



CFIT FORCE

CLAY COUNTY FOOD
INSECURITY TASKFORCE

Goals & Action Plan June 2026

A unified strategic framework for addressing food insecurity in Clay County

Nourish a stronger and healthier Clay County...together.

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Mission, Vision & Call to Action

Mission

Reduce hunger and improve community health by expanding equitable food access, advancing education, and driving systemic change through collaboration and community voice.

Vision

A Clay County where every resident has reliable access to nutritious food, stronger health, and a community united against hunger.

Call to Action

Nourish a stronger and healthier Clay County...together.

Executive Summary

The Clay County Food Insecurity Taskforce (CFIT Force), founded in June 2025, is a collaborative initiative working to reduce hunger and improve health outcomes for Clay County residents. CFIT was created to collect, analyze, and leverage data, collaborations, and participant feedback to implement solutions to the food security needs of the community and assess progress, impact, and the evolution of these solutions on food security in Clay County, Florida.

This white paper consolidates the founding vision, current landscape analysis, and the goals, tactics, and progress of CFIT's three active subcommittees into a single strategic document intended for stakeholders, funders, and community partners.

CFIT operates through three subcommittees, each addressing a distinct dimension of food insecurity:

- **Committee on Systemic Change** — Implements policies and processes that address root causes of food insecurity by reducing structural and systemic barriers.
- **Food Access Committee** — Increases the availability of affordable and free food through retail, school, and charitable partners.
- **Self-Sufficiency Committee** — Builds knowledge and support systems to move clients toward long-term nutrition security and economic stability.

Across these three committees, CFIT has identified eleven active goals with defined tactics and timelines.

Founding Priorities

When CFIT was established in June 2025, four strategic priorities were identified to guide the taskforce's work:

1. **Education & Outreach** — Improve access to information about available food and other resources.
2. **Food Access** — Increase availability of affordable and free food through retail, school, and charitable partners.
3. **Systemic Change** — Implement policies and processes to reduce structural inequities that perpetuate food insecurity and health disparities within the community.
4. **Self-Sufficiency** — Build knowledge, employment support (resume building, interviews, job fairs) to move clients to self-sufficiency with the goal of increased nutrition security.

Note: As CFIT evolved, Education & Outreach was recognized as an overarching theme that weaves across all committees. The Education Committee was dissolved as of February 2026, and its responsibilities have been absorbed into the Committee on Systemic Change.

Original Goals at Founding

The following goals were established when CFIT was founded. Many have since been refined into the detailed tactics and timelines outlined in the committee sections that follow. They are included here to provide context for how CFIT's strategic direction has evolved.

Education & Outreach

- Increase awareness, number of enrollment centers, and number of classes regarding SNAP and Fresh Florida Bucks in the county
 - Tactic: Education at Celebration Church and Clay Kitchen on how to enroll in SNAP
 - Information to NPOs on how to become a SNAP enrollment site
- Resource identifying where SNAP and FFB can be used (flyer) for those who do not have access to internet
- Educate the community and policy makers on difference between pantry/distribution site/bank/ALICE
- Identify available pantries and food distribution opportunities and create flyer/print out (include days, dates, times, frequency — ensure they are culturally sensitive/3rd grade literacy level/in Spanish and Haitian Creole)
- Partner with employers/HR so that ALICE employees are aware of resources
- Strategies that are targeted to various layers of food insecure (unhoused, working poor, children, veterans, ethnicity)
- Gather data on who, where, and what kinds of challenges they are confronting
 - Title 1 Schools
 - Target food deserts
 - Partner with food as medicine folks at various hospitals to gather zip code information on food insecure

Food Access

1. Explore Food Delivery
2. Map data from #7 above layering in current food distribution sources (by type ie soup kitchen, pantry, etc), proximity to bus-lines (transportation)
 - a. Redirect current distribution sites to areas underserved from those areas with an abundance of food security resources
3. Convene hunger alleviation partners and assess reach/impact to explore possibilities of merging/combining efforts
4. List of sources with dates and times they are open
 - a. a. Ensure pantries are open during weekends and outside normal working hours
 - b. b. "Text to Tell" when a distribution is happening
5. Identify the disconnect between hunger alleviation partners and those in need
6. Implement RSVP/Registration tool that collects phone number and email done via website
7. Implement "Project Pantry" or "Apricot" to track number of unique individuals accessing food distribution

Systemic Change

1. Reduce cost of participating in Clay County Farmers Market (waiver/subsidize)
2. Develop a replicable workflow tool for employers, hospitals, churches, and others on how to assist someone who presents with food insecurity
3. Work with all schools (not just Title I) to educate them on food access to level access for disadvantaged students
4. Advocate for more vendors to accept Fresh Florida Bucks and SNAP (farmers market vendors)

Self-Sufficiency

1. Bring the Debs Store concept to Clay County
2. Engage with end recipients to determine barriers to self-sufficiency

Founding Members

Conveners

- Kathleen N. Spears, PhD, Executive Director — Waste Not Want Not, Inc.
- Alexandra Reinhardt, Project Manager, Community Health & Well-Being— Baptist Health

Members

- Robert Bass, Pastor, Celebration Church
- Avery Cecere, Waste Not Want Not, Inc,
- Patrick Flanagan, Director, Food for Clay at Challenge Enterprises
- Hannah Graham, Chief Health Strategist, Florida Department of Health
- Jennifer Knight, Vice President, The Kitchen of Clay County
- Kyerstin Meeks, Health Educator/Minority Health Liaison, Florida Department of Health

Additional Members

As CFIT evolved, additional community leaders were invited to join our efforts. Those answering the call:

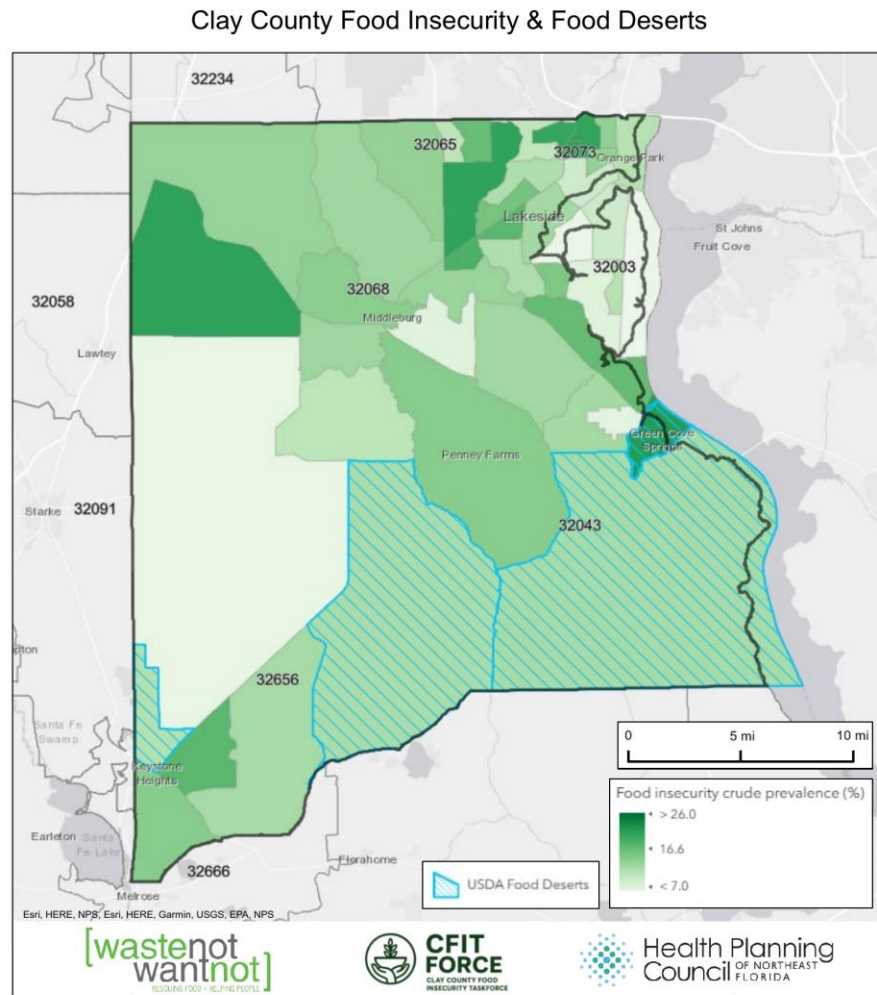
- Andrea Crowder, Executive Director, The Way Free Clinic
- Brooke Davies, Community Engagement Director, Impact Clay
- Amy Houston, Executive Director, Clay County Rescue Mission
- Rev. Carey Murford, Executive Director, Mission of the Dirt Road
- John Nelson, Community Volunteer

