



Strategic Plan

*Community Food Bank of Central Alabama
Birmingham, Alabama*

April 2021

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Birmingham Alabama

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On Friday and Saturday, 23/24 April 2021, members of the Board and senior staff met to participate in a rapid Strategic Planning process facilitated by DVA Navion (Ed Laity). Members participating included:

Board Members

Ms. Mary Alice Kline, Board President
Ms. Ellie Taylor, Vice President
Mr. David Bell
Mr. George W. Bradford
Dr. Khalilah Brown (via Zoom)
Mr. Bill Kreis
Mr. William Owens (via Zoom)
Mr. Edwin Revell
Ms. Susana Schuler
Mr. Clyde Tisdale
Ms. Alyson Tucker
Mr. David Wilson
Mr. David Wood

CFB Staff

Mr. Brett R. Meredith, CEO
Mr. Chuck Allen
Mr. David Appleby
Ms. Shalitha Bailey
Mr. Jon Barnacastle
Mr. Brian Haven
Mr. Scott Hitt
Mr. Wayne Linder
Ms. Ginger Pegues
Ms. Brittany Spain
Mr. Sam Wilkins
Ms. Nicole Williams

During the course of these two days, this group reviewed the current organizational Mission Statement and Operating Principles of CFB while creating a new Vision Statement. The Mission Statement is to guide all daily transactions of the Community Food Bank (it tells us who we are and how we act, what we do, for whom we do it and the benefits to those we serve when we get it “right”). The Vision Statement is a compass bearing for the Organization in terms of where it needs/wants to go over the next three to five years.

Following the generation of these two key statements, a series of Strategic Priorities were identified to ensure that the Mission is delivered and that the desired Vision for the future is achieved.

Mission Statement of Feeding America

Advance change in America by ensuring equitable access to nutritious food for all in partnership with food banks, policymakers, supporters and the communities we serve.



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Mission Statement

The mission of the Community Food Bank of Central Alabama is to feed people in need today and foster collaborative solutions to end hunger tomorrow.

Vision Statement (DRAFT)

In the communities we serve, the Community Food Bank of Central Alabama will be an agent of positive change to end hunger by engaging with dynamic partners, passionate staff and volunteers, and educational initiatives driven by sufficient resources, facilities and programs.

Key Strategic Priorities (in order of priority)

ORGANIZATION GROWTH (Ensure that CFB is a well-run, adequately governed and resourced, and transparent organization).

1. Grow the annual development plan that ensures diverse funding toward a \$10 million operating budget.
2. Consider, approve and execute a major capital campaign for new infrastructure, operations and endowment.
3. Increase investment holdings so that at least 5 percent of the annual operational and maintenance budgets are funded through well-managed endowments.
4. Create and adopt a board development plan that includes expectations, terms, orientation, mentorship/leadership development and diversity measurements.
5. Create and implement an integrated benefits program for all staff that includes an advancement/training/certification system.
6. Develop and implement a volunteer and partnership engagement strategy that ensures adequate training, service and recognition.
7. Improve the internal data systems (staffing/personnel, finance, partnerships, stewardship, warehouse/inventory and technology) to reflect transparency and impact.

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PROGRAMS AND SERVICES (Ensure that a holistic approach to serving clients is achieved through leveraging existing resources and connections).

1. Expand and improve current services by improving food access each year with specific emphasis on working families, children, seniors and rural communities.
2. Improve the internal data systems (staffing/personnel, finance, partnerships, stewardship, warehouse/inventory and technology) to better reflect transparency and impact while creating specific measurement reports on meal-gap and food access.
3. Actively seek and receive new/additional federal program dollars to strategically expand and improve both the variety and nutritional value of food distribution.
4. Establish and improve the operational and recognition standards for agency partners, corporates/businesses and volunteers ensuring adequate coverage across the entire service area.
5. Ensure that Feeding America standards are met and exceeded on an annual basis.
6. Collect and monitor diversity, equity and inclusion measurements to ensure both geographic and economical impact on the neighbors served.

BRANDING AND IMAGE/PUBLIC RELATIONS (Ensure that the message, image and brand of CFB is consistent, intentional and relevant to all stakeholders, donors and friends).

1. Develop and execute an annual communication plan/campaign (social media, email, direct/white mail) that engages all stakeholders, volunteers and donors.
2. Conduct regular surveys with donors, volunteers and agencies to explore opportunities for improvement.
3. Identify and regularly publish both internal and external impact reports that provide reliable and measurable dashboard findings on organizational success (specifically including meal gap, partnerships, inventory).
4. Develop consistent educational and engagement strategy for corporate connections and partners across the 12-county footprint.

LOCATIONS, FACILITIES, EQUIPMENT AND TECHNOLOGY (Ensure that the physical plant and equipment/technology are adequate and routinely upgraded to meet demands of program delivery).



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1. Create a working group to assess potential new/expanded sites for adequate administrative, warehouse and volunteer space that meets both operational and logistic standards.
2. Evaluate and ensure the best and most economical usage of current fleet and delivery system.
3. Evaluate and explore the potential for additional off-site locations for programs and services.

RESEARCH AND DEVELOPMENT (Ensure that the CFB organization is both forward thinking and affecting positive change toward ending hunger in Central Alabama).

1. Annually develop and utilize local, regional and national research partners/forecasting data with selected peer-groups/comparables to measure organizational impact, output and effectiveness.
2. Develop and implement an annual 360 evaluation tool using “hunger-index measurements/models” that delivers a minimum one percent efficiency improvement each year.
3. Explore and consider operational systems that begin to eliminate paper as the primary source of information and data.
4. Create an annual “best-practices” review system using sources such as Feeding America, Alabama Food Network and other business models that streamlines food collection and distribution process.

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ROLL OUT PROCESS

Draft plan reviewed/edited by Senior Leadership/Board Chair	28 April 2021
Retreat/Planning session documents shared with all participants	29 April 2021
Final review by Senior Staff/Funding Plan complete	19 May 2021
Draft plan sent Board for review and comment	24 May 2021
Staff completes action steps as per plan	1 June 2021
Draft plan shared with selected community leaders	June 2021
Final senior staff and executive committee review	21 June 2021
Board approval of planning document and action steps	July 2021
Plan shared with Feed America leadership for review and comment	August 2021