FY2022 – 2026 Strategic Plan

Georgia Food Bank Association

December 2021
Participants & Planning Process

**Phase 1 Research**
- Board interviews
- ED interview
- Board survey
- Atlanta-based statewide funder interviews: Zeist, Woodruff, Campbell, State of Georgia
- State association ED interviews: Texas, Ohio, Virginia
- Nationwide state association survey

**Phase 1**
- Project Kickoff
- Internal Assessment
- External Assessment & Benchmarking
  - August 2021
  - August - September

**Phase 2**
- Vision, Goalsetting & Strategy Workshops
  - September 22-23

**Phase 3**
- Business Planning
- Board Plan Review & Adoption
- FY2022 Budget Planning
  - October - November
  - December

- Melissa Blevins, Chattanooga Area Food Bank
- Kathy McCollum, Middle Georgia Food Bank
- Amy Breitmann, Golden Harvest Food Bank
- Kyle Waide, Atlanta Community Food Bank
- Mary Jane Crouch, America’s Second Harvest of Coastal Georgia

- Frank Sheppard, Feeding the Valley
- Erin Barger, Food Bank of Northeast Georgia
- Kay Blackstock, Georgia Mountain Food Bank
- Danah Craft, Georgia Food Bank Association
- Callie Roan, Georgia Food Bank Association
Mission
The Georgia Food Bank Association leads a statewide effort to end hunger in Georgia.

Goals

1. Core Food Banking Investment
GFBA will support efforts that drive investment in the core work of its members.

2. Government Investment
GFBA will drive government investment in the work of its members.

3. SNAP Expansion
GFBA will pursue expansion of statewide SNAP benefits, coverage & adoption.

4. Education
GFBA will educate the state on the changing face of food insecurity and build on the network’s visibility.

5. Member Support & Resources
GFBA will provide members the resources and support necessary for success in food bank leadership.

GFBA will view all aspects of its work through the lenses of Diversity, Equity, and Inclusion.
Targeted FY2022 – FY2026 Results

1. Core Food Banking Investment
   • $3.4M+ in private investment for members
   • $615K for GFBA strategic initiatives in support of members statewide

2. Government Investment
   • $170M+ in government investment: $49M CARES Act in 2022, $15M annually in Farm Bill resources for FY2022-2023, increasing to $30M annually in FY2024

3. SNAP Expansion
   • Increased infrastructure to support member SNAP teams and public SNAP adoption statewide

4. Education
   • Increased public awareness: hunger in Georgia
   • Increased public awareness: member programs & impact

5. Member Support & Resources
   • Increased Georgia member network connectivity and learning
   • New statewide staffing partnerships
   • Subsidized personnel available to members
GHFB will adopt the following broad strategies to reach our goals:

- Generate primary research to inform the issue of hunger.
- Aggregate member program investment priorities to position integrated, statewide public and private funding proposals.
- Leverage the Feeding America brand to enhance GFBA’s position within the state and defend members’ current TEFAP contract position.
- Leverage Feeding America Federal advocacy capabilities to secure long-term increases in Federal resources.
- Invest in statewide branding and communications to maintain and extend the elevated public awareness and engagement created by the pandemic.
- Increase legislator interaction with member organizations across the state.
- Increase connectivity and dialog between member personnel – best practices, etc.
- Maintaining a lean core staff and supplementing GFBA resources with project-focused consultants and contractors.
Each goal is supported by one or more strategic initiatives. Each initiative has its own set of performance targets and associated implementation plan.
General Timing for Strategic Initiatives

The timing of planned strategic initiatives is informed by Federal and State legislative cycles and by current status of COVID-related government funding programs and public awareness.

- **Member CARES/ARPA Capital Project Implementation** (2022)
- **Hunger Study** (2023)
- **Rebrand Design**
  - Faces of Hunger Campaign Design (2023)
- **Rollout: “Faces of Hunger” Campaign + Feeding Georgia** (2024)
- **SNAP Re-Brand Design**
- **Rollout: SNAP Re-Brand** (2025)
- **Hunger Summits, Thought Leadership, Other Events & Communications**
- **Federal Advocacy: US Farm Bill**
- **GA State-Level Advocacy**
- **Private Investment: Programs & Capacity**
- **Supporting Resources: Staffing & Technology**
- **Member Learning & Networking**

Dependent on future governor
GFBA will design and implement an integrated campaign to illuminate the issue of hunger in Georgia and members’ roles in delivering solutions.

