



**Good Shepherd
Food-Bank**

Feeding Maine's Hungry

Strategic Plan Refresh

Fiscal Years 2014 – 2018

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Acknowledgements

Completion of Good Shepherd Food Bank's 2014 Strategic Plan Refresh would not have been possible without the hard work of dozens of staff, board members and community stakeholders.

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Executive Summary

History

In July 2012, the staff and board of Good Shepherd Food Bank began the process of creating the Food Bank's first strategic plan. This was in response to a number of factors that were creating a paradigm shift both in our traditional sources of food and in the need which we serve. The full discussion of these factors is included in the [2013 Strategic Plan](#). However to frame the 2014 Strategic Plan refresh, we summarize these changes as follows:

- Salvage, non-perishable food donations (historically, the primary source of our food) have significantly declined and will continue to do so.
- In response, the Food Bank began looking to other sources of food, including retail stores and purchased food. While this has increased our availability of food, it has caused our costs to increase dramatically.
- The need has changed from one of an emergency response to a temporarily problem to addressing what is now chronic hunger.
- With today's current food system, there is relatively easy access to inexpensive, nutrient void calories. However, the prices of healthier foods, most notably fresh fruits, vegetables, and protein are increasingly expensive. Consequently, the problem of hunger in Maine is not lack of access to calories but lack of access to nutritious food.
- The other consequence of the above issue is that hunger exacerbates and creates health issues. Obesity, Type II Diabetes, and other chronic health issues are now directly linked to hunger. Poor health keeps people out of the workforce, increases household expenses, and limits resources. All of which lead to increased need for charitable assistance. Hunger is not only the result of poverty; it perpetuates poverty.
- Increasing perishable food waste in our food system is a significant opportunity for food banks but storing and distributing perishable food requires a different infrastructure and distribution strategy than moving canned and boxed dry goods.
- The problem of hunger is growing and exists in every community in our state. Because of varying capacities of our partners, where you live can impact how much assistance you receive from our network.

Starting from the above summary, we have redefined our mission statement as follows:

The mission of Good Shepherd Food Bank is to eliminate hunger in Maine by sourcing and distributing nutritious food to people in need, building strong community partnerships, and mobilizing the public in the fight to end hunger.

To achieve our mission, we will employ the same following 6 strategic objectives as were identified in the 2013 Strategic Plan:

- Safely source and distribute nutritious food to people in need: We will continually explore and implement strategies for sourcing and distributing nutritious food in the safest, most cost effective and equitable way and in increasing quantities, at least equal to the need for hunger relief in Maine.
- Cultivate programs that reduce food insecurity: We will strive to identify solutions that target the root causes of hunger. Specifically, we will support programs that work toward promoting health and food literacy, and building community capacity so that more people are able to consistently access the nutritious food they need to lead healthy, productive lives.
- Advocate on behalf of people living with food insecurity: We will engage with local, state, and federal lawmakers to educate them about hunger in Maine, using information based soundly in evidence and data to promote legislative solutions to fight hunger. In addition, we will mobilize our network of partner agencies and the residents of Maine on behalf of our mission.
- Develop and implement a sustainable business model: We will develop a disciplined and robust business model that works toward long term revenue growth, prudent cost management, and adequate facilities and technology to ensure that we have the infrastructure necessary to sustainably support the mission now and in the future.
- Become a preferred organization in Maine's nonprofit sector: We will foster a culture of excellence, provide a fun and rewarding experience, and support the personal and professional growth of our people so that we are a preferred nonprofit organization for which to work, volunteer and support.

To summarize our approach to ending hunger in Maine, we need to “feed the need” today while working to “shorten the line” tomorrow.

In 2013, we created priorities under each objective that became the framework of the strategic plan. One year into this process, we realized that we had several structural issues, particularly in our sourcing and distribution activities, which needed to be addressed and were therefore identified as key priorities in the 2013 Strategic Plan. However, now that many of these items have been addressed, we need to refresh these priorities to have a longer term perspective on how to achieve our mission. This has been the focus of the 2014 Strategic Plan Refresh.

Our new priorities are as follows:

Strategies Objectives and Key Priorities

Safely Source Nutritious Food to People in Need

Priority 1: Develop and maintain a Nutrition Policy to guide decisions on donated food, purchased food, and program food choices.

