



# STRATEGY OVERVIEW

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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 DEI 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.

## 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.

## Equity:

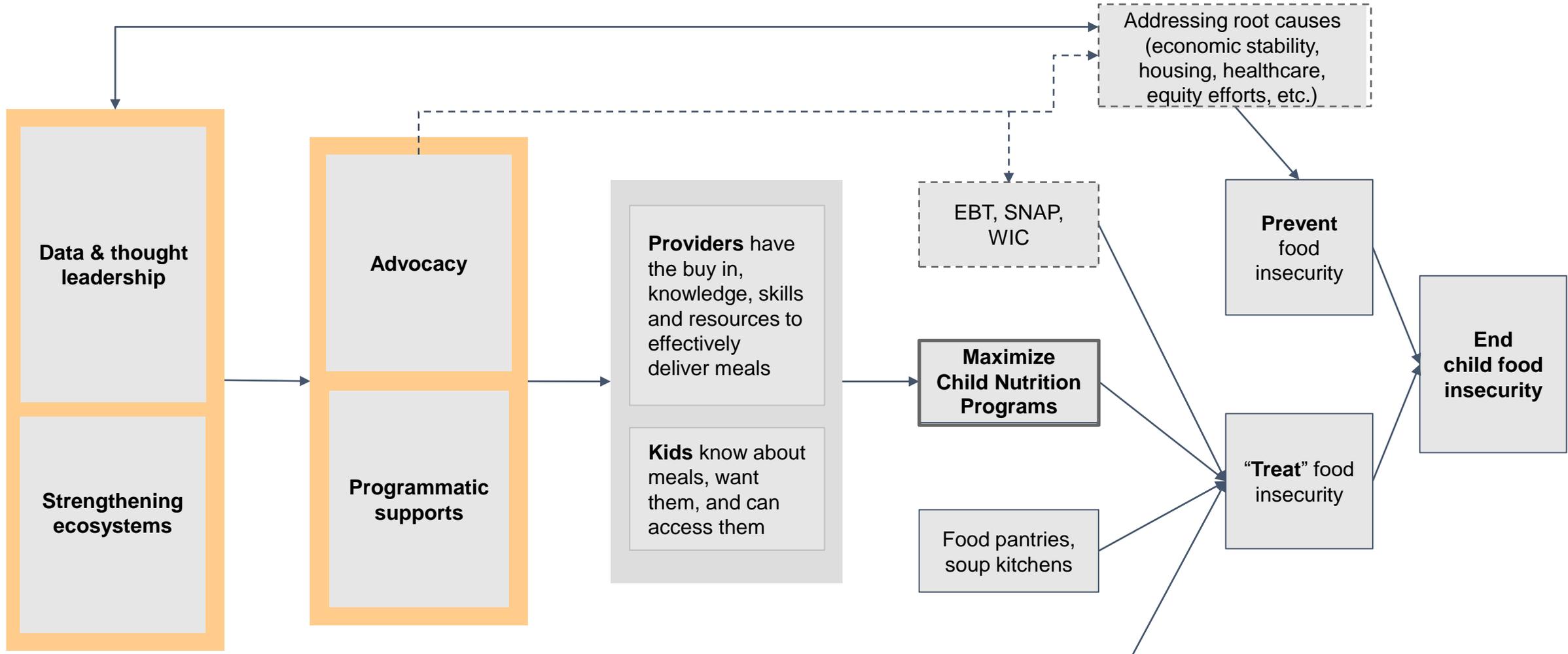
We prioritize communities most affected by injustice and we tailor our solutions to meet their unique needs. Historically oppressed groups (via racism, classism, and other methods of systemic oppression) experience child hunger at disproportionate rates and we work to allocate our time, resources, and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

## 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We envision a future where the work of Full Plates is obsolete.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





# STRATEGIC APPROACH & FY 2022-23 PRIORITIES



# PROGRAM PILLARS



## ADVOCACY

*We advance legislation related to four key Child Nutrition Programs that addresses partner and community priorities.*



