THE POWER OF FOOD

Oregon Food Bank
Strategic Direction
Food is a powerful connector.

At Oregon Food Bank, we believe that no one should be hungry. So our challenge is obvious: how to move from today, when hundreds of thousands of our neighbors in Oregon and Clark County, Washington need food assistance, to a tomorrow in which no one faces hunger.

It was this challenge that led Oregon Food Bank to our most ambitious strategic planning process yet. Launched in April 2013, the strategic planning process gathered opinions, ideas, hopes and dreams from people across Oregon – from our partners in the Oregon Food Bank Network to our donors to the people we serve. Together we determined that the ultimate solution lies in the power of food. Food has the power to heal us, to connect us, to make us stronger. Food solves hunger today, by filling plates with nutritious meals. Our communities can also rally around the power of food to solve hunger tomorrow.

This report includes the three key documents that are the result of this planning process and will guide Oregon Food Bank into the future.

WHO WE ARE

This document summarizes the underlying beliefs and principles held by Oregon Food Bank. They are the heart of the organization and link volunteers, employees, board members, and partners together.

WHO WE ARE

Who we are

- Promote living wage jobs
- Enable people in poverty to act and advocate
- Remove barriers and support skill-building for people to break out of poverty
- All children grow up unimpaired by food insecurity
- Change public policy
- Engage Communities
- Increasing awareness of food and hunger issues
- Build more engaged citizens and community leaders
- Change public policy
- Break the Cycle of Hunger
- All children grow up unimpaired by food insecurity
- Remove barriers and support skill-building for people to break out of poverty
- Enable people in poverty to act and advocate for themselves
- Promote living wage jobs

WHO WE BELIEVE

- Care deeply about people experiencing hunger and hold them in the center of all we do.
- Cultivate curiosity and hope.
- Strive for excellence, not perfection.
- Practice trust and transparency.
- Are dedicated to equity.
- Listen to understand, seek innovation, and collaborate in community.
- Bring a light heart to serious work.

WE BELIEVE

- No one should be hungry.
- Together, we can solve hunger.
- Hunger starves the human spirit.
- Communities thrive when people are nourished.
- Everyone deserves healthy, fresh food.
- Food solves hunger today and community solves hunger tomorrow.
- In the abundance of resources.
- That people seek food assistance when they need it and give back when they can.
- Our success grows from a work culture based on leadership, teamwork and accountability at all levels.

WHAT WE BELIEVE

- Food is a powerful connector.
- Food solves hunger today, by filling plates with nutritious meals.
- Communities thrive when people are nourished.
- Everyone deserves healthy, fresh food.
- Together, we can solve hunger.
- Hunger starves the human spirit.
- No one should be hungry.

STRATEGIC DIRECTION

This is our vision for the future. It outlines the ultimate results we plan to achieve.

STRATEGIC DIRECTION

- Eliminate Hunger Today
- No one misses a meal due to lack of resources
- Everyone has access to an adequate supply of nutritious food
- People seeking food assistance in Oregon can find it
- Reduce wasted food

STRATEGIC INITIATIVES

We can’t just dream; we need a plan. The strategic initiatives are our plan to start achieving the outcomes in the strategic direction. We are careful to note that these activities will adapt to a changing environment and new opportunities.

STRATEGIC INITIATIVES

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- Break the Cycle of Hunger
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HOW WE ACT

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HOW WE ACT

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HOW WE ACHIEVE BEST RESULTS

We do our work best through:

- Amplifying the Voices of those experiencing hunger
- Sharing family stories of hunger
- Emphasizing the dignity of people experiencing hunger
- Creating opportunities for active participation in solutions
- Purposeful Collaborations
- Cultivating a coordinated, interdependent statewide Network
- Maximizing community leadership
- Actively seeking and engaging new partners

MEANINGFUL DIALOGUE AND RELATIONSHIPS

- Valuing interaction and the making of connections
- Exchanging and leveraging emerging ideas
- Engaging people through personal experiences and personal touch

STRETCH

- Taking on challenges
- Destroying complacency
- Seeking evolution, innovation and transformation

HEART

- Connecting emotionally to our mission
- Bringing a light heart to serious work
- Celebrating successes
The Power of Food

We believe that no one should be hungry. The solutions lie in the power of food. Food is universal as a daily need, as a celebration of culture and family, as medicine, as a connection to the natural world; food links us together, human to human. Food solves hunger today, by filling plates with nutritious meals. The power of food can also be harnessed to energize communities to solve hunger tomorrow.

At Oregon Food Bank, we are dedicated to eliminating hunger and its root causes. We will concentrate on the power that healthy food can have by shifting our focus from pounds to people – the people facing hunger and their caring neighbors. We will put the power of food to work on health, on communities and on the strength and impact of the anti-hunger system.

**FOOD = COMMUNITY**
We believe that hunger starves the human spirit. We believe that communities thrive when people are nourished. We are working towards a world in which:
- **Spirit**: people experiencing hunger have their voices and stories heard, as the best messengers about the dignity of the human spirit and the truth and effects of hunger.
- **Nourish**: citizens rise up by the thousands to build thriving communities where everyone is nourished – and demonstrate their commitment through supporting food assistance programs and advocating for policies and systems that decrease hunger.
- **Community**: local communities gather to make local decisions and take local action to improve access to healthy food in Oregon and across the U.S.

