FY2025 Master Plan/
FY2016-19 Strategic Plan Summary

April 2016
Key Planning Concepts
GSFB Mission Statement & Core Values

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.

Core Values

Collaboration: We value our partners in the fight to end hunger, knowing that we are stronger together.

Innovation & Creativity: We strive to constantly evolve and evaluate, so we may implement the most effective strategies to achieve our mission.

Compassion & Respect: We value and hold in high regard our staff, volunteers, partners, donors, and most importantly, the people in need for whom we work.

Integrity: We recognize that we are stewards of others’ gifts. We take this responsibility seriously and conduct all business with fairness and transparency.

Passion: We do this work with a shared passion based on our various personal and religious beliefs, knowing that no one should face the day hungry.
Meeting the Entire Need in Maine by 2025

- Feeding America estimates there are 36.5 million missing meals per year in the state of Maine.
- GSFB distributed 19.3 million meals in FY2015 and its hunger-relief partners independently sourced food to provide another 6.1 million meals per year.
- The remaining unmet need is 11.1M meals. In response, GSFB will increase its meal output to 30.4 million meals per year by 2025.

Total Meals Provided by GSFB

<table>
<thead>
<tr>
<th>Year</th>
<th>FY2015</th>
<th>FY2019</th>
<th>FY2022</th>
<th>FY2025</th>
</tr>
</thead>
<tbody>
<tr>
<td>Meals</td>
<td>19.3M</td>
<td>22.3M</td>
<td>27.5M</td>
<td>30.4M</td>
</tr>
</tbody>
</table>

Distribution by Channel

<table>
<thead>
<tr>
<th>Channel</th>
<th>FY15</th>
<th>FY19</th>
<th>FY22</th>
<th>FY25</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community Partners</td>
<td>18.4</td>
<td>20.8</td>
<td>24.9</td>
<td>27.0</td>
</tr>
<tr>
<td>Direct &amp; Other Distribution</td>
<td>0.9</td>
<td>1.4</td>
<td>2.3</td>
<td>3.0</td>
</tr>
<tr>
<td>Child Hunger Programs</td>
<td>0.0</td>
<td>0.1</td>
<td>0.3</td>
<td>0.4</td>
</tr>
<tr>
<td>Total</td>
<td>19.3</td>
<td>22.3</td>
<td>27.5</td>
<td>30.4</td>
</tr>
</tbody>
</table>

Food Provided by Network Partners

6.1M

* Current unmet need projections based on “Map the Meal Gap 2015” study and GSFB FY2015 numbers.
Strategic Themes

*Keys to Achieving our Ten-Year Goal*

Holistic Approach to Fighting Hunger
Pursue sustainable, community-based solutions that are grounded in a deep understanding of each community’s unique barriers and opportunities.

Seek the Voice of the Customer
Work with our partners to create deeper understanding of the people we serve and use that knowledge to strengthen our collective impact.

Build Deeper Partnerships
Focus on our strengths as a network builder and work to develop the existing and new partnerships necessary in our pursuit of state-wide food security.

Quality as a Top Priority
Develop hunger-relief solutions that not only deliver calories, but also provide the nourishment required to live a healthy life.

Focus on Vulnerable Populations
Continue a tradition of broad community service while focusing much of our future growth on individuals and communities in greatest need.

Promote Initiatives that Stabilize Lives
Build and support sustainable hunger-relief solutions that attack the root causes of food insecurity and help Mainers achieve greater stability.
Long-Term Plan Implementation Framework

The Food Bank’s ten-year master planning framework balances in-depth strategic planning cycles with longer-term capital planning for the infrastructure and capacity building investments necessary to succeed.

