



*partnering to end hunger*

FY2025 MASTER PLAN /  
FY2020-22 STRATEGIC PLAN SUMMARY



AUGUST 2019



# GSFB MISSION STATEMENT & CORE VALUES



THE MISSION OF GOOD SHEPHERD FOOD BANK IS TO ELIMINATE HUNGER IN MAINE BY IMPROVING ACCESS TO NUTRITIOUS FOOD FOR PEOPLE IN NEED, BUILDING STRONG COMMUNITY PARTNERSHIPS, AND MOBILIZING THE PUBLIC IN THE FIGHT TO END HUNGER.



## Partnership

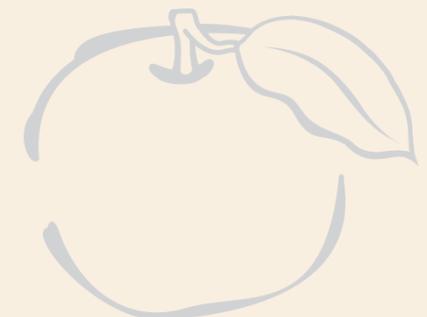
WE ENDEAVOR TO PROVIDE THE BEST POSSIBLE EXPERIENCE TO EVERYONE WE ENGAGE WITH, BASING INTERACTIONS ON A FOUNDATION OF EQUITY, INTEGRITY, AND HUMILITY.

## Agility

WE PROMOTE AN ORGANIZATIONAL CULTURE THAT ENCOURAGES NEW IDEAS, IMPROVEMENTS, FLEXIBILITY, AND INNOVATION, AND TURNS CHALLENGES INTO OPPORTUNITIES.

## Inclusion

WE RESPECT THE BREADTH OF LIFE EXPERIENCES ACROSS THE COMMUNITIES WE PARTNER WITH, HOLDING PEOPLE STRUGGLING WITH HUNGER AT THE CENTER OF OUR DECISIONS AND ACTIONS.





*partnering to end hunger*

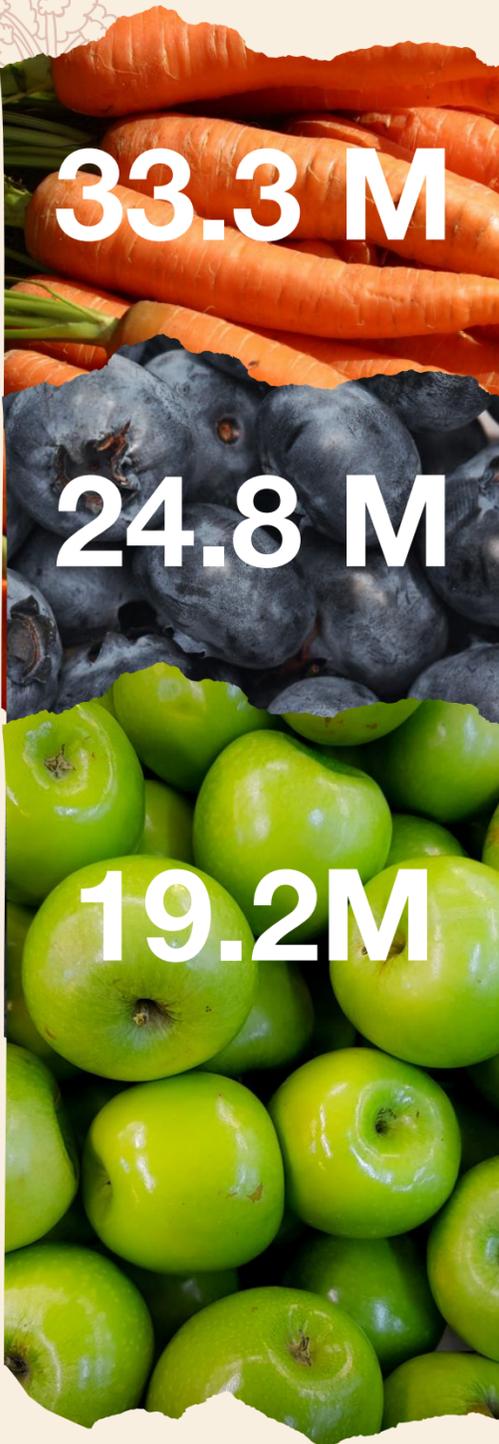
## THE BOLD GOAL

BY 2025, ALL FOOD INSECURE MAINERS WILL HAVE ACCESS TO THE NUTRITIOUS FOOD THEY NEED, WHEN AND WHERE THEY NEED IT.

