

Community Food Security Coalition Strategic Plan 2003

I. Mission, Values, Vision Statement

Mission Statement

The Community Food Security Coalition is a national coalition of diverse people and organizations working from the local to international levels to build community food security. We are committed to creating equitable, healthful, sustainable, self-reliant and community-based food systems through policy advocacy, education, research and organizing.

Core Values Statement

The work of the CFSC is guided by the belief that:

- Every culture has the right to celebrate, maintain and expand its own traditional and indigenous food knowledge and wisdom for benefit of the whole community.
- All people at all times have the right of access to high quality, nourishing, affordable and culturally appropriate food.
- The ways in which we produce, acquire and consume food are central to the relationships between family, home, community and the environment.
- Food must be distributed, produced and consumed in ways that holistically honor human dignity, the land and the humane treatment of animals.
- Independent farmers and producers of all ages and ethnicities who practice sustainable agriculture in rural and urban areas are central to a healthy food system.
- Farmers, farm workers, food workers and all others engaged in food production, marketing, processing, distribution, preparation and service have the right to a decent living and just working conditions.
- Young people need the knowledge base and opportunities to make decisions that help foster community food security.

Vision Statement

By the year 2005 the Community Food Security Coalition is an effective culturally diverse organization, national in scope, recognized as the leader in the community food security movement. The Community Food Security Coalition draws its strength from its grassroots base and links local community food security work to regional,

state, national and international organizations working to build community food security and community-based food systems.

In the year 2005 the Coalition works to:

- Develop an active membership that represents diverse cultures and regions
- Provide strategic leadership on food and farm policy issues
- Support local food policy coalitions promoting community food security
- Achieve excellence in training and technical assistance to build the community food security movement
- Cultivate new leadership for the community food security movement at all levels, from local to international.

In the year 2005 the CFSC....

- links people, places and knowledge – from the grassroots to the international levels of action
- conducts education and media campaigns to raise public awareness about healthy and sustainable food systems
- organizes broader constituencies around policy and programs through field organizing, Farm to School, and T & TA
- provides education materials, publications, training and technical assistance in CFS practices
- conducts and catalyzes research about community food systems and their policy implications
- develops campaigns to expose inequities in the dominant food system
- connects local/regional farmers/producers to local/regional markets.

II. Focal Areas With Program Information for FY03-05

ACCESS TO HEALTHY FOODS

Goal:

CFSC will work to ensure access to affordable, nutritious, culturally appropriate food from local, non-emergency sources, and through systems that are community-based, equitable, sustainable, and just.

Rationale:

People are separated from the sources of their food and dependent on the global food system for their food supply. Yet hunger, poor nutrition, and food insecurity are widespread in the U.S., particularly among low-income people, children, and seniors. CFSC holds that the structure of food systems is integral to how the food insecure have or do not have access to healthy foods. Specifically, CFSC believes that access will improve when community-based organizations build equitable, healthful, sustainable, self-reliant and community-based food systems. CFSC also holds that emergency food providers must be a part of the transition to

broader community food security approaches as they continue to provide the essential safety net for the nations food security.

Strategies:

The barriers to healthy food access are multi-faceted and require the engagement of public, private, and nonprofit sectors. This focal area employs multiple and integrated strategies, focusing on building alternative mechanisms of food access, while holding the market accountable for reaching underserved areas such as inner cities and rural communities. Existing programs seek support for new and innovative community-based ways to access healthy foods through public and private resources and by providing technical assistance. A comprehensive approach to this goal will require additional field organizing, research and media outreach in coming years. CFSC programs seek to improve food access through the following methods:

- Supporting communities to create their own solutions through building capacity to lead, train others, analyze local food systems and assess community food security;
- Redirecting public and private policies and resources to improve access by communities to regional food sources, with attention to distribution and processing infrastructure as well as the urban and rural production base required for improved access;
- Supporting communities, schools and other public institutions to identify existing food access resources and barriers and to plan for developing improvements and additions; and
- Increasing public awareness and educating the media, policymakers, and civil society groups about existing food access problems and potential solutions from a community food security perspective, accompanied by much needed research and analysis.

Objectives and Activities:

- **General Education and Networking:**

2003: Increase awareness of food access issues, and of effective approaches to improving access to healthful foods for all.

