



Kent County  
**Essential Needs  
Task Force**

# **Strategy & Implementation Plan 2024-2026**

## **Contents**

- Mission, Vision, & Values | Organizational Structure
- System Issue & Committee Vision Statements
- Theory of Change | Action Areas & Objectives
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# Letter from the Director



To the ENTF network of partner organizations and community advocates,

All residents of Kent County have been through significant challenges over the last three years. We have experienced the peak and end of the public health emergency, dramatic shifts in employment, work styles, the national economy, and changes to public benefits. We also have seen public and private recognition of racial injustices, blatant discrimination across a wide range of differences, and overwhelming disparities in health and financial outcomes.

Throughout this, there have been remarkable acts of outreach, empathy, and elevation of resident voice in both grassroots and decision-making spaces. We all have been through highs and lows in our circumstances and energy.

As ENTF, we explored the surrounding influences, practiced agility and intentionality, and strengthened our resolve. We faced the limits of our individual and collective capacity and stepped further into our role as leaders of changing narratives and developing mutual understanding. Most recently, we have recommitted to our mission and vision, and reframed our values as a better reflection of the core of our work in Kent County.

I am excited to share our 2024-2026 Strategic Plan. This document is the result of months of reflection, collaboration, visioning, and grappling with the tensions of the past, present and future. More than the formatting, wordsmithing, and graphics, it is a guide to how we interact with one another, policies, and opportunities. This document is a display of our dedication to advancing equitable outcomes and a challenge to activate our spaces and partnerships, to achieve comprehensive systems change.

I deeply appreciate each of you: your belief in equitable outcomes, your time, your enthusiasm for partnership with one another, and your voice. I look forward to our next steps together in this collaborative and difficult work.

With care and thanks,

A handwritten signature in blue ink that reads "Wende Randall".

Wende Randall, ENTF Director





## Mission

We advance equitable outcomes for all people in Kent County within the systems of transportation, food and nutrition, energy efficiency, economic and workforce development, and digital inclusion.

## Vision

We envision a bright, prosperous future where systems are people-centered and ensure equitable access to opportunities, tools, networks, and resources to meet current and emerging needs for all people in Kent County.

## Values

### Collaboration

We believe we are stronger together than apart. We seek to create space where all people in Kent County can bring their full selves and share their perspectives. We value aligning systems to build a more cohesive network of essential needs organizations.

### Accountability

We are answerable to one another for how we work together toward our shared vision. We engage in curiosity-driven dialogue and embrace discomfort. We examine our methods and results. We combat systems of white supremacy, socio-economic class, and other forms of discrimination. We are responsive to our community and commit to holding decision makers accountable to equitably addressing essential needs.

### Equity

We acknowledge that systemic discrimination is embedded throughout our essential needs systems, resulting in both disparate access and outcomes. We are committed to confronting this legacy and current forms of oppression. We must listen to and amplify the voices of people who are still excluded from positions of power. We believe that justice must be realized through equity.

### Transformation

We value systems change to address the causes of inequities in our community. We recognize that essential needs have been addressed through an enduring emergency response; these traditional charity models are not working. We support transformative strategies that help individuals achieve long-term household stability.

# Organizational Structure



## Support Teams

- Leadership Team
- Advisory Board
- Board of Trustees
- ENTF Staff



Left to right: Janelle Vandergrift, Nick Dobkowski, Wende Randall, Tamara Bailey, Emily Madsen

# System Issue & Committee Vision Statements

## Digital Inclusion

System Issue: The lack of digital literacy and access to reliable internet and devices has created a digital divide that leaves people unable to participate in essential everyday activities.

Committee Vision: We envision a system that ensures all people in Kent County can affordably participate and competently contribute to the digital space.



## Energy Efficiency

System Issue: Tension exists between efficient use of limited and renewable resources, profits, demands on public infrastructure, and access, affordability, and reliability of utility services.

Committee Vision: We envision a system where utilities use renewable energy and address environmental concerns, homes are energy efficient, and all people in Kent County have consistent and affordable utility services to support household wellbeing.



## Economic & Workforce Development

System Issue: There is a tension between businesses structured around viability and profit and community economic stability supported by equitable wages and employment practices.

Committee Vision: We envision a system where local businesses balance the wellbeing of their company, employees, community, and environment; all people in Kent County are able to achieve their employment and financial goals.





## Food & Nutrition

System Issue: Disinvestment in neighborhood resources, globalization of food chains, and inadequate wages have left people unable to afford fresh foods.

Committee Vision: We envision a system where farm and food businesses balance the wellbeing of employees, community, and environment; all people in Kent County are food secure with access to culturally appropriate, local foods.



## Transportation

System Issue: Our society prioritizes driving cars over other forms of transit, limiting options and leaving them unavailable, unsafe, unaffordable, or unreliable.

Committee Vision: We envision a system where all people in Kent County can access their choice of safe, affordable, reliable, and environmentally sustainable transportation options available to go where they want, when they want to go there.

The Kent County Food Policy Council (KCFPC) exists to advocate for and promote a local, good food system. It was formed in 2021 as a committee of ENTF to provide backbone staff and a close connection with the ENTF Food and Nutrition Committee (FNC).

However, KCFPC differs from ENTF's other committees in that it has a seated board and a separate Action Plan. This Strategic Plan will not be utilized by KCFPC, and advocacy activities by FNC will be undertaken in alignment with KCFPC priorities.

# Kent County Food Policy Council

A Committee of ENTF

KCFPC brings together residents, organizations, agencies, and businesses to address local, food-related policy issues. They aim to create a thriving economy through a food system rooted in local communities and centered on food that is accessible, equitable, fair, healthy, diverse, and sustainable.



## Action Areas & Objectives

### Connecting

We support stakeholders in building and strengthening relationships, partnerships, and collaborative efforts.

#### Objectives

- 1.1 Increase collaboration within and between local systems.
- 1.2 Increase collaboration between local systems and regional, state, and national initiatives.
- 1.3 Improve partner organizations' capacity for community engagement.
- 1.4 Increase community engagement in ENTF Committees.

### Community Learning

We build capacity, confidence, and leadership among partners and community members.

#### Objectives

- 2.1 Increase community awareness of essential needs services.
- 2.2 Increase community understanding of systems interconnectedness and systems change.
- 2.3 Improve shared leadership.

