

## Treasure Coast Food Bank Capital Campaign *Feed Unite Flourish*

Since its inception in 1988, Treasure Coast Food Bank has stood as a beacon of hope on Florida's Treasure Coast, unwavering in its mission to alleviate hunger. Today, as the largest hunger-relief organization in the region, Treasure Coast Food Bank is leading the charge against food insecurity through the distribution of healthy food, education, and advocacy. Channeling passion into action, each year the organization provides more than 20 million pounds of fresh nutritious food to 250,000 adults, children, and seniors through 20+ innovative programs and collaborative partnerships with 300 community-based organizations across Indian River, Martin, Okeechobee, and St. Lucie counties.

Hand in hand with its neighbors, Treasure Coast Food Bank continues to adapt its approaches to address hunger at its root causes and the unique needs of the communities it serves. Steadfast in their commitment, Treasure Coast Food Bank leadership has outlined a plan to increase organizational capacity and impact on the community to realize its vision of a hunger-free Treasure Coast. This plan, supported by a \$30,000,000 capital campaign—**Feed Unite Flourish**—aims to effect change in the community to create a future—*where no one struggles with hunger on the Treasure Coast.*

### *The Need*

Food insecurity is a symptom of financial insecurity, influenced by economic and social conditions. As the country grapples with the economic fallout from a post-pandemic world, levels of food insecurity have risen to unprecedented levels, especially on the Treasure Coast. One in four neighbors do not have enough food to be healthy and thrive. The faces of hunger in the community are diverse, revealing the vulnerabilities of those once considered stable, and underscoring the reality that anyone can fall victim to the perils of food scarcity. Neighbors who never imagined needing assistance are turning to Treasure Coast Food Bank for the first time. Others who were already struggling to make ends meet are being forced to make more frequent decisions between buying food or paying for life essentials like housing, medication, education, or childcare. Forty-five percent are one paycheck or financial emergency from losing it all. These difficult choices are leaving a profound mark on the community and the capacity of Treasure Coast Food Bank.

Since 2020, the organization has distributed more than 80 million meals. Now, three years later, the demand for services has not returned to pre-pandemic levels. In fact, demand has increased due to seasonal impacts of the area, such as layoffs within the service industry, rising housing costs, population growth and inflation. The Treasure Coast is a dynamic and growing community, having seen 60,000 new residents arrive in the last 18 months alone. Local estimates indicate that the population on the Treasure Coast will increase by 20 percent by 2030. As of today, Treasure Coast Food Bank is seeing an increase in need that is 34 percent above pre-pandemic levels. Treasure Coast Food Bank is the lifeline neighbors rely on and, during this critical juncture, it is more important than ever that it can keep up with the increasing basic needs of the community.

Treasure Coast Food Bank currently operates across five locations, including two distribution warehouses, and an industrial kitchen, which limits efficiency and long-term sustainability given the increasing need for assistance. Current warehouse capacity constraints further challenge the Food Bank's ability to efficiently procure and distribute ample nutritious food through its programs and partners.

The needs of the community are staggering; however, Treasure Coast Food Bank has proven that its comprehensive approach focused on solving hunger at its root causes is the key to effective impact.

A new facility is the sustainable solution that will forge a lasting impact.

## *The Solution*

Treasure Coast Food Bank is a leader in addressing the complex factors associated with hunger. The organization works collectively to shift the landscape of the community on a united front, to bring the issue of hunger to the forefront, all while serving as a bridge for food and supportive resources to community members in need.

The Food Bank itself is the headquarters for food distribution operations, a place to receive and process food and essential donations, a space for volunteers to give of their time, and a hub for program innovation.

Treasure Coast Food Bank facilitates more than 20 direct service programs, and together, with its network of 300 community partners, including food pantries, community health centers, soup kitchens, shelters, senior centers, schools, libraries, 71 full-time staff, and approximately 10,000 volunteers, the organization provides the most comprehensive network of hunger-supporting services in the four-county service region of Indian River, Martin, Okeechobee, and St. Lucie counties.

