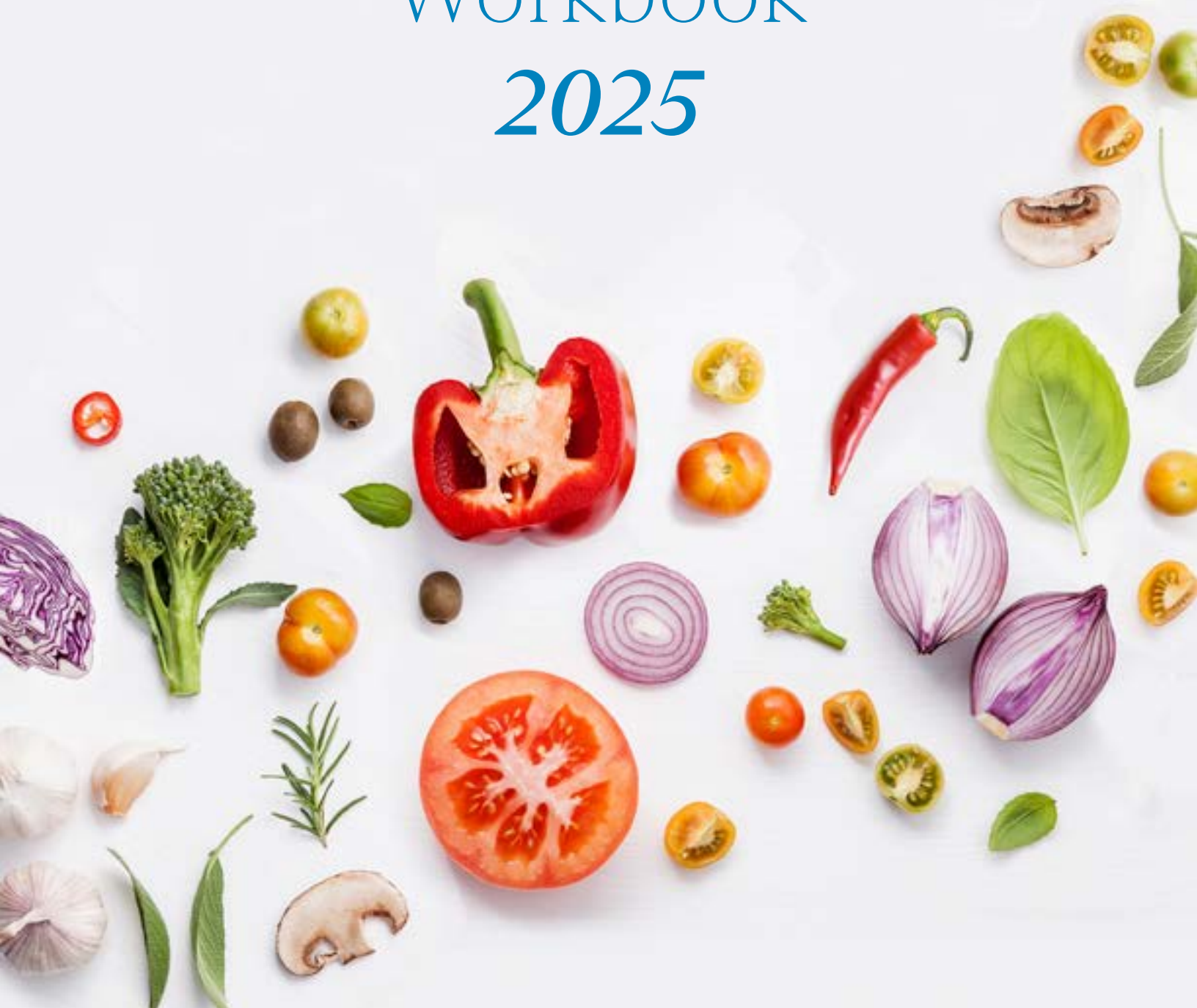


# REACH Fellowship Workbook 2025



**CCBH** CUYAHOGA COUNTY  
**BOARD OF HEALTH**  
Your Trusted Source For Public Health Information

**REACH**  
Racial and Ethnic Approaches to Community Health

**CATALYTIC  
CHANGE  
LINK**  
Center for Urban & Environmental Research

**CASE WESTERN RESERVE  
UNIVERSITY**  
Mary Ann Swetland Center  
for Environmental Health

Made possible with funding from the Centers for Disease Control and Prevention REACH grant.

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## Acknowledgements

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# REACH Project Overview

## Our Vision

The Swetland Center's REACH project (2023-2028) aims to support and provide access to anyone in Cuyahoga county who needs Produce Prescription and/or Fruit and Vegetable Incentives (Produce Perks) regardless of their healthcare provider, location, and/or insurance status.



## Our Mission

The purpose of our 2023-2028 REACH grant is to catalyze evidence-based and innovative environmental, systems, structural, and policy changes to improve population health, prevent and reduce the burden of chronic disease, and achieve health equity in Cleveland and target areas of Cuyahoga County. This will be achieved by accelerating implementation of evidence-based approaches to nutrition, physical activity, and early care and education (ECE) in partnership with Black/African American and Hispanic/Latino/a/e populations, inclusive of the disability and LGBTQ+ communities, within Cleveland and other areas of Cuyahoga County with historic disinvestment.

## Our Values

Within the REACH Nutrition Strategy, we are committed to achieving nutrition equity defined as a state of having freedom, agency, and dignity in food traditions resulting in holistic health – in body, mind, and spirit – for people and communities. Key features of nutrition equity include:

- **Investment in community ownership of local food systems** through wealth building opportunities within produce incentive and prescription programming for BIPOC growers, makers, distributors, and nutrition educators.
- **Balancing supply and demand for fresh and healthy foods** through efforts to provide culturally responsive produce incentive and prescription programming to make fruits and vegetables more affordable.
- **Supporting basic food needs with dignity** through produce incentive and prescription programs that offer the highest quality foods, choice, and cultural alignment.

Partners on the REACH grant are committed to diversity, equity, and inclusion in our approach, day-to-day practices, engagement strategy, and policy approach to achieve our end goal of health equity in Cuyahoga County. The definitions below provide transparency in our starting point related to diversity, equity, and inclusion. These must be operationalized and made transparent to partners as we work together.



## Definitions of Key Terms

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**Diversity:** Ensuring representation of various social identities within our working groups and programmatic teams are in alignment with the diversity of community groups engaged with the REACH grant.

**Equity:** Providing resources according to the need to help diverse populations achieve their highest state of health and other functioning.

**Inclusion:** Providing an environment that offers affirmation, celebration, appreciation, and integration of diverse approaches, styles, perspectives, and experiences.

**Belonging:** Providing an environment where everyone feels accepted, valued, and heard. Belonging is about fostering psychological safety in team situations, where everyone is comfortable expressing themselves without fear of judgment or retribution.

# REACH Project Overview

## REACH Team Agreements

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*These agreements were established by the Nourishing Power Network. Each cohort of Fellows may adapt this, adding agreements that are important to them.*

**Take space, make space.** All voices are important.

**Be fully present.** Limit electronics and side conversations.

**Lean into the conversation.** Engage in active listening.

**Intent does not equal impact.** Assume good intentions. Be mindful of your potential impact.

**Take the lessons, leave the names.** If someone shares something sensitive or confidential, avoid using their name or organization when sharing lessons with people outside of this event.

**Have fun!** Meet someone new, try something different.

**Confidentiality.** Do not share information about Fellows' visions beyond the team. It's their story. Create ways for Fellows to share their own story.

**Be intentional and proactive.** Follow up on gifts and requests with your peers outside of our shared space. We can all be good stewards of each other's work.

**Look for opportunities to collaborate.** Make yourself available to collaborate with your peers to propel their visions; bring your skills and strengths to the table. There's enough for everyone, and we won't gatekeep information that benefits our peers.

**Connect, don't disconnect.** When conflict comes up, engage in conflict resolution with respect, intention, and care. Lean into the discomfort that conflict brings.

# Nutrition Strategy: Produce Incentives & Prescriptions

## Why focus on Produce Incentives and Prescriptions?

*“Good nutrition is essential in keeping current and future generations of Americans healthy across the lifespan. Children need fruits and vegetables daily for healthy growth and brain development. People with healthy eating patterns live longer and are at lower risk for serious health problems such as heart disease, type 2 diabetes, and obesity.*

*Only 1 in 10 US adults eat enough fruits and vegetables every day. Many groups have limited access to affordable, healthy foods such as fruits and vegetables. These groups include people living in rural areas, tribal communities, and neighborhoods where most residents have lower incomes. People with disabilities may also be affected. In addition, people in some racial and ethnic groups may not have access to culturally preferred, healthy foods.*

*Two key, evidence-based public health strategies that improve consumption of fruits and vegetables are fruit and vegetable incentives and produce prescription programs. They are often coupled with education programs on food, cooking, and nutrition necessary for a healthy diet. These programs also increase market demand for fruits and vegetables, which can increase sales for local farmers, food hubs, aggregators, distributors, and retailers.”*

Cited from the CDC REACH Website (Retrieved 9/30/2024)

**Fruit and vegetable incentives (Produce Perks)** provide coupons or cash incentives to consumers to use at the point of purchase, such as farmers markets or grocery retail. Vouchers may also be used in community-supported agriculture, which is when people buy a subscription or “share” of a farm’s produce so that growers and consumers share the risks and benefits of food production. Locally, this program has nearly 15 years of implementation success and is managed by OSU Extension, Cuyahoga County in partnership with Produce Perks Midwest and the Ohio Nutrition Incentive Network.

**Produce prescriptions** are a way for health care workers to prescribe fruits and vegetables, usually with vouchers to buy them, for patients with chronic diseases and lack of access to nutritious foods. The prescriptions may be used in the health care setting or local farmers’ markets, brick-and-mortar or online grocery stores, or mobile markets. Many programs also offer nutrition education opportunities. In this grant, we are required to focus on produce prescription delivery by medical professionals in the state who are authorized to write prescriptions.



Figure 1. Logic of fruit and vegetable incentive programs (vouchers and prescriptions).

# What is allowable with REACH funding?

## Short-term Activities (accomplished in 1-2 years)

- Help local program providers identify funding sources for developing and implementing pilot programs. These may include buying produce, funding the incentive, or supporting nutrition education.
- Help partners conduct community needs assessments to help develop or expand fruit and vegetable incentive or produce prescription programs.
- Train local partners to implement fruit and vegetable incentive and produce prescription programs.
- Create on-site food pantries at hospitals and clinics where space and staffing exist. Expand referral of patients and staff to these resources.

## Long-term Activities (accomplished in 3-5 years)

- Connect incentive and prescription programs to local food sources, including farmers and food business owners who are members of communities being served.
- Support the use of technologies that allow food businesses to accept incentive vouchers as payment. For example, train partners to use these systems or support diverse food businesses to participate in these systems.
- Support local policies that increase participation in incentive or prescription initiatives. Such policies could provide funding that makes it easier for food retailers that accept these incentives or prescriptions to sell produce.
- Support local farmers, food distributors, and business owners to help them grow, distribute, and sell fruits and vegetables needed for voucher incentive or produce prescription programs. Include members of the communities being served.
- Strengthen links between regional food hubs or collective buying approaches to provide sources of culturally preferred foods for fruit and vegetable incentive and produce prescription programs.
- Build clinical-community linkages to learn what assets are already available, use screening and referral platforms, and engage community health workers.





## What is NOT allowable with REACH funds?

### Out of Scope

NOFO funds cannot be used to:

- Purchase FV or the incentives themselves
- Build or maintaining community gardens
- Conducting direct nutrition education unless it is directly part of a produce prescription program model
- Pay for clinical services
- Fund community food system efforts not directly connected to FVPs

### Requires Further Discussion

- Creating new pilot programs
- Only disseminating data/findings
- General outreach and provision of resources to communities



# Nutrition Strategy: Produce Incentives and Prescriptions

With REACH funding, our goal is to coordinate the uptake (# of people in priority population using produce incentives and produce prescriptions) and expansion (# of clinical sites prescribing produce prescriptions) of produce prescription programs.

## Activity

# 1

Enhance fruit and vegetable incentive program delivery to reach more customers through the integration of communication campaigns by using the Produce Path app at more farmers market sites located in areas of Cuyahoga County with high food need and 20% or more of the population living below the poverty level.

## Activity

# 2

Implement capacity-building program (REACH Fellowship) by engaging clinical and community partners to culturally tailor produce prescription programs with the goal of increasing the number of clinical sites prescribing prescriptions for Black and Latino/a/e patients residing in areas of Cuyahoga County with high food need and 20% or more of the population living below the poverty level.

## Activity

# 3

Leveraging the BIPOC farming network and local food hub networks, connect produce prescription programs to local food sources, including Black and Latino/a/e farmers and food business owners based on results of food system landscape assessment to identify assets and gaps.

## Activity

# 4

Leveraging statewide and local grant and funding expertise, help local produce prescription program providers identify funding sources to expand programming.

## Activity

# 5

Work with Produce Prescription Working Group of the Nutrition Equity Committee of HIP-Cuyahoga and other local food policy coalitions to support and sustain produce prescription programming in Cuyahoga County. Landscape analysis to be conducted and interpreted with the Produce Prescription Working Group using best practices.

# REACH Project Partners

## **Swetland Center for Environmental Health**

The mission of the Mary Ann Swetland Center for Environmental Health is to study the complex interplay between environmental determinants and population health outcomes. The center places special emphasis on community-engaged approaches that address the role of structural racism in creating and sustaining environmental health inequities. We seek to translate these findings into policies, practices, and relationships that promote community and population health equity. Go to <https://case.edu/swetland/> for more information.

## **Better Health Partnership**

Better Health Partnership, the region's most trusted health improvement collaborative, achieves exceptional health value and eradicates health disparities in Northeast Ohio. Better Health Partnership brings health care, social services, and other sectors together to share best practices and accelerate data-informed improvements in equitable population and community health.

## **Catalytic Change Link**

Catalytic Change Link has worked with thousands of individuals and organizations over the past 30 years, employing numerous methodologies, to help them discover and deliver their gifts, skills and talents to the world in the realms of teambuilding, Leadership Development, Small Group and Individual Coaching.

## **Cleveland Fresh**

Cleveland Fresh is an urban agriculture operation that focuses on indoor growing, specifically microgreens. Microgreens are baby vegetable greens that grow within 7-20 days and have 30-60x more nutrition than their adult size. Cleveland Fresh's mission is to reconnect people back to nature and grow, love, and eat what they grow in their garden. We also support community gardens and educate youth about agriculture in Cleveland to help expand the possibilities of local food systems.

## **Cuyahoga County Board of Health**

CCBH seeks to create the conditions in which all people who live, learn, work and play in Cuyahoga County have the opportunity to be healthy.

## **Produce Perks Midwest**

Produce Perks Midwest is an Ohio nonprofit that pioneers solutions to address inequities within our food system. Our work increases affordable access to healthy food, supports local farmers and strengthens local economies – in our most underserved communities.



# REACH Fellowship

The **REACH Fellowship** is a 6-month program that seeks to integrate culturally relevant foods, nutrition education, and resources within produce prescription programming offered at clinical sites in Cuyahoga County, Ohio.

Through the REACH Fellowship we hope to expand and sustain produce prescription programming that:

- maximizes freedom, agency, and dignity in food traditions that lead to holistic health among patients in areas of high food need in Cuyahoga County
- promotes wealth building among Black/African American and Hispanic/Latino/a/e communities, growers, distributors & nutrition educators involved in produce prescription program delivery
- results in healthcare savings among clinical providers and insurers

## Fellowship Activities

Fellows will spend about 10 hours per month moving their vision into a plan for action by engaging in the following activities. These will occur in-person and over Zoom.

- 10 workshops including skill-building, coaching, feedback, and action planning
- Up to 6 mentoring sessions providing one-on-one feedback and strategic connections to key resources
- Up to 4 one-on-one sessions with your liaison

## Fellowship Graduation

The fellowship training concludes with a graduation ceremony (July 15, 2025) to share your vision with members of the REACH Fellowship, family, friends, funders, and community members. Each Fellowship team will have time during the ceremony to pitch their design of a produce prescription program that is culturally tailored for Black and Hispanic/Latino/a/e patients in Cuyahoga County. Fellows will prepare for the graduation ceremony throughout the workshops.

## Fellowship Benefits

- Stipend paid in five monthly payments (up to \$1500 total)
- Coaching and feedback to move your vision into community action
- Networking with potential partners, including other Fellows
- Skill building to turn ideas into actions for Produce Prescription programming
- Graduation ceremony and certificate of participation
- Support applying for funding to implement your program
- Support from Fellowship staff (as needed) through Sept. 2026

## Fellowship Communication

Basecamp (described below) is our primary tool to support communication within the REACH Fellowship. We encourage you to check in to Basecamp at least once per week to stay up to date on activities.

Calendar invites will be sent to your primary email address for Fellowship meetings and events. Please accept these invites to let us know you are attending. Please reach out to the Fellowship staff if you cannot attend an event.

## Fellowship Evaluation

Fellows are required to participate in two meetings with the REACH Project's Evaluation Team. The purpose of these meetings is to support each Fellowship team with creating an evaluation plan for their produce prescription program. Multiple Fellowship teams may participate in the same meeting, as you will be learning the same content and applying it to your program. In the first meeting, Fellowship teams will create a logic model. In the second meeting, they will create an evaluation plan.

These will occur:

1. April 22, 2025
2. July 7-11, 2025

Fellows will provide feedback at the end of each workshop to guide adaptations as we go. Additionally, evaluation of the fellowship includes review of the materials that you create throughout the fellowship to highlight common themes across visions and experiences in translating your ideas into a plan of action. These insights will be synthesized into lessons learned, which will be shared with folks who are interested in creating a produce prescription program and/or conducting a similar Fellowship program.

# Activities, Outcomes, and Impact

## REACH Fellowship Logic Model

**REACH Project Goal:** Coordinate the uptake (# of people in priority population using produce incentives and produce prescriptions) and expansion (# of clinical sites prescribing produce prescriptions) of produce prescription programs.

RESOURCES/INPUTS	ACTIVITIES
<p><b>Community Leaders</b></p> <ul style="list-style-type: none"><li>• Black and/or Hispanic/Latino/a/e farmers, food product makers, or nutrition educators &amp; healthcare professionals</li><li>• Passion for food justice with action orientation</li><li>• Experience adapting a curriculum to be culturally tailored for the people they serve</li><li>• Intention of changing the food &amp; healthcare systems through collaboration</li><li>• Desire to get feedback, co-learn &amp; build connections to move big ideas into a plan for action</li></ul> <p><b>Programmatic</b></p> <ul style="list-style-type: none"><li>• Stipends, meals, space for meetings</li><li>• Trustworthy mentors with lived experiences willing to support Fellows &amp; committed to racial justice</li><li>• Facilitators</li><li>• Curriculum</li><li>• Vetted resources to “wrap around” fellows</li><li>• Guest speakers with clinical/healthcare experience</li><li>• Connections to funding sources</li></ul> <p><b>Community</b></p> <ul style="list-style-type: none"><li>• Resources to support action planning (e.g. marketing, business planning, funding)</li><li>• Local innovators with experience resisting and/or undoing inequalities and seeding hope within the food system &amp; healthcare system</li><li>• Clinical partners invested in produce prescription programs</li><li>• Openness to food systems innovation</li><li>• Commitment to racial justice and reducing race and place-based health disparities</li></ul>	<p><b>A. Clarify Vision for a Produce Prescription Program That is Culturally Relevant for Black and Hispanic/Latino/a/e Patients (Obj. 1.1)</b></p> <ul style="list-style-type: none"><li>• Nurturing &amp; adding depth to existing bold &amp; fresh ideas for food justice</li><li>• Space to brainstorm and dream with helpful feedback</li><li>• Learning from those who have tried something different; seeing change is possible</li></ul> <p><b>B. Creating a Plan of Action (Obj. 1.2)</b></p> <ul style="list-style-type: none"><li>• Coaching to identify steps to transfer vision into action</li><li>• Getting feedback on feasibility of action plan</li><li>• Connecting action plan to relevant funding &amp; resources</li><li>• Linking to vetted resources to build out action plan based on specific needs (e.g. grant writing, marketing, business planning)</li><li>• Identifying policies that impact vision and how to advocate for policy change</li></ul> <p><b>C. Expanding Leadership Capacity (Obj. 2.1)</b></p> <ul style="list-style-type: none"><li>• Identify team strengths, opportunities for growth, and community assets to further vision for a produce prescription program</li><li>• Storytelling of vision for a produce prescription program</li><li>• Preparation to share vision in public spaces</li><li>• Encouragement to speak out about/advocate for food needs &amp; opportunities of the community</li></ul> <p><b>D. Growing Network of Supporters (Obj. 3.1)</b></p> <ul style="list-style-type: none"><li>• Connecting with mentors for support &amp; strategic linkages</li><li>• Linking with potential partners, including other fellows</li><li>• Building bridges with funders to support implementation of a produce prescription program</li><li>• Connecting with national/regional organizations and networks focused on food as medicine and produce prescriptions</li></ul>

*\*Please note that activities are flexible and subject to adaptation.*

## OUTCOMES

### By the end of the 6-month Fellowship:

- Develop a team vision and 12-month action plan to implement a produce prescription program that is culturally tailored for Black and Hispanic/Latino/a/e patients.
- Increased confidence in individual and team roles as a produce prescription program facilitator.
- Increased capacity to tell their story effectively in public spaces.
- Increase capacity & skills to work collectively as fellows and engage patients regardless of their healthcare provider, location, and/or insurance status.
- Know how to navigate resources & networks to get things needed to turn ideas into action.
- Create a logic model and an evaluation plan for produce prescription program.

### Long-term Outcome:

- Create a cohort that is known for designing and implementing produce prescription programs that are culturally tailored for their patients; incorporate culturally relevant foods produced by local BIPOC farmers and food product makers; and promote produce prescriptions to patients regardless of their healthcare provider, location, and/or insurance status.
- More produce prescription programs providing access to a larger pool of patients

## IMPACT

### Nutrition Equity

- Supporting basic food needs with dignity through produce prescription programs that offer the highest quality foods, choice, and cultural alignment.
- Availability & affordability of fruits and vegetables produced by BIPOC growers and food product makers.
- Balancing supply and demand for fruits and vegetables through culturally responsive produce prescription programming.
- Investment in community ownership of local food systems through wealth building opportunities within produce prescription programming for BIPOC growers, food product makers, distributors, and nutrition educators.

