

An analysis prepared as part of



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# Outlining a Change Agenda

Christina Grace  
Principal, New Territories Research

Tom Grace  
Principal, New Territories Research

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## Contents

“We cannot accept the same rate of return. The question is ‘how can we accelerate it?’”

“Outrage is not the answer.”

“We should reframe people's view of conventional — conventional is old-fashioned, it cannot be sustained. We are not turning back the clock — sustainability is futuristic, not nostalgic.”

The first section of this report addresses the methodology used in the research process. The next two sections describe shared and divergent perspectives of the participants. We have also included the original interview tool as an appendix to this document.

Methodology.....	2
A Shared Understanding of The Movement.....	3
Scale - Divergent Opinions.....	3

The succeeding sections are strategies suggested by the group as a whole. At the close of the report, we submit some observations for the Roots of Change Council to consider going forward.

Build A Competent, Mission-Driven Workforce .....	4
Target the Buying Structure, Not Just the Customer .....	4
Help Institutions, Retailers, Restaurateurs, and Manufacturers Market to Eaters .....	5
Promote Direct Producer-Consumer Market Makers .....	6
Develop More Regional Infrastructure for Purchasing Agents .....	8
Build on Existing Labels: Strengthen Organic.....	9
Establish Regional Branding .....	10
Launch a New Certification that Breaks the Eco-Label Mold .....	10
Permeate Policy/Public Infrastructure with Sustainability .....	11
Observations .....	13

### Methodology

The Vivid Picture Project retained New Territories Research (NTR), a qualitative research firm based in Portland, Oregon, to assemble a Change Agenda outline that reflects the ideas and experience of the Vivid Picture's diverse trade and public policy advisors. The goal was to begin to construct a Change Agenda that could move California toward the Vivid Picture vision of a sustainable food system by the year 2030.

Through a qualitative interview process, NTR was asked to uncover opportunities-based market, policy, and communications strategies. The Vivid Picture team associated the following attributes with change strategies:

incentive-oriented

values-driven

transformative at the core

have more winners than losers

address mutual vested interests

have broad appeal

provide energy, momentum and suggest direction

solve more than one problem or create more than one opportunity

Over one month, we conducted 50 1½-hour interviews with trade and public interest advisors, most of who were of the larger Vivid Picture dialog. Conversations were semi-structured, organized around a respondent's experience, prior feedback, and a set of questions meant to inspire brainstorming and encourage prioritization.

Our methods are *emergent* in nature. During the process each interview builds on prior conversations. As recurring ideas become themes, the interviews become more structured. Early interviews are the basis for a platform of ideas, whereas the later interviews provide validation and deeper understanding of tradeoffs.

To date, 13 of the interviews were conducted with members of the Roots of Change Council. Of the 55 interviews, 24 were conducted with individuals who are executive managers or owners in farms, ranches, fisheries, and food businesses. Forty-one participants were based in Northern California, 10 in Southern California, and 4 outside of California.

These interviews were held with four producer/processors, four wholesaler/distributors, three retailers, one food service operator, one restaurateur, and 11 grower/producers of varying sizes. Thirty-one of the participants are public interest contributors.

This report presents a set of food system levers, strategies, and tactics based on feedback from a limited set of respondents in terms of industry representation. The findings are meant as a point of departure for a broader strategic discussion. We have done our best to convey advisors' ideas accurately and rely extensively on verbatims to do so.

Thank you to those who participated in this research process for sharing your valuable time, experience, and ideas. Note that participants have not endorsed the study findings.

## A Shared Understanding of The Movement

Participants anchor the discussion of sustainability in the food system with the triple bottom-line: economics, ecology, and equity. There is a common recognition of how far the 30-year movement has come and how that progress defines the opportunities going forward:

Sustainable food, as a sector, remains immature in terms of participants, customer base, and supporting institutions. Further growth will require more stakeholders and broader appeals.

Sustainability is still an emerging discipline, not a stock set of answers.

Grassroots strategies, activist and entrepreneurial, are part of our core values.

