Community Food System Development Framework for Change

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Community Food System Change Framework

A ‘community food system’ supports farmers and ranchers to sustainably produce a variety of local foods, creates ways to move local foods to the places where we live, work, learn and play so that we value and have access to healthy, fresh food and clean water in our community.

Purpose of the Change Framework:
• Communities may not understand the range of possible food system change opportunities or may not have the current capacity to make change due to a lack of knowledge, technical capacity or financial resources to create a desired change.
• Communities may need assistance with planning for systems changes that create local, sustainable production and improve access to healthy, fresh foods in the places where we live, work, learn, and play.

Who should use this framework?
• Community food system change is possible everywhere. This framework is intended to provide information to anyone interested in making changes from seed to table. It is best used in group settings.
• Each individual in a community should have a full framework guide to work through independently and this information should be shared with community group members to plan priorities for change.

Process for Change:

1. REALIZE: the value of community food system development and why your community needs the change.
2. DESCRIBE: your community qualities (neighborhood, work group, small town, county).
3. UNDERSTAND: the opportunities for changing your community’s food system.
4. ASSESS: current activities and interests in developing new practices for community change.
5. PLAN: for new opportunities for better access to healthy, fresh foods where you live, work, learn and play.
**REALIZE: the value of community food system development and why your community needs the change.**

**Why do we need to change our community food system?**

We know that most communities are struggling with a number of issues related this topic:

- Most people (1 out of 10) eat a poor diet and when you choose to eat better it might be difficult to find easy, healthy options.\(^1,^2,^3\)

- Most communities have limited access to healthy, fresh food near home, at workplaces, at schools or local colleges, or at places we go for fun: sporting events, restaurants, shopping centers, or other local places.\(^4\)

- Most people struggle with their weight (3 in 4 adults and 1 in 3 youth).\(^5\)

- Half of us spend our days battling health issues that are likely associated with poor diet.\(^6,^7,^8\)

- Some of us do not understand how and where our food is produced and why it is important to know about the source of our food.\(^9\)

- Rural communities, even farming communities have limited access to healthy, fresh food and residents often travel long distances to buy food.\(^10\)

- The average farmer is reaching retirement age but few people are prepared to become the next generation of farmers.\(^11\)

- Agriculture has been a top contributor to declining water quality in our communities.\(^12,^13\)

**Do you think your community struggles with some of these issues?**

_______ Yes

_______ No

_______ I don’t really know

If yes, check the boxes above that you think could provide opportunities for change.

This need for change comes from decades of scientific evidence on the importance of addressing the issues our communities face with diet, access to healthy food, weight, poor health, aging farmers, and how our food is produced.

See references 1 – 13 in the bibliography for supporting evidence.
A ‘community food system’ supports farmers and ranchers to sustainably produce a variety of local foods (Production), creates ways to move (Coordination) local foods to the places (Markets) where we live, work, learn and play so that we value and have access to healthy, fresh food and clean water (Consumption) in our community.

Communities are dynamic and have unique characteristics, but every community can be defined by these structures:

- **Environment**: the surroundings or conditions in which a person, animal, or plant lives or operates.
- **Policy**: a course or principle of action adopted or proposed by a government, party, business, or individual to support community order or enact change.
- **Capacity**: the ability or power to do, experience, or understand something.
- **Economy**: the wealth and resources of a country, region or community, especially in terms of the production and consumption of goods and services.
- **Culture**: the customs, attitudes, beliefs, behaviors, institutions and accomplishments of social groups.
- **Public Health**: the art and science of preventing disease, prolonging life and promoting health through the organized efforts of society.

The relationship between our community and food system influences the well-being of one another. Our food system is the foundation for community and determines our success throughout the whole system.
How does our food system fit within our community?

- A community food system operates within the existing structures of: **environment, policy, capacity, economy, culture, and public health**. Few communities are adequately addressing the broad-base of issues that influence their community food system with much of the work over the last several decades focusing on individual change rather than changing the system.

- A system is a set of practices that work together as part of a mechanism or network. Systems change addresses multiple parts of the system. In this case, the framework provides information about how to change to sustainable food production, how to harvest and move local food, and where we buy or eat the food.

- The primary types of change include:

  **Community Food System Development**

  - **Production**: is the set of practices that are used to grow crops or raise animals for human consumption.
  
  - **Coordination**: is the set of practices that are used to harvest, aggregate, process, and distribute food from where it is produced either directly to the consumer or by using a third party to coordinate moving the foods to the markets.
  
