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COMMUNITY ORGANIZING IN EMERGENCY FOOD RELIEF: ADDING JUSTICE TO CHARITY

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FOUNDATION

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The Emerson National Hunger Fellows Program is a social justice program that trains, inspires, and sustains leaders. Fellows gain field experience fighting hunger and poverty through placements in community-based organizations across the country, and policy experience through placements in Washington, D.C. The program bridges community-based efforts and national public policy, and fellows develop as effective leaders in the movement to end hunger and poverty. The Emerson Program supports a diversity of local and national approaches to eliminate hunger, poverty and social inequality, particularly racism. We seek to craft successful and mutually beneficial partnerships between Fellows and partner organizations while developing a new generation of hunger and poverty leaders. Fellows support partner organizations with program development, research, evaluation, outreach, organizing, and advocacy projects.

The Community Food Bank of Southern Arizona (CFBSA) works towards a healthy, hunger-free community guided by the values of Respect, Integrity, Accountability, Collaboration, Excellence, Innovation, Social Justice. We change lives in the communities we serve by feeding the hungry today and building a healthy, hunger-free tomorrow. Besides working in the realm of providing health and food, we also focus on education and community development.

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Introduction

This report is a resource intended to enable food pantry, soup kitchen, and other direct food service providers to explore the concept of community organizing as a part of their programming. When more organizations can conduct community organizing in a respectful manner and prove the value that it adds to anti-hunger efforts, it creates a space to integrate social change into direct service work. This report will give tools to service providers so they can consider a full spectrum of practices, challenges, and examples of organizing work.

Community organizing is a process designed to unlock the disenfranchised voices and power of historically oppressed and impoverished community members. Providers of food in the anti-hunger sector are exploring community organizing as a way to acknowledge the experiences of their clients' lives. This resource can serve as a guide for providers that would like general knowledge about what community organizing is and how others are integrating this work into their service provision. It provides tools and examples that would aid in the process of integrating this social justice minded approach to charity work.

The first section provides background information on community organizing and provides self-assessment tools for engaging in this work. It then highlights background information and lessons learned from service providers in the anti-hunger sector that use this approach effectively. Detailed consideration is given to the development and evaluation of a community organizing team at the Community Food Bank of Southern Arizona. This case study will consider the realities and logistics that go into the first year of taking on organizing work. The report concludes with activities that stakeholders can use to both evaluate and engage in a dialogue about the value of organizing.

Background on Community Organizing

The Situation

“There is no thing as a single-issue struggle because we do not live single-issue lives.”— Audre Lorde¹

Framing hunger as a single issue, that people do not have enough food to eat and therefore the best solution is to solve that through providing food, does not directly speak to other issues that people may experience in their lives. Providers of food in the anti-hunger sector are exploring new ways to acknowledge the experiences of their clients’ lives. For example, food banks and pantries are forming communities of interests around client engagement. The Closing the Hunger Gap network brings together organizations and individuals working to expand hunger relief efforts beyond food distribution towards strategies that promote social justice and address the root causes of hunger.² These efforts suggest that there is momentum in hunger relief efforts to incorporate justice into their charity work.

There are many reasons for direct service organizations (DSOs) combating hunger and food insecurity to become engaged in social change work.

1. The underlying conditions that lead to someone’s hunger remain after they receive food relief
2. Hunger exists because individuals do not have the resources to acquire sufficient food. The availability of these resources is shaped by social and economic factors which we can call root causes of hunger such as:

Root Causes of Hunger

- unemployment rates	-income inequality
-wage levels	-lack of affordable housing
-government benefits	-presence of prejudice based on gender, race, ability, or identity
-where someone lives	-skills for food preparation
-access to affordable nutritious food	-budgeting of time and finances
-cost of living	

¹Lorde, Audre, “Learning from the 60s.”
²“About – Thehungergap.Org.”

3. By targeting symptoms of hunger instead of root causes, anti-hunger work creates surface level strategies that manage the problem in the short term, but do little to innovate long lasting solutions.³

If these are the real issues then as organizations, advocates, and individuals who are committed to ending hunger we must work at the source of the problem while helping to alleviate the results of its symptoms. With the ever increasing need and decreasing resources to meet the need, DSOs would benefit from a two pronged approach that integrates social change work in their functions. After all, wouldn't it be easier to help the community served if there were less people that needed it?

While charity is necessary to fulfill the valid demands for food, it does not suffice as a long term strategy for ending hunger in communities. We need to change the policies and structures that perpetuate the cycles of poverty and systemic inequality. Social movements throughout history have shown that sweeping systemic changes are most effectively advocated for and then protected when those most affected organize; abolition, women's suffrage, workers, civil rights, anti-Viet Nam war, anti-nuclear, Central America solidarity, global justice, and other recent movements. Many problems that constituents and communities face could be eased or solved if there are changes in policies, laws, administrative mandates and other systems. Systems change efforts require long term commitment and often include a variety of partners ranging from **advocates** to **organizers** to **providers**, with a clear understanding of the roles each plays.⁴

What is Community Organizing?

Community Organizing:

A process designed to unlock the disenfranchised voices and power of historically oppressed and impoverished community members. This process brings people together in order to use their collective power to win improvements in people's lives and to challenge unjust power structures.

Different names such as community development, advocacy, leadership development or community empowerment are sometimes used alongside organizing. Organizing may be perceived as negative term, with myths surrounding what it entails.⁵

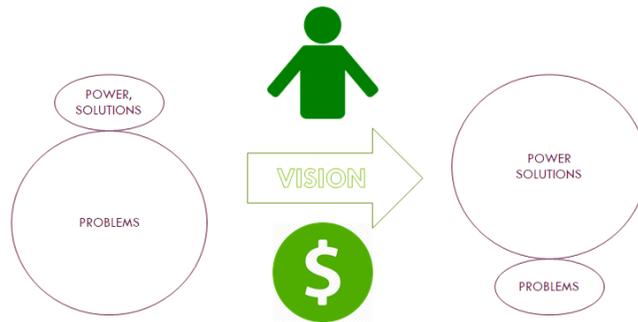
Yet, the process of organizing is about building relationships with people and building collective people power. Organizing begins with the premise that:

³Fisher and Jayaraman, *Big Hunger*.

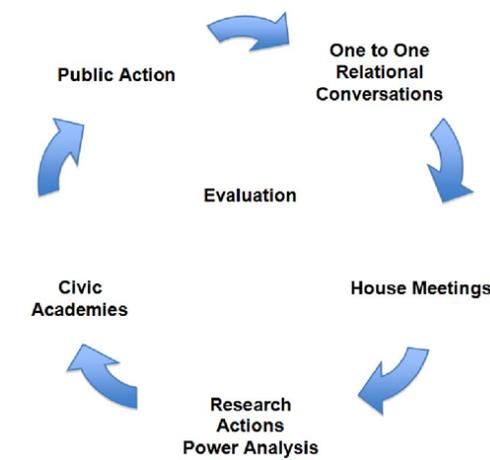
⁴ Building Movement Project, "Nonprofits Integrating Community Engagement Guide."

⁵ "Stir It Up."

1. The problems facing communities do not result from a lack of effective solutions, but from a lack of **power** to implement these solutions
2. The only way for communities to build long-term power is by organizing **people** and **money** around a common vision... Once such a vehicle is formed, it holds the power to make politicians, agencies and corporations more responsive to community needs.⁶



The job of an organizer is to build a base and lead it effectively to advance an overarching long-term strategy.⁷ While there exist many schools of thought and models to do so around the globe, the most common one is centered on the Texas Industrial Areas Foundation model because of its ability to engage hundreds of community leaders in active political participation and mobilizing thousands of supporters to address the needs of their families and communities.⁸ How do we get thousands of people to mobilize around an issue? It can start with one conversation! The cycle for organizing, as illustrated below, details how one conversation starts the process of mobilizing people around a common issue.



⁶ Obama, “Why Organize? Aug & Sept 1988.”

⁷ Mann, *Playbook for Progressives*.

⁸ “Dry Bones Rattling.”

Relational meeting:	A face to face one-on one meeting where people begin to share real stories and concerns with one another. It is through these meetings that leaders begin to form public relationships with one another.
House Meetings:	Small group meetings where leaders listen to others' stories, discerning communing issues, and finding new leaders
Research Actions:	As issues arise, leaders conduct research actions where they build their expertise and develop a course of action. They learn about the issue at hand
Civic Academies:	With a newfound understanding of the issue, leaders teach others others, hear new stories, and move others into action
Public Action:	Seek specific proposals that will create positive change for their community.
Evaluation:	Fine tune skills for public life and make their voices more effective

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Community organizers often use this process to bring about change. The tools they use for outreach vary, as outlined below:

Basic Approaches to Outreach

	Street Outreach	Presentation	Door Knocking	Personal Visit	House Meeting
What	Meeting people where they gather, or work	Reaching out to people where they meet	Doing outreach door to door	A one-on-one meeting with people in their home	A meeting at a person's home with others

⁹ Industrail Areas Foundation, "Steps of a One-on-One Relational Meeting."

