STRATEGY
OVERVIEW

SPRING 2022
OUR FOUNDATIONS
**OUR VISION, MISSION, VALUES**

**Our Vision:**
We envision a healthy and thriving Maine with plentiful food for all.

**Our Mission:**
We work to end child hunger in Maine by partnering with schools and communities to create sustainable systems change through investment and advocacy.

**Our Values:**
- Trust-based relationships
- Collaborative problem solving
- Commitment to learn and adapt
- Practical, results-driven solutions
- Transformative outcomes that center equity
OUR DEIJ COMMITMENTS

**Diversity:**
We believe that the best solutions come from those most impacted by the systems we’re working to change. We value, and aspire to represent, diverse identities, perspectives, and lived and/or living experience in our staff, board, and partners, as our work is strengthened by representation from communities who have been historically and systematically oppressed.

**Equity:**
We prioritize communities most affected by injustice and we tailor our solutions to meet their unique needs. Historically oppressed groups (via racism, classism, and other methods of systemic oppression) experience child hunger at disproportionate rates and we work to allocate our time, resources, and advocacy efforts accordingly.

**Inclusion:**
We strive to create spaces that are welcoming and accessible to all, and that foster genuine collaboration and power-sharing. We aim to center and lift up the voices of those with lived and/or living experience with food insecurity and invite and include diverse voices into our decision-making processes.

**Justice:**
We envision a future where the work of Full Plates is obsolete. To make this future a reality, we give resources and power to communities currently experiencing food insecurity, and we advocate for lasting systems change to create a more just and equitable food system that meets the needs of all Maine kids.
DEFINING OUR PLACE IN THE ECOSYSTEM
End child food insecurity

Prevent food insecurity

Addressing root causes (economic stability, housing, healthcare, equity efforts, etc.)

Maximize Child Nutrition Programs

Providers have the buy-in, knowledge, skills and resources to effectively deliver meals

Kids know about meals, want them, and can access them

EBT, SNAP, WIC

“Treat” food insecurity

End child food insecurity

Data & thought leadership

Vision

Mission

Strengthening ecosystems

Advocacy

Programmatic supports

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STRATEGIC APPROACH & FY 2022-23 PRIORITIES
We advance legislation related to four key Child Nutrition Programs that addresses partner and community priorities.

We address barriers to ensure effective implementation of Child Nutrition Programs through technical and financial support.

We collect, interpret, and disseminate data and information to increase awareness and understanding of current trends and best practices.

We foster connections, strategic alignment, and shared resources to support collective anti-hunger efforts & create sustainable food systems.

We cultivate deep community partnerships to inform and support all that we do.
## 2022-23 STRATEGIC PRIORITIES

<table>
<thead>
<tr>
<th>STRATEGIC APPROACH</th>
<th>ADVOCACY</th>
<th>PROGRAM SUPPORTS</th>
<th>DATA &amp; THOUGHT LEADERSHIP</th>
<th>STRENGTHENING ECOSYSTEMS</th>
<th>INTERNAL OPERATIONS</th>
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</thead>
<tbody>
<tr>
<td>We advance legislation related to Child Nutrition Programs that addresses partner and community priorities.</td>
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<td>We collect, interpret and disseminate data and information to increase awareness and understanding of current trends and best practices.</td>
<td>We foster connections, strategic alignment and shared resources to support collective anti-hunger efforts.</td>
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<td><strong>2022-23 KEY INTENDED OUTCOMES</strong></td>
<td>• State and federal legislation passed and policies adopted that continue to breakdown CNP barriers</td>
<td>• Increases in Breakfast After the Bell, Afterschool Meals, and Local Food Fund program adoption and participation</td>
<td>• Clarified strategy for where, when, and how we support the broader anti-hunger landscape through data &amp; thought leadership and other efforts</td>
<td>We strive to maximize our programmatic impact through efficient and intentional operational planning and execution.</td>
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<td>• Clarified strategy related to our role in public awareness and grassroots advocacy efforts</td>
<td>• Data-informed approach to future advocacy, grantmaking and technical assistance efforts</td>
<td>• Published analysis of current state of child hunger in Maine</td>
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<td><strong>2022-23 KEY ACTIONS</strong></td>
<td>• Grant out a minimum of $625K to support: Breakfast After the Bell &amp; Afterschool Meals implementation</td>
<td>• Conduct a comprehensive data analysis of child hunger in Maine, to:</td>
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<td>• Develop state and federal policy agendas, proactively considering implementation needs</td>
<td>John T Woods Innovation Fund projects</td>
<td>• Identify existing gaps in child nutrition program delivery</td>
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<td>• Lead state advocacy efforts</td>
<td>JMG student-led projects</td>
<td>• Identify data gaps in understanding child hunger</td>
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<td>• Strengthen and expand grassroots and public awareness efforts and capacity</td>
<td>Increasing access to Summer Meals</td>
<td>• Leverage partnerships to understand and fill data gaps</td>
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<td>• Relaunch and expand coalition to support and inform our work</td>
<td>Provide technical implementation assistance to DOE and providers focused on:</td>
<td>• Publish and publicize analysis</td>
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<td>• Leadership Council</td>
<td>Adoption of key best practices</td>
<td>• Invest time and capacity in relationship building and maintenance with a focus on impacted communities</td>
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<td>• Policy Committee</td>
<td>Supporting new program operators</td>
<td>• Clearly articulate how our work fits into broader efforts (eg. Ending Hunger by 2030)</td>
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<td>• Implementation Committee</td>
<td>Public awareness supporting completion of meal benefit apps</td>
<td>• Identify concrete opportunities to actively share our knowledge, expertise, and power for the good of the broader ecosystem</td>
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<td>• Strengthen key legislator and state agency relationships</td>
<td>Maximizing CEP/Prov. 2 participation</td>
<td>• Support development of Maine Food Advocacy Alliance</td>
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<td><strong>Highlighted actions represent new and/or significantly expanded efforts or projects</strong></td>
<td>Strengthen key provider relationships</td>
<td>• Strengthen data collection and analytics capacity</td>
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<td>• Identify mission-level metrics and develop key performance indicators for each program pillar</td>
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<td>• Strengthen and simplify our storytelling and external communications strategy</td>
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<td></td>
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<td>• Update website and branding to reflect strategy and storytelling</td>
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<td></td>
<td>• Maintain strong culture and competitive compensation and benefits</td>
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<td>• Improve individual donor engagement and retention</td>
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<td>• Relaunch and expand FEED KIDS model to assess future potential</td>
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<td>• Codify key organizational policies and practices and record and retain key institutional knowledge</td>
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<td>• Strengthen and expand Board of Directors</td>
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