The organization's direct service programming meets the unique needs of children, seniors, families, veterans, and people living with chronic illness or disabilities. These include programs like the Mobile Pantry, School Pantry, BackPack Program, and Market Fresh on the Move, that solve food insecurity by serving neighbors where they live, work, or learn. Beyond hunger relief, Treasure Coast Food Bank provides comprehensive programs that focus on empowerment, engagement, and advocacy. Benefits outreach and case management work to solve the struggles of the household, while nutrition education and outreach positively impact health outcomes, and job training programs bring hope for a brighter future.

Treasure Coast Food Bank also plays a vital role as first responders to emergencies such as hurricanes, floods, and tornadoes throughout the region as a part of the Federal Emergency Support Function (ESF #6 & #11). Regional municipalities and organizations like the Red Cross and Salvation Army rely on the Food Bank to operate emergency meal distributions during the most critical times. With an unmatched capacity to produce 100,000 freshly prepared meals each day, Treasure Coast Food Bank can respond to hurricanes and other disasters, both locally and as a key component to statewide disaster response efforts.

As a critical community pillar for support and response, Treasure Coast Food Bank is focused on making a transformational impact in the region, funded by a significant community investment. The **Feed Unite Flourish** capital campaign centers around three pillars: (1) Feed: Increased Capacity, (2) Unite: Investing in Partners and (3) Flourish: Social Equity and Addressing Root Causes.

### Feed: Increased Capacity

Treasure Coast Food Bank is committed to a hunger-free Treasure Coast. To that end, the organization is focused on ensuring everyone on the Treasure Coast has access to nutrition and

critical supportive services, especially those most at-risk. This effort will be driven first by the creation of a new 132,000 square-foot facility in Fort Pierce, Florida, that will serve as the main hub of the Food Bank's operations. The new facility will exceed high-velocity impact codes with hurricane hardening building infrastructure to ensure that operations continue during and after storm events. The new building will feature expanded warehouse and freezer/cooler storage, a volunteer center, training and demonstration kitchens, a community room, conference and meeting rooms, allocated space for agency offices and training, and office space to accommodate future Food Bank growth.

With the new facility, Treasure Coast Food Bank will increase distribution of nutritious food, produce, prepared meals, and other critical services by 76 percent. Additionally, it will broaden community-wide support and engage more people of all abilities to create new ways for neighbors to help neighbors.

#### *New Distribution Center*

In April 2023, Treasure Coast Food Bank acquired nearly 15 acres of property strategically located near I-95 in Fort Pierce, Florida. This new facility will bring operations that are currently spread across three locations into approximately 132,000 square feet of new space that will become the central point of the Food Bank's operations. With sustainable growth in mind, the property can accommodate an additional 50,000 square feet for future expansion opportunities.

Main features of the new distribution center will include:

#### *Warehouse*

One of the most significant improvements that will come with this new facility is nearly twice as much warehouse space compared to the current warehouse facility (57,405 current; 108,000 planned). Included in this space is 20,000 square feet of freezer/cooler space, 35,000 square feet of dry storage space (with space to accommodate racking up to four pallets high), and 13 dock doors, including both ambient and refrigerated staging areas.

The increased capacity of the warehouse will improve the community's access to food. As a result of this expansion, the Food Bank will be well-positioned to acquire and store additional fresh produce, proteins, and dairy items. The capacity to leverage opportunity buys and bulk purchases to increase food procurement options will increase cost savings and provide more food variety for partner agencies and neighbors who are directly served through Food Bank programs. Treasure Coast Food Bank continuously explores new partnership opportunities with local and regional farmers and ranchers to expand fresh produce offerings, and this new warehouse will also afford the opportunity to locally source and process animal proteins.

#### *Volunteer Center*

Community support of Treasure Coast Food Bank's mission is extensive; on average 10,000 volunteers devote more than 45,000 hours of service through a variety of roles annually. This equates to more than 20 full-time staff, saving the organization an average of \$1431,000 per year. Volunteers sort, pack and deliver food and non-food essentials, participate in meal preparation, conduct quality control, support mobile food distributions, community outreach and education activities, special event support, office administration, and more. The current volunteer center, which is surrounded by an active warehouse environment, is limited in space and poses additional safety considerations, especially when there are large groups.

