

# A blueprint for the Blueprint

## Crafting a Dynamic Toolkit for Collaborative Change in Oklahoma



## Congressional Hunger Center



Nick Battles | 29th Class of Bill Emerson National Hunger Fellows | Hunger Free  
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The numerous documents included within this toolkit establish the groundwork that will underpin a multi-year process to bring a statewide, multi-sector, long-term, cohesive, and collaborative anti-hunger project to fruition. Hunger Free Oklahoma (HFO) would serve as a backbone organization. Its goals are clear: identify and implement systemic solutions to end hunger in Oklahoma. This compilation provides a clear look, via internal and external input, at the purpose, challenges, opportunities, and next steps for HFO in this significant endeavor.

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# Tanzil Agha and Adil Khan – Project Consultation

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## Summary of a Conversation with Tanzil Agha and Adil Khan, Tulsa Residents with Living Expertise on Hunger and Poverty

Note: the abbreviation of “LE” is used to represent the various forms of lived/living experience/expertise.

Note: while the vast majority of summary below can be attributed to the interviewee(s), some content has been edited for clarity or paraphrased with additional thought, including the synopsis.

**Synopsis:** Adil, a former candidate for Tulsa City Council and long-time Okie with a bachelor’s degree in cybersecurity, comprehends fully the value of having elected officials in-tune with the problems, prosperity, and potential of the places they represent. Tanzil, a former doctor, gynecologist, UNHCR translator, and NGO consultant, having lived in Oklahoma for more than two decades, understands more than most what the people of the state need to survive and thrive as human beings. Two major themes in their remarks are the need for sustainability of progress and collaboration amongst all actors engaged in anti-hunger and anti-poverty work. They share the most valuable perspectives as people imbedded in their community, its challenges, its assets, and its residents who survive hunger and poverty. They are not naïve of the challenges, but rightfully recognize the possibility of ending hunger as we know it, if only there was the proper political will.

### Project Goals

- Sustainability of a project’s outcomes has to be prioritized. There tend to be a plethora of short-term projects that fall short of ending hunger because 3, 4, 5-year projects are not made to last.
- There appears to be no concerted effort in the U.S. to solve the multifaceted issue of hunger. Everyone is doing their own thing. Without everyone on the same page, holistic impact is minimal (e.g., food banks, churches are helping in their own way without a joint or cooperative impact).
  - o Something missing in East Tulsa is a communal place in which numerous resources can be accessed at once — a building where those who are inquiring about unemployment insurance can be screened for food insecurity or other ailments and get signed up for SNAP; a setting where seniors in the community can find Medicare support and birthing adults can find out if they qualify for WIC. Who will invest in this cross-cutting community resource and when?

- Any goal that's agreed to should be long-term and realistic, or attainable. Avoid funding sources that are not supportive of a long-term vision. Sustainable funding based on a human timeline is needed to support something that yields self-sufficiency in the long run. A top-down approach should be limited.
- You can have a policy or project in theory, but the implementation is the true challenge. Understanding the ground-level implications and needs to ensure systems-based and sustainable community change is vital.

#### Collaborators

- Emphasis should be placed upon community-based, local residents. Community leaders and those who have had some experience of poverty and hunger are those who can understand the problems and solutions the most. Decision-makers with the power to enact policy should be involved, as they should be visiting the constituents and districts they represent and serve.
- Should agree upon values that uphold a dedication to solving the challenges at hand and uphold the people within an area of resilience as worthy of investment, time, and energy.
- There should be a ceaseless commitment to asking oneself: a) What are the problems that cause hunger? And B) Which of these have we minimized?
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#### Challenges

- Dealing with the politicians and decision-makers
  - o Suggestion to facilitate field visits/trips within the community for decision-makers
- Keeping regional or national politics out of local politics — keep local issues paramount
- It takes time to build a team of collaborators. Teams often go through storming, norming, etc. stages and it is important to expect that and be prepared to keep moving through it.

#### The Issue

- Hunger has long been an issue in the US. Throughout the 20<sup>th</sup> century, and so clearly in the 21<sup>st</sup> century, the problem remains. It would be important for Blueprint collaborators to look at the gaps in policy, wellbeing, and livelihood to orient themselves with the reasons why the wicked problem of hunger has not yet been conquered. It is impeding the progress of the whole country via micro and macro impacts. Among all the most important requisites for student success, food comes out ahead of them all. Additional difficulties that arise from food and nutrition insecurity would be mitigated if hunger was tackled appropriately.

- Public interest is lower than would be anticipated for a problem as central to wellbeing as this one. It takes creative storytelling, like artwork or PBS “stories from the state,” to galvanize the attention required of movement on the policy level.
- There is not one person or entity leading the charge against food insecurity and that needs to change. The potential power of having a state cabinet official, city appointee or local leader (equipped with a Blueprint and its collaborators) whose sole purpose is to work for those with LE of hunger and poverty is pronounced.

# Doug McDurham (he/him) – Project Consultation

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## Summary of a Conversation with Doug McDurham, Director of Strategic Advancement at Hunger Free Oklahoma

Note: the abbreviation of “LE” is used to represent the various forms of lived/living experience/expertise.

Note: while the vast majority of summary below can be attributed to the interviewee(s), some content has been edited for clarity or paraphrased with additional thought, including the synopsis.

**Synopsis:** With experience helping to craft an assessment of food insecurity and resources in Oklahoma and plenty of knowledge on the need for collaborative work to end systemic challenges like hunger, Doug provided foundational insight into the potential structure and framing of the Blueprint to End Hunger in Oklahoma. From a backbone organization, to three major categories of involvement, the potential roles for those who could be involved in the work of this coalition-style project were presented thoughtfully. Level setting expectations and understanding different degrees of contribution are visible as a through line in this consultation.

### Collective Impact Work

- When considering how best to invite other organizations and groups into the fold of this collaborative work, it can be important to have a good degree of familiarity with collective impact research literature.
  - o Crucial in this dynamic is a backbone organization that chairs the group’s efforts. To start, Hunger Free Oklahoma would be the backbone organization in the case of the proposed Blueprint to End Hunger in Oklahoma. At a certain point, shared leadership might be the preferred form of backbone accountability, in which rotating “chairs” keep the group engaged and on the right track.
    - Backbone organizations are important in the instances of staff departures from key organizational partners, taking and housing meeting minutes, and being a resource for those involved to go to with questions.
      - A servant leadership model should be in place (i.e., the backbone organization or chair is not “in charge”).
- Framing the Work and Organizing the Group
  - o In any outline of work to be accomplished by a collaborative, multi-stakeholder group dedicated to an anti-hunger mission, there should be different goals for different programs. Meeting one of these goals, for example, would fill a gap between the number of people who are eligible for a benefit program and the number of people who are actually participating in the same benefit program.

- o Identifying working groups or committees for different goals could be fundamentally important to making measurable progress.
  - It is critical to consider who, of all those involved in the Blueprint, would be most practically aligned with the work required to achieve progress in each particular group or committee. It could be necessary to ask, “Are they genuinely going to be good workers?” Key to answering this question is securing a clear view of how much an implementer can contribute.
    - “A room of do-gooders with a plan, but without commitment and ability to do the things in the plan is doomed.” If an organization is not helping to implement or do a part, then they’re simply advisors.
- o Where do different organizations and individuals fit in? To some degree, those who will be involved can be summed up by three essential groups: Advisors, Implementers, and Decision-makers. Rather than the backbone organization (i.e., Hunger Free Oklahoma) deciding who fits into which category, it would be wise to start with a core group that uses developed guidance to consider other advisors and implementers.
  - **Advisors** – There is immense value in hearing from all community collaborators and contributors. Those who could make up this category of Blueprint participants would not necessarily be less committed to the cause but might have less to contribute in terms of resources, staff, or implementation action. Input from a variety of sectors and actors within the food and nutrition system is the purpose of an advisory group. Their contributions might not extend beyond offering insight and advice and that should be respected and considered valuable.
  - **Implementers** – These are key organizations that have a role to play in implementing agreed-upon solutions and contribute resources to the cause (e.g., Tribal Nations, established anti-hunger organizations). They listen to an entire spectrum of input from advisors and decision-makers and have a level of accountability to both ends of the spectrum. It is important to set clear expectations for everyone involved, especially community members, that implementers are not decision-makers. Similarly, making it clear that the Blueprint is not a way for Hunger Free Organization to force other entities to share power.
  - **Decision-makers** – This group should be kept small. They are not implementers. Rather, these are the actors have considerable power to enact programmatic or policy changes (e.g., leaders at Oklahoma state agencies). An ongoing structure that brings different state agencies together for optimal impact is suggested. Organizational actions at the implementer level can often only happen with the support and direction of decision-makers. This group is not always the most diverse or inclusive

of identities and experiences that need to be heard. An effective Blueprint would help facilitate a solution to that shortsightedness.

