

# Community Partnerships and Coalitions: Building the Port Angeles Food Bank Market Kitchen

CLEA ROME DIRECTOR, WSU CLALLAM COUNTY EXTENSION

DANIELLE CARSON WSU CLALLAM-JEFFERSON COUNTY EXTENSION COMMUNITY HEALTH / SNAP-ED

WA SNAP-ED FORUM 2024



# Breakout session overview



Background / Context



Overview of the Peninsula Food Coalition



Port Angeles Food Bank Market Kitchen update



Overview of Community Development and Coalition building frameworks



Independent exercise



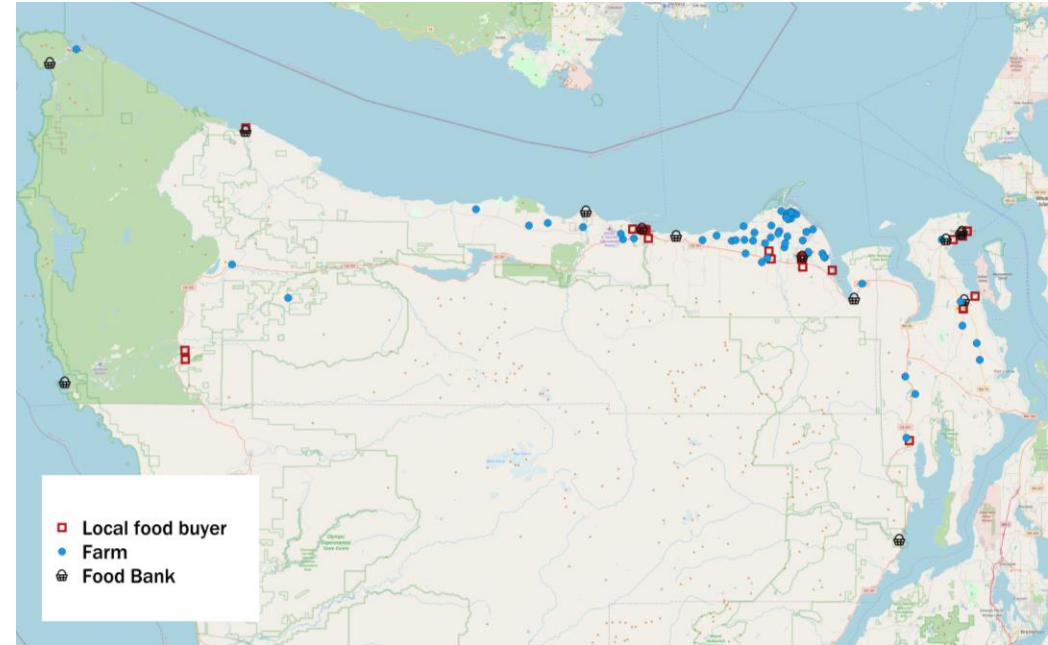
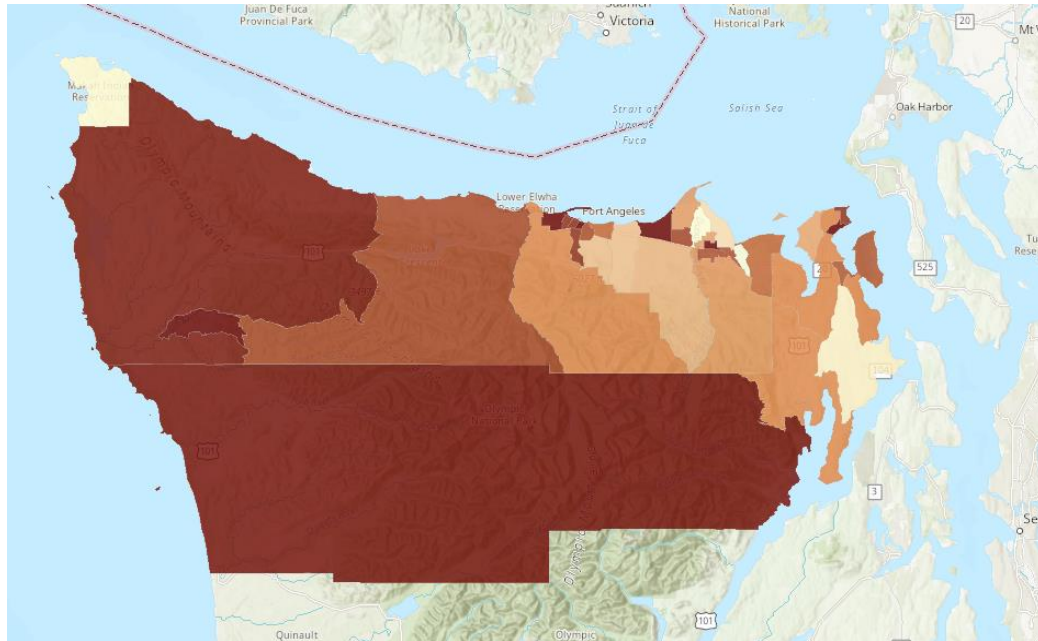
Group exercise



Discussions



Wrap up



## Food access / insecurity on the North Olympic Peninsula

4th highest rate of childhood food insecurity in WA state

30% of population lives below the FPL (darkest shaded census tracts at >40% SNAP eligibility)

Food banks more equitably distributed than grocery stores

Growing number of small farms and high demand for fresh food in food pantries

# Together is easier: The Peninsula Food Coalition

Rotating cast of food access, social services and technical assistance organizations:

- Logistical solutions
- Collective buying
- Grant writing
- Network weaving
- Advocacy

WHY?

