

# **ARLINGTON FOOD ASSISTANCE CENTER STRATEGIC PLAN 2010-2012**

## **MISSION**

We are a community-based non-profit that provides supplemental groceries to our Arlington neighbors in need.

## **VISION**

We are the community leader in providing and promoting dignified access to nutritious food for all Arlingtonians in need.

## **GOALS & OBJECTIVES**

### **Goal 1. Improve effective governance of organization.**

- 1.1 Conduct technical review and present recommendations to board.
- 1.2 Conduct at least two training experiences for board.
- 1.3 Develop staff compensation and evaluation policy and process.
- 1.4 Review and update policies and procedures.
- 1.5 Evaluate space configuration and make recommendations to board.
- 1.6 Seek innovative and best practices in key areas of governance and operations among industry or analogous non-profit organizations.
- 1.7 Update strategic plan annually.
- 1.8 Evaluate board composition in terms of skills, diversity, etc.

### **Goal 2. Ensure reliable stream of resources to meet current and future goals.**

- 2.1 Ensure at least net of \$60,000 from 2010 annual marquee event and increase net by 10% annually thereafter.
- 2.2 Develop comprehensive multi-year fundraising and donor recognition plan to enhance capacity with individual, corporate and foundation sources.
- 2.3 Pay off mortgage and repay endowment.
- 2.4 Develop standard for board "give or get".

### **Goal 3. Enhance ability to reach key audiences with relevant messages.**

- 3.1 Develop comprehensive approach to reaching high priority audiences.
- 3.2 Institutionalize speakers' bureau.
- 3.3 Develop "elevator speech", training and appropriate materials.

**Goal 4: Expand and solidify community relationships.**

- 4.1 Develop relationship management plan.
- 4.2 Explore opportunities for collaboration to obtain bulk, fresh and nutritious food.

**Goal 5: Improve client services and experiences.**

- 5.1 Design and conduct client surveys of menus and client experiences.
- 5.2 Analyze survey from nutrition and cost points of view and begin implementing changes.
- 5.3 Identify key performance indicators and key components, conduct study of revamping distribution process, and make recommendations to board.
- 5.4 Improve accuracy and responsiveness of client eligibility verification.
- 5.5 Explore and identify client nutrition education opportunities.