What does Organizing Look Like?

Las Milpitas de Cottonwood:

In Pima county, Arizona 22.3 percent of people do not have access to healthy, affordable food. Through the process of community organizing, an abandoned plot of land was turned into a farm with 94 garden plots. Representatives from a local high school approached the nonprofit organization Community Food Bank of Southern Arizona (CFBSA) to provide funding and partner in developing the space. Through door-to-door knocking, neighborhood leaders gathered consensus on a common vision for what the space could be: a neighborhood farm. This process developed neighborhood leadership capacity, established a governance structure for the plot of land, and ultimately trained people to engage in political life. Today, CFBSA manages the logistical upkeep of the farm and members of the community have increased access to fresh, locally grown produce. This is an excellent example of organizing because it involved the community obtaining a consensus on the vision for the space, then leveraging funds to invest in the solution.

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Why Community Organizing?

Because organizing involves systems change work, often involving policy changes and the effects they have on the community, proving its value can be challenging. However, several examples exist documenting benchmarks, indicators, and metrics that track the changes organizing work results in.

For example, the grant making for community impact project provides solid evidence of the impacts of foundation-funded policy advocacy, community organizing and civic engagement. It explains how these strategies create stronger communities and why they are successful. The project documented \$26.6 billion in benefits for taxpayers and communities in 13 states, and found that every dollar grantmakers and other donors invested in policy and civic engagement provided a return of \$115 in community benefit.¹¹

Public health scholarship increasingly recognizes community organizing as a vehicle for unleashing the collective power necessary to uproot socioeconomic inequities at the core of health disparities.¹² Launched in 2010, The California Endowment's Building Healthy Communities (BHC) is a bold and innovative initiative aimed at improving the health and well-being of all Californians. It is a 10-year investment of 3.5 billion in building capacity in 14

¹⁰ "Shortening the Line."

¹¹ Ranghelli, "Leveraging Limited Dollars HOW GRANTMAKERS ACHIEVE TANGIBLE RESULTS BY FUNDING POLICY AND COMMUNITY ENGAGEMENT."

¹² Pastor, Terriquez, and Lin, "How Community Organizing Promotes Health Equity, And How Health Equity Affects Organizing."

diverse communities to engage in policy and systems change for broader local and statewide impact. A mid-initiative assessment of building “people power” capacity found that organizing capacity has grown and strengthened, organizing groups have more power and influence, and residents are involved in campaigns that develop their leadership.¹³ The Praxis Project provided \$5 million in cumulative financial support to communities hardest hit by childhood obesity. Rather than granting these resources to clinics, funding went to leaders developing policies for food justice and recreation equity because the social determinants of health are addressed by organizing strategies.¹⁴

Organizing is one method for achieving long term social change, but it is not the only one. Organizing is often stronger when done in collaboration with other ways of making change. There are different ways to make change that can work together with organizing:

Service Provisions:	To provide basic services to people who need them, often to meet people’s needs such as food
Education:	Raising knowledge about issues so that people affected by the issues can be informed
Advocacy:	Pleading the cause on behalf of the individuals or groups affected by the problem to key decision makers like legislators
Electoral Work:	Making change through the ballot through voting, legislation, lobbying elected officials, and government officials etc.
Organizing:	The process of bringing people together in order to use their collective power to win improvements in people’s lives and to challenge unjust power structures

DSOs may already engage in one or multiple strategies based on their capacity and available resources. Whatever the capacity of the DSO, it is important that multiple strategies work together towards the same collective impact. Here is an example of how the issue of lack of access to fresh produce in a low income community could be approached with the various strategies:

Service Provisions:	Meeting the needs of the community by providing fresh produce free of charge at a food pantry
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¹³ Pastor, Terriquez, and Lin.

¹⁴“The-Praxis-Project-CCHE-Report.Pdf.”

Education:	Gathering information about food access and sharing it with the community via a class or publishing it
Advocacy:	Writing letters to an elected representative to protect a Farmers Market SNAP cash program
Electoral Work:	Encouraging people to vote, and lobbying elected officials whose platforms include issues like hunger
Organizing:	A coalition forms between parents, backyard gardeners, community leaders, and neighbors to turn an unused plot of land into a community garden that generates income for individuals.

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Some of these approaches take place at many DSOs involved in food relief and are worth further reading. These approaches often intersect with one another, and should do so. For example, an advocate can use community organizing strategies to complete their work. Organizers can also agree upon using electoral work as an action that works towards a solution. As will be described later on, DSOs that use organizing employ a variety of methods to carry out their social change work.

Each of these approaches come with benefits and limitations, which is why it is advantageous to combine strategies. For example, advocacy efforts at many anti-hunger organizations tend to focus on protecting federal nutrition programs that stem hunger. It is important to protect these vital safety net programs; however, these programs do not always fundamentally create solutions for some of the previously mentioned root causes of hunger. Likewise, approaches that solely focus on organizing work may not be sustainable if a community's direct needs are not met. The following questions and exercise are meant to engage DSOs in thinking about where their work can fit with Community Organizing.

Should your DSO engage in Community Organizing?

The focus on DSOs and the people who access services is grounded in the belief that:

1. DSOs are too often overlooked as sites of social change work
2. All individuals and communities rely on services - visible or invisible, provided formally or informally
3. DSOs have unparalleled reach into low-income communities

¹⁵ School of Unity and Liberation, “Building Power, Sharpening Minds!”

4. Service providers understand systemic and structural barriers.
5. People can and want to transform their lives and regain the power and voice that may have been muted because of environmental circumstances.

Oftentimes, DSOs are interested in engaging their constituents and community in solving the larger problems facing the people who engage in their programs; but often there is little support for this work. Institutional support must be assessed and then built for an effective effort to come about. Please refer to the following tools to help determine if your organization is ready to take on social change work:

[PowerCheck:](#)

Identifies core areas of capacity for any organization or groups of organizations that aim to be effective community organizers over time. Provides a score for the DSO: Pre-Organizing: Goals, Power Analysis and Planning, Empowerment/Constituent Leadership, Organizing for Change, Community Consensus Building, and Organizational Operations/Infrastructure.

[Integrating Civic Participation Strategies into Service Organizations:](#)

The goal of this toolkit by the National Council of La Raza, is to create a “participation continuum” that links constituencies to a variety of civic opportunities such as citizenship promotion and engaging in issues. It describes the continuum, a sample intake form, tools that leaders can use to engage constituents, and sample workshop materials. See section 2 for “Civic Participation as a Component of Service Provision”.

What kind of an organization do you want to be?

Grassroots organizations are made up of people drawn together by something that they have in common that has both personal and community consequences, and grant themselves the authority to solve the problem they are facing or create the future they desire. It can represent both community-based organizations, voluntary associations, community projects, non-profit organizations, and may function as a way of organizing community bounded by geography, shared space, and/or shared experience, interest, need, or concern.

Example: Black Mesa Water Coalition (BMWC). BMWC was formed in 2001 by a group of young inter-tribal, inter-ethnic people dedicated to addressing issues of water depletion, natural resource exploitation, and public health within Navajo and Hopi communities. The Coalition promotes indigenous food sovereignty as a paradigm rooted in tribal elders’ accumulated knowledge and ways of knowing.¹⁶

¹⁶ “Black Mesa Water Coalition — Native Movement.”

Grassroots Support Organizations provide services and support to local groups of disadvantaged households and individuals. In its capacity as an intermediary institution, it forges links between beneficiaries and the often remote levels of government, donor, and financial institutions. These efforts can include providing grants to grassroots organizations, or even providing a space for grassroots organizations to meet.

