

Goal #1: All County Residents Will Be Aware of Hunger in Palm Beach County and Solutions at Hand.

OBJECTIVE #1: AWARENESS ABOUT HUNGER AND EFFECTIVE SOLUTIONS WILL INCREASE IN PALM BEACH COUNTY.

STRATEGY #1(A): Launch a comprehensive campaign to raise awareness about the extent of hunger in Palm Beach County, with a compelling framework and message that keeps the topic relevant and that engages community members at all levels.

TACTICS #1(A)

- Through the leadership of the Hunger Relief Initiative, create common messaging and build a social media campaign to educate and engage the community.
- Organize a countywide SNAP Challenge — where public officials and community leaders learn first-hand how hard it is to eat on an average SNAP budget — and other efforts to help educate the public and opinion leaders about what it truly means to try to purchase an adequate and healthy diet on a limited budget.
- Continue messaging around the need to strengthen the state and federal nutrition programs and their local implementation and weave these into the DNA of Palm Beach County’s response to hunger. *Federal programs are subject to change.*
- Implement annual Hunger Action Month awareness campaign in September in collaboration with local new networks, municipalities, and other Hunger Relief partners.

STRATEGY #1(B): Increase awareness of the solutions at hand.

TACTICS #1(B)

- Increase information-sharing among stakeholders. Build 211’s capacity to ensure that social service providers are fully able to connect their clients to all the supports available to help access food and build economic security.
 - * Continue to implement and improve United Way of Palm Beach County Food Finder Map and partner information resources. Includes food pantries, soup kitchens, SNAP assistance, and more.
 - * Utilize existing communications channels to disseminate information, including Child Care Resource and Referral Network, County Health Improvement Plan (CHIP), and others.
 - Utilize partnerships, resources, and communication to develop a Plan B in the case of funding cuts.
- Stakeholders should continue to implement innovative outreach services in their operations to ensure clients are aware of these services and resources.
- Continue to create and update simple, effective outreach materials, in multiple languages, to educate struggling families and individuals about the benefits available.
- Leverage media partnerships to raise awareness about the state of hunger in Palm Beach County, how residents can be a part of the solution, and how those in need can connect with the federal nutrition programs and other resources available to help access food.

STRATEGY #1(C): Include people struggling with hunger and food hardship in all efforts to raise public awareness of hunger in Palm Beach County.

TACTICS #1(C)

- Provide residents with low incomes venues to share their stories and advocate for change.
- Continue to seek feedback from families participating in SNAP and other nutrition programs regarding the impact of these programs on their lives, and their recommendations for improvements.

RESPONSIBLE ENTITIES

- Business stakeholders

- Human service providers for residents with low incomes
- Hunger Relief Initiative
- Food banks, food pantries, soup kitchens, etc.
- Local communications, advertising, and marketing professionals
- Local government officials
- Palm Beach County partners and affinity groups
- Radio, television and newspaper outlets
- Palm Beach County residents
- The School District of Palm Beach County

MEASUREMENTS

- Awareness of hunger and food hardship solutions among Palm Beach County residents, public officials, opinion leaders, and people at risk of hunger and food hardship.
- Awareness among those at risk of hunger and food hardship about the services and benefits available to them.
- Degree to which people dealing with hunger and food hardship participate in public awareness campaigns.
- Degree to which service and benefits providers and advocates receive feedback and recommendations from those they serve.
- Number of news articles, public service announcements, and marketing efforts about hunger and responses to it in Palm Beach County.
- Number of social media hits (Twitter followers, Facebook likes and similar measures).
- Number of views on United Way of Palm Beach County Food Finder Map and requests for assistance from partners.

OUTCOMES

- Increased number of Palm Beach County residents who are aware of the state of hunger and food insecurity in the County.
- Increased number of Palm Beach County residents with low incomes who are aware that they may be eligible for SNAP and other nutrition program benefits.
- Programs and outreach efforts that are intended to ease the burdens of hunger and food hardship will be strengthened, expanded and improved.
- People experiencing hunger and food insecurity will be fully integrated into all efforts to raise awareness of hunger in Palm Beach County.

Goal #2: The Palm Beach County Hunger Relief Initiative, Elected Officials, and Community Members Will Advocate for the Strengthening of Public Policies at All Levels of Government to Systematically Fight Hunger and Reduce Food Hardship.

OBJECTIVE #2: THE HUNGER RELIEF INITIATIVE WILL EFFECTIVELY ADVOCATE FOR PUBLIC POLICIES TO FIGHT HUNGER

STRATEGY #2(A): Ramp up the ability of the Hunger Relief Initiative to advocate for policy solutions to fight hunger and reduce food hardship.

Effective advocacy will require building stronger partnerships within Palm Beach County and ensuring a unified voice on behalf of people at risk of hunger and food hardship.

TACTICS #2(A)

- Identify members of the Hunger Relief Initiative interested in creating an advocacy agenda.
- Identify partners who are supporting a similar agenda and share common language (e.g., Florida Impact, United Way of Florida ALICE Project, Florida Council on Aging, AARP Florida, Florida Policy Institute, No Kid Hungry, food banks, American Heart Association, School Nutrition Association, Urban School Alliance, FRAC, Feeding America, etc.)
- Agree on a process for supporting the Initiative's advocacy work recognizing that some members may not want to engage in policy or may not be permitted because they are government employees.
- Provide training for Initiative members on permissible lobbying activities for nonprofits and the differences between lobbying and advocacy.
- Explore opportunities to support advocacy efforts with partners for supporting the Child Nutrition Reauthorization Act (CNR), the Older Americans Act (OAA), and other legislation impacting families and seniors struggling with hunger.

STRATEGY #2(B): Advocate for and strengthen federal policies to systematically fight hunger.

The Initiative will need to prioritize its interest and ability to engage in federal advocacy including partnering with Florida Impact to support a strong Child Nutrition Reauthorization (CNR) Act and senior advocacy groups to support the nutrition programs in the Older Americans Act (OAA).

TACTICS #2(B)

- Continue partnering with Florida Impact on supporting the Child Nutrition Reauthorization (CNR).
- Ramp-up partnerships with groups such as Florida Council on Aging and AARP Florida to advocate for the long overdue reauthorization of the Older Americans Act (OAA) that includes improved nutrition provisions to address the growing numbers of seniors struggling with hunger.
- Identify opportunities to engage Initiative members and people struggling with hunger in advocacy work around both Acts such as a sign-on letter, letters to the editor, sharing stories on the importance of the programs and how they can be improved, and visits to legislators.

STRATEGY #2(C): Advocate for and strengthen state policies to systematically fight hunger and reduce food hardship.

