

# Three-Year Strategic Plan

## Executive Summary

### October 2024

#### Mission

The Locker Project connects food-insecure children in Maine with nourishing food to improve their learning capacity, health and future. We take a whole-family approach to child hunger with programs that strive to be low-barrier, stigma-free and environmentally responsible.

#### Vision

Our community meets all children's basic need for nourishing foods to fuel growth and learning.

#### Core Values

responsiveness - cultural sensitivity - inclusivity - integrity - excellence  
transparency - respect for dignity & privacy - community-building

### Our Priorities

#### Support Nutrition Security through Community-Centered Child Hunger Programs

- Share the highest-quality foods available through ongoing partnerships with schools and other agencies.
- Offer children and their families a culturally appropriate variety of nutrient-dense foods at convenient locations.
- Incorporate community feedback in program design and implementation.

#### Engage the Whole Community to Nourish Children and Families

- Increase public awareness of childhood food insecurity in Greater Portland.
- Tell our story through multiple avenues to secure community-wide commitment.
- Broaden sources of financial support.

#### Align Practices with Our Organizational Values

- Invest in workplace culture to promote employee well-being, satisfaction, and growth.
- Shape board membership and governance practices to reflect our core values.
- Develop financial systems and tools to inform management decisions.
- Advance our commitment to environmental responsibility.



# Planning for the Future

In early 2023, the board of directors recognized that the Locker Project had responded to the pandemic successfully—more than doubling in size in response to the spike in food insecurity—and emerged from the crisis operationally and financially strong. The crisis had, however, derailed the process of strategic planning we had begun in late 2019. Four years later, the moment seemed right for the board and staff to come together to reflect on both our history and the changing environment in which we live and work. After several months of collaborative work, we have affirmed our mission, vision, and values and have formulated a three-year plan for moving the Locker Project into the future.

- 2** **May/June/July:** Board and staff members joined to form a planning committee, collect proposals and choose a consultant.
- 0** **August/September/October:** We reviewed and confirmed our mission, vision, and values. The consultant interviewed the board and staff, who compiled a list of external stakeholders. Interviews with external stakeholders informed a summary of the organization's current state. The consultant led the planning committee through an analysis of Strengths, Weaknesses, Opportunities, and Threats (SWOT). We defined a framework for strategic assessment.
- 2** **November/December:** We finalized the current state summary, SWOT analysis and assessment framework. The planning committee set a date and format for a retreat.
- 3**
- 2** **January/February:** We held a retreat with the full board and staff to identify key operational areas for further development. The planning committee worked with the consultant and existing board committees to draft a plan.
- 0** **March/April:** Board and staff reviewed the first draft plan components and made recommendations for improvements. The planning committee developed a second draft plan that included resource requirements and implementation activities.
- 2** **May/June:** Board and staff set priorities for plan components and finalized the implementation scheme.
- 2** **July/August:** The board approved the final plan and began a phased implementation.
- 4** **September/October:** We finalized the Strategic Plan executive summary and shared it with the community.