“It has taken my entire career for us to get organic food to where it is today—we had lost all of that cultural information. In the beginning, the stuff was inedible. Our organic farmers are first generation in a sense.”

“We have to admit that we do not know how we would get there yet... What are the issues we can run with for 30 years even as they change beyond recognition? Consider how much organic has changed from 15 years ago.”

“Local is local. We have to be true to this ethic. Each area of CA is different. We cannot impose the same big ideas and methods on all of CA. The needs are different. And it is part of what we believe.”

“Where is the consistency in values? This is why we have to come together now. Look, a lot of our best hires today are coming out of the consolidation in the conventional side of the business. They know warehousing and distribution but they do not share our values.”

“If people have well-being, if they have value, they will have belonging. From individuals to family, from family to community.”

## Scale - Divergent Opinions

Facing a California food system shaped by global players and local food networks, participants agree that the most pressing task is to reach a larger percentage of the population and, in doing so, strengthen regional markets across the state. But participants have different conceptions of how a sustainable food sector will scale. Some predict a proliferation of local and small firms. Others assert that firms large and small will adapt over time. This divergence of views reflects the difference in orientation among participants. Some perceive sustainability to be a process of competitive innovation. Others perceive it as community food scenario supported by ecological drivers.

California is a vast state with different agro-ecological regions and local economies. Such diversity must be confronted with an equally diverse set of solutions at a variety of scales.

“If sustainability is in fact a goal to work towards, then you take a geographic region and a commodity and define sustainability. I can define what’s sustainable for Northern California. I cannot apply the same definition in Southern California.”

“Our work on protecting biodiversity and mitigating the loss of biodiversity provide good models. All sizes will co-exist. Western Growers and the small organic CSA will co-exist. We cannot mimic

## Outlining a Change Agenda

policies like the federal crop subsidies that will spawn some sort of new agribusiness. Also, I believe in democracy. I do not know if it is fair of me to want a policy that would benefit one type of farm over the other.”

### **Build a Competent, Mission-driven Workforce**

Workforce development is perceived as a foundation for progress for a number of reasons. Study participants note that sustainable food requires more skills and decision-making along the route from field to table than the current mainstream. Many participants question whether their organizations and others can meet the increasing market demand and sustain their original values. And, to date, market success has not been accompanied by broad progress towards social equity and fairness.

To move from niche to mainstream, people will have to identify with both the food and the work. The public at large will not perceive a sustainable food system as path to a better quality of life if they cannot equate it with better livelihoods. The substance that changes current perceptions will be the key to attracting the next generation of entrepreneurs, activists, and producers.

This imperative colored many participants’ recommendations and informed their suggested strategies across the board.

“We need to look at converting the existing farms and convince the next generation of farmers to go organic. People need to have fun, sell good products, and not work themselves to death. It has to be sustainable in that sense. We can give people this opportunity.”

“Our central issue is that very few young people want to be involved with the food system at any level. We need to present a standard that links the monetary and personal integrity together.”

“Where is the consistency in values? This is why we have to come together now. Look, a lot of our best hires today are coming out of the consolidation in the conventional side of the business. So they know warehousing and distribution but they do not share our values. These are not natural and organic folks.”

### **Target the Buying Structure, Not Just the Customer**

Many participants believe the “consumer” is a limited construct. Given limited resources, participants would prefer to focus on targeting channels as opposed to launching broad media campaigns. Participants perceive eaters as motivated by economics and then individual health. Most participants believe that eating fresh, flavorful food is the most effective form of testimony the sustainable food system can offer. Customer demand is created by experience—after “a food business” initially markets the product. Quality disrupts current values.

In targeting iconic places where “food service is a broken business model,” participants emphasized that public pressure has to be complemented with constructive solutions. Serving fresh, healthy food will require new skills, buying practices, and infrastructure.

## Outlining a Change Agenda

Participants suggested a range of approaches for developing infrastructure:

Translate sustainable food into values institutions understand (e.g. healthier patients)

Apply sustainability to craft cost-saving strategies for farm-to-institution initiatives (e.g. Zero Waste)

Cut red tape to free up operating funds (e.g. transfer costs related to USDA reporting to fund school lunches)

Developing culinary training programs for food service buyers, managers, and line workers

Training, support, and economic incentives for “Mom & Pop” grocery stores

Prioritized tax breaks and small business loans for local food-based businesses in urban redevelopment districts

“We cannot simply place demands without realizing the skills, infrastructure, or budget are not in place. Outrage is not the answer.”

