

Aflac Foundation, Inc.

Grant Request

Organization Name: Feeding the Valley, Inc.	Contact: Babbs Douglas
Address: 5928 Coca Cola Blvd.	Title: Executive Director
City: Columbus State: Georgia Zip: 31909	Phone Number: 706-561-4755
Purpose of Grant (Endowment, Capital, Operating, Special Project): Capital	
Amount Requested by Organization: \$150,000	
Total Amount of Project Need: \$4,700,000 (\$4.2 Million for facilities, \$500,000 for endowment)	

Mission of the organization:

Feeding the Valley, Inc. is the official Feeding America food bank located in Columbus, GA. Feeding America is the national network of food banks, consisting of more than 200 affiliates, including Feeding the Valley. Serving 13 southwest Georgia counties and 1 Alabama county, the mission of Feeding the Valley is to “gather and distribute food to people in need throughout Columbus, Georgia and its surrounding region.” The values we strive to incorporate into this mission are compassion, good stewardship, dedication, urgency, and inclusiveness.

In partnership with 222 non-profit human service agencies in southwest Georgia and Alabama, including church food pantries, low-income day care centers, senior facilities, soup kitchens, and more, our primary goal is to provide fresh, frozen, canned, dry, and prepared foods to individuals, families, and seniors struggling to meet basic needs. What follows is the line-up of effective programs through which Feeding the Valley fights hunger:

Primary Warehouse Distribution Program – This is the heart of Feeding the Valley and is a manifestation of how most food banks across the U.S. have long managed emergency food distribution. At right is our central headquarters on Coca Cola Boulevard and where most of our 222 partner agencies come to receive food for subsequent distribution to needy people in their respective service areas. One major reason this “centralized” paradigm is increasingly being challenged is that it often presents access problems for partner agencies located far from our main warehouse. In our most recent, full fiscal year (ended June 2012), Feeding the Valley distributed 5.3 million pounds through our primary warehouse distribution program and other programs described below.



Mobile Food Pantry Program – One of the most effective new approaches adopted by food banks across the nation, our Mobile Food Pantry program brings nutritious food directly to thousands of households living in underserved areas of southwest Georgia. Each mobile food pantry distribution includes meats, breads, fresh fruit and vegetables, and non-perishable foods to individuals, families, and

seniors who do not have access to fresh and healthy food due to financial difficulties, lack of transportation, or physical limitations. Our Mobile Food Pantry program is not an abandonment of the traditional food bank paradigm of working with our 222 non-profit human service agencies in southwest Georgia (see Primary Warehouse Distribution Program description above). Rather it is an acknowledgement of this old system's limitations including distances partner agencies must travel to our primary warehouse, partner infrastructure deficiencies (many do not have refrigeration), partner operating hours, and quite simply, the absence of any partner agencies in particularly needy areas. In our most recent, full fiscal year (ended June 2012), Feeding the Valley distributed 3.4 million pounds through our Mobile Food Pantry program. This represents a remarkable growth of this innovative approach to distributing emergency food - it is rapidly becoming an avenue for distributing more than half our overall food.



Mobile Food Pantry – is a method of direct client distribution in an organized format managed by a food bank that utilizes a refrigerated vehicle to provide food that traditional pantries do not normally accept or distribute to people in need. Benefits include expanded capacity; removal of barriers that prevent access to unserved/underserved areas; and flexibility in delivery of food and grocery products in an effective, expeditious manner while maintaining an atmosphere of dignity.

Kids Cafe – This after school childhood feeding program serves over 100,000 nutritious meals annually to children at risk of hunger in safe and accessible sites that also include nutrition education and enrichment opportunities. Hot, healthy, nutritious meals are prepared by Serv-Safe qualified staff in our commercial kitchen, transported, and then provided to 752 children year round, free of charge.



BackPack Program – This new weekend and vacation-time childhood hunger program provides food to several hundred of our most vulnerable local elementary school children who receive free school meals during the week, but risk hunger during weekends when school meals are unavailable. Chronically hungry children are identified by teachers and school staff using guidelines and warning signs for program eligibility. Every Friday, backpacks are filled with food that is child-friendly, nutritious, nonperishable, and easily-consumed.



Summer Feeding Program – Through this program, Feeding the Valley's focus is upon reaching children at a time when they are most in need, in the summer. Providing more food for children in the summer is essential due to the lack of school breakfast and lunch programs during the summer months.

SNAP (Food Stamps) Access Program – Our newest program (this year) which has been initiated through a competitive grant from the Walmart Foundation, our SNAP Access and Assistance program makes presentations and provides direct assistance to eligible but non-participating families and seniors in preparing and submitting applications to this primary hunger safety net of the nation. As clients use their SNAP benefits to purchase more of their food at grocery retailers and farmers' markets, the emergency-level burden on local nonprofit feeding agencies like Feeding the Valley and our 222 partner agencies is reduced and the local economy is stimulated.

