

NORTH COUNTRY FOOD BANK, INC.
STRATEGIC PLAN 2022-2024



MISSION:

ENDING HUNGER ACROSS COMMUNITIES THROUGH LEADERSHIP AND COLLABORATION

VALUES:

- People experiencing hunger are at the center of everything we do.
- We create an inclusive culture that welcomes and respects the diversity of people we serve, employees and volunteers and honors the fundamental value and dignity of all individuals.
- We build and foster a culture of continuous improvement.
- We work in partnership with local communities and our peers to improve nutrition and promote food security.

CORE STRATEGIES

1.0

Expand programs to deliver more nutritious food throughout our service area.

2.0

Invest in organizational growth and greater sustainability.

3.0

Invest in community education and engagement.

4.0

Grow, enhance and engage the Board of Directors.

North Country Food Bank 2022-2024 Strategic Plan

Goals, Strategies, Tactics & Action Items	Responsible Party	Timeline
GOAL 1: Expand programs to deliver more nutritious food throughout our service area		
Strategy 1.1 Establish a Mobile Pantry Program to increase the number and geography of mobile pantries at regular stops plus add-ons	ED	12/31/2022
Tactic 1: Establish revenue streams to fund mobile food distributions	ED, Development & Grant Writer	7/1/2022
Tactic 2: Develop community and agency partnerships	Program & Agency Teams	12/31/2022
Strategy 1.2 Expand and adequately staff the following programs to increase access to foods:		12/31/2023
Tactic 1: Backpack Program	Agency Relations, Operations & Programs	Ongoing
Tactic 2: Wellness & Food Rx Program	Agency Relations, Operations & Programs	
1. Establish Pilot Program		7/1/2022
Tactic 3: School Pantry/Mobile Market Program	Agency Relations, Operations & Programs	
1. Expand the number of School Pantries		7/1/2023
2. Establish a Pilot Mobile Market Program		7/1/2023
Tactic 4: Retail Rescue Program	Development & Operations	
1. Re-establish and cultivate relationships with all existing retail donors		12/31/2022
2. Identify & pursue new retail donors		Ongoing
3. Develop a regular communication & contact plan for retail donors		12/31/2022
Strategy 1.3 Increase healthy, dietary specific and culturally inclusive food choices for agency partners.	Operations & Agency Relations Teams	12/31/2023
Strategy 1.4 Enhance partner agency support to increase the efficiency of food distribution, including:		
Tactic 1: Establish and implement a service insights program for agency partners	Agency Relations	12/31/2023
Tactic 2: Establish & implement Agency Express real-time shopping	Operations & Agency Relations	12/31/2024
Tactic 3: Launch hub & spoke community deliveries	ED, Operations & Agency Relations	12/31/2023
1. Develop traditional & nontraditional partners in underserved communities		
2. Establish hub & spoke pilot programs		
2. Launch order-in-advance options for underserved communities		
Tactic 4: Increase communication with pantries and partner agencies	Agency Relations & Operations	Ongoing
Tactic 5: Provide strategic support and agency capacity for struggling agencies	Agency Relations	Ongoing
Tactic 6: Host a conference of partner agencies to share information and to network with peers	ED, Operations, Agency Relations	Annually
Tactic 7: Publish a target food distribution list as a guide for agency partners – (i.e. how much food for a family of 2, 3, 4, 6, etc.)	Agency Relations	7/1/2023
Strategy 1.5 Develop & enhance relationships with food supply sources to		
Tactic 1: Increase acquisition of produce, healthy/dietary-specific foods, and other foods to encourage	Operations	Ongoing
Tactic 2: Diversify food options available at the food bank	Operations	Ongoing

