

FEASIBILITY STUDY: MUSKEGON COUNTY FOOD CLUB

Needs Assessment & Food Club Model
New Venture Advisors

Funding for this project is supported by:



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NVA'S WORK FOCUS: MUSKEGON NEEDS ASSESSMENT

SCOPE ACTIVITIES – PART 1 (NEEDS ASSESSMENT)

Project Initiation

- Kickoff with Project Team
- Review scope, timeline, deliverables.
- ***Note:** We will keep the [work plan](#) updated and available on the Shared Drive, as requested, for your monthly workgroup meetings.

Part 1: Needs Assessment

- (1-2) Meetings with the project team to refine RFI and data needed for analysis.
- Interviews with **4** existing food clubs (**3 in-person site visits**)
- Analyze existing benchmark data and conduct additional secondary research/ case studies as needed to answer all RFP questions and draft a needs assessment that informs the design of the Food Club.
- Create a case study and model of metrics that most influence community food club operations.
- Identify potential sites (location areas)

Part 1: Finalization

- ***Milestone 1:*** Review the case study, site evaluations, and evaluation parameters with the project team to determine whether the model is compatible with Muskegon community needs.
- **Option: In-person milestone review meeting (ADDING)**
 - NVA team lead travels to Muskegon for final review of all materials and decision-making workshop for Phase 2

NEEDS ASSESSMENT: OBJECTIVES

Food Club (FC) Model

- Gather key metrics that define community food club operations (4 existing operations evaluated)
- Build an FC Model that identifies core data/metrics for membership and operations.

Muskegon Needs Assessment

- Define the Muskegon study region (to inform eligibility metrics)
 - Income, food access data, jobs/unemployment data, transportation and accessibility data (medical), population growth/change, social service need (met/unmet)

Muskegon Food Club Model

- With identified need data and the FC model, answer the following questions:
 - Does the FC model match/apply to community needs in Muskegon?
 - Are there any unique attributes of the Muskegon community that will challenge the model?
 - What would be the parameters for eligibility for membership (geographic, need, income)?
 - What are the parameters for an ideal location (suggest sites)?
 - What are the projected numbers of individuals/households that match the need (define potential audience)?

KEY TERMS

- **Federal Poverty Level (FPL)** is a metric used to determine state and federal resource program eligibility.
- **Food insecurity** is not having access to sufficient food or food of adequate quality to meet one's basic needs. As a metric, it identifies households where food is unavailable or of insufficient dietary quality.
- **ALICE** is an acronym for Asset Limited, Income Constrained, Employed. It represents working individuals who cannot afford basic necessities such as housing, child care, food, technology, or health care resources. Metrics quantify the cost of a basic household budget in a county and the number of households that struggle to meet that threshold.
- A **mobile pantry** is a transportation (bus, truck, or similar) vehicle that brings food bank or food pantry resources to a community to eliminate access barriers.
- **TEFAP** is an acronym for the Emergency Food Assistance Program, a federal program that helps supplement the diets of people with low income by providing emergency food assistance at no cost.

FOOD CLUB CASE STUDIES & MODEL

OBJECTIVES

Food Club Case Studies

- Gather key metrics that define each food club operation (4 existing operations evaluated)
 - Grand Rapids Community Food Club, Grand Rapids
 - Lakeshore Community Food Club, Ludington
 - Community Action House Food Club & Opportunity Hub, Holland
 - Love In Action Coop, Grand Haven*
- Evaluate interview and site visit data in relation to the FC Overview Model and Operations Guide developed by the FC Network.

Food Club Model

- Create an outline of core parameters (membership), metrics (success), and operational benchmarks defining a FC operation.
- Identify attributes that are “unique” across the network of existing operations that diversify that model’s application.

**Love in Action is not officially a partner with the existing Food Club network; the model is considered a co-operative model but was relevant to this project's activities.*

FOOD CLUB MODEL COMPARISON

*Unique aspects of the site, operations, or program have been highlighted.

Key Parameter/ Metric	Grand Rapids	Ludington (Lakeshore)	Holland (Community Action House)	Grand Haven (Love In Action)	FC Master Model
Location (Transit Access)	Urban, highly accessible (bus, main avenue), close to downtown	Rural, transit challenges, parking challenges	Semi-urban, highly accessible (bus stop, shuttle drop)	Semi-urban, partially accessible (bus stop nearby) – BUT, located near audience (shelters)	Close to bus routes Adequate parking Flexible site (location)
Accessibility (Medical/ Ability)	Yes (meets all requirements) Designated shopper	Yes (meets all requirements) Exploring delivery	Yes (store specially designed) Limited delivery/drops Starting mobile market	Yes (meets all requirements)	Meet all requirements Explore Delivery (if in budget)
Business Form & Advisory	501c3 Member representation on board and advisory council	501c3 Member representation on Advisory	501c3 Member Advisory	501c3 (Faith based) Member Advisory	501c3 Member representation on board or advisory
Network	Yes (originated)	Yes	Yes	No	Yes *Tap into distro partnerships with other sites (Lakeshore, Holland?)

FOOD CLUB MODEL COMPARISON

*Unique aspects of the site, operations, or program have been highlighted.