TACTICS #2(C)

- Improve state implementation of SNAP. While federal law governs SNAP, a variety of state policies affect how the program impacts participants. For example, streamlining the application process can make the difference between someone applying for SNAP or not. Florida currently takes advantage of several positive key policies that improve access. These include a broad waiver of face-to-face interviews for applicants, broad-based categorical eligibility that eliminates an asset test, and raising the gross income test to 200 percent of the federal poverty level, and a 24-month certification period for most seniors. The state also utilizes several policy options that help ensure residents are getting their full

SNAP benefit amount. However, the Florida Department of Children and Families can make further improvements — especially in the way SNAP interacts with other social service programs by:

- Choosing the federal option of providing five months of federally-funded SNAP transitional benefits for families leaving TANF.
- Changing the Work Requirements and Disqualification Policy so children are not penalized if one of their parents or guardians is disqualified.
- Applying for able-bodied adults without dependents (ABAWD) temporary waivers — in areas with persistently high unemployment. For instance, there are areas in South Florida and potentially in Palm Beach County that are eligible for the waiver. The Governor can ask USDA for the continuation of the ABAWD waiver in these areas of high unemployment.
- Work to pass state legislation lifting the lifetime ban on SNAP benefits for individuals convicted of a drug felony.

RESPONSIBLE ENTITIES

- Business stakeholders
- Florida Department of Agriculture and Consumer Services (FDACS)
- Florida Department of Children and Families (DCF)
- Florida Department of Health
- Florida Impact
- Florida Policy Institute
- Hunger Relief Initiative
- Hunger Relief organizations
- Local elected officials
- Local program administrators
- Members of the State of Florida’s House and Senate representing Palm Beach County
- Members of the U.S. House and Senate representing Palm Beach County
- Other community partners including anti-poverty advocates
- Senior advocacy groups like Florida Council on Aging and AARP Florida
- State agency officials

MEASUREMENTS

- Whether the changes advocated by the Hunger Relief Initiative are enacted.
- Whether the Palm Beach County congressional delegation supports the positions of the Hunger Relief Initiative.
- Whether the Palm Beach County state legislative delegation supports the positions of the Hunger Relief Initiative.
- Whether the state adopts and protects permissible SNAP and WIC policies.

OUTCOMES

- The Summer Food Service Program, Afterschool and Child Care Food Programs will be strengthened and barriers to participation will be lowered.
- SNAP will be strengthened and protected.
- State SNAP policies will be improved to remove barriers and streamline access to the program.
- Local usage of the child nutrition programs, SNAP, and other anti-hunger programs will improve.
- Reauthorization of the Older Americans Act

Goal #3: Hunger in the Glades Will Be Reduced Through Intensive, Focused Outreach and Attention.

OBJECTIVE #3: EFFORTS TO REDUCE HUNGER IN PALM BEACH COUNTY WILL PRIORITIZE THE GLADES

STRATEGY #3(A): Combine nutrition education and food access into one seamless package.

Taking the first strategy listed in the Glades Strategic Plan and continuing to enhance it by linking it directly to food access ensures that residents can put the information they've gained to good use.

TACTICS #3(A)

- Implement service models that combine nutrition education with supports that help people connect to federal nutrition programs (e.g., through sharing information on how to access programs) or grow their own food (e.g., through school gardens and community gardens).
- Work with Belle Glade officials to address the issues behind the city's ban on "pop-up" community gardens. Residents should be encouraged to create and join community gardens whenever and wherever possible.
- Continue to develop opportunities for the community to sell produce at farm stands or farmers markets and generate private funding for programs that improve purchasing power of consumers with low incomes. Ensure that these produce outlets accept SNAP. Explore funding for "Bonus Bucks" would allow SNAP or WIC recipients to double their purchasing power up to certain limits at farmers' markets and produce stands. This innovative model would serve as a strong incentive for the creation of farmers markets and produce stands in the Glades.

STRATEGY #3(B): Increase SNAP participation in the Glades.

TACTICS #3(B)

- Identify households that may be eligible for SNAP but aren't participating.
- Use trusted channels — to overcome cultural barriers — to reach out to these and other families about the availability of SNAP.
- Monitor training for community groups to connect people to SNAP:
 - Ensure those conducting outreach know the most up-to-date rules (such as the fact that children born in the U.S. to undocumented parents are eligible for SNAP).
 - Ensure those conducting outreach understand how to account for income from seasonal employment to maximize the period of SNAP eligibility.
- Help fund more outreach partners through peer-to-peer models, trusted community leaders, and navigators to connect people to SNAP and other food resources.
- Develop resources and materials that are culturally appropriate and multilingual.
- Monitor that 211 has operators on hand who can speak languages representative of the county's population.

STRATEGY #3(C): Improve the coordination of resources.

TACTICS #3(C)

- Increase the refrigerated storage facilities, refrigerated transportation, and staff or volunteers available and Glades' food pantries to accommodate the current volume of available food.
- Build on the work currently being done to improve the efficiency of getting donated food to the region.
- Develop system/program for Home-Delivered Meals to older adults.
- Continue to explore the opportunity of creating a produce processing distribution center in the Glades. OR: Continue to work with growers and stakeholders to discuss ways to better serve the community through gleaned or donated produce.

- Explore the viability of building a produce processing facility in the Glades to help better distribute fruits and vegetables to complement gleaning and provide jobs (Goal #7).

STRATEGY #3(D): Improve participation in federal child nutrition programs.

TACTICS #3(D)

- Support The School District of Palm Beach County through marketing efforts to communicate to parents and students the availability of free breakfast and lunch to all the Glades region students. If feasible, implement a variety of alternative breakfast solutions. (Goal #4).
- Help build the capacity building of all organizations serving Glades residents to connect them to the full range of federal food and nutrition programs (e.g., Summer BreakSpot, WIC, and school breakfast).
- Continue to ensure all the Glades region schools have the Afterschool Meals Program (AMP) where feasible.

STRATEGY #3(E): Maximize participation in Weekend Backpack programs.

TACTICS #3(E)

- Offer weekend backpack meals at schools, aftercare centers, and other sites where feasible.
- Utilize data from the District's Support Services Dashboard to identify priority schools serving high concentrations of disadvantaged students who may benefit from additional support services. To determine schools with the greatest need, analyze and cross-reference the following indicators (e.g., hunger relief programs/needs, academic performance, attendance trends, discipline issues, direct certification, progress monitoring periods, and housing insecurities/homelessness, etc.) Information on the Support Services Dashboard can be viewed by region, municipalities, school levels, and more.

