

Creating Local Food Policy Councils: A Guide for Michigan's Communities

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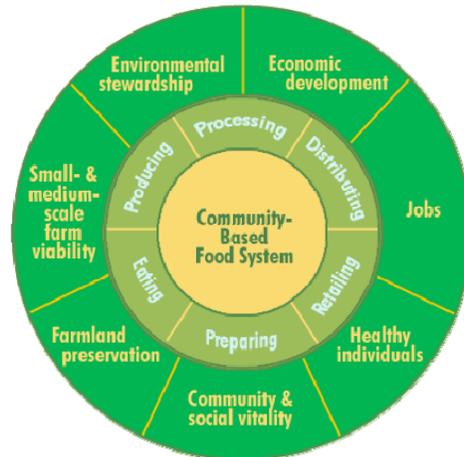
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INTRODUCTION

What is a local food policy council?

A local food policy council connects all of the aspects of a local food system from production and processing, to distribution, access, consumption, waste and everything in between. To clarify, Michigan’s Good Food Charter defines a food system as “all the people, processes and places involved with moving food from the seed the farmer plants to your dinner table, your local restaurant or the cafeteria lunch line.” A local food policy council encourages different sectors and actors within this food system to work together in order to address a multitude of food issues within the community. Ideally, local food policy councils work to achieve goals by passing or changing local policies, improving practices and changing market structures. Not all of these groups focus on policy change and prefer to identify as “local food coalitions” or “food systems councils.”

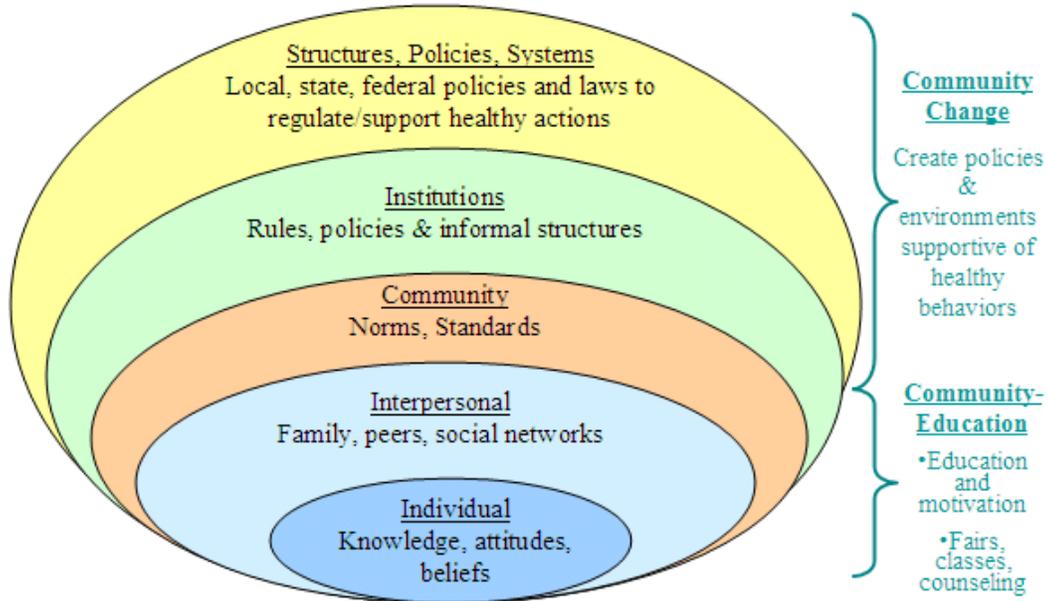


*Source: <http://foodsystems.msu.edu/resources/overview.php>

It is important to note that policy changes are not always grandiose or extreme. Food policy is simply any decision made by a government agency, business, or organization which effects how food is produced, processed, distributed, purchased and protected. For local food policy councils, desired changes in policy are often small-scale changes such as having a parks & recreation facility that supplies food to offer healthy options. This small policy is not something that needs to be approved by any government entity, but can certainly make an impact on the food environment within a community. Food policy councils can also approach issues by encouraging education, motivating residents, or setting up fairs to promote awareness.

The levels of change can be better understood by taking a look at the image of the socio-ecological model shown here. Community change and/or policy change can happen at the community, institution, or structures, policies and systems levels. However, keep in mind that change can also happen on a much smaller scale interpersonally or individually. The model itself suggests that interventions for behavior change should target multiple levels of influence to be successful. In addition, social and environmental contexts in which current behaviors are reinforced must not be forgotten when attempting to change those behaviors.

Socio-Ecological Model



A local food policy council can be created at the county, township, city or village level. It is not unheard of to have a single food policy council span more than one county, township, city or village. Food systems do not have geographical boundaries, so there is no “correct” geographical scope that a food policy council must fit within.

Who is normally on a local food policy council?

A local food policy council is usually made up of a diverse group of stakeholders within the food system. For example, grocers, food processors, wholesalers and distributors, government officials, environmental workers, faith-based leaders, scholars and even non-profit workers can be part of a food policy council. Each member brings a different set of perspectives to the table, which is important for the problem-solving and policy-making processes. Although there is only a fairly small group of people that actually sit on a local food policy council, it is important that they are inclusive and transparent to the rest of the community so that everyone can be informed and feel that they too have a voice in shaping their local food system.

Santa Fe Food Policy Council (SFFPC)

Santa Fe, New Mexico

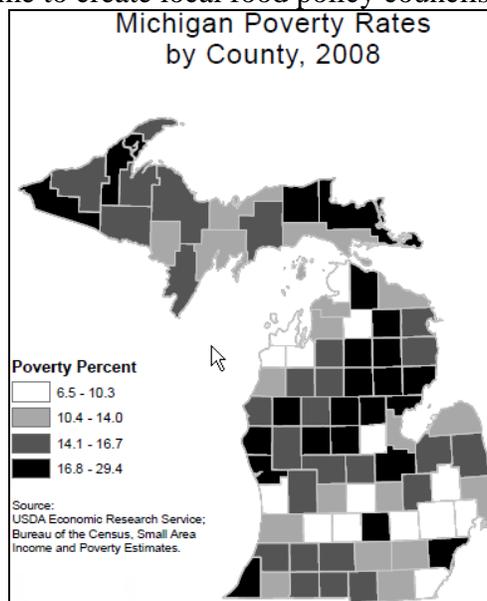
The SFFPC is comprised of thirteen members, some appointed and some volunteer, which represent City and County government departments, food-related non-profits, farmers, and restaurant owners.

Members of the Santa Fe Food Policy Council (as of 2010):

Steve Shepherd, Director of Health and Human Services, Santa Fe County
Katherine Mortimer, Supervising Planner, City of Santa Fe
Terrie Rodriguez, Community Services Department Director, City of Santa Fe
Sherry Hooper, Executive Director of The Food Depot
Pamela Roy, Executive Director of Farm to Table
Carol Rose, Food and Nutrition Education, NM Department of Health
Renee Villarreal, Community Planner, Santa Fe County
Tony McCarty, Executive Director of Kitchen Angels
Mark Winne, Community Food Security Coalition
Steve Warshawer, Owner of Beneficial Farms
Sarah Noss, Executive Director of the Santa Fe Farmers' Market Institute
Denise Lynch, Locally Grown Food Advocate, Artist and Filmmaker

What Does Michigan's Food Environment Look Like Now?

With one in eight residents living in poverty, 10.4% unemployment (as of February 2011), an increase in diet-related disease, and a fragmented food landscape, Michigan is facing a food security crisis. Now is the time to create local food policy councils that can focus on this issue.



According to the 2010 census:

- Males comprise 49% of Michigan's population

- The racial and ethnic make up is:
 - 78.9% white
 - 14.2% black
 - 0.6% American Indian
 - 2.4% Asian
 - 1.5% are listed as “other race”
- Almost 74% of the population is over the age of 18
 - median age of 35.5 years

Michigan had the 10th highest prevalence rate of adult obesity and overweight in the US in 2009 when 66.6% of Michigan adults were either overweight (35.7%) or obese (30.9%). Obesity has risen 8.4% among adults from 2000 to 2009. In 2009, blacks and Hispanics had significantly higher obesity rates (41.6% and 52.6% respectively) than whites (28.7%). Obesity rates and education attainment in Michigan show an inverse relationship; 26.4 % of college graduates were obese compared to 33.9% of high school graduates in 2009.

Epidemiological data indicate that obese adults had a higher prevalence of arthritis, high blood pressure, high cholesterol, asthma, coronary heart disease, stroke, heart attack, diabetes and inadequate sleep compared to non-obese adults. In addition, obese adults also reported the highest prevalence of poor life satisfaction, poor general and physical health, poor mental health and activity limitations compared to non-obese adults. It is estimated that each year in the US more than \$33 billion in direct medical costs and \$9 billion in lost productivity resulting from heart disease, stroke, cancer and diabetes are attributed to poor eating habits.

In 2008, 78.3% of Michigan adults and 83% of Michigan youth consumed inadequate amounts of fruits and vegetables. Adults who were high school graduates (83.8%) had a higher prevalence of inadequate fruit and vegetable consumption compared to adults with a college education (73.5%). Females (26.6%) were more likely to get an adequate amount than males (16.0%). In the past nine years, the prevalence of Michigan youth that have not met the minimum recommendations for fruits and vegetables fluctuated from 81.0% in 1999 to 83.0% in 2007. According to the 2007 Youth Risk Behavior Survey (YRBS), black students are less likely to: drink enough milk; eat five fruits and vegetables day; and be at a healthy weight when compared to their white counterparts. Detroit specific YRBS data indicate Detroit students are at greater risk for lower fruit and vegetable consumption than their counterparts nationwide. In addition, the 2009 State Indicator Report of Fruits and Vegetables revealed that only 39% of Michigan middle and high schools offer fruits (not including juice) and non-fried vegetables as competitive foods. Almost 30% of Michigan youth drank at least one non-diet soda a day. Data indicate a significant difference in soda consumption between males (34.6%) and females (23.1%). Evidence shows that the more sugar-sweetened beverages a person consumes, the more likely he or she is to be overweight.

In addition to eating behaviors, consumer spending as it relates to food purchases may have an effect on health. Specifically, individuals have a need to consume a daily level of kilocalories to sustain bodily functions; however, individuals are restricted in their food choices by budget. Michigan’s economy has been hit hard, and in 2009, the Michigan Department of Labor and Economic Growth reported an unemployment rate (seasonally adjusted) of 15.3% for

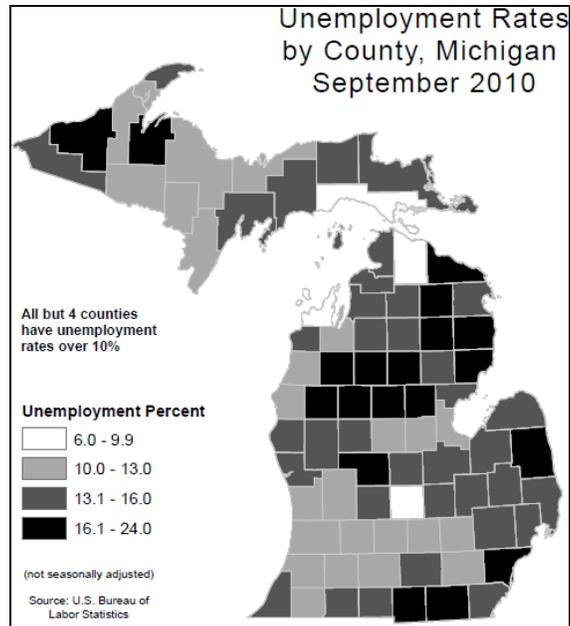
Michiganders. Research on the dietary consequences of food insecurity suggests that Michigan residents' feelings of financial stress, including unemployment, may play a part in Michigan's obesity epidemic.

Studies show that the food environment is linked to healthy eating and positive health outcomes. We know that unhealthy eating can contribute to a number of chronic diseases. Many Michigan communities, particularly low and moderate-income urban and rural areas, have limited access to retail grocery stores that offer healthy and affordable food options. These "food deserts" are instead populated by convenience stores, liquor stores, gas stations, pharmacies, fast food outlets, and corner stores with limited supply capacity, higher prices, and a limited selection of fresh and healthy foods. Food deserts were defined by the CDC in 2010 as "areas that lack access to affordable fruits, vegetables, whole grains, low-fat milk, and other food that make up the full range of a healthy diet." The lack of affordable healthy foods in some locations leaves families malnourished as they tend to rely on high-calorie, high-fat, low-cost meals such as fast food, chips, frozen dinners, etc.

Research has shown that Michigan's food deserts are linked to an above-average prevalence of chronic health issues and related deaths. A Michigan Department of Agriculture (MDA) and U.S. Department of Agriculture (USDA) National Agricultural Statistics Service analysis indicates that approximately 54% of all census tracts (2,707 tracts) meet the criteria for an "underserved area" with 59% of Michigan's population (5.9 million residents) residing in areas with limited access to qualified retail food establishments.

How Can Local Food Policy Councils Help?

As part of the solutions that local food policy councils can develop to address these problems, opportunities can also be created for local farmers and food entrepreneurs in order to create a healthy, successful and fulfilling food environment. Ken Meter, from the Crossroads Research Center, suggests that "local foods may be the best path toward economic recovery." The vision for Michigan's local food economies is one of health, wealth, connection and capacity. In other words, we shouldn't take wealth out of our communities by shipping our goods elsewhere. Growing, buying and consuming products locally can be a way to foster economic growth and improve the health of residents. Michigan is very agriculturally based, and giving our food system a boost is a way to create more jobs.



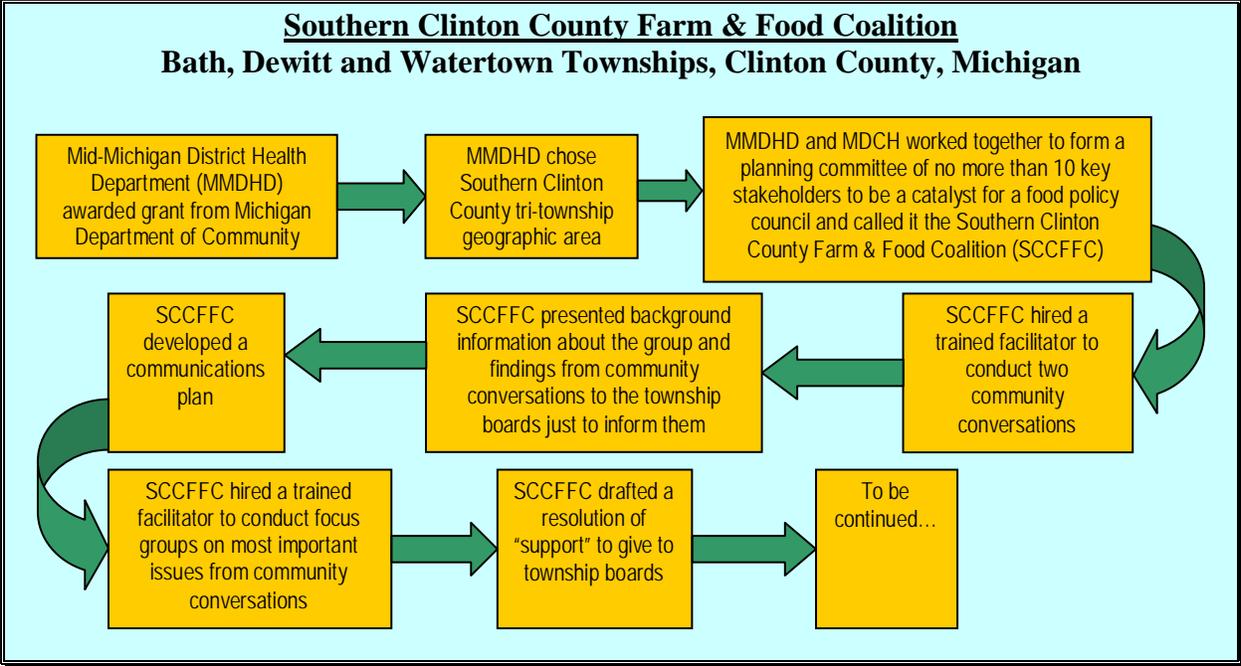
Food policy councils can address all of these issues. Community gardens, nutrition education, healthy school lunches, food entrepreneurship, buying local foods, increasing access and affordability of healthy foods, and encouraging farmers to grow fruits and vegetables are all topics that local food policy councils can address. Approaching these issues within the food system in your community can not only create jobs and improve nutritional health, it can also enhance the overall quality of life of residents.

