



2017 – 2020 STRATEGIC PLAN

Approved: March 29, 2018

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OVERVIEW

Montana is a vastly rural state covering nearly 150,000 square miles. Out of the 56 county service area, fifty are considered rural with a population of less than 50,000 people. Thirty counties are designated by the USDA to be food deserts, defined as having to travel 10+ miles to a grocery store.

According to the Montana Food Bank Network's biennial Hungry in Montana report published in 2016, 72% of the households accessing emergency food live below 100% of the Federal Poverty Guidelines. Census data places Montana the 15th lowest in the nation for median household income and 11th in the nation for the most people working two or more jobs.

MFBN serves nearly 150 partner agencies in 40 counties. In 2016, we distributed 10.4 million pounds, or 8.6 million meals. Feeding America's Map the Meal Gap report calculates that we are currently meeting 58.9% of the meals per person in need guidelines.



MISSION

The mission of the Montana Food Bank Network is to end hunger in Montana through food acquisition and distribution, education and advocacy.

CORE VALUES

Justice We believe that everyone should be treated fairly and we advocate on behalf of hungry people to ensure that their basic human need for food is met and their voices are heard.

Respect We pledge to be respectful in our interactions with each other and our stakeholders.

Integrity We will uphold our integrity both internally and externally knowing that others expect us to be honest, accountable and transparent. We protect the integrity of our organization.

Trust We promote an atmosphere of trust internally, and between our organization and those we interact with. Our communication is open, courteous and direct.

Excellence We strive to provide excellent service to hungry individuals, our partner agencies, our donors, our community and each other.

Diversity We seek a diversity of backgrounds opinions and skills in our staff, Board, partners and volunteers, and we respect and value all contributions.

BIG QUESTION AND GOALS

Big Question:

How can the Montana Food Bank Network improve access for all food insecure Montanans?

Goal #1 - Infrastructure

To ensure adequate infrastructure, staffing and resources to meet the needs of partner agencies and food insecure Montanans

Goal #2 – Need for Services

To support, expand and evaluate programs and partners to meet or exceed the need throughout our service area.

Goal #3 – Expand Relationships

To create new partnerships allowing MFBN to expand its network for funding, food and advocacy efforts.

STRATEGY SCREEN

Prior to committing to a specific strategy and/or program, the staff and Board will consider the following screening:



ACTION PLAN

GOAL #1 - Infrastructure

To ensure adequate infrastructure, staffing and resources to meet the needs of partner agencies and food insecure Montanans

OUTCOMES	ACTIONS	DEPARTMENT
Improved warehouse/office space capacity	<ul style="list-style-type: none"> • Analysis of existing warehouse layout and distribution cycles to maximize capacity • Facility study to determine viability of existing warehouse, branching options and/or new location • Examine financial impact of increasing distribution cycles to open warehouse floor space • Conduct campaign feasibility study 	Operations, Development, Administration
Adequate staff levels	<ul style="list-style-type: none"> • Report of network wide best practices for measuring ratio of staffing to pounds distributed and funds raised. • Plan for modifying staffing to meet expanding needs (see Appendix C) 	Finance, Administration
Expanded access to recovery food resources	<ul style="list-style-type: none"> • Expand rescue and recovery efforts to include areas of food waste (ie producers/growers) • Increase grocery rescue program to all locally owned food retailers 	Programs

GOAL #2 – Need for Services

To support, expand and evaluate programs and partners to meet or exceed the need throughout our service area.

