

STRATEGIC PLAN FISCAL YEARS 2026 - 2028



Approved March 2025

*Our mission is to mobilize the power of our community
to create equitable access to nutritious food
and address the root causes and impact of hunger.*

EXECUTIVE SUMMARY

The structure utilized in this Plan is designed to translate vision to outcomes. Vision and mission statements can feel intangible or philosophical. This Strategic Plan bridges the gap between concept and reality, creating a through-line from vision to proof points.

The Plan's structure ensures this connection:

VISION	<u>Ideal</u> that shapes an aspirational future – one our organization cannot achieve alone.	
MISSION	<u>Purpose</u> that conveys what we exist to do and our contribution to the vision.	↓
IMPERATIVES	<u>Pillars</u> that reflect every aspect of our mission.	↓
GOALS	<u>Commitments</u> that define how each imperative will be fulfilled.	↓
STRATEGIES	<u>Actions</u> that directly advance each goal.	↓
PROOF POINTS	<u>Data</u> that demonstrates whether each strategy has been effectively executed. (Formerly Key Performance Indicators, KPIs)	↓

Each level of the Plan's structure builds upon the one before it, ensuring a logical flow from the organization's vision to demonstrable outcomes. With this alignment, when our proof points show positive outcomes, they confirm our mission is being advanced.

This Strategic Plan is consistent with food bank industry priorities and nonprofit best practices. This external validation gives confidence that we are addressing the right focus areas in the right ways.

EXECUTIVE SUMMARY

VISION/MISSION/VALUES/STRATEGIC IMPERATIVES

VISION

Our vision is a healthy, thriving community where no one is hungry.

MISSION

Harvesters mobilizes the power of our community to create equitable access to nutritious food and address the root causes and impact of hunger.

VALUES

We believe access to nutritious food is a human right and all people deserve to be treated with respect and dignity. **We value your rights.**

We believe people facing food insecurity understand their needs better than anyone. **We value your voice.**

We believe it is our duty to create a safe, inclusive environment where diverse staff and volunteers feel trusted, valued, and engaged. **We value your individuality.**

We believe community partners are vital to our mission and vision and need to be invested in and heard. **We value your impact.**

We believe donors entrust us to be ethical stewards with unwavering integrity. **We value your support.**

We believe hunger can be eradicated when our community recognizes and collectively addresses its root causes. **We value your action.**

STRATEGIC IMPERATIVES

1. Create equitable access to nutritious food.
2. Address the root causes and impact of hunger.
3. Mobilize the power of the community.
4. Strengthen our foundation for the future.

Harvesters mobilizes the power of our community to create equitable access to nutritious food and address the root causes and impact of hunger.

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Feeding America network priorities

The Plan also aligns with the Feeding America Network Strategic Framework Priorities. These national priorities were shaped by the entire network and help guide our collaborative work across the entire nation. Below is a comparison of the network priorities and where they are incorporated in our Plan:

Feeding America Network 2030 Strategic Priorities		Harvesters Strategic Plan
Improve neighbor access and experience	Ensure equitable access to preferred foods, convenient services and dignified experiences for all neighbors facing hunger.	Equitable access and preferred foods – Imperative 1
Enhance food sharing and sourcing	Expand partnerships and improve food sourcing and sharing across the network to better meet neighbors' needs and preferences.	Food sourcing and nutritious food – Imperative 1
Expand policy advocacy	Advocate for public policy change in collaboration with neighbors and other partners to increase neighbor access to resources and address the root causes of food insecurity.	Public policy advocacy – Imperative 3
Increase holistic supports	Build partnerships and increase network capacity to expand holistic supports available to neighbors to help address the root causes of food insecurity.	Root cause work – Imperative 2
Transform measurement and data	Evolve network wide measurement, data sharing and technology to learn, advance collective priorities and illustrate the network's full impact.	Real-time neighbor data and food bank data sharing – Imperatives 1 and 4

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NOTABLE CHANGES

There are certain changes worth noting in this Strategic Plan. These include updates to language and terminology, the introduction of new measures designed to provide clearer insights, and enhancements to the organization's strategic direction.