GETTING STARTED

There is truly no exact “recipe” to follow when creating a local food policy council. Local councils have been created in a variety of different ways throughout the United States and there has not been a foolproof plan discovered. Differences may vary in the size/scope of the local community, the local political climate, local food needs, the demographics of the community and whether or not the group has access to funding. These differences play a part in shaping their respective local food policy councils. For this reason, it is rare for a local food policy council to be created as a mirror image of a council within another community.

Because each council is not created the same, it is a good idea to create a timeline from the very beginning of how the council was created, who was involved and any actions the group has taken. State-wide changes, community-wide changes, policies or events can also be tracked on the timeline in addition to the council’s events so that connections can later be made between bigger events and the happenings of the local food policy council itself. The timeline can be amended as new changes and events occur and will be a useful tool to inform new members or policy makers on the milestones of the council. This timeline should be updated as long as the council is still standing and archived if the council were to dissolve.

With these general thoughts in mind, there are some initial actions that each local food policy council will take in order to get started. The order of these actions can vary greatly, and some steps may even be tackled at the same time. A planning committee can be set up to get the ball rolling. This would generally be made up of the individuals from the local community who initially sought to create a local food policy council. If it is only one or two people, they may contact others who they think may want to be involved in the process. However, in order to be productive and efficient, there are usually no more than ten members on the planning committee. This committee is not necessarily the food policy council itself; rather, it is made up of individuals willing to get the process started by assessing the community’s needs, informing residents of progress, creating some sort of structure for the future council whether it be under the auspices of local government or independent, etc. In essence, the planning committee serves as a catalyst to creating a food policy council.



In contrast to the formation of a planning committee, some local food policy councils are created by a local governing body, non-profit organization or educational institution. The body overseeing the council will then usually set up a structure by appointing members to the food policy council which will then conduct community assessments and organize the actions of the council. When this happens, the step of creating a “planning committee” is skipped. The New Haven Food Policy Council in Connecticut would be an example of a council that was created by a governing body. On May 12, 2005, the New Haven Food Policy Council was created by the city ordinance shown here.

New Haven Food Policy Council
City of New Haven, Connecticut

CITY OF NEW HAVEN CODE OF ORDINANCES

ARTICLE III. FOOD POLICY COUNCIL

Sec. 14-41. Established.

The New Haven Food Policy Council is established and composed of eleven (11) members, ten (10) appointed by the mayor and approved by the board of alderman, and one (1) aldermanic representative elected by the board of alderman. At its initial formation, three (3) members shall serve for a one-year term, four (4) shall serve for a two-year term, and four (4) members shall serve for a three-year term. Subsequent council members, in addition to the aldermanic representative, will be appointed by the mayor and approved by the board of alderman for a three-year term that may be renewed. The council may recommend prospective appointees to the mayor and board of alderman. The ten (10) members of the council appointed by the mayor shall include: one (1) member of the department or organization administering the council; six (6) members of the community personally engaged in the production and distribution of food, or in the effects of food on the local economy and health of city residents.

Members may be chosen from the following fields: hunger relief, nutrition, businesses in the food sector, farming, and institutional food management; three (3) of the members of the council shall be selected from the public at large. Additionally, for the council's initial formation, two (2) temporary members will also be appointed by the mayor and approved by the board of alderman for a one-time, three-year term, to participate in the establishment of council goals and objectives. The two (2) temporary members of the council shall include: one (1) member of the community personally engaged in food production, distribution, or in the effects of food on the local economy and health of city residents and one (1) member selected from the public at large. Three (3) years after its initial formation and every three years thereafter, the board of aldermen will evaluate the council on the basis of previous annual reports. As long as the council meets its goals or makes reasonable progress toward them, the council will be reauthorized for another three (3) years.

(Ord. No. 1384, 6-6-05)

Next, a scan of the food environment and a gap analysis can be performed by the planning committee (or formal council if it already exists). A gap analysis, also referred to as a needs assessment, typically has three steps and can be performed as follows:

- List characteristic factors of the community (such as attributes, competencies, performance levels) at present
- Cross-list factors required to achieve the future objectives
- Highlight the gaps that exist and need to be filled in order to get from “what is” to “what should be.”

A scan and gap analysis will then help the council to decide the geographical area that it will cover, stakeholders that should be involved and an initial plan for getting started.

Once a geographical area is chosen, a community food assessment must be done to point out the needs of the community (see Chapter 3). This can be done in a variety of ways including community conversations, online surveys, door-to-door canvassing, general research and focus groups. The community food assessment should help the planning committee or council narrow

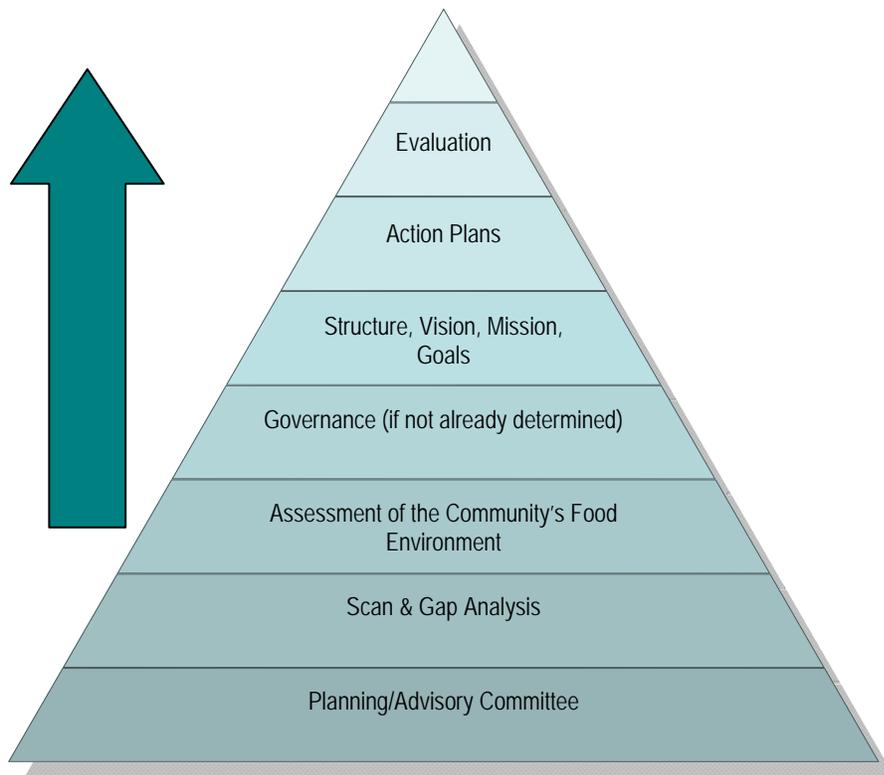
down which issues within the food environment are the most pressing. The issues most in need of action can then be addressed by the council.

At this point, if not already done, the governance of the council should also begin to be sorted out (see Chapter 4). Some councils are created from the start by a local governing body or an institution and will not need to worry about this step as it already taken care of. Other councils will need to decide whether or not they want to request to be part of the local government, simply get the support of the local government, or remain totally independent of any governing entities.

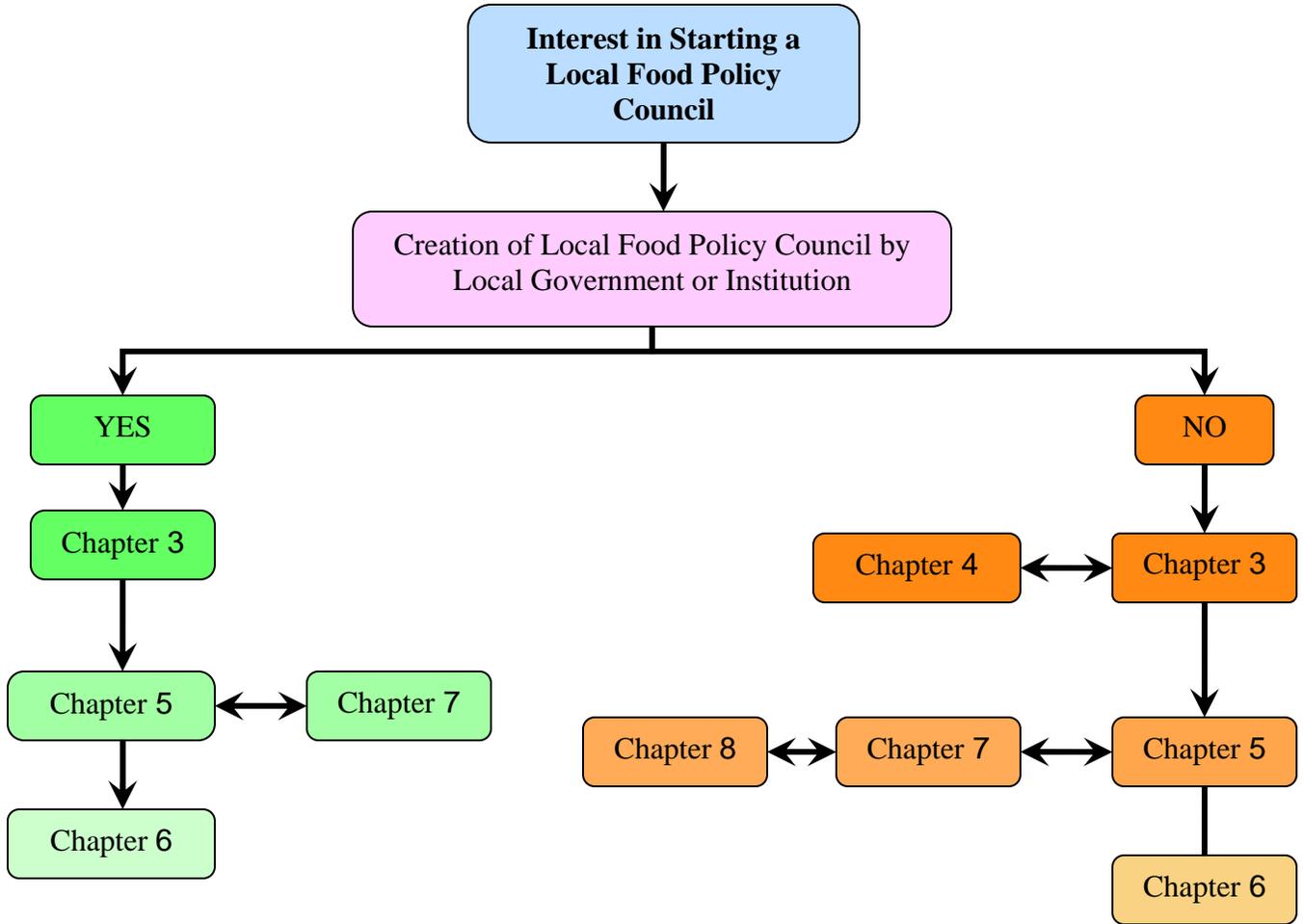
Once the council has its governance sorted out, it can set up an official structure/framework and begin to use the results of the community assessment to make action plans, goals, a vision and a mission. Evaluation (see Chapter 6) should be kept in mind throughout this process. It needs to be given consideration with any of the council's actions and started early so as to yield the best results.

It is important to form some sort of communication plan to let residents know about the council and its progress. This step can be taken at any point, but should not be pushed too far back. It is often helpful when councils keep residents informed of what they are doing and how community members can help. This allows the chance for residents to express any concerns, offer ideas, and get involved.

Lastly, the council should be aware of and make connections with Michigan's state food policy council as it may have helpful suggestions in the council's creation. The Michigan Food Policy Council may also be able helpful in connecting your community with a community similar to yours that may be trying to develop a local food policy council as well. These connections may prove to be a very useful source of advice.



It is important to move forward and alter the steps of this guide in order to best meet the needs of *your* local community. This Local Food Policy Council Guide is exactly that, a *guide*. It is not set out to be followed exactly, but rather to assist those who wish to create a food policy council in their community. It is important to note that the idea of local food policy councils is a relatively new concept so this guide will certainly be updated as new breakthroughs are discovered.



ASSESSING THE COMMUNITY'S NEEDS

It is important to hold some sort of community food assessment in order to see which topics are most important in the local community. According to the Community Food Security Coalition, a community food assessment is “a collaborative process that examines a broad range of food-related issues and resources in order to improve the local food system.” Food assessments show where there are inequities, opportunities and assets within the community. The community assessment in itself may be a first success to help the council build momentum, community support and political legitimacy. Other food organizations within the community may use your assessments to examine the food needs within their sector. This often gives rise to opportunities for collaboration between organizations on projects.

Next we give a few possible methods of assessing the community's food needs. If enough is already known about the community's needs or if another group has already done a food systems assessment that you can use, it is possible to skip this step and go right into conducting focus groups or forming action teams. Although it can be done, it is not recommended to disregard the community food assessment step and jump right into focus groups or action teams based on what the council *thinks* the community might need in regards to food. This may lead the council to pursue only objectives that are important to council members themselves rather than focus on addressing issues that affect the majority of the community. The Michigan Department of Community Health has a very useful online resource called the Nutrition Environment Assessment Tool (NEAT) that can assist your council in executing a community food assessment. It is an online assessment of a community's environment and policies related to promoting and supporting healthy eating and the provision of access to healthy foods within the workplace, community and school settings. If you would like to utilize or read about NEAT, you can access it at: <http://mihealthtools.org/neat/>.

Community Conversation

Holding community conversations can be a good way to get local community members involved and aware of the local food policy council. The community will get a chance to talk about which food topics they think are the most pressing and in need of action. A volunteer or paid, trained facilitator should be hired for the meetings. Newsletter and newspaper articles, emails, letters, and website advertisement can be used to inform people in the community that may be interested in participating at the conversation. Word-of-mouth is often the most persuasive and efficient way to get people involved so encourage people to tell their friends. Conversations should be held on more than one night and it may be wise to hold them in different geographical locations

throughout the community to encourage different groups of people to attend. Anyone involved in food can and should attend the meetings, even if their only role is to buy and consume food products. The goal is to get a very diverse group of people so that a wide range of topics can be discussed. There are some less obvious people who should be invited such as loan officers from local banks or micro-loan companies, school personnel, or managers from golf courses or hotels that serve food. Some examples of questions asked at community conversation meetings are:

- What is already going on in the community regarding food?
- What do we wish we had more of?
- What do we want to achieve?
- What are the most important issues/goals to tackle?
- What do we need to achieve our goals?
- What is an effective process for getting people involved?
- Who are key people to involve in this process?
- What resources do we already have, and what ones do we need?

Questions such as these can be asked to the group at large and as people give responses, they can be written on large poster boards hung around the room. For responses such as, “what do we wish we had more of?” or “what do we want to achieve?”, each person can be given three sticky dots to stick on the poster board next to the issues that are most important to them. This gives the council and the facilitator a good idea of what the priorities and greatest needs of the community are. Similarly, the community conversation can take the form of a “World Café” in which white paper is used as tablecloth for small round tables and each group can write their answers to questions down on the table in front of them. Later, the small groups can either report out to the larger group on what they discussed or simply switch tables a few times to read what other groups wrote. This is just another option in case hanging up poster boards around the room is not feasible.