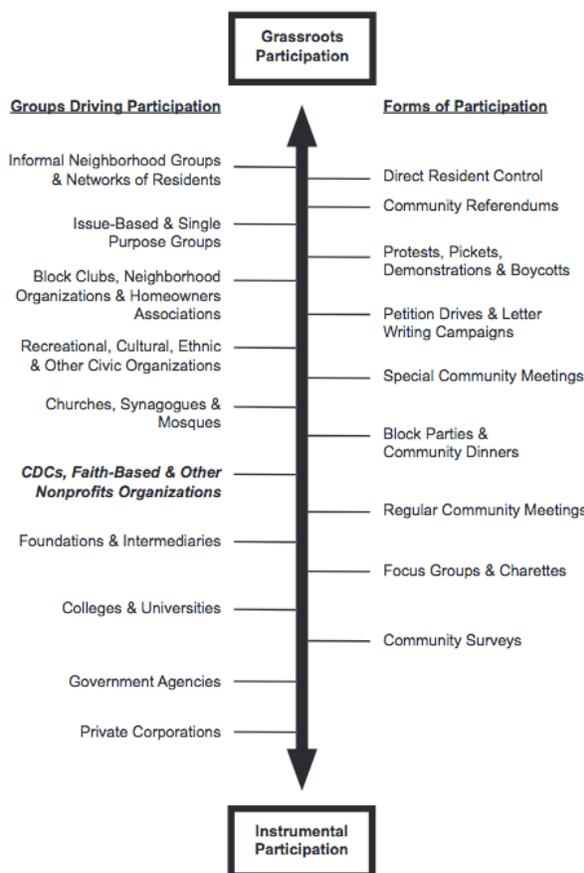
Example: As a grassroots support organization, WhyHunger’s mission is to work with community-based organizations and leaders across the US and internationally to multiply resources, share stories and foster connections. In 2016, a total of 102 grassroots partners benefited from WhyHunger directly sharing resources and granting funds for specific projects and travel in the amount of \$485,000 to help communities develop their own solutions to hunger and poverty and build their capacity to engage in long-term change.¹⁷

Assessing the capacity of your DSO equips you with information about your limits and possibilities to engage in social change and community organizing work. Please familiarize yourself with other limitations that might surface. Perhaps your organization is limited by restrictions against electoral work. Some DSOs may not acknowledge a community identified need if it is not in line directly with the DSOs mission. Maybe the institution is has not adopted the mindset that nonprofits should engage in social change work and will not provide resources. Reflecting upon what the organization’s limitations to this work can help you identify a point of engagement.

¹⁷ “Impacts 2016 | Grassroots Support | Social Justice.”

In the urban and rural communities where DSOs are commonly located, the prevalence of food insecurity and hunger calls for expanded grassroots participation in local agenda-setting and decision-making. Despite the intensification of these problems, most DSOs remain small in size and limited in capacity to expand grassroots efforts.¹⁸

Part of assessing the capacity of your DSO also involves looking at how you engage with your community, however your organization chooses to define that population. If there is interest in expanding the grassroots participation, this may conflict with how the DSO operates. Success depends on strengthened supporting from the institution and new ways to involve the community in participation. Use the **Citizen Participation Continuum** to identify some of the instrumental participation that focuses on activities that support project and program activities of DSOs and grassroots participation that focuses on expanding the role of citizens in local decision-making processes



As aforementioned, several strategies and levels of engagement exist within this work. The following tools can be used to help you reflect on the various possibilities that your organization can use to engage. It is in the best interest of the organization and the communities served to commit to whichever level of organizing is realistic for you all.

[Staffing:](#)

Provides nationally supported data on the important traits someone needs to be a community organizer. Fifteen experts gathered to develop a list of the traits, skills and knowledge of organizers. Organizers have definable duties, as well as a skill set, knowledge base and worker characteristics that influence their ability to do their jobs successfully.

¹⁸ Silverman, “Caught in the Middle: Community Development Corporations (CDCs) and the Conflict between Grassroots and Instrumental Forms of Citizen Participation.”

Nonprofits and Lobbying

Provides the lobbying rules for nonprofit, 501(c) (3) organizations. Contrary to popular belief, nonprofits can “lobby freely” if they follow the rules included here. This opens up many possibilities for advocacy and engaging legislators and policy makers around issues impacting local conditions.

Exercise: Reflection Questions on Constituencies and Structure

1. Who are the people around us whose political voice needs to be raised? How are they organized right now? What are the problems they face? What are their particular strengths? Has this been identified as a need by the community?
2. What could be gained from organizing these folks in a new formation? How would we reach them? Who else has tried to organize them and what was their experience?
3. What is the best form of organization for our constituency? Should we put together an organization of the existing groups they belong to?
4. What is the best decision-making and planning structure for the members of our constituency? How do they like to communicate? What kinds of structures are they used to?
5. Do we want to partner with grassroots organizations that are active in our community? Do we want to build the understanding of our staff so as to hire an organizer and start a curriculum?¹⁹

Crossing Organizational Boundaries to Build New Partnerships

Breaking down the silos between service providers and the barriers between providers, advocates and organizers is critical to knitting together and protecting a strong social safety net that helps individuals in need. Furthermore, fostering collaboration between organizations can help better identify community level issues that a strong ecosystem of organizations can address together.

The reality of this is that it takes time and dedication to commit to organizing. It is up to your team to dedicate the resources, investment, and capacity building for organizing based on your assessments and reflections

¹⁹ “Stir It Up.”

Overview of Organizing in Emergency Food Programs

For organizations that have the capacity and resources to engage in community organizing, this section showcases effective practices and strategies. It focuses on information gathered from interviews and document analysis of six nonprofits engaging in varying degrees of community organizing work from around the country. These nonprofits were chosen based on their explicit focus on utilizing community organizing principles in their outreach or education, and their address of issues that are root causes of hunger.

Four interviews were conducted with the managers of the advocacy and community organizing divisions of D.C. Greens, Los Angeles Food Policy County, Mother Hubbard’s cupboard, and Alameda County Food Bank. Key themes from their interviews are then summarized, supplemented by evidence found on their websites and publications. This is by no means a comprehensive guide to all of the organizations engaging in organizing work in the anti-hunger sector. These profiles are meant to provide examples of how both DSOs and their affiliated networks moved conversations beyond food relief, created programming, employed a diverse set of strategies, and evaluated their work.



Organization	Timeline	Strategies	Issues	Resources
D.C. Greens Washington D.C.	3 years	<ul style="list-style-type: none"> • Leadership Training Program • Community Conversations • Policy Action • Farmers Market Advocates • Coalitions • Client Leadership in Organization 	<ul style="list-style-type: none"> • Industrialized food system • Sustainability • The grocery gap • Food deserts • Food apartheid 	<ul style="list-style-type: none"> • Staff Stipends • 2 Full time • 6.3% of budget • Staff

Mission: “As a food justice organization, we believe that individuals most impacted by food injustice must have channels to influence, shape, manage and control the solutions for their communities. Far too often, those with the most lived experience of food insecurity are not a part of building or running the programs designed to ‘serve’ them. We believe that the only impactful

and sustainable solutions are the ones where those with most at stake have a stake from the start.”²⁰

Service Provisions:	With Produce Plus, DC residents participating in qualifying programs can go to farmers’ markets twice per week to get \$10 to spend on fresh fruits and vegetables.
Education:	Market Champions distribute over 10,000 Produce Plus brochures, register hundreds of customers at community events and service sites across the city, and build community at dozens of D.C. farmers' markets.
Advocacy:	The Community Advocates are trained on how to testify at city budget hearings and participate in local public hearings and meetings
Organizing:	The Community Advocates program seeks to address some of those equips D.C. residents who experience food injustice with the tools, connections, skills, and information they need to build power in their communities and create the change they want to see. DC Greens is a leader in a number of local coalitions, where nonprofits, government officials and the broader community come together to advance collective goals.

How was the conversation moved beyond food relief?

DC Greens underwent a strategic planning process in which the organization’s core values were tweaked. The process itself was a learning curve, as staff had to be willing to be open to new things. There was no pushback from the board of directors, as they saw it as an evolution in in terms of how they’ve done the work. They know they want to do good and help the organization. Everything flowed from the strategic plan and community driven solutions. Some of that information was gathered with interaction with community groups. This piece was invaluable to help get the foot in the door, as it also served to build trust. The board also bought in due to some of the programmatic success.

Lessons Learned

“Engaging the community is constant work. It’s meeting people where they are. Progress moves at the pace of trust.” -Winnie R. Huston Community Advocacy Coordinator

Evaluation

²⁰ “Community Ownership.”

“You can’t measure success based on what your vision looks like. I came in not knowing this. The success is measured by the participants. There are times when I’ve reflected and thought a meeting went bad, but then when I heard from the participants they were excited, motivated and empowered. I remember listening to this and then realized that I was in my own head. I had to let go of my ego and be supportive.”-Winnie R. Huston Community Advocacy Coordinator

Assessments for the farmer’s market programs are based on number of vouchers, pounds of food sold. The ambassador program relies on surveys, customer satisfaction, members in community boards, and number of people that testify to politicians. It is also dependent on the measures of success as defined by the community. Pre-and post training surveys are distributed, and value is placed on individual skills gained. Staff time input is also measured.

A formal evaluation was conducted by Emerson Fellow Funke Deronmu²¹ which consisted of in-depth interviews and skills assessments conducted with five Community Advocates from the inaugural cohort.