Key Parameter/ Metric	Grand Rapids	Ludington (Lakeshore)	Holland (Community Action House)	Grand Haven (Love In Action)	FC Master Model
Model Focus	Grocery Limited to No Services/Programs Dignified Access/ Customer Service	Community Hub Grocery + Core services/ programs Community engagement and support (choice)	Opportunity Hub Grocery + Health/Family service/programs Health and family health emphasis	Placemaking Space Grocery + core services/ programs (Faith based) Engagement/Interaction emphasis	Minimum: Grocery If Funding Allows: Services/ Program Adds Dignified Access, Customer Service + Place specific needs
Membership Model	Points Based 200% of the Poverty Level Eligibility Requires Verification (income, family size) Incentivizes Nutrition	Points Based 200% of the Poverty Level Eligibility Limited (Self) Verification (income, family size)	Points Based 200% of the Poverty Level Eligibility Requires Verification (Self) (income, family size) More developed case management system Incentivizes Health focus	Points Based ALICE/HUD Limited/No Verification *Also allow exceptions to the membership model	Points Based 200% of the Poverty Level Eligibility Limited Verification (income, family size) Incentivize Nutrition
Membership Size	8,000 to 8,500 Members	2,900 Member Households	10,500 Members	330 Members	Variable (based on locality)
Language/ Special Accom.	Spanish Focus	N/A	Spanish & support for 14 additional languages	N/A	Minimum – Spanish Variable – based on locality

FOOD CLUB MODEL COMPARISON

*Unique aspects of the site, operations, or program have been highlighted.

Key Parameter/ Metric	Grand Rapids	Ludington (Lakeshore)	Holland (Community Action House)	Grand Haven (Love In Action)	FC Master Model
Facility Size	15k sf	3.3k sf	26k sf	Retail 5-600 sf Total <10k sf	10-15k sf min (assume) Will depend on the population to be served
Facility Layout, Space Resources	Grocery store (retail) – 2 registers Limited BOH (sort), no USDA Limited Storage (cold/frozen) 3-5 offices Reception/Admin Consulting rooms	Limited retail (1.3k sf) 2 coolers (70 sf) Limited offices No dock, No sort space Rest of building office and community spaces Shower/Laundry space	16k sf main level – retail, USDA repack space, warehouse, loading docks, bailer, offices, community spaces, demo kitchen 10k sf basement – warehouse, 3 large coolers/freezers, loading access	Small retail space – 1 register Small sort space (no USDA) 2 x coolers (100 sf ea) 2 x classrooms 2 x consulting rooms Community area Learning Kitchen No loading dock	PRIORITIES: - Retail floor (multi-register) - BOH USDA sort/pack - Warehouse/loading dock - Walk-in cold/frozen - Offices - + Program space (TBD)
Staffing & Volunteers	8 full time employees, supported by 100 monthly volunteers	6 staff, volunteer network (leans senior)	Large staff (integrated with wider org staff) 100+ volunteers monthly 2 teams on site (programs)	Supported by staff (integrated with wider org staff) and 400 weekly volunteers	Assumes 6-10 staff (depending on size) + volunteer network (development need)
Safety	Theft/ staff safety built into SOPs	Site safety and member experience connected	SOPs address staff and site safety	No real safety issues	Safety SOPs

FOOD CLUB MODEL COMPARISON

*Unique aspects of the site, operations, or program have been highlighted.

Key Parameter/ Metric	Grand Rapids	Ludington (Lakeshore)	Holland (Community Action House)	Grand Haven (Love In Action)	FC Master Model
Procurement Focus	Half Donation/Half Purchase 45% of budget is food purchase Donations across all products (esp. meat/produce/prepared foods)	90% food purchased Lack of donation supports No space to hold inventory (donations) *wants to act as a hub (build wider system)	Majority of food is food rescue (gleaned) Part of wider distribution system Limited purchasing (core needs) Relationship Focus	Majority of food is donation or food rescue Part of wider distribution system Limited purchasing Established outlets	Half (or greater %) donation Budget for 30-45% purchase *Network with other 2 sites for distro/donation resources?
Inventory Management	Large categories tracking (no UPC)	Large categories (no UPC)	Refined category (not UPC), secondary label (higher tracking)	Large categories (no UPC)	Large categories (no UPC)
Key Sources	Food Bank, Meijer	Meijer, Gordon Foods	Meijer, Food Bank Restaurants/Retail Starbucks	Meijer, Walmart	TBD
Technology	Self-designed system: inventory, member management	General member management system	Uses CORONA, BE LOYAL, APRICOT systems for data and case management (heavier client focus)	General member management system	Grocery Inventory/POS general system (tap GR?) + basic member management

MUSKEGON COUNTY LANDSCAPE

Demographics
Food Access
Food Distribution
Social Service Needs
Zip Code/Location Analysis

DEMOGRAPHICS

Muskegon County is home to 176,564 residents, 37.3% of which live below 200% of the federal poverty line.

Muskegon County's median household income of \$61,347 is 10% lower than the statewide median income.

Poverty and unemployment rates in Muskegon County are higher than the statewide average as well as all comparable counties.

Sources: Demographics for Muskegon, MMG 2024 (2022 Data); Census Bureau American Community Survey 2022 1-Year Estimates

	Muskegon County	Kent County	Ottawa County	Mason County	Michigan
Population	176,564	661,354	303,372	29,159	1,206,365
Population Growth 2020-2023	0.4%	0.5%	2.4%	0.4%	-0.4%
% Children	22.1%	23.3%	22.8%	19.5%	21.0%
% Seniors	18.4%	15.1%	16.7%	26.2%	18.7%
Households	66,595	252,694	108,362	12,296	4,009,253
Median Income	\$61,347	\$76,247	\$83,932	\$60,744	\$68,505
% Poverty	14.5%	10.7%	8.2%	10.2%	13.4%
Individuals below 200% FPL	63,676	157,849	63,524	9,327	2,879,030
% Below 200% FPL	37.3%	24.3%	21.9%	32.4%	29.3%
% Unemployment	5.1%	3.0%	2.8%	4.7%	4.3%