  - **Markets**: are the means of performing business activities so that producers can sell agricultural products directly to consumers or to wholesale or retail buyers.
  
  - **Consumption**: is the act or process of eating and includes where you get, prepare, and consume food or food related products.

The information provided on systems change and community food system development practices of production, coordination, markets and consumption is based on a body of scientific work listed in the bibliography. See references 14 – 28 for information that informed the design of this model.
REALIZE: the value of community food system development and why your community needs the change.

Are communities already making food system change?

- The community and local food movement has grown in the last decade and is believed to be a solution to addressing many health, social and environmental issues in the world.²⁹-³³.

- Many communities have created farmers markets, community gardens, farm to school programs, food hubs and other types of food system changes.²⁹, ³⁴ While these are great efforts for getting started with changing a local food system, many more options exist to create thriving local food communities that address the issues mentioned earlier.

- Few resources exist to provide information about the range of community food system options with most of the available tools focusing on one type of change at a time such as a community garden planning guide or a farm to school implementation toolkit. These are helpful resources, but communities rarely think about the local food system as a whole.

- Community food system development shifts the focus from working to address improving consumption alone to exploring alternative options for production, aggregation, processing, and distribution, along with the political, social and economic factors that influence the built environment,¹⁶,¹⁷ diet and health.³⁴-³⁶

- Community food systems development efforts can create “networks of processes, actors, resources, and policies required to produce, process, distribute, access, consume, and dispose of food.”³⁸

- These systems changes may address inadequate access to and consumption of healthy foods,⁴ and communities across the country are exploring approaches to tackle these issues.³⁴

How to use this guide?

- This framework can be used by individuals, small groups or large planning teams. The framework process works best when communities organize a group of interested stakeholders to go through the entire framework together, steps 1 – 5. This may happen in a series of meetings where the group can work through sections of the framework.

- It is advised that all participating members read the framework before organizing as a group. This may inspire members to invite other stakeholders to participate in the framework review and planning process.

The information provided on systems change and community food system development is based on a body of scientific work listed in the bibliography.
How do you describe your community?

- When planning community food system changes, it is important to first identify the target community desiring the change. Communities can be identified in many ways.

- Communities may be groups of people or geographical areas such as neighborhoods, towns, counties or regions. Communities can be of varying sizes with varying resources and facilities.

- Even when communities are identified as groups of people, food systems changes occur in geographical areas. You may select boundaries for addressing community food system change by reviewing maps and deciding where to focus or making a decision about including an entire city or county.

**Process for selecting your community:**

1. Draw or print a “community” map to help determine the area to work on changes.
2. Select boundary areas for the “community.” What streets or natural divides will be used?
3. Be open to expanding your area of focus after the initial planning process if resources are limited in the selected area.
DESCRIBE: your community qualities (neighborhood, work group, small town, county).

Community Mapping Worksheet

Use the area below to sketch or describe your proposed community characteristics or boundaries, include streets or natural divides. Remember you can change the boundaries later.
3 UNDERSTAND: the opportunities for changing your community’s food system.

What are opportunities for change?

- After a community is identified, it is important to understand the range of possible community food system development practices that may help to support a vibrant community and local food system.

- There are three primary areas of community food system development that include Production, Coordination, and Markets. These development areas are defined and depicted here.

Community Food System Areas of Development

- **Production**: is the set of practices that are used to grow crops or raise animals for human consumption.

- **Coordination**: is the set of practices that are used to harvest, aggregate, process, and distribute food from where it is produced either directly to the consumer or by using a third party to coordinate moving the foods to the markets.

- **Markets**: are the means of performing business activities so that producers can sell agricultural products directly to consumers or to wholesale or retail buyers.

Production

- Small Farms
- Home & Community Gardens
- Institutional Gardens

Coordination

- Product Preparation
- Aggregation and Distribution
- Processing Plant
- Food Innovation

Markets

- Truck Stands
- Farm Stands
- Community Supported Agriculture
- Online Buying Clubs
- Mobile Markets
- Farmers Markets
- Farm to Table
- Farm to Institution
- Retail Markets
Where do you get, prepare or eat food in your community?