Organization	Timeline	Strategies	Issues	Resources
Bread for The City Washington D.C.	12 years	<ul style="list-style-type: none"> • Leadership Training Program • Civic Engagement & Education • Client Leadership in Organization 	<ul style="list-style-type: none"> • Affordable housing crisis • Impact storytelling • Race • Gender • Class 	2 Full time Staff 3.7% of budget

Mission: “The mission of Bread for the City is to help Washington, DC residents living with low income to develop their power to determine the future of their own communities. We provide food, clothing, medical care, and legal and social services to reduce the burden of poverty. We seek justice through community organizing and public advocacy. We work to uproot racism, a major cause of poverty. We are committed to treating our clients with the dignity and respect that all people deserve.”²²

²¹ Aderonmu, “Community Advocates An Approach to Constituent Engagement in Local Food Policy and Activism in the District of Columbia.”

²² “Advocacy.”

Service Provisions:	Two food pantries provide nutritious groceries — including fresh fruits, vegetables, and meats — to more than 8,400 clients living near the federal poverty line. Clothing, medical care, and social services are also provided.
Education:	Market Champions distribute over 10,000 Produce Plus brochures, register hundreds of customers at community events and service sites across the city, and build community at dozens of D.C. farmers' markets.
Advocacy:	Staff and advocates testify to the Committee on Human Services Public Hearing on the Homeless Shelter Replacement Act of 2017 and the closure of DC General Family Shelter.
Organizing:	Terrance Moore Organizing Institute hosts an 8-week program, BFC trains clients in direct action, civic engagement, strategy building, and other key organizing principles.

How was the conversation moved beyond food relief?

“I was on the Client Advisory Council, and we told Bread staff that the service was good, but it doesn’t help people lift themselves out of poverty. We knew there was more,” said Edwards. His work, alongside that of other activist clients, encouraged Bread for the City to launch its advocacy division in 2015.” BFC Client Story: Leonard Edwards

Between 2002 and the present BFC dedicated itself to meeting the comprehensive needs of those it serves. BFC made a commitment to regularly assess community needs and ensure that its service model was relevant to address said needs. Additional programming like job training and wellness programs were added on soon afterward. These accomplishments led to the 2006 organization of BFC’s Advocacy Program. While BFC has been advocating on behalf of low-income DC residents since its inception, 2006 marked the official establishment of the Advocacy Program.²³

Evaluation

Annual report includes data on number of campaign meetings, number of community leaders who are now leading independent actions targeting needs within their community, advocacy partnerships, campaign participations, and client stories.

²³ “Our History.”

FOOD LEADERS LAB

Organization	Timeline	Strategies	Issues	Resources
Los Angeles Food Policy Council (LAFPC)	<1 year	<ul style="list-style-type: none"> Leadership Training Program 	<ul style="list-style-type: none"> Structural racism in the food system Agroecology and regenerative food systems Food environment issues Farm and food worker issues Food justice and food sovereignty Health inequities, food access and food insecurity 	<ul style="list-style-type: none"> Stipends 1 full time staff Network Meals Guest Faculty

Mission: “We believe Good Food for All is possible and that all communities deserve access to good food, grown in a way that respects people and the planet. We work to create a local food system free from hunger, rooted in equity and access, supportive of farmers and food workers, and guided by principles of environmental stewardship and regeneration. To accomplish our vision of Good Food for All, we catalyze, coordinate and connect people across the LA region, including government, business and community groups working on food.”²⁴

Education:	LAFPC hosted the 8th annual Food Day LA at City Hall to raise awareness on issues including food security, jobs and entrepreneurship as a way to tackle hunger and poverty
Electoral Work:	LAFPC worked with the Los Angeles City Council to take a stand against proposed cuts to SNAP and environmental programs through two City Council resolutions.
Organizing:	LAFPC joined with a statewide coalition of immigrant rights, anti-poverty, food and farm organizations and hundreds of street vendor leaders. The coalition supported a bill introduced by Senator Ricardo Lara to decriminalize street vending. Food Leaders Lab training equips people most impacted by an unjust food system with opportunities to shape policy, advocacy, and community organizing. explores the histories of food justice movements, political leadership, and strategies for a healthy, resilient

²⁴ “Food Leaders Lab.”

	and just food system in Los Angeles.
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How was the conversation moved beyond food relief?

“I do believe that food security has to be connected to policy change to really address some of the root causes of food insecurity around systemic racism and poverty. As a network we went through a strategic planning process towards the end of 2017 and came to the realization that we wanted to focus our efforts on movement building and creating a leader full movement that we call leadership development. As a backbone organization to a network of over 400 orgs and 6,000 individuals we didn’t want to be the only organization that was leading the policy work but really support, bolster, and strengthen the leadership of our partners to take part as well.” - Breanna Hawkins LAFPC Policy Director

Lessons Learned

Some challenges are that community residents are unpaid to do this work. While cohort members face barriers in terms of time availability, the program does provide stipends, free meals, childcare, and materials to try and lessen these barriers to participation. Based on staff observations at the orientation, there are seasoned folks that are a lot more vocal than new folks. With the different levels of experience, one challenge is ensuring that space is made for everyone so everyone feels empowered to participate. Experience levels might be intimidating for some.

Some successes are that they have seen a lot of interest for future cohorts from about ten people, even from those they have not reached out to. The program and its vision is gaining a lot of interest.

“We wanted to do a training program that did more than just bring people to the table. It wasn’t just about having black or brown faces in the audience. It’s about having empowered leadership from community residents to lead discussions around equitable food access” - Breanna Hawkins LAFPC Policy Director

Evaluation

There is interest on gaining information about participant understanding of concepts, skills gained, involvement in community, and how it impacts the network. Plans to collect data include a pre/post survey, weekly reflections, and photovoice final projects. Surveys are given to assess any familiarity of the concepts taught, and how that changes from involvement. A graduate student in critical race studies made survey materials and framed progress using this lens. Weekly reflections will be used to make any adjustments to the classes. Students will work on a presentation project throughout the course that will demonstrate mastery of the subjects. The photovoice project will show how graduates understand their neighborhoods and food justice as

a result of participating. There is also interest in gaining information about recognition by elected officials and work participants do after graduating.



Organization	Timeline	Strategies	Issues	Resources
Mother Hubbard's Cupboard (MHC) Bloomington, IN	3-4 years	<ul style="list-style-type: none"> • Community Building • Hub Farm Stand • Collective Impact • Civic Engagement & Education 	<ul style="list-style-type: none"> • Poverty, • Oppression • Affordable housing • Affordable healthcare 	1 Full Time Staff ()

Mission: “MHC works to increase access to healthy food in ways that cultivate dignity, self-sufficiency, and community.”²⁵

Service Provisions:	MHC's Food Pantry is set up like a small grocery. Patrons are welcome to visit once per week and shop for groceries for their household.
Education:	During monthly dinners, MHC offers a wide range of trainings on everything from how the Indiana General Assembly works, to current bills in the legislature, to building compelling personal narratives to affect change.
Electoral Work:	MHC offers ongoing education about local, state, and federal policies, as well as opportunities to take action together. During election years they offer voter registration, candidate information, and resources for getting to the polls.
Organizing:	Community connections and supportive networks are both the basis of change and a protective factor against food insecurity. Staff works to make sure the Hub is inclusive and accessible, hosts monthly lunches and dinners to foster community, and offers opportunities for

²⁵ “MHC - Advocacy.”

	<p>folks to engage in shared work. MHC works with organizations from different sectors to affect change by pursuing partnerships to address root cause work at a local, state, and national level.</p>
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How was the conversation moved beyond food relief?

MHC has existed for about twenty years. The organization began as a volunteer run pantry, and has changed so much since then. It has continued to grow by adding on education components, a toolshare, a space for local vendors to sell their goods (Farm Stand) and then lastly the advocacy program. This was done intentionally to move the organization from charity to justice. One of their guiding principles is anti-racism, and addressing implicit bias in the community. Looking at structural changes was a learning process, but the staff was on board with it mostly because of the organization’s culture of continued learning.

Lessons Learned

Intentional relationship building is a core component of the work. The first few years of the work involved informal coffee talks or lunches where staff would sit with people and talk, not always about a specific topic. It was about having a space to build public relationships with folks. Part of the initial work was to first have people feel comfortable in the space, and then move into the engagement component.

Initially, there were not many clearly defined paths to engagement so it took time to figure those out. The shift to get people engaged took time. Folks had to get acclimated to transitions, and convinced.

Creating opportunities involves respect for people’s complicated lives, limited time, and resources. That does not look like having four hour long meetings on a weeknight. Medium range campaigns are successful. For example, a voter registration was a huge hit. People kept coming back week after week. People are motivated by having an end goal, like having one hundred people registered.

