

How to Set Goals and Target Geographies

Establishing Campaign Focus Areas and Goals

The first step in the planning process is to assess your community's starting point. Federal nutrition program data can help you determine current participation levels and identify where there is an unmet need for school breakfast, afterschool supper and snacks, and summer meals. It is also important to understand your local environment and key factors such as the geography and any natural barriers that could impact campaign work, school/district policies, state or local government laws and mandates, key stakeholders, and potential champions for No Kid Hungry work.

Once you have a clear understanding of your community's landscape, you can establish campaign target areas and set bold goals to maximize participation in the federal nutrition programs.



Before You Begin

The following inputs are needed to establish campaign target areas and set short- and long-term goals:

- Federal nutrition program participation data
 - National School Lunch Program
 - School Breakfast Program
 - Child and Adult Care Food Program – At-Risk Afterschool Meals
 - Summer Meals Programs (Summer Food Service Program + Seamless Summer Option)
- Existing local programs and/or participation data for nutrition education
- Demographic information by school, school district, and neighborhood

It is also helpful to have a good understanding of the following:

- Existing programs, policies, and/or laws related to federal nutrition programming in your community (e.g. school breakfast mandate, district-level school food policies, etc.)
- Key stakeholders and influencers including state and local officials, teachers unions, schools boards, community organizations, etc.

No Kid Hungry Goals

All No Kid Hungry campaigns strive to achieve the following minimum goals.



Breakfast: 70% of the children who eat free or reduced-priced (F/R) lunch also receive school breakfast each day



SNAP & WIC: Protect and strengthen programs



Afterschool: The total number of F/R afterschool suppers and snacks is greater than or equal to 20% of F/R lunch meals



Nutrition Education: Significantly grow program participation or education reach



Summer: The total number of F/R summer meals and snacks is greater than or equal to 30% of targeted F/R school day meals served during school year*

Programming Note

You may need to set higher goals based on your campaign's geographic focus areas. Typically, densely populated urban areas will require additional programming to meet the level of need depending on the size of the eligible population.

*School day meals are breakfast and lunch (afterschool snacks and supper must be served after the school day ends). The No Kid Hungry target for meals served on a given school day = existing lunch participation + breakfast participation equal to 70% of lunch participation. Therefore, the target for a full school year = lunch + 70% breakfast x number of days in school year. This level can be adjusted for summer to take into consideration the fewer number of service days possible in summer compared to the school year.

Establishing Data-Sharing Relationships

Regular collection of data is essential for understanding the baseline and ongoing progress in any community. Data is also needed for goal-setting; it can help you build a strategic roadmap and determine geographic focus areas and the sequencing of your work.

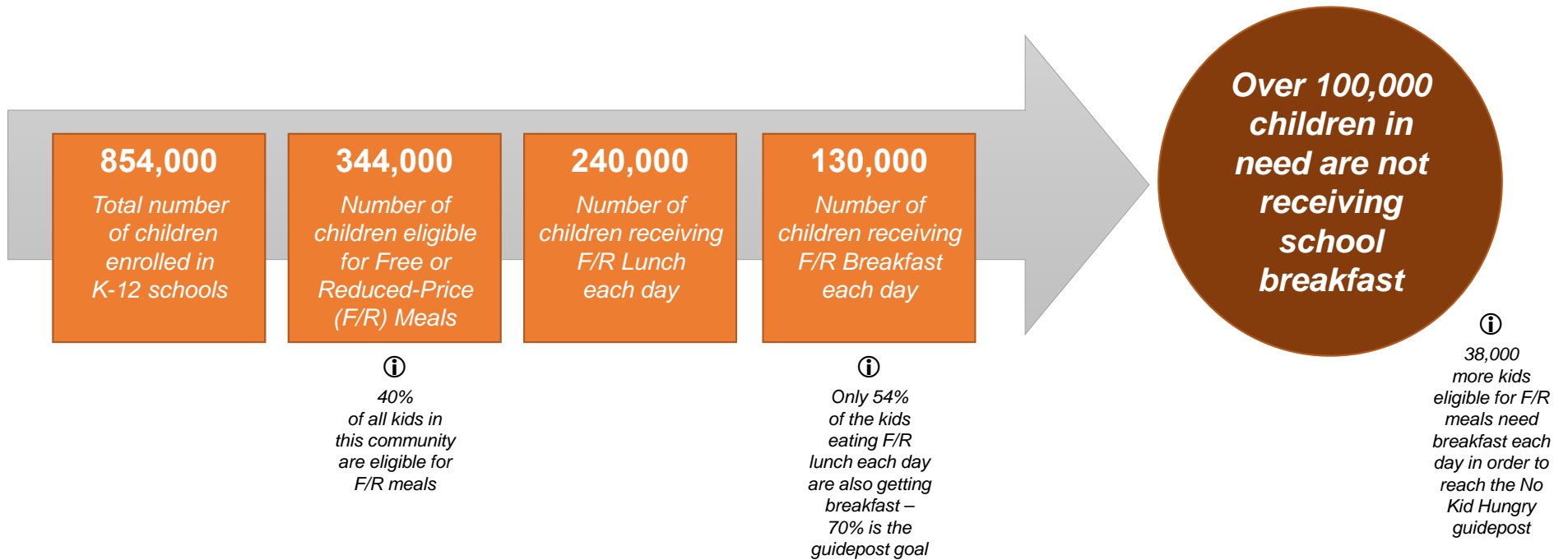
For federal child nutrition programs including breakfast, summer, and afterschool, all states must report school- and site-level meal data to the USDA. The USDA only publicly shares data at the state level, so it is important to forge relationships to gain access to more granular data. It is recommended that all No Kid Hungry campaigns develop data-sharing partnerships with their administrating state agency or local school districts.

