



**STRATEGIC PLAN 2016 – 2018**

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# I. Introduction

## Executive Summary

California's hunger problem is shocking: *One in seven Californians – and one in four children – struggle with food insecurity* and often do not know where their next meal is coming from.

Yet equally shocking is our state's response to hunger, which simply does not measure up to the scope of the problem:

- Our government nutrition programs are underfunded and under-enrolled;
- For decades, California has had among the worst food stamp enrollment rates in the nation; today, 34% of families eligible for CalFresh are not receiving benefits;
- Despite having the highest poverty rate in the nation, California is the only large state that fails to fund an emergency food program;
- California's safety-net spending trails pre-Recession levels by \$15 billion, even though we are in the midst of a solid economic recovery;
- California generates half of the nation's agricultural output, yet access to affordable fresh produce is beyond reach for millions of our residents.

California is indeed a land of plenty – for some. For over 5 million others, it is a land of food scarcity, with a tremendous cost to our state's health and economic security.

The California Association of Food Banks (CAFB) has a mission to end hunger in California. To do so, we must help our state respond to hunger on a scale that is proportional to the problem.

CAFB represents a network of 43 food banks throughout the state, who in turn partner with 6,000 charitable agencies to distribute food to over 2 million people in need. On average, every dollar donated to a food bank provides \$6 worth of food. Ours is a powerful and efficient network, providing enough food for 650 million meals annually.

Yet the amount of food distributed by food banks meets only a fraction of the enormous need. The number of "missing meals" – the amount needed to feed our state's food-insecure population, beyond what is already available through charitable and government programs – is 3 billion meals annually. Clearly, food banks cannot solve hunger alone. CAFB believes strongly that *California's enormous "missing meal gap" can be filled – but only through a broad-based, multi-sector response.*

Since our founding twenty years ago, CAFB has evolved into a statewide leader uniting food banks, government agencies, foundations, corporations, and anti-hunger organizations and advocates in a collective effort to end hunger in California.

Through an in-depth strategic planning process, we have now charted our course for the next three years. Our Strategic Plan 2016-18 identifies the goals and strategies that will bring us closer to the well-nourished and hunger-free California we envision.

# Strategic Initiatives 2016-18

## **FEED: Increase access to nutritious food for low-income Californians**

- Increase by 30% the amount of food (fresh produce, protein, and canned items) distributed through CAFB's Farm to Family program
  - Increase fresh produce distribution from 136M pounds in 2014 to 170M pounds in 2018
  - Launch a new collective buying initiative to source 10 million pounds of protein and canned food at reduced costs to food banks
- Find ways to deliver more fresh produce as well as protein and other products to rural and remote food banks
- Submit 30,000 CalFresh (food stamp) applications on behalf of low-income households through our CalFresh Outreach program
- Expand our produce education programming to a statewide scale

## **LEAD: Build and harness a broad network to end hunger**

- Raise CalFresh participation to at least 83% (the current national average), and become a top 10 state in SNAP participation
- Secure the State Emergency Food Assistance Program in the state budget
- Play a leadership role in statewide coalitions that seek to address hunger and its underlying social conditions of poverty
- Grow multi-sector awareness of, and support for, initiatives to end hunger in California

## **ADVANCE: Support member food banks to increase their impact**

- Increase engagement and improve member satisfaction
- Help members increase their impact in the communities they serve
- Expand regional disaster planning
- Share best practices and new research

## **Vision, Mission & Values**

### **Vision**

Our vision is a well-nourished and hunger-free California, where all people have enough food to lead a healthy life.

### **Mission**

The mission of the California Association of Food Banks is to end hunger in California.

### **Values**

#### **Ending Hunger**

We believe that every person has the right to live without hunger and have access to healthy food. CAFB is dedicated to improving healthy food access and bringing vitality, compassion, and hope to communities.

#### **Leveraging Partnerships**

We encourage the sharing of ideas and resources; we aim to build sustainable networks by nurturing relationships, incorporating partner feedback, and implementing innovative and efficient solutions.

#### **Adhering to the Golden Rule**

We value others and strive to treat every person – including members, clients, partners, the public, and staff – with respect and excellent service.

#### **Enabling Healthy Choices**

We recognize that good nutrition is essential to good health and are committed to increasing low-income communities' access to healthy foods.

#### **Managing Resources Efficiently**

We are committed to being responsible stewards of the public and private resources entrusted to us; we work to leverage these resources in order to have the greatest impact on ending hunger.