While the cost of gathering and distributing millions of pounds of food and meals in a service area measuring thousands of square miles is considerable, no other hunger relief solution yields such high returns as an investment in food banking. This is often referred to as "the Miracle of Food Banking".

Purpose of the requested grant and the needs/issues addressed:

In summary, Feeding the Valley has dramatically outgrown our current 23,000 square foot warehouse located on Coca Cola Boulevard in Columbus (see photo at right). As evidence of this statement, presently Feeding the Valley is renting 16,000 square feet of warehouse space in order to conduct our services. After exhaustive research and comparison with other food banks across the United States, our leaders and stakeholders agree we need to expand the size of our current food distribution facilities to remain viable as the primary hunger safety net organization for southwest Georgia.

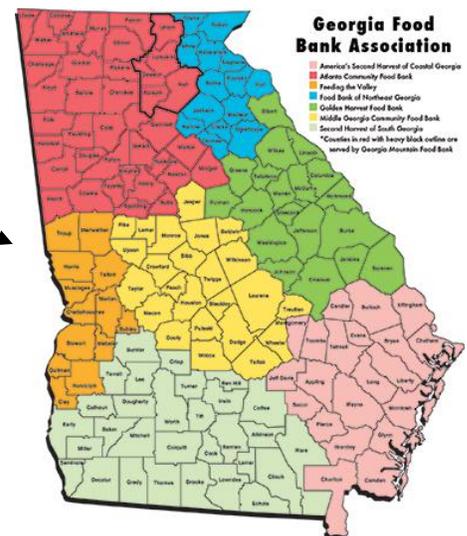


Over the last year and up until just a few months ago, our collective vision for such an expansion took a predictable path – we sought out and investigated several, existing area buildings in the 100,000 square foot range. Curiously, we developed the same conclusion or encountered the same reality each time – these buildings were either bought-out from under us before we could get serious about them, they required extensive and expensive renovations, or (and this is most important) they represented less of a solution to our challenges than we had originally hoped.

This last and most important statement above merits elaboration. What we came to realize is that the ideal solution for the problem of cramped space which is severely limiting our ability to carry out our responsibilities was not through the construction or purchase of a huge, centralized building. Instead, our best course of action was and is to pursue the development of three (3) facilities. This multi-site concept presents a number of powerful assets that dwarf the value of a large, centralized warehouse.

We are calling this multi-site concept our new Regional Distribution Model.

Before we list the assets or values derived through our new Regional Distribution Model vs. one centralized facility, we would like to define the three areas where such localized sites will be located. At right is a map of the State of Georgia with color-coded sub-maps representing the respective service areas of Georgia's seven (7) major food banks. Feeding the Valley's service area is in orange, at immediate right.



For reasons ranging from degree of human need, historical food distribution patterns, current transportation routes, locations of present food donors, locations of present and potential volunteers, sites of existing food bank partners (or lack of), contributions toward shared maintenance costs by partner agencies, and much more, we have determined that the three areas discussed so far would ideally be grouped in the following manner:

North Area: Meriwether, Troup, Harris, and Talbot Counties

Central Area: Marion, Muscogee, Russell, and Chattahoochee Counties

Southern Area: Clay, Quitman, Randolph, Schley, Stewart, and Webster Counties

The overriding reason that Feeding the Valley's leaders have concluded our new Regional Distribution Model is far preferable to building new or renovating one huge, centralized facility can be summed up in two words – effectiveness and efficiency. Quite simply, we know we must provide emergency food to significantly more chronically hungry people than the number we serve today. In raw numbers – discussed in more detail below – Feeding the Valley today serves approximately 30,000 unduplicated people, annually. The number we should be serving, annually, is about 82,000 chronically hungry, unduplicated people. While we have compiled an exhaustive list of “value” bullets immediately below, the bottom line is that through our new Regional Distribution Model, Feeding the Valley will be able to accept more food donations, better serve partner agencies and the people they assist, and all at a cost that is far less than constructing or renovating one large facility.

Reasons our New Regional Distribution Model is preferable to constructing or renovating one large facility:

- Three regional sites will provide far better access to our food for partner agencies scattered across 13 counties in southwest Georgia and 1 county in Alabama
- Three regional sites will save on fuel use by all involved stakeholders – vital as fuel costs hover at \$3.90 per gallon
- Three regional sites, as envisioned by size and location, are ideal for future growth patterns as measured by population, human need, and service infrastructure
- Three regional sites will be better equipped to receive major and modest food donations from all varieties of sources including retail supermarkets, distributors, farmers, food drives, and shipments from outside Georgia
- Three regional sites will preserve and maximize Feeding the Valley's existing and potential volunteer corps – immensely important to carrying out our anti-hunger programs
- Three regional sites promise sustainability as localized donors (individual, foundation, corporate) see a powerful hunger-fighting organization working hard in their local vicinity
- Three regional sites will incorporate energy and environmental features, provide for better use of recycling, will include expanded refrigeration, more ample volunteer space, and expanded shopping areas providing our 222 partner agencies with considerable more choice in selections compared to what is available today

It is important to pause here to make one vital point. Our new Regional Distribution Model envisions using our existing headquarters on Coca-Cola Boulevard (but with significant renovations and upgrades – 23,000 square feet), ending the rental of a 16,000 square foot warehouse in Columbus which has been necessary to handle our responsibilities, renting a far smaller building in the southern part of our service area (2,000 square feet), and building or securing/retrofitting a third building in the northern part of our service area (30,000 square feet). More details about this concept, including the costs involved with the respective buildings/sites, are provided at the end of this section.

