



HARVESTERS STRATEGIC PLAN FY 2023- FY 2025

VISION

Our vision is a healthy, thriving community where no one is hungry.

MISSION

Harvesters mobilizes the power of our community to create equitable access to nutritious food and address the root causes and impact of hunger.

Approved by Board of Directors May 9, 2022

Consultants/Facilitators:



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Executive Summary

This plan encompasses the following high-level aspirational key intentions for Harvesters' path forward

- Refining our mission and vision statements, to more explicitly express Harvesters' focus and distinction in addressing food insecurity
- Explicitly clarifying of our Values
- Defining an "aspirational" path, with explicit strategies, that will further advance our mission
- Guiding how Harvesters will advance nutrition, in both food acquired and distributed, while ensuring food is desirable and culturally appropriate
- Intentionally identifying paths for addressing root causes and impact of hunger
- Articulating how Harvesters will be an even more effective organization in 2025 than it is today, after this strategic plan is implemented
- Ensuring the integrity and quality of an *agile strategic oversight process*, a new policy and procedure codifies a process for ongoing plan progress tracking, reporting, and adjustments

Aspirational Elements of FY 2023 – FY 2025 Strategic Plan

- Former Mission language “work to end hunger...” was always there, but we were not as intentional/explicit enough in our plans to help our stakeholders understand what we were doing in this arena. Through this planning process, we have not only become more explicit in articulating what we are doing, but even more importantly, we have raised the bar on what we plan to do. This is reflected in a number of our plan elements.
- This is also reflected more intentionally and explicitly in our revised Mission Statement.
- We have also articulated Values for the organization. These values are integrated throughout the entire plan both explicitly and implicitly. Furthermore, our Values serve as the foundation and driver of our organizational culture. They influence how we behave, how we operate and how we work with all of our stakeholders.

There are three key components of Harvesters' newly articulated mission:

1. Harvesters mobilizes the power of our community to
2. create equitable access to nutritious food and
3. address the root causes and impact of hunger.

Strategic Imperatives

The following five Strategic Imperatives serve as the pillars of this strategic plan.

- **Strategic Imperative 1: Nourish:** Acquire and distribute a diverse mix of nutritious food and household products that are distributed through accessible, efficient, and safe distribution methods.
Nutrition receives significant focus in this plan. Harvesters will work to increase awareness of and access to healthier food options in the food it distributes and the programs it supports. This will include focus on quality product, culturally appropriate food, and real time demographic data from neighbors to better inform programs.
- **Strategic Imperative 2: Break Down Barriers/Develop Pathways:** Work to break down barriers and develop pathways to food security through intentional collaborations, partnerships, and advocacy.
This imperative encompasses the second portion of the mission “...address the root causes and impact of hunger”, focusing on health, economic mobility and lived experience.
- **Strategic Imperative 3: Engage the Community:** Educate, engage, and influence stakeholders to take positive action to advance our mission.

This advances Harvesters' community relations and advocacy in alignment with the mission focus around root causes and impact of hunger.

- **Strategic Imperative 4. Inspire a Culture of Excellence:** Create and maintain a culture of excellence by supporting and inspiring highly qualified and diverse employees and board, reflective of the communities we serve.

This imperative elevates Harvesters' organizational culture and people to acknowledge the tremendously important role staff and board play in sustaining and increasing Harvesters' impact in the community.

- **Strategic Imperative #5: Sustain Operational Excellence:** Drive organizational excellence in all areas of business and stakeholder operations to further the mission, sustainability, and overall success of the organization.

This imperative focuses on financial stability, organizational health, and infrastructure investment.

A significant Environmental Assessment and Strengths-Weaknesses-Opportunities-Threats (SWOT) Analysis effort was conducted at the beginning of this plan to gather relevant data as well as stakeholder input that was critical to informing the direction of this plan. A summary of these assessment efforts can be found in "Exhibit: Environmental Assessment / SWOT Summary" at the end of this document.

A few comments on the structure of the plan content itself: Driven by Harvesters' refreshed Vision, Mission and Values, the plan content is structured under five "Strategic Imperatives". Each Strategic Imperative has three to five Goals under it, which are the highest-level aspirations to achieve the Imperative. Additionally, there are several Strategies noted under each Goal which give insights into ways to achieve the Goals. These Goals are intended to be set by the Board, whereas, Strategies are more fluid, and will be adjusted as appropriate, and implemented by Staff. The method for measuring and indicating progress on the plan has been refined. Each Goal has its respective Key Performance Indicators (KPIs). Additionally, select KPIs have been identified for each Imperative that will be included on the Board Dashboard (noted in bold font in the Plan Details below). Furthermore, actual metrics for each indicator will be included on the Dashboard and updated annually as appropriate.

