

New Orleans Food & Farm Network (NOFFN)

Strategic Plan 2011-2015

At this moment, the New Orleans Food & Farm Network (NOFFN) has an unprecedented opportunity in developing its food and farm work to bolster the rebuilding efforts upon which the health and prosperity of our citizens, communities, and region depend. To do this, the leadership of NOFFN needs to agree on how best to communicate clearly to current and prospective board directors, members, grantmakers and other potential partners that it has generated a comprehensive blueprint for its programs, resource development and community outreach, resulting in more successful programs, increased membership and philanthropic support, and effective public service to the community.

In developing a strategic plan for NOFFN, it is useful to look at ask a series of questions that, in answering, will serve as a starting point for the NOFFN Strategic Plan that is grounded on the principles and values of food justice.

Questions

1. What is the purpose of NOFFN? What is our Mission? Who do we work with? What are our Operating Principles?
2. How do we address the need for a better food system infrastructure?
3. How do we build the capacity of people and community to promote/ensure a just and sustainable food system?
4. How do we build our work into a response to the “food crisis” – rising food and energy costs, lack of access in neighborhoods, chronic food insecurity, etc.?
5. How do we address the systemic inequity within the current
6. How do we develop effective Staff and Board structures and communication and work in line with our purpose and values?
7. How do we develop effective Membership and Volunteering structures and communication, engagement, roles, and access in line with our purpose and values?
8. How do we develop sustainable Fundraising strategies in line with our purpose and values?

1. MISSION & VISION

NOFFN works with individuals, communities, and growers to support sustainable growing practices and to ensure equal access to safe, nutritious, enjoyable food.

NOFFN’s work is guided by our long-term vision of a healthy and just local food system for New Orleans. An important part of that vision is to increase food justice awareness among local residents, agencies, and the city, particularly during this time of rebuilding as visions of what we can be as a city are available for action as at no other time . True involvement of the community in the

discussion of food access will motivate locally-derived solutions and buy-in, a key to the success of neighborhood-based food projects.

2. WHO WE WORK WITH

The New Orleans Food & Farm Network (NOFFN), established in 2002, is a food justice organization that seeks to support the transformation of where, what, and how food is grown, produced, transported, accessed, and eaten to ensure equal access to safe, nutritious, enjoyable food.

Building a just food system requires the participation of diverse formal and informal organizations, associations and individuals, and government agencies from all levels with a variety of backgrounds and expertise. NOFFN brings diverse groups together to work on projects to create greater self-reliance within neighborhoods and the city as a whole regarding sustainable access to local and fresh food.

NOFFN recognizes that working on food issues addresses a broad range of social issues. Thus, we seek to network with the work of other social, environmental, and economic justice organizations while also identifying opportunities for broad food system changes. The aim is to erase the “issue silos” hindering the collaboration of social change groups that may be specifically interested in health, the environment, food quality, globalization, workers rights and working conditions, more sustainable land use, local economic development, or the future of farming into a multidisciplinary support base for creating both a just food system and community change.

Sustainable farmers and growers - urban and rural - now and in the future - need direct help to enable them to survive and thrive. NOFFN’s approach is flexible and starts with building relationships with many other food system stakeholders in the city and enables other activities to be built on according to local circumstances and aspirations. We have created a neighborhood-based approach to community organizing around food systems and the collaborative development of neighborhood food projects, which will be replicable in other neighborhoods.

Central to NOFFN’s work is to support ownership of projects among neighborhoods, partner organizations, and participants. (*See appendix for a list of partner organizations.*) The intent is to create food security hubs throughout the New Orleans region with partner organizations. These hubs will serve as fresh food access locales (through self-growing or available for sale); places to receive educational information or training on food growing, nutrition, and food preparation; local economic development incubators (through food-related business development); and safe, community spaces.

3. OPERATING PRINCIPLES

- 3.1.** Focus on a sustainable food and farm system
- 3.2.** Evaluate choices against potential unintended consequences
- 3.3.** Work with transparency and through collaboration
- 3.4.** Foster innovations toward sustainable agriculture and food systems

- 3.5. Base our work on sound research, existing strengths, efforts, and assessment of needs and gaps
- 3.6. Work within sustainable systems both within our organization and within the network

4. VALUES STATEMENT

The New Orleans Food and Farm Network believes a sustainable, thriving food and farm system that maximizes local food production for the New Orleans region is achieved by the following:

- 4.1. Identifying and advancing diverse and innovative agricultural models and strategies sustainable in our region that are appropriate to small-scale urban production as well as traditional rural farms.
- 4.2. Creating a cushion of self-reliance against transportation disruptions, major storms and disasters, and rising food prices resulting from rising energy costs by making more land, more food, and more work available in the local food system.
- 4.3. Freeing up more local dollars for local economic development by increasing the energy and resource efficiency of the food system especially by local sourcing of food and putting organic wastes into productive use.
- 4.4. Supporting existing efforts, local communities, and emerging community leaders through technical assistance, training, materials support, and inclusion in decision-making.
- 4.5. Effecting positive changes in consumer choices (shopping), cooking, eating habits and nutrition to reduce diet-related diseases and promote the health and development of young children.
- 4.6. Celebrating the unique contributions that our culturally diverse population makes to our local food system.
- 4.7. Serving as a model for food and farm systems in other regions.

