

F2S Steering Committee Planning Retreat Meeting:

Friday, February 9, 2007

9 am – 1 pm

CUH, Seattle

Attendance: Alison Leber, Tom French, Mary Embleton, Sylvia Kantor, Goldie Caughlan, Erin MacDougall, Tim Crosby, Heidi Broekemeier, Darcy Batura (Facilitator)

I. Ground Rules & Values to move forward with:

A: Behavioral, procedural rules

Listen

Politeness

No Interrupting

No cell phones ringing

End on time

When possible, propose vs. oppose

Give all a chance to voice their opinion

B: Core principles exercise: Purpose is to think about core values of the group to guide you today and the future;

Values selected to move forward with today:

Sense of accomplishment

Cooperation

Public service

Capable

Imaginative

Integrity

Cooperation

Creativity

Trust

II. Explore **purpose** of F2S Connections Team & Steering Committee:

A: What do you see as the main purpose of the F2S Connections Team?

B: What do you see as the main purpose of the F2S Steering Committee?

Team	Steering Committee
Networking/share project information; education; Capacity building (what could happen with groups; Realized through what could happen next; Making individuals able; There’s a limit in our capacity)	Making determinations; Action steps; form and structure; Capacity building – causing something to happen; creating a formal structure to cause things to happen; design the opportunity or context; policy? ‘verb’; facilitate partnership;

Discussion:

Develop state, local and school policy; do we change ‘develop’ to ‘support’? Initiate? We want to do all three, including help build capacity; We are not the only body that can develop policy; we don’t want to exclude other working on same issues; we are the “acting” F2S Team;

*Action/Summary:

Revisit our purpose and S.W.O.T.

C: What is the purpose of the group? (i.e. information sharing like an advisory group or action oriented? If we are action oriented what are the areas of focus and what are the strategies?)

Discussion:

What’s our vision?

Have we done this? We are self-appointed, so we have individual reasons for being here; implication is that we’ve already had this conversation about our purpose, but we haven’t really yet; Are we really representative of those we might be affecting? Advising, organizing and coordinating are all included in our purpose; We have to decide what it is our group really wants to do; What’s our role? What do we want to accomplish? There are lots of F2S activities being done by other people, but they are not necessarily models; there’s a gap between our vision and where we’re at; we need to prioritize barriers; we know there’s a demand and supply; potentially see this group as not doing project ourselves, but enabling others to do them; we can provide information, resources, advocate and facilitate; we can even educate policy makers on how barriers can be overcome; we have this information, but it’s in bits and pieces; F2S programs have been established – Oregon and work by Eco-Trust

Action or advisory?

Do we create something through policy development that’s more market-based, and strategic about building the system? OR do with continue with more advocacy and provide a public service? OR can we do both? We can be both; if we are action oriented; can’t be both if we are advisory oriented; we don’t have all the right people here if we are advisory; We could become two connected bodies; Become an advisory council that funnels information to the steering committee and attached to an action body; Concern that we don’t know how work will get done; We assume there is a demand and supply out there, but do we really know that? We could attempt to find studies or encourage the state to come up with this evidence; There are some good questions, about bio-fuels and what will happen with the state of food in WA;

What is WSU Extension's role at the state level?

We may need to be careful of what we ask for, as there may be constraints if our program is within WSU; a concern that lobbying is gone; but lobbying has to come from the outside, so the F2S group could still lobby, just not faculty/staff;

Other ideas?

Form an advisory council; become fertile ground for steering committee members; institutionalize what we are doing to set an intention; there's a concern that if group is more institutionalized within WSU, there's more politics in it; we need more information; We'd also have to come up with deliverables if we got that call from WSU tomorrow; What's a significant added value of being more institutionalized? We need to know what's needed first, as opposed to where we'll be housed; first we need to be unified on main purposes of this group; Question about why we are considered 'acting;' because we're not government supported? Is 'ad hoc' a better term?

*Action/Summary:

We concluded that we are primarily an 'action' team with advisory capacity
We need to clarify lobbying concerns if we are in WSU-KCE
We need to identify deliverables
Revisit WSU (or others) role in governance section of today's agenda

D: What makes this group unique? A brainstormed list created by the group:

We connect interested parents with how to influence their school's nutrition
Firm focus on LOCAL food to schools
Diverse group of individuals with expertise and experience
Representation of various communities around the state that we can bring here;
Multiple social issues represented at teams
Dynamic membership
Provide technical assistance to farmers to get product into schools
Incubator for ideas and resources
For-profit, non-profit, government, education; accurately reflects values of many of these communities;
Lots of history here;
Willingness
Forum for understanding issues;
Tie to WSU & other organizations
Direct involvement in farm-to...; Practical in-the-trench work experience
Survey national policy and programs on F2S to inform the local
Capability to offer relevant education
In position to provide leadership
Developed out of a grassroots effort; bottom-up
Inventorying local F2S activities

III. Discuss Partnerships & Relationships

A: What is the ideal organizational structure (program, non-profit) and home for this group?