**FOOD = HEALTH**
We believe everyone deserves healthy, fresh food. We are working towards a world in which:
- **Healthy**: people facing hunger create their own solutions through knowledge – gaining skills such as shopping, cooking, budgeting, gardening and nutrition – and community connections.
- **Fresh**: people facing hunger can acquire fresh produce through food assistance channels.
- **Everyone**: food assistance is accessible to everyone facing hunger, regardless of cultural, geographic and other differences.
- **Children Especially**: Children facing hunger have their nutritional needs met every day. Health care providers are able to diagnose hunger and prescribe food and nutrition assistance.

**FOOD = STRENGTH**
We believe that, together, we can solve hunger. We believe that strong regional food bank networks and effective partner agencies are essential to ending hunger. We are working towards a world in which:
- **Together**: experts and activists working on poverty, economic development, healthy agricultural sectors, and other key influences on a hunger-free tomorrow convene regularly, share information, and generate solutions together.
- **Strength in Knowledge**: the understanding of hunger and the programs that fight it expands, deepens, and feeds effective long term solutions.
- **Network Strength**: communities and food programs throughout the state have the right programs and equipment to provide sufficient healthy food today.

*ENVISION!*

**STRATEGIC DIRECTION**
What We Are Going to Do

Oregon Food Bank has identified the strategic initiatives below that will drive us to the outcomes identified in our strategic direction. These were originally developed in 2014 and updated in 2017 to incorporate lessons learned and to adapt to a changing environment and new opportunities. Also included below is one target that illustrates the scope, and would demonstrate success, of the initiative.

FOOD = HEALTH

**Produce.** Focus our efforts on collecting and distributing fresh produce as a key building block of health.

**TARGET:** Increase total amount of produce distributed from 10 million pounds to 15 million pounds by 2019.

**Statewide Education.** Expand successful Cooking Matters and Seed to Supper classes throughout Oregon.

**TARGET:** Offer education programming in 75% of OFB service counties by 2019.

**School Pantries.** Provide healthy food today to families with children through school-based food pantries.

**TARGET:** Increase the number of school pantries to 40 and increase the number of families utilizing school pantries by 300% by 2019.

**Health Care Partnership.** Engage pediatricians and health care providers to screen families for food insecurity and provide intervention and referrals.

**TARGET:** Implement Food Insecurity Screening & Intervention at a minimum of 300 health care organizations reaching at least 275,000 people by 2019.

**FOOD = COMMUNITY**

**Grassroots Advocacy.** We will build a grassroots movement to end hunger through community engagement and organizing.

**TARGET:** Play a lead role in 25 successful public policy and budget initiatives that work to eliminate hunger or its root causes by 2019.

**VOICES.** Amplify the voices of people experiencing hunger by collecting and sharing their stories and by encouraging people facing hunger to advocate publicly for anti-hunger policies.

**TARGET:** Gather stories from at least 100 people annually and engage at least 5 people as advocates annually.

**FOOD = STRENGTH**

**Capacity Building.** In collaboration with the community, build a model regional food bank for Sherman, Wasco and Hood River counties. Support the Oregon Food Bank Network and Partner Agencies in building resilient, healthy programs designed with client input and reaching underserved communities.

**TARGET:** Develop and implement a community-supported plan to build the Gorge Regional Food Bank by 2019.

**Who Is Hungry.** Implement technology for partner agencies to utilize the same client information system to provide the anti-hunger system with quality, real-time data about who is facing hunger.

**TARGET:** Engage at least 20 communities in policy/process changes affecting local food systems by 2019.

**Community Food Systems.** Expand capacity to organize community food systems.

**TARGET:** Track 80% of people accessing food assistance in 20 counties through Link2Feed database by 2019.

**Equity:** Prioritize equity, diversity and inclusion training and the use of an equity lens to build client-centered, culturally competent programs.

**TARGET:** Develop and implement annual equity work goals.

**Organizational Excellence:** Create a world-class work culture that embraces diversity and drives excellent mission results. Ensure organizational capacity such as facilities, administrative support and technology grow and adapt to organization changes.

**TARGET:** Track year-over-year culture improvement on annual internal culture survey.

**Resource Growth:** Transform Oregon Food Bank’s fundraising infrastructure and refresh our brand to support ambitious strategic initiatives.

**TARGET:** Grow contributed revenue annually by at least 5%.
About Oregon Food Bank
Oregon Food Bank works to eliminate hunger and its root causes... because no one should be hungry. Oregon Food Bank believes that hunger starves the human spirit, communities thrive when people are nourished, and everyone deserves healthy and fresh food. Oregon Food Bank helps feed the human spirit of 1 in 5 households through a food distribution network of four Oregon Food Bank branches and 17 regional food banks serving Oregon and Clark County, Washington. Oregon Food Bank also leads statewide efforts to increase resources for hungry families and to eliminate the root causes of hunger through public policy, local food systems work, nutrition and garden education, health care screening and innovative programming. Find out how to feed the human spirit at oregonfoodbank.org.