### Social Justice

- Shared power relations between community & healthcare organizations

### Agency & Empowerment

- Freedom, hope, & dignity in food traditions

### Health Equity

- Address and mitigate race and place-based health disparities that affect physical, mental, behavioral, and spiritual health

# Schedule

*\*Subject to change to meet the needs of Fellows*

Activity	Theme	Date	Time	Location
Orientation	Introduction to Fellowship & Basecamp	February 4, 2025	5:30pm-8pm	6539 Euclid Avenue First Floor Cleveland, OH 44103
Session 2	Level Setting to Expand Visions for Produce Prescriptions	March 18, 2025	5:30pm-8pm	6539 Euclid Avenue First Floor Cleveland, OH 44103
Session 3	Vision Board Session	March 3-April 15, 2025 *Sign up for a 1-on-1 session with your liaison	TBD (2.5 hours)	Zoom or in person
Meeting with Evaluation Team	Creating a Logic Model	April 22, 2025	5:30-6:30pm	Zoom or in person
Optional Library Tour		March or April 2025, exact date TBD	TBD (2.5 hours)	11055 Euclid Avenue Cleveland, OH 44106-7151
Optional Think[box] Tour		March or April 2025, exact date TBD	TBD (1.5 hours)	Sears think[box], Richey Mixon Building, 11201 Cedar Ave, Cleveland, OH 44106

Activity	Theme	Date	Time	Location
Session 4	Mentor Meet & Greet	April 1, 2025	5:30pm-8pm	6539 Euclid Avenue 3rd Floor Cleveland, OH 44103
Mentoring Begins (April 2025)				
1-on-1 with Liaison		March 19-31, 2025	TBD (30-60 minutes)	Zoom or in person
Session 5	Telling Your Story	April 15, 2025	5:30pm-8pm	6539 Euclid Avenue 3rd Floor Cleveland, OH 44103
1-on-1 with Liaison		April 2-14, 2025	TBD (30-60 minutes)	Zoom or in person
Session 6	Lessons from the Field: Panel Discussion with Produce Prescription Programs	April 29, 2025	5:30pm-8pm	Virtual (Zoom)

# Schedule *continued*

*\*Subject to change to meet the needs of Fellows*

Activity	Theme	Date	Time	Location
Session 7	Pitching Your Vision	May 13, 2025	5:30pm-8pm	6539 Euclid Avenue 3rd Floor Cleveland, OH 44103
Session 8	Funding Your Produce Prescription Program: Panel Discussion with Funders	May 27, 2025	5:30pm-8pm	6539 Euclid Avenue 3rd Floor Cleveland, OH 44103
Meeting with Evaluation Team	Creating an Evaluation Plan	July 7-11, 2025 *Sign up for 1 of the sessions	TBD (2 hours)	Zoom or in person
1-on-1 with Liaison		May 14-June 9, 2025	TBD (30-60 minutes)	Zoom or in person
Session 9	Creating an Action Plan	June 10, 2025	5:30pm-8pm	6539 Euclid Avenue 3rd Floor Cleveland, OH 44103
Session 10	Putting it All Together	June 24, 2025	5:30pm-8pm	6539 Euclid Avenue 3rd Floor Cleveland, OH 44103

Activity	Theme	Date	Time	Location
1-on-1 with Liaison		June 11-23, 2025	TBD (30-60 minutes)	Zoom or in person
Graduation Ceremony		July 15, 2025	6:00-8:30pm	Midtown Collaboration Center 6539 Euclid Avenue Cleveland, OH 44103
Mentoring Ends (August 29, 2025)				

# Reach Resources

## Communication: Use Basecamp to Access Fellowship Files

Access to all REACH Fellowship files will be provided by Basecamp, which is a project management software. Basecamp can be accessed on a web browser or downloaded as a free smartphone app. This will be a hub for documents, announcements, giving and receiving feedback, event schedule, as well as sharing any resources of interest for the group.

To access our Basecamp page, go to: <https://3.basecamp.com/5330271/projects/40045424>

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### Overview of Tools in Basecamp

#### Message Board

Major email replacer. Share announcements, request input, etc. You can comment and boost messages.

#### Chat

Great for a quick conversation. Like group texting.

#### To-dos

Create to-do list. Add to-do items. Add a date and assign it to someone, including a description if needed. Others can also add detail, ask questions, and/or comments.

#### Schedule

A calendar with all meetings for the project. Calendar invites can be added to your Google, Apple, or Outlook calendars.

#### Docs and Files

Can be Google Drive files, PDFs, etc. Can also add links. Test Text Doc – Can view revisions, “Save a new version.” Can create folders.

#### Changing your Notifications

Change to “Just following” by project. Go to your profile, then change notification settings as you please.

#### Some other Notes

Basecamp has an app that is easy to use. For detailed video tutorials, see the Basecamp website:

<https://basecamp.com/learn>

# Case Western Reserve University Resources

## CWRU Community Card

The CWRU Community Card is an official Case Western Reserve University identification card that grants special privileges and access to selected CWRU amenities and services to the cardholder. Each member of the REACH Fellowship will be eligible to receive a CWRU Community Card that will be activated for 1 year.

### Free access to and use of:

- Outdoor Athletic Facilities (facility hours):
  - Sudeck Track
  - Carlton Tennis Courts
  - Carlton Basketball Court
- The University Farm (faculty/staff/student privileges and rental rates), including all programs open to CWRU ID card holders.
- Kelvin Smith Library
- Sears think[box]
- Dittrick Medical History Center
- Social Impact Career Coaching

**Discounts or Preferred Rates:** You can receive different discounts or preferred rates at different businesses or events. For a full listing of card benefits, please go to <https://case.edu/gcr/community-relations/cwru-community-card>. To sign up for the Community Relations e-newsletter for events for Community Card holders, go to: [https://cloud.communications.case.edu/CR\\_Opt\\_In](https://cloud.communications.case.edu/CR_Opt_In).

## CWRU Email

REACH Fellows will receive a CWRU email address. Use of this address is not required; however, in order to access some of the CWRU resources you will need a CWRU email (e.g. LinkedIn Learning, Zoom, etc.). To start sending and receiving mail, visit <http://webmail.case.edu/>

For more information see: <https://case.edu/utech/help/knowledge-base/google-workspace-education/google-workspace-education-information/cwru-gmail>



## CWRU Interactive Map

There's no better way to get to know Case Western Reserve University than to experience it for yourself. <https://webapps.case.edu/map/>

## Duo Security: Two-Factor Authentication

Two-factor authentication is required for various university systems log-ins. Two-factor authentication protects users from unauthorized access to CWRU accounts, in the event that a password is compromised. You will need to set up two-factor authentication to use your CWRU email account and access other university services. Learn more here: <https://case.edu/utech/duo>

# Case Western Reserve University Resources

## Kelvin Smith Library

Fellows with a CWRU Community Card can access library services and resources. You will be provided with a reference document that details these library services and resources. Below is some information about navigating to and around the Kelvin Smith Library.

**Hours:** <https://case.edu/library/about-us/hours>

**Directions and Parking:** KSL is located near the intersection of Euclid Ave. and East Blvd., next to Severance Hall. By foot, you can navigate to 11055 Euclid Ave. By bus, the “Charter” and “HEC Main” CWRU Shuttle routes service to a stop directly in front of KSL on Euclid Ave; you can find that in the Spartan Ride app. By car, see Access Services for CWRU campus parking information. Metered street parking may be found on surrounding streets.

**Signing In:** Enter the front entrance, go to the Welcome Desk, and scan your CWRU Community Card. If for some reason your card isn’t working, offer an alternative photo ID or ask the desk attendant to look up your name. Use elevators or stairs to access remaining floors and spaces. University policy states that individuals under age 16 must be accompanied by an adult at all times. For more information, visit <https://case.edu/library/>. We will coordinate an optional group tour of the space in Spring 2025.

## LinkedIn Learning

Fellows with a CWRU email address have **unlimited free access** to LinkedIn Learning, a leading video-based training provider that offers thousands of training courses on products including Google Apps, Adobe Creative Suite, Microsoft Office, as well as on topics such as web development, audio/video production, computer programming, mobile device app design, general design concepts, professional skills and much more. <https://case.edu/utech/linkedin-learning>

## Parking

For all REACH Fellowship meetings and events at the Swetland Center, free parking is available in the lot outside of our building. For visits to the CWRU campus, find information about visitor parking at <https://case.edu/parking/visitor-parking>.

*\*Parking in front of the meter is free after hours from 6 p.m. to 7 a.m. Monday through Friday and all day Saturday, Sunday and major holidays. Free street parking is limited on CWRU’s campus, but there is sometimes street parking available on Juniper Rd and Bellflower Rd.*

## Sears think[box]

Housed in an iconic seven-story, 50,000-square-foot facility at Case Western Reserve University, Sears think[box] is a world-class innovation center, makerspace and entrepreneurship ecosystem that welcomes thousands of visitors each year—and is open to everyone at no cost.

**Hours:** Most spaces open on weekdays from 9:00am-7:00pm. The Sears think[box] schedule follows University holidays and breaks. <https://case.edu/thinkbox/about/hours>

**Directions and Parking:** By foot, navigate to 11201 Cedar Ave, using the Veale Athletic Center entrance or the 1st floor entrance facing Cedar Ave. By bus, RTA stops 11 and 48 on Routes Quincy-Cedar and East 131 let out right next to the Sears think[box]. Go behind the bus stop to the 1st floor entrance facing Cedar Ave. By car, you can park at the Veale Parking Garage (Lot 53) at 2158 Adelbert Road near the wind turbine. This parking is not free. For more information and a graphic, go to <https://case.edu/thinkbox/about/directions-and-parking>. Alternatively, there is street parking on Petrarca Blvd by the Uqbah Mosque, which is roughly a 10-minute walk from the Sears think[box].

**Signing In:** If you have a CWRU Community Card, you have automatic membership at think[box]. Go to the 2nd floor information desk and scan your CWRU Community Card on the card reader. The Sears think[box] is free to anyone, even without a CWRU Community Card. For guests/visitors without a CWRU Community Card:

- Bring a photo ID (license, passport, etc.)
- Complete a registration form for yourself and/or a minor
- Get your picture taken
- Confirm your registration via email or text, and then receive a Sears think[box] ID card.
- Learn more here: <https://case.edu/thinkbox/about/membership>

Go to <https://case.edu/thinkbox/> to find out more about Sears think[box]. We will coordinate an optional group tour of the space in March or April 2025.

## Shuttle Bus Services

The CWRU community has a variety of transportation options, and some have recently changed. See the maps for more details and to find the best route for you! Find more information about shuttle services here: <https://case.edu/parking/transportation/shuttles>

- Check the SpartanRide app or the TransLoc Live Shuttle Tracker for real time shuttle location:
- Download the CWRU SpartanRide app from the iPhone App Store or Google
- Play: <https://case.edu/publicsafety/resources/safe-ride/spartan-ride>
- Go to the TransLoc Live Shuttle Tracker webpage: <https://cwruuh.transloc.com/iframe.apex?showRouteMenu=false&showMainMenu=false>

*\*CWRU Community Card holders do not have access to Safe Ride services, which is an additional feature in the Spartan Ride app.*

## Utech Quick Links and UTech Service Desk

University Technology Quick Links for:

**Activate CWRU Network ID:** <https://its-services.case.edu/my-case-identity/activate/>

**Reset Forgotten Passphrase:** <https://its-services.case.edu/my-case-identity/passphrase/reset/>

**Network ID, Email and Other Tools:** <https://its-services.case.edu/tools/>

**Self Help Videos:** <https://case.edu/utech/help/self-help-videos>

**Duo Security: Two-Factor Authentication:** <https://case.edu/utech/duo>

**Find more information on:** <https://case.edu/utech/help/quick-links>

The UTech Service Desk is available 24/7/365 to support members of the university community with technology-related incidents and service requests.

Phone - 216.368.HELP (4357) Email - [help@case.edu](mailto:help@case.edu)





# REACH Fellowship Curriculum



# Session 1: Orientation

Date: February 4, 2025 | Time: 5:30pm – 8:00pm  
Location: 6539 Euclid Avenue, First Floor, Cleveland, OH 44103

## Objectives

By the end of the session, fellows will be able to:

1. Develop relationships with other members of the Fellowship and Fellowship staff.
2. Explain the goals, objectives, timeline, and logistics of the REACH Fellowship.
3. Describe roles and responsibilities of Fellows, Fellowship Staff, and Mentors.
4. Use basecamp to communicate with Fellows and Fellowship Staff.
5. Identify goals, needs, and expectations for the Fellowship.

## Agenda

- 5:30 - 6:15pm:** Dinner, Welcome & Introductions
- 6:15 - 6:30pm:** Overview of the REACH Project & the Fellowship
- 6:30 - 7:05pm:** Reflections from Nourishing Power Fellows
- 7:05 - 7:15pm:** Clean Up + Break
- 7:15 - 7:40pm:** Basecamp Tutorial + Stipend Forms
- 7:40 - 8:00pm:** Wrap Up + Evaluation Survey + Liaison Meeting Sign-up

## Homework to Complete Before Orientation

- Complete Onboarding Form
- Complete Pre-Assessment
- Create “About Me” slide
- Read 2 Nourishing Power Fellowship graduates’ 1-pagers
- Watch 2 Nourishing Power Fellowship graduates’ pitches

## Homework to Complete Before Next Session

Read:

- Menu of Actions for Community Driven Food Systems Change
- Food Systems Change Vision Board Toolkit





# **MENU OF ACTIONS FOR COMMUNITY DRIVEN FOOD SYSTEMS CHANGE**

# MENU OF ACTIONS FOR COMMUNITY DRIVEN FOOD SYSTEMS CHANGE

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## SUGGESTED CITATION

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Modeling the Future of Food in Your Neighborhood Collaborative. (November 2020). Menu of Actions for Community Driven Food Systems Change. Mary Ann Swetland Center for Environmental Health, Case Western Reserve University, Cleveland, OH.

*\*We adopted the authorship term "Modeling the Future of Food in Your Neighborhood Collaborative" to represent work collectively developed by foodNEST 2.0 Investigators and Core Modeling Team members.*



MARY ANN SWETLAND  
CENTER FOR  
ENVIRONMENTAL HEALTH

# WHO WE ARE

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## Investigators

**Darcy Freedman, PhD, MPH, Principal Investigator**  
*Director, Mary Ann Swetland Center for Environmental Health  
Swetland Professor of Environmental Health Sciences,  
Department of Population & Quantitative Health Sciences  
Case Western Reserve University, School of Medicine*

**David Lounsbury, PhD, Co-Investigator**  
*Associate Professor, Departments of Epidemiology &  
Population Health and Family & Social Medicine  
Albert Einstein College of Medicine*

**Jill Clark, PhD, Co-Investigator**  
*Associate Professor, Director of Undergraduate Studies,  
John Glenn College of Public Affairs  
The Ohio State University*

**William Bush, PhD, MS, Co-Investigator**  
*Associate Director for Bioinformatics Research,  
Cleveland Institute for Computational Biology  
Associate Professor, Department of Population &  
Quantitative Health Sciences  
Case Western Reserve University, School of Medicine*

## Research Team:

**Timothy Ciesielski, ScD, MD, MPH**

**Milen Embaye, MPH**

**Gwendolyn Donley, MS**

**India Gill, MPH**

**Alannah Glickman, MS**

**Jennifer King, PhD, MS**

**Eun Kyung Lee, PhD, MPH**

**Mary Beth Marks, MBA**

**Abigail Roche, MS, RD**

**Dominique Rose, PhD**

**Paola Saroufim, PharmD, MPH, MBA**

**Owusua Yamoah, PhD**

## Core Modeling Team (CMT)

CMT members are community leaders who committed time, resources, and expertise to the participatory system dynamic modeling process that resulted in the Menu of Actions. Names and organizations reflect roles during the time of their CMT engagement in 2019-2020.

**Lena Boswell, Nguzo Saba Gardens**

**Marilyn Burns, Community Leader and Advisor**

**Nicole Burt, PhD, Cleveland-Cuyahoga County Food Policy Coalition & Cleveland Museum of Natural History**

**Kirstin Craciun, MPP, MSW, The Center for Health Affairs**

**Jarrold Dalton, PhD, Cleveland Clinic, Lerner Research Institute**

**Austreeia Everson, Burten, Bell, Carr Development, Inc.**

**Piper Fernway, Bon Appetit Management Company**

**Courtney Green, All About Your Health**

**Michelle B. Jackson, Northeast Ohio Voter Advocates**

**Kristen Mikelbank, MA, Greater Cleveland Food Bank**

**Jodi Mitchell, Perfectly Imperfect Produce**

**Amanda Osborne, MA, The Ohio State University Extension, Cuyahoga County**

**Margaret Rivera, MS, The Ohio State University Extension, Cuyahoga County**

**Sabrina Roberts, MPA, Health and Human Services, Cuyahoga County**

**Jennifer Scofield, MA, CHES, Hunger Network of Greater Cleveland**

**Morgan Taggart, MUPDD, The FARE Project**

**Patricia Terstenyak, MPH, The Center for Health Affairs**

**Robyn Van Hooks, RDN, LD, University Hospitals, Rainbow Center for Women and Children**

**Colleen Walsh, PhD, Cleveland-Cuyahoga County Food Policy Coalition & Cleveland State University**

**LaQueta Worley-Bell, Neighborhood Ambassador & Community Outreach Coordinator**

**Ana Claudia Zubieta, PhD, The Ohio State University Extension, Supplemental Nutrition Assistance Program Education (SNAP-Ed)**

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## Funders

Foundation for Food and Agriculture Research

Michael & Susan Dell Foundation

National Dairy Council

Nationwide Children's Hospital

Stephen J. McHale Family Foundation

Sisters of Charity Foundation of Cleveland

Saint Luke's Foundation

Case Western Reserve University School of Medicine

Albert Einstein College of Medicine (NYC)

The Ohio State University,  
John Glenn College of Public Affairs

Members of the Core Modeling Team

Mary Ann Swetland Center for Environmental Health

# WHAT IS THE MENU OF ACTIONS

This tool was developed by the Modeling the Future of Food in Your Neighborhood Study (foodNEST 2.0), a project of the Mary Ann Swetland Center for Environmental Health at Case Western Reserve University in Cleveland, Ohio. The foodNEST 2.0 study brings together researchers and community leaders working to unpack the complexity and deeply rooted forces structuring our local food system. Greater Cleveland has been at the forefront of food systems innovation through local efforts to advance urban farming, community gardening, fruit and vegetable incentive programming, and food retail development. These efforts, however, have not shifted inequitable trends related to economic opportunity, food security, affordable food access, and community health. We came together as a collaborative with a belief that shifting the status quo will require transformation of the system. As shown in this tool, we reckoned problems of the food system as it is and envisioned the food system we hope for.

The Menu of Actions brings together our collective insights, captured through various data-gathering approaches, about the dynamic complexity of the local food system in Greater Cleveland. From the beginning, our goal was to conduct this deep examination in a manner that mobilizes community driven food systems change. These insights build on 10+ years of local innovation that pointed to the need for more integrated approaches to food systems change. Like many cities, food systems change in Greater Cleveland has often occurred without fully linking connections between different strategies that may be even more powerful when they are working together. In this tool, we draw attention to the interconnectivity of forces that are combined into five potential leverage points to target future food systems change.

Lessons learned presented here are specifically focused on food systems in historically redlined neighborhoods within a Rust Belt city. This means our insights are focused less on food production and the broader forces shaping food supply since mass agricultural production is not as common within Greater Cleveland. In systems modeling, our work gets complex quickly. Therefore, we were tasked with drawing boundaries around what is “in” and “outside” of the system of interest with the goal of diving deeper on those forces considered to be “in” the system of focus. Capitalism and broader macroeconomic forces were recognized by our team as being critically important but “outside” of our current analysis. We acknowledge the role of these broader food system forces, yet limited our attention to food system dynamics that may be changed directly within urban neighborhoods. This aligned with our goal to mobilize community driven food systems change. The coupling of these community driven changes may have an impact on broader forces that were not directly targeted by our team.

## GOALS

1. Share insights about the food system as it is and the food system we hope for, which were derived through two years of data gathering, community conversations, and participatory modeling.
2. Define potential leverage points for transforming the local food system in historically redlined neighborhoods to achieve justice.
3. Identify opportunities for transforming the local food system through community driven actions.
4. Provide a framework for communities to build solidarity around collective actions needed to achieve hopes for their food future.

The Menu of Actions was created to allow for transparency about system insights uncovered through intensive community discussions and deliberations from 2018-2020. It provides a record of our process. It serves as a primer for thinking about the complexity of the local food system and why it is not producing outcomes of justice. Most importantly, the menu is designed as a tool for ideation to jumpstart community driven food systems changes that lead to:

- Households with financial strength and food security,
- Neighborhoods with fair access to affordable, fresh, and healthy foods,
- Communities that are strong in body, mind, and spirit.

This Menu of Actions calls for new partnerships and collaborative approaches to build food systems we hope for while attending to immediate food needs today. This work is even more important now due to the realities of COVID-19. This is not an exhaustive or prescriptive list of what is needed to transform each and every community. Based on feedback from hundreds of stakeholders from across Greater Cleveland, this menu serves as a starting point for imagining what it will take to ignite community driven food systems change. It is designed to begin conversations about hopes for our food future and provide ideas about pathways of actions that may move us there faster.

## WHO IS IT FOR

The Menu of Actions was developed for residents, food retailers, community leaders, and elected officials working to mobilize actions that lead to community food security through efforts that advance fair access to fresh and healthy foods as well as financial strength within households. It was designed for people living and working in historically redlined urban neighborhoods. Like the process used to form this menu, it is to be used in community with people coming together to co-create a vision for the future and build the trust needed to realize change.