IN DOING SO, WE WILL HELP STABILIZE THE LIVES OF THE PEOPLE WE SERVE, REDUCE THE ECONOMIC COSTS OF HUNGER IN OUR STATE, AND MAKE MAINE A STRONGER, MORE RESILIENT PLACE TO WORK AND LIVE.

# MEETING THE ENTIRE NEED IN MAINE BY 2025

- USING THE 5-YEAR ROLLING-AVERAGE FOOD-INSECURITY RATE IN MAINE, WE ESTIMATE THERE ARE 33.3 MILLION MISSING MEALS PER YEAR IN THE STATE.\*
- GSFB DISTRIBUTED 19.3 MILLION MEALS IN FY2015 AND, AFTER THE FIRST THREE YEARS OF THE PLAN PERIOD, DISTRIBUTED 24.8 MILLION MEALS IN FY2019.
- GSFB WILL INCREASE ITS MEAL OUTPUT TO **33.3 MILLION MEALS** PER YEAR BY 2025.



33.3 M

24.8 M

19.2M

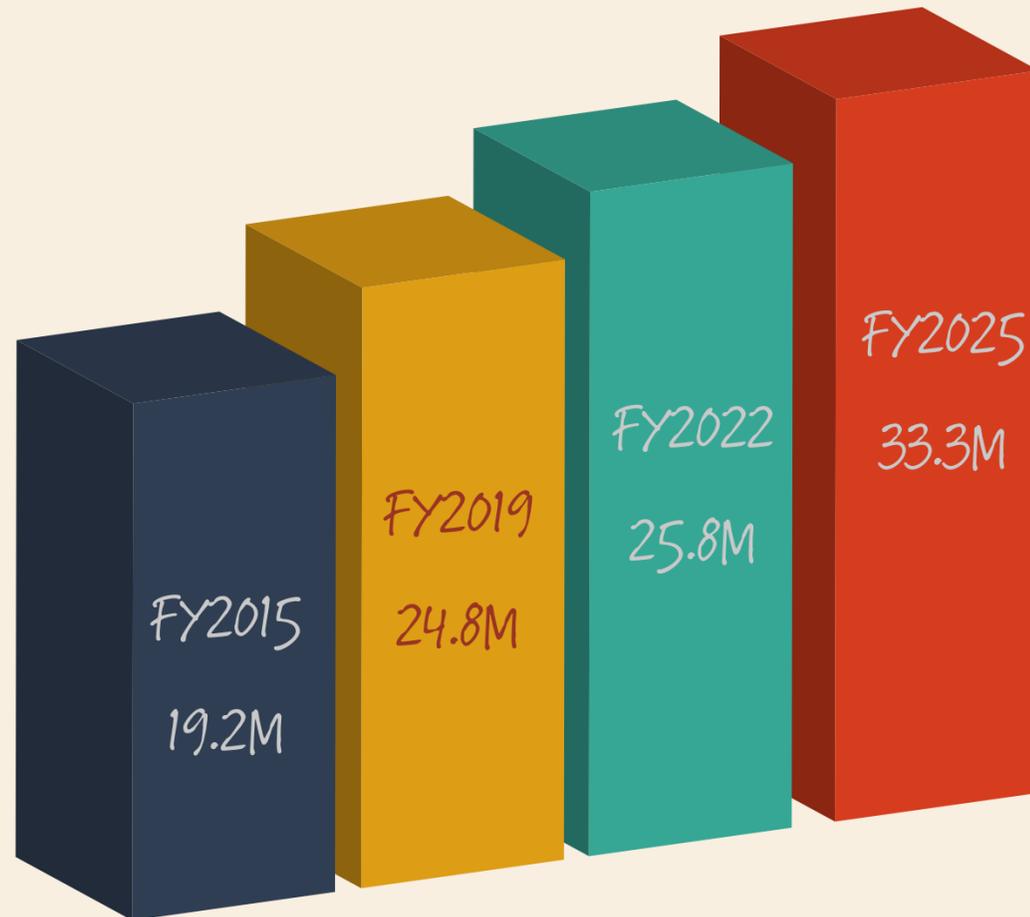
*Unmet Need*

8.5M MEALS

GOOD SHEPHERD FOOD BANK, AS OF  
*FY 15 & FY 19*

\*CURRENT UNMET NEED PROJECTIONS BASED ON "MAP THE MEAL GAP 2015 - 2018" STUDIES AND GSFB FY2019 NUMBERS.

# MEALS ENABLED THROUGH GSFB



## DISTRIBUTION BY CHANNEL

### Handled Pounds

Auburn Warehouse

Hampden Warehouse

Total Handled GSFB Pounds

Total Non-Handled GSFB Pounds

Total GSFB Pounds

Total GSFB Meals

Enabled Meals

Total Meals

FY15

FY19

FY22

FY25

13.3

16.2

16.2

16.2

1.1

1.8

4.1

12.7

14.4

18.0

20.3

28.9

8.8

12.0

11.2

11.9

23.2

30.0

31.5

40.8

19.2

24.8

25.8

33.3

0

0

TBD

TBD

19.2

24.8

25.8

33.3





# 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.

FY16

FY17 | FY18 | FY19

FY20 | FY21 | FY22

FY23 | FY24 | FY25

INITIAL  
PLANNING &  
MARKET  
EXPLORATION

IMPLEMENTATION  
CYCLE #1:  
LAYING THE FOUNDATION

IMPLEMENTATION  