RESPONSIBLE ENTITIES

- American Heart Association
- Farmworker Coordinating Council
- Florida Department of Children and Families (DCF)
- Food banks, food pantries, soup kitchens, etc.
- Glades community-based organizations
- Faith-based organizations
- Growers
- Hunger Relief Initiative
- Local government officials
- Senior centers
- The School District of Palm Beach County
- University of Florida/Institute of Food and Agricultural Sciences (UF/IFAS)
- Local academic institutions with research capabilities

MEASUREMENTS

- Rates of hunger and food insecurity in the Glades.
- Whether nutrition education efforts are combined with food access.
- SNAP participation rates in the Glades.
- Whether the food distribution system is made more efficient with local storage facilities and a food processing plant built.
- The number of Glades children participating in the child nutrition programs.
- Whether schools establish breakfast in the classroom and afterschool meals programs.
- The number of sites and children served through a Weekend Backpack program.

- Student absences, behavior, and suspensions.
- School grade.

OUTCOMES

- Hunger and food insecurity in the Glades will be reduced.
- Nutrition education and food access for families at risk will be provided together.
- Participation in SNAP and the child nutrition programs will increase.
- Food distribution will be better coordinated and more efficient, with local storage facilities and the establishment of a food processing plant.
- Schools will explore innovative strategies including Breakfast in the Classroom, Grab N' Go, and Second Chance breakfast, to reach more children and increase breakfast participation and expand Afterschool Meals Programs.
- Participation in Weekend Backpack programs will increase, depending on available funding.

Goal #4: All Palm Beach County Children Will Have Access to the Nutritious Food They Need to Build Healthy Bodies and Strong Minds.

OBJECTIVE #4A: ALL INFANTS, TODDLERS AND PRE-SCHOOLERS WILL HAVE ACCESS TO SPECIAL NUTRITIONAL FOOD EVERY DAY, ALL YEAR LONG

STRATEGY #4(A) 1: Maximize participation in the Special Supplemental Nutrition Program for Women, Infants and Children (WIC).

TACTICS #4(A)1

- Continue to have Florida Department of Health in Palm Beach County systematically promote WIC at child development centers serving families with low incomes.
- Screen SNAP participant households with newborns and children under 5 for WIC and make referrals to appropriate program.
- Ensure that all Palm Beach County agencies interacting with pregnant women and young families – both public and private – have information on WIC and proactively seek to enroll those eligible.
- Continue to encourage health care providers caring for pregnant women and young children – OB-GYNs, pediatricians, health clinics, hospitals – to talk with their patients about WIC.
- Assess at what rate WIC customers are redeeming WIC benefits.
- Promote supermarkets, grocery stores, and other retailers selling fresh food that accept WIC.
- Promote breastfeeding education and lactation support (including access to breast pumps).

STRATEGY #4(A)2: Maximize participation in the Child and Adult Care Food Program (CACFP).

TACTICS #4(A)2

- Continue outreach to all child care centers and home care providers not participating in CACFP to ensure they are aware of the program and to assist them with enrollment.
 - Special focus on family childcare providers because they have the lowest participation.
- Bring together government agencies and the advocacy, nonprofit, faith-based and child care communities to support outreach efforts.
- Reduce access barriers to applying for CACFP.
- Use CACFP nutrition education resources to support healthy eating and physical activity habits among pre-school children in child care.

RESPONSIBLE ENTITIES

- Child care providers
- Children's Services Council of Palm Beach County
- Early Learning Coalition of Palm Beach County
- Florida Department of Children and Families (DCF)
- Florida Department of Health (DOH)
- Food banks, food pantries, soup kitchens, etc.
- Health care providers caring for pregnant women and young children
- Healthy Start Coalition of Palm Beach County
- Hunger Relief Initiative
- Local agencies interacting with pregnant women, families, and child care providers
- Sponsoring organizations for child nutrition programs
- Supermarkets, grocery stores, and other food retailers

MEASUREMENTS

- Percentage of eligible pregnant women and young children participating in WIC

- Number of stores that accept WIC in targeted areas
- Percentage of WIC coupons redeemed
- Percentage of child care programs participating in CACFP
- Percentage of child care homes participating in CACFP
- Number of households on SNAP referred to WIC

OUTCOMES

- Increase the number of eligible women and young children participating in WIC
- Increase the number of child care providers in Palm Beach County participating in CACFP.
- Overall measures of health for pregnant women and young children will improve.

OBJECTIVE #4B: ALL SCHOOL-AGE CHILDREN AND TEENAGERS WILL HAVE ACCESS TO NUTRITIOUS FOOD IN SCHOOLS AND THROUGH SUMMER, AFTERSCHOOL, AND WEEKEND PROGRAMS.

STRATEGY #4(B)1: Maximize participation in the school-based regular day meal programs (School Breakfast Program and National School Lunch Program).

TACTICS #4(B)1

- Continue to operate under the District-wide CEP as allowed by legislation and funding.
- Implement Grab N' Go breakfast and explore other alternative breakfast models, like Breakfast after the bell.
- Continue to expand "Farm to School" offerings and Farm Field Trips to promote healthy eating.
- Continue to encourage adequate time for students to receive and consume their meals.
- Continue to add culturally diverse and plant-based menu options to the menu to reach more students with popular choices.
- Continue to promote menus through customer appreciation events.
- Continue to expand the High School Re-engineering program to additional high schools when financially feasible.

STRATEGY #4(B)2: Maximize participation in Summer BreakSpot (Florida's Summer Nutrition Program).

TACTICS #4(B)2

- Build on existing outreach efforts to ensure that all eligible families know about Summer BreakSpot Program and can access sites:
 - Continue the District's use of the robo call system to call every student's home to notify their family about the availability of meals during the summer.
 - Continue efforts by the Florida Department of Agriculture and Consumer Services to collaborate with the Department of Children and Families, and SNAP community partners to advertise summer meal sites to households receiving SNAP benefits.
 - Expand the Summer BreakSpot outreach campaign by engaging more stakeholders and coming up with more creative ways to promote the program to children and their families, as well as program providers.
- Ensure that all summer camps in summer meal eligible areas are participating in the Summer BreakSpot. For instance, explore requiring summer programs receiving local government funding and philanthropic funding to participate in Summer BreakSpot.
- Operate mobile feeding sites and collaborate with new partners to ensure those in rural areas have access to summer meals.
- Provide small start-up grants to sites to be able to serve meals.
- Explore opportunities at the local level to reduce paperwork.
- Pursue a pilot to provide meals for the parent along with the child.

STRATEGY #4(B)3: Maximize participation in the Afterschool Nutrition Programs.