## HOW TO USE THE TOOL

The Menu of Actions is intended to be used in combination with other tools—such as interactive workshops to develop community driven action plans and computer modeling to trial different pathways of actions (i.e., “what if” scenarios)—before moving forward with specific change strategies. Collaboratives using this tool will have a chance to reflect on readiness for food systems change by engaging in conversations around the following questions:

- Who needs to be at the table as we plan for food systems change?
- How will we grow and nurture relationships needed for collaborative change?
- What are the possibilities for transformation within our community?
- What are the leverage points for tipping the deeply rooted forces toward fairness?
- How may our actions today lead to impacts tomorrow?
- Who will benefit the most from our approach?
- What are the unintended consequences of our work?

## LEARN MORE

Visit our website to learn more about food systems work of the Modeling the Future of Food in Your Neighborhood Study.

<https://case.edu/swetland/>

### Redlining

Starting in the 1930s during the Great Depression, redlining is an example of structural racism shaping our food system. Redlining was established through practices by the Home Owners' Loan Corporation (HOLC) to deny access to home mortgages for people living in racial and ethnic minority neighborhoods throughout the US. These mortgagees became the bedrock for growing the White middle class. Redlining now refers to lending (or insurance) discrimination that bases credit decisions on the location of a property to the exclusion of characteristics of the borrower or property.

### Learn More

- Reece, J., Martin, M., Bates, J., Golden, A., Mailman, K., & Nimps, R. (2015). History matters: Understanding the role of policy, race, and real estate in today's geography of health equity and opportunity in Cuyahoga County. Kirwan Institute for the Study of Race and Ethnicity and City and Regional Planning Program at The Ohio State University. Available online at <http://kirwaninstitute.osu.edu/wp-content/uploads/2015/02/history-of-race-real-estate.pdf>
- K.T. Jackson. (1985) Crabgrass Frontier: The Suburbanization of the United States. Oxford University Press.
- Greer, J. (2013). The Home Owners' Loan Corporation and the Development of the Residential Security Maps. *Journal of Urban History*, 39: 275–296.

# WHAT IS THE MODELING THE FUTURE OF FOOD IN YOUR NEIGHBORHOOD STUDY (FOODNEST 2.0)

## foodNEST 2.0 GOAL

Provide trustworthy and practical decision-making tools that use a system lens within an equity framework to guide future community driven food systems change.

## OUR STORY

Led by Darcy Freedman, PhD, MPH, Swetland Professor of Environmental Health Sciences at Case Western Reserve University, the foodNEST 2.0 study launched as one of five grantees of the Foundation for Food and Agriculture Research's "Tipping Points" grant program. Our team, like other Tipping Points' grantees, sought to better understand complexities of local food systems, how parts of the food system influence one another, which strategies of change work best in different environments, and how they can be changed or combined to boost their impact on local food systems as well as overall community health and the economy.

In 2018, a team of academic researchers and community leaders in Cleveland, Ohio united to better understand how food systems in historically redlined neighborhoods could be leveraged in new ways to realize goals of equity and justice. Building on a long history of innovation and investment in the Greater Cleveland food system, we decided to take a step back to examine the forces that shape the foods we are able to put on our collective tables. Through a process of participatory system dynamic modeling, we mapped out our hopes and fears for local food systems. We examined the complex web of forces that structure economic opportunity, food security, and access to affordable, fresh, and healthy foods. We grounded this work by focusing on the web of forces—held together by structural racism—that shape food systems in historically redlined neighborhoods in Cleveland, Ohio.

### Racial justice

"The proactive reinforcement of policies, practices, attitudes and actions that produce equitable power, access, opportunities, treatment, impacts and outcomes for all. The systematic fair treatment of people of all races, resulting in equitable opportunities and outcomes for all. Racial justice—or racial equity—goes beyond 'anti-racism.' It is not just the absence of discrimination and inequities, but also the presence of *deliberate systems and supports* to achieve and sustain racial equity through proactive and preventative measures."

### Structural racism

"Normalization and legitimization of an array of dynamics – historical, cultural, institutional and interpersonal – that routinely advantage Whites while producing cumulative and chronic adverse outcomes for people of color. Structural racism encompasses the entire system of White domination, diffused and infused in all aspects of society including its history, culture, politics, economics and entire social fabric. Structural racism is more difficult to locate in a particular institution because it involves the reinforcing effects of multiple institutions and cultural norms, past and present, continually reproducing old and producing new forms of racism. Structural racism is the most profound and pervasive form of racism – all other forms of racism emerge from structural racism."

### Learn More:

Racial Equity Tools Glossary.  
<https://www.racialequitytools.org/glossary>

This process clarified that the underlying problem of the food system is not lack of food. Rather, problems stem from unjust and deeply rooted forces that play out in daily practices and policies (i.e., policing, incarceration, gentrification, education and training). These combine to impact community food security by limiting fair access to affordable, fresh, and healthy foods as well as financial strength within households.

This process also revealed that change is possible. If we want to tip the food system towards fairness then we need to disrupt the system at key leverage points. As described later in this tool, some leverage points are more squarely in line with traditional understandings of the food system while others extend beyond conventional boundaries. The Menu of Actions is one of several tools developed by the foodNEST 2.0 collaborative to mobilize community driven food systems change. Our work is iterative and adaptive and always open for deliberation and evolution, which aligns with our collective belief that transformation is a living process.

**“ WHAT MAKES A HEALTHY FOOD SYSTEM? ... THAT’S KIND OF HARD TO EVEN SINGLE OUT BECAUSE IT TAKES ... BECAUSE IT’S SO MANY OTHER PIECES. ”**

**-RESIDENT INTERVIEW**

## **Food apartheid**

is a term used instead of “food desert” because it considers the whole food system rather than one part like supermarkets including the ways the food system is structured along lines of race, class, gender, and their intersections.

### **Learn More:**

Brones, A., (2018). Food apartheid: The root of the problem with America’s groceries. *The Guardian*. Available online at <https://www.theguardian.com/society/2018/may/15/food-apartheid-food-deserts-racism-inequality-america-karen-washington-interview>.

## **Food sovereignty**

“is the right of peoples to healthy and culturally-appropriate food produced through ecologically sound and sustainable methods, and their right to define their own food and agriculture systems. It puts the aspirations and needs of those who produce, distribute and consume food at the heart of food systems and policies rather than the demands of markets and corporations.” Declaration of Nyeleni, the first global forum on food sovereignty, Mali, 2007

### **Learn More:**

National Family Farm Coalition. (2020) What is food sovereignty? Available online at: <http://usfoodsovereigntyalliance.org/what-is-food-sovereignty/>

## **Food security**

is when all people, at all times, have physical, social, and economic access to sufficient, safe, and nutritious food that meets their food preferences and dietary needs for an active and healthy life.

### **Learn More:**

United Nations Community on World Food Security. <http://www.fao.org/cfs/en/>

## **Community food security**

is a condition in which all community residents obtain a safe, culturally acceptable, nutritionally adequate diet through a sustainable food system that maximizes community self-reliance and social justice.

-Mike Hamm and Anne Bellows (2003)

### **Learn More:**

Sattanno, K., Swisher, M.E., & Moore, K.N. (2017). Defining community food security. Institute of Food and Agriculture Sciences, University of Florida. Available online at <https://edis.ifas.ufl.edu/pdf/files/WC/WC06400.pdf>

# HOW WE GOT HERE

The Menu of Actions is a compilation of key insights gained through an intensive data gathering process from July 2018 to August 2020. We engaged hundreds of stakeholders from across Greater Cleveland to gather feedback using participatory system dynamic modeling methods, in-depth interviews, review of data trends over time, and a series of public convenings organized in partnership with the Cleveland-Cuyahoga County Food Policy Coalition (CCCFPC). This process was designed to illuminate existing injustices of the food system and provide guidance for redressing these dynamics.

## **We focused on defining hopes and fears for our food system.**

We hope for a food system wherein:

- Households have financial strength.
- Communities have ownership over and leadership of food systems change.
- People have fair access to affordable, fresh, and healthy foods.
- Communities are healthy in body, mind, and spirit.
- People have freedom, agency, and dignity over their food traditions.

We acknowledged fears about roadblocks for achieving our food future including:

- Lack of attention to deeply rooted forces such as structural racism that impact community food security.
- Loss of the big picture.
- Limited community voice and engagement in shaping the future.
- Inadequate follow through on action planning and implementation.
- Lack of capacity and resources to support change.

## **We dug deep to identify root causes of failures of the current food system.**

We explored the metaphor of a plant to highlight the difference between the obvious problem (i.e., things the eye can see) and the root causes (i.e., things that are hard to see). We agreed that a focus on the obvious problem (i.e., lack of fresh and healthy food in a neighborhood or hunger) does not go deep enough. It too often leads to “fixes that fail.” This is when a solution is provided for a *symptom* of a problem rather than the problem itself. We committed to digging into the deeply rooted forces that determine the foods we put on our collective tables.

## **We imagined what it would take to achieve our hope for the future.**

As we dug deeper, it became clear that our food system is complex and interconnected yet evolving and adaptive. We identified actions that can be coordinated to build a food system that prioritizes justice as well as sovereignty.

As we plan for food systems change, we must deliberately recognize the role of structural racism and focus our collective energy around targeted disruption at key leverage points. We must embark on a process of transformation hand-in-hand with the community and with attention given to potential unintended consequences of our actions. Trusting partnerships with open and honest communication and adaptive models of change are essential for our food future.

## **We identified foundational concepts for community driven food systems change.**

Catalyzing change toward justice and sovereignty requires sequencing, integration, and tailoring of actions. While not exhaustive, the following were identified as potential targets that may be addressed in tandem as we work to build the food systems we hope for.

- Address immediate needs today (i.e., hunger, health, housing, jobs, child care, policing) and prepare for a future that shifts the status quo.
- Further capacity, agency, and opportunity in historically redlined neighborhoods to build financial strength of households and communities.
- Build trusting collaborative partnerships with shared vision, planning, metrics, and communication to achieve system-wide change.
- Increase policy engagement and grassroots organizing to change the forces that impact fair access to affordable, fresh, and healthy foods.
- Expand infrastructure of social connectivity for neighbors to support neighbors.

### **Participatory system dynamics modeling**

is a method to engage diverse stakeholders in collaborative problem solving, by testing ‘what-if’ scenarios that inform strategies of transformation that can achieve desirable, sustainable outcomes.

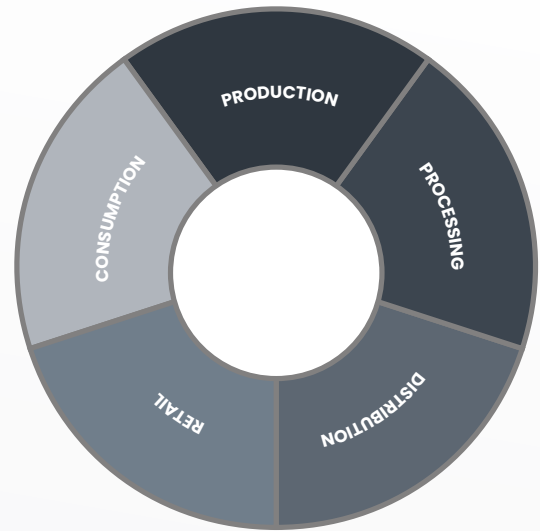
#### **Learn More:**

Hovmand, P. (2014). *Community based system dynamics*. Springer.

## FOOD SYSTEM AS IT IS...

The food system as it is has not produced justice or sovereignty within historically redlined neighborhoods. The food system has many parts from production to consumption, yet other forces that influence every part of the food system remain hidden. It is essential to bring these other forces into clearer focus because they provide insights about why the food system as it is yields low wages and unfair conditions for food workers as well as vicious cycles of food insecurity, limited access to and ownership of full-service grocers, nutrition inequity, and chronic disease among racial and ethnic minorities and people with low-income. These are products of the food system as it was designed to be, an unjust system characterized as...

- Closed and automated.
- Disconnected and siloed.
- Resistant to change.
- Hierarchical with unfair power dynamics.
- Constrained with limited choice.



**Food system as it is.**  
*Food is the focus. You get what you get.*

## FOOD SYSTEM WE HOPE FOR...

Building the food system we hope for requires solidarity with people who are historically marginalized and racialized. Change is rooted in their lived experiences and informed by the realities of local neighborhood trends. The food system we hope for can serve to achieve justice where people and communities have freedom, agency, and dignity to be authentic with their food traditions. Communities have ownership over and leadership of food systems change. Indicators of success are households with financial strength; neighborhoods with fair access to affordable, fresh, and healthy foods; and communities that are strong in body, mind, and spirit. These are products of the food system we hope for, a community driven system characterized as...

- Equitable and fair.
- Connected and complex.
- Open, engaging, and evolving.
- Vibrant and abundant.
- Devoid of structural racism.
- Self-reliant.
- Nutritious and enriching.



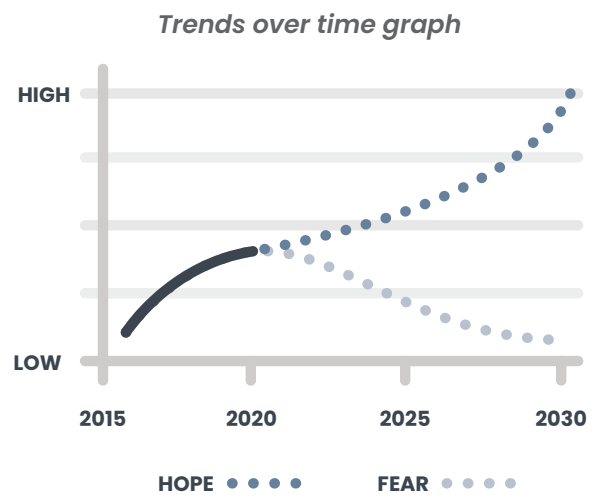
**Food system we hope for.**  
*People and communities are the focus.  
You get what you want today and in the future.*

# THINKING IN SYSTEMS

The food system, just like the human body, is a series of interacting components that combine to achieve something bigger than any one part. Our bodies are more than our digestive system and the food system is more than agricultural production. While we recognize this complexity, efforts to change the food system often focus on parts rather than the system-as-a-whole. Understanding the system-as-a-whole requires engagement from many people since we each bring a fresh perspective to the inter-workings of the system. Participatory system dynamic modeling is a method for examining the system-as-a-whole. This method strives to gather different perspectives to generate multi-layered stories about how the system works, which also reveals how it does not work for specific groups. These system insights provide evidence for changing the system-as-a-whole to achieve new goals.

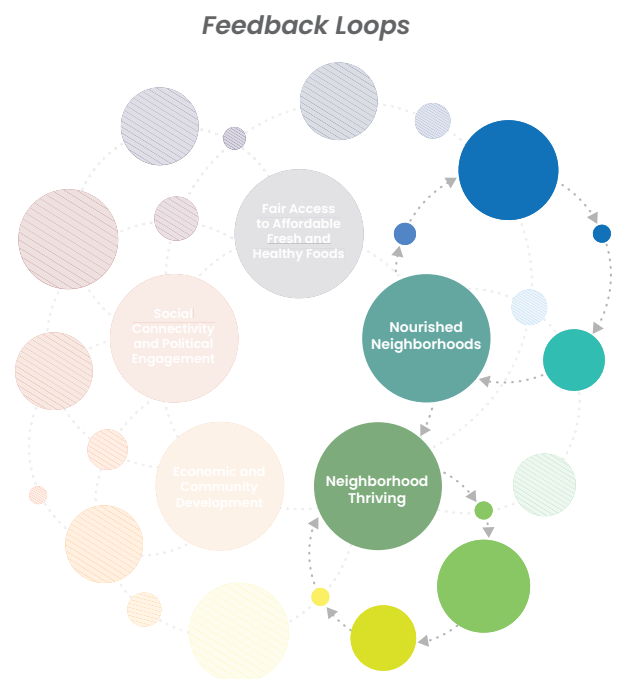
## Trends over Time

Trends over time allow you to see behaviors resulting from the food system. Trends may be improving, getting worse, or in a steady state where trends are not changing. Trend lines can be of a desirable outcome like food security or an undesirable outcome like poverty. Participatory system dynamic modeling asks us to think about trends in two ways: *What is our hope for the future?* and *What is our fear?* The goal is to examine trends of indicators that are deemed by the local team to be meaningful and modifiable. In the foodNEST 2.0 study, we focused our trend lines on three main indicators considered to be products of an equitable local food system including (1) economic opportunity, (2) food security, and (3) fair access to fresh and healthy foods in historically redlined neighborhoods.



## Feedback Loops

Systems are made up of many interconnected components linked together into cycles of feedback. This is in contrast to a linear view of change. Adjusting one part of the feedback loop generates change throughout. For example, increasing household food budget may increase a family's ability to meet food needs (i.e., be food secure), which may in turn reduce chronic disease. Lower levels of chronic disease may increase household wages that will lead to more funds for the household food budget and greater ability to achieve food security. This is a reinforcing cycle where, over time, more leads to more or less leads to less (i.e., change in same direction). Other forms of feedback are balancing where more leads to less or less leads to more (i.e., change in opposite directions). For example, lower household food budget may lead to lower food security, which increases



the gap in a household's ability to meet their food needs. This results in effort to close that gap such as a side hustle (i.e., babysitting, cleaning, extra job) to get additional income that will increase the household food budget.

Feedback loops are connected to other forces in the system like availability of well-paying jobs and other household costs (i.e., child care, housing, debt) that influence household food budget. Feedback loops tell a story about the web of connected forces that may be *collective targets* for local food systems change. They also illuminate why changes to just one part or parameter of the system is unlikely to yield the change needed to achieve our hopes for the food future.

## **Leverage Points**

Leverage points have the potential to transform the system-as-a-whole. Results of the foodNEST 2.0 data gathering process revealed *five potential leverage points* that are the focus of this tool. These potential leverage points reflect broader concepts for change that inspire actions that may be sequenced, integrated, and/or tailored in different ways for different communities. For example, investments to advance neighborhood sovereignty and community driven development may be combined with comprehensive approaches that better link quality and affordable food supply with consumer demand. Collectively, these may result in significant improvements in economic opportunity, food security, and fair access to affordable, fresh, and healthy foods in historically redlined neighborhoods.

Because of their broad impact, it is critical for teams to examine potential unintended consequences and tradeoffs of leverage points. The three dozen example actions presented in this menu related to the five potential leverage points are designed to support ideation. While the potential leverage points are expected to resonate over time, the actions are evolving and should be driven by community interests.

## **Learning How to S.I.T. when Planning Food Systems Change**

### **Sequence**

What actions should be sequenced in time together? For example, A should go before B and B before C?

### **Integrate**

What actions are synergistic when paired together? For example, A and B should always be implemented together because without A then the impact of B is lessened or delayed.

### **Tailor**

No two communities are the same. In some, A is a good fit for achieving goal C. In others, A should be replaced with B to achieve C.

# FIVE POTENTIAL LEVERAGE POINTS

Transforming the food system to achieve justice and sovereignty will require disruption at key leverage points. Leverage points can be pulled to more rapidly transform the system into a new state. Results of the foodNEST 2.0 data gathering process revealed that shifting the food system to a state of equity and justice will require community driven, coordinated, collaborative, and responsive actions within and across these five potential leverage points. The goal is to transform the food system from one characterized by *cycles of instability* into one that builds *cycles of freedom*. Cycles of instability are hard to navigate and offer few choices for realizing change. In contrast, cycles of freedom mobilize people and communities to have agency and dignity to be authentic with their food traditions and activate ownership over and leadership of food systems change. Partnerships that build solidarity through trusting and sustained relationships that are rooted in the lived experiences of the community are needed to catalyze these leverage points.

## DEFINITIONS



### **A. Fair Access to Affordable Fresh and Healthy Foods**

Comprehensive, community driven approaches are in place that better link quality and affordable food supply with consumer demand so people get the foods they want.



### **D. Economic and Community Development**

Investments are made to advance neighborhood sovereignty and community driven development so people are empowered to thrive.



### **B. Nourished Neighborhoods**

All residents have nourishment for optimal wellbeing—in body, mind, and spirit—to achieve fully individual, family, and neighborhood capabilities.



### **E. Social Connectivity and Policy Engagement**

Collective power is cultivated to transform political, social, and economic forces shaping community capacity to nurture dignified and flourishing lives.



### **C. Neighborhood Thriving**

Connections within the neighborhood feed the soul of the community while growing local wealth and ownership.




Social  
Connectivity  
and Political  
Engagement

Nourished  
Neighborhoods

## A. FAIR ACCESS TO AFFORDABLE FRESH AND HEALTHY FOODS

Comprehensive, community driven approaches are in place that better link quality and affordable food supply with consumer demand so people get the foods they want.

- A1.** Establish a fund to support locally-owned food business development in historically redlined neighborhoods (i.e., access to capital, training, business advisors).
- A2.** Promote cooperatives for growing, processing, and/or distributing fresh and healthy foods.
- A3.** Establish incentives for farmers to grow fruits and vegetables with funding priority given to growers from historically underfunded populations (i.e., racial and ethnic minorities, women), and supporting applications for already existing initiatives.
- A4.** Develop merchants' association to support procurement of affordable fresh and healthy foods in smaller food retail venues.
- A5.** Provide resources for smaller food retailers to stock and sell affordable fresh and healthy foods (i.e., refrigeration, marketing) including connections to larger food retailers to support bulk buying needed to lower costs.
- A6.** Promote use of community kitchens/incubators among residents living in historically redlined neighborhoods and create a pipeline for these products to come to market.
- A7.** Establish business competitions that reward integration of fresh and healthy foods into food products that are affordable and enticing.
- A8.** Implement social marketing campaign to promote consumption of fresh and healthy foods (i.e., engage influencers such as athletes, community leaders) and highlight featured foods via diverse approaches (i.e., from pulpit, inclusion in school meal).
- A9.** Increase utilization of systems designed to link organizations or businesses with excess food to people and places with need (i.e., app, distribution network).
- A10.** Adopt wasted food reduction policies and practices within organizations, businesses, or the home with the goal of enacting city or county policy to ban food waste over the long-term and creating pathways for this food to be used for good.
- A11.** Develop a "food systems liaison" or specialist who raises awareness about and connects individuals and organizations to food systems resources.