### Data and Understanding

We build knowledge of the community's current state using data, diverse experiences, and intentional storytelling.

#### Objectives

- 3.1 Improve partner organizations' capacity for collecting and using data.
- 3.2 Improve system-level service and outcome data.
- 3.3 Increase partner and community understanding of root causes.

### Action and Advocacy

We work toward equitable systems by advocating for policy and process change.

#### Objectives

- 4.1 Improve partner organizations' capacity for advocacy.
- 4.2 Increase advocacy efforts led by ENTF.
- 4.3 Improve responsiveness of ENTF Committees to ongoing and emerging essential needs advocacy opportunities.

# Tasks

## Objective 1.1 Increase collaboration within and between local systems.

- Establish and maintain relationships with existing and potential partner organizations to strengthen the ENTF network.
- Provide opportunities for partner organizations to communicate service updates and event information.
- Provide opportunities for partner organizations to network.
- Initiate collaboration between partner organizations for alignment.
- Facilitate reflection and adherence to our Community Agreements.

## Objective 1.2 Increase collaboration between local systems and regional, state, and national initiatives.

- Provide information to partner organizations on relevant regional, state, and national initiatives.
- Participate in relevant regional, state, and national initiative groups/meetings.
- Facilitate connections between partner organizations and relevant regional, state, or national organizations for alignment.

## Objective 1.3 Improve partner organizations' capacity for community engagement.

- Identify key competencies for community engagement.
- Provide regular training opportunities to partner organizations on community engagement.
- Provide individualized support to partner organizations with their community engagement efforts.
- Provide opportunities to partner organizations to participate in County-wide community engagement efforts.

## Objective 1.4 Increase community engagement in ENTF Committees.

Facilitate Committee-level community engagement efforts.  
Establish Advisory Board.  
Adopt Compensation Plan.



## **Objective 2.1 Increase community awareness of essential needs services.**

Create shared understanding within each Committee of the myths versus reality of people's experience with financial instability.

Develop communications aimed at reducing stigma for people who are eligible for assistance.

Provide training opportunities to partner organizations on community resources.

## **Objective 2.2 Increase community understanding of systems interconnectedness and systems change.**

Establish messaging for introducing ENTF to new people.

Standardize orientation for new Committee members.

Create shared understanding within each Committee of the root causes of financial instability.

Develop shared vocabulary aimed at changing the common narrative about financial instability.

## **Objective 2.3 Improve shared leadership.**

Standardize process for appointing Committee and Action Team chairs.

Standardize orientation for new Committee and Action Team chairs.

Provide regular leadership development opportunities to Committee and Action Team chairs.

Establish process for developing leaders within ENTF.

Standardize process for collaborative prioritization.

## **Objective 3.1 Improve partner organizations' capacity for collecting and using data.**

Provide regular training opportunities to partner organizations on collecting and using data.

Provide individualized support to partner organizations with their data projects.

Provide opportunities to partner organizations to participate in County-wide data projects.

## **Objective 3.2 Improve system-level service and outcome data.**

Facilitate Committee-level data efforts.

Identify smart practices for assessment and tracking outcomes.

Create shared definitions of system outcomes.

Conduct shared data projects and coordinate data sharing.



### **Objective 3.3 Increase partner and community understanding of root causes.**

Create space for people with lived experience to share their stories.

Share stories with partner organizations and community to highlight common themes in the data.

Facilitate dialogue with partner organizations and community about data findings.

### **Objective 4.1 Improve partner organizations' capacity for advocacy.**

Provide regular training opportunities to partner organizations on advocacy.

Provide individualized support to partner organizations with their advocacy efforts.

Provide opportunities to partner organizations to participate in local, State, and national advocacy efforts.

### **Objective 4.2 Increase advocacy efforts led by ENTF.**

Develop annual policy priorities.

Track issues through the legislative process.

Build relationships with elected officials and follow up regarding their actions.

Identify and leverage opportunities to influence public policy and funding.

### **Objective 4.3 Improve responsiveness of ENTF Committees to ongoing and emerging essential needs advocacy opportunities.**

Facilitate Committee-level advocacy efforts.

Create a sense of urgency around annual policy priorities to prompt local action.

Provide opportunities to partner organizations to learn about relevant topics.

Share results of advocacy efforts, along with consequences of policy makers' decisions.



# Appendix A: Engagement Activities and Timeline

April - July	<b>Survey – Mission, Vision, Values, and Action Areas</b>
	<ul style="list-style-type: none"><li>• Apr-May – Survey was launched; results were analyzed. Appendix B: Survey Tool ..... p. 13 Appendix C: Survey Results ..... p. 19</li><li>• Jun – Board of Trustees reviewed survey results.</li><li>• Jul – Leadership Team affirmed changes to Mission, Vision, Values, and Action Areas.</li></ul>
July - November	<b>Survey – Experience Feedback</b> (Objectives and Tasks) <ul style="list-style-type: none"><li>• Jul – Leadership Team reviewed Objectives.</li><li>• Aug-Sep – Survey was launched; results were analyzed. Appendix D: Survey Tool ..... p. 28 Appendix E: Survey Results ..... p. 31</li><li>• Oct – Each Committee discussed Objectives and Tasks.</li><li>• Nov – Leadership Team reviewed Objectives and Tasks.</li></ul>
August - September	<b>SWOT Analysis</b> (Strengths, Weaknesses, Opportunities, Threats) <ul style="list-style-type: none"><li>• Aug – Board of Trustees drafted SWOT Analysis.</li><li>• Sep – Leadership Team affirmed SWOT Analysis. Appendix F: SWOT Analysis ..... p. 36</li></ul>
September - October	<b>System Issue and Committee Vision Statements</b> <ul style="list-style-type: none"><li>• Sep – Each Committee discussed respective System Issue and Committee Vision statements.</li><li>• Oct – Each Committee affirmed respective System Issue and Committee Vision statements.</li><li>• Oct – Board of Trustees reviewed all System Issue and Committee Vision statements.</li></ul>

## Appendix B: Survey Tool – Mission, Vision, Values, and Action Areas

We want to hear from you!

