



Community Food Initiatives

STRATEGIC PLAN

Plan Name
2023-2025 Year One Plan

Section 1: Compass

Mission Statement

To foster communities where everyone has equitable access to healthy, local food.

Vision Statement

Updated:

A resilient and sustainable region where everyone is nourished by a just, inclusive, and thriving local food system.

Values

Updated:

- Culture & Community: We value building on our assets -- natural resources, diverse community knowledge, and an Appalachian heritage of cooperation, persistence, and creativity -- and supporting everyone to see their contribution in strengthening our community.
- Education & Empowerment: We believe that by sharing the knowledge to grow and prepare wholesome foods, people become empowered to feed their families, improve their health, and strengthen their community.
- Justice: We are rooted in the belief that equitable access to fresh and nutritious local food leads to a safe and clean environment, supports meaningful work with livable wages, and fulfills the needs and rights of all people.
- Collaboration: We believe in the strength of collaboration, mutually beneficial partnerships, and in doing better together.

Diversity, Equity, and Inclusion

At Community Food Initiatives we believe that celebrating and nurturing diversity is an essential part of any resilient system. Whether working with our community, our food system, or our natural environment, fostering these various systems requires intentionally preserving and promoting diversity as well as learning about how the current systems/circumstances came to be. As we learn about the past and present and think about how to journey into the future, we welcome all who wish to journey with us, and believe that a team with diverse experiences and backgrounds will help us journey better: will generate richer discussions, deepen our understanding and commitment to coexistence, and support nuanced thinking. We strive to be an inclusive workplace where everyone feels welcome and respected. We are an equal opportunity employer and actively encourage applications from those whose identities reflect the diversity of constituents we seek to serve, and whose identities are traditionally underrepresented.

Tagline

Grow and share the harvest.

Strategic Priorities

1. Sustainability -- approach growth intentionally and thoughtfully with a vision for where we're going, why, and how we'll be able to maintain once we get there.
2. Process -- focus on creating strong processes throughout the organization that support smart, healthy, growth.

CFI Roots - How Our Team Works Together

Safety & Care
Empowerment
Inclusivity
Communication
Connection
Celebration

Section 2: Actions

Focus Area I: Programs

Focus Area Vision:

Three-year Vision

Within three years we will have:

- Optimized and strengthened current programs rather than adding new initiatives.
- Cultivated a strong and diverse set of partners that we engage with to deepen, expand, support, and sustain program impacts.
- Developed an appropriate set of metrics to measure the success of our programs and partnerships.
- Have a strong and sustainable process to ensure all CFI programs are truly community-driven.

Goal A OPTIMIZATION AND SYNERGY: Work with staff to complete a program audit to identify and pilot opportunities for increased efficiency and cooperation between programs to deepen impact, support staff wellness, and improve sustainability.

Goal Champion:

Reggie Morrow

Goal Key Team Members:

CFI Education Coordinator,
Ivan Orquera, and Maribeth
Saleem-Tanner

Goal B OVERALL PROGRAM STRATEGY AND METRICS: Define and document CFI's programmatic strategy, core programs and key metrics for success.

Goal Champion:

Maribeth Saleem-
Tanner

Goal Key Team Members:

Molly Gassaway and Susie
Huser

Goal C VOLUNTEERS: Develop and implement a volunteer management system to improve the recruitment, training, utilization, and retention of volunteers.

Goal Champion:

Susie Huser

Goal Key Team Members:

CFI VISTA and Reggie
Morrow

Goal D COMMUNITY ENGAGEMENT: Develop and pilot a structure for ongoing community engagement within each program (surveys, advisory board, etc.) to share feedback on needs and guide priorities

Goal Champion:

Maribeth Saleem-
Tanner

Goal Key Team Members:

Sarah Stonerock, Reggie
Morrow, and Susie Huser

Focus Area II: Organizational Capacity

Focus Area Vision:

Three-year Vision

Within three years we will have:

- Documented and implemented a sustainable, comprehensive year-by-year staffing plan
- Developed onboarding and training procedures for staff and volunteers
- Deliberately addressed and incorporated our core values and approach to diversity, equity, and inclusion
- Improved our marketing and communication approach
- Developed and started to implement a plan for facilities, equipment, and vehicles to support program growth
- Implemented strong and effective processes for internal communication within and between staff, service members, volunteers, and board.

Goal A STAFFING PLANS: Establish and document clear and consistent expectations and procedures for all positions.

Goal Champion: Maribeth Saleem- Tanner	Goal Key Team Members: CFI VISTA, Ivan Orquera, Molly Gassaway, Reggie Morrow, and Susie Huser
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Goal B DEI: Consistently articulate and practice CFI values in program and organizational planning and implementation.

Goal Champion:
Susie Huser

Goal C MARKETING AND COMMUNICATIONS: Establish sustainable processes for more consistent and effective communication with CFI stakeholders.

Goal Champions: CFI VISTA and Susie Huser	Goal Key Team Members: Maribeth Saleem-Tanner and Sarah Stonerock
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Goal D INFRASTRUCTURE: Create a three-year plan and budget describing infrastructure needs in the context of program goals.

Goal Champion: Maribeth Saleem- Tanner	Goal Key Team Members: Ivan Orquera and Reggie Morrow
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Goal E INTERNAL COMMUNICATION: Develop process and schedule for ongoing board and staff (including service members) communication and collaboration

Goal Champion:
Maribeth Saleem-
Tanner

Focus Area III: Funding

Focus Area Vision:

Three-Year Vision

Within three years, we will have:

- Developed a sustainable strategy for fund development
- Created and implemented a flexible multi-year budgeting process
- Established and implemented a policy and process to establish a six-month operating reserve
- A budget that sustainably supports annual raises and benefits for all employees.

Goal A FINANCIAL SYSTEMS: Create and implement financial management policies and procedures that set CFI up for sustainable growth.

Goal Champion: Maribeth Saleem- Tanner	Goal Key Team Members: Molly Gassaway and Susie Huser
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Goal B BUDGETING: Develop and implement an annual budgeting process.

Goal Champion:
Maribeth Saleem-
Tanner

Goal C FUND DEVELOPMENT: Establish and implement a plan for sustainably increasing income by 5% per year over the next five years.

Goal Champion: Maribeth Saleem- Tanner	Goal Key Team Members: Molly Gassaway, Sarah Stonerock, and Susie Huser
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