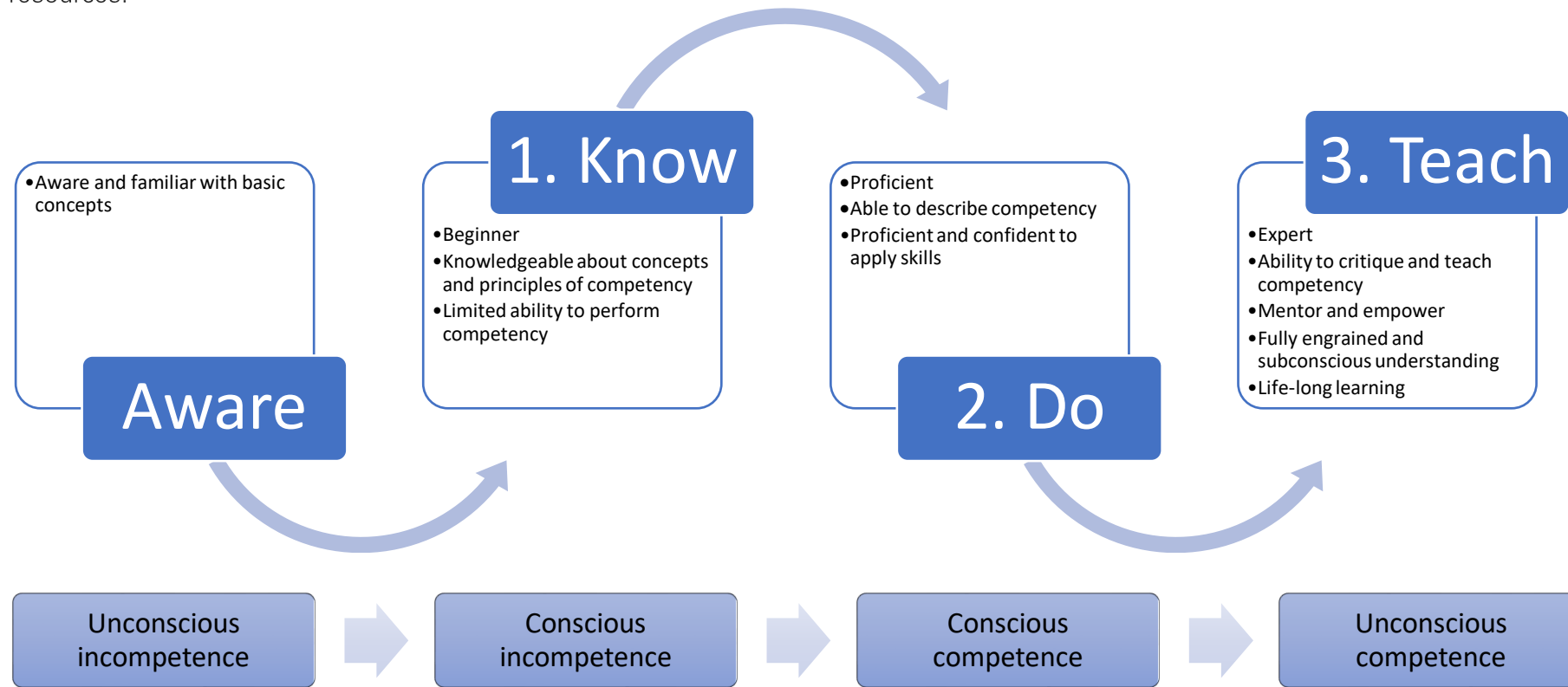


Food Systems Competencies and Learning Objectives

This document is a tool that can be used to select the competency areas and learning objectives that individual educational resources meet. On page 2, you can state the name of the resource and then identify the various learning objectives that the resource meets by checking the boxes associated. This document will allow for easier completion of the educational resource profile development within the food systems educational resource and practitioner database and can serve as a record for each educational resource you offer.

As you work through the document, you will notice that each competency has options for L1, L2, and L3, these represent the learning objective of “know”, “do” and “teach”, shown below in the framework. Learning starts with building awareness and then moves through increasing knowledge, practicing, and then teaching or mentoring. Another way to think about that is moving from a beginner, to becoming proficient and then becoming the expert. The goal for this database is to highlight various curricula related to competencies for food systems practitioners based on the knowledge level that individuals will have after participating in resources.



