



Backpacks of Love (BPOL) Strategic Plan - October 2015 through September 2016



<p>Who We Are:</p>	<p>Imagine leaving school on Friday and not having another meal until returning to school on Monday. That’s the reality for a growing number of hungry children in the communities we serve. Backpacks of Love, Inc. was founded in Powhatan, VA in 2011 by Bobby Fulcher. As a child, Mr. Fulcher experienced the struggles of not having adequate food to eat. His passion to feed children is his personal mission. This passion led to action, based on a simple yet profound philosophy: No child should go hungry!</p>
<p>Our Vision:</p>	<p>We strive to serve communities where no child worries about their next meal.</p>
<p>Our Mission:</p>	<p>Backpacks of Love, Inc. is committed to eliminating hunger in school-age boys and girls by providing food for their weekends.</p>
<p>Our Shared Values:</p>	<ul style="list-style-type: none"> ✓ Stewardship: We will use the resources entrusted to us to maximize their effectiveness for our cause. ✓ Responsibility: Everyone has a part to play in solving hunger. ✓ Service: There is an opportunity for everyone to give of themselves in a meaningful way. ✓ Community: Together, we can accomplish more than we can apart. ✓ Dignity: Every child deserves to be fed (and to not be hungry). ✓ Education: Children who are not hungry will learn, graduate, and go on to live productive lives.
<p>Who we Serve:</p>	<p>Backpacks of Love currently serves needy children in Powhatan, Cumberland, and Buckingham (VA) Counties – and plans to expand to other Central Virginia Counties in 2016.</p>



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Corporate Background:	<p>After forming a Board of Directors in September 2011, the Backpacks Board met with local school personnel to begin the development of its strategy to help relieve hunger in the boys and girls. The success of the trial run led to Backpacks of Love’s current program of delivering weekly packages containing various tasty and nutritious food items for these needy children to eat over the weekend.</p> <p>Backpacks are delivered to the schools on Thursdays and sent home with the children on Friday. In many cases, the backpacks contained the only food they would eat for the entire weekend. The backpacks often provide food not only for the kids in the program, but their siblings as well.</p> <p>Today, the Board feels that this is the perfect model to achieve the Backpacks of Love Mission, and is a model that has capability of rapid growth into other needy rural communities in Central Virginia and beyond. In each of the currently localities where the Backpacks program is serving needy children, the local community has responded with passion and generosity. The future is bright!</p>
Identifying the Growing Needs:	<p>Backpacks of Love’s initial mission of feeding hungry children in Powhatan, Cumberland, and now Buckingham County only addresses a small portion of the need present in Central Virginia Today. While many food insecurity needs in urbanized and suburban communities are addressed through long established feeding programs, often the logistics and reach of those programs becomes prohibitive in those communities that are geographically further out from those that serve the more dense and centralized needs.</p>
Projected Reach of the Backpacks Program:	<p>The Vision for the projected reach of Backpacks of Love is constrained only by current logistical limitations. Our leadership strongly believes that the program in its current form can be replicated across approximately 15-20 localities within the current and projected (Central Virginia - south and west of Powhatan) ability to serve.</p>
Near Term Challenges:	<p>The Backpacks program strives to exist as a High Autonomy and High Reliability organization. In this desired capacity, BPOL operates and persists with a position of strength where it has achieved both the reliable revenues and autonomy within those revenues to replicate the model in a growing number of communities. The transition to High Autonomy / Reliability involves strategic investments in resources, staff, and relationships that will be driven by additional capital that can only be realized outside the current fundraising capacities.</p>