“Waive the USDA reporting mandate for schools that provide breakfasts and lunches to the kids in their schools.... Take these dollars and fund kitchen labor and food. Under the assumption that there are no new dollars, cut out red tape. Create a different incentive based system rather than punishment based.”

## Help Institutions, Retailers, Restaurateurs, and Manufacturers Market to Eaters

Participants perceive multiple marketing messages that appeal to eaters. Organic. Fresh. Local. Seasonal. Sustainable. These overlap. Participants suggest that detailed communications work would unpack these messages and test combinations with difference target audiences. Many participants believe that the messages the sustainable food community prefers have narrow appeal.

Participants suggested a range of approaches related to marketing and communications:

Current events: Fear is in the room. Focus on food as security, as independence.

Cultivate respected messengers: chefs, celebrities, healthcare professionals (especially pediatricians).

Stay positive for eaters.

Focus on fresh food consumption, not nutrient analysis.

Launch a media watchdog campaign focused on fast food and junk food advertising

Support cooking education in communities.

“People begin with self-interest. The consumer leaves the conventional track by caring about personal health. That's the most reliable entry point. For me, I care about the environment. But most people care about their stomach, their long-term health, their kids, and so on... Let's face it—many people will never get beyond that. But it will start a broader change of consciousness for others.”

“Do what's been done for salmon and for Chilean sea bass. Get the chefs talking about sardines on TV or herring. Show people how to cook squid.”

## Outlining a Change Agenda

“New arrivals (Hispanics) move into an American environment—they lose some of the connections they have when they came here. Their diets change. McDonald’s is around the corner. The values have to be nurtured.”

### Make “Sustainability” a Credible Discipline

Participants assert that the sector needs to do a better job of improving sustainability’s credentials as a discipline. The first task, many participants assert, is to better define sustainability for the food system. Many would invite participation from a more mainstream set of actors within the food system and from other parts of the sustainability industry. They believe that research can lead to significant process improvements and provide better proof points.

The uncertainty for many participants is whether these efforts should rely on private organizations or public institutions, which many perceive as captive to agribusiness interests. Some participants resolve this dilemma by asserting that universities are conservative in nature, lagging far behind public interest. They suggest that, as more farmers transition to sustainable practices, land-grant institutions will follow suit.

Participants suggested a range of educational strategies:

Support continuing education and training efforts for producers.

Develop a curriculum for best practices in marketing, logistics, and labor management.

Develop a sustainable food curriculum for California’s junior colleges.

Fund small farm innovation via the county extension programs.

Fund mentors in the UC system. Sponsor chairs in sustainability at lighthouse institutions.

Co-opt universities by involving them in local farm-to-school efforts and by advocating for local, fresh sourcing in university dining halls.

“We cannot accept the same rate of return. The question is how can we accelerate it?  
...We are all so better educated than we were at the start.”

"Management training is a real issue. There is a lack of business education in many cases...  
Farms are stuck in the family model because of a lack of creative thinking."

“Growers need a workbook to follow on how to get to sustainable...This is especially important for the major crops and the international market place.”

“Getting the research to support our claims and improve our position is a necessity. Farmers stay conventional or go GMO based on the lure of productivity. We have to provide a counter-example. Today, we mainly do that with a premium.”

### Promote Direct Producer-Consumer Market Makers

Participants recognize how effective farmers’ markets and CSAs have been in promoting sustainable food in different communities. Many participants see the CSA as an effective operating model for connecting small farms with urban neighborhoods. Participants

## Outlining a Change Agenda

advocate that the continued encouragement reflect a healthy respect for the limits of the niche.

Many participants suggested that innovation lies in further exploiting the strategy, not the form-factor, of local direct marketing efforts. Farmers' markets and CSAs function well when farmers take greater responsibility for the customer relationship. Some see this market-making focus as a cornerstone for new business models.