If there is a local restaurant or farmer’s market in the community, it is a good idea to ask them to supply some snacks for the community conversation. Not only does this enforce the vision of the food policy council, but it is also a form of advertisement for local food sellers/growers. Someone should be a designated note-taker at community meetings and keep track of how many people there are, what people felt were the most important food issues within the community and any other interesting topic that came up that might be useful to note.

Community conversations can be done and have proven to be successful in the past. The Southern Clinton County Farm & Food Coalition (the planning committee that is beginning a food policy council in the Southern tier of Clinton County, Michigan) as well as the Santa Fe Food Policy Council in New Mexico, found community conversations to be very successful for the assessment of their communities. Washtenaw County, Michigan also had a form of community conversation during an invitation-only breakout session at their annual local food summit.

Visioning Charette

In lieu of a community conversation, the visioning charette procedure can be used to get residents to discuss their food needs. Community members would gather together and the food policy council would need to get the word out to key stakeholders, just as you would do with a community conversation. In addition, the food policy council would come up with questions that they would like the residents to address in order to assess the community's food needs. The charette procedure is then used as a tool to generate and prioritize ideas related to the questions.

To start with the charette, the large group is separated into smaller groups of about 5 members and each group has a designated table to sit at where there is large newsprint and a marker. Each small group is given a different question and directed to choose one member of their group to be the "recorder." The recorder will write down what the group discusses in regards to their question on the newsprint. When the time is up (about 10 minute should be adequate to answer the question) the recorders from each table will get up and rotate to different tables with the newsprint in hand. In other words, the topic moves with the recorder. The next table will read the first group's question topic and ideas and tweak them or add their own thoughts to the newsprint. This will continue until each small group has answered every question. In the end, there should be five large pieces of newsprint with input from every resident who attended. The larger group can reconvene and discuss all of the ideas and get input on prioritizing them.

This procedure can be done with a trained facilitator (either volunteer or paid) or on your own. There are also companies who focus on implementing visioning charettes and can be hired to do one in your community. The Renaissance Planning Group is one such company. You can read about it at <http://www.citiesthatwork.com/> if you are interested.

Online Survey

An online survey can be created and posted on a community website, sent out by a community Facebook group or sent to community members via email. This is a rather quick way to get feedback from community members on their food environment. It is important that you stop and think about whether or not community members will have access to a computer to take an online survey. For example, some inner city families do not own a computer at home and this fact may cause a lack in feedback from some of the most vulnerable populations. In addition, some farming communities in Michigan may have a computer, but lack access to the internet where they live. If you have more time and money, and if it is more feasible in your community, you can send out paper surveys through the mail to get feedback.

Questions will be different for each community. The questions can be given about many different focus areas to see which issues the community feels are most important. Questions should be well thought out and framed in such a way so as not to suggest a certain response from the survey taker. Avoid making the survey too lengthy so as not to discourage people from taking the time to answer the questions. When the answers are gathered, the local food policy council can examine which topics are the most in need of an action plan within the community.

Here are a few examples of questions that may be asked in an online (or door-to-door survey):

- Please mark the option that most closely matches your current level of involvement in growing or raising healthy foods within the local community.

- Interested, but not involved
- Working on a farm or garden for a year or less
- Working on a farm or garden for more than a year
- Involved in local food in other ways (i.e. processing, selling, etc.)
- Other, please specify
- In general, what are some key issues that you would like to see addressed regarding farming and food in your local community?
- How easy is it for you to access fresh fruits and vegetables in your community?
 - Very difficult
 - Difficult
 - I do not eat fruits and vegetables
 - Easy
 - Very Easy
- How much fresh fruits and vegetables do you consume on a regular basis?
 - Almost none
 - One serving per week
 - A few servings per week
 - Five servings per day
- When available, do you purchase locally produced food over food that is shipped from other regions of the country or world?
 - Yes
 - No
 - If not, please specify the reason below.

Some websites that allow you to create online surveys include:

- Surveymonkey.com
- Surveyclub.com
- Freeonlinesurveys.com
- Surveyscout.com
- Advancedsurvey.com
- Surveywriter.com

Door-to-Door Canvassing

Door-to-door canvassing can be another effective technique for assessing the community's food environment to identify important issues in need of program implementation or policy change. Door-to-door canvassing involves having a surveyor go door-to-door within a community to ask questions regarding food, access to food, nutrition, etc. The questions should be chosen so that answers can help the council narrow down topics for focus groups (see 'Online Survey' section for examples of questions). The canvassing can be done for the entire community, or if feasible, neighborhood associations can be asked to administer the survey to their individual neighborhoods and report back with the results.

Door-to-door canvassing is a good way to survey the community because people are often more likely to answer the questions when there is someone asking them on their doorstep versus getting a survey in the mail or via email. In cities or areas with lower literacy rates, you are more

likely to get feedback from the underprivileged with door-to-door canvassing when the surveyor is able to read the survey to community members. Negative aspects of this method include suggestive questioning by the surveyor and not being able to catch people while they are at home. In addition, there may be safety concerns if the neighborhood is dangerous and has high crime rates.

Research

General research can also be done to assess what the demographics and the food environment of your community look like. This can be done to assess your community's needs, but is a good idea to do in addition to another assessment. A wide array of data such as, demographic, epidemiological, and land use data can be gathered.

Demographic/land use data sources include:

- FedStats – <http://www.fedstats.gov/>
- Census Bureau – <http://www.census.gov/>

Epidemiological data sources include:

- Behavior Risk Factor Surveillance System – <http://www.cdc.gov/brfss/>
- Youth Risk Behavior Surveillance System – <http://www.cdc.gov/HealthyYouth/yrbs/index.htm>
- National Health and Nutrition Examination Survey – <http://www.cdc.gov/nchs/nhanes.htm>
- Pediatric and Pregnancy Nutrition Surveillance System – <http://www.cdc.gov/pednss>

Focus groups

After the community food assessment has been held, the planning committee or steering/advisory committee can meet again to draw conclusions. It is important to ask which issues were significant to community members during the community assessment. The most critical topics can be the themes of individual focus groups which will dive more in-depth and hopefully give rise to action strategies. Focus groups can also be used on their own in lieu of a community assessment if the food policy council has already identified critical topics of interest in their community via research or the use of a community assessment that was implemented by a different food organization within the community.

It is a good idea to find a trained facilitator to conduct the focus groups. If you do not have funding to pay a trained facilitator, ask around to see if anyone is willing to do it on a volunteer basis. Some facilitators, especially college graduate students, will conduct focus groups free-of-charge in order to gain more experience. The facilitator should be able to sit down with the local food policy council and outline some questions and thoughts that will be brought up to those that attend the focus groups. The facilitator can tape each focus group to give to the food policy council for later analysis, or someone else who is not participating can volunteer to be a designated note-taker.

Inviting community members to be involved in a focus group is tricky. You do not want any more than ten to fifteen people in a group so as to give each person adequate opportunity to contribute to the conversation and so that the group continues in a productive manner. Some people that were not invited may wish to attend and it will be the duty of the food policy council members to draw the line somewhere and explain the importance of not having the group be too large. Although it is ideal to only have around ten to fifteen people attend, you may want to invite fifteen, just in case some people cannot make it. It can be helpful to offer some sort of incentive to have people there. Offering some local foods to snack on, a dinner, or some other form of compensation can really help boost the turnout of participants.

The food policy council should work with a trained facilitator to form an outline of what should be covered in each focus group. Here is a general outline of how a focus group might be structured:

I. Introduction

- a. The facilitator can introduce him/herself

II. Purpose

- a. Facilitator tells the group what the purpose of the focus group is and how it will be structured

III. Key Points

- a. Remind everyone to be honest about responses
- b. Remind the group to be mindful of others' point of view and to feel free to express their own opinions in a constructive manner
- c. Tell the group that everything will be confidential and names will not be attached to responses
- d. If taping the session and/or taking notes, let the group know
- e. Answer any questions that people might have
- f. Allow everyone to quickly introduce themselves

IV. Initial Reactions

- a. Ask a few "probing questions" to get everyone's general thoughts and reactions on the project/intervention
 - i. Will this project meet a community need?
 - ii. Will this project affect healthy food availability?
 - iii. Will you spend less money on food due to this project?
 - iv. Will the project allow for more community development?
 - v. What might be some obstacles to this project?
 - vi. Would you be willing to participate in project implementation?

V. Development Planning

- a. Ask the group how they envision the project/intervention
 - i. What is the overall goal of the project?
 - ii. How exactly will the project be carried out?
 - iii. If you are willing to participate in the project, how often can you do so?

VI. Outreach and Promotion

- a. Ask the group if there are any stakeholders in the community that might support the project/intervention.
 - i. Non-profit organizations, businesses, schools, faith-based organizations, residents, neighborhood associations, etc.

- b. Ask the group about the best ways to engage the community and keep them informed about the project/intervention.
- VII. Education and Training Needs
 - a. Ask the group what their experience related to this kind of project is
 - b. Ask if there may be some skills or training that people may need in order to help out with the project/intervention
- VIII. Closing
 - a. Is there anything else that anyone would like to contribute?
 - b. Thank everyone for coming

FRAMEWORK

Governance

If not already created by a government order, there is no “best time” to attempt to get the food policy council to be government sanctioned. In fact, some local food policy councils do not want to be government sanctioned at all, and instead work as independent entities. Some start out as independent entities and then move on to ask for government support. Either way, councils that are established as part of a governing body frequently have a greater 'buy-in' or support of government officials which is critical for implementing public policy changes. It also helps legitimize a council's activities. However, governance of a local food policy council all depends on the political climate within the community. It may not be feasible to be government sanctioned in some communities. On the other hand, the council may not be able to move forward or make an impact without government support.

If there is a desire to have the food policy council be government sanctioned, it will be necessary to present the purpose, goals, vision, etc. to the governing body. It may also be necessary to draft a resolution that will be voted on by the body as well. Once approved by a government entity, some food policy councils have the governing body elect a steering/advisory committee who then appoints staff to the council.

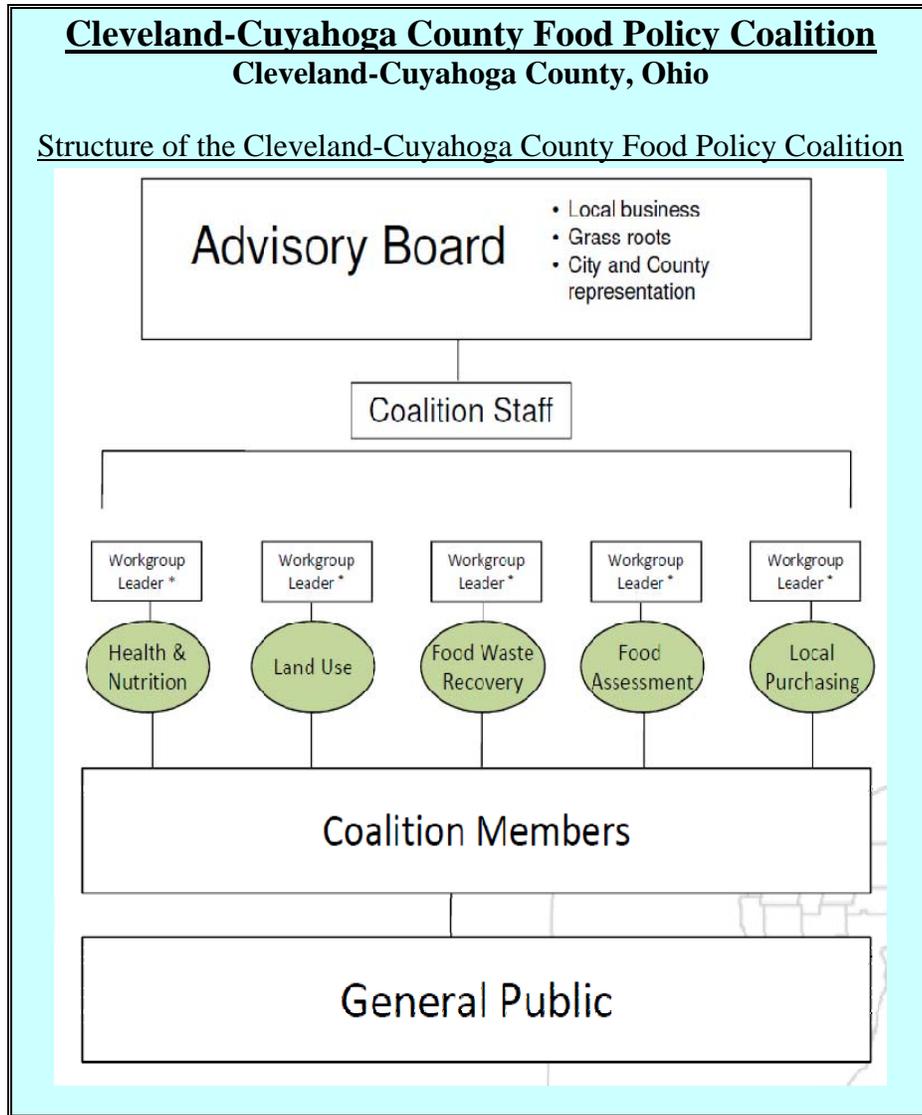
For examples, go to this website for a list of all state and local food policy councils and their governance: <http://www.foodsecurity.org/FPC/council.html>. A few specific examples include the New Haven Food Policy Council (Connecticut) which was created by city ordinance, the Dane County Food Council (Wisconsin) created by the county board's passing of a resolution, and the Greater-Grand Rapids Food System Council (Michigan) which is independent and membership based. Go to the appendix to see some samples of by-laws and resolutions that current local food policy councils in the United States have used for their creation.