CYCLE #2:  
BUILDING SCALE

IMPLEMENTATION  
CYCLE #3:  
MEETING THE NEED

CYCLE 1 PLANNING HORIZON

CYCLE 2 PLANNING HORIZON

CYCLE 3 PLANNING HORIZON

TEN-YEAR CAPITAL PLANNING HORIZON

PLANNING FRAMEWORK BEST PRACTICE COURTESY OF:



# ENDING HUNGER FRAMEWORK

THE FOOD BANK WILL INCORPORATE A MOBILITY FROM POVERTY FRAMEWORK IN ITS PLAN, RECOGNIZING THAT FOOD ALONE WILL NOT END HUNGER.

*Economic, social, and community factors play critical roles in Ending Hunger*

## ECONOMIC SUCCESS

Low income, income volatility, and expense shocks contribute to food insecurity. Proven solutions include increased earned income, access to assets and credit, receipt of public benefits, and financial capability.

## PERSONAL AGENCY AND AUTONOMY

The ability seek support and access resources enable us all to feel empowered and more in control of our lives. As such, skills and opportunities can be critical to achieving and sustaining food security.

## HAVING A PLACE IN COMMUNITY

Social capital and social support contribute to economic and personal resilience. Public perception and social inclusion are important factors in combating stigma and isolation that can exacerbate food insecurity.

INDIVIDUAL  
MOVEMENT  
FROM  
TO

FINANCIALLY  
VOLATILE

FINANCIALLY &  
FOOD SECURE

CONSTRAINED

EMPOWERED

EXCLUDED

CONNECTED

# MAJOR GOALS

RECOGNIZING THE INTERCONNECTED FACTORS CONTRIBUTING TO HUNGER, GSFB WILL PURSUE THREE GOALS ACROSS OUR SERVICE AREA, PARTNERING WITH COMMUNITIES TO DEVELOP TAILORED SOLUTIONS.



