

WHOLE MEASURES FOR COMMUNITY FOOD SYSTEMS: Stories from the Field

By Obiora Embry, Deborah Fryman, Deb Habib, and Jeanette Abi-Nader

COMMUNITY FOOD SECURITY COALITION





CONTRIBUTORS

As with the development of *Whole Measures for Community Food Systems (WM CFS)*, many voices contributed to this report. We are especially grateful to *WM CFS* mentors and community partners who participated in an 18-month intensive mentoring program and contributed greatly to a deeper understanding of how to use *WM CFS* for community change and empowerment.

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MENTORS

Jeanette Abi-Nader
Community Food Security Coalition (CFSC)
Portland, OR
<http://www.foodsecurity.org>

Hank Herrera
Center for Popular Research and Education
Oakland, CA
<http://www.c-prep.org>

Deb Habib
*Seeds of Solidarity**
Orange, MA
<http://www.seedsofsolidarity.org>

Chris Paterson
Center for Popular Research and Education
Montpelier, VT
<http://www.c-prep.org>

MENTORING COMMUNITY PARTNERS

*Central California Regional Obesity Prevention Program (CCROPP)** - Fresno, CA
Claudia Corchado, Genoveva Islas-Hooker & Edie Jessup
<http://www.ccropp.org>

*Healthy Solutions** - Washington, D.C.
Tanikka Cunningham, Erica Hall & LaTisha Watford
<http://healthysolutionsgroup.org>

*Nuestras Raíces** - Holyoke, MA
Diego Angarita, Jazmin Colon & Catherine Sands
<http://www.nuestras-raices.org>

*The Food Project** - Dorchester, MA
Danielle Andrews, Kathleen Banfield & Cammy Watts
<http://thefoodproject.org>

¹ http://www.nifa.usda.gov/nea/food/in_focus/hunger_if_competitive.html

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CONTRIBUTING COMMUNITIES

Mario Yanez
Earth Learning
Miami, FL
<http://earth-learning.org>

Paul Chorney
Kreesta Doucette
Food Matters Manitoba
Winnipeg, Manitoba
<http://foodmattersmanitoba.ca/>

Megan Carney
Santa Barbara Food Policy Council
Santa Barbara, CA
<http://sbfoodpolicycouncil.weebly.com/>

TJ Johnson
*Sustainable South Sound**
Olympia, WA
<http://www.sustainablesouthsound.org/>

Mary Lee Fitzsimmons
United Methodist Ministries
Omaha, NE
<http://www.umcneb.org/vim/detail/6>

Valentine Cadieux
Yi Cao
Erin Meier
University of MN
St. Paul, MN
<http://www.rsdpmn.edu/Southeast/index.htm>

Alison Meares-Cohen
WhyHunger
New York, NY
www.whyhunger.org

Danyelle O'Hara
Consultant
Norman, OK



PRODUCTION TEAM

Jeanette Abi-Nader, CFSC, Project Director and Author
Obiora Embry, EConsulting™, Editor and Author, <http://www.econsultingllc.org/>
Deborah Fryman, Editor and Design Coordinator
Deb Habib, Seeds of Solidarity, Author
Rebecca Mann, Designer
Erica Steckl, CFSC, Printing and Distribution Coordinator

Community Food Security Coalition
3830 SE Division Street
Portland, OR 97202
503-954-2970
www.foodsecurity.org
info@foodsecurity.org

CONTRIBUTING DOCUMENT

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Center for Whole Communities - Knoll Farm, 700 Bragg Hill Road, Fayston, VT 05673 802-496-5690
www.wholecommunities.org www.wholemeasures.org

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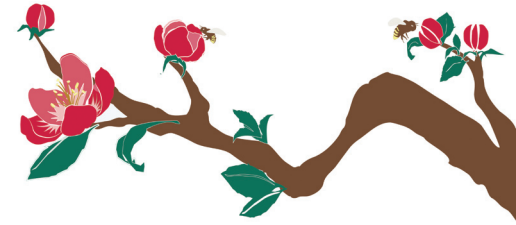
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WELCOME



If you're reading this report, then most likely you're wondering if **Whole Measures for Community Food Systems (WM CFS)** is an appropriate tool for measuring or planning your organization's **community food system*** work. **Stories from the Field** serves as a companion piece to **WM CFS** by providing the experiences of community partners who have used **WM CFS** in innovative ways. Our hope is that their stories will inform and inspire your work as you consider how to best utilize **WM CFS**.

Whole Measures for Community Food Systems is a whole-system framework that can be used as a tool for community transformation. Organizations have specifically used **WM CFS** to revise the focus and strategy of their organization, evaluate programs, bring together community partners and plan community events. The community partners highlighted in this report learned that **WM CFS** is a flexible and unique tool that can be used for value-based evaluation, planning, capacity building and community development.

At the core of **WM CFS** is the foundational value that **Justice and Fairness** are central to community food systems work. The organizations highlighted here learned that the way evaluation and planning are implemented is

critical to operating within its core values. As you will see, using **WM CFS** contributed to the ongoing process of community transformation. By modifying this tool to best suit their needs, these community partners created a focused way to impact their community, using their values as the guide to implement their work.

Whole Measures for Community Food Systems (Whole Measures CFS) is a values-based, community-oriented tool for evaluation, planning, and dialogue geared toward organizational and community change.

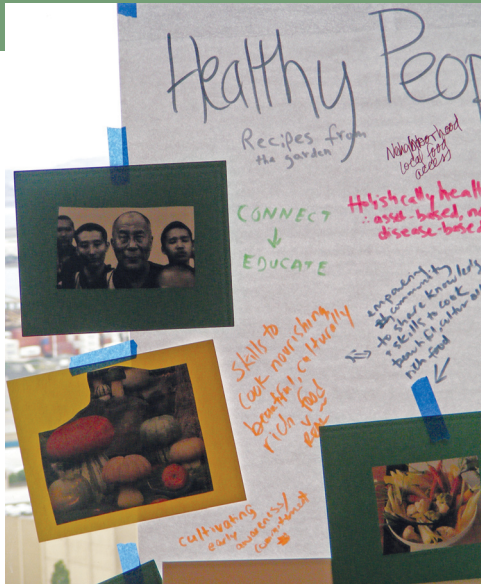
WM CFS Page 7

Stories from the Field is structured by each of the potential uses of **WM CFS**, even though these uses often intersect and overlap. Within each section, there is a description of how the organization adapted and used **WM CFS** to fit their needs, highlighting the challenges and responses, participant feedback and lessons learned. As you read through the report, you will notice some words in bold. These words and concepts are defined in the glossary at the end of the document on page 33-34. You will also find more background information on our funding and the mentoring program process, which led to the creation of this report, under Project History and Funding on page 31.

By using **Whole Measures CFS**, organizations can think in terms of the broadest possible picture for a healthy community as defined by the six **WM CFS** fields of practice:

- Justice and Fairness
- Strong Communities
- Vibrant Farms and Gardens
- Healthy People
- Sustainable Ecosystems
- Thriving Local Economies

* All terms bolded in **Stories from the Field** can be found defined in the glossary starting on pages 33-34.



Gallery Walk poster at *CFSC WM CFS* short course in Oakland, CA, November 2011.

OUR STORY

The *Community Food Security Coalition (CFSC)*² was inspired by the work of *Center for Whole Communities (CWC)*³ who published *Whole Measures: Transforming Our Vision of Success* in 2007. With this tool, *CFSC* wanted to encourage people to change how they measure success and to look consciously at what they value.

CWC's Whole Measures (WM) states that the relationship between land, people and food is an essential foundation for creating a whole community. This concept is central to *CFSC's Whole Measures for Community Food Systems* publication, which is a community food system version of *WM*.

- Are you looking for an innovative, participatory method of evaluating your community food systems work?
- Do you value participatory and reflective strategies for telling the story of your organization's impact?

These questions, answered by applicants to *CFSC's Whole Measures for Community Food Systems* mentoring program⁴, capture some of the appeal of using *WM CFS* as

a planning and evaluation tool. This appeal has led diverse organizations - advocates for food justice, social change, and racial equity that value story telling and community input - to be drawn to *WM CFS*.

Through *CFSC's* mentoring process, it became clear that each participating organization would utilize the tool in unique, specific and evolving ways. Organizations like the *Nuestras Raíces*, *Central California Regional Obesity Prevention Program*, *Sustainable Sound*, and *Earth Learning* utilized *Whole Measures for Community Food Systems* primarily as a tool for project planning. *Healthy Solutions*, the *Community Food Security Coalition*, and *WhyHunger* applied *WM CFS* as a strategic planning tool. And *The Food Project* and *The Community Food Project Competitive Grants Program* utilized *Whole Measures CFS* for project planning and evaluation.

² <http://www.foodsecurity.org/>

³ <http://www.wholecommunities.org/>

⁴ See page 31 for full description of project history and funding.

AT THE HEART OF WHOLE MEASURES CFS



Participants building at the CFSC WM CFS short course in Oakland, CA, November 2011

When CFSC first began working with partner organizations to develop the community food system version of **Whole Measures**, they learned early on that not all groups resonated with this approach. **WM CFS** is about community engagement and empowerment as much as it is about evaluation. It is an evaluation and planning process that aims to elevate and inform dialogue about the values that truly matter, while analyzing the impacts of work and activities. As such, it is designed as a compliment to standard evaluation tools.

The designers of **WM CFS** learned that implementing the tool requires a unique set of skills and knowledge, principles and practices. We call these ‘**core capacities**.’

The **WM CFS** core capacities are an evolving collection of principles and practices that are critical to its success. The mentoring group and learning community that used **WM CFS** focused on cultivating and exploring these capacities throughout all of their work.⁵

The power of **Whole Measures for Community Food Systems** is its ability to catalyze new ways of thinking and acting together.

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★ **Act with Justice and Fairness:** Though justice and fairness are identified as one of the core fields of practice for **Whole Measures CFS**, this concept is central to all aspects of community food system work. Community partners found that evaluating how well their programs contributed to justice and fairness was often a reflection of how their organizational culture and practices either contributed or detracted from justice and fairness.

Therefore, expressing justice and fairness as a value, a guiding principle and a practice for every day interaction and program development is critical to the way **WM CFS** is implemented.

- ★ **Embody Transformational Leadership:** Each person engaged with **WM CFS** has a role as a transformational leader. Consciousness around how our being, seeing and doing inspires community engagement helps us be effective agents for change.
- ★ **Design Collaborative Processes:** Designing processes that ensure participant engagement requires understanding the big picture context and being attentive to process, relationships, and results. Skillful and compassionate facilitation enhances the process and creates a space for open exploration. Meeting location and schedule, inclusive facilitated discussion, and participatory and clear decision-making processes are all examples of important steps along the way that enhance participation and deepen the impacts achieved.
- ★ **Convene Conversations that Matter/Dialogue:** Taking care to include openness to new ideas and multiple perspectives, listening for understanding,

⁵ Some capacities are defined on page 31 of **WM CFS**, as part of the facilitation guidelines.

speaking honestly, accepting paradox as normal, and suspending judgment all contribute to new ways of thinking and working together. Finding the tools to hold and sustain difficult conversation, differing opinions and strong conflicts is important to maintaining an open dialogue.

- ★ ***Cultivate Storytelling:*** Woven into the stories we tell are the fundamental values and traditions of our cultures and peoples. It is critical that each person have an opportunity to share his or her story and perspective, and to listen openly to every story told.
- ★ ***Maintain Relationships as Primary:*** The tools and processes used are intended to help participants gain better understanding of how the parts are related to the whole. For example, examining how activities and programs, organizational mission, and shared culture and society connect to the health of land and people.
- ★ ***Inspire and Create Action:*** Community change will be sustained more effectively when people are inspired and given the space and processes to take action. Modeling and presenting positive action are usually more effective than prescribing action.

- ★ ***Respect and Honor the Capacities and Assets of All People:*** Assessment processes can be people-focused, accessible, and democratic. **Whole Measures CFS** seeks to promote the fullest and most diverse participation possible by offering different means or pathways for people to engage in the process.

While the above core capacities speak to our highest ideals, they also reflect the basics of respecting one another and creating programs demonstrating that deep respect.