The Need: The State of Food Insecurity in Clay County

Understanding the scope and geography of food insecurity in Clay County is essential to guiding CFIT's strategic priorities. This chapter presents data-driven mapping of food insecurity prevalence, USDA-designated food deserts, and the current distribution of food resources across the county. Together, these maps inform where the need is greatest, where resources exist, and where critical gaps remain.

The maps were prepared by the Health Planning Council of Northeast Florida using ArcGIS by Esri, incorporating multiple data layers to display geographic features such as county boundaries, ZIP codes, census tracts, and municipalities. Geographic boundary data is provided by the U.S. Census Bureau and Esri. Food insecurity data is sourced from the Centers for Disease Control and Prevention's PLACES: Local Data for Better Health, based on 2022 Behavioral Risk Factor Surveillance System (BRFSS) data. Food desert designations are provided by the U.S. Department of Agriculture (USDA), using 2019 data.

Food Insecurity & Food Deserts



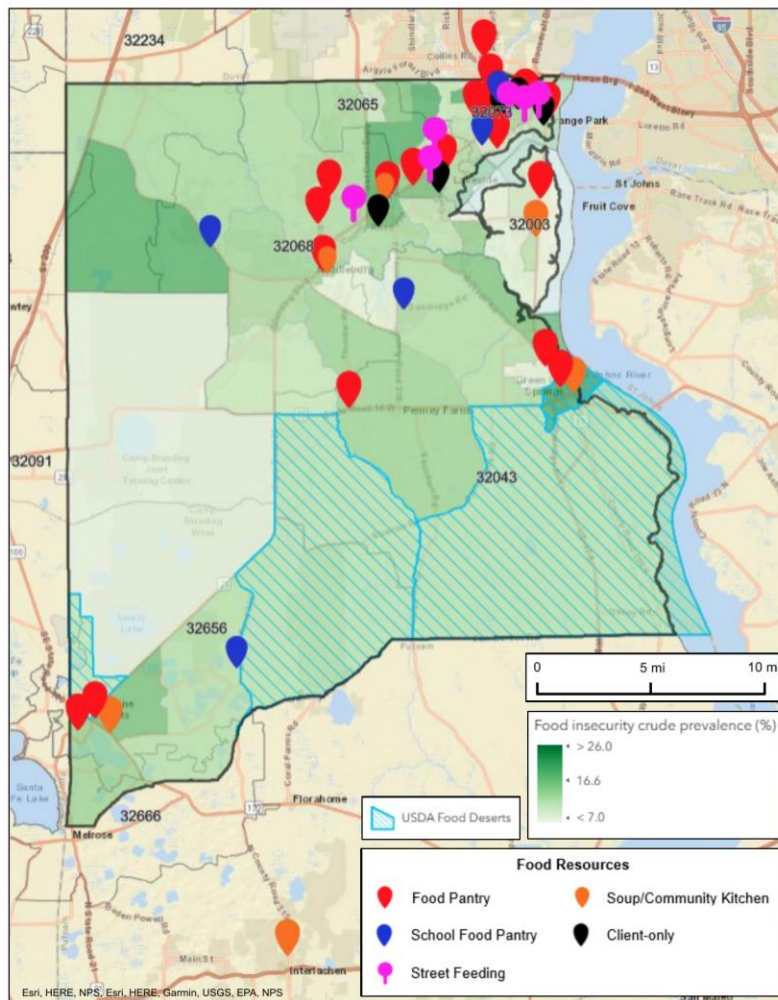
What This Map Shows: This map displays food insecurity prevalence and USDA-designated food deserts across Clay County. Clay County is outlined with a black line, and several geographic areas are represented – Zip codes, some city/town names, and census tract outlines (identified by the light gray outlines inside the county borders). Green shading represents food insecurity rates by census tract — lighter green indicates lower food insecurity (better access to food), while darker green indicates higher levels of food insecurity (less access to food). The blue-striped areas represent census tracts designated by the USDA as food deserts, meaning they meet certain low-income and low-food-access thresholds.

Key Findings:

- Food insecurity is distributed across Clay County in pockets, rather than concentrated in a single region, with higher-prevalence areas appearing in parts of Green Cove Springs (32043), Orange Park/Lakeside (32073, 32065), and Keystone Heights (32656).
- Southern Clay County (32043) contains a large continuous USDA-designated food desert, indicating significant geographic barriers to food.
- Contrary to expectations, food deserts do not consistently align with the areas of highest food insecurity. While overlap exists in places such as Green Cove Springs, many high-insecurity pockets occur outside of designated food deserts, suggesting that factors beyond geographic access may influence food insecurity.
- Penney Farms is largely agricultural with a low population, so its moderate food insecurity rate may reflect a small number of residents rather than a large concentration of need and should be interpreted with caution when comparing across the county.