- Highlight successful examples and articles on food access related issues in the CFS News newsletter;
- Present workshops, speakers, field trips, and short courses on innovative models and topics related to food access at the CFSC annual conference;
- Host the Comfood listserv as a vehicle for participants to inquire about food access related models and issues;
- Speak at various conferences about food access related issues;
- Strengthen relationships with key allies and courting new allies
- Continue close relationship with ACGA.
- Build working relationship with STPP on policy issues
- Introduce our work to environmental justice and community development groups, such as NCCED.

2004: Increase awareness of food access issues, and of effective approaches to improving access to healthful foods for all.

- Highlight successful examples and articles on food access related issues in the CFS News newsletter;

- Present workshops, speakers, field trips, and short courses on innovative models and topics related to food access at the CFSC annual conference;
- Host the Comfood listserv as a vehicle for participants to inquire about food access related models and issues;
- Speak at various conferences about food access related issues;
- Strengthen relationships with key allies and courting new allies
- Continue close relationship with ACGA and consider urban ag conference;
- Build working relationship with STPP on policy issues
- Introduce our work to environmental justice and community development groups, such as NCCED.

2005: Increase awareness of food access issues, and of effective approaches to improving access to healthful foods for all.

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- Present workshops, speakers, field trips, and short courses on innovative models and topics related to food access at the CFSC annual conference;
- Host the Comfood listserv as a vehicle for participants to inquire about food access related models and issues;
- Speak at various conferences about food access related issues;
- Strengthen relationships with key allies and courting new allies
- Continue close relationship with ACGA to raise profile of urban ag as a tool for reaching CFS;
- Build working relationship with STPP on policy issues, engaging urban planners, and professional associations on CFS strategies
- Introduce our work to environmental justice and community development groups, such as NCCED.

- **Training and Technical Assistance**

[Note: Most T&TA program activities are listed under focal area 4. Many activities listed there are also relevant to this focal area.]

2003-5: Increase awareness of food access issues, and of effective approaches to improving access to healthful foods for all.

- Provide workshops for diverse audiences around the country, working with CFSC trainers.
- Through Evaluation Program, increase understanding of which approaches to improving food access are effective.
- Promote organizations doing innovative work on food access issues through the WHY clearinghouse project.
- Provide training programs and resources with technical and marketing support for urban ag producers (2004-5).
- Explore opportunities to partner with extension through work on professional development, curriculum development, and/or with volunteer leadership programs (2004-5).

2003-5: Increase understanding of food access issues and opportunities in specific communities by catalyzing and supporting Community Food Assessments (CFAs).

- [see focal area 4 for activities]

- **Farm to School/Farm to College**

2003: Increase participation in the National School Lunch Program.

- Enable schools to offer more nutritious and tasty food options, such as salad bars by assisting food service directors in finding local farms and in developing seasonal menus.
- Encourage schools to do "before and after" surveys when introducing new products, and keeping track of increases or decreases in participation rates when new foods are offered.

2003 – 4: Reduce reliance on junk food for school fundraising.

- Compile a list of school fundraising activities that promote healthy eating.
- Identify strategies that encourage good health or exercise
- Incorporate farm products in school fundraising, e.g., using local farm items instead of candy to raise funds.
- Identify strategies that include physical activity, such as sponsoring a 5 K run.

2004-5: Work in targeted low-income communities to develop farm to school projects.

- Collaborate with FRAC to help identify communities where hunger is the greatest, as well as farm organizations to identify where farmland is at risk, to choose a possible project location.
- Work closely with local organizations in to determine what aspects of a farm to school project is needed in the community, e.g, healthy food fundraising, school food policies, access to fresh produce, funds for kitchens, etc.
- Work with local organizing group to identify funding sources. Continue providing technical assistance during all stages of the organizing process.

- **Policy Advocacy**

2003. Pursue federal policy that increases access to healthy foods within a CFS framework

- Ensure proper implementation of CFP and Farm Bill changes; increase public support of FMNP and expansion of Seniors Farmers Markets
- Develop policy options for Farm to School and other priorities for reauthorization of the Child Nutrition Act as well as related state and federal policy arenas.
- Gain support for legislation that funds food access-related transit programs in the context of the TEA-3 renewal.
- Promote the relationship of CFS and urban ag to National level policy with congresspeople, USDA, HUD, EPA, extension, SARE because they all leave out urban ag currently.