In the stories that follow, you will see examples of each core capacity put into practice. The sample activities (listed on page 28) used by community partners to implement **WM CFS** also give very practical recommendations about how to bring these capacities to light. Finally, the lessons learned, highlighted at the end of each community profile, reinforce the necessity of practicing the core capacities in a meaningful way.

PROJECT PLANNING

THE ORGANIZATION – NUESTRAS RAÍCES

In 1992, retired migrant farm workers from rural Puerto Rico turned a vacant lot in South Holyoke into a community garden. At this community garden, “La Finquita,” they taught neighborhood children how to grow food. *Nuestras Raíces* was created to manage the garden and to develop a greenhouse in downtown Holyoke. This grassroots organization has since grown and now there are 8 community gardens, 2 youth gardens, and a 30-acre farm. *Nuestras Raíces* is known for building cultural pride and helping to empower low-income Latinos to address environmental, economic development, substance abuse, and food security issues through projects involving the environment, food, and agriculture.

Urban agriculture has been an effective way for *Nuestras Raíces* to promote community development because it allows the residents of downtown Holyoke to maintain a connection to their culture. Agriculture based projects, such as community gardens, build on member skills and knowledge, and allow them to improve their community through youth education. The primary programs of *Nuestras Raíces* are Community Gardens, Youth Leadership, Environmental Justice Organizing, and *La Finca*, *Nuestras Raíces*’ farm. *Nuestras Raíces* is a founding partner and one of the three organizations involved with the *Holyoke Food and Fitness Policy Council (HFFPC)*. The *HFFPC* is funded by the “Kellogg Food and Community Initiative,” which funds projects to develop community-based strategies to improve access to healthy food and create safe places to exercise.



Diego Angarita of *Nuestras Raíces*

ADAPTING AND USING WM CFS – FARM TO SCHOOL INITIATIVE

Nuestras Raíces applied **Whole Measures CFS** primarily to their youth leadership programs, including a **Farm to School** initiative to infuse Holyoke schools’ meals with locally grown, culturally appropriate food. Their goal was to serve culturally inclusive food in schools (promoting **food sovereignty**), cultivate new leadership, and provide education on the issues. As part of the process, Diego Angarita, a *Nuestras Raíces*’ staff member, and Catherine Sands, *Nuestras Raíces*’ consulting project evaluator, studied at the *Interaction Institute for Social Change and Center for Whole Communities* to expand their conceptual understanding of **WM CFS**.

Nuestras Raíces first formed an evaluation team, then introduced **Whole Measures CFS** to an inter-generational action team comprised of representatives from *Fertile*

THE COMMUNITY – HOLYOKE, MASSACHUSETTS

Holyoke is a small city in western Massachusetts. It is one of the poorest cities in the Commonwealth of Massachusetts and the sixth poorest city in the United States. It was reported by the U.S. Census Bureau that in 2005, 40% of school-age children lived in poverty and 80% qualified for free or reduced lunch. In addition, 45% of their students are overweight and/or obese. Forty-one percent of the city’s population is Puerto Rican and their unemployment rate is more than 31%. The Massachusetts Department of Public Health’s data indicates that Holyoke’s Latino residents suffer disproportionately from the health impacts of a dysfunctional food system and have high rates of **obesity**, hypertension, **diabetes**, asthma, and cardiovascular disease.



A Holyoke Public School driver picks up radishes from Farmer Cruz, who sold them to Chartwells, the school's food service management company.

Ground, Holyoke Food and Fitness Policy Council, Nuestras Raíces farmers, Holyoke students, school food service providers, and Farm to School advocates.

As part of their youth programming, the action team worked with Nuestras Raíces youth to “create

ownership of the **Whole Measures** language.” Since **WM CFS** was not developed with youth in mind, time and intention was required to explore each field. The language was then modified, allowing them to communicate in a more meaningful way.

Even though the youth had personal experiences with the **Whole Measures CFS** concepts (especially those relating to health and justice), they had never analyzed them. The youth practiced public speaking and critical thinking by presenting a field and thinking about the corresponding practices, which helped them to better understand the **WM CFS** concepts. Program activities also enhanced their comprehension. For example, they traveled to the *Coalition for Immokalee Workers* slave museum and discussed the importance of **Justice and Fairness** in food production. While working at La Finca farm and helping farmers to sell their food locally, they learned about the value of **Vibrant Farms** and **Thriving Local Economies**. The youth also developed a better understanding of providing healthy food for all people by preparing meals for other Holyoke youth.

The *University of Massachusetts Department of Anthropology and Center for Public Policy* was an important partner in the process. They facilitated a **Photovoice**⁶ project, which allowed the youth to document and track the path of food from *La Finca* farm to their school's lunch table.

The photos were formally presented to the school committee⁷ and the youth engaged them in a dialogue to discuss the importance of involving students in school food decision-making. The dialogue also emphasized the importance of sourcing locally, and culturally appropriate menus that could lead to **Justice and Fairness**.

Following the school meeting, staff from *Nuestras Raíces* and *HFFPC* conducted one-on-one interviews with parents, teachers, local politicians, and school committee members, seeking more community investment in the Farm to School initiative. In addition, the youth made a presentation to the City Council and community members at the *Holyoke Health Center*.

Once the **Whole Measures CFS** fields were explored, practiced, and enacted through presentation and Photovoice, the youth engaged in discussions to determine what was most relevant to their work. They selected **Justice and Fairness** and **Strong Communities**. In an effort to further engage the youth, they framed their outcomes as questions in relation to the field practices:

NUESTRAS RAÍCES JUSTICE AND FAIRNESS PRACTICES:

How can students work with school food staff to have better communication?

Creates just food system structures and cares for food systems workers

How well does the school serve healthy and delicious meals to students and track preference in purchasing food from local farms?

Ensures that public institutions and local businesses support a just community food system

Whole Measures CFS provided the framework for how *The Holyoke Food and Fitness Policy Council Farm to School Strategy Team* shaped their food system discussions. The *Strategy Team* included *La Finca* staff, *Massachusetts Farm to School Project* representatives, school food service chefs and management personnel, the *HFFPC* director, parents, the evaluator, and *Nuestras Raíces* youth leaders. They used **WM CFS** to inspire their group to “think together” and to engage everyone in group discussions at meetings.

The *Holyoke Food and Fitness Policy Council* used **WM CFS** to design outcome statements and rubrics that could be used for three food and fitness initiatives to engage community members and other stakeholders in the evaluation process. The initiatives included: School Wellness, Food Access and the Built Environment. To align the

⁶ **Photovoice** is an action based research and evaluation tool that allows individuals to take pictures that give insight into how they conceptualize their lives and their hopes for the future.

⁷ Like a school board, a **school committee in MA** is the elected body that makes education policy decisions for the school district.

focus of these initiatives with the focus of Whole Measures, they created a hybrid of fields from both Whole Measure publications: **WM Community Food Systems** and **WM Transforming Our Vision of Success**. Their fields included:

Justice and fairness
Building strong communities and self determination
Healthy people and healthy places
Thriving local economies
Power of story
Being in service

CHALLENGES AND RESPONSES

During the time that *Nuestras Raíces* implemented and introduced **Whole Measures CFS**, the organization cycled through five different executive directors, including one that had been there for ten years. This structural upheaval was challenging for the organization and made it difficult to try new initiatives. Nonetheless, the youth programming leader and *Fertile Ground* director were committed to implementing **WM CFS**. In order to create more awareness and promote organizational buy-in, they introduced **WM CFS** at a staff meeting through a modified **Gallery Walk**.

Another challenge occurred with a change in stakeholder leadership. The *Farm to School* group had developed strategies to improve school meals with the current food service management company. During the **Whole Measures CFS** implementation process, this company lost their contract with the city. *Nuestras Raíces* held discussions with the new company, about **WM CFS** and the Farm to School initiative and they were receptive.

When *Nuestras Raíces* piloted **Whole Measures CFS** with their youth group, they realized the document needed to be broken down, translated into Spanish, and made more interactive and concrete. The youth required extensive education on the concepts prior to their involvement in the evaluation process. They found the rubric model to be cumbersome in scope, and that rating outcomes with descriptive language was more productive than using numbers.

They also found that the youth were often bored while discussing the **WM CFS** fields and concepts. Through

problem solving, Diego Angarita, the Youth Director, and the youth decided that the adults needed to include them in the preparation and presentation of **Photovoice** and the **Whole Measures CFS** process. The adult facilitators were responsive and worked with one youth as a peer trainer to engage the interest of other youth.



Participants in a Gallery Walk in Oakland, CA November 2011 **WM CFS** workshop.

For manageability and meaning, *Nuestras Raíces* focused on two fields for their outcomes because they felt the implementation of all six fields could be significant to complete. They did feel, however, that if an organization and its entire staff commit to **WM CFS** conceptually, then it can be used daily and will become a part of their organizational culture.

IMPACT ON PARTICIPANTS

The youth members of *Nuestras Raíces* and the *Holyoke Food and Fitness Policy Council Farm to School* Group were the most consistent and active participants throughout the usage of **Whole Measures CFS**. In fact, **WM CFS** became an important factor in the elevated role of youth in *Nuestras Raíces*. Youth contributions during the dialogue sessions illustrated their ability to communicate about food, the farm, their health, and community issues. Youth participants held a meaningful conversation with school lunch administrators, enabling them to articulate their desires and personal experiences with clarity and strength.

Some of the statements provided by the youth included “the school lunch administrator has to want student feedback.” Another youth reflected on a past action: “I made a petition to say what I wanted...oranges and stuff like that...I had a lot of people that signed...the first year in 2nd grade I gave it to the academic quality coordinator, then in 4th grade, I gave it to the principal and they just said, ‘oh, very nice.’” In response, another youth member advised, “You have to go to the highest...go to the super-



Nuestras Raíces team presenting at CFSC short course in Oakland, CA on their PhotoVoice project. Catherine Sands (left), Jazmin Colon (center) Diego Angarita (right).

intendent.” Other youth advocated for their lunch food preferences, which included rice, beans, and vegetables on the side.

By exploring the six fields of **Whole Measures CFS** using creative and interactive tech-

niques, the youth were empowered to speak with confidence about the tool and how they used it. For example, Jazmin Colon, a high school student, who was an active participant in the *HFFPC Farm to School* group and the **PhotoVoice** project, participated in inter-generational community meetings and discussed the youth group work in a presentation to the school committee. Additionally, she co-presented at the 2011 **Whole Measures for Community Food Systems** short course at the 15th Annual *Community Food Security Coalition* Conference in Oakland, California.

Catherine Sands, evaluation consultant and strategy team member, said that the power of **WM CFS** “is the way in which it ties people together through shared values.” Catherine also stated that **Whole Measures CFS** “allows us to see the strength and meaning of individual projects, and how they contribute to a larger programmatic system to create change for the Holyoke community.”

LESSONS LEARNED, INSIGHTS GAINED

Even though **Whole Measures CFS** was not designed as a tool for youth, its flexibility helped *Nuestras Raíces* youth leaders and mentors adapt it accordingly. Through the insight of *Nuestras Raíces*, the tool was modified, making it more accessible to stakeholders of all ages. In doing so, the rubric was redesigned and the language was deconstructed and changed. By including activities from multiple mediums, **WM CFS** was made more accessible to all participants to explore the fields as it related to their life and community.

Whole Measures CFS is a promising tool for creating dialogue and forging strategy and action plans. The *Holyoke Food and Fitness Policy Council* used the tool to develop community evaluation strategies based on their focus areas: School Wellness, Food Access, and the Built Environment.

WM CFS does not need to be adopted within the whole organization, as it can be used within specific departments or programs. However, it does require passionate staff involvement and a long-term commitment to build relationships within the organization and community. *Nuestras Raíces* was faced with leadership changes, some deeply painful to staff and their community; shifts in resources for their program; and even farmland flooding. With the odds against them, *Nuestras Raíces* weathered the storm and stayed

committed to implementing **WM CFS** with the youth leadership programming and the Farm to School Initiative.

LESSONS LEARNED – NUESTRAS RAÍCES:

Including activities from multiple medias, such as Photovoice, can make **WM CFS** more accessible.