#### **Mobilizing the Community to End Hunger**

We recognize that we can't end hunger alone; we act as a leader in eliminating obstacles to food assistance and mobilizing the "food-related community" to work toward a hunger-free California.

#### **Ongoing Learning and Innovation**

In order to succeed in our mission we must continue to learn from our experience, from the experience of others and be willing to take risks on promising new ideas.

## Strategic Planning Process

Our Strategic Planning Committee consisted of five board members working with a team from Michael Allison Consulting over the course of six months. The CAFB management team, along with other staff members, worked closely with the consultants to generate data and analysis, identify key issues, and propose strategies for discussion with the Strategic Planning Committee. Externally, the Committee reviewed data on the current state of hunger in California and assessed the collective contribution of the CAFB membership and the Association's programs. We drew upon data from Feeding America and conducted interviews with other state food bank associations. Internally, we assessed five-year trends in program growth and performance, along with the organization's financial trends and current organization capacity. An in-depth Member Needs Assessment was conducted via survey and summarized in a 50-page slide deck. Strategic planning retreats were held with the management team and the full board of directors.

## II. Strategies and Program Plans

### STRATEGY 1: FEED

#### Increase access to nutritious food for low-income Californians

Over the next three years, CAFB will directly increase low-income Californians' access to nutritious food through expansion and development of three of our existing programs: Farm to Family, CalFresh Outreach, and Nutrition Education. Our FEED strategy will provide people in need with more fresh produce and protein items, enable thousands of households to put more food on the table by helping them to receive CalFresh benefits, and boost consumption of fruits and vegetables by offering nutrition education to food bank clients.

#### Program: Farm to Family



A young girl enjoys a head of broccoli thanks to Farm to Family and the Food Bank of Yolo County.

Launched in 2005, CAFB's Farm to Family program connects the state's farmers with food banks to provide 150 million pounds of fresh produce annually to Californians in need.

CAFB recruits farmers to become donors and arranges to ship their surplus produce directly from the fields to our 43 member food banks across the state. The food banks then distribute the produce through a network of 6,000 schools, churches, senior centers, soup kitchens and other community venues. We partner with 120 agricultural producers and offer over 50 types of fruits and vegetables.

Farm to Family is now a nationally-recognized and award-winning program that has helped bring about a revolution in food banking. Gone are the days when California's food banks could offer only canned and packaged food. While these are still valuable items at our food distributions, today fresh produce accounts for over half of the food distributed by many of our food bank members.

Farm to Family has experienced tremendous growth over its ten-year history and has increased its poundage by 53% in the past five years.

## **Farm to Family Goals 2016-18**

- 1. Increase by 30% the amount of food (fresh produce, protein, and canned items) distributed through CAFB's Farm to Family program by:**
  - **Increasing fresh produce distribution from 136M pounds annually in 2014 to 170M pounds in 2018**
  - **Launching a new collective buying initiative, Filling the Plate, to source 10 million pounds of protein and canned food annually by 2018.** Protein is critical for a nutritious diet yet expensive for food banks to acquire. F2F will leverage our experience with fresh produce to develop consolidated purchasing systems for dairy, poultry, beef, eggs, and beans, as well as canned foods. In addition to being expensive to source, protein items also present new challenges in terms of storage and distribution. We will explore the feasibility of acquiring new or shared warehouse capacity for the temporary storage of protein and canned foods prior to redistribution to the network.
- 2. Increase Farm to Family capacity and improve service by expanding our pilot trucking initiative.** Over the next three years CAFB will test the feasibility, and the actual cost savings, of expanding our existing base of sole proprietor drivers. In the past, CAFB utilized trucking companies to ship F2F produce loads. To reduce costs by circumventing the trucking company brokers' fees, we initiated a pilot trucking program in 2014, leasing two trucks from California Emergency Food Links and hiring our own drivers. This program provided better control with product pick up and deliveries, reduced pricing, and improved customer service. Though this particular arrangement was not ultimately viable, F2F's staff found that the basic approach could be scaled. CAFB has now moved into its second pilot phase in an effort to provide better customer service and potentially lower the cost of trucking by working directly with sole proprietor truckers.

3. **Identify ways to deliver more fresh produce as well as protein and other products to rural and remote food banks.** The combination of delivery over extended distances and the need for smaller, mixed loads of food products make it much more expensive for CAFB to acquire and distribute food for rural and remote food banks. A task force has been formed to look at ways to reduce costs and enhance the capacity of more remote food banks in order to better serve these harder-to-reach regions.