Food Insecurity, Food Deserts, & Food Resources

Clay County Food Insecurity, Food Deserts, & Food Resources



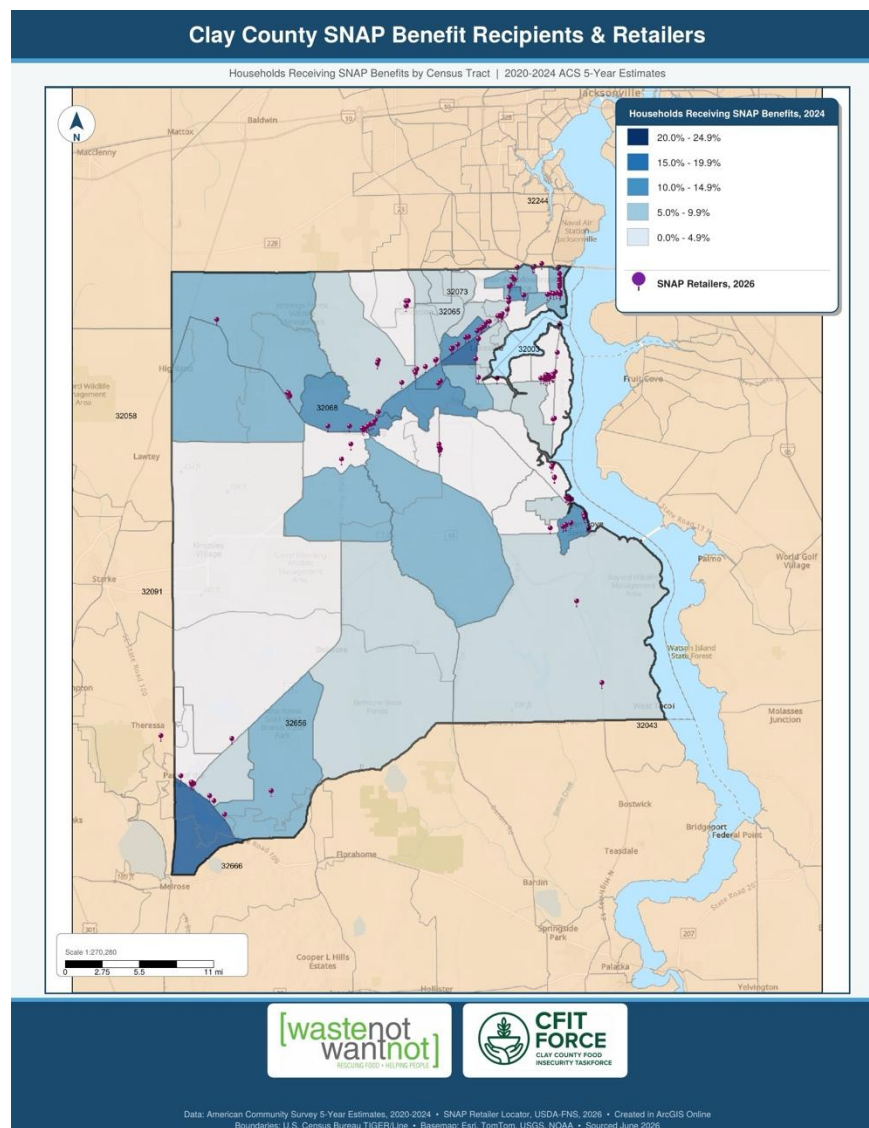
What This Map Shows: This map adds a layer of food resource locations (Waste Not Want Not food distribution partners) on top of the food insecurity and food desert data. Colored pins represent different types of food resources:

- **Red** — Food Pantries
- **Orange** — Soup/Community Kitchens
- **Dark Blue** — School Food Pantries
- **Black** — Client-Only Programs
- **Pink** — Street Feeding Organizations

Key Findings:

- The vast majority of food resources are clustered in the northeastern portion of Clay County, particularly around Orange Park (32073) and nearby areas.
- Food resources are concentrated in the northeast (Orange Park/Lakeside), while southern areas (32043, including food deserts) and western areas (Clay Hill/Keystone Heights) have fewer resources and remain underserved.
- Food insecurity persists even in areas with higher concentrations of resources (e.g., Orange Park/Lakeside), suggesting that factors beyond physical proximity, such as transportation, income, or awareness may influence access to food.

SNAP Benefit Recipients & Retailers



What This Map Shows: This map displays SNAP (Supplemental Nutrition Assistance Program) benefit recipients and authorized SNAP retailers across Clay County. Clay County is outlined with a black line, and census tracts are shaded in varying intensities of blue to reflect the percentage of households receiving SNAP benefits — lighter blue indicates lower rates (0–4.9%), while darker blue indicates higher rates (20–24.9%). Household SNAP data is drawn from the American Community Survey 5-Year Estimates, 2020–2024. Purple pins represent the locations of USDA-authorized SNAP retailers as of 2026, sourced from the USDA Food and Nutrition Service SNAP Retailer Locator. The map was created in ArcGIS Online using U.S. Census Bureau TIGER/Line boundaries and Esri, TomTom, USGS, and NOAA basemap data.

Key Findings:

- SNAP benefit receipt is highest in the southwestern corner of the county, particularly around Keystone Heights (32666), with some census tracts reaching 20–24.9% of households enrolled. Elevated rates also appear in parts of Orange Park/Lakeside (32065, 32073), Middleburg (32068), and Green Cove Springs (32043).
- SNAP retailers are heavily clustered in the northeastern portion of the county, particularly in and around Orange Park and Middleburg (32068), leaving residents in rural southern and western areas (32043, 32091, 32666) with far fewer nearby options to redeem benefits.
- Even in zip codes with moderate SNAP enrollment rates (5–14.9%), limited retailer presence may mean that enrolled residents face access challenges, reinforcing that enrollment alone does not guarantee meaningful food access.

Current Resources

CFIT is currently mapping Clay County's food distribution landscape using Waste Not Want Not's partner network as a foundation, while also incorporating resources that CFIT members operate, refer, or are simply aware of. The inventory below categorizes these resources by type to support CFIT's strategic planning efforts. Please note this list is subject to change, and if we've missed anyone, let us know!

Resource Type	Count	Access
Food Pantries	27	Open to public
Community & Soup Kitchens	5	Open to public
School-Based Distribution	6	Students/families only
Mobile & Street Feeding	4	Open to public
Client-Only Programs	5	Restricted access
Delivery-Only Programs	2	By arrangement
TOTAL ORGANIZATIONS	49	

Food Pantries (27)

Food pantries provide groceries and dry goods for individuals and families to take home. These form the backbone of Clay County's food distribution network.

Black Creek Church – Food Bridge (Middleburg) Black Creek Church – Food Bridge (Middleburg)

Thursday, 7:30–10:30 AM (drive-thru, weekly)

Black Creek Church – Bread Basket (Middleburg)

Saturday, 9:00–11:00 AM (weekly)

Calvary Assembly of God (Orange Park)

1st & 3rd Tuesday, 10:00 AM–12:00 PM (biweekly)

Calvary Baptist Church (Middleburg)

Monday & Thursday, 11:00 AM (weekly)

Calvary Methodist Church (Orange Park)

1st & 3rd Friday, 11:00 AM–12:00 PM (biweekly)

Celebration Church of Orange Park

Monday, 10:00 AM–1:00 PM (weekly)

Challenge Enterprises Food for Clay (Green Cove Springs)

Friday, 10:00–11:00 AM (weekly)

Clay County Outreach Ministry Council (Orange Park)

Tuesday & Wednesday 4:00 PM – 9:00 PM & 2nd & 4th Sunday 1:30 – 5:00 PM

Clothes Closet & Food Pantry of Orange Park

Mon–Fri, 9:00 AM–12:00 PM + 1st–3rd Saturday

First Black Creek Baptist Church “Hope Wins” (Penney Farms)

1st Thursday, 10:00 AM–12:00 PM

Food Pantry of Green Cove Springs

Mon–Thu 10 AM–4 PM, Fri 10 AM–1 PM, 1st & 3rd Sat 10 AM–1 PM

Good Samaritan Church (Middleburg)

Last Saturday, 8:00–11:00 AM

Agape House First Baptist Church of Middleburg**

Tuesday & Thursday, 9:00–11:00 AM (weekly)

