No One Should Be Hungry

BOLD GOAL

STRATEGIC PLAN

2023-2025

"Our Board and Team thank First Community Foundation Partnership for sponsoring our 2022 Strategic Review and for their long-term partnership in our Mission."

-Joe Arthur, Executive Director

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Bold Goal 2025 Plan
Refresh 2022

Introduction
Central Pennsylvania Food Bank embarked upon its Bold Goal 2025 Plan in 2015 and has continued to make progress each year, even during the COVID pandemic that resulted in massive increases in food insecurity in 2020 and 2021. This Plan was refreshed in 2022 to reflect the food insecurity impacts of the pandemic, our learnings during this crisis, and the unique set of opportunities and challenges we now face in our mission.

Our Bold Goal
By 2025, our collaborative network will provide access to enough nutritious food for everyone struggling with hunger in each of the 27 counties that we serve, and we will convene and nurture partnerships to make progress toward ending hunger.

Our Vision
No One Should Be Hungry

Our Mission
Fighting Hunger, Improving Lives, Strengthening Communities

Our Values
Integrity, Collaboration, Urgency, Accountability, Stewardship, Compassion, Respect, Diversity

Our Strategic Pillars
Feed - All people have equitable access to a nutritious variety of food.

Nourish - We will prioritize culturally relevant and nutritious food options to help neighbors facing hunger make healthy choices.

Empower - We will place neighbors facing hunger and people with lived experience at the center of our work and use our unique influence and capabilities to help empower people.

Unite - Keeping the people we serve at the center of our mission, we will engage all stakeholders in the movement to end hunger.
Our Strategic Objectives FY2023 to FY2025

1. Prioritize Equity, Diversity, Inclusion, and Belonging in all areas of our Mission (Feed, Nourish, Empower, Unite) Photo Credit Pennlive.com

2. Close all food security gaps throughout Central Pennsylvania, prioritize black, indigenous and people of color (BIPOC) and rural communities, and enhance culturally-relevant healthy food offerings (Feed and Nourish)

3. Evolve our ending hunger work through community outreach and partnership engagement to increase benefit and other resource access for neighbors facing hunger (Nourish and Empower)

4. Enhance our Health Innovation strategies to expand healthcare SNAP referrals, develop evidence-based program plans that prioritize patient outcomes, integrate health education into agency programs, and develop value-based managed care payer arrangements (Nourish and Empower)

5. Leverage CPFB’s research, data, and analysis capabilities to preeminence and elevate our organization to be the thought leader on food insecurity in central Pennsylvania. (Empower and Unite)
10 Principles that Guide our Work

1. We will place our neighbors in need at the center of our work and engage those with lived experience. We will live our Values and our work will be informed and shaped through a lens of Equity, Diversity, Inclusion, and Belonging.

2. We will expand and seek to develop and implement new Ending Hunger endeavors that align with our Strategic Pillars and that leverage our unique capabilities.

3. We will deepen our “Better Food, Better Access, Better Together” collaborative engagement with our Agencies and other Partners, and we will strengthen our affiliations with Feeding America and Feeding Pennsylvania.

4. We will empower all Team, Board, and Committee Members to be effective ambassadors toward raising support for our Mission and adopt a culture of philanthropy throughout all levels of our Food Bank.

5. We will be mission-driven and evidence-based in our Mission endeavors.

6. We will continue to leverage technology as a critical Mission enabler.

7. We will continue to leverage strategic partnerships to augment our Mission impact.

8. We will prioritize as success factors increases in food security for individuals and decreases in demand for food distribution. We will eliminate remaining meal gaps while prioritizing rural communities and communities of color.

9. Working in collaboration with healthcare partners, we will develop and establish relevant measurements and practices to help neighbors facing hunger to improve health conditions that are impacted by food insecurity.

10. We will maintain “smart growth” discipline, develop relevant metrics, and invest for Mission impact through an equity lens.
## BY THE NUMBERS (FISCAL YEAR 2021)

### Support & Revenue

**SUPPORT**
- In-Kind Product, Contributions, & Grants .......... $146,025,161 92.2%
- Shared Maintenance & Program Fees .............. $2,925,870 1.8%
- Food Purchase Program .................................. $6,268,629 4.0%
- Investment & Other Income ............................. $3,239,817 2.0%

**TOTAL SUPPORT & REVENUE** ........................... $158,459,477

### Expenses

- Program Services ........................................ $148,287,525 97.4%
- Management & General ................................... $1,784,047 1.2%
- Fundraising ...................................................... $2,204,583 1.4%

**TOTAL EXPENSES** .................................... $152,276,155

**CHANGE IN NET ASSETS** ................................. $6,183,322
YOUR GENEROSITY ENABLES CENTRAL PENNSYLVANIA FOOD BANK TO PROVIDE FOOD TO LOCAL FAMILIES AS THEIR NEEDS CHANGE.

Andrew and Stephanie are typical parents. They juggle busy work schedules while raising two kids with active schedules of their own (soccer for Emily and band for Bill). As the pandemic began in 2020, like so many of our friends and neighbors, Andrew lost his job, and the family quickly lost their housing as well. To stretch their budget, they turned to a local pantry (a Food Bank program partner) to receive fresh and nutritious meals.

“We went through a tough spot, and we weren’t able to afford food. The Food Bank helped push us farther until we could get the finances to be able to afford food.”

In their time of need, the Food Bank and our partners helped to sustain Stephanie, Andrew, Emily, and Bill until they began to recover by securing new employment and stable housing.

Your support has helped local families get back on their feet and continues to help as inflation brings people back to pantry partners once again. In 2022, facing the rising costs that have become a concern for so many of us, Andrew and Stephanie have once again turned to their local pantry to help make ends meet.

“We love it. There’s lots of produce, and that’s our favorite part. We love squash!”

Central Pennsylvania Food Bank is committed to providing our neighbors with fresh and nutritious food for as long as their circumstances require. Your partnership is helping the Food Bank build a community where everyone has enough to eat. Thank you for your generous support!

Thank you!

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One mission, two locations:

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