# Leslie Young (she/her) – Project Consultation

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## Summary of a Conversation with Leslie Young, a Senior Program Manager at Hunger Free Oklahoma | Double Up Oklahoma

Note: while the vast majority of summary below can be attributed to the interviewee(s), some content has been edited for clarity or paraphrased with additional thought, including the synopsis.

**Synopsis:** There is no shortage of potential partners that could be helpful in the advisory or implementor capacity of the Blueprint. The consumer-facing entities like grocery stores (especially those that partner with HFO on DUO) and farmers markets present opportunity. However, the abundance of organizational partners could also affect how much time and effort is required to educate, onboard, and keep their staff or representative to the Blueprint engaged through turnover, transitions, and change.

### Project Partners

- Oasis Grocery Store
  - o Connecting customers to other resources
- Farmers Markets Vendors and Farmers
  - o Lawton Farmers Market, for example
  - o These places could be partners in the implementation of project goals
  - o Produce access to customers
- Look into what organizations HFO is already tied to
  - o How are these folks organized?

### Potential Barriers

- Getting buy-in and making it last
- Turnover of staff at partner organizations
  - o Leads to a never-ending education and onboarding process

# Abby Stainer – Project Consultation

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## Summary of a Conversation with Abby Stainer, Tulsa Regional Program Manager at Hunger Free Oklahoma

Note: while the vast majority of summary below can be attributed to the interviewee(s), some content has been edited for clarity or paraphrased with additional thought, including the synopsis.

**Synopsis:** When considering who to engage with in the Blueprint effort, there is a wide array of entities, institutions, and organizations that currently do work that can be seen as connected to, even if tangential, anti-hunger work. Considering which of those people and groups are best equipped (or could be equipped) to advise, implement, or decide on the Blueprint's goals is a critical step. A large umbrella of actors can, though, present substantial challenges in messaging, relationship management, and the public presentation of priorities. Every group in a collaborative partnership, like the Blueprint, could feel burdened by the need to censor or limit their involvement if the actions, priorities, or even lobbying efforts of the larger group conflict with their own as an individual entity. With this in mind, a solid core set of values shared by all those involved will be indispensable as cowork progresses.

Who should be involved?

- Food banks, schools, libraries, senior community centers, coalitions, veterans service organizations, other non-profit organizations doing anti-poverty work tangential to ending hunger, government housing authorities, summer meal sites, health departments, other organizations that provide access to health care systems, substance abuse/addiction recovery centers, Oklahoma State Department of Health, Tribal Nations, youth groups, community leaders outside of government
  - o Wherever there's a screening of food security, hunger, or food access, there's likely an organization that could potentially fit into the work of implementing this blueprint
  - o Consider social determinants of health and adverse childhood experiences (ACEs) to identify places and groups of interest

Potential Challenges

- Relationships with Tribal Nations can be, understandably, difficult to develop and maintain
- Projects like a statewide blueprint or roadmap must be handled carefully, particularly in relation to policy priorities at the state or national level pertaining to child nutrition reauthorization or farm bill legislation

- Staff capacity could pose a challenge not just to other organizations, but to HFO as well
- Logistics and infrastructure maintained by the backbone organization

#### Values

- Inclusion, equity, transparency, honesty, accessibility
  - o Achieve effective neutrality by being honest
  - o Not demonizing and/or sugar-coating things
- Above all, don't be exploitative
  - o For example, if data is collected from a community, it's the community that owns that data

#### Making the Pitch

- Include who you are
- Specific methodology that makes data equity transparent
- Explanation that elicits trust
- Prioritize having zero jargon

# Lakeisha McVey (she/her) – Project Consultation

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## Summary of a Conversation with Lakeisha McVey, a Senior Associate at RESULTS | Experts on Poverty Program Manager

Note: the abbreviation of “LE” is used to represent the various forms of lived/living experience/expertise.

Note: while the vast majority of summary below can be attributed to the interviewee(s), some content has been edited for clarity or paraphrased with additional thought, including the synopsis.

**Synopsis:** Lakeisha, with lived experience herself, is an expert on what it means to meaningfully and appropriately work with those who have LE of poverty and/or hunger. A backbone organization investing time, effort, and money into proper preparation is vital to improve the odds of having an engaged, open, and trustful cohort of folks with LE. Much of the preparation includes training staff (or enlisting staff with LE) who will be engaged in this work to be apprised of potential challenges and the wide variety of circumstances and needs that could exist. In the end, successful incorporation of LE into a project or organization is about investing heavily into those who will be providing their expertise from start to finish.

### Experts on Poverty Program

- 8-12 people in the cohort at any given time
- She spends considerable time dedicated to one-on-one skill development with the individuals in the cohort
  - o Connecting folks with LE to paid speaking engagements with equitable compensation
    - In general, it is recommended to help folks with LE make connections to people and places that they desire to be connected to
  - o Positioning members of the cohort to not live in poverty anymore to ensure their work together with RESULTS is not just transactional
- Lakeisha also educates other outside organizations on how to properly engage in LE work and with groups/cohorts of folks with LE
  - o Crucial to recognize is the fact that poverty looks different for everybody. What an organization is able to provide will not necessarily encompass everything a community needs to participate fully.
    - There can be different stages of poverty within one’s lifetime and a young child will have different needs than someone of a senior age, for example.
    - Potential layers of barriers: domestic violence, central conflict, toxic masculinity making it difficult to find men with LE who are willing to participate
  - o Additional components worth considering when engaging with LE experts:

- When able, provide compensation
  - Compensation doesn't always have to be monetary (e.g., providing a meal, additional food donations from food pantry partners)
- Respect boundaries (participants with LE are often asked, whether knowingly or not, to relive trauma)
  - Sharing stories, insights, thoughts should be optional
  - Solid support from someone with LE should be available for them
- Operate outside normal business hours
- Be clear about the goals of the project and the purpose of their engagement from the beginning
  - Inform everyone involved how sustainable the project is – is their investment from those involved and what can they expect in both the short-term and long-term
- Allow space and time for additional consultations outside the purview of a specific project
  - Be intentional about asking people with LE how the organization or group can do and be better
  - Be willing to pivot when necessary based on feedback that might challenge how the organization or group would otherwise do its work
- o Potential challenges
  - Handling in-group conflict that arises
    - Again, poverty looks different for everybody. A space full of people with LE should represent the widest array of identities. Oppressive incidents can occur, and it is vital to have a solid plan with someone trained in moderating conversation and mediating conflict.
  - Keeping everyone engaged to the extent that you desire or need
    - A perennial challenge in any form of coalition work can be consistent engagement. Reevaluating the expectations of a group or organization around engagement can help appease some initial concern.
    - Investing in the aforementioned components and trust-building process can also help alleviate disengagement

# Treba Shyers – Project Consultation

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## Summary of a Conversation with Treba Shyers, SNAP Hotline Manager at Hunger Free Oklahoma

Note: the abbreviation of “LE” is used to represent the various forms of lived/living experience/expertise.

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**Synopsis:** Treba understands, more than most, the value and importance of hearing from those who qualify for benefits programs like SNAP. There are a variety of ways that the HFO SNAP Hotline could be used to facilitate connections between those community members and the Blueprint project. Second only to hearing directly from someone with lived expertise is hearing from the frontline workers that are routinely client- and public-facing. The workers in the grocery stores, healthcare facilities, and even on the phones with benefit programs users are those who can offer supplemental insight and advice as the Blueprint is developed with the full picture of food security in mind.

### Capturing LE Perspective

- If you’re curious about how folks want to be asked for their input, ask them how they want to be asked for their input.
- The HFO SNAP Hotline has a database of people that could be reached relatively easily if input would be needed from a prepared source of folks with LE.
  - o They receive calls from every county in Oklahoma, so certain regions and/or counties could be pinpointed to better reflect the views of regions and/or counties with higher poverty and/or food insecurity rates.
  - o Emails could be sent to selected callers to gather interest in providing dialogue or participating in focus groups.
    - It would be of high importance to do everything possible to not exploit any person(s) who choose to provide their perspective. Compensation of some kind should be expected. This would also help to alleviate the challenge of needing to incentivize folks to participate.
  - o Hotline staff could, in the future, add a brief spiel about providing input for this project as an option to callers.

