



DELIVERING FOOD WITH PURPOSE

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Strategic Plan 2023 – 2028





Recovering Food.

Reducing Waste.

Feeding People.





Access to safe, healthy, culturally relevant food is a basic human right. And yet one in six Massachusetts households today grapples with food insecurity. That's nearly 20% of the population of the Commonwealth that doesn't have the food they need. At the same time, more than one-third of available food in the U.S. goes unsold or uneaten; as a result, wasted food—valued at \$310 billion—is the primary source of organic waste in landfills, where it contributes to the climate emergency.

Hunger in the U.S. is both a social and a political condition rooted not in scarcity, but in inequitable access—both to food and to opportunities, such as education and employment, that enable people to feed themselves and their families. The truth is that while there is plenty of food for everyone, too much of it is needlessly wasted.





On the ground, food recovery and distribution is how we tackle the problem of wasted food. Founded in 2010, Spoonfuls is an equity-focused food recovery organization that partners with a robust network of 90+ food retailers and brands, including grocery stores, produce wholesalers, farms, and farmers markets. Using our fleet of temperature-controlled vehicles, we pick up fresh, nutrient-rich food that would otherwise go to waste and deliver it on the same day. The food we recover reaches more than 200 community organizations and 55,000 neighbors facing food insecurity each week. Because of our proven, scalable model, we are now the largest food recovery logistics operation in New England—serving communities from Greater Boston and MetroWest to Worcester and Hampden Counties.

Spoonfuls' 2023–2028 Strategic Plan will further expand our capacity to excel at what we do best: delivering food with purpose. Embarking on the work described here will enable us to channel our efforts where they will create the most benefit by identifying and filling critical gaps in the food recovery landscape.



# Growth Strategies to Meet a Critical Need

As food insecurity continues to afflict our communities, we are committed to expanding services intentionally and sustainably. Our strategic plan comprises three primary goals:

## New Places

Expanding into geographies currently underserved by existing food resources and programs

## New Partners

Expanding our network of partners so that our capabilities and expertise benefit more people

## New Programs

Expanding our offerings—and our capacity to deliver on our mission—through innovative new programming

The common thread running through these goals is a commitment to an extensive process of research, outreach, and planning that will allow us to carefully assess where service gaps and other opportunities for expansion exist.





# 1 New Places

**Over the next five years, we will launch new satellite routes within Massachusetts and outside the state.**

Knowing that communities beyond our current service area would benefit from our deliveries, we seek to expand our presence in locations where we can bolster existing food assistance programs or fill gaps in underserved cities and towns. To ensure that our expansion model is sustainable and replicable, we will engage in extensive planning, work closely with local residents and organizations to understand the needs they have, and secure the funding necessary to expand our operations. We will also continue to foster close relationships with brands and retailers, and work to ensure that the food we deliver reflects the needs and preferences of our partners and the people they serve.





## New Partners

**We will develop partnerships with organizations that can help advance our efforts, and fill gaps in communities unserved or underserved by other programs.**

Many locally based organizations in the hunger relief space are working diligently to tackle food insecurity in the communities they serve. As an organization long dedicated to linking food and people, our experience, expertise, and empathy position us to be effective partners with those working to expand access to fresh, healthy food. To that end, we will build the on-the-ground capacity needed to establish new, mutually beneficial partnerships in unserved or underserved communities. We'll also explore how potential joint programming with small or resource-constrained organizations could enable them, and us, to strengthen our collective capacity and reach more people.





## New Programs

**We will identify mission-aligned opportunities to expand our offerings.**

While delivering fresh, nutrient-dense food will always be our core focus, there are other initiatives we can undertake that align with our mission to alleviate food insecurity and support our communities. For example, we are evaluating an upcycled food processing and workforce development program that would enhance the value of rescued food while providing people with marketable skills. We don't currently recover food that needs to be cut or processed to make use of the parts of it that are still good; by processing those items and creating prepared meals from them, we could feed more families, further reduce waste, and help build a more equitable food system. As we explore new initiatives, we'll also pursue complementary or additional revenue models to support them.



# Advancing Our Organization

In addition to the primary goals within our strategic plan, we have identified several key areas where we can raise awareness around wasted food, food insecurity, and our essential work:

- Growing our impact through community engagement, education, and targeted activities around policy and advocacy
- Launching a rebrand that will better align our identity with our strategic goals
- Soliciting philanthropic support to ensure we have the resources needed to sustain and grow our efforts and exploring new revenue streams

These strategic initiatives will also help us in our commitment to deliver bottom-line improvements across three critical areas:

- *People* – Working to ensure good food reaches people who need it
- *Planet* – Reducing the amount of food that ends up in landfills, where it contributes to the climate emergency
- *Economy* – Preserving and creating value in food by ensuring it's consumed, not discarded

## Setting the Table: A Hunger-Relief Glossary

Spoonfuls collaborates with a breadth of organizations throughout the food recovery and hunger-relief ecosystem. They include:

- **Food rescues (or food recovery organizations)**, which save fresh food that would otherwise be discarded and deliver it quickly to organizations that offer it to community members
- **Food banks**, which collect large amounts of food (much of it shelf-stable) that is stored in warehouses for delivery to providers serving people facing food insecurity
- **Food assistance providers**, which include entities such as food pantries, afterschool programs, community organizations, recovery homes, senior centers, youth programs, and other groups that provide free food to people



## A Call to Justice

Spoonfuls was founded to provide a practical solution to a compelling and persistent need. By recovering fresh, nutritious food and delivering it to local providers that serve people facing food insecurity, we have improved access to healthy food for neighbors who need it.

We have always been driven by the belief that our work constitutes a critical step in addressing the underlying causes of inequitable access to food. As we partner with other organizations working to forge systemic solutions around food insecurity and the climate emergency, we will build from our proven track record of partnerships with community members, business leaders, elected officials, and more, so that we can continue to do the greatest good for the greatest number of people possible.

We are deeply grateful to the many generous supporters who have energized and enabled our work, and who will help us grow our impact in the coming months and years.

For more information, please email us at [info@spoonfuls.org](mailto:info@spoonfuls.org).





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