Structure of the council

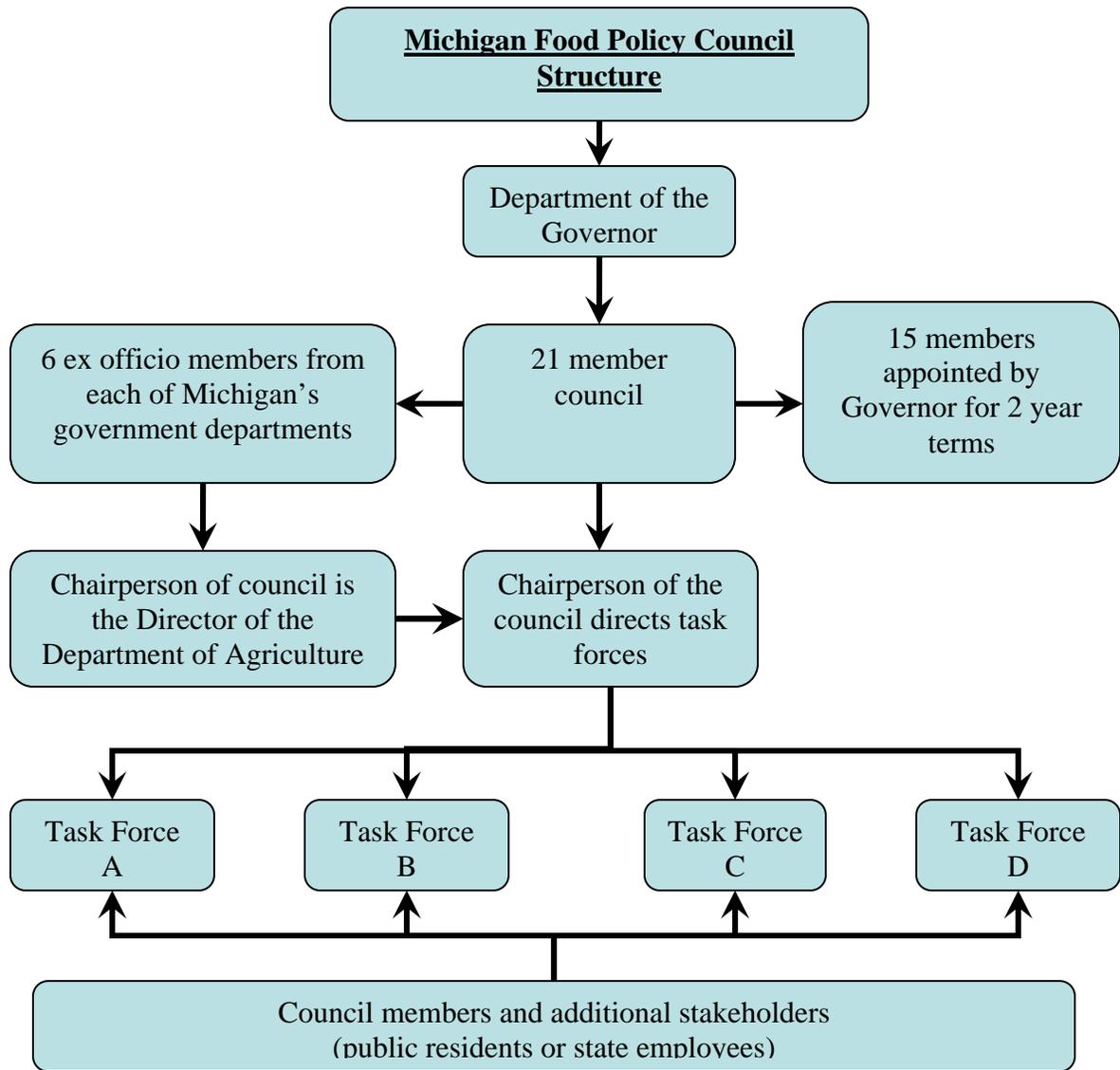
There is not a “one size fits all” structure for the local food policy councils. The structure all depends on whether or not the community is allowed to be part of the council and if the council is government sanctioned or independent. However, some general themes are:

- Community members are allowed to be members of the council and are referred to as the general assembly (some pay a fee to join)

- A steering/advisory committee is appointed or elected by the governing body or nominated and elected by the general assembly if the council is independent.
- The steering/advisory committee elects staff to be on subcommittees for individual task forces that tackle specific issues within the community
- The general assembly is from all sectors of the food system and gives input at general assembly meetings, but are not voting members of the council
- The steering committee votes on decisions and passes tasks down to the different action teams/task forces



For another example, you can go to the appendix to see the Clark County Food System Council’s “working framework” document.



TAKING ACTION

Constructing Goals

Each community has its own set of issues to tackle, so the goals of food policy councils across the country are different. Food policy councils can use “hot topics” from the community assessment to narrow down some goals. In order to get a better idea of the purpose and benefits of a local food policy council, here is a list of examples of what some appropriate goals *may* be:

- Increase and improve access to nutritious, affordable and culturally suitable foods
- Ensure availability of inner-city supermarkets to eliminate the potential for food deserts
- Promote healthful eating to reduce obesity rates and related diseases
- Promote nutritious school breakfast and lunch programs
- Encourage nutrition education in schools and throughout the entire community
- Build sustainable food systems
- Promote household and community gardens, community supported agriculture and buying/utilizing local food
- Promote local food processing, including things such as community canning programs
- Promote emergency feeding programs (i.e. soup kitchens or food banks)
- Promote local farmers’ markets

Keep in mind that goals will be different for each council so that they are able to meet the food needs of their specific community. It is important that a local food policy council clearly states its purpose and goals in relation to other food-related organizations in the community to reduce competition for funding, recognition, and members’ time. The Michigan Good Food Charter (<http://www.michiganfood.org/>) is one document that outlines local, state and national goals for the food system. A local food policy council may find Michigan’s Good Food Charter as a useful tool to adopt and work with. An emerging local food policy council in Washtenaw County, Michigan has found the Charter to be a good jumping-off point for them. It is in no way binding, and the council and tweak the goals to fit their local community as they move forward.

Baltimore City Food Policy Task Force
City of Baltimore, Maryland

The Baltimore City Food Policy Task Force brings together stakeholders in Baltimore's food production, distribution, and consumption system to collaboratively identify means to create demand for healthy food through awareness and education and to ensure opportunities for all Baltimoreans to access affordable healthy food options in order to achieve and sustain better health outcomes and a higher quality of life.

The goals for the task force are:

- Increase food security and accessibility for all Baltimoreans.
- Create policies and regulations that foster and do not impede access to healthy and affordable food.
- Create opportunities for the sale, purchase, and distribution of healthy and affordable foods.
- Develop programs that promote the sale and consumption of healthy foods.
- Communicate a strategic and clear message about the benefits of and opportunities for eating healthy foods.
- Ensure that food services provided by governmental programs offer and promote healthy food choices.
- Reduce poor public health outcomes associated with low consumption of healthy food such as childhood obesity, heart disease, etc.

Developing a Strategic Vision

As strategic vision is a working document that is written to outline objectives, goals and the overall future vision for the food policy council. The strategic vision can be written as a 3-year or 5-year plan that outlines the goals and objectives of the council, what interventions will be used to meet the objectives, when the interventions will be carried out, which issues carry the greatest priority, what data sources you will use for background information (don't forget that the community assessments are also sources of data), and the populations that will be reached through your interventions. Very generally, here are the steps for writing a strategic vision:

- Situation - evaluate the current situation and how it came about
- Target - define goals and objectives
- Path/Proposal - map a possible route to the objectives

The strategic vision can start out with the name of the food policy council and a mission statement. The mission statement is a sentence or two that outlines the purpose and duties of the food policy council. Next, the council can outline some broad, overarching goals such as the

ones discussed above and the goals outlined in Michigan’s Good Food Charter. Then the council can begin to identify action areas. These action areas will most likely become obvious after the council has done a community food assessment of some sort as well as focus groups to narrow down action plans. These action areas are things that the food policy council believes they have the capacity to address either now or in the future. For each action area, the coalition should create a SMART objective (continue reading for guidance on how to write SMART objectives).

Once the SMART objectives are written, the council can begin to focus on how these objectives will be met (i.e. what interventions/actions can the food policy council undertake to foster community-level change). For each objective there should be:

- A list of data sources to get background information on current community conditions
- A couple priorities that can be set out to reach the objective
 - Each priority should then have:
 - One or two interventions
 - And each intervention should outline:
 - Potential population reached
 - Potential funding sources
 - Potential project partners
 - Estimated project year(s) or dates

Not every strategic vision must follow this outline exactly, but in general this is a way that it can be organized. As political climates shift and knowledge of food and farming grows, the vision can be changed and updated. The strategic vision is simply a way for the food policy council to state its objects and ways to reach them. It is also a way to keep the council on track and to be sure that it is progressing and meeting its objectives.

Writing SMART Objectives

You want to include objectives in your strategic vision as well. Objectives are different than goals in that they are more short-term, specific and measurable. In order to evaluate the public health impact that the work of your local food policy council has on the community as a whole as well as individuals within it, you must develop measurable objectives. According to the Department of Health and Human Services, “SMART objectives are the basis for monitoring implementation of your strategies and progress toward achieving your program goals. Objectives also help set targets for accountability and are a source for program evaluation questions.” Read below to see what a SMART objective is and to see examples of objectives that are SMART and not SMART.

A **SMART** objective is:

1. Specific:

- Objectives should provide the “who” and “what” of program activities.
- Use only one action verb since objectives with more than one verb imply that more than one activity or behavior is being measured.
- Avoid verbs that may have vague meanings to describe intended outcomes (e.g., “understand” or “know”) since it may prove difficult to measure them. Instead, use verbs

that document action (e.g., “At the end of the session, the students will list three concerns...”)

- Remember, the greater the specificity, the greater the measurability.

2. Measurable:

- The focus is on “how much” change is expected. Objectives should quantify the amount of change expected. It is impossible to determine whether objectives have been met unless they can be measured.
- The objective provides a reference point from which a change in the target population can clearly be measured.

3. Achievable:

- Objectives should be attainable within a given time frame and with available program resources.

4. Realistic:

- Objectives are most useful when they accurately address the scope of the problem and programmatic steps that can be implemented within a specific time frame.
- Objectives that do not directly relate to the program goal will not help toward achieving the goal.

5. Time-bound:

- Objectives should provide a time frame indicating when the objective will be measured or a time by which the objective will be met.
- Including a time frame in the objectives helps in planning and evaluating the program.

*Source: Department of Health and Human Services. (2009). Writing SMART Objectives Brief No. 3b. Centers for Disease Control and Prevention. Retrieved on March 23, 2011 from <http://www.cdc.gov/healthyouth/evaluation/pdf/brief3b.pdf>

SMART objective: To increase by 10% the amount of locally grown produce for sale within community grocery stores by December of 2011.

Objective that is not SMART: Increase the amount of locally grown foods for sale in grocery stores.

Use this information to start forming SMART objectives that you can include in your strategic vision and use to evaluate the effectiveness of the interventions implemented by the food policy council.

Forming Task Forces

After the community has been assessed and the food policy council has a good idea of what actions it would like to take, task forces can be created to address each focus area. These task forces (or subcommittees) will implement the necessary community changes/policies to meet the SMART objectives of the food policy council. Task forces can sometimes consist of only council members or can consist of both council members and other stakeholders within the community. The task forces can meet separately from the rest of the council, but should report back to the council regularly.

The idea behind creating task forces is that sometimes decisions can be made somewhat easier in smaller groups. In addition, the task forces will most likely consist of people who are

knowledgeable in the field in which they will be addressing. For example, if a task force is going to be working on creating a community garden then the members may consist of a gardener, farmer, a nearby community member who may use the garden, a city planner, and other key stakeholders. The members of a task force will usually be determined by the steering committee, advisory board, or chairperson on the food policy council. They could also be nominated and elected by the council as a whole.

When taking action, task forces should keep in mind that:

- Community change takes time.
- Policy, system, and environmental change projects are difficult to evaluate and show outcomes.
- Diverse partnerships are essential for creating policy, system, and environmental changes.

For examples of frameworks and action plans that outline task forces, please see the appendix. In addition, you can visit <http://www.michigan.gov/mfpc/0,1607,7-228-41482---,00.html> to see the four task forces that are part of Michigan's State Food Policy Council.

Communications Plan

It is a good idea at some point to really work on letting the community know about the local food policy council you are creating, and to make them aware of what you are trying to do. The more open and transparent a council is, the more likely it is that residents will support the council's actions and even volunteer to help out where needed. In addition, communicating with residents is a way to get stakeholders involved that may have been overlooked at first glance. Community members can have great insight and ideas for the council as well so it is wise to be open-minded and really take comments from the community into consideration.

To get started, the council can write up a communications plan that will outline the most effective mediums of communication within the community and how each medium can be used to get the word out. Given here is an example of a communications plan made up for the Southern Clinton County Farm & Food Coalition (SCCFFC) which is a planning committee that is working as a catalyst to create a local food policy council in the Southern tier of Clinton County, Michigan.

Southern Clinton County Farm & Food Coalition Communications Plan

Overall goal: To provide local media with timely and useful information that will help the SCCFFC to reach its goals by informing the public and generating interest and involvement in our efforts.

Question to Consider: Should SCCFFC press releases offer information on everything food related within Southern Clinton County, or focus only on SCCFFC efforts? For example, should information be included about new restaurants that serves locally grown food or the addition of new local vendors to the community's farmers market?

Media Outlets:

- Dewitt-Bath Review
- Towne-Courier

- Bath-Dewitt Connection
- Lansing State Journal
- City Pulse
- WKAR-TV and Radio
- WLNS-TV
- WILX-TV
- Facebook (create our own, and use the one for Bath township, Bath Farmers Market, etc.)
- Township websites (DeWitt, Bath and Watertown)
- Capital Gains (online news outlet)
- The State News (Michigan State University newspaper)

Media Promotion Schedule

Overall Goal: To keep local reporters updated on activity and progress at least monthly and more often as circumstances warrant. Press releases should be written to encourage coverage of SCCFFC efforts.

April – General update for local media

Goal: Provide information on progress with information on focus groups and recent news (i.e. Bath Farmers Market accepted into Double Up Food Bucks, Dewitt Farmers Market opens for 2011, Bath Market moves outdoors, other topics as they develop).

Email List, Websites and Social Media:

Overall Goal: To keep community members informed and interested in SCCFFC efforts and encourage involvement.

Strategies

- Send monthly update to everyone on our email list
- Make monthly updates available for township websites
- Use Facebook to encourage people to read monthly updates or post updates on Facebook
- Encourage people to provide us with contact info so the email list continues to grow
- Do we want to create a Facebook page of our own?

This communications plan is just an example and can be tailored to fit other communities. Each community has their own popular methods of communication so while one community reaches more residents by sending messages via newspaper, another community may find that radio is the best communication medium for them.

EVALUATING EFFECTIVENESS

The Centers for Disease Control and Prevention define evaluation as “the systematic collection of information about the activities, characteristics, and outcomes of programs to make judgments about the program, improve program effectiveness, and/or inform decisions about future program development.” For a food policy council, evaluation requires monitoring the food system, gathering and analyzing information and presenting it all in a clear and comprehensible form to see if there have been *positive* changes to the community’s food environment. Evaluation must be done in order to assess whether or not the local food policy council is making a difference in the areas focused on. Evaluation can help:

- Improve programs
- Make decisions about programs
 - What to continue, add or eliminate
- Reflect about our practice so we do not repeat the same mistakes
- Influence policy makers and funders
- Build community capacity and engage community members

There are many different methods of evaluation that can be used. Not all of them work in all scenarios, so the best method for one program may not be effective in another. Currently, food policy councils across the country are lacking in the area of evaluation. However, we encourage councils in Michigan to get started early with evaluation so as not to skip over this important element. It is not something that should be handled as an afterthought, but should instead be approached before any interventions or action teams are formed.

Depending on funding, a local council might want to hire professionals to do the evaluations. A professional may also be hired who can simply teach the rest of the group how to do evaluations so that everyone is prepared to work together to do the evaluations. There may also be councils who wish to do evaluations themselves without any outside help. Hiring a volunteer or paid intern from local college or university to help with your evaluation phase may also prove helpful as you move forward with this step. Note that there are two levels of evaluation given in this chapter. There is evaluation of the food policy council itself and evaluation of the *interventions/actions* of the food policy council.

EVALUATING THE FOOD POLICY COUNCIL

Evaluability Assessment

An evaluability assessment can be a first step in evaluating your food policy council. The concept was developed by Joseph Wholey in 1979 and it is a way of examining a council's readiness to be evaluated. It will look at the feasibility of evaluation and whether or not evaluation will provide useful information to the council. The evaluability assessment can be done on the food policy council as a whole, or it can be performed on one of the taskforces working on a specific project in the community. There are six steps to an evaluability assessment:

1. Involve intended users of evaluation information
2. Clarify the intended program from the perspective of policy makers, managers, and staff and other key stakeholders
3. Explore program reality, including the plausibility and measurability of program goals and objectives
4. Get agreement on any needed changes in program activities or objectives
5. Explore alternative evaluation designs
6. Get agreement on evaluation priorities and intended uses of information on program performance

Performance, Synergy, Leadership and Capacity Evaluation

Evaluation can be done not just on interventions or policy changes, but also on the council itself. The Michigan Department of Community Health has developed a Coalition Assessment that can be easily be followed or tailored to fit any council. Ideally, every member should take the assessment. Each member can agree with the sentences on a scale from 1 to 5 (e.g. 1=disagree strongly, 2=disagree, 3=neutral, 4=agree, 5=strongly agree). The assessment can be given in an online survey format to speed data entry and analysis. However, members should be assured that individual results are anonymous. Results will only be shared in aggregate. After you get the results, you may consider them as a group and ask questions such as:

- Are there patterns within the results?
- Are there areas that need further discussion or action?
- Over time, what has improved and what hasn't?