Fair Access  
to Affordable  
Fresh and  
Healthy Foods

Social  
Connectivity  
and Political  
Engagement



## B. NOURISHED NEIGHBORHOODS

All residents have nourishment for optimal wellbeing—in body, mind, and spirit—to achieve fully individual, family, and neighborhood capabilities.

- B1.** Increase funding for programs to subsidize costs of fresh and healthy foods for people at risk for chronic disease (i.e., produce prescriptions, Produce Perks).
- B2.** Widespread implementation of hands-on nutrition education, taste testing and demos, recipe development and cooking practice, and provision of resources to support home-based cooking (e.g., knives, cutting board) within settings with high reach (i.e., public schools, health centers, community centers, grocery stores, food pantries).
- B3.** Incentivize community driven, comprehensive (i.e., one-stop-shop) model of health and wellness care in historically redlined neighborhoods (i.e., medical and social services, mental health, transportation, food assistance, legal supports).
- B4.** Expand organizational supports for coordinated, neighborhood-based emergency response systems to provide fresh and healthy food provisions during times of personal, community, and environmental crisis (i.e., pandemic, homelessness, reentry).
- B5.** Expand efforts to reduce stigma for accessing food assistance resources.



Economic and  
Community  
Development

## C. NEIGHBORHOOD THRIVING


Connections within the neighborhood feed the soul of the community while growing local wealth and ownership.

- C1.** Expand universal pre-k education that is of high quality and free.
- C2.** Enact housing development strategies to curb gentrification by financially incentivizing existing homeowners, especially those living in historically redlined neighborhoods, so these residents can choose to stay in their home (i.e., scaled rent model based on income, lease-to-own options, long-term homeowner tax cap, tax abatement for existing homeowners).
- C3.** Establish and/or expand network of high quality, affordable and safe housing options.
- C4.** Reform criminal justice system through targeted efforts aimed at reducing racial bias to lower incarceration rates among racial and ethnic minorities and offer opportunities for upward mobility among people who were formally incarcerated.
- C5.** Expand access to high speed internet.
- C6.** Promote neighborhood safety (i.e., street lighting, blight removal, safe bike lanes and bus stops).
- C7.** Promote neighborhood place making and beautification (i.e., parks and green space, community art, community gardens).
- C8.** Raise awareness about existing and creating new “third spaces” (i.e., share meeting areas) for community gatherings and access to resources.
- C9.** Expand public transportation options.

## D. ECONOMIC AND COMMUNITY DEVELOPMENT

Investments are made to advance neighborhood sovereignty and community driven development so people are empowered to thrive.

- D1.** Advocate for living wages needed for workers to meet their basic needs related food, housing, and other essential needs like health care and child care.
- D2.** Increase the value of SNAP benefits (i.e., cover more than 80% of household food needs, adjust to family need, account for needs of fixed income households).
- D3.** Create “financial bridge” to support tapering off of SNAP or other federal benefits to prevent an abrupt reduction of financial resources as households gradually increase earnings needed for self-reliance to avoid the benefits “cliff.”
- D4.** Remove barriers for people who were formally incarcerated to qualify for living wage jobs to experience upward mobility.
- D5.** Expand free or low-cost job training options that directly link graduates to livable wage jobs in fields such as healthcare, technology, and others that offer meaningful and stable employment.
- D6.** Establish new or expand existing funds to provide financial incentives for local resident-owned businesses.



Fair Access  
to Affordable  
Fresh and  
Healthy Foods

Nourished  
Neighborhoods

## E. SOCIAL CONNECTIVITY AND POLICY ENGAGEMENT

Collective power is cultivated to transform political, social, and economic forces shaping community capacity to nurture dignified and flourishing lives.

- E1.** Get neighbors out to vote and ensure voters are aware of issues that directly and indirectly impact fair access to fresh and healthy foods through voter registration, voter education, and reducing barriers on voting day.
- E2.** Empower community champions who are committed to promoting fair access to fresh and healthy foods to take on positions in elected offices (i.e., organizational boards, city council, school board, local government, state legislature, US congress).
- E3.** Develop new or coordinate with existing grassroots coalition(s) to mobilize policy changes that have a direct impact on fair access to fresh and healthy foods.
- E4.** Train neighbors in advocacy skills to ensure messages about fair access to fresh and healthy foods are conveyed in a manner that ignites policy actions (i.e., testimony, op-ed, social media).
- E5.** Establishing a full-time position for a food policy coalition coordinator.
- E6.** Identify and increase utilization of avenues of input for community members to collectively review and authorize neighborhood changes that directly and indirectly impact fair access to fresh and healthy foods (i.e., zoning commissions, food licensing, purchasing processes, etc.).

# WHAT IS NEXT FOR YOUR COMMUNITY

**What are the possibilities for transformation within our community?**

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**What are the leverage points for tipping the deeply rooted forces toward fairness?**

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**Who will benefit the most from our approach?**

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**Who needs to be at the table as we plan for food systems change?**

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**How will we grow and nurture relationships needed for collaborative change?**

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**How may our actions today lead to impacts tomorrow?**

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**What are the unintended consequences of our work?**

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# THE FOOD SYSTEMS CHANGE VISION BOARD TOOLKIT



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## SUGGESTED CITATION

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Boswell, L., Burns, M., Clark, J., Donley, G., Etheridge, K., Freedman, D., Fryerson, S., Gill, I., Harris, A., Hovmand, P., Jackson, M. B., Kahl, B., Lounsbury, D., Sommer, R. (November 2021). The Food Systems Change Vision Board Toolkit. Mary Ann Swetland Center for Environmental Health, Case Western Reserve University, Cleveland, OH. Available online at [case.edu/swetland/](http://case.edu/swetland/)



MARY ANN SWETLAND  
CENTER FOR  
ENVIRONMENTAL HEALTH

# INTRODUCTION

## OUR STORY

The Food Systems Change Vision Board tool was developed by the [Modeling the Future of Food in Your Neighborhood Study](#) (henceforth referred to as foodNEST 2.0), a project of the Mary Ann Swetland Center for Environmental Health at Case Western Reserve University in Cleveland, Ohio. foodNEST 2.0 brings together researchers and community leaders working to unpack the complexity and deeply rooted forces structuring our local food system. Greater Cleveland has been at the forefront of food systems innovation through local efforts to advance urban farming, community gardening, fruit and vegetable incentive programming, and food retail development. These efforts, however, have not shifted inequitable trends related to economic opportunity, food security, affordable food access, and community health. We came together as a collaborative with a belief that shifting the status quo will require a new way of both *thinking* and *doing* for system transformation.

In November 2020, the collaborative released the [Menu of Actions](#) toolkit, which was developed for residents, food retailers, community leaders, and elected officials working to mobilize toward community food security through efforts that advance fair access to fresh and healthy foods as well as financial strength within households. It was designed for people living and working in historically redlined urban neighborhoods. Like the process used to form the Menu of Actions, it is intended to be used by people coming together to co-create a vision for the future and build the trust needed to realize change.

The Food Systems Change Vision Board builds on the commonly used “**Business Model Canvas**,” a tool for developing and testing entrepreneurial innovations. We looked to the field of entrepreneurship to guide the fellowship because of its focus on disrupting the status quo, which aligned with our focus on disruptive strategies for shifting food system dynamics. Users can learn more about these concepts and strategies by reviewing our [Menu of Actions for Community Driven Food Systems Change](#), which is a collection of insights and proposed actions intended to be used together to create a larger impact on systems that influence local food systems.

The **Business Model Canvas** was developed by Alexander Osterwalder, a Swiss business theorist and entrepreneur as a part of his PhD research. This strategic management template uses a building block concept to help businesses to describe, design and analyze their business models.

One approach to realize the actions identified in the Menu of Actions was the launch of the Food Systems Change Fellowship in February 2021. The intent of the six-month fellowship is to provide support for local leaders to develop and validate their ideas for community-driven food systems change. The fellowship connects local leaders with key partners and provides a “test kitchen” for incubating visions for changed related to leverage points identified in the Menu of Actions.

A key qualification to participate in the fellowship is passion and creativity for food systems change combined with openness to trial new ideas while getting feedback from others. The process of trial and feedback occurs during a series of workshops and meetings with mentors. The fellowship is structured around the Food Systems Change Vision Board that serves as a decision support tool to build out a transformation proposition to advance **nutrition equity**. This tool is used in conjunction with other training and support throughout the fellowship and is seen as a platform that will evolve throughout the course of refining the fellows’ transformation proposition.

**Nutrition equity** is a state of having freedom, agency, and dignity in food traditions resulting in people and communities healthy in body, mind, and spirit. Expected outcomes of nutrition equity include economic opportunity, food security, and fair access to fresh and healthy food.

# WHO WE ARE

## INVESTIGATORS

### **Darcy Freedman, PhD, MPH**

Principal Investigator, Director, Mary Ann Swetland Center for Environmental Health, Swetland Professor of Environmental Health Sciences, Department of Population & Quantitative Health Sciences, School of Medicine, Case Western Reserve University

### **Jill Clark, PhD**

Co-Investigator, Associate Professor, Director of Undergraduate Studies, John Glenn College of Public Affairs, The Ohio State University

### **David Lounsbury, PhD**

Co-Investigator, Associate Professor, Departments of Epidemiology & Population Health and Family & Social Medicine, Albert Einstein College of Medicine

### **Peter Hovmand, PhD**

Co-Investigator, Professor, Center for Community Health Integration, School of Medicine, Case Western Reserve University

## FUNDERS

The Food Systems Change Fellowship is a project of the Modeling the Future of Food in Your Neighborhood Study (foodNEST 2.0) at the Mary Ann Swetland Center for Environmental Health. The project is supported by grants from the Foundation for Food & Agriculture Research, Michael & Susan Dell Foundation, National Dairy Council, Nationwide Children's Hospital, Sisters of Charity Foundation of Cleveland, Saint Luke's Foundation, and Stephen J. McHale Family Foundation. Additional support for the Fellowship is provided by the Veale Institute for Entrepreneurship, KeyBank, and the Cleveland Museum of Natural History.

## RESEARCH TEAM

### **Gwendolyn Donley, MS**

Pre-Doctoral Scholar

### **Sheena Fryerson, MPH**

Food Systems Change Fellowship Coordinator

### **India Gill, MPH**

Pre-Doctoral Scholar

### **Brooke Kahl**

foodNEST 2.0 Project Manager

### **Mary Beth Marks, MBA**

foodNEST 2.0 Interim Program Manager

### **Rachael Sommer, LISW, MSSA**

Director of Operations and Partnerships

## MEMBERS OF THE FOOD SYSTEMS CHANGE FELLOWSHIP (2021 COHORT)

### **Lena Boswell**

Community Leader and Founder of Nguzo Saba Gardens

### **Marilyn Burns**

Community Leader and Advisor

### **Michelle B. Jackson**

Community Organizer and Co-Founder Reclaim Ward 4

### **Kellee Etheridge**

Chef, Educator and Volunteer

### **Antunesia Harris**

Community Leader and Volunteer, Cleveland's Ward 7

# WHAT IS THE PURPOSE OF THE FOOD SYSTEMS CHANGE VISION BOARD?

The Food Systems Change Vision Board serves multiple purposes that, as a whole, provide insights that inform the **transformation proposition**, which represents the change being offered to the community and the unique skills and talents of the implementing team.

The Vision Board is intended to be used as part of an iterative process in which the user is consistently reflecting, adapting, and evolving the concepts behind their vision and identifying the resources needed to support implementation of their vision for food systems change. It should be revised regularly to document the evolution of ideas, resources, connections, and impact related to their vision. This process builds confidence in the user when communicating their vision of food systems change and when planning next steps that will lead to lasting impact on nutrition equity in their community.

## IDEA GENERATION

This vision board walks users through a series of questions to promote critical thinking about their vision for change. By focusing on key components of a successful idea, the user develops a more articulated description of the nutrition equity change they intend to create.

## IDENTIFICATION OF KEY AUDIENCES FOR PARTNERSHIP AND ENGAGEMENT

Authentic partnerships and community engagement is needed to create change and disrupt the status quo. This vision board helps users consider who or what entities may serve as collaborators, competition, and the best channels for engaging others in their vision.

## IDENTIFICATION OF THE PROBLEM AND PROPOSED SOLUTION

In the vision board, problem identification is again framed through intentional questions designed to explore the relationship between the proposed vision and how it can solve a problem that is experienced by the stakeholders the user intends to serve. The solution should aim to advance nutrition equity within a community.

## BUILD CONNECTIONS TO OTHER ELEMENTS OF THE SYSTEM

The vision board lays out the components necessary to ignite change towards nutrition equity in a community. By visualizing these components in a holistic way, the user is able to take a high-level look at how each piece interacts with one another and can balance or counterbalance the goals and intentions of the user's vision.

## WHO SHOULD USE THE FOOD SYSTEMS CHANGE VISION BOARD?

The Food Systems Change Vision Board was uniquely designed for leaders with an idea or vision centered on advancing nutrition equity. When utilized within the Food Systems Change Fellowship, users were resident leaders who played many roles in their community such as activist, chef, urban farmer, teacher, community organizer, and business owner. The common thread that tied these individuals together was their commitment to advancing nutrition equity in their communities.

Some examples of individuals or entities that may benefit from utilizing this tool in their planning of food systems change may include (but are not limited to)...



Community Members/  
Collectives



Youth/Youth Groups



Social Entrepreneurs



Sustainability Offices



Non-Profit Leaders/Organizations



Urban gardeners



Religious Organizations



Changemakers



Policy Makers



Grassroots Organizations



Educational Institutions

# HOW WILL YOUR VISION ADVANCE NUTRITION EQUITY?

As you develop and refine your vision, it is important to consider how your vision will tip the food system to fairness through community-driven change. Our research shows there are three broad areas structuring the aspirational goal of nutrition equity in local food systems.

## THESE INCLUDE DYNAMICS RELATED TO:



Meeting basic food needs with dignity.



Balancing supply and demand of fresh and healthy foods in neighborhoods.



Advancing community empowerment and food sovereignty.

Take time to identify the extent to which your vision for food systems change will address the structures influencing nutrition equity. We encourage you to select 1-2 boxes below that reflect priorities guiding your vision for food systems change

### 1. HELP PEOPLE MEET BASIC FOOD NEEDS WITH DIGNITY.

- Does your vision create opportunities to earn extra income through a side hustle or remove the need for this form of income?
- Does your vision make it easier to access and use government benefits such as SNAP, WIC, or subsidized meals for people of all ages?
- Does your vision reduce stigma related to using emergency food assistance or government benefits and/or promote freedom and choice when using these resources?

### 2. BALANCE SUPPLY AND DEMAND FOR FRESH AND HEALTHY FOODS.

- Does your vision increase affordable, fresh, and healthy food options in your neighborhood?
- Does your vision increase opportunities to realize living wage jobs and promote job security so people can pay for the foods they want?
- Does your vision tap into culture, traditions, norms, and preferences for fresh and healthy foods for people across the generations?

### 3. ADVANCE COMMUNITY EMPOWERMENT AND FOOD SOVEREIGNTY.

- Does your vision build community power to ignite and sustain community-driven food systems change through policies, practices, and/or community building?
- Does your vision remove barriers to or amplify engagement in urban agriculture?
- Does your vision address the risk of gentrification spurred by food systems change?

## HOW WILL YOUR VISION ADVANCE NUTRITION EQUITY?

Because the food system is an interconnected web, it is important to consider how efforts in one area may pull on another. These interconnections are excellent opportunities for considering partnerships as you seek to enact your vision for change.

### Consider identifying synergistic partners when completing your Vision Board

*(Example partners listed below)*

MEETING BASIC FOOD NEEDS WITH DIGNITY	BALANCING SUPPLY AND DEMAND OF FRESH AND HEALTHY FOODS	ADVANCING COMMUNITY EMPOWERMENT AND FOOD SOVEREIGNTY
School, after school, or child care meal programs	Local grocery stores or corner stores	Food producers, processors, or community kitchens
Food pantries or food banks	Local chefs or culinary programs	School gardens or community gardens
Meals on Wheels or other meal programs for seniors	Workforce development or job training programs	Grassroots community organizations or block clubs
SNAP and WIC programs	Farmers markets or mobile markets	Local Cooperative Extension
Nutrition incentives or produce prescriptions programs	Community development corporations	Food Policy Coalition

# USING THE VISION BOARD

This step-by-step guide will provide guidance on how to complete the Food Systems Change Vision Board.

## STEP 1 BEFORE YOU START

The Food Systems Change Vision Board is best completed with another person. Gather mentors, experts in your community, potential collaborators, or team members before getting started. They can help cultivate new ideas and challenge you with questions that you may not have thought of to clarify your food systems idea. As a group you can discuss the problem you are trying to fix, your vision for change, potential barriers, resources needed, and key components for your food systems idea. This collective can be used to flesh out ideas before highlighting the most important content on the vision board itself.

- Grab mentors, partners, or other team members (2 to 5 people)
- Download, print, or draw Food Systems Change Vision Board
- Reserve at least 60 or 90 minutes for completion with team
- Share the board with mentors or trusted partners
- Commit to revising the vision board as you learn more

## STEP 2 VISION FOR CHANGE

- **VISION:**  
What change do you wish to see in the food system to advance nutrition equity?
- **PROBLEM:**  
What is preventing economic opportunity, food security, and fair access to fresh and healthy food? What is the root of the problem or unmet needs in the community? What is keeping your vision from happening?
- **CORE VALUES:**  
What is important to you as you move this vision for change forward? How does your vision further freedom, agency, and dignity in food traditions?
- **TRANSFORMATION PROPOSITION:**  
What change are you offering the community to advance nutrition equity? What is unique to your solution? How does this disrupt the status quo?

### MY VISION FOR FOOD SYSTEMS CHANGE

**HELPS** \_\_\_\_\_

**WHO NEED** \_\_\_\_\_

**BY (ACTION)** \_\_\_\_\_

**AND (ACTION)** \_\_\_\_\_

*\*See example of completed transformation proposition in the Appendix.*

## STEP 3 ENGAGEMENT WITH TARGET POPULATION

- **ENGAGEMENT:**  
Who will be reached by your vision for change? What are your target audiences? What will motivate each group to engage?
- **COLLABORATORS:**  
Who will partner with you on this work? Who are the 3-5 people you need to help you? What will be their roles?
- **CHANNELS:**  
How will you reach your target population and get buy in?

## STEP 4 IMPACT AND LOGISTICS

- **ENVIRONMENTAL SCAN:**  
What is already being done in your community? Are there organizations that create competition or collaboration? How does your vision best fit the community?
- **RESOURCES:**  
What resources are needed to grow your vision (e.g., people, time, materials, or finances)?
- **IMPACT FOR NUTRITION EQUITY:**  
What difference will your vision make in 6 months, 12 months, and 5 years? How does your vision advance the body, mind, and spirit of people in your community?

## STEP 5 STRENGTHS AND KEY ACTIVITIES

- **YOUR STRENGTHS:**  
What assets do you bring to this work? What is the “secret sauce” of you and your team?
- **KEY ACTIVITIES:**  
What activities are the key ingredients for your recipe for change? What will accelerate change? What may delay change? What are the potential unintended consequences of these actions?

## STEP 6 REVIEW

Now that you have completed each section, have a short break. Then, take a step back and review. Make sure that the transformation proposition for your vision is tailored to best fit the needs and interests of your target population. Confirm that the identified channels will effectively reach your target population. Work with your team to address the questions below as you review your vision board:

- How will you know when you have changed the food system?
- How sustainable is your vision for change?
- Can you spot any weaknesses or barriers to success?
- What do we need to assume is true for your vision to manifest?
- What external factors might affect your vision?
- What have you learned recently that affects this vision?
- What conflicts came up that you did not expect?
- What more do you need to know?

## STEP 7 NEXT STEPS

Create a list of action steps based on the key activities section to work towards your vision for change. Here are a few tips!

- Identify the “low-hanging fruit” and tackle these first.
- Separate your tasks based on your identified strengths.
- For any tasks that you are not as comfortable completing, identify other team members or partners to help.
- Revisit your timeline regularly to ensure accountability of action steps.

# WHEN AND WHERE TO USE THE FOOD SYSTEMS CHANGE VISION BOARD

## PROJECT PLANNING

The Food Systems Change Vision Board can be used for project planning in the following ways:

- Establish project transparency and solid communications among those working on the project
- Ground all project members in a shared vision for the project
- Analyze or update the existing model in order to adjust for feasibility, fit, or buy-in from stakeholders
- Project Development
- Set measurable goals of vision or project

## WORKING WITH MENTORS, COLLABORATORS, AND TEAM MEMBERS

The Food Systems Change Vision Board can be used with the project team. Users can provide updates prior to meetings with advisors to document the evolution of the vision for change. Use this time to provide progress updates, seek constructive feedback, generate new ideas and strategies to overcome barriers.

## SECURING SUPPORT

The Food Systems Change Vision Board can be used to secure support by:

- Serving as a conversation tool when working with business developers or incubators
- Forging partnerships
- Creating alliances to optimize vision, reduce risk, and acquire resources
- Spearheading the development of new visions or ideas
- Distinguishing between types of partnership needs

# APPENDIX

## FOOD SYSTEMS CHANGE VISION BOARD

### FOOD SYSTEMS CHANGE VISION BOARD – PAGE 1

NAME: \_\_\_\_\_

VERSION: \_\_\_\_\_

DATE: \_\_\_\_\_

#### VISION

What change do you wish to see in the food system to advance nutrition equity?

Nutrition equity is a state of having freedom, agency, and dignity in food traditions resulting in people and communities healthy in body, mind, and spirit. Expected outcomes of nutrition equity include economic opportunity, food security, and fair access to fresh and healthy food.

#### PROBLEM

What is preventing economic opportunity, food security, and fair access to fresh and healthy food? What is the root of the problem or the unmet needs in the community? What is keeping your vision from happening?

#### CORE VALUES

What is important to you as you move this vision for change forward? How does your vision further freedom, agency, and dignity in food traditions?

#### TRANSFORMATION PROPOSITION

What change are you offering the community to advance nutrition equity? What is unique to your solution? How does this disrupt the status quo?

**MY VISION FOR FOOD SYSTEMS CHANGE**

HELPS \_\_\_\_\_

WHO NEED \_\_\_\_\_

BY (ACTION) \_\_\_\_\_

AND (ACTION) \_\_\_\_\_

#### ENGAGEMENT

Who will be reached by your vision for change? What are your target audiences? What will motivate each group to engage?