5. GOALS/OBJECTIVES/TACTICS

Achieving the mission of the New Orleans Food and farm Network and operating under principles and values listed above, the following goals are suggested:

GOAL 1 – Improve Access to Locally Produced Food

GOAL 2 – Increase Food Production in Greater New Orleans

GOAL 3 – Increase Demand for a Localized and Sustainable Food System

GOAL 4 – Improve Economic Viability of Food Production and Support Activities in Greater New Orleans

GOAL 5 – Enhance the Role of the Food and Farm System in Conserving and Regenerating Natural Resources and the Environment

GOAL 6 – Increase Food Justice Literacy and Synergistic Community Action

GOAL 7 – Find, Recruit, and Increase Visibility of Local Farmers/Vendors

GOAL 8 – Strengthen NOFFN in Order to Better Serve the Community

GOAL 1 – Improve Access to Locally Produced Food	
<i>Objective</i>	<i>Action</i>
1.1 Improve neighborhood access	<ul style="list-style-type: none"> ▪ Research food-to-consumer models in other communities, and determine their applicability in specific neighborhoods ▪ Work with FPAC to advance the neighborhood grocery initiative, corner store initiative ▪ Conduct a listening campaign in marginalized communities to understand the interests, needs, and ideas related to accessing healthy foods, accessing land and growing healthy foods. Utilize the listening campaign to inform the development and implementation of culturally appropriate communications strategies that increase awareness in low-income populations about existing, healthy local foods resources and opportunities for accessing and growing healthy local food.
1.2 Enhance food processing, storage, and distribution infrastructure in NOLA	<ul style="list-style-type: none"> ▪ Conduct an inventory of existing commercial kitchen facilities that may be appropriate for processing of food grown in the city and identify vehicles for linking entrepreneurs with processing facilities. ▪ Determine degree to which local food processing would need increase to match food production goals. ▪ Support the development of facilities to support urban ag-related food aggregation, processing, distribution, food storage and food waste management ▪ Develop a NOLA version of http://www.veggietrader.com , a purchasing and bartering clearinghouse for local food.
1.3 Improve institutional access	<ul style="list-style-type: none"> ▪ Work with FPAC to implement School Food Recommendations ▪ Pilot farm-to-institution selling at hospitals, senior centers, schools
1.4 Ensure that food security is integral to regional and city planning	<ul style="list-style-type: none"> ▪ Comprehensive city zoning changes to facilitate urban agriculture ▪ Integrate food growing gardens into City development plans in such a way that they can be established as permanent community assets with access to City resources such as water, parking, electricity, and soil testing. ▪ Encourage developers to include space for food production, composting, and other local foods operations in new development or re-development projects and explore tax incentives to encourage private landowners to lease/donate land to urban food growers.

GOAL 2 – Increase Food Production in Greater New Orleans	
<i>Objective</i>	<i>Action</i>
2.1 Increase Residential Food Production	<ul style="list-style-type: none"> ▪ Garden Installations ▪ Workshops and training ▪ Tipsheets ▪ Determine list of target neighborhoods (based on food insecurity criteria) for

GOAL 2 – Increase Food Production in Greater New Orleans	
<i>Objective</i>	<i>Action</i>
	<p>neighborhood-wide garden installations.</p> <ul style="list-style-type: none"> ▪ Urban Ag Toolkit (with Tulane City Center) ▪ Develop food security hubs (urban ag/gardening) in neighborhoods demonstrate neighborhood-based food production projects and link together organizations supporting a shared vision of increasing local food production. ▪ Develop policies to increase food production (zoning changes, etc.) ▪ Secure Soil Purveyors
2.2 Increase Food Production on Private Land/Open Space	<ul style="list-style-type: none"> ▪ Support food growing on Parkway Partners community gardens. ▪ Work with partners to develop more urban farming on new sites – school grounds, church property, EFPs, businesses, etc. ▪ Work with NOLA Blight program, Louisiana Disaster Recovery Foundation, Tulane City Center to identify best locations for large scale urban ag initiatives ▪ Develop an Urban Agriculture Training Program ▪ Work with other groups (Grow Dat, Emeril Foundation) on food growing projects in City Park. ▪ Consider neutral ground and other similar locations for food growing areas (to serve as teachable sites) ▪ Work with city to develop a “Grow to Own” program similar to the “lot Next Door” program for adjudicated, vacant lots
2.3 Increase food production in NOLA foodshed (100-200 mi radius from NOLA)	<ul style="list-style-type: none"> ▪ Develop farm-market linkages ▪ Work with existing farmers to help transition to food growing ▪ Develop new farmer training

