



2019 - 2021 STRATEGIC PLAN



All of us **taking care of** all of us

White Pony Express

925-322-0604

info@whiteponyexpress.org

www.whiteponyexpress.org





In selfless service the comfort of others is one's convenience,
their health our own healing, their happiness our delight.

Giving one's life for others, one gains glorious life for oneself.
Sheltering others in one's heart makes one inhabit theirs.

An act of helpfulness, a word of comfort, the spontaneous
warmth of selfless love, give to others what they greatly need.

Their thoughts of gratitude and goodwill, the heightened surge
of their spirit, and the increased flow of pure love released by
the selfless act bring to the giver infinitely more than he can
ever give.

Then at last is unlocked the key to lasting happiness!

~ Silent Reflections



White Pony Express Strategic Plan 2019-2021

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Letter from Mary Brooks

Executive Director, May 1, 2019

"All of us taking care of all of us."

The White Pony Express (WPE) tagline, first coined by our founder, Dr. Carol Weyland Conner, most beautifully paints the picture of our deepest hopes for the future of White Pony Express.

As I think back on the birth and first years of growth of WPE, I cannot help but remember the joy I felt by joining a small group of our first volunteers, picking up bread from Morucci's deli, or crating tons of fresh fruit from local trees from Urban Farmers, or loading the carts full of nutritious milk and fresh produce from Whole Foods and Safeway. It was pretty much the "wild west", as we struggled to connect with food donors and to find and meet with the selfless organizations that provide services and goods to people in need. Working together, we began to build an infrastructure that would provide a stable foundation for our future and ensure our ability to continue to serve. What held us together was one purpose: to connect those with abundance with those of us in need, and one passion: to make a difference every day.

Six months later, when we held our very first Mobile Boutique on March 23, 2014, we arrived at Pittsburg United Methodist Church completely on faith that our friends in need might trust us, and come to our Boutique to receive clothing, toys and children's books, given freely, and with love. Now, 57 Boutiques later, each time we open our doors to friends who join us, I am ever grateful to be a part of the circle of giving, which five years ago was only a dream.

Today, our mission to help eliminate poverty and hunger locally, while helping others implement this mission in other areas, has become a fact. We are making a difference in the lives of thousands of people - and we are ourselves enriched by that privilege - even as we are called on to do more.

As WPE moves toward maturity as an organization, we realize that the foundation for giving we have started really works. But we also realize that in order to respond to the needs around us, we must continue to evolve and mature, to provide an even broader and stronger foundation for the future. In order to do this, we must provide longer range planning, and a vision into the next decade. The board, volunteers, donors, and recipients of WPE are definitely up to the task!

As other organizations around the country have learned of our success, we find that we must codify and refine all of our processes so that the mission of White Pony Express, as State Senator Steve Glazer has suggested, becomes "contagious." In this way, the WPE vision will become a reality. This three-year Strategic Plan is our way of making a roadmap to the future. Won't you join us?



Mission, Vision, and Values

Our Guiding Principle

Our guiding principle is unity. We honor the essential unity of all by making sure that no one suffers from want when there is a means of aiding, embracing and serving all of us that are in need.

Mission

At White Pony Express our mission is to help eliminate hunger and poverty by delivering the abundance all around us to those of us in need.

Vision

Our vision is to build on the generous nature of Americans, so that a consciousness is born wherein it becomes natural for all to help one another. When that consciousness is widespread, there will be no more hunger and no more poverty.

Values

Selfless Service:

We aid those of us in need cheerfully and lovingly without any thought of reward.

Appreciation:

We want our volunteers, donors, staff, and recipients to know they are valued and appreciated, and have clear pathways of communication.

Collaboration:

We recognize that through working together and listening to all: staff, volunteers, recipients and donors, we will arrive at better solutions than we could have found alone.

Respect:

We demonstrate respect for all by always following through on our mission, even when inconvenient to ourselves. We strive to be prompt, reliable, and timely in all we do.

Strategic Focus: **S.E.R.V.E.**



STRENGTHEN our circle of giving by forging a permanent link between those with abundance and those of us in need.



ESTABLISH an organization-wide culture of support and collaboration.



REVIEW and re-evaluate our key programs on an on-going basis in order to maintain our ability to be agile and to innovate.



VITALIZE a diverse, recurring stream of income and goods to sustain and grow the programs of White Pony Express into the future.



ENGAGE our community by providing opportunities for selfless service and meaningful connection.



Programs

White Pony Express Food Rescue (FR)

Food insecurity causes poor health, emotional stress, and general instability. It inhibits an adult's ability to work and a child's ability to learn. Hunger erodes the fabric of family life by forcing impossible choices between food, shelter, and safety.

One in seven Americans is food insecure. Wherever you are, there are people in your community – friends, family, neighbors or colleagues – who do not have enough to eat. Yet, in the face of this crippling challenge, the volume of perishable food supply thrown away every year far exceeds what is necessary to meet the food needs of all.

WPE's mission is to help eliminate hunger and poverty by delivering the abundance all around us to those of us in need. Operating seven days a week, 364 days per year, our Food Rescue program picks up an average of 6000+ lbs. per day of high-quality, largely perishable, surplus food from local grocers, retailers, farmers' markets, restaurants, catering companies, and wholesalers.

This abundance is then sorted and lovingly delivered by our team of volunteers and staff in our refrigerated vehicles, the same day, to more than 70 organizations serving those of us in need.

We currently deliver throughout Contra Costa County and wherever there are critical emergency relief needs that we are able to serve, as in the recent Camp Fire near Chico and Paradise. The Food Rescue recipient organizations serve many different populations, from shelters and residential facilities, to churches, schools, and community kitchens.

There is never any charge or fee to anyone receiving what we bring to our partner organizations from any White Pony Express programs.

As of April 2019, WPE has delivered over 8.5 million pounds of food to those of us in need.

[Food Rescue Public Service Announcement](#)

Programs



White Pony General Store (WPGS)

The White Pony General Store distributes new and like-new clothing, shoes, toys, children’s books, and games to our neighbors in need. WPGS partners with local businesses, clothing retailers, wholesalers, manufacturers, community groups and individual donors to support the distribution of these goods to those of us in need within our community.

WPGS currently distributes through two primary channels:

(1) Mobile Boutiques – These joyful “pop-up” stores are brought right into the heart of communities in need, in partnership with local groups and schools. All items are given for free, in an uplifting, shopping atmosphere. We have bilingual speakers, personal stylists and other helpful volunteers on hand. Our Mobile Boutiques often include Mobile Grocery distributions from our Food Rescue program as well.

