



West Marin Food Systems Strategic Plan 2023-26

November 2023

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EXECUTIVE SUMMARY

The Planning Process

During the first half of 2023, the West Marin Food Systems Group's leadership team started creating a strategic plan for the group's collective work.

The process was facilitated by Third I Communications, which operates as the group administrator, and included:

- In-person brainstorming activities and numerous virtual discussions to clarify focus areas for the next three years
- Clarifying the group's mission and vision
- Arriving at a concrete set of "focus areas," including SMART objectives and outcomes
- Identifying committees and members responsible for different elements of the plan
- Working with the three co-chairs to ensure that the WMFS group has a successful process in place for measuring the activities within the plan

Strategic Plan Framework

The strategic plan includes the following components:

- Purpose
 - Vision
 - Mission
 - Values (Diversity, equity, and inclusion)
- Community Initiatives
 - School Wellness
 - Community Meals
 - Farm and School/Community Gardens
- Group Operations
 - Fund Development
 - Administration
 - Communications

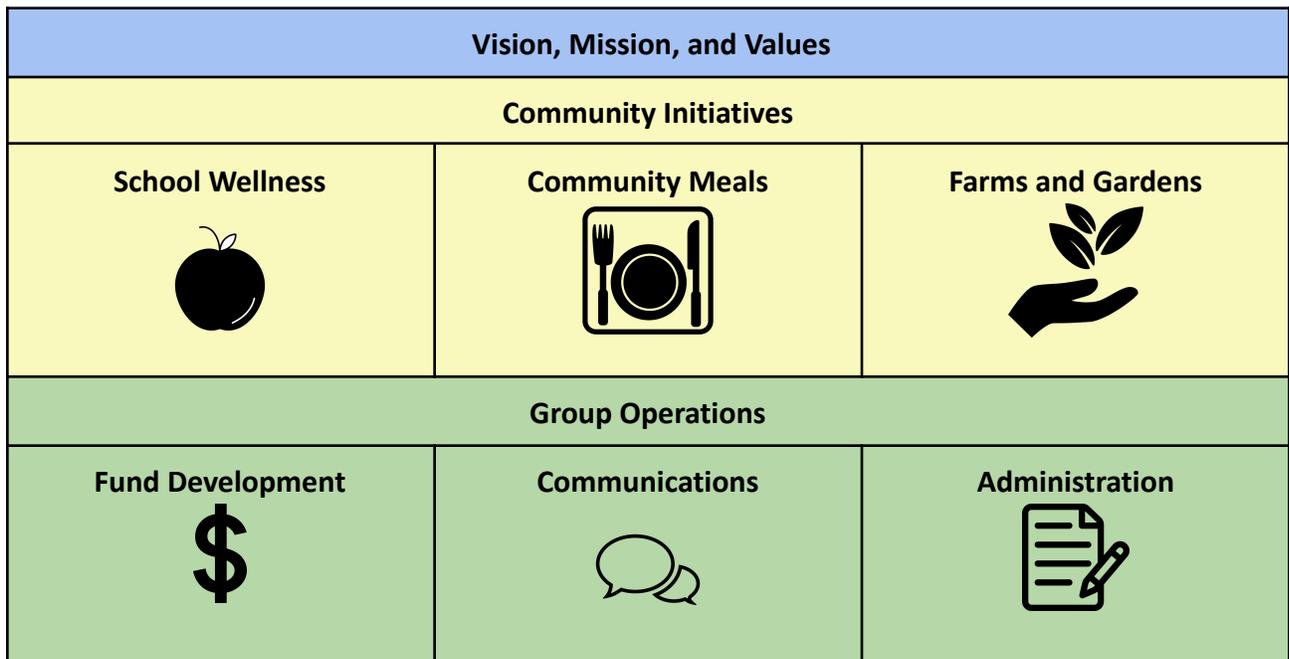
Our Purpose represents the mission and vision that guide our overall collective activities. The Purpose is the "Why" we work collaboratively across the region. It provides clarity on our direction.

Our focus areas include the "What," our strategic SMART goals and objectives to help move the group toward achieving our mission and vision. The section is separated into a "Focus Areas" set that includes our action metrics, ensuring they are Specific, Measurable, Attainable,

Realistic, and Time-bound (SMART). Each Focus Area has a three-year goal and a set of objectives that support the three-year goal.

Our Operational Structure defines “How” the group will function. It includes the administration and leadership’s roles and responsibilities, the communication activities, the fund development activities needed to sustain the collective actions of the group, as well as the fiscal model in which we operate.

Below is a graphic of this structure.