<table>
<thead>
<tr>
<th>FY16</th>
<th>FY17</th>
<th>FY18</th>
<th>FY19</th>
<th>FY20</th>
<th>FY21</th>
<th>FY22</th>
<th>FY23</th>
<th>FY24</th>
<th>FY25</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Initial Planning &amp; Market Exploration</strong></td>
<td><strong>Implementation Cycle #1:</strong> Laying the Foundation</td>
<td><strong>Implementation Cycle #2:</strong> Building Scale</td>
<td><strong>Implementation Cycle #3:</strong> Meeting the Need</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Cycle 1 Planning Horizon

Cycle 2 Planning Horizon

Cycle 3 Planning Horizon

Ten-Year Capital Planning Horizon

Planning framework best practice courtesy of: North Texas Food Bank

Good Shepherd
FOOD BANK OF MAINE
Major Goals & Geographies

GSFB will pursue three major goals throughout our service area. The requirements of people in need and the characteristics of different parts of our service area will drive our approach.

**Goal: Nourish**

Good Shepherd Food Bank believes in the right to nutritious food for all Mainers -- food that nourishes their bodies and supports good health. We dedicate ourselves to work with farmers, donors, and food producers to source the food required to eliminate hunger in Maine.

**Goal: Connect**

The Food Bank commits to being a resource bridge between community organizations and members, developing tactics to reduce food insecurity in collaboration with those we serve to build strength and confidence.

**Goal: Empower**

All Mainers deserve to experience self-sufficiency and participate in the process of bettering their own lives. The Food Bank is dedicated to developing long-term strategies to end food insecurity and provide a path out of poverty.
### Primary Characteristics by Geographic Region

<table>
<thead>
<tr>
<th>Region</th>
<th>FY2015</th>
<th>FY2025</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>West</strong></td>
<td>3.7M</td>
<td>5.8M</td>
</tr>
<tr>
<td><strong>Central</strong></td>
<td>2.0M</td>
<td>4.5M</td>
</tr>
<tr>
<td><strong>South</strong></td>
<td>8.8M</td>
<td>13.7M</td>
</tr>
<tr>
<td><strong>The County</strong></td>
<td>1.1M</td>
<td>1.5M</td>
</tr>
<tr>
<td><strong>Down East</strong></td>
<td>1.5M</td>
<td>2.1M</td>
</tr>
<tr>
<td><strong>Mid-Coast</strong></td>
<td>2.3M</td>
<td>2.8M</td>
</tr>
</tbody>
</table>

- **West**: Moderate unmet need (2.2M meals) and consistently distributed. Partners in this region have moderate growth capacity and are easily accessible from Auburn.
- **Central**: Moderate unmet need (2.5M meals) and concentrated. Partners in this region have moderate growth capacity and are easily accessible from Hampden.
- **South**: High unmet need (4.9M meals) and concentrated. The partner network is strongest in this zone with moderate room for expansion.
- **The County**: Relatively low unmet need (.4M meals) distributed across a vast 5,500 sq. mi. region. Primarily served by 1 key partner. More efficient service from Hampden.
- **Down East**: Relatively low unmet need (.5M meals) although it is pocketed and often overlooked. Partner capacity is limited but Hampden facility creates new opportunities.
- **Mid-Coast**: Relatively low unmet need (.5M meals) although it is pocketed and often overlooked. Partner growth capacity is extremely limited and often hard to reach.
Strategic Initiatives Overview

19.3M Total Meals per Year in FY2015 → 30.4M GSFB Meals per Year by FY2025

NOURISH

- Local, Nutritious Food Sourcing
- Infrastructure Improvements
- Community-Based Partnerships
- Innovative Distribution Models

CONNECT

- Programmatic Solutions
- Research, Education, & Advocacy
- Resource Development
- Organizational Culture

EMPOWER

To reach the goal, we will field strategic initiatives in all areas of our model:
Local, Nutritious Food Sourcing

GSFB’s food sourcing program will increase by 56 percent over 10 years, with a commitment to high nutritional standards and the economic livelihood of Maine’s agricultural communities.

### Key Benefits

Improved nutritional content, better variety, supports economic livelihood in rural Maine, promotes stabilizing lives.