At the top of this page, we have introduced a concept that is frankly the primary reason Feeding the Valley is anxious to implement our new Regional Distribution Model. It is actually far more than a concept to us – it is in fact a stark reality that serves to haunt our collective conscience each and every day. Straight-out, we are far from serving the numbers of chronically hungry people who truly are desperate for our emergency services.

In the last several years of what can only be called an economic recession in our local, state, and national economies, Feeding the Valley has faced an absolutely unprecedented demand for emergency food by our three largest groups of struggling neighbors. These include working poor families with children; seniors subsisting on tiny, fixed incomes; and families who never needed help before but do now, due to our faltering economy. To be truthful, our area of southwest Georgia – very rural in nature – has never been what could be called “economically prosperous”. Now, with our nation's lingering

recession still hitting the Chattahoochee Valley particularly hard, we are faced with more desperate human beings than ever before in the Food Bank's 30-year history. We know, for example, that hunger and food insecurity are always present when there is poverty. Our area's average poverty rate (14 counties) is nearly 22% and some of our counties have rates of 24, 25, and one even at 43%. In fact, the average poverty rate taking in all counties served is well beyond 1-in-5 people!

For children – the most vulnerable segment of our population – the average poverty rate is a frightening 34.6%. Every third child in our area lives in poverty and surely experiences hunger or food insecurity.



The Atlanta Business Chronicle recently reported that according to new Census data, Georgia's poverty rate is now the sixth highest in the country, with some 1.6 million residents counted among the poor (16.5%). While this is actually an improvement from 2011 when Georgia ranked third worst in the U.S., the fact remains that the average poverty rate for all 14 of the counties served by Feeding the Valley is more than five (5) percentage points higher than the state (16.5%) and a full 7.5 percentage points higher than the nation (14.3%). To be sure, a major portion (at least 50%) of the people in poverty in our 14 counties are minorities, particularly African Americans. Two of the poorest counties in the entire State of Georgia – Stewart and Clay – are within the service area of Feeding the Valley. Nearly every other child in Stewart and more than that in Clay subsist in poverty and are surely food insecure or chronically hungry.

Poverty Statistics for Feeding the Valley Spring - 2013

State	County	Total Population	Poverty Estimate All Ages	Poverty Percent All Ages	Poverty Estimate Under Age 18	Poverty Percent Under Age 18
GA	Georgia	9,919,945	1,636,791	16.5%	651,999	26.6%
GA	Chattahoochee Co.	13,037	1,421	10.9%	589	19.4%
GA	Clay County	3,116	1,343	43.1%	375	54.0%
GA	Harris County	32,550	2,539	7.8%	1,140	15.7%
GA	Marion County	8,711	1,882	21.6%	760	37.3%
GA	Meriwether County	21,273	3,999	18.8%	1,753	35.5%
GA	Muscogee County	198,413	37,302	18.8%	14,576	30.1%
GA	Quitman County	2,404	603	25.1%	211	44.0%
GA	Randolph County	7,327	1,773	24.2%	715	43.4%
GA	Schley County	4,990	1,143	22.9%	375	26.4%
GA	Stewart County	6,042	1,414	23.4%	401	44.9%
GA	Talbot County	6,517	1,597	24.5%	486	36.8%
GA	Troup County	68,468	13,967	20.4%	5,572	32.1%
GA	Webster County	2,793	623	22.3%	231	34.3%
AL	Russell County, AL	57,820	12,258	21.2%	4,042	30.2%
	Totals:	433,461	81,863	21.8%	31,226	34.6%
Source: U.S. Census Bureau March 2013		State and County Quickfacts			Small Area Income and Poverty Estimates	

As seen in the table on the previous page, in Feeding the Valley’s 14-county service area, there are 81,863 human beings living in poverty of which 31,226 are poor children under the age of 18. Food Banks across the United States have long agreed upon a basic benchmark that we should, ideally, be able to provide a minimum of 100 pounds of emergency food, annually, to every person in poverty in a respective service area. To put this minimum 100 pound goal into perspective, it amounts to less than 10 pounds per month. What all this means, alarmingly, is that Feeding the Valley – presently distributing 5.3 million pounds of emergency food – is a long way from even the minimum performance level – 8.2 million pounds. While we have generous and reliable food donors capable of helping the Food Bank to hit our ideal poundage levels,¹ a tremendous corps of volunteers and staff ready and able to carryout our mission of expanded scope,² recent additions to our truck fleet that are the envy of the national food bank network,³ and respected and proven programs that could easily serve as models across the nation, we do not have the buildings that even approach adequacy for the daunting responsibilities we face.