Consumption is an important part of the food system. We get food for preparation or consumption at most of the places where we live, work, learn and play. This guide is intended to primarily support the development of food system practices within each of the three areas of Production, Coordination, and Markets so that we have access to healthy and fresh choices throughout our communities.
Current Food System

Most communities lack access to healthy or farm fresh food at the places where we live, learn, work and play and there is a need to improve the existing food system to address some of the social, health and environmental issues communities face. This graphic represents a typical food system of where we get, prepare or consume food.
Potential Community Food System

Communities can create better access to farm fresh food through making changes as suggested in the guide. A thriving community food system will have robust implementation across each of the three areas, but improvements can be made by supporting development in any area. This framework provides information on the development practices, and ways to assess current efforts and to plan for a robust community food system.
Agricultural Cooperative: A private business organization that is owned and controlled by the agricultural producers who use its products, supplies or services aimed to help producers assure markets and supplies, achieve economies of scale, and gain market power through jointly marketing, bargaining, processing, and purchasing supplies and services.

Certified Naturally Grown/Third Party Certification: Peer or professional review certification alternative to USDA’s Organic Program that requires strict standards without the cost and paperwork for producers that want to provide sustainably produced food for their local communities by working in harmony with nature, without using synthetic chemicals or Genetically Modified Organisms.

Civic Agriculture: Locally based agriculture and food production that is tightly linked to a community's social and economic development using sustainable practices in response to the potentially destructive practices of conventional, large-scale agriculture.

Community Garden: Any piece of land (publicly or privately held) that is cultivated by a group of people rather than a single family or individual, generally managed and controlled by a group of unpaid individuals or volunteers – usually the gardeners themselves.

Compost: A mixture of decayed or decaying organic matter such as vegetable scraps and yard waste used to fertilize soil.

Farm Financial Management: Business and financial management strategies to foster holistic planning by integrating physical, biological, family and business components that include access to farm financial assistance for credit or loans for farm operations.
Production Practices

- **Food Preservation:** The process of treating and handling food to stop or slow down food spoilage, loss of quality, edibility, or nutritional value and thus allow for longer food storage.

- **Food Storage:** A process that helps maintain food quality by retaining flavor, color, texture and nutrients, while reducing the chance of contracting a food-borne illness.

- **Garden-Based Learning:** The programs, activities and projects in which the garden is the foundation for integrated learning, in and across disciplines, through active, engaging, real-world experiences that have personal meaning for children, youth, adults and communities in an informal outside learning setting. Garden-based learning is an instructional strategy that utilizes the garden as a teaching tool.

- **Garden Management:** The process of securing leadership for managing the participation, maintenance, and sustainability of a community garden.

- **Garden Planning:** The process of setting up a garden on any piece of land (publicly or privately held) that is cultivated by a group of people rather than a single family or individual.

- **High Tunnel:** A farm conservation practice to help producers extend the growing season through infrastructure to protect plants, improve plant quality and soil quality, reduce nutrient, energy and transportation use by providing consumers with a local source of fresh produce.

- **Institutional Garden:** Any piece of institutionally-owned land (school, church, hospital, university, business) that is cultivated by a group of people rather than a single family or individual, generally managed and controlled by a group of individuals from the institution or volunteers - usually the gardeners themselves. Institutions may hire garden managers.

- **Organic:** Farmers produce products using methods that preserve the environment and avoid most synthetic materials, such as pesticides and antibiotics.
Production Practices

- **Permaculture**: Permaculture is the conscious design and maintenance of agriculturally productive systems which have the diversity, stability, and resilience of natural ecosystems.

- **Production Planning**: The process of addressing the details with how a farm or garden operation will be managed including the land, buildings, supplies, production, processing, and understanding of applicable regulations.

- **Rainwater Capture**: The accumulation and deposition of rainwater for reuse on-site for agricultural purposes, rather than allowing it to run off.

- **Risk Management**: Actions that producers take to understand, anticipate and manage agricultural production, marketing, financial, and legal risks associated with a farm operation.

- **Small Farm**: Farms producing less than $250,000 in gross income.

- **Sustainable Agriculture**: Agricultural practices to produce food without depleting the earth’s resources or polluting its environment, following a whole systems approach for raising crops and livestock that help slow depletion of fossil fuels, reduce erosion losses, improve fish and wildlife habitats, protect water quality, and ensure the productivity of the land for future generations are self-sustaining, and with attention to social values.

- **Transitional Farm**: Existing farm interested in changing from a known “conventional” agricultural system to an unknown “sustainable” agricultural system; but there are short-term costs and risks associated with changing systems.