The assessment can be set up as follows.

Council Performance: Please consider the overall purpose, function and performance of the food policy council.

- Members have a clear shared understanding of the council's purpose.
- The council has identified clear goals and specific objectives.
- Members feel comfortable representing the council's intentions because they are knowledgeable and committed.
- The council is successful at communicating to individuals and organizations in the community how its actions will address problems that are important to them.
- The council is successful at carrying out comprehensive activities that connect multiple services, programs or systems.
- The council is structured and functions in a way that is effective at meeting its goals.

Council Synergy: Please consider the food policy council's ability to work cooperatively and maximize diverse stakeholder participation.

- Members contribute adequate time and resources to the coalition.
- Members have been successful in recruiting and retaining diverse people and organizations.
- Members are able to include the views and priorities of the people affected by the council's work.
- Members add value to each other's work.
- Members achieve more together than they could alone.
- The council has developed or is working on creating a common language within the group.
- The council is creative and able to look at problems differently and offer unique solutions.

Council Leadership: Please think about all of the people who provide either formal or informal leadership in this group. Please rate the total effectiveness of your council's leadership in each of the following areas:

- Leaders are successful at inspiring or motivating members.
- Leaders foster respect, trust, inclusiveness and openness in the food policy council.
- There is enough leadership among members to sustain current levels of commitment if senior leadership changes.
- Leaders resolve conflicts among partners while also embracing the contradictions inherent in working within a group.
- Leaders effectively utilize the perspectives, resources, and skills of the members.
- Leaders provide appropriate guidance and direction to facilitate meeting goals and objectives.

Council Coordination and Administration: Please think about all of the people who provide either formal or informal coordination or administrative support. Please rate the total effectiveness of your council's coordination in the following areas:

- Specific members have been identified to provide and clearly understand all coordinative and administrative support expectations.
- Communication (meeting minutes, progress reports, evaluation data, and other materials) is transparent and disseminated in a timely manner among all members.
- Council activities, including meetings and projects, are well organized and relevant to the group's goals and objectives.
- Barriers to participation in meetings and activities are minimized (e.g. by holding them at convenient places and time, and/or providing transportation and childcare).

Council Decision-Making: Please think about how decisions are made within the food policy council.

- The council has developed and utilized a clear and consistent decision-making process.
- The council frequently refers to previous assessments, progress and impact evaluations, or other written documents when making decisions.
- I feel comfortable with the way decisions are made in the council.
- I usually support the decisions made by the council.
- I often feel that my perspective has been included in the decision-making process.

Council Capacity: Please think about the capacity (resources, skills, experiences, etc.) that the council possesses collectively.

- Members have the material resources needed to advance the council’s goals and objectives.
- Members bring the appropriate skills needed to advance the council’s goals and objectives.
- Members are provided enough shared learning experiences needed to advance the council’s goals and objectives.
- The council has been successful at obtaining support from outside individuals and organizations needed to advance the its goals and objectives.
- In the past 12 months, the council worked towards implementing a specific policy or environmental change. If yes, explain.

EVALUATING INTERVENTIONS

RE-AIM Evaluation Tool

RE-AIM is an online tool used to evaluate the impact that an intervention has on individuals as well as on a community as a whole. The website can be found at <http://www.re-aim.org/about-re-aim/what-is-re-aim.aspx> and will walk you step by step through the process of evaluation.

Process Evaluation

It is possible not only to evaluate the outcomes of your food policy council’s actions, but the process in which action was taken can be evaluated as well. To find a step-by-step template on how to design a process evaluation, go to:

<http://health.state.ga.us/pdfs/ppe/Workbook%20for%20Designing%20a%20Process%20Evaluation.pdf>

Random Moment Sampling

Random moment sampling is one way for a food policy council to quickly evaluate whether or not their efforts have made a difference in their community. Dot surveys are often the quickest and most practical way to implement random moment sampling. A dot survey is a way to collect data by posting a limited number of questions on newsprint that is propped up on easels. Respondents can indicate their responses to questions by using colored, stick-on dots. Each newsprint has a different question written at the top with response options written horizontally below the question and separated by long column lines. The respondents can then place the dots in the column that corresponds with their response to the question. It is best to keep the questions to a minimum so as not to be a burden to respondents. Three or four questions would be adequate.

Random moment sampling via dot surveys may be subject to bias. The dots that are previously placed on the newsprint may influence the answers of later respondents. This is especially true when most of the dots are in one column and respondents feel embarrassed or shy to add a dot to an empty column. To minimize this bias, newsprint can be replaced every few hours, or “seed dots” can be randomly placed on the newsprint and removed later so that people are not influenced by previous answers. Also be careful in the colors of dots that are used for dot

surveys. Respondents may believe that one color has more significance over another. Either use the same color throughout the survey, use many random colors and be sure to tell respondents that the color is meaningless, or have a method to the color scheme that is explained to respondents before they answer the survey questions.

Dot surveys can be administered at community fairs, farmers markets, outside of grocery stores, at a local farm that sells their produce, or in town on a street corner. The objective that the food policy council wishes to evaluate will direct the questions that are asked as well as the best location to perform the random moment sampling. The time that you wish to spend sampling is also up to the food policy council. It could be a few hours each day over the course of a few days, or all day for one entire day. Either way, the surveyor can simply stand near the survey and ask for the participation of people walking nearby.

As an example of when and how you might use random moment sampling, if the food policy council worked to set up a farmers market in the community, they may want to perform a dot survey one day in the market. You might ask the respondents how often they come, if they eat more fruits and vegetables now that the farmers market is here and if they feel the farmers market is more accessible and affordable than where they used to get their produce. This way, the food policy council can evaluate whether or not the market is successful and whether it is making a difference in eating behaviors of community residents.

Using Secondary Data Sources for General Evaluation

Doing some evaluation is better than none at all. For this reason, if your food policy council does not have enough time or funding for a more detailed evaluation, secondary data sources can be used. For instance, if you are trying to implement a program to make fresh fruits and vegetables more accessible within your county, you can use census data or data gathered by other organizations to see if fruit and vegetable consumption rose after your policy change or program implementation. Unfortunately, because conditions are not controlled, findings from secondary sources may not necessarily be attributable to the actions of the food policy council.

When using secondary data sources for general evaluation, the timing of surveillance must be understood. Changes in behavior on a population level often take many years to actually show up in surveillance and monitoring reports. For example, the Behavior Risk Factor Survey (BRFS) is only done every two years so you cannot expect to see changes right away in the data from this survey that can attributed to your interventions.

Although this evaluation is not in-depth or totally accurate, it is certainly better than no evaluation at all. It is advised that this not be your only method of evaluation and that you implement one of the other methods as well.

REPORTING BACK TO THE STATE FOOD POLICY COUNCIL

Although there are no guidelines in place for connecting local food policy councils to Michigan's State Food Policy Council, the goal is to keep them in touch with one another. The Michigan Food Policy Council was created by executive order. If legislation is pushed to establish the council within state government, the structure of the council may change somewhat. Depending on what structure the state council has in the future, there may be a place for representatives from local councils within the state council as either voting or auxiliary members.

Other plans for the future include creating a network of local councils that will convene and discuss current happenings with the state council. In order to get this network started, a conference-style meeting may be set up for Michigan's local councils to meet and discuss opportunities for interconnectedness and what they need from the state council. From there, it would be ideal to have the local councils check-in with the state council annually or quarterly via meetings or conference call so that the state council is aware of what is going on in local communities throughout Michigan. In addition, a newsletter (or other form of regular communication) sent out by the state council to local communities would be helpful to keep everyone involved and informed of what is going on in Michigan regarding the food system.

The state food policy council plans to give assistance to local councils by making members available to help local councils and attend local council meetings if need be. In addition, the state council would like to offer professional development/training classes for those councils that are just starting up. The state council will inform the local councils as other opportunities arise, such as available grants and resources.

FUNDING

Funds for a local food policy council are used to carry out community conversations, focus groups, and various other functions. For an example of what the budget for a local food policy council might be, refer to the “Budget” section of this chapter. When attempting to gather funds for the council, be cautious of the implications that certain businesses, government bodies or institutions you are getting funding from might have on the council’s activity. For example, if your food policy council is funded by a local university and wants to tackle an issue that university officials are against, the council may not be able to use that funding for the cause or may lose their funding altogether for being non-compliant. Too many of these situations can really hinder the progress of the food policy council. Also try to be sure to try and keep funding continuous and sustainable. You may have to propose funding for your local food policy council several times as funding runs out or government focus shifts. Continuously applying for funding ensures that the council will not have to halt all activities due to a lack of money.

Finding Funding Resources

Funding for local food policy councils can be derived in a variety of ways. The council can apply for federal or state grants in areas of nutrition, hunger, education, community development, capacity building and environment. Some non-governmental organizations are also known to provide funding to local food policy councils. Local businesses (including banks), hospitals or even faith-based organizations who share common interests with the food policy council may be interested in providing funds or other resources such as meeting space. In addition, funds can be garnered by charging dues to community members who wish to be non-voting members of the council.

Some national sources of funding are:

- U.S. Department of Agriculture (USDA)
<http://www.csrees.usda.gov/business/business.html>
- Centers for Disease Control and Prevention
<http://www.cdc.gov/od/pgo/funding/grants/grantmain.shtm>
- Drake University Ag Law Center
<http://www.statefoodpolicy.org/>
- Community Food Security Coalition
<http://www.foodsecurity.org/FPC/resources-funding.html>
- Leopold Center for Sustainable Agriculture
<http://www.leopold.iastate.edu/index.htm>

Some sources of funding in Michigan are:

- Council of Michigan Foundations
http://www.michiganfoundations.org/s_cmf/sec.asp?CID=516&DID=2541
- Michigan Department of Community Health
<http://www.michigan.gov/mdch/>

Grant Writing

Once you find some sources of funding, chances are that you will have to write a grant application to apply. The funding entity will sound out a request for proposals (RFP) which means that they will begin accepting applications from groups to compete for funding. Here is an outline for grant writing prepared by Diane Golzynski, Michigan's Fruit & Vegetable Nutrition Coordinator from the Michigan Department of Community Health, that you can follow to help you with the process.

- I. Read the grant guidance carefully
 - a. Look over the specific components that are to be addressed
 - b. Look at how the applications will be reviewed (if available)
 - c. Be sure that your group meets the qualifications to apply for the grant
- II. Outline your data visually
 - a. Identify your accomplishments
 - b. Identify what you would like to do with the funding
 - c. Make an outline of what your grant application will look like
 - d. Keep your visual to one page so you can look at it easily and use it to assist you throughout the grant writing process
- III. Things to keep in mind when writing
 - a. FOLLOW INSTRUCTIONS!
 - i. Be sure to follow instructions on spacing, margins, font, page numbers, etc.
 - ii. Failure to do so may cause the grant reviewer to disregard your application
 - b. Support the purpose or intent of the grant
 - i. Ex: if the intent of the grant is to reduce cardiovascular disease, be sure to address cardiovascular disease and the problems it poses in your area
- IV. Use your data about your locality to your advantage
 - a. Demonstrate need without seeming like a lost cause
 - b. Start big and then logically take the reader through to the project level
- V. Pay close attention to who is offering the grant and carefully consider what data you need that will support their causes
 - a. Use maps when reasonable, but do not overdo it
 - i. Can get help with Geographic Information Systems to make maps from local universities
 - ii. City planners can also help with maps that you would like to create
 - b. The HOOK
 - i. The hook tailors the project with the purpose and goals of the funding and gets the attention of the grant reviewer

- ii. Really try to research the funder and what they are interested in so that you can tailor your project to their focus areas
- VI. When writing objectives for your grant, use SMART objectives
 - a. See Chapter 5 for information on what a SMART objective is and how to write one
- VII. Look over the question and answer section of the grant for sources of information
 - a. Someone may have already asked a question similar to the one that you have
 - b. If you still have a question about the grant, call the funders
 - i. Funders love to get calls with questions because it helps them perfect the grant for the next year
- VIII. Hints
 - a. Read what you have written *backward*
 - i. Reading it backward will help you identify grammatical errors that you may have read over
 - b. Have someone else read your final report
 - i. Another set of eyes can always be helpful
 - c. Submit the application early and be sure that it was sent properly
 - i. If you did not receive any correspondence that the application was received, you will still have time to re-send it
 - d. Keep copies of your application
 - i. You can often use copies for future funding opportunities by just tweaking it
 - e. Ask for feedback
 - i. Whether you get funded or not, ask for feedback on how you could have made your application better
 - 1. This will help you with writing future grant applications

Budget

Sample budget for a local food policy council overseeing a population of 500,000:

		Year 1	Year 2	Year 3
Coordinator (External)	Salary	\$60,000	\$45,000	\$30,000
	Benefits (20% of salary)	\$12,000	\$9,000	\$6,000
	Travel and Expenses	\$2,500	\$500	\$250
Facilitation	Facilitation	\$15,000	5,000	
	Travel and Expenses	\$1,000	\$500	
Communications				

	Publicity (web, print)	\$5,000	\$5,000	\$5,000
Meeting Expenses	Events		\$10,000	\$10,000
	Meals	\$1,000	\$1,000	\$1,000
	Yearly Totals	\$84,500	\$76,000	\$52,250
	Total			\$212,750

*Source: Community Food Security Coalition

Sample budget for a local food policy council overseeing a population of 100,000:

Food Policy Council Budget for 06-07					
	TOTAL	Community Foundation	City	Need unmet	TOTAL
Salary (of administrator)	\$4,375	\$3,750.00	\$625.00	\$-	\$4,375.00
Fringe benefits	\$787.50	\$250.00	\$537.50	\$-	\$787.50
Training	\$3,000.00	\$1,250.00	\$1,250.00	\$500.00	\$3,000.00
Forum	\$2,250.00	\$1,250.00	\$1,000.00	\$-	\$2,250.00
Supplies	\$275.00		\$87.50	\$187.50	\$275.00
TOTAL	\$10,687.50	\$6,500.00	\$3,500.00	\$687.50	\$10,687.50

*Source: Community Food Security Coalition

RESOURCES

Local Food Policy Councils in Michigan as of April 2011

- Detroit Food Policy Council: Established
 - Website: http://www.detroitfoodpolicycouncil.net/Home_Page.html
- Greater Grand Rapids Food Systems Council: Established
 - Website: <http://www.foodshed.net/index.html>
- Isabella County is starting one
- Southern Clinton County is starting one
- Ingham County is starting one
- Montcalm County is starting one
- Oceana County is starting one
- Ottawa County is starting one
- Washtenaw County is starting one

Helpful Websites Regarding Local Food Policy Councils

Community Food Security Coalition: <http://www.foodsecurity.org/FPC/>

Drake University Ag Law Center: <http://www.statefoodpolicy.org/>

RE-AIM Evaluation Tool: <http://www.re-aim.org/>

Michigan State University Extension:

http://www.msue.msu.edu/portal/default.cfm?pageset_id=25744&page_id=25770&msue_portal_id=25643

Helpful Readings for Local Food Policy Councils

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Appendix

GREATER GRAND RAPIDS FOOD SYSTEMS COUNCIL BYLAWS

Adopted February 12, 2005

Article I : Name

Section 1: The name of the organization shall be the Greater Grand Rapids Food Systems Council (GGRFSC), or referred to as the corporation.

Article II Organization

Section 1: GGRFSC shall be described and defined as an independent, non-profit, non- Political, non-sectarian incorporated council.

Section 2: GGRFSC's primary area of concern is the geographic area of Kent County and Adjacent areas.

