

Strategic Plan

JULY 2022 – JUNE 2025

Introduction

Over two decades ago, this organization started with one administrator, one part-time driver, and a rented van. We have since evolved as the leading nonprofit agency in Hawai'i dedicated to food rescue and sustainability.

The dual purpose of our mission is truly what makes us unique. Not only are we helping to address food insecurity, but we are also intently focused on creating a more equitable, efficient, and sustainable food system where our precious food resources are maximized to feed the people, not our incinerator and landfill.

Through our pandemic response, we experienced tremendous growth and are now operating at double the capacity from just a few years ago. More recently, we reached a major milestone of 30 million pounds of food rescued after nearly 23 years in operation. Our future objective is to sustain and expand capacity while transitioning to an established food resilience hub facility. We would also love to help the Neighbor Islands with their food waste issues as well but have a long way to go.

This strategic plan is a product of our collective efforts over the past several months, a mix of in-person and virtual meetings, facilitated discussions, a joint board and staff retreat, and lots of self-reflection of who we are and where we want to be. We believe that we have crafted a solid strategy that will help us to improve the organization and allow us to scale operations to meet the growing needs of our community.

We look forward to achieving more in the coming years. Together.

Mahalo,

The Aloha Harvest Team

OVERVIEW

4 Mission, Vision, Values



5 STRATEGIC OBJECTIVE 1: **Enhance Access to Quality Food**

- A. Increase the quantity of food rescued.
- B. Improve the quality of food rescued.
- C. Build an integrated staging network.
- D. Increase equity in food distribution.



6 STRATEGIC OBJECTIVE 2: **Ensure Mission Sustainability**

- A. Establish and implement a fund development strategy.
- B. Optimize resources.



7 STRATEGIC OBJECTIVE 3: **Focus on Operational Excellence**

- A. Invest in our people.
- B. Be innovative and adaptable.
- C. Leverage data in decision making.
- D. Improve our documentation process.



8 STRATEGIC OBJECTIVE 4: **Inspire Action**

- A. Increase community awareness and engagement.
- B. Develop partnerships to strengthen capacity.
- C. Reduce the effects of food waste to the environment.



9 Mahalo Piha



Our Mission

To Rescue Quality Food to Nourish and
Strengthen Our Community

Our Vision

A Resilient and Sustainable Hawai'i,
Where Hunger and Food Waste No Longer Exist

Our Values

Respect and care for everyone

Integrity and accountability

Strength as a community

Excellence in what we do

In developing this strategic plan, we were intentional in reevaluating our mission, establishing an official vision, and adopting values to guide us forward as we evolve. We have experienced tremendous growth in the past several years and still have a long way to go in helping to build a resilient community and ensuring organizational sustainability. We also want to respect those we serve and understand that food insecurity can affect anyone regardless of socioeconomic status, as proven by the pandemic. To reflect these priorities, our new mission emphasizes nourishing and strengthening our entire community.



STRATEGIC OBJECTIVE 1

Enhance Access to Quality Food



A. Increase the quantity of food rescued.

The ongoing supply chain disruptions and increasing prices for housing, fuel, food, and other essentials are severely affecting the financial stability of many families.

- i. Develop a comprehensive outreach plan to increase food donor engagement.
- ii. Increase volume of food rescued by 5–10% annually.

B. Improve the quality of food rescued.

It is critical that we ensure the food we provide is safe to eat and nutritious. We are not just providing enough food; we must also contribute to improving people's overall health and well-being.

- i. Enhance policies for food safety and handling.
- ii. Implement food safety training and a certification program for staff, donors, and recipient agencies.
- iii. Improve process to identify, track, and report types of food rescued.
- iv. Focus on improved nutrition by distributing more local produce and offering healthier options.

C. Build an integrated staging network.

Our future objective is to transition to an established food resilience hub facility. In the interim, expanding our food storage capabilities is critical to sustaining our growth.

- i. Expand network of food storage facilities.
- ii. Establish checkpoints for quality assurance.

D. Increase equity in food distribution.

Nearly 60% of the food we distribute is in Metro Honolulu. It is important that we put more effort into working with agencies and families in need throughout all of O'ahu.

- i. Ensure more balanced distribution across all regions.
- ii. Increase service to new and under-resourced organizations.
- iii. Develop and implement an improved process to track and report demographic data of populations served.