## Program: CalFresh Outreach



CAFB's CalFresh Outreach program reaches over 1 million people in need annually with information and assistance in applying for CalFresh (food stamp) benefits.

CalFresh benefits should be California's most important defense against hunger, yet with only 66% of eligible households enrolled, California has one of the lowest food stamp participation rates in the nation, with over 3 million Californians not receiving the federal benefits they are qualified to receive.

Since 2003, CAFB has served as the state's largest CalFresh outreach contractor, securing USDA funding to subcontract with 20 of our food bank members and more than 30 other nonprofit organizations that provide CalFresh outreach services in their communities. Along with pass-through funding of nearly \$2M annually, CAFB also provides our CalFresh Outreach subcontractors with assistance in program planning, training, and fiscal compliance. In the past fiscal year, our CalFresh Outreach program reached over 1 million people with CalFresh information and assisted 30,000 households with submitting applications.

## CalFresh Outreach Goals 2016-18

1. **Assist 30,000 households annually with submitting CalFresh applications.** Over the next three years, we will continue working with over 50 subcontractor organizations to strengthen their local outreach programs through training, technical assistance, and peer-to-peer learning opportunities for troubleshooting and sharing best practices.
2. **Help the Alliance to Transform CalFresh reach its goal of dramatically increasing the state's CalFresh participation rate by leveraging the expertise and capacity of our**

**CalFresh Outreach subcontractors.** CAFB is the convener of the Alliance to Transform CalFresh (ATC), a coalition of nonprofits using policy and administrative advocacy to improve the CalFresh system and increase California’s participation rate to among the top ten states in the nation (see *Lead* strategy, below). Several CalFresh outreach subcontractors are also actively participating in local ATC-driven administrative advocacy and are in unique positions to take what ATC has learned at the state level and partner with their counties on implementation at the local level. Concurrently, we will use the knowledge gained from the “on the ground” experiences of our CalFresh Outreach subcontractors to inform ATC’s state-level recommendations and advocacy.

3. **Secure a new CalFresh Outreach contract with the state for fiscal years 2017 and 2018.** We are currently in the second year of a two-year, \$6.7M CalFresh outreach contract with the California Department of Social Services. We are optimistic that we will continue to lead the state’s CalFresh Outreach programming by securing a renewal of contract.

## Program: Nutrition Education



While ending hunger remains our primary focus, CAFB and our members also recognize the critical importance of improving nutrition in low-income communities. With diet-related illnesses skyrocketing, food banks understand that it’s not enough to simply provide hungry people with calories. CAFB is taking a proactive approach to improving nutrition through two key strategies: sourcing more nutritious food for distribution (see “Feed” strategy above) and offering food bank recipients nutrition education.

Providing free, fresh produce to people in need is a key component of improving nutrition. But sometimes handing someone a bag of vegetables isn’t enough, especially if they are unfamiliar with a particular type of produce or don’t know how to prepare it at home. CAFB’s Produce Education Program (PEP) helps low-income families to fully utilize the range of nutritious fruits and vegetables provided through Farm to Family and integrate them into balanced meals using the USDA’s MyPlate model. The program reaches clients while they are waiting in line at food distributions. Short, interactive nutrition lessons, taste tests and recipe cards focus on one fruit or vegetable being offered that day through our Farm to Family program. An independent evaluation has proven this strategy to be effective in increasing fresh produce consumption; it has also proven appealing to Farm to Family donors and potential donors.

## Nutrition Education Goals 2016-18

1. **Expand and develop our pilot Produce Education Program (PEP) to a statewide scale.** Currently, we are finishing the third year of the PEP pilot through a grant from the California Department of Food and Agriculture. The program is now being implemented in seven food banks and 22 partner agencies, reaching over 30,000 people annually. We will use the results of the program evaluation to refine program design and set targets for increasing both the volume of service and program impact. Our goal is to make the PEP program replicable and adaptable by food banks and other nonprofits throughout the state.
2. **Expand the PEP curriculum so it is suitable for food banks that have greater nutrition education capacity and ensure the expanded curriculum can be implemented locally with SNAP-Ed grant funding.** CAFB will work with food banks to create a more in-depth curriculum tailored to food bank distribution settings. We will consult with the California Department of Public Health so that the curriculum developed is aligned with requirements for receiving SNAP-Ed nutrition funding from local public health departments. CAFB will train interested food banks and others in using the curriculum and provide technical assistance and support.
3. **Build a structured learning community of California food bank nutrition educators.** This group will enable peer-to-peer sharing of information, resources and promising practices for providing nutrition education relevant to food banks and their client base of low-income households.