Valerie Nicholson-Watson

Harvesters President and CEO

Glossary of Terms

403b Plan Audit: A 403b plan is a retirement savings plan similar to a 401K plan. Under federal law, 403b plans must undergo an annual audit if the number of people exceeds a certain threshold. The plan sponsor (the employer) is responsible for engaging a certified accountant to perform an audit.

AIB Audit: AIB International, formerly the American Institute for Baking, was founded in 1919 to “put science to work for bakers.” Since then, AIB has grown into one of the world's foremost training and auditing organizations on food safety, setting AIB standards for quality and safety. An audit is a systemic evaluation of a facility and documentation to determine if programs and related activities achieve defined standards. This is a requirement for all Feeding America food banks.

Community Exchange: The utilization of a variety of methods to amplify the voices of those with lived experience in order to gain deeper insight into community need.

Desirability Index: A product acquired measurement established by Harvesters. Acquisition of nutritious, desirable product is the key driver of Harvesters’ ability to distribute food and household supplies to its network. The product desirability index measures acquired product in terms of desirable food and non- food product requested by agencies such as personal care items and household paper goods. This index will be retired in the new strategic plan and we will create a new nutrition index to evaluate our product offerings.

Distribution Methods: All of the ways Harvesters provides food to and through its agency partner network.

Economic Mobility Partner Engagement Index: An index developed to measure engagement work fostering different types of partnerships with community stakeholders that go beyond emergency food assistance and explore ways to reduce food insecurity and promote client stability.

Enterprise Risk Management (ERM): A strategy to identify and prepare for hazards with an organization’s finances, operations, and objectives.

Equity, Diversity and Inclusion (EDI) Plan: A roadmap to ensure an intentional approach to identifying and achieving institution-wide equity, diversity, and inclusion priorities and goals.

(FA) Audit: Now called the Member Engagement Assessment. Biannual collaborative review of member food bank conducted by Feeding America. This Engagement Assessment reviews food bank performance to Feeding America standards and allows for collaboration and discussion. Feeding America establishes standards for all food banks within the network. The purpose is to establish and maintain creditable, safe and effective food distribution. The standards define mandatory operating procedures and practices to ensure food safety, financial and inventory accountability and administrative cohesion within the network.

Food+: This is the name we have chosen to call our work around our health care collaborations, economic mobility collaboration, and non-traditional partners. The idea being that we bring “food” to the work and the partner brings the “+” (health care, job training, education, etc.). The goal being to reduce barriers to food security.

Health Care Partner Engagement Index: Measures the activity, efforts and impact of collaborations in health care where the annual health partnership index measure how Harvesters is maintaining, growing, and deepening health-focused partnerships.

Independent Audit: This term refers to an independent financial audit, performed by a Certified Public Accountant (CPA). The CPA obtains reasonable (defined as high but not absolute) assurance about whether the organization’s

financial statements are free from material misstatement. The CPA issues an opinion letter to this effect. An independent, reliable, and ethically sound audit gives an organization credibility and allows stakeholders to trust the integrity and accuracy of the organization's financial statements.

Leadership and Management Principles (LaMP): A behavioral-based leadership tool designed to create an organizational culture that reflects Harvesters' values and creates an atmosphere that fosters employee engagement and optimized contribution.

Lived Experience: Personal knowledge about the world gained through direct, first-hand involvement in everyday events rather than through representations constructed by other people.

(MPIN): Meals per person in need. A Feeding America contractual compliance metric. County Level MPIN is calculated on the distribution of pounds to the county. All network members are required to meet minimum distribution requirements by county through the MPIN measurement. County-level compliance ensures that people in need from throughout each member's service area have equitable access to charitable food distributions. The MPIN calculation and format may look slightly different in the new Feeding America network contract. That contract will take effect prior to the end of our existing strategic plan.

OrderAhead: This is a Feeding America food bank software initiative that allows neighbors in need to place an order online to pick-up at an agency. Currently, in pilot stage.

Organizational Health Index: The index includes those key business and compliance items that are "red flag indicators". These are items where negative results could compromise Harvesters' ability to operate successfully. Included are: annual audit results, AIB compliance, Feeding America compliance, organization down time, government audit results and findings from regulatory bodies.

Partner Network: Collectively, Harvesters and all the agencies, partners, and programs we work with in the service area.

Positive Community Perception Index (PCPI): The Positive Community Perception index measures community response to messages and methods utilized to educate, engage and influence stakeholders to take positive action to reduce hunger and food insecurity. The index does not intend to measure everything Harvesters does in the community. The components selected to be measured are determined to best capture responses to the broadest calls to action.