**Implementation Overview**

- Hunger study in partnership with University of Georgia to launch in July 2022 and conclude in February 2023 – target $250K budget funded by Georgia Department of Children & Families.
- GFBA rebrand to “Feeding Georgia” - $50K design and $75K implementation. Brand launched by April 2022. Operating reserved used to fund design; Woodruff as potential implementation funding source.
- “Faces of Hunger” campaign leveraging hunger study results and Feeding Georgia brand - $50K design and $350K for implementation over 18 months beginning in April 2022 in coordination with Legal Food Frenzy launch. Woodruff as potential funding source.
- Supporting events statewide beginning in FY2023: hunger summits, legislative caucus, etc.
- Possible rebranding of SNAP under future governor.

**Goals Supported**

1. Core Food Banking Investment
2. Government Investment
3. SNAP Expansion
4. Education
5. Member Support & Resources
GFBA will work in coordination with its members and Feeding America to secure essential Federal investment via the 2023 USDA Farm Bill.

**Implementation Overview**

- Critical timeframe between January 2022 and September 2023 vote on final Farm Bill.
- Primary goals include expansion of TEFAP and ag purchasing dollars and extension of Child Nutrition Reauthorization Act: approximately $30M annually for member programs
- Coordination with Feeding America Chicago leadership and Washington DC advocacy team
- GFBA goal of consistent presence in DC to work with legislators and staffers and coordinate with Georgia delegation legislators at the Federal level.
- Three to five trips to Washington DC per year in 2022 and 2023: travel budget approximately $20K per year

**Goals Supported**

1. Core Food Banking Investment
2. Government Investment
3. SNAP Expansion
4. Education
5. Member Support & Resources
GFBA will work in coordination with its members to expand one-time and recurring State investment in hunger relief and anti-poverty programs.

**Implementation Overview**

- **Goal:** Medicaid funding
  - Georgia will rebid these contracts in 2023-2024
  - Three managed care companies currently have the contracts
  - Future bidders are potentially interested in healthcare partnerships to strengthen their proposals
- **Goal:** increased public investment in GNAP and “Senior NAP” programming
  - Done in General Assembly annually (emphasis on January through April)
- Increasing SNAP access through a centralized statewide call center and associated statewide advertising
- GFBA to deliver localized strategy and supporting resources to assist members in securing public/government support

**Goals Supported**

1. Core Food Banking Investment
2. Government Investment
3. SNAP Expansion
4. Education
5. Member Support & Resources
GFBA will drive private investment in members’ capacity and programming statewide.

**Implementation Overview**

- Target of $250K+ per year beginning in FY2024/following completion of CARES Act investment implementation and associated compliance reporting
- GFBA staff facilitation of members: areas of collective interest for private investment.
- GFBA research into statewide and national funding sources in support of collective member interest areas, with emphasis on national funders such as Robert Wood Johnson Foundation, the Center for Budget & Policy Priorities, and FRAC.
- Centralized GFBA grant writing and grant compliance management on behalf of membership

**Goals Supported**

1. Core Food Banking Investment
2. Government Investment
3. SNAP Expansion
4. Education
5. Member Support & Resources

**$750K+ Private Fundraising: FY2024-2026**
GFBA will identify and secure high-priority operating resources to support member food bank operations, with emphasis on staffing and technology.

**Implementation Overview**

- Develop partnerships and pipeline for critical staffing needs
  - AmeriCorps VISTAS program participation
  - Technical school partnerships – drivers and other positions.
  - Establishment and statewide promotion of internships programs at GFBA and within the member network working.
- Research into Federal and State-level law that presents individuals from working at food banks due to criminal records.
- Associated advocacy work to secure targeted changes that may unlock new sources of employees for members
- Continued provision of shared tech platforms like Classy to members and research into possible future platforms based on member needs.

**Goals Supported**

1. Core Food Banking Investment
2. Government Investment
3. SNAP Expansion
4. Education
5. Member Support & Resources
GFBA will design and implement programs that connect member personnel statewide and strengthen member operations.