Who should be involved?

- School personnel, frontline workers (e.g., agents, nurses, caseworkers), unions that represent frontline workers, housing solutions of Tulsa, employees of retail stores that accept SNAP, Catholic charities

#### Grounding Activity

- Drawing a picture of what your family dinner looked like growing up
  - o What did your plate look like and what *should* your plate have looked like?
    - Be mindful of trauma (trauma-informed facilitation would be necessary)
- Food security is not all about direct relief; the human right to nutritious and culturally appropriate food is paramount

# Sarah Smith Moore – Project Consultation

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## Summary of a Conversation with Sarah Smith Moore, a Hunger Outreach Program Specialist at Hunger Free Oklahoma

Note: the abbreviation of “LE” is used to represent the various forms of lived/living experience/expertise.

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**Synopsis:** For a project as noteworthy and worthwhile as a blueprint to food security for the entirety of a state like Oklahoma, clear and impactful values must coexist with an atypically pronounced role for people with lived experience (LE). As with any major component or central piece of a larger project, there is, undoubtedly, a significant amount of preparation needed to ensure the activities of a group are accessible, transparent, equitable, collaborative, and productive to the extent that is feasible and necessary. From compensation to conflict management, the inclusion of LE in this work is not unlike meeting the needs of others involved, but requires additional considerations, as outlined here, that make for an anti-racist, anti-classist, anti-elitist space capable of driving the work of the Blueprint.

### Partners and Collaborators

- Regional Food Bank’s LE cohort, Tulsa Food Equity Council and its own members/actors, Tulsa Community College, University of Tulsa, Tulsa Tech, city government, FreshRX (doing work to assist mostly folks of color who are experiencing a food swamp), Meals on Wheels (senior populations), Equality Center (serving LGBTQIA2S+ folks)
  - o Be mindful of health advocates that aren’t centering equity

### Shared Values

- All those involved should have a shared desire to end poverty and, therefore, poverty-related hunger.
- People with LE should be centered and respected by the groups of implementers, advisors, and decision-makers.
  - o Speak to other implementer organizations and be clear about the proposed role of lived experts and their value. Be mindful of classism that could be used to push against this component.
- The Blueprint and its partners should be engaged in correcting the root causes of hunger, not simply looking at charitable actions that apply a band-aid to deep issues.
- Establish, make clear, adopt anti-racist group norms

- o Holding people accountable can be done in very simple ways.

#### Lived/Living Experience/Expertise

- First and foremost, it should be abundantly clear that if someone with LE is participating in the work of the Blueprint in any form (and is not employed or otherwise receiving standard compensation from HFO or a partner organization), they ought to be compensated. \$25 to \$30 per hour tends to be an appropriate amount for lived experts in Oklahoma.
- In terms of being accessible to those with lived or living experience of poverty or hunger, it can be especially important to be accommodating of needs that vary from the needs of folks without LE. This could mean holding meetings at times and places that fit various schedules and, therefore, for folks with working hours outside a typical eight-hour workday.
- Approaching LE Conversations
  - o Don't make any assumptions of gender, education, or comfort level.
  - o Be transparent and clear with intentions. Ensure a safe and trusted space is created by having moments of anonymity (i.e., "what's said here doesn't have to leave here")
  - o Don't shy away from the effects of various forms of identity, particularly race. "Colorblindness" benefits no one but oppressors. Understanding intersectionality (as coined by Kimberlé Crenshaw) is necessary to properly understand the totality of someone's lived experience.
- LE Role Structure
  - o Even, or perhaps especially, for good-intentioned people, properly proposing, managing, and implementing the role of those with LE can feel tricky and perhaps a bit perilous. Rest assured that the answer to most questions you'll have can be found by asking those with LE.
    - Remember that intent does not equal impact and mistakes, or cumbersome lapses of judgment are likely to occur. Recognizing and accepting the impact of a mishap on those with LE is the first step in moving forward to a resolution and better implementation and collaboration.
  - o From the beginning, a core group of experts (e.g., 3-5 individuals with LE) could be considered a part of the implementer group within the Blueprint creation, planning, and implementation process. Alleviate any concerns of comfort level by recognizing that it would be classist to assume this group of lived experts wouldn't feel safe, comfortable, or confident in the room with other implementers.
    - This core group could act as facilitators and preparers for others with LE that serve in a more advisory capacity.
      - Critically, it is helpful and significant to frame participation by those with LE in terms of capacity. Does someone only have the

capacity to be in an advisory group or does someone have the capacity to be in that core group of lived experts?

- The core group would help manage and lead other folks with LE through setting expectations, ensuring they don't feel silenced, conflict management, and providing relatable ways to manage participation and contribution.

# Alice Aluoch and Maryann Broxton – Project Consultation

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## Summary of a Conversation with Alice Aluoch, an Organizational Consultant, and Maryann Broxton, a Community Partnership Group Member, at the Center for Law and Social Policy (CLASP)

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**Synopsis:** The time it takes to properly invest in and build a cohesive group of lived experts is extensive. It remains worthwhile. There will be plenty of opportunity to reflect internally upon best practices. In the meantime, ask questions of those with LE (e.g., What conditions are needed for maximum accessibility and participation? How would you like to be compensated?). Co-creating the process is a boon to a group’s transparency, honesty, and trust. A human-based timeline should be prioritized over a grant-based timeline in this context if one truly cares about the long-term impact of this collaborative work.

### Lived/Living Experience/Expertise

- CLASP’s Community Partnership Group (CPG) partners with other organizations to hear from folks with direct lived experience of poverty (there are dimensions of poverty beyond money).
  - o They set the conditions to make sure they’re operating the CPG work in a way that allows people with LE to participate.
  - o Folks in this group understand how policy works in actuality, which is crucial knowledge because policymaking based on partial understanding will never be fully effective.
- When working with a cohort of individuals with LE, there are a number of fundamental dynamics to consider:
  - o It is crucial to make sure these folks can “gel” and every person feels comfortable. It is likely, if not guaranteed, that circumstances and experiences of poverty and/or hunger will differ widely, especially in regard to race. Understand that.
  - o Find the local leaders that are trusted to participate as a core component of any LE cohort. The trust and accountability they hold in their communities helps to lead with transparency (e.g., immigrant communities tend to be highly organized).

- o The actual work of an LE cohort or group is important and can likely be done at the same time as bonding or trust-building work, but it mustn't be forced incessantly upon them. Embrace, as will be mentioned numerous times elsewhere, a human-based timeline as opposed to a grant-based timeline.
  - Folks with LE need to get to know each other, in addition to all the employed staff members that they'll be working with (disclaimer — this takes time). Ensuring coworkers and staff understand the importance and value of this relational work could be a challenge, but it remains a worthy endeavor.
  - Simply put, a goal for the entire first year could be to get to know one another and build trust. It is that kind of intentional investment that will pay dividends in the future.
- o Setting the proper conditions for full LE participation means several things:
  - Have a staff member dedicated to ensuring technology needs are met whether at home or in a convening place
  - Enable children to be looked after and cared for during meetings
  - Provide food during convening times
  - The only thing the LE experts should be responsible for is showing up
- Questions to consider as a backbone organization:
  - o Are we prepared for a scenario in which a board or cohort of folks with LE don't like a piece of legislation (perhaps because it's been watered down so much from its original intent), but HFO or other Blueprint organizational partners still want to see it passed? Who makes the position decision?
  - o How are folks with LE going to set the agenda? How will that be shared and disseminated with the other actors in the Blueprint's structure?
  - o How do we create a system of honest feedback between all actors?
  - o How do we ensure asset-based language is used in all instances where applicable?
- When you're unsure of how to proceed with something, co-create the process. Most questions can be answered by asking the folks with LE. People with LE want to do the work and they'll work with you because they trust how you see them.
  - o We can ask clarifying questions of other people, but not judgmental questions (e.g., "What happened to you?" instead of "What's wrong with you?")
  - o We're all teachers and we're all learners — just because our experiences are different doesn't mean they are not true.
- Asking others to participate in the centering of LE
  - o Inquire with probing questions to, if need be, elicit reflection on their inclusion (or exclusion) of people with LE
    - Who do you partner with on a local level?
    - How do you set your agenda?
    - How do you know the work you are doing is beneficial?