### Sourcing Targets (M meals)

<table>
<thead>
<tr>
<th>Targets (M meals)</th>
<th>FY15</th>
<th>FY19</th>
<th>FY22</th>
<th>FY25</th>
</tr>
</thead>
<tbody>
<tr>
<td>USDA</td>
<td>2.4</td>
<td>2.4</td>
<td>2.5</td>
<td>2.5</td>
</tr>
<tr>
<td>MFM</td>
<td>1.4</td>
<td>2.6</td>
<td>3.8</td>
<td>4.7</td>
</tr>
<tr>
<td>Retail Donations</td>
<td>12.6</td>
<td>14.3</td>
<td>16.8</td>
<td>17.7</td>
</tr>
<tr>
<td>Mfg./Distributors</td>
<td>2.2</td>
<td>2.2</td>
<td>2.8</td>
<td>3.0</td>
</tr>
<tr>
<td>Purchased Food</td>
<td>1.3</td>
<td>1.5</td>
<td>2.2</td>
<td>3.0</td>
</tr>
<tr>
<td><strong>Total</strong>*</td>
<td><strong>19.8</strong></td>
<td><strong>22.9</strong></td>
<td><strong>28.0</strong></td>
<td><strong>30.9</strong></td>
</tr>
</tbody>
</table>

- Expansion of Mainers Feeding Mainers by deepening existing relationships and building the right relationships with new growers.
- Advocacy efforts pursue state funding to purchase locally-sourced food for the benefit of Maine’s food insecure population.
- Food sourcing budget increased from $1.7M in FY16 to $5.7M in FY25.
- Produce sourcing team members, drivers, and trucks added.

* Assumes ~500k meals/year in non-food, trash, and unqualified product
Infrastructure Improvements

The Food Bank will expand its facilities and supply chain infrastructure to support the targeted increases in meal provision and community impact.

• Infrastructure planning includes new facilities that improve operational efficiency, create volunteer engagement experiences, and better serve the rural parts of the Food Bank’s service area.

• The Food Bank makes significant investments to its existing facility to expand cooler space and maximize current warehouse space utilization.

• Adds multiple trucks, tractors, trailers, mobile pantries and warehouse equipment to the Food Bank’s transportation and distribution fleet.

• Invest in technology-based solutions that improve operational efficiencies.

• Additional space and greater presence in central and northern Maine seeks opportunities to leverage volunteers.

Key Benefits

Improved operational efficiency, better volunteer engagement experiences, greater food sourcing opportunities
Community-Based Partnerships

Traditional partner-based distribution will continue to be GSFB’s primary distribution channel. GSFB will seek more holistic, community-based partnerships to create a more robust state-wide footprint and better understand each community’s unique opportunities and challenges.

<table>
<thead>
<tr>
<th>Targets (M meals)</th>
<th>FY15</th>
<th>FY19</th>
<th>FY22</th>
<th>FY25</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Distribution</td>
<td>19.3</td>
<td>22.3</td>
<td>27.5</td>
<td>30.4</td>
</tr>
<tr>
<td>Partner Dist.</td>
<td>18.4</td>
<td>20.8</td>
<td>24.9</td>
<td>27.0</td>
</tr>
<tr>
<td>% Partner Based</td>
<td>95%</td>
<td>93%</td>
<td>91%</td>
<td>89%</td>
</tr>
</tbody>
</table>

• Develop an effective tier system to provide more tailored support models for each partner and/or community.

• Expand the budget for investing in deeper partnerships by $700k over the next 10 years.

• Expansion and gradual de-centralization of GSFB Community Partnership staff to establish more holistic, community-sensitive approaches to fighting hunger.

Key Benefits
More capacity-building resources, models become tailored around community needs, solutions beyond emergency food
Innovative Distribution Models

Community-based access points – or hubs – will create a more efficient system to support Maine’s emergency food network and tackle food access challenges for Maine’s rural communities.