Public Policy Mobilization Index (PPMI): The Public Policy Mobilization Index measures the number of people and lawmakers educated about hunger, its causes and legislative actions taken.

Regrettable Turnover: Regrettable turnover is defined as staff members meeting or exceeding expectations choosing to take their talents elsewhere.

Redistribution Organization (RDO): A 501© (3) organization with which a food bank has entered into an agreement for the purpose of the logistical transfer of product and in which the organization will perform one or more, but not all, of the primary food bank functions within a designated geographic area.

Regulatory Compliance Index: Will be the updated version of the Organizational Health index as defined above.

Service Insights: This is an initiative to collect key neighbor demographic and household data that can be reviewed and evaluated to get a better sense of those individuals we are serving within the network. It allows for more real-time data insights and counts for unduplicated service numbers. The objective is to use this data to allow for agility in program and service development and design.

Strengths-Weaknesses-Opportunities-Threats (SWOT) Analysis: a structured planning method that evaluates those four elements of an organization, project or business venture. A SWOT analysis is a simple, but powerful, framework for leveraging the organization's strengths, improving weaknesses, minimizing threats, and taking the greatest possible advantage of opportunities.

Supplemental Nutrition Assistance Program (SNAP): A federal program (formerly known as food stamps) that provides benefits to supplement the food budget of eligible low-income individuals and families so they can purchase healthy food and move towards self-sufficiency. SNAP provides benefits via an Electronic Benefits Transfer card. This card can be used like a debit card to purchase eligible food in authorized retail food stores. SNAP is the largest federal nutrition assistance program.

Web Order: Harvesters' menu of available food is online and available 24/7 for partner agencies to order.

Vision/Mission/Values/Strategic Imperatives

VISION

Our vision is a healthy, thriving community where no one is hungry.

MISSION

Harvesters mobilizes the power of our community to create equitable access to nutritious food and address the root causes and impact of hunger.

VALUES

We believe access to nutritious food is a human right and all people deserve to be treated with respect and dignity. **We value your rights.**

We believe people facing food insecurity understand their needs better than anyone. **We value your voice.**

We believe it is our duty to create a safe, inclusive environment where diverse staff and volunteers feel trusted, valued, and engaged. **We value your individuality.**

We believe community partners are vital to our mission and vision and need to be invested in and heard. **We value your impact.**

We believe donors entrust us to be ethical stewards with unwavering integrity. **We value your support.**

We believe hunger can be eradicated when our community recognizes and collectively addresses its root causes. **We value your action.**

STRATEGIC IMPERATIVES

1. **Nourish:** Acquire and distribute a diverse mix of nutritious food and household products that are distributed through accessible, efficient, and safe distribution methods.
2. **Break Down Barriers/Develop Pathways:** Work to break down barriers and develop pathways to food security through intentional collaborations, partnerships, and advocacy.
3. **Engage the Community:** Educate, engage, and influence stakeholders to take positive action to advance our mission.
4. **Inspire a Culture of Excellence:** Create and maintain a culture of excellence by supporting and inspiring highly qualified and diverse employees and board, reflective of the communities we serve.
5. **Sustain Operational Excellence:** Drive organizational excellence in all areas of business and stakeholder operations to further the mission, sustainability, and overall success of the organization.