Furthermore, given the warm and humid climate of Florida, it is essential to provide a comfortable and safe space for volunteers to donate their most precious resource—their time. The new 5,000 square-foot volunteer center will help create an environment for volunteers to easily give their gift

of time year-round in a climate-controlled center within the warehouse. The design of the volunteer center will accommodate a wide variety of volunteer activities offering a pleasant and comfortable experience for families and corporate groups to support their community. With the new space, the Food Bank will be able to expand volunteer shifts that include the hot summer months, weekend, and evening opportunities without concern of the warmer temperatures or other seasonal conditions. The Food Bank expects to welcome 50 percent more volunteers by 2028 with the availability of this dedicated and accessible volunteer space.

#### *Training Center*

For more than a decade, Treasure Coast Food Bank has offered job training programs as a key component of its Ending hunger initiative to address the root causes of hunger. The Supply Chain and Logistics Academy and the Commercial Driver's License Instruction Program are creating opportunities for unemployed and underemployed adults to enter growing career fields.

A new 10,000 square-foot training center will support the Job Training Program and other activities and community groups that are essential for efficient operation of the Ending Hunger initiative. Space will be available for expanded job training programs, partner agency training programs, staff onboarding, skills training, and professional development.

#### *Culinary Training and Nutrition Education Center*

Treasure Coast Food Bank has a comprehensive accredited culinary training program that benefits the community in several ways. The creation of a culinary training and nutrition education center will bring efforts currently spread across multiple locations under one roof, providing a more responsive and dynamic experience for all participants.

10,000 square feet will be dedicated to training and demonstration kitchens and classrooms for additional instruction. The training kitchen will be used for job training, including the organization's Culinary Training Academy, Barista Training Academy, prepared meals programming, and for community partners' use. A demonstration kitchen will provide participants with real-life culinary experiences through nutrition education, cooking classes for multiple skill levels, specialized culinary skills training, and hospitality programming.

#### *Community Room*

The community surrounding the Food Bank's Fort Pierce location has limited public meeting spaces available for local nonprofits, businesses, and organizations. Treasure Coast Food Bank looks forward to making a new community room available to facilitate community meetings and events. The space will be leveraged to expand social enterprise revenue through conferencing, meeting room rentals and catering services. It will also be available to local nonprofits, including partner agencies, at no cost to support their needs such as hosting board meetings, annual meetings, and trainings.

#### *Staff Offices*

Currently, Food Bank staff are spread out across five locations. The new facility will provide ample space for staff to work from one central location, with room to accommodate anticipated staff growth necessary to facilitate greater efficiencies for the organization. An open floor plan will include designated areas for meetings, brainstorming and group work to encourage collaboration. Private workspace and designated quiet areas will also be available to support all work-related needs.

## Unite: Investing in Partners

Treasure Coast Food Bank's impact is far-reaching across its four-county service area through delivery of direct-service programs on a daily basis including mobile distributions, school pantries, Market Fresh on the Move, Order Ahead, Teen Pantries, after school meals programs, senior and veteran housing distributions and more. However, inherent to its essential capacity to serve more than 250,000 individuals each week is the Food Bank's network of 300 community-based partner agencies. A strong and diverse network of agency partners is essential for ongoing growth and sustainability, and ultimately the greatest community impact.

The organization is committed to leveraging the capabilities of valued partners and building upon its network to effectively expand services to where they are needed most. This will be accomplished through a thoughtful combination of the following strategies:

### Network Expansion

Treasure Coast Food Bank partners with organizations and businesses across various sectors to help fill service gaps, and to expand access to food, nutrition, and other essential resources. Cross-sector partnerships with local businesses, higher education, police departments, and others, have also been developed with success. Treasure Coast Food Bank will continue to seek out partnerships with schools, public agencies, and healthcare providers. As a result of these efforts, a 20 percent increase in partnerships is expected by 2028.