- o Become comfortable with the fact that different organizations are on different levels of LE inclusion, racial equity, and respect for the value those concepts bring to anti-hunger work. At the same time, it is not necessarily HFO's job, nor the job of any other Blueprint facilitators, to change the behavior of other organizations.
  - Regardless, how we (HFO) show up can have an impact on other groups. To be clear, the way we have historically worked is not necessarily working. If we continue to exist as we have before, we are continuing to ignore oppressive policies.

# Hunger Free Oklahoma

## Our Mission

“Leveraging the power of collaboration to solve hunger in Oklahoma by improving systems, policies, and practices.

“Hunger Free Oklahoma works to bring a unified, statewide voice to the issue and solutions surrounding hunger, with a goal to ensure all Oklahomans have access to affordable, nutritious food. Hunger Free Oklahoma holds the core belief that hunger is solvable, unnecessary, and unjust, and it impacts everyone living in Oklahoma.

“Hunger Free Oklahoma’s objective is to serve as a resource to existing efforts, facilitating collaboration, and providing technical assistance, data, and planning to expand nutrition programs and enrich efforts already in place. Hunger Free Oklahoma may also pilot efforts that have been successful in other states like Texas, Colorado, and Illinois. It will forge partnerships with successful national movements to leverage citizen engagement and resources for this cause. It will be a platform for hosting or coordinating local and national research efforts addressing hunger and the intersection of hunger and health, as well as hunger and educational outcomes. Hunger Free Oklahoma will ensure that research results are applied in action, and it will advance public-private partnerships to accomplish much of this work in an efficient and impactful way,” (hungerfreeok.org).

## The Blueprint

As is made clear by the language underlined above, ingrained throughout Hunger Free Oklahoma’s extended mission is collaboration, public-private partnerships, and the power of collective movements to forge a unified, statewide voice against hunger and poverty.

Hunger Free Oklahoma is working to create an Oklahoma blueprint to food security. Relying on those who utilize benefits programs, and in pursuit of racial equity, we hope to engage the communities most affected by food insecurity. Everyone involved will use this blueprint to identify and implement solutions that tackle the root causes of hunger in Oklahoma. A diverse group of organizations and experts on the experiences of hunger and poverty will work together toward achieving shared goals.

## Survey of Similar Projects

### Summary

#### Audience: Internal to HFO

In an attempt to properly frame and bolster the impending work of an Oklahoma Blueprint to End Hunger, a review of close to 30 coalitions, alliances, partnerships, “blueprints,” “roadmaps,” and collaborative organizations was conducted. These examples of comparable anti-hunger/anti-poverty work were sourced organically via search engine with a preference for selecting and reviewing groups comprised of state and local organizations, as opposed to those with national standing. A wide variety of collaborations were found with three distinct spectrums of style and/or structure. Commitment, scope, and participation are three categories gleaned from the findings that help to classify the different forms of coalition.

While notes have been made to distinguish admirable components of several examples, more than a dozen have been additionally highlighted as worthy of learning from. Maine, Montana, and Mesa County stand out as especially well-done blueprints and partnerships to reference as Hunger Free Oklahoma (HFO) and its partners begin to craft their own statewide voice and collaboration to leverage citizen engagement and resources for this cause.

The remainder of this review highlights the significant strengths and weaknesses, similarities and differences, as well as general observations of the close to 30 examples provided.

- Participation
  - o Grassroots (e.g., ~Arkansas Hunger Relief Alliance, Georgia Citizens Coalition on Hunger)
    - Allow individuals to be members
  - o Government-led/created (e.g., Virginia Road Map to End Hunger, A Blueprint for a Hunger-Free Pennsylvania, Maine’s Roadmap to End Hunger)
    - Governors’ offices and state agencies/departments are the primary example of government entities in this type of blueprint
    - Important question as to how these are affected by shifting political winds (I.e., different leadership of state agencies/governors’ mansions)
- Commitment
  - o Relaxed/questionable/loose-knit (e.g., AntiHunger & Nutrition Coalition of Washington)
    - Meetings every now and then

- Collective work doesn't extend beyond discussing individual efforts and strategy
- Dedicated/accountable/tight-knit (e.g., Colorado Blueprint to End Hunger)
  - Dedicated staff (as in, people whose sole job is related to the blueprint)
  - Regular/consistent updates
  - Accountable goal-setting
- Scope
  - Narrow (e.g., Vote to End Hunger, Rise & Shine Massachusetts, Washington Food Coalition)
    - Oftentimes focused on emergency food distribution and relief
    - Single-issue campaigns (e.g., Breakfast after the bell)
  - Broad/Rooted (e.g., Hunger Advocacy Network, a program by San Diego Hunger Coalition, Montana Partnership to End Childhood Hunger)
    - Encompassing systemic root causes that relate to hunger (e.g., housing, income, equity, resources)
    - Touching upon all food and nutrition programs (e.g., SNAP, WIC, CN programs)