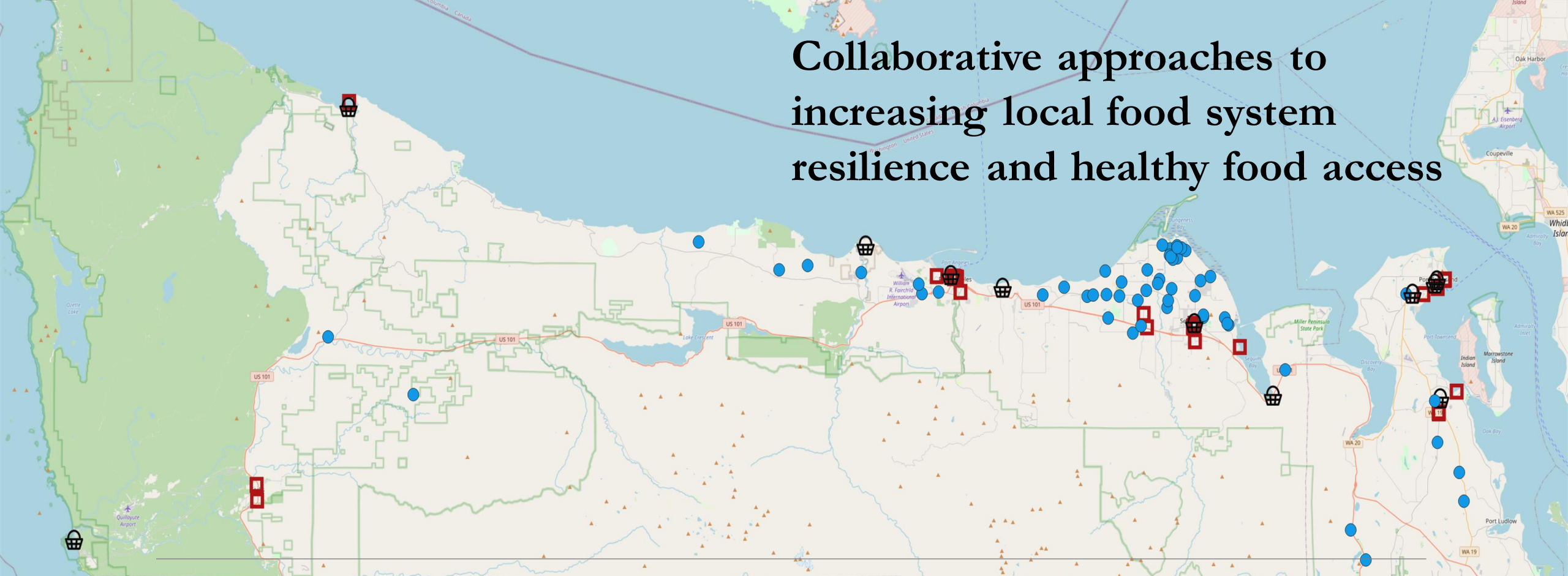
- Independent FB directors needed support to break out of their silos
- Big question: Why compete?
- Avoid duplication
- Increase efficiencies
- Space to get together and complain

Today:

- Outsourced facilitation
- Formalizing nutrition policy
- One-stop shop for information and networking