(2) Direct Distribution – Clothing is distributed regularly and on a “by request” basis when, for example, a new family comes to a local community shelter. The following seasonal projects are also regular distribution channels for clothing giveaways:

a. Cold Weather Clothing – We partner with local community groups and agencies to deliver warming items such as coats, hats, scarves, and gloves to those of us in need. The program started in January 2015 when two men died from winter exposure, right in the heart of an affluent city in our county. Their lives could easily have been saved by access to warm coats and proper clothing for the season.

b. Heart-to-Heart – This is a targeted project where we provide fully-stocked emergency cold weather backpacks and clothing to those of us living without shelter. Volunteers distribute these goods to people one-on-one.

The White Pony General Store has collaborated with over 150 organizations to distribute clothing, shoes, toys and books to those of us in need. Community partners include shelters, residential programs, churches, religious groups, schools, high schools with community and social service programs, foster youth groups, and job training programs.

[General Store Public Service Announcement](#)

[Cold Weather Clothing Program Public Service Announcement](#)



Programs

The White Pony Inn (WPI)

The White Pony Inn is not a structure made of bricks and mortar. The Inn refers to the space in the center of the human heart that inspires volunteers to flexibly use their professional skills, life experiences, and loving-kindness to assist Inn “guests” who are facing a variety of life’s challenges. Inn guests are met with open arms by WPI volunteers and heard with compassion and respect.

Many individuals and families are currently facing homelessness, including thousands right here in Contra Costa County. We address this need by offering appropriate resources and supportive services to our guests. This program offers a limited number of homeless individuals and families and those close to being homeless food and clothing assistance, a team of volunteer consultants, and a “good neighbor” support system that focuses on helping them with some of their individual needs.

Weekly food support is provided through WPE’s Food Rescue Program, and clothing and care items are offered through the White Pony General Store.

WPI volunteers serve as advocates for homeless people by attending community, county, and state meetings regarding service to this vulnerable population. WPI offers guests a team of volunteer consultants that manage their intake to the program (by referral only), review resources for them, make collaborative decisions on support that can be offered, and guide the individual or family through the process of obtaining community resources. A guest may receive, for example, assistance in applying for benefits from social service agencies, aid in obtaining necessary support for physical and mental health, or assistance in finding employment.

Our “good neighbor” support may include personal visits, items and food delivery, supportive conversation, review of resources, check-ins on plans in progress. With our assistance, many of our guests have become self-sufficient.

The WPE Board firmly believes that an integral part of our stated vision of “All of us taking care of all of us,” is ‘taking care’. Being mindful of the many resources needed to successfully operate our current programs, the WPE Board will work with our teams to seek funding and create operational plans for more direct services offerings. We believe such plans are a key first step in moving forward with fulfilling this important “caretaking” aspect of our vision.

WPE plans on expanding the WPI program to begin offering Mobile Services for homeless individuals, including a Mobile Closet, which, in part, will be providing clothing and needed items with the support of the county’s Coordinated Outreach and Referral Engagement (CORE) teams.

[Cold Weather Homeless Services Program](#)



Programs

Disaster Response

As a highly mobile organization with a large volunteer base, WPE is uniquely positioned to respond rapidly to emergency needs when applicable and possible. Our access to available food, clothing, and emergency items, coupled with our innovative model, make us a useful resource to neighboring communities during crisis, and immediate calls to action.

Our largest response to date has been to the Camp Fire survivors in Northern California after the recent wild fires in late 2018. We have been providing ongoing support services for more than six months. We are working closely with agencies in Butte County to help them develop a similar food rescue model so they may become increasingly self-sufficient, utilizing their own community resources for support.

Beyond helping Butte County survivors meet basic needs such as food, clothing and fuel, WPE also provides spirited volunteers to support and join in local community-building events such as Concow's recent annual Easter picnic. Similar to our Mobile Boutique events, our goal was to help create a "day of delight" as a new chapter opens for these families. WPE provided delicious lunch boxes, gift treat baskets, lively games, music, and a puppet show for the children. Professional photographers volunteered to take new family portraits to give to the attendees, most of whom had lost nearly everything in the fire, including their family photos.

We have also been called upon by agencies such as the American Red Cross Bay Area to support local fire victims with food and clothing when possible.

In disaster, emergencies and other unforeseen circumstances, WPE has an opportunity to provide support in "the space in between," when supportive structures have been dissolved - uplifting lives and providing hope at critical times, when many of us are in our greatest time of need.

[Link to Mary Brooks TV interview regarding Camp Fire efforts](#)

[WPE Easter event in Butte County](#)



Strategic Goals

Strengthen Partnerships & Networks

Grow our circle of giving inside and outside the organization.

Funding Partnerships and Financial Partnership Network

Partnerships are at the core of WPE's model, and it takes engagement at every level of the community to build a strong circle of giving. Our goal is to build a permanent link between sources of surplus and those of us in need – and that takes everyone. Surplus goods are redistributed, the surplus energy in our community is tapped through volunteerism and selfless service, and surplus funds are needed to enable the operations to keep flowing.

Many of our recipient organizations depend on WPE services as their primary food source, and others count on us as the ones to call as needs arise for clothes, goods, and other immediate needs. As the entire community benefits from WPE's activities, we have been pleasantly surprised by the way many have joined us in committing to ensuring its longevity. As WPE has become woven into the fabric of our community, and we begin to share this model with other communities, we look forward to expanding our funding network.

Goals for our Funding Partnerships and Financial Partnership Network:

Secure ongoing funding partnerships to enable the future of WPE

Acquire new partners with expertise in areas we aim to expand, pooling resources as able

Develop partnerships with companies who can cover our core expenses in-kind, such as fuel and office expenses

Establish long-term relationships with groups who can provide consistent funding sources

Build strong communication channels with our funders, to relay the real-life impact of their contributions, celebrate success in our shared work, and relay new needs as they arise

Strategic Goals



Strengthen Partnerships & Networks

Grow our circle of giving inside and outside the organization.

Recipient Organization Partnership Network

WPE currently serves more than 100 partner organizations, ranging from disadvantaged schools, shelters, crisis centers, and churches, to homeless encampments. We work closely with our recipient partners to discover unmet needs beyond food, such as clothing, toys, and opportunities for additional volunteer support. WPE is committed to fostering deeper connections with the organizations and individuals we serve, to learn more about them, expand partnership possibilities, and share inspiring stories of change and impact.