**Implementation Overview**
- Development and implementation of a formal member ED/CEO orientation program in FY2022
- Formal programs to facilitate ongoing discussion and sharing of best practices between member staff at the functional level:
  - Food sourcing
  - Warehouse operations
  - Community impact programming
  - Fundraising & marketing
  - Administration

**Goals Supported**

1. Core Food Banking Investment
2. Government Investment
3. SNAP Expansion
4. Education
5. Member Support & Resources
### GFBA Five-Year Resource Targets

**$14M**  
Private Fundraising

**$169M**  
Government Resources

<table>
<thead>
<tr>
<th>GFBA Private Fundraising</th>
<th>FY2022</th>
<th>FY2023</th>
<th>FY2024</th>
<th>FY2025</th>
<th>FY2026</th>
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</thead>
<tbody>
<tr>
<td>Private Pass-Through Funding for Members</td>
<td>$2,614,938</td>
<td>$19,540</td>
<td>$250,000</td>
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<tr>
<td>Grant Funding for GFBA Strategic Initiatives</td>
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<tr>
<td>Food &amp; Funds Competitions</td>
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<td>Open Fundraising to Support GFBA Operations</td>
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<td>$260,000</td>
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<td>$260,000</td>
<td>$260,000</td>
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<tr>
<td>Wild Hog Supper</td>
<td>$50,000</td>
<td>$60,000</td>
<td>$80,000</td>
<td>$100,000</td>
<td>$120,000</td>
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<tr>
<td>Other Opportunities TBD</td>
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<td>$ -</td>
<td>$ -</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>$4,550,000</strong></td>
<td><strong>$2,120,000</strong></td>
<td><strong>$2,290,000</strong></td>
<td><strong>$2,460,000</strong></td>
<td><strong>$2,630,000</strong></td>
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<table>
<thead>
<tr>
<th>Government Resources</th>
<th>FY2022</th>
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<td>CARES Act Infrastructure Investments</td>
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<td>USDA Farm Bill Resources</td>
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<td>$30,000,000</td>
<td>$30,000,000</td>
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<td>$ -</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>$64,000,000</strong></td>
<td><strong>$15,000,000</strong></td>
<td><strong>$30,000,000</strong></td>
<td><strong>$30,000,000</strong></td>
<td><strong>$30,000,000</strong></td>
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Plus the value of staffing opportunities generated on behalf of members.
## Funding the Plan: FY2022 – FY2026

### Sources of Funding for GFBA Operations:

- **$1.14M** Open Fundraising
- **$880K** Fundraising Fees + GFBA Events (net)
- **$875K** Member Support

### GFBA Operating Revenue

<table>
<thead>
<tr>
<th></th>
<th>FY2022</th>
<th>FY2023</th>
<th>FY2024</th>
<th>FY2025</th>
<th>FY2026</th>
</tr>
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<tbody>
<tr>
<td>GFBA Strategic Initiatives</td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Hunger Study Funding</td>
<td>$22,563</td>
<td>$7,622</td>
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<tr>
<td>GFBA Rebrand Funding</td>
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<td>$</td>
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<tr>
<td>Faces of Hunger Campaign Funding</td>
<td>$237,500</td>
<td>$222,838</td>
<td>$</td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>Wild Hog Supper</td>
<td>$50,000</td>
<td>$60,000</td>
<td>$80,000</td>
<td>$100,000</td>
<td>$120,000</td>
</tr>
<tr>
<td>Food &amp; Funds Competitions Administrative Fees (5%)</td>
<td>$70,000</td>
<td>$77,500</td>
<td>$85,000</td>
<td>$92,500</td>
<td>$100,000</td>
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<tr>
<td>GFBA Member Fundraising Administrative Fees (5%)</td>
<td>$150,000</td>
<td>$12,500</td>
<td>$12,500</td>
<td>$12,500</td>
<td>$12,500</td>
</tr>
<tr>
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<td>$260,000</td>
<td>$260,000</td>
<td>$260,000</td>
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</tr>
<tr>
<td>GFBA Member Support</td>
<td>$175,000</td>
<td>$175,000</td>
<td>$175,000</td>
<td>$175,000</td>
<td>$175,000</td>
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<tr>
<td><strong>Total</strong></td>
<td>$930,063</td>
<td>$815,460</td>
<td>$612,500</td>
<td>$640,000</td>
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### GFBA Operating Expenses