Who?	Motivation

#### COLLABORATORS

Who will partner with you on this work? Who are the 3-5 people you need to help you? What will be their roles?

Who?	Role

#### CHANNELS

How will you reach your target population and get buy in?

Boswell, L, Burns, M, Clark, J, Donley, G, Etheridge, K, Freedman, D, Fryerson, S, Gill, I, Harris, A, Hovmand, P, Jackson, M, B, Kahl, B, Lounsbury, D, Sommer, R. (November 2021). The Food Systems Change Vision Board Toolkit. Mary Ann Swetland Center for Environmental Health, Case Western Reserve University, Cleveland, OH.

# APPENDIX

## FOOD SYSTEMS CHANGE VISION BOARD

### FOOD SYSTEMS CHANGE VISION BOARD – PAGE 2

NAME:

VERSION:

DATE:



#### ENVIRONMENTAL SCAN

What is already being done in your community? Are there organizations that create competition or collaboration? How does your vision best fit the community?

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#### RESOURCES

What resources are needed to grow your vision (e.g., people, time, materials, or finances)?

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#### IMPACT FOR NUTRITION EQUITY

What difference will your vision make in 6 months, 12 months, and 5 years? How does your vision advance the health of body, mind, and spirit of people in your community?

6 months

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12 months

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5 years

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#### YOUR STRENGTHS

What assets do you bring to this work? What is the “secret sauce” of you and your team?

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#### KEY ACTIVITIES

What activities are the key ingredients for your recipe for change? What will accelerate change? What may delay change? What are the potential unintended consequences of these actions?

Activities	Accelerate	Delay	Unintended Consequence
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Boswell, L., Burns, M., Clark, J., Donley, G., Etheridge, K., Freedman, D., Fryerson, S., Gill, I., Harris, A., Hovmand, P., Jackson, M. B., Kahl, B., Lounsbury, D., Sommer, R. (November 2021). The Food Systems Change Vision Board Toolkit. Mary Ann Swetland Center for Environmental Health, Case Western Reserve University, Cleveland, OH.

# APPENDIX

## FOOD SYSTEMS CHANGE VISION BOARD /SAMPLE

### FOOD SYSTEMS CHANGE VISION BOARD – PAGE 1

**NAME:** Brenda Johnson

**VERSION:** 1

**DATE:** 7/14/2021

#### VISION

What change do you wish to see in the food system to advance nutrition equity?

Nutritious, affordable meals provided to youth and caregivers in low-income communities during the summer

Nutrition equity is a state of having freedom, agency, and dignity in food traditions resulting in people and communities healthy in body, mind, and spirit. Expected outcomes of nutrition equity include economic opportunity, food security, and fair access to fresh and healthy food.

#### PROBLEM

What is preventing economic opportunity, food security, and fair access to fresh and healthy food? What is the root of the problem or the unmet needs in the community? What is keeping your vision from happening?

There is a lack of made to order breakfast and lunch options that incorporate fresh and healthy food during the summer.

#### CORE VALUES

What is important to you as you move this vision for change forward? How does your vision further freedom, agency, and dignity in food traditions?

Every child should have access to fresh and healthy food options during the summer. They should not be limited to fast food restaurants or missing meals when local schools are closed.

#### TRANSFORMATION PROPOSITION

What change are you offering the community to advance nutrition equity? What is unique to your solution? How does this disrupt the status quo?

**MY VISION FOR FOOD SYSTEMS CHANGE**

**HELPS** youth and caregivers in low-income communities

**WHO NEED** healthy affordable meals during the summer

**BY (ACTION)** providing convenient delivery

**AND (ACTION)** pick up options

#### ENGAGEMENT

Who will be reached by your vision for change? What are your target audiences? What will motivate each group to engage?

Who?	Motivation
K-12 children	Provide better food options
Caregivers of school aged children	Reduce stress & barriers

#### COLLABORATORS

Who will partner with you on this work? Who are the 3-5 people you need to help you? What will be their roles?

Who?	Role
Food Service Directors	identify federal revenue streams to support current & new summer meal programs
Meals On Wheels	Support Delivery Options
Local Gardeners	Support Delivery Options

#### CHANNELS

How will you reach your target population and get buy in?

(1) Online support community groups, (2) Next Door phone app, (3) social media platforms (e.g, Instagram and Facebook), (4) community and recreational centers, (5) robo call service

Boswell, L, Burns, M, Clark, J, Donley, G, Etheridge, K, Freedman, D, Fryerson, S, Gill, I, Harris, A, Hovmand, P, Jackson, M.B, Kahl, B, Lounsbury, D, Sommer, R. (November 2021). The Food Systems Change Vision Board Toolkit. Mary Ann Swetland Center for Environmental Health, Case Western Reserve University, Cleveland, OH.

# APPENDIX

## FOOD SYSTEMS CHANGE VISION BOARD /SAMPLE

### FOOD SYSTEMS CHANGE VISION BOARD – PAGE 2

**NAME:** Brenda Johnson

**VERSION:** 2

**DATE:** 7/14/2021



#### ENVIRONMENTAL SCAN

What is already being done in your community? Are there organizations that create competition or collaboration? How does your vision best fit the community?

We have affordable fast food restaurants, but they don't provide fresh and healthy meals.

We can collaborate with local churches, libraries, community centers, and schools who already provide summer meals.



#### RESOURCES

What resources are needed to grow your vision (e.g., people, time, materials, or finances)?

(1) Finances, (2) logistical coordinator for food delivery and pickup, (3) dietitians, (4) food donations from local community gardeners, (5) transportation (e.g., vans and other vehicles), (6) marketing campaigns.



#### IMPACT FOR NUTRITION EQUITY

What difference will your vision make in 6 months, 12 months, and 5 years? How does your vision advance the health of body, mind, and spirit of people in your community?

6 months

Increase access to summer meals & improve energy intake.

12 months

Assess ability to scale-up to brick and mortar establishment.

5 years

Increase demand & turnover to supply better meals during the school year & reduce childhood obesity.



#### YOUR STRENGTHS

What assets do you bring to this work? What is the "secret sauce" of you and your team?

As parents we have lived experiences understanding how stressful it is to provide summer meals for our families. We have inhabited these communities for decades and know the needs of our fellow community members. We already formed relationships with other parents through school support groups.



#### KEY ACTIVITIES

What activities are the key ingredients for your recipe for change? What will accelerate change? What may delay change? What are the potential unintended consequences of these actions?

Activities

Establishing a relationship with an existing funding stream to provide discounted meals, identifying a delivery mechanism and food vendors,

Accelerate

Delay

Unintended Consequence

The potential for our vision to take away from other discounted food services.

Boswell, L, Burns, M, Clark, J, Donley, G, Etheridge, K, Freedman, D, Fryerson, S, Gill, I, Harris, A, Hovmand, P, Jackson, M.B, Kahl, B, Lounsbury, D, Sommer, R. (November 2021). The Food Systems Change Vision Board Toolkit. Mary Ann Swetland Center for Environmental Health, Case Western Reserve University, Cleveland, OH.

# Session 2: Level Setting to Expand Visions for Produce Prescription Programs

Date: February 18, 2025 | Time: 5:30pm – 8:00pm  
Location: 6539 Euclid Avenue, First Floor, Cleveland, OH 44103

## Objectives

By the end of the session, fellows will be able to:

1. Develop relationships with other members of the Fellowship, Produce Prescription Working Group, and Fellowship staff.
2. Review “Menu of Actions for Community Driven Food Systems Change” and identify leverage points to spur nutrition equity for Black and Latino/a/e patients through a produce prescription program.
3. Explain the goals, objectives, timeline, and logistics of the REACH Fellowship.
4. Describe roles and responsibilities of Fellows, Fellowship Staff, and Mentors.
5. Identify strengths and needs to accomplish goals of vision for produce prescription program.
6. Share vision for produce prescription program in the format of a transformation proposition.

## Agenda

- 5:30 - 6:30pm: Welcome + Dinner + Activity
- 6:30 - 6:40pm: Clean Up + Break
- 6:40 - 6:50pm: Refine REACH Team Agreements
- 6:50 - 7:35pm: Review Menu of Actions
- 7:35 - 7:50pm: Transformation Proposition
- 7:50 - 8:00pm: Wrap Up + Evaluation Survey + Sign Up for Session 3

## Homework to Complete Before Session 2

- Read: Menu of Actions for Community Driven Food Systems Change

## Homework to Complete Before Session 3

- As a team, complete the first version of your Vision Board - talk with someone to get feedback as you are filling it out.
- Complete Gifts and Talents worksheet (individually)



# REACH Fellowship

## Transformation Proposition Template

Names: \_\_\_\_\_ + \_\_\_\_\_

Our vision for a produce prescription program helps:

who need:

by (action):

and (action):

---

### *Example*

Our vision for a produce prescription program helps: *Black and Latino patients diagnosed with diabetes*

who need: *to reduce their A1C levels*

by (action): *providing free or low-cost fruits and vegetables*

and (action): *nutrition education*

# REACH Fellowship

## Transformation Proposition Template

Names: \_\_\_\_\_

Date: \_\_\_\_\_

Things I am good at...

Compliments I receive...

I've helped others by...

Things that make me unique...

My secret talent...

Gifts to grow for my vision...

Skills or talents I'm seeking in partners or collaborators...

# Session 3: Visioning a Produce Prescription Program

**Date:** Between March 3 - April 15, 2025 | **Time:** TBD

**Location:** Zoom or in person

## Objectives

By the end of the session, fellows will be able to:

1. Continue to develop relationships with Fellowship staff, including assigned staff liaison.
2. Identify personal strengths and community assets to further vision for a produce prescription program.
3. Nurture and add depth to existing vision for a produce prescription program by completing Vision Board v. 1.0.
4. Identify strategies to connect with stakeholders and partners related to vision for a produce prescription program.

## Agenda

**15 min:** Check In Question

**5 min:** Review agenda + Organize Materials

**40 min:** Complete Vision Board version 1.0: Part 1

**10 min:** Break

**50 min:** Complete Vision Board version 1.0: Part 2

**30 min:** Wrap Up

## Homework to Complete Before Session 3

- Read: Vision Board Toolkit
- Complete pages 5 and 6 of the Vision Board Toolkit
- Try to complete the Vision Board based on current understanding of Vision using Vision Board Fillable PDF or blank copies in binder
- Talk about your Vision with at least one other person for feedback
- Complete Gifts and Talents worksheet and bring to Session 3

## Homework to Complete Before Session 4

- Complete action steps on your Task Sheet. These action steps should be completed by Session 5 on April 1st.
- Continue to refine your team's Transformation Proposition. Each team will share their transformation proposition at the start of Session 4 (March 18th).
- Prepare for the Mentor Meet & Greet:
  - Review the "About the Mentors" document
  - As a team, identify what's most important for you when selecting a mentor.
  - Think of questions you want to ask potential mentors.



# REACH Fellowship

## Task Sheet

*Next Steps to Grow Your Vision for a Produce Prescription Program*

Name: \_\_\_\_\_

Date: \_\_\_\_\_

What are you going to do?	By when?	What did you learn? How does this influence your vision?
	Date: _____  Completed	
	Date: _____  Completed	
	Date: _____  Completed	

# Session 4: Mentor Meet & Greet

**Date:** April 1, 2025 | **Time:** 5:30pm – 8:00pm

**Location:** 6539 Euclid Avenue, Suite 300, Room W106, Cleveland, OH 44103

## Objectives

By the end of the session, fellows will be able to:

1. Share your vision for produce prescription program with others.
2. Connect with mentors for support and strategic linkages to expand your vision for a produce prescription program.
3. Build bridges with decision makers, gatekeepers, frame setters, and those with resources.
4. Learn from those with experience leading food justice work.

## Agenda

- 5:30 - 6:00pm:** Welcome, Review Agenda, Introductions
- 6:00 - 6:15pm:** Concentric Circles Activity
- 6:15 - 6:25pm:** Review Mentor-Mentee Role, Expectations, + Timeline
- 6:25 - 7:15pm:** Connection Time + Open Networking
- 7:15 - 7:25pm:** Instructions for Ranking Forms
- 7:25 - 8:00pm:** Tips for Mentorship + Evaluation Survey + Mentor Ranking Form

## Homework to Complete Before Session 4

- Complete action steps on your Task Sheet. These action steps should be completed by Session 5 on April 1st.
- Continue to refine your team's Transformation Proposition. Each team will share their transformation proposition at the start of Session 4 (March 18th).
- Prepare for the Mentor Meet & Greet:
  - Review the "About the Mentors" document
  - As a team, identify what's most important for you when selecting a mentor.
  - Think of questions you want to ask potential mentors.

## Homework to Complete Before Session 5

- Conduct an environmental scan of what else is happening that can accelerate or delay your vision for a produce prescription program. Talk to at least two other people to learn about other resources in your environment. We'll review this as a group in Session 5.





# REACH Fellowship Mentorship Program

Introduction

Terms & Conditions

Tips for Mentorship

REACH Fellowship Mentoring Checklist

Mentoring Shared Agreement

Tips for a Successful Mentoring Session

Sample Schedule for Mentoring Meetings

Meeting Agenda Template

Questions to Ask Your Mentor

Phase 1: Get to Know Each Other and Build Trust

Phase 2: Discuss Goals

Phase 3: Give and Receive Feedback

Phase 4: Prepare for the End of the Mentorship Program

Phase 5: Reflect on Your Mentorship Experience



# REACH Fellowship Mentorship Program

## Introduction

Welcome to the REACH Fellowship Mentorship Program! We're very excited for these next few months. Before your first meeting, please review this comprehensive handbook with guidelines and tips for Mentors and Fellows. For additional guidance, more information on mentorship, and general questions, contact Linea Webb at [lxw684@case.edu](mailto:lxw684@case.edu).

## Terms & Conditions

The REACH Fellowship is a 6-month program that seeks to integrate culturally relevant foods, nutrition education, and resources within produce prescription programming offered at clinical sites in Cuyahoga County, Ohio. Our hope is to leverage the REACH Fellowship to expand and sustain produce prescription programming that:

- maximizes freedom, agency, and dignity in food traditions that lead to holistic health among patients in areas of high food need in Cuyahoga County
- promotes wealth building among Black/African American and Hispanic/Latino/a/e communities, growers, distributors, and nutrition educators involved in produce prescription program delivery
- results in healthcare savings among clinical providers and insurers

The REACH Fellowship will be modeled after the Nourishing Power Fellowship, which was part of the Nourishing Neighborhoods, Empowering Communities study conducted by Case Western Reserve University in partnership with Neighborhood Connections and The FARE Project.

The 2025 REACH Fellowship is focused on engaging four teams of local food justice leaders and clinical partners to culturally tailor produce prescription programming to increase reach among Black and Hispanic/Latino/a/e individuals in Cuyahoga County. The goal is to connect local Black and Hispanic/Latino/a/e growers, nutrition educators, and food product makers with clinical sites that have an existing produce prescription program or are interested in starting one. There will be four teams of 2 (1 food justice leader & 1 clinical partner), 8 fellows total. Together, these teams will co-develop their produce prescription program that will be pitched at the REACH Fellowship graduation ceremony in June 2025. A specific goal of the Fellowship is to grow a network of supporters for each Fellowship team, including the support of an assigned mentor.



# REACH Fellowship Mentorship Program

## Mentor Role

- Provide Fellowship team with guidance and feedback as well as connections to other leaders and resources to support their vision for a produce prescription program
- Serve as an ally and cheerleader for your Fellowship team amplifying their work if/when requested
- Provide strategic feedback on Fellowship team's visioning, action planning, and/or implementation approach
- Help Fellowship team practice pitching ideas and visions so they can secure support and resources
- Create "warm hand-off" connections to people and resources relevant to the work of the Fellowship team

## Anticipated Time Commitment for Mentors

Approximately 2 hours per month from March 28, 2025-August 15, 2025. This includes about 1 meeting per month plus attendance at the Fellowship Graduation Ceremony on June 24, 2025 (6-8:30pm, Midtown Collaboration Center).

## Non-Negotiables of Mentor-Fellow Relationship

Mentors and Fellows will uphold the values of the REACH Project, including:

1. We are committed to diversity, equity, and inclusion in our approach, day-to-day practices, engagement strategy, and policy approach to achieve our end goal of health equity in Cuyahoga County.
  - a. **Diversity:** Ensuring representation of various social identities within our working groups and programmatic teams are in alignment with the diversity of community groups engaged with the REACH Project.
  - b. **Equity:** Providing resources according to the need to help diverse populations achieve their highest state of health and other functioning.

- c. **Inclusion:** Providing an environment that offers affirmation, celebration, appreciation, and integration of diverse approaches, styles, perspectives, and experiences.
2. We are committed to achieving nutrition equity, defined as a state of having freedom, agency, and dignity in food traditions resulting in holistic health – in body, mind, and spirit – for people and communities. Key features of nutrition equity include:
    - a. Investment in community ownership of local food systems through wealth building opportunities within produce incentive and prescription programming for BIPOC growers, makers, distributors, and nutrition educators
    - b. Balancing supply and demand for fresh and healthy foods through efforts to provide culturally responsive produce incentive and prescription programming to make fruits and vegetables more affordable.
    - c. Supporting basic food needs with dignity through produce incentive and prescription programs that offer the highest quality foods, choice, and cultural alignment.

3. Mentors and Fellows will adhere to the REACH Project Team Agreements, including:

**Take space, make space.** All voices are important.

**Be fully present.** Limit electronics and side conversations.

**Lean into the conversation.** Engage in active listening.

**Intent does not equal impact.** Trust we are acting in the spirit of good intentions and take responsibility when your intent results in an unintended or harmful impact.

**Take the lessons, leave the names.** If someone shares something sensitive or confidential, avoid using their name or organization when sharing lessons with people outside of this event.

**Have fun!** Learn something new, try something different.

**Confidentiality.** Do not share information about Fellows' visions beyond the team.

**It's their story.** Create ways for Fellows to share their own story.

**Be intentional and proactive.** Follow up on gifts and requests with your peers outside of our shared space. We can all be good stewards of each other's work.

**Look for opportunities to collaborate.** Make yourself available to collaborate with your peers to propel their visions; bring your skills and strengths to the table. There's enough for everyone, and we won't gatekeep information that benefits our peers.

**Connect, don't disconnect.** When conflict comes up, engage in conflict resolution with respect, intention, and care. Lean into the discomfort that conflict brings.

*Adapted from the Nourishing Power Network*

## Mentor-Fellow Expectations

- Mentors and Fellows both voluntarily enter this relationship.
- Mentors and Fellows are equally responsible for making the meetings happen.
- Fellowship teams will create the agendas and bring their workbooks to each meeting.
- Mentor and Fellowship team jointly complete the Mentoring Shared Agreement
- Form by May 9, 2025, and revisit as needed to adjust approach.
- Mentor agrees to be honest and provide helpful feedback to the Fellowship team.
- The Fellowship team agrees to be open to feedback from their Mentor.
- Mentor agrees to offer connections to key resources to support the Fellowship team, including a warm handoff connection or introduction whenever possible. The Fellowship team agrees to follow up with connections made by their Mentor.
- Mentors and Fellows are committed to frequent, open, and honest communication in this relationship. They will discuss and attempt to resolve any conflicts as they arise. If, however, the Fellow or the Mentor needs to terminate the relationship for any reason, both agree to honor that individual's decision.
- The expectation of confidentiality goes both ways. If a Fellow or a Mentor shares something, do not share it outside of this relationship.
- If a Fellowship team or Mentor feels like it's not a good match, they will reach out to their staff liaison for support.

## Expectations of the REACH Fellowship Staff Liaisons

- Recruit mentors for the REACH Fellowship.
- Identify Mentors who are good matches with Fellows.
- Host Mentor Meet and Greet on March 18, 2025.
- Make a good faith effort to pair Mentors and Fellowship teams who fit together nicely (based on backgrounds, experiences, and desires for the mentoring relationship) and share assignments with relevant parties by March 28, 2025.
- Meet individually with each Mentor at the beginning of the mentorship program, sometime between March 28th-April 30th, 2025.
- Provide Fellows with agenda templates for meetings with Mentors.
- Troubleshoot Mentor-Fellow relationship challenges, if requested by the Mentor or the Fellowship team.
- Deliver content of the REACH Fellowship curriculum.

# REACH Fellowship Mentorship Program

- Share updates with Mentors and Fellows about any major changes within the Fellowship program that may influence the Mentor-Fellow experience.
- Host Fellowship Graduation Ceremony on June 24, 2025.
- Provide space at the Swetland Center for Mentor-Fellowship team meetings, if needed. Please schedule space in coordination with Linea Webb ([lxw684@case.edu](mailto:lxw684@case.edu)).

## Compensation Terms for Mentors

Mentors matched to work with a REACH Fellowship team have the opportunity to receive a stipend up to \$300. This amount is based on \$50/meeting with the assigned Fellowship team for a total of six meetings. Payments will be provided in one installment at the end of the mentoring timeframe by Case Western Reserve University (REACH project at the Mary Ann Swetland Center for Environmental Health).

## Payment Schedule for Mentors

Mentors are expected to submit one invoice once they have completed all of their meetings on or before August 15, 2025 to the Mary Ann Swetland Center for Environmental Health at Case Western Reserve University. Mentors must submit a CWRU Supplier Information Form and W9 in order to receive payment. In addition to the invoice, mentors must submit a meeting summary sheet that documents high-level details about each mentoring session.

Invoices should be submitted electronically via email to Linea Webb at [lxw684@case.edu](mailto:lxw684@case.edu). Mentors may use their own invoice or adapt the template provided by the REACH team. Checks will be mailed to mentors via US Mail using the address provided on their invoice. Questions or concerns about invoice submissions, payments and W9 forms should be directed to [lxw684@case.edu](mailto:lxw684@case.edu).

## Terms of Agreement

Failure to uphold expectations of the REACH Fellowship Mentoring Program may result in reduced payment and/or removal from the program.

## Tips for Mentorship

Each team will complete a Mentoring Shared Agreement that will serve as a guidepost for how you will engage with each other throughout the mentorship program.