## STRATEGY 2: LEAD

### Build and harness a broad network to end hunger

Beyond the network of our 43 member food banks, CAFB is part of a much broader network:

- Our members have boards and donors who are voters throughout the state.
- Our members distribute food through their own local networks of 6,000 partner agencies.
- Our network engages over 2 million clients; some of our members have begun engaging food recipients in advocacy work, bringing them to Sacramento for lobbying days, as well as local activism.
- The Alliance to Transform CalFresh has over 30 participating nonprofit advocacy and service organizations throughout the state – each with their own networks of partner agencies and clients.

The potential is enormous for leveraging the power of these organizations and individuals, many of whom are voters, to advocate for needed changes in state policy as well as

opportunities for the private sector to get involved in fighting to end hunger. We will use two programs to carry out our *Lead* strategy: Policy Advocacy & Mobilization and Public Education.

## Program: Policy Advocacy & Mobilization



Fighting hunger is not only about providing emergency food to people in need – it also means taking action to address the root causes of hunger and poverty.

Over the next three years, CAFB aims to fully leverage the organization’s and our network’s leadership in the statewide effort to end hunger in California. We will pursue three primary goals; each involves a combination of work led by CAFB staff with our continued work to leverage CAFB member capacity in our advocacy efforts.

### Policy Goals 2016-18

1. **Raise CalFresh participation to at least 83%, the current national average, and become a top 10 state in SNAP participation.** In large part through the leadership of the Alliance to Transform CalFresh (ATC), California has moved from 49% to 66% participation of eligible households, and become the state with the largest caseload. ATC is a coalition of anti-hunger advocates formed in 2011 and convened by CAFB with the express purpose of increasing enrollment in CalFresh. Yet we remain 20% below the national average of 83% participation, leaving millions of dollars in federally funded food benefits out of the hands of eligible Californians. CAFB will lead the effort to “recommission” the Alliance after its initial 5-year plan expires in December 2016 to sustain the coalition, CAFB’s role as convener, and the momentum toward statewide excellence in the program. Key ATC objectives will include advocating for business process improvements, such as same day service and reduced churn; increased CalFresh data accuracy and transparency; and horizontal integration of CalFresh with Covered California and Medi-Cal.

A key strategy of ATC over the next three years is to ensure that CalFresh reforms we have won at the state level are fully implemented by California’s 58 counties, since many of the problems contributing to our state’s underperformance are tied to the fact that in California, SNAP is a county-administered system. CAFB will continue leading the County Advocates Program (CAP), which we designed and launched in late 2014.

Through the County Advocates Program, CAFB is recruiting, training and mobilizing a

corps of over 70 county-based, grassroots advocates to achieve locally-determined CalFresh participation targets and business process improvements. Data analysis, lessons learned, and models for county-level systems change will be shared among CAP participants statewide and will also inform the work of the Alliance to Transform CalFresh and the government agencies we partner with, including California Department of Social Services and County Welfare Directors Association.

- 2. Secure the State Emergency Food Assistance Program (SEFAP) in the state budget, and raise California's investment in our emergency food response to compare favorably with other states' commitment on a 'per-person-in-need' basis.** SEFAP is a key vehicle for California to develop a proportional response to hunger in our state. Based on an average of our peer states' investments in their state emergency food networks, this would mean seeking \$10 million annually. Most of our peer states maintain robust investments in their state emergency food networks, despite having greater SNAP participation. Moreover, as SEFAP only allows purchases of California-grown foods, this is a major opportunity to deepen our partnerships in the agricultural sector to establish SEFAP as a win-win investment both in our farmers and neighbors in need.

Given that SEFAP was eliminated from the last state budget, this effort will likely be an uphill battle, but it is a critical component to building a sustainable and proportional response to the problem of hunger in California.

To achieve this goal, CAFB will work closely with CAFB members to support their ability to tap the energy and support of their clients, volunteers, board members, and donors to build political influence in Sacramento.

- 3. Play a leadership role in statewide coalitions that seek to address hunger and its underlying social conditions of poverty.** This will include, for example, CAFB's prominent role in the CA4SSI coalition, a group seeking to reverse the severe cuts to benefits for the 1.3 million senior and disabled Californians on SSI. These cuts have led this population to rely on our food bank network as a primary source of food. CA4SSI seeks to at least restore the \$77/month cut to grant payments and reinstate the cost of living adjustment, and ultimately lift these recipients to the Supplemental Poverty Measure, the minimum amount needed for basic necessities.