Journey Church (Orange Park)

1st Saturday 12:00–2:00 PM; 3rd Saturday 9:00–11:00 AM (biweekly)

KHHS Food Pantry (Keystone Heights)**

Monthly, by appointment only

Keystone Elementary Paw Pantry (Keystone Heights)**

Weekly, times vary, check social media

Lake Area Ministries (Keystone Heights)

Mon & Wed 10 AM–1 PM, Thu 5–7 PM

LAS Marketplace Ministries (rotating locations)

Saturday-Sunday 12:00 – 2:00 PM

Orange Cove Seventh Day Adventist Church (Fleming Island)

Wednesday, 4:00–6:00 PM (weekly)

Orange Park High School

3rd Thursday, 5:30–7:00 PM (monthly)

Orange Park Methodist Church

Monday, 3:00–5:00 PM (weekly)

Salvation Army (Clay County)

Tuesday & Thursday, 9–11 AM & 1–3 PM (once every 60 days per client)

Springs Church (Orange Park)

Friday, 9:00 AM–12:00 PM (weekly)

St. Catherine's Catholic Church (Orange Park)

3rd Wednesday & 3rd Saturday, 1:00–6:30 PM

St. Luke's Parish Food Pantry (Middleburg)

3rd Saturday, 9:00 AM–12:00 PM

Tabernacle of Jesus Christ (Orange Park)

Friday at 12:30 & Sunday at 1:00

Wilkinson Junior High School Kitchen Shelves Food Pantry (Middleburg)**

Monday, 10:00 AM–1:00 PM (weekly)

Community & Soup Kitchens (5)

These sites provide prepared meals for on-site consumption.

The Kitchen of Clay County – Green Cove Springs (Sacred Heart Catholic Church)

Saturday, 11 AM–1 PM

The Kitchen of Clay County – Orange Park (Senior Center)

Saturday, 11 AM–1 PM

The Kitchen of Clay County – Middleburg (Black Creek Methodist)

Saturday, 11 AM–1 PM

The Kitchen of Clay County – Keystone Heights (Mission of the Dirt Road)

Saturday, 12–2 PM

Mission of the Dirt Road (Keystone Heights)**

Tuesday, 6:30 PM; Sunday, 11:00 AM (community meal)

School-Based Distribution (6)

These programs serve students and their families through school-based distribution, typically managed through school board partnerships.

WE Cherry Elementary

Lake Asbury Junior High

Lakeside Elementary

McRae Elementary (Keystone Heights)

Montclair Elementary

Lakeside Elementary

Mobile & Street Feeding (4)

These organizations provide food through mobile distribution, street outreach, or rotating locations.

Circle of Hope (mobile meals)

2nd & 4th Friday at Siegel Select Hotel; street outreach

Grace Ministries Without Walls (Orange Park)

Mon–Fri, times vary (deliveries to homeless + families)

Saved 2 Serve

Rotating events and outreach (schedule varies)

Impact Clay Train (rotating locations, Clay County)**

3rd Saturday, 10:00 AM–12:00 PM (location varies each month)

Client-Only Programs (5)

These organizations provide food exclusively to individuals enrolled in their programs.

BASCA (Orange Park)

For clients and group home residents only

Clay Behavioral Health Center (Middleburg)

For clients only

The Way Free Clinic (Orange Park)

Food provided to patients; not a distribution site

Kids First of Florida

Services limited to foster families and child welfare clients served through DCF

Orange Park Senior Center

For Orange Park Senior Center members and visitors only

Delivery-Only Programs (2)

These organizations serve homebound or hard-to-reach individuals through direct delivery.

The Father's Heart Ministries (Orange Park)

Delivery service only; new families referred through the school board

Immanuel Anglican Church (Keystone Heights)

Last Saturday of the month; delivery only, contact in advance

*** Indicates organizations that are not Waste Not Want Not food partners. Included for completeness, but potentially outside our direct scheduling influence.*

Schedule Gap Analysis

CFIT's Food Access Committee conducted an analysis of when food distribution partners are active throughout the month. The findings reveal significant gaps in coverage that disproportionately affect working families and ALICE (Asset Limited, Income Constrained, Employed) households.

Critical Gaps Identified:

Evenings (5:00–7:00 PM): Evening access is the most persistent gap in Clay County's distribution schedule. A handful of organizations offer evening hours: Lake Area Ministries (Thursday, until 7:00 PM weekly), Orange Cove Seventh-day Adventist Church (Wednesday, until 6:00 PM weekly), Mission of the Dirt Road (Tuesday community meal, 6:30 PM), the Clay County Outreach Ministry Council (Tuesday and Wednesday, until 9:00 PM), and Orange Park High School and St. Catherine's (one Thursday evening per month each). Saturday afternoon coverage falls almost entirely on St. Catherine's, which distributes on the third Saturday only. This limited evening availability systematically excludes working families from the county's food distribution network.

Fridays: Friday is underserved. No food distribution sites are available after 1:00 PM.

Sundays: Sunday has no consistent distribution coverage countywide.

Peak coverage occurs on **Saturday at 12:00 PM**, when up to 7 organizations are simultaneously active. The next highest concentration is Monday at 11:00 AM and Tuesday through Friday mornings at 10:00 AM, with 4–5 organizations active — windows that directly overlap with standard working hours and are inaccessible to much of the ALICE population.

Geographic Gaps:

As the resource maps illustrate, access is heavily concentrated in the Orange Park corridor. Fleming Island was combined with Orange Park for analysis purposes given their geographic proximity, and Orange Park's high population density and elevated food insecurity rates mean the volume of resources there is both expected and necessary. Oak Leaf, while part of this corridor, has limited pantry options and gaps that still need to be filled. That said, it remains important to ensure other areas of the county are not overlooked.

Keystone Heights and Middleburg each cover only 17% of available hour blocks despite serving areas with significant food insecurity. Although Green Cove Springs appears to have higher coverage, it relies heavily on the Food Pantry of Green Cove Springs — without that pantry, coverage would drop considerably, indicating gaps that still need to be addressed. Fleming Island has a single active organization covering just 2% of weekly hour blocks. Addressing these geographic disparities — particularly in Keystone Heights, Middleburg, and Green Cove Springs — represents one of CFIT's most urgent coordination priorities.

Committee Goals & Action Plans

The following sections detail the current goals, tactics, and progress of each of CFIT's three active subcommittees.

Committee on Systemic Change

Chair	Alexandra Reinhardt
Members	Kathleen Spears; Alexandra Reinhardt; Andrea Crowder; Brooke Davies; John Nelson; Avery Cecere
Objective	Implement policies and processes to reduce structural inequities that perpetuate food insecurity and health disparities within the community

Goal 1: Develop and implement a process by which more individuals and organizations can become SNAP enrollers.

Deadline: March 31, 2026; ongoing thereafter

Current Status: Alexandra Reinhardt partnered with Feeding Northeast Florida to plan and execute CFIT's first SNAP Enrollment Training, which took place on April 24, 2026 at the Orange Park Library. The training welcomed 18 participants.