*Nourish*

GOOD SHEPHERD FOOD BANK BELIEVES IN THE RIGHT TO NUTRITIOUS FOOD FOR ALL MAINERS -- FOOD THAT NOURISHES PEOPLE AND SUPPORTS GOOD HEALTH. WE DEDICATE OURSELVES TO WORK WITH FARMERS, DONORS, AND FOOD PRODUCERS TO SOURCE THE HEALTHY FOOD REQUIRED TO END HUNGER IN MAINE.

*Connect*

THE FOOD BANK COMMITS TO BEING A RESOURCE BRIDGE BETWEEN COMMUNITY ORGANIZATIONS AND MEMBERS, DEVELOPING STRATEGIES TO REDUCE FOOD INSECURITY IN COLLABORATION WITH THOSE WE SERVE TO BUILD RESILIENCE AND CONFIDENCE.

*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 SOLUTIONS TO END FOOD INSECURITY AND PROVIDE A PATH OUT OF POVERTY.





# STRATEGIC THEMES



## Guiding Principles to Achieving our Ten-Year Goal

### Patron-Centered Approach

We believe the people we serve are the experts in their own lives and deserve the opportunity to participate in developing solutions to end hunger. We will develop communication and feedback channels so that patrons have a voice in informing our strategy. We will develop food access and advocacy models that elevate and include their voices.

### Community-Driven Strategies

We believe communities have the knowledge and desire to work together to end hunger. We will strengthen our network and engage with a broader coalition of community partners to facilitate opportunities for communities to inform and drive the strategies that will improve food security for their region.

### Data-Driven Decision Making

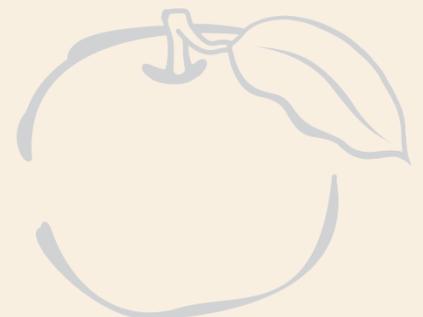
We believe in the power of data. In order to end hunger, we need to better understand the issue and be able to measure our progress. We will invest in technology and processes to inform our work with real-time data.

### Food as Health

We believe food is more than calories and all people should have access to food that maintains good health. We will invest in programs and practices that improve access to and consumption of healthy food.

### Root Cause Solutions

We believe food security is a catalyst to change lives. We will build and support sustainable hunger-relief solutions that address the root causes of food insecurity.



# STRATEGIC INITIATIVES OVERVIEW

TO ACHIEVE OUR GOAL, WE WILL ORGANIZE OUR WORK ALONG THE FOLLOWING STRATEGIC INITIATIVES:

NOURISH

CONNECT

EMPOWER

IMPLEMENT EFFICIENT AND EFFECTIVE SUPPLY CHAIN PROCESSES

STRENGTHEN THE NETWORK

PROMOTE FOOD AS HEALTH

BUILD A MOVEMENT

SHORTEN THE LINE

RAISE THE RESOURCES | STRENGTHEN THE CULTURE | RESEARCH & EVALUATE



# IMPLEMENT EFFICIENT AND EFFECTIVE SUPPLY CHAIN PROCESSES



**MISSION STATEMENT:** TO MANAGE PRODUCT AND INFORMATION FLOW TO PROVIDE THE GREATEST CUSTOMER SATISFACTION AT THE LOWEST POSSIBLE COST, AS WE WORK TO CLOSE THE MEAL GAP BY 2025.