- **Urban Agriculture**: City and suburban agriculture takes the form of backyard, roof-top and balcony gardening, community gardening in vacant lots and parks, roadside urban fringe agriculture and livestock grazing in open space for personal consumption or sale.
- **Aggregation:** The collection of agricultural products from a number of area farms at a central hub. Delivery to customers from an aggregation hub can be more efficient than point-to-point distribution from farms to customers.

- **Coordination:** The process of coordinating the aggregation, distribution, and marketing of source identified locally or regionally grown food products from primarily small to mid-sized producers that may include packing and processing of farm products.

- **Commercial Kitchen:** A kitchen outfitted, certified, and inspected by a health authority for the production or preparation of food for sale to the public.

- **Community Kitchen:** A commercial kitchen made available to local users on a contract or time-share basis.

- **Contract Processing:** Outsourced production by an external party that provides the labor, materials, and sometimes the raw ingredients for a food product. It may be further defined as contract packaging that is the assembly of food products, or contract packing and manufacturing (co-pack, co-man) that is the processing of food products.

- **Distribution:** The process for moving local and regionally produced foods often with a shorter distance between the producer and consumer and may include point-to-point distribution but may pass through an intermediary market or hub.
Fair Labor Management Practices: A set of practices that create workplace conditions most valued by farmworkers that include respectful treatment; slower pace of work; fair compensation (through wages and other forms of supplementing income); year round employment; health insurance; personal loans; food from the farm; paid time off; flexible work schedules; a healthy and safe work environment; housing; opportunities for advancement, training and professional development; diversity of tasks; involvement in decision making processes; clear and effective grievance procedures; and retirement plans.

Facilities Management: Personnel with the technical capacity for overseeing the day to day operations of the facility, knowledge of facility infrastructure or equipment, and ability to manage facility staff.

Facility Financial Management: Technical capacity for overseeing the day to day operations of the facility related to budgets, lending, credit, profits, loss and other financial planning.

Food Hub: A business or organization that is actively coordinating the aggregation, distribution, and marketing of source identified locally or regionally grown food products from primarily small to mid-sized producers. A food hub may serve as a packing house or coordinate farm packed food.

Food Innovation Center: A service center created to assist entrepreneurs with processing of value-added food products often housed within University systems or entrepreneurial centers that offer technical and business development assistance for food product development.

Food Safety Program: A documented set of steps that a farm operation or food business puts into practice that aims to prevent problems with food safety before they occur, rather than relying on a reactive approach once problems have already occurred.
Good Agricultural Practices (GAP): Voluntary practices that are verified by a third-party audit of how agricultural products are produced to minimize risks of food safety hazards.

Good Handling Practices (GHP): Voluntary practices that are verified by a third-party audit of how agricultural products are packed, handled, and stored to minimize risks of food safety hazards.

Good Manufacturing Practices (GMP): Basic preventive guidelines for plant and facility operations aimed at food processors that include hazard analysis and critical control point methods and procedures typically focused on (1) plant design and construction material, (2) water supply, (3) plumbing and toilet facilities, (4) equipment and utensils, (4) raw food handling and testing practices, (5) personal hygiene, (6) pest control, and (7) waste disposal.

Group GAP: A food safety certification option that will increase opportunities for the entire industry to supply and buy GAP-certified produce that addresses certain challenges in complying with food safety audits, and meets the demands of the retail, food service, and institutional buying community.

Labeling/Traceback: A method used for identifying farm products to allow for investigation when a food is suspected or implicated in a foodborne outbreak. Product investigations can include facility inspections, food preparation reviews, sample collections, and environmental, traceback, and source/farm investigations.
Off-Farm Processing: The off-farm treatment of a food substance to change its properties with the intention of preserving it, improving its quality, or making it functionally more useful while following food safety regulations.

Off-Farm Storage, Dry: An off-farm set of storage practices that apply to farm produced foods that do not require refrigeration or freezing or foods that have been processed to be stored dry.

Off-Farm Storage, Cool: An off-farm set of storage practices that apply to farm produced foods that require refrigeration to maintain the shelf-life, quality and safety of foods.

Off-Farm Storage, Cold: An off-farm set of storage practices that apply to farm produced foods that require freezing to maintain the shelf-life, quality and safety of foods.

On-Farm Processing: The on-farm treatment of a food substance to change its properties with the intention of preserving it, improving its quality, or making it functionally more useful.

