



Communities that Never Go Hungry

| **Strategic Direction**
2019 to 2029



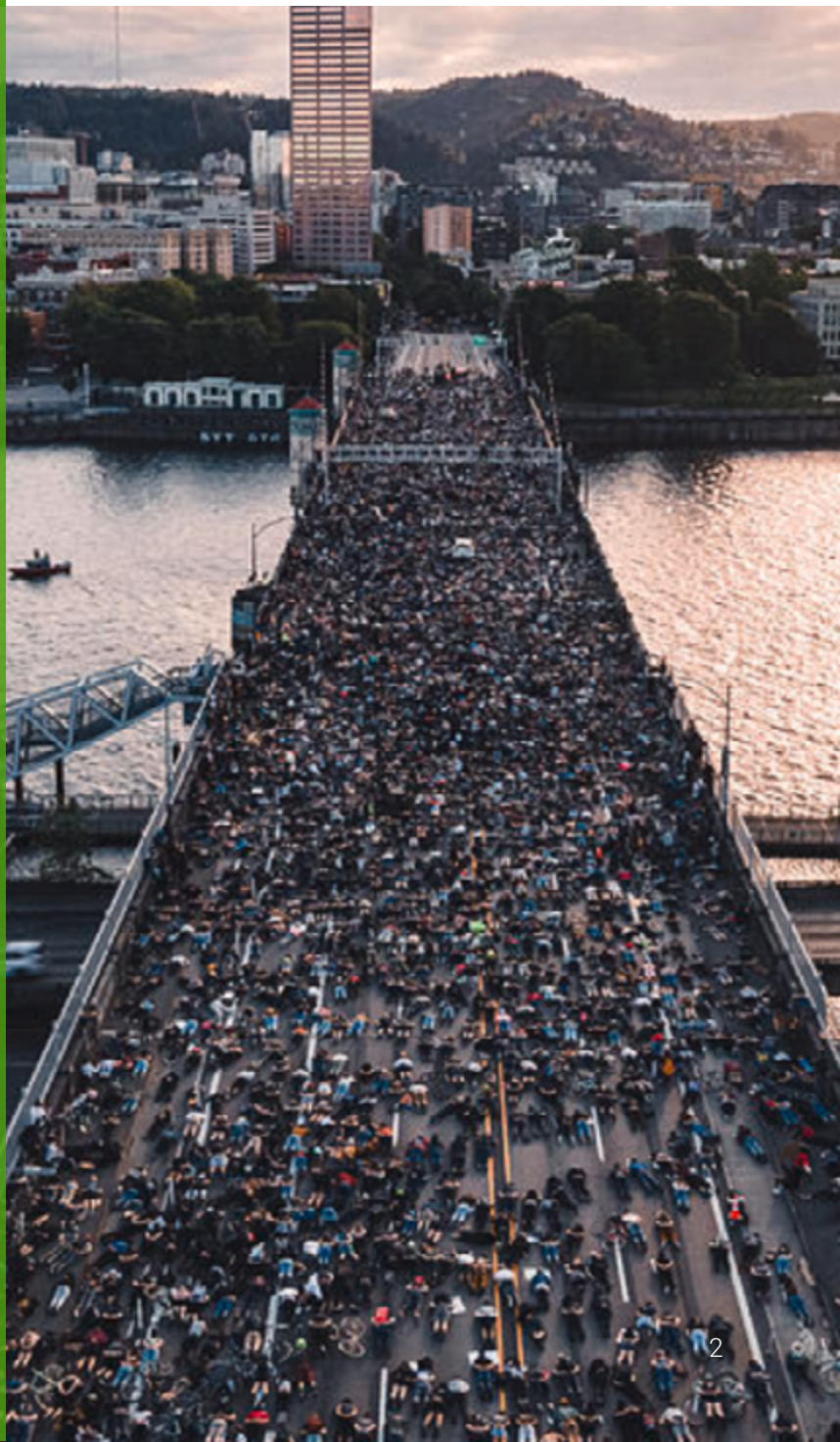
Our Mission and Values

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 foster 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 for good
- In the abundance of resources
- That 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 SW Washington that never go hungry.

Hunger is a symptom, with deeper root causes. Hunger is a community wide symptom of exclusion, of not having enough — not having enough nutritious food, enough income, enough power, enough represented voice. Hunger is a symptom of barriers to employment, education, housing and healthcare. Hunger is a symptom of our country's history of enacting systemic oppression through laws, policies and practices, such as racism, colonialism and sexism.

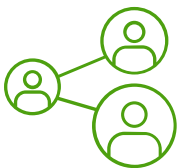
At Oregon Food Bank, we believe that all human beings are interconnected and interdependent. We believe that food is a basic human right. And we believe that food is necessary to address the symptom of hunger today...but food alone will not solve hunger. So we distribute food as a remedy for hunger today while also working to change the systems that perpetuate hunger to solve hunger for good.





We see a future where all people have the resources to rise and thrive. Where affordable housing, living wage jobs and healthcare are community standards. Where local economies flourish. Where systems are shaped by and work for all people. Where every voice matters. A future in which hunger does not happen.