Tactics:

- Identify a SNAP enrollment trainer (Feeding Northeast Florida)
- Host the first train-the-trainer event by April 2026
- Invite Waste Not Want Not partners and CFIT members to training
- Track SNAP enrollment numbers in Clay County to measure impact
- Develop a simple community flyer listing SNAP enrollment locations and contact information
- Identify at least two partner organizations to become new SNAP enrollment sites
- Determine training frequency (every quarter, every six months, annually)
- Determined training frequency: participant survey results indicate every 3 months as the most preferred cadence (42% of respondents)

Notes: Many eligible residents abandon the SNAP enrollment process due to lack of assistance, computer access, proper documentation, or awareness. These barriers were reinforced by post-training survey data and will continue to guide how future trainings are designed and targeted.

Goal 2: Identify geographic areas lacking adequate access to food assistance services.

Deadline: January 31, 2026 — Complete (*Maps will continue to be updated as needed*)

Current Status: CFIT partnered with the Health Planning Council of Northeast Florida to commission GIS mapping of food insecurity, food deserts, SNAP benefit recipients, and food resource locations across Clay County. Two maps have been completed and are presented in the “State of Food Insecurity” chapter of this document: (1) Food Insecurity & Food Deserts, and (2) Food Insecurity, Food Deserts & Food Resources. These maps have confirmed that the highest-need areas — particularly southern and western Clay County (zip codes 32043, 32656, 32666) — have the fewest food resources, and that SNAP retailers are concentrated far from the communities with the highest SNAP recipient rates. Oakleaf Plantation has been identified as a critical priority: high poverty and SNAP utilization with very few food distribution partners or community centers.

Tactics:

- Commission and maintain GIS maps showing food insecurity prevalence, food deserts, SNAP recipient rates, and food resource locations by census tract and zip code across Clay County
- Identify areas with high food insecurity and low resource coverage to prioritize CFIT outreach and partner recruitment efforts

- Use mapped data to present geographic service gaps to funders, elected officials, and community stakeholders as evidence for resource allocation
- Identify potential partnership points in underserved areas.
- Expand use of maps so food distribution partners can communicate with one another about coverage areas and avoid duplication
- Actively monitor and update data sources

Notes: Maps were prepared by the Health Planning Council of Northeast Florida using ArcGIS by Esri. The CDC PLACES dataset, which provided food insecurity and SNAP data at the census tract level, was updated in December 2025 and no longer includes this data for Florida. Food resource locations include Waste Not Want Not partner organizations.

Goal 3: Identify structural barriers in food distribution.

Deadline: Ongoing

Current Status: CFIT's mapping and schedule analysis have surfaced key structural barriers: (1) data fragmentation: partners, funders, and advocates are working from inconsistent datasets, creating misaligned priorities; (2) schedule clustering: distributions pile up on the same days and times while other windows go uncovered, structurally excluding working families who can't access food during those hours and (3) uncoordinated growth: food distribution sites have expanded sometimes without reference to geographic need, over-concentrating in areas while others remain underserved; (4) awareness gaps: residents might lack visibility into what resources exist, where, and when, limiting utilization even where services are available.

Tactics:

- Ensure all entities are using the same consistent data set (CFIT as authoritative data source for advocacy)
- Use existing poverty and service maps to identify priority areas with high need and low access
- Identify systemic barriers and pass findings to Food Access Committee for partner recruitment
- Expand use of existing maps so pantries can communicate with one another
- Data homogenization initiative — prevent organizations from using different data sources that create inconsistent messaging
- Provide lawmakers and stakeholders with consistent, reliable information
- Partner with the Food Access and Self-Sufficiency Committees to translate identified barriers into actionable resources, referrals, and programming that directly address gaps in coverage, scheduling, and awareness

Goal 4: Improve accessibility of summer meal programs for children.

Deadline: Long-term (target summer 2027)

Current Status: Committee is seeking participation from the school district and continuing to research this issue.

Tactics:

- Engage with the county superintendent to discuss expanded or different service hours (currently limited to 11:30–12:30), alternative distribution models (e.g., backpack programs), and locations aligned with where families actually live and work
- Advocate that current models disproportionately exclude ALICE families

Notes: Key barriers include: limited service hours, hot meals must be consumed on-site, parents/guardians required to be present during peak work hours, and programs with low utilization are shut down, further reducing access.

Food Access Committee

Chair	Jennifer Knight
Members	Alexandra Reinhardt; Kathleen Spears; Avery Cecere; Pastor Robert Bass; Anya Kasasa; Daniel Schmidt;
Objective	Increase availability of affordable and free food through retail, school, and charitable partners.

Goal 1: Increase the number of organizations that can enroll individuals into SNAP.

Deadline: Ongoing

Current Status: CFIT's first SNAP Enrollment Training took place at Orange Park Library on April 24, 2026. Invitations were distributed to the Waste Not Want Not partner list and CFIT members, and the event had 18.

Tactics:

- Schedule and host SNAP training event at Orange Park Library
- Send invitations to WNWN partner list and CFIT members
- Coordinate with Systemic Change Committee's train-the-trainer initiative

Notes: This goal directly aligns with and supports the Systemic Change Committee's Goal 1 to develop a process by which more individuals and organizations can become SNAP enrollers.

SNAP Training Outcomes & Survey Findings

Following the April 24th training, participants were invited to complete a post-training evaluation survey. Twelve responses were collected. Key findings are summarized below.

Turnout & Reach

Metric	Result
Total Participants	18
Survey Responses Collected	12
Organizations Represented	Multiple (WNWN partners & CFIT members)
Average Likelihood to Recommend (1–10)	9.17

Participant Intent

When asked whether they planned to begin helping clients enroll in SNAP after the training, the response was:

- Yes – 83% (10 of 12 respondents)
- Maybe – 17% (2 of 12 respondents)
- No – 0%

This indicates a strong conversion rate from training attendance to intended action, suggesting the content was practical and relevant to participants' work.

Reasons for Attending

Half of respondents attended to learn how to enroll clients in SNAP, with an additional 33% seeking to better understand the process and eligibility requirements.

- Learn how to enroll clients in SNAP – 50% (6 respondents)
- Better understand the SNAP process and eligibility – 33% (4 respondents)
- Recommended by their organization – 8% (1 respondent)
- Other – 8% (1 respondent)

Barriers to Client Enrollment

Participants were asked to identify the biggest barrier that might prevent their clients from enrolling in SNAP. The top responses were:

- Unsure of eligibility/qualification rules – 33% (4 respondents)
- Technology/computer access – 25% (3 respondents)
- Gathering required documentation – 17% (2 respondents)
- Fear of immigration status impact – 17% (2 respondents)
- Lack of awareness that SNAP exists – 8% (1 respondent)

Notably, eligibility confusion ranked as the top barrier — an area the training directly sought to address. Technology access also emerged as a significant concern, which is consistent with responses to the support needs question below.

Additional Support Needs

When asked what additional support would help their organization begin enrolling clients, technology was the most cited need. This pattern reinforces the barrier data above and suggests that access to devices and digital literacy support will be an important component of CFIT's follow-up efforts.