Collective Impact Approach

We have a multi-sector collaborative representing agriculture, non-profit, government, health care, and safety net providers to increase access to healthy food for low-income residents and older adults in West Marin. To do so, we:

- Identify available resources in West Marin to address increased food security,
- build on partnerships to strengthen community food resiliency and showcase best practices
- Garner additional grant funding for organizations serving the West Marin Community.
- Host information exchange meetings to identify strategies driven by local organizations and build local capacity around policy, systems, and environmental changes.

Fiscal Model and Governance

The West Marin Food Systems Group was formed under the leadership of Innovative Health Solutions (IHS), and the group remains an IHS project. During the strategic planning, the leadership team and members discussed the pros and cons of establishing independence through non-profit status or identifying a formal fiscal sponsor. However, the decision was to remain under the governance of IHS for consistency, flexibility, and sustainability.

Leadership

The Leadership Team will meet bi-monthly to:

- Discuss how the entire team is progressing relative to plan elements
- Discuss how to best provide team members with support on their work on the plan
- Ensure that the plan elements are being evaluated and kept up to date
- Ensure that meetings are in place to discuss the plan with the full committee

Third I Communications backs the group and is co-led by three community agencies: Launch for Hire, San Geronimo Valley Community Center, and the Marin Child Care Council.

Leadership roles are as follows:

POSITION	TERM	RESPONSIBILITIES
Co-Chairs	One year Nominated and elected by a majority vote of the Group members	<ul style="list-style-type: none"> ● Chair bi-monthly meetings ● Working with IHS, establish agenda for all meetings ● Work with TF members to create and execute the annual work plan, including the evaluation component ● Work with and recruit community partners to maximize success and involvement ● Acts as a spokesperson for Group ● Work with Third I to report on achievements, metrics, emerging issues ● Recruit partner organizations and providers connected to the goals of the group ● Acts as liaison between WFSP and MFPC, Food Distribution Group, HEAL
Third I Communications	Supported by local funding to support policy, systems, and environmental strategies In West Marin	<ul style="list-style-type: none"> ● Backbone support to the WMFSG ● Acts as liaison between WFSP and MFPC, Food Distribution Group, HEAL ● Provides clerical, professional, and TA support to Chairs and group activities ● Attends all WMFS meetings ● Oversees support to co-chairs

		<ul style="list-style-type: none"> • Oversees minutes and metrics • Provide grant support and evaluation services.
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The team will report to the membership to review and discuss the plan. Further, the full committee will dedicate at least one day annually to hold a planning retreat to ensure the plan is updated and to renew or change the Strategic Plan Committee membership.

OUR PURPOSE

Vision Statement

Sustainable community food resilience

Mission Statement

Work collaboratively with schools, climate action groups, agriculture, non-profit, government, health care, and safety net providers to increase access to healthy food for low-income residents and older adults.

Diversity, Equity, and Inclusion Values

At the core of our mission, West Marin Food Systems values diversity, equity, and inclusion — to create equitable access to quality food for all West Marin residents, specifically those in need.

WMFS group identified key elements of shared values through an equity lens that all initiatives will embrace. Through the implementation of our work, we will;

- promote and support the economic viability of BIPOC small businesses
- increase offerings of culturally diverse food and harvests
- co-create inclusive communications

WMFS aligns with with the County of Marin’s equity goal that every member of the (West) Marin community deserves to thrive! Our West Marin community should also be one where everyone, regardless of their race, gender, age, ability, sexual orientation, or current zip code, can have access to quality food and engage, prosper, and reach their full potential.

COMMUNITY INITIATIVES



SCHOOL WELLNESS: Support establishing a regional farm-to-school program among all four school districts in West Marin by Fall 2026.

Objective 1: Provide training for 3-5 school food service staff to support capacity building and peer-to-peer learning.			
Activities	Partners	Timeline	Outcomes/ Metrics
<ol style="list-style-type: none"> 1. Coordinate planning meetings with wellness team members 2. Identify ten new healthy recipes to incorporate in school meals 	Conscious Kitchen IHS, Third I	Spring 2024 Fall 2024	Host six meetings annually. Staff trained on ten recipes
Objective 2: Assess the feasibility of a local procurement/buying cooperative from 2 local farmers.			
<ol style="list-style-type: none"> 1. Assess the current local procurement efforts, vendors, and items to expand into larger regional agreements. 2. Identify a list of recipe ingredients/ menu items that all districts need for menu planning. 3. List out the costs and inventory of the local farmers. 4. Support the connections with local farmers based on the ingredients needed. 	Conscious Kitchen, IHS, Launch for Hire, Conscious Kitchen, Third I, West Marin Glean Team	Spring 2025 Fall 2025	2-3 items One cost sheet Two farmers participating
Objective 3: Pilot-test the feasibility of crop planning with one local farmer.			
<ol style="list-style-type: none"> 1. Coordinate meetings with partners to discuss crops to grow for local school meals. 2. Identify local farmers and connect with the school wellness team and school food administrator to plan 	Glean Team Farmers, School Wellness Committee, WMFS	Spring 2026 Fall 2026	1-2 crops grown for school meals 3-4 partner meetings

the timing of crops and purchase orders.	leadership team		One purchase agreement and crop purchased
3. Secure funding to invest in the pilot of the purchase of crops from local farmers to ensure transaction and document lessons learned			



COMMUNITY MEALS: Support access to healthy, fresh local meals at four community-based organizations.