TACTICS #4(B)3

- Explore requiring any child care provider or afterschool program receiving county and philanthropic funding to provide meals and snacks to participants afterschool.

- The District should continue to expand the Afterschool Meals Program (AMP) to all eligible schools.
- Expand efforts to ensure that children whose stay in afterschool care extends into the evening hours receive nutritious dinners.
- Reach out to all afterschool program providers who offer snacks and urge them to participate in the Afterschool Meals Program.
- Reach out to program providers that operate on weekends and holidays to ensure they know the program allows for one meal and snack to be served during these times.

STRATEGY #4(C)1: Provide elementary age children with access to weekend meals.

TACTICS #4(C)1

- Continue to identify consistent funding for weekend backpack meals.
- Distribute appropriate meals that meet nutrition standards determined by USDA guidelines.
- Regularly review menu components based on participant feedback, food availability, food costs, etc.
- Identify barriers to participation in weekend backpack programs.
- Utilize data from the District's Support Services Dashboard to identify priority elementary schools serving high concentrations of disadvantaged students who may benefit from additional support services. To determine schools with the greatest need, analyze and cross-reference the following indicators (e.g., hunger relief programs/needs, academic performance, attendance trends, discipline issues, direct certification, progress monitoring periods, and housing insecurities/homelessness, etc.). Information on the Support Services Dashboard can be viewed by region, municipalities, school levels, and more.

RESPONSIBLE ENTITIES

- Children's Services Council
- Early Learning Coalition
- Faith-based communities
- Florida Department of Agriculture and Consumer Services
- Funders
- Hunger Relief Initiative
- Hunger Relief organizations
- Local farms
- Municipal Departments of Recreation
- Palm Beach County Youth Services Department
- PrimeTime Palm Beach County
- School officials, teachers, parents and Parent Teacher Associations
- Summer camp and afterschool program providers
- The School District of Palm Beach County
- USDA
- Weekend backpack providers

MEASUREMENTS

- Percentage of students receiving school breakfast each school day.
- Percentage of students receiving free school lunches each school day.
- Number of meals served during the summer months.
- Statistics on the presence of hunger and food insecurity among families with children during the summer months.
- The number of afterschool care providers, including schools, participating in afterschool nutrition programs, especially the Afterschool Meal Program (AMP).
- Absences, test scores, behavior and suspensions, school grade.
- School grade change year over year.
- Percent of students reporting improved eating behaviors.
- Number of children and sites participating in a weekend backpack program.

OUTCOMES

- Number of schools providing universal free school meals by adopting the Community Eligibility Provision (CEP) or other models and operating alternative breakfast models (Breakfast in the Classroom, Grab N' Go, and Second Chance).
- Maintain and increase breakfast and lunch daily meal participation.
- Participation in the National School Lunch Program will grow for students from families with low incomes.
- The number of meals provided to children during the summer will increase.
- The number of afterschool care program sites participating in the Afterschool Meals Program (AMP) will be maintained or increase.
- Number of children and sites participating in a weekend backpack program will increase.
- Weekend Backpack Program participants will achieve healthy eating behaviors.

Goal #5: Palm Beach County Older Residents With Low Incomes Will Have Balanced, Nutritious Diets.

OBJECTIVE #5(A): ALL ELIGIBLE PALM BEACH COUNTY SENIOR CITIZENS AT RISK OF HUNGER WILL RECEIVE FEDERAL BENEFITS.

STRATEGY #5(A)1: Maximize senior citizen participation in SNAP.

TACTICS #5(A)1

- Continue to analyze data to identify key types of senior or geographic areas that are being underserved and target sites based on data to conduct SNAP outreach.
- Continue to identify key messages to help connect senior citizens to SNAP and overcome the stigma some may feel about the program. Messages that have been found to be effective elsewhere include the fact that SNAP boosts health and nutrition, stretches food dollars, serves anyone who is eligible, eases choices between paying for food and medicine, draws down federal dollars after a lifetime of paying taxes, and helps bring federal dollars to support the local economy.
- Continue to promote SNAP at local agencies and community-based senior serving agencies, such as senior congregate meal sites, Social Security Administration offices, housing complexes, faith-based sites, and food bank programs.
- Work with local and state agencies to adopt policy options to help seniors readily access SNAP and increase benefit levels (for example, adopt a standard medical deduction, and allow voice recognition for a telephone signature).
- Work with local and state agencies to ensure that seniors are aware of existing policy options that benefit older residents. For example, the two-year certification period, the opportunity to deduct medical expenses, and the elimination of the asset test.
- Provide assistance to seniors in filling out the application.

STRATEGY #5(A)2: Expand the Congregate Meal and Home-Delivered Meals Programs.

TACTICS #5(A)2

- Prioritize expanding congregate meal sites and home-delivered meal services, with a focus on underserved communities including the Glades.
- Identify the funding needed to leverage services and the capacity of local community-based organizations to support these efforts.
- Monitor and advocate for Palm Beach County getting the maximum federal and state dollars for senior nutrition programs.
- Work to secure government or foundation funding to expand congregate meal and home-delivered meal service to more seniors facing hunger.
- Optimize participation in the Older Americans Act (OAA) nutrition counseling program for seniors with high nutritional risk scores.

STRATEGY #5(A)3: Bring the Commodity Supplemental Food Program (CSFP) to Palm Beach County.

TACTICS #5(A)3

- County stakeholders should seek to participate in the CSFP if it is expanded at the state level.

RESPONSIBLE ENTITIES

- Area Agency on Aging
- Faith-based organizations
- Florida Department of Children and Families (DCF)
- Hunger Relief Initiative
- Food banks, food pantries, soup kitchens, etc.

- Local senior citizen service providers
- Other community-based organizations serving seniors
- Palm Beach County Board of County Commissioners
- Local government officials
- Senior citizen advocacy organizations, such as AARP
- Senior citizen centers
- Senior housing complexes

MEASUREMENTS

- The number of seniors that become aware of SNAP through outreach efforts.
- Attitudes among senior citizens toward SNAP participation.
- The percentage of Palm Beach County residents over age 60 eligible for SNAP who are receiving benefits.
- The number of Palm Beach County senior citizens participating in the Congregate Meals Program.
- The number of Palm Beach County senior citizens participating in the Home-Delivered Meals Program.
- Whether the Commodity Supplemental Food Program comes to Palm Beach County and how many senior citizens are served by the program.
- Awareness among Palm Beach County senior citizens about the Congregate Meals Program and the Home-Delivered Meals Program.