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Title of Educational Resource: _____

Food Systems

Common Language for Food Systems											
Technical Language			Food System Components			Integration			Systems Connections		
L1 <input type="checkbox"/>	L2 <input type="checkbox"/>	L3 <input type="checkbox"/>	L1 <input type="checkbox"/>	L2 <input type="checkbox"/>	L3 <input type="checkbox"/>	L1 <input type="checkbox"/>	L2 <input type="checkbox"/>	L3 <input type="checkbox"/>	L1 <input type="checkbox"/>	L2 <input type="checkbox"/>	L3 <input type="checkbox"/>
Define technical language associated with food systems	Translate food systems interest and opportunities into food systems technical language to access and leverage resources and collaborations	Teach community partners in common technical language	Describe the components and interactions of different sectors of the food systems	Effectively communicate about food systems components and their connections to one another	Develop community leaders within each component to teach about technical pieces	Understand and define intersections within the food system	Effectively communicate and share ways that sectors of the food system intersect	Mentor new leaders in ways to connect multiple components of the food system	Review food systems diagrams and be able to define systems thinking as it relates to food systems	Communicate the intricacies and concepts associated with systems thinking as it relates to food systems	Train others about the relationships of food systems thinking and its interconnections within the community

Supply and Value Chain								
Supply Chain			Value Chain			Product		
L1 <input type="checkbox"/>	L2 <input type="checkbox"/>	L3 <input type="checkbox"/>	L1 <input type="checkbox"/>	L2 <input type="checkbox"/>	L3 <input type="checkbox"/>	L1 <input type="checkbox"/>	L2 <input type="checkbox"/>	L3 <input type="checkbox"/>
Define supply chains and compare against value chains	Analyze a particular food product through the value chain cycle	Identify and mentor additional leaders within the community that can support supply chain development	Define value chains and compare against supply chains	Coordinate, connect and support value-chain development	Assess and evaluate needs within the value-chain	Understand the life cycle of a food product	Assess appropriate supply chain models for a particular business	Mentor local businesses to teach and connect their food product within the supply chain

Production and Wild Harvesting								
Scale			Practices			Environment		
L1 <input type="checkbox"/>	L2 <input type="checkbox"/>	L3 <input type="checkbox"/>	L1 <input type="checkbox"/>	L2 <input type="checkbox"/>	L3 <input type="checkbox"/>	L1 <input type="checkbox"/>	L2 <input type="checkbox"/>	L3 <input type="checkbox"/>
Review different scales of farming and harvesting	Participate and experience on-site production or harvesting	Provide technical assistance on appropriate production scales and practices	Identify different practices for farming and harvesting	Develop skills for particular harvesting or farming practices	Consult development of appropriate production and harvesting practices	Understand environmental conditions and how it relates to farming and harvesting practices	Identify best practices for farming and harvesting related to local environment	Implement identified best management practices based on local environment

Processing and Value-Added Agriculture								
Value-Added			Processing			Regulations		
L1 <input type="checkbox"/>	L2 <input type="checkbox"/>	L3 <input type="checkbox"/>	L1 <input type="checkbox"/>	L2 <input type="checkbox"/>	L3 <input type="checkbox"/>	L1 <input type="checkbox"/>	L2 <input type="checkbox"/>	L3 <input type="checkbox"/>
Define value-added production	Identify value-added processing businesses and opportunities in the community	Support development of processing businesses through connections and technical assistance	Understand different types of processing	Assess needs in the supply chain related to processing opportunities	Train operators in food processing methods	Understand different scales of processing	Compare regulations and licensing associated with each scale of processing	Connect processors to food safety workshops, inspectors, and technical assistance related to their processing activities

Aggregation and Distribution								
Distribution			Business Models			Infrastructure		
L1 <input type="checkbox"/>	L2 <input type="checkbox"/>	L3 <input type="checkbox"/>	L1 <input type="checkbox"/>	L2 <input type="checkbox"/>	L3 <input type="checkbox"/>	L1 <input type="checkbox"/>	L2 <input type="checkbox"/>	L3 <input type="checkbox"/>
Define aggregation and distribution	Ability to differentiate business opportunities and market demand associated with distribution	Evaluate the appropriateness of food distribution businesses based on supply and demand	Understand different business models of aggregation and distribution businesses	Compare and report on models of aggregation and distribution that exists in local context	Advise business operators and community members in developing aggregation and distribution businesses	Understand scales of distribution and how it impacts the environment and city infrastructure	Explain community and site infrastructure needed for aggregation and distribution	Consult on appropriate infrastructure needed for aggregation and distribution business