<table>
<thead>
<tr>
<th>Targets (M meals)</th>
<th>FY15</th>
<th>FY19</th>
<th>FY22</th>
<th>FY25</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Distribution</td>
<td>19.3</td>
<td>22.3</td>
<td>27.5</td>
<td>30.4</td>
</tr>
<tr>
<td>Direct Distribution</td>
<td>0.6</td>
<td>1.0</td>
<td>1.9</td>
<td>2.6</td>
</tr>
<tr>
<td>% Direct Dist.</td>
<td>3%</td>
<td>4%</td>
<td>7%</td>
<td>9%</td>
</tr>
</tbody>
</table>

- Establish a series of strategic access points based on food insecurity, partner presence, and client demand.
- Logistical efficiencies via highly accessible delivery sites. Sites could be empowered active partners, new relationships, or public access points.
- Deploy direct distribution strategies in support of primary systems and to serve under-resourced areas with precision. These could include mobile pantries, just-in-time strategies, or other emerging models.
- Leverage Hampden facility as access point for partners and direct service.

Need-Based Access Points

Hub Service Models

Key Benefits
Logistical efficiencies, greater state-wide footprint, partner convenience, precision, agility, equity
Programmatic Solutions

The Food Bank will seek programmatic solutions in each community to connect clients with existing resources and support them in their pursuit of an improved quality of life and greater stability.

• Additional staffing positions (~6 FTEs) created to implement programs that target vulnerable populations
  • Seniors
  • Children
  • Veterans
  • Rural populations
  • New Mainers/Immigrants

• Community-based staff positions will actively seek opportunities to connect food insecure individuals with existing local hunger relief resources.

• Programs like cooking classes and nutrition education become more strategically deployed in new communities with the insight gained from establishing deeper relationships.

• Cultivate programs help provide children with a hunger free school day.

Key Benefits
Cost-efficient meal provision, improved service to targeted populations, holistic solutions, client stability, equity
Research, Education & Advocacy

GSFB will engage in ongoing research around hunger-related issues and continuously work to educate all stakeholders – policymakers, supporters, partners, and food insecure individuals.

- Additional staffing and investment in technology improvements allow the food bank to take a leadership role in understanding the issue of hunger in Maine, its root causes, and effective solutions.
- Develop a client tracking system that allows us to evaluate our work and communicate impact and measure unmet need.
- Bring the voice of food insecure Mainers to the center of the conversation to help mobilize the community in the fight against hunger.
- Leverage GSFB and Feeding America’s collective influence to advocate for systemic solutions and more effective hunger-relief policy.

Key Benefits
Leveraged partnerships, systemic reform, more effective solutions, greater public awareness, dignified service models
Organizational Culture

In the wake of significant long-term growth, GSFB will maintain an organizational culture that supports our core values and reinforces our reputation as one of the region’s premier places to work.

- As the food bank positions itself to make a substantially larger impact, we remain committed to our core values: Collaboration, Innovation & Creativity, Compassion & Respect, Integrity, and Passion.
- GSFB will continuously invest in the communication & I.T. systems necessary for effective communication across multiple sites and communities.
- Ongoing research and budgetary allowances to provide fair and appropriate compensation.
- Instill a commitment to ongoing professional and organizational development opportunities.

Key Benefits
Lower turnover, greater efficiency, work-life balance, more sustainable organization, brand awareness
GSFB’s annual fundraising will need to double over the next 10 years, with an emphasis on individual contributions, particularly in the form of major gifts.

