



# Communities that Never Go Hungry

**Strategic Direction**  
2019 to 2029



# Our Mission and Values

Our mission is to eliminate hunger and its root causes... because no one should be hungry.

At Oregon Food Bank, we believe that food and health are basic human rights for all.

We know that hunger is not just an individual experience; it is also a community-wide symptom of barriers to employment, education, housing and health care.

That's why we work systemically in our mission to end hunger in Oregon: we build community connections to help people access nutritious food today and we build community power to eliminate the root causes of hunger for good.





## We Believe

- No one should be hungry
- Together, we can solve hunger
- Hunger starves the human spirit
- Communities thrive when people are nourished
- Everyone deserves healthy, fresh food
- Food solves hunger today and community solves hunger tomorrow
- In the abundance of resources
- People seek food assistance when they need it and give back when they can
- Our success grows from a work culture based on leadership, teamwork and accountability at all levels

## In All Things We

- Care deeply about people experiencing hunger — and hold them at the center of all we do
- Cultivate curiosity and hope
- Strive for excellence, not perfection
- Practice trust and transparency
- Are dedicated to equity
- Listen to understand, seek innovation, and collaborate in community
- Bring a light heart to serious work



# Our Vision for the Future

## Our 10-Year Vision: Communities that Never Go Hungry

We envision resilient communities throughout Oregon and Southwest Washington that never go hungry.

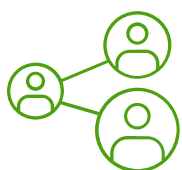
Hunger is not just an empty stomach or an individual experience. Hunger is a community-wide symptom of exclusion, of not having enough — enough nutritious food, enough income, enough power or enough represented voice. Hunger is a symptom of barriers to employment, education, housing and health care.

We all experience the effects of hunger in our communities. But together we can build communities that never go hungry. We can build communities where every voice matters. We can build communities that share responsibility for each other and the common good. Because, when we share prosperity, we all benefit.





To achieve this bold vision, Oregon Food Bank works to foster community connections to help people access nutritious food today; and we will expand community power to eliminate the root causes of hunger for good.



People who have experienced hunger are the experts on solutions to hunger. We will pursue **a new leadership** where those with lived experience are in key roles throughout our organization — as project planners, advocates, community organizers, food bank and agency staff and volunteers.



We will spread **a new, true story** of hunger. Hunger and poverty are not primarily the result of personal choices; they are deeply rooted in systems that deny opportunity and provide insufficient safety nets for common crises.



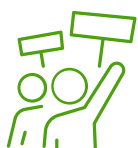
Nutritious, locally grown food is abundant in the Pacific Northwest. We will rally growers, manufacturers, retailers and more as partners in ensuring **a new bounty** flows throughout the food assistance system.



We will bring **a new local focus** that honors and centers local expertise. The best ideas for community prosperity are developed by and with local representative leadership and flourish when rooted in regional, statewide and national networks.



We will intertwine food assistance and medical systems in **a new health partnership** that recognizes nutrition as a key to lifelong health and well-being — and that health is critical to achieving equity in our communities.



More than a million people in Oregon and Southwest Washington experience hunger or volunteer at a food assistance program. Together, we will build a movement that is powerful beyond measure. We will channel that power into **a new wave** of action on public policies to create communities that never go hungry — and raise resources at a scale that changes the rules of the game.



# Our Commitment to Equity and Justice

**At Oregon Food Bank, we hold people experiencing hunger and food insecurity in Oregon and Southwest Washington at the center of our actions and decisions. We envision a community where each person can fully participate and prosper and have reliable and predictable access to food that is both nourishing and in keeping with their culture. This work is driven by strong community-centered partnerships, organizing, advocacy and food distribution.**

We know that the root causes of hunger are systemic injustices — including the intersectionalities of racism, classism, sexism and more — which create and perpetuate the conditions that sustain hunger and poverty. Understanding this, we commit to center those who most disproportionately experience hunger across our service area — Black, Indigenous and all People of Color, immigrants and refugees, trans and gender-nonconforming individuals, and single mothers and caregivers — in ways that honor and value each other and our lived experiences.

We resolve to be led by our communities — those with lived experience of systemic oppression and food insecurity — in a shared effort to eliminate hunger and its root causes. We will respond to racism and other inequities, both in our own work and in society-at-large. We will confront poverty and oppression through solutions that honor our shared humanity and respond to the diversity of community strengths and needs. And we will hold ourselves, our partners and our elected leaders accountable to the equity and racial justice priorities of our communities — and to the preservation of our interconnected health, dignity and well-being. Because no one should be hungry.

# Our Vision in Action

This is a bold vision — one that requires that we meet both the incredible needs spurred by COVID-19 and advance policy changes to address long-term systemic inequities that drive hunger and poverty.

As an organization that touches every corner of our state — and building on the power of food as a shared human experience that connects us all — Oregon Food Bank has a unique role in mobilizing action to support the long-term health and resilience of all communities.

So, over the next three years, we've committed to increase the self-determination and power of our communities to end hunger and its root causes by doing the following:

- Influencing decision-making at local, state and national levels
- Increasing food security in the short- and long-term
- Building values-based networks that increase economic, racial and gender justice
- Transforming our organization to reflect the society we're working toward

This critical work is already underway on a host of fronts, and we're excited to share just a few examples here.