OUTCOMES	ACTIONS	DEPARTMENT
Improved purchasing and ordering systems for agencies and programs	<ul style="list-style-type: none"> • Establish Summer Food Service Program purchasing program. • Expand distribution of Foods to Encourage • Implementation of Agency Express • Increase dedicated runs to partner agencies • Establish agency tiering 	Programs and Operations
Established mechanisms for measuring impact and evaluation of programs	<ul style="list-style-type: none"> • Identify network best practices for quantitative evaluation of advocacy and programs. • Implementation of quantitative and qualitative evaluation techniques • Establish a Research Analysis position • 	Finance, Policy, Programs, Administration
Increased public access to food assistance programs	<ul style="list-style-type: none"> • Create an emergency food referral hotline • Provide additional opportunities for education to partner agencies • Develop agency capacity analysis 	Policy
Increased access into gap counties	<ul style="list-style-type: none"> • Expand rural outreach programs (Mail A Meal and Mobile Food Pantry) 	Programs
Improved communications among partner agencies, staff and key stakeholders	<ul style="list-style-type: none"> • Revise organizational brochures and materials • Develop benefits of membership for agencies • Establish interdepartmental teams (e.g. communications, facility, etc.) 	Development

GOAL #3 – Expand Relationships

To create new partnerships allowing MFBN to expand its network for funding, food and advocacy efforts.

OUTCOMES	ACTIONS	DEPARTMENT
Decreased costs of shipping vs pounds distributed ratio	<ul style="list-style-type: none">• Establish alternative shipping options with freight carriers to maximize delivery expenses• Explore backhaul opportunities with other food distributors	Operations
Improved food access for underserved populations (veterans, migrant workers, seniors, etc.)	<ul style="list-style-type: none">• Establish collaborative with key stakeholders (healthcare, veterans administration, faith-based community, agriculture, etc.)	Policy, Programs
Increased corporate, donor, and grant relationships	<ul style="list-style-type: none">• Implement grant management system• Implement major gifts program• Increase partnership engagement	Development

PLAN EVALUATION

OUTCOMES	KEY PERFORMANCE INDICATORS	2020 TARGETS
Improved Infrastructure	<ol style="list-style-type: none"> 1. Pallet storage capacity 2. Staff levels, wages and benefits 3. Pounds distributed through recovery food resources 4. Financial metrics 	<ol style="list-style-type: none"> 1. 90% capacity per cycle 2. Wage and benefits to operating expenses not to exceed 35% 3. 15% growth 4. Cost to Raise a Dollar =/\leq \$.29
Effective Programs	<ol style="list-style-type: none"> 1. Total number of meals provided 2. Mix of foods 3. Meals distributed in gap counties 4. Program impact (quantitative) 5. Cost of distribution 6. Meals distributed to senior populations 	<ol style="list-style-type: none"> 1. 10% increase 2. Increase to 75% Foods to Encourage 3. Establish and sustain pounds distributed in three additional underperforming counties 4. Develop metrics to measure cost/meal for program 5. Cost per pound to distribute =/\leq \$.12 6. Senior Mail-A-Meal Distribution increases 5%
Engagement	<ol style="list-style-type: none"> 1. Total Public support 2. Average gift amount 3. Agency and grassroots engagement 4. Grasstop ally engagement (agriculture, healthcare, education, etc.) 	<ol style="list-style-type: none"> 1. 5% growth 2. 15% growth 3. (a) Increase SNAP applications submitted by MFBN and partner agencies by 8-10% annually (b) Achieve an Advocacy index measure of 2.75 (as measured by Feeding America) 4. At least one partner in each sector (agriculture, healthcare, etc.)

COMMUNICATING THE PLAN

Senior staff will review data impacting the Strategic Plan evaluation measurements on a quarterly basis. The Board of Directors will receive annual reports providing data utilizing the following benchmarks and data:

KEY PERFORMANCE INDICATORS	2017 BENCHMARK	2018 ACTUAL	2019 ACTUAL	2020 ACTUAL	2020 GOAL
IMPROVED INSTRUCTURE					
Pallet Storage Capacity	84%	98%			90%
Pounds distributed through recovery food resources	6,221,040	6,780,002			7,154,196
Cost to Raise a Dollar	\$.32	\$.32			\$.29
Wages & Benefits % of Operating Expenses	26.94%	26.73%			35% ²
Operating Cash Flow Margin	9.47%	2.47%			12.5%
EFFECTIVE PROGRAMS					
Total number of meals distributed (↑10%)	8,003,125	9,178,092			8,803,437
Total number of meals distributed in gap (red) counties	514,075	458,707			539,778
Mix of foods (Foods to Encourage ¹)	65%	62%			75%
Meals Per Person In Need (sustained)	24 Counties	23 counties			27 Counties
Program Impact (quantitative)	To be developed	To be developed			
Meals distributed to senior populations (↑5%)	207,406	180,091			13,785
ENGAGEMENT					
Total public support	\$2,390,240	\$2,214,128			\$2,509,752
Average gift amount	\$231	\$237			\$266
Employee Engagement	5.36	5.35			5.50
Board Engagement	5.0	7			7.00
Submitted SNAP applications (MFBN & PAs)	257	314			282
Feeding America Advocacy Index	2.57	2.57			2.75

1 Foods to Encourage meet the USDA Dietary Guidelines for Americans such as fruits, vegetables, protein, dairy and whole grains.

2 The Network average for Wages & Benefits is 41%. However, this includes food banks with larger operating expenses and densely populated service areas

APPENDIX A

DESCRIPTION OF STRATEGIC PLANNING PROCESS

The Board of Directors and Senior Management came together on May 18, 2017 to participate in a strategic planning session using the model from *The Nonprofit Strategy Revolution: Real—Time Strategic Planning in a Rapid-Response World*, by David LaPiana. Prior to the session, the team reviewed the current business model, funding sources, competitor analysis and trend analysis (included in Appendix A), as well as received a Current State of the Food Bank on the day of the session. The facilitator was Marian Guinn with MG Coaching and Consulting and former CEO of God's Pantry in Kentucky.

Guided by documents outlining the current status of the organization, the group began by identifying the efforts in which MFBN is doing well, its competitive advantage and current/future identified trends in this industry.

What We Are Doing Well

- People – staff and board
- Ability to serve Montana
- Leadership talent of staff and board
- Recognized leader in hunger arena
- Diversity and adaptability to the changing environment
- Logistical expertise
- Brand awareness and engagement
- Strong financials
- Vitality and sustainability
- Board mission, core and impact
- Community connections
- Culture
- Advocacy
- Professionalism

Competitive Advantage

- Relationship with Feeding America
- Statewide service
- Local partners
- Logistical infrastructure
- Advocacy, grassroots and grassroots, support group
- Delivers statewide impact
- \$1 generates 3 meals
- Recognized expert on hunger in Montana
- Strength of programs

Trend Analysis

- Threats to Federal Nutrition Program funding are increasing
- Stability of the organization is increasing
- Public concern for low-income people is decreasing
- Age of partner agency leadership is increasing (need for succession planning)
- Agency engagement in a broad spectrum of MFBN activities is increasing
- Regulations on MFBN operations are increasing
- Requirements to be more “business like” are increasing

Business Model

Finally, the session explored the current and future business model. Adding to the current model, the group identified areas for future planning:

- **Geographic Service Area:** Better penetration of Montana's 56 counties
- **Customers Served:** Individuals, through direct service programs and Policy engagement
- **Programs/Services Offered:** Pilot opportunity around addressing food deserts with a SNAP mobile market. Outreach to reservations
- **Funding Sources:** Possible capital campaign or feasibility study. Board introductions to corporate/foundation/individual prospects
- **Partnerships/Affiliations:**
 - Senior hunger partnerships
 - Partnerships with the reservations
 - Ag based partnerships
 - Health care partnerships
 - Transportation partnerships

Identity Statement

The group reviewed the concept of an Identity Statement. This should capture the essences of the organization and is based on the components discussed throughout the session. The identity statement should be reviewed regularly at staff and board meetings and revisited when the environment changes significantly.