<table>
<thead>
<tr>
<th>Private Support ($M)</th>
<th>FY15</th>
<th>FY19</th>
<th>FY22</th>
<th>FY25</th>
</tr>
</thead>
<tbody>
<tr>
<td>Individuals</td>
<td>3.3</td>
<td>4.3</td>
<td>5.5</td>
<td>6.6</td>
</tr>
<tr>
<td>Corporations</td>
<td>0.9</td>
<td>1.2</td>
<td>1.5</td>
<td>1.9</td>
</tr>
<tr>
<td>Foundations</td>
<td>0.5</td>
<td>0.7</td>
<td>0.9</td>
<td>1.0</td>
</tr>
<tr>
<td>Organizations</td>
<td>0.5</td>
<td>0.6</td>
<td>0.8</td>
<td>1.0</td>
</tr>
<tr>
<td><strong>Total Private Support</strong></td>
<td><strong>5.2</strong></td>
<td><strong>6.8</strong></td>
<td><strong>8.7</strong></td>
<td><strong>10.5</strong></td>
</tr>
</tbody>
</table>

- Leverage vast base of 20,000+ active donors through rigorous data mining.
- Engage in Major Gift fundraising with a portfolio-based approach to building more meaningful relationships.
- Greater presence in new markets, particularly Greater Bangor, provides access to a deeper pool of prospects.
- Ongoing advocacy efforts seek sustainable public funding.
- Expanded grant writing staff, major gift officers, marketing resources, and mail/online vendor budgets.

**Key Benefits**

Improved return on investment, revenue diversification, sustainability, engages new generations, attracts volunteers.
Resource Development - Campaign

GSFB will implement a 3-phase Comprehensive Campaign of $11M to build and maintain the operational infrastructure necessary to meet the service area’s entire need in ten years.

- Phase 1 of the Comprehensive Campaign provided for capital improvements to the existing Auburn Facility.
- Phase 2 allows GSFB to establish greater presence in Central and Northern Maine with a 40,000+ sq. ft. Hampden facility.
- Phase 3 supports investments in developing community partnerships, fleet & equipment improvements, and scaling programs & operations to meet Maine’s entire need.
- Additional working capital allows the Food Bank to scale operations responsibly while maintaining sufficient reserve ratios.

Key Benefits
Campaign collections allow GSFB to make capacity building investments early in the pursuit towards meeting the need.
## Financial Summary

**Based on Current Financial Modeling**

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Baseline</th>
<th>Year 4</th>
<th>Year 7</th>
<th>Year 10</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>FY2015</td>
<td>FY2019</td>
<td>FY2022</td>
<td>FY2025</td>
</tr>
<tr>
<td>Physical Meals</td>
<td>19.3</td>
<td>22.2</td>
<td>27.2</td>
<td>30.0</td>
</tr>
<tr>
<td>Influenced Meals</td>
<td>0.0</td>
<td>0.1</td>
<td>0.3</td>
<td>0.4</td>
</tr>
<tr>
<td>Total Meals</td>
<td>19.3</td>
<td>22.3</td>
<td>27.5</td>
<td>30.4</td>
</tr>
<tr>
<td>Annual Fundraising Revenue</td>
<td>$5.2</td>
<td>$6.8</td>
<td>$8.7</td>
<td>$10.5</td>
</tr>
<tr>
<td>Appropriations &amp; Advocacy Revenue</td>
<td>$0.0</td>
<td>$1.1</td>
<td>$1.4</td>
<td>$2.0</td>
</tr>
<tr>
<td>Other Revenue</td>
<td>$2.8</td>
<td>$2.9</td>
<td>$3.7</td>
<td>$4.5</td>
</tr>
<tr>
<td>Total Revenue</td>
<td>$8.0</td>
<td>$10.8</td>
<td>$13.8</td>
<td>$17.0</td>
</tr>
<tr>
<td>Total Expenses</td>
<td>$8.0</td>
<td>$11.2</td>
<td>$14.1</td>
<td>$16.6</td>
</tr>
<tr>
<td>Net</td>
<td>$0.0</td>
<td>$(0.4)</td>
<td>$(0.4)</td>
<td>$(0.4)</td>
</tr>
<tr>
<td>Cumulative Operating Deficit</td>
<td>$0.0</td>
<td>$0.2</td>
<td>$(0.8)</td>
<td>$(0.2)</td>
</tr>
</tbody>
</table>