Before we started WPE, we began with a listening tour, to learn the challenges and opportunities facing local service groups. We continue to orient our work by starting with our recipient partners and pivoting from there – understanding their needs and the needs of their clients, and how we can best meet them.

Goals for our Recipient Organization Partnership Network include:

Measuring impact - Visit more recipient organization distributions, hand out individual surveys, and conduct interviews to assess needs and progress. Utilize effective data collection methods to accumulate and store all information, such as number of individuals served, so we can better measure and report on WPE's impact. Conduct impact studies to develop metrics, accurately establish needs, and guide us to effectively allocate resources and energy.

Storytelling - Explore new ways to tell individual and recipient partner stories so as to empower them, and inspire our community to give generously, naturally spreading the feeling of sisterhood and brotherhood in the community.

Partnerships - Establish partnership agreements, Memorandums of Understanding, and more formalized intake processes for recipient partners as applicable, to advance our shared goals and work together.

Relationship management - Establish a system for solid relationship management with our recipient partner organizations by checking in, staying updated on programs, goals, and new developments. Eventually, this relationship management might be guided by a dedicated staff position, such as a Chief Experience Officer.

Expansion - Provide our partners with additional food, clothing, toys, care packages, and other items when needed. Offer expanded support in the form of surplus energy and expertise from our community of volunteers.

Strategic Goals



Strengthen Partnerships & Networks

Grow our circle of giving inside and outside the organization.

Product Donor Partnership Network

WPE is committed to developing creative, long-term partnerships across industries to obtain surplus food, clothing and other goods to serve the community. To meet our ever-growing requests for services, our focus is to acquire large-scale partnerships to distribute the surplus available, as well as “work from the ground up” to actively seek partnerships with targeted brands and retailers that our recipient partners request.

Goals for expanding our Product Donor Partnership network include:

Strategic partnerships - Create meaningful “360” partnerships with companies and organizations that may join us in multiple ways - by donating food, goods, funds, volunteer hours, and expertise.

Corporate engagement - Develop general guidelines and mission-aligned giving opportunities for corporate partners and sponsors.

Relationship management - Refine process for onboarding, relationship-building, tracking and acknowledging partners, and reporting back on impact.

New apparel - Secure large-scale partnerships for NEW clothing. Transition to rely primarily on donations of new clothing, phasing out the need to purchase apparel for the WPGS program. Target new apparel and accessories from the fashion industry at every level. This includes partnerships directly with manufacturers, designers, obtaining re-routed returns, accessing “fast-fashion” post-season collections, direct sale models, e-commerce and off-chain retailer surplus.

Expand food donor network - Source new food donors to include wholesalers, manufacturers, new grocery chains, farmers’ markets, produce and meat distributors, and restaurant purveyors.

Explore partnerships with transportation companies - As our organization refines and expands, and we determine best entry points to access surplus goods, we are exploring partnerships with transportation companies that would allow us to obtain products beyond our region.



Strategic Goals

Strengthen Partnerships & Networks

Grow our circle of giving inside and outside the organization.

Widen Network - build and join coalitions, networks, summits, and roundtables

The original idea for White Pony Express was to build a successful circle of giving locally, and in doing so, create a model that could be replicated in other communities. We are now reaching that tipping point and look forward to discovering how we might share our learning and play a part in helping build "circles of giving" in other communities through the following:

Join panels and relevant conversations to share our experience, story, and goals

Develop a nation-wide presence by attending large-scale conferences, festivals, panels, and other opportunities in continuing to share and refine our model

Create our own community coalitions – connect others and share best practices to help solve community challenges such as the increase in homelessness

Thought Leadership – seek and provide cross-sector leadership opportunities

Utilize online “Crowdfunding” tools to invite others to the table at a grassroots level



Strategic Goals

Establish an Organization-Wide Culture of Support and Collaboration

Live out "All of us taking care of all of us"

Ensure a team structure that supports a collaborative culture

WPE is committed to earnestly working to energize the principles of selfless service, appreciation, respect and equality that allow us to have the deepest impact, and to make a difference in the world around us. Toward that goal, throughout the organization, we have designed and will build a collaborative operating process that promotes our culture of team-based problem solving and decision-making.

Further, we will create and practice using open loops of communication between support teams (IT, development, coordinating and programs teams) and our volunteers and employees that allow for thoughtful solutions to challenges in accomplishing our mission.

Create partnerships & synergy between programs

(Food Rescue, White Pony General Store, White Pony Inn, and new pilot programs)

Our goal is to align all our programs to meet the varied needs of our recipients for food, clothing, items, and volunteers. Our volunteers are central to WPE and through them, and an increasingly structured volunteer department, we hope to build bridges between our various programs through consistent communications and expanded opportunities to serve across platforms. In 2019, we have created new WPE Coordinator positions, whose role is to support daily operations for all programs including pickups, deliveries and partner relationship management.



Strategic Goals

Establish an Organization-Wide Culture of Support and Collaboration

Live out “All of us taking care of all of us”

Hiring and staff training practices

Strong leaders at every level of White Pony Express are a prerequisite to organizational success. Hiring the right people is one of the most critical activities an organization undertakes. We look for qualified people who are aligned with our mission and values and have a “team-oriented attitude.” This attitude is one of collaboration, listening to our donors and recipients, and working together with other staff and volunteers in the spirit of good will and, ultimately, success of the organization.

We use a behaviorally based model for interviewing and engage a panel of our employees and volunteers to interview potential candidates. All participants in the panel (staff and volunteers) have an equal voice in the hiring process.

Ongoing staff training and development is a commitment made by WPE to its employees. Each year, employees collaborate with managers on their specialized needs for training or development. We plan to expand this commitment in the coming years.

Information Technology (IT) infrastructure and security

The focus of WPE’s IT strategic goals center around creating a scalable, flexible, and secure IT infrastructure. WPE’s hardware and software infrastructure requires additional capacity and flexibility to grow with the organization.

The IT team will develop a plan to re-imagine the network and hardware infrastructure to support growth, minimize maintenance, and maximize IT security. Additionally, when needed, new software programs will be evaluated and chosen based on their ability to support program operations, integrate with current systems and software, and provide secure services.

New software must have the capacity to allow the organization to scale effectively and should not act as limiting factors in organizational growth. Finally, the IT team will develop and implement robust security policies, procedures, and safeguards focused on protecting the organization both now and in the future.