### REACH Fellowship Mentoring Checklist

Are we on track?

- By April 18th: Introductory email initiated by Fellows to schedule the first meeting with their mentor (pairs will be connected by REACH Fellowship staff by April 11th).
- By April 25th: Fellows draft goals and topics for each meeting, using the Sample Schedule for Mentoring Meetings (p. 8-9).
- By May 23rd: First mentorship meeting completed. We have established how we will structure our time together, at least initially, and have set up a meeting schedule. We have a good idea of what our overall goals are for the program and what the first few steps will be in our upcoming meetings. Fellows and Mentor complete the Mentoring Shared Agreement and send to Linea Webb ([lxw684@case.edu](mailto:lxw684@case.edu)).
- Ongoing: Calls are happening as scheduled. We are maintaining regular contact and are accountable to the schedule set forth on our first call. If we can't keep a commitment, we have communicated that and rescheduled.

# REACH Fellowship Mentorship Program

## Mentoring Shared Agreement

Each Fellowship team will complete this form with their mentor and send it to REACH Project Manager Linea Webb ([lxw684@case.edu](mailto:lxw684@case.edu)) by May 9, 2025. If you need an extension, let Linea know as soon as possible.

### REACH Fellowship || Mentoring Shared Agreement

We are entering into a mentoring relationship that we expect to benefit both of us. We want this to be a rich and rewarding experience with most of our time spent in professional development activities. To minimize confusion, frustration, and logistical details, we have noted the following features of this relationship.

**Expected Frequency of Meetings:** \_\_\_\_\_

**Expected Length of Meetings:** \_\_\_\_\_

Goal is to have 4-6 meetings from April 11th - August 29th, 2025.

**Types of Meetings (circle preferences):**    Zoom    Phone    In-Person

**Preferred Location(s) for In-Person Meetings:** \_\_\_\_\_

**Cancellation Preferences:** \_\_\_\_\_

Contact Information	Fellow	Fellow	Mentor
Email			
Phone (Office)			
Phone (Cell)			
Can we text?			

## REACH Fellowship || Mentoring Shared Agreement

### Goals: What do you hope to gain from the relationship?

---

1. What are the Fellowship team's goals for this mentoring relationship?

---

2. What are the Mentor's goals for this mentoring relationship?

---

3. What actions can we take to achieve these goals?

Date: \_\_\_\_\_

Mentor's signature: \_\_\_\_\_

Fellow's signature: \_\_\_\_\_

Fellow's signature: \_\_\_\_\_

*\*Review and update as needed.*

# REACH Fellowship Mentorship Program

## Tips for a Successful Mentoring Session

- Prepare an agenda and ask relevant questions (see template on page 41).
- Be respectful of your mentor's time and experience.
- Afterwards, ask yourself what you learned from the meeting and how you can apply your new knowledge.
- Within one week, thank your mentor for their advice with an email or personalized note.

### Before the meeting:

- Send a reminder email to your mentor with the meeting date, time, location.
- Follow up on actions from the last meeting.
- Organize materials to bring to the meeting.

### After the meeting:

- Send a calendar invite to your mentor for the next meeting.
- Record action steps on your Task Sheet. Follow-up on action steps.
- Send thank you email to mentor with any questions or follow-up.

## Sample Schedule for Mentoring Meetings

(Goal is to have at least 4 and up to 6 mentoring meetings between April 11th-August 29th, 2025)

Meeting #	Month	Meeting Topics	Meeting Date, Time, Location
1	April	Mentoring Shared Agreement + Establish Meeting Schedule & Goals for Mentoring	
2	April/May	Review Vision Board + Connect to Collaborators	
3	May/June	Get Feedback on Action Plan + Practice Pitch for Graduation Ceremony	
4	July	Debrief Graduation Ceremony + Check-in on Action Plan	
5	July/August	Outline Next Steps + Troubleshoot Issues + Identify Additional Partners/Contacts	
6	August	Wrap-Up Time Together (Review "Aha" moments, lessons learned) + Discuss Plans for the Future	

# Meeting Agenda Template

## REACH Fellowship Mentoring Meeting Agenda

Date: \_\_\_\_\_ Time: \_\_\_\_\_ Location: \_\_\_\_\_

Attendees: \_\_\_\_\_ Notetaker: \_\_\_\_\_

### Objectives:

1. \_\_\_\_\_

2. \_\_\_\_\_

- (5 min) Check in Question.** Pick 1-2 questions per meeting that align with your goals. See the “Tips for Mentorship” section above for a list of sample questions.
- (15 min) Update on actions since last meeting.** Come prepared to update on accomplishments since the last meeting (e.g., did you meet with someone they connected you to, did you work on any new tasks, did you experience a roadblock that you want to discuss).
- (35 min) Meeting Topic.** See the calendar on page 7 for guidance about the key topic for the meeting. This will be the main area that you want targeted feedback about during the mentoring meeting. Come prepared with materials to support this discussion.
- (5 min) Wrap Up.** Thank your mentor for their time and advice! Review what was covered, identify follow-up tasks, and confirm the date/time/location of the next meeting.

#### a. Fellows to send before next meeting:

*i. Example: Vision Board & Action Plan*

#### b. Questions:

*i. Example: Based on what you know about our team’s vision, where are our areas of opportunity?*

#### c. Resources provided by mentor:

*i. Example: Article about local food sourcing in produce prescription programs within a healthcare setting.*

#### d. Follow-ups:

*i. Example: Read article, discuss relevant topics with team before next call with mentor. Mentor will send introductory email to potential collaborator.*

# REACH Fellowship Mentorship Program

## Questions to Ask Your Mentor

On the next few pages are tips and suggested questions to ask each other in each phase of your mentoring relationship.

### Phase 1: Get to Know Each Other and Build Trust

In your first meeting, get to know each other! Share why you are participating in this program. What led you to seek out mentoring now? Fellows, clearly state what you hope to learn and get out of this experience. Mentors, feel free to share and reflect on your development as an emerging leader. Complete the Mentoring Shared Agreement together (see Appendix B).

#### Fellows: Questions to Ask Your Mentor

- Tell me a bit about yourself – where do you live, your family, your job history, your current role?
- What experiences led you to become a mentor?
- How do you envision our mentor-mentee relationship?
- What do you expect from us as mentees?
- How can we ensure we are making the most of this mentorship?
- How often should we review and adjust our goals?
- Can you share a pivotal moment in your career?
- How do you handle setbacks or challenges in your profession?
- What has helped you make better/smarter decisions in your work?
- What is the most important leadership lesson you've learned?
- Do you have a mentor? How have they influenced you?
- How and where do you find inspiration?
- How do you balance your work and family life?
- How do you manage stress and fatigue related to your work?
- How did you learn to embrace “failure” in your work?

- What “soft skills” have you developed in order to be an effective leader?
- What challenges did you face when pursuing your goals, and how did you overcome them?

#### Mentors: Questions to Ask Your Mentees

- Tell me a bit about yourself – where do you live, your family, your job history, your current role?
- What do you enjoy about working in your current role?
- What gifts and strengths do you each bring to your team?
- Why did you apply for the REACH Fellowship?
- What skills or knowledge do you each hope to gain from the Fellowship?
- What inspires you to develop and grow?
- How would you describe your ideal mentorship experience?
- What are some of your personal and professional aspirations?
- What are some things you would like me to know about each of you that can help in this mentorship?

### Phase 2: Discuss Goals

After establishing some rapport and completing the Mentoring Shared Agreement, start to discuss the Fellowship team's goals in more detail. Fellows will share their Vision Board with the mentor so they have a good understanding of their vision for a produce prescription program. As Fellows continue to expand their vision, they can discuss their Logic Model, Action Plan, Evaluation Plan, Pitch, and 1-Pager with their mentor. Mentors, see Appendix A for more details about the REACH Fellowship curriculum.

## Fellows: Questions to Ask Your Mentor

### Skill Building

- Based on what you know about our vision, where are our areas of opportunity?
- What new skills do we need to move forward?
- Do you have any books or podcasts that you would suggest for us?

### Project Management

- How do you approach a project if you have limited experience with related tasks?
- What's a good methodology or tool for project management and tracking team commitments?
- What do you do to keep your team motivated?

### Networking/Growing Support

- Who are the people we need to align with in our organization to achieve success?
- Who else should we speak with about our vision? Can you help us get connected to them?
- What are some good networking opportunities in the Cleveland area for produce prescription/food as medicine work?
- How do you maintain relationships with your network contacts?

### Pitching

- How can we start to pitch our ideas to funders or investors?
- How do you build skills to speak engagingly with others about your work?
- What tactics have worked for you when trying to get buy-in to start something new?
- We pitched our program to a potential funder and it didn't go so well. Can we work through what to do differently next time?

## Mentors: Questions to Ask Your Mentees

- Tell me about your vision for a produce prescription program. Review the Fellowship team's Vision Board together.
- How can I support your team with the limited time we have together (6 hours)?

- What do you hope to achieve from this mentorship experience?
- What steps can you take to achieve these goals?
- How can I best support you in reaching these goals?
- How do you plan to track your progress?
- What do you think will be the most challenging for you?
- What do you think will be the most rewarding for you?
- How do you handle feedback or criticism?
- What obstacles are you currently facing, and how can I assist?
- How do you feel about the progress you have made?
- What additional resources or support might benefit your team at this stage?
- How has your perspective or approach changed since we began?

## Phase 3: Give and Receive Feedback

Throughout the mentorship program, it's important to check in with yourself and your mentor/mentees to ensure you are progressing toward your goals and making the most of your limited time together. Feedback helps people change and grow. Mentors and Fellows will need to give and receive feedback for the team to be effective. Fellowship staff liaisons will check in with fellows and mentors throughout the program. If you need support, reach out to your team's staff liaison (contact information in the Appendix).

### Feedback is...

#### Descriptive, not Judgmental

- Describe what you see, without attaching labels to it. For example, say, "I like the fact that you rarely miss a meeting," instead of "You're very dependable." Or say "You interrupted me twice and John once," instead of "You're rude."

# REACH Fellowship Mentorship Program

## Specific, not General

- Tie your comments to something specific that you saw. For example, instead of saying “You never listen,” try saying “When we were making assignments during the meeting, I had to repeat yours three times.”

## Informing, not Commanding

- This is the same as using “I” Messages. Say “I haven’t finished yet,” rather than “Stop interrupting me.”

## About Behaviors Which Can be Changed

- Don’t use feedback to remind people of something over which they have no control. For example, do not tell a person with a speech impairment that they are hard to understand.

## Asked for, not Imposed

- Before giving a person feedback, ask for permission. For example, say, “I have some reactions to your presentation. Would you like to hear them?”
- Remember to ask for feedback yourself. Say, “I’d like to hear from anyone who has a suggestion about how I could help the group be more effective.”

## Well Timed

- The best time to give or get feedback is usually as soon as possible after the incident in question. But first be sure that both people want to be involved in giving and receiving feedback.

## Checked to Ensure Accuracy

- To make sure that you heard correctly, restate any feedback given to you. When you give feedback, you can ask the receiver to do the same.

## How to Receive Feedback

- Just listen
- Do not explain
- Do not make excuses
- Don’t discount compliments or other positive feedback

- Ask questions only if you do not understand something
- Say “Thank you” or “I appreciate your willingness to share your feedback with me.”
- Remember: You have a choice – you can accept the feedback and work on changing your behavior, or you can reject the feedback and decide not to change your behavior.

*Tips for Giving and Receiving Feedback is adapted from Catalytic Change Link, LLC.*

## Fellows: Questions to Reflect on Your Mentorship Experience

The following questions may help you pinpoint areas for improvement like communication issues. Answer these questions and discuss with your Fellowship teammate. At the next meeting with your mentor, address any concerns you have. It’s important to be open and honest so you can work together to determine a path forward. Share with your mentor things you’ve learned and realizations you’ve had through the relationship with them. This will help them to see the impact they are having. You can also send a message to your mentor about your progress in between meetings (e.g. goals achieved).

- How was the guidance they provided you helped since your last meeting?
- What actions have you taken as a result?
- Was there anything that you did or didn’t do following your last session that might be useful to raise with your mentor?
- For example, did you discuss an action but decide not to take it and if not, why not?
- Is there anything your mentor can incorporate into your sessions to help guide an outcome you are wanting for your team?
- How do you feel about the communication that occurs between you and your mentor?
- Is it effective?
- Do any of your goals need to be adjusted?
- If you don’t feel your time is being used well, is there a better way for you to organize your conversations?

## **Fellows: Questions to Ask Your Mentor for Feedback**

At each meeting, seek feedback from your mentor about your progress as an individual and as a team.

- What are you noticing about me? How can I incorporate this into my “secret sauce”?
- How can you help me identify my blind spots?
- Is there anything I can do to improve myself as a mentee, so I get the most out of time together?
- Are there any observations that you have had that might be useful for me to grow as a person?

## **Mentors: Questions to Reflect on Your Mentorship Experience**

What questions and comments worked well in helping the Fellows’ thinking or building their motivation? What didn’t? Is there a pattern here?

How did this session compare with my ideal of myself as a mentor?

What do I think the mentee gained from the session?

If you don’t feel your time is being used well, is there a better way for you to organize your conversations?

How well did I:

- Build and maintain rapport?
- Challenge the Fellows’ thinking?
- Stick to the Fellows’ agenda?

Review the Fellowship team’s goals and reflect:

- Did they meet those goals?
- How were they successful?
- How were they unsuccessful?
- Do any of their goals need to be adjusted?

## **Mentors: Questions to Ask Your Mentees for Feedback**

- How can I improve as a mentor?
- How can our meetings be more helpful to you?
- What could I be doing differently to support you?

- If you were to find yourself in the mentor’s shoes, is there anything I do that you’d emulate, and is there anything you’d change?
- Is there a recent discussion, question, or piece of advice from our conversations that has changed how you’ve approached a challenge?
- Is there anything you wish we had done differently from the beginning?
- Are there any specific areas or skills where you feel you need more support?
- What aspects of our mentoring relationship have you found most valuable?
- How do you prefer to receive feedback, and is there a way I can improve in delivering it to you?

## **Phase 4: Prepare for the End of the Mentorship Program**

### **Fellows: Questions to Ask Your Mentor As You Wrap Up Your Time Together**

- How do you handle transitions in your professional relationships?
- Can we discuss a plan for staying in touch or seeking advice in the future?
- What advice do you have for us as we conclude our sessions?

### **Mentors: Questions to Ask Your Mentees As You Wrap Up Your Time Together**

- How can we ensure a smooth transition as our formal sessions conclude?
- What will be your next steps after our formal mentorship ends?

## **Phase 5: Reflect on Your Mentorship Experience**

### **Fellows: Reflection Questions to Ask Your Mentor Reflecting on Growth:**

- How do you feel our professional development progressed during this mentorship program?

# REACH Fellowship Mentorship Program

- What were the most significant areas of growth you observed in each of us?
- Which specific skills or knowledge did you see us develop the most?

## Overall Experience:

- What did you find most rewarding about mentoring us?
- Is there anything you would change about our mentorship process?
- How do you think this experience has impacted your own perspective as a mentor?

## Key Takeaways and Feedback:

- What are the key takeaways you would like us to remember from your mentorship?
- Looking back, what were some of the most valuable insights you shared with us?
- Are there any areas where you think we could have benefited from more focused guidance?

## Strengths and Areas for Improvement:

- What were some of our strongest contributions or achievements during our time together?
- In what areas do you think we should prioritize more development in order to advance our produce prescription work?
- How can we leverage our strengths to address areas where we need to improve?

## Next Steps:

- What advice would you give us for navigating upcoming challenges in our produce prescription work?
- How do you handle new challenges or opportunities that arise in your career?
- What are some key strategies you would recommend for achieving our next goals?
- How can we continue to apply what we have learned from our time together?
- Is there a way we can give back or contribute to others based on our mentorship journey?
- As we move forward, what pitfalls should we be aware of?

- Do you have recommendations for resources or networks we should explore next?
- How do you continue to seek growth and learning in your own career?
- Is there any final advice or wisdom you'd like to share as we embark on this next stage?

## Mentors: Reflection Questions to Ask Your Mentees Reflecting on Growth

- How do you feel about the goals we set and the progress made?
- What did you learn?
- How can you use that new knowledge, skill, ability in the future?
- Is there anything you wish we had covered or discussed more?
- What was the most challenging for you?
- What did you learn from facing that challenge?
- What was the most rewarding for you?
- What did you learn from that success?
- How are you different now than you were at the beginning?

## Overall Experience:

- What did you find most rewarding about being a mentee?
- Is there anything you would change about our mentorship process?
- Do you see yourselves becoming mentors in the future?

## Key Takeaways

- Who were the most important people that you met, and why?

## Next Steps

- How do you feel about embarking on this next phase of your journey?
- What strategies will you employ to continue your growth?
- How will you integrate the lessons from our mentorship into your ongoing professional development?
- What are your aspirations for the next year?

# Session 5: Telling Your Story to Engage Others

**Date:** April 15, 2025 | **Time:** 5:30pm – 8:00pm

**Location:** 6539 Euclid Avenue, Suite 300, Room W106, Cleveland, OH 44103

## Objectives

By the end of the session, fellows will be able to:

1. Gather helpful feedback from fellows and staff to further develop their team’s vision for a produce prescription program.
2. Share your team’s vision for a produce prescription program in the format of a transformation proposition.
3. Tell the “birth story” of your vision for a produce prescription program and identify your “secret sauce” for leading this work.
4. Identify how your team’s vision for food justice S.I.T.s in the community based on environmental scan.

## Agenda

**5:30 - 6:05pm:** Check in + Review Agenda

**6:05 - 6:25pm:** Practice Transformation Propositions + Give Feedback

**6:25 - 6:35pm:** Break

**6:35 - 7:30pm:** Storytelling Activity

**7:30 - 7:45pm:** Review Environmental Scan

**7:45 - 8:00pm:** Wrap Up + Evaluation Survey

## Homework to Complete Before Session 5

- Conduct an environmental scan of what else is happening that can accelerate or delay your vision for a produce prescription program. Talk to at least two other people to learn about other resources in your environment. We’ll review this as a group in Session 5.

## Homework to Complete Before Session 6

- Meet with your mentor.
- Complete tasks from your Task Sheet developed in Session 3.
- Continue to adapt your transformation proposition. You will be sharing your transformation proposition during introductions with the panel during Session 6.
- Reach out to at least one person or group identified through your environmental scan to learn more about their work.



# REACH Fellowship

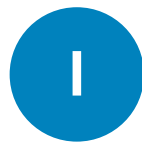
## Conducting an Environmental Scan

Names: \_\_\_\_\_ Date: \_\_\_\_\_

### How does your vision for a produce prescription program S.I.T. with others?



Sequence to make transformative impact



Integrate with other efforts in the system.



Tailor to fit your community.

What's already happening in your community related to your vision for a produce prescription program? How can you connect with these efforts?

What's the impact of existing efforts related to your vision? What lessons can be learned? Who is not yet reached by these efforts? Why?

Are there people or groups creating competition or collaboration? How do you engage them?

How is your vision tailored to best fit the needs and interests of your community for transformative impact?

# Who has the power to pull levers for igniting your vision?

Identify at least one **decision maker** to connect with. Think about people who can fund or strategically support your vision. Who can connect you to this person or group?

Identify at least one **gate keeper** to build relationships with. These people often hold the key to turning ideas into actions. Who can connect you to this person or group?

Identify at least one **frame setter** shaping how we talk about health and food locally?  
Examples: influencers, media, coalitions, etc. Who can connect you to this person or group?

Who are the people or groups providing resources needed to ignite your vision for a produce prescription program?

**Informational  
Resources**

**Financial  
Resources**

**Material  
Resources**

# Session 6: Lessons from the Field

**Date:** April 29, 2025 | **Time:** 5:30pm – 8:00pm

**Location:** Virtual (Zoom)

## Objectives

By the end of the session, fellows will be able to:

1. Gather helpful feedback from fellows, staff, and panelists to further develop vision for a produce prescription program.
2. Share your vision for a produce prescription program with others.
3. Connect with people for support and strategic linkages to expand your vision for a produce prescription program.
4. Learn from those with experience leading food justice work.

## Agenda

**5:30 - 6:50pm:** Dinner + Panel Discussion

**6:50 - 7:00pm:** Break

**7:00 - 7:20pm:** Adding to Your Vision Board:  
Impacts

**7:20 - 7:50pm:** Offers & Requests

**7:50 - 8:00pm:** Wrap Up + Evaluation Survey

## Homework to Complete Before Session 6

- Meet with your mentor.
- Complete tasks from your Task Sheet developed in Session 3.
- Continue to adapt your transformation proposition. You will be sharing your transformation proposition during introductions with the panel during Session 6.
- Reach out to at least one person or group identified through your environmental scan to learn more about their work.

## Homework to Complete Before Session 7

- Complete tasks from your Task Sheet
- Continue to adapt your team's transformation proposition
- Continue to add to your vision board: Environmental Scan, Impact, Activities, Channels
- Watch the recording of the Produce Prescriptions 101 workshop before 5/13/25





REACH FELLOWSHIP

# Measuring the Impact of Your Produce Prescription Program



# REACH Fellowship

## Measuring the Impact of Your Produce Prescription Program

On page 2 of the Vision Board is a section titled “Impact for Nutrition Equity.” This is where you will answer these questions:

- **What difference will your vision make in 6 months, 12 months, and 5 years?**
- **How does your vision advance the health of body, mind, and spirit of people in your community?**

This worksheet will help you identify what metrics to track, and how your program is impacting the community and patients it will serve. When you meet the the REACH Evaluation Team, you will build this into your produce prescription program’s logic model and evaluation plan.

*This worksheet was developed by the Mary Ann Swetland Center for Environmental Health at Case Western Reserve University. It was initially created for the Nourishing Power Fellowship and has been adapted for the REACH Fellowship. Made possible with funding from the Centers for Disease Control and Prevention REACH grant.*

### Nutrition Equity Metrics

The metrics listed in the following pages below were developed through the Nourishing Neighborhoods, Empowering Communities Study. The two cohorts of the Nourishing Power Fellowship informed these metrics. The 6-month, 12-month, and 5-year indicators for each metric were developed by:

1. Nourishing Neighborhoods, Empowering Communities Study
2. FED Community Workbook for Produce Prescription Programs by Wholesome Wave and DAISA Enterprises
3. A Conceptual Model for Assessing Community Engagement by the National Academy of Medicine.