OUTCOMES

- Senior SNAP participation in Palm Beach County will increase to reflect the growth in the county's senior population of 25% by 2035.
- The County provides funding to expand the participation in Congregate Meals and Home-Delivered Meals Programs.
- The Congregate Meals Program will serve more Palm Beach County senior citizens.
- All people with low incomes on the Home-Delivered Meals Program waitlist will join the program or be referred to Meals on Wheels for assistance.
- The Home-Delivered Meals Program will increase its capacity to serve more Palm Beach County senior citizens.
- The Commodity Supplemental Food Program starts operating in Palm Beach County.

OBJECTIVE #5(B): THE NUTRITIONAL NEEDS OF PALM BEACH COUNTY SENIOR CITIZENS WILL BE BETTER SERVED THROUGH PRIVATE SECTOR NETWORKS, WHOSE EFFORTS ARE INTEGRATED WITH, AND COMPLEMENT, THE PUBLIC SECTOR.

STRATEGY #5(B)1: Identify innovative models to involve volunteers in addressing senior hunger.

TACTICS #5(B)1

- Assess and promote the work of nonprofits and faith-based organizations in addressing senior hunger.
- Ensure that information is shared with 211 and Area Agency on Aging Helpline operators and among meal providers.
- Identify gaps in service and explore innovative sustainable models.
- Recruit, educate, and mobilize volunteers to serve as senior citizen helpers, navigators, and shoppers.

STRATEGY #5(B)2: Build on and synthesize existing research to identify pockets of seniors most at-risk of hunger and under-served.

TACTICS #5(B)2

- Update research by Area Agency on Aging that explores the relationship between use of home-delivered meals, congregate meals, and poverty based on zip code data.
- Add zip code data for seniors participating in SNAP to the Area Agency on Aging model.
- Add zip code data for food pantries and organizations that provide food or meals to seniors.
- Assess locations of congregate meal sites and analyze whether there are sufficient sites to meet the needs of seniors.
- Identify ideas to target for SNAP outreach, location of congregate meal sites, local home-delivered meal funding or referrals to community partners.
- Work to draw down federal funding and secure local grants and individual donations to meet these identified needs.

RESPONSIBLE ENTITIES

- AARP
- Area Agency on Aging
- Faith-based organizations
- Hunger Relief Initiative
- Food banks, food pantries, soup kitchens, etc.
- Local academic institutions with research capabilities
- Other organizations serving senior citizens
- Volunteer organizations

MEASUREMENTS

- The number of senior citizens facing hunger hardship who receive food from hunger relief organizations through SNAP, congregate, and home-delivered meals.
- The development and deployment of innovative programs to reach senior citizens who are homebound or have limited mobility.
- The number of volunteers engaged in senior outreach.
- Knowledge about which senior citizens face hunger hardship, the causes of senior hunger hardship, and the solutions to senior hunger hardship.

OUTCOMES

- Food banks, food pantries and public sector agencies will coordinate as they work to grow their efforts in providing food and nutrition benefits and services to senior citizens.
- Seniors with mobility issues will receive support with transportation to access food through home delivery or transportation assistance to sites.
- Special messaging and resources will be developed to target seniors struggling with hunger.
- Innovative programs to end senior hunger will be developed.

Goal #6: Participation in SNAP Will Increase Substantially to Benefit More Residents of Palm Beach County, and SNAP Benefits Will Be Protected and Enhanced.

OBJECTIVE #6(A): SNAP PARTICIPATION WILL INCREASE SIGNIFICANTLY IN THE THREE GROUPS MOST UNDERREPRESENTED IN THE PROGRAM — WORKERS, SENIOR CITIZENS, AND ELIGIBLE IMMIGRANTS WITH LOW INCOMES.

STRATEGY #6(A)1: Develop systemic approaches for connecting hard-to-reach populations to SNAP.

TACTICS #6(A)1

- Screen SNAP participant households for WIC and Medicaid and make referrals to appropriate program. NOTE: U.S. citizen children or documented children whose parents are not eligible for SNAP are themselves eligible for SNAP but have very low participation rates — for obvious reasons.
- Conduct SNAP application assistance in conjunction with Medicaid enrollment at hospitals, community health centers, subsidized child care centers, and senior centers.
- Develop strategies to connect individuals who do not have access to computers to SNAP community partners or to state SNAP outreach centers who can help them apply for SNAP and other federal and state programs.

STRATEGY #6(A)2: Increase the capacity of the network of over 200 SNAP outreach partners to connect eligible but non-participating households to SNAP.

TACTICS #6(A)2

- Survey community-based partners to identify strengths, weaknesses and opportunities for improving their capacity to connect residents to SNAP.
- Partner with the Florida Department of Children and Families, SNAP Community Partner Division, to prioritize capacity-building opportunities for community-based organizations.
- Investigate opportunities to bring Palm Beach County's SNAP community-based partners into the state SNAP outreach plan and leverage federal funding. (For every \$1 in local funding— either from the government or private funders — state plan partners can leverage \$1 in federal SNAP matching outreach funding.)
- Make case to funders that outreach partners need funding to improve capacity to connect residents with low incomes to SNAP and prioritize funding for the Palm Beach County Food Bank's model where staff can be deputized to conduct interviews.
- Host an annual county training for outreach partners to share best practices, materials, and data on areas to target such as high poverty zip codes and outreach at UWPBC VITA program's partner sites and grocery stores.

STRATEGY #6(A)3: Address various unnecessary barriers that prevent people from getting SNAP benefits and ensure that families — particularly those experiencing household crisis hunger — can readily access expedited benefits and the maximum benefits to which they are entitled.

TACTICS #6(A)3

- Promote and monitor the use of existing options that can help families maximize or access SNAP benefits, such as the elimination of the asset test, claiming all out-of-pocket dependent care costs, high shelter expenses, and medical expenses for older adults or people with disabilities.
- Share information on expedited benefits so that locations serving families in crisis can help connect families to SNAP.
- Ensure that the public awareness campaign addresses the need to de-stigmatize SNAP (Goal #1).
- Advocate for policy changes (Goal #2, Strategy 2C).

RESPONSIBLE ENTITIES

- Business Development Board and Economic Council
- Community partners
- Florida Department of Children and Families (DCF)
- Supermarkets, grocery stores, and other food retailers
- Health care providers
- Hunger Relief Initiative
- Food banks, food pantries, soup kitchens, etc.
- Senior citizen advocacy groups
- The School District of Palm Beach County
- Unions and employers

MEASUREMENTS

- Whether SNAP application assistance is conducted in conjunction with Medicaid enrollment at hospitals, community health centers, senior centers.
- Whether community-based partners gain the capacity to conduct proactive, targeted SNAP outreach.
- Whether more immigrants, senior citizens, and workers with low incomes receive the SNAP benefits for which they are eligible.
- Whether families receive assistance in maximizing their SNAP benefits.
- Ensure health providers know about SNAP and how to communicate its benefits.

