

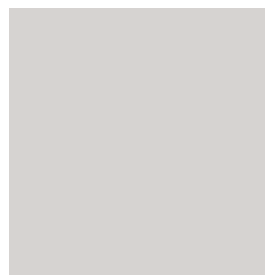
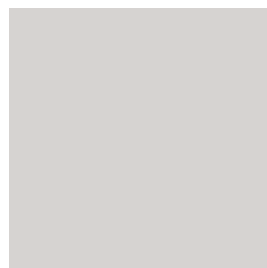


BUILDING A FOOD SECURE REGION:

# CREATIVITY, COLLABORATION & COURAGE

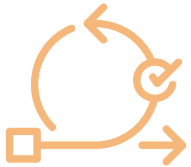
2022-2027  
STRATEGIC PLAN

Executive Summary



Thank you to our Coalition team members, committed Board of Directors, dedicated volunteers, anti-hunger partners, SNAP clients, and community members. Their passion and expertise, along with lessons learned from the pandemic, shaped this vision for our work.

## WHAT WE LEARNED



### **Be nimble.**

Changes in health and wealth can happen in sudden and unexpected ways, leading to rising rates of food insecurity, particularly for households with children and Black and Latinx communities. We have to be flexible and creative to meet these challenges.



### **Grow strong food networks.**

Food pantries and soup kitchens can't address the food needs of individuals and families alone. It takes partners working together in multiple ways and bringing different expertise to address immediate and short term food needs.



### **Advocacy and education is essential.**

Federal nutrition programs are one of the best ways to put dollars into people's pockets for them to feed themselves and their families. During the pandemic, emergency relief efforts offered life saving benefits, but benefits are hard to access and don't cover the full cost of healthy nutritious food.

## **We must do more.**

Unless we are committed to addressing the root causes of food insecurity, we will always be working to connect people with food they need.

To put an end to the injustice of hunger, we must learn more about why our neighbors experience poverty and acknowledge that racism, sexism, low wages, and job instability, to name a few, play key roles in why people experience hunger.

We believe that creating a food secure region requires creativity, collaborative partners, and courage to address these large systemic challenges.

# CORE VALUES

Our values inform how we do our work, how we show up with clients, partners, and our community of dedicated supporters, and how we engage with each other as a team



## ADVOCACY

We listen deeply to the people we work with.  
We amplify the voices of people we work with.



## DIVERSITY

We actively seek out people from diverse backgrounds to be a part of our organization. We invite all people to share their perspectives and experiences.



## COLLABORATION

We intentionally seek out opportunities to connect with and learn from people with different perspectives, approaches, and roles.



## MUTUAL CARE

We support all members of our community to prioritize care for themselves and their families.



## RELIABILITY

We consistently show up for our partners and clients and are respected by our peers. We strive for excellence in all we do.



# ASPIRATIONAL VALUES

Our aspirational values are deeply held values that, as an organization, we are continuing to work on.

## EMPOWERMENT

We want to deepen our investment in the leadership of people who experience food insecurity and those who support them, including our Coalition team and volunteers.

## COMMUNICATION

We want to get better at communicating who we are. We want community members to have a clear understanding of our work.

## RACIAL JUSTICE, EQUITY, INCLUSION & BELONGING

We want to increase our understanding of the systems of oppression that cause food insecurity, and we want to build skills and practices to be effective allies in movements for social justice, equity, inclusion, and belonging.

## LEARNING

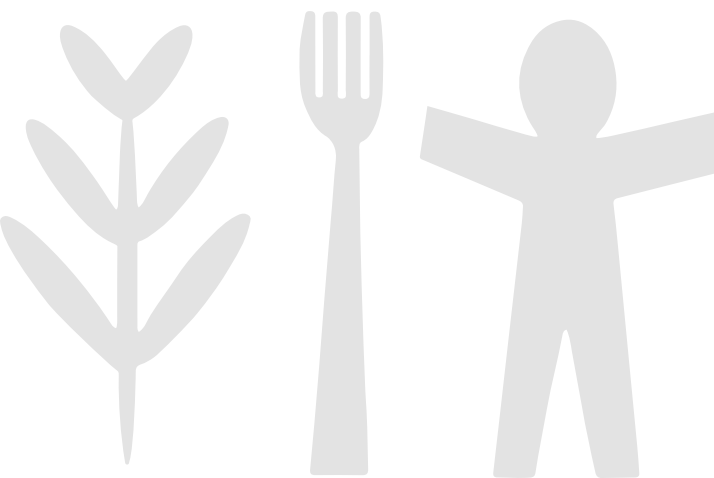
We want to build internal practices that allow us to learn from our failures, our successes, and to adapt. We want to provide our team members with training and other professional development opportunities that support both their professional growth and improve the quality of the Coalition's work.