### Campaign Items - Cumulative

<table>
<thead>
<tr>
<th></th>
<th>Baseline</th>
<th>Year 4</th>
<th>Year 7</th>
<th>Year 10</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capital Expenditures - Non-Facilities</td>
<td>$0.0</td>
<td>$4.9</td>
<td>$6.3</td>
<td>$7.0</td>
</tr>
<tr>
<td>Capital Expenditures - Facilities**</td>
<td>$0.0</td>
<td>$4.5</td>
<td>$4.5</td>
<td>$4.5</td>
</tr>
<tr>
<td>Program Expansion</td>
<td>$0.0</td>
<td>$0.5</td>
<td>$2.0</td>
<td>$2.4</td>
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<tr>
<td>Campaign Expenses</td>
<td>$0.0</td>
<td>$0.3</td>
<td>$0.5</td>
<td>$0.5</td>
</tr>
<tr>
<td>Total Campaign Expenditures</td>
<td>$0.0</td>
<td>$10.2</td>
<td>$13.3</td>
<td>$14.3</td>
</tr>
<tr>
<td>Campaign Collections - Cumulative**</td>
<td>$0.0</td>
<td>$8.6</td>
<td>$10.9</td>
<td>$10.9</td>
</tr>
<tr>
<td>Investment Income - Cumulative</td>
<td>$0.0</td>
<td>$0.1</td>
<td>$0.2</td>
<td>$0.3</td>
</tr>
<tr>
<td>Total Campaign Income</td>
<td>$0.0</td>
<td>$8.7</td>
<td>$11.1</td>
<td>$11.2</td>
</tr>
<tr>
<td>Total Unrestricted Cash on Hand</td>
<td>$1.2</td>
<td>$4.8</td>
<td>$4.6</td>
<td>$4.6</td>
</tr>
<tr>
<td># Months Unrestricted Cash on Hand (11M campaign assumed)**</td>
<td>1.8</td>
<td>5.2</td>
<td>3.9</td>
<td>3.3</td>
</tr>
</tbody>
</table>

### Financial Highlights

- **Annual cash basis budget** grows from **$8.0M** to **$16.6M**
- **Total cash on hand is scaled to maintain a minimum of ≈3+ months operating reserves**
- **Campaign supports the opening of the new Hampden facility and $1.25M in improvements to the Auburn facility**
- **Campaign collections also provide for scaling operations with new trucks, upgrades to existing fleet & equipment, piloting new initiatives, and other operational needs**
- **Creates ≈40 new GSFB jobs**
- **Total facilities grow from ≈65k sq. ft. to ≈90k sq. ft. with significantly improved state-wide coverage**

*All numbers in millions.  
**Assumes $1.1M already collected and $1.25M spent on Auburn facility improvements as of 3/31/16 and uncollectable commitments.*

*Cash Only. Excluding in-kind product donations.*
Key Planning Assumptions & Challenges

Key Planning Assumptions
1. Immediate and continued success navigating unpredictable legislative processes
2. Community partners can grow their budgets and scale operations over time
3. The resurgence of Maine’s agriculture industry continues
4. A greater presence in central and northern Maine will drive deeper community engagement regionally
5. Community partners will become aligned with meeting the entire need in Maine
6. Collaboration with the University of Maine will produce continued advancements around fresh produce storage and longevity

Challenges
1. Maine’s rapidly aging population
2. Effectively managing operations and communicating across 2 full-scale operations
3. Maine’s economic and agricultural seasonality
4. Competition from secondary markets for “B-grade” produce
5. Economic uncertainty
6. Developing innovative distribution models in high-need areas with limited partners
Long-Term Plan Implementation Framework

The Food Bank’s ten-year master planning framework balances in-depth strategic planning cycles with longer-term capital planning for the infrastructure and capacity building investments necessary to succeed.

Planning framework best practice courtesy of: 36.5M meals per year