The Kent County Essential Needs Task Force (ENTF) is updating our Strategic Plan. The first step is to review our Mission, Vision, Values, and Action Areas. These items should describe, at a high-level, the 'Why, What, and How' of our collective work. Your input will ensure that our language represents the broad network of partners and the role of ENTF as a whole. We appreciate your perspectives and commitment to this work.

Participation in this survey is voluntary. Your responses will be anonymous. You can skip any question that you do not wish to answer. You can also navigate through the survey (using the next and back buttons) to review and make updates before submitting. Our current mission, vision, values, and action areas are available for reference at [entfkent.org/about/mission-vision-values](http://entfkent.org/about/mission-vision-values).

In which ENTF Committees do you participate? *Select all that apply.*

- Digital Inclusion
- Economic and Workforce Development (WFD)
- Energy Efficiency (Utilities)
- Food and Nutrition (FNC)
- Transportation
- None

How often do you engage with ENTF? *Select the option that fits you best.*

- I regularly attend more than one meeting per month
- I attend roughly one meeting per month
- I attend a meeting every few months
- I do not regularly attend meetings, but I stay informed through agenda, minutes, and/or the newsletter
- Other (please describe) \_\_\_\_\_

## Mission

We advance equitable outcomes for all people in Kent County within the systems of transportation, food and nutrition, energy efficiency, economic and workforce development, and digital inclusion.

Please rate the following statement: this mission meets my expectations for ENTF's upcoming strategic plan.

- Strongly disagree
- Somewhat disagree
- Neither agree nor disagree
- Somewhat agree
- Strongly agree

How comfortable are you with ENTF adopting this mission?

- I would like to see this adopted as written
- I am ok with adopting this as written
- I am uncomfortable adopting this as written

If you have any other feedback on this mission, please share.

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## Vision

We envision a bright, prosperous future where people-centered systems guarantee equitable access to opportunities, tools, networks, and resources to meet current and emerging needs for all people in Kent County.

Please rate the following statement: this vision meets my expectations for ENTF's upcoming strategic plan.

- Strongly disagree
- Somewhat disagree
- Neither agree nor disagree
- Somewhat agree
- Strongly agree

How comfortable are you with ENTF adopting this vision?

- I would like to see this adopted as written
- I am ok with adopting this as written
- I am uncomfortable adopting this as written

If you have any other feedback on this vision, please share.

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## Values

Equity - We acknowledge that systemic discrimination is embedded throughout our essential needs systems, resulting in both disparate access and outcomes. We are committed to confronting this legacy and current forms of oppression. We must listen to and amplify the voices of people who are still excluded from positions of power. We believe that justice must be realized through equity.

Collaboration - We believe we are stronger together than apart. We seek to create space where all people in Kent County can bring their full selves and share their perspectives. We value aligning systems to build a more cohesive network of essential needs organizations.

Change - We value systems change to address the causes of inequities in our community. We recognize that essential needs have been addressed through an enduring emergency response; these traditional charity models are not working. We support transformative strategies that help individuals achieve long-term household stability.

Accountability - We recognize that many of us benefit from white supremacy, socio-economic class, and other forms of discrimination. We acknowledge that we, in our own way, have been complicit in racism and oppression of others who have experiences different from our own. We strive to be responsive to our community and commit to holding decision makers accountable to equitably addressing essential needs.

Please rate the following statement: this value meets my expectations for ENTF's upcoming strategic plan.

	Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree
Equity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Collaboration	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Change	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Accountability	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

How comfortable are you with ENTF adopting this value?

	I would like to see this adopted as written	I am ok with adopting this as written	I am uncomfortable adopting this as written
Equity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Collaboration	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Change	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Accountability	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

If you have any other feedback on these values, please share.

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## Action Areas

Connecting - We support stakeholders in building and strengthening relationships, partnerships, and collaborative efforts.

Data and Understanding - We build knowledge of the community's current state using quantitative data, diverse experiences, and intentional storytelling.

Action and Advocacy - We ensure equitable systems by advocating for policy and process change.

Community Learning - We build capacity, confidence, and leadership among partners and community members.

Please rate the following statement: this action area meets my expectations for ENTF's upcoming strategic plan.

	Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree
Connecting	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Data and Understanding	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Action and Advocacy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Community Learning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

How comfortable are you with ENTF adopting this action area?

	I would like to see this adopted as written	I am ok with adopting this as written	I am uncomfortable adopting this as written
Connecting	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Data and Understanding	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Action and Advocacy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Community Learning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

If you have any other feedback on these action areas, please share.

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## Appendix C: Survey Results – Mission, Vision, Values, and Action Areas

### Background

This survey was distributed to over 400 people via an anonymous link through an initial email on April 18, 2023 and two follow up reminders on April 26 and May 2. The survey was divided into two identical surveys which were distributed separately to ENTF members and leadership (Board of Trustee members and Committee and Action Team chairs) so that the results could be both aggregated and analyzed separately.

### Respondents

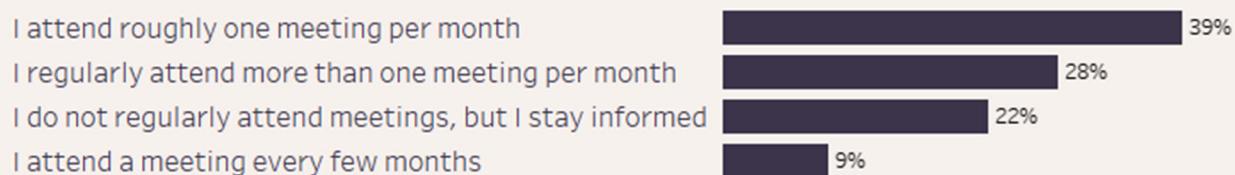


### In which ENTF Committees do you participate?



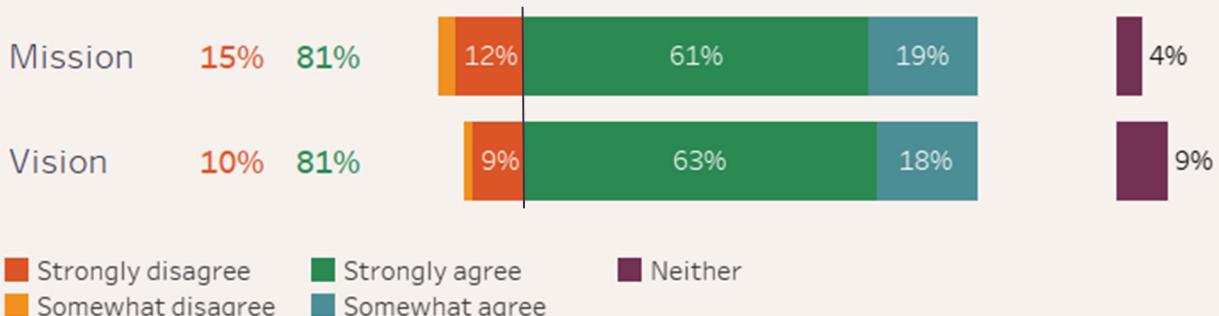
\* 4 respondents checked 2 options, 4 did not check any