The glaring inadequacies of our current 23,000 square foot facility (currently supplemented with a 16,000 square foot rented warehouse) restrict and hamper food receiving, storage, and distribution. Refrigerated space needs to be greatly enlarged and more than one loading dock is a priority. Our hundreds of volunteers contributing 16,000 hours of free labor and our dedicated staff are literally working on top of one another. Presently, there is not room for more than 30-40 volunteers at one time and we clearly have and need twice that many wanting to help daily. Our new Regional Distribution Model will solve these deficiencies and will also provide several other values, especially accessibility and “problem penetration” opportunities discussed at the end of this section.



In fact, Feeding the Valley, due primarily to our grossly inadequate warehouse, is serving only about 30,000 of the 81,863 impoverished people in our area that are highly likely to be experiencing hunger,

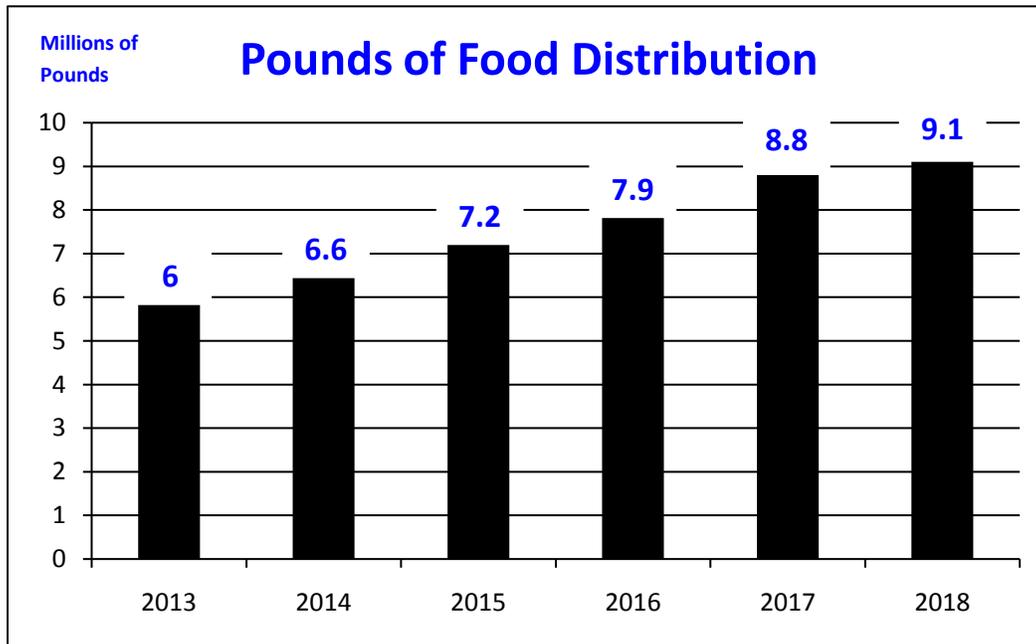
¹ Feeding the Valley receives and distributes food from a large network of local and national donors including area supermarkets, smaller retail stores, bakeries, distributors, manufacturers, farmers, agricultural cooperatives, hunting clubs, and more. We have long recognized that the first step in the food banking process is to establish and maintain strong relationships within the food industry. Companies sometimes find themselves with small to large amounts of high quality product that are unmarketable for various reasons. They are often faced with the decision to dump or donate. One of our greatest strengths is our ability and reputation of making the donation decision an easy one. Instead of dealing with a large number of individual organizations that might not have the ability to quickly retrieve or to safely store and distribute food, Feeding the Valley allows donors to give the food to one organization that handles the complexities and responsibilities of distribution. The benefits to donors include reduced disposal costs, assurance of safe handling, good public relations, and efficient record keeping for tax benefits.

² Our volunteers, providing 16,000 hours of free labor annually, come from all corners of the Chattahoochee Valley and share one thing in common – the willingness to give of themselves to help their neighbors in need. Volunteers have the faces of working professionals, retirees, stay-at-home-parents, young children, college students, scouts, and members of the U.S. military. These dedicated people help with product recovery, work in our fast-paced warehouse, provide administrative support, conduct their own food and fund drives, and assist with special events.

³ As the result of powerfully written grant proposals describing alarming human need but in the presence of responsible, aggressive plans to meet that need, Feeding the Valley was awarded, this year, two large refrigerated box trucks with lift gates by the Wal-Mart and Kraft Foods Foundations. The combined value of these vehicles is \$250,000 and each “work horse” truck has a projected service life of over ten years.

even chronic hunger. This leaves an unconscionable gap of 51,863 people – our neighbors – who need the Food Bank’s help.