Additional resources including a sample data request letter and templates are available in the No Kid Hungry Playbook.



Determining Your Starting Point

Using federal nutrition program data, determine the number of children in your community who are eligible for Free or Reduced-Price meals and the current levels of participation in each program. If participation levels are lower than the No Kid Hungry guidepost goals, this means there is an unmet need in your community. An example quantitative baseline review for school breakfast is below.



Analyzing the Need

Once you have a broad sense of participation in each program, a detailed data analysis can help you pinpoint specific locations where the need is greatest and places where No Kid Hungry interventions are most likely to be successful.

Key Questions

- Where is the need? Are there specific regions, counties, or districts that stand out as having a large “gap to guidepost”? The gap to guidepost is the number of additional kids or meals needed to reach the No Kid Hungry goal. Areas with large gaps make ideal campaign focus areas.
- Is the need concentrated? For example, in a county that has 10 districts, are most of the schools that are below guidepost concentrated within 1-2 districts, or are they dispersed widely throughout the county? Campaign work is usually most efficient when the need is concentrated.
- What are the demographics of the schools and districts in need? Typically, No Kid Hungry strategies are most effective in schools and districts where there is a high percentage of children who are eligible for F/R meals. We have also found that elementary schools can be more receptive to changes in school nutrition programming than middle- or high-schools.

Assessing Local Factors

Selecting campaign target areas is often not as simple as identifying high-need areas. It is important to consider other factors and things happening in a community that could impact campaign programming.

Key Questions

- Are there existing laws, policies, or mandates that could help or hinder campaign work? For example, a Breakfast After the Bell mandate would complement and accelerate campaign work, while a teacher's union policy on food/food waste in classrooms could inhibit work.
- Are there state or local champions who could be leveraged to support your work? Who can you call on to help advocate for your campaign, demonstrate the need, or share success stories about No Kid Hungry work?
- Are there other organizations in the anti-hunger, education, or health space already working in your local community? It may be possible to partner or otherwise coordinate with these groups to achieve joint goals, but it is important to be aware of any competing priorities or timelines. Your target audience can easily become overwhelmed if there are too many asks or if change happens too quickly.

Selecting Campaign Focus Areas

Once you have a clear understanding of the landscape in your community, think about the areas that will be best suited for No Kid Hungry work. Consider the potential impact (e.g. number of kids or meals added) as well as the likelihood for success based on your environment.

Considerations

- Size and scope of your organization. How much staff capacity can you dedicate to the campaign? Is there a strong leader in place who can champion the No Kid Hungry vision, attract and retain strong talent, and effectively manage and operate the campaign? Do the No Kid Hungry goals align with your organization's priorities? Are you already working in any of the local areas, or do you have existing relationships in the places you are considering for the campaign?
- Funding/fundraising potential. How much budget is available to fund the campaign? Do you have a sustainable pipeline of funding and/or potential investors to fund future years of campaign work?
- Geographic/natural barriers. Are campaign focus areas easily accessible by normal means of transportation? Is there a significant distance between the desired target sites? Are there any seasonal considerations such as harsh winters or prevailing weather concerns such as flooding or tornados?

Setting Bold Goals

Finally, think about how you will reach the No Kid Hungry goals in your campaign target areas. Determine the gap to goal in each area and the number of kids or meals needed to reach goal, then create a timeline. You should have an overall campaign goal for each program area (e.g. breakfast, afterschool, summer).

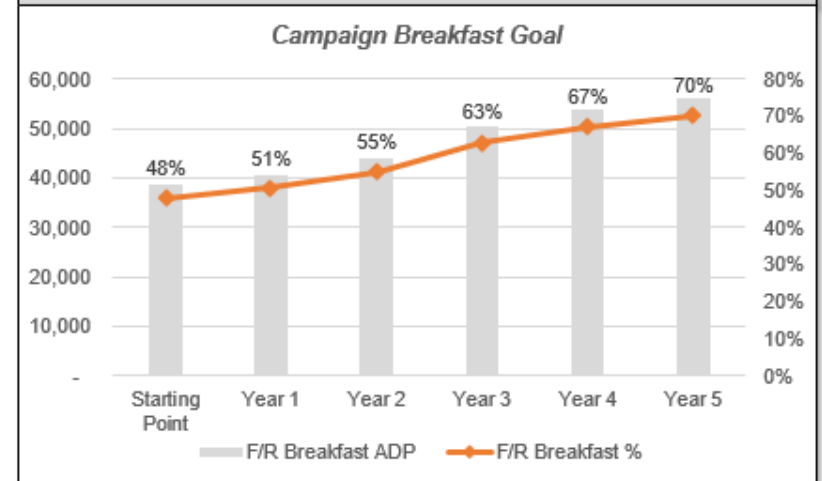
Sample Target Area Data Analysis for Breakfast

Target Area	2015-2016 F/R Lunch ADP (# kids)	2015-2016 F/R Breakfast ADP (# kids)	2015-2016 F/R Breakfast %	Gap to 70% (# kids)
Kent	18,563	6,542	35%	6,452
New Castle	36,982	21,056	57%	4,831
Sussex	24,556	11,004	45%	6,185
Total	80,101	38,602	48%	17,469



Sample Long-Term Bold Goal for Breakfast

Increase breakfast participation from 48% to 70% by adding an estimated 17,000 kids to breakfast over the next five years.



This sample analysis shows participation data for each campaign focus area and the number of kids needed to reach the No Kid Hungry breakfast goal of 70% participation in each area. At this time, each target areas needs to add several thousand kids to reach goal, adding up to over 17,000 kids overall.