



STRATEGIC PLAN 2019-2021





**FLORIDA
IMPACT**
TO END HUNGER

TRUDY NOVICKI
President/CEO

BOARD OF DIRECTORS

REV. DR. SHARON AUSTIN
Director of Connectional Ministries,
United Methodist Church-Florida Conference

JOHN DALSIMER
Director of Region 5
Florida Life Care Residents Association

KARIS ENGLE
President and CEO
Glades Initiative, Palm Beach County

LISA EARLY
Director of Children and Education
City of Orlando

LORA GILBERT
Senior Director Food and Nutrition Services
Orange County Public Schools

EMERY IVERY
Tampa Bay Area President
United Way Suncoast

STEVE MARCUS
CEO
Health Foundation of South Florida

LUCY PRIDE
Florida Conference President
11th Episcopal District,
African Methodist Episcopal Church

FLORIDAIMPACT.ORG

**300 WEST PENSACOLA STREET
TALLAHASSEE, FLORIDA 32301**

850-309-1488

FEDERAL ID NUMBER: 59-2859151

A Letter from Our Board Chair and CEO

Beginners Mind is a term that refers to having an attitude of openness, eagerness, and lack of preconceptions when studying a subject, even when studying at an advanced level. Florida Impact to End Hunger has been in existence for over 40 years, but as a new Board Chair and a relatively new CEO this is the attitude with which we approached our strategic planning process. We are very excited to share with you the results of that process in introducing you to our expanded name and plan for the next few years. We called on board, staff, and external stakeholders to inform our process and are grateful to all who helped us with your input.

In mapping out our plan we took a wide look at the strategies that communities use to address hunger. We identified three broad areas; provide people with food, implement policies that address the causes and effects of hunger, and increase incomes so people can buy food. Food banks, pantries, food delivery services, and congregate meal sites are actively involved in providing people with food. However, very few organizations are actively working on increasing access and participation in federal nutrition programs, so we decided that this is a space we should continue to occupy. As to the other two areas, many organizations are working in these areas but they are often working in silos, we have decided to emphasize collaboration in these areas so that one strong voice may join together in Florida to end hunger.

Review our goals and strategies and see if you agree that we are on the right path to creating a State where food insecurity and poor nutrition is a thing of the past. We look forward to working with you in the journey forward.

Sincerely,



Sharon Austin & Trudy Novicki
Board Chair CEO



Mission Statement

Florida Impact to End Hunger (FITEH) is dedicated to advancing health equity by ending hunger for all Floridians. We mobilize communities to maximize access to federal, state, and local food and nutrition programs with a focus on Florida's most vulnerable populations.

Our Goals

1. Enhance Our Hunger Policy Influence
2. Increase Efforts to Support Organizations Addressing the Causes and Effects of Hunger and Poor Nutrition
3. Expand Participation in Federal Nutrition Programs
4. Strengthen Our Brand
5. Build Organizational Capacity to Achieve Strategic Goals

GOAL 1: ENHANCE OUR HUNGER POLICY INFLUENCE

Florida Impact to End Hunger successfully advises and advocates on identified high priority hunger specific policies at the state and federal levels.

Objectives

1. Influence the Child Nutrition Reauthorization.
2. Successfully advocate for changes in breakfast policies.
3. Successfully advocate for simplification of the at-risk afterschool meals approval process.
4. Create and maintain a policy platform for Senior Food Insecurity issues.
5. Establish a statewide network of local hunger coalitions coordinated by FITEH.
6. Ensure The Hunger Coalition Network promotes a uniform policy platform.

Summary of Key Strategies

Building relationships is at the core of our Goal 1 policy strategy. In order to be successful advocates for the hungry, we must first have strong and ongoing relationships with legislators, state agencies, associations and hunger coalitions. This is an ongoing process and will involve in-person meetings with key influencers, robust monitoring of legislation and regulations, calls to action, and creation of Florida-focused materials on hunger issues. We feel strongly that a key action toward successful implementation of this goal is the establishment and coordination of local hunger-specific coalitions or networks under a common policy platform. During the next few years we will work toward establishing a unified voice for the hungry in Florida by bringing together existing networks and helping to create new networks where they are lacking.



GOAL 2: INCREASE EFFORTS TO SUPPORT ORGANIZATIONS ADDRESSING THE CAUSES AND EFFECTS OF HUNGER AND POOR NUTRITION

Florida Impact to End Hunger actively participates as the hunger advocate in diverse coalitions focused on economic justice and health issues by advocating for policy issues impacting the underlying causes of hunger—at local, state, and national levels.

Objectives

1. Sustain active membership in three to six coalitions that address the underlying causes and effects of hunger.
2. Partner with organizations that address Healthy Eating for children and seniors.