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Goals, Strategies, Tactics & Action Items	Responsible Party	Timeline
GOAL 2: Invest in organizational growth and greater sustainability		
Strategy 2.1 Increase Staff to include:		
Tactic 1: Adequate staffing for program expansion, including	ED	12/31/2023
1. Mobile pantry program		
2. Retail Rescue/Food Sourcing		
3. Agency Relations		
4. Wellness Programming		
5. School/Mobile Market Programming		
6. Hub & Spoke Pilots		
Tactic 2: Adequate administrative and support staff	ED	12/31/2023
1. Additional Development/Fundraising Staff		
2. Dedicated Marketing/Communications Staff		
3. Technology Staff		
4. Utilize more volunteers		
Strategy 2.2 Increase Staff compensation and benefits		
Tactic 1: Increase Staff pay to competitive wage levels	ED	12/31/2022
Tactic 2: Offer competitive benefits, including health insurance, retirement match	ED	12/31/2022
Strategy 2.3 Create a Leadership Succession Plan for the CEO and top Staff	ED & Board	7/1/2024
Tactic 1: Create Succession Planning Task Force	ED & Board	5/1/2023
Strategy 2.4 Increase and diversify annual funding to provide greater organizational stability and sustainability through:		
Tactic 1: Reliable and renewable funding streams and grants	ED, Development & Grant Writer	Ongoing
Tactic 2: A strengthened relationship with Feeding America	ED	Ongoing
Tactic 3: Seek annual renewal of City/County funding – consider operations funding/specific project funding	ED, Development	Annually
Strategy 2.5 Secure sufficient funding to execute the vision and hire adequate staffing levels	ED, Board & Development	Ongoing

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GOAL 3: Invest in community education and engagement		
Strategy 3.1 Increase community awareness and education of hunger issues		
Tactic 1: Provide local pantries/food shelves with resources to educate the community about hunger	Agency Relations	Annually
Tactic 2: Invest in regional TV, radio, billboard, and social media marketing	ED	7/1/2024
Tactic 3: Educate the community on the root causes of hunger to help reduce the stigma for those using food agencies	ED & Development	Ongoing
1. Develop a community outreach plan for each county served		3/1/2023
2. Conduct town hall meetings		Annually
Tactic 4: Educate other professionals working in the human services industry about food bank resources	ED & Development	Ongoing
Strategy 3.2 Increase community awareness and education of North Country Food Bank		
Tactic 1: Provide agency partners with resources to educate the community	Agency Relations	12/31/2022
Tactic 2: Provide educational opportunities and resources for the community to learn about the food bank/pantry partnership model; including partners that are also funders (United Way, Churches, etc.)	ED, Agency Relations & Development	Ongoing
Tactic 3: Communicate community engagement opportunities for individuals and groups at the food bank	Programs	Ongoing
Tactic 4: Develop and distribute collateral to raise awareness of the food bank (i.e. window stickers, pamphlets, brochures, handouts, etc.)	ED, Agency Relations, Programs & Development	12/31/2022
Strategy 3.3 Equip Board Members to serve as advocates and leverage their relationships to benefit the Food Bank	ED	Ongoing
Tactic 1: Establish a formal new board member orientation process	ED	7/1/2022
Tactic 2: Develop a board member toolkit	ED	7/1/2022
Tactic 3: Establish annual board member goals	ED & Board	Annually
Strategy 3.4 Increase advocacy initiatives by working collaboratively with the Minnesota Food Bank Cluster to elevate hunger issues with key stakeholders and elected officials	ED	Ongoing

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Goals, Strategies, Tactics & Action Items	Responsible Party	Timeline
GOAL 4: Grow, Enhance & Engage the North Country Food Bank Board of Directors		
Strategy 4.1 Expand the Board; considering geography, diversity, connections, and skills	ED & Board	Ongoing
Tactic 1: Complete a Board Matrix Assessment to identify gaps to recruit	ED & Board	10/1/2022
Tactic 2: Recruit 2-4 new Board Members	ED & Board	12/31/2022
Strategy 4.2 Enhance the Board by:		
Tactic 1: Hosting an annual Board Retreat & Training	ED & Board	Annually
Tactic 2: Provide ongoing training at every Board Meeting	ED	Ongoing
Tactic 3: Hosting social activities that ensure that Board Members know each other	ED	Ongoing
Strategy 4.3 Engage the Board by:		
Tactic 1: Conducting more frequent board and/or committee meetings	ED & Board	Bi-monthly
Tactic 2: Increase communication to the Board	ED	Ongoing
Tactic 3: Increase the Board's involvement in fundraising	ED & Board	3/1/2023
Tactic 4: Provide greater accountability of Board Member's service to the Food Bank through:	ED & Board	Annually
1. Conducting a review and updating Board Governing documents, including:		
A. Board Member Job Description		
B. Board Roles & Responsibilities		
2. Creation of a Board Accountability Resources		
A. Annual Board Member Engagement Checklist/Form		
B. Board Scorecard		