Objective 1: Support establishing older adult meal programs at 3 CBOS within the region (i.e., medically tailored meal programs, congregate meals, etc.).			
Activities	Partners	Timeline	Outcomes/Metrics
<ol style="list-style-type: none"> 1. Coordinate partner meetings to discuss logistics, barriers, and best practices to launch the program. 2. Pilot test the rollout of the Ceres medically tailored meals program using a site-based approach at an older adult housing site. 3. Expand the pilot to community centers as a site-based approach. 4. Support congregate meal programs. 	Ceres Community Project, Coastal Health Alliance, HHS-West Marin Multi-Services Center (WMMSC), EAH, San Geronimo Valley Community Center, Third I, Walnut Place, West Marin Senior Services,	Fall 2023 Spring 2024	24 - clients enrolled
Objective 2: Support local entrepreneurial small food business planning among 3 cohort BIPOC community members.			
<ol style="list-style-type: none"> 1. Work with local HEAL BIPOC cohort members to support business development 	Launch for Hire, WMFS group	Summer 2024-2025	Three BIPOC HEAL CAT members

<p>administration, including trainings, permits, business planning, licenses, and certifications as needed.</p> <ol style="list-style-type: none"> 2. Identify commercial kitchens that can provide joint-use agreements and space for BIPOC members. 3. Pilot test BIPOC cohort food vendors at anchor agencies events such as retreats, health fairs, and large gatherings. 4. Provide technical assistance, training, and mentorship to HEAL CAT cohort members. 	<p>(members, West Marin Health Center, Third I</p>		<p>One joint use agreement</p> <p>Four zero-waste events</p>
<p>Objective 3: Provide community education and technical assistance on zero waste and reuse in support of SB1383 to demonstrate climate smart* practices at six community events annually.</p>			
Activities	Partners	Timeline	Outcomes/Metrics
<ol style="list-style-type: none"> 1. Work with Tomales High School students to develop wood /copper eco-sorting stations. 2. Collaborate with anchor agencies to demonstrate climate-smart practices that integrate eco-sorting stations and reuse at events produced by community partners. 3. Provide eco-sorting stations to 4 community agencies. 4. Provide technical assistance to CBOS on zero waste practices and 1383 	<p>Launch for Hire, all members, Third I, West Marin Health Center,</p>	<p>2024-2025</p>	<p>Ten eco-sorting stations</p> <p>Six anchor agency/community events supported in climate-smart practices.</p> <p>4 CBOS using stations</p>



FARMS AND GARDENS: Support access to healthy, fresh local food from farms and gardens.

<p>Objective 1: Pilot test the West Marin Glean Team to support the recovery and redistribution of local food from 5 local farmers.</p>			
Activities	Partners	Timeline	Outcomes/Metrics
<ol style="list-style-type: none"> 1. Host bi-monthly meetings with partners to establish program protocols and logistical systems 5. Recruit local farmers to participate via onboarding. 6. Coordinate volunteer outreach, recruitment, and training in partnership with West Marin Climate Action 7. Establish a systems approach to maintaining gleans via ExtraFood infrastructure 	<p>Bolinas Community Kitchen, EAH-Walnut Place, Extra Food, Launch for Hire, San Geronimo Valley Community Center, West Marin Climate Action, San Francisco-Marin Food Bank, Third I</p>	<p>Summer 2024</p>	<p>Six meetings annually</p> <p>Five farmers</p> <p>Thirty-three volunteers recruited</p> <p>3,233 pounds of produce</p> <p>One food recovery system was created.</p>
<p>Objective 2: Expand the West Marin Glean Team pilot to residential gleaning to replicate the Share the Bounty model in West Marin.</p>			
<ol style="list-style-type: none"> 1. Identify a lead for the residential gleaning coordination. 2. Create outreach materials that align with the Share the Bounty program for partners to disseminate. 3. Integrate systems coordination into the farm glean process. 	<p>Extra Food, Launch for Hire, San Geronimo Valley Community Center, Third I, West Marin Climate Action</p>	<p>Fall 2024</p>	<p>One lead</p> <p>Five gleans</p> <p>1,090 pounds of produce</p>
<p>Objective 3: Support community and school gardens in growing food for local distribution and consumption.</p>			

<ol style="list-style-type: none"> 1. Support partner with their identified needs, challenges, and barriers to implementing gardens as viable community resources. 2. Promote educational resources and training opportunities for staff and community members (i.e., seed exchange, etc.) 	MCFL, West Marin Climate Action,	Ongoing	# of identified needs # of resources shared
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GROUP OPERATIONS



FUND DEVELOPMENT: Secure four funding sources to support the community initiatives in West Marin by Fall 2026.