GOAL 3 – Increase Demand for a Localized and Sustainable Food System	
<i>Objective</i>	<i>Action</i>
3.1 Use media (print, broadcast, and social) effectively to increase and improve public discourse on localizing food	<ul style="list-style-type: none"> ▪ Relaunch NOFFN Webpage (with possible inclusion of a NOFFN blog authored by staff, board, growers, etc.) ▪ NOFFN Social Media ▪ Develop a Press Release Process for public events, workshops, issues
3.2 Create a knowledgebase that can be distributed through media outlets	<ul style="list-style-type: none"> ▪ Develop printed material including information, articles, white papers, user manuals, knowledge tags, & FAQ sheets ▪ Develop a roster of experts, trainers, representatives that can serve as spokespersons for local food issues.
3.3 Enhance the existing public cultural knowledge of the importance local food in their diet and other health issues	<ul style="list-style-type: none"> ▪ Use promotion incentives and marketing support to create brand recognition and encourage restaurants, businesses, and other organizations to adhere to a common set of values and practices that define local foods (buying from local growers, composting, fair trade, etc). ▪ Develop and implement a communications campaign that increases consumer knowledge of, interest in, and demand for local food, that increases

GOAL 3 – Increase Demand for a Localized and Sustainable Food System

<i>Objective</i>	<i>Action</i>
	<p>awareness of healthy food options among underserved communities, and that elevates existing programs, businesses and activities that support the local foods movement.</p> <ul style="list-style-type: none"> ▪ Offer nutrition education and cooking workshops on how to use and preserve food. ▪ Develop public information material on healthful eating ▪ Develop a campaign to stop the marketing of sugar-, fat- and salt-laden food and beverages to kids and in schools and other youth-oriented environments.

GOAL 4 – Improve Economic Viability of Food Production and Support Activities in Greater New Orleans

<i>Objective</i>	<i>Action</i>
4.1 Promote economic incentives for companies and individuals as a means to increase local agriculture and processes	<ul style="list-style-type: none"> ▪ Include local foods jobs and small enterprise urban agriculture within the City's Green Jobs initiative and include them in all City-sponsored employment and training services. ▪ Establish mechanisms to support small-scale urban agriculture entrepreneurs and businesses such as micro-lending programs, grants, or other funding from public or private sources. Expand business development services and training to include these workers and enterprises ▪ Support existing market efforts to serve as a launching pad for other methods of food distribution such as Best of the Market programs to seniors, CSA delivery, convenience store distribution, etc.
4.2 Promote a wide array of opportunities for current food and farm workers and future farmers	<ul style="list-style-type: none"> ▪ Prioritize jobs, training and funding assistance for, and direct resources toward, marginalized residents such as those underserved areas of NOLA ▪ Advocate for the inclusion of fair labor practices in all job development ▪ Green jobs development/training

GOAL 5 – Enhance the Role of the Food and Farm System in Conserving and Regenerating Natural Resources and the Environment

<i>Objective</i>	<i>Action</i>
5.1 Soil Building & Compost	<ul style="list-style-type: none"> ▪ Support the development of a composting infrastructure in the City (municipal, neighborhood, residential, and commercial) to ensure access to affordable sources of compost
5.2 Encourage activities in harmony with sustainability – wind power, stormwater management, waste reduction, solar energy, conservation	<ul style="list-style-type: none"> ▪ Develop partnerships with sustainability-oriented organizations

GOAL 6 – Increase Food Justice Literacy and Synergistic Community Action	
<i>Objective</i>	<i>Action</i>
6.1 Encourage civic participation and leadership development	<ul style="list-style-type: none"> ▪ Conduct a city wide community forum/town hall meetings on local food and agriculture annually ▪ Hold smaller neighborhood meetings on food issues
6.2 Foster pro-active communication with NOLA residents	<ul style="list-style-type: none"> ▪ Develop web-based resources that provide a one-stop-shop of City-related information about urban agriculture enterprise development, City regulations and policies (including food safety and food sales), business development services and other links to other resources. Provide in multiple languages.
6.3 Promote transparency in the food system	<ul style="list-style-type: none"> ▪ Research feasibility of NOLA Local labeling program. ▪ Develop public database of local producers and processors engaging in sustainable practices
6.4 Ensure community-wide access and cultural relevance in local food system	<ul style="list-style-type: none"> ▪ Facilitate an increase in the racial and ethnic diversity of vendors and customers at City fresh food markets ▪ Historical documentation & cultural preservation