Strategic Goals

Establish an Organization-Wide Culture of Support and Collaboration

Live out "All of us taking care of all of us"

Discovery Groups

One thing is certain: WPE's growth requires a team effort. In addition to building a culture of collaboration internally, a next step in this effort has been to advance our work by engaging other key stakeholders in facilitated "Discovery Groups." Through these robust and engaging sessions, we learn by bringing together cadres of our supporters, funders and other experts in their fields, to address core challenges and opportunities.

A skilled facilitator helps us keep a 30,000-foot view, so we can discover where we are, where we want to go, what the gaps are, and how we might get there, together. In addition, and just as important, is exploring how we can best all work together as a team of equals - embodying the WPE guiding principle of unity and bringing to life the WPE values of selfless service, appreciation, collaboration and respect. WPE holds offsite Discovery Group retreats to tackle specific topics and focus areas, and the techniques we use are interactive, creative, facilitated and fun!

Create a community-wide culture of connectivity

Communicate current programs, events, opportunities and campaigns to staff, volunteers, donors and recipients through multiple channels

Provide reliable, easy access to communication tools and collateral that share the White Pony Express story to staff, volunteers, donors and recipients, so all become Ambassadors

Create and execute annual fundraising plans through Development sub-teams and PODs (flexible groups brought together for a specific purpose or period of time), including fundraising and other events, which honor our supporters and connect them to the impact of their giving

Create and execute coordinated marketing and communications plans, employing innovative storytelling methods and avenues, and building a strong online and digital presence in the global community



Strategic Goals

Review and Re-Evaluate Services

Gather insights to respond and improve our offerings for the communities we serve

Review and adapt our programs, processes and service priorities

WPE is committed to continual self-examination and evaluation of our programs and impact on those inside and outside the organization. Our goal is to review and re-evaluate our key programs on an on-going basis in order to maintain our ability to be agile, respond to changing needs and opportunities as they come to us, accomplish our strategic goals, and to share with partner organizations our model of giving.

Collaborative coordinating teams

Build collaborative teams at every level of the organization, including executive committees, programs, administration and operations directors/leads, who form the foundation for operational decisions in the organization.

Develop coordinating teams for each program, responsible for the day-to-day execution of programs and maintain structural and operating information.

Create a team structure to support the addition of our new WPE Coordinators, whose role is to support all programs with pickups, deliveries and relationship management with partners.

Provide open lines of communication between teams and the board of directors to ensure we clearly and consistently “true” our course and provide open feedback between all parts of the organization.

Establish the infrastructure and channels necessary to become a successful learning and sharing organization.

We recognize the needs of communities will change, and opportunities that come to us will evolve. Our goal is to keep WPE focused, yet agile, in order to always be able to best serve wherever needs are identified. Through our giving partners, we also wish to be able to share with them our experience and expertise, inspiring their confidence to collaborate with us, including sharing our model of giving so that it can be replicated throughout our country.



Strategic Goals

Vitalize the Organization to Ensure Long-Term Financial Health

Create a diverse, recurring stream of income and goods to sustain and grow the programs of White Pony Express into the future

Secure financial and organizational sustainability

WPE depends on the gifts of time, goods, and financial support from individuals, families, community partners, foundations, corporations, and government agencies who wish to make a meaningful impact on the individuals and families who form our community.

Our goal is to expand our circle of giving in order to sustain our current programs, to expand those programs, and secure adequate funding that allows us to provide rapid response to critical needs as they arise.

We commit to always be the careful stewards of all funds entrusted to us in order to provide the most benefit possible to those we serve.

Empower and expand our development committee

Include representatives from corporations, professional practices, community leaders, and experts in government funding

Create a series of agile sub-groups or “PODS” who can focus on specific channels of income, including on the team our Director of Volunteer Services, Director of Strategic Partnerships, School Pantries Director, Grants Manager, administrative support and members of the executive team

Commit to open channels of communication between the development committee, program directors and the executive team to ensure a collaborative approach to decision-making



Strategic Goals

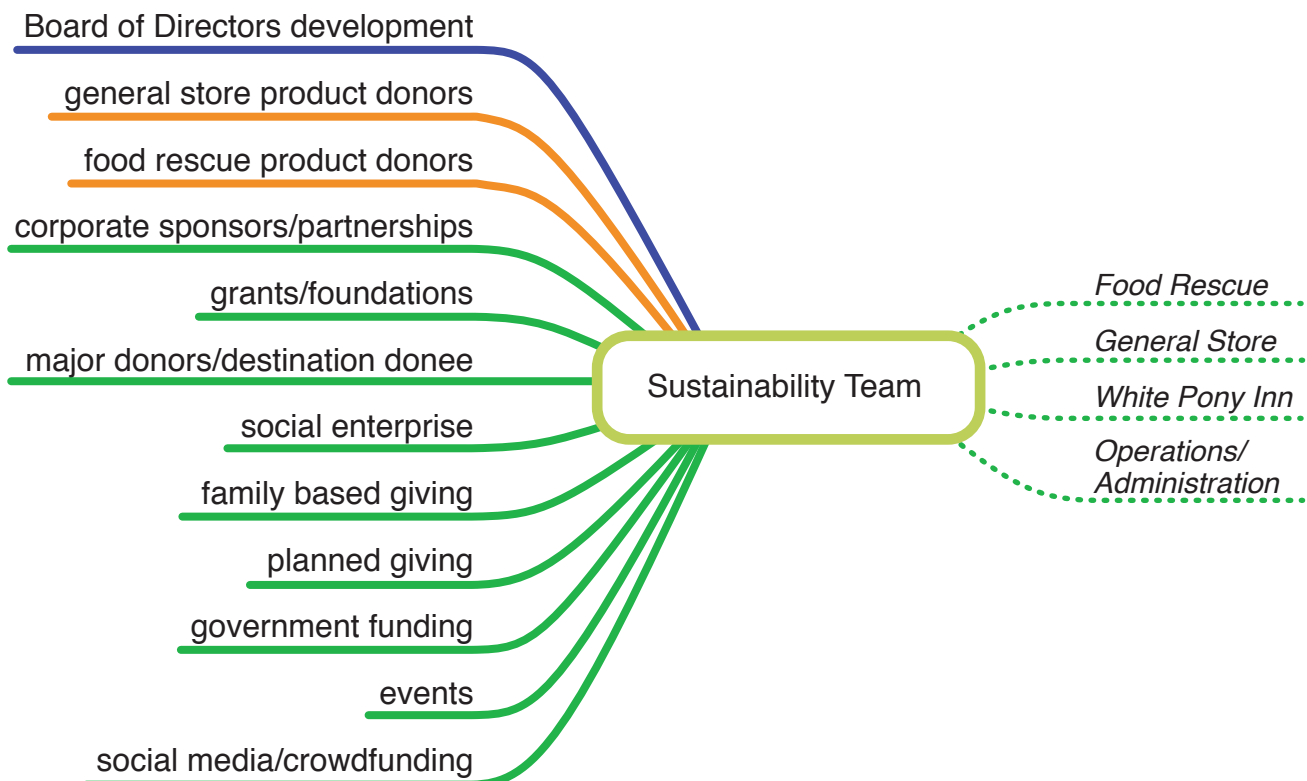
Vitalize the Organization to Ensure Long-Term Financial Health

Create a diverse, recurring stream of income and goods to sustain and grow the programs of White Pony Express into the future

Team-based approach

Through a series of sustainability retreats and weekly development meetings, we are utilizing a team-based fundraising model, consisting of “PODS” who work together creatively in groups to fundraise from the community through diverse streams.

