



3-YEAR STRATEGIC PLAN 2023 - 2025

Having successfully achieved our 5-year Strategic Plan (from 2018 - 2022) the organization has identified the following priorities to focus on for 3 years (from 2023 - 2025).

1. CONTINUE TO BE FISCALLY RESPONSIBLE TOWARDS THE MISSION OF THE ORGANIZATION

- Maintain an operating reserve fund of approx. \$250,000.
- Establish a Board Reserve Fund Investment Policy, outlining when/how to have the fund directly support the annual budget.

2. CONTINUE TO INVEST IN OUR VOLUNTEERS, WHO ARE TRULY THE "HEART" OF THE ORGANIZATION.

- Host a series of free Food Certification trainings with lunch provided for our volunteers. Strongly encourage attendance by all volunteers who work at the church, as well as any others who want to attend.
- Host a training on providing emotional support to our clients, in particular for our drivers. Again, include lunch. One possibility is to approach Adventures in Caring (who does this very well) and have someone through their program provide the training.
- Host an annual (or bi-annual) "idea/feedback" session with our volunteers to gain their insight and suggestions.
- Design "perks" or social activities as a way to continue to thank our volunteers. Ideas include:
 - Host a cooking class with a well-known local chef for our volunteers.
 - Bring back Wednesday lunches, possibly once per month rather than every week.
 - Plan a "field trip" for our volunteers, i.e., trip to LA to tour a special restaurant, etc.

3. ENSURE WE ARE MEETING THE NEEDS OF OUR CLIENTS AND EXPANDING OUR SERVICES WHERE NEEDED.

- Conduct an annual survey with our clients, to find out what they feel about the food we provide and if there are any other services we can offer them.
- Pursue options regarding expanding the numbers we serve, ensuring everyone with “need” is served.
- Pursue possibility of adding bags with just salad, soup, deli salad (no entrée or casserole since our facility cannot expand those areas) to facilitate adding more deliveries each week.
- Pursue the possibility of adding Carpinteria as a delivery route, with a separate Client/Driver coordinator for that community.

4. CONTINUE TO INVEST IN OUR INFRASTRUCTURE

- Coordinate an annual “audit” of our kitchen needs late in each year, secure pricing, and include that amount in the budget for the following year, so we are continually investing in what we need to effectively accomplish our mission.
- Budget and secure outside technical support for all of our equipment, i.e., refrigerator, oven, knife sharpening, etc. to ensure our equipment is well maintained.

5. MAINTAIN EFFECTIVE DONOR AND COMMUNITY RELATIONS AND COMMUNICATION

- Plan an annual activity (akin to a fundraiser) that our donors can participate in. Ideas include a winery visit and luncheon, a donor reception at a private home, a fundraising event that is well promoted in the community and “shines a light” on the organization, etc.