Northwest Harvest’s Strategic Framework

November 2019
1 in 10 people in Washington do not get enough food to meet their basic nutritional needs.

1 in 6 children in our state lives in a home that struggles to put enough food on the table.
Northwest Harvest’s vision is 

ENDING HUNGER IN WASHINGTON

To get there, we must focus 
our efforts on ending practices 
that widen opportunity gaps—
while building a better food 
system for all of us
Northwest Harvest is focused on changing the conversation on solving hunger here at home—from a model based on charity to one rooted in Social Justice.
In addition to making sure that those who suffer from hunger can access nutritious food, **WE AIM TO SHIFT PUBLIC OPINION**, as well as impact institutional policies and societal practices that perpetuate hunger and poverty in our state.
To best achieve this, we must cease being merely a Hunger Relief agency—and begin our journey as a **FOOD JUSTICE ORGANIZATION**
Our contribution to the Food Justice movement is focused on...
EQUITABLE ACCESS TO NUTRITIOUS FOOD FOR ALL IN WASHINGTON
Northwest Harvest has a bold new goal of cutting Washington state’s hunger rates in half in the next decade.
We aim to cut Washington’s hunger rates in half – to 1 in 16 by the year 2028

When we started this 10-year initiative in 2018, rates were 1 in 8.

We are now at 1 in 10.

Progress is being made!
To make this goal a reality, Northwest Harvest has developed a Theory of Change.
WE BELIEVE THAT...
IF PEOPLE...

WHO ARE AT-RISK OF HUNGER CAN...

ACCESS NUTRITIOUS FOOD
A BROAD SET OF ACTORS CAN BE MOBILIZED TO ADDRESS THE ISSUES THAT CAUSE HUNGER
INVESTMENTS ARE CHANNELED TO

SCALABLE, EFFECTIVE, HUNGER-FIGHTING INITIATIVES

THEN WE CAN...
CUT HUNGER RATES IN HALF BY 2028
Since hunger is felt disproportionately by our neighbors—initial efforts will place particular focus on **people of color** and those living in **rural areas** of our state.
To best execute this, we have channeled our operations plan through **FIVE IDENTIFIED STRATEGIES**

- **Access**
- **Distribution**
- **Public Policy**
- **Advancing a Movement**
- **Accelerating Ideas**
Through innovative networks, we ignite communities and implement strategies that end hunger

Ensure innovative and cost-effective solutions to equitable procurement and delivery of food

Build political will to end hunger in Washington

Grow agency’s brand awareness to inspire greater community action

Design, test, and scale innovative, breakthrough programs to cut hunger in half
These five strategies have not been designed as silos—each works in harmony and aligns with others.
Each strategy has a series of objectives and desired outcomes.

Progress toward each objective is owned and monitored by the strategy lead.

Each objective will be tracked and evaluated using the following measurements:

- Indicators
- Targets
- Activities to Support
- Person(s)/Agency(s)/Partner(s) involved
- Timelines and Completion Dates
As a believer in the dignity of everyone, Northwest Harvest is moving away from measuring our success by the number of pounds of food we distribute.
Instead, we will begin to gauge our success on the **IMPACT WE MAKE** in the communities we serve
This model and set of strategies isn’t constructed to be an outline for what *Northwest Harvest will do*—rather they state what **must be done by all**
As we build on our plan, we will become a platform where allies and community leaders of all kinds come together with a basic common goal of **providing food today**...
...AND ELIMINATING HUNGER TOMORROW
Northwest Harvest’s Statement of Beliefs

▪ We believe that access to food is a basic human right and central to achieving social justice

▪ We believe that hunger transcends political ideology

▪ We believe those that experience hunger must be part of the solution to solving hunger

▪ We believe that systemic inequalities such as racism and poverty are the root causes of hunger and not the fault of any individual

▪ We believe that communities thrive when all of us have our basic needs met

▪ We believe that to end hunger in our communities we must come together across our differences, embrace diversity, and engage in collective action
Strategy Committee:

Thomas Reynolds, Chief Executive Officer
James Gibbs, Chief of Staff
Jenn Tennent, Director of Hunger Response Network
Christina Wong, Director of Public Policy & Advocacy
Laura Hamilton, Director of Development
Jordan Rubin, Director of Communications
Carmen D’Arcangelo, Director of Strategic Talent & Organizational Development

Theory of Change Graphics:

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