**MAJOR OBJECTIVES AND GOALS:**

- IDENTIFY AND SOURCE LOW-COST, NUTRITIOUS FOOD FROM NEW CHANNELS, PREFERABLY LOCAL
- SUCCESSFULLY INTEGRATE AN EXPANDED HAMPDEN FACILITY INTO OUR WORK
- IMPLEMENT NEW SOFTWARE-ENABLED PROCESSES TO IMPROVE THE EFFICIENCY OF SUPPLY CHAIN BY 15-25%
- FULLY IMPLEMENT A REGIONAL DISTRIBUTION HUB IN DOVER-FOXCROFT AS A POTENTIAL MODEL FOR IMPROVING SERVICE TO RURAL AREAS
- DEVELOP NEW METHODS FOR MEASURING CUSTOMER SATISFACTION, IN COLLABORATION WITH COMMUNITY PARTNERSHIPS DIVISION AND RESEARCH STAFF, TO IMPROVE THE MANAGEMENT OF SUPPLY CHAIN PERFORMANCE
- COMPLETE A BUSINESS PLAN FOR VEGETABLE PROCESSING, DETERMINE VIABILITY, AND TAKE APPROPRIATE ACTION
- IMPROVE SUPPLY CHAIN ORGANIZATIONAL CAPABILITIES THAT ADDRESS CHANGE MANAGEMENT, TEAMWORK, AGILITY, AND RISK TAKING



# STRENGTHEN THE NETWORK



**MISSION STATEMENT:** TO PROVIDE ALL PARTNERS WITH THE CAPACITY BUILDING SUPPORTS NEEDED TO LEVERAGE COMMUNITY ASSETS, ADDRESS BARRIERS, AND EMPOWER COMMUNITY MEMBERS AS LEADERS, SO THAT TOGETHER WE CAN CREATE HOLISTIC SOLUTIONS TO CLOSE MAINE'S MEAL GAP.

**MAJOR OBJECTIVES AND GOALS:**

- ENSURE THAT THE COMMUNITY PARTNERSHIPS TEAM IS WELL POSITIONED TO SUPPORT ALL PARTNERS IN INCREASING FOOD SECURITY, EXPANDING COMMUNITY ENGAGEMENT, AND IMPROVING COLLABORATION WITHIN REGIONS BY INCREASING FREQUENCY OF CONTACT AND ENHANCING STAFF DEVELOPMENT
- BUILD UNITY AROUND THE BOLD GOAL TO CLOSE MAINE'S MEAL GAP BY 2025 BY GATHERING PARTNERS REGULARLY TO EXCHANGE BEST AND PROMISING PRACTICES AND JOIN FORCES AROUND COMMON CHALLENGES
- USE LINK2FEED, PATRON AND AGENCY SURVEY RESULTS, AND OTHER DATA STRATEGICALLY TO MEASURE IMPACT AND INFORM PARTNER CAPACITY BUILDING EFFORTS, FACILITATE PEER-TO-PEER MENTORING, AND EXPAND OUR NETWORK
- DEVELOP A TRAINING PROGRAM THAT BUILDS UNDERSTANDING OF POVERTY, THE DIVERSE WAYS IT IS EXPERIENCED, ITS ROOT CAUSES, AND BEST PRACTICES FOR PUTTING THOSE WITH LIVED EXPERIENCE AT THE CENTER OF SOLUTION BUILDING
- FACILITATE REGIONAL COMMUNITY-DRIVEN STRATEGIES TO END HUNGER (CDS) WORK GROUPS
- THAT WILL BUILD TAILORED PLANS FOR CLOSING THE MEAL GAP LOCALLY



# PROMOTE FOOD AS HEALTH



**MISSION STATEMENT:** TO CONNECT FOOD-INSECURE COMMUNITY MEMBERS WITH RESOURCES TO ATTAIN BETTER HEALTH, ENGAGE THE HEALTH CARE INDUSTRY IN UNDERSTANDING AND PROMOTING FOOD EQUITY TO AFFECT HEALTH OUTCOMES, AND PARTICIPATE IN COLLABORATIVE EFFORTS AS AN ESSENTIAL CONTRIBUTOR TO THE PUBLIC HEALTH SYSTEM IN MAINE.