Section 3: The principal office of the GGRFSC shall be 1411 Byron S.E., Grand Rapids, Michigan 49506, or as designated by the Board of Directors.

Article III Purpose

The purpose of the GGRFSC is to build a just and sustainable locally oriented food system for West Michigan; through research, education, advocacy, projects and networking. Article IV

Membership and Representation

Section 1: GGRFSC shall not have the authority to issue capital stock. GGRFSC is organized on a membership basis. Membership in the GGRFSC shall be extended to all stakeholders in the Greater Grand Rapids food system.

Section 2: Membership may include but shall not be limited to governmental entities, community based organizations, institutions of higher education, corporate and commercial entities, nonprofit organizations, and individuals.

Section 3: Membership shall be contingent upon acceptance of the purpose of GGRFSC and upon annual payment of dues, or as determined by the Board of Directors with approval of the Committee of the Whole, with provisions for exemptions.

Article V Committee of the Whole

Section 1: The fundamental governing body of the GGRFSC shall be a Committee of the Whole.

Section 2: The bylaws shall be adopted by majority vote of the Committee of the Whole at legal meetings.

Article VI Board of Directors

Section 1: The Committee of the Whole shall every year nominate and elect or re-elect half of the membership of a Board of Directors. This board will consist of at least eight (8) members, with half of those members coming up for election in any year.

Section 2: The chairperson and vice-chairperson or co-chairs, secretary, and treasurer will be elected by the Board of Directors from its ranks each year.

Section 3: Duties of the Board of Directors will be to carry out the business of the GGRFSC based upon general direction from the full GGRFSC. They may hire staff, appoint ad hoc committees and task forces, disburse funds, and seek financial assistance to carry out the council's policies and actions.

Section 4: Policies and procedures of the GGRFSC shall be adopted by majority vote of the Board of Directors.

Section 5: The Board of Directors will appoint standing and ad hoc committees as necessary, with direction from the Committee of the Whole.

Article VII Officers, Duties and Succession

Section 1: Chairperson: The chairperson shall preside at all meetings of the GGRFSC and the Board of Directors, and conduct other activities as necessary to carry out the functions of the GGRFSC. The chairperson shall supervise the affairs of the GGRFSC and may sign official documents on behalf of the GGRFSC. In general, the chairperson shall perform all duties incident to the office of chairperson and such other duties as may be prescribed by the GGRFSC.

Section 2: Vice-Chairperson: The vice-chairperson shall act for the chairperson in his/her absence and serve as vice-chairperson of the Board of Directors. The vice-chairperson will perform other duties incident to the office of chairperson.

Section 3: Co-Chairs: The Board of Directors may choose, by a vote in the month following its re-election, to elect co-chairs rather than a chairperson and vice-chairperson. The shared duties of these co-chairs would be the same as the chairperson, Section 1 above.

Section 4: Secretary: The secretary shall keep records of the organization and Board of Directors, and minutes of all meetings, as well as notifying members of meetings. The secretary shall perform other duties incident to the office of secretary.

Section 5: Treasurer: The treasurer shall keep monies and disburse funds as authorized by the GGRFSC, and perform other duties incident to the office of treasurer.

Section 6: The vice-chairperson shall succeed to the office of the chairperson should a vacancy occur in that office and shall then serve until the end of the next meeting at which an election is held. If there are co-chairs and one of the positions has a vacancy occur, the remaining co-chair will govern until a new co-chair is elected, or if within 60 days of Board of Director re-elections, will finish out the term. In the event there is a vacancy of both chairperson and vice-chairperson, or both co-chairs, the secretary shall serve as chairperson until an election is held to fill both offices. These elections shall be held within 60 days of the vacancies occurring.

Section 7: In the event the position of vice-chairperson, secretary or treasurer becomes vacant, the Board of Directors will elect someone to take his or her place within 60 days of the vacancy.

Article VIII Meetings

Section 1: The GGRFSC Committee of the Whole will meet annually or more often as determined necessary.

Section 2: At the written request of 10 members, the Chair will call a meeting. Meetings called as the result of a written request by members will be held within 60 days of the receipt of the written request.

Section 3: The Board of Directors will meet as needed.

Section 4: Minutes of all meetings of the Committee of the Whole will be provided to each member at least 7 days prior to the next meeting. Minutes of the Board of Directors will be provided to each Board of Directors member at least 7 days prior to the next Board of Directors meeting. Minutes of all meetings will be made available to any GGRFSC participant.

Section 5: A legal meeting (quorum) of the Committee of the Whole shall be ten (10) legal voting members.

Section 6: A legal meeting (quorum) for the Board of Directors shall be a majority of its members. Only Board of Directors members may vote. The Chair or any two members of the Board of Directors can call a meeting of the Board of Directors.

Article IX Financial Provisions and Fiscal Year

Section 1: All expenditures of the GGRFSC, not associated with normal business operations, exceeding \$500 \$100 must be approved by the Board of Directors unless it represents an item included in an approved budget for a granted project.

Section 2: The Board of Directors may authorize any officer(s), agent or agents to enter into any contract or execute and delivery any instruments in the name of and on behalf of the GGRFSC, and the authority may be general or confined to specific instances.

Section 3: All checks, drafts or other orders for the payment of money, notes or other evidences of indebtedness issued in the name of GGRFSC shall be signed by an officer or agent of the Board of Directors and in the manner the Board of Directors shall determine from time to time by resolution.

Section 4: The chairperson shall annually appoint a committee to conduct a review of GGRFSC books and to determine whether a financial audit is necessary. If deemed necessary, such an audit will be conducted.

Section 5: The fiscal year of the GGRFSC shall be January 1st through December 31st.

Article X Amendments

Section 1: These bylaws may be amended by a two-thirds vote of the Committee of the Whole in attendance at a legal meeting, noticed 30 days prior to the meeting, when the notice of the meeting contains the proposed amendments.

Article VIX Limit on Liability and Indemnification

Section 1: Liability of Directors and Officers. No director or officer of the corporation shall be personally liable to the corporation for monetary damages for breach of fiduciary duty as a director or officer, except for liability (i) for any breach of the director's or officer's duty of loyalty to the corporation, (ii) for acts or omissions which involve intentional misconduct or knowing violation of law, (iii) under section 551 of the Michigan Nonprofit Corporation Act, or (iv) for any transaction from which the director or officer derived an improper personal benefits. If the Michigan Nonprofit Corporation act, or any other applicable law, is amended to authorize corporate action further eliminating or limiting the personal liability of directors and officers, then the liability of a director or officer of the corporation shall be eliminated or limited to the fullest extent permitted by the Michigan Nonprofit Corporation Act, or any other applicable law, as so amended. Any repeal or modification of this Section by the directors or officers of the corporation shall not adversely affect any right or protection of a director or officer of the corporation existing at the time of the repeal or modification.

Section 2: Assumption of Liabilities. The corporation assumes all liability to any person, other than the corporation, for all acts or omissions of a director or officer occurring on or after the date of filing, of the corporation's Articles of Incorporation.

Section 3: Indemnification, Judgment, Settlement, etc. The corporation shall indemnify a person who was or is a party or is threatened to be made a party to a threatened, pending or completed action, suit, or proceeding, whether civil, criminal, administrative or investigative and whether formal or informal, other than an action by or in the right of the corporation, by reason of the fact

that the person is or was a director, officer, employee or agent of the corporation, or is or was serving at the request of the corporation as a director, officer, partner, trustee, employee or agent of another foreign or domestic corporation, partnership, joint venture, trust or other enterprise, whether for profit or not, against expenses, including attorneys' fees, judgments, penalties, fines and amounts paid in settlement actually and reasonably incurred by the person in connection with the action, suit or proceeding, if the person acted in good faith and in a manner he or she reasonably believed to be in or not opposed to the best interests of the corporation, and with respect to a criminal action or proceeding, if the person had no reasonable cause to believe his or her conduct was unlawful. The termination of an action, suit or proceeding by judgment, order, settlement, conviction, or upon a plea of nolo contendere or its equivalent, does not, of itself, create a presumption that the person did not act in good faith and in a manner which he or she reasonably believed to be in or not opposed to the best interests of the corporation, and, with respect to a criminal action or proceeding, had reasonable cause to believe that his or her conduct was unlawful.

Section 4: Indemnification Expenses. The corporation shall indemnify a person who was or is a party to or is threatened to be made a party to a threatened, pending or completed action or suit by or in the right of the corporation to procure a judgment in its favor by reason of the fact that he or she is or was a director, officer, employee or agent of the corporation, or is or was serving at the request of the corporation as a director, officer, partner, trustee, employee or agent of another foreign or domestic corporation, partnership, joint venture, trust or other enterprise, whether for profit or not, against expenses, including attorneys' fees and amounts paid in settlement incurred by the person in connection with the action or suit, if the person acted in good faith and in a manner the person reasonably believed to be in or not opposed to the best interests of the corporation. However, indemnification shall not be made for a claim, issue or matter in which the person has been found liable to the corporation unless and only to the extent that the court in which the action or suit was brought has determined upon application that, despite the adjudication of liability but in view of all circumstances of the case, the person is fairly and reasonably entitled to indemnification for the expenses which the court considers proper.

Section 5: Reimbursement: (a) To the extent that a director, officer, employee or agent of the corporation has been successful on the merits or otherwise in defense of an action, suit or proceeding referred to in this Article, or in defense of a claim, issue or matter in the action, suit or proceeding, he or she shall be indemnified against expenses, including attorneys' fees, incurred by him or her in connection with the action, suit or proceeding and an action, suit or proceeding brought to enforce the mandatory indemnification provided in this subsection. (b) Any indemnification under this Article, unless ordered by a court, shall be made by the corporation only as authorized in the specific case upon a determination that indemnification of the director, officer, employee or agent is proper in the circumstances because he or she has met the applicable standard of conduct as set forth in this Article. This determination shall be made in any of the following ways: (1) By a majority vote of a quorum of the corporation consisting of members who were not parties to the action, suit or proceeding; (2) If the quorum described in subsection (1) is not obtainable, then by a majority vote of a committee of members who are not parties to the action. The committee shall consist of not less than two disinterested members. (3) By independent legal counsel in a written opinion. (c) If a person is entitled to indemnification under this Article for a portion of expenses including attorneys' fees, judgments, penalties, fines or amounts paid in settlement, but not for the total amount, the corporation may indemnify the

person for the portion of the expenses, judgements, penalties, fines or amounts paid in settlement for which the person is entitled to be indemnified.

Section 6: Advancement of Expenses: Expenses incurred in defending a civil or criminal action, suit or proceeding described in this Article may be paid by the corporation in advance of the final disposition of the action, suit or proceeding upon receipt of an undertaking by or on behalf of the director, officer, employee or agent to repay the expenses if it is ultimately determined that the person is not entitled to be indemnified by the corporation. The undertaking shall be by unlimited general obligation of the person on whose behalf advances are made but need not be secured.

Section 7: Rights Not Limited. The corporation shall make no provision to indemnify directors or officers in any action, suit, or proceeding referred to in articles which shall be in conflict with the provisions of this Article. The indemnification or advancement of expenses provided under this Article is not exclusive of other rights to which a person seeking indemnification or advancement of expenses may be entitled under the Articles of Incorporation. Bylaws, a contractual agreement or otherwise by law. However, the total amount of expenses advanced or indemnified from all sources combined shall not exceed the amount of actual expenses incurred by the person seeking indemnification or advancement of expenses. The indemnification provided for in this Article continues as to a person who ceases to be director, officer, employee, or agent and shall inure to the benefit of the heirs, executors and administrators of the person.

Section 8: Insurance. The corporation may maintain insurance, at its expense, to protect itself and any director, officer, employee or agent of the corporation or another corporation, partnership, joint venture, trust, or other enterprise against any expense, liability or loss, wither or not the corporation would have the power to indemnify the person against the expense, liability or loss under the Michigan Nonprofit Corporation act or any other applicable law.

Section 9: Merger and Reorganization. For purposes of this Article the corporation includes all constituent corporations absorbed in a consolidation or merger and the resulting or surviving corporation, so that a person who is or was a director, officer, employee or agent of the constituent corporation or is or was serving at the request of the constituent corporation as a director, officer, partner, trustee, employee or agent of another foreign or domestic corporation, partnership, joint venture, trust or other enterprise, whether for profit or not, shall stand in the same position under the provisions of this Section with respect to the resulting or surviving corporation as the person would if he or she had served the resulting or surviving corporation in the same capacity.

Article VIX Dedication and Distribution of Assets; Dissolution

Section 1: No part of the net earnings of the corporation shall inure to the benefit of, or be distributable to its directors, trustees, officers, or other private persons, except that the corporation shall be authorized and empowered to pay reasonable compensation for services rendered and to make payments and distributions in furtherance of the purposes set forth in Article III hereof. No substantial part of the activities of the GGRFSC shall be the carrying on of propaganda, or otherwise attempting to influence legislation, and the GGRFSC shall not participate in, or intervene in (including the publishing or distribution of statements) any political campaign on behalf of or in opposition to any candidate for public office. Notwithstanding any other provision of these articles, the corporation shall not carry on any other activities not permitted to be carried on (i) by a corporation exempt from federal income tax under section 501(c)(3) of the Internal Revenue Code, or the corresponding section of any future federal tax code; or (ii) by a corporation, contributions to which are deductible under section 170(c)(2) of the Internal Revenue Code, or the corresponding section of any future federal tax code.

Section 2: Upon the dissolution of the corporation, assets shall be distributed for one or more exempt purposes within the meaning of section 501(c)(3) of the Internal Revenue Code, or the corresponding section of any future federal tax code, or shall be distributed to the federal government, or to a state or local government, for a public purpose. Any such assets not so disposed of shall be disposed of by a Court of Competent Jurisdiction of the county in which the principal office is then located, exclusively for such purposes or to such organization or organizations, as said Court shall determine, which are organized and operated exclusively or such purposes.

RATIFIED BY THE MEMBERS AT THE ANNUAL MEETING, FEBRUARY 12, 2005

Joint Resolution: Community Food Agriculture Coalition of Missoula County, Montana

Joint Resolution Number 6889

A RESOLUTION TO ACTIVELY SUPPORT EFFORTS TO INCREASE THE SECURITY OF OUR LOCAL FOOD SYSTEM SO THAT IT IS BASED ON A SUSTAINABLE AGRICULTURE WHICH ENHANCES THE LOCAL ECONOMY AND BUILDS REGIONAL SELF-RELIANCE AND SO THAT ALL CITIZENS HAVE ACCESS TO NUTRITIOUS AND AFFORDABLE FOOD.

WHEREAS, pursuant to Article II, section 3 of the Montana Constitution, entitled inalienable rights, all persons have certain inalienable Constitutional rights that include the right to a clean and healthful environment, pursuing life's basic necessities and seeking their safety, health and happiness in all lawful ways; and

WHEREAS, it is within the power and responsibilities of local governments in Montana to secure and promote the general public health, safety and general welfare of the individuals within their respective local government jurisdiction; and

WHEREAS, a recent comprehensive study has identified a number of threats to and concerns about the long-term security of Missoula County's food and farming system; and

WHEREAS, a healthy agricultural system is a valuable part of our cultural heritage, contributing to open space, wildlife habitat, and other public benefits, and is integral to the long-term security of our food system; and

WHEREAS, Missoula County is losing many of its working farms and ranches due to problems associated with low economic returns from agriculture and pressures from development; and

WHEREAS, a major challenge in rebuilding our local food system is to devise strategies that will address the need for farmers and ranchers to earn a fair price for their products while maintaining consumer affordability; and

WHEREAS, the primary food-related concern of Missoula County citizens is food quality, such as food safety, pesticide residues on food and availability of organic and local foods; and

WHEREAS, cost of living issues, specifically low wages, pose significant barriers to accessing healthy, nutritious foods for low-income individuals and their families; transportation to food outlets is an emerging concern for low-income individuals; emergency food providers are seeing an ever increasing need for their services; and public social services remain underutilized; and

WHEREAS, there are many different organizations working individually on various issues regarding food and farming in Missoula County, no existing entity takes an integrated approach to solving these issues;

NOW, THEREFORE BE IT RESOLVED that the Missoula City Council and the Board of Missoula County Commissioners support the establishment of a multi-stakeholder Community Food and Agriculture Coalition, that addresses community needs related to food and agriculture in a comprehensive, systematic, and creative way.