Discussion:

Do we know enough to make this decision? Are our choices: Non-profit? WSU? Other? Idea to create a sort of hybrid organization that would involve shared resources between WSU and another non-profit (potentially, for example, CHC); there has been some brainstorming/initial discussion with Brad Gaolach about this idea; If we are not ready to become our own non-profit; becoming this hybrid might be a solution; the Team is more an arm of WSU because they have hosted, advertised meetings, etc.; Nailing

down our purpose could help determine where we need to be; our structure helps determine what we can/can't do; are we a program? Or are we trying to do something else?

What are our other options for structure – if not WSU, who?

Kellogg proposal to be submitted; money would go to WSU Foundation (501c3); get foundation to be a funder; this is good for King County, but different when applied to other counties; Attempts are being made to get the WSU Small Farm Team in WA more involved in the F2S issue and the topic is on the agenda for its next planning retreat; Could also be a synergy with health and federal funding programs; There is such a readiness among so many players currently - obesity, state grown agriculture, carbon-neutral ideas; potential for WSDA involvement? What are our goals that can't be supported by our umbrella organization? Do we have needs that can't be met? AFPC work is new and also in new territory;

Pros/Cons: F2S being part of WSU

Pros	Cons
Affiliated with land-grant university, if federal funding is available then we are set; Established communication networks; county offices; massive resources available; Extension is in the communities;	Can we lobby? We might lose some governance Keeping some people from being involved because for political reasons or others people potentially wouldn't join the discussion because it's part of WSU; Extension vs. WSU (parent); not sure of the autonomy/independence our group would have here? Bureaucracy? Turf battles could occur? If we are away from WSU, would we have potential for other funding sources?

Other issues:

Funding overhead within an organization: WSU 23%; Foundation 12-15%; Three complex bureaucracies are involved in communities around the state come into play - WSU, health departments and school districts; what we take as rote in Metro/KC might not be other places; If we are going to interject ourselves into that system, we have to learn first who's doing what; we need to learn of strategic partnerships where we could leverage ourselves on points for change; some rural schools are resentful that this F2S program is being forced on them;

What would a hybrid organizational structure look like with CHC?

CHC promotes some of same things F2S is working on, and CHC works with Extension already, including in capacity building; this connection would build and enhance things that already exist; CHC is not necessarily focused state-wide, some programs are state-wide; staff time is limited, though, with just one, so there's limited amount of capacity on that side; partnering would be an idea; concern about forming yet another non-profit; partnering with other local/county governments could mean potential for more funding;

How are other F2S programs organized?

CAFF (California Alliance for Family Farms); Was there money first? And then had grassroots organization?

*Action:

Mary, Sylvia, and Tom will look at what a "hybrid" would look like; explore possibilities; Plan to report at next Steering Committee meetings - March 9 and April 6;

Mary – non-profit

Sylvia – WSU

Tom – community-based organizations/entrepreneurial sector;

Potentially find someone to give philanthropy perspective;

B: What existing relationships to other relevant organizations, programs or efforts are represented among members of the Steering Committee?

(Are you a member of a local board, committee, etc., or do you work with others whose goals align with those of F2S connections?)

Mapping examples – handed out

Discussion:

Idea to come up with a draft of categories and have Heidi fill in blanks? Concern that there are some business interests and don't want to name organizations, but could list category; reason we list organizations is to help group decide who could be doing what and connecting better with which piece;

Identified Partnerships with F2S Steering Committee Members:

Notes:

This list was generated in an exercise that took approximately 15 minutes;

Mary E. left early and did not contribute to this list;

Noted missing categories/organizations: Large Scale Distribution, and Nutrition Services