2) LOCAL FOOD SYSTEM AND PRODUCER-CONSUMER LINKAGES

Goal:

The CFSC seeks to transform the current food system to a network of community-based food systems. We promote the development of local and regional food systems that link consumers with sustainable family farmers and other community-based entities.

Rationale:

The North American food system is increasingly global and consolidated, with significant social, environmental and economic impacts at the community level. Developing resilient and networked local and regional food systems increases food self-reliance, reduces dependence on vulnerable agri-food chains, and builds local communities and economies in rural and urban areas alike.

Strategies:

Strengthening local and regional food systems will require systemic change and a multiplicity of approaches. In addition to low income communities targeted in the food access focal area, this focal area engages the broader public. Our basic strategy consists of a) helping groups and farmers to develop new markets and new models of food production, processing, and distribution with food prices that are good for both farmers and consumers; and b) advocating for policy changes that increase support for local food systems and reduce the incentives and subsidies for industrialized and globalized agriculture. CFSC seeks the most innovative ways to pursue this goal in its programs, including policy, organizing, community food security training and technical assistance, farm-to-cafeteria, etc More specifically, our work is centered around:

- Showcasing and helping organizations develop new markets for family scale farmers and new models of food production, processing, and distribution that provide fair prices to farmers and affordable food for consumers;
- Encouraging institutions to purchase from local, sustainable, and family-scale producers;
- Educating policymakers, civil society actors, and the media about the problems facing independent and family-scale farmers and the benefits of local/regional food systems;
- Encouraging policy that promotes innovative community-based solutions (such as CFP) and the role of small and medium scale family farming; and acquiring the resources that scale these models to feed larger segments of the people.

Objectives and Activities:

- **General Education and Networking**

2003: Increase awareness of the problems inherent in a concentrated, industrial food system and of the benefits of more local and regional food systems by:

- Highlighting farm to cafeteria related issues with a dedicated issue in the CFS News newsletter, and on-going articles;
- Presenting workshops, speakers, short courses, and field trips on innovative models and topics related to local food systems and the struggles against the industrialized food system at the CFSC annual conference;
- Collaborating with the Center for Food Safety in promoting and distributing Fatal Harvest, as an educational tool;

- Hosting the Comfood listserv as a vehicle for participants to inquire about local food system, farm to cafeteria, and sustainable agriculture topics;
- Speaking at various conferences about the intersection between local food system, sustainable agriculture and food security concerns.

2003: *Strengthen partnerships with existing allies and build relationships with new ones by:*

- Participating in key sustainable agriculture conferences such as Eco-Farm, PASA, etc.
- Exploring closer connections with First Nations Institute, Assoc. of Economic Enterprise, AceNet, and others.

2004: *Increase awareness of the problems inherent in a concentrated, industrial food system and of the benefits of more local and regional food systems by:*

- Presenting workshops, speakers, short courses, and field trips on innovative models and topics related to local food systems and the struggles against the industrialized food system at the CFSC annual conference;
- Collaborating with the Center for Food Safety in promoting and distributing Fatal Harvest, as an educational tool;
- Hosting the Comfood listserv as a vehicle for participants to inquire about local food system, farm to cafeteria, and sustainable agriculture topics;
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2004: *Strengthen partnerships with existing allies and build relationships with new ones by:*

- Participating in key sustainable agriculture conferences such as Eco-Farm, PASA, etc.
- Exploring closer connections with First Nations Institute, Assoc. of Economic Enterprise, AceNet, and others.
- Continuing to serve on the NCSA Board

2005: *Increase awareness of the problems inherent in a concentrated, industrial food system and of the benefits of more local and regional food systems by:*

- Presenting workshops, speakers, short courses, and field trips on innovative models and topics related to local food systems and the struggles against the industrialized food system at the CFSC annual conference;
- Hosting the Comfood listserv as a vehicle for participants to inquire about local food system, farm to cafeteria, and sustainable agriculture topics;
- Speaking at various conferences about the intersection between local food system, sustainable agriculture and food security concerns;
- Strengthen partnerships with existing allies and build relationships with new ones by:
- Continuing to serve on the NCSA Board
- Exploring closer connections with key sustainable agriculture and environmental groups in preparation for the 2007 Farm Bill

- **Training and Technical Assistance**

[Note: Most T&TA program activities are listed under focal area 4. Many activities listed there are also relevant to this focal area.]