BE IT FURTHER RESOLVED that the Missoula City Council and the Board of Missoula County Commissioners shall each appoint from their respective governing body membership a city council member and a county commissioner to serve on the Community Food and Agriculture Coalition to share information among the Missoula City Council, Missoula County Commissioners, and the Community Food and Agriculture Coalition; and

BE IT FURTHER RESOLVED that the Missoula City Council and the Board of Missoula County Commissioners support the development of a Food and Agriculture Policy that will contribute to the healthful and affordable eating patterns of all City and County residents and that will promote regional self-reliance through a sustainable agriculture that is environmentally sound, economically viable, socially responsible, and non-exploitative.

PASSED AND ADOPTED March_7_2005

Mike Kadas

Mayor

Martha L. Rehbein

City Clerk

Jean Curtiss
County Commissioner

Barbara Evans
County Commissioner

Bill Carey
County Commissioner

Vickie Zeier
Clerk and Recorder

ESTABLISHING A FOOD COUNCIL FOR DANE COUNTY

On June 1, 2004, the Environment, Agriculture and Natural Resources Committee of the Dane County Board approved the creation of a subcommittee to examine Dane County food system issues. Dane County has a vibrant and complex food system that encompasses the many social, political, economic, and environmental relationships between food producers, processors, and consumers. The Local Food Policy Advisory Subcommittee's (LFPAS) charge was to explore, review, and develop strategies to strengthen the local food system and economy.

The LFPAS has met regularly over the past 13 months and convened a Local Food Summit Conference in February 2005 that brought together key stakeholders and the broader community to generate information and ideas to improve the local food system. While the LFPAS has laid the groundwork, the hard work of implementing its recommendations remains.

The report of the Local Food Policy Advisory Subcommittee recognizes the following factors:

- Food system issues significantly affect the public health, land use, economy, and quality of life of Dane County residents; and
- Food is a necessity of life and access to nutritious, affordable, and locally grown food is important to residents of Dane County; and
- Food production is a core component of Dane County's economy and culture and Dane County produces more value of agricultural product than any other Wisconsin county; and
- Residents of Dane County spend about a billion dollars each year in restaurants and grocery stores, yet little of that money goes directly to Dane County farmers. However, there is a growing interest among consumers in purchasing fresh food locally. While Dane County farmers now sell some \$3.6 million in direct marketed and organic foods each year that accounts for only about 5% of the county's fresh fruit and vegetable consumption. There is an enormous potential for growth in this sector; and
- Food and agricultural sectors are central to the economy of Dane County and a strong regional food system of food production, processing, distribution, storage, access and reuse protects our natural resources and contributes significantly to the environmental and economic well-being of the region; and
- On February 11, 2005, approximately one hundred people including local farmers, food retailers and processors, nutritionists, educators, anti-hunger advocates and local

government officials met for a Local Food Summit and expressed overwhelming support for the creation of a local Food Council; and

- Food policy councils established in other counties, cities, and states have provided government officials and stakeholders with a forum to identify policies that harness the potential of the food system to foster economic development, provide children and those in need greater access to fresh and nutritious foods, and support stewardship of finite land and water resources; and
- Several county agencies are connected to particular aspects of food policy – e.g., the Division of Public Health, the Department of Planning and Development, the Department of Land and Water Resources, UW Dane County Extension, and the Department of Administration. No single unit looks at the many ways the food system impacts the County, from the production of food through the food chain to the eventual disposal of food waste.

NOW, THEREFORE, BE IT RESOLVED that the Dane County Board of Supervisors hereby establishes the Dane County Food Council to address food system issues in the County, including development of educational programs, data-gathering, research projects, and policies to address food system issues.

BE IT FURTHER RESOLVED that the Council shall have 12 members with an interest in local food issues to be appointed as follows:

- Three members recommended and appointed by the Dane County Executive to represent economic development, food system, and processing and distribution concerns (one term ending April 11, 2006; one term ending April 10, 2007; and one term ending April 15, 2008)
- Three members recommended and appointed by the Mayor of the City of Madison to represent accessibility, urban agriculture, and processing and distribution concerns (one term ending April 11, 2006; one term ending April 10, 2007; and one term ending April 15, 2008)
- Three members appointed by the Dane County UW Extension Committee to represent nutrition, food waste, and large-scale agricultural concerns (one term ending April 11, 2006; one term ending April 10, 2007; and one term ending April 15, 2008)
- Three members appointed by the Environment, Agriculture and Natural Resources Committee to represent environmental, planning, and small-scale agricultural concerns (one term ending April 11, 2006; one term ending April 10, 2007; and one term ending April 15, 2008)

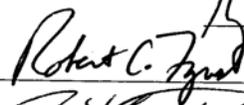
BE IT FURTHER RESOLVED that the Food Council shall focus its efforts on implementing the following recommendations of the Local Food Policy Advisory Subcommittee:

- Develop strategies to increase the amount of locally produced food the County and other local governments purchase
- Develop a list of local food producers in concert with the UW Center for Integrated Agriculture, Dane County UW Extension and other entities
- Devise, support and enhance direct marketing opportunities for local food producers by establishing a county-wide network of farmers markets
- Work with the City of Madison and Public Market Project participants to implement the project.
- Assist with further study and potential formation of a Central Agriculture Food Facility, including helping to organize the stakeholder community and working with the City of Madison and other groups to determine the long-term feasibility of such a facility
- Develop strategies and find opportunities to educate and inform a wide range of citizens about the Council's activities and seek citizen advice, comments, and suggestions for building a better local food system
- Explore the interest of neighboring counties and cities in forming a regional food council by working with Dane County UW Extension and other organizations and agencies
- Explore and actively seek grants from foundations, the state and federal government, and the university with the assistance of Dane County UW Extension to carry out the work of the Council
- Pursue other recommendations in the final report of the Local Food Policy Advisory Subcommittee that the Council deems appropriate

BE IT FURTHER RESOLVED that the Food Council shall make an annual report of findings and accomplishments to the Dane County Executive and Board of Supervisors.

BE IT FURTHER RESOLVED that Dane County UW-Extension, and others as necessary, shall provide support to the Food Council.

Submitted by:


 Robert C. Fyfe (Primary sponsor)

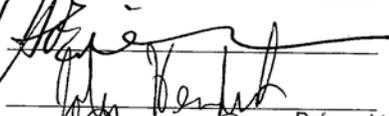

 Scott McMill

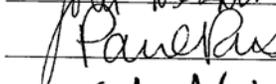

 Robert Vedder

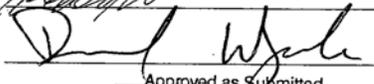

 Elyse Judd [Cross]


 David DeFence


 Mark O'Byrne


 Paul Russo


 John Berntsen


 Dan Wolfe

Referred to:
 Executive
 Hlth/Hum Needs
 Pers/Finance
 Pub Prot/Jud 3
 Pub Wks/Transp
 Envir/Ag/Nat Res

Approved as Submitted
 Fiscal Note Not Required
 Policy Note Not Required
 Forward to: Extension for completion of:
 Policy Note Fiscal Note

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Clark County

Food System Council

Working Framework

Our Vision:

To have a healthy community and thriving local food system that:

- Provides access to healthy and culturally appropriate food for all residents;
- Values and preserves community land for food production;
- Maximizes the use of local, regional and seasonal foods;
- Meets the needs of the present generation without compromising the needs of future generations.

Our Mission:

The Clark County Food System Council increases and preserves access to safe, local and healthy food for all residents of Clark County.

Strategies: *The Clark County Food System Council supports a viable, economical and sustainable local food system through multiple strategies including:*

- Strengthening the connections between food, health, natural resource protection, economic development and the agricultural community;
- Researching, analyzing and reporting on information about the local food system;
- Advocating for and advising on food system and food policy implementation;
- Promoting and providing education on food system issues.

Background:

The Food System Council (FSC) is a citizen advisory board that is comprised of individuals from many sectors of the community food system that have come together around common interests and beliefs about a healthy sustainable food system for Clark County. Council formation is sponsored by Community Choices and Steps to a Healthier Clark County Access to Healthy Foods Team and will also be supported by Clark County Public Health.

This framework is the working document for the initial formation of the Council and will be used as the Council is formed and as final bylaws are created and approved.

Purpose:

The Council is formed to:

- Establish and maintain a comprehensive dialogue and assessment of the current food system in our community;
- Provide a forum for people involved in different parts of our community food system and government to meet and learn about how each others' actions impact our food system;
- Identify and prioritize issues and make recommendations that promote, support and strengthen access to healthy food for citizens in our community.

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Membership:

The Council will be comprised of a minimum of 15 and maximum of 21 elected members representing as many of the following professions and/or viewpoints as possible: agriculture, nutrition, education, emergency food systems, health care, food

services, food manufacturers and distributors, waste management, planning, transportation, grocery, community members, business or economic development, human services, faith based organizations, land use and concerned citizens. Members shall live or work in Clark County and shall serve without compensation. In addition to the elected membership, the Public Health Advisory Council (PHAC) will have the ability to appoint a member to the council. The PHAC member will have the same rights and responsibilities of other council members, including voting. The appointee will work as a liaison keeping PHAC informed of FSC activities and providing a link for PHAC support, as requested by the council.

Initially, Council members are appointed for one or two-year terms and may be reappointed for an additional term with rotations that ensure continuity with new members joining experienced members.

The membership selection process shall strive to consider racial, socioeconomic, ethnic and geographic diversity.

The Council shall establish standing committees and/or issues committees to perform the work of the Council and to include additional stakeholders. As circumstances arise, the Council can alter, change or disband these committees.

Council members are expected to attend all meetings. Excused absences (sickness, death in family, business trips or emergencies) will not affect a member's status.

However, three consecutive meetings and/or more than three unexcused absences in a 12-month period shall constitute cause to recommend resignation and replacement of the position.

Officers shall be elected by a majority of vote of the Council and include a chairperson and vice-chairperson.

Officers shall serve for a term of one year or until their successors are elected.

Having a broad representation of support and interest from across the local food system is important to the efforts of the Food System Council. Individuals, organizations or agencies that support the mission of the Clark County food System Council are invited to participate as affiliate members. Affiliate members provide input and resources to the work of the council, including assistance on work activities, but are not voting members. The membership committee will be responsible to develop criteria for affiliate applications, to review requests for affiliate status quarterly and report back to the council regarding recommendations for affiliate membership.

Duties of Officers:

Chairperson-

- Develop meeting agendas with staff and lead the Council meetings.
- Serve as the main liaison between the Council and government representatives.
- Represent the organization to the community.
- Ensure the Council acts in accordance with policies and mission.
- Facilitate consensus decision-making whenever possible.
- Put aside personal opinions when speaking for the FSC.
- Commit to keeping the work of the FSC going between meetings.
- (The first year will be a one- year term. The Council will revisit next year to determine continuance for a two- year commitment.)*

Vice-Chairperson8/4/2009 3

- Assume duties of chairperson in his/her absence.

- Ensure FSC acts in accordance with its policies and mission.
- Commit to keeping the work of the FSC going between meetings.
- Assist the chairperson with FSC tasks as needed.
- Commit to taking over for chair when term is up
- (There is an assumption that the Vice Chairperson will take over the chair position, though there is not guarantee that they will be Chairperson in 2009-2010. The Council will reassess this process next year.)*

Meetings are open to all community members but only the Council members will vote and/or take action on recommendations and work activities for the Council.

Meetings:

The Council shall hold regularly scheduled meetings that are publicly announced in advance. All regularly scheduled meetings will include a reasonable allotment of time for community input.

Special meetings can be called by the officers of the Council. The purpose of the meeting shall be stated. Except for cases of emergency, at least five (5) days notice shall be given.

Support for meeting organization, minute taking and distribution is provided by staff.

Ground Rules:

Council members agree to-

- Start and end meetings on time.
- Turn cell phones to vibrate or off.
- Read minutes when a meeting has been missed.
- Build trust by meeting commitments to one another.
- Fully participate, actively listen and use open communication methods.
- Value each others' opinions.
- Maintain a focus on vision, mission and strategies.
- Work toward progress.
- Uphold decisions made by the Council (speak with a unified voice).

Staff agrees to Agenda-Meeting Planning

- Receive requests from membership for agenda items prior to second Tuesday of the month.
- Meet with co-chairs to prioritize items and develop agenda for next meeting.

Meeting Setup and Support:

- Set up meeting space.
- Assure note taker and meeting leaders are present.
- Assist with flow and time keeping during meeting.
- Provide technical assistance as necessary
- Review minutes with co-chairs for completeness/accuracy.
- Send minutes, next agenda and any attachments to council 1-2 weeks prior to the next meeting.

General Support

- Be an active participant in the workings of the Council.
- Receive and distribute appropriate information e-mails to membership.
- Assist in seeking resources for council work.

Assist council in connecting with other boards, committees and community groups and elected officials.

Assist sub committees and task forces, as needed.

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Decision Making: The FSC will make decisions by consensus.

If consensus is not reached, the FSC will decide how to proceed on a case-by-case basis.

Options could include deferring the decision and reconsidering it later, forming a subcommittee to gather more information, and/or getting external feedback on the issue.

For each Council member, the standard for agreement is that feels that they can support the decision.

The FSC will check consensus by a thumbs up, down, or sideways poll (sideways poll means "I need more clarification and/or check in with me"). No abstentions.

If a Council member disagrees, s/he should clearly articulate concerns and try to offer an alternative solution.

Everyone should understand whether the issue being discussed is time-sensitive.

A Council member who must miss a meeting and has strong opinions about an issue that will be discussed should find a way to convey their opinions to the group.

A quorum of Council members, which will consist of one-half of council plus one, need to be present for decisions to occur, with either the Chair or Vice chair also present.

Council members need to be present to participate in a decision (no proxies).

Council work tasked to committees or task forces that require timely attention may be approved via e-mail. A deadline for members to respond will be established and lack of response will be determined as consensus to move the issue forward.

Criteria for Taking on Issues:

Is there a direct connection between the issue and the vision, mission and strategies?

Is it an immediate issue that will have a major impact on the food system?

Is the issue urgent or time sensitive?

Does the issue build or sustain an existing effort?

Can the FSC make a difference or influence the issue? What community or affiliation are we trying to influence?

Does the FSC have the resources to commit to the issue?

Do we know enough to decide?

What are the basic pieces of information we need to take this on?

Who else is working on the issue?

** Food System Definition - The chain of activities beginning with the production of food and moving on to include processing, distributing, wholesaling, retailing, preparation and consumption of food and eventually to the disposal of food waste

For more information contact: Tricia Mortell, Clark County Public Health, 360-397-8000 Ext 7211,

tricia.mortell@clark.wa.gov.

Cleveland-Cuyahoga County Food Policy Coalition
-Est. 2007-

*"Promoting a healthy, equitable, and sustainable food system in the
City of Cleveland and Cuyahoga County"*



-Contact Information-

www.cccfoodpolicy.org

Morgan Taggart
OSU Extension
216.429.8200 ext.238
taggart.32@osu.edu

Cleveland-Cuyahoga County Food Policy Coalition

-Est. 2007-

What is food policy?

A food policy is any decision made by a government agency, business, or organization which effects how food is produced, processed, distributed, purchased and protected. *

What is a food policy council [Coalition]?

FPC's are comprised of stakeholders from various segments of a local food system. The primary goal of many Food Policy Councils is to examine the operation of a local food system and provide ideas and recommendations for improvement through public policy.*

Five (5) key segments of a food system

- 1) Production
- 2) Distribution
- 3) Processing
- 4) Consumption, and
- 5) Waste recovery

Seven (7) Potential Policy Topic Areas

- Food Security and Access
- Land-use planning to promote and preserve local food production
- Institutional support of the local food economy
- New farmers (Urban and rural)
- Food Waste Recovery
- Health and Nutrition Programs
- Transportation and Distribution



*Hamilton, Neil D.. Putting a Face on Our Food: How State and Local Food Policies Can Promote the New Agriculture Drake Journal of Agricultural Law. Summer 2002. Volume 7, No. 2



Cleveland-Cuyahoga County Food Policy Coalition

-Est. 2007-

Vision:

- ✓ Establish Cleveland and Cuyahoga County as a model for food security through regional food system development, ensuring that every resident has access to fresh, healthy, affordable food.

Mission:

- ✓ Promote a just, equitable, healthy, and sustainable food system in the City of Cleveland, Cuyahoga County, and Northeast Ohio.

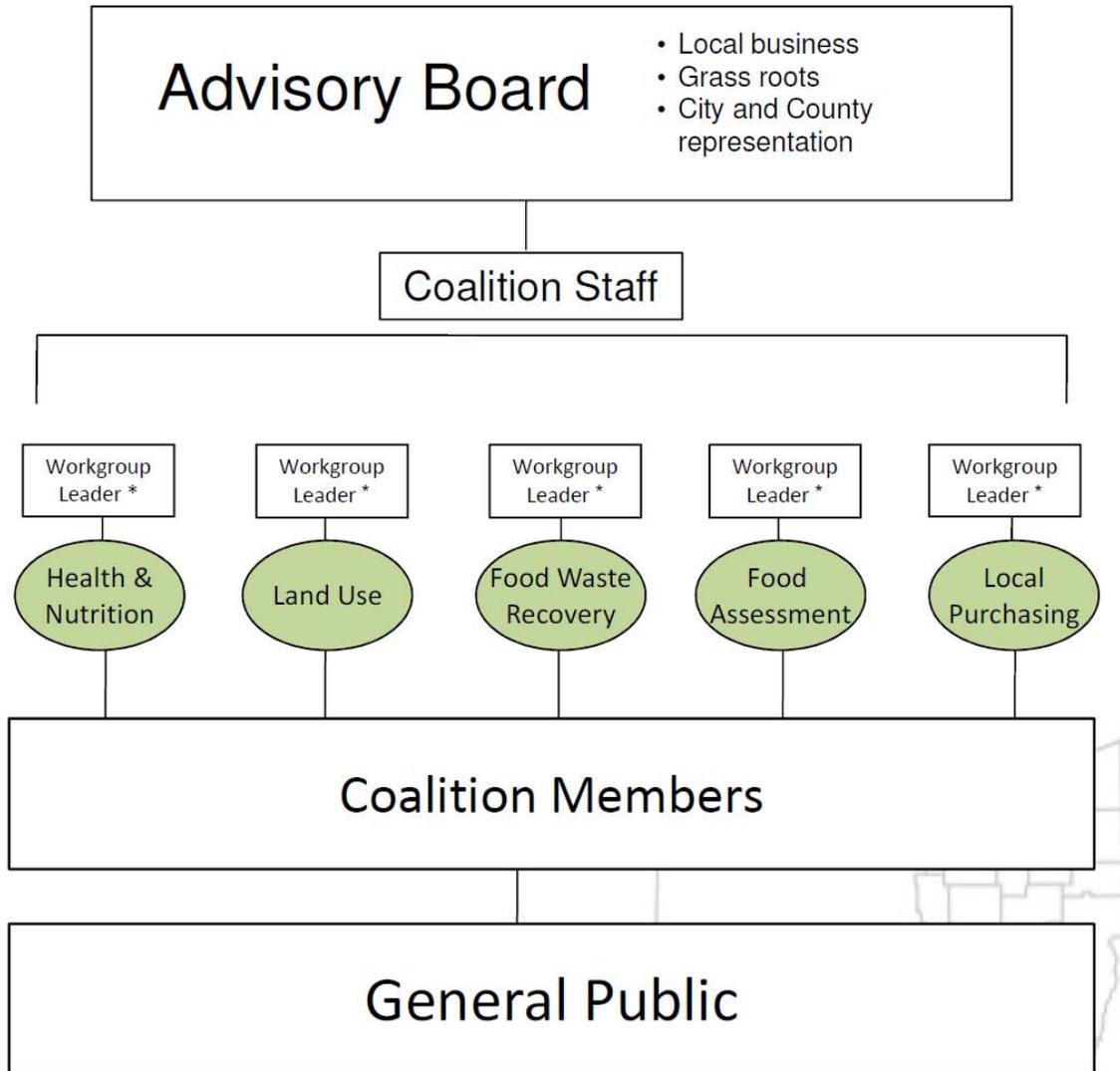
Goals:

- ✓ Create a quarterly forum that brings people together from all aspects of the food system to generate new relationships, cross learning and collaboration;
- ✓ Initiate research, policies, and programs that increase healthy food access and social and economic opportunity for food producers, distributors, and consumers;
- ✓ Serve as resource to the community to assist in solution oriented regional food system development.



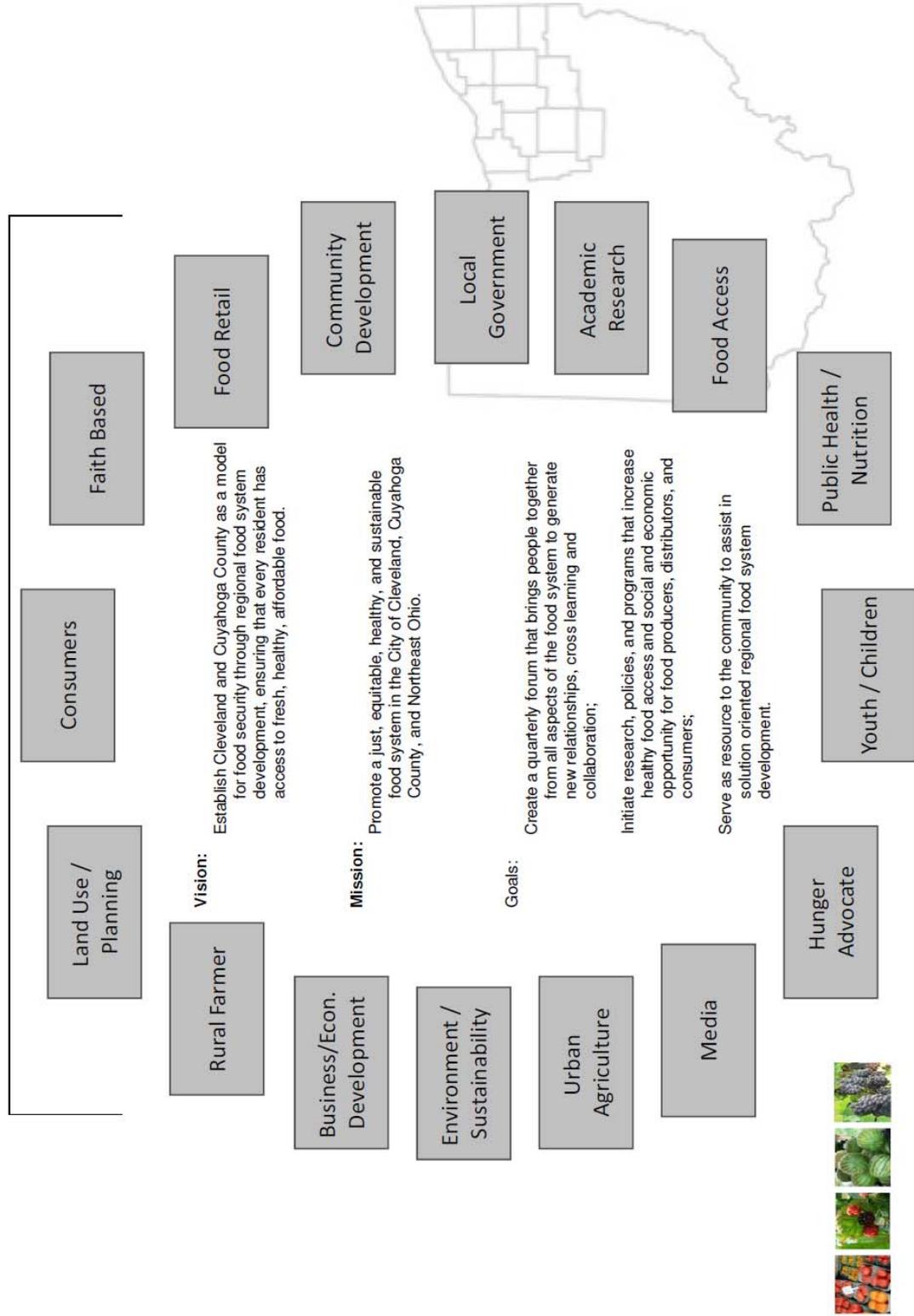
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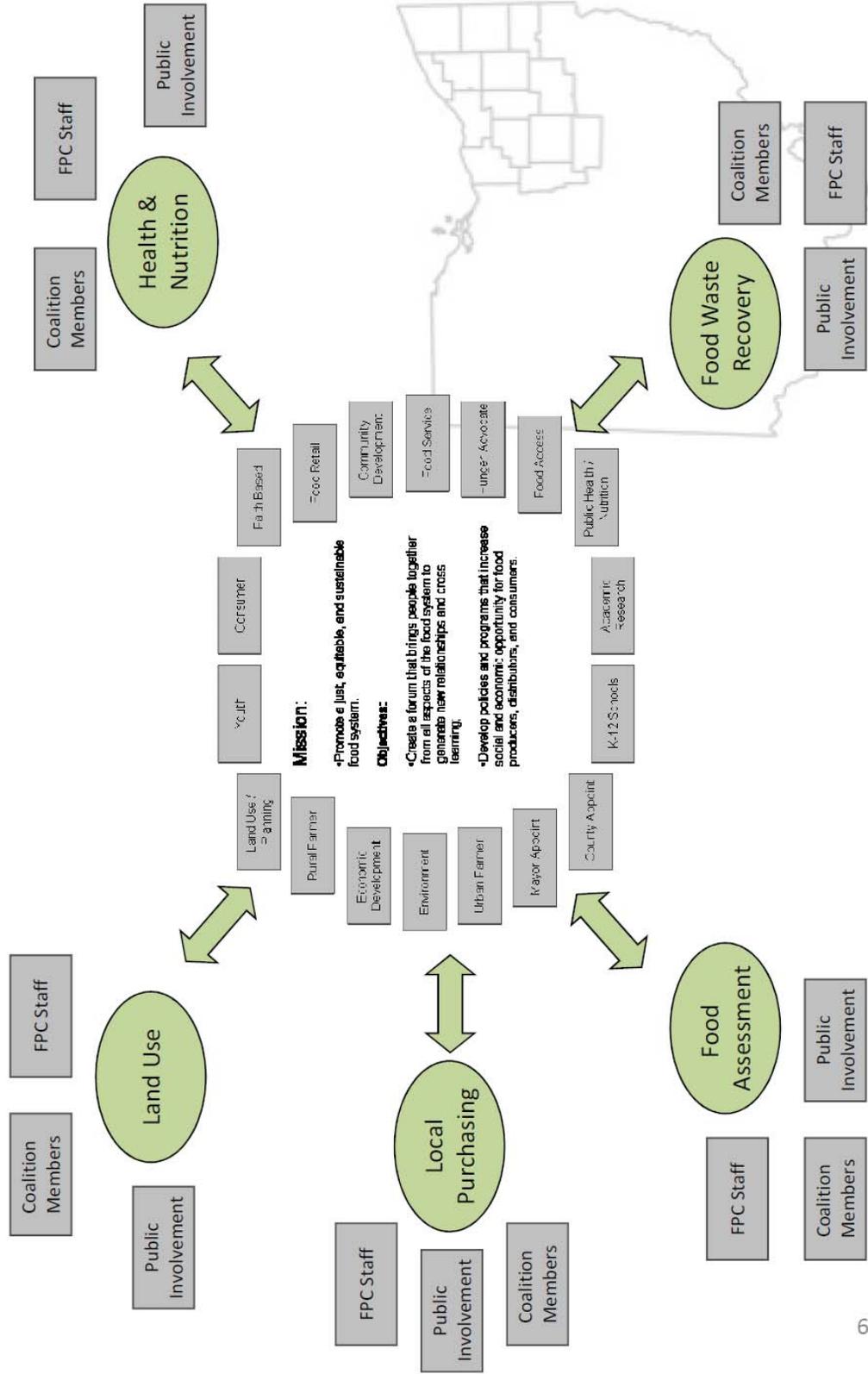
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Cleveland-Cuyahoga County Food Policy Coalition

-Est. 2007-



Cleveland-Cuyahoga County Food Policy Coalition

-Est. 2007-

Food Policy Coalition Roles and Responsibilities

Advisory Board Members

- Promote the mission of the coalition
- Advocate for policy recommendations and program initiatives
- Attend quarterly meetings
- Provide guidance for
 - Operational activities and direction
 - Mission, vision, values
 - Funding
 - Organizational structure
 - Policy recommendations
 - Program initiatives

Coordinators

- Coordinate quarterly coalition meetings
 - Set agendas, confirm location, refreshments
 - Take minutes and mail to group
 - Send out monthly reminder emails
 - Arrange for out of town speakers, special events, forums, etc.
- Liaison to working group leaders and policymakers
 - Provide technical support, training research, group coordination, resources
 - Identify working group leaders
 - Recruit members for working groups
 - Help working groups move towards sustainability
- Communication
 - Phone and email requests
 - Website development
 - Templates
 - Email lists
 - E-newsletter
 - Outreach to new coalition members



Cleveland-Cuyahoga County Food Policy Coalition

-Est. 2007-

Coordinators continued....

- Public Presentations and Education
 - Present FPC goals and ideas to policymakers/agencies/government departments
 - Informing policy by providing research and best practices
 - Provide testimony at public hearing regarding policy and systems change
 - Provide information to media on FPC related topics
 - Community outreach and events
- Resource Development
 - Funding
 - Grant opportunities

Working Group Leaders

- Convene monthly meetings
- Provide agendas and minutes
- Participate in quarterly update meetings before general coalition meetings
- Provide quarterly updates for steering committee
- Present comprehensive summary of working group progress at one steering committee meeting per year
- Commit to leadership role for one year

Working Group Members

- Attend monthly meetings of working group
- Commit to one year of work
- Participate in projects, initiatives, and research as needed
- Contribute to policy brief

Coalition Members

- Pay \$25 membership fee
- Attend quarterly meetings
- Promote the mission of the Coalition
- Provide leadership to projects and policy initiatives
- Represent the interests of their constituency
- Commission food policy and food system programs
- Present and promote policy recommendation to targeted audience



Cleveland-Cuyahoga County Food Policy Coalition

-Est. 2007-

Coalition Membership

Benefits

- Identified as co-sponsor of CCCFPC events including coalition meetings
- Receive CCCFPC Annual Report
- Receive advance notice on training and resource development opportunities
- Contributions will support local farmers and businesses whenever possible

Responsibilities

- Sign statement of Commitment (TBD)
- Sign amended version of Food Charter (TBD)
- Attend quarterly meetings
- Promote the mission of the Coalition
- Provide leadership to projects and policy initiatives
- Represent the interests of your constituency
- Engage constituency and promote FPC initiatives
- Commission food policy related activities, policy development, and food system programs
- Present and promote policy recommendation to targeted audience