Objective 1: Secure two administration funding grants to support the backbone staff and group operations, including communications.			
Activities	Partners	Timeline	Outcomes/ Metrics
<ol style="list-style-type: none"> 1. Identify two grant and funding sources that align with coalition-building activities 2. Write grant applications and apply for administrative funding 	IHS, Launch for Hire, Third I	Ongoing	Two grants awarded
Objective 2: Secure two community initiative grants to support the implementation of activities and goals for school wellness, community meals, and farms/gardens.			
<ol style="list-style-type: none"> 1. Identify a list of potential grants 2. Host planning meetings with community partners and members 	Conscious Kitchen, IHS, Launch for	Spring 2025	Three grants identified (1 annually)

5. Write and submit two community grants to support.	Hire, Third I, West Marin Glean Team	Fall 2025	Two grants awarded
Objective 3: Support 2 community partners with the grant application process to support collective work within the region.			
<ol style="list-style-type: none"> 1. Share funding and grant opportunities at coalition meetings and encourage partners to apply. 2. Coordinate meetings with partners to discuss funding needs and potential collaboration opportunities. 3. Assist members with the review and strategic guidance on grant applications. 	Glean Team farmers, School Wellness Committee, WMFS Leadership Team	Spring 2026	Two members agencies

A graphic that shows the funding model by focus areas is in development.



COMMUNICATIONS: Establish, implement, and complete four activities within the communications plan that showcase the members' work regionally by Fall 2026.

Objective 1: Create a quarterly newsletter for distribution four times annually highlighting the community initiatives and partners' activities.			
Activities	Partners	Timeline	Outcomes/Metrics
<ol style="list-style-type: none"> 1. Establish and manage a MailChimp account. 2. Curate content with members and leadership team 3. Draft narratives and share them with members 3. Maintain listserv and update list with new members 4. Distribute newsletters using MailChimp 	IHS, Launch for Hire, Third I	Fall 2023 Ongoing	Four newsletters annually

Objective 2: Establish a digital presence through a website, social media posts, interactive foodshed map, etc.			
<ol style="list-style-type: none"> 1. Create website content and launch a website 2. Maintain and manage website 3. Create social media content 4. Create a foodshed map that provides a visual interactive tool that highlights collective work. 	West Marin Glean Team, Launch for Hire, Conscious Kitchen, IHS, Third I	Fall 2023 Ongoing	One website Four social media promotions One map
Objective 3: Create materials that serve as outreach and promotion tools, such as logos, a strategic plan, fact sheets, fliers, etc.			
<ol style="list-style-type: none"> 1. Provide members with 2-3 logo options. Finalize logo development. 2. Create a strategic plan that provides a roadmap for members 3. Develop a fact sheet 4. Create supporting fliers, stickers, etc, that support the community initiatives. 5. Create a West Marin Foodshed map that depicts the collective work with the farms, food distribution sites, etc. 	West Marin Glean Team Committee, School Wellness Committee, WMFS Members, and Leadership Team	Fall 2023 Ongoing	One logo One plan One fact sheet Two fliers One map
Objective 4: Conduct three public relations activities annually to promote the group's work.			
<ol style="list-style-type: none"> 1. Work with local papers to share stories and outcomes from work 2. Write and disseminate press releases highlighting partner and specific activities 	WMFS Leadership Team and Members	Spring 2024 Ongoing	Three published articles



ADMINISTRATION: Provide backbone support to sustain the coalition operations and community initiatives by convening membership meetings six annually.

Objective 1: Coordinate and host six membership meetings annually.			
Activities	Partners	Timeline	Outcomes/ Metrics
<ol style="list-style-type: none">1. Host planning meetings with the leadership team to plan bi-monthly meetings.2. Create an agenda, presentation, and notes for all meetings.	IHS, Third I, Launch for Hire	Ongoing	Six meetings Notes, agenda, slides
Objective 2: Support the implementation of the strategic plan and all operations and community initiative activities to support the mission and vision of members.			
<ol style="list-style-type: none">1. Coordinate ad-hoc meetings with community partners to create linkages to initiative activities.	Launch for Hire, Third I	Ongoing	