**MAJOR OBJECTIVES AND GOALS:**

- INCREASE THE AGENCY NETWORK'S KNOWLEDGE OF NUTRITION AND HEALTH AND ENSURE ITS ABILITY TO RESPOND APPROPRIATELY TO CLIENT'S NEEDS AND PATIENT REFERRALS BY HEALTH CARE PROVIDERS
- CREATE AND MAINTAIN RESOURCES AND SUPPORT FOR OUR PARTNERS AND COMMUNITIES WE SERVE SO THEY ARE ABLE TO PROMOTE FOOD AS HEALTH IN THEIR WORK
- WORK COLLABORATIVELY WITH PUBLIC HEALTH STAKEHOLDERS TO SUPPORT RESEARCH AND DATA COLLECTION THAT INFORMS FOOD-AS-HEALTH INTERVENTIONS
- INVEST IN GAINING KNOWLEDGE OF AND CREATING RELATIONSHIPS WITH HEALTH CARE SYSTEMS TO PROMOTE POLICIES THAT ADDRESS SOCIAL DETERMINANTS OF HEALTH AND CONTRIBUTE TO HEALTH EQUITY FOR LOW-INCOME MAINERS
- IMPROVE GSFB'S STAFF'S UNDERSTANDING OF THE ROLE FOOD PLAYS IN THEIR HEALTH AND IN THE HEALTH OF THE PEOPLE WE SERVE



# BUILD A MOVEMENT



**MISSION STATEMENT:** TO EDUCATE AND RAISE AWARENESS WITH THE PUBLIC, AND OUR PARTNERS AND VOLUNTEERS, AND EMPOWER PEOPLE WITH LIVED EXPERIENCE OF HUNGER, TO MOVE PEOPLE UP THE LADDER OF ENGAGEMENT TO BECOME INFORMED ADVOCATES FOR OUR CAUSE.

**MAJOR OBJECTIVES AND GOALS:**

- GROW THE VOLUNTEER PROGRAM TO EFFICIENTLY CONTRIBUTE TO OUR WORK, CREATE A MEANINGFUL EXPERIENCE FOR VOLUNTEERS, AND CULTIVATE MISSION AMBASSADORSHIP TO SUPPORT THE BOLD GOAL
- GROW CAPACITY IN THE AREA OF STRATEGIC COMMUNICATIONS & MARKETING AND BUILD OUT STRATEGY AND TACTICS BASED ON BEST PRACTICES
- CONTINUE HOLDING PATRON LISTENING SESSIONS TO INFORM ADVOCACY AND COMMUNITY-BASED WORK
- LAUNCH THE BUILDING ADVOCATES LEADERSHIP PROGRAM (BALP) AND REFINE IT FOR FUTURE COHORTS
- DEVELOP PLAN FOR ENGAGING PARTNER AGENCIES IN ADVOCACY, INCLUDING HOW WE TRAIN, COMMUNICATE WITH, AND ACTIVATE PARTNERS ON BEHALF OF OUR POLICY GOALS
- DEVELOP OPPORTUNITIES FOR FEDERAL AND STATE POLICYMAKERS TO INTERACT WITH AND LEARN FROM PEOPLE WITH LIVED EXPERIENCE OF HUNGER



# SHORTEN THE LINE



**MISSION STATEMENT:** TO IDENTIFY AND ENGAGE IN STRATEGIES THAT HELP FOOD-INSECURE HOUSEHOLDS INCREASE THEIR RESOURCES AND ACHIEVE LONG-TERM FOOD SECURITY.

**MAJOR OBJECTIVES AND GOALS:**

- DETERMINE IF THE FOOD BANK CAN IMPLEMENT AN EFFECTIVE JOB TRAINING PROGRAM PARTNER AND IF SO, TO ESTABLISH A JOB TRAINING PROGRAM IN PARTNERSHIP WITH EITHER THE COMMUNITY COLLEGE NETWORK AND/OR GOODWILL
- ACTIVELY ENGAGE IN ENDING HUNGER CONVERSATIONS WITHIN FEEDING AMERICA NETWORK AND IN MAINE TO IDENTIFY WHICH ENDING HUNGER STRATEGIES HAVE THE MOST POTENTIAL FOR IMPACT
- DETERMINE ROLE THAT THE FOOD BANK SHOULD PLAY IN OUTREACH AND ADVOCACY FOR PUBLIC SUPPORT PROGRAMS
- EXPLORE THE ROLE GSFB COULD PLAY IN BOOSTING FINANCIAL SECURITY FOR FOOD-INSECURE MAINERS
- IMPLEMENT A GROCERY-STORE-BASED NUTRITION
- INCENTIVE PROGRAM TO INCREASE SNAP PARTICIPANTS' ACCESS TO HEALTHY FOOD