WM CFS can be used to facilitate deep dialogue as well as forging strategies and action plans.

Using **WM CFS** is a comprehensive process not a quick short-term evaluation strategy.

THE ORGANIZATION – CENTRAL CALIFORNIA REGIONAL OBESITY PREVENTION PROGRAM

In order to increase access to healthy food and physical activity in the Central Valley, the *Central California Public Health Partnership* established a regional initiative called the *Central California Regional Obesity Prevention Program (CCROPP)*. CCROPP's approach has been to address childhood and adult obesity through place-based policy change that supports healthy eating and active living throughout the San Joaquin Valley.

Since each community has distinct needs, CCROPP operates a regional coordinating program office. The regional office offers a variety of support and technical assistance to ensure that each county's needs are met. CCROPP formed community councils in each county which include representatives from the county public health department, schools, community groups, non-profit organizations, government agencies, houses of worship, parents, youth and farmers. The councils meet regularly to evaluate strategies and work on policy planning. There is a CCROPP lead in each county, which is located at a community-based organization.

In 2010, the *Central California Regional Obesity Prevention Program* piloted **Whole Measures for Community Food Systems** in two ways: within

Merced County, using **WM CFS** for the Merced County *F.A.R.M.S.*

Project; and in 14 Central Valley cities, through a project called *Smart Valley Places*, which fosters community engagement in city planning. The project was introduced by Edie Jessup, Program Development Specialist, and Claudia Corchado, Merced County lead.

ADAPTING AND USING WM CFS – COMMUNITY ENGAGEMENT IN CITY PLANNING

The *Sustainable Community Initiative*⁸ is an ongoing effort to promote the adoption of **smart growth** principles in California cities. Under this initiative in the San Joaquin Valley, the *Central California Regional Obesity Prevention Program* developed a *Smart Valley Places Institute* and curriculum to engage community members in 14 regional cities to be involved in their city planning.

CCROPP adapted the **Whole Measures CFS** fields to create a common frame of reference, correlating to the *Smart Valley Places* measures. Using the six **fields** of

⁸ Funded by the United States Department of Housing and Urban Development (HUD)



Claudia Corchado, CCROPP, Merced County F.A.R.M.S. project

THE COMMUNITY – SAN JOAQUIN VALLEY, CALIFORNIA

The San Joaquin Valley or Central Valley in California is a culturally diverse **bioregion** that spans 300 miles and is home to 3.8 million residents from 70 ethnicities that speak more than 105 languages. The eight counties include Kings, Fresno, Kern, Merced, Stanislaus, Madera, San Joaquin, and Tulare.

It's ironic that those who till the soil, cultivate and harvest the fruits, vegetables, and other foods that fill your tables with abundance have nothing left for themselves.

- Cesar Chavez

The Central Valley is the seventh largest agricultural community in the world. Five of its counties—Fresno, Kern, Tulare, Merced, and Stanislaus—are in California's top 10 for agricultural production, making it California's leading agricultural bioregion. It is known as the "nation's salad bowl" because most of the fruits and vegetables eaten in the United States are grown there. However, 45% of the farm workers that sow, tend, and harvest the food do not have access to local, healthy, fresh food.

The paradox does not end there, as these counties are home to some of California's poorest cities with 23.7% of residents living 100% below the **Federal Poverty Level** (FPL) and more than 25% of children living in households where the income is below 100% of the FPL. In addition, the Central

(continued on p.10)

(continued from p.9)

Valley's unemployment rate is almost double the rate for California, and six of their metropolitan areas have the worst unemployment rates in the nation.

The bulk of the food grown in the "nation's salad bowl" is exported and on average, there are twice as many fast food restaurants as grocery stores. The poor neighborhoods and rural communities lack access to fresh food stores but have an abundance of liquor and convenience stores,⁹ which rarely carry fresh produce. In 2007, an average of 63.6% adults were **overweight** and/or obese.¹⁰ In 2008, about 7.5% of adults in the San Joaquin Valley had developed **diabetes**.¹¹

WM CFS as a guide, *CCROPP* developed the criteria for **sustainable communities**, shown below.

CCROPP wanted to engage under-represented community members in healthy city planning to increase access to healthy food, create walkable neighborhoods, and stimulate economic development. The community goal was to empower citizens to take on leadership roles and stay actively involved in the city planning process. They also wanted to augment the planning curriculum to include an

evaluation of each county's obesity prevention work.

CCROPP FIELDS:	WHOLE MEASURES CFS FIELDS:
More transportation choices	Justice and Fairness
Equitable and affordable housing	Strong Communities
Strong economies	Vibrant Farms
Healthier, safe and walkable neighborhoods	Healthy People
Access to healthy food	Sustainable Ecosystems
Community engagement	Thriving Local Economies

Knowing their desired outcomes, they began their process by creating a **community-based evaluation** structured with **WM CFS**. The goal was to assess what makes a healthy community and inform community members, elected city officials and city planning departments in the process. *CCROPP* used the three core elements of **WM CFS** (Fields, Practices & Outcomes) to shape their work:

- Working with a diverse group of stakeholders, *CCROPP* participants explored each of the six **WM CFS fields** and considered how they applied to their *Sustainable Community Initiative* goals.
- Practices** representing common qualities for sustainable communities were then defined.
- To measure the impact of those practices, community sustainable practices and **outcomes** were defined and tracked.

Since very few community members had previously been involved with their city planning processes, *CCROPP* met with them regularly over four months to discuss their values using **Gallery Walks**. The Gallery Walks helped residents in attendance to look holistically at their community to determine what needed to change. After community members finished their evaluation, the *Central California Regional Obesity Prevention Program* bridged the value differences between residents and city planners. This bridge led to finding common ground from which they could jointly build toward creating a healthier community.

ADAPTING AND USING WM CFS – MERCED COUNTY F.A.R.M.S. PROJECT

Using **Whole Measures CFS**, *CCROPP* helped the *Task Force* refine their goals. Farmers, community food bank representatives, the **CalFresh**¹² manager, and community residents attended a planned **Gallery Walk**, where participants split into groups to assess the six objectives previously chosen by the *Merced County Hunger Task Force*. Using the **WM CFS rubrics** to rate the six objectives, they removed the redundancy and reduced their objectives by half. The fields most valued by the community and relevant to their work were: **Vibrant Farms, Healthy People** and **Justice and Fairness**.

These fields were then related to the desired outcome, which was to connect land, food, and people.

In their group dialogue, they responded to three questions:

1. How do we support local farmers, particularly small to medium farmers?

⁹ 2008, USDA Food Environment Atlas

¹⁰ 2009, UCLA Center for Health Policy Research

¹¹ 2008, USDA Food Environment Atlas

¹² California program formerly known as Food Stamps and federally known as the Supplemental Nutrition Assistance Program (SNAP)



"I was thrilled to see a values based approach to food systems and justice work. The **WM CFS** work spoke to all audiences, and leads to true collaboration."

Edie Jessup, CCROPP

2. How do we link locally grown food to low-income families struggling to feed healthy food to their children?

3. How do we maximize the 33,000 square foot facility at the Merced County Food Bank and help them to offer locally grown healthy foods to their pantry customers?

In creating a plan of action to link land, food, and people, *CCROPP* developed a system to support local small and medium farmers, the local food bank, flea market vendors, and the 300,000 visitors per year that frequent the flea market.

The system begins with the local farmers who grow and harvest the food. The fresh produce is then stored in the food bank's 10,000 square foot refrigeration unit. At the weekly flea markets, the farmers sell their produce to the 5,000 plus weekly attendees. Low-income families attending the flea markets are able to purchase locally grown food using their EBT/SNAP tokens. In 2011, \$275,000 of fresh produce was purchased.

CHALLENGES AND RESPONSES

One of the initial challenges that the *Central California Regional Obesity Prevention Program* faced was the ambition of their plans. They sent the **Whole Measures CFS** publication to each county's community lead and public health lead—sixteen people total. While the goal was to comprehensively implement their plan in the Central Valley bioregion, the reality was that each community is unique and has different needs, requiring individualized focus. However, *CCROPP* feels there was a regional impact in that each county contemplated how to best apply the concepts locally and a shared language was created in the process of framing their work.

Another challenge was conveying the potential impact of **WM CFS** without having to offer the full training to everyone involved. In addition to logistical challenges,

CCROPP also faced the daunting task of translating the publication. Because the publication is written in a more academic language, it was difficult to translate to Spanish (and other languages). In future revisions, they hope that the language used in **Whole Measures CFS** will be deconstructed so that it can be easily translated.

IMPACT ON PARTICIPANTS

When Claudia Corchado first read **Whole Measures for Community Food Systems** she was not convinced of its usefulness as a tool. After working with the tool in her community of Merced county, however, she realized that it could have saved their organization about eight months of work if they had used it at the beginning of their process. Additionally, *CCROPP* at first tried to complete one project for the whole region but with **Whole Measures CFS**, they realized that each county needed to have a separate project based upon the distinct needs of each community.

For *Merced County F.A.R.M.S. Project*, the **Gallery Walk** exercise helped the diverse participants to realize they shared the same values. This recognition eliminated disagreements and the focus shifted to creating actions with the greatest community impact, rather than on personal interests.

CCROPP used **Whole Measures CFS** as a framework to define and clarify their own outcomes by asking the questions that mattered. Overall, the process of exploring **WM CFS** locally brought the community together and gave people from diverse backgrounds a common language to discuss their values.

THE COMMUNITY – MERCED COUNTY, CA

Merced County is one of the unhealthiest counties in California. In 2007, 66.6% of the adult population was overweight and/or obese.¹³ The following year, 7.5% of adults had diabetes.¹⁴ In Merced County, the *Central California Regional Obesity Prevention Program* partnered with the *Merced County Hunger Task Force*, which had established a food bank and works on healthy food access issues.

¹³ 2009, UCLA Center for Health Policy Research

¹⁴ 2008, USDA Food Environment Atlas



Merced County F.A.R.M.S. Project

LESSONS LEARNED, INSIGHTS GAINED

Because change does not happen quickly, *CCROPP* found that in using **Whole Measures CFS** as a tool for transformation, a long-term commitment had to be made. In making this commitment,

the completed work became a community asset. Additionally, since **WM CFS** is based on community values, it helped participants find common ground even when faced with diverging perceptions of food and community issues. This value connection empowered community members and engaged them in open and honest dialogue. Their process reaffirmed that change cannot happen until people speak honestly about their problems and current situation.

CCROPP found **Whole Measures CFS** to be a flexible tool that is easily adaptable to a community and its values. It can also be used for more than food. They plan to apply the **WM CFS** rubric to local city planning, physical activity environments, school wellness policy evaluation, and neighborhood and school safety.

LESSONS LEARNED – *CCROPP*:

Using **WM CFS** is a comprehensive process – not a quick short-term evaluation.

WM CFS can provide a frame for diverse participants to find common values.

Change is more likely to happen when participants engage in open and honest dialogue.

WM CFS can be used in diverse fields, such as public health, nutrition, and economic development.

EVALUATION TOOL

THE ORGANIZATION – THE FOOD PROJECT

Ward Cheney, an educator, organizer, farmer and activist, started *The Food Project (TFP)* in 1991. In his home city, there were more than 3,000 acres protected as open space. However, he identified that local youth were disconnected from the land and each other. He observed the disconnect came from limited local opportunities for youth to engage in meaningful work. Ward sought to transform the city by connecting urban and rural youth,

By growing food and working with others, we act on our desire to learn, to serve and to be productive.

*Ward Cheney, Founder of
The Food Project*

giving them opportunities to learn together and from each other. These youth worked together on urban farms and in rural areas to grow food for the hungry, connecting them to the land and their community.

While Ward left *The Food Project* in 1993, his dream continues in *The Food Project's* work, which includes youth development, farming and community programs in Boston and on the North Shore. TFP integrates youth development and sustainable agriculture, while supplying food locally.

Focusing on sustainable food systems and food justice, *TFP* employs over 140 local teens annually to plant, harvest, and distribute produce growing on more than forty acres. The youth develop leadership skills and become empowered to transform themselves

and their communities. The food grown by the youth is distributed through **Community Supported Agriculture** farm shares, farmers' markets and hunger relief organizations. *The Food Project* utilized **Whole Measures CFS** for two of their programs: the Dudley Greenhouse, led by Danielle Andrews, and Build-A-Garden, led by Kathleen Banfield. Both projects had an element of project planning and evaluation.