On-Farm Storage, Dry: An on-farm set of storage practices that apply to farm produced foods that do not require refrigeration or freezing or foods that have been processed to be stored dry.

On-Farm Storage, Cool: An on-farm set of storage practices that apply to farm produced foods that require refrigeration to maintain the shelf-life, quality and safety of foods.

On-Farm Storage, Cold: An on-farm set of storage practices that apply to farm produced foods that require freezing to maintain the shelf-life, quality and safety of foods.
**Coordination Practices**

- **Packing House:** A facility on or off-farm that handles raw produce immediately after harvest and prepares it for delivery to customers with core services that often include cooling, washing, grading, packing, storage and may include harvesting, farm pickup, customer delivery, and sales.

- **Packing Sheds:** On-farm building or facility used to manage farm products post-harvest to offer space and equipment for cleaning, cooling and packaging raw farm products.

- **Production Transportation:** Innovative and scale-appropriate infrastructure for transporting farm products within local and regional supply chains.

- **Risk Management and Insurance:** Actions that facilities management take to understand, anticipate and manage facility, marketing, financial, and legal risks.

- **Value-Added Product: Development** A process to change the physical state or the manner in which an agricultural product is produced and segregated, the customer base for the product is expanded and may result in a greater portion of revenue derived from the marketing, processing or physical segregation of the product.

- **Washing Station:** On-farm equipment station used to wash and handle produce prior to packing for distribution to markets.

**COORDINATION NOTES**

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Community Supported Agriculture (CSA): A particular network or association of individuals who have pledged to support one or more local farms, with growers and consumers sharing the risks and benefits of food production that has an emphasis on community and/or local produce, share or subscriptions sold prior to season, and weekly deliveries to members/subscribers.

Convenience, Corner or Country Store Market: A small retail business that in addition to stocking a range of everyday items such as groceries, snack foods, candy, toiletries, soft drinks, tobacco products, magazines and newspapers offers farm, fresh foods from local suppliers.

Cottage Food Operation: A food preparation enterprise operating from the kitchen of a primary residence where specified low-risk food products are prepared, packaged or sold to consumers pursuant to local, state and federal regulations.

Farm Retail Markets or Stands: A small-scale retail facility for year-round sales of agricultural products grown or raised on the site or other properties owned or leased by the farm operator.

Farm to College/University: Often a campus collaborative group of stakeholders comprised of students, staff, faculty, and community members that work to bring local, sustainable food to campus dining services and to educate the academic and surrounding community.
Farmers Market: A physical retail market featuring foods sold directly by farmers to consumers that typically consist of booths, tables or stands, outdoors or indoors, where farmers sell fruits, vegetables, meats, plants, flowers and sometimes prepared foods and beverages.

Farm to Institutions

Farm to School: Schools that work to incorporate nutrition-based curriculum and provide students with experiential learning opportunities regarding locally produced foods through such activities as serving locally produced food in school nutrition services, farm visits, gardening, and recycling programs.

Farm to Hospital: Hospitals that source food from local producers to offer healthy and fresh foods to both patients and staff through dining services.

Farm to Table/Restaurant: The process of purchasing farm fresh food directly from producers and featuring the locally sourced products on the restaurant menu.

Farm to University/College: Higher education institutions that offer locally grown food in dining services sourced from local farms or from university gardens.

Farm to Work: Farm direct marketing project that delivers farm-fresh, locally grown food to employees at worksites and may include employee wellness components.
Market Practices

- **Food Pantry**: A non-profit, charitable organization that distributes food to those who have difficulty purchasing enough food to avoid hunger.

- **Food Stand**: An area for the temporary or seasonal sales and promotion of agricultural products.

- **Large Grocer or Supermarket**: A retail store that primarily sells food, non-perishable food that is packaged in cans, bottles and boxes, with some also having fresh produce, butchers, delis, bakeries, and non-food products, such as clothing and household items.

- **Mid-Sized Grocer**: A retail store that primarily sells food and often offers non-perishable food that is packaged in cans, bottles and boxes, with some also having fresh produce, butchers, delis, and bakeries.

- **Mobile Market**: A mobile retail market housed in a large van, bus, truck or other automobile that features farm-fresh foods typically fruits, vegetables, but can include meats, plants, flowers and sometimes prepared foods and beverages.