Market Channels								
Market Research			Scale			Market Opportunities		
L1 <input type="checkbox"/>	L2 <input type="checkbox"/>	L3 <input type="checkbox"/>	L1 <input type="checkbox"/>	L2 <input type="checkbox"/>	L3 <input type="checkbox"/>	L1 <input type="checkbox"/>	L2 <input type="checkbox"/>	L3 <input type="checkbox"/>
Understand where to find relevant information on market channels and market reports	Utilize market research to identify business opportunities and needs	Provide technical assistance to businesses in their efforts to conduct market research	Understand different scales of markets from direct to consumer to wholesale	Compare scales and appropriateness for different food producers and food sales	Research and Evaluate scale appropriate business needs	Describe market channels and characteristics	Assess and analyze market opportunities for food business	Guide and mentor businesses on appropriate market for sales

Consumption								
Retail			Consumer Behavior			Food Access		
L1 <input type="checkbox"/>	L2 <input type="checkbox"/>	L3 <input type="checkbox"/>	L1 <input type="checkbox"/>	L2 <input type="checkbox"/>	L3 <input type="checkbox"/>	L1 <input type="checkbox"/>	L2 <input type="checkbox"/>	L3 <input type="checkbox"/>
Identify the different retailers and businesses for purchases direct from consumers	Analyze the ability for consumers to access food products and various markets (restaurant, grocer, food pantry...)	Articulate local context needs and markets that are appropriate for population	Understand concepts of consumer behaviors and trends	Review and compare different aspects of the environmental research atlas to review purchasing habits and articulate findings	Develop assessments and analysis for consumer behavior trends as it relates to food businesses	Identify how food systems impact consumer's ability to access food	Assess and compare how food product supply, availability and price impacts consumers access to food	Develop plans for improved food access for communities

Food Safety											
Protocols			Regulations			GAP + FSMA			Food Safety Plans		
L1 <input type="checkbox"/>	L2 <input type="checkbox"/>	L3 <input type="checkbox"/>	L1 <input type="checkbox"/>	L2 <input type="checkbox"/>	L3 <input type="checkbox"/>	L1 <input type="checkbox"/>	L2 <input type="checkbox"/>	L3 <input type="checkbox"/>	L1 <input type="checkbox"/>	L2 <input type="checkbox"/>	L3 <input type="checkbox"/>
Understand food safety protocols within all components of the food system	Provide technical assistance and connections to appropriate food safety specialists	Serve as a resource and technical advisor for food safety	Aware of regulations, licensing, and policies related to food and personnel safety	Support food businesses with appropriate and up-to-date information regarding regulations, licensing and policies	Advocate for more relevant, user-friendly food regulations and policies	Understand Good Agricultural Practices and Food Safety Modernization Act	Support and connect producers with food safety workshops	Conduct food safety audits	Understand basics of food safety plans on farm and within food businesses	Identify violations and risks to food or workers on site	Assist farms and businesses in the development of food safety plans

Food Systems Assessment								
Assessment			Evaluation			Plan		
L1 <input type="checkbox"/>	L2 <input type="checkbox"/>	L3 <input type="checkbox"/>	L1 <input type="checkbox"/>	L2 <input type="checkbox"/>	L3 <input type="checkbox"/>	L1 <input type="checkbox"/>	L2 <input type="checkbox"/>	L3 <input type="checkbox"/>
Understand purpose and goals of a food systems assessment	Identify and assess different components of a food system	Critique and evaluate a food systems assessment; identify limitations of data collected	Understand intersectionality of a food system	Assess the intersectionality of a food system and community	Evaluate and develop a food systems assessment	Identify food systems assets and gaps	Based on analysis of assets and gaps, create a food system plan that is community based	Facilitate conversations for development of food systems plans