FOOD ACCESS & FOOD INSECURITY

		Muskegon County	Kent County	Ottawa County	Mason County	Michigan
Food Insecurity* %	Total	14.1%	12.4%	10.9%	15.9%	14.2%
	Child	19.1%	13.6%	8.6%	19.6%	17.9%
	Black	32.0%	31.0%	28.0%	-	31.0%
	Hispanic	19.0%	19.0%	16.0%	18.0%	19.0%
	White, Non-Hispanic	12.0%	10.0%	10.0%	14.0%	12.0%
% Food Insecure Persons Below 200% FPL		75.5%	62.0%	54.9%	72.0%	55.8%
Food Insecure Persons	Total	24,840	81,600	32,270	4,640	1,423,000
	Below 200% FPL	18,754	50,592	17,716	3,341	794,034
ALICE Households*		19,260	253,092	110,045	12,135	246,893
ALICE %		28.4%	22.6%	20.2%	28.6%	25.7%
SNAP Benefits Recipients		32,345	69,683	15,520	3,942	1,353,650
Adult Fruit/Vegetable Consumption 5x/day (2019-2021)		12.6%	13.4%	14.3%	14.6% (Health District #10)	15.5%

75.5% of Muskegon County's food-insecure people live below 200% of the federal poverty level, which is key to the eligibility criteria of other food clubs in the state.

This data suggests a **potential serviceable population of 18,754 people**. This is slightly greater than the number of food-insecure individuals below 200% FPL in Ottawa County, home to both the Holland and Love in Action food clubs.

CHARITABLE FOOD SITES

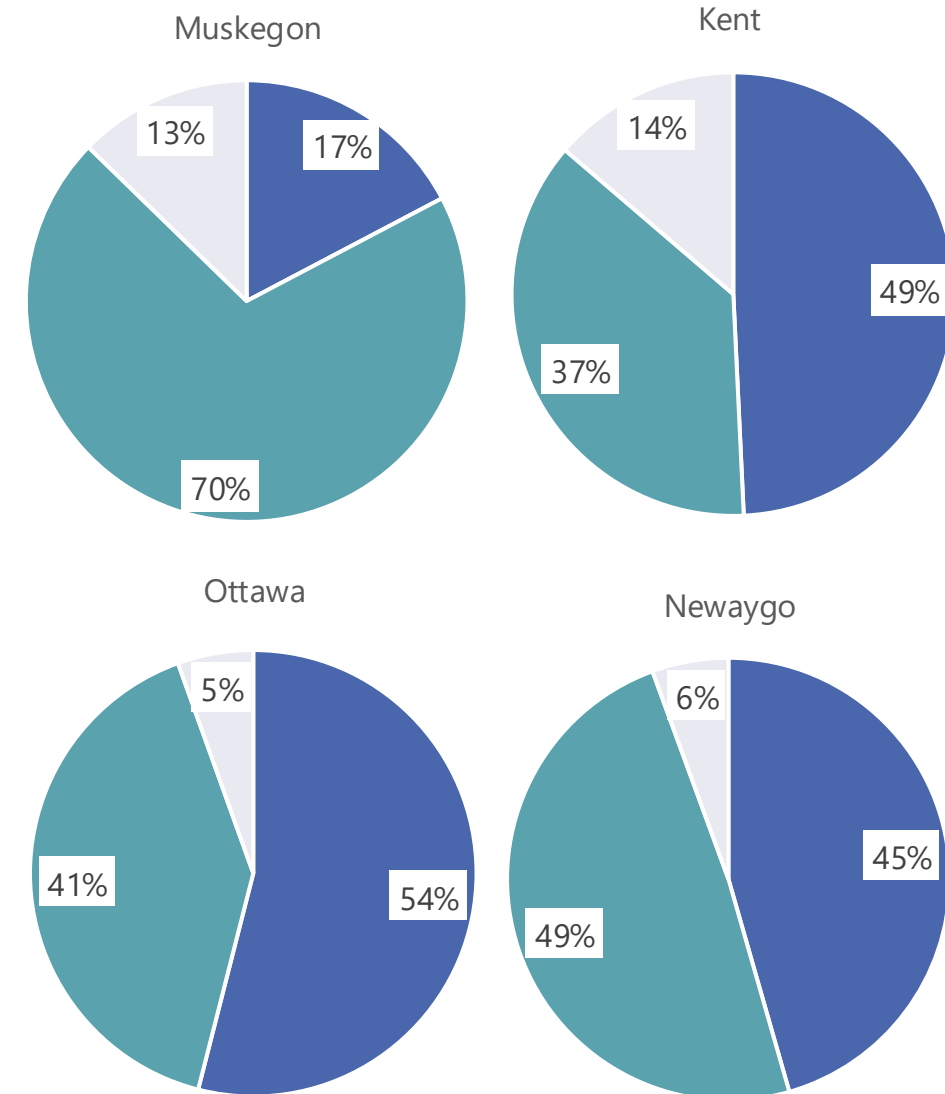
Muskegon County **relies heavily on mobile pantries; only 17% of food is distributed from agency pantries.**

There are 55 known food distribution agencies in the county, 37 of which are served by Feeding America West Michigan.

None of these sites distribute CSFP boxes, and only 3 are part of the TEFAP program.

Sources: Agency Distributions Muskegon 2023, Muskegon County Food Pantry List

Pounds Distributed by Method, 2022
■ Agency Pantry ■ Mobile Pantry ■ Other



SOCIAL SERVICE & ACCESSIBILITY NEEDS

15.5% of households lack internet access, indicating that a **range of communication methods** (in-person, printed materials, referrals, etc.) may be helpful in reaching these populations.