NAME	COLLABORATORS	NOTES ON MEMBERSHIP	NOTES ON BREADTH/DEPTH	NOTES ON LE	NOTES ON STRUCTURE/STRATEGY	MISC.
<a href="#">Baylor Collaboration on Hunger and Poverty (2011)</a>	Texas Hunger Initiative Feeding Texas First Choice Power Walmart Foundation No Kid Hungry Anne and Henry Zarrow Foundation Bainum Family Foundation University of Kentucky Center for Poverty Research United Way of Metropolitan Dallas Hunger Is Arby's Foundation	Not much available information about how these partners work together - appears largely academic, corporate-backed, and works as a convenor at their Hunger and Poverty Summit	"No one sector can end hunger alone."	a Board of Advocates - sounds like it would be a good place to have folks w/ LE, but appears to be largely missing that component	multisectoral collaboration - maximizing access to public programs - specialized interventions - research - policy - practice	
<a href="#">Mesa County Blueprint to End Hunger (2021) / Mesa County Hunger Alliance</a>	Colorado Blueprint to End Hunger The Colorado Health Foundation Mesa County Hunger Alliance Western Colorado Community Foundation Child and Migrant Services Clifton Christian Church Food Bank Community Alliance for Education & Hunger Relief, CSU Community Food Bank Food Bank of the Rockies First Presbyterian Church Grand Valley Catholic Outreach Hilltop Family Resource Center Kids Aid Backpack Program HomewardBound of the Grand Valley Meals on Wheels Mesa County Mesa County DHS Mesa County Public Health Department Mutual Aid Partners United Way of Mesa County	crafted/initiated/funded by the Western Colorado Community Foundation (WCCF) - goal of involving more partners in the long-term (beyond 2025)	current emphasis on immediate needs of hungry people (emergency relief); longer term goal of addressing poverty (i.e., shortening the food line)		local and county-level adaptation of the CO Blueprint to End Hunger; four community values and commitments (preserving and supporting dignity, providing healthy and nutritious food, commitment to collaboration and inter-sector programs and solutions, and commitment to innovative and entrepreneurial approaches) - "Full Tummies First" / "Housing First" - Colorado is apparently the fourth state to release a comprehensive Blueprint to End Hunger	in this blueprint, the goals are much more detailed (and perhaps specific) than those in the overarching CO Blueprint
<a href="#">National Anti-Hunger Organizations (NAHO) (2008)</a>	The Alliance to End Hunger Association of Nutrition Services Agencies Bread for the World Center on Budget and Policy Priorities Congressional Hunger Center The End Hunger Network Feeding America Food Research and Action Center MAZON: A Jewish Response to Hunger RESULTS Share Our Strength Society at St. Andrew World Hunger Year					
<a href="#">Colorado Blueprint to End Hunger (2019)</a>	Benefits Data Trust Care and Share Food Bank for So. Colorado Centura Health Children's Hospital Colorado City and County of Denver Colorado Center on Law and Policy Colorado Department of Education Colorado Department of Health Care Policy and Financing Colorado Department of Human Services Colorado Department of Public Health and Environment Colorado Food Policy Network Colorado Human Services Directors Association Colorado Prevention Alliance Community Foundation of Boulder County Consumers/Constituents Covering Kids & Families Denver County Human Services Family Resource Center Association Feeding America Feeding Colorado Food Bank of the Rockies Hunger Free Colorado Jefferson County School District Kaiser Permanente Colorado Larimer County Human Services Leavers Supermarkets, Inc. LiveWell Colorado	public, private, and nonprofit (food banks, city/county/state agencies, school districts, national partners, similar state-level anti-poverty nonprofits, high population areas) - governing council ("1/5 appear to be folks w/ LE") - Workgroups and Project teams - committees	- 100 stakeholders agreed on the need for a road map (e.g., health care and hospital systems, state health and human services agencies, local county human services, policy and legal organizations, advocacy and community-based organizations, Feeding America food banks, foundations, businesses, consumers, and the Office of the Governor) - core values and key elements of success: shared leadership, inclusivity, teamwork, structure, staffing	- two pages in plan dedicated to Meighen Lovelace's story - one page in plan dedicated to Tom and Loyola Quintana's story - "ensure that information regarding community-based food assistance and food programs is easily accessible to and informed by consumers and community stakeholders," (pg. 24) - "Consumers and individuals experiencing hunger are well-positioned to lead these efforts [of organizing, cooperating, collaborating, and leveraging resources and political will]," (pg. 38) - DEI Consultant tasked w/ ensuring folks w/ LE are partners in decision making	- "economy" mentioned 10 times (increased participation brings in more federal benefits and economic development) - Systems, Strategy, Funding, Community, Resources, Capacity (listed as next steps for success) - a steering committee of more than 35 stakeholders (defined as those working to end hunger and/or living with hunger) led the creation and advancement of the Blueprint - inclusion of "foundational work" already being achieved - emphasis on federal food and nutrition assistance programs - broken down into five primary goals with "where we need to go" and "how we get there" as key components listed for each - educating and organizing public sentiment, political power - community driven practices and concrete opportunities for all sectors - enhance health food incentives to increase access - Colorado Fresh Food Financing Fund (CO4F) - top ten performing state goal (SNAP and WIC participation) - increase the capacity of Colorado advocacy, policy and legal organizations - shares county innovations/successes	a bit repetitive - needs to use more asset-based language - needs more focus on / leadership from those w/ LE - significant portion dedicated to presenting the present problem
<a href="#">The Greater Philadelphia Coalition Against Hunger (PA) (2021)</a>	Health Care Improvement Foundation Health Care Without Harm The Campbell Soup Company The Vanguard Group, Inc. Brand Bimbo Bakeries USA Lincoln Financial Group Bethel Presbyterian Church Fox and Rothschild City of Philadelphia Feast of Justice	hyper-local focus on emergency food assistance organizations coming together to share resources, education, and leverage for policy work	aiming to learn more about poverty, racism, sexism, low wages, job instability, and work with collaborative partners to address large systemic challenges	Victory in Partnership (VIP) program connects Philadelphia area direct-service organizations (and presumably their clients occasionally) to the Coalition and its work	Core values of: advocacy, diversity, collaboration, mutual care, reliability - Aspirational values of: empowerment, racial justice, equity, inclusion, and belonging, communication, learning, accountability, innovation - 5 year strategic plan	
<a href="#">Hunger Free Communities Network</a>	The Alliance to End Hunger	A Hunger Free Community Coalition is a group of individuals from multiple sectors who come together to address the causes and factors relating to food insecurity in their communities through a collective impact approach.	Coalitions should be multi-sector including representatives from nonprofit, public, private and/or faith communities. Ideally, coalitions have representatives from all parts of the local food system, as well as, community stakeholders.	Advisory Council Members (presumably those w/ LE): Barbie Izquierdo ... - Ideally, hunger-free community coalitions include low-income individuals as advisors, as they will be able to provide unique perspectives on hunger in their communities.	They develop and implement policies and programs to combat food insecurity and monitor responsiveness of existing services.	
<a href="#">Food Bank Coalition of Massachusetts</a>	The Food Bank of Western Massachusetts The Greater Boston Food Bank Merrimack Valley Food Bank Worcester County Food Bank	Exclusively comprising four regional food banks of Massachusetts and the nearly 1,000 partner agencies that include pantries, meal programs, shelters, and mobile markets	emergency food assistance only	N/A ?		
MA SNAP Coalition	Massachusetts Law Reform Institute Massachusetts Department of Transitional Assistance Massachusetts Department of Public Health Anti-hunger agencies Health care providers Homelessness providers Faith-based organizations Community action programs Legal services advocates	list of members not readily available	focus on SNAP, WIC, child nutrition, and other anti-hunger programs at both the state and federal level	N/A ?		

	<p>Amherst Survival Center          Bost Food Access Council          Boston Mayor's Office of Food Access          Bridgewater State University          Bristol Community College          Bunker Hill Community College          Central West Justice Center          College of the Holy Cross          Food Bank of Western Massachusetts          Framingham State University          Holyoke Community College          Junior League of Boston          Massachusetts College of Art and Design          Massachusetts College of Liberal Arts          Massachusetts Law Reform Institute          Massasoit Community College          Merrimack Valley Food Bank          Middlesex Community College          North Shore Community College          One Family, Inc.          Project Bread          Roxbury Community College          Salem State University          Springfield College          Springfield Technical Community College          The Greater Boston Food Bank          The Open Door</p>	<p>large contingent of public higher education institutions, both large and small; also includes regional and local food banks/pantries to catalyze partnership with student-led anti-hunger work</p>	<p>focus on hunger amongst college students; emphasis on SNAP enrollment</p>	<p>N/A ?</p>	<p>awarding grants to campuses for a variety of potential commitments (e.g., campus-level hunger awareness programs, student meal credit sharing program, on-campus food pantry or connection with area-food pantries, designation of anti-hunger staffer, etc.)</p>	
<p>MA Hunger-Free Campus Coalition (2019)</p>	<p>The Greater Boston Food Bank          Massachusetts Law Reform Institute          National Association of Social Workers Massachusetts Chapter</p>					
		<p>cast a WIDE net for supporters, which includes non-profits of local and state-level stature, healthcare organizations, education-tied groups, hyper-local unions or regions</p>	<p>focus on ending "deep poverty"</p>	<p>N/A ?</p>	<p>policy advocacy, community engagement events; largely galvanizing public attention to deep poverty</p>	
<p>MA Lift Our Kids Coalition</p>	<p>150+ (<a href="https://www.liftourkidsma.org/supporters">https://www.liftourkidsma.org/supporters</a>)          Community Quality Council          Illinois Department of Human Services          Community groups          Direct service providers          Food pantries          Medical clinics          Domestic violence shelters          Homeless advocacy organizations          University of Illinois Cooperative Extension          CIBC Bank          St. Columbanus Catholic Church          SEIU Healthcare          Chicago State University</p>	<p>coalition members are not entirely clear, but encompass a wide subset of the organizations that touch anti-hunger work in a variety of ways (e.g., including, but not limited to those listed in Column B)</p>	<p>the only state-wide anti-hunger advocacy organization in IL, as of 2018; community organizing, advocacy, and public education</p>	<p>N/A ?</p>	<p>Community Quality Councils facilitate communication and feedback between the Illinois Dept. of Human Services, the Illinois Hunger Coalition, and more local organizations          - SNAP Outreach          - Summer Food Service Program</p>	
<p>Illinois Hunger Coalition</p>						
	<p>100+ (<a href="https://votetoendhunger.org/partner-organizations/">https://votetoendhunger.org/partner-organizations/</a>)          Bread for the World Institute          The Alliance to End Hunger          No Kid Hungry (Share Our Strength)          Meals on Wheels America          Food Research and Action Center          Feeding America          A Place at the Table          Universities Fighting World Hunger</p>	<p>Aside from national organizations on the Steering Committee, partners include a semi-extensive group from every corner of the country (e.g., Kansas Applesseed, Feeding Texas, End Hunger Connecticut, Detroit RESULTS, D.C. Hunger Solutions, Community Food Bank of Eastern Oklahoma, Operation Food Search, Salt Lake City RESULTS, Virginia Poverty Law Center, Wisconsin Council of Churches, Alaska Food Coalition)</p>	<p>National and narrow approach in the civic engagement sphere with an intentional inclusion of partners around the country</p>	<p>N/A ?</p>		
<p>Vote to End Hunger (2016)</p>						
	<p>2-1-1 San Diego          North County Food Policy Council          American Red Cross Women, Infants, and Children Program          Catholic Charities Diocese of San Diego          Community Health Improvement Partners          Community Resource Center          Donate Don't Dump          Feed America San Diego          Housing on Merit          Hospital Association of San Diego and Imperial Counties          Jacobs &amp; Cushman San Diego Food Bank          Jewish Family Service          Nourish California          San Diego County Childhood Obesity Initiative          San Diego Hunger Coalition          San Diego State University Research Foundation Women, Infants, and Children Program          SHARP (health care)          University of California, San Diego Center for Community Health          Western Center on Law and Poverty          MAZON: A Jewish Response to Hunger          California Association of Food Banks</p>	<p>few national or even state-wide organizations included as members of this coalition dedicated to activism for the San Diego area; includes organizations dedicated to housing, food waste, WIC, emergency relief, and anti-hunger generally</p>	<p>membership reflects a more localized approach to coalition, albeit still encompassing a variety of organizations with unique roles in anti-hunger work</p>	<p>Hunger Free San Diego (spearheaded by the San Diego Hunger Coalition) has an Advisory Board that appears to entirely omit folks with present (or past) lived experience</p>	<p>research, education, and advocacy</p>	
<p>Hunger Advocacy Network /          Hunger Free Activists (a program by San Diego Hunger Coalition)</p>						
<p>New York City Coalition Against Hunger</p>	<p>1100+ "soup kitchens" and food pantries          AmeriCorps          NYC Service, a division of the Office of the Mayor</p>					
	<p>Northwest Harvest          Faith Action Network          Nutrition First          WA State Farmers Market Association          United Way of King County          Sound Generations          Washington State Academy of Nutrition and Dietetics          Washington Food Coalition</p>	<p>only local and state-level organizations, presumably running the gamut from health departments, Tribal organizations, senior centers, food banks, religious organizations, to school districts</p>	<p>covers federal nutrition programs, community-based emergency food assistance system, and farmers</p>	<p>N/A ?</p>	<p>Hunger Action Day; share information about efforts and policy issues; develop legislative agenda; discussions</p>	<p>appears to be inactive (since 2020?)</p>
<p>AntiHunger &amp; Nutrition Coalition (WA) (2018)</p>						