GOAL 7 – Find, Recruit, and Increase Visibility of Local Farmers/Vendors	
<i>Objective</i>	<i>Action</i>
7.1 Connect Farmers and Consumers	<ul style="list-style-type: none"> ▪ Compile a farm fresh atlas (print and searchable online) to help connect consumers with farmers. ▪ Identify vendors who sell local products. ▪ Develop public outreach material highlighting the work of local farmers.
7.2 Support Existing Farmers	<ul style="list-style-type: none"> ▪ Work with existing farmers, ag agencies, extension services to train other farmers them expand their operations – diversifying crops, production training, value-added processing, marketing, etc. ▪ Develop a farm internship program to assist farms in obtaining farm help and to provide training for future farmers.
7.3 Recruit New Farmers	<ul style="list-style-type: none"> ▪ Internships (see above) ▪ Assist establishment of new farmers through collaborative trainings in production, marketing, and business management
7.4 Develop Markets for Farm Products	<ul style="list-style-type: none"> ▪ Work with agricultural experts to initiate food-related businesses that could provide storage, processing, distribution, and value-added product development for farmers to further market their products in the region.

GOAL 8 – Strengthen NOFFN in Order to Better Serve the Community

<i>Objective</i>	<i>Action</i>
8.1 Strengthen the skill level, functionality, and structure of the NOFFN Board	<ul style="list-style-type: none"> ▪ Systematically develop the capabilities of board members, particularly related to fundraising ▪ Ensure consistent, clear, and transparent communication between NOFFN board, staff, membership
8.2 Strengthen the skill level, functionality, and structure of NOFFN Staff	<ul style="list-style-type: none"> ▪ Reclassify staff into newly defined positions ▪ Identify trainings, workshops, conferences, and continuing education for NOFFN staff (and build into annual budget)
8.3 Expand and Diversify NOFFN Membership	<ul style="list-style-type: none"> ▪ Define levels of membership ▪ Expand member giving ▪ Link members together
8.4 Expand and Diversify NOFFN Funding Base	<ul style="list-style-type: none"> ▪ Identify and apply for new federal, state, local, and foundation funding ▪ Develop a fundraising prospecting process to track deadlines and interests of funders ▪ Develop a Major Donor campaign ▪ Collaborate on grant proposals with organizational partners ▪ Develop a base 2-page proposal for General Operating Support and specific programs ▪ Develop a full budget following a format accepted by National Network of Grantmakers
8.5 Develop an Effective Volunteer and Internship Process	<ul style="list-style-type: none"> ▪ Identify specific work tasks (products and time periods) for volunteers and/or interns. ▪ Consider applying to AmeriCorps VISTA for long-term staffing needs ▪ Develop a calendar of opportunities along with other partner organizations to coordinate volunteers and interns

6. PROGRAMS TO ACHIEVE MISSION & GOALS

NOFFN programs are divided into two general geographic regions:

- **NOLA City Farms Program**
*Community Food Systems &
Local Food Justice Projects*

- **NOLA Foodshed Farms Program**
*Regional Food Systems &
Gulf South Food Justice Projects*

Each geography-based program area will have specific projects along with public engagement activities, workshops and trainings, food justice policy and advocacy initiatives, and collaborations to build food system linkages.



6.1 **NOLA City Farms Program** – *Community Food Systems & Local Food Justice Projects*

The NOLA City Farms Program is built on the belief that urban farming is integral to community food security for a number of reasons:

- Urban farming can make use of under-developed and unwanted land (i.e. blighted and/or adjudicated property).
- Urban farming is a productive method for green space preservation and vacant land beautification.
- Urban farming can meet the increasing demand for fresh produce at the marketplace – eliminating the environmental and economic costs of transportation and contributing to our local food economy.
- Urban farming capitalizes on residents' increased interest in growing food (The national and international urban farming movement has been expanding in the last ten years and, based on our network's observations, is now emerging in New Orleans).
- Urban farming fills gaps in long-term food security planning.
- In particular for New Orleans, the time is ripe to invest in utilizing and preserving land for agricultural use. Urban-farmed food, especially if it is sustainably grown, can add dimension to our city's reputation for culinary excellence. The shortened distance between farm and plate enhances our environment, while improved access to healthy food cultivates residents' health.
- The US Victory Gardens program at its peak in the 1940's provided 43% of our nation's fresh produce during times of food shortages; we have the capability to achieve similar successes to combat hunger and malnutrition right here in New Orleans today.

