

## A. Community Food Security Issues and Programs

The United States, with one of the most productive and cost efficient food systems in the world, faces a major food crisis as growing proportions of the population are “food insecure”, not sure where they will get their next meal. Millions are kept from severe malnutrition by government food programs such as SNAP and school lunches, and according to the United States Department of Agriculture Economic Research Service<sup>1</sup>, still lack access to nutritious food.

The effects of food insecurity hit some populations harder than others. People of color experience food insecurity at rates more than 70% above the national average.<sup>2</sup>

**The Community Food Security Movement - Challenge and Opportunity:** In response to these and other issues, a number of different grassroots food movements began in the late 1970’s and early 80’s, including farmers markets, community gardens, and school gardens. Starting locally, the ideas spread until pioneers from the anti-hunger, food-banks, community gardening, sustainable agriculture and nutrition sectors came together in 1994 as the Community Food Security Coalition (CFSC). Comprised of these organizations, CFSC built a campaign that led to the inclusion of the Community Food Projects program in the 1996 Farm Bill.

CFSC members continued to work together after the 1996 Farm Bill and incorporated as a tax-exempt nonprofit in 1997. CFSC has been at the heart of the Community Food Security Movement since this beginning. From the small group of original members, CFSC has grown to over 550 member organizations today. This expansion mirrors the exponential growth of the grassroots and local community food programs that are building community food security.<sup>3</sup>

- In 2011 there are 7,175 farmers markets in the United States, up from 1,775 in 1994.
- There are an estimated 18,000 community gardens in the United States.
- There are thousands of school gardens in the U.S., 6,000 in California alone.
- There are 2,300 Farm to School programs in the U.S, involving 9,800 schools.
- There are over 100 Food Policy Councils nationally, most formed in the past decade.
- CFSC itself has grown from around 300 members in 2008 to over 550 today.

The community food security movement offers these growing local community food programs a solution to the complex problems described above, as communities can work together to develop food systems that embody principles of health, social justice, and sustainability. The community food security approach, which is embedded within the Community Food Projects<sup>4</sup> (CFP)

<sup>1</sup> [www.ers.usda.gov](http://www.ers.usda.gov) In 2009, the last numbers available, 14.7% of US Households were food insecure and 5.7% had very low food security, the highest numbers since the first national food security survey in 1995. For people living below the federal poverty line, 40.2% had food insecurity and 16.5% very low food security. In May, 2011, 15% of Americans (45.8 million people) used SNAP, up from 6% in 2000. 5.6 million people used food banks in 2009, almost twice the 3 million in 2001.

<sup>2</sup> [http://www.lsuagcenter.com/en/family\\_home/family/childcare/Children\\_Childcare/Malnutrition+Impairs+US+Children+Health+Behavior+Says+LSU+AgCenter+Food+and+Nutrition+Expert.htm](http://www.lsuagcenter.com/en/family_home/family/childcare/Children_Childcare/Malnutrition+Impairs+US+Children+Health+Behavior+Says+LSU+AgCenter+Food+and+Nutrition+Expert.htm) . National average - 14.7% food insecurity and 5.7% very low food security; Black households - 25.1% food security and 9.1% very low food security; Hispanic households - 26.2% food security and 8.4% very low food security; About 30 % of African-American and Hispanic children and more than 40 % of low-income children live in homes that do not have access to nutritionally adequate diets

<sup>3</sup> Sources: USDA Agricultural Marketing Services; American Community Gardens Association; National Farm to School Network; National Gardening Association.

<sup>4</sup> Note: In this proposal community food projects (CFP) refers to non-profit community groups working on community food security issues (including CFP grantees, applicants and potential applicants), while CFP grantees refers specifically to CFPCGP applicants and grantees.

Program, seeks to catalyze food systems that build local communities and economies, create connections between local producers and consumers, and make nutritious food accessible to all.

The growth occurring in the landscape of food system work has also brought with it shifts, such as: more grassroots groups getting involved with little connection to the existing movement and its resources; well-established projects growing in sophistication and scope and readiness to scale up; various new alliances and networks forming; increased interest from funders, the media, and policymakers in scaling up community food projects; and increased interest in evaluation results to demonstrate the benefits of these projects.

Now, more than ever, community food projects requires a range of services and strategies that can build skill and knowledge in numerous content areas, cultivate capacity for organizations to affect system change, and nurture a strong movement to support that change. Now is the time to step up our efforts, work together to maximize our impacts, and demonstrate them to funders, policymakers, and community groups who are searching for effective models and methods. Unifying and amplifying training and technical assistance providers and services under the CFP program is a critical way to meet these goals. This unique and opportune moment is the reason why the Community Food Security Coalition is building a training and capacity program focused on integrating partners, building skill and capacity, heightening the voice and power of under-represented groups, and working together to grow the movement.

Community Food Security Coalition is providing technical assistance, capacity building and mentoring to individual CFP organizations, as well as, “train the trainer” and peer mentor programs at the regional and national level. CFSC has joined with twenty other leading organizations<sup>5</sup>, including Growing Power and WhyHunger, to form the Alliance for Building Capacity in Food Systems (ABC) to increase coordination among training and capacity building providers to organize an effective community food security movement.

Community Food Security Coalition and other ABC members have set a goal to build the capacity of organizations serving and led by people of color by identifying and cultivating leaders from marginalized communities. As shown above, Black and Hispanic people are disproportionately affected by food insecurity. In order to improve access to healthy food for people of color, the Community Food Security Movement must increase involvement of marginalized ethnic and racial groups. This effort will include identifying and building relationships with capacity building providers from communities of color and identifying and including leaders from those communities build power and voice in the movement.

**Community Food Security Coalition:** CFSC created the nation’s first CFP-focused training and capacity building program in 1996 and has had contact with hundreds of CFP applicants and virtually all of the CFP grantees, and developed substantial working relationships with them. CFSC has developed unmatched experience in Community Food Security issues, has strong and

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<sup>5</sup> ABC members include: American Community Gardening Association, Community Food Security Coalition, Crossroads Resource Center, Growing Food and Justice Initiative, Growing Power, Keecha Harris & Associates, Inc., Mott Center at Michigan State University, National Center for Appropriate Technology, National Farm to School Network, National Good Food Network and Wallace Center, Public Health Law and Policy, Real Food Challenge/LiveReal, Rooted in Community, Southern Sustainable Agriculture Working Group, Southwest Marketing Network, Sustainable Communities, The Food Trust, Tufts University, USDA Community Food Projects Program, WhyHunger.

experienced staff, has developed curriculums and training systems, has a nationwide network of trainers and has strong working relationships with the partner ABC organizations.

Because of our long history and knowledge gained from working with grantees, running the hotline and collaborative approach to training, CFSC been very successful in assisting CFP applicants and eligible entities in understanding the primary goals of the CFPCGP. CFSC has unmatched capacity to provide Training and Capacity Building services to CFPCGP grantees. Consider the following CFSC services and accomplishments. CFSC has:

- Sponsored 15 national community food security, 3 farm to school, and 2 food policy council conferences. The November 2011 “Food Justice” conference had over 1,000 attendees.
- Founded and is facilitating the Alliance for Building Capacity in Food Systems (ABC).
- Co-founded the Healthy Corner Stores Network and the National Farm to School Network.<sup>6</sup>
- Provided training and capacity building to CFP grantees and applicants, including a CFP grant assistance hotline and publishing of the *Guidance for Preparing CFP Applications*.
- Created the only CFP evaluation-training program in 2002; developed CFP evaluation tools- *CFP Evaluation Handbook & Toolkit* and *Whole Measures for Community Food Systems*.
- Published over 30 training, research and background publications and distributed hundreds of thousands of copies to CFP applicants, grantees and others.
- Managed the web-based *CFP Indicators of Success* database for CFP grantees.
- Provided a vehicle for member organizations to have national impact through sharing their expertise and by involving them in movement building and planning.

## **B. Organizations Involved**

The Community Food Security Coalition functions as both a coalition and as a training and capacity building organization in itself. As a coalition, CFSC builds networks among community food programs and capacity in the Community Food Security Movement. Because of CFSC’s unique model, we can provide the highest quality Training and Capacity Building (TCB) services by incorporating the expertise of our partners. This allows CFSC to broadening our reach in terms of skill areas developed as well as reaching beyond our own extensive networking into our partners networks and conferences. In this way, CFSC activities reach many more CFP applicants and eligible organizations than any one entity could do alone. This project will direct approximately 36% of funds to national, regional and grassroots partner organizations and CFP grantees. Additionally, CFSC staff brings their extensive knowledge and experience in core training areas such as program evaluation, food policy councils, healthy corner store networks, farm to institution programs and others.

To meet the needs of CFP grantees, applicants, eligible organizations and others, CFSC’s Movement Building program includes the following staff and partner roles:

- *Community Food Security Coalition (CFSC)*, Jeanette Abi-Nader, CFSC’s Evaluation Program Director, will serve as Project Director. Ms. Abi-Nader has been providing to training CFP grantees for over 10 years. She will direct the movement building elements including the Alliance for Building Capacity, Whole Measures for Community Food Systems, CFP Grantee Peer Mentor Meeting, Racial Equity work, work with our external evaluators, and provide collaboration in other project areas. Kristen Markley, CFSC’s Farm

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<sup>6</sup> CFSC’s partners are: **Healthy Corner Stores Network** -The Food Trust, Public Health Law & Policy, and Urbane Development; **National Farm to School Network** - Occidental College’s Urban & Environmental Policy Institute.

to Institution Manager, will manage the skill building elements including the CFP Applicant Support (hotline, guidebooks and learning community), the Partner Skill Building Sessions, and the Learning Communities (including the Healthy Corner Store Network). Sara Padilla, CFSC's Communities Putting Prevention to Work Manager, will manage the evaluation capacity building of the project including the CFP Indicators of Success, Field Guide to Evaluation Trainings, and the CFP grantee scholarships. CFSC Training and Capacity Building Director, Marion Kalb, will provide strategic guidance and program integration.

- *American Community Gardening Association, Beth Urban*, will host a track of community food security/justice workshops at their annual conference in FY13 and will host a Growing Communities workshop in FY14. ACGA will also coordinate with CFSC for two "Ask the Expert" ACGA calls as part of the CFP learning community.
- *Healthy Community Food Systems/Southwest Marketing Network (HCFS), Jim Dyer* will organize community food security skill-building sessions at gatherings in the Southwest.
- *Kimberly Labno* will analyze data derived from our internal evaluations.
- *National Farm to School Network (NFSN), Anupama Joshi* will host an evaluation workshop at the 2013 CFSC annual conference on evaluating farm to school community food projects.
- *National Research Center (NRC), Michelle Kobayashi and Lee Tyson* will host and will provide data analysis and reporting for the CFP Indicators of Success. Ms. Kobayashi will also lead the Field Guide to Evaluation Training.
- *Open Source Leadership Strategies, Gita Gulati-Partee* will help design and implement the external strategic evaluation of the program. Ms. Gulati-Partee will also act as a consultant to the Alliance for Building Capacity and a racial equity coach for this group.
- *Public Health Law and Policy (PHLP), Hannah Burton Laurison & The Food Trust (TFT), Allison Karpyn*, will partner with CFSC staff to host the Healthy Corner Store Network.
- *Rebecca Mann* will provide graphic design services for the Whole Measures CFS curriculum.
- *Rooted In Community (RIC), Kate Casale & Gerardo Marin* will host a youth space and track of workshops at the CFSC annual conferences, partnering with Real Food in FY13.
- *Southern Sustainable Agriculture Working Group (SSAWG), Keith Richards* will host a track of community food security/ food justice workshops at their January 2013 conference.
- *VISIONS, Inc., Deborah Walker* and colleague, will host a dismantling racism training at each of the CFSC annual conferences and work to build capacity among peer trainers.
- *WhyHunger, Alison Cohen*, will host the CFP Grantee Peer Mentoring meeting, strategize with grantees for content areas, organize scholarships to grantees, work with a trainer on area of focus, arrange meeting details, etc.

CFSC will select additional consultants and work with grantee peer trainers as identified. For the Whole Measures CFS work, CFSC will reach out to one of the 15 organizations active in the mentoring/learning community work who have built significant capacity in this area. Content focus areas will be based on feedback from each year's cadre of grantees and applicants.

### **C. Project Goals and Objectives**

The Goals (1,2,3) are intended to assist applicants, eligible entities and others to understand and achieve the primary goals of the CFPCGP, and are identified in *italics*. Related Objectives (a,b,c) are listed under each goal. Many of CFSC's activities contribute to more than one project goal.

1. SKILL BUILDING: Increase specific skills and competencies of CFP applicants and eligible organizations to qualify for CFP funding, develop strong proposals, and increase their skill

- and knowledge in key areas of community food system practice. *Meet the food needs of low-income people; Promote comprehensive responses to local food, farm and nutrition issues.*
- a. Provide 100 hours of CFP applicant hotline consulting and publish 2 CFP guidebooks.
  - b. Provide 4 CFP applicant skill building trainings including 1 in-person and 3 webinars.
  - c. Provide 20 skill building partner workshops in high interest topic areas (5 tracks).
  - d. Provide 24 travel scholarships and 30 registration scholarships for CFP grantees and youth to attend conferences/training of their choice.
  - e. Provide 1 intensive Field Guide evaluation training and 1 other evaluation workshop.
  - f. Publish and distribute *CFP Evaluation Handbooks* and *Toolkits, Whole Measures for Community Food Systems* and *CFP Indicators of Success* to all grantees and others.
2. **CAPACITY BUILDING:** Increase CFP's organizational capacity to implement successful, effective projects and to create lasting change toward sustainable community food systems. *Meet specific needs for infrastructure improvement and development; Promote comprehensive responses to local food, farm and nutrition issues.*
- a. Use Learning Communities (3 per year) and conferences to grow lasting networks. Host 9 interactive webinars, 3 in person meetings, and quarterly calls for over 120 participants.
  - b. Organize CFP Grantee Peer Mentor program for 30-50 grantees annually, including quarterly calls and intensive capacity building at annual training.
  - c. Develop a Whole Measures CFS training curriculum to better facilitate organizations' ability to implement this value based planning and evaluation tool.
  - d. Provide an intensive Whole Measures CFS train-the-trainer workshop (40 participants).
  - e. Launch a minimum of 10 new WM CFS community mentors.
3. **MOVEMENT BUILDING:** Help build a Community Food Security Movement with enhanced coordination and synergies among practitioners, training and capacity building providers, advocates for food justice/racial equity, and limited resource groups. *Plan for long-term solutions; Increase the self-reliance of local communities in meeting their own food needs.*
- a. Host the Alliance for Building Capacity in Food System network of 30-40 participants, to include 4 working groups, quarterly calls, an annual meeting and leadership development.
  - b. Host 6 racial equity trainings and 50 hours of one-on-one coaching.
  - c. Relationship building to previously marginalized communities and inclusion of capacity builders and emerging leaders of color.
  - d. Increase peer learning and information sharing among community food practitioners, link them with each other, and provide access to contacts and resources.
  - e. Establish, facilitate and host Internet-based peer communication networks such as listserves and blogs, and utilize social media such as Facebook.
  - f. Collect data across CFP grantees using the CFP Indicators of Success, host 4 conference call and 1 in person trainings (100 participants), create report and distribute 250 copies.

## D. Activities

CFSC is building its planned activities based on the core program goals of skill, capacity and movement building. The activities emerged from feedback from CFP grantees (at the recent Project Directors' meeting, through an online survey, and various other methods); CFSC's past experience, and the RFA requirements. On the survey, grantees indicated the top three types of training they wanted including: 78% wanted more mentoring (peer & one-on-one), 44% more training and workshops and 38% peer working groups.

<b>Skill Building</b>	At individual CFP level	<i>Immediate impact &amp; support in knowledge gained</i>
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**1. Support for CFP Applicants: hotline, learning community & written guides.** CFSC's applicant hotline provides personalized assistance to support CFPCGP applicants and potential applicants to understand the CFP program and develop effective project proposals. Each applicant can receive up to 60 minutes of consultation at no charge from a trainer with comprehensive knowledge of the CFPCGP process. The interest in this service has been strong and in FY10 we provided 120 hours of consultation (FY11 is still in process). *Ninety-one percent of hotline users responded the TA was very good or excellent.* For this project, CFSC will begin the outreach work 5 months before the RFA is released by launching the Community Food Projects Learning Community (CFP LC). The CFP LC will host 3 interactive webinars to help emerging groups develop strong program planning before the RFA process begins. Surveys have indicated topics of interest include grant writing, community economic development, limited resource producer profitability, integrating racial equity into CFP's, and working with youth. The CFP Learning Community will also host an in-person meeting at the CFSC annual conference (which is usually right before the RFA is released).

CFSC compliments the hotline and learning community with written guides, particularly the *Guidance for Preparing Community Food Project Proposals*, a comprehensive 30+ page document that provides an important companion to the official RFA and the NIFA Grants.gov application guide. CFSC's *Guidance* clearly explains key aspects of the CFP Program, how proposals are evaluated, and how to develop an effective proposal. The *Guidance* is updated annually and available at no cost through CFSC's website within two weeks after the RFA release, and hard copies are available on request.

**2. Skill Building Workshops.** CFSC will collaborate with our Coalition partners to host five intensive tracks of workshops on key areas of community food security practice, building skills in a broad range of CFP activities. Two workshop tracks will occur at the CFSC annual conference and include a focus on healthy corner stores and youth in CFPs, respectively.

- Healthy Corner Store Network track - CFSC will partner with The Food Trust and Public Health, Law & Policy to select 4-6 workshop proposals for the healthy corner store track.
- Rooted in Community (RIC) Youth track – RIC is a national network of organizations working with youth and community food security and will organize the youth track. RIC staff and 6-8 youth leaders from organizations around the country will host a youth space, create a community art initiative, and facilitate workshops on youth focused CFPs.

CFSC will collaborate with three additional partners to offer sessions that meet the needs of diverse audiences in various regions not typically reached by the CFSC conference. Southern Sustainable Agriculture Working Group, American Community Gardening Association and Healthy Community Food Systems/Southwest Marketing Network will each host a track of workshops at their annual conference or other events in their region. These workshops will focus on how the work of each participant group (sustainable farmers, community gardeners, native American communities) is part of a broader community food security schema and will build capacity across sectors creating more opportunities for the creation of healthy food systems.

The workshops will also be more accessible to CFPs in that region, building their regional networks and strengthening their potential for collaborations. In this way, CFSC can multiply the impacts of our partner organizations and heighten the outreach of the CFP program.

**3. CFP Evaluation Training and Technical Assistance.** The need for evaluation support and capacity building has been reinforced over the past several years through CFP grantee feedback. Grantees and CFSC members identified evaluation as one of the top two topics of interest for training and support. CFSC provides four levels of evaluation training to build skill and capacity to conduct effective program evaluation and ultimately improve program performance.

- Distributing evaluation resources to all new CFP grantees annually including the *CFP Evaluation Handbook* and *Evaluation Toolkit with CD*<sup>7</sup>, *Whole Measures for Community Food Systems*, and *Community Food Projects Indicators of Success*.
- Evaluation Workshops – CFSC will partner with the National Farm to School Network (NFSN) to host a workshop on evaluating your Farm to School CFP. Additional evaluation workshops will be offered throughout the year.
- Field Guide for Evaluation Training- This 2½ day comprehensive training covers the basic evaluation curriculum and outcome measures for program improvement. Facilitated by National Research Center, Inc., CFSC staff, and two CFP grantee peer trainers, this workshop has consistently received excellent ratings (it is offered every other year).
- One-on-one Evaluation Technical Assistance – CFSC staff is available to CFP grantees throughout the year to provide support on their program evaluation and CFP legislative requirements.
- Whole Measures for Community Food Systems -see below under capacity building.

**4. Conference Scholarships.** CFP grantees have expressed interest in attending the types of trainings describe above but have been limited by lack of travel and registration funds. In order to make these and other skill building workshops more accessible, CFSC will provide \$10,000 worth of scholarships to CFP grantees through an application process. Grantees can apply for relevant workshops, including the Growing Power 5-month urban agriculture training program.

Additionally, CFSC will provide 30 registration scholarships including 20 to CFSC’s conference (10 for RIC youth and staff; 5 for HCSN participants; 5 for evaluation training participants) and 10 to WM CFS Train the Trainer workshop, eliminating the cost barrier for organizations with limited resources and strong community need.

<b>Capacity Building</b>	At individual CFP & increasing leadership capacity.	<i>Broader impact &amp; support in behavior change</i>
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**5. National Learning Communities.** CFSC has pioneered the Learning Community model over the past seven years and evaluation survey results consistently indicate this model as useful for grantees building capacity in their core area of work. Each Learning Community focuses on a key Community Food Security subject, bringing together participants from around the country for peer learning about effective best practices and strategies. Each Learning Community will meet by interactive webinar/conference call 6-12 times per year and one in-person meeting.

<sup>7</sup> The 224-page *Community Food Project Evaluation Handbook* and the 291-page *Community Food Project Evaluation Toolkit* (including a CD with 52 sample tools and worksheets) were developed by the CFSC Evaluation Program working with the National Research Center, Inc. They are also available for sale to non-grantees.

Topics grow out of issues raised in trainings, conferences and through the CFSC hotline. Social media (such as twitter, FaceBook or CFSC's COMFOOD listserve) will be used to enhance interactions and encourage ongoing connection of Learning Community participants. Learning Community lessons may be woven into WhyHunger's *Food Security Learning Center* (<http://www.whyhunger.org/fslc>). Learning Community Topics for the grant period will include:

- Healthy Corner Store Network (HCSN)-with our partners The Food Trust and Public Health, Law & Policy, CFSC will maintain the dynamic HCSN website and host 3 webinars annually. Community economic development has been identified as one of the top areas of interest for grantee capacity building and this LC will help build capacity in this area.
- Community Food Projects Learning Community (CFP LC) will be targeted at CFPCGP applicants and address specific issues identified as barriers to applicants' success. The CFP LC will be launched 5 months prior to the release of the RFA to allow ample time for organizations to conduct thorough program planning and partner outreach. Topics will reflect areas of interest from surveys of CFP's.
- Racial Equity Learning Community will provide 3 intensive webinars on incorporating racial equity into your CFP project. This LC will also include a Racial Equity workshop at each of CFSC's annual conferences, facilitated by VISIONs Inc. and designed specifically to meet the needs of CFP grantees and other community food system practitioners, while building capacity for emerging leaders through Growing Food and Justice for All Initiative and others. For each Learning Community, CFSC will work to ensure grantee participation and leadership development, focusing on the topics and challenges grantees identify.

**6. CFP Grantee Peer Mentoring.** At this year's CFP Project Directors' meeting, grantees expressed overwhelming interest in finding additional opportunities for organizational development capacity building and networking. To meet this need, CFSC will subcontract with WhyHunger, a national leader in peer mentoring, to organize and facilitate peer mentoring groups of CFP grantee Program Managers to build leadership skills, create networks and share best practices. Together we will host a facilitated grantee capacity building meeting (in the spring so as not to conflict with the PD meeting). Grantees will assess their skills, assets and areas of interest, then will pair into peer mentor groups based on these areas and area of food system practice. Staff from CFSC and WhyHunger, as well as partners from ABC will provide support and facilitation. A skilled trainer will lead sessions around a core capacity area (organizational and leadership development, racial equity, whole systems evaluation and movement building) which also align with ABC priorities. Peer mentor groups will maintain contact after the meeting by e-mail and other means. Funds are included to support 30-36 grantees to attend this meeting for limited to no cost.

**7. Whole Measures for Community Food Security.** Over the past three years, CFSC has worked with nearly 30 grantees and practitioners to pilot test and implement Whole Measures for Community Food Systems (WM CFS). This value-based planning and evaluation tool built off the work of the Center for Whole Communities (CWC), emerged out of grantees desire to communicate a holistic picture of the complex, inter-related programs they run. Thirteen organizations worked intently with WM CFS mentoring program and their learnings will be shared in a report due out in February 2012. Four of these organizations<sup>8</sup> hosted a short course at CFSC's annual conference in Oakland this month. Short course participants rated the workshop

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<sup>8</sup> Nuestras Raices, Healthy Communities, Central California Obesity Prevention Program, The Food Project.

as excellent (95%) and 85% said they would be interested in attending an intensive train the trainer program.

In the first year, this project will allow CFSC to work with grantees to create a curriculum to accompany WM CFS and build on the library of evaluation tools offered to CFP grantees. The curriculum will provide information on the core capacities for implementation and provide practitioners with a detailed guide on adapting the tool measure outcomes of complex systems their community food projects represent. In year two, CFSC will host an intensive train the trainer workshop, building the cadre of community leaders equipped to utilize this tool. These new trainers will be available to CFP grantees, other CFP’s, Alliance for Community Building partners and Food Policy Councils to integrate Whole Measures CFS evaluation into the Community Food Security Movement.

<b>Movement Building</b>	On a regional/national level.	<i>Long-term impact &amp; support toward sustainable solutions</i>
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**8. Alliance for Capacity Building.** The Alliance for Capacity Building in Food Systems (ABC), described above, is a network of national and regional community food capacity builders working together to strengthen the Community Food Security Movement by creating networks, coordinating events and trainings, sharing best practices, building leadership in the movement and engaging capacity building providers from low income communities and communities of color. CFSC will act as the convener for ABC, host an annual meeting and quarterly conference calls, and work with WhyHunger on an online database and calendar. As mentioned, ABC has over 20 organizations and at this month’s meeting in Oakland, the group prioritized four core working groups that will focus on 1) internal capacity building; 2) relationship building with additional capacity builders rooted in social justice and racial equity; 3) developing a workplan; and 4) creating tools such as a data base and calendar for CFP training and capacity builders. Funds are included to bring leaders together for the annual meeting, provide trainings toward core capacities identified, create tools and host regularly networking calls.

**9. Racial Equity Coaching.** Racial equity practices are woven throughout the CFSC Movement Building proposal (CFP and Racial Equity Learning Communities, etc.). In addition to these measures, CFSC will work with Gita Gulati-Partee of OpenSource Leadership to provide racial equity coaching to CFP grantees and ABC members. This coaching will respond to participants need and include coaching through trainings, reviewing materials, program planning, etc, all with an eye on how to create more culturally sensitive and just programming. On a deeper level, CFSC will design our programs in such a way that builds power and voice for CFP grantees and other community leaders and ensure community food system development in a way that represents the people most harshly affected by food insecurity. In this way, CFSC’s movement building approach will contribute toward long-term success building community food systems.

**10. CFP Indicators of Success:** CFSC will continue to operate the CFP Indicators of Success online database and host trainings for CFP grantees on understanding the system. CFSC will work with the National Research Center on data collection, verification, analysis and reporting of cross-program evaluation of all CFP grantees. The CFP IOS process is the only cross-program vehicle for understanding the impacts of CFP grantees. The participant impact survey, included in the CFP IOS is the first time that CFP program participants’ voices are being heard regarding the impact of this work in their lives.

## E. Timeline

The timeline for this project is included in Appendix 3 and is referenced in each activity description.

## F. Proposed Work Plan

The work plan schedule for this project is included in the timeline, Appendix 3. Because CFSC is currently doing many of the training and capacity building activities, it does not require time for planning and startup. Project staff are trained and experienced, technology such as hotline phones are in place, curriculums are developed and partnerships with other training and capacity building organizations are established.

Grant-related training and capacity building activities will be scheduled so that CFP or PP applicant organizations will have ample opportunity to take advantage them with sufficient time to construct and submit CFPCGP proposals. For existing grantees, grant management assistance will be timed so that grantees can utilize the assistance to improve their projects during the grant period. All other CFSC activities in this proposal will be available to CFPCGP applicants and grantees, but do not need to be coordinated with deadlines and awards. Details for each project are included in the activities section above.

## G. Evaluation

CFSC places a high value on program evaluation as both a tracking and reporting tool and a means for program improvement. CFSC's commitment to evaluation extends to training CFP grantees and other CFP's in evaluation. CFSC developed the *Whole Measures for Community Food Systems* program and manages the CFP Indicators of Success database for the CFP program. Appendices 1 and 2 include the Project Logic Model and Project Evaluation Plan.

Project Director, Jeanette Abi-Nader, CFSC's Evaluation Director, will work with external evaluators National Research Center, Inc. and Gita Gulati-Partee on data collection and analysis for this project. CFSC will conduct quantitative, qualitative, and formative evaluation. The **quantitative** evaluation will track program outputs and outcomes based on the activities and goals and objectives of this proposal as well as legislative goals for the program. The specific indicators are outlined in the logic model. The **qualitative evaluation** will examine applicant, CFP and partner organization experience and feedback on the project in order to determine what worked well for applicants and why activities worked or didn't work. Qualitative information will be gathered through verbal feedback, written and online surveys, workshop exit surveys, mid-project and end-of-project interviews, participant reports and other tools.

In addition to reporting, evaluation feedback and results will be used in our **formative evaluation** and contribute to program improvements and any mid-course corrections. Evaluation results will be used internally by CFSC staff and board to make immediate program improvements and to inform longer-term program direction. The results of all evaluations will be **reported and disseminated** to program partners and the CFSC board of directors, included in reports to USDA and made available on CFSC's website.