Arkansas Hunger Relief Alliance	<p>400+ "Members" / Partners  Arkansas Minority Health Commission  Arkansas Foodbank  University of Arkansas  Peel Compton Foundation  AT&amp;T  Harvest Regional Food Bank  Bank On Arkansas+  Walmart Foundation  Entergy Arkansas, LLC  Food Research and Action Center  MAZON: A Jewish Response to hunger  Natural Wonders Partnership Council  Forward AR  Healthy Active Arkansas  No Kid Hungry  Urban League of Arkansas  American Realty  Arkansas State University  Johnson &amp; Johnson  200,000 Reasons  Campbell Ward  Food Bank of North Central Arkansas  Food Bank of Northeast Arkansas  Northwest Arkansas Food Bank</p>	<p>ranges from global food retailers (heavy corporate presence in this alliance) to legislators (individuals) to small food pantries, and other individuals who pay membership fees; supposed inclusion of national partners too</p>	<p>the "heart" of the network is the six Feeding America food banks in the state; since its founding, it has merged with the Arkansas Hunger Coalition, which has expanded work into issues of advocacy and anti-hunger policy; membership and breadth is inherently broad given the ability for anyone to join</p>		<p>increasing SBP participation, food policy advocacy, nutrition education, providing resources, sourcing nutritious food, increasing out of school meals participation</p>	
Utahns Against Hunger	<p>Utah Department of Health  Utah State Legislature  Utah Department of Heritage and Arts  Utah State Office of Education  Salt Lake City Government  Salt Lake County Government  ACLU of Utah  Community Action Partnership of Utah  Crossroads Urban Center  Emergency Food Pantries Statewide  United Way  United Way of Northern Utah  University of Utah  Utah Community Action Program  Utah Food Bank  Voice for Utah Children  Wasatch Community Gardens  Westminster College  Youth City  Farmers and Hunters Feeding the Hungry  Wasteless Solutions  Center on Budget and Policy Priorities  Center for Law and Social Policy  Coalition on Human Needs  Congressional Hunger Center  Feeding America  National Immigration Law Center  Montana No Kid Hungry  Episcopal Diocese of Montana  Rocky Boy's Indian Reservation WIC  Montana School Boards Association  All National Health Center  OPI School Nutrition Programs  Montana Indigenous Food Sovereignty Initiative  St. Peter's Health  Missoula Food Bank and Community Center  Aware Early Childhood  Montana Food Bank Network  Community Food and Agriculture Coalition  FAST Blackfeet, Blackfeet Nation  Big Horn County Best Beginnings Community Coalition  Kids Nutrition Coalition</p>	<p>Extensive community partners from state agencies to statewide nonprofits and universities and leading anti-hunger national organizations - the role of members/partners is unclear and appears more like a list of supporters than collaborators</p>	<p>federal, state, and administrative work</p>	<p>included stories of those w/ lived experience in a "Faces of Hunger" section</p>	<p>advocacy, SNAP outreach, farmers market outreach, child nutrition</p>	<p>I like their website and the way they clearly define their partners/coalitions</p>
Montana Partnership to End Childhood Hunger	<p>St. Peter's Health  Missoula Food Bank and Community Center  Aware Early Childhood  Montana Food Bank Network  Community Food and Agriculture Coalition  FAST Blackfeet, Blackfeet Nation  Big Horn County Best Beginnings Community Coalition  Kids Nutrition Coalition</p>	<p>no organizations outside of Montana in the partnership; an equal mix of local and state-level partners - includes school, healthcare, food sovereignty, faith, and emergency assistance-based groups</p>	<p>more depth than comparable state-level alliances - solid focus on poverty as a root cause and the cycle tied to food insecurity</p>	<p>the coalition notes membership representation from people with lived experience of hunger and poverty in their explanation - unclear who, but it appears like there could be a couple of folks with LE on the steering committee</p>	<p>coordinates statewide efforts to secure equitable access to healthy food, increase education, and advocate for sustainable solutions to hunger and poverty</p>	<p>their 8-step plan is laid out in an appealing manner</p>
Indiana Partnership for Hunger-Free Students	<p>Action for Healthy Kids  American Dairy Association of Indiana  Ascension St. Vincent  Feeding Indiana's Hungry  Family, Career, and Community Leadership of America (FCCCLA)  Parkview Health  Indiana Grown  Franciscan Health  Indiana School Nutrition Association  Indiana Department of Education  Indiana University Health  No Kid Hungry Indiana  Parkview Health  Purdue Extension Nutrition Education Program  Eskenazi Health  Indy Hunger Network</p>	<p>student-centric w/ stakeholders of school nutrition professionals, parents, students, educators, administrators, community advocates, health systems, and university partners</p>	<p>as an apparent branch of No Kid Hungry, a large portion of activity seems to be about providing funding to more local entities; breadth is limited to school-aged people; depth is limited</p>	<p>limited, if any is apparent (despite saying the partnership includes parents/students/educators)</p>	<p>identifying and sharing resources, including funding  - peer to peer learning  - collaborative planning  - advocating for systems change at the local, state, and federal levels</p>	
Iowa Hunger Coalition	<p>Coraville Community Food Pantry  Des Moines Area Religious Council  Iowa Waste Reduction Center at UNI  North Liberty Community Pantry  Story County Hunger Collaboration  Sustainable Iowa Land Trust  Eat Greater Des Moines  Quad Cities Food Rescue Partnership</p>	<p>food pantries, food rescue, and community-centric organizations with missions tied to ending hunger</p>	<p>membership doesn't quite reflect their mission to build equitable food systems in Iowa, but their policy priorities display the wide array of anti-hunger and anti-poverty priorities that both tackle root causes and address various segments of anti-hunger work (e.g., SNAP, child nutrition, food waste, health care)</p>	<p>N/A ?</p>	<p>focused largely on policy advocacy at the state level (most active during legislative session)</p>	<p> yay Iowa</p>
Alabama Campus Coalition for Basic Needs	<p>University of Alabama at Birmingham  Alabama A&amp;M University  Alabama State University  Auburn University Hunger Solutions Institute  Jacksonville State University  Troy University  Tuskegee University  University of Alabama  University of North Alabama  University of South Alabama</p>	<p>exclusively universities in Alabama</p>	<p>narrow focus of addressing hunger for higher-education students; membership displays as much</p>	<p>N/A ?</p>	<p>increase awareness, striving to make food security a priority on campuses, in communities, and across the state of Alabama; supporting existing strategies - seemingly in an assessment phase as practical solutions are researched</p>	