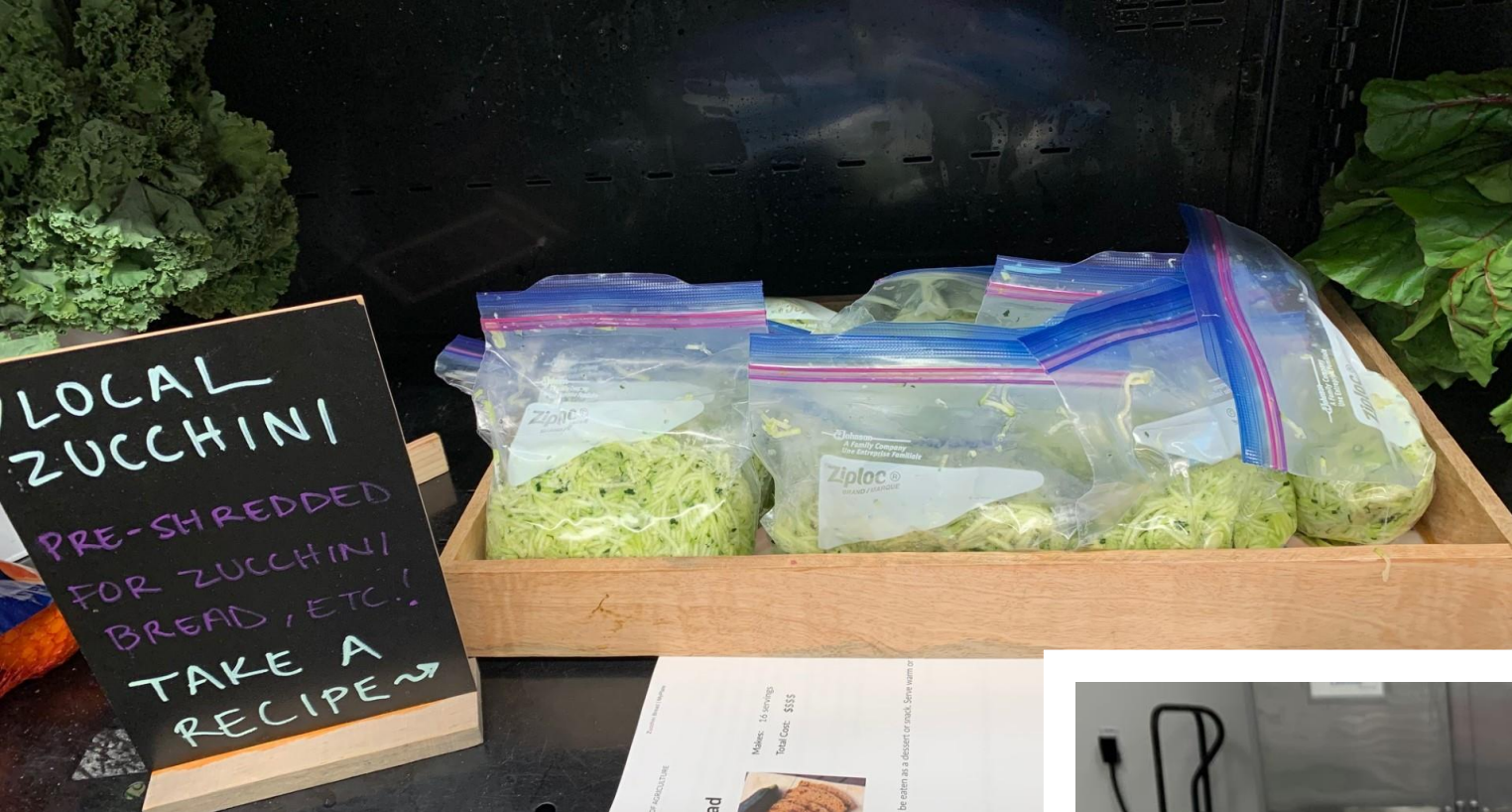
# Collaborative approaches to increasing local food system resilience and healthy food access



- Increase collaboration between service providers
- Connect people in need with high quality food
- Build more markets for local farms
- Reduce food waste
- Increase processing infrastructure
- Secure funding and human resources for the above
- Put network weavers to work

An outcome.....





Minimally processed vegetable pilot continues into 2024 with the support of the USDA Community Food Project grant

- Beets
- Cauliflower
- Carrots
- Zucchini
- Kale
- Chard

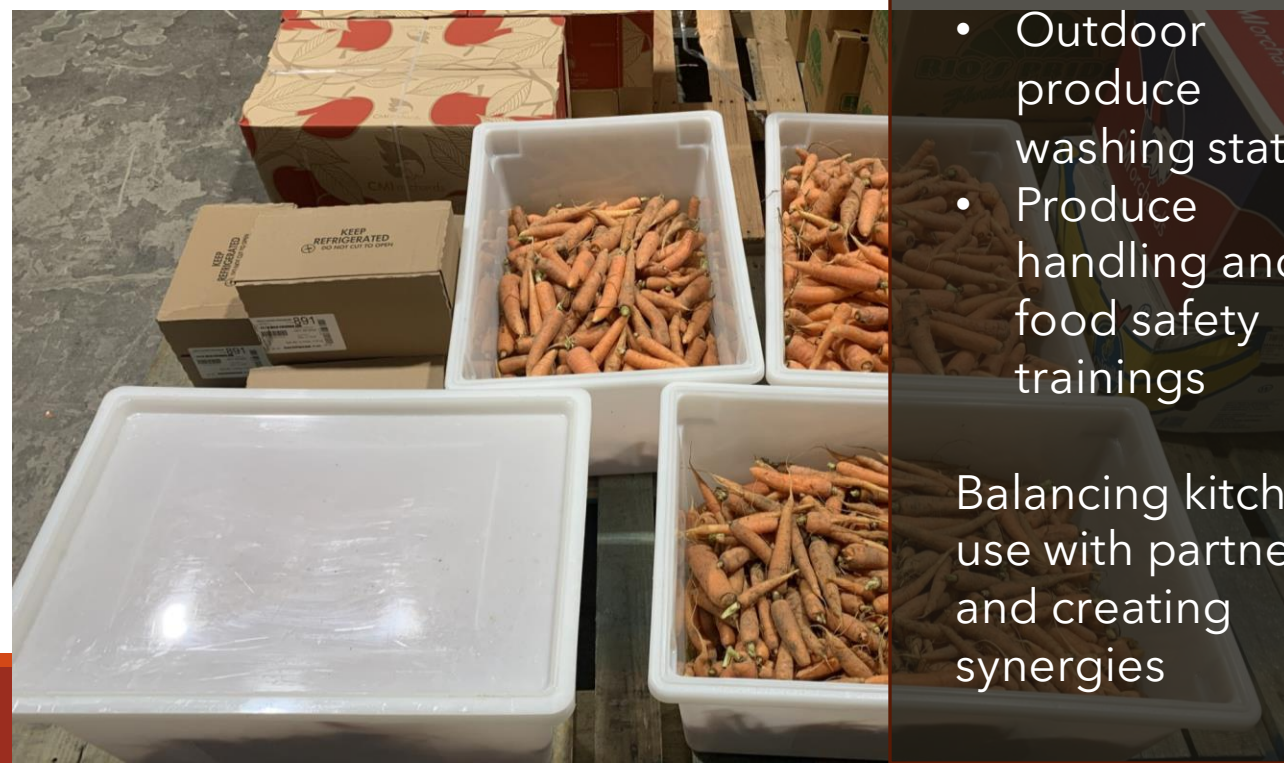
Piloting processes for Farm to Institution