There is also the sustainability aspect. Because there are few staff members and there’s limited time the organization can only do so much. The staff must therefore strategically think about long term investments and honor those that are made in the community.

Evaluation

*“We learned over time that participants were lost due to scheduling, lack of direction, and health issues. In the last 6-8 months we’ve pulled back and looking at the goals.” -Hannah Lencheck
Advocacy Coordinator Mother Hubbard's Cupboard*

Successes are measured in anecdotal methods, and if people felt motivated or discouraged. Some of this data is captured in surveys, and they note the number of folks in attendance at events. As an organization they have an informal way of collecting feedback from each other and continuing learning.



Organization	Timeline	Strategies	Issues	Resources
Alameda County Community Food Bank Alameda County CA	20 years	<ul style="list-style-type: none"> • listening sessions • policy change • leadership training program • California hunger action coalition 	<ul style="list-style-type: none"> • housing, • minimum wage, Supplemental Security Income Benefits • SNAP • Housing Bonds • poverty 	6% of budget

Mission: “Alameda County Community Food Bank passionately pursues a hunger-free community”²⁶

Service Provisions:	The food distribution partners with more than 200 food pantries, hot-meal programs, senior centers and other non-profits to distribute millions of pounds of food every year
Education:	The Day of Unity and Action brought together community members, volunteers, and staffers from state and local legislators’ offices for an afternoon of service, learning, and involvement in the legislative process. Advocacy 101 series teaches about how government is very large, how the budget cycle runs, our legislative priorities, what wins from the past are.
Advocacy:	Advocated for an expanded state Earned Income Tax Credit. Create documents like “Our Policy Agenda”

²⁶ Webber, “Agency Representatives and At-Large Members.”

Electoral Work:	Voter registration
Organizing:	Working within local, state and national coalitions, they collaborate on large-scale, long-term strategies to end hunger such as California Hunger Action Coalition, a group of advocates committed to ending hunger in California.

How was the conversation moved beyond food relief?

The community organizing work was born about twenty years ago. A group of clients went to the county board and asked for it, and the first policy staff person made a relationship with those folks who also happened to be clients. They ended up going to Sacramento to speak at the capital.

Alameda County food bank has a history of working beyond the nutritional safety net. They employ discourse about wanting to shorten the line at the pantry so that fewer people are in need. They apply the logic that if the government makes the decision to not collect taxes, then they looked at where that money could be spent. They carved out the resources for the work. Changing the conversation about which issues are taken up involved changing who they perceived themselves to be, and what the food bank is about. Addressing issues like the roots of poverty, racial, and gender discrimination took them beyond economic systems. Every unique community can take this conversation in a different space. It takes increased understanding of that. The communications team is also involved in the advocacy work. When going out for action items, they made sure their presence was known and were seen as showing up. They also made sure to go out and publicly talk about issues. The board executive director is an advocate herself, and thus puts these efforts on the priority list because they know it's a big avenue for change.

Lessons Learned

Diversifying the cohort of Community Advocates Against Hunger (CAAH) remains a challenge. It is hard to recruit younger people, and people that are in other districts. Even though the focus is on involving clients, volunteers are a majority. There is not a shortage of folks in central Oakland. A core group is involved and then some new faces come on Hunger Action Day. However, they are thinking of how to partner with other organizations that are in other districts east of the county.

A great success is that people who are interested keep coming back. One of the leaders was even displaced and keeps coming back.

“Being grounded in the community and what the community wants as opposed to what we think is best. That’s really important” Stephen Knight Director, Policy & Partnerships Alameda County Community Food Bank

Evaluation

Policy changes are measured in terms of additional benefits for the community, and then that monetary gain is converted to meals. They also generate information about number of meetings, emails, action events, published pieces, the Feeding America Advocacy scale, and recruitment based on age.



Organization	Timeline	Strategies	Issues	Resources
Social Justice Learning Institute Inglewood, CA	4 years	<ul style="list-style-type: none"> • Education • Policy Action • Coalitions • Campaigns 	<ul style="list-style-type: none"> • Gentrification • School to prison pipeline • Healthy neighborhoods 	Staff Stipends

Mission: “Dedicated to improving the education, health, and well being of youth and communities of color by empowering them to enact social change through research, training, and community mobilizations.”²⁷

Service Provisions:	Food for Thought Produce Pickup partners with the local school district to host a monthly produce pickup for students’ families. Just food box harvests organically grown produce from SJLI’s network of community and school gardens and redistribute fresh fruits and veggies to residents.
Education:	Urban Scholars program aims to support youth of color in increasing academic achievement. Participants receive the tools and resources to build knowledge of self for personal transformation, develop critical consciousness and achieve academic success.
Organizing:	The Healthy & Sustainable Inglewood Collaborative (HSIC) is a collection of stakeholders representing various health agencies, businesses, community groups, faith-based organizations, public agencies and community members that was established to advocate for healthy eating, active living and climate change resilience.

²⁷ “What We Do.”

	SJLI serves as the anchor organization for the Uplift Inglewood Coalition, a collection of youth, residents, renters, homeowners and community-based organizations in Inglewood who are directly impacted by the effects of gentrification and displacement in the City.
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Evaluation

Data found on website includes data on number of participants at events, policy wins, and collaborative efforts in the community

A Case Study of the Community Organizing Team at the Community Food Bank of Southern Arizona

The Community Food Bank of Southern Arizona serves an area of five counties in Southern Arizona, including Pima County and Tucson. Almost 1 in 6 Arizonans (15.8%), or 1 million people struggled with food insecurity in 2015.²⁸ Children are disproportionately affected: nearly 1 in 4 Arizona children (24%) also underwent food insecurity in that same time period. Established in 1975, the Food Bank has expanded to seven locations and distributes 65,000 meals daily. Beyond food distribution, they have developed a variety of programs to address the root causes of hunger and poverty and to reinvest in communities across their service area.

A recent report on how food and foodways contribute to community identity and resilience was conducted in an area of Southern Tucson, within three miles of the Food Bank, known as “La Doce”. Ethnographers, community organizers, and stakeholders found that “Community members care deeply about their community and have visions for its wellbeing and prosperity, but gaps in training for public participation and socio-economic demands of daily life limit involvement.”²⁹ Local voices identified the need for training in organizing efforts and socioeconomic stability as precursors to well being (as they define it) in their neighborhoods.

An exploratory ethnography of the neighborhoods surrounding the CFBSA conducted by the Bureau of Applied Research at the University of Arizona (BARA) cites similar needs; public safety issues, food based needs, and others. This research was conducted as part of a contracted service asked for by CFBSA in order to gain knowledge about community needs and assets. The food bank currently offers direct services partnerships with several local service providers. Every partner organization that participated in the research was interested in continued or expanded engagement with the CFBSA. Specifically, the report also included recommendations specific to increasing community capacity to engage in civic life “recommend that CFBSA work to support civic engagement in this area as to encourage community members to provide input on upcoming development projects, and also work to define clear goals for the future of their neighborhoods” Given the health needs, interest for organizing, and interest for increased involvement with the food bank, the food bank met this demand with its expertise.

In January of 2018 the Community Food bank leadership team, with input from staff, released a three-year strategic plan with explicit goals to strengthen the organization’s mission for justice. This plan structures future work with a focus on the areas that extend beyond immediate hunger relief impact: health and food, education, and community development. Among the seven

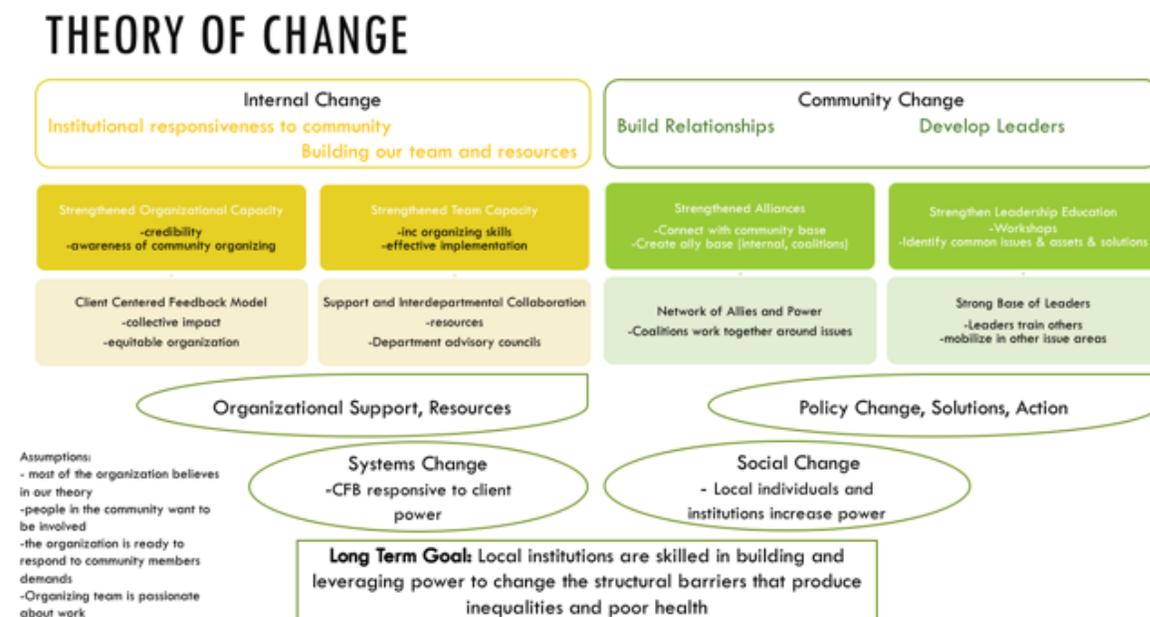
²⁸ “Map the Meal Gap.”