Language and terminology

Imperatives

The Imperatives in this Strategic Plan have been refined to improve readability, and more importantly, to make the Plan's connection to the mission statement more transparent. The language of the imperatives has been updated to directly mirror the mission. Additionally, two imperatives—previously focused on people and infrastructure—have been combined into a single imperative emphasizing sustainability for the future.

These updates adjust how the Plan is presented, but they do not change the organization's strategic direction or how it carries out its mission.

KPI to Proof Point

The term "KPI (Key Performance Indicator)" has been replaced with "Proof Point" to reflect a broader approach to demonstrating progress. While some goals and strategies are measured numerically, others are best represented by non-numeric indicators. "Proof Point" reinforces the Plan's focus on showing how mission advancement is achieved

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STRATEGIC IMPERATIVE 1: CREATE ACCESS

Create equitable access to nutritious food.		
GOALS	STRATEGIES	PROOF POINTS
1.1 Meals Provide meals to our neighbors who are experiencing food insecurity in collaboration with our network in alignment with the availability of food and monetary resources.	A: Maximize existing distribution models, government programs and Supplemental Nutrition Assistance Program (SNAP) outreach and application assistance to reduce food insecurity. B: Engage neighbors to provide their voice to advocate for SNAP and hunger relief. C: Secure a consistent supply of food and household products and maximize donations and efficient purchasing in alignment with a refined product sourcing plan.	Meals provided Report Pounds acquired
1.2 Quality Product Evolve our food sourcing to best support our neighbors by providing quality, nutritious and preferred food.	A: Increase nutritious food donations and utilize the Healthy Eating Research (HER) Nutrition Guidelines as a framework to monitor and evaluate the nutritional value of food. B: Improve how we address the nutritional needs of our neighbors, based on their feedback.	Year 1: Desirability index Years 2 and 3: Pounds of food classified as nutritious Neighbor satisfaction survey
1.3 Partner Network Invest in and engage our agency partners to maximize collective impact on food security.	A: Equip our agency partners to better meet the needs of our neighbors by offering training and resources, facilitating peer collaboration, and strengthening their trust. B: Drive substantial adoption of Service Insights across the network to enhance our collective understanding of our neighbors through real-time data.	Agency satisfaction survey Number of partners using Service Insights
1.4 Distribution Models Create equitable access through the implementation of prioritized elements from our service area operational plan.	A: Optimize or reallocate programs to areas with greater need. B: Evaluate and refine the mobile distribution model to better align with the capacity and needs of partners in areas of focus.	Report Pounds per person

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STRATEGIC IMPERATIVE 2: ADDRESS ROOT CAUSES

Address the root causes and impact of hunger.		
GOALS	STRATEGIES	PROOF POINTS
2.1 Root Cause Partnerships Foster partnerships with organizations that address the root causes of food insecurity.	A: Actively pursue and maintain meaningful Food+ partnerships. B: Participate in strategic coalitions that address root causes and provide holistic supports. C: Gather and amplify neighbor voice to influence our programmatic efforts. D: Measure the outcomes/impact of our partnerships. E: Reimagine Food+ to improve clarity and consistency around current root cause work. F: Examine best practices in holistic supports to identify potential opportunities for impactful initiatives.	Index Report Report Survey Revised Food+ criteria completed Report