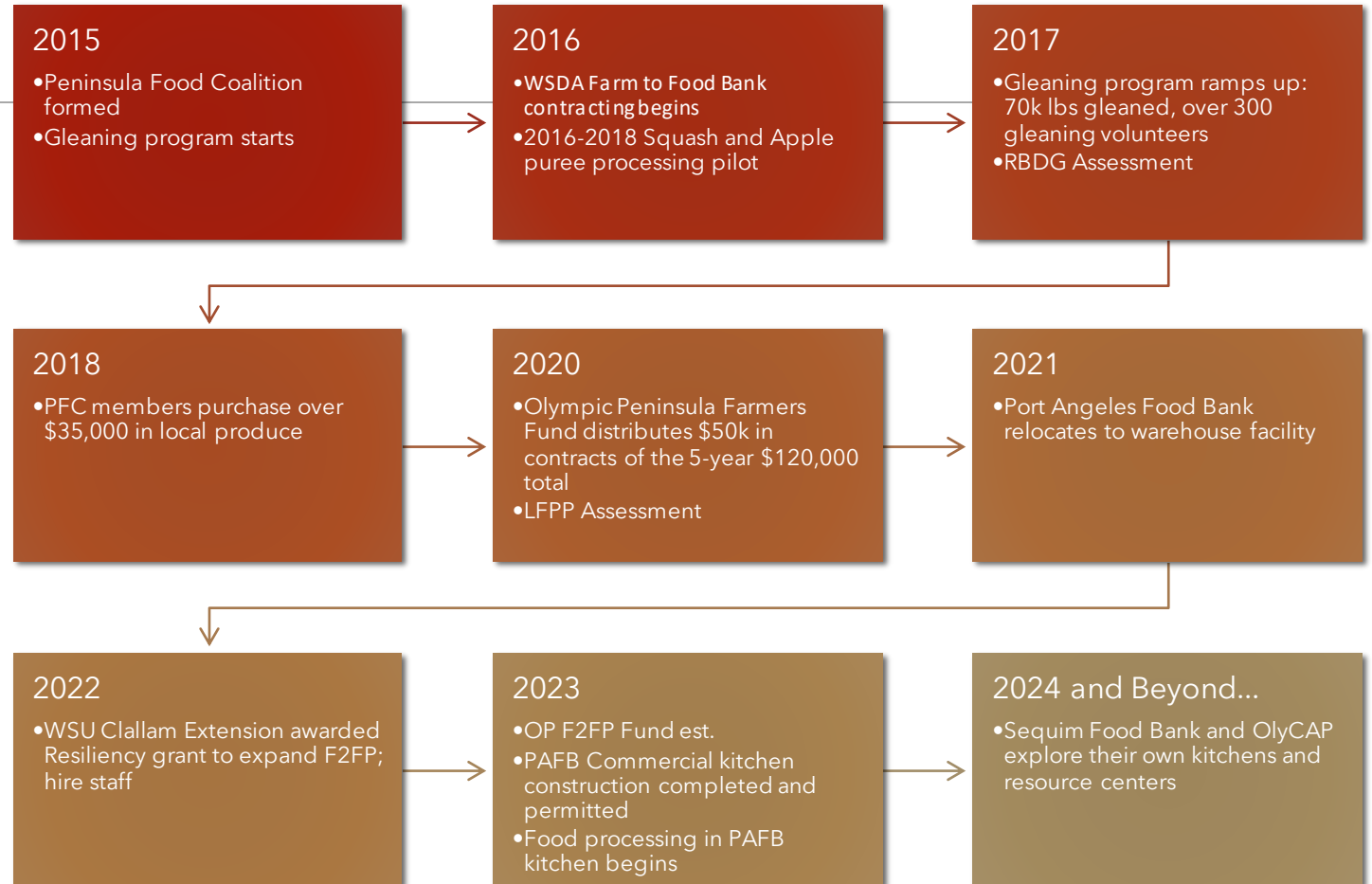
Creating solutions to bottlenecks:

- Outdoor produce washing station
- Produce handling and food safety trainings



Balancing kitchen use with partners and creating synergies

# Moving at the speed of trust...



# PSE Refresher

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## Policy:

A *written* statement that changes laws, regulations, resolutions, ordinances or guidance

*Example: Creating a Coalition-wide Nutrition Policy for Food Banks*

## Systems:

Often an *unwritten* change to a process or rules within an organization, institution, or community

*Example: Streamlining sharing of resources (communication, aggregation and transportation networks)*

## Environment:

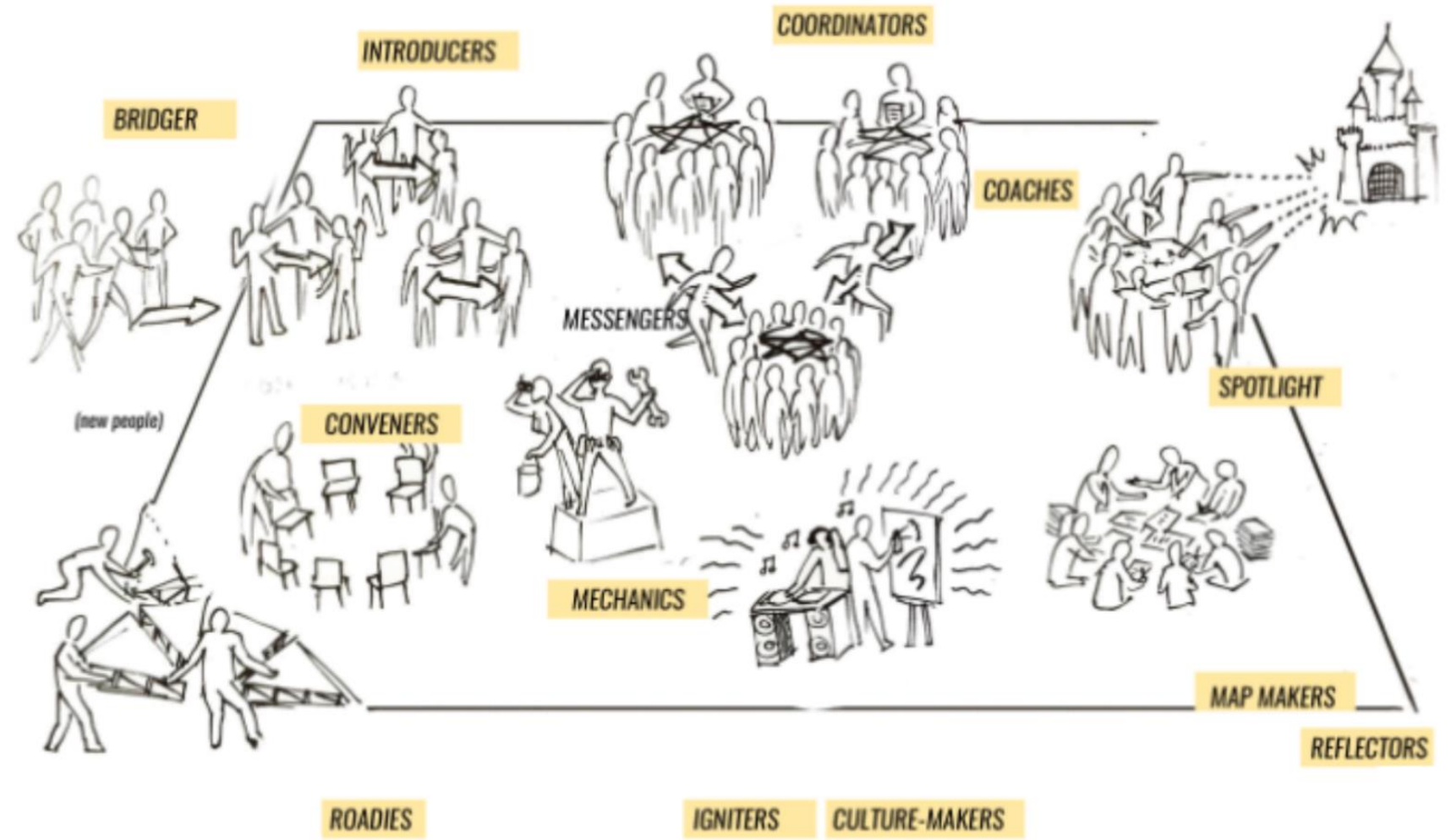
A *visible and observable* change to the built and physical environment

*Example: Creation of processing kitchen*

# PSE in Community Development

Coalitions,  
Alliances  
& Networks

Backbone to all  
PSE work



MOVEMENT  
NETOLAB

## Why a Coalition?

Complicated problems require multi-sector solutions.