OUTCOMES

- SNAP participation will increase in Palm Beach County by 5 percentage points a year until the County reaches the national average.
- Palm Beach County residents receiving social service benefits other than SNAP will apply for SNAP and receive it if they qualify.
- Help provide support so Palm Beach County residents can apply SNAP and other benefits including Medicaid at the same time.
- Community-based partners will gain the capacity to conduct proactive, targeted SNAP outreach.
- More immigrants, senior citizens and working families with low incomes will receive the SNAP benefits for which they are eligible, making the largest contribution to reaching increased enrollment goal.
- More clinical spaces are screening patients and referring them to SNAP.

OBJECTIVE #6(B): FOCUS ON HELPING ABLE-BODIED ADULTS WITHOUT DEPENDENTS (ABAWD).

STRATEGY #6(B)1: Prepare for addressing the needs of ABAWD who risk losing SNAP benefits after three months.

TACTICS #6(B)1

- Petition governor to ask USDA for permissible waivers to reinstate of ABAWD in Florida and the County (See Goal #2).
- Engage stakeholders to be prepared to reinstate this complex rule properly and humanely.
- Prepare for the consequences of substantial numbers of individuals in their communities losing SNAP, resulting in more clients going to food pantries and a spike in potential homelessness.
- Develop a plan for the state in partnership with nonprofits to provide half-time job or training opportunities to unemployed ABAWD SNAP recipients. That is because the only way these individuals will be able to maintain SNAP eligibility during normal (non-recessionary) economic times is to find 20 hours a week of job training, workfare, or another work program.

RESPONSIBLE ENTITIES

- CareerSource Palm Beach County
- Community partners
- Florida Department of Children and Families (DCF)
- Hunger Relief Initiative
- Food banks, food pantries, soup kitchens, etc.
- Palm Beach County delegation to the Florida legislature

MEASUREMENTS

- The number of ABAWD SNAP recipients able to maintain their benefits.
- The capacity of food banks, pantries, and other social service providers to meet a spike in demand.
- Whether a plan is developed to provide half-time job or training opportunities to unemployed ABAWD SNAP recipients.

OUTCOMES

- Many unemployed ABAWD SNAP recipients will be able to find 20 hours a week of job training, workfare, or another work program and maintain their benefits
- Those individuals losing their benefits will find additional social services to avoid homelessness and will receive assistance in finding employment.

OBJECTIVE #6(C): PALM BEACH COUNTY WILL UNDERTAKE FULL PREPARATIONS TO IMMEDIATELY ISSUE DISASTER SNAP (D-SNAP) BENEFITS IN THE EVENT OF A HURRICANE OR OTHER CATASTROPHE

STRATEGY #6(C)1: Ensure that Palm Beach County can support victims of a natural disaster through Disaster SNAP (D-SNAP).

TACTICS #6(C)1

- Review the Palm Beach County disaster preparation plan and modify it as needed to promote the best possible use of D-SNAP benefits.
- Educate critical stakeholders about the urgency of D-SNAP response in a time of crisis and how they can work to assist families to access D-SNAP during emergencies.
- Review/develop communication strategies for D-SNAP.

RESPONSIBLE ENTITIES

- Disaster relief organizations
- Hunger Relief Initiative
- Food banks, food pantries, soup kitchens, etc.
- Palm Beach County Department of Children and Families (DCF)
- Palm Beach County Division of Emergency Management
- Local elected officials

MEASUREMENTS

- The presence of D-SNAP in the County's disaster preparation plan.
- The development of materials and a communications strategy to alert people about D-SNAP.
- The speed with which D-SNAP benefits are issued in the wake of a natural disaster.

OUTCOMES

- D-SNAP benefits will be issued as soon as the need is identified and verified and readily available to all eligible victims in a natural disaster.

OBJECTIVE #6(D): ENACT SUMMER EBT IN FLORIDA TO FILL HUNGER GAP IN THE SUMMER.

STRATEGY #6(D)1: Identify effective outreach and advocacy efforts to implement Summer EBT in Florida.

TACTICS #6(D)1

- Develop digital outreach material through social media campaigns, including sign-on letters, etc.
- Engage local and state legislators to educate them on the need for the program.
- Develop outreach events.
- Acquire testimonials from past program participants for storytelling purposes.

RESPONSIBLE ENTITIES

- American Heart Association
- Bread for the World
- Florida Department of Agriculture & Consumer Services (FDACS)
- Florida Impact
- Florida Policy Institute
- Hunger Relief Initiative
- Food banks, food pantries, soup kitchens, etc.
- No Kid Hungry
- Palm Beach County Office of Intergovernmental Affairs
- Palm Beach State College
- The School District of Palm Beach County

MEASUREMENTS

- Number of outreach and advocacy efforts.

OUTCOMES

- The state of Florida will apply for Summer EBT.

Goal #7: All Palm Beach County Residents Will Be Able to Access Healthy, Affordable Food in Their Community.

OBJECTIVE #7: PALM BEACH COUNTY WILL INCREASE HEALTHY FOOD RETAIL SO THAT ALL RESIDENTS CAN CONVENIENTLY PURCHASE OR ACCESS THE NUTRITION NEEDED TO THRIVE

STRATEGY #7(A): Build on existing research to prioritize areas of residents with low incomes for healthy food retail development and improved charitable access to healthy food.

TACTICS #7(A)

- Explore technology that recovers unsold food and connects it with local food providers.
- Identify where support is needed and how to address issues in high-need communities.
- Explore opportunities to bring private sector and nonprofits to bring local produce into food desert areas and expand job opportunities for residents. Options could include supermarkets, the building of a facility to aid in the distribution and processing of produce, the creation of farm stands or farmers' markets, food hubs, or a cooperative to distribute healthy food to convenience stores.

STRATEGY #7(B): Leverage funding for the development of affordable, healthy food retail options in food deserts.

TACTICS #7(B)

- Seek federal Healthy Food Financing Initiative (HFFI) funding — this would require a Community Development Financial Institution (CDFI) to apply and be ready to help the project, and it could also be used down the road for a production kitchen, food hub or other solution.
- Explore what capital, new market tax credits, and local funding are available through the Florida Community Loan Fund.
- Seek USDA value-added producer grants.
- Identify opportunities for the County to provide start-up funding for food retail businesses or projects in areas of low income.