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Objectives and Priorities (1 Year):	<p>Objective 1: Replicate the success of our services into additional localities by fall of 2016. Goochland and Prince Edward will become the first priorities, targeting both the larger volunteer base and population in the Farmville area.</p> <p>Objective 2: Put in place financial processes and policies, including budgeting and financial reporting, necessary to apply for and receive grant funding from Public and Private sectors sources.</p> <p>Objective 3: Develop a Grant application capability and strategy that will establish at least one successful grant funding source.</p> <p>Objective 4: Establish a second operating pantry location to service communities that are beyond the natural reach of our current distribution capacities. Again, the Farmville area southern Cumberland/Prince Edward) is the most viable and attractive target, in terms of central operations and ability to attain the appropriate resourcing, donations and volunteers necessary to serve a multi-community area.</p> <p>Objective 5: Develop an integrated all-media marketing strategy designed to further attract donors and volunteers, raise public awareness of the mission, and raise the visibility level of BPOL to partner organizations that are positioned to assist in the mission with direct (food) donations or grant funding.</p>
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Action Items

<i>Action to take</i>	<i>Start Date</i>	<i>End Date</i>	<i>Resources</i>
Financial – Current Treasurer to focus on Revenue Generation	09/2015	12/2015	Executive Director, Board
Develop Budget for FY 2016	10/2015	12/2015	Executive Director, Managing Director, Accountant
Develop Financial Statements	12/2015	02/2016	Managing Director, Accountant/Auditor
Assess current Program Reach in Existing Counties	10/2015	01/2016	Executive Director, Managing Director, Select Board Members
Establish Prince Edward connections (Establish triggers – Partners, and funding)	09/2015	01/2016	Executive Director, Managing Director, Select Board Members
Establish Additional Pantry/Infrastructure (Farmville)	12/2015	03/2016	Executive Director, Managing Director
Assess Social Media Presence	10/2015	12/2015	Managing Editor, Outside Consultant(s) (U of R Capstone)
Develop/Implement Grant Strategy	10/2015	02/2016	Executive Director, Managing Editor, Outside Consultant(s) (U of R)
Develop/Implement Marketing Strategy	10/2015	03/2016	Executive Director, Managing Editor, Outside Consultant(s) (U of R)



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BPOL Target Communities

Based on statistics taken from Free and Reduced Price Eligibility data published by the Virginia Department of Education, Office of School Nutrition Programs - School Year 2014-2015 National School Lunch Program (NSLP)

Priority 1 Communities

Priority	Locality	SNP Membership	TOTAL Free / Reduced Eligible	TOTAL Free / Reduced Percentage	BPOL Target Need (25% of F&R Total)
Current	072-Powhatan County Public Schools	4,279	763	17.83%	190
Current	015-Buckingham County Public Schools	2,080	1,436	69.04%	360
Current	025-Cumberland County Public Schools	1,433	960	66.99%	240
1	004-Amelia County Public Schools	1,765	834	47.25%	210
1	006-Appomattox County Public Schools	2,239	1,066	47.61%	270
1	032-Fluvanna County Public Schools	3,633	1,157	31.85%	290
1	037-Goochland County Public Schools	2,428	670	27.59%	170
1	055-Lunenburg County Public Schools	1,590	1,071	67.36%	270
1	062-Nelson County Public Schools	1,926	1,022	53.06%	260
1	067-Nottoway County Public Schools	2,144	1,442	67.26%	360
1	073-Prince Edward County Public Schools	2,187	1,414	64.65%	350
Total Projected Need: Priority 1 Communities					2970

Priority 2 Communities

Priority	Locality	SNP Membership	TOTAL Free / Reduced Eligible	TOTAL Free / Reduced Percentage	BPOL Target Need (25% of F&R Total)
2	002-Albemarle County Public Schools	13,572	3,900	28.74%	980
2	005-Amherst County Public Schools	4,285	2,150	50.18%	540
2	010-Bedford County Public Schools	10,118	3,738	36.94%	930
2	016-Campbell County Public Schools	8,093	3,588	44.33%	900
2	027-Dinwiddie County Public Schools	4,476	2,319	51.81%	580
2	020-Charlotte County Public Schools	1,970	1,136	57.66%	280
2	041-Halifax County Public Schools	5,531	3,364	60.82%	840
2	058-Mecklenburg County Public Schools	4,591	2,794	60.86%	700
2	071-Pittsylvania County Public Schools	9,255	5,007	54.10%	1250
Total Projected Need: Priority 2 Communities					7000



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