Over the past 8 years, NOFFN has initiated several projects to advance urban farming:

- **Good Food Neighborhood Project** – Community organizing focused on leadership development and capacity building specifically in Algiers, Hollygrove, and the Lower 9th Ward. NOFFN was integral in the establishment of a demonstration urban farm site and educational center in the Hollygrove that has evolved into the independent Hollygrove Market and Farm that now acts as a local purveyor of local foods (city and foodshed) while also serving as a demonstration urban farm.
- **Farm Yard Project** – Public education, outreach, and trainings that supports current growing as well as growing new growers. The Hollygrove Market and Farm serves as a site for an annual series of public workshops (Grow Mo Betta Workshops) on urban farming techniques.
- **Food Maps** – Community mapping of food-related assets in all of the post-Katrina New Orleans neighborhoods.
- **Policy** – Initial partner and current Steering Committee member of the New Orleans Food Policy Advisory Council that has developed school food recommendations; is developing recommendations for zoning changes to support urban farming; and created the now City-adopted New Orleans Community Food Charter

The NOLA City Farms Program focuses on supporting urban agriculture – the production of food and the provision of related services in, around and for the city of New Orleans. Such services could include education, care, catering, or the management of green spaces, as well as local composting of food waste or the development of locally produced food products. Urban agriculture is a broad concept, ranging from the head of lettuce in the neighborhood garden to the commercial enterprise on the edge of the city.

CF1. Neighborhood Food Security Hubs Project

Building on the success of the Hollygrove Market and Farm and the activating energy and implementation in the neighborhoods of Algiers, Hollygrove, the Lower 9th Ward, and Mid-City, NOFFN will look at Neighborhood Food Security Hubs and evaluate the current needs and work in collaboration with neighborhood groups to fill them, reach out to emergent hubs for potential collaborations to strengthen their activity, and identify target neighborhoods to initiate community organizing and outreach activities to develop these hubs.

CF1. Neighborhood Food Security Hubs Project		
Initiative	Staff/Board	Partners
<p>★ NEIGHBORHOOD FOOD SECURITY HUBS (existing)</p> <ul style="list-style-type: none"> ▪ Continue to support the development of existing Neighborhood Food Security Hubs (organizing, further outreach activities to increase local growing and marketing, cohesive messaging of goals and players, information/resource exchange) 	<ul style="list-style-type: none"> • CFPM (City Farms Program Manager) • Food Policy Advocate (FPA) • Intern 	<ul style="list-style-type: none"> • Hollygrove • Lower 9th Ward • Algiers • MidCity

CF1. Neighborhood Food Security Hubs Project		
<i>Initiative</i>	<i>Staff/Board</i>	<i>Partners</i>
<p>★ NEIGHBORHOOD FOOD SECURITY HUBS (new)</p> <ul style="list-style-type: none"> ▪ Develop criteria to identify target neighborhoods for community-organizing, public/information and outreach and garden builds (see CF2 below) ▪ Community organizing of target neighborhoods 	<ul style="list-style-type: none"> • ED (Executive Director) • FPA • Board • CFPM • ED • Intern 	<ul style="list-style-type: none"> • Key organizations in target neighborhoods
<p>★ NEIGHBORHOOD FOOD SECURITY HUBS (emergent – disparate food activities that could be linked)</p> <ul style="list-style-type: none"> ▪ Bring together for potential collaboration with each other, determine interest in NOFFN collaboration, formalize relationship with NOFFN, development of collaborative projects with all partners, implement pilot, evaluate and refine 	<ul style="list-style-type: none"> • CFPM • ED • Intern 	<ul style="list-style-type: none"> • Key organizations
<p>★ <i>current activity</i> ⊙ <i>possible future activity</i></p>		

CF2. Garden Builds Project

Garden Builds are tangible projects exemplifying NOFFN’s long-term commitment to redevelop a local food system at the neighborhood level by significantly increasing access to fresh produce. NOFFN works intimately with partner organizations and residents to develop backyard and community gardens and offer material and technical support. In addition, NOFFN is training neighborhood garden leaders with a goal of supporting 1 garden leader per neighborhood.

Over the past 8 years, NOFFN has helped create 200+ gardens in backyards, community gardens, schools, and other institutions. Individuals and groups start gardens for a myriad of reasons: personal use, donation, education, and market. We will support garden builds with design and education suitable to the intentions of the garden space.

Our future goal is to produce 20-30 garden builds per season (spring and fall) in various locations. We currently have a waiting list of 40 sites. The idea is for garden builds to be conducted in conjunction with the development and establishment of Neighborhood Food Security hubs. In addition, NOFFN will look to supporting growers interested in market gardening and possible urban farm development.

