to develop and implement strategies to improve equitable, cost-effective services throughout Oregon and Clark County, Washington.

Reduce Hunger: Improve capacity to handle and process food...

Goal 4: Provide leadership in the development of OFB facilities, food repack and distribution systems in order to enhance the efficiency and equity of distribution throughout the OFB network.

Objective 1: By 2013 expand statewide food repack capacity and local support of improved RFB facilities and operations in Washington County, while ensuring continuity of local and statewide services.

Objective 2: Expand office and meeting space to cost-effectively accommodate growth in staff, volunteers and community relations required to carry out the Strategic Plan.