



LEADERSHIP PROFILE

President

Food Research & Action Center (FRAC)

Washington, DC

[FRAC] improves the nutrition, health, and well-being of people struggling against poverty-related hunger in the U.S. through advocacy, partnerships, and by advancing bold and equitable policy solutions.

-- FRAC's mission statement

The Opportunity

The [Food Research & Action Center](#) (FRAC) is on a mission to end hunger in America. For over 50 years, it has worked to reduce poverty-related hunger in the U.S. through research, advocacy, and policy solutions. FRAC has had notable success and is well respected by federal and state leaders and anti-hunger partners. It is a thought leader and convenor, and its work reflects the entire food system—access, insecurity, and the root causes of hunger. While others in the anti-hunger space may have more name recognition, FRAC is considered a workhorse, and its history of accomplishments supports this.

In the first year of its existence in 1970, FRAC filed lawsuits in 26 states, which led to the requirement that every county in every state provide monthly benefits or a commodity distribution program to feed the poor. Its research and field network played a role in adopting the landmark Food Stamp Act of 1977. In the 1980s, FRAC led campaigns to keep the USDA from counting ketchup and pickles toward vegetable requirements in school lunches. In 2008, FRAC and other anti-hunger allies secured \$10 billion in 10-year added funding in the 2008 Farm Bill for the Supplemental Nutrition Assistance Program (SNAP), formerly known as food stamps, the first boost in the program's minimum benefit in over 10 years.

Currently, FRAC is using the lessons of the pandemic, when schools offered free meals to all students, to advocate with its allies, Healthy School Meals for All. States are increasingly making Healthy School Meals for All permanent, and FRAC continues to advocate at the federal level for nationwide legislation. The organization is also working to protect and strengthen SNAP, the first line of defense against hunger, in the next Farm Bill and any other legislative vehicles moving forward.



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Hunger is a non-partisan issue, and since its inception, FRAC has worked across the aisle in Congress to pass legislation that would improve access to nutrition programs for households with low incomes.

In addition to investing in the proven federal nutrition programs, FRAC is calling on Congress to pass a permanent expanded and inclusive Child Tax Credit to create a more prosperous, nourished, and equitable nation.

Yet, with significant achievements, the challenges of food insecurity persist. In 2023:

- About one in 7 households (13.5 percent) experienced food insecurity or lack of access to an affordable, nutritious diet. An estimated 47.4 million Americans lived in these households.
- 13.8 million children lived in households that experienced food insecurity, up 3.2 percent from 2022.
- Rates of food insecurity were higher for Black (23.3 percent) and Latinx (21.9 percent) households, both more than double the rate of White non-Latinx households (9.9 percent).

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FRAC seeks a President experienced in leading anti-hunger efforts and knowledgeable of federal nutrition programs to lead its work to the next level of impact. The President will ensure that anti-hunger policies and programs continue to advance nationwide and remain a high priority with the next Administration. FRAC's President stepped down in April 2024, and an interim President currently leads the organization. The organization has experienced significant change with two interim leaders since April. The staff has stepped up, bonded, and continued to advance the work.

The next leader will inherit a well-respected organization and a committed, engaged team dedicated to fighting for dignity and access to food for those who need it the most.

The Organization

FRAC's vision is a nation in which all people have the nutritious food they need to lead healthy and productive lives. Dignity, respect, and equity are woven through all aspects of its work. One leader shared, "The work is not just about the programs. It's about the people served by the programs. It's not just about access to food but about the dignity of those impacted."

FRAC collaborates with a network of advocates, partners, local, state, and federal agencies, and those with lived experience to advance its priorities. In 2022, it implemented a strategic plan that identified five bold steps to a nation without hunger.

1. Strengthen federal nutrition programs to ensure they provide sufficient and dignified access to nutrition to households with low incomes in the U.S.
2. Guarantee that program implementation at the federal, state, and local levels maximize available benefits.
3. Support policies and programs that reduce poverty and other root causes of hunger.
4. Reduce the racial hunger gap by embedding equity in the Federal Nutrition Assistance Program.
5. Build a national commitment in support of just and effective anti-hunger policies.