The food club may also want to **consider integrating social services** to meet local needs and **offering nutritious and medically-tailored foods** appropriate for the highly prevalent chronic health conditions.

	Muskegon County	Michigan
Language Other Than English Spoken at Home	3.5%	9.9%
Households without a computer	8.5%	6.6%
Households without internet access	15.5%	12.2%
% Disability < 65	10.5%	10.1%
% adults reporting fair or poor health (age-adjusted) 2018	20.0%	18.0%

Sources: Demographics for Muskegon; Mercy Health Muskegon CHNA Report 2021; Muskegon County Data – FY23 (October 1, 2022 – September 30, 2023)

Top 10 Unmet Needs

1. **Rent Payment Assistance – 864**
2. **Electric Service Payment Assistance – 530**
3. **Gas Service Payment Assistance – 297**
4. Homeless Motel Vouchers – 207
5. Rental Deposit Assistance – 126
6. Community Shelters – 120
7. Automotive Repair and Maintenance – 100
8. VITA Program Sites – 91
9. Gas Money – 58
10. Automobile Payment Assistance – 44

Prevalence of Chronic Health Conditions (Adults >= 18)

1. **Obesity – 42.1%**
2. **High Cholesterol – 38.3%**
3. **High Blood Pressure – 35.6%**
4. Arthritis – 29.9%
5. Depression – 23.8%
6. Diagnosed Diabetes – 11.9%
7. Asthma – 11.2%
8. Chronic Obstructive Pulmonary Disease - 8.4%
9. Cancer (excluding skin cancer) – 7.5%
10. Chronic Kidney Disease – 3.5%

NEED BY ZIP CODE

The greatest number of food insecure residents and families below 200% of the federal poverty line live in **Muskegon** and **Muskegon Heights**, particularly zip codes 49441, 49442, and 49444.

ZCTA (Zip Code)	City	Food Insecurity %	Food Insecurity #	% Families < 200% FPL	# Families < 200% FPL
49303	Bailey	15.8%	147	30.5%	65
49318	Casnovia	13.5%	179	18.4%	63
49415	Fruitport	11.2%	731	15.8%	305
49425	Holton	15.1%	530	28.5%	246
49437	Montague	12.0%	782	15.1%	282
49440	Muskegon	22.8%	296	34.8%	71
49441	Muskegon	14.5%	5,314	25.5%	2,471
49442	Muskegon	18.5%	8,350	42.4%	4,076
49445	Muskegon	11.0%	2,377	14.9%	933
49444	Muskegon Heights	18.8%	4,946	41.4%	2,708
49448	Nunica	9.9%	436	20.9%	261
49451	Ravenna	13.1%	837	25.5%	417
49457	Twin Lake	15.2%	1,690	22.6%	724
49461	Whitehall	12.3%	1,152	17.9%	473

Sources: MMG 2024 (2022 Data) FAWM; U.S. Census American Community Survey 2022 1-Year Estimates