Plan Details: Strategic Imperatives/Goals/KPIs/Strategies

Strategic Imperatives/Goals/KPIs/Strategies

Strategic Imperative	
1. Nourish: Acquire and distribute a diverse mix of nutritious food and household products that are distributed through accessible, efficient, and safe distribution methods.	
<p><i>Goal</i></p> <p>1.1 Meals: Provide meals to meet the needs of individuals who are food insecure.</p> <p><i>Strategies</i></p> <p>1.1.1 Align food acquired and meals provided with the need in the community and availability of food and monetary resources.</p> <ul style="list-style-type: none"> Evaluate and set annually the number of pounds of food that will be acquired. Evaluate and set annually the number of meals that will be distributed. <p>1.1.2 Leverage and maximize existing distribution methods like Regional Distribution Organizations (RDOs), Government Programs, Web Order, and other programmatic distribution models.</p> <p>1.1.3 Evaluate and set annually the number of Supplemental Nutrition Assistance Program (SNAP) meals provided.</p>	<p><i>Key Performance Indicators</i></p> <ul style="list-style-type: none"> ➤ Number of meals provided <ul style="list-style-type: none"> ✓ Pounds of food distributed annually ✓ Regional Distribution Organization (RDO) pounds of food distributed annually ✓ Supplemental Nutrition Assistance Program (SNAP) applications submitted annually
<p><i>Goal</i></p> <p>1.2 Nutrition/Quality Product: Evolve our food sourcing and distribution to best support our neighbors in need by providing quality, nutritious and culturally appropriate food.</p> <p><i>Strategies</i></p> <p>1.2.1 Educate product donors on need for healthier and nutritious food.</p> <p>1.2.2 Evaluate and identify new tools for measuring nutrition, quality and desirability and phase out the existing desirability index.</p> <p>1.2.3 Identify and commit needed resources to create and implement a nutrition policy.</p> <p>1.2.4 Learn and identify the ongoing need for culturally appropriate food within our network and integrate into existing or new distribution programs.</p>	<p><i>Key Performance Indicators</i></p> <ul style="list-style-type: none"> ➤ Nutrition policy developed and implemented ➤ Number of product donors educated ➤ Once established, utilize new nutrition index to measure nutrition of food acquired – per nutrition policy ➤ Focus group formed to capture neighbor input on culturally appropriate food needs ➤ Desirability index – 85% percent of food acquired will fall within the Very Desirable and Most Desirable categories (until replaced by new nutrition index)
<p><i>Goal</i></p> <p>1.3 Partner Network: Invest in our partners to maximize collective impact to meet community needs, by providing food, resources, tools, and training for equitable, accessible, and high-quality services, and increased capacity.</p> <p><i>Strategies</i></p> <p>1.3.1 Invest in existing partner agencies by providing training, resources, and other tools to help them better meet the needs of our neighbors.</p>	<p><i>Key Performance Indicators</i></p> <ul style="list-style-type: none"> ➤ (MPIN) – Exceed Feeding America’s goal for MPIN by County (Note: Feeding America’s MPIN may be changed) ➤ Increase agencies implementing positive program changes like client choice, healthy choices, and nutrition education annually ➤ Measure number of network partners engaged in Healthy Program Partnerships each year (target set annually)

<p>1.3.2 Equip network partners to implement program changes, encourage healthy choices, and increase capacity through tools, support and education provided within the Healthy Program Partnership initiative</p> <p>1.3.3 Develop plan to reduce meal gap by county level.</p>	
<p><i>Goal</i></p> <p>1.4 Needs Assessment and Improvement Implementation: In partnership with our network, collect and analyze neighbors served real-time data to drive relevant service changes that meet evolving needs.</p> <p><i>Strategies</i></p> <p>1.4.1 Develop and manage implementation plan for rollout of Service Insights software throughout service area.</p> <p>1.4.2 Get to know and serve our neighbors better by analyzing data/trends and developing future program strategies.</p>	<p><i>Key Performance Indicators</i></p> <ul style="list-style-type: none"> ➤ Service insights implementation plan developed in year 1 and implemented in subsequent years
<p><i>Goal</i></p> <p>1.5 Distribution Model: Research, evaluate, and implement viable new distribution models to best serve our community members.</p> <p><i>Strategies</i></p> <p>1.5.1 Evaluate new distribution models (direct distribution, home delivery and other new emerging models) to create more equitable access to food and implement viable solutions.</p> <p>1.5.2 Evaluate and expand OrderAhead or other platforms to empower our neighbors through new models.</p>	<p><i>Key Performance Indicators</i></p> <ul style="list-style-type: none"> ➤ Develop meaningful KPIs to reflect the impact and efficacy of implementation and impact of new distribution models

Strategic Imperative

2. Break Down Barriers/Develop Pathways: Work to break down barriers and develop pathways to food security through intentional collaborations, partnerships, and advocacy.