*“Real change usually takes place over a period of time through people gaining trust, sharing ideas, and getting beyond their preconceptions to the real issues underlying community needs.”*

Simply information sharing OR project-based/action oriented

Avoid duplication of services

Revitalize each other

Pool and leverage resources

Develop and use political clout

# What works?

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Willingness to share resources

Willingness to share power/credit

Willingness to explore alternative ideas and approaches

Willingness to dedicate staffing at a high enough level to make decisions

Willingness to dedicate staffing to implement assigned tasks

Ability to articulate what you can bring to the table

Ability to articulate what you want from the table

Ability to weigh the value of coalition membership against scarce resource expenditure



# Challenges

Turf Issues

Bad History

Burnout

Minimal capacity

Failure to provide and create leadership

Change in staffing and leadership

Bogged down in formalities

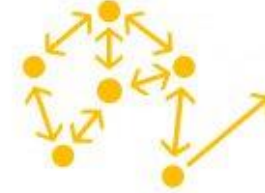
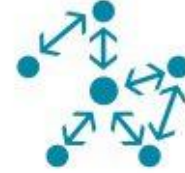
Community Participation Model

convey/consume

contribute

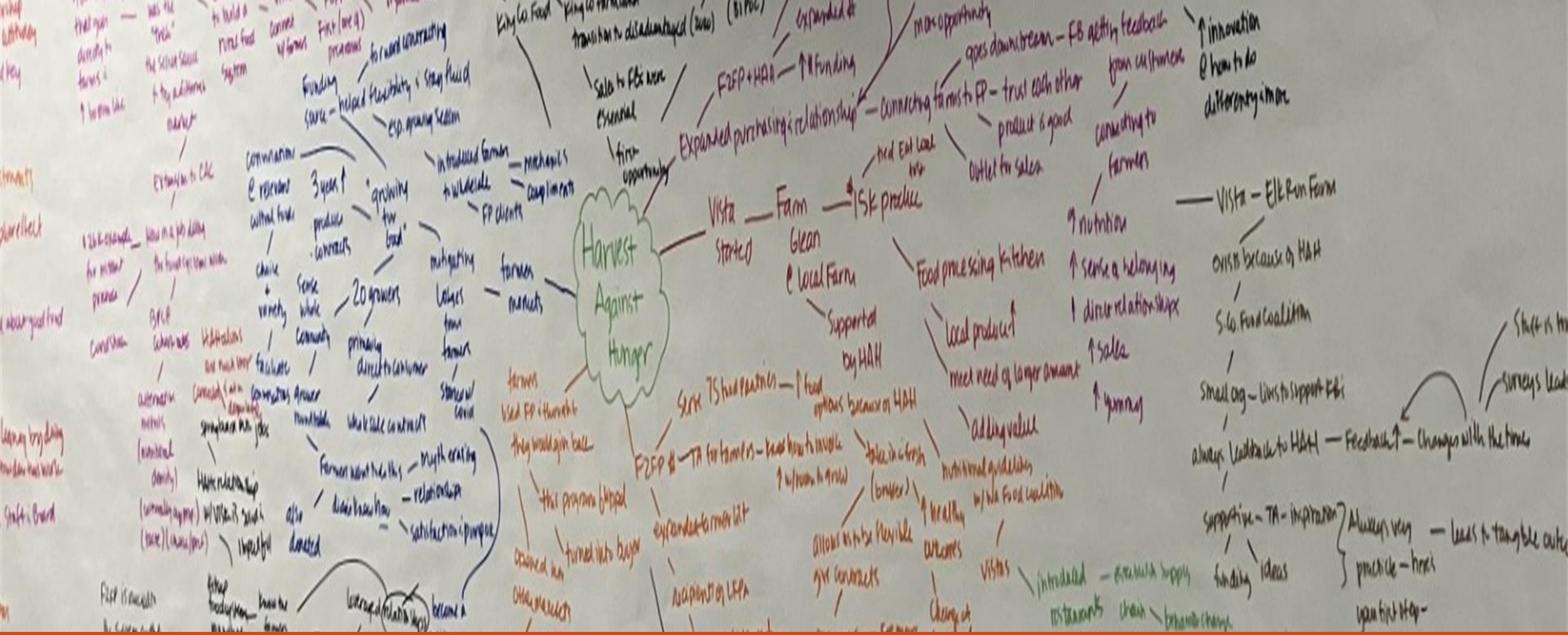
collaborate

co-create



champion

<b>INTERACTIONS</b>	one-to-many	crowdsourced	cooperative	community-led
<b>COMMUNITY MANAGEMENT GOAL</b>	inform and inspire	obtain feedback, skills, or information	gather resources, including knowledge, to achieve a common goal	create something new together
<b>COMMUNITY ACTIVITIES</b>	read watch listen	comment vote / like tag	discussion knowledge exchange production	integration and synthesis multi-directional learning co-production
<b>POWER BALANCE</b>	organization as expert	organization as convenor	scaffolded cooperation	mutual sharing and learning; (near) equity
<b>SLOGAN</b>	here's something interesting	give us some feedback	how can we work together?	what shall we do next...?



# How do we get there?

Let's co-create knowledge!

# Exercise 1: Identify your stakeholders (5 min)

We alone don't have all the answers, expertise and resources to solve big systemic issues behind poor health and food insecurity.

But together with our stakeholders, we might.

What is at stake?

Who has influence?

Who stands to gain or lose?