### How often do you engage with ENTF?



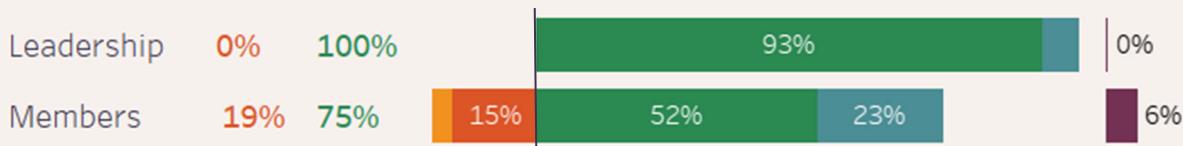
## Mission and Vision Meet Expectations

This meets my expectations for ENTF's upcoming strategic plan.

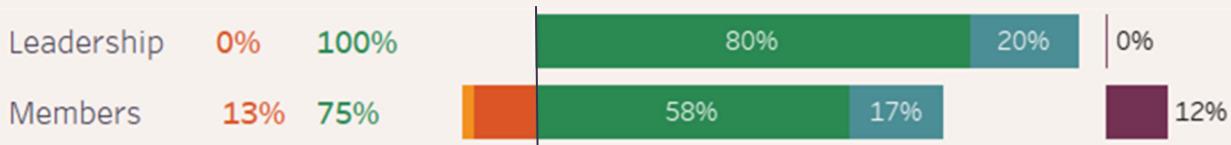


The numbers in orange represent the total percent of negative responses, while the numbers in green represent the total percent of positive responses.

### Mission



### Vision



## Mission and Vision Adoption Supported

How comfortable are you with ENTF adopting this?



- I am uncomfortable adopting this as written
- I would like to see this adopted as written
- I am ok with adopting this as written

The numbers in orange represent the total percent of negative responses, while the numbers in green represent the total percent of positive responses.

### Mission

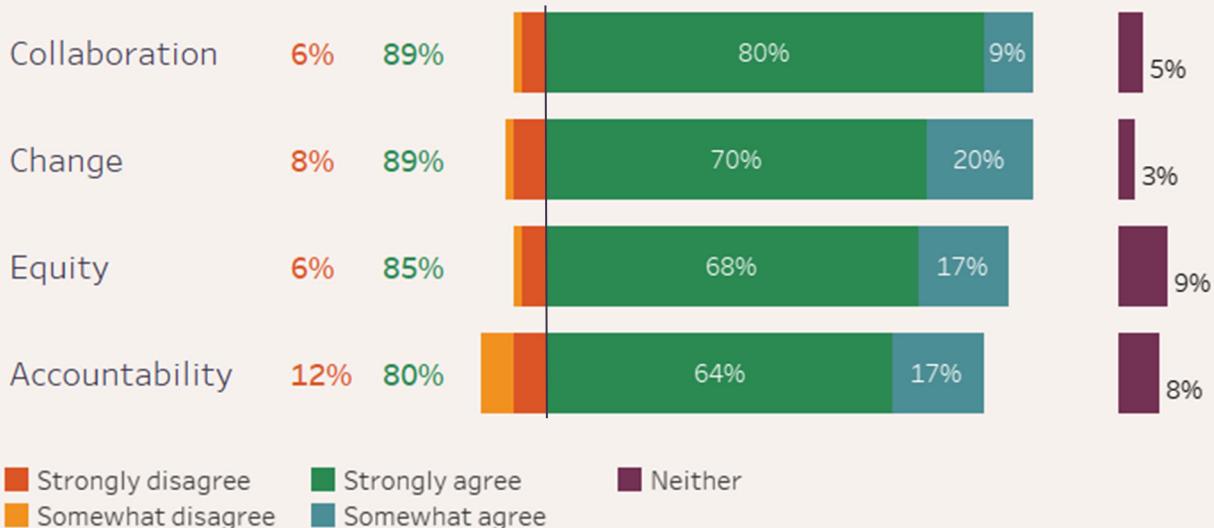


### Vision



## Values Meet Expectations

This meets my expectations for ENTF's upcoming strategic plan.



The numbers in orange represent the total percent of negative responses, while the numbers in green represent the total percent of positive responses.