CF2. Garden Builds Project		
<i>Initiative</i>	<i>Staff/Board</i>	<i>Partners</i>
<p>★ GARDEN LEADERS</p> <ul style="list-style-type: none"> ▪ Provide training to develop more garden leaders. Formalize relationship with NOFFN (approval to be listed as a NOLA Garden Leader, responsibilities, stipends) 	<ul style="list-style-type: none"> • CFPM • ED 	<ul style="list-style-type: none"> • Garden Leaders
<p>GARDEN BUILDS</p> <p>★ Use <u>target neighborhood criteria</u> to implement neighborhood-wide garden builds by identifying key groups and individuals for</p>	<ul style="list-style-type: none"> • CFPM (City Farms Program Manager) 	

CF2. Garden Builds Project		
Initiative	Staff/Board	Partners
community organizing and material and technical support. ◎ Develop a database of past garden builds including status, needs, etc.	<ul style="list-style-type: none"> • Garden Leaders (stipend) • Garden Build Project Coordinator (contract) • Volunteers 	
★ Residents – We offer a "standard package": several different garden designs, Urban Growers Tool Kit, access to city-wide trainings, resource library, connection to food growers across the city, invitations to participate in NOFFN activities		<ul style="list-style-type: none"> • Food security hubs
◎ Community Gardens – We offer the standard package plus connections to vacant lots.		<ul style="list-style-type: none"> • Parkway Partners • NORA (New Orleans Redevelopment Auth)
★ Schools – Initiate a collaborative approach to initiate food growing activities at every school in New Orleans. 40+ school gardens along with youth agriculture projects like Grow Dat, and garden/kitchen classroom projects like Edible Schoolyard. We offer the standard package, as well as sharing of lessons learned in various food curricula, assist other schools in initiating youth food growing projects, teacher training to engage youth in garden space and in food systems education.		<ul style="list-style-type: none"> • FPAC (Food Pol Adv Comm) • NOLA Schools • Edible Schoolyard • Grow Dat
◎ Other organizations – We offer the standard package plus connections to vacant lots.		<ul style="list-style-type: none"> • 2nd Harvest (emergency food providers) • Tip The Block • Churches • Community Centers • Retirement Homes
◎ Market Gardens – We offer standard package plus additional trainings to ramp up their growing efforts, continued on-site technical assistance in the development of the space, direct funding resources towards developing the gardens, facilitate access to capital, encourage national conference going in the field, connect to state-wide database of growers		<ul style="list-style-type: none"> • LSU Ag Center • Southern Ag Center • Hollygrove Market & Farm
◎ Urban Farm Development – We offer standard package plus additional trainings, continued on-site technical assistance in the development of the space, direct funding resources towards developing the gardens, co-sponsor a farm manager for site.		<ul style="list-style-type: none"> • City of New Orleans • NORA • key community organizations
★ <i>current activity</i> ◎ <i>possible future activity</i>		

CF3. Workshops & Training

From its inception, NOFFN has seen the offering workshops and trainings as a key element to increasing food access.

CF3. Workshops & Training		
<i>Initiative</i>	<i>Staff/Board</i>	<i>Partners</i>
<p>★ GROW MO BETTA WORKSHOPS 8 monthly workshops per year (possible expansion to 12) – growing, sustainable pest & disease management, food preservation, etc.</p>	<ul style="list-style-type: none"> • CFPM • Garden Leaders (stipend) • Intern 	<ul style="list-style-type: none"> • Neighborhood Food Security Hubs • City-wide gardeners
<p>★ ADVANCED GROWERS TRAINING 2 per year (possible expansion to 4)</p>	<ul style="list-style-type: none"> • CFPM • Garden Leaders (stipend) • Intern 	NA
<p>★ NEIGHBORHOOD BASED TRAINING Concurrent with neighborhood-wide garden builds in target neighborhoods (6 per year)</p>	<ul style="list-style-type: none"> • CFPM • Garden Leaders (stipend) • Intern 	<ul style="list-style-type: none"> • Target neighborhoods
<p>⊙ LOCAL FOODS ENTREPRENEURIAL TRAININGS</p> <ul style="list-style-type: none"> ▪ Small Farmer Business Training Workshops (3-4 per year) ▪ Market Management Training Workshops (3-4 per year) ▪ Production Management (3-4 per year) ▪ Market Urban Agriculture Training Program (Mentor Farming w/Certification) – Both Business Planning Training (planning a commercial urban farm, financing opportunities/lending programs, business plan creation, direct marketing & wholesale, retail, packaging, market-ready, city regulations, zoning, licensing) and Farming Training (composting, worm farming, soil testing, horticulture, aquaculture, beekeeping, small farm equipment and tools, food processing, water usage, renewable energy, labor issues) 	<ul style="list-style-type: none"> • CFPM • ED • Board • Intern 	<ul style="list-style-type: none"> • SBA • Tulane Business School • Market Umbrella • LSU AgCenter • Southern Ag Center
<p>⊙ COMMUNITY FOOD EDUCATION Even with affordable fresh food access, people don't truly have access to food unless they know how to use it. Proper storage and preparation methods are key components to true food access. NOFFN will work with Community Cooks to provide cooking demonstrations at growing sites, farmers markets, food pantries and soup kitchens.</p> <ul style="list-style-type: none"> ▪ Cooking Classes ▪ Canning/Preservation Classes 	<ul style="list-style-type: none"> • ED • Intern 	<ul style="list-style-type: none"> • Chefs • 2nd Harvest • "Community Cooks" • Tulane Public Health • LSU AgCenter • Southern Ag Center
<p>⊙ COMMUNITY LEADERSHIP DEVELOPMENT TRAINING Establishing a path for leadership training and engagement: conference going, workshops, and classes. Co-develop projects with community members and keep in leadership roles in the ongoing projects implementation and evaluation.</p>	<ul style="list-style-type: none"> • ED • FPA • CFPM • Intern 	<ul style="list-style-type: none"> • People's Institute for Survival & Beyond • Neighborhood Partnership Network • Leaders institute • Young Leadership Council • Rethink NOLA