**Stakeholders** are partners or other entities who affect, or are affected by, our work.

- Individuals / Community members
- Associations, Organizations
- Cultural groups
- Institutions
- Community leaders

**Practice:** Identify some stakeholders of a new housing project?

## **Exercise 1: Identifying stakeholders of our PSE work:**

- Healthy Food Retail
- Farm to School / School gardens
- Healthcare
- Healthy Food Pantries
- Community Spaces (gardens, parks, complete streets)

Feel free to list stakeholders out across all project areas

## Focus on Assets, not Deficits

1. **Physical** –Space, facilities, equipment
2. **Human**- Staff time
3. **Social**- Relationships
4. **Financial**- Funding
5. **Environmental**- Influence on the status quo/ surroundings
6. **Cultural** – Cultural relevance, social norms, trendsetting
7. **Political**- Decision-making power

**Stakeholders can be, or might possess, assets or barriers to a cause.**

Step 2: Identify  
community  
assets

It's as easy as  
ABCD!

(not really though, this work is HARD)

Kretzmann, J. P., & McKnight, J. (1993). *Building Communities from the Inside Out*. Center for Urban Affairs and Policy Research, Neighborhood Innovations Network.

What assets  
bring us closer  
to accomplishing  
big PSE goals?

What barriers  
might we  
encounter?