²⁹ Crocker, “La Doce: Berrio Foodways A REPORT ON COMMUNITY KNOWLEDGE AND RECOMMENDATIONS FOR SUSTAINABLE CHANGE IN TUCSON, ARIZONA.”

priorities outlined in the new strategic plan are both evaluation and an explicit commitment to community development and organizing.

As a result of this process, CFBSA committed resources and staff time to plan out the strategy and vision for a community organizing initiative during the months of April and May 2018. Internal work to present organizing as a strategy to board members, directors, and staff resulted in the formation of a Community Organizing team consisting of members allocating .75%, 50%, 50%, 25%, and 16% of their time to this work as of July 2018. Early in the process, the team identified using a broad based organizing model to keep everyone working within one united framework. This model emphasizes building relationships with institutions to help build capacity. The relationships are community driven so that they drive decision-making about changes and directions.

The newly formed Community Organizing Team focuses on community development to extend impact beyond immediate hunger relief. This involves tapping into the people power that exists within individuals, neighborhoods, and coalitions to advance collective action. The following goes into detail about some of the efforts the organizing team has undertaken since it's beginnings as well as the team's theory of change.



A program theory explains how an intervention is understood to contribute to a chain of results that produce the intended or actual impacts.³⁰ For the Community Organizing Team, their strategy includes both internal capacity building work for organizing and community change. Institutional capacity building is necessary because success depends on strengthened support

³⁰ “Develop Programme Theory / Theory of Change | Better Evaluation.”

from the institution. The strategy for organizing the community involves building a power base with neighborhood leaders and developing leaders through a series of workshops. The ultimate mission of the team is having local institutions leverage power to change the structural barriers that produce inequalities and poor health. See below for a description of the team's activities and materials.

Education:

Workshops held are open to staff, volunteers, and community members. The Core Curriculum includes Power analysis/Engaging in political life; Pressures on the Family; Stereotypes and Realities of Poverty; 1 on 1 and House meetings; and Qualities of Leaders. See Appendix A for the Curriculum, a Handout on Relational Meetings, and a sample agenda

Advocacy:

Education around voter initiatives and candidates for office.

Partnered with Arizona's Basic Needs Coalition on a public charge issue postcard campaign. The recently proposed changes to the public charge rule would jeopardize an individual's ability to become a legal permanent resident if they use public benefits such as Supplemental Nutrition Assistance (SNAP) and housing support.³¹ School lunch applications have dropped in districts across Arizona due, in part, to fear of how enrollment would affect a household's immigration status. The team collected public comments from members in the community about how the proposed changes would impact them.

Organizing:

Identify issues of relevance to the community through door to door knocking and future community conversations. Collaboration with BARA on neighborhood scoping report. Initiated relationships with several neighborhood institutional leaders.

Additionally, the team also identified the following two goals:

Institutional Capacity and Management: Increase community access to resources and capital that build the local food system Secure funding to support further work

Ongoing Reflection and Innovation Fund conference trips and training for staff Perform needs assessment for organizational support of team. Develop and implement impact measures and evaluation

³¹Department of Homeland Security, "DEPARTMENT OF HOMELAND SECURITY 8 CFR Parts 103, 212, 213, 214, 245 and 248 [CIS No. 2499-10; DHS Docket No. USCIS-2010-0012] RIN 1615-AA22 Inadmissibility on Public Charge Grounds."

Evaluation:

In the program planning and design process, The Community Organizing team sought to integrate a plan to evaluate and monitor the team's progress. They hired an Emerson Hunger Fellow to research, develop, analyze, and implement evaluation tools that could measure the impact the program is having in the targeted communities. The hire was to assist the Community Organizing team to collect data throughout the project and communicate the urgency, relevance and impact of community organizing with internal and external stakeholders.

The evaluator wanted to work with the existent evaluative thinking styles but also emphasize a more systematic approach to capture data. For example, while one on one relational meetings were the emphasis of the initial project there was no standard way for the whole team to capture information (number of hours spent, meeting notes, etc) about this strategy. Sustaining the initiative also required an evaluation of both the team's and CFB's capacity for organizing. Therefore, the fellow created an evaluation plan that serves as a way for the organizing team to have a standard for collecting data on both external actions and internal development.

Given that many community-developed programs function successfully in communities yet lack formal scientific evidence, formative evaluation is an important step towards establishing empirical support. With the primary goal 'of improving intervention design and performance, formative evaluation allows for field-testing modifications made to maximize feasibility, acceptability, and effectiveness in real-world settings before an outcomes evaluation and widespread dissemination. For the purpose of helping the team improve their efforts, the fellow conducted an internal formative evaluation.

The questions asked in formative evaluation are generally more open and lead to exploration of processes, both from the viewpoint of participants, but also from that of project staff and other stakeholders. The fellow distributed a survey focused on the implementation of the project, and held a half day learning retreat with team members to capture data on both team and institutional improvements.

The use of participatory evaluation is particularly relevant and appropriate to formative evaluation. It is concerned with

- Understanding if a strategy, initiative or program is being implemented as planned and according to schedule.
- Assessing if the effort is producing the intended outputs
- Identifies strengths and weaknesses of the effort.

- Informing mid-course adjustments

A community-based participatory research (CBPR) approach to evaluation demonstrates a respect for indigenous/community practices and has been utilized to integrate academic and local knowledge into socioculturally appropriate interventions for ethnic minority populations. CBPR requires researchers and community partners to share decisions about the evaluation process and research design. Moreover, participatory formative evaluation generates data that can be used immediately to benefit the community involved in the research. As the initiative had engaged a limited number of community members at the time of gathering data, the goal of the participatory evaluation was to gather information about the types of changes participants expected from engagement.

The evaluative component of the team’s will track successes beyond transactions and begin a trend of documenting the transformational experiences participants have with CFBSA programs. To co create metrics for evaluation, the fellow spoke with members of the community about what meaningful engagement and transformation looks like. They held one focus group with four participants of Community Organizing workshops, and interviewed two local Community Organizers. The purpose of the interviews was to work with community members and equity organizations to identify benchmarks for success. See below for a schematic of the evaluation plan.

	Internal Evaluation	Initiative Evaluation
Timeline	June 2018-Jan 2019, ongoing	October 2018-ongoing
Goal	Program Improvement	Develop and utilize metrics (how do we know change is happening)
Guiding Question	<p>What are some of the strengths and challenges to implementation, and how can those inform our future efforts?</p> <p>Is CFB increasing the capacity to provide increased and more effective systems that support organizing ?</p>	<p>What are some indicators of leadership development among the participants? How do they measure change in leadership?</p> <p>What processes exist for building new relationships with the team? What structures have we set up to support the kind of relationships we’re seeking to build?</p>
Process	Formative Evaluation Participatory	Formative Evaluation Participatory

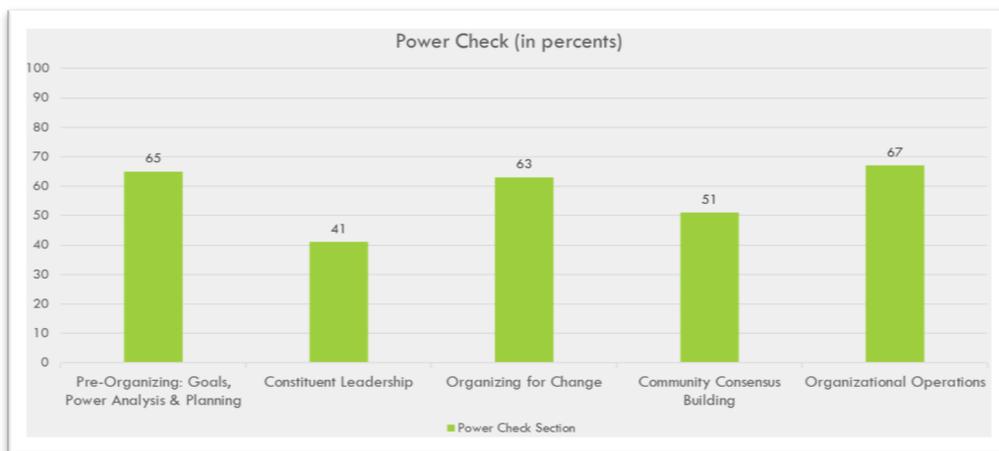
Summary of Results

Internal Evaluation

The team feels especially successful when they have a clear direction with their tasks, are showcasing their skills, involving people in organizing activities, and working on action items. They attended conferences to improve their organizing skills, connections, and learn from others engaged in organizing work. Everyone cited the knowledge and skills in the team as huge resources.