By executing our new Regional Distribution Model – expanding from 23,000⁴ to 55,000 square feet of operating space – Feeding the Valley will be making a commitment to adequately serving our southwest Georgia community for the next several decades. We anticipate that with the new facility having a 10% growth rate in the first five years (2014-2018) and then leveling to 4.5% growth through 2022, we will “hit” an annual distribution goal level of 11.7 million pounds (2022) with an estimated wholesale value to our community of nearly \$20 million.⁵



We will conclude our response to this section by discussing the costs and rationale involved with Feeding the Valley’s new Regional Distribution Model. As stated in earlier pages, our new Regional Distribution Model envisions using our existing headquarters on Coca-Cola Boulevard (but with significant renovations and upgrades – 23,000 square feet), ending the rental of a 16,000 square foot warehouse in Columbus which has been necessary to handle our responsibilities, renting a far smaller building in the southern part of our service area (2,000 square feet), and building or securing/retrofitting a third building in the northern part of our service area (30,000 square feet).

Northern Site: We have estimated the costs of building or securing/retrofitting a 30,000 square foot building in the northern part of our service area to be \$3.5 million. From research and discussions, we estimate that the building and land for this facility will cost \$2.9 million and that the essential equipment required to make this a highly functioning food bank operation to cost \$600,000. Again, the 30,000 square foot size is ideal for planned growth needs in this region and provides easy access to trucking from routes 85 and 185. The northern section of Feeding the Valley’s overall service area (Troup,

⁴ Again, we are presently renting 16,000 square feet of warehouse space in Columbus, a practice that will be terminated under our new Regional Distribution Model. To be clear, however, a 2,000 square foot facility will be rented in our southern service area.

⁵ Feeding America, the Nation’s Food Bank Network, received an estimate of \$1.69 per pound for all food collected and distributed from the national accounting firm of KMPG. 11.7 million pounds X \$1.69 = \$19.7 million. These 11.7 million pounds of emergency food will equate to 9.1 million meals for needy individuals, annually.

Meriwether, Harris, and Talbot Counties) represents 27% of all our partner agencies and presently accounts for about 24% of our overall emergency food distributions.⁶

Here, below, are details of the costs involved with development of our northern site:

\$400,000 Land	5-10 acres @ \$40,000/acre
\$1,500,000 Building	30,000 sf @ \$50/sf
\$600,000 Freezer	6,000 sf @ \$100/sf
\$400,000 Cooler	8,000 sf @ \$50/sf
\$90,000 Sprinkler	30,000 sf @ \$3/sf
\$10,000 Fence	
\$20,000 Landscaping	
\$54,000 Warehouse Racks	
\$5,000 Alarm System	
\$10,000 Building Electrical	
\$1,000 Office/Breakroom Only	
\$410,000 Warehouse Equipment	Baler, pallet jacks, scales, forklifts, etc.
\$3,500,000	Total

A final word about the northern site involves land. Feeding the Valley's leaders have been in discussion with Harris County officials about the prospect of receiving reduced cost or even, possibly, free land. While no agreement has been forged, if such a reduction is achieved, it will automatically reduce the overall cost of developing our northern site, proportionally.

Central Site: From exhaustive research and comparisons to other food bank scenarios, we truly believe our present headquarters at Coca-Cola Boulevard provides the best and most efficient facility as part of our plan to move forward on our new Regional Distribution Model. Again, we will be ending our practice of renting warehouse storage space in Columbus since the aforementioned northern site will now serve this function along with being a major food bank center. Our existing Coca-Cola facility will continue to house our previously described Kids Cafe, Mobile Food Pantry, SNAP Outreach, BackPack, and agency shopping programs. It will also continue to provide services to Marion, Muscogee, Russell, and Chattahoochee Counties. From research and discussions with area contractors, we estimate that the building renovations, equipment upgrades, and mortgage retirement will cost \$700,000. This central section of Feeding the Valley's overall service area represents 68% of all our partner agencies and presently accounts for about 55% of our overall emergency food distributions. We presently derive 72% of our shared maintenance fees from partner agencies in this section – an important, sustainable revenue source.⁷

Listed on the following page are details of the costs involved with re-development of our central site:

⁶ It is important to understand that the phrase "new Regional Distribution Model" should not be construed to mean that food pounds, percentages of partner agencies, or percentages of shared maintenance contributions equate to "fire walls" between the respective sites. A major reason the new northern site is necessary is to store food that will ultimately be distributed throughout all three sites/regions. Indeed, this new storage capability is a primary contributing factor to our plan to end the practice of renting 16,000 square feet of supplemental warehouse space in Columbus. Relevant to this point is the fact that this new warehouse storage capability in the northern site is ideally situated to receive vast supplies of food from outside the state (Routes 85 and 185) and then distributed throughout our 14 county service area.