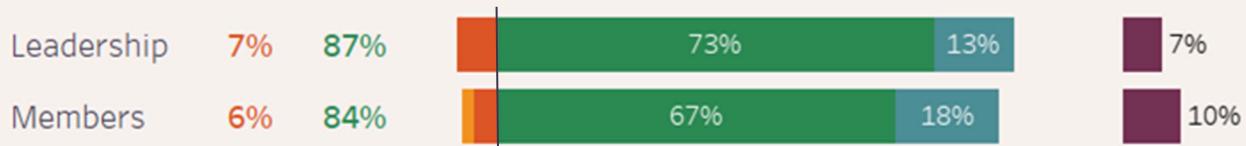
### Collaboration



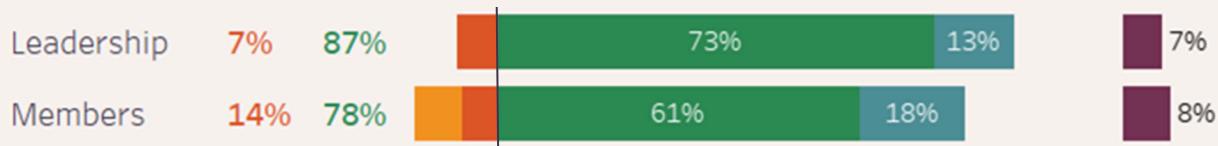
### Change



### Equity

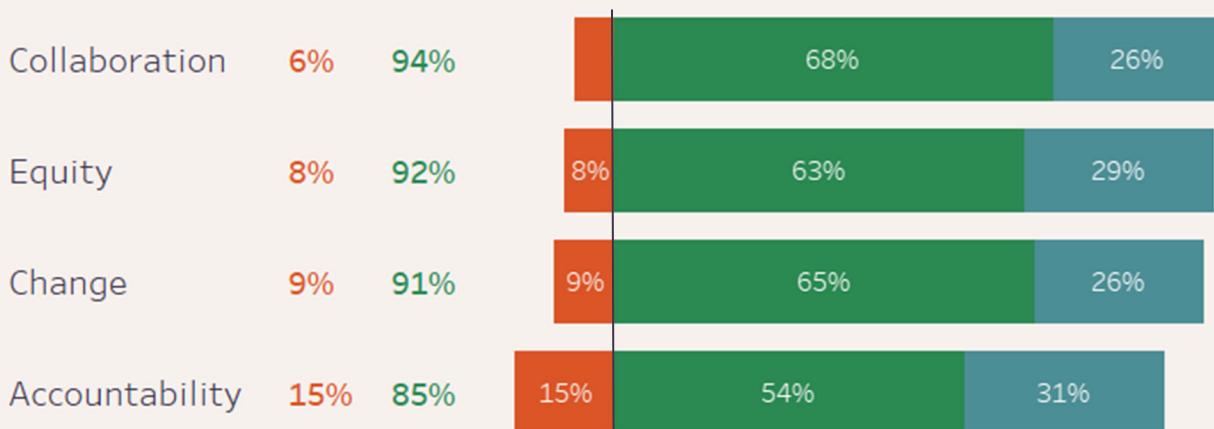


## Accountability



## Values Adoption Supported

How comfortable are you with ENTF adopting this?



■ I am uncomfortable adopting this as written

■ I would like to see this adopted as written

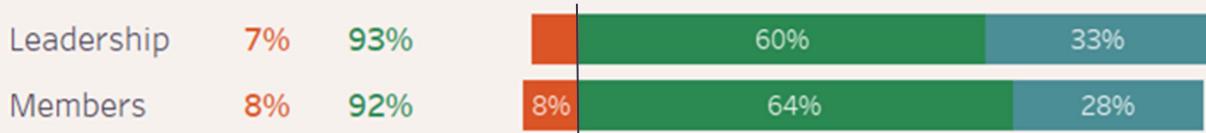
■ I am ok with adopting this as written

The numbers in orange represent the total percent of negative responses, while the numbers in green represent the total percent of positive responses.

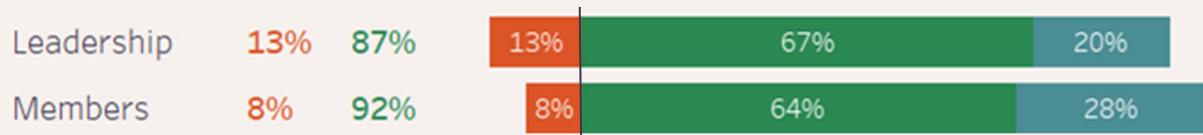
## Collaboration



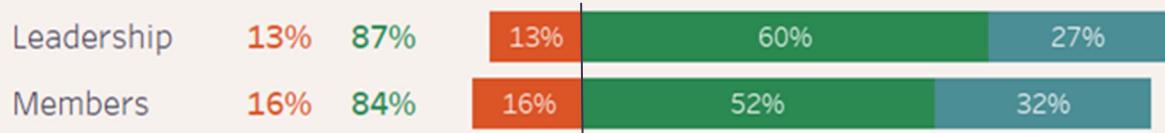
## Equity



## Change

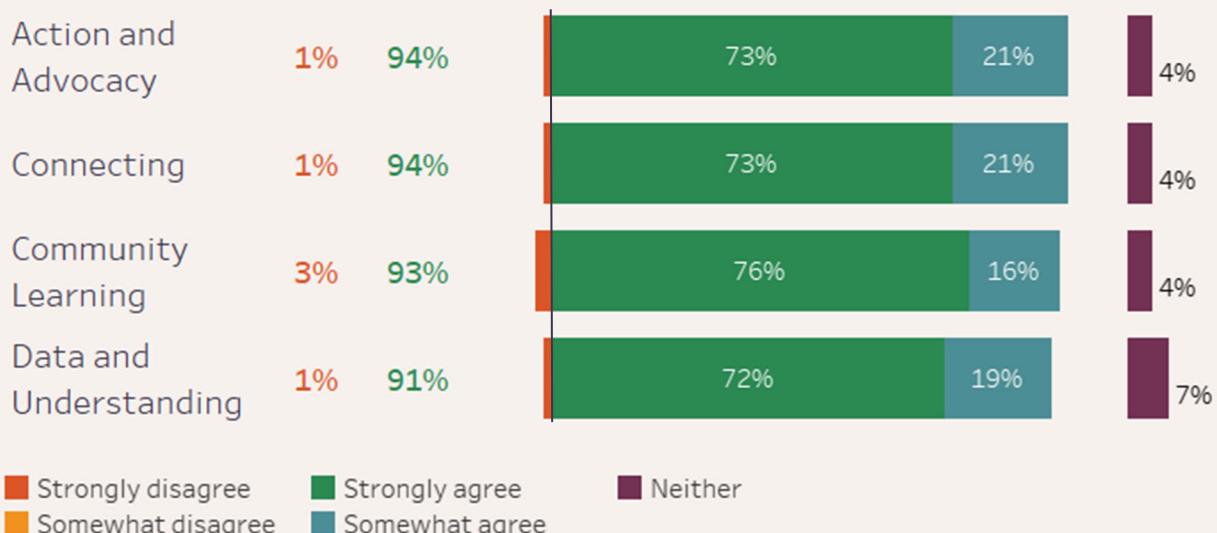


## Accountability



## Action Areas Meet Expectations

This meets my expectations for ENTF's upcoming strategic plan.



The numbers in orange represent the total percent of negative responses, while the numbers in green represent the total percent of positive responses.