<table>
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<tr>
<th></th>
<th>FY2022</th>
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<td>$(237,500)</td>
<td>$(222,838)</td>
<td>$</td>
<td>$</td>
<td>$</td>
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<tr>
<td>Payroll</td>
<td>$(382,156)</td>
<td>$(387,888)</td>
<td>$(393,706)</td>
<td>$(399,612)</td>
<td>$(405,606)</td>
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<tr>
<td>Employee Bonus Program</td>
<td>$(23,043)</td>
<td>$(23,389)</td>
<td>$(23,740)</td>
<td>$(24,096)</td>
<td>$(24,457)</td>
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<tr>
<td>Other Operating Costs</td>
<td>$(174,372)</td>
<td>$(154,416)</td>
<td>$(193,369)</td>
<td>$(199,914)</td>
<td>$(204,513)</td>
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<tr>
<td><strong>Total</strong></td>
<td>$(964,633)</td>
<td>$(796,152)</td>
<td>$(610,815)</td>
<td>$(623,622)</td>
<td>$(634,576)</td>
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### Net Operating Deficit/Surplus

<table>
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<tr>
<th></th>
<th>FY2022</th>
<th>FY2023</th>
<th>FY2024</th>
<th>FY2025</th>
<th>FY2026</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Net Operating Deficit/Surplus</strong></td>
<td>$(34,570)</td>
<td>$19,308</td>
<td>$1,685</td>
<td>$16,378</td>
<td>$32,924</td>
</tr>
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</table>

### Months of Unrestricted Cash

<table>
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<tr>
<th></th>
<th>FY2022</th>
<th>FY2023</th>
<th>FY2024</th>
<th>FY2025</th>
<th>FY2026</th>
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</thead>
<tbody>
<tr>
<td><strong>Months of Unrestricted Cash</strong></td>
<td>3.3</td>
<td>4.3</td>
<td>5.6</td>
<td>5.8</td>
<td>6.3</td>
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</table>

Operating plan increases Executive Assistant from part-time to full-time and adds additional contract grant writing and event planning resources to support strategic initiatives.
Contingency Scenarios

**Hunger Study**
*Contingency:* funding/contracting for Hunger Study delays its start to September 2022, causing ramping up during members’ busiest.

*Responses:*
- Structure and fund study to minimize food bank’s roles/responsibilities
- Timing would still be OK even if we didn’t have the data until mid- to late-2023: GFBA would just delay the start of summits/thought leadership events.

*Contingency:* funding for the Hunger Study is not awarded.

*Responses:*
- Revamp scope with Dr. Lee to build on her SNAP Ed sampling.
- A smaller or virtual study that costs less money and could be funded over a period of time in smaller amounts from fundraising revenue not specifically earmarked for hunger study.

**Feeding Georgia Rebrand**
*Contingency:* funding issues or delays

*Response:*
- Fund design work with GFBA reserves and downsize the spend on brand rollout

*Contingency:* Second Harvest of South Georgia blocks the rebrand effort

*Response:*
- Engage Feeding America in discussing the broader relationships between Second Harvest of South Georgia, GFBA, and Feeding America and the importance of presenting a united brand and network to the market to protect TEFAP and GNAP funding.
Contingency Scenarios

Faces of Hunger Campaign
Contingency: funding issues or delays

Responses:
- Downsize spend and/or shift more heavily toward earned media contingency strategy
- Delay campaign until after Hunger Study results released

Medicaid Expansion Efforts
Contingency: Georgia administration change to Democrat

Discussion:
- Additional food resources for screening/referral partnerships are possible under the Kemp administration but more likely under a possible Abrams administration.
- GFBA would increase requested resourcing levels in proposed legislation.

Private Investment in Core Food Banking
Contingency: funding issues or delays

Responses:
- New or expanded program initiatives will not start until funding is secured.
- Delays in Woodruff or Campbell cycles would be one quarter maximum – food banks might have to take out lines of credits/bridge loans
Contingency Scenarios

Government Investment: Farm Bill
Contingency: Republican US House and Senate in 2024

Discussion & Responses:
- This scenario would pose a threat to SNAP with the possibility of adding work requirements and other barriers for SNAP recipients. A similar movement might happen at the State level if/as the Kemp administration continues. GFBA positions would be opposed by the Chamber and Farm Bureau.
- If/as this happens, it could also pose threat to proposed TEFAP increases.
- In response, GFBA would field a grass tops strategy focused on corporate friends to help influence them.