### Partner Training

The Partner Network Excellence Academy will be established to provide comprehensive training and support for partners to increase their capacity to serve the community. The training space available in the new facility provides pathways to leverage the strengths of existing partners and to build on opportunities to propel growth within the Food Bank's network. Training opportunities will include grant writing, public relations, operations, finance, volunteer training, and more.

### Access to Food Bank Programming

In addition to investing in partners, Treasure Coast Food Bank will expand its own direct-service programming. Innovative programs such as Mobile Pantries, Market Fresh on the Move, Order Ahead and Home Delivery will continue to expand to be responsive to clients' unique needs and to increase access to services. With the new building and increased organizational capacity, Treasure Coast Food Bank will launch a new food truck enterprise, which will expand nutrition services, provide prepared meals and create new opportunities for job training in the culinary industry. Expanded health and nutrition programming will further improve health outcomes and lower costs of medical care through medical nutrition therapy, nutrition education programming and a newly developed evidence-based Medically Tailored Meals program, which is expected to launch in the fourth quarter of 2024.

## Flourish: Addressing Root Causes

Realizing the link between hunger and its role as a significant contributing factor to the numerous other social, economic and health challenges Treasure Coast neighbors in need are faced with each day, there has been a collective shift in Treasure Coast Food Bank's focus since 2009. This focus looks beyond simply providing emergency food assistance, to include a person-centered approach that offers interventions for hope to pave a path from crisis to stability. This is accomplished through the development and piloting of programs that address contributing factors to hunger and poverty, such as job training, financial stability, and complementary social services. This programming promotes community empowerment, self-sufficiency, and food security. As a

result of this investment, Treasure Coast Food Bank will be positioned to continue its focus on addressing the systemic causes of food insecurity through two targeted strategies outlined below:

#### Expansion of Job Training Programs

With 20,000 square feet of dedicated space for its job training programs, the Food Bank expects to double the capacity of these programs to increase student enrollment by 2028. A total of 250 graduates have completed the Culinary Training Academy, Commercial Driver's License Training, Supply Chain and Logistics Training, Barista and Hospitality programs. This programming offers certified and accredited curriculums in high-growth Florida industries, ensuring that graduates receive significant value to their career development. Treasure Coast Food Bank job training programs increase financial well-being and provide long-term sustainability.

#### Benefits Outreach and Case Management

Food insecurity is more complex than simply lacking food. As a result, Treasure Coast Food Bank's case management and outreach services are a pivotal resource to connect neighbors with community resources to support all areas of need—from education and health to transportation, housing, emergency services, child-friendly resources, and more. Treasure Coast Food Bank's Whole Child Connection program connects 10,000 children and families to critical community-based services each year, in addition to providing food assistance. Through the organization's Your Plate Health & Wellness program, case managers offer support to 10,000 individuals annually with benefits and enrollment to SNAP, Florida Kidcare, Medicare saving programs, and Medicaid services. This programming also offers nutrition education, wrap-around services, and wellness programs. According to recent client surveys, 87% of families who responded stated they could not have obtained the community resources they needed without help from their Treasure Coast Food Bank program advisors. With room to accommodate additional program staff and greater efficiencies, the new facility will be pivotal to increasing opportunity for benefits enrollment outreach, and case management offerings based on the community's emerging needs.

## *Long-Term Sustainability*

Treasure Coast Food Bank is fortunate to have fostered strong relationships with many of the region's most generous corporations, foundations, organizations, and a substantial portfolio of individual donors. These dedicated partners actively support the organization's mission and vision through charitable contributions, grants, sponsorships, and a variety of special projects. The organization maintains a 60 percent year-over-year donor retention rate, which surpasses national donor retention averages of 45 percent.

Treasure Coast Food Bank has already begun to strategically invest in fundraising capacity through the recent addition of a Chief Development Officer who is focused on expanding development strategies to diversify donor support. Plans for expansion of the development team include the addition of donor relations managers to focus on building relationships with both new and existing mid-level and major donors. Through relationship-based fundraising efforts with new donors, many of whom have self-identified during the pandemic and hurricane relief efforts, Treasure Coast Food Bank expects increases in charitable contributions.