THE COMMUNITY – BOSTON (ROXBURY), MASSACHUSETTS

While Roxbury was incorporated as one of the first cities of Massachusetts in 1846, it was annexed with Boston in 1868, becoming one of its neighborhoods. In the early 1900s, Irish and Italian immigrants settled in Roxbury and during the 1940s and 1950s, many Blacks migrated from southern rural areas, as well as natives from the Cape Verde Islands. At the same time, white residents moved to the suburbs taking advantage of post-World War II housing program incentives.

After the assassination of Rev. Dr. Martin Luther King, Jr. in 1968, residents rioted and stores were looted and burned. The neighborhood continued to decline, resulting in loss of commerce and business development and burned out buildings and vacant, trash filled lots were easy targets for illegal dumping.

The Roxbury neighborhood of Dudley covers about 1.3 square miles within Roxbury's north-eastern section. While Dudley is multiculturally mixed, the primary residents are Black and Hispanic.¹⁵ In the 1980s, Dudley residents took matters into their own hands and gained eminent domain to redevelop abandoned property and began work to stop the illegal dumping. Today, the most prevalent and preventable health issues affecting Roxbury residents are obesity, cancer, and asthma.

¹⁵ 2000 U.S. Census



"My biggest take away is that **WM CFS** requires some patience and trust and that a year out, I can see much more clearly what it has helped us achieve."

*Danielle Andrews,
The Food Project greenhouses*

ADAPTING AND USING WM CFS

– DUDLEY GREENHOUSE

For project planning, *TFP* used **WM CFS** to determine the general operating principles of the Dudley Greenhouse, a 10,000 square foot greenhouse in the Dudley neighborhood. The greenhouse, owned by the *Dudley Street Neighborhood Initiative (DSNI)*, is leased by *The Food Project* and operated year-round. The two primary purposes of the greenhouse are: to grow food that will

benefit local residents; and to provide an educational space, offering gardening and other healthy activities directly benefitting the community.

The *Greenhouse Advisory Committee* is comprised of neighborhood residents that have volunteered and residents chosen by *The Food Project* and *DSNI* for their gardening knowledge, their connections to the community, or their connection to *organizational* programming.

The Food Project sought to achieve the following goals for the Dudley Greenhouse: to engage community involvement in greenhouse decision-making; to expand the vision for its use; and to think more holistically about its use. *TFP* wanted to use a dynamic process that offered guidance and flexibility and with the help of the *Greenhouse Advisory Committee*, they incorporated **Whole Measures CFS** into their project planning. Through open houses, the *Greenhouse Advisory Committee* and *TFP* assessed the needs of the community through **Gallery Walks**. In this process, they determined that the most valued **Whole Measures CFS** fields were: **Justice and Fairness**, **Strong Communities**, **Vibrant Farms**, **Healthy Communities**, and **Sustainable Ecosystems**.

Using the chosen fields, local residents and *TFP* staff developed a Request for Proposals (RFP). (Please see Appendix A for The Food Project Request for Proposals.) The RFP solicited proposals on how to best use greenhouse space, and neighbors applied to use the greenhouses for a variety of projects. The RFP included a matrix of five fields and desired outcomes and each applicant described how their proposed project would meet these outcomes and benefit the whole community food system. (Please see Appendix B for The Food Project Outcome Matrix.) To rate the proposals, a matrix designed from **WM CFS** was used to measure the potential community impact. Nine community groups were selected and after three months, the *Greenhouse Advisory Committee* and *TFP* used **Whole Measures CFS** to evaluate the ongoing projects and assess the best community usage of the Dudley Greenhouse.

ADAPTING AND USING WM CFS – BUILD-A-GARDEN

In 2007, *The Food Project* started the Build-a-Garden program, which provided low-cost raised bed gardens and technical support to Boston families. Even though community need and interest in these resources was evident, the program initially operated with little community input. In 2011, *TFP* staff recognized the value and authenticity of sharing stories to convey program impact, successes, and challenges. Thus, they decided to evaluate their program using **Whole Measures CFS**.

The Food Project selected 8-10 residents to participate in two focus group sessions. In these sessions, they determined values by using the **WM CFS** fields. They combined **Vibrant Farms** and **Sustainable Ecosystems** and created "Vibrant, Sustainable Gardens." **Justice and Fairness** was also identified as a value. Using their chosen values, the participants selected their desired **WM CFS** outcomes based on the question "How does (or can) a Build-a-Garden program contribute to whole communities?"

During the first session, the participants divided into small groups and



Community residents were invited to an open house at Dudley Greenhouse to learn about *TFP* programs and share their ideas about how best to use the greenhouse. **Whole Measures CFS** fields were used to guide the process.



Gardeners collect compost for their raised beds at a community event.

selected a value to discuss. In these groups, they discussed their personal connection to the value and the ways in which the Build-a-Garden program did or could contribute to that value.

Participants then went on a **Gallery Walk** to see how all values were represented.

After the first session, *The Food Project* analyzed the desired outcomes and filtered the responses into four focus areas: land access; connecting people; resources (material); and education and learning (knowledge). In the second focus group session, *TFP* facilitated brainstorming activities for each focus areas. Compiling the results of these activities, *The Food Project* drafted a document that was shared with the group.

One year later, *The Food Project* hosted another focus group session where former participants were invited back to use **Whole Measures CFS** to evaluate the Build-a-Garden program. *TFP* staff created **rubrics** of the **values** and **WM CFS outcomes**. Each participant then rated the rubrics. Following this exercise, participants were asked to share a story describing the impact of the focus group sessions and any challenges or frustrations they had experienced. In doing so, participants felt empowered knowing that their shared personal experience would lead to future changes and program improvements.

CHALLENGES AND RESPONSES

In the beginning, *The Food Project* staff felt that the flexibility of **Whole Measures CFS** was daunting, as they were not sure where to begin. The community process was also challenging because they did not know how much of the **WM CFS** tool they should reveal to the community before they developed their own frame. They wanted the process to be transparent but at the same time they did not want to create overwhelm. They felt **WM CMS** would have been easier to use if there were more concrete examples and reading the entire document was not required to understand how to implement the tool.

They thought that some of the language used, like “fields,” “outcomes,” and “values,” made it difficult to understand how the tool could be applied. However, when

they created the agenda and used visuals for the gallery walk, the model became easier to understand. Once the underlying concepts were understood, it was then possible to use them without needing the publication.

For the first Build-a-Garden program meeting, *TFP* staff planned a packed agenda. Participants, however, took a lot of time with their introductions and sharing. In an effort to ‘stick to the agenda,’ staff limited the story telling. They later realized that this was the richest part of the meeting and could have been an excellent opportunity to connect around common values. For future meetings, they used a less structured model and were able to respond more readily to the interests and needs of those present.

IMPACT ON PARTICIPANTS

Whole Measures CFS gave *The Food Project* an opportunity to think more holistically about how to use the Dudley Greenhouse. Using **WM CFS**, their plan directly benefited the community. In the evaluation of the Build-a-Garden program, **WM CFS** gave residents a voice and empowered them to become involved in the decision-making. It also gave the community the opportunity to share their stories. Participants seemed to enjoy the rubric exercise and when completed, they said it “challenged them to think hard.” They also stated that the exercise helped them to figure out “where they needed to grow; it [**WM CFS**] is helpful.” The framework that *TFP* developed based on **Whole Measures CFS** will continue to be used to design and evaluate these projects.

LESSONS LEARNED, INSIGHTS GAINED

The Food Project staff reflected that **Whole Measures CFS** is useful to organizations involved in community work or looking to get more involved in their community. The process creates the opportunity to hear the stories from the people that will be impacted. **WM CFS** also facilitates dialogue, engaging staff and management, and helping them see the big picture.



The Food Project's Build a Garden Program

They thought that as a planning tool, **Whole Measures CFS** provides a useful structure to systematically envision the various ways programs can affect a community. It can also be used at project completion to evaluate the impact. If given the time and resources, **Whole Measures CFS** may be adapted for youth to use in project planning.

While using **Whole Measures CFS**, *TFP* staff learned that at least two people should take notes, make observations, and record stories during community dialogue sessions. To facilitate story telling during the **Gallery Walk**, note takers can remind participants to write their thoughts or draw pictures on the flip charts. After participants have time to add to the flip charts, participants can then be invited to select a field they feel the

most connected to and meet in a small group to discuss that field. The small groups can reflect on how they see that field expressed in their community (either positively or negatively) and explore what has been written or drawn on the flip chart. This kind of discussion has the potential to gain input from participants who have not yet shared their story.

LESSONS LEARNED – THE FOOD PROJECT:

.....
Storytelling and dialogue are important capacities used with **WM CFS**.
.....

.....
The six fields of **WM CFS** provide a useful structure to understand how a project contributes to a whole community food system.
.....

.....
WM CFS is flexible enough to be used for planning and evaluation, youth and adults.
.....

.....
During community dialogue you may want to have two note takers.
.....

.....
Flexibility and innovation are important skills to engage **WM CFS** in a community.
.....

.....
A productive small group size to work with **WM CFS** is 6-8 individuals.
.....

.....
Show appreciation of participant with remuneration.
.....

The Food Project expressed that flexibility and willingness are necessary in adapting **Whole Measures CFS** to best suit organizational and community needs. They also learned that a group of 6-8 people was the most productive size for an in-depth discussion lasting two hours. They paid focus groups participants, believing this helped bring residents to the table that otherwise may not have made it a priority.

THE ORGANIZATION – COMMUNITY FOOD PROJECTS COMPETITIVE GRANTS PROGRAM

The USDA-funded National Institute for Agriculture (NIFA) Community Food Projects (CFP) Competitive Grants Program (CFPCGP) was designed to meet the food needs of low-income people; to increase the self-reliance of communities in meeting their own food needs; and to promote comprehensive responses to local food, farm and nutrition issues. Since its inception in 1996, over 300 programs have been funded through CFPCGP. (CFPCGP was formerly administered through CSREES).¹⁶



Sustainable South Sound Food Summit, October 2011

Each year, approximately 50-70 grantees are awarded funds to implement a community food project in their area. As part of their program evaluation, grantees are asked to complete an online survey that captures data across their diverse activities. This survey, The Community Food Project Indicators of Success (CFP IOS), is administered by CFSC as part of a Training and Capacity Building CFP grant.

The CFP IOS was developed using the **WM CFS** framework and with input from over 100 grantee organizations. Using the six fields of **WM CFS**, grantees, over the course of a year and several different venues, identified program outputs and outcomes relevant to each field. Working with the National Research Center, Inc.,¹⁷ the most relevant and common outputs and outcomes have been put into the CFP IOS evaluation framework.

LESSONS LEARNED – COMMUNITY FOOD PROJECTS COMPETITIVE GRANTS PROGRAM:

.....
WM CFS provides a way for diverse projects and activities to be measured under one frame and in relation to each other.

(Please see Appendix C for CFP IOS Logic Model.) The result is a powerful annual report that categorizes the collective impacts of all active CFP grantees according to the **WM CFS** fields. (Please see Appendix D for the CFP Overview of **WM CFS** Results.)

LESSONS LEARNED, INSIGHTS GAINED

Community Food Project grantees are active in multi-faceted projects that range over more than 23 core activities. (Please see Appendix C for

Community Food Project Logic Model used for evaluation.) When their impacts, however, are viewed through **WM CFS** as part of a larger process of community food system development, a strong and meaningful picture of their effect can be communicated.

¹⁶ Cooperative State Research, Education and Extension Service

¹⁷ <http://www.n-r-c.com>

COMMUNITY FOOD SUMMITS

THE ORGANIZATION – SUSTAINABLE SOUTH SOUND

Sustainable South Sound (SSS) is an organization in Olympia, Washington committed to improving the quality of life in the South Puget Sound community. All organizational members are volunteers and include business men and women, scientists, teachers, physicians, farmers, artists, students, and parents that share a common goal of creating a better life for families and future generations. SSS members are interested in addressing community questions such as:

- How can we protect and support our local farmers?
- How can we promote social justice?
- How can we address global warming at the community level?
- How can we measure sustainability?
- How can we educate the community on systems thinking?
- How can we create safe living and learning environments for our children?