CF3. Workshops & Training		
Initiative	Staff/Board	Partners
◎ INTERN DEVELOPMENT <ul style="list-style-type: none"> ▪ Organizational Interns ▪ Farm Interns ▪ Entrepreneurial Business Interns 		
★ <i>current activity</i> ◎ <i>possible future activity</i>		

CF4. Public Engagement

CF4. Public Engagement		
Initiative	Staff/Board	Partners
★ ANNUAL NOFFN CONFERENCE – An annual food systems networking and educational event in New Orleans bringing together growers, activists, purveyors, policymakers, and the general public for presentations, workshops, exhibits, and great local food.	<ul style="list-style-type: none"> • ED • CFPM • FPA • Board • Interns 	
★ WEBSITE – Relaunch. NOLA Food System Calendar allowing others to share events. Ability to update regularly.	<ul style="list-style-type: none"> • ED • Web designer (contract) • Intern 	NA
◎ SOCIAL MEDIA – Engage communication among growers, organizations, public with facebook, twitter, et al. regarding action alerts, new projects, etc.	<ul style="list-style-type: none"> • ED • Intern 	<ul style="list-style-type: none"> • Key organizational partners
★ BROCHURES – Organizational, NOLA City Farms, Food Policy and Advocacy, Neighborhood Food Security Hubs	<ul style="list-style-type: none"> • ED • CFPM • FPA (Food Policy Advocate) • Intern 	NA
★ NOLA GROWERS GUIDE – Tipsheets, Urban Agriculture Toolkit, Resources	<ul style="list-style-type: none"> • CFPM • Intern 	<ul style="list-style-type: none"> • Tulane City Center • LSU AgCenter
◎ BUY LOCAL /GROW SUSTAINABLE CAMPAIGN – Work with the national Food Routes Network (BREDA is local affiliate) to design, launch, and implement successful "buy local" food campaigns and market education initiatives.	<ul style="list-style-type: none"> • ED 	<ul style="list-style-type: none"> • BREDA • Markets • Restaurants
★ FOOD MAPS – 2011 Update and coordination with other GIS and mapping projects (UNO Urban Planning, City Planning, etc.)	<ul style="list-style-type: none"> • ED • Intern 	<ul style="list-style-type: none"> • UNO Urban Planning • City Planning
★ COMMUNITY FOOD SECURITY SURVEYS – Targeted surveys to determine interests, needs, and ideas related to accessing healthy foods, accessing land and growing healthy foods. Use to inform development and implementation of culturally appropriate communications strategies	<ul style="list-style-type: none"> • Board • ED 	

CF4. Public Engagement		
Initiative	Staff/Board	Partners
<p>☉ ONE SEED NEW ORLEANS – Every year New Orleanians vote for their favorite seed. The winning seed is unveiled at NOFFN Annual Conference and then distributed for free to gardeners across the City. The goal of One Seed New Orleans is to engage current gardeners, nurture new gardeners to green New Orleans by growing gardens across the City.</p>	<ul style="list-style-type: none"> • ED • CFPM • Board 	<ul style="list-style-type: none"> • FPAC • Parkway Partners • City of NO
<p>★ <i>current activity</i> ☉ <i>possible future activity</i></p>		