A larger facility and expansion of programming and staffing comes with increased operating expenses. To support these efforts, Treasure Coast Food Bank anticipates an estimated 18 percent increase in operating expenses. Over a three-year period, more than 50 new staff are planned to be added to support Food Bank operations spanning all functions, including leadership and managers, nutrition educators, social workers, registered dietitians, production kitchen staff and drivers. These additional costs will be addressed with strategic business development efforts, including endowment planning, expansion of grant opportunities and a greater investment in individual major donor stewardship.

## ***Measurable Outcomes***

As a result of the Capital Campaign investments, Treasure Coast Food Bank anticipates the following outcomes by 2028:

### **Increase in Number of Clients Served**

As a result of the increases in distribution capacity, program offerings and accessibility of services, Treasure Coast Food Bank anticipates a 12 percent increase in the number of clients served per year by 2028.

### **Increased Food Distribution**

As a result of the expanded warehouse, increased direct service programs and other nutrition programs, Treasure Coast Food Bank expects to increase nutritious meal distribution by 76 percent by 2028.

### **Community Engagement**

With the creation of a new, larger Volunteer Center, Treasure Coast Food Bank will be able to increase volunteer opportunities and expects to welcome 50 percent more volunteers by 2028.

### **Expanded Partnerships**

Through efforts to collaborate with nontraditional partners such as schools, public agencies and healthcare providers, Treasure Coast Food Bank expects a 20 percent increase in partnerships by 2028.

### **Expansion of Job Training Programs**

Treasure Coast Food Bank will take advantage of increased and dedicated space for all job training efforts to expand these programs by 50 percent by 2028.



## ***Timeline\****

### **2023**

April	Property Acquired
August	Capital Campaign Leadership Phase Begins
October	Closing on the Land

### **2024**

January	Capital Campaign Public Phase Begins
February	Construction Begins

### **2025**

January	Construction Complete
	Capital Campaign Complete

*\*Dates are estimates and are subject to change.*

### ***Budget***

In order to achieve these goals to better serve current and future neighbors, the Treasure Coast Food Bank Board of Directors has committed to raise \$30,000,000 to construct a new facility. Capital Campaign expenses break down as follows:

TOTAL	\$ 30,000,000
Land Acquisition	\$ 3,800,000
Building Construction	\$25,000,000
Contingency	\$1,200,000

### **Gift Table**

The Board of Directors has committed \$5,000,000 in reserve funds toward construction project costs (i.e. land acquisition, site plan development, architectural, and permitting costs).

Treasure Coast Food Bank is focused on securing commitments at the following levels to accomplish its \$30,000,000 fundraising goal:

<b>Phase</b>	<b>Gift Range</b>	<b>Gifts</b>	<b>Cumulative</b>	<b>Total</b>
Food Bank Investment	\$ 5,000,000	1	<b>1</b>	\$ 5,000,000.00
Lead Gift	\$ 5,000,000	1	<b>2</b>	\$ 5,000,000.00
Quiet/Leadership	\$ 2,000,000	2	<b>4</b>	\$ 4,000,000.00
	\$ 1,000,000	4	<b>8</b>	\$ 4,000,000.00
	\$ 500,000	6	<b>14</b>	\$ 3,000,000.00
Public/General	\$ 200,000	10	<b>24</b>	\$ 2,000,000.00
	\$ 100,000	10	<b>34</b>	\$ 1,000,000.00
	\$ 50,000	10	<b>44</b>	\$ 500,000.00
	\$ 20,000	9	<b>53</b>	\$ 180,000.00
	\$ 12,000	10	<b>63</b>	\$ 120,000.00
	\$ 6,000	20	<b>83</b>	\$ 120,000.00
	\$ 3,000	20	<b>103</b>	\$ 60,000.00
	\$ 1,000	20	<b>123</b>	\$ 20,000.00
<b>Fundraising Total</b>		<b>123</b>		<b>\$ 25,000,000.00</b>
<b>Public Funding</b>				<b>\$ 5,000,000.00</b>
<b>Grand Total</b>				<b>\$ 30,000,000.00</b>