2003-5: Increase awareness of the problems inherent in a concentrated, industrial food system and of the benefits of more local and regional food systems:

- Provide workshops for diverse audiences around the country, working with CFSC trainers.
- Increase understanding of which approaches are effective through the Evaluation Program.
- Promote organizations doing innovative work on local and regional food systems through the WHY clearinghouse project.

2003-5: Promote awareness of the potential for developing more local and regional food systems by encouraging inclusion of this theme in Community Food Assessments (CFAs).

- [see focal area 4 for activities]

2004: Promote examples of successful urban ag projects and provide connections to technical resources that support the development of new urban ag work.

2004: Provide increased support for efforts to develop local and regional food systems.

- Develop additional workshops, materials, mentoring, and/or other resources.
- Explore opportunities to partner with extension through work on professional development, curriculum development, and/or with volunteer leadership programs.

2004-5: Provide increased support for local food policy planning and advocacy work.

- Develop additional workshops, materials, mentoring, and/or other resources.

- **Farm to School/Farm to College**

2003: Assist in developing new markets for farmers by providing technical assistance to farm groups, food service directors and other organizations to create farm to cafeteria projects.

- Through conferences and workshops, help farmers and food service staff to understand each others' benefits and constraints when buying locally.
- Develop pilot programs to gain practical experience that will benefit farmers around the country. (For example, projects in Pennsylvania, Ohio, California, New York and Iowa.)
- Encourage the development of relationships with nearby farmers, incorporating them into the classroom, field trips to the farm, etc.
- Wherever possible, combine farm to cafeteria efforts with a "Buy Local" campaign, to capitalize on interaction between farmers, schools, parents and communities.

2003: Increase awareness of farm to cafeteria projects, and the benefits they provide for students, farmers, and communities.

- Develop case studies and project information available in written form and on the web site.
- Develop information packets and toolkits for organizers.
- Develop a database of contacts and projects.
- Develop an introductory brochure for both farmers and food service.

2004-5: *Work collaboratively with other organizations to promote farm to cafeteria projects.*

- Provide information for resource books, such as the 5-A-Day manual for teachers.
- Work with groups such as ASFSA, and NOFAs in supporting a common policy agenda and presenting workshops at conferences.
- Work with the Center for Food and Justice on their state policy work, identifying existing policies relating to bidding regulations, procurement practices, mandates to “buy local”, and other related farm to school policies. Disseminate this information through the list serve.

2004 – 5: *Identify distribution models working for farmers involved with institutional sales.*

- Research working models of cooperatives around the country, both formal and informal,
For profit and not for profit.
- Develop a booklet with case studies of successful models, as well as general do's and don'ts.
- Hold a series of seminars in different regions of the country including farmers involved with the creation of the cooperatives.

2004 – 5: *Provide farmers with information to help them develop farm to cafeteria markets.*

- Develop a list of cooperatives with short summaries and contact information.
- Compile a list of curricula for farm tours and farmers speaking in the classroom.
- Compile a list of funding sources for farmers in developing educational programs.

- **Policy Advocacy**

2003: *Support policies that bring crucially needed resources to farmers, while bringing benefits to consumer populations, e.g., the FMNP and the CFP grant program.*

- Exploit opportunities for future policy channels that build on direct and qualitative producer-consumer linkages
- Develop policy options for Food Access and Transportation for the T-3 reauthorization in 2003.

2003: *Monitor implementation of national programs with positive urban-rural linkages:*

- CFP (work with CSREES and FNS to implement new elements of program)
- FNS farm-to-school (work with hopefully new mandate from Congress)
- FMNP (address opportunities to link CFS with farmers markets)
- Other opportunities for USDA dept. administrative alignment with CFS objectives

3) FOOD, HEALTH AND CULTURE

This section is under development

4) MOVEMENT BUILDING AND SUPPORT

Goal:

To foster a strong and diverse community food security movement, and to build the CFSC as an organization that expresses the strength and diversity of the movement in its membership, leadership, and programs. We commit ourselves and the resources of the CFSC to work with low-income people and people of color in their struggle to improve food security and strengthen their local and regional food systems

Rationale:

Practitioners are working in many different ways to create community food security. Most have limited resources, and can use support with developing their programs and linking with a broader network. CFSC has been the recognized leader in providing this support and in building a CFS movement, and should continue to play this role. In the next few years, we will need to work with our partners to build capacity to create broader change in the food system. For the CFS Coalition and movement to continue to grow, we will need to reach out and build bridges to the broad range of communities we seek to involve and serve. The Coalition also will need to expand its membership, refine its organization to meet the expanding movement, and develop more opportunities for members to participate in the organization.

