



ORGANIZATIONAL CHANGE
“MAKING NUTRITIOUS FOOD PROVISION AN
ORGANIZATIONAL- WIDE COMMITMENT”
MAZON: A JEWISH RESPONSE TO HUNGER

Prepared by the Organizational Change
Subcommittee

Organizational Change Subcommittee

Members



- **Ken Hecht**, Executive Director, California Food Policy Advocates
- **Tia Anzellotti**, Executive Director, San Diego Hunger Coalition
- **Colleen Rivecca**, Advocacy Coordinator, St. Anthony Foundation
- **Marla Feldman**, California Program Director, MAZON: A Jewish Response to Hunger
- **Robert M. Kardon**, Kardon & Associates, Organizational Change Consultant
- **Claudia Arana**, Nutrition Policy Advocate, California Food Policy Advocates

Organizational Change Subcommittee GOALS



- To provide case studies of strategic approaches to promoting organization-wide commitment to nutritious and healthy eating;
- To offer a toolkit of samples of mission statements, strategic plan goals and objectives, and other organizational documents that reflect the commitment;

Project MANA



Small non – profit serving 9,000 households a year in North Shore Lake Tahoe and Truckee

- ED built internal support first
- Strategic plan, mission statement, and AmeriCorps and VISTA job descriptions reflect their commitment
- Now provides nutrition education and healthy food distribution.

Project MANA, cont'd



Board involvement

- Board was part of the buy- in process and so the changes

Formal documentation

- Healthy eating commitment formalized in organizational documents

Embracing the Change

- A buy- in process and efforts to hire passionate staff were critical to success

St. Anthony Foundation Dining Room



58 year old organization serving 2,600 meals to low-income and homeless San Franciscans every day

- Focus on healthy eating began in Dining Room
- Major changes included hiring culinary chefs, an Executive Chef, changing food vendors
- Updated other job descriptions
- Staff, volunteers showed some initial resistance; additional education helped

St. Anthony Foundation Dining Room cont'd



Board involvement

- Implementation did not involve board

Formal documentation

- Chef and kitchen staff job descriptions

Embracing the Change

- St. Anthony's lost a few staff, volunteers, and donors. ...But they gained others

Project SOVA



Anti- hunger organization serving over 6000 Los Angeles residents a month

- Donation pursuits and food drives now focus on “Healthy and nutritious food”
- Expanded freezer and cooler capacity, hired RD, respond to special dietary needs
- Informal education process to overcome volunteer concerns

Project SOVA, cont'd



Board involvement

- SOVA's Advisory Committee was not central, yet showed support

Formal documentation

- Registered Dietician job description, website

Embracing the Change

- Volunteer resistance dissipating with informal education efforts; staff and donors have also shown support

Food for People, Inc.



A 30- year- old non profit providing 1.3 million pounds of produce a year to Humboldt county residents

- Humboldt County Public Health staffer joined the board
- Updated mission statement and strategic plan
- Created jobs and work plans dedicated to nutrition
- Developed strategies to avoid conflict with donors

Food for People, cont'd



Board involvement

- Board becoming more accepting over time

Formal documentation

- New policies were put into writing; new nutrition education staff position.