STRATEGY #7(C): Establish farmers markets and produce stands in food desert areas where people can purchase fruits and vegetables using SNAP EBT cards and access “bonus bucks.”

TACTICS #7(C)

- Identify areas where a farmer's market or produce stand could be established.
- Ensure that Palm Beach County farmers' markets and produce stands are equipped with EBT technology to accept SNAP.
- Generate local funding to create incentives — like “bonus bucks” for residents with low incomes to shop there. This is a proven approach which has succeeded elsewhere to fund a match. For example, if a customer spends \$20 in SNAP benefits, he or she will automatically receive an additional \$20 to spend on produce.

STRATEGY #7(D): Convene non-profits and businesses to work with food banks, food pantries, soup kitchens, and other sites supporting families with low incomes to increase their capacity to provide healthy food in food desert areas.

TACTICS #7(D)

- Bring stakeholders together to develop a plan for helping charitable networks provide healthier, fresh food through gleaning and donated food sources.
- Promote the Good Samaritan and Gleaning laws.

- Continue to explore funding for infrastructure needs (such as refrigeration) to safely store produce and other perishable food.
- Work with business, farmers, and charitable sectors to connect families to SNAP, WIC and the child nutrition programs.
- Expand community gardens for folks to access more fresh produce.

RESPONSIBLE ENTITIES

- Community-based nonprofits
- Faith-based organizations
- Florida Department of Children and Families (DCF)
- Florida Department of Health (DOH)
- Florida Impact
- Florida Policy Institute
- Food banks, food pantries, soup kitchens, etc.
- Growers
- Hunger Relief Initiative
- Local government officials
- Market and transportation experts
- Palm Beach County Board of County Commissioners
- Palm Beach County Department of Economic Sustainability
- Supermarkets, grocery stores, and other food retailers

MEASUREMENTS

- Research evolving community needs and shifts in food access and availability
- Whether financing is generated to make affordable healthy food more accessible to people living in food deserts
- Whether farmer's markets and produce stands established in food deserts handle EBT transactions and whether their incentives for SNAP participants stretch their dollars further
- Healthy food gaps in food deserts

OUTCOMES

- The research is conducted and its findings lead to action in shrinking or eliminating food deserts.
- People living in food deserts can access affordable, healthy food.
- Financing is generated, resulting in the establishment of supermarkets, production kitchens, food hubs, and produce processing facilities in food deserts.
- Farmers markets and produce stands are established in food deserts that handle EBT transactions.
- Local funding is generated to create matching incentives making it possible for SNAP participants to afford more healthy food.
- Food banks, food pantries and soup kitchens provide more healthy food to families living in food deserts.
- More families living in food deserts are connected with SNAP, WIC and federal child nutrition programs.

Goal #8: Food Banks, Pantries, and Other Charitable Agencies Will Partner to Connect Families to Nutritious Food and Resources.

OBJECTIVE #8: RESIDENTS WITH LOW INCOMES WILL BENEFIT FROM A CHARITABLE FOOD NETWORK THAT WORKS TOGETHER TO STRATEGICALLY ADDRESS HUNGER.

STRATEGY #8(A): Coordinate efforts to better access federal and state resources.

TACTICS #8(A)

- Work with hunger relief organizations to help distribute USDA commodity foods, including but not limited to The Emergency Food Assistance Program (TEFAP), the Emergency Food and Shelter Program (EFSP), the Local Food Purchase Assistance Cooperative Agreement (LFPA).

STRATEGY #8(B): Coordinate efforts and resources of hunger relief organizations to better reduce hunger and food insecurity in PBC.

TACTICS #8(B)

- Hunger relief organizations will continue to improve cooperation to better serve the community. Organizations should leverage each other's existing strengths to minimize duplication, as appropriate.
- Hunger relief organizations should collaborate to ensure that agencies can connect people to SNAP and child nutrition programs.
- Hunger relief organizations should continue to share resources to improve efficiency, including transportation, storage, and commodities. Explore ways to foster and incentivize collaborations among hunger relief organizations.
- Explore ways to implement technology that improves coordination of services and access to food.
- Continue to implement and improve Palm Beach County Food Finder Map and partner information resources. Includes food pantries, soup kitchens, SNAP assistance, and more.
- Organizations will make a coordinated effort to acquire food at the best price using “collaborative purchasing.”

RESPONSIBLE ENTITIES

- Florida Department of Agriculture and Consumer Services (FDACS)
- Food banks, food pantries, soup kitchens, etc.
- Funders
- Hunger Relief Initiative

MEASUREMENTS

- Degree of efficiency in meeting the food needs of hungry and food insecure families in Palm Beach County.
- Food distribution data from food banks and large food pantries, including the categories of food administered, to identify gaps in food options to better meet nutritional needs.

OUTCOMES

- Instead of competing, hunger relief organizations will cooperate with one another to maximize the use of federal and state resources, to avoid duplication, and to maximize their effectiveness.
- Food pantries and other agencies will be better able to meet the needs of hungry and food insecure families in Palm Beach County.
- Food Banks, food pantries, and other agencies will increase outreach efforts to connect clients with federal nutrition programs and other benefits.

Goal #9: All Palm Beach County Residents Will Have the Knowledge to Make the Best Possible Healthy Food Choices.

OBJECTIVE #9: RESIDENTS WILL ENJOY IMPROVED HEALTH FROM PARTICIPATING IN NUTRITION EDUCATION PROGRAMS BASED ON BEST PRACTICES.

STRATEGY #9(A): Synthesize existing research and conduct new research through an environmental scan on the impact of nutrition education programs in Palm Beach County. Use the findings to improve and coordinate nutrition education messages so all residents at risk of hunger and food hardship receive information proven to be effective in their circumstances.

TACTICS #9(A)

- Convene a group of key stakeholders to identify the scope of research and develop a guide for best practices in nutrition education, covering both service delivery and messaging.
- Identify stakeholders — ideally drawing from local universities and colleges — who can conduct new research to examine what nutrition education programs are offered, their reach, whether they target families of low income, and whether they conform to best practices.
- Conduct research, create a report to summarize the findings and share the findings and use them to shape future efforts.
- Synthesize research findings about message effectiveness.
- Bring together all providers of nutrition education and forge a partnership to coordinate and unify messaging.
- Utilize social media to disseminate evidence-based nutrition information and awareness of who providers are.

STRATEGY #9(B): Partnerships are developed that use evidence-based materials, sustainable models, and volunteers to get messages out to sites that serve children and families with low incomes.