Participants suggested a range of direct producer-consumer strategies:

Position farmers' markets as outdoor food markets by offering more lightly processed options (e.g. olives).

Lower regulatory barriers to entry at county level (permitting fees related to food sanitation).

Link farmers' markets and CSAs with public assistance programs (Food Stamps, WIC/Senior).

Promote neighborhood-buying clubs to support CSA farmers.

Sponsor market-making innovators through research and promotion (e.g. business plan contests).

“The farmers need to own the customer relationship. They have to take the risk to get the margin.”

“Farmers could act as owner-operators for independent grocery stores. Not everyone will go to farmers' markets but they value the connection with farmers and the convenience of a neighborhood store.”

“How about a CSA in every neighborhood? Perhaps the CSA links up with the neighborhood corner store. Perhaps neighbors buy shares in the corner store... we need to show the successful model and the chains will follow consumer demand.”

## Develop More Regional Infrastructure for Purchasing Agents

Participants expect that increasing institutional and food service demand will create opportunities for regional ventures. Access to capital is cited as the major stumbling block. Better market intelligence could help attract capital. There is no single answer to this question: more specialized distributors, producer cooperatives, or wholesale-focused CSAs, or a combination of all of the above (e.g. [www.americafresh.com](http://www.americafresh.com)).

Participants suggested a range of regional strategies:

Develop better sourcing intelligence for regional buyers

Organize trade shows to promote regional food to industry (food service, warehousing, distribution)

Have Bank of America fund regional markets program for investor audience

Encourage micro-lending to encourage local processing and distribution ventures

Promote regional aggregation strategies for growers

Test market potential for specific concepts:

Equipment cooperatives

Regional marketing cooperatives

Wholesale markets for CSAs

Mobile slaughterhouses

“Farm-To-Institution will be about mid-sized farms that have the resources to meet the federal nutritional standards. An apple needs to be a specific size. The role of the packer is critical. If the apples are not the right size, there is chaos in the kitchen. Aggregating small farm products for the system is too complex.”

“The large companies in the natural foods industry can help us by telling us what they know consumers want. I believe the natural foods industry has a lot to teach food service.”

“Help small-sized distributors grow or network- make it appealing enough for larger companies to consider decentralizing.”

“Micro-processing, micro-production, micro-industrial plants that could bring people into the regional economy, much smaller scale. We need regulatory support. The co-op model is just one way to support micro processing. Capital investment is necessary.”

## **Build on Existing Labels: Strengthen Organic**

As part of our interviews, we proposed the alternative of organizing a sustainability label (e.g. Food Alliance) as a means of marketing California's sustainable producers. On balance, participants question the long-term value of "reinventing the wheel," typically citing existing eco-labels and the USDA Organic standard. Many participants were concerned about any efforts that would make "transition" a permanent market niche. Participants suggested a range of ways that the organic standard could be strengthened:

Improve the certification process by adding more regular inspections.

Extend Organic to include the domestic equivalent of Fair Trade.

Develop a LEED-style system for a graduated Organic standard.

"There are so many labels. Do they really mean anything to the consumer? Let's work to strengthen the organic label we already have."

## Establish Regional Branding

A number of participants were interested in promoting place-based marketing at the regional or county level (e.g. Calaveras Grown). Participants suggested further development should focus on extending “Buy Local” to encompass diverse commodities. Some participants cautioned that such umbrella labels have been plagued by low consumer awareness or inconsistent producer interest in the past.

Participants suggested a range of ways to encourage regional branding:

Extend Country of Origin labeling in CA to include county of origin.

Establish a common framework for regional sustainability standards

Identify and promote best practices that connect regional producer marketing with county planning and economic development

“We have not consistently marketed the place-based connection to people.”

“Local often trumps organic...Whatever the mark is, the consumer has to get what it means. There is no one perfect thing. People are very parochial by nature—there will be many solutions and versions... This has to happen locally. It could be informed by a top-down approach.”