# RAISE THE RESOURCES



**MISSION STATEMENT:** TO ENGAGE DONORS AS PARTNERS BY MATCHING OUR STRATEGIC PRIORITIES TO THEIR PHILANTHROPIC GOALS, THUS INSPIRING DONORS TO MAKE MAJOR INVESTMENTS IN OUR WORK THAT BUILD A DIVERSIFIED, SUSTAINABLE STREAM OF PHILANTHROPIC REVENUE.

**MAJOR OBJECTIVES AND GOALS:**

- BUILD A DONOR-CENTRIC CULTURE ACROSS OUR ORGANIZATION, PRIORITIZING TRANSPARENT AND TIMELY COMMUNICATION, STEWARDSHIP, AND RESPECT FOR OUR DONORS' PARTNERSHIP AND INVESTMENT
- PLAN FOR AND LAUNCH A SIX-YEAR COMPREHENSIVE CAMPAIGN TO FUND STRATEGIC PLAN INVESTMENTS
- GROW THE MAJOR GIFT PROGRAM, WHICH WILL RESULT IN A HIGHER NUMBER OF SOLICITATIONS AND COMMITMENTS OF MAJOR GIFTS AND PLEDGES
- CREATE AND GROW A MID-LEVEL GIVING PROGRAM TO GROW REVENUE FROM DONORS GIVING BETWEEN \$500 AND \$5,000
- LAUNCH AND GROW A PROGRAM AIMED AT SOLICITING AND DOCUMENTING PLANNED GIFTS
- CONVERT OUR TRANSACTIONAL GRANTS PROGRAM TO A CORPORATE AND FOUNDATION RELATIONS PROGRAM THAT ENGAGES BUSINESS AND GRANTORS AS PARTNERS AND DEEPENS OUR RELATIONSHIPS



# STRENGTHEN THE CULTURE



**MISSION STATEMENT:** TO NURTURE A HIGH-ENGAGEMENT CULTURE THROUGHOUT GOOD SHEPHERD FOOD BANK'S STATEWIDE WORKFORCE THAT SUPPORTS TALENT DEVELOPMENT, FOSTERS EMPLOYEE WELLBEING, AND POSITIONS THE ORGANIZATION TO MEET ITS SHORT- AND LONG-TERM GOALS.

**MAJOR OBJECTIVES AND GOALS:**

- DEVELOP AND IMPLEMENT A PLAN TO INSTILL THE CORE VALUES OF PARTNERSHIP, AGILITY, AND INCLUSION INTO THE CULTURE
- BUILD AND PROMOTE OUR BRAND, INTERNALLY AND EXTERNALLY, AS A BEST PLACE TO WORK
- DEVELOP WORKFORCE PLANNING TOOLS TO IDENTIFY SKILL SHORTAGES, CLOSE WORKFORCE GAPS, AND PROJECT AND MANAGE LABOR COSTS TO BUILD AN AGILE WORKFORCE, BEST POSITIONING THE ORGANIZATION TO ACHIEVE BUSINESS GOALS
- DEVELOP INTRANET TO ENHANCE INTERNAL COMMUNICATION
- INCORPORATE STRATEGIES TO EMBED DIVERSITY, EQUITY, AND INCLUSION THROUGHOUT OUR WORK



# RESEARCH AND EVALUATE



**MISSION STATEMENT:** TO IMPLEMENT COMPREHENSIVE, HIGH-QUALITY RESEARCH AND PROGRAM EVALUATION AT GOOD SHEPHERD FOOD BANK THAT WILL PRODUCE MEANINGFUL DATA THAT CAN BE UTILIZED BY STAKEHOLDERS TO DRIVE POSITIVE CHANGE WITHIN GSFB AND ACROSS THE NETWORK TO IMPROVE THE LIVES OF THE PEOPLE WE SERVE.

