



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

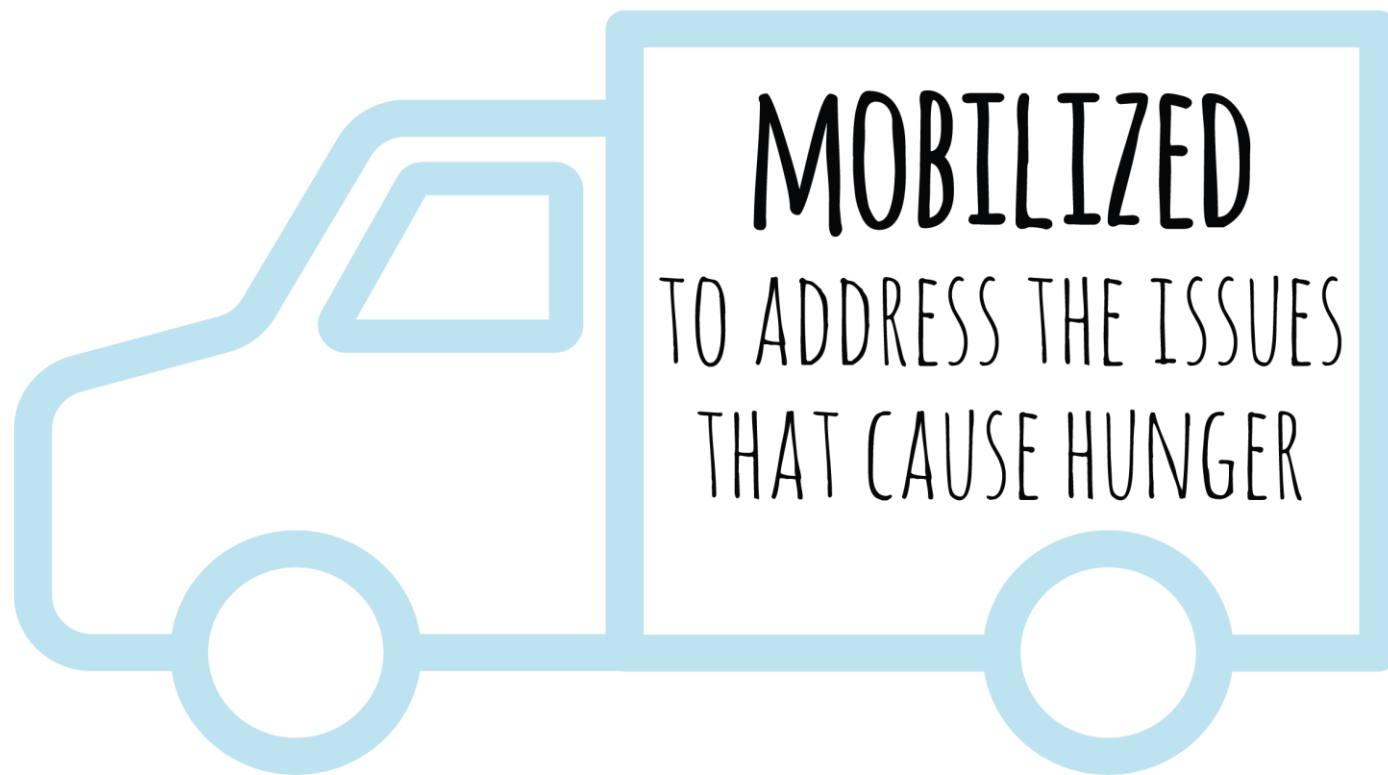
WE BELIEVE THAT...

IF PEOPLE...

WHO ARE AT-RISK OF HUNGER CAN...