⁷ Ibid.

\$310,000	<u>Building Renovation</u> Repairs to walls/roof/parking lot Conversion/new conference room, Breakroom, training room, bathroom Convert donation room to dry sort room/new wall/entrance Move outside freezer and cooling compressors
\$100,000	<u>Warehouse Equipment</u> Install new dock lift ramp in first truck bay Install automated temperature system on cooling units/add 2 exhaust fans Replace lighting system (automatic on-off energy saving system) Install new racks and anchor to floor Bar coding system for inventory control New, larger floor scales, baler, lockers, tables, chairs, etc.
\$290,000	<u>Pay existing mortgage</u>
\$700,000	Total

We would like to note here that several of the upgrades/renovations are required by AIB standards and necessary for Feeding the Valley to remain in compliance with Feeding America, the nation's food bank network. Indeed, millions of pounds of food and grant funding is available through Feeding America, a most important partner.

Southern Site: The counties served by Feeding the Valley in our southern area are our poorest and are also among the most impoverished in the state. Clay County has a childhood poverty rate of 54%, Stewart's is 44.9%, Quitman's is 44%, Randolph's is 43.4%, Schley's is 26.4%, and Webster's is 34.3%. These rates are among the highest in all of the United States. Because there is such a void of "wealth" in this area, there are also very few Feeding the Valley partner agencies including church pantries, senior centers, or soup kitchens. To illustrate this point – only 4% of our agencies are located in this southern tier and yet 21% of all our emergency food is distributed there. Given this comparatively large amount of food, coupled with the fact that even more food is desperately needed, and overlaid with the fact that agencies there are so ill-funded that travelling even to Columbus is prohibitively expensive, we want to establish a modest 2,000 square foot facility where emergency food can be "staged" for easy access by existing and (hopefully) new partner agencies in the south. For this facility, we envision a storefront rental with an estimated lease of approximately \$4,000 per month (\$48,000 annually). We believe we can ready this facility for service from equipment at our existing facilities in Columbus (primary warehouse and rental warehouse) including modest refrigeration, pallet jacks or a small fork-lift, racking for storing food, and other bare essential items that are required to make such a facility safe and to code for an emergency food distribution site. While we mention these details here to demonstrate the full picture of our new Regional Distribution Model, none of the expenses described in this paragraph are involved with our capital campaign.

One very important matter that most assuredly requires attention relates to the question of efficiency. In other words, how much will it cost to operate three sites compared to our present single site? The answer is both surprising and positive. Currently, Feeding the Valley has an operating budget of \$1,075,696 which includes the costs of all Food Bank activities including salaries, supplies, equipment maintenance, rental of 16,000 square feet of supplemental storage in Columbus, insurance, occupancy, and much more. Remarkably, due to the abandonment of the 16,000 square feet of supplemental storage in Columbus, more efficient placement of personnel, updated equipment including "green" refrigeration, reductions in fuel usage, and more, we estimate the operating budget for the first full year of our new Regional Distribution Model to be \$1,238,575. This is a modest 15% increase which we believe to be reasonable considering the significant improvements in service we're described throughout this proposal. Where will Feeding the Valley get the 15% increased revenue – about \$160,000? A huge part involves one of our most sustainable revenue sources – shared maintenance fees. These are pennies on

the pound payments that all partner agencies (ours and 200 other food banks across America) contribute toward certain food items they secure from our warehouse. In 2013 we will collect \$425,000 in shared maintenance fees. In the first year of our new Regional Distribution Model, we calculate we will take in \$513,000. That alone takes care of more than half of the increase in our operating budget.

As a successful non-profit organization that has grown in size and scope every single year since 1982, Feeding the Valley has taken steps to implement a new, professional, broad-based direct mail program (individual giving); to aggressively pursue grant writing to local, state, and national foundations; to solicit several area corporate donors; to execute a variety of inclusive fund raising events; and to market and capitalize upon our website fundraising path.

Please consider the following categories of potential revenue that show Feeding the Valley raises ample funds to be able to cover the operating costs of new Regional Distribution Model in subsequent years:

1. General Contributions – Feeding the Valley is fortunate to receive strong support from thousands of individuals in our community. We also expect to benefit from interest derived from an endowment fund we are working to establish while executing this capital campaign.
2. Foundation Grants – Feeding the Valley works hard to attract foundation dollars and has a good track record in securing such funds.
3. Corporate Donors – Feeding the Valley has a close relationship with several corporate.
4. Fundraising Events and “Other” Fundraising – Feeding the Valley actively organizes several fundraising events annually.
5. United Way – Feeding the Valley annually receives a tremendous level of support from United Way. This year we received \$324,116; under our new Regional Distribution Model we anticipate the level rising to \$389,399.