We look forward to expanding our fundraising to include several new channels, including our first annual fundraising event, a planned giving program, and large-scale corporate partnerships. The below model shows of the streams we look forward to developing and expanding together.





Strategic Goals

Engage with Communities to be of Service to Each Other

Cultivate new opportunities for selfless service and meaningful connection

Design service channels to support the link between abundance and need

WPE can be the connection that provides a permanent link between people and organizations with abundance and those of us who have a need of these resources for health and well-being, and for growth and ability to function as full contributors to our society. This link merges all distinctions between donor and recipient, the giver and the receiver. In 2019, we are expanding our thinking to include surplus energy from volunteers as a channel through which we may further help uplift lives.

Provide ongoing channels for selfless service and connection

Recognize that part of the abundance we bring to those of us in need is the abundance of spirit and service of our volunteers. We deliver food, clothing and goods, but most importantly, love. Love is what changes lives. As such, we want to do the following:

Enhance volunteer opportunities and include as many volunteers as want to participate

Build a volunteer team, consisting of employees, key volunteers and staff to guide our Volunteer programs, opportunities and challenges

Welcome opportunities for volunteers from groups and corporations, working closely with Strategic Partnerships to deepen our relationships with other organizations

Formalize our Ambassador outreach to connect with clubs and businesses

Show appreciation for volunteers through our words, formal “thank you” acknowledgements, and opportunities to come together to celebrate our culture of service



Program Goals

Volunteer Services

WPE began as an all-volunteer organization and providing opportunities for meaningful service is one of our primary goals. What we hear over and over again, is that people everywhere want to give their time and resources to others. From the retired executive, to the working mother, to the family with small children who wish to instill the spirit of giving, to the corporations who wish to give back to their communities, WPE is committed to providing opportunities for all to share the circle of giving.

Volunteer Base Expansion/Volunteer Recruitment

Establish a Volunteer Recruitment and Volunteer Retention/Appreciation strategy with initial focus on setting up processes, tasks, events and volunteer programs to engage all current WPE volunteers and recruit, engage and retain prospective volunteers

Revise and enhance the current “Ambassador” program with more communication, follow-up on leads, up-to-date materials, campaigns and goals that are congruent with the goals of the organization and WPE development and operations teams

Establish a method for collecting and reporting monthly on volunteer hours, accounting for all categories and types of volunteer support we receive, including off-site and indirect support.

Implement a new database, Volunteer Local, which will be used by key staff and volunteers to manage volunteer operations when possible



Program Goals

Volunteer Services

New programming to accommodate more volunteers and serve our community

Family volunteering to support recipients and partners: This program launched in April 2019 as a method to engage more parents with children under the age of 12 that wish to volunteer but have few opportunities in the community. We hope the program will effectively engage children as volunteers and set a precedent for the rest of their lives. In addition, bringing in children brings new adults into our community of volunteer and donor supporters

Internship program to support WPE in general with specific priorities: In April of 2019 we launched our new internship program with roles to support Food Rescue, White Pony General Store, Corporate & Foundation Grant Research, Community Engagement and Social Media. We plan on expanding this program.

Community Group Drives for much needed new items: We encourage community groups, faith groups, clubs, schools and corporate teams to support the WPE mission by running drives for clothing, various non-perishable food items, and items for Care Kits and seasonal projects.

Expand our capacity to accommodate and utilize large groups of volunteers through our Care Kit Assembly projects and Care Kit Packaging (Arts & Crafts) opportunities. These Care Kits are not only practical gifts for many of our recipients, but they are decorated and packaged with love. Eventually, we hope to expand this project by offering volunteer groups the chance to deliver Care Kits to recipients in person.

Volunteer opportunities with our recipient organization partners: An expanded goal for the volunteer department is to create a calendar of events where volunteers may support food or meal distributions at partner organizations, deliver Care Kits to individuals and recipient organizations, offer help on special occasions or with special events.



Program Goals

Food Rescue

In the next three years Food Rescue plans to expand and strengthen operations to better meet the growing needs of our community. This will include improving the quality and efficiency of the pickup and delivery systems, as well as strengthening our partner relationships. Food Rescue plans to reach more people in need throughout the community primarily through the growth of our school pantry programs and a “satellite” distribution project.

Operational Goals

Restructure the pickup and delivery system to allow for anticipated growth by the end of 2019.

Replace all current paid Driver positions with a ‘Driver/Coordinator’ position to ensure highest level of ‘partner service’ and productivity by the end of 2019. Continue to refine the way volunteers are integrated with staff at all operational levels to support this future growth. Increase afternoon pickups to compliment the already full schedule of traditional early morning grocery store donors with larger distributors; this will also broaden the food types we are able to offer to our recipients. Reorganize distribution center processes and space toward greater accuracy (of food needs distributed) and efficiency.

Refine protocols regarding food safety training for all staff working in the distribution center; this will include ongoing training of volunteers.

Refine Physical Safety Training Protocols. Increase the use of lift gates on box vans, manual pallet jack, hand trucks, proper lifting techniques etc.

School Pantries

By the end of 2019 we will add four new school pantries for a total of 11. As more food donations are secured in the following years, we look forward to serving more communities by way of an increased number of school pantries, expanding into communities which don’t yet benefit from our food rescue programs.



Program Goals

Food Rescue

Scheduling & Logistics

Secure and implement new technological tools to more effectively schedule all aspects of Food Rescue pickups, distribution, and deliveries. Food Rescue responds to ever-changing community needs, food donations, and volunteer support. A comprehensive and dynamic solution is needed to track, record, and reference the complex variables which affect Food Rescue scheduling. This system should include routing and GPS software, drag and drop functionality, and robust database capability.