## Influencing Decision-making at Local, State and National Levels

**Shortening distance between communities and the decisions that impact us**

If we hope to emerge stronger from this painful moment in history, we must shorten the distance between our communities and the decisions that impact us. This requires civic engagement and policy advocacy initiatives that are built on community-led decision-making structures — and that expand power among people that disproportionately face hunger and poverty.

To center and guide these efforts at Oregon Food Bank, we've established a Policy Leadership Council made up entirely of individuals from equity constituencies who bring vital lived experience and expertise to our work. The council will guide our efforts to develop community-centered solutions to hunger — from local food systems to economic development to public policy.

Among the council's first charges is the creation of an #EmergeStronger Systems Change Platform, which will establish a set of values, beliefs and policy priorities to guide our systemic approach to addressing hunger at its roots. From there, the council will help to develop inclusive structures and programs that build community leadership and decision-making power across Oregon Food Bank programs, partnerships and storytelling efforts.



## Increasing Food Security in the Short- and Long-Term

**Local food purchasing and grocery gift cards**

We've seen a dramatic increase in demand for food assistance in the wake of a global pandemic and local natural disasters — and the Oregon Food Bank Network has moved mountains to ensure nutritious food reaches hard-hit communities. Yet we know that many of the challenges brought to light by this crisis existed for many generations, and overcoming such significant barriers requires a systemic approach to addressing food insecurity.

That's why we've invested food-purchase dollars in initiatives that not only provide more locally sourced, culturally relevant food today, but also build more sustainable and equitable community food systems for the long term. We have secured millions in state and federal funding for food purchases, prioritizing local farms and grocers owned and led by our equity constituencies. And we've invested significantly in grocery gift cards and vouchers to immediately place food resources in the hands of affected families, while maximizing consumer choice and access to culturally-relevant food.

These efforts are just a few of the many ways we are improving access and equity across food bank programs.



## Building Values-Based Networks that Increase Economic, Racial and Gender Justice

**A safety net for all Oregonians**

As the pandemic, the economic downturn and the resulting skyrocketing rates of hunger continue to challenge the resilience of communities in Oregon, we believe it's essential to invest in organizations and programs with deep roots in our neighborhoods. Our success in ending hunger depends on strong partnerships with community- and culturally-specific organizations that are helping to create space for long-term systemic change



Among the partnerships underway to support community resiliency in the wake of COVID-19 is the Oregon Worker Relief Fund (OWRF). Launched as a collaboration among APANO, Causa, Innovation Law Lab, Latino Network, MRG Foundation and PCUN, this fund staves off hunger by providing financial support to thousands of essential workers impacted by the pandemic yet, due to immigration status, cannot access other forms of relief — including unemployment insurance and federal stimulus payments.

Oregon Food Bank amplified and directly bridged relationships between our donor communities and OWRF, while also providing significant seed funding and working with coalition allies to secure millions in additional investment from the state legislature — all to help immigrant families access food in local communities.



## Transforming Our Organization to Reflect the Society We're Working Toward

**An equity lens,  
beginning with  
recruitment**

We know we can't achieve our 10-year vision without the leadership of people who have experienced hunger and its root causes in our own lives. That's why we've designed and implemented a robust set of organizational policies and practices to center lived experience and expertise organization wide — a process that begins with recruitment.

We have revised both our interview processes and preferred qualifications to encompass the diversity of skills, experience and perspectives that are needed to foster resilient communities that never know hunger. Alongside traditional questions regarding professional background, we offer opportunities for potential teammates to share their connections to communities that disproportionately face hunger and poverty — and share their own personal stories as well. And we are direct in gauging alignment with our commitment to equity and racial justice.

Combined, these efforts send a clear message that lived experience is a valued asset at Oregon Food Bank — expertise that expands our capacity to advance effective, community-led solutions to hunger.



# Your Support is Needed to End Hunger

Our work to end hunger and its root causes wouldn't be possible without generous community support and the contributions of longtime government and food industry partners. There are a host of steps you can take right now to support our shared efforts to emerge stronger from this crisis and end hunger for good.





### **Spread the Word**

If you or someone you know is having trouble making ends meet, know that food remains available to all who need it. Find food pantries and meal sites near you at [oregonfoodfinder.org](http://oregonfoodfinder.org) or call (503) 505-7061.



### **Donate**

Help us keep nutritious food flowing to meet the evolving needs of communities facing hunger. Visit us online at [oregonfoodbank.org/donate](http://oregonfoodbank.org/donate) or call (503) 853-8727.



### **Volunteer**

We need all hands on deck as we adjust our food distribution efforts to meet complex and evolving public health needs. Sign up for a shift at [oregonfoodbank.org/volunteer](http://oregonfoodbank.org/volunteer) or email [volunteer@oregonfoodbank.org](mailto:volunteer@oregonfoodbank.org).



### **Take Action**

Make your voice heard on key anti-hunger policies and sign up to take action in your community. Details on the latest opportunities for action can be found at [oregonfoodbank.org/advocate](http://oregonfoodbank.org/advocate).

## About Oregon Food Bank

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