1. Responsibilities

Mission:
Obtain nutritious food and support from public and private sources and efficiently distribute these resources to the hungry in Western New York through our member agencies.

Vision:
Respectfully provide food, training, education and hunger advocacy for our member agencies and their clients.

Strategic Planning is an organization’s process defining its directions for the next few years. My main responsibilities as a strategic plan intern is the following:
- Distribute of SWOT survey and subsequent data collection;
- Conduct staff SWOTs;
- Analyze and summarize common themes from the survey and conversations for building agenda and discussion items;
- Conduct conference calls with the Committee members;
- Accumulate and assimilate all results, final goals, timing, and responsibility summary;
- Participate in event planning;
- Perform administrative functions at the event (e.g., coordinating needs with facility, ensuring presence of supplies/equipment needed, etc);

2. SWOT Analysis

Strengths:
- Positive community image and excellent reputation in WNY
- Committed board, strong internal leadership and dedicated management and staff
- Loyal volunteer base
- Strong (and developing) donor network and endowment program
- Solid fiscal position and efficient use of funds

Weaknesses:
- Lack of space, condition of facility; inefficient storage and location; restricts growth and distribution
- Heavy reliance on “Check Out Hunger” program, state/federal funding and events for revenue growth
- Inability to efficiently and accurately track cultivate donor base
- Risk of losing strong leadership and no succession planning

Opportunities:
- Identify eligibility for and solicit grants and other funding sources
- Expansion of Direct Mail and donor cultivation/acquisition programs
- Program and focus on a few major events that drive revenue growth
- Expand relationships with local farmers and retail partners to procure more food (e.g. gleaning)

Threats:
- Short or long term cuts in funding at the state or federal level
- Increased cost of food and demand continues to exceed food supply
- Continued slow growth in economy and increased need for FB services
- Loss or retirement of key staff, attrition of board members without adequate replacement

3. Internal Meeting

I coordinated and conducted meetings with several departments (Financial Group, Distribution Team, Agencies Services, Resource Development, Warehouse, and Operation Team) to get internal information about what our organization is doing well, and what should be improve. Finally I analyzed the common theme and results are contributed to develop organization goals.

4. Goal Setting

1. To complete a facilities requirement plan to meet the Food Bank’s long term needs
2. To develop a comprehensive sourcing plan, both food and revenue
3. To create a three-year I.T. plan to meet the needs of the organization
4. To develop a succession and mentoring plan for staff and Board of Directors
5. To create a consistent Food Bank of WNY branding and awareness program (both internal and external)
6. To develop a plan for expanding distribution through new and existing channels
7. To expand the nutrition education program
8. To increase the Board of Directors role and participation in Food Bank committees, activities and events

5. Board Retreat

Quote “Today is more about ‘what’ as it is about ‘how’

Board members and important staff members are brought together on February 25th, 2015 to discuss how to accomplish the goals.
1) Introduction/Last Strategic Plan
2) S.W.O.T. Review
3) Goals Review
4) Goal Development Guidelines
5) Breakout Groups
6) Group Presentations
7) Summary

6. Implementation

After Board of Director Retreat, each breakout groups need to submit team’s summary of steps and responsibilities for your respective goals. Below are examples for goal number 6 summary.

Goal #6 To develop a plan for expanding distribution through new and existing channels

<table>
<thead>
<tr>
<th>STEPS</th>
<th>RESPONSIBILITY</th>
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<tbody>
<tr>
<td>Move to Direct Delivery in Niagara County within 18 months</td>
<td>Executive Committee/Agency Services and Distribution Committee</td>
</tr>
<tr>
<td>Move to Direct Delivery in Cattaraugus County within 24 to 36 months</td>
<td>Executive Committee/Agency Services and Distribution Committee</td>
</tr>
<tr>
<td>School Based Pantries (Primary, Secondary and College) within 18 to 24 months. Should also consider fire halls (emergency) and senior centers</td>
<td>Agency Services (or Sub Committee of AS) - additional resources maybe needed</td>
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<tr>
<td>Expansion of Food Express deliveries and consideration of mobile Food Pantries within 12 months</td>
<td>Additional resources maybe needed</td>
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