However, insufficient resources in terms of staff time are allocated to the initiative. Every member is only allocated a portion of their time to the organizing team in addition to their other responsibilities. Even though most still complete the work, the team reported feeling a strain in time they had allocated to the work suggesting that they are straining themselves to do so.

The greater the focus (among staff, membership and board members) on analyzing root causes and structural causes of social problems, and the use of this analysis to sharpen the identification and attainment of campaign objectives, the greater the impact. The Power Check analysis (see section 1) was conducted with input from two staff members to gauge the institution's capacity for supporting organizing work.



- Organizational operations are efficient and could provide an accessible entry point to implement an effort.
- Efforts are low in the areas of Constituent Leadership and Community Consensus building

Recommendations

- Increase number of staff time hours available to complete work, and dedicate one full time staff to organizing.

- Suggestions to cope with limited staff time include scaling back action items, using meeting time more efficiently, making more time for check-ins on progress, distribute action items that require less staff time, and having clarity on what work is done independently.
- Hire an external evaluator to work on diversity and equity to establish baseline dataset for institutional diversity
- Create a sub group within team that works on fostering institutional change.
- Organization has a defined process for developing constituent leadership along a progressive path which incrementally builds skills.

External Evaluation

The conversations with workshop participants and community leaders led to the following themes around leadership development:

- Visibility and identity: introversion can be challenging in spaces where hyper visible people are perceived as the most passionate leaders. Undocumented people also fear detainment if they are hyper visible in spaces.
- Growing into leadership roles: happens at the individual level with help of mentorship that works with your style, and: when you feel you've made a change, when you feel like your input is important, and when you feel more confident. It happens at the community level when there is a common vision, mission, vulnerability, interdependence, well informed about your cause, camaraderie, and cohesion.
- Developing as a leader is challenging because it's hard to motivate others. People are busy with work, especially those who come from backgrounds where free time is a luxury. If something takes work to do, there's not accountability for completing it. Those who haven't seen organizing might be skeptical that it works.

Data was also gathered in the form of surveys after workshops were held. The data from the surveys indicates that

- 16-20 individuals attended Workshops (3 Workshops Held)
- 100% of workshop attendees responding to survey would recommend a workshop to someone else
- 50% of workshop attendees responding to survey had never attended a training on these topics, and would attend at a frequency of once a month.
- 75% of workshop attendees responding to survey have worked for or volunteer for the Food Bank
- Qualitative data from surveys suggests that attendees would like an opportunity to follow up on themes learned with direct action in their own communities

Recommendations

- Each person that has engaged with the team should have a team member assigned to them as a mentor. Set a ratio of support people to leaders.
- Take action on following up with workshop attendees on how they can implement themes learned
- Implement feedback from focus groups, especially those points made about diversity in leadership style

Proving the Value of Organizing

Proving the value of an intervention, especially in non-profit settings where resources are often limited, is important to foster learning and innovation in anti-hunger work. Section 3 shows us that a lot of valuable information can be gained from a thorough evaluation, and Section 2 highlights some of the ways initiatives are tracking progress.

See below for a summary of some of their methods, as distinguished by **transactional** and **transformational** information. An energized leader with a clear power analysis (a transformative measure) may turn out members for a coalition rally (a transactional measure)³²

These resources, and others included in appendix B highlight other cases of evaluating organizing work. Sharing these with your organization, along with an evaluation of your own initiative, provide some initial steps for proving the value of this work.

Transactions	Transformations
Attendance	Quizzes
Pounds of Food, Number of Vouchers	Surveys (Customer Satisfaction, skills gained)
Staff time	Levels of Involvement
Number of Policy Changes	Policy Changes converted to Meals Produced
Media analysis	Story Telling
Feeding America Advocacy Scale	Interviews (Summative, Motivational)

³² “Transactions Transformations Translations > PERE > USC Dana and David Dornsife College of Letters, Arts and Sciences.”

What is Evaluation?

Evaluation supports the ability to

- monitor and measure the quality, pace, and direction of change that individuals, communities, and organizations undertake. It does this by systematically generating knowledge about a project.³³

Why Evaluate?

- that can support learning, quality improvement, and good judgment in decision-making
- keeps the project accountable to completing or modifying goals to serve those who hold a stake in the project

What type of Evaluation do we need?

Different types of evaluations serve different purposes. Let's use the example of conducting a workshop to go over the different types.

Type of Evaluation	Purpose	Example
Performance	Shows that resources allocated are used as intended and managed well	Keeping track of what staff time and funds are put into the workshop and if tasks are completed
Formative Evaluation	Identifies strengths and weaknesses to inform adjustments at the start up period of an initiative	Checking whether there was enough time to cover all the material in a workshop, and adjusting time based on that.
Summative Evaluation	Investigates whether the desired outcomes are achieved and what helped make them effective	Surveying workshop attendants after they completed the curriculum to see what they have learned.

³³ “WKKF_StepByStepGuideToEvaluation.Pdf.”

Each of these approaches also depends on the timing of the project. At CFBSA, performance evaluation is taken throughout the initiative and management staff have the capacity to complete these evaluations. Combining this approach with another of the two contextualizes different aspects of the performance

What Evaluation approach should we use?

Now that we know what kind of information we want to get, how do we go about getting it? With each type of evaluation, there are different approaches you can take to complete it. For example, an evaluator could focus an interview with most of the questions focused on what worked well and report on how to replicate successes.

Please refer to the following guide for more details about the types of evaluation you can conduct with your project.

[W. K. Kellogg Foundation Evaluation Handbook.](#)

A framework for thinking about evaluation as a relevant and useful program tool.

Stakeholder Analysis

There are many people affected by the implementation of the initiative, from the participants to the staff to other people in the organization. These people are referred to as stakeholders.³⁴

A stakeholder is any individuals, groups of people, institutions or organizations that have a significant interest in the success or failure of an initiative.

A stakeholder analysis lets us identify the relevant stakeholders and assess their views and support for the team.³⁵ Stakeholders therefore go beyond the target group, and extend to those that may have something to bring to assist the project, or those that may resist the project taking place

For the evaluation process to be a collaborative, useful learning process, multiple stakeholders were identified and engaged via interview, in person meetings, and focus groups to provide multiple perspectives about the main issues that could affect the evaluation, and about what they want to know from the evaluation.

Otherwise, the evaluation is likely to be designed based on the needs and interests of only a select few stakeholders - usually the ones with the most power - and could miss other important questions and issues of stakeholders who are not included in the design and planning process.

See Appendix (A) for a completed stakeholder analysis. This information informed the creation of the goals of the evaluation at CFBSA.

³⁴ “A Practical Guide for Engaging Stakeholders in Developing Evaluation Questions.”

³⁵ “Stakeholder Engagement Tool — MEASURE Evaluation.”

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Appendix A: CFBSA Organizing Materials

Stakeholders	Interest in Evaluation
Community Organizing Team	To determine if we are meeting our goals and vision for success. To learn from challenges or lessons learned. To edit logic model, theory of change, or implementation methods if needed.
CFB Board	To monitor implementation of CFB mission to reduce poverty and strategic goal of evaluate and improve. To learn about the progress of the program and the potential impacts. They have expressed interest in using a set of key strategy metrics to track structural change.
Participants	To take ownership in changing how the data collection looks like and even collect this information. Community members share feedback on workshops and canvassing and are interested in implementation. To learn about our overall findings and if they are reflective of what they've experienced.
Community Leaders (politicians, neighborhood associations)	Can advocate for more/less involvement with their constituents based on results. Can help identify gaps in those that participate in evaluation. Provide objective/nonbiased perspective on effects in community
Collaborating orgs	To see if they want to improve the support for program or scale back. Observing changes in the outcomes.
Other Food Banks	To learn how to gain institutional support, achieve our goals given our resources, compare results to their programs for resource materials
CFB Programs Departments	To learn from the methodologies, eval design, and capacity for implementation of an eval in their departments
Other orgs in the same area, not partners	To compare our results and curriculum to their own. To assess potential future partnership

Community Organizing: “Get to Know Your Neighbor” Agenda

9:00 am – *Sign-in and Coffee*

9:30 am – ***Welcome, Introductions, Framing*** (facilitated by **Roxana**)

1. An opportunity to learn from the community we live/work in (surrounding community)
2. CFBSA committed to learning from our neighbors on what the real issues are
3. Why does this (Community Centered Approach) matter?