Recipient Outreach/Metrics

Improve overall communications with partners in order to:

Better meet their needs including food types, quantities, pickup/delivery times

Ensure that basic food safety requirements are being met.

Offer extended support to recipients' overall service programs when needed and reasonable.

Establish a system to collect data from recipients and set outcome metrics.



Program Goals

White Pony General Store

The White Pony General Store (WPGS) is charged with finding new, innovative ways of gathering surplus new clothing as well as determining and creating new channels for distributing clothing to those of us in need. Using the principles of collaboration, our WPGS teams utilize traditional channels and seek creative avenues to meet the evolving needs of our recipient partners and neighbors in need.

Create a Mobile Closet Program to distribute clothing in more flexible ways as well as to target specific recipient agencies, populations, and geographic areas. This “wardrobe on wheels” can be utilized by the General Store for the Cold Weather Clothing Program, and in tandem, with the Mobile Shower Program, and other projects such as Disaster Response.

Create infrastructure to support existing programs and expansion

Hire a full-time Operations Manager

Identify and implement an inventory system that meets the needs of recipients, General Store operations, and relationships with donors

Pop-up mobile boutiques are currently offered locally seven months of the year.

Goals for the mobile boutiques are:

Offer more partnership events where White Pony Express teams collaborate with host sites to create a boutique experience that fits the needs of the community.

Increase new clothing to ensure the clothing styles and sizes appropriately fit the needs of the community.

Support other communities in need by sharing our pop-up store model and providing our “Boutique-in-a-box” resource materials for pilot events in other cities

Explore the creation of “Closets” at the schools participating in WPE’s School Pantries



Program Goals

White Pony General Store

Cold Weather Clothing provides warm clothing during the five coldest months of the year to those of us who are living outside or residing in inadequate housing. This program hopes to expand by creating more partnership opportunities with hospitals and schools, and by partnering with homeless outreach teams.

The Book Department of the White Pony General Store hopes to provide more opportunities for bilingual children and their parents by providing books that are in multiple languages and also books that represent the multi-cultural community that we all share.

The Developmental Toy Program hopes to expand its opportunities for educating parents on the importance of play through utilizing the books, toys, and tools to promote healthy childhood development. The goal is to increase the number of presentations to parents and distribution of educational toys.



Program Goals

White Pony Inn

WPE plans on expanding the White Pony Inn (WPI) program by creating more support and structure around current services, recruiting more volunteers, connecting to more resources and offering Mobile Services.

White Pony Inn hopes to refine and expand current services and develop metrics for the program as appropriate.

WPI plans to expand by incorporating mobile efforts to deliver more clothing, goods, resources and services to those of us in need. In the next three years, White Pony Express has a potential for launching a full Mobile Shower program, to provide shower access to our homeless neighbors. Mobile showers will be provided with a particular emphasis on dignity, equality, and unity. This program might be offered in tandem with the WPGS Mobile Closet.

Recruit a team of dedicated, well-trained volunteers and staff to support expansion and new WPI initiatives, such as the Mobile Closet and Mobile Shower. The 2019 volunteer survey revealed a large number of volunteers asking to join more efforts to support those without shelter in our community. We are responding to that call.

Create more definition and structure around all programs of WPI.

Promote the White Pony Inn externally and invite support from volunteer groups through drives for care package items, non-perishable food, and additional resources.



Program Goals

Disaster Response

White Pony Express works with disaster survivors and others in emergency situations when possible. We hope to offer expanded forms of support when emergencies arise, to partner with existing agencies when able, and support populations unable to access sufficient centralized response efforts.

Secure additional food and goods resources to enable support for disaster response projects as they arise

Continue our efforts in Butte County in 2019 and beyond through our partnership with the North State Food Bank, and to support them in the design of their own regional Food Rescue operation

Evaluate partnership opportunities with larger disaster relief agencies such as the American Red Cross, and opportunities to work in tandem with other local disaster relief agencies and partners.

Once operational, utilize our Mobile Closet and Mobile Shower programs to support survivors and those of us in need with clothing and other items.

Create Care Packages for distribution that include much-needed items, and when possible include uplifting messages or other beautification efforts.

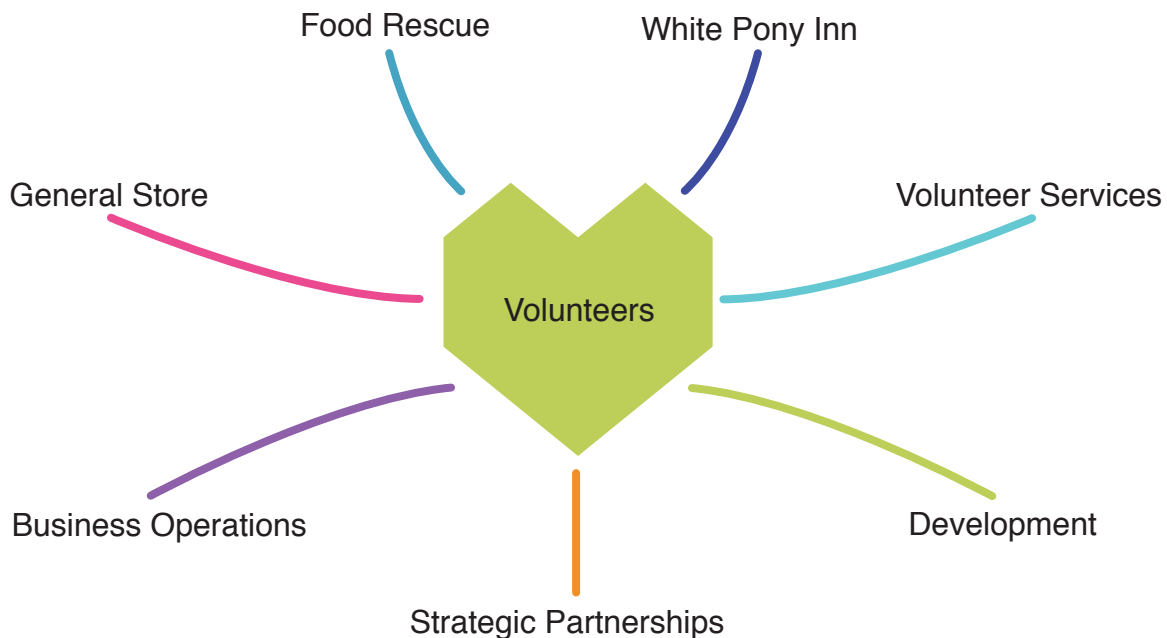
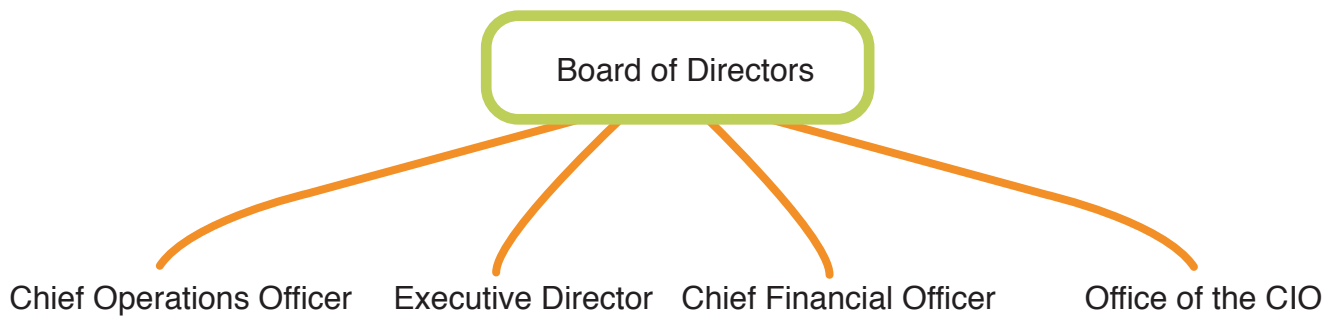
Continue to be an agile, responsive organization that can help immediately and effectively when disaster occurs.