Dignity

Cultural Humility and Self Awareness								
Self			Culture			Interconnectedness		
L1 <input type="checkbox"/>	L2 <input type="checkbox"/>	L3 <input type="checkbox"/>	L1 <input type="checkbox"/>	L2 <input type="checkbox"/>	L3 <input type="checkbox"/>	L1 <input type="checkbox"/>	L2 <input type="checkbox"/>	L3 <input type="checkbox"/>
Recognize identities of self in relation to place and community	Facilitate conversations with multiple cultures that promotes engagement and interaction amongst all participants	Adopt continued learning practices for self and context appropriate engagement	Understand and respect community ways: relationships, norms, perspectives, and traditions	Develop relationships and partnerships with people and groups that advocate for others	Measure diversity of thought and trust within communities	Understand ways individuals and communities intersect and create differentiated perspectives	Develop diagrams to explain intersectionality within individuals and community	Actively include different perspectives and understanding discussions and conversations throughout work

Historical Acknowledgement and Context											
Land-possession			History			Acknowledgement			Land-Grant Institutions		
L1 <input type="checkbox"/>	L2 <input type="checkbox"/>	L3 <input type="checkbox"/>	L1 <input type="checkbox"/>	L2 <input type="checkbox"/>	L3 <input type="checkbox"/>	L1 <input type="checkbox"/>	L2 <input type="checkbox"/>	L3 <input type="checkbox"/>	L1 <input type="checkbox"/>	L2 <input type="checkbox"/>	L3 <input type="checkbox"/>
Understand original possession of land and resources	Assess and evaluate original land possession and resource ownership	Ability to teach about locale and land history	Acknowledge historical, indigenous practices and resource legacy	Investigate history and local legacy and identify personal, institutional and structural changes needed	Actively participate in lifting-up historical narratives and less-heard voices	Understand concepts of historical impact on communities and food systems	Explore different geographic contexts and compare practices and influences	Investigate ways to improve the future	Understand the history of land-grant institutions and the policies set in place	Recognize and assess imbalance amongst land grant institutions: 1862, 1890 and 1994	Research and educate about the history and imbalance among 1862, 1890 and 1994 institutions

Power and Position								
Power			Society			Structural Qualities		
L1 <input type="checkbox"/>	L2 <input type="checkbox"/>	L3 <input type="checkbox"/>	L1 <input type="checkbox"/>	L2 <input type="checkbox"/>	L3 <input type="checkbox"/>	L1 <input type="checkbox"/>	L2 <input type="checkbox"/>	L3 <input type="checkbox"/>
Identify points of power, authority, advantage and position	Evaluate power dynamics within local communities	Conduct analysis on potential adversaries related to work; this may include force field analysis and other tools	Understand societal norms of-advantages and disadvantages	Facilitate conversations about why things are the way they are	Conduct identity and power workshop	Describe how power is structurally apparent, why it operates in this way, and the impacts it has on community	Develop plans for community regarding shifting power dynamics	Train others to dismantle harmful behavior

Engagement: Social and Economic Factors								
Social Exclusion			Social Processes			Objectivity		
L1 <input type="checkbox"/>	L2 <input type="checkbox"/>	L3 <input type="checkbox"/>	L1 <input type="checkbox"/>	L2 <input type="checkbox"/>	L3 <input type="checkbox"/>	L1 <input type="checkbox"/>	L2 <input type="checkbox"/>	L3 <input type="checkbox"/>
Define and understand different levels of social exclusion	Assess and compare levels of social exclusion within community, state and federally	Conduct workshops and trainings on how to define and access levels of social exclusion	Understand how assumptions and social norms affect how people treat one another—across personal, organizational, and societal levels	Assess power imbalances within community and support resolutions for power balance	Conduct workshops and trainings on how to transition social processes and structures	Participate in a self-awareness test	Commit to lifelong evaluation and self-critique	Educate peers on objectivity and organizational assessments for self-awareness

Income and Resource Disparity											
Income			Difference			Labor			Food and Farming		
L1 <input type="checkbox"/>	L2 <input type="checkbox"/>	L3 <input type="checkbox"/>	L1 <input type="checkbox"/>	L2 <input type="checkbox"/>	L3 <input type="checkbox"/>	L1 <input type="checkbox"/>	L2 <input type="checkbox"/>	L3 <input type="checkbox"/>	L1 <input type="checkbox"/>	L2 <input type="checkbox"/>	L3 <input type="checkbox"/>
Define differences in access to income and resources	Identify and raise awareness about income and resource differences	Develop new programs that teach community about existing differences	Understand who is impacted and experiencing difference	Identify root and proximate causes of income and resource difference	Evaluate root causes income and resource differences within local communities	Understand labor needs and rights as it relates to local community	Identify and connect to accessible resources for populations in need	Consult with communities on their efforts to improve fair and equal labor standards	Understand income and resource differences as it relates to food and farming	Assess policies that connect to impact for farm and food businesses from both organizations and government	Educate on policies that support food and farming businesses