9:45 am ***Introduction to 1 on 1’s*** (facilitated by **Elena**)

1. Why are one-on-one conversations valuable?
2. How will we know if we are successful?
3. How will we know if we are NOT successful?

9:55 am ***Fishbowl activity*** (facilitated by **Dora**)

Marco and Roxana illustrate a relational meeting

10:05 am ***Debrief Fishbowl activity*** (facilitated by **Marco**)

1. Participants reflect on the experience
2. What is a relational meeting?
3. What is NOT a relational meeting?

10:15 am ***Practice relational meeting*** (facilitated by **Dora**)

1. In pairs, practice a relational meeting
2. Keep in mind what the purpose is

10:45 am ***Debrief relational meeting*** (facilitated by **Dora**)

With the larger group:

1. Share highlights from your relational meeting
2. What did you learn?
3. What did you find challenging?

10:50 am ***Practice relational meeting if time allows*** (facilitated by **Marco**)

11:20 am ***Debrief relational meeting*** (facilitated by **Marco**)

11:25 am ***Next steps:*** (facilitated by **Dora**)

Everyone commits to 1 relational meeting with either a neighbor, colleague, associate or acquaintance

1. Upcoming opportunities:
 - Community event 02/23/19
 - Future workshops
 - Canvassing
 - Community Conversations / House Meetings

Topic	Description	Objectives	Method/Medium
Relational Meetings	Share strategies and purpose for Face-to-face, 1 on 1 meeting typically where people begin to share real stories with one another	Leaders begin to form professional relationships with one another; Identify other potential leaders for relational meetings	Presentation; Modeling; Participant Practice; Group Reflection; Debrief/Evaluation
House Meetings	Share the purpose and strategies for small group meetings where leaders dig deeper into their institutions by listening to others' stories	Identify common issues; Identify new leaders	Presentation; Participant Practice; Group Reflection; Debrief/Evaluation
Power and Practical Action	Explore characteristics of power and how to create an exchange of power through tools such as power analysis and stick figure analysis	Increase understanding of power and the tools that help create an exchange of power	Presentation; Participant Practice; Group Reflection; Debrief/Evaluation
Stereotypes and Realities of Poverty	Participants explore stereotypes of poverty and participate in a poverty simulation exercise	Participants experience a paradigm shift related to the stereotypes and realities of poverty; Develop strategies for alleviating or mitigating factors of poverty	Group brainstorming; Poverty simulation through case studies; Group reflection and discussion; Debrief/Evaluation
Pressures on the Family	Participants delve into the attributes of institutions; Identify institutions and their types; The pressures that families experience; How institutions fail to alleviate pressures on families; Strategies for transforming institutions and creating institutional accountability	Understand attributes of institutions, their function and purpose; Learn strategies for transforming institutions and creating institutional accountability	Group brainstorming; Group reflection and discussion; Small group work; Debrief/Evaluation

Qualities of Leaders	An analysis of the qualities of leaders, including core competencies, effective behaviors, and teachable attributes	Increase leadership effectiveness; gain understanding of leadership qualities	
Project Management	Dissect elements of effective project management and tools for effectively managing projects	Understand key elements in project management; acquire useful tools for managing projects; understand pitfalls that lead to project failures	Brainstorm; Presentation; Examination; Reflection/Evaluation
Effective Facilitation	Review the purpose and basic elements of facilitation, effective practices and common pitfalls	Acquire key facilitation skills; Understand facilitation pitfalls; Gain competency facilitating for groups	Brainstorm; Presentation; Practice; Reflection/Evaluation

What is a One-On-One (1:1) Relational Meeting?

I. WHAT IS A 1:1 MEETING?

A relational meeting is a 30-minute face-to-face meeting with the purpose of establishing or deepening a public relationship. You are looking for people with the potential to be leaders and who want to become involved.

II. WHY DO 1:1 MEETINGS?

Relational meetings are the building block for developing the relationships needed to bring improvement to our organizations and communities. We do relational meetings in order to:

- Spot leaders and identify people with talent/potential
- Discover people's interests and identify issues they would be willing to act on
- Develop fruitful relationships with people whose interests are met through organizing
- Find other people to do 1:1 meetings with
-

III. 1:1 MEETINGS WITH WHOM?

Relational meetings should be done with people who are leaders or have leadership potential; those who are involved in their community; people who are interesting to you.

Steps of a One-on-One (1:1) Relational Meeting

I. Opening / Credential

Start by giving your credential (which organization you represent) and the person who referred you and the reason you want to meet

II. Breaking the Ice

It doesn't work well to rush into a question like, "What do you worry about for yourself and your family?". Instead, start with easier questions that get the conversation going, like, "How long have you lived here?", "Where do you work and what is that like?", "Where do your children go to school?".

III. Discover the person's interests & Connections

Now you want to find out the person's self-interests. Self-interests are those things that are the most important to a person concerning his or her family, community or job. There are many ways to people's self-interests, and you should develop your own style. You can lead with your own story or ask probing questions, such as, "What is important to you?", "Why do you do what you do?", "Who are you connected to?", "What is your vision for your organization/community?"

Find out if the person is a doer or a complainer. If you hit a sensitive area, ask permission to ask more about it. Be willing to agitate to see how thoughtfully the person reacts: "Why haven't you done something about these concerns that you have?"

IV. Closing/Proposal of Next Steps

After you have learned more about what motivates the person, decide if there are any points of common interest. You may want to propose some next step, such as "After I talk to more people, can I talk to you again?" You also might propose that a person take some action connected to their self-interests, like attending a meeting or training.

V. Evaluation

Afterwards, spend a few minutes reflecting on the meeting, ask yourself:

- Is this person a leader? What is this person's potential to become a leader? What about this person's story, action, thoughtfulness, anger makes me feel this way or not?
- What is this person's top interest? What is he/she willing to take action on?
- Who is this person connected to (in negative and positive ways? Who do you want to introduce this person to?
- How did you do in the 1:1? What questions might you have asked to learn more about the persons self-interests and story?

Appendix B: Resources for Evaluating Community Organizing

Alliance for Social Justice.

Includes tools and strategies for evaluating organizing and advocacy work, including core components and measures of community organizing. <http://www.afj.org/for-nonprofits-foundations/reco/>.

Evaluating Community Programs and Initiatives.

KU Work Group for Community Health and Development. 2010. Chapters 36–39. From the Community Tool Box: http://ctb.ku.edu/en/tablecontents/chapter_1036.aspx.

Grassroots action and learning for social change: Evaluating community organizing.

Center for Evaluation Innovation.

A framework that includes sample benchmarks and data collection methods for the core components of community organizing (Foster and Louie 2010).

Participatory PB Evaluation in Toronto.

A report of a two-year participatory evaluation of a participatory budgeting process of the Toronto Housing Authority (Participatory Budget Project 2011).

<http://www.watsonblogs.org/participatory-budgeting/torontope.html>.

Movement Building Indicators. Asian Communities for Reproductive Justice.

Includes a framework, indicators, and worksheets to assess leadership development, policy advocacy, communications, and relationship building

(Nakaet al. 2009). <http://www.pointk.org/resources/files/Movement-Building-Indicators.pdf>

Community Organizing Evaluation Project. The French American Charitable Trust.

An evaluation framework to make it easier for community organizing groups to measure impact and make important decisions about organization growth while also elevating the importance of community organizing in the funding community. Three reports describe the evaluation project (FACT 2004). <http://www.factservices.org/evaluation.html>.

W. K. Kellogg Foundation Evaluation Handbook. A framework for thinking about evaluation as a relevant and useful program tool. (W. K. Kellogg Foundation 1998) <http://www.wkkf.org/knowledge-center/resources/2010/W-K-Kellogg-Foundation-Evaluation-Handbook.aspx>.

Point K Practical Tools for Planning, Evaluation, and Action. The Innovation Network.

Free resources that aim to help nonprofits and funders transform evaluation for social change (The Innovation Network 2011). <http://www>

.innonet.org/ index.php?section_id=4&content_id=16.

Resource Library: Evaluation. Center for Collaborative Planning.

A collection of resources on Asset-Based Community Development (ABCD), advocacy, community building, strategic planning, and other relevant topics. http://www.connectccp.org/resources/library.shtml#N_5_.