	<p>Boston Teachers Union  Children's Healthwatch  Children's Law Center of Massachusetts  Food Bank Coalition of Massachusetts  FoodCorps  Food For Free  Food Research and Action Center  Greater Boston Legal Services  Greater Worcester Community Foundation  Health Care For All  League of Women Voters of Massachusetts  Massachusetts Academy of Dietetic and Nutrition  MA Action for Healthy Kids  Massachusetts Advocates for Children  Massachusetts Appleeed Center for Law and Justice  Massachusetts Food System Collaborative  Massachusetts Law Reform Institute  Massachusetts Parents United  Massachusetts Public Health Association  Massachusetts School Administrators' Association  Massachusetts Teachers Association  Mayor's Office of Food Access, City of Boston  Metropolitan Area Planning Council  Mill City Grows  Project Bread  Share Our Strength  Springfield Public Schools</p>		<p>almost exclusively  Massachusetts-based  nonprofits and organizations  focused on food</p>	<p>breadth of membership is  present to address a more  narrow issue of school breakfast</p>	<p>N/A ?</p>	<p>led by the Greater Boston Food Bank - advocates for  legislation that increases participation in school breakfast  (i.e., Breakfast After the Bell)</p>	
<a href="#">Rise &amp; Shine Massachusetts</a>							
<a href="#">Washington Food Coalition</a>	<p>300+ hunger relief agencies (e.g., small volunteer-operated food  banks, distribution warehouses, multi-service agencies)</p>	<p>membership is separated  into 14 districts within  Washington State with the  coalition's board members  coming from each district;  solely consisting of  emergency food providers</p>	<p>resource, info sharing, network  development, technical  assistance are the primary goals  of this coalition</p>	<p>a Washington State Department  of Agriculture Food Assistance  Advisory Committee mentions  providing broad stakeholder input  including representation from  food assistance programs  (presumably meaning those who  utilize the programs, but far from  clear)</p>		<p>annual conference; technical support, partnerships to  leverage advocacy efforts, advocacy for emergency food  funding, education about effects of legislation</p>	
<a href="#">Virginia Road Map to End Hunger (2020)</a>	<p>Governor's Children's Cabinet's Nutrition and Food Security  Work Group  VA State Feeding Taskforce  Commonwealth Council on Bridging the Nutritional Divide  Federation of Virginia Food Banks  Virginia Department of Social Services  Virginia Fresh Match  William &amp; Mary Center for Geospatial Analysis (FeedVA)  Virginia Foundation for Healthy Youth</p>	<p>largely state-mandated  involvement by applicable  agencies with the exception  of some academic resources  from a university and the  most coordination/planning  with the state's regional  food banks</p>	<p>the breadth of issue areas and  solution is clear - covering  programs and agencies that  cover SNAP, WIC, child nutrition,  senior nutrition, etc. The depth,  despite the release of an update  released one year after its  publication, is lacking as far as  the road map is concerned per  se - caveats make clear the  limits of the state in its  implementation, assigning just  one or two work groups to  facilitate collaboration</p>	<p>Similar to Pennsylvania, a goal in  the roadmap is to have a local  Hunger Action Alliance in every  region of Virginia  - brief mention of LE: "State  policies and programmatic  priorities will only be successful if  tied to authentic partnerships  with grassroots organizations,  which are driven by the lived  experiences of food insecure  families," (pg. 21).</p>	<p>maximize federal nutrition program participation and access  invest in a strong regional food system  empower local communities</p>	<p>caveat provided in introduction:  "should serve as a guide and  source of inspiration for the  people who work every day to  organize their neighbors, learn  from one another, advocate, and  act to achieve lasting change"  Q - what is the impact of having a  different governor/administration?  they've already provided an  "update" one year later, covering  successes and opportunities on the  "road ahead"</p>	
<a href="#">A Blueprint for a Hunger-Free PA (2007/2016)</a>	<p>Pennsylvania Department of Aging  Pennsylvania Department of Agriculture  Pennsylvania Department of Community and Economic  Development  Pennsylvania Department of Education  Pennsylvania Department of Health  Pennsylvania Department of Human Services  Advisor to the Governor on Food and Nutrition Programs  - Governor's Food Security Partnership</p>	<p>similar to Maine's roadmap  in the sense that ownership  appears to reside in the  state agencies, although  duties and responsibilities  seem to be aimed at  coordinating,  communicating, and  planning with private sector  entities that provide  nutrition and food  assistance</p>	<p>this blueprint was the result of a  Food Security Summit put on by  the governor and mentions the  need for a wide-range of  stakeholders to be involved:  farmers, processors, allied  agriculture associations,  academia, food banks and  emergency food providers, food  assistance policy and advocacy  groups, and government entities  - substantial breadth in stated  coalition, but limited evidence  of their continued involvement  with the blueprint</p>	<p>local food alliances to combat  hunger are present in local  communities, consisting of  community organizations (not  necessarily LE, but closer to "the  ground"  - should be stated that there is no  explicit mention of those with  lived/living experience in the  blueprint</p>	<p>leveraging federal, community, and state resources;  improving nutrition and access to state products; public-  private partnerships; outreach, awareness, and advocacy</p>	<p>developed over several months  Q - what is the impact of having a  different governor/administration?</p>	
<a href="#">Maine's Roadmap to End Hunger (2023)</a>	<p>Maine Ending Hunger Corps (an AmeriCorps VISTA program)  State Legislature (legislation authored by Rep. Craig Hickman)  Governor Mills' Office  Led by Department of Agriculture, Conservation &amp; Forestry  Elmina B. Sewall Foundation  John T. Gorman Foundation  Harvard Pilgrim Health Care Foundation  Hannaford Supermarkets  Contributing State Departments of: Education, Economic and  Community Development, Health and Human Service,  Transportation, Labor, State Economist</p>	<p>more than 200 Maine  people participated in the  roadmaps development over  28 months of work (e.g.,  legislators, nonprofit and  business leaders, educators,  researchers, economists,  policy experts, folks with  lived and living experiences  of hunger)</p>	<p>unique in the form of  implementation - largely driven  by state agencies; no apparent  accountable roles for nonprofit  organizations, others</p>	<p>The State utilized an external  partner, Resources for Organizing  and Social Change, to elicit  feedback on Maine's 2019  Interim Report on ending hunger  from a group of stakeholders with  lived experience (i.e., poor and  working class people in Maine):  resulted in an Impacted  Community Recommendations &amp;  Review</p>	<p>stellar knowledge and strategy of root-causes w/ an  "overwhelming focus" on income and resources - and the  "forces that hold income and resource inequality in place"</p>	<p>I like the executive summary a lot;  my favorite design amongst  comparable blueprints</p>	
<a href="#">California Hunger Action Coalition (dissolved?)</a>							
<a href="#">Georgia Citizens Coalition on Hunger (inactive?)</a>							

# Oklahoma Blueprint Construction Questions

Before answering any of the following questions, consider who internally, at HFO, and externally should also be involved in answering that particular question?

Note: the abbreviation of “LE” is used to represent the various forms of lived/living experience/expertise.

## Section One: People

1. Who are the initial partner organizations that HFO would like to collaborate with to help answer all of the following questions (when desired or deemed necessary)?
2. At what point do people w/ LE provide input?
  - a. What’s the structure of their involvement (how formal/rigid/autonomous)?
    - i. When does this need to be established with active avenues for input?
  - b. How do folks w/ LE help us to answer this question?
4. Find/plan for a source of LE input
  - a. Who gets to decide this (both internally and externally)?
    - i. Does HFO staff develop ideas/proposals internally before discussions with external partners or does the initial brainstorming process happen with partners from the get-go?
5. Decide on role of people w/ LE
  - a. Who gets to decide this (both internally and externally)?
  - b. Will there be a cohort of folks w/ LE and/or a participant advisory council, and/or a board of LE directors and/or something else?
  - c. How will they be compensated and/or employed?
  - d. What does the duration of involvement look like for individuals?
  - e. How important is continuity/consistency of their involvement?
    - a. What is the process for when an individual can no longer participate?