## Launch a New Certification that Breaks the Eco-label Mold

Participants agreed that certification served a valuable economic purpose in linking up buyers and producers. From a variety of starting points, many participants expressed interest in some form of an eco-certifier that connects with buyers, not consumers.

This merits further study. In particular, divergent interpretations of sustainability are clear. Many participants were comfortable with attaching sustainability labels to a set of practices. Some participants saw an opportunity to brand producers' compliance with high CA regulations on conventional agriculture. Others preferred a more iterative concept of sustainability and suggested a LEED-style system of certifying producers.

“What’s the value of the Food Alliance certification? It helps us partner with other organizations who have the same philosophies we do. We get a certain level of education for our chefs. We get the connections with farmers. They can help resolve infrastructure issues or at least get the dialogue going.”

“How do you get an entire commodity group to agree on sustainability? Here’s what will happen: They will define something at the lowest common denominator to include the vast majority of the folks growing the commodity. And sustainable rice, sustainable almonds, or anything else will not mean much — it will negate the work that’s been done so far.”

## Permeate Policy/Public Infrastructure with Sustainability

Government should actively support sustainable practices. Many participants would like to see a set of incentives and disincentives replace the current system of commodity subsidies. Participants recognize that policy change is a commitment to a long conversation. Participants discussed cultivating policies, funding strategies, and regulatory approaches. Most participants did not perceive the potential for linking Smart Growth and farmland preservation.

Participants outlined a range of approaches for educating policy allies. These included:

Start with county supervisors as key stakeholders.

Translate a sustainable food system into public health savings for lawmakers at all levels.

Educate state legislators on missed federal funding opportunities (e.g. funding transition via Farm Service Agency).

Develop sustainable innovation workshops for county and city planners (e.g. permitting for new uses).

Participants suggested a range of policies as both near-term and long-term goals:

Support increasing the minimum wage.

Support more affordable housing programs.

Support the establishment of food security departments at the city level.

Reduce regulatory burden for processors serving in-state markets.

Establish an organic transition tax break based on rural development benefits.

Establish tax credits for good labor practices.

Campaign for bond funding to expand CSP programs at state level (based on air/water quality).

Institute farm-to-school bond funding to support produce growers.

Implement a "highway" tax on food consumption to support sustainable land and watershed uses.

"The greatest leap will come by raising minimum wage in CA (Governor just vetoed legislation to increase). The second driver will be affordable housing. Third will be to provide jobs in the communities where people live...VP has to inspire political will to tackle issues."

"You have to look for money in all the right places. It is never going to be the same place. County government gets a lot from us for not that much money in our case."

Participants presented a range of approaches for regulating bad actors:

Establish excise tax on pesticide use.

Advocate enforcing existing workplace laws.

Campaign for strict accountability for farm worker mistreatment.

Raise farm labor contractor licensing bond.

## Outlining a Change Agenda

Campaign to label questionable practices—label GMO use and pesticide use.

“Grimway changed their practices because they were worried about regulation. They may have been dragged kicking and screaming but they found techniques that would work for them.”

"Leverage work on the bio-monitoring bill in CA. Fund bio-monitoring to look at what level of chemicals are in people's systems and target some to phase out. CA is known for putting the stake in the ground."

“We can't keep the issues quiet while we create Nirvana.”

“We have to address the whole chain in terms of work. Shipper-packer-retailer demands for timeliness are correlated with a dangerous pace of work, pesticide risk, and physical uniformity... Action against large institutions forces system-wide change. The Feds' enforcement at Wal-Mart moved the entire discussion forward.”

Most participants did not perceive the potential for linking Smart Growth and farmland preservation due to a lack of political awareness and capital.

“Davis is the only community that has a dialogue about growing and land-use. That is not happening in Fresno or Modesto. It is not happening in Bakersfield or Stockton. If we can deal with smart growth by itself, that would be a huge step. Tacking on regional food systems would be too much else.”

“It is farms versus housing. Do not try to control it. Focus on getting farmers to a point where they are getting more money for higher quality products.”