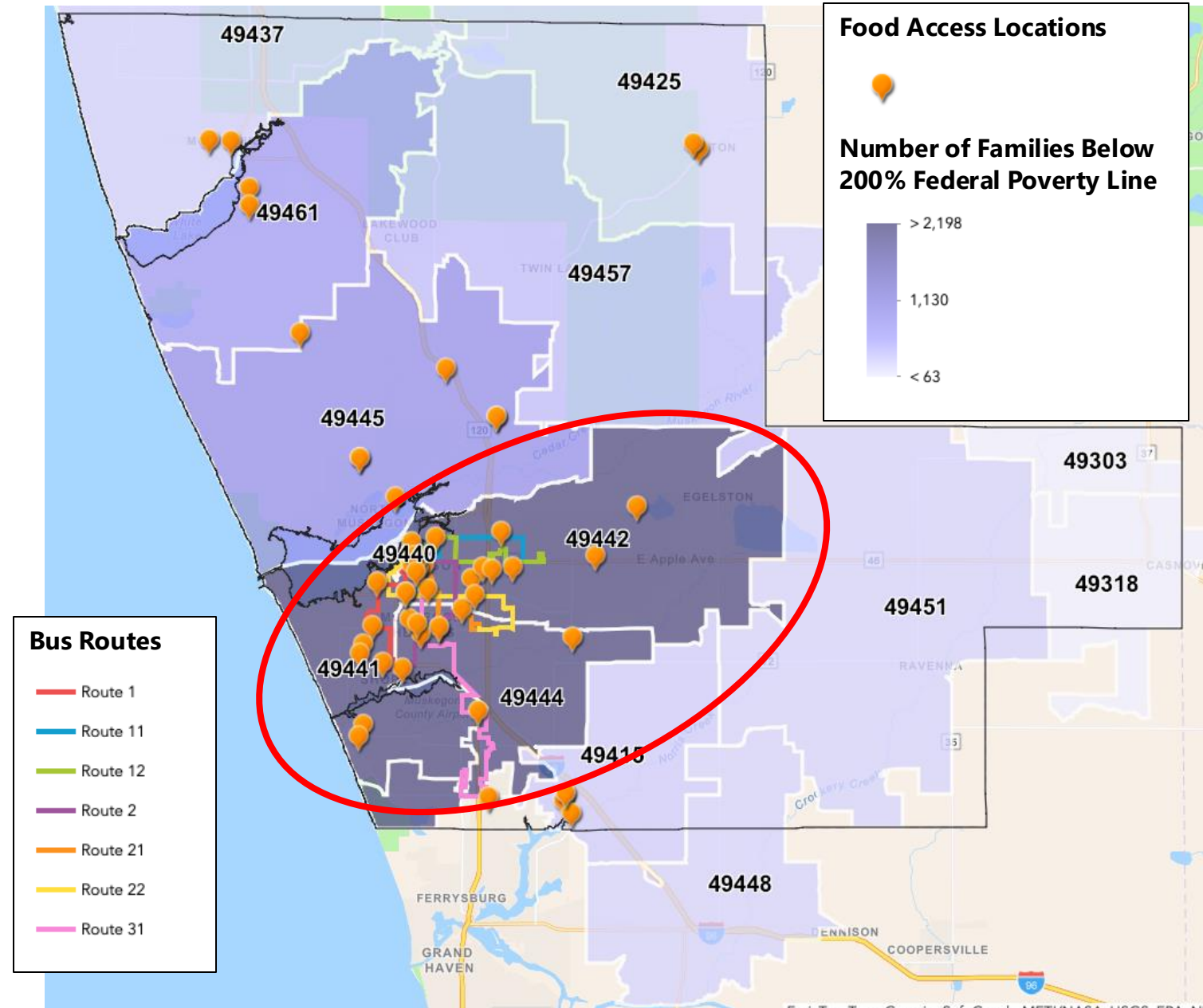
NEED BY ZIP CODE

Most food distribution agencies are also located in Muskegon and Muskegon Heights.

Zip codes 49441, 49442, and 49444 that have the most families below 200% of the poverty level but have some geographic areas without food pantries.

The county has no public rail system but is served by seven bus routes that serve downtown Muskegon and Muskegon Heights.

[View the interactive map here](#)



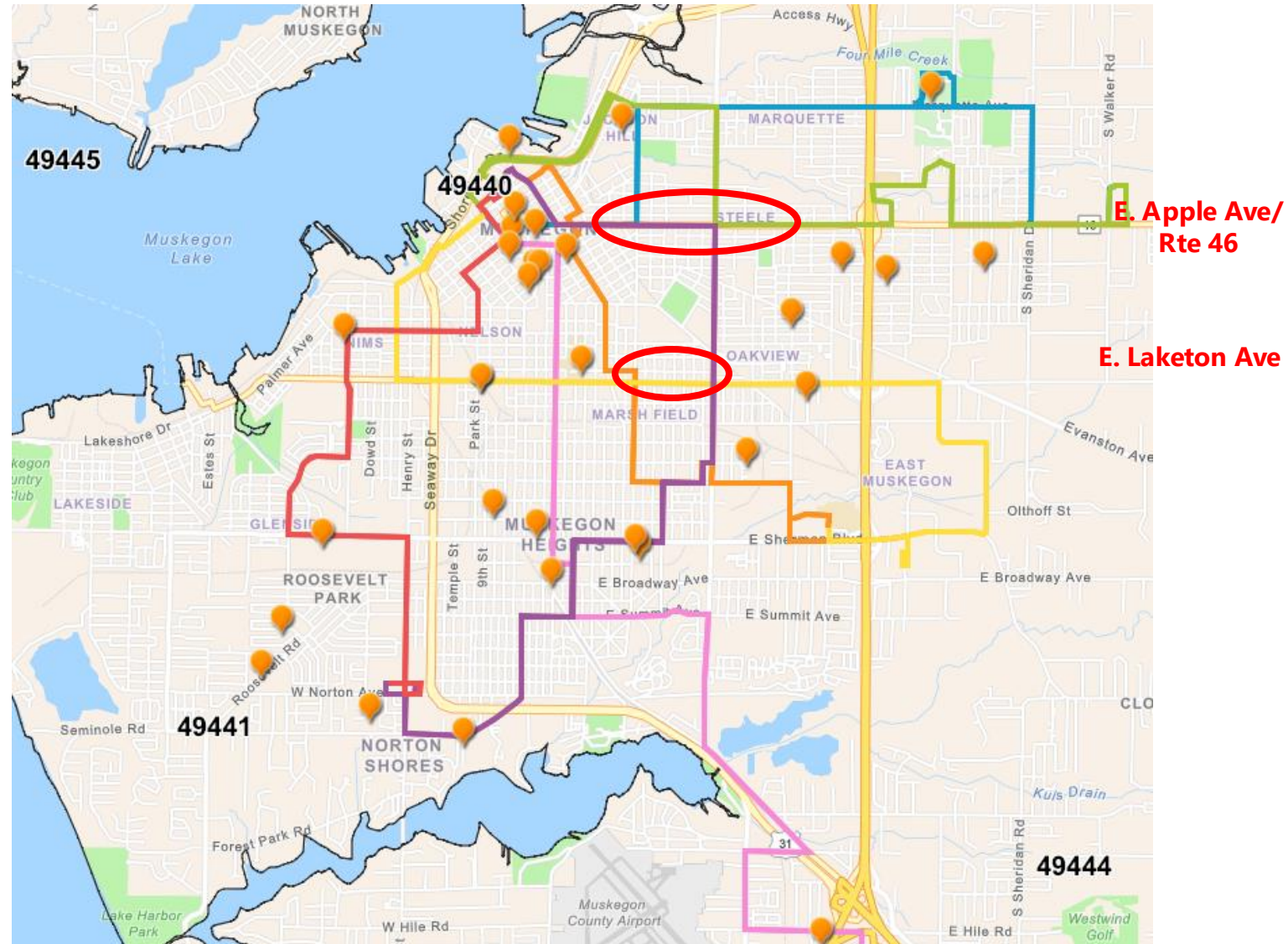
POTENTIAL LOCATIONS

The circled locations on E. Apple Ave and E. Laketon Ave may be appropriate sites for the food club, since they are:

- accessible by three bus routes
- located on a major road
- not in close proximity to existing food distribution sites

These sites may be most likely to draw in enough members to support the food club's long-term sustainability.