Strategies:

CFSC's movement building strategies focus on the following areas:

- Providing T&TA and other services that increase the capacity of CFS practitioners to develop effective programs and create positive change;
- Supporting the development of effective and diverse leaders and organizations in the CFS movement, especially among groups representing lower-income communities;
- Weaving CFS constituencies into a stronger and more unified movement through education, networking, and organizing beginning with growing a diverse membership;
- Conducting outreach and building bridges to diverse constituencies and across sectors and regions that the Coalition seeks to involve, especially low-income communities and communities of color;
- Establishing a regional field organizing program to build capacity in regions where there is less CFS field presence and organizational infrastructure.
- Conducting outreach and building bridges to politically influential constituencies with complementary goals, such as the environmental and community development movements which may not have food at the tops of their agendas;
- Leading educational and policy advocacy efforts to gain increased institutional support and acceptance of the CFS field in the NGO sector, among businesses, the public sector, and academia through local and state policy councils, and national and international policy action.
- [Note: membership development plans are included in the organizational development section.]

Objectives and Activities:

- **General Education and Networking**

2003-4: *Conduct institutional outreach to gain the incorporation of community food security into institutions, such as universities, cooperative extension, and funders.*

2003: *Build bridges with international food security entities and increasing visibility and presence of CFSC as an international leader in food security by:*

- Making presentations and having a presence at international events, such as the World Social Forum, FAO, and others;
- Bringing key players from other countries to speak at CFSC conferences;
- Producing a CFS News newsletter on connections between domestic and international food security concerns

2004: *Build bridges with international food security entities and increasing visibility and presence of CFSC as an international leader in food security by:*

- Making presentations and having a presence at international events, such as the World Social Forum, FAO, and others;
- Bringing key players from other countries to speak at CFSC conferences;
- Exploring the hosting of an international CFS and local food systems forum for 2006.
- Urban ag courses, primers, and facts being distributed.

2005: *Build bridges with international food security entities and increasing visibility and presence of CFSC as an international leader in food security by:*

- Making presentations and having a presence at international events, such as the World Social Forum, FAO, and others;
- Bringing key players from other countries to speak at CFSC conferences;
- Organizing for an international CFS and local food systems forum for 2006.

- **Training and Technical Assistance**

General Training and Technical Assistance

2003: *Assess emerging needs for T&TA in the community food security movement.*

- Conduct evaluation and needs assessment of T&TA programs.
- Explore ideas for new initiatives for FY 04 and 05 and decide which to pursue.

2003: *Increase understanding of key CFS issues and approaches.*

- Provide workshops on various issues for diverse audiences around the country, working with CFSC trainers.
- Expand workshop resources and materials available to CFSC trainers, including more basic materials on CFS issues and CFSC.
- Promote organizations doing innovative work on local and regional food systems through the WHY clearinghouse project.

2003: *Support leadership development within the CFS movement.*

- Publish a series of leadership profiles in *CFS News* (written by Mark Winne).
- Do some needs assessment to find out whether members want or need CFSC support with leadership development and/or local and regional organizing (and what types of support).

- Explore existing leadership development programs and resources, and identify which ones might be useful to CFS advocates.

2003: Promote the development of effective CFP projects and proposals.

- Widely publicize the 2003 CFP grant cycle and new funding opportunities.
- Provide information and assistance to prospective applicants through the Guide to Winning CFP Proposals and hotline for CFP Grant Applicants.

[Note: the following is a menu of options for 2004-5 and will need to be pared back.]

2004-5: Assess emerging needs for assistance in the community food security movement.

- Conduct evaluation and needs assessment of T&TA programs; confer with members and partners.

2004-5: Increase understanding of key CFS issues and approaches.