Preferred Training Frequency

Participants were asked how often this training should be offered. Results support a quarterly cadence:

- Every 3 months – 42% (5 respondents) ← most preferred
- Every 6 months – 25% (3 respondents)
- Once a year – 25% (3 respondents)
- Only as needed/on request – 8% (1 respondent)

Qualitative Feedback

Open-ended responses were positive, with participants highlighting the clarity and practical value of the training. Selected comments:

- “It was informative and clear that the presenters understood the challenges that many people face as they apply.”
- “A valuable piece of today’s training was learning the new changes.”
- “It was a good level of detail for 2 hours. I’ll appreciate the community of practice for help when I get started.”
- “Thanks for helping to make SNAP more readily available to the public by training others!”

Looking Ahead

Based on training turnout, survey results, and participant feedback, CFIT is well-positioned to move into a regular quarterly training rhythm. Priority next steps include:

- Schedule the next SNAP Enrollment Training
- Explore technology and device access solutions
- Develop and distribute printed SNAP resource flyers as requested by participants
- Follow up with the 10 respondents who indicated intent to enroll clients to track real-world impact
- Identify at least two partner organizations to become official SNAP enrollment sites

Goal 2: Identify gaps in food access schedules.

Deadline: April 30, 2026 *(evaluated on an ongoing basis)*

Current Status: We created a chart of food distribution sites serving Clay County, drawing from Waste Not Want Not's partner network as well as other distributions flagged by CFIT members or otherwise known to the group. The chart maps each site's distribution days and hours to identify areas of overlap and gaps in service. The analysis reveals a key gap: few sites operate after 5:00 PM, limiting access for the working ALICE population.

Note that this resource list reflects the most current information we were able to gather at the time, but hours and availability are always subject to change. Regular updates will be needed to keep it accurate.

Tactics:

- Create a visual of food distribution times and locations
- Highlight overlapping service times and identify gaps
- Present visual to collaborate with organizations on filling gaps

FULL MONTH CALENDAR VIEW

Calendar View of Distribution

Weekly partners recur every week, bi-weekly every other, monthly once. Tags: W = Weekly, B = Bi-Weekly, M = Monthly.

	Mon	Tue	Wed	Thu	Fri	Sat	Sun
Wk 1	Food Pantry GCS W Lake Area Ministries W Calvary Baptist W Wilkinson Jr High Kitchen Shelves** W Celebration Church OP W Orange Park Methodist W	Food Pantry GCS W Mission of the Dirt Road** W Agape House** W Calvary Assembly of God B Middletowne Apts W Clay County Outreach W	Orange Cove SDA W Food Pantry GCS W Lake Area Ministries W Clay County Outreach W	Food Pantry GCS W Lake Area Ministries W Black Creek Food Bridge W Calvary Baptist W Agape House** W First Black Creek Baptist M	Food Pantry GCS W Challenge Enterprises** W Calvary Methodist B Springs Church W Tabernacle of Jesus Christ W	Food Pantry GCS B Kitchen of Clay GCS W Kitchen of Clay Keystone W Black Creek Bread Basket W Kitchen of Clay Middleburg W Journey Church B Kitchen of Clay OP W Las Marketplace W	Mission of the Dirt Road** W Tabernacle of Jesus Christ W Las Marketplace W
Wk 2	Food Pantry GCS W Lake Area Ministries W Calvary Baptist W Wilkinson Jr High Kitchen Shelves** W Celebration Church OP W Orange Park Methodist W	Food Pantry GCS W Mission of the Dirt Road** W Agape House** W Middletowne Apts W Clay County Outreach W	Orange Cove SDA W Food Pantry GCS W Lake Area Ministries W Clay County Outreach W	Food Pantry GCS W Lake Area Ministries W Black Creek Food Bridge W Calvary Baptist W Agape House** W	Food Pantry GCS W Challenge Enterprises** W Circle of Hope B Springs Church W Tabernacle of Jesus Christ W	Kitchen of Clay GCS W Kitchen of Clay Keystone W Black Creek Bread Basket W Kitchen of Clay Middleburg W Kitchen of Clay OP W Las Marketplace W	Mission of the Dirt Road** W Clay County Outreach B Tabernacle of Jesus Christ W Las Marketplace W
Wk 3	Food Pantry GCS W Lake Area Ministries W Calvary Baptist W Wilkinson Jr High Kitchen Shelves** W Celebration Church OP W Orange Park Methodist W	Food Pantry GCS W Mission of the Dirt Road** W Agape House** W Calvary Assembly of God B Middletowne Apts W Clay County Outreach W	Orange Cove SDA W Food Pantry GCS W Lake Area Ministries W St. Catherine's M Clay County Outreach W	Food Pantry GCS W Lake Area Ministries W Black Creek Food Bridge W Calvary Baptist W Agape House** W Orange Park High School M	Food Pantry GCS W Challenge Enterprises** W Calvary Methodist B Springs Church W Tabernacle of Jesus Christ W	Food Pantry GCS B Kitchen of Clay GCS W Kitchen of Clay Keystone W Black Creek Bread Basket W Kitchen of Clay Middleburg W St. Luke's Catholic M Journey Church B Kitchen of Clay OP W St. Catherine's M Impact Clay Train** M Las Marketplace W	Mission of the Dirt Road** W Tabernacle of Jesus Christ W Las Marketplace W
Wk 4	Food Pantry GCS W Lake Area Ministries W Calvary Baptist W Wilkinson Jr High Kitchen Shelves** W Celebration Church OP W Orange Park Methodist W	Food Pantry GCS W Mission of the Dirt Road** W Agape House** W Middletowne Apts W Clay County Outreach W	Orange Cove SDA W Food Pantry GCS W Lake Area Ministries W Clay County Outreach W	Food Pantry GCS W Lake Area Ministries W Black Creek Food Bridge W Calvary Baptist W Agape House** W	Food Pantry GCS W Challenge Enterprises** W Circle of Hope B Springs Church W Tabernacle of Jesus Christ W	Kitchen of Clay GCS W Immanuel Anglican M Kitchen of Clay Keystone W Black Creek Bread Basket W Good Samaritan M Kitchen of Clay Middleburg W Kitchen of Clay OP W Las Marketplace W	Mission of the Dirt Road** W Clay County Outreach B Tabernacle of Jesus Christ W Las Marketplace W

WEEKLY & BI-WEEKLY PARTNERS

Weekly & Bi-Weekly Distributions

Partners that distribute every week or every other week, mapped to the hour they operate. This is the backbone of the county's food access.

