

Strategic Plan **2017-2019**



California  
Food Policy  
Advocates

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**We see ourselves** as agents of change in our policy efforts to improve the health and well-being of low-income Californians. But as we try to make change in the world, we must be open to change ourselves.

In that spirit, our board and staff spent many months developing a strategic plan to grow, to adapt, and to lead over the next three years. This document is a visual summary of that effort.

We listened. We learned. We asked ourselves “the big questions.” We developed tools: You will see here the strategy screen that will guide CPFA’s changes in the coming years.

Amidst all of these expected changes, know that our commitment to fighting hunger, poor nutrition, and their root causes is unwavering. With your help and the strength of our strategic vision, we move forward with confidence.

## Our Mission

Our mission articulates the organizational identity of California Food Policy Advocates (CFPA) and serves to guide all that we do. With great confidence, we affirm that:

**CFPA is a statewide policy and advocacy organization dedicated to improving the health and well-being of low-income Californians by increasing their access to nutritious, affordable food.**

## Our Process

### Strategy Team formed

3 board members, 3 staff members, and a consultant were tasked with gathering information, analyzing input, and developing recommendations.

### Internal input gathered

Board and staff were interviewed using a series of key questions to assess CFPA's current status and long-term vision.

### External perspectives gathered

External stakeholders were asked for their thoughts on CFPA's strengths and challenges, our value to partners, the impact of our current strategies, and the potential impact of new strategies.

### Plan drafted, reviewed and published

A series of drafts was reviewed by board and staff. An internal accountability document was approved by the board. This public-facing document was published.



## Key Questions

- > What is our purpose?
- > What are our strengths?
- > What is our current impact?
- > Who are our peers and competitors?
- > What opportunities lie ahead?
- > What is needed to harness these opportunities?
- > What future barriers do we face?
- > What is needed to overcome these barriers?
- > What are the current trends affecting CFPA?
- > How is the board effective in supporting CFPA?
- > How can the board be more effective?

## What We Learned

### Policy Advocacy

→ We are known for evidence-based policy advocacy and stakeholders encourage us to continue in that vein.

### Expertise

→ We are recognized for our expertise in nutrition policy and the federal nutrition programs—and these contributions are considered very valuable.

### Growth

→ We are encouraged to better serve our core mission by linking food security and nutrition to other movements—and to advance other movements through improved food security and nutrition.

### Communications

→ We must improve our capacity to communicate about problems facing low-income Californians, related policy solutions, and the value of advocacy.

### Values

→ We should pursue efforts to explicitly advance equity and diversity with respect to factors such as race, ethnicity, and socio-economic status.

### Funding

→ We need flexible funding to nimbly and effectively respond to advocacy opportunities and threats.

## Overarching Strategy

Drawing on our core understanding that there are many social, political, and economic determinants of poverty, food insecurity, and poor health, CFPA will employ a variety of policy advocacy strategies to fulfill our mission.

## Programmatic Priorities

Poverty, food insecurity, and poor health inflict serious, persistent harm on Californians.



Millions of **young children** in California miss out on the basic resources required for optimal growth and development.



Many **Californians** work hard contributing to one of the world's strongest economies and still struggle to provide for themselves and their families.



Millions of California's **school-age children** do not have the food or other resources they need to achieve at their fullest potential. Scores of our state's most vulnerable residents, including **seniors, immigrants, veterans, and people with disabilities**, are unable to make ends meet.

CFPA commits to improving the lives of low-income Californians by righting these inequities. We will lead nutrition and anti-hunger efforts while aligning our work with movements advancing other measures of social justice.

# Planning for Success

Not every strategy is right for CFPA. To maximize our chances of success, we will use a newly developed strategy screen to make programmatic decisions.



## Impact

Will this strategy...

...clearly advance our mission?

...relate to or enhance our current work?

...advance our equity goals?

Is the anticipated outcome worthwhile?



## Feasibility

What are our chances of success?

Do we have the right timing?

Is this the right political climate?

How will this affect new and existing relationships?



## Fit

Are we the right organization to take this on?

Will this strategy strengthen our organization and brand?

Does this strategy make fiscal sense for CFPA?