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STRATEGIC IMPERATIVE 3: MOBILIZE THE COMMUNITY

Mobilize the power of the community.		
GOALS	STRATEGIES	PROOF POINTS
3.1 Give Food Mobilize the community through food drives to support our network in nourishing our neighbors.	A: Recruit and retain the community's involvement in physical and virtual food drive efforts. B: Increase the variety of products donated through food drives to meet Harvesters' nutrition policy and neighbor preferences.	Meals provided through food and fund drives Pounds of desirable product received
3.2 Give Money Provide convenient pathways for supporters giving and create new opportunities to increase revenue.	A: Raise funds to meet the annual needs of the organization, through a comprehensive fundraising plan for the different philanthropy revenue streams.	Funds raised
3.3 Give Time Utilize the power of volunteers to strengthen organizational and network capacity and service to our neighbors.	A: Align volunteer staffing to meet the needs of the organization. B: Maintain a high satisfaction volunteer experience.	% of volunteer openings filled % of volunteers reporting high satisfaction on survey
3.4 Give Voice Empower and mobilize the impact and solutions.	A: Strengthen advocacy plans and strategies. B: Grow community and partner participation in advocacy efforts. C: Implement a communications strategy to support collection of stories from neighbors who have experienced food insecurity, to educate and raise awareness of hunger's impact and inspire community support for legislative solutions.	Completion of plan and updates Number of legislative contacts made Report
3.5 Raise Awareness Inform the community about Harvesters and food insecurity's scope, impact and solutions.	A: Create and execute communications and marketing strategies that inspire the community to support Harvesters and join the movement against hunger. B: Evaluate key messaging and branding and determine what resonates with supporters that results in increased action.	Report Completion of market research

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STRATEGIC IMPERATIVE 4: STRENGTHEN OUR FUTURE

Strengthen our foundation for the future.		
GOALS	STRATEGIES	PROOF POINTS
4.1 Staff Recruit, develop and retain an engaged, informed, and skilled workforce.	A: Address current talent needs and anticipate future needs through dynamic recruitment strategies. B: Invest in employee and leadership development programs, training and succession strategies that align with Harvesters' current and long-term needs. C: Foster a culture where employees align with our values and feel supported, valued, and connected. D: Strengthen our program for compensation, benefits, recognition, wellness and comprehensive employee support. E: Execute internal communications strategies that embrace organizational values while fostering a quality work environment.	New hire retention rate Report % of employees who would recommend this as a great place to work; Report Acceptance rates % of employees who would recommend this as a great place to work
4.2 Board of Directors Maintain an informed and mission-driven Board that is committed to providing excellence in governance	A: Provide oversight and stewardship of the organization, fostering the community's trust. B: Board members are engaged and supportive of the organizational imperatives and goals through their dedication and actions. C: Strategically recruit Board members to meet the holistic governance needs of the organization, considering professional and personal experience to advance the organization's mission and commitments.	BBB Board governance standards Annual commitment and priority document, with annual progress report Report
4.3 Operational Health Sustain Harvesters' culture as a highly sound, transparent, and compliant organization.	A: Promote an internal culture of audit-readiness, underpinned by integrity, transparency, and expertise on regulatory and compliance matters. B: Manage risk across all areas of the organization. C: Be prepared to provide aid in the event of a disaster.	Audit results Enterprise Risk Management Assessment updated Disaster preparedness plan reviewed and tabletop trainings held

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Strengthen our foundation for the future.		
GOALS	STRATEGIES	PROOF POINTS
4.4 Infrastructure Ensure infrastructure – people, equipment, and systems – meets current and evolving needs. This includes supporting functions like IT, HR, and finance.	A: Maintain facilities and equipment that meets current needs and emerging opportunities and efficiencies. B: Maintain IT infrastructure that meets current needs and emerging opportunities and efficiencies. C: Invest in supporting functions of the organization, such as Finance, Human Resources, and Quality Assurance, to ensure these functions are positioned to sustain the organization. D: Invest in safety and security measures to manage risks and promote resilience.	Report Report, IT risk assessment Report Report
4.5 Financial Stability Maximize the impact of every dollar and sustain the organization for years to come.	A: Safeguard financial resources by maintaining strong financial management practices, including internal controls, budgets, financial reporting, and independent audits. B: Maximize financial resources by investing in high-impact programs. C: Exercise stewardship of financial resources by promoting efficiency and effectiveness across all functions. D: Fortify the revenue pipeline by enhancing philanthropy strategies that are future-focused and adaptable, strengthening relationships and advocacy for government funding, and exploring diversified income streams. E: Maintain cash and investments at levels sufficient to adapt to changing circumstances and capitalize on opportunities and ensure prudent management of these funds. F: Continue regular financial planning that includes multi-year forecasts and contingency plans for revenue concentration risks.	Timely and accurate reporting; audit results Cost vs impact analysis by program Analysis prepared Report Liquidity and investment analysis Forecasts prepared

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