We advance our mission of ending hunger in Montana

And seek to create a Montana free from hunger

By serving food insecure Montanans

In all 56 counties of Montana

Through food acquisition and distribution, education and advocacy

And emphasizing our competitive advantages of connecting local communities to food, funds, technology and advocacy by leveraging state and national partnerships

We are sustainable by the engagement of donors and partners and through fiscally responsibility management of all resources.

+APPENDIX B
Meals Per Person In Need – Gap Analysis
for the four quarter period ending Q4 2017

#320 - Montana Food Bank Network, Missoula, MT												
County Name	Total Pounds Distributed to County	Nonfood and Water Pounds Removed	Total Meals Converted from Pounds	SNAP Apps	SNAP Meals from Apps	GRAND TOTAL MEALS (pounds and SNAP)	2015 Food Insecure Persons	County MPIN	Service Area Median as of June 2016	Target MPIN for Compliance (50% of Median)	Meals Needed to Reach Compliance (MPIN of 44.125)	Compliance Status
BEAVERHEAD, MT	32,465	6	27,049	0	0	27,049	1,220	22.2	88.43	44.215	21,477	
BIG HORN, MT	157,256	28	131,023	0	0	131,023	2,440.	56.2	88.43	44.215	-23,138	
BLAINE, MT	43,024	8	35,847	0	0	35,847	1,110.	32.0	88.43	44.215	34,683	
BROADWATER, MT	0	0	0	2	1,596	1,596	680.	2.5	88.43	44.215	26,702	
CARBON, MT	22,211	4	18,506	0	0	18,506	1,120	16.5	88.43	44.215	31,015	
CARTER, MT	8,091	1	6,741	0	0	6,741	130.	51.9	88.43	44.215	-994	
CASCADE, MT	1,327,141	235	1,105,755	133	106,152	1,211,907	10,970	110.5	88.43	44.215	-726,869	
CHOUTEAU, MT	2,234	0	1,861	0	0	1,861	890	2.1	88.43	44.215	37,490	
CUSTER, MT	266,948	47	222,417	0	0	222,417	1,370	162.3	88.43	44.215	-161,843	
DANIELS, MT	0	0	0	0	0	0	180.	0.0	88.43	44.215	7,516	
DAWSON, MT	161,516	29	134,573	0	0	134,573	1,100.	121.2	88.43	44.215	-85,495	
DEER LODGE, MT	96,069	17	80,043	0	0	80,043	1,210	66.2	88.43	44.215	-26,543	
FALLON, MT	0	0	0	0	0	0	310.	0.0	88.43	44.215	13,706	
FERGUS, MT	94,724	17	78,923	1	798	79,721	1,410	56.5	88.43	44.215	-17,378	

FLATHEAD, MT	909,252	161	757,576	4	3,193	760,768	12,160	62.6	88.43	44.215	-223,114	
GALLATIN, MT	985,754	122	571,360	36	28,733	600,093	11,750	51.1	88.43	44.215	-80,567	
GARFIELD, MT	49	0	41	0	0	41	110.	0.4	88.43	44.215	4,822	
GLACIER, MT	107,024	19	89,171	1	798	89,969	2,860.	31.5	88.43	44.215	36,485	
GOLDEN VALLEY, MT	0	0	0	0	0	0	110	0	88.43	44.215	4,863	
GRANITE, MT	2,054	0	0	1	798	2,509	420	6.86.0	88.43	44.215	103,607	
HILL, MT	114,339	20	95,266	0	0	95,266	2,350	40.5	88.43	44.215	8,639	
JEFFERSON, MT	9,861	2	8,216	0	0	8,216	1,130	7.3	88.43	44.215	41,746	
JUDITH BASIN, MT	146	0	122	0	0	122	240	0.5	88.43	44.215	10,489	
LAKE, MT	258,013	46	215,973	2	1,596	216,569	4,360.	50.1	88.43	44.215	-25,561	
LEWIS AND CLARK, MT	1,0566,104	187	879,931	7	5,587	885,518	7,520	117.8	88.43	44.215	-547,435	
LIBERTY, MT	6,088	1	5,072	1	798	5,871	310	18.9	88.43	44.215	7,835	
LINCOLN, MT	172,976	31	144,121	8	6,385	150,506	3,070	49.0	88.43	44.215	-14,766	
MC CONE, MT	0	0	0	0	0	0	160	0.0	88.43	44.215	7,074	
MADISON, MT	1,692	0	1,410	1	798	2,208	850	2.6	88.43	44.215	35,374	
MEAGHER, MT	14,624	3	12,185	1	798	12,983	230	56.4	88.43	44.215	-2,814	
MINERAL, MT	83,296	15	69,401	0	0	69,401	650	106.8	88.43	44.215	-40,662	
MISSOULA, MT	1,762,863	312	1,502,125	142	9,578	1,511,703	15,670	96.5	88.43	44.215	-818,854	
MUSSELSHELL, MT	21,995	4	18,326	0	0	18,326	610	30.0	88.43	44.215	8,645	
PARK, MT	104,766	19	87,290	0	0	87,290	1,910	45.7	88.43	44.215	-2,840	
PETROLEUM, MT	0	0	0	0	0	0	50	0	88.43	44.215	2,210	
PHILLIPS, MT	0	0	0	0	0	0	560	0	88.43	44.215	24,760	