Summary of Key Strategies

This goal recognizes that hunger is only one factor that affects the health equities of our residents. Many other factors influence both the cause and effects of hunger. Therefore, key to this goal is expanding our participation beyond those coalitions focused solely on hunger, and partner with broader coalitions to provide a voice for food security and good nutrition. Housing, employment, education, mental and physical health all play a part in addressing health inequities. Because of this, Florida Impact to End Hunger will support other related groups addressing root causes, while always providing the voice for food security. Additionally, we will provide technical assistance to our community partners on strategies for accessing good, nutritional food and partner with those groups whose focus is on educating the public about healthy eating and physical activity.



GOAL 3: EXPAND PARTICIPATION IN FEDERAL NUTRITION PROGRAMS

Florida Impact to End Hunger continues to remove barriers and maximize participation in federal nutrition programs through trainings, technical assistance and pilot projects that are replicable and sustainable at the local level.

Objectives

1. Expand Broward Summer BreakSpot enrichment program to Miami, Orlando, and Tampa.
2. Expand Tallahassee Senior SNAP project to Broward and Miami.
3. Increase volunteer time working on Senior SNAP pilot project to 3,500 hours per year.
4. Increase average daily participation in child nutrition programs by 20% from the 2017-18 school year.

Summary of Key Strategies

Encouraging communities to maximize participation in federal nutrition programs remains a core focus for Florida Impact to End Hunger. During the next few years, our primary focus in this area is the children and the elderly. Of course, neither of those populations exist in a vacuum. In fact, many of the households that are eligible for benefits have members in both categories. Continuing to work with school districts to find ways to increase participation for eligible children in all school food programs is a key action for this goal. That work will take many forms, from educating school boards and school-related associations, to setting up mentoring programs, to pilot projects in municipalities, and new relationship building with Charter schools. Florida Impact to End Hunger also recognizes the importance of children having access to nutritious food when school is out. We will provide technical assistance to our community partners to meet this need. Senior SNAP will be a new focus for us, recognizing that seniors are expected to outnumber youth in our state by 2025. Through pilot projects utilizing volunteers from the faith-based communities, we hope to increase senior SNAP participation.



Florida Impact to End Hunger is recognized at the state and national levels as a leader in Florida on food insecurity policies and programs through strategic marketing efforts.

Objectives

1. Increase awareness of Florida Impact to End Hunger at the local, state, and national levels.
2. Increase the influence of Florida Impact to End Hunger in policy advocacy at the state and national levels.
3. Florida Impact to End Hunger is seen as the “go to” source for questions/problems relating to federal nutrition programs for school districts and community agencies.

Summary of Key Strategies

In order to be a voice that is heard and respected, we believe, based on discussions and feedback from key stakeholders, that Florida Impact to End Hunger needs to do a better job of communicating what we do and who we are. We need to be recognized as the state expert in our field if we are to be successful in our advocacy. One minor step in this direction can already be seen. We have added to our name and are now Florida Impact to End Hunger. Legislators, state and federal agencies administering federal nutrition programs, Florida United Way, Feeding Florida, Chambers of Commerce, Faith Based Congregations, Foundations, State and Federal Hunger non-profit partners, the media, and our community constituents will all be considered in our communication plan that we will develop to inform our strategy. We will continue to publish white papers and position materials on our subject areas as well as develop a more robust social media presence.



GOAL 5: BUILD ORGANIZATIONAL CAPACITY TO ACHIEVE STRATEGIC GOALS

Objectives

1. Build staff capacity to serve as subject matter experts on federal nutrition programs and their best practice implementation.
2. Increase board capacity to support FITEH's advocacy and fundraising efforts.
3. Improve operational efficiency by streamlining administrative processes.

Summary of Key Strategies

Programmatic goals are dependent on the organization's capacity for carrying out those goals. This goal supports all the others. It requires the commitment of both board and staff. During the planning process the board recognized the importance of their role in a successful strategy and accepted responsibility for assessing and developing a strong board to support advocacy and fundraising. Staff has committed to a more robust and documented training plan, as well as the addition of a new executive position of Director of Advocacy and Communication.



End Note

If you are new to our organization, please visit us at WWW.FLORIDAIMPACT.ORG to learn more about Florida Impact to End Hunger's history and current projects. This brochure represents a summary of our strategic planning process, which lasted over a six-month period. A more detailed internal report will guide the development of our annual organizational plan including the creation of a new resource development document. Please contact me directly at TNOVICKI@FLIMPACT if you are interested in supporting our mission and would like to know more about our plans.

Trudy Novicki
CEO & President





Learn More at
WWW.FLORIDAIMPACT.ORG



FLORIDA IMPACT