A BROAD SET OF ACTORS CAN BE



INVESTMENTS ARE CHANNELED TO



SCALABLE, EFFECTIVE,
HUNGER-FIGHTING
INITIATIVES





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







THE FIVE STRATEGIES

ACCESS



Through innovative networks, we ignite communities and implement strategies that end hunger

DISTRIBUTION



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

PUBLIC
POLICY



Build political will to end hunger in Washington

ADVANCING A
MOVEMENT



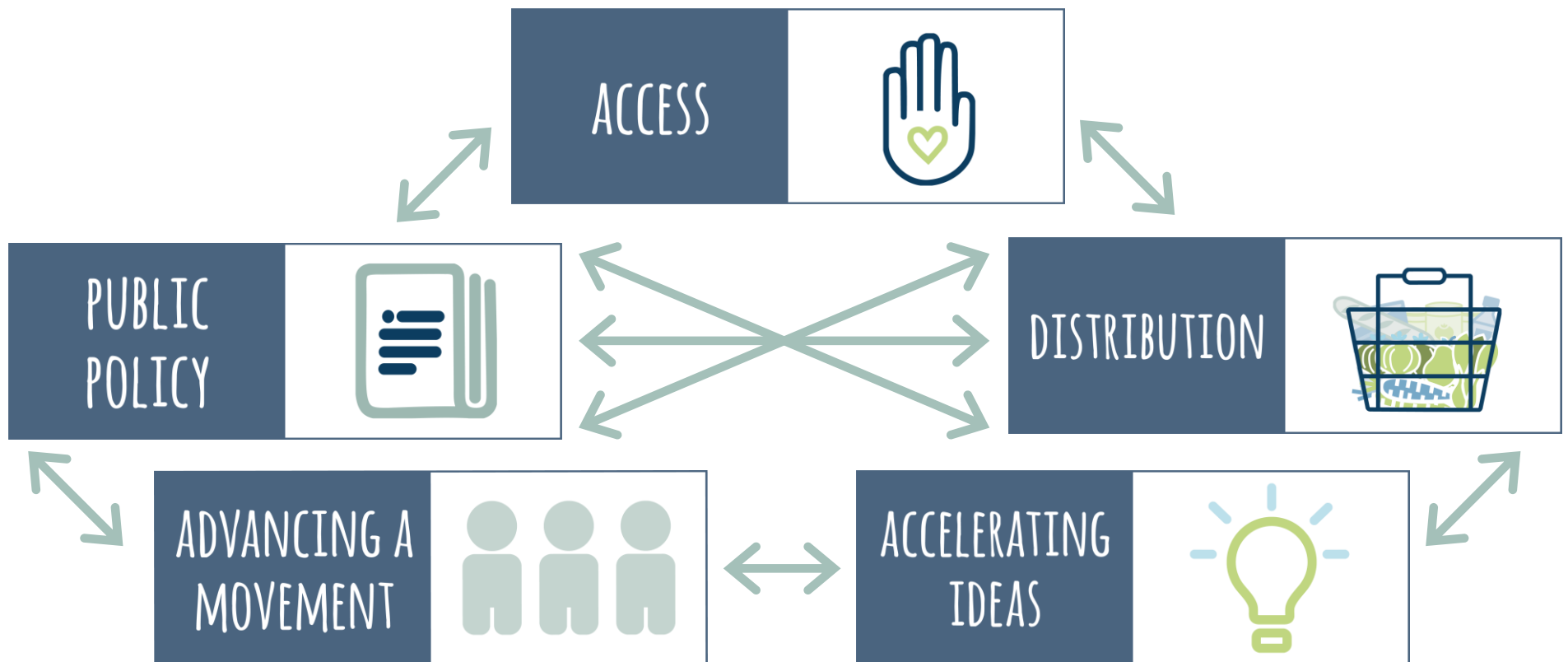
Grow agency's brand awareness to inspire greater community action

ACCELERATING
IDEAS



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



ACCESS



Each strategy has a series of objectives and desired outcomes

DISTRIBUTION



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

PUBLIC
POLICY



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

ADVANCING A
MOVEMENT



- Indicators
- Targets
- Activities to Support
- Person(s)/Agency(s)/Partner(s) involved
- Timelines and Completion Dates

ACCELERATING
IDEAS





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:

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