“The urban-rural partnership will begin when urban areas start restraining suburban growth. They do not need to focus on changing farms. They need to change the suburbs... The problem with Smart Growth is that it is growth. We need Smart Redevelopment. The issue is that individuals drive change. In Windsor, CA, where they have done a good job, the key was one developer with a good vision.”

## **Observations**

NTR appreciated this opportunity to interview such an assembly of passionate and thoughtful participants. In closing, we would recommend listening to those voices in the group who argue for recruiting a broader set of stakeholders. This outline is weighted towards agriculture. Additional voices would clarify where initiatives will fit best in each region of California and which actions will make the most impact. Grounding strategy in local realities, as many participants emphasized, will be the key to successful execution. This research could be supplemented by targeting a number of important audiences that are under-represented at present:

Trade advisors from the food processing, regional retail grocery, and food service segments

Investment professionals with experience in funding small-scale private capital (e.g. local angel networks)

County planning professionals

Young people

Ethnically diverse people

Southern Californians

## Interview purpose

To draw out participants' breakthrough ideas for:  
incentive-based policies  
sustainable market development strategies

*Note:* Values-based communication strategies for driving consumer demand may emerge. We would like to hear them, but are not focused on them for this project.

## Interview approach

We recommend prepping for each interview based on knowledge of the person's expertise:

Select with a starting scenario (described page 2)

Assemble a short list of tactical questions from the Tactics table (pages 3 – 5)

Once a particular theme or idea emerges, use the follow-up questions listed on page 6 (Building Idea X) to draw out specifics.

As the respondent raises ideas, refer to the Filters laid on page 7 to push his/her thinking further.

### Conversation Overview

<b>Housekeeping</b>	Intro/Thank you Vivid Picture update
<b>Review purpose</b>	
<b>Prioritize</b>	Elicit priority topics Allow 15 – 20 minutes for top two priorities
<b>Cover the bases</b>	What/Why/Who/How
<b>40 minute check-in</b>	Set plan for time remaining Factor in: – remaining priorities – new ideas – prior feedback
<b>Wrap-up</b>	Thank you Report ETA 11/30/2005

## Outlining a Change Agenda

**The following is the toolkit assembled for the vivid picture change agenda interviews. It was used as a guide for conducting the interviews.**

### Starters

- Open by pairing “Imagine a California where” with one or more of the following scenarios:

**Urban-Rural Partnership** : A new social contract, a shared responsibility, between urban eaters and rural food producers values agriculture and strengthens local economies

*nutshell*: shared resource management, joint responsibility

*potential opportunities*: growth planning, energy generation, air/water quality

**Feed California Fresh**: The food system offers all Californians access to fresh, seasonal foods. Farmers, fishers, and ranchers will join with state and city governments to forge stronger regional value chains

*nutshell*: The link between freshness and people’s health can shift food system dynamics

*potential opportunities*: local processing, local sourcing/distribution, regional product diversity

**Sustainable Exports Leadership**: California is the premier provider of organic and biologically sound products in less than ten years. Public-private investment and entrepreneurial innovation has made sustainability a mainstream choice

*nutshell*: sustainable export leadership can complement local production elsewhere

*potential opportunities*: green tech innovation, conservation incentives, brand initiatives

*Caution*: We have added the *nutshell* and the *opportunities* to support the initial illustration. However, we do not want these to pigeonhole the conversation.

Based on this glimpse of The Vivid Picture, where would you begin to make this happen? Do you have backburner ideas that you really think have potential?

*Caution*: they may say, “It is already happening.” Test to see if what they mention is happening as a niche, pilot or one of a kind implementation. Push to ask how to implement this system-wide.

With some people you may have to start with problems and obstacles and move towards solutions. So, for instance, a starter might be, what do you think is the biggest obstacle towards implementing this scenario? And what do you think is the root cause of this obstacle? Then, how would you imagine addressing this issue? What wild idea would you apply to this problem?

## **Tactics for Big Thinking**

What follows is a 3-page list of suggested questions organized by front and by focus (market or policy). In addition to the three fronts that have been outlined for respondents, we have also included a 4<sup>th</sup> category — Full Spectrum — for those questions that cut across multiple fronts.

