



Good Shepherd
FOOD BANK OF MAINE

FY 2025 Comprehensive Plan/ FY 2023-2024 Bridge Plan

December 2022



Good Shepherd Food Bank Mission

Our Mission

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

We believe

No one in Maine should go hungry and hunger is a solvable problem. Our society has more than enough food for all, but systemic inequities prevent all our neighbors from having enough resources to meet their basic needs. We believe we can and must work together to solve systemic inequities that are the root causes of hunger.

Good Shepherd Food Bank Core Values

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 facing hunger at the center of our decisions and actions.



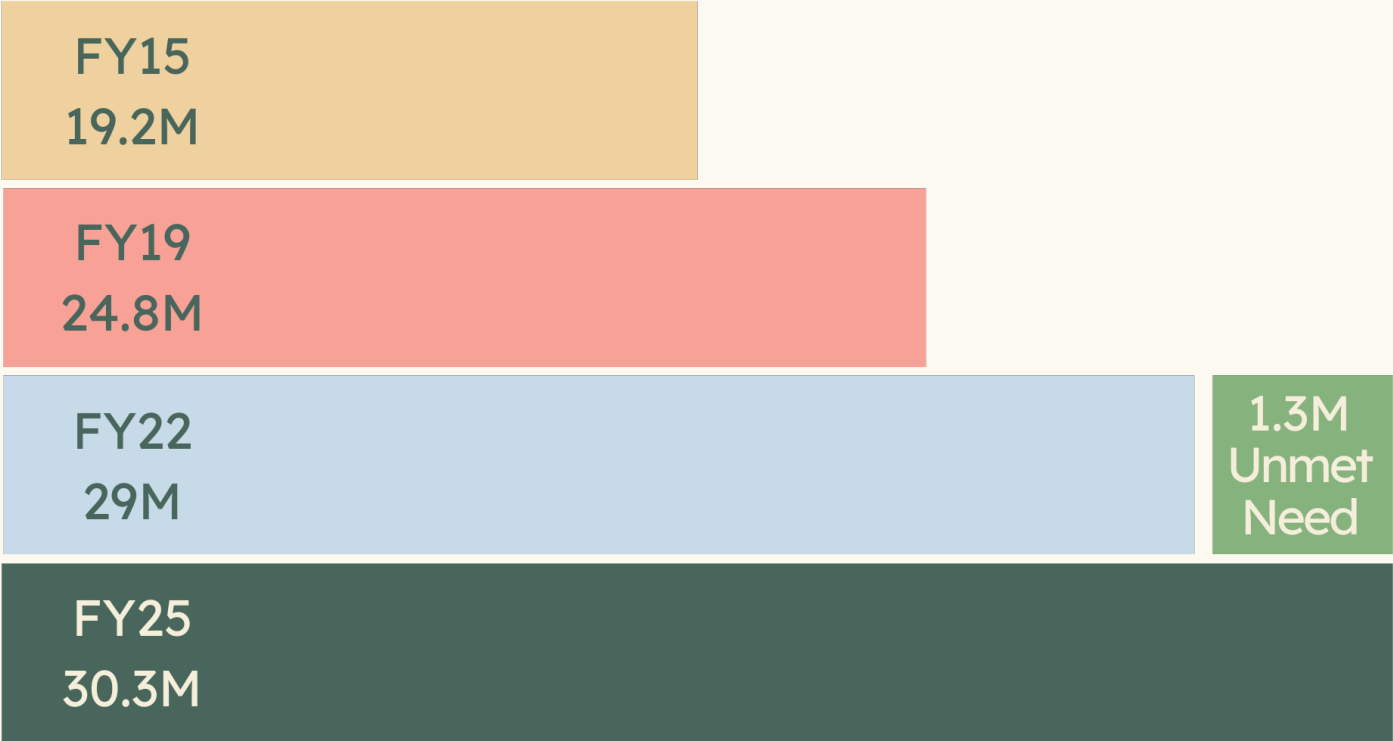
Our Bold Goal

By 2025, all Mainers experiencing food insecurity will have access to the nutritious, culturally relevant food they need, when and where they need it. In doing so, we will help stabilize the lives of people facing hunger, reduce the impact 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