Embracing the Change

- Staff, donors, volunteers, and clients are supportive

Key Observations & Conclusions



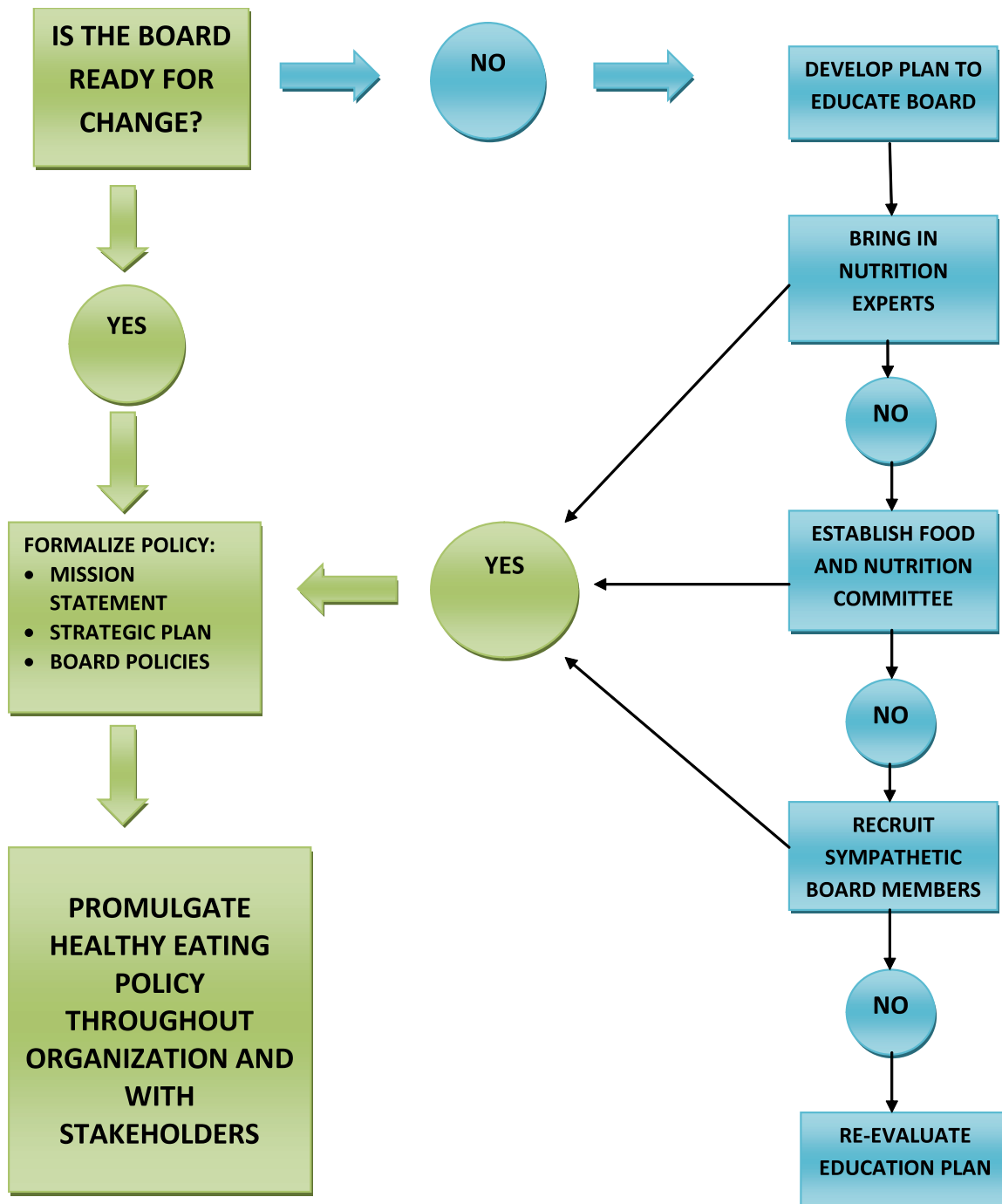
- Start with your board
- Develop strategies to overcome or prevent resistance
- Seek assistance from experts
- Formalize your organization's new policies
- Have patience.

Building a Strong Foundation for Organizational Change



- How receptive is your board?
- Would the board be open to formalizing this change?
- Do you have any potential allies on the board?
- Do you know any expert who could advise or join the board?

Organizational Change and Board Commitment Flowchart



Organizational Change Toolkit



Mission Statement Examples

1. Food for People is working to eliminate hunger and improve the health and well-being of our community through access to healthy and nutritious foods, community education, and advocacy.
2. We procure nutritious food and distribute it to individuals and families who are in need.

Organizational Change Toolkit



Job Description Examples

- Nutrition Education Coordinator: coordinates Nutrition Education Program; assists with the development of educational materials for the public; teaches classes to Latina women about nutrition education, budgeting and smart shopping...
- Community Outreach Coordinator: educate the community about hunger issues; build a healthier hunger-free community...

Organizational Change Toolkit



Samples and Excerpts from Various Strategic Plans:

Goal 1: Maintain percentage of nutritious food at least 70 %

Goal 2: By 2012, Food Link will provide a minimum of 500,000 lbs of fresh produce per year to Tulare County food distribution agencies

Goal 3: Provide a six-week nutrition education course annually for children 0-5 and their care givers.



THANK YOU!