## Action and Advocacy



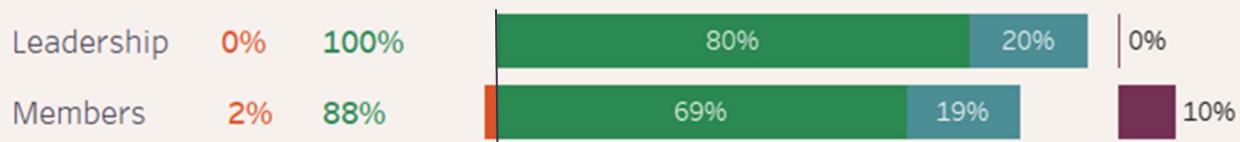
## Connecting



## Community Learning

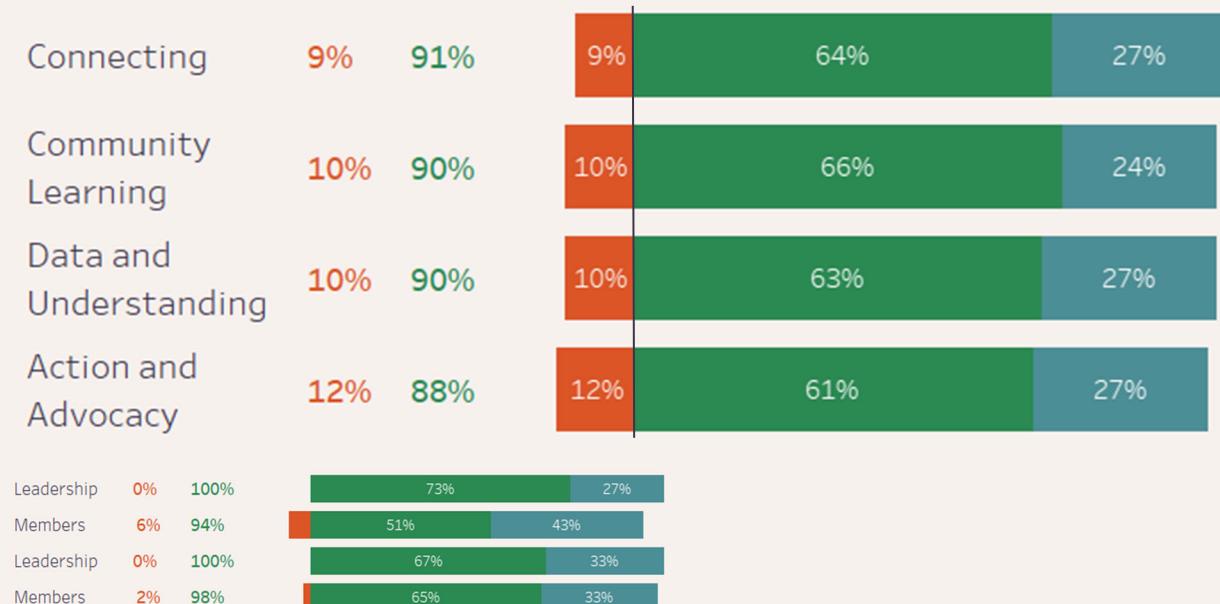


## Data and Understanding



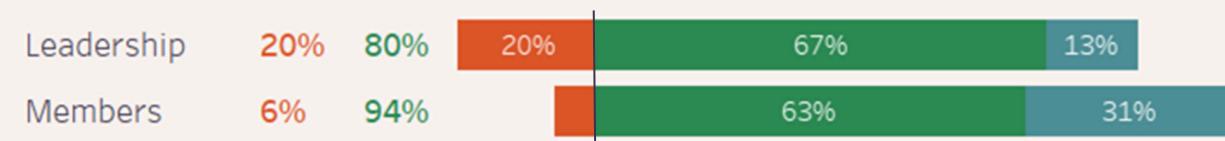
## Action Areas Adoption Supported

How comfortable are you with ENTF adopting this?

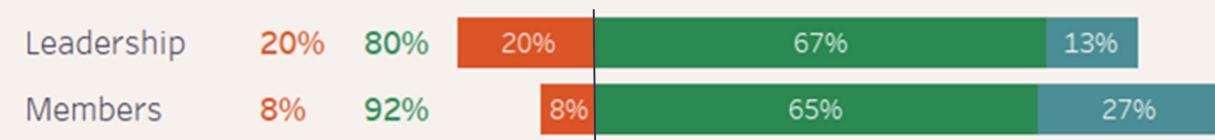


The numbers in orange represent the total percent of negative responses, while the numbers in green represent the total percent of positive responses.

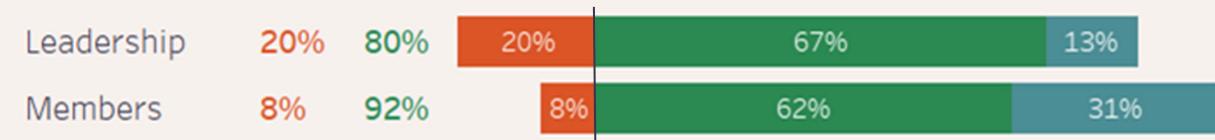
## Connecting



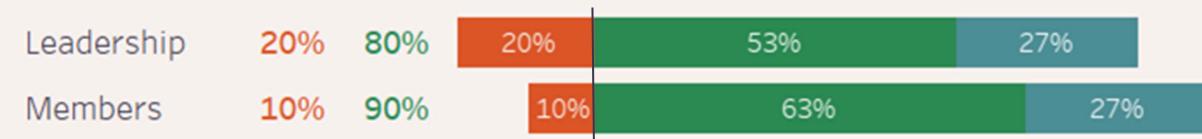
## Community Learning



## Data and Understanding



## Action and Advocacy



## Open-Ended Responses

If you have any other feedback, please share.

Just over 1/3 of respondents (24/67) answered the open-ended questions.

- 6 from leadership
- 18 from members
- Almost half (11/24) made two or more comments

40 responses

- 10 on Mission
- 10 on Vision
- 12 on Values
- 8 on Action Areas

30 made suggestions

Mission - "I would like to see this include more actionable statements."

6 asked questions

Vision- "what is the measurement of metric?"

6 provided comments

Values - "Change implementation needs buy in from participants."

5 voiced support

Action Areas - "These are clear, concise, and well-aligned with the plan."