STRATEGIC OBJECTIVE 2

Ensure Mission Sustainability



A. Establish and implement a fund development strategy.

Through our pandemic response, we experienced tremendous growth and are now operating at double the capacity from just a few years ago.

To maintain this momentum and continue to meet our community's growing need for food assistance, we must ensure that we have sufficient resources from diverse funding sources.

- i. Analyze current revenue sources and past fundraising efforts.
- ii. Clarify vision and develop goals aligned with development priorities.
- iii. Establish a calendar of fundraising activities and initiatives.

B. Optimize our resources.

We must be good stewards of the financial contributions from our donors. We need to maximize efficient use of our resources, especially with our most expensive items.

- i. Increase and develop volunteer workforce.
- ii. Develop strategy for outsourcing vs. direct-hire of staff.
- iii. Optimize routes and create a repair and maintenance plan for the fleet.
- iv. Evaluate current workspace and explore shared facilities/resources.
- v. Leverage technology and productivity tools to improve operations.



STRATEGIC OBJECTIVE 3

Focus on Operational Excellence



A. Invest in our people.

Our staff is the single biggest factor in our success. We should work to offer a competitive compensation/benefits package. Additionally, creating a positive workplace environment and providing personal and professional development opportunities will benefit the individual and the organization.

- i. Implement a performance evaluation procedure.
- ii. Create an incentive and retention plan.
- iii. Provide training and professional development opportunities.

B. Be innovative and adaptable.

Community needs will continually change and technology is always evolving. We must adjust to ensure growth and long-term viability.

- i. Establish an evaluation process for operations and programs.
- ii. Establish and implement a program development strategy.
- iii. Launch an On-call Food Rescue platform ('aiRescue).

C. Leverage data in decision making.

Accurate, timely, and relevant data is critical to improving operations and volunteer and donor relationships. Designing our procedures and programs based on data and research will build a strong foundation for the organization.

- i. Improve processes for identifying, tracking, and reporting KPIs (e.g. recovery ratio, food waste diverted, co2 emission reduction, net financial benefit)
- ii. Build out donors and grants management tool.

D. Improve our documentation process.

Clear, accessible, and repeatable policies and procedures contribute toward consistent and effective management practices.

- i. Update and maintain internal policies and procedures.
- ii. Adopt emergency preparedness and disaster response plan.



STRATEGIC OBJECTIVE 4

Inspire Action



A. Increase community awareness and engagement.

Our success in the past two decades is mostly due to our community of supporters, donors, and volunteers. A robust volunteer workforce will enable us to expand our reach, increase our operational capacity, and scale the impact of our mission in a sustainable way.

- i. Establish and implement a marketing strategy.
- ii. Create a community events calendar.

B. Develop partnerships to strengthen capacity.

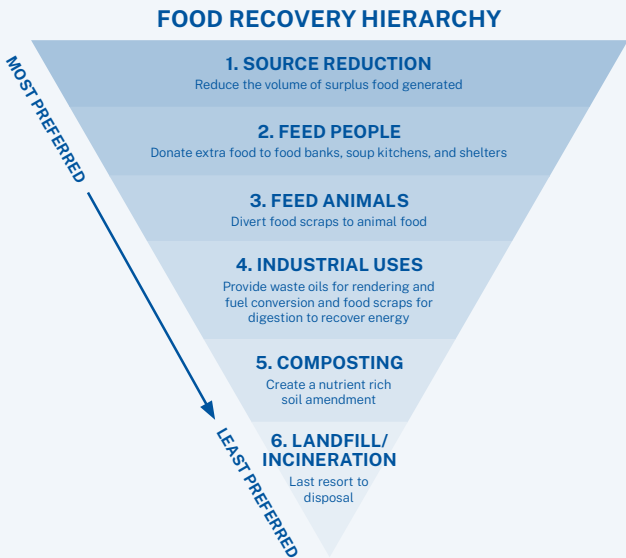
Expanded partnerships will develop new capabilities and provide access to new resources.

- i. Collaborate with mission-aligned organizations.
- ii. Seek opportunities with nontraditional partners.

C. Reduce the effects of food waste on the environment.

We must be intentional in implementing sustainable practices to improve our operations, reduce our carbon footprint, and practice what we preach.

- i. Implement internal and external sustainable practices.
- ii. Expand community composting efforts.
- iii. Explore opportunities to support solutions across all levels in the food recovery hierarchy.



Food Recovery Hierarchy infographic from the United States Environmental Protection Agency (EPA)

Mahalo Piha

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Mahalo for reading!

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