Community Capacity

Building Trust and Relationships											
Trust			Relationships			Communication			Dignity		
L1 <input type="checkbox"/>	L2 <input type="checkbox"/>	L3 <input type="checkbox"/>	L1 <input type="checkbox"/>	L2 <input type="checkbox"/>	L3 <input type="checkbox"/>	L1 <input type="checkbox"/>	L2 <input type="checkbox"/>	L3 <input type="checkbox"/>	L1 <input type="checkbox"/>	L2 <input type="checkbox"/>	L3 <input type="checkbox"/>
Identify trusted community members	Develop authentic relationships	Practice self-awareness and identity for trusting relationships	Articulate the difference between bridging and bonding capital	Develop practices that improve relationships amongst the community	Facilitate convenings for community partners to discuss community needs	Understand tools and communication skills for developing trusting relationships	Demonstrate skills and techniques for crucial conversations, mediation techniques, and wicked problems	Facilitate conversations to solve wicked problems and conflict within community	Identify tools for assessing community history, culture and community needs	Assess needs within the community through transparent and authentic questions and curiosity	Offer thoughtful engagement strategies with community to develop trust amongst all partners

Community Development and Strategic Planning								
Frameworks			Methods			Stakeholder Engagement		
L1 <input type="checkbox"/>	L2 <input type="checkbox"/>	L3 <input type="checkbox"/>	L1 <input type="checkbox"/>	L2 <input type="checkbox"/>	L3 <input type="checkbox"/>	L1 <input type="checkbox"/>	L2 <input type="checkbox"/>	L3 <input type="checkbox"/>
Name and describe frameworks for community development	Compare frameworks and consider an appropriate framework to use for community areas of interest	Lead, organize and facilitate community development framework	Read and assess case studies of community development in food system scenarios	Practice a community development method based on an identified focus area of the community	Mentor on community development methods appropriate for food systems development	Identify community stakeholders based on topic of interest	Facilitate conversations with stakeholder's key food systems needs and opportunities	Synthesize, report and present findings to stakeholders

Community Development and Strategic Planning					
Strategic Planning			Logic Models		
L1 <input type="checkbox"/>	L2 <input type="checkbox"/>	L3 <input type="checkbox"/>	L1 <input type="checkbox"/>	L2 <input type="checkbox"/>	L3 <input type="checkbox"/>
Understand how strategic planning connects to community development frameworks	Articulate goals and actions related to strategic plan	Develop community or business strategic plans	Understand how logic models are used for strategic planning	Develop a logic model for a community project related to a community goal around food systems, including identification of activities, outputs, inputs, outcomes, impact and situational assumptions	Teach on the practice of utilizing a logic model as a road map for community development

Facilitation											
Tools			Neutrality			Inclusion			Difficult Situations		
L1 <input type="checkbox"/>	L2 <input type="checkbox"/>	L3 <input type="checkbox"/>	L1 <input type="checkbox"/>	L2 <input type="checkbox"/>	L3 <input type="checkbox"/>	L1 <input type="checkbox"/>	L2 <input type="checkbox"/>	L3 <input type="checkbox"/>	L1 <input type="checkbox"/>	L2 <input type="checkbox"/>	L3 <input type="checkbox"/>
Identify different facilitation tools for community and group discussions	Create facilitation plan for a community project including expectations and delivery methods	Execute facilitation techniques including final products and follow up suggestions	Recognize the importance of neutrality in facilitation	Participate in scenarios to determine when a third-party and outside facilitator is needed	Practice different methods and tools for remaining neutral in facilitation	Recognize different practices for bringing in all voices in the community	Participate in facilitated meeting with a more experienced facilitator	Mentor new facilitators on practices for inclusion	Detail skills for facilitation with dominant personalities	Demonstrate facilitation strategies for difficult situations	Mediate difficult conversations and support other facilitators when a third-party is needed