## PROGRAMMATIC SUPPORTS

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



## DATA & THOUGHT LEADERSHIP

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



## STRENGTHENING ANTI-HUNGER ECOSYSTEMS

*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

		PROGRAM PILLARS				INTERNAL OPERATIONS
		ADVOCACY	PROGRAM SUPPORTS	DATA & THOUGHT LEADERSHIP	STRENGTHENING ECOSYSTEMS	
STRATEGIC APPROACH		<i>We advance legislation related to Child Nutrition Programs that addresses partner and community priorities.</i>	<i>We address barriers to ensure effective implementation of Child Nutrition Programs through technical and financial support.</i>	<i>We collect, interpret and disseminate data and information to increase awareness and understanding of current trends and best practices.</i>	<i>We foster connections, strategic alignment and shared resources to support collective anti-hunger efforts.</i>	<i>We strive to maximize our programmatic impact through efficient and intentional operational planning and execution.</i>
2022-23 KEY INTENDED OUTCOMES		<ul style="list-style-type: none"> <li>State and federal legislation passed and policies adopted that continue to breakdown CNP barriers</li> <li>Clarified strategy related to our role in public awareness and grassroots advocacy efforts</li> </ul>	<ul style="list-style-type: none"> <li>Increases in Breakfast After the Bell, Afterschool Meals, and Local Food Fund program adoption and participation</li> <li>Increases in CEP/Provision 2 adoption and meal benefit application completion to maximize federal reimbursements and ease adoption of school meals for all</li> </ul>	<ul style="list-style-type: none"> <li>Data-informed approach to future advocacy, grantmaking and technical assistance efforts</li> <li>Published analysis of current state of child hunger in Maine</li> </ul>	<ul style="list-style-type: none"> <li>Clarified strategy for where, when, and how we support the broader anti-hunger landscape through data &amp; thought leadership and other efforts</li> <li>Maine Food Advocacy Alliance successfully launched</li> </ul>	<ul style="list-style-type: none"> <li>Defined set of organizational metrics and key performance indicators to assess impact</li> <li>Updated branding that reflects strategy and utilizes compelling and simplified storytelling</li> <li>Optimized funding model with a focus on multi-year sustainability and maintaining 6-9 months unrestricted cash reserve</li> <li>Stable staffing and operating plan for 2023-24 and beyond that clearly maps to strategy</li> </ul>
2022-23 KEY ACTIONS		<ul style="list-style-type: none"> <li>Develop state and federal policy agendas, proactively considering implementation needs</li> <li>Lead state advocacy efforts</li> <li>Strengthen and expand grassroots and public awareness efforts and capacity</li> <li>Relaunch and expand coalition to support and inform our work               <ul style="list-style-type: none"> <li>Leadership Council</li> <li>Policy Committee</li> <li>Implementation Committee</li> </ul> </li> <li>Strengthen key legislator and state agency relationships</li> </ul>	<ul style="list-style-type: none"> <li>Grant out a minimum of \$625K to support:               <ul style="list-style-type: none"> <li>Breakfast After the Bell &amp; Afterschool Meals implementation</li> <li>John T Woods Innovation Fund projects</li> <li>JMG student-led projects</li> <li>Increasing access to Summer Meals</li> </ul> </li> <li>Provide technical implementation assistance to DOE and providers focused on:               <ul style="list-style-type: none"> <li>Adoption of key best practices</li> <li>Supporting new program operators</li> <li>Public awareness supporting completion of meal benefit apps</li> <li>Maximizing CEP/Prov. 2 participation</li> </ul> </li> <li>Strengthen key provider relationships</li> </ul>	<ul style="list-style-type: none"> <li>Conduct a comprehensive data analysis of child hunger in Maine, to:               <ul style="list-style-type: none"> <li>Identify existing gaps in child nutrition program delivery</li> <li>Identify data gaps in understanding child hunger</li> </ul> </li> <li>Leverage partnerships to understand and fill data gaps</li> <li>Publish and publicize analysis</li> </ul>	<ul style="list-style-type: none"> <li>Invest time and capacity in relationship building and maintenance with a focus on impacted communities</li> <li>Clearly articulate how our work fits into broader efforts (eg. Ending Hunger by 2030)</li> <li>Identify concrete opportunities to actively share our knowledge, expertise, and power for the good of the broader ecosystem</li> <li>Support development of Maine Food Advocacy Alliance</li> </ul>	<ul style="list-style-type: none"> <li>Strengthen data collection and analytics capacity</li> <li>Identify mission-level metrics and develop key performance indicators for each program pillar</li> <li>Strengthen and simplify our storytelling and external communications strategy</li> <li>Update website and branding to reflect strategy and storytelling</li> <li>Maintain strong culture and competitive compensation and benefits</li> <li>Improve individual donor engagement and retention</li> <li>Relaunch and expand FEED KIDS model to assess future potential</li> <li>Codify key organizational policies and practices and record and retain key institutional knowledge</li> <li>Strengthen and expand Board of Directors</li> </ul>

**Highlighted actions represent new and/or significantly expanded efforts or projects**