Sustainable South Sound developed a local initiative called “Local Food Systems.” It is designed to “increase the amount of food grown on private property and public space by advocating for changes to public policy, providing information and resources, and building a vibrant network of urban farmers.” *Sustainable South Sound* sought to create a community-based and holistic process to generate ideas for their local food systems work. In January 2011, they convened a community dialogue between community organizations, farmers and community members. During the presentation, the six fields of *Whole Measures CFS* were used as a guide to help attendees think holistically about the food system.

The dialogue resulted in participants deciding they would

plan a food summit using *Whole Measures CFS* as the organizing tool. *Sustainable South Sound* participated in the *WM CFS* “Learning Community”¹⁸ to network and glean ideas. They designed a brochure featuring a flower with six petals, each petal representing a *WM CFS* field. In order to inspire thought around the local food system and the food summit, the brochure was sent to potential financial sponsors. Diverse groups were convened, including non-profits working on food and health issues, parents advocating for economic empowerment of low-income women, and business and tourism officials.

Prior to the food summit, *Sustainable South Sound* hosted “Focus on Food” activities that included a bicycle tour of urban farms and gardens, as well as library events to generate interest, educate community members, and inspire the community-at-large to “come to the table.” Additionally, TJ Johnson, a SSS representative was asked to teach a course at Evergreen College¹⁹ called “Ecological Agriculture: Creating a Sustainable Local Food System.” He used *Whole Measures CFS* to teach his students about the community food system. Each student selected one field to study and they were asked to participate in the food summit.



Sustainable South Sound Food Summit, October 2011

¹⁸ The *CFSC Whole Measures CFS* “Learning Community” was a network of nearly two-dozen individuals using *WM CFS* as a tool in their communities. By creating the “Learning Community”, the goal was to extend the impact of the intensive mentoring project to a wider group. The *WM CFS* learning community met every other month over 18 months, shared experiences and explored core capacities needed to implement the tool.

¹⁹ Located in Olympia, Washington



Sustainable South Sound Food Summit, October 2011

In October 2011, *Sustainable South Sound* and others hosted the “South Puget Sound Food Summit.” On the first of two days, students began the dialogue by discussing their selected **WM CFS** field as part of a panel of six speakers, each representing one of the **WM CFS** fields. The panel responded to questions like:

- What does it mean to have a just and equitable food system?
- Why should we care?
- What is already happening in our community?

During the food summit, participants attended break-out sessions and held community conversations based on the six fields, with the goal of developing action plans to reach their chosen community outcomes.

For future food summits, *Sustainable South Sound* hopes to convene a better cultural representation of the community, encourage more diversity in the voices heard, and increase the feeling of empowerment in the youth attendees.

THE ORGANIZATION – EARTH LEARNING

About 2,500 miles from *Sustainable South Sound* is *Earth Learning* in South Florida. It is a collaborative learning community that inspires people, entrepreneurs, community-based social ventures, and events through ecological learning experiences. The learning experiences are guided by the belief that food culture is at the heart of the relationship that humans have with the earth. *Earth Learning* believes it is imperative for individuals and communities to cultivate programs that inspire the birth of a local, just and sustainable **foodshed** in their bioregion, the Greater Everglades. They work with diverse partners, including non-profits, municipal governments, social entrepreneurs, and other community-based groups. A goal of *Earth Learning* is to develop a system that will provide fresh, local, healthy, and affordable food to all residents, especially those that live in areas with limited access to fresh foods.



Healthy Solutions, Washington, D.C.

At the inaugural “Greater Everglades Community Food Summit” in July 2010, *Earth Learning* started to use **Whole Measures CFS**. On the first day, the attendees included the following:

- Farmers and urban growers,
- Community groups
- Activists
- Chefs and restaurant owners
- Institutional buyers and food service providers
- Representatives from local government
- Entrepreneurs
- Educators and researchers
- **Community Supported Agriculture (CSA)** farmers
- Farmers market managers
- **Value-added processors**
- **Foodies**

These individuals and groups assembled to evaluate the needs of their community. The participants used a modified **World Café Process**²⁰ to frame questions using the six **WM CFS** fields. Using these fields, they spoke honestly and used questions such as, “Where are we within this

field?” and “Where are we going?” to initiate dialogue.

At the food summit, working groups formed using the most valued fields. After the food summit, the working groups continued to meet and some still meet today. In addition to the working groups, more farmers markets were started, a sense of community was formed, and the community-at-large began to think holistically.

The success of the first summit inspired *Earth Learning* to make it an annual event. The “2nd Annual Greater Everglades Community Food Summit” was held in Fall 2011. For this summit, they created a set of pre-summit workshops, dialogues, and events for organizations and individuals whose work or interests do not focus directly on local food. The summit workshops were rooted in the six fields of **Whole Measures CFS** and are shown in the table on the following page.

²⁰ World Café Conversations are an intentional way to create conversation around questions that matter. A Café Conversation is a creative process for leading collaborative dialogue, sharing knowledge and creating possibilities for action in groups of all sizes, held in a café-like setting.

SUMMIT WORKSHOPS:	WHOLE MEASURES CFS FIELD:
“Local Plus” Food Access for All	Healthy People
Enabling Local Food	Strong Communities
Re-Setting the Table, Toward Food Justice	Justice and Fairness
Sustainable Agriculture for All	Justice and Fairness
Carbon Farming: An Appetizing Strategy for Ecosystem Restoration and Climate Change	Sustainable Ecosystems
The New Agrarians: Growing Food Everywhere	Vibrant Farms
Creating Local Living Economies & Right Livelihoods	Thriving Local Economies

By providing a framework for community food systems, the second food summit helped those previously uninterested in food security to see the big picture and to participate in meaningful conversations.

Earth Learning hopes that the community will create an action plan; develop community alliances and joint business ventures; and raise funds to promote the production, processing, marketing, distribution, storage, and consumption of food sustainably grown in the greater Everglades bioregion.

LESSONS LEARNED, INSIGHTS GAINED

Sustainable South Sound and *Earth Learning* were drawn to **Whole Measures CFS** because it resonated with their organizational values and emerging initiatives. Each

organization used the six fields to envision and structure their event and to unite community members that had not previously seen the interconnectedness of their work and values.

While discussing the food summit with the **WM CFS** Learning Community, Mario Yanez of *Earth Learning* inspired TJ Johnson of *Sustainable South Sound*. This inspiration helped *Sustainable South Sound* to develop a systems approach to the organizing, planning, and hosting of their food summit.

Both organizations feel that **Whole Measures CFS** is an accessible planning tool and can be used by many different organizations. They expressed that after the process be-

comes familiar, **WM CFS** can be internally integrated into an organization’s work, including program and organizational evaluation.

LESSONS LEARNED – SUSTAINABLE SOUTH SOUND AND EARTH LEARNING:

.....
The six fields of **WM CFS** can be used to provide a framework for learning and planning a community food justice summit or initiative.
.....

.....
Sharing practices for implementing **WM CFS** can provide innovation and partnerships.
.....



“WM CFS really hit home. It was very helpful in addressing obstacles we faced and it gave us a framework and understanding of what makes our goals and mission successful.”

Erica Hall,
Healthy Solutions

STRATEGIC PLANNING

With **Whole Measures for Community Food Systems**, organizations can evaluate their strengths and weaknesses, think holistically about their work and impact, and identify external opportunities. *Healthy Solutions*, the *Community Food Security Coalition (CFSC)*, and *WhyHunger* used **Whole Measures CFS** for strategic planning in these ways. CFSC built on the framework developed with **WM CFS** and structures their annual evaluation accordingly.

THE ORGANIZATION – HEALTHY SOLUTIONS

Healthy Solutions is a dynamic organization working at the national level to promote and support the work of black farmers and at the local level to build community food systems in three communities around the country (D.C.,

North Carolina & Alabama) by creating local distribution systems. They used **Whole Measures CFS** to focus at the strategic level.

Staff and community leaders from three regions used **WM CFS** as a way to examine their organizational mission. Evaluating their work in each of the **WM CFS** fields, the team determined that the strengths of *Healthy Solutions* were distribution and helping Black farmers to obtain income.

Healthy Solutions is a 501 (c)(3), NGO (Non-governmental organization) whose mission is to increase the capacity of communities of color, particularly African Americans, to achieve self-reliance through distribution, agriculture, entrepreneurship, and cooperative healthy food enterprises.

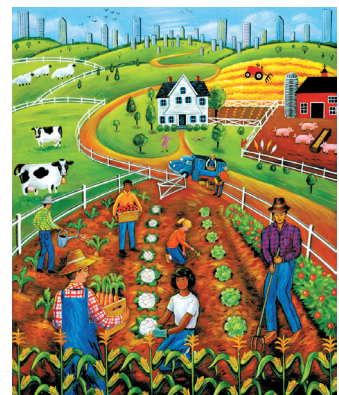
Our vision is to use this model to create sustainable, equitable communities that realize both the health and economic benefits of their community food systems and their community food security.

Because race is an important factor often overlooked, the **WM CFS** field **Justice and Fairness** was the most valued. This process cultivated a greater appreciation for the work *Healthy Solutions* was already doing around racial equity and social justice. As a result, *Healthy Solutions* rewrote its mission statement in a way that highlights racial equity and social justice, which has been at the foundation of their work since its inception.

THE ORGANIZATION – COMMUNITY FOOD SECURITY COALITION

The *Community Food Security Coalition (CFSC)* works with organizations to effect change and transform communities. CFSC is a diverse alliance of individuals and organizations that work to develop self-reliance in communities by creating a food system that is regional and rooted in the principles of sustainability, justice, and democracy.

The *Community Food Security Coalition* used **Whole Measures CFS** to design an evaluation



framework for their strategic road map, which includes their vision and mission statements, and strategic goals. *CFSC* spent a year and a half hosting discussions and listening sessions with its members to identify the core goals for the next five years. The resulting strategic road map was lengthy and included a wide range of objectives. They wanted to put their goals and objectives into a format that would succinctly create a picture of how their work contributed to community food security.

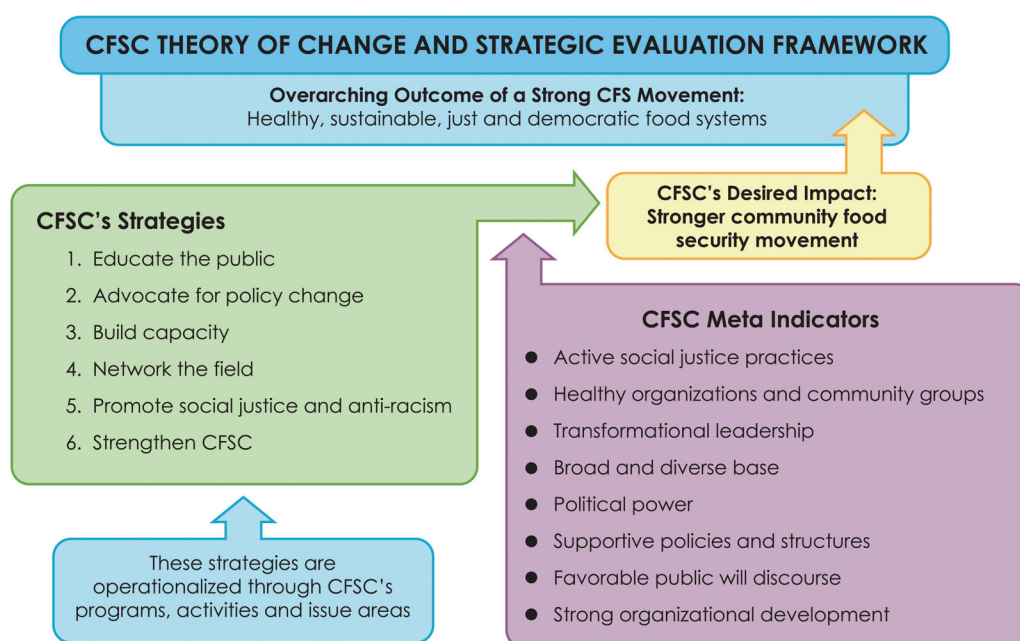
With facilitation from Gita Gulati-Partee of Open-Source Leadership, a team of Board members, staff and organizational members used **WM CFS** to consider how each of the Road Map objectives fit into the **WM CFS** fields. Given that *CFSC* works at regional and national levels, the language of the fields were interpreted through a broader level impact to the food security movement. **Healthy People**, for example, became Building Organizational Capacity. **Strong Communities** became Networking the Field, etc. The resulting alignment of *CFSC*'s core objectives with the **WM CFS** fields resulted in *CFSC* identifying six core strategies for their national movement building work.