- Provide workshops on various issues for diverse audiences around the country, working with CFSC trainers. Focus on targeted constituencies, such as public and community health, CDCs, CAAs (especially groups working with low-income communities).
- Possibly implement joint initiatives with extension in professional development, curriculum development, and/or with volunteer leadership programs.
- Expand CFSC trainer toolkit of workshop designs, activities and materials.
- Promote organizations doing innovative work on local and regional food systems through the WHY clearinghouse project.

2004-5: Support leadership development within the CFS movement.

- Publish a series of leadership profiles in *CFS News* (written by Mark Winne). Consider publishing profiles in a stand-alone publication.
- Possibly offer either a stand-alone leadership development training, or a year-long institute that involved several meetings and ongoing communication and support (2005).

2004-5: Promote the development of effective CFP projects and proposals.

- Implement expanded outreach to publicize the 2004 and 2005 CFP grant program RFAs and to reach new audiences.
- Provide information and assistance to prospective applicants through the Guide to Winning CFP Proposals and hotline for CFP Grant Applicants.

2004-5: Provide increased support for local food policy planning and advocacy work.

- Develop additional workshops, materials, mentoring, and/or other resources.

2004-5: Provide increased support for efforts to develop local and regional food systems.

- Develop additional workshops, materials, mentoring, and/or other resources.
- Explore opportunities to partner with extension.

Evaluation Program

2003: Help CFP grantees learn how to strengthen their programs through rigorous evaluations.

- Conduct detailed evaluation assessment interviews with CFP grantees to determine the types of evaluation support needed.
- Provide a workshop for CFP grantees on basic evaluation methods and strategies.
- Provide a workshop on evaluation at annual conference.
- Develop and provide for CFP grantees an Evaluation Handbook and toolkit.
- Provide individual consultation to grantees to help them design evaluation programs.
- Host an evaluation list serve for CFP grantees to share information and questions.

2004-5: Increase understanding of key CFS issues and approaches.

- Conduct post assessment interviews of Community Food Projects who participated in the Evaluation Program to glean information regarding which CFS strategies are most effective; analyze results; and share them through the CFSC website and list serve.
- Create a national CFS Evaluation Team to provide support with projects such as: analyzing post assessment results; identifying cross program evaluation indicators; creating definitions for key terms used in CFS work; etc (2005).

2004-5: Help CFP grantees learn how to strengthen their programs through rigorous evaluations.

- Provide a workshop for CFP grantees on basic evaluation methods and strategies.
- Provide a short course on evaluation at annual conference in 2004, and a workshop in 2005.
- Develop and provide for CFP grantees an Evaluation Handbook and toolkit.
Host an evaluation list serve for CFP grantees to share information and questions.

Community Food Assessment Program

2003: Promote Community Food Assessments (CFAs) as a vehicle for local organizing and food system change.

- Disseminate at least 600 copies of the Guide to Community Food Assessment.
- Provide assessment-related information and referrals to 150-200 organizations in California.
- Conduct outreach and organizing activities to promote Community Food Assessments and integrate this with other policy efforts in California.
- Provide workshops for organizations in California interested in learning more information about or conducting CFAs.
- Provide technical assistance and support to five or six organizations in California throughout the process of conducting a CFA.

2004-5: Promote Community Food Assessments (CFAs) as a vehicle for local organizing and food system change.

- Disseminate the Guide to Community Food Assessment and other assessment related materials nationwide.
- Provide assessment-related information and referrals to organizations nationwide.
- Conduct outreach and organizing activities to promote Community Food Assessments among community groups in California.

2004-5: Support the effective implementation of Community Food Assessments.

- Provide support to organizations nationwide interested in conducting assessments by phone and email.
- Provide workshops for organizations nationwide interested in learning about or conducting CFAs (in California in 2004, nationwide in 2005).
- Provide technical assistance and support to organizations nationwide throughout the process of conducting a CFA (in California in 2004, nationwide in 2005).
- Integrate local food assessment activities with state policy efforts.
- Research and analyze CFAs nationwide and publish the results.
- Implement a plan for targeting outreach and food assessment projects to different audiences and settings nationwide (in California in 2004, nationwide in 2005).
- Identify and implement new and creative approaches to assessment research and food assessment best practices.

- **Farm to School/Farm to College**

2003-4: Bring food service, farmers, and organizers into the Community Food Security Coalition.