PONDERA, MT	26,522	5	22,098	0	0	22,098	910	24.3	88.43	44.215	18,137	
POWDER RIVER, MT	16,828	3	14,021	0	0	14,021	180	77.9	88.43	44.215	-6,063	
POWELL, MT	0	0	0	1	798	798	900	0.9	88.43	44.215	39,995	
PRAIRIE, MT	2,009	0	1,674	1	798	2,472	160.	15.5	88.43	44.215	4,602	
RAVALLI, MT	360,275	64	300,176	6	4,789	304,965	5,750	53.0	88.43	44.215	-50,729	
RICHLAND, MT	15,485	3	12,902	0	0	12,902	1,260	10.2	88.43	44.215	42,808	
ROOSEVELT, MT	174,468	31	145,364	0	0	145,364	1,980	73.4	88.43	44.215	-57,819	
ROSEBUD, MT	74,357	13	61,953	12	9,578	71,531	1,340	53.4	88.43	44.215	-12,283	
SANDERS, MT	147,493	26	122,889	4	3,193	126,082	1,860	67.8	88.43	44.215	-43,843	
SHERIDAN, MT	0	0	0	1	798	798	370	2.2	88.43	44.215	15,561	
SILVER BOW, MT	482,341	85	401,880	0	0	401,880	5,000	80.4	88.43	44.215	-180,805	
STILLWATER, MT	12,209	2	10,172	0	0	10,172	880	11.6	88.43	44.215	28,737	
SWEET GRASS, MT	25,315	4	21,092	0	0	21,092	410	51.4	88.43	44.215	-2,964	
TETON, MT	26,139	5	21,779	4	3,193	24,971	710	35.2	88.43	44.215	6,421	
TOOLE, MT	20,801	4	17,331	2	1,596	18,927	730	25.9	88.43	44.215	13,349	
TREASURE, MT	2,631	0	2,192	1	798	2,990	120	24.9	88.43	44.215	2,315	
VALLEY, MT	39,574	7	32,972	1	798	33,771	890	37.9	88.43	44.215	5,580	
WHEATLAND, MT	2,700	0	2,250	0	0	2,250	320	7.0	88.43	44.215	37,101	
WIBAUX, MT	11,079	2	9,231	0	0	9,321	130	71.0	88.43	44.215	-3,484	
YELLOWSTONE, MT	366,993	65	305,773	3	2,394	308,168	14,140	18.0	88.43	44.215	449,677	
Service Area Totals	9,329,794	1,653	7,806,784	246	196,342	8,003,125	132,070	60.6				

APPENDIX C

STAFFING PLANS