		Gap (0)	1 partner	2-4	5+ overlap							
	8 AM	9 AM	10 AM	11 AM	12 PM	1 PM	2 PM	3 PM	4 PM	5 PM	6 PM	7 PM
Mon			Food Pantry GCS Lake Area Ministries Wilkinson Jr High Kitchen Shelves** Celebration Church OP	Food Pantry GCS Lake Area Ministries Calvary Baptist Wilkinson Jr High Kitchen Shelves** Celebration Church OP	Food Pantry GCS Lake Area Ministries Wilkinson Jr High Kitchen Shelves** Celebration Church OP	Food Pantry GCS First Black Creek Baptist (M)	Food Pantry GCS First Black Creek Baptist (M)	Food Pantry GCS Orange Park Methodist	Orange Park Methodist			
Tue		Agape House**	Food Pantry GCS Agape House** Calvary Assembly of God Middletowne	Food Pantry GCS Calvary Assembly of God	Food Pantry GCS	Food Pantry GCS	Food Pantry GCS	Food Pantry GCS	Clay County Outreach	Clay County Outreach	Mission of the Dirt Road** Clay County Outreach	Clay County Outreach
Wed			Food Pantry GCS Lake Area Ministries	Food Pantry GCS Lake Area Ministries	Food Pantry GCS Lake Area Ministries	Food Pantry GCS	Food Pantry GCS	Food Pantry GCS	Orange Cove SDA Clay County Outreach	Orange Cove SDA Clay County Outreach	Clay County Outreach	Clay County Outreach
Thu	Black Creek Food Bridge	Black Creek Food Bridge Agape House**	Food Pantry GCS Black Creek Food Bridge Agape House**	Food Pantry GCS Calvary Baptist	Food Pantry GCS	Food Pantry GCS	Food Pantry GCS	Food Pantry GCS		Lake Area Ministries	Lake Area Ministries	
Fri		Springs Church	Food Pantry GCS Challenge Enterprises** Circle of Hope Springs Church	Food Pantry GCS Calvary Methodist Springs Church	Food Pantry GCS Tabernacle of Jesus Christ							
Sat		Black Creek Bread Basket Journey Church	Food Pantry GCS Black Creek Bread Basket Journey Church	Food Pantry GCS Kitchen of Clay GCS Kitchen of Clay Middleburg Kitchen of Clay OP	Food Pantry GCS Kitchen of Clay GCS Kitchen of Clay Keystone Kitchen of Clay Middleburg Journey Church Kitchen of Clay OP Las Marketplace	Kitchen of Clay Keystone Journey Church Las Marketplace						
Sun				Mission of the Dirt Road**	Las Marketplace	Clay County Outreach Tabernacle of Jesus Christ Las Marketplace	Clay County Outreach	Clay County Outreach	Clay County Outreach			

REGIONAL BREAKDOWN

Green Cove Springs

4	30	54	36%	Fragile — Single Source
Partners	Active Hour Blocks	Gap Hour Blocks	Coverage	

△ Priority Zone – Coverage looks adequate on paper, but nearly all of it comes from ONE site – the Food Pantry of Green Cove Springs. Remove it and the region is almost entirely uncovered. This is not resilient coverage.

HOURLY COVERAGE – MON-SUN, 8 AM-8 PM

	8 AM	9 AM	10 AM	11 AM	12 PM	1 PM	2 PM	3 PM	4 PM	5 PM	6 PM	7 PM
Mon			Food Pantry GCS	Food Pantry GCS	Food Pantry GCS	Food Pantry GCS	Food Pantry GCS	Food Pantry GCS				
Tue			Food Pantry GCS	Food Pantry GCS	Food Pantry GCS	Food Pantry GCS	Food Pantry GCS	Food Pantry GCS				
Wed			Food Pantry GCS	Food Pantry GCS	Food Pantry GCS	Food Pantry GCS	Food Pantry GCS	Food Pantry GCS				
Thu			Food Pantry GCS First Black Creek Baptist (M)	Food Pantry GCS First Black Creek Baptist (M)	Food Pantry GCS	Food Pantry GCS	Food Pantry GCS	Food Pantry GCS				
Fri			Food Pantry GCS Challenge Enterprises**	Food Pantry GCS	Food Pantry GCS							
Sat			Food Pantry GCS	Food Pantry GCS Kitchen of Clay GCS	Food Pantry GCS Kitchen of Clay GCS							
Sun												

REGIONAL BREAKDOWN

Keystone Heights

4 Partners	14 Active Hour Blocks	70 Gap Hour Blocks	17% Coverage	Significant Gap
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Priority zone

HOURLY COVERAGE – MON–SUN, 8 AM–8 PM

	8 AM	9 AM	10 AM	11 AM	12 PM	1 PM	2 PM	3 PM	4 PM	5 PM	6 PM	7 PM
Mon			Lake Area Ministries	Lake Area Ministries	Lake Area Ministries							
Tue											Mission of the Dirt Road**	
Wed			Lake Area Ministries	Lake Area Ministries	Lake Area Ministries							
Thu										Lake Area Ministries	Lake Area Ministries	
Fri												
Sat			Immanuel Anglican	Immanuel Anglican	Kitchen of Clay Keystone	Kitchen of Clay Keystone						
Sun				Mission of the Dirt Road**								

REGIONAL BREAKDOWN

Orange Park

15 Partners	39 Active Hour Blocks	45 Gap Hour Blocks	46% Coverage	Healthy Coverage
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Best-covered region; includes Fleming Island. The region with higher weekday-evening and Sunday coverage.

HOURLY COVERAGE – MON–SUN, 8 AM–8 PM

	8 AM	9 AM	10 AM	11 AM	12 PM	1 PM	2 PM	3 PM	4 PM	5 PM	6 PM	7 PM
Mon			Celebration Church OP	Celebration Church OP	Celebration Church OP			Orange Park Methodist	Orange Park Methodist			
Tue			Calvary Assembly of God Middletowne Apts	Calvary Assembly of God					Clay County Outreach	Clay County Outreach	Clay County Outreach	Clay County Outreach
Wed						Orange Cove SDA St. Catherine's	Orange Cove SDA St. Catherine's	St. Catherine's	St. Catherine's Clay County Outreach	St. Catherine's Clay County Outreach	St. Catherine's Clay County Outreach	Clay County Outreach
Thu										Orange Park High School	Orange Park High School	
Fri		Springs Church	Circle of Hope Springs Church	Calvary Methodist Springs Church	Tabernacle of Jesus Christ							
Sat		Journey Church	Journey Church	Kitchen of Clay OP	Journey Church Kitchen of Clay OP Las Marketplace	Journey Church St. Catherine's Las Marketplace	St. Catherine's	St. Catherine's	St. Catherine's	St. Catherine's	St. Catherine's	
Sun					Las Marketplace	Clay County Outreach Tabernacle of Jesus Christ Las Marketplace	Clay County Outreach	Clay County Outreach	Clay County Outreach			

REGIONAL BREAKDOWN

Middleburg

8 Partners	14 Active Hour Blocks	70 Gap Hour Blocks	17% Coverage	Significant Gap
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Priority zone — 8 partners, but heavily clustered in mornings, leaving most of the week empty.

HOURLY COVERAGE — MON–SUN, 8 AM–8 PM

	8 AM	9 AM	10 AM	11 AM	12 PM	1 PM	2 PM	3 PM	4 PM	5 PM	6 PM	7 PM
Mon			Wilkinson Jr High Kitchen Shelves**	Calvary Baptist Wilkinson Jr High Kitchen Shelves**	Wilkinson Jr High Kitchen Shelves**							
Tue		Agape House**	Agape House**									
Wed												
Thu	Black Creek Food Bridge	Black Creek Food Bridge Agape House**	Black Creek Food Bridge Agape House**	Calvary Baptist								
Fri												
Sat	Good Samaritan	Black Creek Bread Basket Good Samaritan St. Luke's Catholic	Black Creek Bread Basket Good Samaritan St. Luke's Catholic	Kitchen of Clay Middleburg St. Luke's Catholic	Kitchen of Clay Middleburg							
Sun												

Goal 3: Fill gaps in food access schedules by recruiting and coordinating partners.

Deadline: Ongoing

Current Status: Schedule gap analysis complete; outreach to Waste Not Want Not partners and food distribution organizations to address identified gaps is underway.