<p><i>Goal</i></p> <p>2.1. Health Care Partnerships: Advance Harvesters' work as a leader, convener, and collaborator on hunger and healthy communities through our collaborations with the health care sector to remove barriers, increase access and increase awareness of resources for the neighbors we serve.</p> <p><i>Strategies</i></p> <p>2.1.1 Continue and expand programmatic partnerships that reduce barriers to food security in health care settings.</p> <p>2.1.2 Leverage skills, expertise, and programs of existing Network Partners for activity that supports neighbors' overall awareness and access to resources that support one's health.</p> <p>2.1.3 Lead and convene workshops, webinars, or co-learning sessions related to the intersection of hunger and health. Actively invite input and expertise from other leaders in health care field.</p> <p>2.1.4 Facilitate community resource connections with health care partners.</p> <p>2.1.5 Actively participate in relevant coalitions that address social drivers of health, ending hunger themes, and removing barriers to food security and stability.</p>	<p><i>Key Performance Indicators</i></p> <ul style="list-style-type: none">➤ Health Care Partner Engagement Index<ul style="list-style-type: none">✓ Number of partnerships by field✓ Depth of partnerships (weighted: exploring, started, maintained, expanded)✓ Number of coalitions and attendance➤ Number of workshop or webinar sessions hosted by Harvesters➤ Number of community referrals/resource connections➤ Develop and administer partner survey for Network partners, including Food+ partners (qualitative: satisfaction and effectiveness)
<p><i>Goal</i></p> <p>2.2 Amplify Lived Experience Voice: Elevate and champion the voice of those with the lived experience of food insecurity to gain deeper insight into our community needs and create partnerships.</p> <p><i>Strategies</i></p> <p>2.2.1 Create Community Exchange, utilizing a variety of methods (such as focus groups, surveys, listening sessions, or Harvesters Hub) to gather and amplify neighbor and community voice to break down barriers that impede stability and food security. (Topics to include culturally relevant and versatile foods, product preferences, person-focused program models, root cause topics).</p> <ul style="list-style-type: none">• Engage and equip Network Partners to gather and share stories, perspectives, and insight that will influence programmatic improvements and understanding.• Empower and equip Neighbors to share stories, perspectives, and insight that will influence programmatic improvements and understanding.	<p><i>Key Performance Indicators</i></p> <ul style="list-style-type: none">➤ Develop and implement Community Exchange framework, including timeline, stakeholders, group expectations, and outline of topics.<ul style="list-style-type: none">✓ Developed: Y/N✓ Implemented: Y/N✓ Number of sessions and attendance/participation➤ Develop Communications strategy to support story collection/utilization and best practices in elevating neighbor and community voice.<ul style="list-style-type: none">✓ Developed: Y/N➤ Agency Attribute tracking: Number of agencies doing lived experience feedback work
<p><i>Goal</i></p> <p>2.3 Economic Mobility: Advance Harvesters work as a convener, collaborator, and partner on reducing broader barriers to economic mobility for those who are food insecure.</p>	<p><i>Key Performance Indicators</i></p> <ul style="list-style-type: none">➤ Economic Mobility Partner Engagement Index<ul style="list-style-type: none">✓ Number of partnerships by field✓ Depth of partnerships (weighted: exploring, started, maintained, expanded)✓ Number of coalitions and attendance

<p><i>Strategies</i></p> <p>2.3.1 Continue and expand programmatic partnerships that reduce barriers to food security with non-traditional partners (with Network and directly: could include job training, education, housing, transportation, other public benefits, or others).</p> <p>2.3.2 Leverage skills, expertise, and programs of existing Network Partners for activity that supports neighbors' economic mobility.</p> <p>2.3.3 Actively pursue meaningful partnerships and invite input and expertise from leaders in related fields that develop pathways to food security (examples may include job training/skills building, education, housing, transportation, other public benefits, or others).</p> <p>2.3.4 Facilitate community resource connections with non-traditional partners.</p> <p>2.3.5 Actively participate in relevant coalitions that address ending hunger themes and removing barriers to food security and stability.</p>	<ul style="list-style-type: none"> ✓ Number of workshop or webinar sessions hosted by Harvesters ➤ Number of community referrals/resource connections ➤ Develop and administer partner survey for Network partners, including Food+ partners (qualitative: satisfaction and effectiveness of partnership)
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Strategic Imperative

3. Engage the Community: Educate, engage, and influence stakeholders to take positive action to advance our mission.

<p><i>Goal</i></p> <p>3.1 Raise Awareness: Raise awareness of food insecurity, including the social drivers, scope and impact, as well as the role of Harvesters and our partners in addressing it.</p> <p><i>Strategies</i></p> <p>3.1.1 Employ current and emerging technologies and communication vehicles to engage the public in the issue of hunger and its root causes and inform about opportunities to learn more and give food, time and money.</p>	<p><i>Key Performance Indicators</i></p> <ul style="list-style-type: none">➤ Use Positive Community Perception Index (PCPI) to measure community response to Harvesters' requests to give food, time and money
<p><i>Goal</i></p> <p>3.2 Deepen Ties: Deepen ties with Harvesters' community members and partners and inspire them to take action to improve food security.</p> <p><i>Strategies</i></p> <p>3.2.1 Provide engaging and convenient opportunities to give food, time and money.</p> <p>3.2.2 Collaborate with community members and partners to meet their goals in a way that also advances Harvesters' mission.</p> <p>3.2.3 Take action to grow involvement of existing supporters.</p>	<p><i>Key Performance Indicators</i></p> <ul style="list-style-type: none">➤ Use PCPI Index to measure community response to Harvesters' requests to give food, time and money
<p><i>Goal</i></p> <p>3.3 Give Voice: Engage and mobilize partners to give voice to the scope and impact of food insecurity and join us in advocating for policies and government programs that improve food security.</p> <p><i>Strategies</i></p> <p>3.3.1 Strengthen education of Harvesters' advocacy efforts and increase advocacy impact by increasing community and partner network participation in our advocacy efforts.</p>	<p><i>Key Performance Indicators</i></p> <ul style="list-style-type: none">➤ Use Public Policy Mobilization Index (PPMI) to measure community members educated and Harvesters' advocacy activities➤ Develop in year one of plan a metric to measure engagement from Harvesters' agency partner network in advocacy for policies and government programs that improve food security; set targets for years 2 and 3

Strategic Imperative

4. Inspire a Culture of Excellence: Create and maintain a culture of excellence by supporting and inspiring highly qualified and diverse employees and board, reflective of the communities we serve.