FRAC's work ranges from data and research to advancing policy solutions, technical assistance, and convenings of its nationwide network of anti-hunger groups.



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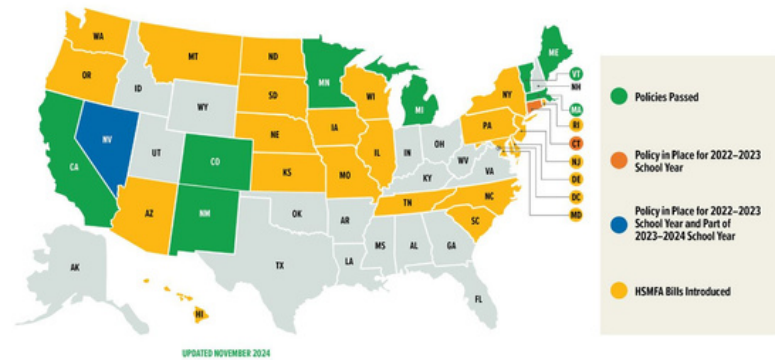


FRAC is leading a movement to ensure students are ready to learn by providing healthy school meals to all students free of charge.

It has strong relationships at the state and local levels, invests in and advances best-of-breed programs at the grassroots level, and connects and coordinates best practices at the federal level to advocate for effective policies. FRAC's leaders are often called upon to testify in Congress regarding anti-hunger issues.

FRAC is making progress toward its goals:

- **Healthy School Meals For All**—FRAC is leading a movement to ensure students are ready to learn by providing healthy school meals to all students free of charge. So far, eight states are implementing policies that offer school meals to all students at no charge, regardless of household income.



- **Summer Electronic Benefit Transfer (Summer EBT)**—FRAC successfully advocated for and disseminated information on the Summer EBT program. This USDA program provides money on a new or existing EBT card to help supplement summer meal programs for students who are free or reduced-price eligible.
- **The Supplemental Nutrition Assistance Program (SNAP)**—FRAC has released several research reports and a congressional leave-behind to strengthen and secure federal funding for this vital program.

SNAP is the cornerstone of the nation's nutrition and food security safety net, helping to put food on the table for over 41 million people each month. While government investments increased food security from 2019 to 2021, food security levels decreased once these temporary benefits ended and are now lower than pre-pandemic levels.

- **Women, Infants, and Children** (WIC)—FRAC received a [\\$20 million WIC grant](#) in 2023 from the U.S. Department of Agriculture (USDA). Through the [WIC Community Innovation and Outreach Project](#), FRAC partnered with UnidosUS, the Native American Agriculture Fund, and the Gretchen Swanson Center for Nutrition to support community-based organizations, WIC state and local agencies, and other nonprofits in developing and implementing outreach strategies to increase WIC participation and retention.
- **National Anti-Hunger Policy Conference**—The National Anti-Hunger Policy Conference, sponsored by FRAC and in cooperation with the National CACFP Forum, was held in June of 2024, and the next conference is scheduled for May of 2025. Over a thousand anti-hunger advocates join together from across the country to attend content-rich sessions, learn legislative best practices, explore innovative advocacy methods, and form personal connections to help better fight hunger in their communities. Members of Congress, Hill staff, and key Administration officials attend the conference.

FRAC has 41 staff members and an established and respected union. It also has two state initiatives—DC Hunger Solutions and Maryland Hunger Solutions. Its budget is approximately \$8 million, and funding comes from public and private foundations and federal agencies.



