

**ANNUAL WORK PLAN
SECOND HARVEST FOOD BANK OF LEHIGH VALLEY
AND NORTHEAST PENNSYLVANIA
2009-2010**

DESCRIPTION: The Second Harvest Food Bank of Lehigh Valley and Northeast Pennsylvania (SHFB) assists other non-profits in the distribution of food to needy people as well as acting as community resource for education and advocacy efforts.

MISSION: The mission of the Second Harvest Food Bank of Lehigh Valley and Northeast Pennsylvania is to improve the quality of life in a 6-county area of northeast Pennsylvania by collecting surplus and reclaimed food for distribution to emergency pantries, shelters, soup kitchens, drop-in centers, day care centers, rehab centers, and other caring organizations and by providing educational programs and advocating for improvements in and greater accessibility to programs which affect low-income people.

GUIDING PRINCIPLES: To take an active role in helping member agencies to feed thousands of needy people by being in compliance with operating guidelines and policies of Feeding America, CACLV, and regulatory agencies.

STRATEGIC PLAN: II

GOALS AND PERFORMANCE TARGETS

GOAL 1 SHFB will meet 100% of the performance targets for inventory management, reporting, and monitoring set by Feeding America for members and by PA Department of Agriculture for contract holders.

Performance Targets:

- A. SHFB will maintain inventory tolerances of +/- 2% overall.
- B. SHFB will maintain average on-time donation pick-up and receipting to Feeding America of 90% or higher.
- C. SHFB will monitor new agencies at least once in the first 6 months after the agency enrolls and every member agency once during every 24 month period.
- D. SHFB will maintain all records for State Food Purchase Program (SFPP), Commodity Supplemental Food Program, and The Emergency Food Assistance Program and submit reports as required. SHFB will remain in compliance for all programs.
- E. SHFB will track and report pounds of product distributed and number of persons served by age for TEFAP, SFPP, CSFP, and other programs as appropriate.
- F. SHFB will distribute 12 loads and/or 350,000 pounds of donated product to other food banks.
- G. By December 31, 2009, SHFB will establish a safety committee that meets monthly and meets standards for certification.

GOAL 2 Second Harvest Food Bank will continuously improve services to its member agencies and the community.

Performance Targets:

- A. SHFB will provide all member agencies at least one training opportunity through a conference, workshops or meetings, or one-on-one agency orientation.
- B. SHFB will provide information to member agencies through 12 monthly updates.
- C. Annually, by December 31, SHFB will examine all fees charged to member agencies and adjust as necessary to meet current fiscal needs.
- D. SHFB will work to secure outside financial support for member agencies by maintaining a credit pool for emergency food providers funded by local contributions, seeking grants to directly benefit member agencies, and by directing grant monies to unpaid agency balances for at least 5 agencies in good standing.
- E. SHFB will institute a grant program to stock food and provide for the equipment needs of new and struggling emergency food providers.
- F. SHFB will target 5 member agencies to strengthen their use of SHFB resources as appropriate.
- G. SHFB will operate a food purchase program to benefit emergency food providers, expending at least \$50,000 to secure nutritious food through purchase.
- H. SHFB will participate in the federal Commodity Supplemental Food Program, certifying participants, and providing nutritional support to approximately 1,200 recipients.
- I. SHFB will staff a hotline to assist potential food stamp recipients with on-line applications and submit a total of 500 applications in the course of the year.

J. The SHFB Food Stamp Hotline Worker will distribute flyers to 10 member agency sites per month in the six-county region, as well as other nonprofits, churches, and retail establishments, promoting the hotline and providing Food Stamp education.

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K. The SHFB Food Stamp Hotline Worker will follow up all applications with the appropriate County Assistance Office (CAO) and work with CAO caseworkers to attempt to overcome obstacles.

GOAL 3 SHFB will expand its presence in the six-county region.