<p><i>Goal</i></p> <p>4.1 Employees: Recruit, develop and retain a diverse, engaged, informed, skilled and high performing work force that is aligned with our values.</p> <p><i>Strategies</i></p> <p>4.1.1 Create and maintain recruitment strategies that support the needs of the organization.</p> <p>4.1.2 Invest in employee and leadership development, including training, development and succession planning.</p> <p>4.1.3 Implement our equity, diversity and inclusion plan so all employees are valued and supported.</p> <p>4.1.4 Strengthen Harvesters' competitive, progressive, and comprehensive program for compensation, benefits, recognition, employee and family holistic care, and work life balance.</p> <p>4.1.5 Enhance an organizational culture that embraces organizational values and Leadership and Management Principles (LaMP) that facilitates a professional, psychologically safe, and enjoyable work environment.</p> <p>4.1.6 Promote internal communications that build a shared internal culture reflective of our organizational values to advance Harvesters' mission.</p>	<p><i>Key Performance Indicators</i></p> <ul style="list-style-type: none">➤ Finalize and implement the Equity, Diversity and Inclusion (EDI) Plan related to staff and workforce➤ Create a leadership, development, and succession plan for the organization➤ Benefits and salary compensation study that helps Harvesters work towards meeting or exceeding the market➤ Regrettable turnover compared to target➤ Majority of employees report they would recommend Harvesters as a great place to work
<p><i>Goal</i></p> <p>4.2 Board: Recruit, develop and retain mission-driven, engaged and diverse board members who broadly represent the community we serve, who commit to providing the highest level of effective and efficient governance.</p> <p><i>Strategies</i></p> <p>4.2.1 Systems: Ensure people, systems, and processes are in place to support board sustainability and growth through recruitment, EDI, community and organizational engagement and connectedness.</p> <p>4.2.2 Effectiveness: Enhance board effectiveness (succession planning, leadership development, best practices, and effective/engaging onboarding.)</p> <p>4.2.3 Governance Leadership /Presence/Connect: Provide opportunities and support for board members to meet related KPIs.</p>	<p><i>Key Performance Indicators</i></p> <p>The following metrics collectively comprise the Board Commitment Index:</p> <ul style="list-style-type: none">➤ All board members attend and fully participate in at least 75% of all board meetings➤ All board members serve on a committee/task group as assigned➤ All board members attend and fully participate in at least 75% of all assigned committee meetings as scheduled➤ All board members make personal financial contribution and commitment annually➤ Board members provide leadership to Harvesters, as requested for special activities➤ All board members attend at least 2 key Harvesters events annually➤ Board members invite others to connect to Harvesters' mission through identified activities➤ Board members volunteer for at least one 2-hour shift per year to help sort food or another related activity

Strategic Imperative

5. Sustain Operational Excellence: Drive organizational excellence in all areas of business and stakeholder operations to further the mission, sustainability, and overall success of the organization.