[View the interactive map here](#)



MUSKEGON LOCATION — KEY FINDINGS

Data indicates that Muskegon County is an **appropriate location for a food club** because:

- It is home to nearly 19,000 individuals who are both food insecure and living below 200% of the federal poverty level
- It has a higher poverty and unemployment rate than other counties with established community food clubs
- It lacks a sufficient number of permanent food pantry locations to meet local need; food distribution has declined over time and mobile food pantries are responsible for 70% of food distribution in the county

If bus access is a priority, recommended locations for further exploration include:

- E. Apple Ave between Pine Street and Creston Street
- E. Laketon Ave between Terrace Street and Austin Street

If bus access is not a priority, recommended locations include:

- East of downtown Muskegon along E. Apple Ave
- South of downtown Muskegon along US-31

MUSKEGON COUNTY FOOD CLUB MODEL

OBJECTIVES

With identified need data and the Food Club model, answer the following questions:

- Does the FC model match/apply to community needs in Muskegon?
- Are there any unique attributes of the Muskegon community that will challenge the model?
- What would be the parameters for eligibility for membership (geographic, need, income)?
- What are the parameters for an ideal location (suggest sites)?
- What are the projected numbers of individuals/households that match the need (define potential audience)?

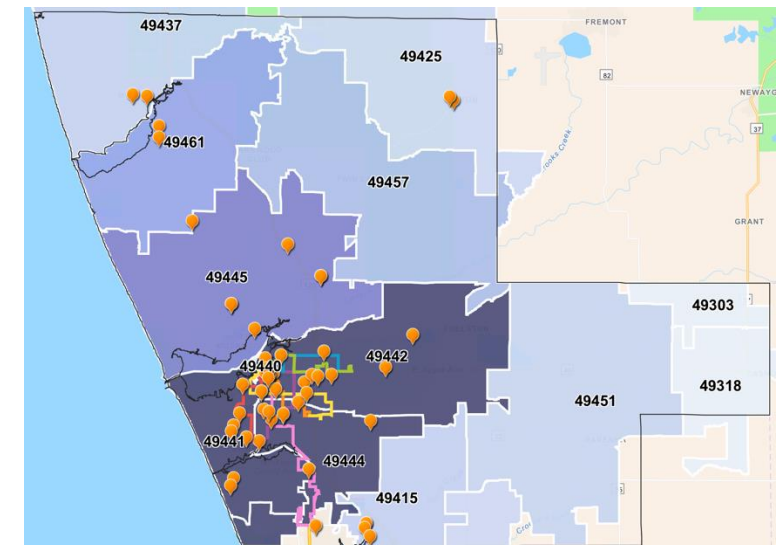
DOES THE FC MODEL "MATCH" COMMUNITY NEEDS IN MUSKEGON?

MODEL MATCH

- **NEED METRICS:** All existing models are based in communities with high poverty metrics and identified meal gap (grocery resources) similar to those of Muskegon.
- **FOOD ACCESS LANDSCAPE:** The relatively consolidated landscape of food access entities is similar to other locations and might support a CFC model that is "networked" or collaborative (like Holland, Grand Haven). Further, there are insufficient food access resources (food pantry locations), so demand could be high.
- **SOCIAL SERVICE NEED:** The highlighted need for additional access/resources to social services was a major driver for other models (Holland, Lakeshore) and could diversify the model in Muskegon.
- **HEALTH METRICS:** The identified prevalence of health conditions is similar to the drivers behind the Holland model and could identify strong partnerships to drive program design.

KEY DATA CONNECTION

Muskegon and Muskegon Heights experience high rates of both poverty and food insecurity, yet there are relatively few pantry agencies.



ARE THERE UNIQUE ATTRIBUTES OF MUSKEGON COMMUNITY THAT WILL CHALLENGE THE MODEL?

CHALLENGES

- **TRANSIT LIMITATIONS:** The lack of sufficient transit options for communities of need will make **MATCHING** a location to use projections challenging.
- **FUNDING LANDSCAPE:** Several leads from other models noted that the local funding landscape – both for securing donations and for securing funding dollars – may be challenging with the split between Muskegon Heights and downtown Muskegon.
- **MOBILE FREE ACCESS vs. PAID MEMBERSHIP:** The current local focus on free mobile pantries supplying population centers of need may make a paid membership model unattractive to some users.
- **COMMUNICATION LIMITATIONS:** The identified lack of internet access amongst households in communities of need may make some of the technology features used by similar models challenging.

KEY DATA CONNECTION

	Muskegon County	Michigan
Language Other Than English Spoken at Home	3.5%	9.9%
Households without a computer	8.5%	6.6%
Households without internet access	15.5%	12.2%
% Disability < 65	10.5%	10.1%
% adults reporting fair or poor health (age-adjusted) 2018	20.0%	18.0%

WHAT WOULD BE THE PARAMETERS FOR ELIGIBILITY FOR A MODEL FC IN MUSKEGON COUNTY?

ELIGIBILITY

- **200% POVERTY METRIC:** Similar to all existing food club models, Muskegon should use the same fundamental metric to determine membership eligibility.
- **PRICING MEMBERSHIP MODELS:** However, with the variations seen in other models, Muskegon may want to consider local income metrics in establishing baseline pricing for individual and family memberships and points values (which range from \$5-19 in other models). This could be sensitized in building the pricing model using local income data.
- **HOUSEHOLD MIX:** All models are taxed to properly identify and quantify household users—Muskegon will want to set clear reporting parameters for this.
- **GEOGRAPHIC METRICS:** No existing models apply specific geographic constraints on users (although they do use it as guidance for store focus and prioritizing program development) – unless capacity is overwhelmed, this might be a later phase decision for a Muskegon model.