Organization

Functional Organizational Chart

Below is a depiction of White Pony Express' organizational structure. The volunteers are in the center as they are the engine that drives WPE. For the first three years, WPE was an all-volunteer organization. In order to grow and sustain WPE we have added key paid directors in each strategic program area, and we are actively hiring key support staff positions. Our chart is a more of a circle, as WPE operates based on collaboration where everyone "counts equally". Our organization is made up of collaborative teams and key decisions are team-based. This structure fosters a cultural atmosphere of collaboration and good will among our staff, consultants and volunteers.





Organization

Board of Directors

Our current board consists of eight directors, most of whom have been with White Pony Express from its beginning or very early days. During that time (a little over five years) White Pony Express has grown from an \$800 start-up to a cash budget of over \$2,000,000 in 2019 and total budget of over \$8,000,000, counting our in-kind food and clothing donors. We are grateful for our beginning, mainly achieved through our hundreds of dedicated volunteers...but we believe the best is yet to come.

White Pony Express formed with the goal to help eliminate hunger and poverty, starting at home in Contra Costa County. In the next few years we plan to expand our board and enlist the larger community with leaders from diverse paths. We will seek leadership from those experienced in governance, fundraising, planned giving, and corporate sponsorship. Because our goals are ambitious, WPE plans to initiate large-scale strategic partnerships across sectors. We will also seek community support and partnerships with those who share the vital commitment to join us in making “all of us taking care of all of us” a reality.

Build and support an expanded, engaged, and philanthropy-minded Board

Expand Board membership up to 20 community leaders

Utilize the skills of an experienced consultant to create a plan to identify candidates for a diverse, impactful Board of Directors who commit to raising significant funding and engaging strategic partnerships

Codify our processes for reaching out to qualified potential Board members, cultivating candidates as advisors and partners and keeping them engaged throughout the process and after joining the Board



Organization

Collaborative Advisory Board

Using the principles of collaboration throughout our organization allows WPE to bring a multi-faceted lens to our decision-making. The Collaborative Advisory Board brings together a small consortium consisting of the Executive Director and representatives of senior management, program directors, and board members. This group meets as needed to provide a forum for consideration of new ideas, creative problem solving and thoughtful discussions regarding WPE.

Collaborative Operations Team (C.O.T.)

To establish the cohesiveness and synergy between all programs and departments, we established the Collaborative Operations Team. We consist of the department heads of our various operations: Food Rescue, White Pony General Store, White Pony Inn, Volunteer, Administration, and Development.

COT Definition: *Program directors and managers use the Principals of Collaboration to implement the strategic plan and make decisions to reach programmatic and operational goals.*



Current Budget

Overview Statement About Our Budget

The White Pony Express Budget for 2019 is a strong statement about the increasing reach of our two primary programs, WPE Food Rescue and the White Pony General Store. Food Rescue stabilized its reach in 2018 delivering over 6,000 pounds of fresh produce, dairy, meat and baked goods daily to over 60 agencies county-wide that serve those of us in need.

In 2019, Food Rescue plans to expand its School Pantry program significantly by locating schools that have 80% or more of its student population qualify for the federal free lunch program. With typically two deliveries per week, students and their families will no longer be food insecure and the students will more easily concentrate on studies. Eventually, the Food Rescue program hopes to cover every qualifying school in the County with a WPE School Pantry. Additionally, WPE, working with the schools, hopes to develop metrics that measure the outcomes of this program.

Another major project is our Disaster Response effort to support the Camp Fire survivors in Butte County, California. WPE began this project after the fire struck in November 2018, delivering ready-to-eat food daily to Camp Fire survivors. In 2019 WPE has continued its effort twice a week by making deliveries to outlying areas not adequately covered by other agencies. WPE also has begun to coordinate with local food banks and others who are looking to start their own food rescue program. The costs for School Pantry and Camp Fire projects have been included as part of Food Rescue.

The White Pony Express plans to increase its General Store reach significantly. The White Pony General Store will continue its Mobile Boutiques and the outreach through direct delivery to agencies. In early 2019, WPE hired a Director of Strategic Partnerships whose primary mission is to develop relationships with clothing manufacturers and distributors to dramatically increase the General Store volume. WPE will also hire an Operations Manager and implement an inventory tracking system. These additional costs have been incorporated in the Budget 2019.

White Pony Express' third program is White Pony Inn, which will expand to include additional homeless services. To date, WPI has been a volunteer-based effort to help those of us in need on a one-on-one basis. In 2019 our Director of White Pony Inn will explore expansion avenues for WPE to provide additional direct services to those who are unhoused. These efforts include a Mobile Shower and a possible partnership with John Muir Hospital to provide clothing that is seasonally appropriate (as required by law) to JMH patients before they are discharged from the hospital. These programs are currently in the planning stages and have not been included in the budget for 2019.



2019 Budget

Explanation Regarding Donated Goods

Food donation valuation is based on an industry rate per pound adjusted by inflation. For 2019 that cost is \$1.94 per pound.