The core strategies include:

- Educate the public
- Advocate for policy change
- Build capacity
- Network the field
- Promote social justice and anti-racism
- Strengthen the organization

CFSC also used **WM CFS** practices to create cross-organizational indicators to measure their impact. The indicators are:

- Strong organizational development
- Broad and diverse base
- Healthy organizations and community groups
- Supportive policies and structure
- Transformational leadership
- Favorable public will and discourse
- Active social justice practices
- Political power



CFSC now uses this format to structure their annual outcome reporting. Each year, through a collection of numerous evaluation sources,²¹ CFSC collects data reflecting their impact in all program and administrative areas.

THE ORGANIZATION – WHYHUNGER

Similar to CFSC, *WhyHunger* is a grassroots support organization helping to build a social movement to end hunger. The organization encourages self-reliance and community empowerment through technical support; access to a knowledge base; and helping to create grassroots networks of organizations that are transforming their communities to become healthy, sustainable, and self-reliant. *WhyHunger* uses a variety of techniques to build capacity in communities to help end hunger and poverty by connecting people to nutritious and affordable food by supporting community-based solutions.

WhyHunger used **Whole Measures CFS** for strategic planning at a programmatic staff meeting. Staff used a **Gallery Walk** to consider how their work contributes to the various **WM CFS** fields. In the process, they found that employees became more engaged in evaluation because they could more clearly see the connection between their national level work and its impact in relation to their community food justice values. Employees also gained organizational insight by looking holistically at all staff work and understanding how their different roles fit together.

LESSONS LEARNED, INSIGHTS GAINED

For each organization, **Whole Measures CFS** provided a starting point, providing a broad spectrum of how to view community food justice.

The importance of building racial equity and utilizing social justice practices was recognized as crucial to creating a whole community food system where all citizens are represented.

For organizations like CFSC and *WhyHunger*, who are one step removed from community-based food system

building, utilizing the six **WM CFS** concepts to define their work was creative and fulfilling. Both organizations used **WM CFS** as a strategic planning tool and CFSC proceeded to use this frame for its ongoing annual evaluation.

Whole Measures CFS presented *WhyHunger* the chance to view their work as a whole system and to plan in ways that consider all aspects of that system. It also provided an opportunity to discuss deeper issues around transformational change in their organizations and communities. However in order for **WM CFS**

to be effective, they found proper planning, preparation, funding, engagement, and a strong facilitation process to be imperative.

The work of these organizations also highlights the importance of modifying the tool to fit the circumstances of each community.

LESSONS LEARNED – HEALTHY SOLUTIONS, CFSC AND WHYHUNGER:

Racial equity is a critical element of community food justice. When using **WM CFS**, it is helpful to begin with all six fields of practice.

WM CFS can be used to develop a theory of change and organizational mission.

²¹ Program and participant surveys, staff output and outcome reporting, member surveys and input sessions, stakeholder focus groups and interviews, and stakeholder data analysis and reflection

SUMMARY OF LESSONS LEARNED

What we learned about **Whole Measures CFS** as a framework for practice:

- * Using **WM CFS** is a comprehensive process not a quick short-term evaluation strategy.
- * The six fields of **WM CFS** can be used to provide a framework for learning and planning a community food justice summit or initiative.
- * **WM CFS** provides a way for diverse projects and activities to be measured under one frame and in relation to each other.
- * **WM CFS** can provide a frame for diverse participants to find common values.
- * The six fields of **WM CFS** provide a useful structure to understand how a project contributes to a whole community food system.

What we learned about how to use **WM CFS**:

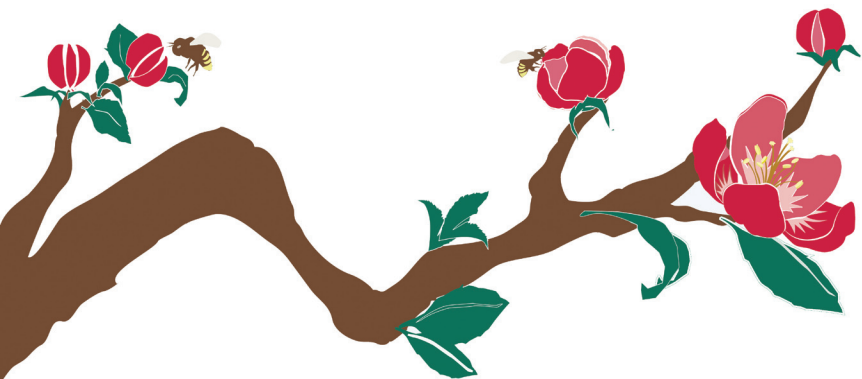
- * **WM CFS** can be used to develop a theory of change and organizational mission.
- * **WM CFS** can be used in diverse fields, such as public health, nutrition, and economic development.
- * **WM CFS** is flexible enough to be used for planning and evaluation, youth and adults.
- * Racial equity is a critical element of community food justice. When using **WM CFS**, it is helpful to begin with all six fields of practice.

What we learned about capacities of **WM CFS**:

- * Storytelling and dialogue are important capacities used with **WM CFS**.
- * **WM CFS** can be used to facilitate deep dialogue as well as forging strategies and action plans.
- * Change is more likely to happen when participants engage in open and honest dialogue.
- * Flexibility and innovation are important skills to engage **WM CFS** in a community.
- * Sharing practices for implementing **WM CFS** can provide innovation and partnerships.

Tips for Implementation:

- * A productive small group size to work with **WM CFS** is 6-8 individuals.
- * It is important to show appreciation for participants including remuneration when possible.
- * During community dialogue it is helpful to have two note takers.
- * Including activities from multiple medias, such as Photovoice, can make **WM CFS** more accessible.



PUTTING THE CAPACITIES INTO PRACTICE

Each story in the previous pages gives an example of how **WM CFS** was modified to address a particular community's situation. In addition to the lessons learned that are highlighted throughout **Stories from the Field**, the community partners also reinforced the importance of implementing the capacities described on pages 3-4. This section highlights a few examples of how communities put those capacities into practice.

In a new or established organization, it is a good idea to initialize the **Whole Measures CFS** process by identifying organizational and community values that reflect the six fields of practice. In doing so, all stakeholders have the opportunity to share their values and begin to envision a whole community. The *Central California Regional Obesity Prevention Program* and others used a **Gallery Walk**, a commonly used exercise within the framework of **WM CFS**, to discuss community values. Each **Whole Measures CFS** field was displayed and participants wrote a value under each field. This process allowed each individual to express their values and the whole group to develop a holistic understanding of their community's values. At the end of the Gallery Walk, *CCROPP* narrowed their focus based on the needs expressed, eliminating months of work.

There are times that an organization/community will hit an obstacle that appears to stand in the way of progress. The obstacle can be the leader of an organization, a local or federal government agency, school boards, or external organizations/companies. To facilitate change, the community has to be bold and convene conversations that matter with the decision-making group(s). Each participant involved can embody transformational leadership, meaning that each individual can develop the capacity to be an agent of change, capable of engaging others to take action.

For example, *Nuestras Raíces* engaged their youth leaders with the *Holyoke Food and Fitness Policy Council's* existing inter-generational school food stakeholder group to grapple with **WM CFS**. The youth were empowered and took ownership of the six **Whole Measures CFS**

fields and facilitated a values-based dialogue in a familiar environment, where trust and respect were already present. After finding their voice, the youth convened a conversation with the Mayor to raise awareness and to provide input in the selection of their school system's food service company.

In addition, the youth cultivated storytelling through their work with **Photovoice**. They took pictures that documented the Farm to Plate process of their food and were able to communicate its significance. The youth expressed a shared value—students having access to healthy and local food—and were able to convey why they cared which food service company won the bid. In using Photovoice, the youth were able to visualize their values locally using the **WM CFS** practices.

After defining the values of the community, the organization should convene a conversation that matters with external stakeholders. This forum allows all stakeholders

At the heart of WM CFS...

- Act with justice and fairness
- Embody transformational leadership
- Design collaborative processes
- Convene conversations that matter/dialogue
- Cultivate storytelling
- Maintain relationships as primary
- Inspire and create action
- Respect and honor the capacities and assets of all people



"I was drawn to WM CFS from the belief that evaluation is most powerful when it captures real stories, diverse voices, and true challenges and dreams within a community."

Deb Habib, WM CFS mentor

to engage in an open dialogue to discuss values and address the obstacle(s) in the way. As with the experience of *Healthy Solutions*, the most powerful conversations are based on the principles of **Justice and Fairness**. A space can be created where all stakeholders feel respected, and

have the opportunity to speak and be heard, be honest, and ask questions. This allows the community to raise awareness, and develop an ally and potential collaboration that can lead to movement toward racial equity and social justice.

Activities for Engaging the Community with WM CFS

The following list summarizes some of the **Whole Measures CFS** activities that were used during the mentoring project and are described in more detail in the various community stories.

- Forming an Evaluation Team [All organizations formed an Evaluation Team]
- Convening a **Gallery Walk** to identify values related to each WM CFS field [All organizations used Gallery Walks - *Nuestras Raíces* beginning on page 5]
- Employing visuals from the **Photovoice** exercise [*Nuestras Raíces* beginning on page 5]
- Taking field trips that correspond with each of the fields [*Nuestras Raíces* beginning on page 5]
- Utilizing Community Evaluation Strategies [CCROPP beginning on page 9]
- Creating focus groups to explore the WM CFS fields [*The Food Project* beginning on page 13]
- Developing an RFP for a community project using the WM CFS Fields [*The Food Project* beginning on page 13]
- Hosting a Food Summit utilizing the WM CFS fields [*Earth Learning* and *Sustainable South Sound* beginning on page 19]
- Designing a university course on Ecological Agriculture to create a better understanding of a local food system [*Sustainable South Sound* beginning on page 19]
- Using the **World Café** Process to explore the WM CFS Fields [*Earth Learning* beginning on page 21]
- Designing a strategic plan evaluation framework [CFSC & *WhyHunger* beginning on page 23]

CONCLUSION

As work continues with **Whole Measures CFS**, each of these organizations will further define the outcome(s) for their selected fields. In doing so, community values will evolve into action plans. The organization will know when the actions are completed because they will have measureable outcomes. Through this process, **WM CFS** can be used to design, plan and evaluate the impact on individuals, organizations and communities.

Whole Measures for Community Food Systems is a flexible tool designed for community engagement around common values. From 2010-2011, nine organizations piloted the tool, and their stories and uses of the tool are shared here. We hope these stories inspire you to adapt **WM CFS** to fit your organization and/or community. **Whole Measures CFS** can be used to support the trans-

formation of urban and rural communities into healthy and whole communities – with sustainable ecosystems, vibrant farms and a thriving economy; practicing social justice, fairness, and civic participation; where people are healthy, tied to the community, and strive for self-determination.



PROJECT HISTORY AND FUNDING

COMMUNITY FOOD SECURITY COALITION

The *Community Food Security Coalition* (CFSC) is a North American non-profit that provides leadership to communities, empowering them to become self-reliant and develop **community food security**. CFSC's mission is to catalyze "food systems that are **healthy, sustainable**, just, and democratic by building community voice and capacity for change." The *Community Food Security Coalition* sparks transformations through a comprehensive blend of networking, education, political advocacy, and technical assistance.

For over 10 years, CFSC has provided training and capacity building support as a grantee of the *Community Food Projects Competitive Grants Program* (CFPCGP). The CFPCGP program is a part of the USDA's *National Institute of Food and Agriculture*. Through this program, dozens of community food projects are funded annually.