Additionally, we will maintain our role as a liaison to the national advocacy initiatives, especially the Farm Bill that authorizes SNAP and TEFAP, the Child Nutrition Act that authorizes Summer and Afterschool Meals, and the appropriations process that funds all of these programs.

CAFB will remain nimble and prepared for opportunistic advocacy successes as they present themselves, and be vigilant about defending the gains made in previous efforts, such as the DFAP program which has brought tens of millions of dollars in food relief to agricultural regions hit by the drought.

## Program: Public Education

Together with achieving public policy gains, CAFB aims to continue to build power as a collective network with the capacity for broad support to end hunger in California.

### Public Education Goals 2016-18

1. **Grow multi-sector awareness of, and support for, initiatives to end hunger in California.** Anti-hunger work will be most effective if our network represents a broad and deep alliance including the association, member food banks, members' boards and stakeholders, agencies, clients, and others. Therefore, in addition to working with member staff to be active in advocacy, we will also assist members to fully engage their communities in advocacy. This can involve, for example, working with members' boards to educate these community leaders about the need to advocate for systems change, the legality and rules involving such work, models for Board engagement in policy (e.g. an Advocacy Committee), how to create procedures for taking mutually acceptable public policy positions, the necessity to fundraise to support dedicated staff time, and so forth to create a trusted advocacy platform.
2. **Increase leverage from our Biennial Statewide Conference.** CAFB's conference is now attended by hundreds of advocates, partners, and food bank members and has the opportunity to become a focal opportunity to educate our broader network.
3. **Expand CAFB's role in communicating about hunger in California and actions needed to address it.** Currently, CAFB has a limited communications presence; investing in tools and staff time will allow CAFB to leverage the impact of public messaging to support advocacy campaigns. Effective communications work will allow CAFB to support members to instantly bridge the geographic divide and reach electeds in Sacramento and Washington, for example, by creating customized social media responses to research reports on hunger and poverty, responding to legislative actions, or thanking representatives for meetings and visits. It also allows CAFB to create a consistent, professional voice for educating allies and the public about our anti-hunger agenda through greater website content, blog posts, savvy use of social media, and other outlets.
4. **Utilize research to provide justification for public policy objectives through partnerships with research institutions and universities.** While moral suasion will always be a key element of advocating for anti-hunger policies, engaging policymakers and staff is most effective when based on research that informs the policy ask. Research is needed to identify the need to be addressed by a particular policy mechanism and illustrate the cost-benefit analysis of a state investment. CAFB is confident that through partnerships with fellow advocates and local universities it will be able to generate and access much of the research needed for this work.

## STRATEGY 3: ADVANCE

### Support member food banks to increase their impact

#### Program: Member Services



The role of Member Services is to help leverage and advance our members' efforts in hunger relief, both as individual food banks and collectively as a statewide network. The function of Member Services was recreated during the last strategic plan and has been actively staffed for the past 2 years (currently 1 FTE, potential to add .5FTE in next 3 years).

As this program has developed we've begun to experiment with serving regional clusters of members. We believe this approach has potential to create local synergies that leverage the work of each food bank more powerfully. Communities transcend county boundaries; especially in the more rural and remote regions with smaller food banks, we see potential in supporting increased collective capacity. We will continue to explore this approach.

We will also continue facilitating rural/remote committee discussions on availability of fresh produce in rural communities and how to overcome barriers to access.

#### Member Services Goals 2016-18

1. **Increase engagement.** We will maximize member engagement by increasing the opportunities for our members to interact across multiple sectors and build collaborative efforts to address hunger. These opportunities include growing the biennial conference into a premier event focused on bold, new approaches and providing additional opportunities to share innovative ideas and lessons learned with a menu of educational training, issue-specific networking, and facilitated forums.
2. **Improve member satisfaction (customer service).** We will strive to improve member satisfaction by gathering input from members regularly and responding to issues and concerns in a timely manner. We will create effective ways to solicit member feedback with surveys, follow-up calls, and interaction that encourages our members to engage in

our collective work. We will assess current communication vehicles (regular meetings, scheduled conference calls, surveys, etc.) to see where we might improve.