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The Responsibilities

The next president of FRAC will have an evidenced commitment to anti-hunger and anti-poverty programs and policies, and in-depth knowledge of federal nutrition programs. The leader will:

Provide Leadership and Vision

- Provide thought leadership on issues most vital to ending hunger in the United States.
- Anticipate trends and opportunities, initiating and leading catalytic change to drive anti-hunger policies and programs for those most in need.
- Bring to life key hunger challenges at the local level and link them to national policy.
- Work with the board and staff to refine the existing strategy and prioritize work to ensure staff and resource alignment toward the organization's North star.
- Champion the spirit and substance of the work to ensure foundational principles of equity, dignity and respect undergird every aspect of the work—both internally and externally.
- Inspire confidence with the staff, partners, and the larger community.

Attract and Grow Resources

- Be a persuasive advocate for the mission, persistent in attracting the necessary resources.
- Serve as chief storyteller and ambassador and raise FRAC's public profile to expand visibility and bring public and private investment.
- Inspire confidence with existing funders and partners.



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- Determine the priority and opportunity for continued federal funding and help steward key relationships with Congress, USDA, and other agencies.

Enhance and Expand Brand Awareness

- Provide a clear message that effectively communicates the broad and complex issues FRAC addresses.
- Differentiate and define FRAC's value proposition.
- Promote FRAC on the Hill and reinforce its role as the leading national organization working to improve public policies and eradicate hunger and undernutrition in the United States.

Inspire the Team

- Be a visible, present leader for staff.
- Invest in and develop the growing staff skills, capacity, and long-term commitment.
- Drive accountability and results with an empowered staff, clear goals, and responsibilities that align the entire organization.
- Foster unflinching values of dignity, respect, and equity as an organizational and societal strength.

Manage the Business

- Ensure efficient operations and organizational effectiveness through sound fiscal practices, attention to internal resource allocation, and the highest legal, ethical, and professional standards.
- Provide regular and transparent updates to the staff and board on operational and financial metrics.
- Implement plans to ensure long-term stability and growth.



The leader will foster unflinching values of dignity, respect, and equity as an organizational and societal strength.

The Candidate

The ideal candidate is a respected organizational leader with relevant scope and scale, deep connections on the Hill, and extensive experience driving anti-hunger programs and policies.

Professional Experience

- Exceptional fundraiser with a track record of success.
- Thought leader and visionary in the hunger space with the ability to set a vision and rally others around it.
- Understanding of the entire food system- access, insecurity, and root causes of hunger.
- Knowledge of federal nutrition programs and state initiatives with existing relationships in Congress and with the USDA.
- Grounded in policy and program work.
- Experience driving equity and inclusion both internally and externally.
- An understanding of and respect for the people served by anti-hunger programs.
- Experience leading leaders, managing others in an organization of similar size, and working within a union environment.
- Strong people management skills and the demonstrated ability to develop and inspire a high-powered team in a collaborative manner.
- Experience working with and leveraging a nonprofit board.
- Financial and business management skills and a proven record of delivering healthy and sustainable momentum.



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Personal Assets

- High emotional intelligence.
- Ability to engage diverse audiences.
- Excellent communication skills- verbal and written.
- Comfortable testifying on the Hill.
- Ability to engender trust and bring others together.
- High integrity and transparency.
- An engaging and accessible manner.
- Humility, authenticity, and an infectious commitment to learn, adapt, and grow.

The Relationships

Reports to:	The Board of Directors
Manage: (Total team of 41)	Chief of Staff Chief of Government Affairs Director of Child Nutrition Director of Finance Director of Human Resources Director of SNAP Director of State Initiatives Executive Assistant



The Food Research & Action Center is located in Washington, D.C., and the majority of the staff resides in the area and works in a hybrid fashion.

The Compensation & Location

This position offers a competitive salary and includes a comprehensive benefits package. Compensation is based on experience and location, with an expected starting salary range of \$275,000 - \$325,000.

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For potential consideration or to suggest a prospect, please email:

FRACPres@BoardWalkConsulting.com

or call Crystal Stephens or Terri Kohan, at
404-BoardWalk (404-262-7392).