- Work with the American School Food Service Association, the National Association of College and University Food Service, and groups fighting pesticides in the schools, helps to generate new memberships and interest in the Coalition.
- Organize conferences, such as the National Farm to Cafeteria conference, and regional workshops begins to build alliances with new partners and in some instances, in new regions.
- Collaborations with the National Campaign for Sustainable Agriculture, FoodRoutes, and Oxfam, will increase the Coalition's exposure to new constituencies.

2004-5: Develop connections between projects organized in specific geographic areas, helping to increase CFSC membership.

- Organize regional or state day-long workshops to encourage greater communication within regions and spur additional projects.
- Encourage the formation of networks, school food policy groups, and institutional sales task forces.

- **Policy Advocacy**

2003: Continue development of Food Policy Councils as an important organizational infrastructure for gaining local policymakers' attention to food security issues.

- Link local governmental policy efforts to plan for growth and transportation, conserve farmland, provide local food security, support urban agriculture, and meet health and public safety needs.
- State and/or regional coalitions can also be supported to connect more effectively to both local and national organizing and policy processes.

2004: Organize a national leadership development program for practitioners related to all levels of policy – local, state and national.

- Field organizing for community food security work should include a policy-organizing element to institutionalize the priorities of local and regional communities on food and agriculture issues.
- Fundraise for National Leadership policy training program linked to Field Organizing and T&TA programs
- Work with intern assistant in DC office to develop plan for CFS leadership development program in FY03.

2003-5: Strengthen coalition bridges between anti-hunger and sustainable agriculture networks:

- Renew and build on past coalitions: (Anti-Hunger Coalitions, Rural and Family Farm coalitions, Sustainable Ag Campaign etc.)
- Build liaisons to existing and new coalitions: (Child Nutrition Forum Anti-poverty faith and community development and sustainability coalitions, public health and environmental networks and coalitions, community development and sustainable communities movements, smart growth and transportation coalitions, using urban agriculture as one way to make these linkages.)

III. Future programs

This document includes information on some of the priority issues identified by the Board but not included in the implementation plan under the focal areas. These include research, public awareness and education, and membership development, diversity and field organizing. With the exception of the California field organizing pilot project, current CFSC programs do not encompass these priority issues. Without committed funding, staff, or committees, these "proto-programs" remain largely conceptual, without significant details on their objectives and activities. Whether they will represent new programs eventually, or be better integrated into current programs is a decision for the next phase of the strategic planning process. (Note that the Urban Agriculture committee was able to develop more detailed plans for an emerging urban agriculture program, and as such their activities are folded into the focal areas.) What follows are brief schematics for these three arenas.

Research

Relation to Focal Areas and Current Programs: Research is critical to all our focal work areas. Currently research takes place in the field as part of policy analysis, as assessments for Farm to School and Farm to College and in efforts to identify good practices for CFS work. More coordination for research activities may be needed across certain programs. One key question is whether to go towards improved coordination of existing research, to increase research within existing program areas, or to work towards a research program with dedicated staff. Other important issues include clarifying: what CFSC's strategic niche is in the realm of CFS research;

potential partners for research initiatives; in what areas we should conduct primary vs. secondary research; and what degree of emphasis research should have relative to other program areas. There is not present consensus on this issue. What follows is the product of the Board's work in Kansas City with some additional work of the Strategic Planning Committee in Glynwood

2003-05 The CFSC will conduct, support and disseminate research that furthers its mission in the following activity areas:

- Illuminate the connection between community food systems and health, sustainability, and equity.
- Research methods of evaluating and monitoring the impact of the Coalition's work.
- Identifying future directions for CFSC's policy work and programs.
- Broadening our constituency to include universities and students.
- Bringing resources to the Coalition to support research activities.
- Developing future leadership among students in the CFS movement.
- Facilitate the development of a CFS research nexus among universities at the national and/or regional levels

2004: Establish a clear research component within all focal areas of the coalition to inform policy advocacy, program development and public awareness and education.

- Compile a repository of current research on the links between agriculture and communities, food access, food insecurity, and other related topics. Make available as needed (including through the CFSC website).
- Assess current gaps in CFS research related to food cultures, diet and health, corporate and global food systems, small producer survival, food and technology.
- Develop a research plan to fill those gaps. Link to universities, sponsor original research, and link to CFS partners doing research. Use this plan as an advocacy tool to gain greater resources for CFS research
- Publish student research papers either on-line or in hard copy
- Develop a bibliography of CFS research in collaboration with academia

2005: Explore development of a dedicated research program of the Coalition, perhaps in collaboration with other institutional partners.