KEY DATA CONNECTION

37.3% of the population in Muskegon County lives below 200% of the federal poverty line.

75.5% of food-insecure people in Muskegon County live below 200% of the federal poverty level.

WHAT ARE THE PARAMETERS FOR AN IDEAL LOCATION?

LOCATION PARAMETERS

- **HIGH-NEED ZONES:** Like all existing food club models, Muskegon should place the food club near areas of concentrated high need (lower-income zones, subsidized housing developments, etc..).
- **TRANSIT OPTIONS:** Ideally, a location will be near bus routes or transit options (shuttle routes) that can support access for non-car users and seniors.
- **BUILDING OPTIONS:** Within high-need zones, a final site might be best informed by a compatible building (former grocery, warehouse, or semi-industrial site) that best supports the functional needs of the CFC (or a new build site).

MUSKEGON SITES DISCUSSION

If bus access is a priority, recommended locations include:

- E. Apple Ave between Pine Street and Creston Street
- E. Laketon Ave between Terrace Street and Austin Street

If bus access is not a priority, recommended locations include:

- East of downtown Muskegon along E. Apple Ave
- South of downtown Muskegon along US-31

WHAT IS THE PROJECTED AUDIENCE OF NEED (DEFINE USER MIX)?

AUDIENCE

- **TARGET POPULATION (MAX EXISTING):** There are 63,676 people in the county who meet 200% poverty level metric. 18,754 of them also experience food insecurity
- **USE PROJECTION (MODEL EXAMPLES):** The other model sites have a membership ranging from 5% to 31% of the <200% FPL population.
 - To begin, Muskegon County may want to aim to serve around 10,500 people, equivalent to 17% of those below 200% FPL.
- **OTHER FACTORS:** When evaluating metrics, we may also want to consider ***additional poverty influences*** cited by other models:
 - The ratio of blue-collar or manufacturing/service jobs to total jobs
 - Percent change in poverty metrics over past 5 years (or more)
 - Growth of senior population in past 5 years
 - Percent change in unemployment metrics over past 5 years
 - Recent large industry closures in past 5 years

KEY DATA CONNECTION

County	Individuals < 200% FPL	Food Club	Member- ship	% Served
Kent	157,849	Grand Rapids	8,250	5%
Ottawa	63,524	Holland	10,500	17%
Mason	9,327	Lakeshore	2,900	31%
Muskegon	63,676	TBD	10,500?	17%?

Key Parameter/Metric	Model	Notes
Location (Transit Access)	Close to bus routes; Adequate parking; Flexible site (location)	*Location zones need to be refined (with project team)
Accessibility (Medical/ Ability)	Meet all requirements	Explore Delivery (as part of budget) Could this partner with mobile options popular in Muskegon?
Business Form & Advisory	501 c3	Member representation on board or advisory
Network	Yes	*How could distro/sourcing across Network partners be maximized?
Model Focus	Minimum: Grocery Objective Baseline: Dignified Access, Customer Service + Place specific needs	If Funding Allows: Services/ Program Adds (as part of budget/ partnership development)
Membership Model	Points Based; 200% of the Poverty Level Eligibility; Incentivize Nutrition	Limited Verification (income, family size)
Membership Size	10,500+	
Language/ Special Accom.	Spanish signage and bi-lingual staff as part of model.	Future need TBD
Facility Size	10-15k sf min (assume)	*Will update in modeling based on metrics.
Facility Layout, Space Resources	PRIORITIES: Retail floor (multi-register), BOH USDA sort/pack, Warehouse/loading dock, Walk-in cold/frozen, Offices, + Program space	
Staffing & Volunteers	Assumes 6-10 staff (depending on size) + volunteer network (development need)	
Safety	Safety SOPs	
Procurement Focus	Half (or greater %) donation; Budget for 30-45% purchase	*How could distro/sourcing across Network partners be maximized?
Inventory Management	Large categories (no UPC)	
Key Sources	TBD	TBD (will be explored in part 2)
Technology	Grocery Inventory/POS general system + basic member management	*Is GR willing to share proprietary system with Network?

MUSKEGON FOOD CLUB MODEL

NEXT STEPS

- The next stage of work includes the development of modeling (operations and financial) to support a Muskegon model.
- The following slides explore open questions that must be answered in that modeling scope to **DEFINE** the structure of a Muskegon location.
- The proposed scope addresses the following:
 - **Food Assortment/Sourcing** (projected volumes, pricing model inputs, and potential sources identification)
 - **Store Model – Operations** (hours, services, programs, staff/management, volunteers, SG&A)
 - **Store Model – Build** (size, location, equipment, build budget/Cost Model)
 - **Partnership, Program & Funding Opportunities**
 - **Financials** (Revenue/Operations Build, P&L)
 - **OPTION:** Layout/Design

SETTING/IDENTIFYING FOOD SOURCES (PROCUREMENT MODEL)

Food Model Volumes

- How do we refine projections of needed volumes across source options based on projected site size?
- **Refining metric (17%) – do we want to look at 15%, 25%, 35% to quantify growth impact on size?**
- What impact does source have on value and pricing models for audiences?

Procurement Model

- What local sources are available for food (donation, food rescue, gleaning, purchase)?
- What is the role of the Food Bank?
- What other partners may impact food opportunity?
- What impact does ratio of donation/rescue to purchase have on staff/volunteer needs?

Role of the Network

- What role can the Network play in supporting sourcing and distribution needs?
- If there is collaboration across the Network, does that reduce BOH build needs?
- Does the Network model need more formalization before changing site models?
- How to collaborate with local pantry partners (Grand Haven model)?