## Resulting Changes

### Vision

- changed guarantee to ensure
- clarified people-centered language

### Accountability

- added responsibility to one another
- added concrete actions
- removed excess language

# Appendix D: Survey Tool – Experience Feedback

## We want to hear from you!

The Kent County Essential Needs Task Force (ENTF) is updating our Strategic Plan. Please help us gain a better understanding of your experiences with ENTF by responding to this short (less than 10 questions) survey. We appreciate your input and commitment to this work.

Participation in this survey is voluntary. Your responses are anonymous. You can skip any question that you do not wish to answer. You can also navigate through the survey (using the next and back buttons) to review and make updates before submitting.

## Action Areas

We advance our mission by performing the following functions within each of our essential needs systems.

### Connecting

We support stakeholders in building and strengthening relationships, partnerships, and collaborative efforts.

### Community Learning

We build capacity, confidence, and leadership among partners and community members.

### Data and Understanding

We build knowledge of the community's current state using data, diverse experiences, and intentional storytelling.

### Action and Advocacy

We work toward equitable systems by advocating for policy and process change.

What is your experience with ENTF's action areas?

	Extremely dissatisfied	Somewhat dissatisfied	Neither	Somewhat satisfied	Extremely satisfied	Not applicable
Connecting	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Data and Understanding	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Action and Advocacy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Community Learning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

How is ENTF helping your organization advance its mission?

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What else could ENTF do to help your organization advance its mission?

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## Mission

We advance equitable outcomes for all people in Kent County within the systems of transportation, food and nutrition, energy efficiency, economic and workforce development, and digital inclusion.

How are you advancing equitable outcomes within the system(s) where you work? In other words, how do you see yourself fitting into ENTF's mission?

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In which ENTF Committees do you participate? *Select all that apply.*

- Digital Inclusion
- Economic and Workforce Development (WFD)
- Energy Efficiency (Utilities)
- Food and Nutrition (FNC)
- Transportation
- None

How often do you engage with ENTF? *Select the option that fits you best.*

- I regularly attend more than one meeting per month
- I attend roughly one meeting per month
- I attend a meeting every few months
- I do not regularly attend meetings, but I stay informed through agenda, minutes, and/or the newsletter
- Other (please describe) \_\_\_\_\_

# Appendix E: Survey Results – Experience Feedback

## Background

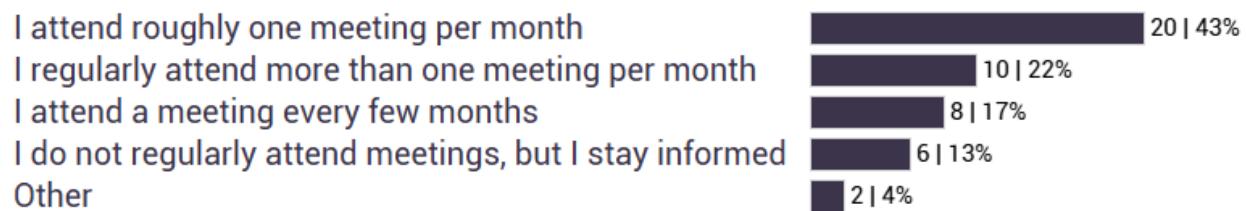
This survey was distributed to over 400 people via an anonymous link through an initial email on August 3, 2023 and three follow up reminders on August 9, 16, and 23. There were 46 respondents.

There were respondents from each of ENTF's Committees, with five respondents selecting more than one when asked "In which ENTF Committees do you participate?"



\* Percentages do not add up to 100% because respondents could check more than one option.

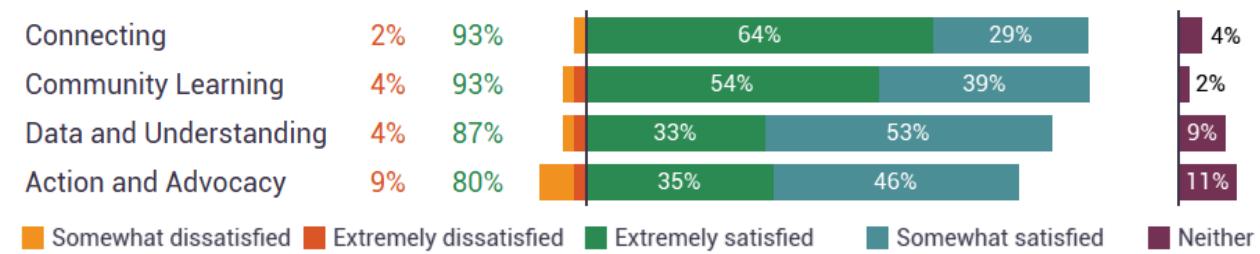
The majority of respondents (43%) engage with an ENTF roughly once a month, with 22% engaging more frequently.



\* Percentages do not add up to 100% due to rounding.

## Experience

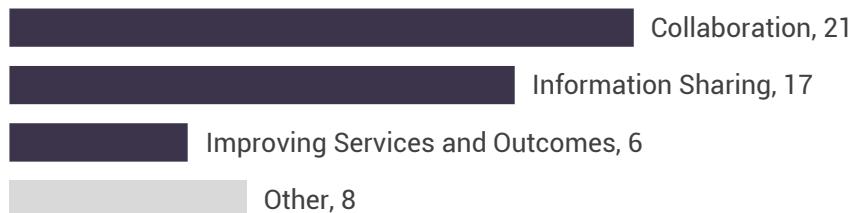
Participants were asked "what is your experience with ENTF's action areas?" The overall satisfaction rate (green text) was at least 80% for all action areas, with the overall dissatisfaction rate (orange text) below 10% for each action area.



\* Percentages for each action area may not add up to 100% due to rounding.

The responses to the three open-ended questions on the survey provide additional context to these participant satisfaction ratings. The goal of the first open-ended question was to understand what ENTF is already doing well and should keep doing. Thirty-four (34) participants provided a response to the question "How is ENTF helping your organization advance its mission?"

**The majority of respondents talked about collaboration and/or information sharing as the main benefits they get from participating in ENTF.**



\* Total is greater than 34 because responses could be coded as more than one theme.

Other responses to this question included things like 'providing trainings' and 'promoting value-driven work.' The themes of collaboration, information sharing, and strengthening organizations in ways that improve their services and outcomes are evident throughout the following quotes.