COMMUNITY FOOD PROJECTS – ACTIVITIES AND EVALUATION

The community food projects that are funded via CFPCGP are intended to increase food security in low-income communities; increase community self-reliance; and promote comprehensive responses to local food, farm, and nutrition issues. There are many ways that grantees approach these goals. Successful projects often include building relationships between multiple sectors of the food system, supporting the development of entrepreneurial activities, and promoting systematic approaches to building the long-term capacity of communities to address their food and agricultural needs.²²

Evaluating these complex and diverse projects can be difficult. The *Community Food Security Coalition* provides evaluation training and capacity building to CFPCGP grantees that helps them to evaluate their work. Additionally, CFSC works with CFPCGP grantees to collect data that measures their common outputs and outcomes.

The grantees' data is reported each year through the Community Food Projects Indicators of Success (CFP IOS).

About 5 years ago, the *Community Food Security Coalition* and CFPCGP grantees became interested in finding new ways to communicate their complex stories and success. In addition to reporting on outputs and outcomes, grantees wanted to share, for example, the importance of their new connections, the impact of their forged relationships, and how leadership was built and respect was communicated in their respective communities.

WHOLE MEASURES FOR COMMUNITY FOOD SYSTEMS MENTORING PROGRAM

In measuring the success of community food projects, a ten-person working group formed in 2007 to create a systems-based tool for **community food systems**. Some of the working group members included Jeanette Abi-Nader, Hank Herrera, Deb Habib, and Chris Paterson. The working group modeled their work on the *Center for Whole Communities'* Whole Measures publication. They realized that the creation of a healthy and whole community food system involves holistic thinking. In 2009, the *Community Food Security Coalition* released their publication entitled, **Whole Measures for Community Food Systems: Values-based Planning and Evaluation**

²² For more information, visit <http://www.foodsecurity.org/funding.html>

(referred to as **Whole Measures for Community Food Systems**, **Whole Measures CFS**, or **WM CFS** in this report).

The *Community Food Security Coalition* received funding in 2010 from the USDA that allowed **Whole Measures CFS** to be piloted as a mentoring program. One of the underlying goals of **WM CFS** was to address the complex issues leading to unhealthy communities in the United States. *CFSC* issued a Request for Proposals and began the mentoring program at their Fall 2010 Conference in New Orleans, Louisiana.

In testing the usefulness and effectiveness of **Whole Measures CFS**, four organizations were selected by *CFSC* that have led the way in addressing their local food security issues and in evaluating their success. These organizations were the *Central California Regional Obesity Prevention Program (CCROPP)*, *Healthy Solutions*, *Nuestras Raíces*, and *The Food Project*. Each community worked with a mentor over the course of 18 months, with *The Food Project* joining the mentoring team mid-way into the process.

Other organizations used **Whole Measures CFS** and shared their experiences and strategies via a “learning community.” Four of these organizations are included in this report: *Sustainable South Sound*, *Earth Learning*,

WhyHunger, and the *Community Food Security Coalition*.

During the mentoring program, the *Whole Measures Community Food Systems Learning Community* was established. It allowed all stakeholders to communicate via a conference call every other month and mentors from the working group were matched with an organization. Chris Paterson and Hank Herrera were paired with *CCROPP*. Deb Habib mentored for *Nuestras Raíces*, *Sustainable Sound*, and *Earth Learning*. And Jeanette Abi-Nader was the mentor for *Healthy Solutions* and *The Food Project*. The goals of the mentoring program were to: strengthen capacity for effective community food project; increase support through peer-to-peer education and information sharing; increase capacity for outcome and dialogue based program evaluation; and increase knowledge of common CFP outputs and outcomes.

At the end of the mentoring program in 2011, each organization was interviewed to solicit honest feedback about the tool: its strengths, weaknesses, and how it was used. This report is a culmination of the interviews, work done during the mentoring program, and the compiled impact of **Whole Measures for Community Food Systems**.

GLOSSARY

Bioregion – An ecological area with plants, animals, and environmental conditions that are bounded by natural borders.

CalFresh – A program in California formerly known as Food Stamps and federally known as the Supplemental Nutrition Assistance Program (SNAP).

Core Capacities – The unique set of skills and knowledge, principles and practices necessary to implement **WM CFS**. These capacities ensure that the underlying values, reflected in the six core **WM CFS** fields, are integrated into program development as well as the processes by which the people and communities interact.

Community Food Security – A condition in which all community residents obtain a safe, culturally appropriate, nutritionally sound diet through an economically and environmentally sustainable food system that promotes community self-reliance and social justice.²³

Community Food Systems – The interdependent parts of a system that provide food to a community in a way that is sustainable and nourishes all people within that community. This system includes the growing, harvesting, storing, transporting, processing, distribution, and consumption of food.²⁴

Community Supported Agriculture (CSA) – An alternative locally based model of agriculture and food distribution where individuals pledge support to a farm operation by subscribing as members and receiving a regular share of the farm's harvest. The growers and consumers provide mutual support and share the risks and benefits of food production.

Diabetes – A group of three metabolic diseases in which a person has high blood sugar because their body does not produce enough insulin or does not respond to the insulin produced. Type 2 diabetes makes up 90% of diabetes cases, with obesity and poor diet thought to be the primary cause. This type of diabetes can be managed through exercise and healthy eating.

Farm to School – Farm to cafeteria programs create a partnership between local farmers and community institu-

tions – to everyone's benefit. Farmers benefit from increased business; the community benefits from the dollars kept in the region; and the young consumers benefit from the taste, freshness and nutrients of local produce.²⁵

Federal Poverty Level (FPL) – The federal poverty level is based on the poverty guidelines issued yearly in the Federal Register by the Department of Health and Human Service (HHS). For example, the 2011 poverty guideline was set at \$22,350 for a family of four.

Fields – In **Whole Measures for Community Food Systems**, “fields” are the sets of value-based practices that contribute to whole communities through community food system development. The six fields comprise **Justice and Fairness**; **Strong Communities**; **Vibrant Farms**; **Healthy People**; **Sustainable Ecosystems**; and, **Thriving Local Economies**.²⁶

Food Sovereignty – Food sovereignty is the right of peoples, communities, and countries to define their own seed, agricultural, pastoral, labor, fishing, food and land policies which are ecologically, socially, economically, and culturally appropriate to their unique circumstances.²⁷

Foodie – An informal term referring to a person with a refined interest in and desire to learn about food.

Foodshed – A term referring to the flow of food from its source to the end consumer. A foodshed includes the land where the food grows, the route it travels to market, the markets where it's sold and the people it feeds.

Gallery Walk – A community engagement activity where each field of **Whole Measures CFS** is displayed. Participants express what the full achievement of that field would look like in their community. For example, under ‘**Healthy People**’ participants might write, “access to fresh, affordable, culturally appropriate food, reduction in health disparities among people based on race, understanding of and connection to food sources.” The process allows individuals to express their values, and the group to develop a holistic understanding of the community's values.

²³ Defined in **Whole Measures for Community Food Systems**, a *Community Food Security Coalition* publication, based on a definition by Mike Hamm and Anne Bellows.

²⁴ Defined in **Whole Measures for Community Food Systems**, by the *Community Food Security Coalition*

²⁵ WhyHunger Food Security Learning Center – <http://www.whyhunger.org/getinfo#>

²⁶ **Whole Measures for Community Food Systems** by the *Community Food Security Coalition*. Full field description found on pages 16-17.

²⁷ WhyHunger Food Security Learning Center – <http://www.whyhunger.org/getinfo#>

Healthy (food) – Indicates characteristics that contribute to quality of life from a holistic perspective. Healthy food makes a significant contribution to a nourishing diet and does not cause diet-related disease under normal circumstances. Dimensions of healthy foods are their intrinsic properties (such as being whole and minimally processed) and safety, which is affected by the journey through the food system and handling at each stage. Used generally, health indicates characteristics that contribute to the quality of life.²⁸

Obesity – A medical condition in which excess body fat has accumulated to the extent that it may lead to increased health problems and/or reduced life expectancy. Obesity is determined by measuring weight and height to calculate body mass index.

Outcomes – The changes in the wellbeing of individuals that can be attributed to a particular project, program, or policy. They indicate a measurable change in participant knowledge, attitudes, or behaviors. For each practice in each field of *Whole Measures CFS*, a set of sample desired outcomes are included as bulleted items. These sample outcomes represent the highest impact toward which a project might work. Projects are encouraged to modify the language of these outcomes to fit the unique circumstances in their projects and community. For the purposes of this document, “impact” and “outcome” are used interchangeably.²⁹

Overweight – Having more body fat than is optimally healthy,

Photovoice – A method mostly used in the field of community development, public health, and education, which combines photography with grassroots social action. Participants are asked to represent their community or point of view by taking photographs, discussing them together, developing narratives to go with their photos, and conducting outreach or other action. It is often used among marginalized people, and is intended to give insight into how they conceptualize their circumstances and their hopes for the future.³⁰

Practices – The core expressions of what it means to create a whole community through community food system development. Practices in *Whole Measures for Community Food Systems* are grouped according to fields of similar ideas. There are three or four practices for each

field and these practices are listed in the gray highlighted areas of each rubric.³¹

Rubric – a scoring tool that lists the criteria for a piece of work or “what counts.”³² For the purposes of this document, the rubrics are tables that include each field of practices and their related outcomes and ratings.³³

Smart Growth – An urban planning and transportation theory that concentrates growth in walkable centers to avoid sprawl, locating housing and transportation choices near jobs, shops and schools. It advocates compact, transit-oriented, walkable, bicycle-friendly land use, including neighborhood schools and mixed-use development with a range of housing choices. Smart Growth supports local economies and protects the environment.

Sustainable/Sustainability - The capacity to endure. For humans, sustainability is the long-term maintenance of responsibility, which has environmental, economic, and social dimensions, and encompasses the concept of stewardship, the responsible management of resource use.³⁴

Sustainable Communities – Communities that are planned, built or modified to promote sustainable living, enjoying a balanced resource consumption with the natural environment; a prosperous, socially just economy; and culturally vibrant civic life.

Value Added Processors – A processor who increases the “value” of a product/good, process or service by manipulating the product in some way. Examples of value-added processing include preparing, preserving or freezing.

World Café Process – World Café Conversations are an intentional way to create conversation around questions that matter. A café conversation is a creative process for leading collaborative dialogue, sharing knowledge and creating possibilities for action in groups of all sizes, held in a café-like setting.

²⁸ Charting Growth To Good Food by Molly Anderson

²⁹ *Whole Measures for Community Food Systems* by the Community Food Security Coalition

³⁰ Wikipedia <http://en.wikipedia.org/wiki/Photovoice>

³¹ *Whole Measures for Community Food Systems* by the Community Food Security Coalition

³² Heidi Goodrich at <http://rubistar.4teachers.org>

³³ *Whole Measures for Community Food Systems* by the Community Food Security Coalition

³⁴ <http://en.wikipedia.org/wiki/Sustainability>

APPENDIX A

The Food Project Request for Proposal



The Food Project

Request for Proposals

June 17, 2011

The Food Project invites proposals from organizations and individuals who want to work in partnership to create greenhouse project(s) that celebrate the relationship between food and the health of our communities.

About the Project:

The Dudley Greenhouse is a 10,00-square-foot facility in the Dudley Neighborhood of Roxbury. Owned by the Dudley Street Neighborhood Initiative (DSNI) and leased by The Food Project (TFP), the Greenhouse operates year round as a food production and educational space. Over the course of this past winter, TFP, with support from DSNI, led a series of open houses to gather input from community members about the Greenhouse. A Community Advisory Committee was also created to work with TFP and DSNI to help manage the process going forward. Based on input from these sessions, we are seeking out community partners to run greenhouse/gardening programs that benefit residents of Dorchester, Roxbury and Mattapan. Programs that benefit residents of the Dudley neighborhood are of particular interest.