### **Assets**

Physical space

Technical services

Financial resources

Staff

Decision-making power

Influence

Values alignment

Personalities

Trust and relationships

Culture setting

Communications and Reach

Buy-in or motivation

### **Barriers**

Competing interests

Personalities

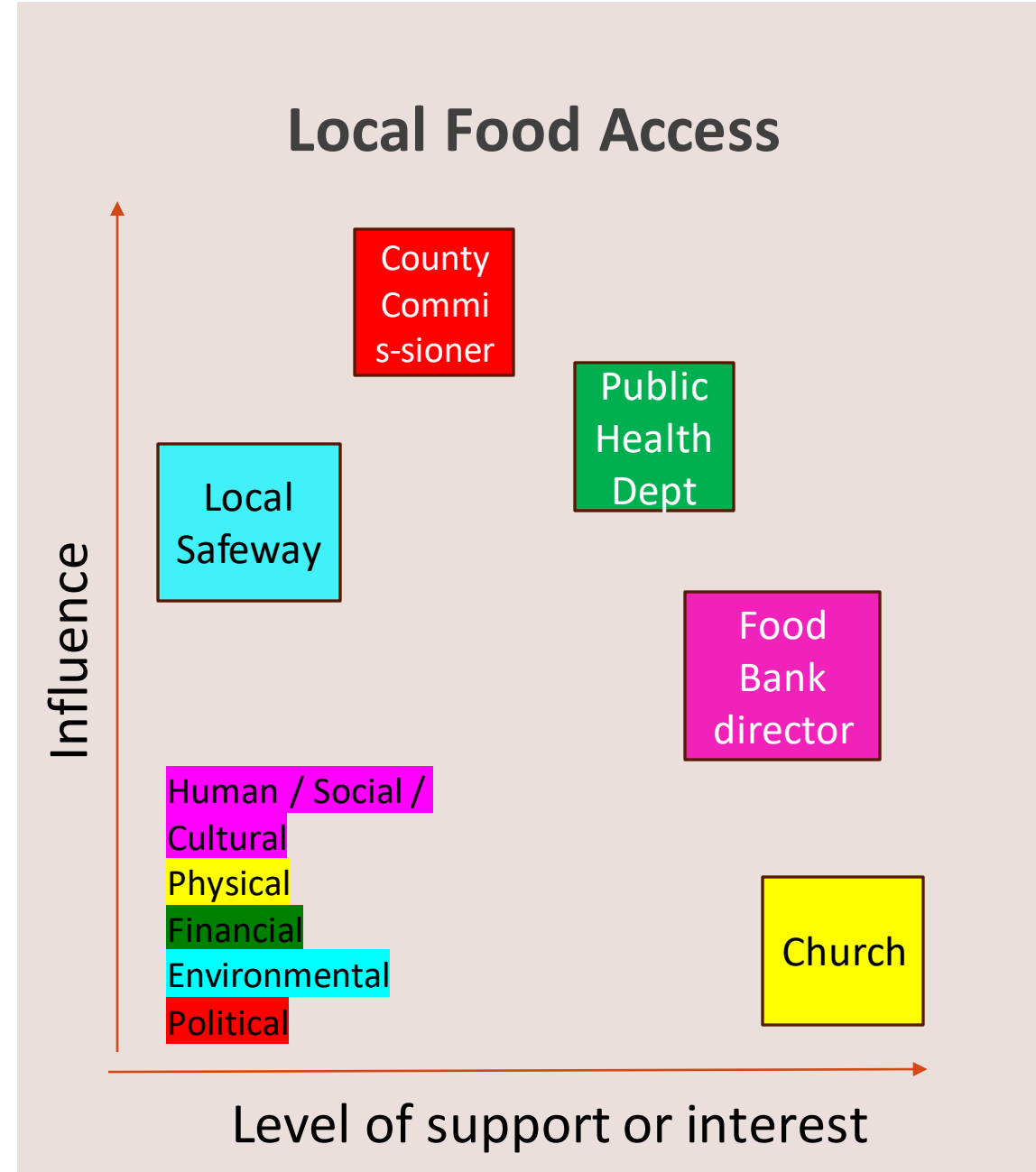
Cost

Rules and regulations

Time / bandwidth

## Exercise 2: Map stakeholders

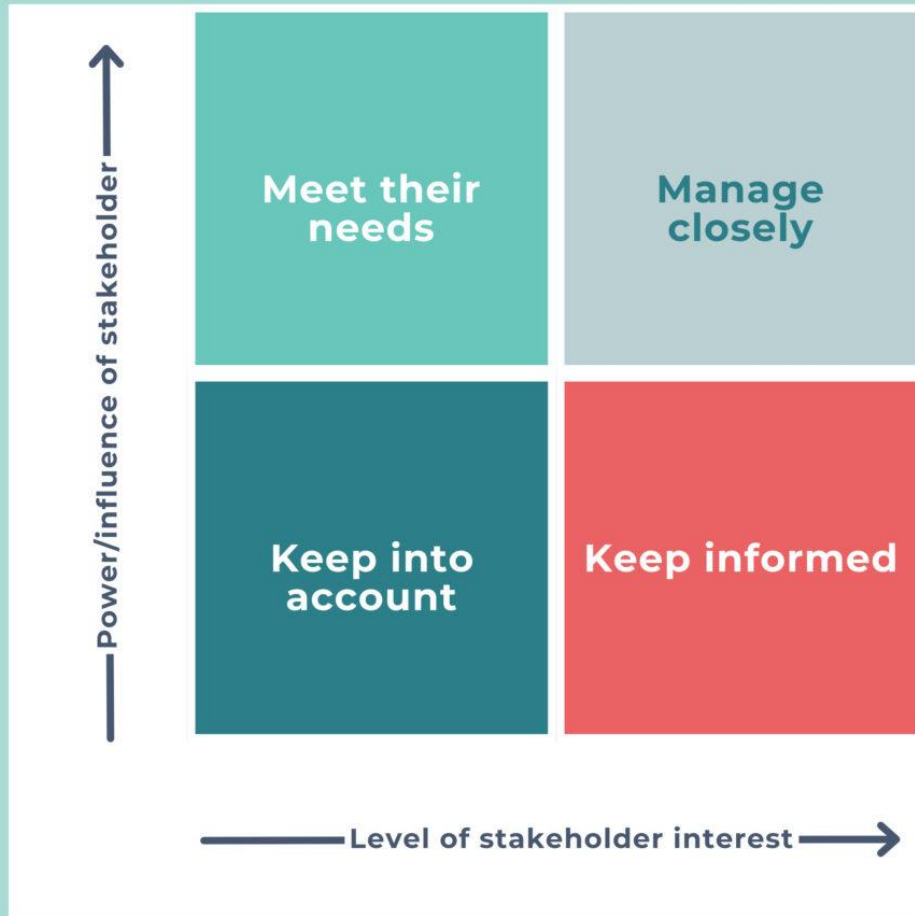
- Organize into groups
- Re-write listed stakeholders onto sticky notes
- Choose sticky note color based on the **most valuable** type of asset the stakeholder possesses
- Place sticky notes on the matrix - Stakeholders can show up in more places than one!
- Strive for color!
- Purpose: to learn how our peers place stakeholders on the spectrum based on their personal experience.
- You *will* encounter challenges. Part of deciding how to place a stakeholder and determine what assets those stakeholders possess will be understanding the successes and barriers that others have experienced in building partnerships and coalitions around PSE work.



# Groups report back: Exercise 2

- Where did you struggle to place a stakeholder / asset sticky?
- Did you have stickies show up in multiple places? Why?
- Share a story about one of your stakeholder stickies.
- How do we start to move powerful stakeholders towards being more supportive? Leverage points?
- How do we start to move supporters into positions of power? Leverage points?

## Power-Interest Grid



# Closing thoughts...

- This exercise can reveal the most likely joiners of a coalition, most influential members of a coalition, and most likely detractors.
- You can also play around with thinking about how assets might be “unlocked” by a community through coalition building, and how it is important to not put all your eggs in one basket.
- ABCD has received a fair amount of criticism for not recognizing how power external to that community can play a role in perpetuating inequity and impacting community well-being. This exercise can also help us think about how community coalitions might engage with, and create, power, to move those less powerful stakeholders further up on the influence vertex.

Source: <https://simplystakeholders.com/stakeholder-diagrams/>

# Wrapping up...

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What is a big question you still have about this work?

(Write your question on a sticky, fold, pass 3 times)



A photograph of three women standing in a warehouse or storage area, smiling and holding up several bags of produce. They are wearing winter hats and jackets. The background shows shelves and signs, including one that says "RIGHT CORN" and another that says "PARKING DO NOT BLOCK DRIVEWAY".

# Thank you!

**Danielle Carson**

**WSU Clallam County Extension Community  
Health & SNAP-Ed**

[Danielle.carson@wsu.edu](mailto:Danielle.carson@wsu.edu)

**Clea Rome**

**Director, WSU Clallam County Extension**

[Clea.Rome@wsu.edu](mailto:Clea.Rome@wsu.edu)