To achieve this bold vision, Oregon Food Bank builds *community connections* so people can access appropriate food today, and we build *community power* to eliminate the root causes of hunger, for good. The critical elements to achieving this vision are:



Transformative Leadership. People who have experienced hunger are the experts on hunger. We promote the leadership of those who have experienced hunger and oppression. We commit to transforming who holds power in every aspect of our work.



Local Strength. We ground our work in local communities. The best ideas for community prosperity are developed by and with local representative leadership and flourish when rooted in regional, statewide and national networks.



Local Food. Locally grown food is abundant in the Pacific Northwest. We rally people within every aspect of the food production system to ensure that food flows to people impacted by hunger. We look to the expertise of local communities for solutions in land stewardship, food growing, food manufacturing and distribution.



A True Story. We commit to spreading the true story of hunger. We reject the narrative that hunger is primarily a result of personal choices. The truth is that hunger is a symptom of poverty and oppression. We lift stories and narratives that fundamentally shift our understanding of hunger and catalyze action to end hunger for good.



An Inclusive Movement. With gratitude for those who came before us and in deep collaboration, we are continuing to feed a movement to end hunger. More than a million people in Oregon and SW Washington engage with the Oregon Food Bank Network — accessing food assistance, donating support and leading their communities toward a better future. Together, we are powerful beyond measure. We channel that power into action on public policies to realize our vision of communities that never go hungry.



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.

We know that the root causes of hunger are systemic injustices — including racism, classism and sexism — 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 — 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 in a shared effort to eliminate hunger and its root causes. We will respond to racism and inequities, both in our own work and in society at large. And we will confront poverty and oppression through solutions that honor our shared humanity and respond to the diversity of community strengths and needs.

Our food assistance programs and public policy advocacy aim to build a society where everyone can thrive — where we infuse the power of diversity in our shared work to overcome injustice. Because no one should be hungry.

Our Vision in Action

Oregon Food Bank's bold vision requires that we meet the incredible needs spurred by the pandemic and address the policies and systems 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 — we have a unique role in mobilizing action to support the long-term health and resilience of all communities.

So, over the next four years, we've committed to:

- Ensure food access throughout the region
- Expand community leadership at all levels of decision-making
- Advance and expand the Food Justice movement
- Cultivate equitable food systems
- Spread the true story of hunger
- Strengthen organizational systems

This critical work is already underway on a host of fronts, and we're excited to share several of our key activities and metrics through for the coming years.





Ensure food access throughout the region.

We will continue to evolve our food assistance network to meet the dietary, cultural, health and linguistic needs of all who live in Oregon and Southwest Washington.

Activities and metrics include:

- Directly support people seeking food assistance through the Oregon Food Bank Network by:⁵
 - Centrally sourcing between 40 and 60 million pounds of food annually to sustain our regional food banks⁸ and partner agencies.⁷
 - Increasing the variety of fresh, versatile and culturally-relevant products by 25%, in response to the leadership of our equity constituencies.⁴
- Expand direct assistance to individuals and families through local economic channels — including Double Up Food Bucks², SNAP¹⁰, grocery gift cards, the Oregon Worker Relief Fund⁶ and similar programs.
- Integrate Double Up Food Bucks² into SNAP¹⁰ EBT³ cards and significantly increase program incentives from \$500,000 to \$2 million annually.
- Wage and win a 'Food for All Oregonians' campaign to pass policies and investments that ensure everyone can access SNAP¹⁰, regardless of immigration status.
- Complete facility and transportation upgrades throughout the Oregon Food Bank Network that prepare us for a new generation of food banking — one that is community centered, flexible and food safe.⁵



Expand community leadership at all levels of decision-making.

We will increase the presence and power of equity constituencies in every aspect of our work — from partnerships and policies, to staffing and governance.⁴

Activities and metrics include:

- Deepen partnerships with organizations led by our equity constituencies and increase the percentage of these partnerships within the food assistance network by 20%.⁴
- Support the continued leadership and effectiveness of the statewide Policy Leadership Council (PLC), which sets the Oregon Food Bank public policy agenda. This leadership body will continue to be composed of people with lived experience of hunger across rural, urban and suburban communities; and people from our equity constituencies.⁴
- Expand community leadership by:
 - Increasing equity constituencies' representation throughout departments and grades to a minimum of 50% of Oregon Food Bank staff.⁴
 - Elevating the strength and resilience of our equity constituencies in at least 50% of stories shared through core communications channels.⁴
 - Expanding Black, Indigenous and People of Color (BIPOC) representation within our donor community from 11% to 25%.¹



Advance and expand the Food Justice movement.

We will strengthen our partnerships and investments to support the leadership of Black, Indigenous and all People of Color who founded and sustain the Food Justice movement.