## ACCOUNTABILITY

We want to follow through with our commitments to one another as a team and to our community so that we consistently meet or exceed expectations. We want to be transparent about who we are, what we do well, and what we are working on.

## INNOVATION

We want to encourage creativity and experimentation to find effective approaches as we confront problems.





# WHAT WE DO

For over 26 years, we've worked to build a community where all people have the food they need to live healthy lives, utilizing a holistic approach by addressing immediate needs, providing short-term relief, and advocating for long term solutions.



## WE BRING PEOPLE TOGETHER

We convene volunteer-run food pantry, soup kitchen, and anti-hunger partners for trainings, sharing resources, connecting them with additional food, and providing avenues for program funding.



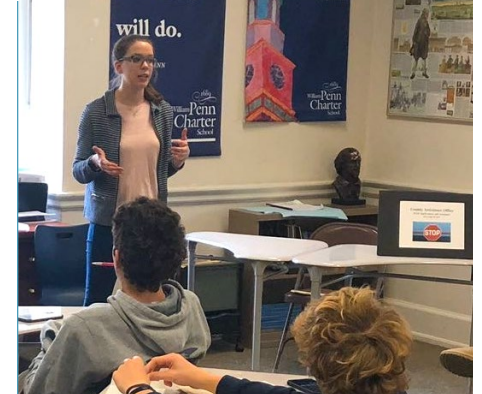
## WE CONNECT PEOPLE WITH FOOD

We connect people with food resources in their neighborhood through our outreach efforts, SNAP Hotline, Pantry Map, and Summer Meals Map.



## WE SUBMIT SNAP APPLICATIONS

We help individuals and families navigate the SNAP (food stamp) application process and advocate on their behalf.



## WE ADVOCATE

We educate and advocate for policies and practices that increase access to healthy, nutritious food.

We are committed to continuing this work.  
We are also committed to **doing more.**

# WHAT WE WANT TO ACHIEVE

## 1 Increase access to SNAP benefits

Expand access to SNAP benefits to include more people from historically marginalized groups such as immigrant and refugee communities, returning citizens, people living with disabilities, and lesbian, gay, bisexual, transgender, and intersex (LGBTQI) people.

## 2 Strengthen food networks

Empower food pantry, soup kitchen, and other anti-hunger partners through our Victory in Partnership (VIP) program to act collectively in service of the diverse needs of their communities.

## 3 Food secure policies

Collaborate with partners to organize a story-driven statewide advocacy campaign grounded in strong policy analysis that supports the leadership of food insecure people and leverages the Coalition's reputation as an information hub.

## 4 Address root causes

Deepen our team's understanding of root causes of food insecurity, food apartheid, and food justice to create new partnerships and guide our work moving forward.

## 5 Spaces for innovation

Increase the visibility of the Coalition in cross-sector coalitions that include a broad spectrum of organizations to create spaces for creative approaches and partnerships.



# WHAT WE NEED TO MAKE THIS HAPPEN

## NEW ORGANIZATIONAL STRUCTURE

Restructure to support strategic and internal goals.

## INVEST IN OUR TEAM

Invest in performance management and team member professional development to increase team efficiency, effectiveness, satisfaction, and retention.

## BUILD AN EQUITABLE ORGANIZATION

Engage team members and board in our organization's efforts to become an anti-racist multiracial organization.

## MEASURE OUR IMPACT

Build a more robust organization-wide program monitoring and evaluation capacity.

## CLARIFY OUR MESSAGING

Strengthen external communications and messaging to increase public awareness and understanding of the Coalition's work.

## INCREASE OUR REVENUE

Leverage evaluation data and new messaging to expand donor base and increase revenue.

## STRENGTHEN OUR INFRASTRUCTURE

Improve the quality of the organization's IT infrastructure to support program and development goals.

For more details, [read our full Strategic Plan](#)