Think about what impacts you would like your produce prescription program to have in the next 6 months, 12 months, and 5 years. There are several examples for each of the 15 metrics. You do not need to include all of them in your program. Pick a few from each section or create your own. The indicators marked with a \* are required for REACH reporting.

## Nutrition Equity Metric 1: Strengthening Relationships

**Definition:** Efforts to build meaningful and trustworthy relationships with Black and Hispanic food growers, food makers, nutrition educators, program implenters, patients, and funders.

### 6-month Impacts

- Time spent meeting with local food growers, food product makers, and nutrition educators.
- Time spent engaging Black and Hispanic patients
- Team has language and cultural competency with participant community. The ability to reach people through shared language and cultural familiarity is critical in building trust and understanding in order to accurately represent the participants.
- Number of relationships established or strengthened with community partners.
- Number of key decision makers and funders contacted.
- Full collaboration and responsiveness to community-based organization partners, commitment to building long-term community leadership and learning. Evaluation teams are often external to a community and therefore are less informed about community needs. Once the program evaluation is complete, the evaluation partner may publish results and exit the community they were studying, which can be disruptive and extractive.
- Patient records are privacy protected. Patients have a right to privacy of their health information. PRx programs should take care to comply with HIPAA regulation and ensure they are protecting privacy beyond the letter of the law.

### Nutrition Equity Metric 1: Strengthening Relationships

#### 12-month Impacts

- Description of processes used to support healing historical traumas influencing contemporary food justice work.
- Level of trust between partners.
- Establishment of relationship building and conflict management processes to support initiative.
- Number of partners & volunteers who have agreed to support initiative.
- Number of key decision makers, funders, and clinical implementers who have agreed to support work.
- Have transparency about budgets and program sustainability.
- Number of relationships established or strengthened with community partners.

#### 5-year Impacts

- Strong collaboration maintained with decision makers, funders, clinical implementers, volunteers, and other partners.
- Refinement of relationship building and conflict management processes to support initiative.
- Description of processes used to support healing historical traumas influencing contemporary food justice work.

## Nutrition Equity Metric 2: Nurturing Leadership Capacity

**Definition:** Build capacity to realize nutrition equity through produce prescription programs.

### 6-month Impacts

- Develop proposal and framework of culturally relevant produce prescription program.
- Confirm site location and/or partner for program implementation.
- Complete trainings for leader development.
- Create shared vision, action plan, & marketing approach.

### 12-month Impacts

- Number of trainings completed for leadership development.
- Increased capacity in shared governance and decision making.
- Program invests in long-term leadership and capacity in the program community. Program participants are proactively trained and supported in developing leadership skills and growing leadership roles for the program, organization, and community.

### 5-year Impacts

- Scale initiatives to different communities.
- Expand scope of work of produce prescription program.
- Multiple community members leading work.
- Number of conference presentations about produce prescription program.

### Nutrition Equity Metric 3: Team Building

**Definition:** Ability to form a collaborative and effective team to lead and support community-driven produce prescription program.

#### 6-month Impacts

- Formed a dedicated team of partners and volunteers.
- Created a shared vision and action plan to guide work.
- Stipends provided to support community engagement in leadership.

#### 12-month Impacts

- Effectiveness of internal and external communication processes.
- Program invests in long-term leadership and capacity in the program community. Program participants are proactively trained and supported in developing leadership skills and growing leadership roles for the program, organization, and community.

#### 5-year Impacts

## Nutrition Equity Metric 4: Testing Ideas

**Definition:** Steps taken to ideate community-driven produce prescription programming that aligns with community interests and opportunities.

### 6-month Impacts

- Clarify target patient population & identify their needs.
- Environment of evaluation and redemption sites should feel welcoming due to the staff and ambiance.
- Program materials and IT should be accessible in all significant community languages.
- Evaluation team has existing relationships with program community and understands the community environment and history.
- Number of Black and Hispanic patients engaged about culturally relevant feedback for produce prescription programming.
- The program participants and program operator partner together on the evaluation design.
- Program developed with understanding of historical disparities and traumas in the program community, explicitly seeks to address and heal.
- Include anticipated participants and community partners in program design and iteration.
- Program operator develops program materials in community-appropriate languages and cultural norms.
- Programs ensure redemption and survey methods function in low- bandwidth/low-smart-phone environments, and with low-tech-appetite populations.
- Programs should not assume that all can afford and use smartphones.

### Nutrition Equity Metric 4: Testing Ideas

**Definition:** Steps taken to ideate community-driven produce prescription programming that aligns with community interests and opportunities.

#### 12-month Impacts

- Develop small-scale pilot program.
- Complete pilot to see what works with existing resources.
- Assessment of pilot program to guide future work.
- Consistent proactive support and communication acknowledges that BIPOC patients face numerous obstacles to consistent program participation and access to healthy foods. Programs can help address disparities through frequent follow-up.

#### 5-year Impacts

- Program delivery model has been adapted to meet the needs and preferences of different partners.

## Nutrition Equity Metric 5: Deploying Marketing Strategies

**Definition:** Deployment of marketing to draw attention to and gain interest in a culturally relevant produce prescription program.

### 6-month Impacts

- Marketing plan is consistent with and celebrates the culture of the local community. Artists and culture-bearers are included in the operator's program promotion so as to incorporate community identity and vision.
- Development of a marketing plan.
- Number of events or field trips to program sites to attract people.

### 12-month Impacts

- Reach of marketing campaign(s) among different audiences (e.g., community members, funders, policy makers).
- Patient stories are not extracted and co-opted; they include direct voice and full attribution where desired.

### 5-year Impacts

- Increase in community and institutional awareness of produce prescription programming and its benefits.

### Nutrition Equity Metric 6: Securing Resources for Implementation

**Definition:** Ability to gather resources necessary to implement produce prescription programs.

#### 6-month Impacts

- Prepare a pitch to secure investments Consider participant incentives, stipends, and accommodations (e.g. childcare) for contributions to research (time, participation).
- Include funding to increase engagement and ongoing participation, as well as the critical community report-back process (tours, orientations, communications, transportation).

#### 12-month Impacts

- Number of pitches made to secure investments
- Number of grants awarded
- Established agreements to access space, materials, and/or staffing to implement programming.
- Establishment of reimbursement models to cover produce prescriptions
- Funds received to pay for programmatic and operational costs
- Provide stipends for community participation.

#### 5-year Impacts

- Initiative is financially stable through diverse revenue streams
- Funder incorporates lessons learned in their ongoing health equity strategy, incorporates feedback from program participants.
- When requiring data collection and program evaluation, funders should commit to ensuring that data is accessible and shared back with program participants.
- When drafting budgets, programs ensure equity principles are used in determining budget amounts (allocating equitable budget amounts to various program partners, ensuring participants receive a considerable prescription amount, providing funds for participant focus groups & engagement, etc.).
- Program funding supports policy advocacy to better institutionalize this holistic health approach and program sustainability.

## Nutrition Equity Metric 7: Transforming Narratives

**Definition:** Storytelling strategies that intentionally center hope for local food systems that are equitable and fair, connected and evolving, abundant and nutritious, and devoid of racism and other forms of structural oppression.

### 6-month Impacts

- Connecting with patients, farmers, and implementers to gather their stories about the need for culturally relevant produce prescription programming.

### 12-month Impacts

- Dissemination of stories about the value of culturally relevant produce prescription programming using multi-media formats (i.e., written, video, photography, art).
- Implementation of campaigns that amplify origin stories of culturally relevant produce prescription programs.
- Patient stories are not extracted and co-opted; they include direct voice and full attribution where desired.

### 5-year Impacts

- Number of people linking nutrition as an effective treatment for health
- Share stories about impact of culturally relevant produce prescription programs on health outcomes. strategy, incorporates feedback from program participants.
- When requiring data collection and program evaluation, funders should commit to ensuring that data is accessible and shared back with program participants. 2
- When drafting budgets, programs ensure equity principles are used in determining budget amounts (allocating equitable budget amounts to various program partners, ensuring participants receive a considerable prescription amount, providing funds for participant focus groups & engagement, etc.).
- Program funding supports policy advocacy to better institutionalize this holistic health approach and program sustainability.

### Nutrition Equity Metric 8: Cultivating Community Connectedness

**Definition:** Evidence that culturally relevant produce prescription programs are resulting in strengthened relationships.

#### 6-month Impacts

- Documentation of how “community vibe” is emerging through initiative.
- Increased sense of belonging & connection among partners of the program
- Number of people engaging across different generations.
- Offer optional components beyond the fruit and vegetable benefit, such as nutrition and culinary education, and peer and social support. Wrap-around services, including childcare during evaluation or nutrition-ed classes can be an increased motivator for participants.
- Program incorporates supporting healthy community interactions and building relationships through technology, rather than just individual patients, and peer support is recognized as evidence-based practice. Technology utilized in the program can help build community and peer connections.
- Participants are provided with referrals and access to additional service networks for the other social and health needs in their lives.

#### 12-month Impacts

- Program partners (growers, nutrition educators, program implementers, clinical sites and patients) are deeply engaged.
- Program participants build relationships with BIPOC growers, food product makers, & nutrition educators.
- Program participants have agency and choice when selecting foods for their produce prescriptions.
- BIPOC food leaders are connected to participants to learn their wants and needs for culturally appropriate foods.

#### 5-year Impacts

- Increased number of culturally relevant nutrition education, cooking demonstrations, recipe sharing, and events at prescription fill sites.

## Nutrition Equity Metric 9: Tracking Outputs

**Definition:** Evidence of implementation and participation in community-driven produce prescription programs.

### 6-month Impacts

- Number of new enrollees in produce prescription program.\*
- Total enrollees in the produce prescription program\*
- Customizable questionnaires are provided based on community design, needs, and interests. Allowing communities to define their own health goals and metrics is important and should be considered alongside priorities to standardize survey content.
- Priority is placed on a model where benefits are provided for the whole household, rather than main patient as the ‘unit of measurement’.
- Attention to reduction of burden on patients for data gathering, use of Electronic Medical Records (with patient approval) to minimize multiple entries of basic data.
- Utilization of trauma-informed data-gathering practices and metrics, which have been reviewed by community participants and partners.
- Program operators value participant experience, knowledge, and expertise in achieving goals and outcomes.
- Equitable survey design and access (tech-appropriate, phone plans, etc) – distributing surveys in formats that are accessible, and have flexibility to respond to diverse patient needs for accessibility.

### 12-month Impacts

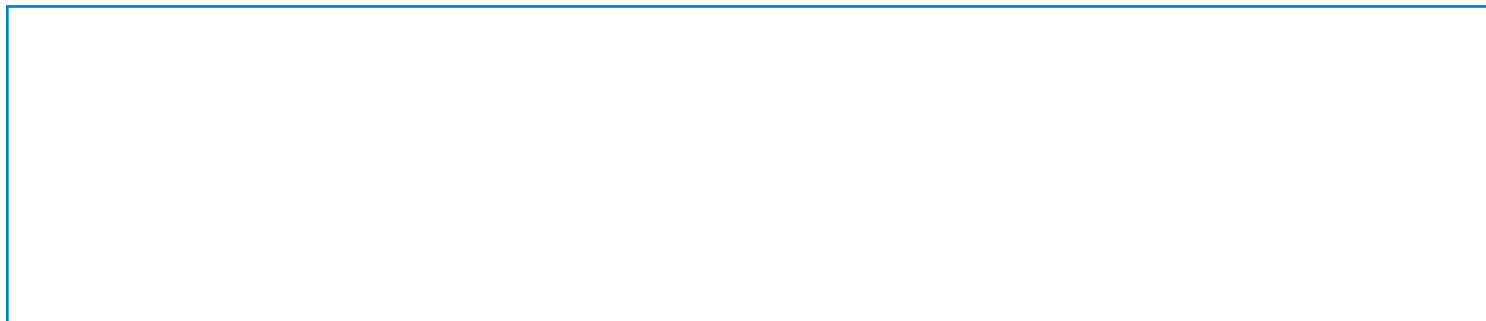
- Number of places produce prescriptions have enhanced processes.\*
- Number of new places issuing produce prescriptions.\*
- Fill rate for produce prescriptions for the community\*
- Fill/engagement rate for individual patients (how many times did they fill a prescription out of total possible)\*
- Sufficient mechanisms to support participant success and enjoyment, follow up and motivations.
- Engagement rate for produce prescription programming and education.

# REACH Fellowship

## Measuring the Impact of Your Produce Prescription Program

### Nutrition Equity Metric 9: Tracking Outputs

5-year Impacts



## Nutrition Equity Metric 10: Increasing Community Ownership

**Definition:** Evidence that the people most harmed by the current food system are actively leading community-driven produce prescription programs.

### 6-month Impacts

- Community has expressed interest or demand for a produce prescription program through formal and informal assessment or deliberate planning meetings.
- Targeted outreach to BIPOC growers, food product makers, nutrition educators, and other community members in areas of high food need.
- BIPOC growers, food product makers, nutrition educators host events at their own space for the produce prescription program.
- Participants can own and access their data and track their own progress towards goals. Data will make possible patient and community learning in addition to the benefit of health systems, academics, and technology companies working to scale PRx interventions. Community report-backs of program impact should be incorporated as key milestones.
- Program invests in long-term leadership and capacity in the program community. Program participants are proactively trained and supported in developing leadership skills and growing leadership roles for the program, organization, and community.
- High attention to a participant's experience – timely and clear communication, low-lift surveys, or combining evaluation appointments with other scheduled visits to reduce burden on participants.
- Include peer or community members in data collection and design to focus resources and learning in the community, build long-term capacity for research and critical thinking, and establish trusted connections with participants.

### Nutrition Equity Metric 10: Increasing Community Ownership

#### 12-month Impacts

- Program is consistent with and celebrates the culture of the local community. Artists and culture-bearers are included in the operator's program design, promotion, and leadership work, so as to incorporate community identity and vision. 2
- Number of BIPOC food leaders partnering with produce prescription program.
- Nutrition education (e.g. cooking classes and food demonstrations) led by BIPOC food leaders.
- Number of local BIPOC farmers and food product makers providing food for produce prescription program
- Availability of BIPOC-grown food, products, recipes, cooking experiences, and nutrition education in produce prescription program.

#### 5-year Impacts

- Community runs programming autonomously.
- BIPOC food leaders contract directly with healthcare sites to provide food and nutrition education for patients.
- Variety of culturally relevant produce grown in community.

## Nutrition Equity Metric 11: Achieving Economic Opportunity

**Definition:** Measurable improvements in economic security and wealth building among legacy residents living near community-driven produce prescription programs.

### 6-month Impacts

- Engage with legacy residents in areas of high food need to design
- job opportunities that fit their needs and the needs of the program.
- Program invests in long-term leadership and capacity in the program community. Program participants are proactively trained and supported in developing leadership skills and growing leadership roles for the program, organization, and community.
- Evaluators consider participant incentives, stipends, and accommodations (e.g. childcare) for contributions to research (time, participation).

### 12-month Impacts

- Number of applicants for job opportunities created through produce prescription program.
- Number of livable wage jobs created.

### 5-year Impacts

- Increased wealth for community residents.
- Community ownership of land, buildings, & homes near food justice initiatives by legacy residents of the neighborhood to reduce the risk of gentrification.
- Policies or practices implemented to reduce the risk of gentrification.

### Nutrition Equity Metric 12: Achieving Holistic Health

**Definition:** Improvements in healthy body, mind, spirit, and the broader ecosystem that are attributed to implementation of community-driven produce prescription programs.

#### 6-month Impacts

- Patients have the opportunity to set their own health goals and conduct self-reflection – too often patients are dictated to on specific health benchmarks they should aim to meet without the consideration of their own health goals and self-measurement of progress towards those goals.
- Prioritize patient-oriented, whole person, and community-change metrics. While some health biometrics may be required by funders or partners, true health changes are likely more holistic.
- Offer optional components beyond the fruit and vegetable benefit, such as nutrition and culinary education, peer and social support, and childcare.
- Participants are supported in feeling pride in, and achieving health goals; program includes celebration.

#### 12-month Impacts

#### 5-year Impacts

- Reduction of individual and household food insecurity.
- Improvement of physical and mental health through increased consumption of fruits and vegetables.
- Reduction in healthcare use and associated costs.
- Reduction in nutrition related disease and nutrition insecurity.
- Elimination of food apartheid.

## Nutrition Equity Metric 13: Enduring Foundation

**Definition:** Community-level access to systems that promote sustained implementation of multiple community-driven produce prescription programs through shared resources and broader buy-in.

### 6-month Impacts

### 12-month Impacts

- Number of institutions (e.g., schools, healthcare, businesses) directly investing in local BIPOC businesses (farmers, nutrition educators & food product makers).
- Program has engagement and champions from both clinical staff and high-level administration, for greater internal support and sustainability.

### 5-year Impacts

- Funding for program is long-term
- Effectiveness of backbone infrastructure that offers shared resources for multiple community-driven produce prescription programs (e.g., grant writing, fiscal management, HR, legal).
- Established systems to link BIPOC food leaders to programming within institutions (e.g., schools, healthcare, businesses).
- Established supply chain and procurement models to source locally grown or made foods or products to schools, grocery stores, restaurants.

### **Nutrition Equity Metric 14: Engaging in Policy Action**

**Definition:** Translating insights into policy actions that remove barriers for implementing community-driven produce prescription programs in diverse settings. Policy may occur at organizational as well as governmental levels (local, state, federal).

#### **6-month Impacts**

- Create a working group of key stakeholders to work together on a policy strategy to advance policies that will support the expansion and sustainability of produce prescription programming that is culturally relevant and community-driven.
- Join national coalitions to replicate & scale produce prescription programs.

#### **12-month Impacts**

- Development of a unified policy agenda to advance nutrition equity.
- Number of local, state, and national coalitions working together to advocate for community-driven produce prescription programs.
- Advocate for businesses & healthcare to invest in community-driven, culturally relevant produce prescription programs.

#### **5-year Impacts**

- Program funding supports policy advocacy to better institutionalize this holistic health approach and program sustainability.
- Repository of policies passed to accelerate implementation of community-driven produce prescription programs.
- Produce prescription programming is accessible to people regardless of their income, healthcare provider location, or health insurance status.
- Number of awards provided to recognize institutions that removed bureaucratic barriers to implementing culturally relevant produce prescription programs.

## Nutrition Equity Metric 15: Disseminating Lessons Learned

**Definition:** Actively sharing information and resources to expand and support implementation of community-driven produce prescription programs.

### 6-month Impacts

- Number of people engaging in learning communities to build on lessons from others implementing community-driven produce prescription programs
- Reporting includes sharing back to the community, not just to funder and/or publishing for public consumption.

### 12-month Impacts

- Creation of practice-based model(s) for implementing community-driven produce prescription programs.

### 5-year Impacts

- Develop comprehensive toolkits & resources to developing culturally relevant produce prescription programming.
- Inform implementation of produce prescription programming in different contexts & conditions.
- Capacity building support systems to adapt practice-based models to different contexts and conditions.

# Session 7: Pitching Your Vision

**Date:** May 13, 2025 | **Time:** 5:30pm – 8:00pm

**Location:** 6539 Euclid Avenue, Suite 300, Room W106, Cleveland, OH 44103

## Objectives

By the end of the session, fellows will be able to:

1. Strategize ways to connect with mentors for support and strategic linkages to expand their vision for a produce prescription program.
2. Prepare to share your vision for a produce prescription program in public spaces.

## Agenda

**5:30 - 6:00pm:** Check In + Update on Mentoring

**6:00 - 6:30pm:** Introducing the 1-Pager

**6:30 - 6:40pm:** Break

**6:40 - 7:45pm:** Planning to Pitch Your Ideas

**7:45 - 8:00pm:** Wrap Up + Evaluation Survey

## Homework to Complete Before Session 7

- Meet with your mentor.
- Complete tasks from your Task Sheet developed in Session 3.
- Continue to adapt your transformation proposition. You will be sharing your transformation proposition during introductions with the panel during Session 6.
- Reach out to at least one person or group identified through your environmental scan to learn more about their work.

## Homework to Complete Before Session 8

- Meet with your mentor.
- Write the first draft of your 1-pager & send to Linea by May 16th.
- Take 2-3 pictures that represent you and your vision for food justice & share with Linea by May 16th.
- Write the script for your pitch at the graduation ceremony (5 minutes) and practice. You will have an opportunity to present at a future session.
- Check out the Pitching Resources on Basecamp.
- Complete items on your Task Sheet.
- Watch the recording of the Produce Prescriptions 101 workshop before 5/13/25



# REACH Fellowship

## Template for Pitching Your Idea

<p><b>Where do you hope to be in 5 years?</b> [Impact for Nutrition Equity]</p>	
<p><b>What's your ask?</b> [funding, volunteers, etc.]</p>	
<p><b>Who is your audience?</b></p> <ul style="list-style-type: none"><li>• funders</li><li>• farmers markets growers</li><li>• leadership at healthcare sites</li></ul>	
<p><b>What's your hook?</b> Something to grab the audience's attention (could be a question). Start your pitch with this.</p>	

\*Words in brackets [ ] represent content to be drawn from your Vision Board.

# REACH Fellowship

## Template for Pitching Your Idea

<p><b>What are you offering the community?</b> [Transformation Proposition] Our vision for a produce prescription program Helps: _____ Who need: _____ By (action): _____ And (action): _____</p>	
<p><b>Why is this needed?</b> [Problem]</p>	
<p><b>Why are you the right team to lead this work?</b> [Strengths, Values, Secret Sauce]</p>	
<p><b>Who else will work with you to bring this to life?</b> [Engagement, Collaborators]</p>	
<p><b>What's happening with this work in the next 6-12 months?</b> [Impact for Nutrition Equity + Action Plan]</p>	

# REACH Fellowship

## 1-pager Template

Include 2-3 photos of your Fellowship team. . Examples from last year's fellows are here (click the PDF link below their bio).

**Name of Produce Prescription Program:** \_\_\_\_\_

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### **Transformation Proposition (45 words)**

What are you offering the community?