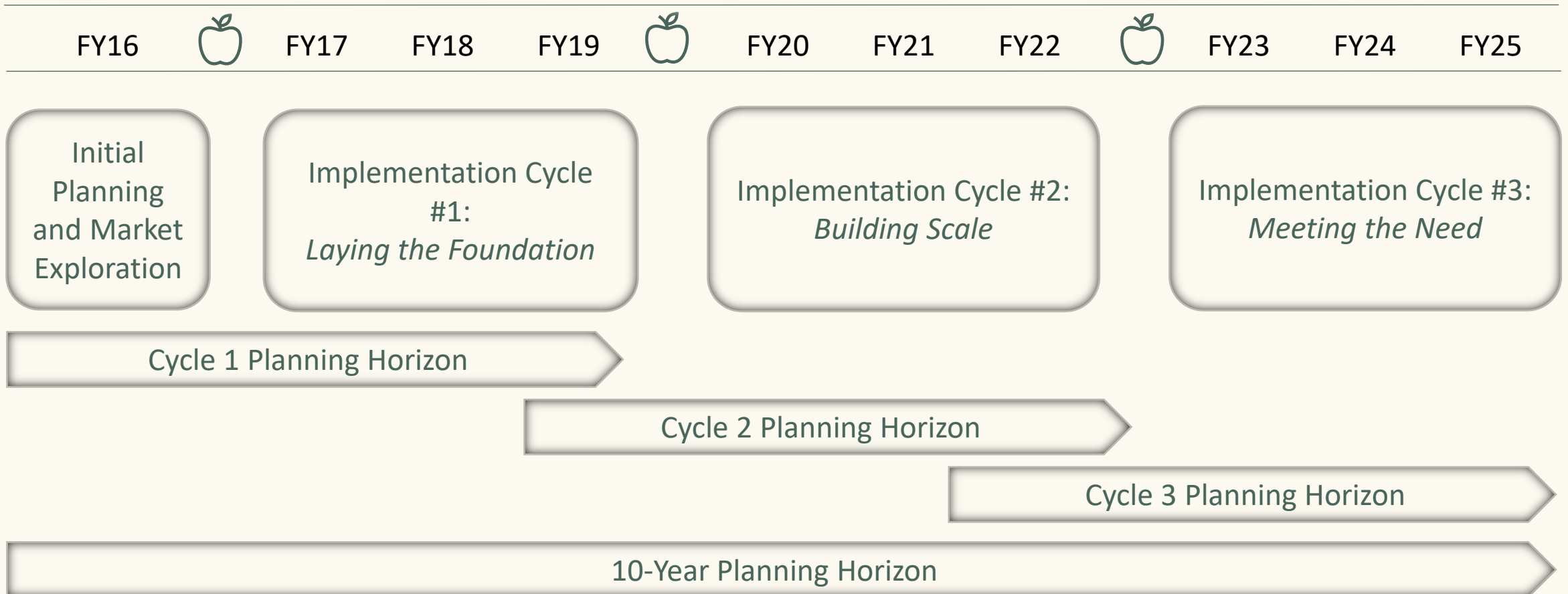
- We estimate there are 30.3 million missing meals per year in Maine using a five-year rolling average of the food insecurity rate.
- The Food Bank distributed 19.2 million meals in FY2015, 24.8 million meals in FY2019, and 29.0 million meals in FY2022.
- Good Shepherd Food Bank will increase its meal distribution to 30.3 million meals per year by 2025.



Meals Distributed Through the Food Bank and Partner Agencies

Long-Term Plan Implementation Framework

The Food Bank's 10-year planning framework balances in-depth strategic planning cycles with longer-term capital planning for the infrastructure and capacity building investments necessary to succeed.



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



Framework adapted from the Bill & Melinda Gates Foundation and Urban Institute's US Partnership on Mobility from Poverty.

<http://www.mobilitypartnership.org/blog/poverty-not-just-lack-money>.



Major Goals

Recognizing the interconnected factors contributing to hunger, the Food Bank will pursue three goals partnering with communities and people experiencing hunger to develop community- and neighbor-informed solutions.

Nourish

Good Shepherd Food Bank believes all Mainers have the right to nutritious and culturally relevant food – food that nourishes people and their cultures 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 neighbors. We strive to develop strategies to reduce food insecurity in collaboration with communities and people experiencing hunger, recognizing and honoring their expertise.

Empower

All Mainers deserve to experience self-sufficiency and participate in the decision-making processes that impact their lives. The Food Bank is dedicated to co-creating long-term solutions with neighbors and communities to end hunger today and strengthen food security for tomorrow.



Strategic Themes

Guiding Principles to Achieving Our Ten-Year Goal

Commitment to Equity

We acknowledge that hunger is rooted in the systemic inequities and injustices that cause and perpetuate poverty. People and communities that experience marginalization and oppression are disproportionately impacted by hunger. To end hunger, we must include those most impacted in our planning and decision-making; listen to understand the diverse experiences and needs of Mainers at facing hunger; and invest in and work alongside our partners and neighbors to create equitable access to nutritious and culturally relevant food.

Neighbor-Centered Solutions

We believe people experiencing hunger are the experts and must be included in decisions that impact their lives. We will build and strengthen relationships to co-create ending hunger solutions. We commit to developing food access and advocacy models that center their experiences and needs.