- **Natural Food Store**: A type of grocery store that primarily sells health foods, organic foods, local produce, and often nutritional supplements.
Online Buying Club or Market: An online web ordering system for farm-fresh foods from one or many producers that typically offers fruits, vegetables, but can include meats, plants, flowers and sometimes prepared foods and beverages that customers pick up on a regularly scheduled day.

Small Independent Grocer: A small retail store that is independently owned and primarily sells non-perishable food that is packaged in cans, bottles and boxes, which may include some but often little fresh produce, meat or dairy.

Small Retail or Dollar Store: A small retail store that primarily sells non-perishable food that is packaged in cans, bottles and boxes, clothing and household items, with some now offering fresh produce or dairy.

U-Pick Farm Operations: A farm business structure that allows consumers to harvest the fresh produce they want buy.
**4. ASSESS: current activities and interests in developing new practices for community change.**

After reviewing the community food system development practices, the community members should complete an assessment of the types of practices currently being implemented in the target community for Production, Coordination, and Markets. The community group will utilize the following series of checklist below to assess each practice by indicating if none, some, or many of the practices are currently in place in the community or if it is unknown if a given practice is being implemented.

After specifying the level of implementation of each practice, the community members will indicate the level of interests in implementing or further developing the practice in the target community. The level of interest will be captured using a Likert-scale with a 5 being of the highest interests and 1 being of the lowest interests.

**Process for assessing your community:**

1. As a group, discuss the existing level of each practice and select if none, some, or many practices are currently in place or if you do not know on the assessment sheets.
2. After all assessment questions have been completed, the community group can discuss which of the practices should receive the highest priority for development and which should have a lower priority. The assessments sheets may be completed individually or as a group.
3. Please review each of the sheets on the following pages to assess current activities and interests in developing new practices for:
   - Production
   - Coordination
   - Markets
## Small Farms

<table>
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<tr>
<th>Production</th>
<th>Existing Level</th>
<th>Interest in Developing (5 high-1 low)</th>
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<tbody>
<tr>
<td>Fruit Production</td>
<td>_None _Some _Many _Unknown</td>
<td>5 4 3 2 1</td>
</tr>
<tr>
<td>Vegetable Production</td>
<td>_None _Some _Many _Unknown</td>
<td>5 4 3 2 1</td>
</tr>
<tr>
<td>Livestock Production</td>
<td>_None _Some _Many _Unknown</td>
<td>5 4 3 2 1</td>
</tr>
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<td>Poultry, Small Flocks &amp; Eggs</td>
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Small Farms

Transitional Farms

PRODUCTION NOTES

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## Civic Agriculture

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What are the highest ranked production practices?

Now that you have reviewed the opportunities for developing community food system Production and selected areas of interest in developing, please use this page to summarize your top priorities within the Production area of development.

Use the space below to record up to five priorities with the highest ranks. Please use the space on the right to describe why you chose this set of priorities.

### Top Production Priorities

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Production

![Small Farms | Home & Community Gardens | Institutional Gardens]
# On-Farm Coordination

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## Off-Farm Coordination

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What are the highest ranked coordination practices?

Now that you have reviewed the opportunities for developing community food system **Coordination** and selected areas of interest in developing, please use this page to summarize your top priorities within the **Coordination** area of development.

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</table>

**ASSESS**: current activities and interests in developing new practices for community change.
## Direct-to-Consumer Markets

<table>
<thead>
<tr>
<th>Markets</th>
<th>Existing Level</th>
<th>Interest in Developing (5 high-1 low)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Food Stands or Roadside Trucks</td>
<td>__None __Some __Many __Unknown</td>
<td>5 4 3 2 1</td>
</tr>
<tr>
<td>Farm Retail Markets or Stands</td>
<td>__None __Some __Many __Unknown</td>
<td>5 4 3 2 1</td>
</tr>
<tr>
<td>U-Pick Farms</td>
<td>__None __Some __Many __Unknown</td>
<td>5 4 3 2 1</td>
</tr>
<tr>
<td>Community Supported Agriculture</td>
<td>__None __Some __Many __Unknown</td>
<td>5 4 3 2 1</td>
</tr>
<tr>
<td>Online Buying Club or Market</td>
<td>__None __Some __Many __Unknown</td>
<td>5 4 3 2 1</td>
</tr>
<tr>
<td>Farmers Market</td>
<td>__None __Some __Many __Unknown</td>
<td>5 4 3 2 1</td>
</tr>
<tr>
<td>Mobile Market</td>
<td>__None __Some __Many __Unknown</td>
<td>5 4 3 2 1</td>
</tr>
<tr>
<td>Farm to Work (Buying club or market at the workplace)</td>
<td>__None __Some __Many __Unknown</td>
<td>5 4 3 2 1</td>
</tr>
<tr>
<td>Cottage Food Operation</td>
<td>__None __Some __Many __Unknown</td>
<td>5 4 3 2 1</td>
</tr>
<tr>
<td>Other:</td>
<td>________________________________</td>
<td>5 4 3 2 1</td>
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</table>
## Wholesale or Retail Markets