Resource Identification								
Assets			Resources			Network		
L1 <input type="checkbox"/>	L2 <input type="checkbox"/>	L3 <input type="checkbox"/>	L1 <input type="checkbox"/>	L2 <input type="checkbox"/>	L3 <input type="checkbox"/>	L1 <input type="checkbox"/>	L2 <input type="checkbox"/>	L3 <input type="checkbox"/>
Describe existing assets and opportunities	Develop network map and directory of assets	Categorize assets and identify ways of enhancing work	Identify existing resources, organizations, and businesses, referencing intersectionality of the food system	Conduct analysis of existing resources and synthesize information into report	Compose a strategy for strengthening community based on existing assets and needs	Understand power and decision makers	Develop network map of stakeholders and their role within a project	Facilitate discussions amongst the network for continued asset development

Economy and Business Analysis

Business Development					
Business Plans			Vision, Mission and Values		
L1 <input type="checkbox"/>	L2 <input type="checkbox"/>	L3 <input type="checkbox"/>	L1 <input type="checkbox"/>	L2 <input type="checkbox"/>	L3 <input type="checkbox"/>
Aware of business plan components	Identify personal role and technical experience as it relates to business plan development	Partner with technical experts to develop business plan	Understand the use of vision, mission, and value in business plans	Assist in the development of vision, mission, and value statements	Mentor businesses on creation of vision, mission, and value statements for their business

Business and Organization Legal Structures					
Business Models			Tax Structures		
L1 <input type="checkbox"/>	L2 <input type="checkbox"/>	L3 <input type="checkbox"/>	L1 <input type="checkbox"/>	L2 <input type="checkbox"/>	L3 <input type="checkbox"/>
Describe various business models	Compare legal aspects of each business model and implications	Support business owners in determining their business structure	Identify tax structures relating to business models	Assess how different structures impact economy and local community	Describe tax consequences of business models for consideration in business development

Finance and Funding								
Finance			Funding			Grants		
L1 <input type="checkbox"/>	L2 <input type="checkbox"/>	L3 <input type="checkbox"/>	L1 <input type="checkbox"/>	L2 <input type="checkbox"/>	L3 <input type="checkbox"/>	L1 <input type="checkbox"/>	L2 <input type="checkbox"/>	L3 <input type="checkbox"/>
Understand respective financial aspects of business plan	Support businesses in assessing finance capacity	Develop capital budgets	Identify grants, capital outlets, loans and financing opportunities for businesses	Determine appropriate funding mechanisms for specific business and create plan	Support businesses in accessing loans, capital and grants	Review previous grant awards for areas of interest in food systems	Practice grant application writing with mentor and partners	Manage a successful grant application

Market Identification and Marketing Strategies								
Market Channels			Market Research			Marketing Plans		
L1 <input type="checkbox"/>	L2 <input type="checkbox"/>	L3 <input type="checkbox"/>	L1 <input type="checkbox"/>	L2 <input type="checkbox"/>	L3 <input type="checkbox"/>	L1 <input type="checkbox"/>	L2 <input type="checkbox"/>	L3 <input type="checkbox"/>
Define marketing and aspects associated	Compare marketing channels appropriate for a specific food product	Consult with entrepreneurs on marketing plan development	Identify aspects needed for a successful marketing plan	Conduct market research for a specific food product	Deliver curricula on practices for market research	Read case studies on marketing best practices for food products	Craft a marketing plan for a food business	Critique marketing plans and strategies

Economic Development Strategies								
Economic Development Frameworks			Economic Development			Partnership		
L1 <input type="checkbox"/>	L2 <input type="checkbox"/>	L3 <input type="checkbox"/>	L1 <input type="checkbox"/>	L2 <input type="checkbox"/>	L3 <input type="checkbox"/>	L1 <input type="checkbox"/>	L2 <input type="checkbox"/>	L3 <input type="checkbox"/>
Describe economic development frameworks and tools	Articulate impacts between economic development and food systems	Initiate community economic development frameworks for food systems involvement	Identify incentives for economic development	Create a narrative for economic development as it relates to food systems	Develop food systems as a priority for economic development	Identify economic development professionals	Partner with economic development professionals around farm and food businesses	Consult with economic development professionals on food systems projects

Economic Development Strategies					
Vision, Mission and Goals			Economic Impact Evaluation		
L1 <input type="checkbox"/>	L2 <input type="checkbox"/>	L3 <input type="checkbox"/>	L1 <input type="checkbox"/>	L2 <input type="checkbox"/>	L3 <input type="checkbox"/>
Understand the use of vision, mission and values in economic development goals	Assist in the development of vision, mission and value statements for economic development strategies	Craft vision, mission and value statements for economic programs in community	Compare different evaluation tools as it relates to economy: feasibility studies, economic impact, needs assessments	Participate in a community needs assessment, feasibility study, or economic impact analysis and determine appropriate next steps for testing appropriate economic development projects	Conduct a needs assessment, feasibility study, and determine appropriate next steps for testing appropriate economic development projects