Amplify Community-Driven Strategies

We believe communities have unique local knowledge and the ability to develop solutions to strengthen food security. We will support and strengthen our network of partner organizations to learn from each other and share best practices. And we will engage with a broader coalition of community organizations to join our collective work to end hunger in Maine.

Data-Informed Decision Making

We believe in the power of data. In order to end hunger, we need to better understand the problem and how it impacts different communities. We will invest in technology and processes to inform our work with real-time data.



Strategic Priorities Overview

To achieve our goal, we will organize our work along the following strategic priorities:

Nourish

Connect

Empower

1. Close Maine's meal gap by 2025 through improving access to nutritious and culturally relevant food and centering Mainers experiencing food insecurity.
2. Develop community understanding of the root causes of food insecurity and advocate for and invest in collaborative, equitable, and community-driven solutions.
3. Foster an equitable and inclusive organizational culture where all people thrive.
4. Ensure the Food Bank operates in a sustainable way that meets community needs now and in the future.



Priority 1: Close Maine’s Meal Gap by improving access to nutritious and culturally relevant food and by centering Mainers experiencing food insecurity.

Strategies

- Use the meal gap data to create community specific solutions for communities with the highest remaining meal gaps.
- Continue to evolve the strategic sourcing plan to meet needs of network partners and people seeking food assistance, including increasing access to culturally relevant foods and supporting a more just, equitable, and sustainable food system.
- Implement retail food donation initiative to maximize volume, location, variety, and quality of donor-direct food available to partners.
- Support increased volume and improved efficiency and customer service by continuing the transportation routing optimization project and the Auburn facility project.
- Support continuation of Farm Fresh Rewards programs so that SNAP participants increase purchases and consumption of fruits and vegetables of their own choosing, improving health outcomes.
- Continue the roll-out of the nutrition pantry program (NPP) to support network partners in implementing trauma-informed strategies that support neighbors having dignified experiences that affirm agency and community belonging, in addition to providing food.
- Successfully complete community-driven strategies to end hunger program (CDS) in an additional four regions, making meaningful investments in food security in each through processes and investment decisions centered on and led by local community members.
- Implement new and renewed research and evaluation strategies to better understand who is accessing the pantry network in Maine and how well is the network meeting their needs.
- Increase access to culturally relevant foods through the distribution of Equity & Impact Grant Funds, supporting a more just, equitable, and sustainable food system that centers the experience and leadership of people of color, immigrants, and refugees.



Priority 2: Develop community understanding of the root causes of food insecurity and advocate for and invest in collaborative, equitable, and community-driven solutions.

Strategies

- Align our financial investments with our mission and values, putting every donated dollar to work against systems and structures that perpetuate poverty and food insecurity.
- Invest in the leadership of people of color, recognizing the intersecting identities of gender, gender identity, ability, sexual orientation, socioeconomic standing, age and religion, and center these leaders within the decision making and strategic visioning of the organization.
- Use fundraising messaging and communications tactics to influence the public narrative about hunger, bring awareness to inequities in food access, reduce harm to impacted populations, and further social justice.
- Continue to center the voices and experiences of impacted community members in our advocacy and organizing work.
- Advocate for state and federal policies that reduce hunger in Maine.
- Pilot the service-learning curriculum across elementary and high school grade levels to amplify awareness of food security.
- Create opportunities to educate volunteers on the root causes of food insecurity to include more Mainers in changing the public narrative about hunger and poverty.



Priority 3: Foster an equitable and inclusive organizational culture where all people thrive.

Strategies

- Deepen the capacity of all Food Bank staff to lead with the values and practices of equity, diversity & inclusion, allowing expansive thinking that creates opportunities to challenge the status quo, develop new and different strategies to end hunger, and foster an internal culture where all staff thrive.
- Implement the Human Centered Leadership model to develop resilient and agile leadership teams, foster a growth mindset, and support staff as they navigate an increasingly complex and challenging world.
- Develop job models and create skill training programs within distribution center roles to provide opportunities for growth and develop capabilities that are aligned with organizational goals.
- Restructure the Community Resources team so that each CRR has smaller geographic regions of focus and increase the team's capacity to lead CDS and NPP implementation at scale.
- Codify the organization's commitment to equity by ensuring board policies and practices support the values and advancement of equity, diversity, and inclusion.



Priority 4: Ensure the Food Bank operates in a sustainable way that meets community needs now and in the future.

Strategies

- Set and meet ambitious fundraising goals for the Campaign to End Hunger in Maine.
- Drive and support strategic and programmatic work of the Food Bank with marketing and communications.
- Comply with all financial and operational audits.
- Meet cash reserve requirements.
- Remain a Best Place to Work in Maine.
- Empower divisions to serve priorities 1 – 3 by providing thorough, accurate, and useful data.

Questions?

Visit

FeedingMaine.org

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