- Establish and find funding for a CFSC Research Coordinator as appropriate.
- Develop a strong relationship to several universities throughout the U.S. whose professors and students are engaged in CFS-related research.
- Help direct available research funding to provide small amounts of funding to graduate students conducting research on CFS.

- Develop CFSC internal structures to link research activities to programs and related board and staff committees.

Organizing

Relation to Focal Areas and Current Programs: The board identified "Membership Development, Diversity, and Field Organizing" as a priority issue. The Strategic Planning Committee divided this priority into the Organizational Development section (see Membership Development), the Movement Building and Support focal area (especially Diversity), and here treats the field organizing as a separate programmatic thrust called "Organizing". Various approaches and methodologies for building community capacity for CFS work are a historic part of the Coalition programs. There have been multiple purposes attributed to interest in a field organizing program. These include: increasing membership diversity, supporting the efforts of community-based groups in communities of color, increasing the membership, providing the membership with a platform for increased participation within the CFSC and the movement, enhancing the effectiveness of our programs, providing greater visibility and presence of the CFSC at a regional level, building the movement more effectively, and providing leadership to the grassroots in meeting their needs and interests. The dynamics between diverse strategies, regional vs national approaches, fundability are complex and have been identified previously (see Nov. 13 memo). With the exception of the California pilot project which includes an organizing and technical assistance component, efforts to fund field organizing have largely fallen short. Thus, this item both builds off the California experience for expansion, and remains partially conceptual in nature. What follows is the product of both the Board's work in Kansas City and the Strategic Planning Committee in Glynwood.

2003: Pursue Objectives and Activities growing out of the CA organizing work related to access to healthy foods that are current for FY03. [AM: specify what these are.]

- develop the Network's organizational infrastructure
- hold the second Community Food Security Summit
- undertake one to two education and organizing campaigns
- coordinate two to three media pushes

2003: Plan to expand on the California organizing in efforts to organize in other regions of the US

- Work with USDA on the criteria for funding regional planning efforts
- Analyze current membership along regions and cultural groups to set targets.
- Identify funding opportunities for field organizing in FY04-05
- Organize with existing urban agriculture related constituencies (This is a key place to do cross-over work with ACGA and other urban based organizations, CDC's, affordable housing groups, schools, immigrant populations, etc)

2004: Establish regional organizers in at least one new region per year to catalyze and build the capacity of local organizations to organize CFS work in the region.

- Identify current leading organizations/leaders in the region who could serve as regional organizer among key member organizations.
- Establish strategic partnerships with national and international organizations
Ensure that new database and clearinghouse development is useful for CFSC members in distinct regions
- Include conference opportunities and other activities to promote regional networking.
- Link new participants in CFSC conferences and other activities with mentors.

2005: Build local capacity for field organizing

- Obtain funding for dedicated staff to serve field organizers working in regions.
- Foster information sharing and networking among groups engaged in field organizing
- Develop a best practices repository for field organizing

Public awareness and Education

Relation to Focal Areas and Current Programs: This new programmatic area is partly included in current activities under "General Networking and Education". Concerted effort to coordinate messages to the public and work with media outlets is not part of the Coalition's current programs. The goal and rationale have been partially incorporated into the focal work areas. This, as with the other new priority issues cuts across the four focal areas. However, the subject has not been developed as fully as other issue areas.

2003-04: Create and launch a targeted media campaign to increase public awareness and understanding of important connections between CFS projects and policy, how it affects local communities and what action steps individuals, nonprofit organizations, and public agencies can take to promote community food security.

- Develop message, op-eds and media relations with media team (board/staff/consultant)
- Coordinate policy related media outreach with board, staff and member resources.
- Include media work as part of field organizing, and T&TA.
- Incorporate CFS education components in all program activities.

2004-05: Develop a targeted media project cutting across all focal areas and programs

- Dedicate staff to develop with all staff and board a communication plan for CFSC
- Coordinate and balance outreach to community groups with formal media work.

IV Organizational Development Plan
To be completed