

Building a Stronger Community, One Meal at a Time.



Greater Cleveland
Food Bank

Dear Friends,

French author and poet Antoine de Saint-Exupéry once noted **"A goal without a plan is just a wish."**

This is why the Greater Cleveland Food Bank takes strategic planning so seriously. Every three years, with rare exception, we come together to think, to dream, to challenge ourselves, and to put down on paper a plan to try to bring our mission to life.

Developed with the leadership of a 16-member Strategic Planning Committee comprised of both board members and staff, we have dedicated the last eight months to a thoughtful process to create the enclosed plan, which will guide us through the next three years.

This same group, and our entire staff, updated our mission statement—the goal we wish to achieve.

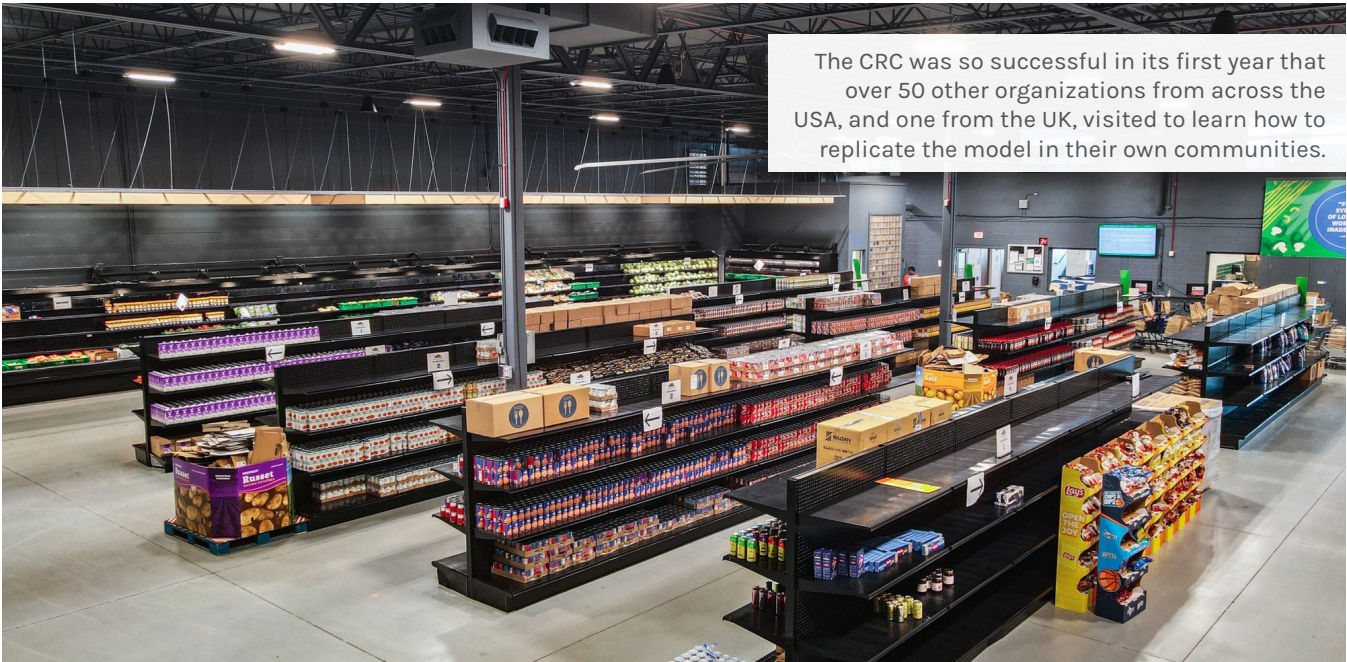
Together with our community, we provide nutritious food and essential resources so our neighbors facing hunger can thrive.

This new mission represents our dedication to our community, to our partners, and to the neighbors we serve. It also shares the Food Bank’s commitment to providing both healthy food and connections to other resources—**to end hunger today, tomorrow and for a lifetime.**

The goals and objectives in this plan are created in support of this mission and they will influence all that we do over the next three years, from distributing more than 54.5M pounds of food annually (with 75% of it rated as nutritious) to connecting 35,000 people to SNAP and other benefits. We will measure our success against thoughtfully developed metrics for the highest impact areas of our work.

We will open a second Community Resource Center on the West Side of Cuyahoga County, modeled after our first Community Resource Center on South Waterloo, which is already drawing national attention for its collaborative, community building model of hunger relief. We will create a Center for the Advancement of Food Security with an institute of higher learning to measure the impact of hunger relief programs on short and long-term food insecurity, and invest in those that are the most effective. And, we will work to reach 75% of our eligible neighbors (those living at 200% of poverty or less) with healthy food and resources, in collaboration with our partners.