The labels for the table are as follows:

Fresh – Feed CA Fresh

Exports – Sustainable Export Leadership

U/R – Urban-Rural Partnership

Spectrum – Full Spectrum

The questions ask the respondent to either reinvent the value chain, role play different perspectives, or to consider policy implications of different scenarios.

This section of the document is a MS Word table. You should be able to add columns or sort the table to best suit how you would like to work.

## Outlining a Change Agenda

Front	Focus	Question
Exports	Market	The head of a California Sustainable Growers Association. You know you need a lot of money for transitioning to a sustainable farming system statewide. How are you going to get it? Who is vested in this transition?
Exports	Market	Consumers tend to lump farmers together. How do you distinguish farmers employing sustainability from those who aren't? (loaded question)
Exports	Policy	The Governor. How can California position itself in the US and outside the US as having the highest quality ag products? California already has a reputation for providing consistent quality, safe products? How do we add the next level of attributes to the "buy California" brand – attributes such as: variety, - environmentally safe, socially just growing practices?
Exports	Policy	A Fresno city official. Why would you support an economic development zone for organics (or sustainable production) in your town? What benefits would farmers who participated in the zone get?
Exports	Policy	If the Farm Bill were a Food Bill, what would it look like?
Exports	Policy	What is the California Department of Food and Ag (CDFA) focused on in 2030, the year the sustainable food and farming system is in place statewide for California? Does it exist in its current form?
Exports	Policy	What is CALEPA (pronounced "cal" "E" "P" "A") focused on in 2030, the year the sustainable food and farming system is in place statewide for California? Does it exist in its current form?
Exports	Policy	What is the California Department of Health and Human Services (DHHS) focused on in 2030, the year the sustainable food and farming system is in place statewide for California? Does it exist in its current form?
Exports	Policy	The UC (University of California) system is, in 2030, world renowned for creating top level, green technologies in the areas of packaging, storage, and food distribution. What private companies supported these institutions in their quest for the most elegant, sustainable technologies on the planet?
Fresh	Market	A venture capitalist. Why would you fund a Bay Area CSA on the scale of FreshDirect?
Fresh	Market	How would Marriott/Aramark source locally for hospitals and schools?
Fresh	Market	How does 7-Eleven incorporate a fresh/local produce product mix?
Fresh	Market	A 25 year-old aspiring franchisee with seed money. What would a sustainable option look like?
Fresh	Market	A grocery store owner. What would it take for you to locate a store in an urban, low-income neighborhood that doesn't have a full service grocery store within 3 miles?
Fresh	Market	Kraft Foods has decided to try regionally based processing facilities that buy from

## Outlining a Change Agenda

		local sources and pack fresh for local walk-in customers as well as regional grocery stores. You are in charge. What do you do first?
Fresh	Market	A basketball coach at an inner city school. What do you need to make sure your players have a top quality diet?
Fresh	Market	You're the new CEO at Carl's Jr., how do you re-engineer for sustainable food? What's it going to take?
Fresh	Market	You've just heard of the idea of being a "consumer investor." All you've heard is that whenever you buy an apple, you are buying more than an apple; you are investing in a piece of the apple orchard. Along these lines, what would it take for you to invest in a natural beef ranch just outside of your town?
Fresh	Market	Farmer's Markets have decided to take on a larger role in the local food system movement. What is this new role? How would you institute it?
Fresh	Market	Safeway is migrating to 60% locally sourced produce—you're in charge. What's keeping you up at night?
Fresh	Market	Regional creameries and milk processors abound in California in 2030. All milk, butter, yogurt and sour cream is produced and distributed from a regionally based facility. What market development, or market protection strategies enable this to occur.
Fresh	Policy	An attorney. What laws would have to change to allow or invent local food systems?
Fresh	Policy	If there were Food Departments at the City level in California, what would they be doing?
Fresh	Policy	How do we formalize a commitment from urban markets, school cafeterias, and hospital cafeterias to buy locally produced goods first?
Spectrum		If you had \$100M to spend implementing a change agenda , where and how would you spend it?
Spectrum		Who would you befriend that you didn't before?
Spectrum		If you had it to do over again. You are 22 years old again...
Spectrum	Market	What workplace policy would you institutionalize or put in place first?
Spectrum	Market	A venture capitalist. What would it take for you to decide to invest primarily in food or farming companies that are partially worker owned (or community owned)?
Spectrum	Market	If "big food" decided to solve the problem of hunger in California, how would they do it? Why would they do it?
Spectrum	Market	A farm owner. What would it take to motivate you to develop more farm worker housing?
Spectrum	Market	If California food distributors and farmers decided to "kick the petro habit," how