Methods for measuring and reporting effectiveness of program/project:

Feeding the Valley places a high degree of importance on evaluation - it is one thing to pledge great work and another thing to show that it has actually been performed.

Once again, our program/project goal, to be realized by evolving toward and building a three-site organization (our new Regional Distribution Model), growing from 23,000 to 55,000 square feet in total size, and ratcheting up the scope of our food distribution and hunger fighting programs, is to “hit” an annual distribution level of 9.1 million pounds by 2018 and 11.7 million pounds by 2022. We honestly believe that once Feeding the Valley attains this higher level of operation, we will have essentially solved the problem of hunger in the Chattahoochee Valley. We plan to measure the success of our new Regional Distribution Model through simple and straight-forward steps. Our food comes from supermarkets, food wholesalers, farmers, the USDA, and many additional and reliable sources. All such food - recovered and distributed - is documented down to the last pound. Incoming food from donors is entered immediately into our tracking system. In addition, this system allows us to track the food as it goes out. These are not insignificant reports – in fact they constitute one of the most important items considered each day by Feeding the Valley senior staff. These performance reports are a primary evaluation tool for outside funders and for suppliers of food including the U.S. government. It will be through the use of these tools that we will be able to report to the Aflac Foundation our success in meeting our goal.

There is an additional tool of evaluation we plan to continue using that lies outside counting pounds of food and the number of people assisted. Feeding the Valley places a high value on the concept of human dignity and one big part of that is trying our very best to provide food varieties that people actually want, not just what we think they want. Accordingly, we conduct regular anecdotal and even use prepared surveys to gauge how well the Food Bank is providing the foods that people - especially specialized populations like seniors - want and can use.

Fundraising Request and Plan:

In order to initiate and keep a strong momentum for our capital campaign, Feeding the Valley is asking the Aflac Foundation for a leadership gift of \$150,000. Respectfully, we know this is a robust request. This we know: a leadership gift of \$150,000 from the Aflac Foundation will be absolutely invaluable in attracting other large and medium sized gifts and will serve as a critical statement of confidence that our most respected foundation has faith in the leadership and direction Feeding the Valley is going.

Based on the findings of the feasibility study conducted by Witzleben/Associates during the summer/fall 2012, together with subsequent prospect evaluation, the Board of Directors of Feeding the Valley approved a preliminary goal of \$4.7 million for a capital campaign to support implementation of the proposed new Regional Distribution Plan - \$4.2 for facilities and \$500,000 for program and operating endowment.

The preliminary goal was approved with the understanding that at the conclusion of the advance gifts phase, the goal will be finalized and adjusted based on fundraising success to date and an estimate of remaining identified prospect potential. The success of the campaign will determine the pace of facilities implementation, which in all likelihood will be phased as capital funds are committed and received.

The gift table below illustrates the numbers of prospects qualified through the feasibility study and additional prospect evaluation with estimated levels of giving upon which the preliminary goal is based.

Preliminary Prospect Potential for Feeding The Valley Campaign			
Size Of Gift	Prospects Qualified	Low Estimate	High Estimate
500,000+	1	\$600,000	\$1,000,000
250,000+	4	1,000,000	1,850,000
100,000+	7	750,000	1,300,000
50,000+	8	475,000	775,000
25,000+	6	150,000	250,000
10,000+	13	145,000	270,000
5,000 & under	12	26,000	49,750
TOTAL	51	\$3,146,000	\$5,494,750

Mean \$4,320,375

In addition to the qualified prospects above, Witzleben/Associates and staff identified 65 current \$1,000+ cumulative donors to FTV who represent additional campaign potential. FTV staff and volunteers are evaluating this prospect cohort for an estimate of additional potential. The new Regional Distribution Plan offers additional prospect opportunities not explored during the feasibility study in the 14 county-area served, especially in LaGrange and West Point area. Importantly, Feeding The Valley has retained a national grants writer specializing in Food Banks to proactively seek national grants that will represent new and previously untapped potential for Columbus. Early local advanced gifts will be pivotal to the success of these efforts.

Campaign Plan:

The campaign is organized in two phases of activity to be referred to as the Advance Gifts Phase and the Public Phase. The Advance Gifts Phase will be characterized by campaign organization and recruitment, solicitation of FTV's Board of Directors, campaign leadership and leadership gift prospects with evaluated potential of \$50,000 or more. The Advance Gifts Phase will continue through the public announcement (tentatively scheduled for January 2014). The Public Phase will be characterized by broad-based major (\$10,000-49,999), special (\$1,000-9,999), and general (under \$1,000) gifts solicitation of FTV's constituencies. The Public Phase will take place during calendar year 2014.

Campaign Staff and Organization:

The campaign will be staffed and supported by:

Campaign Counsel Charles Witzleben, principal of Witzleben Associates, has previously served as counsel for 12 successful Columbus campaigns since 1989, with his first being The Bradley Center and his last The Pastoral Institute.