<p><i>Goal</i> 5.1 Financial Stability: Ensure our fiscal sustainability through diversified revenue streams and sound financial management to accomplish our mission.</p> <p><i>Strategies</i> 5.1.1 Solicit and secure financial contributions to meet the strategic goals of the organization. 5.1.2 Cultivate diversified, charitable support to provide long-term sustainability in the form of financial support. 5.1.3 Ensure revenues are aligned with expenses, that working capital is sufficient, and the regular contributions are made to operating reserves. 5.1.4 Ensure the investment portfolio and investment policy meet the organization's needs and align with our values. 5.1.5 Maintain strong financial oversight by the Board of Directors.</p>	<p><i>Key Performance Indicators</i></p> <ul style="list-style-type: none"> ➤ Revenues to budget ➤ Surplus/deficit to budget ➤ Months' expenses in reserve
<p><i>Goal</i> 5.2 Operational Health: Sustain Harvesters' culture as a highly sound, transparent, and compliant organization.</p> <p><i>Strategies</i> 5.2.1 Promote an internal culture of integrity, transparency, and expertise on regulatory and compliance matters. 5.2.2 Review and update enterprise risk assessment, with a focus on risk management and mitigations for crucial areas. 5.2.3 Review and update disaster preparedness plan.</p>	<p><i>Key Performance Indicators</i></p> <ul style="list-style-type: none"> ➤ Regulatory Compliance Index (Requires an update to the current Organizational Health Index) <ul style="list-style-type: none"> ✓ AIB Audit, FA Audit, Independent Audit, 403b Plan Audit ➤ Regulatory Audits initiated by the regulatory entity do not result in material findings (e.g., DOT, FDA, USDA, OSHA, IRS) ➤ Enterprise Risk Management (ERM) plan updated, and mitigations/management presented to board for crucial areas, Yes/No ➤ Conducted a review of disaster preparedness plan and held tabletop trainings, Yes/No
<p><i>Goal</i> 5.3 Infrastructure: Ensure Harvesters' supporting infrastructure - people, equipment, systems - are aligned with strategic goals to support current and future needs.</p> <p><i>Strategies</i> 5.3.1 Physical infrastructure: Facilities and equipment meet current needs and emerging opportunities and efficiencies. 5.3.2 Technological infrastructure: IT systems and tools align with emerging trends and security risks. IT strategies support achieving organizational goals and business continuity. 5.3.3 Organizational infrastructure: Supporting functions in the organization, such as finance, human resources, quality assurance are resourced to provide optimal support to meet the needs of the organization.</p>	<p><i>Key Performance Indicators</i></p> <ul style="list-style-type: none"> ➤ IT Risk Assessment Ongoing; needs are identified, prioritized and strategic investments made ➤ IT Business Continuity Planning and Testing is conducted and findings are addressed ➤ Regular Monthly Meetings for Life Safety, Security and Food Safety held to identify issues and take appropriate steps for improvement ➤ 3-5 year rolling projections of facilities and equipment; needs are identified, prioritized and strategic investments made ➤ 3 year rolling projections of support functions; needs are identified, prioritized and strategic investments made

<p>5.3.4 Safety and security infrastructure: Systems and practices support a safe environment.</p>	
<p><i>Goal</i></p> <p>5.4 Topeka Operations: Develop and implement a project plan for the successful replacement of our Quincy Avenue operations that will accommodate future growth and support Harvesters’ strategic goals.</p> <p><i>Strategies</i></p> <p>5.4.1 Identify and implement a facilities solution that supports the organization’s needs into the future.</p> <p>5.4.2 Create operating plans to ensure Harvesters delivers on its mission throughout this transition.</p> <p>5.4.3 Secure funding for the project, through financing, government support, private contributions, or a mix thereof.</p>	<p><i>Key Performance Indicators</i></p> <ul style="list-style-type: none"> ➤ Facilities solution is identified and implemented ➤ Develop and implement a funding plan to support the facilities solution

Plan Oversight Policy & Procedure

Harvesters Strategic Plan Oversight: Implementation Progress Assessment, Reporting and Plan Changes Policy and Procedure

Policy

It is the intention of Harvesters to maximize the use of the Strategic Plan as our “road map” and ensure an agile strategy management approach in a highly changing environment. We will do this by maintaining an ongoing process of plan assessment, reporting and updating, thus ensuring our focus and efforts are targeted to meeting our mission, relevant needs and fiduciary responsibilities.

Procedure

1. Plan Oversight and Assessment of Progress/Achievement:

- a. Create a dashboard which includes annual numeric targets that correlate with Goals and respective KPIs in the Strategic Plan.
- b. Update year-to-date metrics as appropriate and report to the Board at scheduled meetings.

2. Agile Strategic Management - Strategic Plan Changes:

During the course of ongoing operations, as well as during the bi-monthly assessment process, and/or annual review, various needs for plan changes may be identified. Harvesters’ Board and staff leadership want to ensure there is a process in place to adapt to significant changes in the external and/or internal environments and update the plan accordingly to remain relevant, position for success, and ensure a continuous mission-driven approach. The following describes the authority and process for making changes to the approved Strategic Plan:

- a. Strategies – Staff make recommendations to the CEO for changes and CEO can approve such changes.
- b. Goals/KPI’s – Recommendations on changes on Goals/KPI’s may come from CEO or Board Committee to the Board for approval of such changes.

**Executive Summary Report
Harvesters Environmental Assessment
Overarching Themes and Strategic Planning Implications from Stakeholder Input
August 24, 2021**

Report Contents:

- Environmental Assessment Process
- Overarching Themes/Planning Implications
 - 1) Sustaining and Optimizing Feeding People Today
 - 2) Stepping Up to End Hunger Tomorrow
 - 3) Foundational/Supporting Efforts

Environmental Assessment Process

As part of Harvesters' strategic planning process, iBossWell, Inc. ("IBW" – Harvesters' strategic planning consultants) utilized several methodologies as part of an Environmental Assessment to seek feedback from various stakeholders within seven (7) key constituency groups:

Interviews: Sixty (60) stakeholder interviews were conducted with Board, Staff, Executive Leadership, Senior Leadership, Partner Agency Advisory Council members, food and fund donors

Surveys: Three (3) surveys were executed with Harvesters' staff, school and agency partners, totally 730 respondents.