## Outlining a Change Agenda

Spectrum	Market	If California food distributors and farmers decided to “kick the petro habit,” how would they do it? What business or policy structures would be helpful?
Spectrum	Policy	What single policy would you push to have enacted?
Spectrum	Policy	How would you solve the air quality problem in the Central Valley? How would you solve the water quality problem?
Spectrum	Policy	A humane immigration program? Is it possible? What would it take to implement it? What does it look like?
Spectrum	Policy	How should the state support large-scale farms that want to make the leap to sustainability?
U/R	Market	What sort of transportation/distribution support would a food system with numerous small growers require?
U/R	Market	What type of infrastructure or knowledge base would be required to develop a California just in time export system that complemented (and encouraged) other regional food systems outside of the state? What would be required to develop this market-based support structure?
U/R	Market	What type of infrastructure might be valuable for making sustainable distribution in-state and out of state efficient?
U/R	Market	How would you convince a food processor to dedicate capacity for local-to-local commerce?
U/R	Policy	A smart growth developer. What support would you need to guarantee success?
U/R	Policy	An Environmentalist. What support could be created for farmers to make them the heroes (vs. the enemies) in the move towards sustainability?
U/R	Policy	How do we institutionalize a positive feedback loop between local sourcing, good labor practices, and community well being?
U/R	Policy	How do we encourage mutual vested interests between urban and rural peoples?
U/R	Policy	If the urban/rural communities were to see themselves as an integrated ecology, moving resources, managing waste, creating health, what type of civic dialogue would have to take place to create this type of respect as well as the economic relationships.
U/R	Policy	The people are coming. 13 million more of them by 2030, in fact. You know that what is needed is less whining about growth and more wise people to rise up and figure out where all the people are going to be housed. How do you get buyin between urban and rural players for a

## Outlining a Change Agenda

### Building Idea X

What are the details of X? How would it work?

How do we start working towards X?

Why is X a priority? What happens without X?

What additional costs does X impose? How do we pay for X or does X pay for itself?

How do we create incentives to support X?

How do we create the infrastructure to support this (specifically for the market-based strategies)?

Who has to be at the table for X to happen?

Who else, that has not been at the table before, would be ideal to have at the table?

How does X grow beyond the pilot stage?

How does X create leverage for systemic change, changing the whole system?

What keeps X from scaling?

If X were to happen, what does it buy us? How far does it get us? (Searching for whether this is truly an idea that creates leverage system wide, addresses root causes of problems.)

What would accelerate the timetable for X?

## Outlining a Change Agenda

### Fronts

Vivid Picture Overall  
 Feed CA Fresh  
 Sustainable Exports Leader  
 Urban-Rural Partnership

### Filters

Opportunities-based: Produce more winners than losers  
 Shed pilot program mentality  
 Move beyond sustainable "niche"  
 Own the center of the system  
 Catalyze state-wide change/transformational  
 Apply place-based thinking (what if eaters, producers and local entrepreneurs controlled the system?)

### Ideas

Sustainable Market strategies  
 Incentive-based policies  
 Values-based communications

### Potential Topics

Local to Local Commerce  
 Healthy Eaters and Communities  
 Food Access  
 Food Diversity  
 Food Quality & Affordability  
 Ownership — Eaters

Practices (Ag./Fisheries/Ranching)  
 Financing  
 Business Ethics  
 Labor Practices  
 Healthy Workers

Ownership — Workers  
 Ownership — Easy In/Easy Out  
 Shortening the Value Chain  
 Energy Efficiency  
 Natural Resource Management  
 Smart Growth

Actors