Inventory Management

- Prioritize large category tracking (set categories)
- Can the GR system be made available across the Network? If no, other options for POS/client management?
- What reporting metrics need to be defined (for site goals, for funding, for partnerships)?

Food Safety Considerations

- How big of a USDA repack space is needed - emphasis on food rescue, gleaning, donations, ag inputs?
- What trucks (refrigerated) are needed to support food rescue and donations?
- What staff/volunteer trainings are needed depending on food sources?

DEFINING STORE MODEL

Model Focus & Location

- Prioritize Grocery Access
- How might network partnerships and local mobile offerings diversify the model?
- Who can we tap to identify local sites that could support this model (once size is defined)?
- What opportunities might exist between the City of Muskegon, the City of Muskegon Heights, and Muskegon County to point towards the best site?

Model Structure (Operations)

- Points Based System
- How do we best set local operations (hours)?
- What scale/growth needs to be built into the final operations structure (staff, volume, space)?
 - **What metric for growth do we want to use as a benchmark (15%, 25%, 35%)?**
- What operations leads exist for determining management structures?
- What can we learn from local partners to build volunteer assumptions into modeling?
- How do we project the value of points for this local audience?

Model Size (Audience)

- Final inputs for audience size (scale/growth), site size needs, product volumes, and pricing models.
- How do we refine the projected ratio of population metrics to other site's location sizes?
 - **Refining metric (5-30% of need)**
- What assumptions of growth do population, income, and job trends lead us to build into sizing projections?
 - **Choosing additional metrics to refine target population, growth percentages & pricing models**

Model Budget (Financial Models)

- What equipment and storage equipment is needed to support projected size and scale?
- What impacts might the final site have on pre-development costs (existing vs. new builds, site remediation, other)?
- What role might partners be able to play in defraying costs (equipment, outfit, build, building)?
- What metrics for success might impact P&L development (Bottom line)?
- What partnerships exist that might offer sustainable revenue overlays for the site?

DEFINING PROGRAMS, PARTNERSHIPS, FUNDING

PROGRAMS

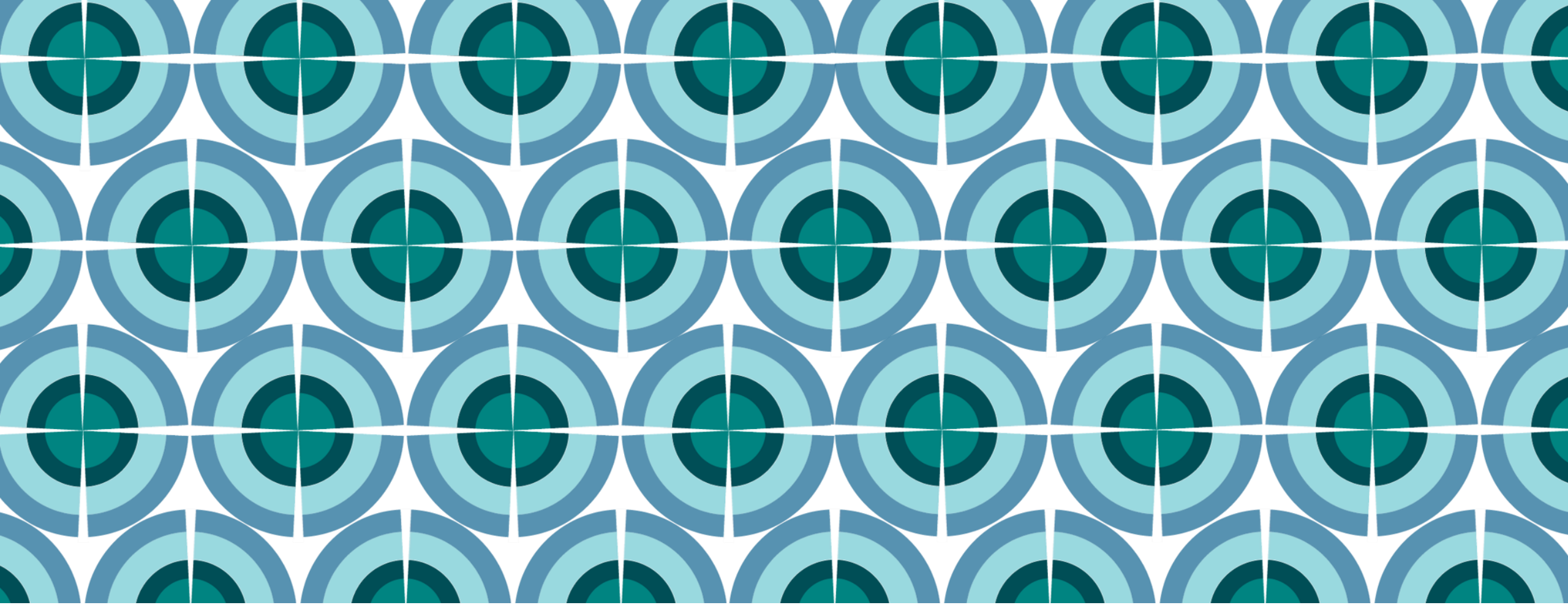
- How do we refine/define the programs to be offered at this site (priorities)?
- How involved does the City want to be (social service programming)?

PARTNERSHIPS

- What partnerships exist (locally/regionally) that may help to prioritize programming?
- What local partners can help support health incentives - inputs to define nutrition, opportunities, sourcing?

FUNDING PLANNING

- What local funders might drive programming or store final model?
- What partner programming might help to identify other sources of build or operations funds?
- Does Muskegon have a philanthropy base to support this site?
- What will this facility compete with for funding? What bridges need to be built here?



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