TACTICS #9(B)

- Bring together all providers of nutrition education and forge a partnership to implement best practices.
- Recruit volunteers.
- Engage and involve students who want to participate in Hunger Relief Initiative.
- Support and expand nutrition education in The School District of Palm Beach County schools.
- Support and expand nutrition education in community-based after school and summer programs.

RESPONSIBLE ENTITIES

- Community-based organizations
- Existing nutrition educators
- Florida Department of Health (DOH)
- Food banks, food pantries, soup kitchens, etc.
- Hunger Relief Initiative
- Local academic institutions with research capabilities
- Providers of nutrition education
- The School District of Palm Beach County
- University of Florida/Palm Beach County Extension

MEASUREMENTS

- Research conducted
- Research findings used to make nutrition education more effective.

- Polling and focus groups measure whether information provided is having the desired impact on behavior.
- The number of people receiving quality nutrition education.

OUTCOMES

- Report created based on research.
- The findings strengthen and improve the quality of nutrition education provided to residents at risk of hunger and food hardship.
- Increases in the number of residents with low incomes reached through nutrition education.
- Families at risk of hunger and food hardship are better informed and more likely to make sound nutrition choices.
- Children and adults are equipped with skills and knowledge to make healthy food choices, to prepare and cook nutritious food, and to access healthy, affordable food.

Goal #10: Low-Income Families in Palm Beach County Will Achieve Higher Incomes to Purchase Food and Household Crisis Hunger Will Decrease.

OBJECTIVE #10: PALM BEACH COUNTY ANTI-HUNGER STAKEHOLDERS WILL WORK TO ADOPT, PROMOTE, AND IMPLEMENT THE BROAD AND STRATEGIC RECOMMENDATIONS OF THE ALICE REPORT AND ADDITIONAL STRATEGIES TO INCREASE HOUSEHOLD ECONOMIC SECURITY.

STRATEGY #10(A)1: Foster public-private partnerships and join forces with groups such as United Way of Florida and ALICE stakeholders to promote solutions that move families toward increased economic security at the federal, state and county level

TACTICS #10(A)1

- Research what groups and coalitions are working on related to family household security issues.
- Select interested Palm Beach County Hunger Relief stakeholder group members to participate.
- Contribute to Palm Beach County efforts to implement short-term and long-term strategies that can improve economic security for ALICE households.

STRATEGY #10(A)2: Support County efforts to protect ALICE families from falling into deeper crisis by enforcing and promoting existing rules and programs.

TACTICS #10(A)2

- Assure maximum use of the nutrition programs (e.g., connecting eligible families to expedited SNAP benefits, the range of available nutrition programs, food pantries, and emergency food sources.) (Goals #3, #4, #6, and #8).
- Assure maximum use of the other income support programs by exploring actions at the county level to connect residents to Medicaid, TANF, child support enforcement agencies, unemployment insurance, social security insurance (SSI), and Earned Income Tax Credit (EITC).
- Ensure that families have immediate and sufficient access to these programs and resources.
- Educate families and providers (such as faith-based organizations, food pantries, social service agencies, 211 operators, Your Aging and Disability Resource Center Helpline and schools) on the range of programs and resources that can provide immediate support, including TANF, EITC, utility assistance, emergency housing repairs, child care subsidies and SNAP.

STRATEGY #10(A)3: Use County dollars to fill the holes in current programs in order to better support ALICE households.

TACTICS #10(A)3

- Providing local funding for more child care subsidies and quality child care.

- Advocating for local funding for a SNAP-like benefit to boost the ability of families to purchase food and stimulate the economy (e.g., Washington, DC, provides local funding for any household receiving less than \$30 in federal SNAP benefits).
- Supporting households with a member who is disabled by providing local funds for people who are awaiting a Social Security Income (SSI)/Social Security Disability (SDIB) determination.
- Increase the supply of affordable housing and community investments by:
 - * Continuing to implement the housing development components of the Ten-Year Plan to End Homelessness in Palm Beach County.
 - * Exploring strategies that use local dollars to bring healthy, affordable food, low-cost banking services, and transportation into low-income communities.
- Fund summer youth employment opportunities, advanced placement classes in areas with Title I schools, pathways to college through tuition assistance programs, and job apprentice programs and trainings.

STRATEGY #10(A)4: Use County policy to boost well-being of ALICE households.

TACTICS #10(A)4

- Develop policies to systematically study whether Palm Beach County is getting its fair share of housing subsidies, child care subsidies, EITC benefits, etc.
- Continue the coordination of Homeless Prevention Services through the Palm Beach County Continuum of Care Homeless and Housing Alliance.
- Invest and strengthen income supports by:
 - * Exploring the feasibility of implementing policies to create more jobs with improved wages;
 - * Increasing the tipped minimum wage;
 - * Ensuring that all eligible workers access the federal Earned Income Tax Credit (EITC) benefits and available child tax credits;
 - * Enforcing fair labor standards and promoting fair labor policies such as paid sick leave and paid family leave; and
 - * Developing strategies to fill the health coverage gap left especially gaping due to Florida's decision not to expand Medicaid coverage.
- Help residents compete for higher-wage jobs by assessing how the County is utilizing programs such as Early Head Start and Head Start, Pre-K for all, summer youth employment opportunities, advanced placement classes in areas with Title I schools, pathways to college through tuition assistance programs, and job apprentice programs and trainings.
- Pursue advocacy efforts based on which policy or program opportunities are most likely to succeed.

STRATEGY #10(A)5: Work with employers to improve jobs and earnings of ALICE households.

TACTICS #10(A)5

- Engage employers in discussions on how to partner to better support ALICE families.
- Investigate opportunities for employers to improve:
 - * Work schedules
 - * Wages
 - * Child care
 - * Career advancement
 - * Banking services for employees

RESPONSIBLE ENTITIES

- Florida Departments of Children and Families, Agriculture, Health
- Palm Beach County Departments of Children and Families, Health
- Palm Beach County public officials and staff
- United Way of Florida
- Low-income advocacy groups
- Employers
- Unions
- Food banks and food pantries
- Hunger Relief Initiative
- Community-based organizations
- Business Development Board

MEASUREMENTS

- The degree to which stakeholders work together toward the solutions identified in the ALICE Report.
- Incidence of crisis hunger.
- Incidence of homelessness.
- Percentage of needy families receiving services and benefits for which they are eligible.
- Whether economic security increases for lower-income families.

OUTCOMES

- Many long-term ALICE recommendations are enacted and implemented in the public and private sectors.
- All families facing crisis situations will be identified and connected with the services and benefits available before they fall through the cracks.
- Crisis hunger will decline by five percent.
- Families once suffering from food hardship and financial crises achieve economic security.
- Palm Beach County will have better jobs and less demand for services.