Non-Profit	For-Profit	Government	Farmers/Agriculture	Education, K-12	Academia	Funds/Philanthropy	Food Network	Health/Medical	Children/Families
1Slow Food 3Chef'sCollaborative 4CHC 1Beecher's Flagship 1Seattle Tilth 2Sustainable Seattle 1-21 Acres El Centro de La Raza 1Eco-Trust Seattle Youth Garden Works 2Tree Swing LELO-Goldie WADC 4-H NW Ag Business Center Action for Healthy Kids WA State Food and Nutrition Council 1Food Life Line NW Harvest	1Good Food Strategies 3PCC 1Beecher's Abbi's NW SPUD Charlie's Produce 1Full Circle Farm 1Whole Foods; Dungeness Farms Ames Creek Farms 1Thundering Hooves Oxbow Farm Remlinger Farm Organically Grown Coop (Wholesalers) United Natural Foods- Mountain people; Pioneer Organics Sodexho	2Public Health WA State DOH KC City of Seattle WSDA 1P-Patch Program AFPC KC Ag Commission Small Farms WSDA/WSU – Advisory Board 1OSPI; 1Seattle Office of Sustainability NCSL	Tilth Producers – Advisory Council 1WSFFN – Strategic Plan PCC Land Trust – Board 1Sno-Valley Tilth P-Patch Trust 1Growing WA Hmong Farmers Association Skagitonians to PF;	3Seattle SD Edmonds SD K-8 Co-op Bellevue SD Northshore SD SW SD Everett SD F\$ Change Lake WA SD Cultivating Youth Puget Sound School Gardens Collective	2Bastyr University – Nutrition Dept 2UW Seattle Pacific University 1WSU – Advisory Group to Center for Sustainable Ag, and Dean Bernardo (College of Ag) UC Davis SCCC-SCA 1CSANR 1WSU Small Farm Team Ken Mullinex	2Seattle Foundation 2Carolyn Foundation 3Kellogg Foundation KCD CFSC 1Gates Foundation Sustainable Ag Funders Sustainable Seattle Group Health Community Education Human Links Foundation Medina Bullitt Russell	1F2S Steering	1Children's 1Bastyr Odessa Brown Children's Clinic 1Puget Sound Neighborhood Health Centers 1Group Health Foundation Collaborative for Health and Environment Healthcare Without Harm	1Parents in Seattle Public Schools (PTAs) 1Parents in 18 other school districts in KC Children' Alliance

*Action: List will be sent out to group; Assign roles; identify holes?

IV: What are current roadblocks and hard questions we need to address to move forward?

- What level of commitment are you willing AND able to contribute?
- What level of commitment is needed?
- Who is missing from the Steering Committee? Should we invite new members?
- Other?

1. Funding

2. Diversity of Stakeholders

Discussion: I think we need clarity for diversity? Fair representation? This deals with governance issue; what does diversity mean to this group?

3. Individual Priorities

4. Are we aligned as a team?

5. How do we make decisions?

6. What are Team members' time limits – hours per month?

7. Is there a conflict of interest? How to deal with it?

8. What can you commit to in terms of engaging others?

9. Undefined relationship between Steering and Team?

Discussion: What's the relationship with the Team? What issues do we discuss? Are we a membership group?

10. How do we ensure continuity? Sustainability?

11. Confidentiality issues?

12. What experience does each of us have to this kind of work?

13. What is our next project?

14. Funding? Role of staff? Need?

15. How do we ensure both external and internal communication? How do we stay informed and communicate with each other effectively?

16. What assessments do we use? Assumptions that there is a real underserved group?

V: Governance Structure

- Decide on appropriate structure;
- Define roles and responsibilities – defining what success looks like; decision-making
- Create process for filling roles within defined governance structure

Discussion: Concern that we are not informed about policy that we may be pushing; Policy Committee is forming, but we don't know how it's going to function; will it be a policy advisory group? Before putting it out there, what is our structure in which we function? We haven't yet defined the work scope of the Outreach and Policy meetings;

Decision-making process:

Do we want a director of this group? Will we continue with the consensus/who-shows-up decision-making process? How can we make it better/formalize it? Concern that we all have limited time and energy; trick is to create a governance structure that works for us with limited time;

Things are working: We are getting more people to the meetings; we are getting more people; What's working and what is not?

Team/Steering Schedule/Governance Structure:

Team meetings stop in May; Will the Steering Committee stop then, too? Consider term limits to sitting on Steering Committee; roles? Recruitment; Timing; Fundraising; Identify other governance models that work –alternatives to non-profit boards; look at other F2S programs? What’s their governing structure? Develop list of responsibilities, and fill roles; Question of why the Team takes a break during the summer, as that would be a key time to engage others (teachers) that couldn’t otherwise participate); Tracking our successes and use of the list serve; Why do we take a break? Summers we could engage teachers?

A: Governance Structure

Structure
Roles/Responsibilities
Decision-making
Process for filling roles

B: How do we add structure to our current process to make it more efficient?

Term limits
Number of terms
Recruitment? Timing?
Committee Structure?
Fundraising?

C: What models work?

Develop list of responsibilities and fill roles

*Action/Summary:

Administrative task list
Roles
Affinity model - Tim
Use future Steering Committees to continue this work;