



Communities that never go hungry

Strategic direction
2026 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 is a basic human right 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.

OUR VISION FOR THE FUTURE

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 moment, and address political and economic challenges as they come. Despite the uncertainty of the future, the challenges are clear.

Hunger is shaped by the choices we make:

- Federal decisions have weakened the social safety net, leaving more families to choose between food, housing and healthcare.
- Immigrant communities are being pushed out of stability and opportunity, increasing hunger for everyone.
- State and local budgets are stretched thin, reducing critical services even as wealth concentrates at the top.

We hear it from our communities and frontline partners, and we see it in the data: food insecurity is rising, and we must act with clarity.

Oregon Food Bank does not accept this future. We believe everyone deserves access to nourishing food and the stability to thrive.



Our interconnected strategic priorities

Over the next three years, we will dedicate our resources to three interconnected strategic priorities:

- Maximize equitable food access
- Organize people and partners to advance food justice
- Ensure organizational strength and resiliency.

This critical work is already underway on a host of fronts, and we're excited to share our plans for the coming years. Together, we are building a food-secure future for all.





Maximize equitable food access

We will maximize equitable access to nourishing food across Oregon and South West Washington, prioritizing communities most impacted by hunger.



MAXIMIZE EQUITABLE FOOD ACCESS

We will:

Develop and support a collaborative network of food distribution partners reaching every Oregon county and Clark County, Washington, serving communities most impacted by food insecurity.

Maximize OFB's statewide distribution capacity to respond to changing community needs and resources, leveraging our ability to centrally source and distribute culturally relevant staple foods by:

- Administering Federal food programs with integrity and excellence
- Sustaining and building lasting relationships with food donors, maximizing produce distribution, and diversifying food sourcing streams.
- Supporting our food distribution partners in maximizing local food and funding resources.
- Advocating for resources from the State of Oregon.

Execute strategic initiatives inside and beyond our network to measurably increase food access for hard-to-reach communities.



Organize people & partners to advance food justice

We will build a bigger “we” across communities and geographies, organizing people and partners to strengthen the political and narrative power needed to advance food justice through policy change.



ORGANIZE PEOPLE & PARTNERS TO ADVANCE FOOD JUSTICE

We will:

Organize people power. Amplify the leadership of people impacted by food insecurity and strengthen networks led by priority equity constituencies. Our people power will be reflected in our numbers, community leadership and the reach of the stories.

Change the narrative. We will amplify why people experience hunger using tested messaging to broaden support, mobilize action and advance our policy goals.

Act as a leading statewide voice on hunger and food justice by shaping narrative, elevating lived experience and grounding our work in credible data and trusted sources.

Leverage our relationships with Regional Food Banks, Partner Agencies and our financial supporters to advance food justice, cultivating advocacy champions and expanding participation through skill-building and supporter recruitment.

Bridge the rural-urban divide by strengthening rural leadership in statewide advocacy and replacing narratives of competition with stories of shared fate and interdependence. We will be truly statewide, with rural and small town leadership reflected across our organizing and advocacy strategies.



Ensure organizational strength and resiliency

We will invest in our people, processes, and systems to ensure the stability and capacity needed to deliver our mission in a high-risk environment.



ENSURE ORGANIZATIONAL STRENGTH AND RESILIENCY

We will:

Sustain success in resource mobilization and financial supporter engagement across giving levels, constituencies, and revenue streams.

Achieve long-term financial sustainability and mission efficacy through responsible asset management.

Strengthen financial systems to support data-informed decision making: accurate, useful, compliant and timely.

Maintain compliance with regulatory and contractual requirements: Financial audits, federal government reviews, food safety audits, Feeding America member reviews and other critical compliance engagement completed timely without significant findings or issues.

Set and implement a strategic vision for use and governance of IT across the organization that leads to efficiencies, enhanced user experience, and improved service delivery.

Harden OFB's cybersecurity: foster an organizational culture of cybersecurity and a systematic approach to lock down systems, networks, applications, and data to increase resilience against cyber threats.

Maintain fair pay, excellent benefits and an equitable, supportive work culture that prioritizes employee resiliency and organizational financial sustainability.

Improve internal access to information, collaboration, and training across departments and our networks through intentional internal communications and streamlining OFB's knowledge and data management systems.

GLOSSARY OF TERMS

BIPOC

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

Double Up Food Bucks

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) cards

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 constituencies

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 expansive communities; and single moms and caregivers.

Oregon Food Bank network

The network of 21 regional food banks and 1,200+ food assistance sites that provides food assistance throughout Oregon and Southwest Washington.

Oregon Worker Relief Fund

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 agencies

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

Regional food bank

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 + Rising

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

Supplemental Nutrition Assistance Program (SNAP)

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.

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.

Donate: Help us keep nutritious food flowing to meet the evolving needs of communities facing hunger. Visit us online at oregonfoodbank.org/donate.

Volunteer: Find opportunities to volunteer at our facilities, with community partners or even from your home. From distributing meals to contributing to an advocacy campaign, there are lots of ways to get involved. Sign up at oregonfoodbank.org/volunteer or email volunteer@oregonfoodbank.org.

Take Action: Advocate for 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.



About Oregon Food Bank

At Oregon Food Bank, we believe that food is a basic human right 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.



7900 NE 33rd Drive Portland, OR 97211

(503) 282-0555

contact@oregonfoodbank.org

oregonfoodbank.org

[@oregonfoodbank](https://www.instagram.com/oregonfoodbank)