Priority 2: Based on strategic plan goals and the nutrition policy, develop annual food sourcing goals (both #s and F2E %) for each food sourcing channel.

Priority 3: Based on Priority 2, develop and maintain an annual purchasing plan that identifies the product categories we will carry including the quantity (\$ and #s) and average price to the agencies.

Priority 4: Based on Priority 2, develop and maintain a donated food strategy that maximizes a cost effective supply of nutritious food.

Priority 5: Research food processing opportunities and determine the role that food processing will play in our food sourcing strategy.

Priority 6: Develop and maintain a food safety training program.

Safely Distribute Nutritious Food to People in Need

Priority 1: Develop/refine internal distribution processes to move the most nutritious food as efficiently and equitably as possible.

Priority 2: Support and build capacity in our agency network in order to maximize agencies' ability to move nutritious food to meet the need in their community.

Priority 3: Develop region-based strategies to distribute nutritious food equitably & efficiently.

Priority 4: Develop emergency response capability.

Cultivate Programs that Reduce Food Insecurity

Priority 1: Define program goals and integrate into overall Food Bank strategy.

Priority 2: Establish a process for adding/keeping a program.

Priority 3: Diversify program funding revenue streams.

Priority 4: Increase access to programs throughout our service area.

Priority 5: Value of programs is proven and understood by all GSFb staff.

Priority 6: Programs have adequate and integrated staff to meet the size/need of the program.

Advocate on Behalf of People Living with Food Insecurity

Priority 1: Create and implement a plan for collecting service data from our network partners on an annual basis.

Priority 2: Create and maintain a food insecurity resource center available to the public.

Priority 3: Create and maintain relationships with key state elected officials and staff.

Priority 4: Engage with peer organizations in Maine who are currently active in advocacy.

Priority 5: Create and maintain relationships with key federal elected officials and staff.

Priority 6: Leverage our statewide network of partner agencies to become advocates and share our message.

Priority 7: Create a foundation for advocacy work (guidelines regarding when and how we speak out about policy issues) and review advocacy program on an ongoing basis.

Develop and Implement a Sustainable Business Model

Priority 1: Create a long-term Development strategy that has diversified and reliable revenue streams.

Priority 2: Develop a disciplined, data focused process for forecasting and tracking organizational costs.

Priority 3: Create a comprehensive Technology strategy.

Priority 4: Develop a Risk Management strategy to mitigate or reduce organizational exposure in key areas.

Become a Preferred Organization in the Non-profit Sector

Priority 1: Value, Encourage and Support a Diverse Workforce.

Priority 2: Continually improve individual & organizational development and effectiveness.

Priority 3: Establish and maintain GSFB brand engagement & a culture of being a great place to work.

Priority 4: Establish community connections to our work & engage volunteers as valued partners in our mission.

There are sub-priorities under each of the above priorities, many of which have also been updated as part of this process but have not been included in this discussion. These can be viewed in our complete 2014 Strategic Plan Refresh document.

5 Year Strategic Goals

As a result of the first year's work, we also are now prepared to project our 5 year goals for the Food Bank. **Simply stated, our goal is to get more nutritious food out safely, equitably, and efficiently.** By 2018, we will be a top performing food bank in the Feeding America network. We will be at or above top quartile medians in the following metrics:

- Nutritious pounds distributed – **more nutritious food out**
- Overall PPIP and minimum PPIP per county – **equitably**
- Cost per pound and % of programs expenses* - **and efficiently.**

*The program expense benchmark will be our peer group rather than the entire network to account for the cost to operate differences among food banks.

Metric	2014	2015	2016	2017	2018
Total Pounds	17,364,307	19,968,953	21,877,876	23,786,800	25,000,000
% F2E	61%	62%	65%	70%	75%
% Produce	27%	26%	28%	30%	32%
F2E Lbs.	10,676,086	12,380,751	14,111,230	16,650,760	18,750,000
Produce Lbs.	4,682,766	5,191,928	6,125,805	7,136,040	8,000,000
PPIP	89.6	103.0	112.9	122.7	129.0
Min. PPIP	50.9	62.1	72.4	83.8	93.4
Cost/#	\$0.40	\$0.37	\$0.37	\$0.37	\$0.37
% Pgm Exp	78%	75%	75%	75%	75%

*2014 numbers are actual