The Greater Cleveland Food Bank will remain a steady resource in uncertain times, and this will not be easy. It will require us to engage our partners, donors, volunteers, legislators and team in new ways **as we work to create a hunger-free community.**



Alongside our strategic plan, we have also developed a scenario plan to help us respond to changes in the local demand for emergency food or the resources (food or financial) that we have available to us. We do this because we know that the only constant is change, and that we must always be ready to adapt.

Thank you to our Strategic Planning Committee, who contributed an enormous amount of time to create this plan and to identify the necessary resources to implement it; our passionate Board of Directors for their contributions to the process; our Board-level Committee members and community members who provided significant expertise as we developed and refined our objectives and created tactics to achieve them; and our entire staff for their engagement and feedback, which helped make the plan stronger and clearer. We would also like to thank our consultants from the Organizational Performance Group for their masterful facilitation of the process.

Together, we are building a stronger community, one meal at a time.

With gratitude,

Riddi Kline
Planning Committee Co-Chair
Board Chair

Joe DiRocco
Planning Committee Co-Chair
Board Chair Elect

Kristin Warzocha
President and CEO

Vision, Mission, Tagline & Values

Vision

A community free from hunger.

Mission

Together with our community, we provide nutritious food and essential resources so our neighbors facing hunger can thrive.

Tagline

Ending Hunger Today, Tomorrow and for a Lifetime.

Values

F

Fostering Engagement:

Collaborating with our community and embracing diverse ideas and perspectives.

E

Excellence:

Being good stewards of our community and its resources.

E

Empowerment:

Encouraging, educating, and supporting all those touched by hunger to contribute at their fullest potential.

D

Dedication to Service:

Providing leadership in the hunger relief movement while keeping the people we serve at the center of everything we do.



GCFB Success Measures

To be accomplished by the end of fiscal year 2028

Together with our community...

- Increase volunteers to 20,000 a year, donated food by 5%, and fundraising for programmatic and operating support by 10%.
- Invest \$1,000,000 in our agency partners to build their capacity to provide more food to more people in need.
- Execute quarterly high-impact engagements with influential allies and elected officials in leadership positions.
- Benchmark and then build on Net Promoter Scores for all key constituent groups (volunteers, donors, partner agencies, neighbors, elected officials, media partners, board members and staff).

we will provide nutritious food and essential resources...

- Provide more than 54.5M pounds of food each year through our network of partners and programs.
- Ensure that 75% of the food distributed each year is rated as nutritious.
- Help 35,000 neighbors access SNAP and other benefits.

...so our neighbors facing hunger can thrive.

- Open a West Side Community Resource Center in 2027.
- Co-create a Center for the Advancement of Food Security with a university partner to measure impact of hunger relief programs on short and long-term food insecurity, beginning with the impact we are having at our Community Resource Centers.
- Serve 75% of income-eligible neighbors in our six-county service area.



Our neighbor Duane enjoying a hot meal and companionship at our partner site, Euclid Senior Center.

Goals Overview

High-Impact Programs and Services

We will advance a high-impact, data-driven, and community-centered hunger relief strategy that scales our most effective programs, strengthens key partnerships, and ensures consistent access to nutritious food and essential resources across our six-county service area.

Food Distribution and Operations

We will ensure efficient, effective facilities and operations with a strong focus on financial sustainability to ensure that we can meet community needs, both through our direct services and via our network of partners.

Advocacy

We will build a strategic advocacy network that engages influential community leaders, educates policymakers, elevates community voices and the stories of our neighbors. We will expand public and political support for programs that ensure consistent access to food and address the root causes of hunger across Northeast Ohio.

Goals Overview *(continued from previous page)*

Staff, Volunteers, Culture

We will cultivate a flexible, talent-focused organization where staff and volunteers are equipped, valued, and connected—driving meaningful impact through leadership, innovation, and shared purpose.

Technology

We will leverage our new 5-year IT Road Map to optimize technology across administrative, instructional, and operational functions, enhancing efficiency, reducing manual processes, and improving service delivery and accuracy. We will collaborate with other food banks and Feeding America to identify and incorporate best practices.

Communications

We will inspire our community to support our mission, enhancing and aligning new and existing communications and marketing strategies that advance our strategic work.

Financial Resources

We will create a more resilient and sustainable financial foundation, increasing the diversity of our revenue mix with additional earned and philanthropic revenue. We will offer our community more ways to support our mission through planned giving and multi-year pledges for new restricted funds, in addition to operating support. We will focus on delivering the most cost-effective and impactful programs to effectively end hunger today, tomorrow, and for a lifetime.



A group of young neighbors attend our annual Kids Tasting event. Their feedback helps guide future Kids Cafe meal offerings.



Greater Cleveland
Food Bank

GreaterClevelandFoodBank.org

Partner Distribution Hub

13815 Coit Road
Cleveland, OH 44110
216.738.2265

Community Resource Center

15500 South Waterloo Road
Cleveland, OH 44110
216.738.2067

Partner of:



Local coordinator:

