



MODULE 3: DEFINE & SCOPE

Scope...

IDENTIFY PARTNERS AND THEIR ROLES

PEER PERSPECTIVE

“We have very closed networks in terms of who we interact with—who we know and what they are working on. I think one of the things that’s been highlighted by the COVID-19 pandemic is that we need to have a clear understanding of roles and responsibilities of different stakeholders.”

(Food Systems Community of Practice participate, statement edited for clarity)

This section will help you to:

- Generate a list of food system resilience partners
- Collect critical information about partners to better understand the network of partners and community members in your jurisdiction and in the case of disruptive events
- Identify a subset of partners to involve in the resilience planning process

Now that you have a firm understanding of food system resilience concepts and how to implement an equity- and justice-centered approach to the planning work, it is time to dive into the planning work. This module will help you identify key food system partners and provide tips and tools for communicating with them. It will also help you to understand the landscape of food system resilience work in your area and set clear expectations and a vision for the purpose and boundaries of your planning work.

IDENTIFYING PARTNERS

Food systems depend on and affect many different actors. More resilient systems often have strong connections and networks.^{1,2} An important first step to food system resilience planning is to identify the partners who will guide and carry out food system resilience planning and work in your community and clearly identify the roles that they will play.

For this guide, we suggest that you identify partners by generating a list of food system resilience actors. One way to do this is to think about what community partners would be interested and/or critical to food system functioning. Further: what partners would be critical for protecting and promoting food security in the case of a disruptive event such as a pandemic, flood, snowstorm, or civil unrest?

Alternatively, think about how your agency responded to support food security during a recent disruptive event (e.g., COVID-19, flood, snowstorm, civil unrest, etc.). Which community, business, and government partners were involved? Who wasn’t involved but should have been?

SOCIAL NETWORK ANALYSIS

The strength of relationships between food system partners, and with government workers and community members, can support or detract from the effectiveness of your food system resilience planning and work.

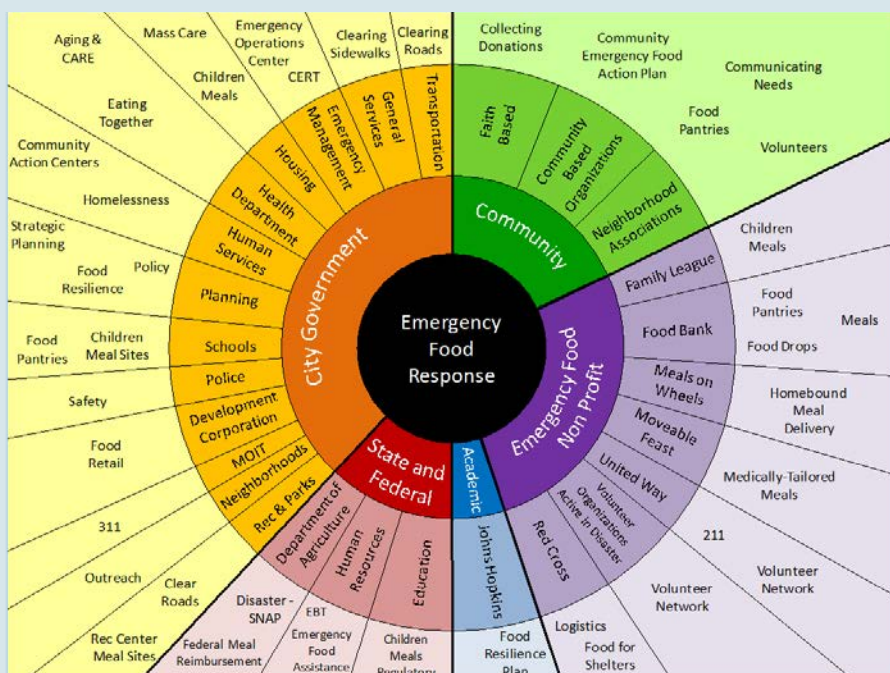
One way to assess and evaluate the strength of the relationships between food system partners is through social network analysis. Social network analysis (SNA) is a way of mapping partners that provides a visual representation of the nature and strength of relationships between different actors in a food system.^{3,4} SNA has been used to influence policy change by uncovering strengths and weaknesses in local food system networks as well as to pinpoint where to engage new policymakers and organizations.⁵

There are online tools that can help you do a SNA, including [KUMU](#) and [Gephi](#) (which may have costs associated depending on the desired functionality), or programming options like R. Many people also use PowerPoint or Excel to create network displays.

BALTIMORE CITY EMERGENCY FOOD RESPONSE PARTNERS

The City of Baltimore's Office of Sustainability created a framework to organize their emergency food response partners. **Figure 7** shows how the partners were organized by sector (second circle), organization (third circle), and food system function (outermost section). This was not an exhaustive list of partners; rather, it demonstrated that supporting food systems in a crisis required inter-agency and multi-sector collaboration. This framework helped government staff to organize Baltimore's first Emergency Food Working Group, which was tasked with developing recommendations for how government, nonprofit and for-profit food system organizations could more effectively work together during disruptive events. The framework has also since been adapted for other crises.

Figure 7. Baltimore City Emergency Food Response Partners. Source: Baltimore City Food Policy and Planning Division (2017)



REFERENCES

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2. Moore, M. L., & Westley, F. (2011). Surmountable chasms: networks and social innovation for resilient systems. *Ecology and society*, 16(1).
3. Christensen, L. O., & O'Sullivan, R. (2015). Using social networking analysis to measure changes in regional food systems collaboration: A methodological framework. *Journal of Agriculture, Food Systems, and Community Development*, 5(3), 113-129.
4. Borgatti, S. P., Mehra, A., Brass, D. J., & Labianca, G. (2009). Network analysis in the social sciences. *science*, 323(5916), 892-895.
5. Harden, N., Bertsch, B., Carlson, K., Myrdal, M., Bobicic, I., Gold, A., ... & Hiller, T. (2021). Cass Clay Food Partners: A networked response to COVID-19. *Journal of Agriculture, Food Systems, and Community Development*, 10(2), 181-196.



TOOL #2: PARTNERS ASSESSMENT

Description:

This tool is designed to help you identify possible partners to include in your food system resilience planning effort, and to collect key information about the partners. This exercise will ask you to think about which partners are required for an effective food system resilience planning process, but the matrix may also be useful in identifying emergency response, or implementation actors. Several Community of Practice members suggested sharing the partner list via an online platform, such as Google Drive, so multiple people can simultaneously add to the list. This list can also serve as a foundation for a community partner database.

A Microsoft Excel version of this tool is available for [download here](#).

Instructions:

- 1.** Brainstorm the organizations that you already work with and those that serve a role that you will need, to strengthen disaster response and build food system resilience. You may already have a relationship with these entities, or you may need to develop a relationship with them. To limit the size of your list, we recommend that you start at the organizational level (rather than individuals within organizations). Focusing on the organizational level is also a way to reduce continuous updates to your list due to staff turnover.
- 2.** Fill in the matrix below with information about these organizations, including:
 - a.** Type of organization: use the list of categories below that is based on food system resilience work done by local governments in the US:
 - i.** Government (local, state, federal, or multi-level/intergovernmental)
 - ii.** Nonprofit (local, regional, state, national, or community-based)
 - iii.** Philanthropy
 - iv.** For-profit
 - v.** Cross-sectoral network
 - vi.** University or Academic institution
 - vii.** Other
 - b.** Constituents served: list key constituencies served by the partners, ensure that a diversity of voices and perspectives are represented.
 - c.** Contact information: if possible, include general contact information and direct contact information for a key point of contact. Remember to periodically update the list.

- 3.** Identify the primary role that these organizations play in supporting food systems functioning. Knowing what role respective partners play can help to know when to engage them in preparing for and responding to disruptive events. Use the menu of FEMA functions provided below:¹
- a.** Transportation
 - b.** Communication
 - c.** Information & planning
 - d.** Emergency assistance and human services
 - e.** Logistics
 - f.** Public health
 - g.** Public safety & security
 - h.** Cross-sectoral collaborations
 - i.** External affairs
 - j.** Food production
 - k.** Funder
 - l.** Policymaking
 - m.** Other
- 4.** Rate the strength of your relationship with each partner, based on a scale of 1 (weak or non-existent) to 5 (very strong). It may help to think about how easy it would be for you to coordinate with this partner in the case of a disruptive event.
- 5.** Rate the frequency of communication, based on a scale of 1 (rarely) to 5 (daily). Frequency of communication is identified by researchers as another key characteristic in understanding the strength of relationships.² Communication includes, but is not limited to email, phone, text, or in-person or virtual meetings.
- 6.** Start with one disruptive event and continue to add community partners to the list as you consider other disruptions.

TEMPLATE. FOOD SYSTEM RESILIENCE PARTNERS

| Partner (Org. Level) | Type of Organization | Strength of Relationship (1 - weak or non-existent; 5 - very strong) | Frequency of Communication (1 - rarely; 5 - daily) | Food System Role (Select the primary role that this partner plays in emergency food response) | Contact Information | Additional Information |
|--------------------------------|-----------------------------|--|--|---|----------------------------|---|
| Emergency Services Division | Government - State | 1 | 1 | Logistics | Email, phone number | Text after hours if urgent |
| Regional Food Bank | Nonprofit | 4 | 2 | Emergency assistance and human services | Email, phone number | Drop off and pick up Monday - Friday 9am -3pm, Accepting new volunteers now |
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TOOL REFERENCES

1. Federal Emergency Management Agency. (2021). National Response Framework. <https://www.fema.gov/emergency-managers/national-preparedness/frameworks/response>
2. Peterson, D., & Besserman, R. (2010). Analysis of informal networking in emergency management. *Journal of Homeland Security and Emergency Management*, 7(1).

EQUITY CHECK

Make sure you are including and recruiting community members who may not be involved at the organizational level. We recommend offering stipends for partners and community members to participate in the planning process. This will help residents and individuals from smaller organizations or community groups to participate in the process by demonstrating that their time is valued and providing their organizations with the funding to support their involvement. Be realistic and transparent about the amount of time and resources partners will need to commit to be a part of the planning process.

FORMING A PLANNING TEAM

Once you have a list of food system resilience partners, use the list to determine who should be engaged in the planning process. It is important to have a diverse and interdisciplinary planning team that brings together people from different sectors, levels of employment, geographic areas, and demographics, and that includes representation from communities affected by food systems injustices. A variety of personal and professional experiences and knowledge will yield a team that thinks critically, raises issues beyond the food supply chain that will impact resiliency, and asks important questions. You may consider creating a smaller team that will lead the planning process and work associated with the plan in addition to an advisory team that can provide input and validate the work as being representative of the community.

1. First, narrow the list to those organizations that will be key to the food system resilience planning process, including those that may be considered for an advisory role. Consider the type of organization, constituents served, and food system role.
2. Next, identify the individual(s) from the organizations who should participate, or reach out to the organizations for recommended participants. You might want to use a chart to track key criteria when developing your team.

PEER PERSPECTIVE

“I felt...sometimes that I shouldn’t speak because they’re talking about food, but most of the time it sorts of dawned on me that we’re all talking the same thing. We’re talking about a process within the city organization and if it’s food or solar panels or something else it’s basically the same process, and communication is typically similar across departments”

(Food System Resilience Community of Practice participant, statement edited for clarity)

BUILD THE CASE

This section will help you to:

- Improve how you communicate about food system resilience
- Describe how building food system resilience is integral to other systems and infrastructure, such as energy, water, and transportation sectors

Whether you are trying to convince people to join your food system resilience planning team, or to garner funding to create a food system resilience plan, or you’ve been working on the topic for years, chances are good that you’ll need to be able to gain support from funders, political leaders, communities, and your colleagues. When resources are tight, how do you convince someone to invest in lessening the effects of a crisis that may not happen? How do you ask representatives from community organizations to engage in a long-term planning process when they are stretched thin addressing current issues? How do you explain these sometimes-complex ideas without a lot of jargon?

This section provides suggestions for communicating about food system resilience. The suggestions came directly from a workshop with the Food System Resilience Community of Practice. This session was led by Christine Grillo, Contributing Writer for the Johns Hopkins Center for a Livable Future.

COMMUNICATING ABOUT FOOD SYSTEM RESILIENCE

Many people are unfamiliar with the term, “food system resilience.” It is important to be able to explain it in a way that resonates with others. This might be helping a colleague who approaches this work from a food lens to understand terms like “vulnerability assessment” and “hazard exposure.” Or it might be helping your emergency operations colleagues understand why food systems should be a critical part of emergency response. **Table 3** offers key communication strategies.

Table 3. Strategies for Effective Communication

| | |
|---------------------------------------|--|
| Explain an unfamiliar concept. | Different community groups may require appropriate analogies to understand the rationale for the plan, or several of its intricacies. While the term “food system resilience” itself may be unfamiliar, finding linkages with core values and current work can help show why this work is important. |
| Illustrate a point or process. | When working on food system resilience planning or management, it is crucial to communicate distinct elements of the process and why you opted for specific strategies. This might be useful for communicating with local government leadership about where your organization is in the food system resilience planning process or communicating to a partner or funder why your organization has decided to focus on a specific set of food system resilience strategies. |
| Connect people and groups. | Effective food system resilience work is rooted in relationships. You will need to effectively communicate with partners and community members from different perspectives. |
| Inspire innovation. | The complex challenges of building food system resilience may require innovative thinking, as they don’t have one solution. Communication can be used as a tool for encouraging colleagues, community partners, and others to think creatively about these challenges. |
| Change minds. | Food systems may not be prioritized in your jurisdiction or community’s short- or long-term resilience planning, because food systems cut across so many different sectors. Local governments may historically have assumed food would be taken care of by state or federal agencies in a disaster, or through emergency feeding by nonprofits such as the American Red Cross. Long-term planning is also often pushed aside by shorter-term priorities and motivated by political cycles. If you are going to engage in this long-term food system work, you will need to communicate to people why considering food as a system is important and why planning for the future can’t wait. |
| Don’t use a negative frame. | Although resilience by definition involves dealing with negative events and concepts, such as threats, hazards, disasters, disruptions, and more, avoid being simply “against” something. Although it is important to understand such threats in order to prevent or prepare for them, strategies for building resilience can be communicated more positively. Focusing communication about your work on the assets in your system and community and how resilience planning can strengthen them can help redirect attention from negative to positive solutions. Try to also avoid aligning yourself with a political side or using jargon. |
| Be affirmative. | When sharing this work with potential collaborators, funders, community members, or decisionmakers, consider communicating how this work will help to reach broader social, political, economic, or other goals in your community. Be “for” something and highlight solutions and innovations. Use quotes and anecdotes (real people, real stories) and keep the examples useful. Use data to help build the case. |
| Learn the mindset. | In addition to framing your work in ways that communicate how food system resilience can contribute to broader community or government goals, you may need to appeal to individuals’ values. For example, if a city council member values her constituents’ well-being as a top priority, learn about the concerns and needs of residents of that area and share how your work can address those needs specifically. Keep in mind that many people may be struggling with daily challenges such as putting food on the table, paying for medication, and caring for children and elders. Rather than talking about how food system resilience work can prepare them for a future disaster, address how it can help alleviate more immediate challenges. Ask yourself, what are their professional or personal priorities? What do they know about food system resilience? What is the core value informing their response? |

EQUITY CHECK

1. Are you building the case with community members? Are they on board with this? [Visit this link to learn more](#) about the approach that Austin, Texas, takes toward community participation.
2. How do you describe resilience? [Learn more about the approach](#)
The Praxis Project took to engage a group of partners around defining disaster justice.

GETTING YOUR AGENCY ON BOARD

Some of the key people you might need to communicate with are those in your organization—leadership, peers, and other staff. Your organizational culture can play a crucial role in the success of your food system resilience planning and work; therefore, an essential early step is to develop a strong link between your organizational mandate and food system resilience. Below are suggestions from the Food System Resilience Community of Practice based on their experiences:

- Ground the work in what has already been established as important to your organization and/or community.
- Link food system functions and goals with needs and vulnerabilities of other interdependent sectors, such as water, energy, and transportation.
- Build on work that is already happening, such as by aligning resilience goals and outcomes with other food access, climate action, or emergency planning goals.
- Use current events to showcase why food system resilience is vital.
- Remind those whom you are trying to convince that prevention and planning work save money in the long term.
- Prioritize actions that promote equity and protect the communities that experience the greatest inequities.
- Start small so you can build buy-in.
- Evaluate so you know what's working and can justify your work.

THE 5 WHYS

The 5 Whys can help you to dig deeper to better understand the core of a person's beliefs and motivations for doing something—in this case, for supporting or implementing food system resilience work. You can start by asking an open-ended question such as “What do you see as the biggest risks to your jurisdiction's food system?”. Then ask “why” five times in a row.

This can be a great method to use if you're trying to get at the human and emotional roots of a problem in order to more effectively communicate with potential supporters or collaborators. In the context of food system resilience planning, using this method while speaking with key partners can reveal deep insights in building a case for implementing a food system resilience plan in your jurisdiction. It can also provide additional insights surrounding the state of food system resilience specific to your jurisdiction.

For more information on the 5 Whys tool, visit [IDEO The Field Guide to Human-Centered Design](#)

DEFINE PROJECT SCOPE

This section will help you to:

- Understand the landscape of food system resilience work in your jurisdiction and within your organization
- Identify ways to support existing planning goals through food system resilience strategies and identify gaps in existing municipal plans where food systems considerations are missing
- Develop a vision statement to guide your food system resilience planning work

Now that you have identified key food system resilience partners and recruited many of them to be a part of the food system resilience planning process, the next step is to determine, as a team, the scope and purpose of your jurisdiction's food system resilience work. While neither disasters nor food systems have clear boundaries, for the purposes of planning, it is useful to clearly identify the where, when, and why of your food system resilience work.

DETERMINING FOOD SYSTEM RESILIENCE SCOPE

Food systems are complex, and the threats to food security are numerous, so it is important to set parameters around the geographic area of interest and a realistic timeframe for action, to clearly define why this work needs to happen. It will also be helpful to understand what work has already been done to support food system functioning, emergency planning, and or resilience planning. **Table 4** provides two elements of the planning process that you will want to determine at the start.

Table 4. Two Types of Scope to Consider in Food System Resilience Planning

| Type of Scope: | Overview: | Examples and Considerations: |
|-------------------------|--|---|
| Geographic Scope | Food systems exist at multiple scales including local, regional, national, and global. Although they may be regulated by political entities, they do not easily fit within political boundaries. ¹ The food that we eat is sourced from many different places and may travel hundreds or thousands of miles to reach the dinner table. ² It is helpful when thinking of resilience to define the food system in terms of what the local government and community can specifically influence. | <ul style="list-style-type: none"> ■ If a city decides to support urban agriculture development as a resilience strategy, it may want to work with partners primarily from within the municipal boundaries. ■ If a city wants to build supply chain resilience, it may need to work with multiple county governments and partners across a region or the state to understand and influence policies and regulations that influence the supply chain. |
| Temporal Scope | Resilience can be demonstrated in response to a wide range of events, from short-term disasters to long-term stressors. Likewise, planning for more resilient food systems can include both short-term and long-term strategies. Based on your motivation for planning for food system resilience, the planning team needs to decide the length of time the process will cover. | <ul style="list-style-type: none"> ■ Will your planning process focus primarily on improving coordination of short-term emergency food response in your defined geographic area? ■ Will your planning process focus on identifying ways to build longer-term resilience capacity in the food system to support transformation in the face of future challenges? ■ Or will it include both emergency and long-term preparedness and resilience efforts? |

TABLE REFERENCES

3. Gold, A., & Harden, N. (2018). Navigating borders: The evolution of the Cass Clay Food Partners. *Journal of Agriculture, Food Systems, and Community Development*, 8(B), 29-38.
4. Lin, X., Ruess, P. J., Marston, L., & Konar, M. (2019). Food flows between counties in the United States. *Environmental Research Letters*, 14(8), 084011.

CONDUCT A LANDSCAPE ASSESSMENT

It is useful to complete a landscape assessment of the work already happening in your jurisdiction that may be related to food system resilience. Scanning existing work early on in your food system resilience planning process can help ensure that your work builds on, rather than duplicates, existing efforts in your community.

We provide two tools to help you understand the existing work in your jurisdiction that might relate to food system resilience.

- 1. Jurisdictional Inventory:** This tool will help you evaluate your jurisdiction's current level of food system resilience planning, including work that may not be identified as such,
- 2. Policy & Plan Scan:** This activity will help you to identify and understand the types of plans and protocols that may already exist in your community that are relevant to food systems or resilience. It will also help you identify gaps or opportunities that could be addressed through your food system resilience planning work.



TOOL #3: JURISDICTIONAL INVENTORY

Description:

The Jurisdictional Inventory tool is designed to help you evaluate your jurisdiction's current level of food system resilience planning. This tool is adapted from "[Get it Toolgether: Assessing Your Food Council's Ability to Do Policy Work](#)," which was created by the Food Policy Networks projects at the Johns Hopkins Center for a Livable Future.

A Microsoft Excel version of this tool is available for [download here](#).

Instructions:

1. For each section, determine the degree to which you agree (strongly agree, agree, are neutral, disagree, or strongly disagree) with each statement. If you are unsure, select neutral.
2. Each response is assigned points (2=strongly agree, 1=agree, 0=neutral, -1=disagree, -2=strongly disagree). Note the assigned points for your response next to the statement in the corresponding column.
3. Total the points at the end of each section.

This inventory is based on the perspective of the user, so it may be different for each person who completes it. "Organization" refers to the institution or group responsible for setting and implementing local food system work and policy.

The scores are intended to showcase strengths and areas for improvement, not to "grade" your organization's work. A lower score for a section suggests that this area may be a place for additional work to help build food system resilience.

TEMPLATE. JURISDICTIONAL INVENTORY

| Section 1. Resources | | | | | |
|---|------------------------------|--------------------|-----------------------|-------------------------|----------------------------------|
| <i>This section will ask questions about leadership, staff, funding, plans, goals, and policies</i> | | | | | |
| | Strongly agree (2 points) | Agree (1 point) | Neutral (0 points) | Disagree (-1 points) | Strongly disagree (-2 points) |
| Making the food system more resilient to natural and human-made disasters is very important to my organization. | | | | | |
| My organization has a designated staff member(s) to work on food systems. | | | | | |
| My organization has the resources (i.e., skills, knowledge, time) to work on specific projects that support food system resilience. | | | | | |
| My organization has funding to support food system resilience. | | | | | |
| Total | _____ out of 8 | | | | |

Section 2. Network & Relationships

This section will ask questions about networks and the strengths of the relationships between the actors.

| | Strongly agree (2 points) | Agree (1 point) | Neutral (0 points) | Disagree (-1 points) | Strongly disagree (-2 points) |
|---|------------------------------|--------------------|-----------------------|-------------------------|----------------------------------|
| There is strong collaboration between partners who work on food in my community. | | | | | |
| My jurisdiction has identified the partners who are critical for providing emergency food aid during a disruptive event. | | | | | |
| My jurisdiction has identified the partners who are critical for long-term food system resilience planning. | | | | | |
| My jurisdiction has already engaged with or convened partners who are critical for long-term food system resilience planning. | | | | | |
| In the case of a disruptive event, my jurisdiction has an established communication plan with key food system actors. | | | | | |
| Total | _____ out of 10 | | | | |

| Section 3. Existing Preparedness & Response | | | | | |
|---|------------------------------|--------------------|-----------------------|-------------------------|----------------------------------|
| This section will ask questions about your jurisdiction's existing preparedness and past response to events that disrupt the food system. | | | | | |
| | Strongly agree (2 points) | Agree (1 point) | Neutral (0 points) | Disagree (-1 points) | Strongly disagree (-2 points) |
| My jurisdiction has a clear understanding of our food system assets. | | | | | |
| My jurisdiction has identified the natural and human-made hazards that pose a risk to food systems. | | | | | |
| My jurisdiction has conducted a vulnerability assessment specific to the food system. | | | | | |
| My jurisdiction had a strong food response to past disruptive events. | | | | | |
| In the case of a disruptive event, partners' roles and responsibilities are clearly understood. | | | | | |
| My jurisdiction has a plan in place for responding to a crisis that includes food systems. | | | | | |
| Total | _____ out of 12 | | | | |

Section 4. Food System Resilience Strategies

This section will ask questions about any work that your jurisdiction has or is currently doing on food system resilience.

| | Strongly agree (2 points) | Agree (1 point) | Neutral (0 points) | Disagree (-1 points) | Strongly disagree (-2 points) |
|---|------------------------------|--------------------|-----------------------|-------------------------|----------------------------------|
| My organization has developed or is developing a food system resilience plan. | | | | | |
| My organization has identified strategies to build food system resilience. | | | | | |
| My organization is implementing strategies to build food system resilience. | | | | | |
| My organization collects and tracks data on food system resilience. | | | | | |
| Equity is included in my organization's current food system planning work and policies. | | | | | |
| Total | _____ out of 10 | | | | |

TOOL #4: POLICY & PLAN SCAN

Description:

The Policy and Plan Scan will help you to identify plans and protocols that may already exist in your local government or community that are relevant to the food system or resilience. It will also help you identify gaps or opportunities that could be addressed through your food system resilience planning work.

A Microsoft Excel version of this tool is available for [download here](#).

Instructions:

1. List the plans, protocols (e.g., Emergency Operations Protocol), or assessments created by government agencies and non-governmental organizations that contain information relevant to food systems, disaster preparedness and hazard assessments. This could include plans focused specifically on disaster preparedness or resilience that already include food, as well as plans that could be amended to include strategies to address food security in the case of a disruptive event.
 - a. Be sure to search within your jurisdiction, region and state.
 - b. Consider task forces, institutions like universities, and nonprofit organizations, food councils or alliances that could have plans as well.
 - c. Consider existing maps or data that describe major threats to your community.
2. List the lead agency that is responsible for the development of the plan, protocol or assessment.
3. Note any specific goals (or gaps) related to food to identify potential opportunities for aligning your food system resilience work with broader goals of your community or region.
4. List the year that the plan, protocol or assessment was published or approved by the decision-making body of the local government.
5. Lastly, include a link to the document if publicly accessible, contact information for the lead agency, or other relevant notes.

Consider who has the authority to approve or move forward plans, actions proposed in a document and resources, particularly those associated with achieving your vision. Knowing what is within and outside of the control of the mayor, the city or county administrator, the city council or county commission, advisory boards or issue specific boards is critical to acting on the goals that you set for food systems resiliency.

- Who has direct control of an initiative or action related to your food system resiliency planning effort?
- What is within and outside of the control of the executive branch of your local government?
- How will you ensure that food system resiliency activities outside of the control of the executive branch of the local government will be carried out?



EXAMPLE. FOOD POLICY & PLAN SCAN FOR THE CITY OF MOORHEAD, MINNESOTA

| Plan, Protocol, Assessment | Lead Agency | Food Related Goals & Gaps |
|---|---|--|
| Onward Moorhead Comprehensive Plan | City of Moorhead | One of the five key ideas is to “embrace resilient environmental and equitable solutions” and there is a chapter on Resilience that includes strategies around local food |
| Metropolitan Food System Plan | Fargo-Moorhead MetroCOG (designated Council of Governments and Metropolitan Planning Organization for the greater Fargo Moorhead planning area) | The Metropolitan Food Systems Plan is intended to outline major components of local food. It was designed to provide the necessary background material and research to inform conversations regarding potential policy choices. |
| City Emergency Management Plan | City Manager | Addresses short-term disruptions but not long-term (pandemic) food system disruptions. New plan will hopefully incorporate pandemic situations. The challenge is that food systems fall under health and human services which is a core county function. Hence there has to be close coordination between the city and county. |
| Downtown Development Plan [DMI site with documents and information about the plan] | Downtown Moorhead Inc (a subsidiary of the City of Moorhead) | DMI acts as the City’s economic development agency. Space for farmers markets and alternative green space uses in the downtown. The Vision for a central downtown redevelopment called More To Moorhead were released September 2022. |
| Green Step Cities process | Partnership between the MN Pollution Control Agency and Great Plains Institute | Green Step Cities is positioned as a nonpartisan voluntary process that cities can use to increase resiliency. |
| Moorhead Community Resilience Task Force Asset Map | Resilient Moorhead: Grant funded initiative lead by Concordia College partnering with other Moorhead agencies | Storymap that includes identification of public greenspaces that could be suitable for food and pollinator gardens. |

TEMPLATE. POLICY & PLAN SCAN

| Plan, Protocol, Assessment | Lead Agency | Food-Related Goals & Gaps | Year Published or Approved | Other Information (URL, contact info, notes) |
|----------------------------|-------------|---------------------------|----------------------------|--|
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EXAMPLE VISION AND PURPOSE STATEMENTS FROM: BALTIMORE CITY

Vision: “Baltimore will be a city with a robust and resilient food system, in which government, community, nonprofit and private entities work together to provide healthy and adequate food to all and stand ready to respond to and recover quickly from crises.” – [Baltimore Food System Resilience Advisory Report](#), page 7

Purpose: “The purpose of the Report is to provide an assessment of the Baltimore food system’s resilience and recommend strategies and actions for the City to include in a formal plan for food resilience.” – [Baltimore Food System Resilience Advisory Report](#), page 14

DEFINE THE VISION AND PURPOSE:

Now that you have identified your partners, narrowed your geographic and temporal scope, considered your organization’s strengths in working on food system resilience, and identified plans that exist within local government and outside organizations related to food system resilience, you are ready to define the vision and purpose for your work. The vision and purpose provide aspirational goals as well as realistic boundaries around your planning process.

VISION STATEMENT

A vision statement is an aspirational statement about what the future will look like and what will be achieved. The statement should provide context for why this work is important in your jurisdiction. Setting a vision statement will help to clarify expectations for the food system resilience planning process, bring partners together around a collective goal, and help to guide your work. Individually and as a team, members of the planning team should consider the following questions:

- 1.** Why are you working to make your food system more resilient?
- 2.** What does a more resilient food system look like in your community?
- 3.** What do you hope to achieve by engaging in food system resilience planning? How will you achieve it? Who will benefit?

EQUITY CHECK

In developing your vision statement and purpose for the planning process, seek input from people and communities most vulnerable to food system disruptions or who have historically been left out of these planning processes. This is critical to better understand what people want and need for their communities to be more resilient. Take time throughout the process to re-evaluate these statements alongside the people who helped to shape them. The **Equity in Resilience (page 22)** module of this toolkit provides suggestions on how to support goals of procedural equity from the start.

PEER PERSPECTIVE

“One of the challenges that I saw is that we didn’t have a set plan in place going into COVID-19. A plan would have made it a whole lot easier—if it was like, all right, you roll it out, you know exactly what you’re doing, and all the players know exactly what their role is and what they’re doing.”

(Food System Resilience Community of Practice participant, statement edited for clarity)

DEFINING THE PURPOSE

A purpose statement will help to narrow the scope of work for the planning team and what you are working to accomplish with this process. Individually and as a team, members of the planning team should consider the following questions.

1. What do you hope to produce as a result of this planning process—a set of recommendations, a report, a government-sponsored plan, etc.?
2. While recognizing the broad needs and possibilities, will you take on the whole system or focus on pieces?
3. What is the timeframe of focus—one year, three years, etc.?
4. Who is the target audience for the products?
5. Who is leading the process?
6. How will the process and product(s) incorporate equity?
7. What resources are available to support the planning work?