## Section Two: Foundational Components

6. What is the preliminary mission? What is the preliminary vision? What are the initial goals?
  - a. Who is involved in the drafting of these key components?
  - b. How are folks w/ LE involved and/or leading in these discussions/decisions?
    - a. Is their input utilized from the get-go or is that reserved for future revision? To what extent?
  - c. When, if ever, will these pieces be revisited? How often? By who? To whom are the Blueprint’s collaborators accountable?
7. Determine breadth of blueprint (i.e., span of topics/programs/issues)

- a. Who gets to be involved here (both internally and externally)?
- b. Which types/categories of organizations?
  - i. Anti-hunger Nonprofits, higher education institutions, industry groups, government agencies, anti-poverty nonprofits, other community-based organizations?
  - ii. See suggestions collected from internal and external partners in “Consultations”
- 8. Determine depth of blueprint (I.e., specificity of topics/programs/issues)
  - a. Who gets to be involved here (both internally and externally)
- 9. Size (plus collaborator criteria and/or process for initial connection)
  - a. Who is the gatekeeper of involvement?
  - b. Who is the audience for the blueprint?

### Section Three: Process

- 10. How much time should be dedicated to each step?
  - a. What’s the timeline?
- 11. Who writes what?
  - a. Using whose data?
- 12. Does a group of collaborators (or do all collaborators involved) meet regularly?
  - a. If so, how often?
    - a. Does this change over time?
  - b. Who at HFO is involved?
    - i. How will their wages/responsibilities be affected?
- 13. Will there be a website?
  - a. If so, what will be featured on the website aside from a blueprint document?
- 14. Who will lead graphic design (for documents and/or a website)?

# POTENTIAL BARRIERS TO PROGRESS

## 1. CHALLENGES

- Handling in-group conflict that arises
- Keeping everyone engaged to the extent that you desire or need (i.e., getting buy-in and making it last)
- Relationships with Tribal Nations can be, understandably, difficult to develop and maintain
- Projects like a statewide blueprint or roadmap must be handled carefully, particularly in relation to policy priorities at the state or national level pertaining to child nutrition reauthorization or farm bill legislation
- Staff capacity could pose a challenge not just to other organizations, but to HFO as well
- Managing logistics and maintaining infrastructure as the backbone organization
- Turnover of staff at partner organizations (i.e., a never-ending education and onboarding process)
- Dealing with politicians and comparable decision-makers
- Keeping regional or national politics out of local politics
- Committing the time needed to build a team of collaborators

## 2. REMEDIES

- Again, poverty looks different for everybody. A space full of people with LE should represent the widest array of identities. Oppressive incidents can occur, and it is vital to have a solid plan with someone trained in moderating conversation and mediating conflict.
- A perennial challenge in any form of coalition work can be consistent engagement. Reevaluating the expectations of a group or organization around engagement can help appease some initial concern.
- Investing in the aforementioned components and trust-building process can also help alleviate disengagement.
- Facilitate field visits/trips within the community for decision-makers to develop buy-in and genuine engagement.
- Keep local issues paramount.
- Teams often go through storming, norming, etc. stages and it is important to expect that and be prepared to keep moving through it.
- Become comfortable with the fact that different organizations are on different levels of LE inclusion, racial equity, and respect for the value those concepts bring to anti-hunger work. At the same time, it is not necessarily HFO's job, nor the job of any other Blueprint facilitators, to change the behavior of other organizations.



# Past and Present Benefit Program Participants' Blueprint Perspective

Thank you for considering this brief survey as a valuable use of your time. The responses collected here will be used to inform the direction, structure, and strategy of a statewide, collaborative blueprint to end hunger in Oklahoma.

This cohesive and comprehensive resource will help to bring numerous stakeholders together to end hunger in the state. Engaged partners, contributors, and advisors in anti-hunger and anti-poverty spaces throughout the state will coalesce around common values, tangible benchmarks for success, and communal investment. Collective action that tackles root causes will take the place of isolated, less efficient, and siloed efforts by actors in OK.

Your input as someone with experience participating in a benefits program is **crucial**.

Providing information is optional. Individual responses will remain anonymous. If contact information is provided, data will **not** be used for a discriminatory purpose, nor will it be sold or used for marketing purposes.

## Demographic Information

Other than the first question, these questions are optional, but encouraged and appreciated.

**Are you a current or past user of SNAP, TANF, LIHEAP, or a similar benefits program?**

\*

- Yes  
 No

**Today's Date**

**Which county do you live in?**

**What is your age?**

- Under 18 years old  
 18-24 years old  
 25-44 years old  
 44-64 years old  
 65-84 years old  
 85-95+ years old

**What is your gender?**

If comfortable, please select all that apply.

- Woman  
 Man  
 Trans  
 Non-binary  
 Non-conforming  
 Gender-fluid

**Which of the following best describes you?**

If comfortable, please select all that apply.

- Black or African American  
 White or Caucasian  
 Native Hawaiian or Pacific Islander  
 Asian  
 American Indian, Native American, or Alaskan Native

- Hispanic or Latine or Spanish Origin of any race
- Biracial or Multiracial
- A race/ethnicity not listed here

## Thoughts on the Blueprint

There are 8 short questions. Please answer as many as you would like. We would appreciate as many responses as possible.

### What stakeholders should be included in contributing to the action of this project?

Select all that apply.

- Food Banks and other Direct Service Organizations
- Anti-hunger Advocacy Organizations
- Health Care Clinics and Hospitals
- LGBTQIA2S+ Organizations
- Low-income Oklahomans
- Benefit Program Participants
- Libraries
- Schools
- Local Program Operators
- Veterans Service Organizations
- Community Leaders
- Tribal Nations
- Grocery Stores
- Farmers and Ranchers
- Farmers Markets
- Restaurants
- Colleges and Universities
- Economic Development Institutions
- City Government
- Transportation Authorities
- State Government

### What problems should the blueprint pay most attention to?

Select all that apply.

- Food Access (i.e., a lack of grocery stores or affordable fresh food; too many fast food restaurants)
- Local Economy (i.e., source of food, farmer/grocer partnerships, land ownership, community development financial institutions)
- Nutrition (e.g., knowledge sharing, challenges of cooking and consuming nutritious foods, unique infant needs, vitamin deficiencies)
- Incomes/Cost of Living (i.e., access to good-paying jobs, unemployment insurance, sufficient wages, tax policy, health and other insurance, benefit program inadequacy)
- School Meals (e.g., school meal debt, paperwork requirements, timing, cost, student preferences, participation)
- Rural Resources (e.g., lack of transportation, too few grocery stores, community centers, schooling, meal and snack sites, child care, health care)

### What should the major action strategies be?

Select all that apply.

- Emergency Relief (e.g., food distribution, meal delivery, community refrigerators, pantries)
- Policy Advocacy (i.e., persuading elected officials to prioritize benefits programs and make them better; fighting for legislation that puts low-income Oklahomans first)
- Program Technical Changes (e.g., work with state agencies, their staff, and others to make benefits programs as accessible as possible)
- Community Organizing and Engagement (e.g., town hall meetings, neighborhood or community councils on the relevant topics, surveys and interviews)
- Outreach (i.e., using marketing campaigns, phone calls, text messages, hotlines, and/or door-to-door methods to ensure everyone who is eligible for a program is participating)

### Who should the blueprint collaborators focus on?

Select all that apply.

- Children
- Teens
- Adults
- Seniors
- Black, Indigenous, People of Color
- LGBTQIA2S+ People
- Immigrants

**What might the best role for low-income Oklahomans and benefit program participants look like in this project?**

Select all that apply.

- Board of Directors
- Advisory Panel
- Short-term
- Long-term
- Advocacy Cohort
- Community Outreach
- Organizational Strategy

**What are the challenges, barriers, and costs that you foresee in the creation and work of this blueprint?**

**How do you prefer to share your thoughts?**

Select two or three preferences.

- Surveys (like this Smartsheet)
- Virtual Focus Groups or Roundtables
- In-person Focus Groups or Roundtables
- Individual Listening Session by Phone Call
- Individual Listening Session in Person
- Text Messages
- Email

**Additional Comments**

If there is anything else you'd like to say or a response you would add to any of the previous questions, please enter those suggestions and comments here.

Contact

**If you are willing to potentially connect with an HFO staff member to discuss your responses further, please enter your email address here:**

If email is not accessible or ideal for you, please feel free to enter a phone number.

**If you would like to enter into the drawing for one of (x number) (\$amount) gift cards, please enter your email address here:**

- Send me a copy of my responses

Submit

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