3. **Help members increase their impact in the communities they serve.** Over the next three years, we will identify trends, issues and needs among the membership and offer in-depth resources and expertise for our members to strengthen their impact on the communities they serve. Additional research capacity will also allow CAFB to continue to develop a deep understanding of member needs and respond appropriately.
4. **Expand regional disaster planning.** Our goal is that in three years at least 23 members will have individual disaster plans in place as well as regional written agreements outlining a process for response and recovery. This work builds on the current work regionally with Central Coast food banks to assess their disaster readiness and collaborative efforts. Previously CAFB completed a Farm to Family disaster and business continuity plan in order to ensure produce flows to the network in event of a disaster.
5. **Share best practices and new research.** Our goal is to create opportunities for members to share new information with each other, on topics such as senior and rural hunger. We will invest in building the capacity of the network through targeted technical assistance for those new to food banking or seeking to take their organization to the next level by providing information and referral, online resources, model programs, and mentoring opportunities.

## III. Organization Capacity to Execute on Strategies

We plan to make strategic investments over the next three years to bolster our infrastructure in order to support this plan. These investments will be focused in the areas of Development, Communications, Human Resources, Financial Management, and general Operations. In addition, we will leverage our current capacity through selective hiring of administrative support. Overall we anticipate increasing our current head count by four to five staff members.

### Development

In the last strategic plan, CAFB committed to creating Development capacity. The function has now grown to .8 FTE Director of Development. With this increased capacity, CAFB has greatly expanded our grant funding (2013-2014 showed 300% growth over 2012-2013). This funding (mostly restricted) has provided support for specific initiatives within Policy, Member Services, Nutrition Education, and Farm to Family, as well as some general operating support.

For the next three years, Development will continue to set annual fundraising targets to support the implementation of the new strategic plan, with an emphasis on supporting Policy and Member Services programs through a mix of restricted and unrestricted funding. We will

also continue to take advantage of carefully considered, unplanned grant opportunities that align with our mission and strategic plan.

Our emphasis will likely remain on restricted grant funding, partly due to our mutually-agreed upon “non-compete” relationship with our membership, and partly due to the dwindling amount of general operating support grants available. However, the Board Development Committee is exploring ways to expand opportunities for CAFB and our members to work creatively together on funding for specific projects such, as our biennial conference, and on new initiatives such as purchasing protein.

## **Development Goals 2016-18**

The goal of Development over the next three years is to secure support for specific programs and initiatives identified in this strategic plan:

1. Focus on restricted grant funding to support our staffing and programmatic needs for Member Services and Policy.
2. Continue to seek new sources of unrestricted grant funding to support CAFB’s general operating expenses.
3. Take advantage of unplanned grant opportunities outside of our annual fundraising revenue goals, if they align with our mission and Development capacity.
4. Continue to explore other possible fundraising activities outside of grants that would not compete with our membership, such as cause marketing.
5. With Finance, build systems to enable increased efficiency for budgeting, monitoring, and reporting of grants revenue.

## **Communications**

Nonprofits now have an unparalleled opportunity to advance our causes through a vast array of communications strategies and new technologies. As a small organization, CAFB has not yet had the capacity to fully leverage these communications tools to support our efforts to end hunger in California. While we have taken steps toward improving communications through our new website and blog, and make use of limited contractual communications support, currently CAFB has no strategic communications plan or dedicated communications staff.

Our goal over the next three years is to launch a new Communications function that will support and enhance CAFB’s key strategies: *Feed* (increase food access); *Lead* (build and harness a broad network for change); and *Advance* (support and engage our member network for maximum impact). CAFB has hired outside support to develop a limited strategic communications plan for 2016.

## **Communications Goals 2016-18**

1. Lead communications planning and implementation to support our strategic and programmatic goals

2. Publish professional, compelling, and on-message communications and marketing materials
3. Improve our ability to communicate with and understand the needs of our membership
4. Ensure that CAFB presents a public image that reflects the magnitude, quality and impact of our work
5. Convey to partners and potential partners in the nonprofit, private, and public sectors that we are “part of the conversation,” with an appropriate and effective online presence

## Human Resources

While CAFB’s compensation and benefits are competitive, and we are able to hire strong staff, our HR function remains underdeveloped. While the minimum threshold of HR policies and procedures is in place for managing staff, we have very limited capacity to support professional development. Our goal is to develop a plan for enhancing our ability to support our staff during the first year of the strategic plan.

## Operations

**Finance.** This function is in the process of being strengthened to meet the increasingly complex needs of the growing programs – particularly Farm to Family. Staffing changes and recent software enhancements will increase capacity and efficiency.

**Facilities.** CAFB has recently expanded its office to meet the needs of its growing staff. The new space should accommodate growth over the next three years at least.

**IT.** CAFB is implementing upgrades as necessary and is keeping pace with increased demands for data management and communications.