New clothing and goods are valued at retail, if the price is known. If the price is not known, the valuation is made based upon the price for a similar item in our geographic region.

Gently used or like-new items are heavily discounted - based on their condition - from like items that are new, or upon industry standards for used clothing and goods.

Professional services are recognized when the volunteer, by reason of education, training, and experience, would be hired for that professional position or has held a similar position. These services are valued at fair market value.

Financial Reporting and Tracking

White Pony Express is audited each year by an independent certified public accounting firm. Each year White Pony Express has received a clean opinion that our financial statements present fairly the financial position and activities in accordance with generally accepted accounting standards.

In 2019, as growth continues, White Pony Express intends to acquire and install an inventory system for the General Store as well as a new volunteer management software system. WPE will also upgrade its QuickBooks accounting system as well as enhance its Donor Perfect CRM capabilities.

[Link to Audited Financials](#)

2019 Budget

White Pony Express Budget For the Year ended December 31, 2019 With comparison to Actual 2018			
	Budget 2019	Actual 2018	Over (Under) Actual 2018
INCOME			
Cash Donations			
Individual	\$ 800,000	\$ 560,190	\$ 239,810
Foundations, grants, nonprofits	1,000,000	1,038,739	(38,739)
Government grants	286,530	115,000	171,530
Government contracts	36,000	37,042	(1,042)
Corporate contributions	80,000	70,178	9,822
Events	110,000	-	110,000
Other	34,000	26,102	7,898
Total Cash Donations:	\$ 2,346,530	\$ 1,847,252	\$ 499,278
In-Kind Donations			
Food rescue	4,656,000	4,272,568	383,432
Free general store	1,000,000	385,499	614,501
Professional fees & vehicle use	613,200	400,000	213,200
Other	-	66,697	(66,697)
Total In-Kind Donations	\$ 6,269,200	\$ 5,124,764	\$ 1,144,436
TOTAL INCOME	\$ 8,615,730	\$ 6,972,015	\$ 1,643,715
EXPENSES			
Food Rescue			
In-Kind			
Distributed Food Value	\$ 4,656,000	\$ 4,278,053	\$ 377,947
Administration services	158,960	130,000	28,960
Total In-Kind	4,814,960	4,408,053	406,907
Operating expenses			
Payroll & Related Costs	680,870	575,779	105,091
Occupancy	64,721	61,785	2,936
Utilities	30,000	29,522	478
Janitorial	20,000	19,610	390
Expendable supplies	40,000	30,286	9,714
Insurance	34,000	31,794	2,206
Registration & Licenses	7,000	10,753	(3,753)
Vehicle maintenance	58,000	50,064	7,936
Fuel	58,000	37,571	20,429
Depreciation & amortization	150,000	156,030	(6,030)
Advertising & Promotion	25,000	25,333	(333)
Travel	17,000	17,373	(373)
Volunteer expense	13,600	7,685	5,915
Information technology	20,000	12,166	7,834
Consultant services	3,000	4,150	(1,150)
Office expense	12,000	10,345	1,655
Total operating expenses	1,233,191	1,080,247	152,944
Total Food Rescue	\$ 6,048,151	\$ 5,488,300	\$ 559,851

2019 Budget

White Pony Express Budget For the Year ended December 31, 2019 With comparison to Actual 2018			
	Budget 2019	Actual 2018	Over (Under) Actual 2018
White Pony General Store			
In-Kind			
Distributed Goods - new	\$ 600,000	\$ 171,363	\$ 428,637
Distributed Goods - used	400,000	178,953	221,047
Administration services	158,960	122,500	36,460
Total In-kind	1,158,960	472,816	686,144
New goods purchased	40,000	27,558	12,442
New goods purchased - FID	-	8,862	(8,862)
Cold weather clothing (purchased)	60,000	54,222	5,778
Total Purchased goods	100,000	90,642	9,358
Payroll & Related Costs	141,702	112,859	28,843
Occupancy	93,845	89,643	4,202
Utilities	1,200	1,019	181
Expendable Supplies	16,000	14,965	1,035
General Liability Insurance	4,000	3,973	27
Advertising & Promotion	14,000	14,033	(33)
Volunteer expense	13,700	7,948	5,752
Travel	10,000	10,865	(865)
Depreciation & amortization	26,000	25,597	403
Information technology	13,000	2,629	10,371
Office expense, shipping	30,000	9,209	20,791
Total operating expenses	363,447	292,741	70,706
Total White Pony General Store	\$ 1,622,407	\$ 856,199	\$ 766,208
White Pony Inn			
Payroll & Related Costs	51,912	\$ -	\$ 51,912
Mobile Shower	-	-	-
Travel	-	6,780	(6,780)
Special Projects	5,000	2,400	2,600
Volunteer expense	4,700	-	4,700
Expendable Supplies	1,000	661	339
Utilities	200	195	6
Total White Pony Inn	\$ 62,812	\$ 10,035	\$ 52,777

2019 Budget

White Pony Express Budget For the Year ended December 31, 2019 With comparison to Actual 2018			
	Budget 2019	Actual 2018	Over (Under) Actual 2018
Administration			
In-Kind			
Administration services	195,140	\$ 102,500	\$ 92,640
Development	100,140	45,000	55,140
Total In-kind	295,280	147,500	147,780
Operating expenses			
Payroll & Related Costs	211,269	158,305	52,964
Occupancy	3,236	2,670	566
Office Supplies	12,000	5,024	6,976
Insurance	2,500	2,399	101
Licenses, Dues, Subscriptions	7,000	7,367	(367)
Information technology	18,000	10,588	7,412
Fundraising	75,000	24,457	50,543
Advertising & Promotion	40,000	36,695	3,305
Audit & Tax services	15,200	14,000	1,200
Consulting Fees	12,000	13,517	(1,517)
Depreciation & Amortization	8,000	7,099	901
Bank & Other Service Fees	3,000	2,084	916
Travel	800	796	4
Office expense	8,921	4,249	4,672
Interest expense	300	239	61
	-	-	-
Operating expenses	417,226	289,487	127,739
Total Administration Expenses	\$ 712,506	\$ 436,987	\$ 275,519
Total WPE Expenses	\$ 8,445,876	\$ 6,791,521	\$ 1,654,355
Change in Net Assets	\$ 169,854	\$ 180,495	\$ (10,641)
Provision for Reserves			
Expansion reserves	169,854	180,495	
Total Provision for Reserves:	169,854	180,495	