<table>
<thead>
<tr>
<th>Markets</th>
<th>Existing Level</th>
<th>Interest in Developing (5 high-1 low)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Farm to Table/Restaurant</td>
<td>__None __Some __Many __Unknown</td>
<td>5 4 3 2 1</td>
</tr>
<tr>
<td>Farm to School</td>
<td>__None __Some __Many __Unknown</td>
<td>5 4 3 2 1</td>
</tr>
<tr>
<td>Farm to College/University</td>
<td>__None __Some __Many __Unknown</td>
<td>5 4 3 2 1</td>
</tr>
<tr>
<td>Farm to Hospital</td>
<td>__None __Some __Many __Unknown</td>
<td>5 4 3 2 1</td>
</tr>
<tr>
<td>Convenience, Corner or Country Store Market</td>
<td>__None __Some __Many __Unknown</td>
<td>5 4 3 2 1</td>
</tr>
<tr>
<td>Small Independent Grocer</td>
<td>__None __Some __Many __Unknown</td>
<td>5 4 3 2 1</td>
</tr>
<tr>
<td>Small Retail or Dollar Store</td>
<td>__None __Some __Many __Unknown</td>
<td>5 4 3 2 1</td>
</tr>
<tr>
<td>Mid-Sized Grocer</td>
<td>__None __Some __Many __Unknown</td>
<td>5 4 3 2 1</td>
</tr>
<tr>
<td>Large Grocer or Supercenter</td>
<td>__None __Some __Many __Unknown</td>
<td>5 4 3 2 1</td>
</tr>
<tr>
<td>Natural Foods Store</td>
<td>__None __Some __Many __Unknown</td>
<td>5 4 3 2 1</td>
</tr>
<tr>
<td>Food Pantry</td>
<td>__None __Some __Many __Unknown</td>
<td>5 4 3 2 1</td>
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</tbody>
</table>
Wholesale

MARKET NOTES

MARKET NOTES

Retail

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Farm to Table

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Farm to Institution

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Retail Markets

Wholesale

MARKET NOTES

MARKET NOTES

Retail
What are the highest ranked market practices?

Now that you have reviewed the opportunities for developing community food system Market and selected areas of interest in developing, please use this page to summarize your top priorities within the Market area of development.

Use the space below to record up to five priorities with the highest ranks. Please use the space on the right to describe why you chose this set of priorities.

### Markets

<table>
<thead>
<tr>
<th>Top Market Priorities</th>
<th>Reason for Selecting these Priorities</th>
</tr>
</thead>
<tbody>
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</table>
How do we plan for opportunities to change our community food system?

- When starting to plan for community food system changes, the community group should review all of the assessment sheets to identify the top areas with the highest ranking for “interest in developing.”

- Each community participant can share their highest ranked practices and in the group setting these can be put on a flipchart for everyone to see.

- The community participants can then vote on the set of priorities to start planning for action using stickers. Each participant can get two votes.

- Once the top 1 - 3 community priorities are determined, list them in the table below.

- These priorities will be used to move to the action planning process.

<table>
<thead>
<tr>
<th>Top Community Priorities</th>
<th>Reason for Selecting these Priorities</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td></td>
</tr>
<tr>
<td>2.</td>
<td></td>
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<tr>
<td>3.</td>
<td></td>
</tr>
</tbody>
</table>
Now that the community group has reviewed the top areas with the highest ranking for “interest in developing,” the group should brainstorm strategies for addressing the practices and record ideas in the table below. Solutions will be specific to your community. Describe the action steps to be taken, who should be involved, other resources that might be needed and when to be completed.

<table>
<thead>
<tr>
<th>Action Planning</th>
<th>Who’s Responsible</th>
<th>What else is needed?</th>
<th>When to be completed?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Practice 1:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Practice 2:</td>
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<tr>
<td>Practice 3:</td>
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