**MAJOR OBJECTIVES AND GOALS:**

- FULLY IMPLEMENT SERVICE INSIGHTS INITIATIVE SO THAT ALL FOOD PANTRY PARTNERS ARE USING STANDARD INTAKE PROCESS AND ENTERING PATRON SERVICE DATA INTO LINK2FEED SOFTWARE SYSTEM
- STANDARDIZE ANNUAL/BI-ANNUAL PATRON SURVEY TOOL AND IMPLEMENT SURVEY TO GATHER DATA ON PATRON-LEVEL OUTCOMES
- STANDARDIZE ANNUAL/BI-ANNUAL AGENCY SURVEY TOOL AND IMPLEMENT SURVEY TO GATHER DATA ON AGENCY-LEVEL SERVICE AND OUTCOMES
- ASSIST WITH PATRON LISTENING SESSIONS AND TRANSCRIBE, CODE, AND ANALYZE QUALITATIVE DATA TO INCORPORATE IT ALONG WITH QUANTITATIVE DATA INTO OVERALL RESEARCH FINDINGS
- STANDARDIZE PROGRAM EVALUATION TOOLS AND PROCEDURES FOR COMMUNITY DRIVEN STRATEGIES AND GSFB PROGRAMS PRODUCE INTERNAL AND PUBLIC-FACING REPORTS THAT SUMMARIZE RESEARCH AND EVALUATION FINDINGS AND PROVIDE DIRECTION FOR GSFB STRATEGY AND MESSAGING

# FINANCIAL FORECAST

Income	FY20	FY21	FY22	FY23	FY24	FY25
Fundraising	9,314,541	10,316,093	14,796,898	12,563,712	13,079,171	11,130,713
Cost Recovery*	2,038,640	2,018,640	2,018,640	2,018,640	2,018,640	2,018,640
Government Support	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Other Income	<u>213,942</u>	<u>218,221</u>	<u>218,221</u>	<u>227,037</u>	<u>231,578</u>	<u>236,209</u>
Total Income	12,567,123	13,552,953	18,038,123	15,809,388	16,329,388	14,385,562
<b>Expenses</b>						
Product Costs	2,887,918	3,076,339	3,485,516	4,352,937	5,072,054	5,642,936
Labor Costs*	4,973,028	5,355,604	5,724,844	6,075,187	6,483,527	6,899,384
Other Expense*	<u>3,284,159</u>	<u>3,490,957</u>	<u>3,663,403</u>	<u>3,753,259</u>	<u>3,817,313</u>	<u>3,910,248</u>
Total Expenses	11,145,105	11,922,900	12,873,763	14,181,383	15,372,895	16,452,568
Net Surplus (Deficit) All Funds	1,422,018	1,630,054	5,164,360	1,628,005	956,494	(2,067,007)
Depreciation less Capital Acquisitions	(134,664)	59,674	161,474	276,574	109,574	171,474
Borrowing/Debt Payments	(94,386)	(144,000)	(336,000)	(336,000)	(336,000)	(303,614)
Pledges/payments/endowment transfers	<u>(1,379,214)</u>	<u>(1,870,464)</u>	<u>(4,763,714)</u>	<u>(948,064)</u>	<u>54,670</u>	<u>2,282,286</u>
Increase (Decrease) in Cash	(186,247)	(324,736)	226,120	620,515	784,738	83,139
Ending Unrestricted Cash	1,818,851	1,494,114	1,720,234	2,340,750	3,125,487	3,208,627
Months expenses in cash	<b>2.9</b>	<b>2.1</b>	<b>2.2</b>	<b>2.6</b>	<b>3.2</b>	<b>3.0</b>

\*forecast excludes impact of Warehouse University and potential processing initiatives, as both would likely be funded by revenue sources not included above