Campaign Coordinator Pat Killough has previously served as Development Director for Columbus Hospice (\$5 million campaign) and The Pastoral Institute (\$14.2 million campaign).

Grants Writer John Morrill is an acclaimed national grants writer specializing in Food Banks. He successfully developed the strategies and winning proposals for three nationally competitive grants; two in the amount of \$125,000 each from the Walmart and Kraft Foundations for refrigerated trucks and one for \$50,000 from Walmart for a new SNAP (Food Stamp) education and assistance program targeting eligible but non-participating people in southwest Georgia. Mr. Morrill will be aggressively seeking national grants which represent new philanthropic dollars for Columbus that augment local, regional and state campaign commitments.

Volunteer Leadership:

We are currently in the discussion and recruitment phase for volunteer leadership, starting with Chair(s) and Campaign Steering Committee who provide important calling power for advance and major gifts. Since this is Feeding The Valley's first major campaign, we are intent on building a campaign volunteer organization composed of individuals who can open new doors and represent future Board potential. Our strategy is to secure two or three early lead gifts and 100% Board participation that will engender early confidence in the campaign that encourages potential volunteer leaders to come on board. Additional committees will be employed for specific tasks as required by the campaign. Each committee will be formed within a reasonable period prior to undertaking its portion of the campaign.

We are pleased to report that the 15 member Board of Directors has achieved 100% participation with gifts totaling \$110,681. While the aggregate result may not be in line with Board giving to other local capital campaigns by more affluent boards, the total does represent sacrificial giving by each trustee who was asked to make Feeding The Valley their top philanthropic priority with the largest commitment possible for the next three to five years.

Organization's Board of Directors:

Feeding the Valley, Inc.
Board of Directors 2013-2014

Elaine Smith-President
Vice President- Tracy Walker
Treasurer-Frank Sheppard
Secretary-Jean Richardson

<u>Name</u>	<u>Affiliation</u>
Greg Auten	Owner-Auten Properties, LLC
Vivian Bishop	Clerk of Superior Court-Court Administrator
Becky Carter	President-Commercial Real Estate Services
Suzanne Burdeshaw	Community Volunteer
Brad Gillespie	Director Product Planning & Design-Char-Broil
Elsa Hirsch	Community Volunteer
Twila Miles	Human Resources-AFLAC
Frank Sheppard	EHS/Procurement Manager
Jean Richardson	Branch Manager-IV, CB&T A Division of Synovus Bank
Sharon Sanders	Sr. Director, Regional Finance-Synovus
Edna Shoemaker	Community Volunteer
Elaine Smith	Implementation Dir., Corporate Project Management, TSYS
Rick Turner	State Farm Agent, State Farm
Tracy Walker	Director of Human Resources, Administrative Services, TSYS
Donna Ward	Group Executive/North American IT, Implementation, TSYS

Additional information which may be useful in making your decision:

Feeding the Valley's rationale for wanting to expand our primary food bank operation, as well as our highly effective Mobile Food Pantry, Kids Cafe, Backpack, Summer Feeding, and SNAP Access programs (and others in the future such as a School Pantry program), is both simple and legitimate. No other "all-population" hunger relief program has worked as well in America as food banks in 1) targeting very needy people; 2) attracting and holding loyal program volunteers; 3) keeping the interest and donations of food handlers, foundations, and individuals; and 4) gaining media attention.

There is an absolute cause-and-effect between the food provided by Feeding the Valley and the nutritional and emotional health of the human beings who are fortunate to receive it. We sincerely believe that we are reducing the level of hunger and food insecurity in our 13 Southwestern Georgia and 1 Alabama counties for the children, adults, and seniors who participate in our programs. Our largest liability, as described in this proposal, is that we are only reaching 30,000 needy people, leaving an unconscionable gap of 51,863 people – our neighbors – who need the Food Bank's help.

If only one word was permitted to describe Feeding the Valley, that word would be "collaborative". Since starting 30 years ago, the Food Bank has developed into a major human service organization with 222 official partner agencies, dozens of additional partners including state and federal government agencies, hundreds of volunteers donating thousands of hours each year, and dozens of food donors contributing approximately 450,000 pounds of food each month. We are proud to be southwest

Georgia's ONLY major provider of high quality fruits, vegetables, meats, dairy products, cereals, canned and boxed products, and juices for the hungry.

Feeding the Valley not only provides an essential human service, but also meets or surpasses a number of strict operating, health, and safety standards. We are professionally audited and produce an IRS 990. The Food Bank enjoys strong relationships with essential elements of society including government, churches, the media, corporations, service clubs, schools, and area donors. Feeding the Valley boasts an extremely active and committed Board of Directors and a staff that has the knowledge to effectively fight hunger.

Financial information for the most recent two years:

Please see attached financial statements for Feeding the Valley

Attachments:

- 501(c)(3) tax exempt status letter and Tax ID number.
- Detailed Financial Report of Organization including most recent audited report.