# Closing the Gaps

We recognize the substantial, measurable gaps that exist between millions of Californians and the food they need to lead healthy, productive lives.

We are committed to closing these gaps by optimizing federal nutrition programs—and advancing policies that otherwise improve food security for low-income Californians.



## Young Children

Many low-income children in California lack access to affordable child care programs.

Even among those children enrolled in affordable programs, many are not guaranteed access to nutritious food while in care.



## School-age Children

School meal programs fail to reach millions of low-income children in California.

Low-income students enrolled in charter schools are not guaranteed equitable access to nutritious, affordable school meals.

During the summer months, more than 1.5 million low-income children who benefit from nutritious, affordable school meals during the school year are not served by federally funded meal programs.



## Adults, Seniors & Families

Thirty-four percent of eligible Californians do not benefit from CalFresh, which helps alleviate poverty and put food on the table for children, families, adults, and seniors.

# Improving Communications

*Effectively communicating with key audiences, such as policymakers, funders, fellow advocates, and potential and current allies, is a top priority for CFPA.*



## Tell the story

We will share stories that illustrate the human faces of the policy issues for which CFPA advocates.

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We will embrace user-friendly techniques to clearly present complex concepts and critical information.

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We will educate key audiences about the value and sustainability of policy advocacy.

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## Share the research

We will ensure that our published products are readily accessible to support the advocacy efforts of partners across the state.



## Invest in quality

We will invest in building in-house communication tools and utilizing outside expertise to optimize the impact of our communications.



# Advancing Equity and Diversity

*Looking inward and outward, CFPA commits to advancing equity and diversity.*



## External

We will integrate our equity priorities into programmatic decision making from the development of policy agendas to the pursuit of grant funds.

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## Internal

We will foster the recruitment and success of a diverse board and staff.

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We will prioritize cultural competence and an understanding of the inequities that affect health, well-being, and food security.

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## Central

We will establish a CFPA definition of equity, using that definition to articulate equity-centered core values and priorities.

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Our equity priorities will be purposefully represented in all aspects of CFPA's structure and function.

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## Fund Development

We hope to continue to maintain and expand the valuable project support which fuels so much of our work. In addition, we will vigorously pursue general operating support to nimbly respond to new policy opportunities and threats.

### Educating Our Network

We will educate individuals about the power and benefits of advocacy.



### Engaging Our Network

We will provide our network with opportunities to advocate and donate.



### Building Our Network

We will explore strategic partnerships for collaborative fundraising efforts.





# California Food Policy Advocates

Food insecurity exists in all 58 counties in California, but so do solutions. No matter where you are in the state, we are only a click away.

**Stay current online:**

[www.cfpa.net](http://www.cfpa.net)

**Find our advocates:**

[www.cfpa.net/  
contact-us](http://www.cfpa.net/contact-us)

**Support our work:**

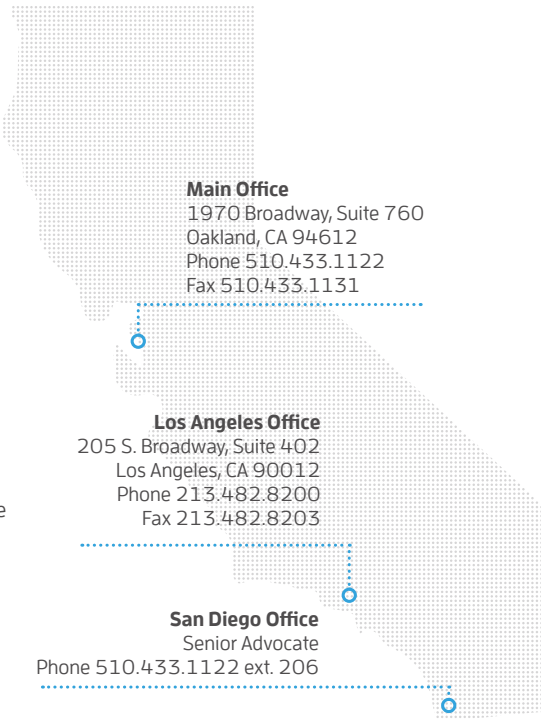
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