CF5. Food Policy & Advocacy

CF5. Food Policy & Advocacy		
Initiative	Staff/Board	Partners
<p>★ URBAN AGRICULTURE POLICY – Zoning, Composting, Modification of City Policies to Assist Urban Agriculture</p>	<ul style="list-style-type: none"> • FPA • ED 	<ul style="list-style-type: none"> • FPAC • City Council • NOLA Planning
<p>★ SCHOOL FOOD INITIATIVE – Advance adopted School Food recommendations with school garden project listed above. Develop fresh food procurement strategies</p>	<ul style="list-style-type: none"> • FPA • ED 	<ul style="list-style-type: none"> • FPAC • NOLA Schools • Edible Schoolyard • Grow Dat
<p>☉ BLIGHTED PROPERTY TO URBAN FARMING REDEVELOPMENT PLAN – Identifying the best sites for urban ag projects.</p>	<ul style="list-style-type: none"> • ED • FPA 	<ul style="list-style-type: none"> • City of NO (blight, planning) • NORA • UNO Urb Plng
<p>☉ “GROW TO OWN” INITIATIVE – Empty lots “leased to own” to a residential growing and/or commercial urban agriculture projects similar to the existing “lot Next Door” or Growing Home” initiatives</p>	<ul style="list-style-type: none"> • ED • FPA • Board 	<ul style="list-style-type: none"> • NORA • City of NO • Parkway Partners • Key community organizations
<p>☉ STATEWIDE SUSTAINABLE FOOD SYSTEM DEVELOPMENT (Louisiana Sustainable Farmers Coalition) – Encouraging communication and networking among producers, markets, to encourage the development of missing linkages</p>	<ul style="list-style-type: none"> • ED • FPA • CFPM • Board 	<ul style="list-style-type: none"> • LSU Ag Center • Southern Ag Center • market umbrella • USDA
<p>★ <i>current activity</i> ☉ <i>possible future activity</i></p>		

CF6. Local Food System Infrastructure

CF6. Local Food System Infrastructure		
Initiative	Staff/Board	Partners
<p>☉ DIRECTING GROWERS TO MARKETS</p>	<ul style="list-style-type: none"> ED 	<ul style="list-style-type: none"> market umbrella Hollygrove Market & Farm New Orleans Food Coop Jack & Jakes
<p>☉ HEALTHY FOOD INITIATIVE</p> <ul style="list-style-type: none"> Work with FPAC to advance the neighborhood grocery initiative, corner store initiative 	<ul style="list-style-type: none"> FPA 	<ul style="list-style-type: none"> FPAC
<p>☉ NOLA FOOD EXCHANGE</p> <ul style="list-style-type: none"> Online bartering/selling listing service on NOFFN website and others 	<ul style="list-style-type: none"> ED 	<ul style="list-style-type: none"> market umbrella Hollygrove Market & Farm NOLA Food Coop Jack & Jakes
<p>☉ COMMUNITY KITCHENS</p> <ul style="list-style-type: none"> Develop a process (and information tip sheet) to assist growers on locating community kitchens for value added processing 	<ul style="list-style-type: none"> ED FPA 	<ul style="list-style-type: none"> FPAC (Food Policy Advisory Committee) 2nd Harvest Center for Ethical Living
<p>☉ SOIL BUILDING</p> <ul style="list-style-type: none"> Identification of Soil Purveyors Compost -- Neighborhood level, Municipal level Fertilizer resources – fish emulsion, seafood waste 	<ul style="list-style-type: none"> CFPM FPA ED Intern 	<ul style="list-style-type: none"> UAAG FPAC City of NO Crescent City Compost Coalition
<p>★ <i>current activity</i> ☉ <i>possible future activity</i></p>		

6.2 NOLA Foodshed Farms Program – Regional Food Systems & Gulf South Food Justice Projects

The NOLA Foodshed Program is built on the belief that the support of sustainable growing in the New Orleans Foodshed is integral to community food security. NOFFN has primarily focused on activities within the City boundaries until now and will seek strategic partners to advance food security to the entire foodshed. The program has the following goals:

- Promotion of a robust farm economy in the New Orleans Foodshed through local efforts and regional collaborations.
- Development of projects that contribute to the profitability and sustainability of local farms.
- Raising people's awareness about the value of locally-grown food and farming.
- Encouraging and supporting farming practices that respect and replenish the land and its natural ecosystems while producing healthy food.

- Contributing to the development of a regional network of farmers, consumers, and agricultural professionals devoted to building a local food system.
- Serving as a clearinghouse for the information, resources, and services provided by this community.

The NOLA Foodshed Farms Program will advance the following projects in collaboration with local and regional farming groups:

⊙FS1. Existing Farmer Transition & Support

- Food growing support for existing farmers.
- Helping existing farms to expand their operations to whatever degree makes sense for them.
- By providing training opportunities to develop production skills, to become becoming more effective at selling products, and by “growing” farms to include more products.

⊙FS2. New Farmers Training

- Helping new farms to get started. As the older generation of farmers retires, we need farmers to replace them, and more. Getting into farming “from scratch” is not an easy thing. It requires a wide range of skills - agricultural, marketing, and business management. It requires land, and it requires financial investment.
- Collaborating with ag extension, USDA, universities, and other farm support groups to provide educational programs that expand the food system by generating sustainable job opportunities and promoting community-based economic development. It will link farmland preservation, value-added food production, workforce development, sustainable agriculture and food security efforts.

⊙FS3. Farm-to-Market Linkages

- Farm-to-Institution Linkages. There have been many successful projects throughout the nation that have connections between local farmers and local school lunchrooms, college dining halls, or cafeterias in other institutions.
- Other Linkages.