Focus Groups: Two (2) focus groups were held with Harvesters' Ambassador volunteers and staff representatives on the Striving for Excellence team.

Feedback from stakeholder interviews helped inform survey design and focus group topics. IBW consultants prepared summary reports for each methodology/stakeholder group that contained an overview of the information gathering process and participants, an overview of key takeaways to be considered during the strategic planning process and details of stakeholder feedback. These reports were shared with staff leadership and board.

Environmental Scan and Strengths/Weaknesses/Opportunities/Threats (SWOT) – Senior Leadership Team

Harvesters' Officers and Directors also conducted additional research via an Environmental Scan and SWOT analyses covering 10 areas of secondary data/information: Food Acquisitions, Advocacy/Public Policy Communications, Community Engagement, Community Impact, Finance, Fund Development, Human Resources, Information Technology / Quality Assurance / Inventory Control, Operations Kansas City / Topeka

Overarching Themes/Planning Implications

The following reflects an overview of the overarching themes and key strategic planning implications the consultants gleaned from the Environmental Assessment and gathered from input from the seven (7) groups of stakeholders. These themes were considered when formulating the strategic plan.

Two key strategic "mission-driven" areas: focus on key/direct planning implications

One "supporting" area: focuses on foundational support needed to meet mission-driven initiatives.

Mission Driven Themes

1. Sustaining and Optimizing Feeding People Today (in efficient, effective, healthy, respectful ways)

- a. Defining sustainability and optimization
- b. Evaluating and strengthening the business model of food acquisition, distribution and program services
- c. Facilities
- d. Data collection, platforms, financial and technical support needed
- e. Technology
- f. Agency network relationships and models viewed from the organization and network perspectives around alignment mission, priorities, community roles, capacity, program growth and expansion
- g. School network relationships and models

2. Stepping Up to End Hunger Tomorrow

Moving the needle – together; a belief and support for a leadership/convenor role for Harvesters in this area

- a. Commit to identifying the underlying issues of hunger and how to address them
- b. Listen to individual communities about their specific needs
- c. Recognize the significant role social determinants of health play in food insecurity and how they impact Harvesters' target audiences
- d. Partner Agency Network and how it aligns with this part of Harvesters' mission
- g. Advocacy, policy development and influence in EDI; stronger voice on social issues impacting food insecurity
- h. Broader community partnerships to address employment, education, health, transportation, housing, etc.
- i. Applying relevant COVID lessons
- j. Measurements how and what

Support Theme

Foundational/Supporting Areas

- a. Resource Development: private support trends, funder expectations on collective impact opportunities for collaborations
- b. Messaging/PR/Reputation
 - i. Opportunities to increase overall external communications, clarify *within the broader community* what Harvesters means by the mission and vision statements, enhance calls to action, expand meaningful and compelling stories of those in need and Harvesters/network role.
 - ii. Leadership and convenor opportunities to clarify, strengthen and increase 'ending hunger tomorrow' advocacy around, how hunger is tied to overall health, eating healthy, educating children, income inequality, extent of need
 - iii. Agency Network/Partnerships: Leverage the work with front line agencies (who distribute food) to advance advocacy efforts
 - iv. Leverage the work of volunteer Ambassadors
 - v. Provide tools and compelling messages to break down stereotypes
 - vi. Continue to leverage visibility/brand/awareness as a strength
- c. Staff
 - i. Staff development
 - ii. Succession planning

iii. Organizational culture

1. Facilitate and improve internal communications among departments and from leadership to ensure all voices are heard
2. Leverage staff capacity, knowledge and experience in addition to formal education in evaluations and job opportunities
3. Increase cross-training, accountability and overall communication
4. Provide opportunities to learn more about different locations/counties of our service area and agencies
5. Maintain and strengthen accepted understanding of culture and respectful behaviors across the organization
6. Intentionally and strongly demonstrate Harvesters' commitment to EDI; encourage and embrace organizational diversity
7. Develop recognition programs and communications to be shared with all staff that highlight individual staff members' contributions, acknowledge organizational team contributions and external recognitions received by Harvesters
8. Recruitment/retention – sustain current strengths while leveraging opportunities for improvement and innovation
9. Continue to engage/increase ways for volunteer involvement in programs

d. Maintain a high-impact Board

e. Applying relevant COVID lessons