Activities and metrics include:

- Invest in a multi-organizational movement by elevating the leadership of organizational partners in Food Justice and broader anti-hunger work.
- Increase the percentage of donors who report they are introduced to our partners and allies from 52% to 70%.
- Increase our community's political power to advance policy change for Food Justice by:
 - Doubling the number of people in all counties who are actively engaged in policy campaigns.
 - Building a base of committed, core leaders that is 50%+ BIPOC.¹
 - Advancing an annual public policy agenda set by the Policy Leadership Council.
 - Demonstrating long term, values based collaborations with BIPOC¹ organizational allies.
 - Increasing the number of partner agencies taking policy action by 25%.⁷



Cultivate equitable food systems.

We will expand access to land and agricultural resources in ways that support the leadership of equity constituencies and honor food workers.

Activities and metrics include:

- Strengthen BIPOC farmers, grocers and other food-related businesses through food purchasing and capacity-building — supporting a minimum of 75 unique businesses from a baseline of \$350,000 to \$1.5 million annually.
- Dedicate resources towards land access by:
 - Assisting at least 15 farmers from our equity constituencies to access land.
 - Advocating for public policies that increase land access and/or expand markets for BIPOC farmers.
- Sponsor at least three BIPOC-led food systems organizations by:
 - Expanding administrative, programmatic and policy-based support to advance the leadership of BIPOC and immigrant / refugee leaders — as measured through programmatic growth and the number of coalitions and relationships fostered.



Spread the true story of hunger.

We will uplift stories and narratives that fundamentally shift common understanding of food insecurity, its root causes and the actions needed to end hunger for good.

Activities and metrics include:

- Share stories from and with our equity constituencies to craft narratives that fundamentally shift common understanding of hunger's root causes in our region — as measured through public opinion research.
- Increase donor understanding that hunger is not primarily a result of personal choices, specifically within immigrant and refugee communities, from 59% to 70%.
- Support at least 70 partners in our food assistance network on a shared equity journey that leads to engagement in culturally-responsive services and systems change work. This will be accomplished through:
 - Development and implementation of training and consulting services.
 - Direct assistance through communications templates, tools and resources.



Strengthen organizational systems.

We will continue to transform our information, fiscal and administrative systems to center equity, love and justice, ensure long-term sustainability, and advance our 10-year vision.

Activities and metrics include:

- Raise funds to achieve our vision by:
 - Reaching and sustaining \$22 million in annual operating funds (adjusting to inflation year over year) via individual, corporate, foundation, event and legacy giving.
 - Mobilizing \$50 million to \$100 million in additional resources for Rooted + Rising transformational priorities.⁹
- Build strong internal systems to support full engagement in the Food Justice movement by:
 - Deploying new financial management software.
 - Developing and implementing updated finance and human resource procedures.
 - Investing strategically in information management systems.

Glossary of Terms

BIPOC¹

Black, Indigenous and all People of Color — key leaders within our broader equity constituencies.

Double Up Food Bucks²

Double Up Food Bucks is a program that doubles the purchasing power of SNAP dollars when spent on produce at farmers markets or through CSAs and at rural independent grocery stores.

Electronic Benefit Transfer (EBT) Cards³

Cash food assistance benefits are loaded onto EBT cards which are then used like a debit card to purchase food at grocery stores, farmers markets or CSAs.

Equity Constituencies⁴

Oregonians and Southwest Washingtonians who disproportionately experience hunger, poverty and systemic oppression. We center our equity constituencies on the evidence-based belief that, if we can end hunger for our equity constituencies, we will end hunger for all people. Our equity constituencies are BIPOC communities; immigrants and refugees; transgender and gender non-conforming communities; and single moms and caregivers.

Oregon Food Bank Network⁵

The network of 21 regional food banks and 1,400+ food assistance sites that provides food assistance throughout Oregon and Southwest Washington.

Oregon Worker Relief Fund⁶

A fund established in response to COVID-19 that provides cash assistance to people whose citizenship status makes them ineligible for many public assistance programs.

Partner Agencies⁷

Local pantries, free food markets and meal sites that provide groceries, snacks or meals directly to people experiencing hunger.

Regional Food Bank⁸

A food bank that serves a 1 to 4 county area in Oregon or Southwest Washington — providing centrally- and locally-sourced food to local pantries, free food markets and meal sites.

Rooted + Rising⁹

Oregon Food Bank's multi-year fundraising campaign, aiming to raise \$80M by FY26.

Supplemental Nutrition Assistance Program (SNAP)¹⁰

Formerly known as "Food Stamps," SNAP is the nation's largest nutrition assistance program, providing federal dollars to people with lower incomes that can only be spent on food at approved grocery stores.

A photograph showing three people engaged in a community garden activity. One person in a black hat and vest stands in the background, while two others, one in a blue hoodie and one in a blue hijab, are kneeling in the foreground, planting small green seedlings into the soil. The setting is outdoors with trees and a fence in the background.

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 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 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 or email volunteer@oregonfoodbank.org.



Take Action

Advocate for key anti-hunger policies and and sign up to take action in your community. Details on the latest opportunities for action can be found at oregonfoodbank.org/advocate.

About Oregon Food Bank

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 foster community connections to help people access nutritious, affordable food today, and we build community power to eliminate the root causes of hunger for good.



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