"By sharing information and resources from our and other organizations, ENTF has been a great partner that helps keep the entire network informed. Many times there are events that are taking place that I would not have been aware of except for the ENTF newsletters and correspondences. This helps our

organization expand our networks and reach out to possible collaborative partners."

"I'm able to learn from other people and learn who else is doing similar work in the area, helping to both collaborate and not duplicate work."

"By connecting and collaborating with consistent community partners, we are able to better refer our participants to needed services, and to be a service portal for participants who live outside our immediate service area. The network of diverse agencies helps bring us into conversations where we might otherwise be overlooked. Our small agency is strengthened by the information and service delivery that can be leveraged collectively."

The goal of the second open-ended question was to understand what ENTF could start doing or activities that could be improved to support partner organizations. Twenty-seven (27) participants provided a response to the question "What else could ENTF do to help your organization advance its mission?"

Respondents talked about ENTF doing more advocacy and being more intentional, as well as ways to further collaboration, community engagement and information sharing.



\* Total is greater than 27 because responses could be coded as more than one theme.

The majority (8/12) of other response were things like "not sure," "keep doing what you're doing" or "N/A." The following quotes exhibit the themes of advocacy, community engagement, intentionality and data, and collaboration.

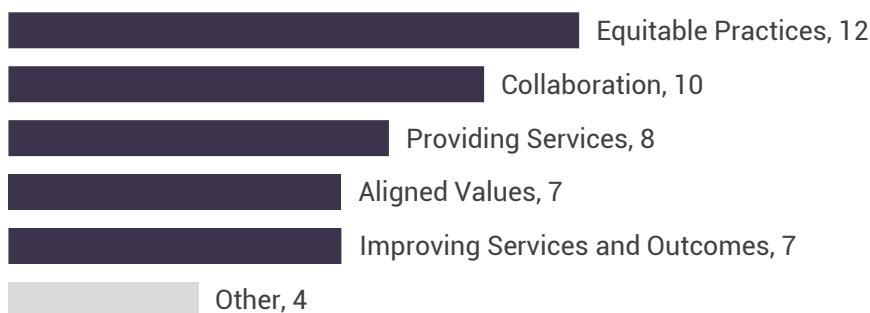
"ENTF could do a deeper dive into community and strive for greater policy and process changes."

"The ENTF could help my organization and the Task Force by setting some clear and measurable objectives."

"I would like to see ENTF shift some focus toward how we can be better partnered as organizations. Dollars are limited and I understand that is often a factor, but the better we collaborate the more streamlined and accessible our services could be."

The goal of the third open-ended question was to understand how members view their own role in ENTF's work. Thirty-two (32) participants provided a response to the question "How are you advancing equitable outcomes within the system(s) where you work? In other words, how do you see yourself fitting into ENTF's mission?"

**Respondents talked about equitable practices and collaboration, along with providing services, aligned values, and improving services and outcomes.**



\* Total is greater than 32 because responses could be coded as more than one theme.

Coding the responses to this question posed a greater challenge than the previous open-ended questions, because many respondents shared that simply providing services or engaging with other organizations is how they are furthering ENTF's mission. While these activities can be in service of ENTF's mission, it is important to understand how they are providing services (e.g. utilizing equitable practice) and the goal of working with partner organizations (e.g. to improve services and outcomes). Several responses did not convey this level of understanding, which could indicate that the question was confusing and/or that respondents are not used to the type of system thinking that was being prompted.

Additionally, while some of the themes are the same as the previous open-ended questions, the content of these themes was quite different here. For example, for the theme of collaboration in the previous questions, respondents discussed connecting with partners and used the word "collaboration" in their responses; whereas, for this

question, respondents talked about understanding what other organizations do and resource navigation, rarely using terms like "connecting" or "collaboration."

The other response included things like information sharing and participating in ENTF. The following quotes exhibit the themes of providing services, equitable practices, and improving services and outcomes.

"I work in community with other food systems workers, doing the work is how I fit into ENTF's mission the most."

"We are taking a deep dive into our policies and processes to reduce barriers and removing practices that are unequitable."

"Our organization raised our income qualification, added a transportation program and have regular focus groups."

"Will continue to advocate and educate myself and others about needs and creative ways to meet them for individuals and organizations."

## Appendix F: SWOT Analysis

<b>Strengths</b> <ul style="list-style-type: none"><li>Bringing together organizations that are doing the work</li><li>Sharing information about resources and projects</li><li>Makings connections and introductions</li><li>Consistently doing the work; respected and trusted partner</li><li>Advocacy – have a seat at the table in numerous spaces</li><li>Not afraid of change – adjusts to community needs</li><li>Not afraid to challenge systems</li></ul>	<b>Weaknesses</b> <ul style="list-style-type: none"><li>Not in regular contact with people with lived experience</li><li>Turnover at partner orgs can stall activities – lots of time is needed to build and maintain relationships</li><li>Not enough resources</li><li>Lots of members in direct service roles, need more leverage within partner organizations</li><li>No organizational commitment to participate or contribute</li></ul>
<b>Opportunities</b> <ul style="list-style-type: none"><li>More advocacy<ul style="list-style-type: none"><li>Create structure and support for this work</li><li>Build more collective power</li><li>Create channels to work at the State level</li><li>Stay connected and in front of people in power, especially when we already have a relationship</li><li>Lead issue area advocacy campaigns as appropriate</li></ul></li><li>Public communication telling the story of our work</li><li>Community data sharing - back to community members</li><li>Use expertise to gain influence (get a seat at more tables)</li><li>Diversify funding - supporting other groups working on related issues (systems change)</li><li>Making space for people with lived experience</li><li>Strengthen relationships with the business community</li></ul>	<b>Threats</b> <ul style="list-style-type: none"><li>Loss of funding</li><li>Polarization of the work makes it difficult to work with the business community</li><li>External factors - Examples: Post-pandemic loss of funding increased demand on emergency services; Employers are more likely to engage when they need workers</li><li>Lack of understanding of systems-level work</li><li>Remaining relevant – providing value to partners so they stay engaged</li><li>Partner organizations have ongoing capacity issues</li><li>Decision makers are not well informed – needs are rapidly changing</li></ul>