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### **Problem (60 words)**

Why is this needed?

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### **Impact for Nutrition Equity (75 words)**

What's happening with this work in the next 6-12 months?

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### **How Can People Get Involved? (75 words)**

Volunteer, donate, fund, etc.

# REACH Fellowship

## 1-pager Template

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### **Collaborators (up to 5 bullet points)**

Who else will work with you to bring this to life?

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### **Contact Information**

Email address

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### **Sponsors/Funders**

If you already have a sponsor/funder and have permission to use their logo, we will add it to your 1-pager.

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### **Website/Social Media Links**

Add URLs for your website & social media accounts if applicable.

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### **Brief Biography (45 words for each team member)**

# Session 8: Funding Your Produce Prescription Program

Date: May 27, 2025 | Time: 5:30pm – 8:00pm

Location: 6539 Euclid Avenue, Suite 300, Room W106, Cleveland, OH 44103

## Objectives

By the end of the session, fellows will be able to:

1. Gain knowledge of the grant application process.
2. Learn how to communicate vision for produce prescription program with various audiences.
3. Build bridges with funders to support implementation of a produce prescription program.
4. Connect with national/regional organizations and networks focused on food as medicine and produce prescriptions.

## Agenda

- 5:30 - 6:00pm: Welcome + Dinner + Activity
- 6:00 - 7:00pm: Panel Discussion with Funders
- 7:00 - 7:10pm: Clean Up + Break
- 7:10 - 7:50pm: Pitch Practice
- 7:50 - 8:00pm: Wrap Up + Evaluation Survey

## Homework to Complete Before Session 8

- Meet with your mentor.
- Write the first draft of your 1-pager & send to Linea by May 16th.
- Take 2-3 pictures that represent you and your vision for a produce prescription program & share with Linea by May 16th.
- Write the script for your pitch at the graduation ceremony (5 minutes) and practice. You will have an opportunity to present at a future session.
- Check out the Pitching Resources on Basecamp.
- Complete items on your Task Sheet.
- Watch the recording of the Produce Prescriptions 101 workshop before 5/13/25

## Homework to Complete Before Session 9

- Continue to update your team's Vision Board
- Meet with your mentor and/or liaison and practice your pitch
- Review the Action Planning Toolkit





REACH FELLOWSHIP  
Food Systems Change  
Action Plan



### Before You Get Started

The Food Systems Change Action Plan is best used after completing the Food Systems Change Vision Board. The process of creating a Vision Board will help you identify the problem you are trying to address, your vision for change, your intended impact, and the resources and collaborators you have and need. The Action Plan will help you develop one short-term goal, up to three SMART objectives, and activities to move your vision into action over the next 6-12 months. It will help you align and prioritize activities based on your resources, collaborators, strengths, and impact on nutrition equity.

### To Do List to Get Started:

- Gather partners, collaborators, and/or mentors to review your Vision Board, help you brainstorm, think through ideas, and challenge you with questions.
- Grab your Vision Board and review the following as you develop your Action Plan: Transformation Proposition, Collaborators, Resources, Impact, and Activities.
- Download or print the Food Systems Change Action Plan.
- Plan for 60-90 minutes to complete the Action Plan with your team.
- Share the Action Plan with mentors or trusted partners for feedback.
- Commit to revising the Action Plan as you learn more.

#### Set a Date to Action Plan

Date: \_\_\_\_ / \_\_\_\_ / \_\_\_\_\_

Time: \_\_\_\_ : \_\_\_\_ am/pm

#### Who is joining you?

### GOALS vs. OBJECTIVES

As a part of this action planning process, you will be developing a goal and objectives. Goals are big picture outcomes that you want to achieve. They are often broader statements about what you are working towards long-term. Objectives are specific and measurable actions that will help you achieve your goal one step at a time. Typically, there are multiple objectives related to achieving one goal.

### What are SMART Objectives?

*Example: In four weeks (i.e., by X date), Sam and Dana will talk to 8 Central residents (i.e., about 2 per week) about their interests in joining the Central community garden to identify the core 2023 planting team.*

#### Specific

What are you trying to accomplish? Who is responsible?

#### Measurable

How will you know if you have been successful?

#### Achievable

What is realistic based on your current capacity, resources, and collaborators?

#### Relevant

How does this objective support this goal and your overall vision for a produce prescription program?

#### Time Bound

How long will it take to complete this?

## Let's Get Started!

### STEP 1: DEVELOP YOUR GOAL

Review your Impact for Nutrition Equity from your Vision Board. Imagine where your vision for food justice will be in 6 or 12 months. What will be different? What will it look like? What will it feel like? What do you hope to achieve? As you are thinking about the impact of your vision for a produce prescription program, what is one big picture goal to move your vision into action?

### STEP 2: CREATE SMART OBJECTIVES, TIMELINE, & MEASURES OF SUCCESS

Review the one goal you want to achieve over the next 6-12 months. What are the 2-3 actions that you need to accomplish to build a bridge between where you are now and where you want to be in 6-12 months? Use the SMART framework to guide your objectives so they are Specific, Measurable, Attainable, Relevant and Time bound. Set the start date and end date. Consider the order of when things need to happen. How will you know if you are successful? What will change because you completed this objective?

### STEP 3: ACTIVITIES, RESOURCES, & COLLABORATORS

For each objective, you will develop the activities and identify the resources and collaborators needed.

- What specific activities can you take to support this objective to achieve your goal?
- What resources (i.e., material, informational, financial) do you need to support this activity?
- Who will you collaborate with to make this action happen?
- What skills and connections will help build momentum towards your goal?

### STEP 4: ARE YOU READY TO ACT?

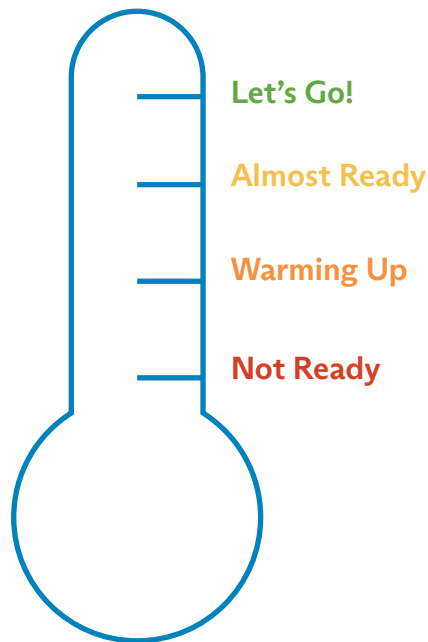
Now it's time to assess your current capacity to achieve your goal based on your resources, collaborators, and the work you have completed so far.

Do you have the key ingredients needed to act? If you answer 'no' to any of the questions in the Action Plan, then think about making changes to your goal, objectives, and/or activities. It's better to revise your goal and objectives based on your current capacity. This will increase the chance of getting an early win!

## How do you know you are ready?

The more “yes” answers to these questions = the more you are ready to act!

- Do you have the resources you need to move forward?
- Do you have key collaborators in your network that can support this activity?
- **Sequence** | Have you determined what needs to happen before or after this activity?
- **Integrate** | Do you know how your vision for a produce prescription connects with other efforts in your community?
- **Tailor** | Do you have feedback from your community integrated into this activity?



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## Types of Collaborators with the Power to Support the Implementation of Your Produce Prescription Program

**Decision makers:** People or groups who can fund or strategically support your plan of action. Examples: Elected officials, leadership at healthcare organizations, foundations, government, USDA, business leaders, community coalitions, non-profits, etc.

**Frame setters:** People or groups shaping how we talk about health and food locally. Examples: Influencers, media, coalitions, researchers, medical schools, USDA, etc.

**Gatekeepers:** People or groups that hold the key to turning ideas into actions because they control agenda setting, access to resources, etc. Examples: People leading meetings/groups, assistants to leaders, spokespeople for the community, etc.

**Resource givers/sharers:** People or groups with materials (e.g., land, space, equipment), financial (e.g., money, time), and/or informational (e.g., know-how, skills) resources.

### Reviewing Your Plan

Wow! You've accomplished a lot. Take a step back and review your Action Plan with fresh eyes. It may be helpful to ask your mentor for feedback at this point. Consider the following questions before you activate your plan.

- Are there any missing pieces (i.e. collaborators, resources, etc.) that you need to address before moving forward?
- Does the plan feel realistic based on your time, strengths, current collaborators, and resources? If not, what adjustments can you make?
- How will you know if you are successful?
- Who can you connect and check-in with about your progress on this Action Plan over the next year?

### Revisiting & Adapting Your Plan

Make time to review your Action Plan at least once every three months. Identify areas where you need to adapt or pivot. Update your plan to be responsive to what you are learning as you work to achieve your goal.

#### Set a Date to Action Plan

Date: \_\_\_\_ / \_\_\_\_ / \_\_\_\_

Time: \_\_\_\_ : \_\_\_\_ am / pm

#### Who is joining you?

**Goal:**

**SMART Objective:**

ACTIVITIES	RESOURCES NEEDED	COLLABORATORS	ARE YOU READY TO ACT?
<p>1.</p> <p>Start: _____ End: _____ Completed</p>	<p>Material</p>	<p>Decision Makers</p>	<p>Do you have the resources? <input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>Do you have key collaborators? <input type="checkbox"/> Yes <input type="checkbox"/> No</p>
<p>2.</p> <p>Start: _____ End: _____ <input type="checkbox"/> Completed</p>	<p>Informational</p>	<p>Frame Setters</p>	<p>Have you determined the sequence? <input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>Do you know how it integrates? <input type="checkbox"/> Yes <input type="checkbox"/> No</p>
<p>3.</p> <p>Start: _____ End: _____ <input type="checkbox"/> Completed</p>	<p>Financial</p>	<p>Gatekeepers</p> <p>Others</p>	<p>Do you have feedback from your community? <input type="checkbox"/> Yes <input type="checkbox"/> No</p>

**MEASURING SUCCESS** How will you know if you are successful?

# Session 9: Creating a Plan of Action

**Date:** June 10, 2025 | **Time:** 5:30pm – 8:00pm

**Location:** 6539 Euclid Avenue, Suite 300, Room W106, Cleveland, OH 44103

## Objectives

By the end of the session, fellows will be able to:

1. Strategize on ways to connect with mentors for support and strategic linkages to expand your vision for a produce prescription program.
2. Prepare to share your vision for a produce prescription program in public spaces.
3. Identify 6 and/or 12-month impacts that you want to achieve related to your vision for a produce prescription program.
4. Identify the key ingredients for translating your vision for a produce prescription program into a plan of action.
5. Practice using the Food Systems Change Action Planning Toolkit.
6. Identify the factors that may accelerate or serve as a roadblock to achieving your goals over the next 6-12 months.

## Agenda

**5:30 - 6:00pm:** Dinner + Check-in

**6:00 - 6:20pm:** Update on Mentoring + Open Mic

**6:20 - 6:30pm:** Break

**6:30 - 7:45pm:** Introduce Action Planning Tool

**7:45 - 8:00pm:** Wrap Up

## Homework to Complete Before Session 9

- Continue to update your team's Vision Board
- Update your 1-pager if needed
- Meet with your mentor and/or liaison and practice your pitch
- Review the Action Planning Toolkit
- Complete tasks on your Task Sheet

## Homework to Complete Before Session 10

- Meet with your mentor.
- Complete a first draft of your action plan.
- Complete items on your Task Sheet.
- Finalize your team's 1-pager.
- Practice your pitch.



# Session 10: Putting it All Together

**Date:** June 24, 2025 | **Time:** 5:30pm – 8:00pm

**Location:** 6539 Euclid Avenue, Suite 300, Room W106, Cleveland, OH 44103

## Objectives

By the end of the session, fellows will be able to:

1. Prepare to share your vision for a produce prescription program in public spaces.
2. Reflect on your experiences in the REACH Fellowship.

## Agenda

**5:30 - 6:15pm:** Dinner + Pitch Practice

**6:15 - 6:25pm:** Break

**6:25 - 6:35pm:** Review Graduation Ceremony Logistics

**7:50pm:** Fellowship Reflections

**7:50-8:00pm:** Wrap Up + Evaluation Survey

## Homework to Complete Before Session 10

- Meet with your mentor.
- Complete a first draft of your action plan.
- Complete items on your Task Sheet.
- Finalize your team's 1-pager.
- Practice your pitch.

## Homework to Complete Before Graduation

- Practice, practice, practice your pitch!

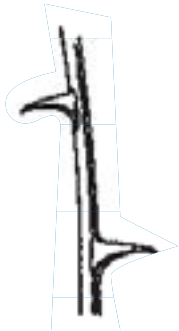


# REACH Fellowship

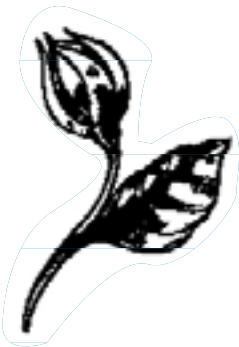
## Fellowship Reflections: Rose, Thorn, Bud



**Rose:** What helped the most with the fellowship?



**Thorn:** What didn't work for you with the fellowship?



**Thorn:** What can we do to improve the fellowship?

# Graduation

**Date:** July 15, 2025 | **Time:** 6:00pm – 8:00pm

**Location:** 6539 Euclid Avenue, Innovation Hall, Cleveland, OH 44103

## Objectives

By the end of the session, fellows will be able to:

1. Share your vision for a produce prescription program in public spaces.
2. Build bridges with funders to support implementation of a produce prescription program.
3. Connect with national/regional organizations and networks focused on food as medicine and produce prescriptions.
4. Connect with people for support and strategic linkages to expand your vision for a produce prescription program.

## Agenda

**6:00 - 6:30pm:** Dinner + Welcome + Keynote Speaker

**6:30 - 7:15pm:** Fellowship Team Pitches

**7:15 - 7:30pm:** Presentation of Graduation Certificates

**7:30 - 7:45pm:** Closing Remarks

**7:45 - 8:30pm:** Open Networking Time

## Homework to Complete Before Graduation

- Practice, practice, practice your pitch!





# Appendix A. REACH Fellowship Scope of Work

*Effective Dates: Feb. 4th, 2025 – June 24th, 2025*

# Appendix A. REACH Fellowship Scope of Work

The REACH Fellowship is a 6-month program that seeks to integrate culturally relevant foods, nutrition education, and resources within produce prescription programming offered at clinical sites in Cuyahoga County, Ohio. Our hope is to leverage the REACH Fellowship to expand and sustain produce prescription programming that:

- (a) maximizes freedom, agency, and dignity in food traditions that lead to holistic health among patients in areas of high food need in Cuyahoga County
- (b) promotes wealth building among Black/African American and Hispanic/Latino/a/e communities, growers, distributors, and nutrition educators involved in produce prescription program delivery
- (c) results in healthcare savings among clinical providers and insurers

The REACH Fellowship is focused on engaging four teams of local food justice leaders and clinical partners to culturally tailor produce prescription programming to increase reach among Black and Hispanic/Latino/a/e individuals in Cuyahoga County. The goal is to connect local Black and Hispanic/Latino/a/e growers, nutrition educators, and food product makers with clinical sites that have an existing produce prescription program or are interested in starting one. There will be four teams of 2 (1 food justice leader & 1 clinical partner), 8 fellows total. Together, these teams will co-develop their produce prescription program that will be pitched at the REACH Fellowship graduation ceremony in June 2025.

The REACH Fellowship will be modeled after the Nourishing Power Fellowship, which was part of the Nourishing Neighborhoods, Empowering Communities study conducted by Case Western Reserve University in partnership with Neighborhood Connections and The FARE Project. The REACH Fellowship is part of the REACH project at the Mary Ann Swetland Center for Environmental Health at Case Western Reserve University. Made possible with funding from the Centers for Disease Control and Prevention REACH grant.

## Anticipated Time Commitment

Approximately 10 hours per month during the active fellowship training phase (February - June 2025). Mentorship will continue until August 15, 2025.

## Fellow Expectations

1. Participate in at least 9 of 11 scheduled fellowship workshops (including orientation and graduation). If a fellow misses a class, their staff liaison will contact them that week to schedule a check-in to make sure they are caught up on the homework and class content. If possible, include both members of their team (45-minute recap of the class they missed). These workshops will be held in-person with dinner provided, unless denoted by an asterisk (\*), Tuesdays from 5:30-8:00pm. A meal will be provided during all in-person workshop sessions. These workshops have been scheduled for the following dates. A \* means this is a virtual workshop that will take place over Zoom.

- February 4th, 2025 (orientation)
- February 18th, 2025
- \*February 19th - March 17th, 2025 (1-on-1 session on zoom or in person, schedule at your convenience)
- March 18th, 2025
- April 1st, 2025
- April 15th, 2025
- April 29th, 2025
- May 13th, 2025
- May 27th, 2025
- June 10th, 2025
- June 24th, 2025 (graduation)

2. In person meetings will take place at the CWRU Swetland Center. Free parking will be available.

Mary Ann Swetland Center for Environmental Health  
Midtown Collaboration Center  
6539 Euclid Avenue, 3rd Floor, Room W106,  
Cleveland, OH 44103

# Appendix A. REACH Fellowship Scope of Work

3. Participate in one Vision Board session with REACH Fellowship staff. This will be up to 2.5 hours scheduled between February 19th - March 17th, 2025, at a convenient time and location for the fellowship team (in person or virtual).
4. Attend a workshop facilitated by Produce Perks Midwest in spring 2025 (exact date TBD).
5. Participate in a 1-on-1 technical assistance session with Better Health Partnership and Produce Perks Midwest to apply for funding to support the implementation and sustainability of your team's produce prescription program.
6. Meet with an assigned mentor at least four times for 1-on-1 mentoring sessions. Fellows may request up to six meetings (about one hour per meeting) with their assigned mentor between April 2025 - August 2025. The mentor and both team members must be present at each meeting.
7. Attend the fellowship graduation ceremony on June 24th, 2025 (6-8pm).
8. Uphold the values of the REACH project.
9. Participate in two 1-on-1 meetings with the REACH evaluation team (Owusua Yamoah & Emily Nelson) to create a logic model and develop a plan for collecting and reporting data from your produce prescription program. These will be scheduled at a time convenient for your team (1st meeting between 2/25/25 - 4/30/25; 2nd meeting between 5/20/25 - 7/31/25).
10. Check the Fellowship Basecamp page at least once per week for updates and communications.
11. Contact Fellowship staff if issues arise that reduce your ability to fully participate in the Fellowship.
12. Complete all activities and homework assignments related to the Fellowship training.
3. Match each fellowship team with one mentor and provide support, structure, and clear expectations for the mentor and mentees (fellows) to nurture a productive working relationship over six sessions.
4. Create clear communication of all information and materials related to the Fellowship and share with participants in a timely and efficient manner via Basecamp.
5. Provide a point of contact (liaison) for questions or concerns about the Fellowship (Brandie Strozier and Michael Walton) and for other REACH components (Produce Prescription Working Group, Produce Path, workshops & technical assistance).
6. If a fellow misses a class, their staff liaison will contact them that week to schedule a check-in to make sure they are caught up on the homework and class content. If possible, include both members of their team (30-minute recap of the class they missed).
7. Ensure timely and efficient processing of payments.
8. Promote fellowship participants on the Swetland Center website.
9. Provide access to CWRU resources (e.g., CWRU Community Card, email alias, libraries, professional development opportunities as available).
10. Provide shared office, meeting rooms, and equipment as needed (using the Swetland Center reservation process).
11. Provide opportunities for professional advancement through networking and skill building to accelerate professional growth.
12. Connect fellows to Better Health Partnership and Produce Perks Midwest for support applying for funding to support the implementation and sustainability of your team's produce prescription program.
13. Uphold the values of the REACH project in the implementation of the Fellowship.

## Expectations of the REACH Fellowship Staff

1. Facilitate scheduled Fellowship workshop sessions, both in-person and on Zoom.
2. Facilitate Vision Board session between February 19th - March 17th, 2025, at a convenient time and location (in person or virtual).

# Appendix A. REACH Fellowship Scope of Work

## Compensation Terms

Each of the fellows within a team will individually receive a stipend up to \$1,500 for fulfilling the expectations outlined in this Scope of Work. Payments will be provided in five installments by the Mary Ann Swetland Center for Environmental Health at Case Western Reserve University. Fellows will be compensated \$150 for each session they attend. If a Fellow misses a class, they can schedule a 30-minute makeup session with their liaison, but they will not receive payment for this class. It would count as 1 of their 4 liaison sessions for the whole program. Fellows will receive additional compensation (\$25 gift card) for each Evaluation Team meeting they attend (two 2-hour meetings, a maximum of \$50 per Fellow). The Evaluation Team (Yamoah & Nelson) will send the gift cards to Fellows via email.

## Payment Schedule

Fellows are expected to submit invoices on or before the following dates to the REACH Project Manager (Linea Webb) at [lxw684@case.edu](mailto:lxw684@case.edu). A signed copy of this Scope of Work (SOW) and a Supplier Information Form (SIF) are required to receive payment. Fellows have an opportunity to complete

an SIF during the orientation session, or submit at a later date. The invoice template will be provided at orientation as well.

Invoices should be submitted electronically via email to Linea Webb ([lxw684@case.edu](mailto:lxw684@case.edu)) by noon of the assigned payment date for timely receipt of payment. Fellows may use their own invoice or adapt the template provided by the REACH Fellowship team. Questions or concerns about invoice submissions, payments and tax forms should be directed to [lxw684@case.edu](mailto:lxw684@case.edu).

## Terms of Agreement

Failure to uphold expectations of the Fellowship may result in reduced payment and/or removal from the Fellowship. If you miss two sessions we will schedule a meeting with you to discuss your ability to commit to finishing the Fellowship.

Invoice Number	Invoice Submit On or Before	Expected Amount	Payment will be provided...
1	February 19, 2025	Up to \$300	Within 45 days of receipt of invoice by Case Western Reserve University.  Checks will be delivered by direct deposit or by mail to the Fellow. CWRU ACH Enrollment Form is required for direct deposit.
2	March 19, 2025	Up to \$300	
3	April 16, 2025	Up to \$300	
4	May 14, 2025	Up to \$300	
5	June 25, 2025	Up to \$300	