Performance Targets:

- A. SHFB will identify and establish new emergency food providers in at least 3 unserved or underserved areas of its service territory.
- B. SHFB will enroll at least 5 new programs that serve at-risk children.
- C. SHFB will maintain Backpack Buddies programs at 10 sites, serving a total of 185 children at serious nutritional risk.

GOAL 4 SHFB will work with other organizations to advocate on hunger issues affecting its service territory.

Performance Targets:

- A. SHFB will explore extension or expansion of the Summer Food Service Program in 5 communities where free/reduced meal participation is 30% or higher.
- B. SHFB will assist with expansion of existing school breakfast programs in 5 schools.
- C. SHFB will actively promote the food stamp program and WIC with every consumer who calls for a food referral and provide guidance to 5 member agencies and other organizations on promoting these programs.
- D. SHFB will log, collect and analyze information regarding all individuals calling for food referral and identify 2 areas of underservice, working with congregations and other non-profits to provide coverage in those areas.
- E. SHFB will assess the impact of donated and tax-supported foods on the nutritional well-being of participants in member agency programs, with special emphasis on children participating in Backpack Buddies, from the participant survey and from the cooperating agency observation with a goal of 50% participation.
- F. SHFB will participate in state, national and international hunger advocacy not limited to World Food Day, National Food Bank Week and Hunger Action Month.
- G. Less than fifteen percent of the food distributed by SHFB will be product of “minimal nutritional value.”
- H. SHFB will provide guidance to member agency pantries in the preparation of nutritionally sound meals, snacks, and food packages for their participants through articles in the Agency Update and other materials.

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GOAL 5 SHFB will be an advocate for hungry and malnourished people and will be a respected source of information and educational program materials to increase awareness of hunger locally.

Performance Targets:

- A. SHFB will provide public education through 12 speaking engagements and/or media contacts.
- B. SHFB will provide education to students through 4 workshops or classes.
- C. SHFB will promote coverage of Hunger Action Month by submitting 10 letters to the editor and/or op-ed pieces in major regional newspapers, and by participation in at least one public event.
- D. SHFB will provide one informational article or Call To Action through the Advocacy Network each Monday.

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GOAL 6 SHFB will cultivate and enhance relationships with existing and potential donors, volunteers and employees.

Performance Targets:

- A. SHFB will publish a newsletter at least 4 times with a circulation of at least 9,000.
- B. SHFB will add at least 10 new food donors and continue to build strong working relationships with existing donors in order to generate 300,000 pounds of product from food solicitation efforts.
- C. SHFB will work with Feeding America to develop and maintain local relationships with at least 2 national donors.
- D. SHFB will log on to Feeding America's "Choice" web site at least three times weekly and accept at least 5 offerings in an effort to secure a greater variety of product for member agencies.
- E. SHFB will develop a marketing and donation plan to raise \$10,000 to support the Backpack Buddies program.
- F. SHFB will coordinate food drives with the National Association of Letter Carriers, businesses, schools and other organizations, raising 250,000 pounds of food for distribution.
- G. SHFB will work with 4 regional and national restaurant and grocery chains to increase responses to their hunger awareness campaigns.
- H. SHFB will participate in fundraising efforts including, but not limited to, Check Out Hunger, an Empty Bowls dinner, two appeals to the established donor list, one mailing to Cornucopia Society members, and acquisition mailings to 50,000 potential donors.
- I. SHFB will conduct volunteer outreach through print and air media and direct appeal to at least 3 area colleges and in order to place 10 long-term volunteers at SHFB or its member agencies.
- J. Each staff member at SHFB will be provided with training to enhance his/her skills and professional development. Each staff member will be expected to share that training with the rest of the staff through a short presentation at a staff meeting.

GOAL 7 SHFB will maintain its involvement in coalitions, boards, committees, including but not limited to: Pennsylvania Association of Regional Food Banks, Feeding America, Pennsylvania Hunger Action Center, Emergency Food Assistance Advisory Committee, Food Research and Action Center, Children's Coalition, Association of Fundraising Professionals, National CSFP Association, and The Volunteer Center.