What We Offer:

For agencies or individuals wanting to operate their own programming, we offer:

- Shared use of Greenhouse space, which will be minimally heated (kept above 36 degrees) in the winter months, and kept cool enough to operate throughout the summer.
- Possibility of using raised beds filled with a mix of compost and organic potting soil. Access to open educational space, bench space for seedling production or options to build out space to your specifications are also possibilities.
- Technical advice and support from TFP's Greenhouse Manager.
- Access to water, tools and facilities (bathroom, tables, chairs, sink area for washing produce etc.).
- Projects are limited to a 1-year timeframe. Shorter projects will be considered. Start date is no earlier than Oct.15th, and will be subject to a review by TFP and the Advisory Committee at the 3-month mark.

Restrictions:

- Individuals wanting to have a project in the greenhouse must demonstrate how it will provide a benefit to the community. Growing food for personal consumption without having an educational purpose is not considered a community benefit.

APPENDIX A CONTINUED

The Food Project Request for Proposal

- Intention to sell produce or products must be specified in application. Applicants are responsible for ensuring they meet any City or State regulations in regards to the selling of products.
- You must be willing to administer pre- and post-program surveys, as designed by The Food Project, as close to the start and end of the program as possible.

The Review Process:

Please submit an application containing all of the items below by **July 20th, 2011**. We will contact you if we have questions or require additional information. We will acknowledge your application within a week of its receipt and The Food Project, in partnership with the Greenhouse Advisory Committee, will make decisions by **August 15th, 2011**. We encourage you to contact The Greenhouse Manager in advance of creating your proposal to visit the Greenhouse and discuss your application. Please contact Danielle Andrews at 617-442-1322 x 13, dandrews@thefoodproject.org

Application Contents:

- 1) Cover Letter
- 2) Narrative (no more than 3 pages double-spaced) that includes:
 - Project description (including how you will use the space in different seasons, description of target participants and # of participants served)
 - Key staff/ volunteers (including your experience in carrying out food production work)
 - Physical requirements (amount of overall space, raised beds or open space)
 - Description of additional assistance requested from The Food Project (technical advice, educational workshops etc.)
- 3) Using the following chart (separate document titled "Outcome Matrix"; please explain how your activities will meet the outcome goals determined by neighborhood residents. Your project activities do not need to address all outcomes outlined on the chart.

APPENDIX B

The Food Project Outcome Matrix

During the winter of 2010-11, The Food Project conducted a series of open houses which included visioning sessions in which community members gave input on what values they thought would be important to be reflected in the community bays. From these brainstormers, in partnership with the advisory committee, we created the following outcomes that we hope the community bays will achieve.

Describe how your project will contribute to the following outcomes. Note that you are not expected to meet all outcomes, but that proposals will be scored according to how many outcomes they are able to achieve.

OUTCOME	ACTIVITY
1) JUSTICE AND FAIRNESS	
Increases access to fresh, healthy produce for underserved population(s)	
Contributes to the creation of a fair food system	
Provides food production resources to underserved population(s)	
2) STRONG COMMUNITIES	
Programming is intentional about using space and programming to build community amongst participants	
The Dudley neighborhood has a rich culture of food production. The program will build on this and seek out and/or strengthen relationships with our skilled neighborhood home chefs and gardeners.	
3) VIBRANT FARMS	
Growing space is used productively	
4) HEALTHY PEOPLE	
Connects people to the Food System- from “field” to fork (opportunities to grow, taste, cook)	
Programming reflects the cultural and spiritual relevance	

APPENDIX B CONTINUED

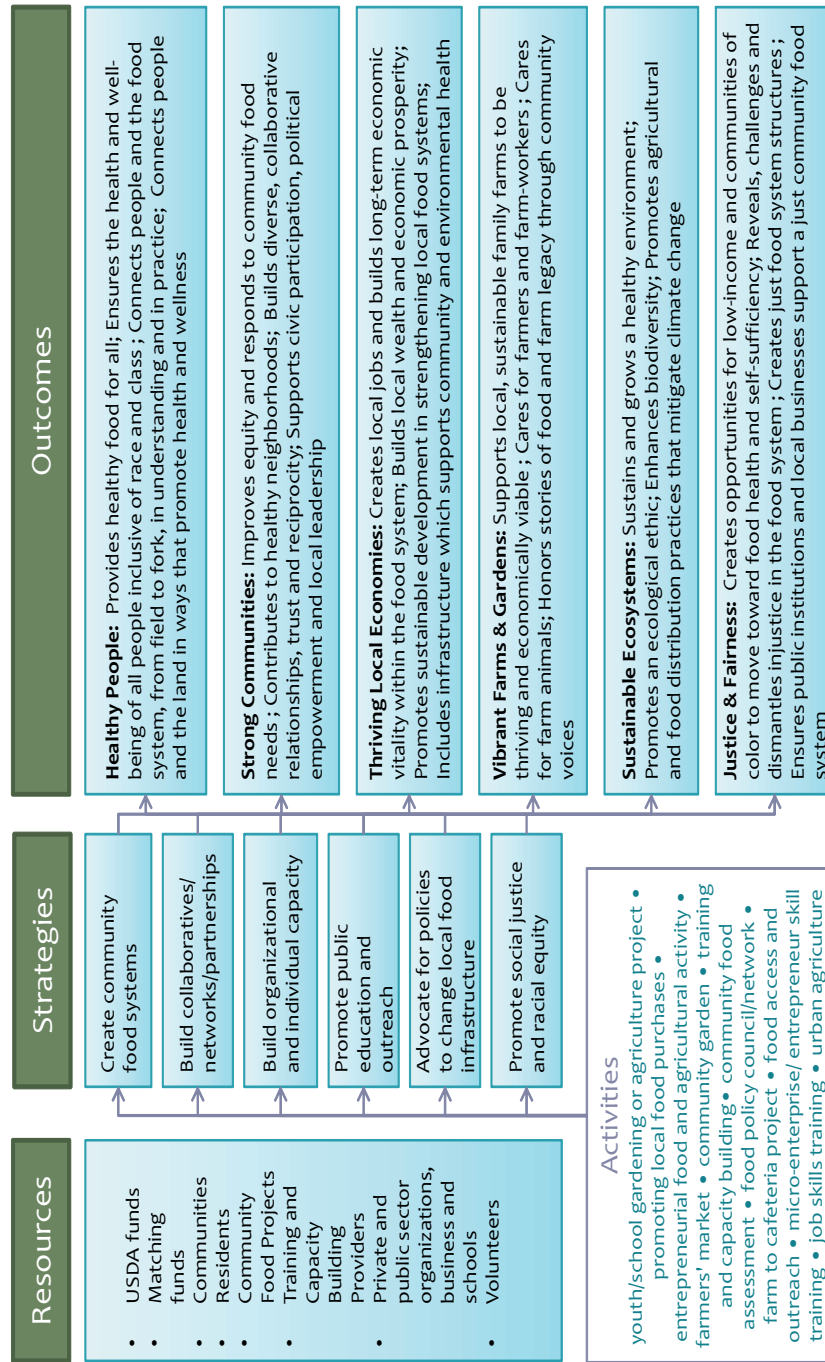
The Food Project Outcome Matrix

of food to health and well-being	
Unites and inspires participants to grow food and to share food and food cultures	
5) SUSTAINABLE ECOSYSTEMS	
Production systems are sustainable and based on organic growing guidelines	
Wherever possible, systems will incorporate and teach methods that enhance biodiversity, and promote an ecological ethic	

APPENDIX C

Community Food Project Indicators of Success Logic Model





Community Food Projects – Indicators of Success Logic Model | FY 2011



APPENDIX D

Community Food Project Indicators of Success


Community Food Project Indicators of Success- Overview of Results by Whole Measures for Community Food Systems	FY2011
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Whole Measures (WM) Field	Indicator of Success	FY2011	FY2005- FY2011
Healthy People 	Pounds of food generated and handled	1.5 million	21.6 million
	-- pounds produced	847,000	6.8 million
	-- pounds donated	76,000	883,000
	-- pounds sold	573,000	6.7 million
	Customers and food recipients	181,000	2.9 million
	-- FMNP participants	1,900	112,000
	-- SNAP recipients	9,600	110,000
	-- SFMNP meal recipients	3,300	61,000
	-- WIC Program recipients	5,500	58,000
	-- school or summer youth meal recipients	54,000	1.8 million
Strong Communities 	Food policy councils/networks formed	20	90
	Organizations represented on the councils or networks	280	1,200
	Individuals on the council(s) or network(s) and participants assuming new or enhanced leadership roles in the community*	2,300	6,900
	-- those who are people of color*	1,500	2,600
	Approved policies	30	270
	-- people affected by policies	3.3 million	42.0 million
	Community food assessments completed	200	670
	-- people affected by assessments	28.7 million	51.8 million
Thriving Local Economies 	FTE jobs created	100	2,700
	Micro-enterprise opportunities/micro-businesses started or supported	155	4,000
	Farmers' markets started*	80	170
	-- sales of farmers' markets*	\$1.3 million	\$3.0 million
	New and/or value-added products developed	60	1,700
	-- sales of products*	\$53,000	\$61,000
Vibrant Farms and Gardens 	Farmers participating	1,100	14,800
	-- those participating in farmers' markets*	340	2,900
	Gardeners participating	8,500	36,700


APPENDIX D CONTINUED

Community Food Project Indicators of Success

Community Food Project Indicators of Success- Overview of Results by Whole Measures for Community Food Systems		FY2011	
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	Acres of land farmed or gardened	250	58,000
	Gardens operated	580	3,900
	Number of policies approved that support small- and mid-scale farmers *	5	50
Sustainable Ecosystems 	Acres of land preserved	4	3,000
	Restaurants/distributors/stores buying local	225	920
	Schools buying local produce	190	2,900
	Businesses renovated/modified to include local, healthy food*	210	440
	Structures built*	240	370
	Community kitchens built	7	35

* Tracking of this indicator began in 2010.

Whole Measures (WM) Field	Indicator of Success	FY2011	FY2005- FY2011
Justice and Fairness  (These indicators are represented in a WM CFS field above and repeated here.)	Pounds of food generated and handled	1.5 million	21.6 million
	Customers and food recipients	181,000	2.9 million
	-- FMNP participants	1,900	112,000
	-- SNAP recipients	9,600	110,000
	-- SFMNP meal recipients	3,300	61,000
	-- WIC Program recipients	5,500	58,000
	-- school or summer youth meal recipients	54,000	1.8 million
	Organizations represented on the councils or networks	280	1,200
	Individuals on the council(s) or network(s) and participants assuming new or enhanced leadership roles in the community*	2,300	6,900
	-- those who are people of color*	1,500	2,600
	FTE jobs created	100	2,700
	Micro-enterprise opportunities/micro-businesses started or supported	155	4,000
	Schools buying local produce	190	2,900
	Businesses renovated/modified to include local, healthy food*	210	440

* Tracking of this indicator began in 2010.

WHOLE MEASURES CFS FIELDS AND PRACTICES



Justice and Fairness

- Provides food for all
- Reveals, challenges, and dismantles injustice in the food system
- Creates just food system structures and cares for food system workers
- Ensures that public institutions and local businesses support a just community food system



Strong Communities

- Improves equity and responds to community food needs
- Contributes to healthy neighborhoods
- Builds diverse and collaborative relationships, trust, and reciprocity
- Supports civic participation, political empowerment, and local leadership



Vibrant Farms & Gardens

- Supports local, sustainable family farms to thrive and be economically viable
- Protects and cares for farmers and farm-workers
- Honors stories of food and farm legacy through community voices
- Cares for farm animals



Healthy People

- Provides healthy food for all
- Ensures the health and well-being of all people, inclusive of race and class
- Connects people and the food system, from field to fork
- Connects people and land to promote health and wellness



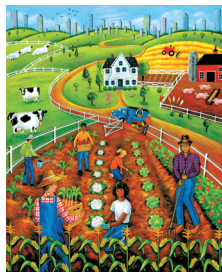
Sustainable Ecosystems

- Sustains and grows a healthy environment
- Promotes an ecological ethic
- Enhances biodiversity
- Promotes agricultural and food distribution practices that mitigate climate change



Thriving Local Economies

- Creates local jobs and builds long-term economic vitality within the food system
- Builds local wealth
- Promotes sustainable development while strengthening local food systems
- Includes infrastructure that supports community and environmental health



Community
Food
Security
Coalition