Tactics:

- Convene food distribution partners from Waste Not Want Not to discuss schedule alignment that fills the gaps
- Prioritize engaging existing and new partners to adjust services to address the largest identified gap—weekday evenings (5:00–7:00 PM), when working ALICE families are available

Goal 4: Ensure key stakeholders have up-to-date information on food access.

Deadline: Ongoing

Current Status: Two resource materials in development: (1) a food access resource booklet of Clay County meal sites and pantries, and (2) outreach materials targeting utility companies, schools, and low-wage employers.

Tactics:

- Develop and distribute food resource materials: categorized booklet by service type, comprehensive list of food distribution times and locations, and posters with QR codes containing accurate information

- Utility company partnership outreach: target FPL, Clay Electric, JEA, and Clay Utility to include food accessibility information with bills or on websites; pivot strategy to include United Way 211 as central distribution hub
- School and government entity outreach: target Title I schools via guidance counselors and social workers; target government entities including child support services and community reentry programs
- Employer and workplace outreach: target employers with high concentrations of ALICE workers (\$15–20/hour) in hospitality, maintenance, janitorial, healthcare, retail, and restaurants; focus on smaller businesses; plan signage and resources at day labor pickup locations
- Contact list development across four categories: utilities, schools, government entities, and employer.

Self-Sufficiency Committee

Chair	Kathleen Spears
Members	Amy Houston; Rev. Carey Morford; Alexandra Reinhardt; Avery Cecere (committee anticipated to expand)
Objective	Build knowledge, employment support, and resource connections to move clients to self-sufficiency with the goal of increased nutrition security.

Goal 1: Launch a crisis-budgeting workshop.

Deadline: Curriculum produced by Fall 2026; program launched by Fall 2026

Current Status: Outreach to potential partners underway. Curriculum in development.

Tactics:

- Outreach to potential partners: Real Sense (United Way) for tax prep and financial literacy; VyStar for credit improvement and budgeting; BASCA, Clay Behavioral Health, and Challenge for connecting individuals with disabilities, mental health challenges, or homelessness; Mercy Support Services
- Create a curriculum outline addressing: budgeting coaching, crisis-spending intervention, and long-term financial planning
- Target population spans a range of need levels — from individuals in immediate crisis requiring practical crisis-focused money management to the working ALICE population needing traditional financial literacy

Notes: Amy Houston identified a pattern where clients have money but lack budgeting skills, indicating need for both crisis intervention and long-term education. Approximately 30,000 Clay County residents face poverty and food insecurity; target reach percentage to be determined.

Goal 2: Educate food-insecure individuals and serving organizations about wrap-around support services in Clay County.

Deadline: Awareness piece due Fall 2026

Current Status: Gathering and compiling resources for a master resource list.

Tactics:

- Develop an education piece for food distribution partners on Clay County resources that exist; include in WNN Food Partners Newsletter and partnership MOUs
- Ensure all approaches are trauma-informed, person-centered, and client-led — warm handoffs, not just phone number lists

- Address root causes including substance abuse, mental health, and economic barriers (ALICE population)
- Explore existing curriculum or training to ensure information is shared with dignity and care

Notes: Mercy Support Services and Clay Community Services previously provided navigation support but are no longer doing so.

Goal 3: Employment Pathways — Paused (Outside Current Scope)

Deadline: May be revisited as CFIT grows

Current Status: Deliberately paused. Career Source is severely understaffed and ACE adult education programs are at full capacity.

Tactics:

- Continue sharing known employment and income resources within each subcommittee's work
- Monitor capacity at Career Source, county adult education, and St. John's Community College
- Revisit as CFIT grows and external partner capacity increases

Notes: The committee recognizes that employment and income are fundamental to self-sufficiency. However, the current landscape presents significant barriers. Earlier discussions identified CTE career pathways (HVAC, electrical, auto, welding, carpentry, medical assistance) and partnerships with Career Source and county adult education as potential future tactics.

Cross-Committee Alignment & Shared Priorities

Several themes and initiatives span multiple committees, reflecting CFIT's integrated approach to food insecurity:

SNAP Enrollment Expansion — Both the Systemic Change Committee (Goal 1) and the Food Access Committee (Goal 1) are working on expanding SNAP enrollment capacity.

Geographic Service Gap Analysis — The Systemic Change Committee identifies underserved areas through data and mapping (Goal 2), then passes findings to the Food Access Committee for filling gaps in food access (Goal 3). This handoff model ensures strategic direction informs action.

Stakeholder Information and Outreach — The Food Access Committee's stakeholder outreach (Goal 4) and the Self-Sufficiency Committee's root-cause resource education (Goal 2) both aim to ensure that organizations and individuals have accurate, up-to-date information.

Data Consistency and Authoritative Sourcing — CFIT aims to serve as the authoritative data source for food insecurity advocacy in Clay County, ensuring lawmakers, partners, and stakeholders receive consistent information. This cross-cutting priority supports all committees' work.

Progress and Upcoming Priorities

Goal	Deadline	Key Action	Progress	Committee
Identify geographic areas lacking adequate access to food assistance services	January 31, 2026	CFIT partnered with the Health Planning Council of Northeast Florida to commission GIS mapping of food insecurity, food deserts, and food resource locations across Clay County	Accomplished	Systemic Change
Develop and implement a process by which more individuals and organizations can become SNAP enrollers	March 31, 2026	Organized and executed a SNAP training event with a certified enrollment trainer	Accomplished	Systemic Change
Increase the number of organizations that can enroll individuals into SNAP	April 30, 2026	SNAP training event held at Orange Park Library; additional trainings planned	In progress	Food Access
Identify gaps in food access schedules	April 30, 2026	Created a calendar of Clay County food distribution sites showing locations and hours; identified gaps and overlapping service times	Accomplished	Food Access

Educate food-insecure individuals and serving organizations on wrap-around support services in Clay County	Fall 2026	Develop an education /awareness piece for food distribution partners on resources	In progress	Food Access
Launch a crisis-budgeting workshop	Fall 2026	Curriculum produced	In progress	Self-Sufficiency
Launch a crisis-budgeting workshop	Fall 2026	Financial literacy program launched	In progress	Self-Sufficiency
Improve accessibility of summer meal programs for children	Summer 2027	Summer meal program accessibility improvements	In progress	Systemic Change

Structural & Organizational Notes

Committee Structure Changes — The Education Committee was dissolved as of the February 18, 2026 meeting. Its responsibilities have been absorbed by the Systemic Change Committee, since education weaves across all committees but is most closely aligned with systemic initiatives. Alexandra Reinhardt became chair of the Systemic Change Committee, and Kathleen Spears transitioned to chair the Self-Sufficiency Committee.

Meeting Cadence — Subcommittees and the full CFIT committee meet on alternating months.

SMART Goals Framework — All committees are working toward creating clear, trackable, and realistic goals that are Specific, Measurable, Achievable, Relevant, and Timebound. Some goals are further along in this process than others, and continued refinement is expected.

Areas Needing Further Development — Several areas were identified across committee meetings that may require further attention as CFIT evolves: measurable targets and percentages for reaching goals, specific metrics for tracking SNAP enrollment impact, a strategy for nutritious food, and mechanisms for ongoing community feedback and needs assessment.