Governance and Policy

Policy Identification and Process								
Policy Development			Identification			Policy Makers		
L1 <input type="checkbox"/>	L2 <input type="checkbox"/>	L3 <input type="checkbox"/>	L1 <input type="checkbox"/>	L2 <input type="checkbox"/>	L3 <input type="checkbox"/>	L1 <input type="checkbox"/>	L2 <input type="checkbox"/>	L3 <input type="checkbox"/>
Understand the process of policy creation	Discuss process for policy development with elected officials	Empower community actors to become involved in policy creation and adoption	Identify existing policies that impact your work	Analyze implications of policy on food systems and those involved	Create policy language for needed changes	Identify local contacts that are involved in policy work and understand their role	Collaborate with policy advocates and decision makers to identify policy needs	Develop working group for policy discussions and identification of needs

Organizing for Policy Change								
Education vs. Advocacy			Influence			Facilitation		
L1 <input type="checkbox"/>	L2 <input type="checkbox"/>	L3 <input type="checkbox"/>	L1 <input type="checkbox"/>	L2 <input type="checkbox"/>	L3 <input type="checkbox"/>	L1 <input type="checkbox"/>	L2 <input type="checkbox"/>	L3 <input type="checkbox"/>
Describe the difference between education, advocacy and lobbying	Participate in process for policy change; identify your role in the process	Train community leaders on how to participate in food policy change	Articulate spheres of influence	Discern who the decision makers are for particular types of policies	Present policy proposals and options to decision makers	Identify stakeholder values and relation to policy	Develop consensus among stakeholders for policy needs	Summarize policy needs and desires to policymakers

Governance and Law: Regulations and Licensing Standards					
Governance			Law		
L1 <input type="checkbox"/>	L2 <input type="checkbox"/>	L3 <input type="checkbox"/>	L1 <input type="checkbox"/>	L2 <input type="checkbox"/>	L3 <input type="checkbox"/>
Understand different roles of each elected official at local, state and federal level	Map the relationships of elected officials and their roles as it relates to food systems issues	Establish lasting relationships with key players to continue foundational conversations on food policy and regulations	Identify laws, policies and regulations that impact food systems components	Collaborate with informed stakeholders on needs and gaps of existing policies and regulations	Evaluate and synthesize information on existing food policy and needs

Health and Wellness

Social Determinants of Health								
Health			Population Health			Impact		
L1 <input type="checkbox"/>	L2 <input type="checkbox"/>	L3 <input type="checkbox"/>	L1 <input type="checkbox"/>	L2 <input type="checkbox"/>	L3 <input type="checkbox"/>	L1 <input type="checkbox"/>	L2 <input type="checkbox"/>	L3 <input type="checkbox"/>
Recognize the difference between individual (medical model), public and population health	Differentiate and explain different practices related to audience needs	Empower individuals and communities to create systemic opportunities for healthy living	Compare health aspects as it relates to areas people live, work and play	Connect community members to available resources relating to healthy lifestyles	Develop lasting relationships and networks to continue systemic access to health	Explain ways that personal health is influenced by external factors beyond individual choices	Explain the systemic influences that impact personal and population health	Evaluate the impact of external influences for communities

Social Determinants of Health					
Context			Complexity		
L1 <input type="checkbox"/>	L2 <input type="checkbox"/>	L3 <input type="checkbox"/>	L1 <input type="checkbox"/>	L2 <input type="checkbox"/>	L3 <input type="checkbox"/>
Understand that health is a social context and may mean different things to different people	Explore what health means to different cultures	Organize discussion groups for continued learning on health and cultural context	Identify points of intersectionality as it relates to health	Express and deconstruct social determinants related to place and health	Assess and critique place-based communities and their support for healthy lifestyles

Personal Health											
Personal Health			Nutrition			Culture			Youth		
L1 <input type="checkbox"/>	L2 <input type="checkbox"/>	L3 <input type="checkbox"/>	L1 <input type="checkbox"/>	L2 <input type="checkbox"/>	L3 <input type="checkbox"/>	L1 <input type="checkbox"/>	L2 <input type="checkbox"/>	L3 <input type="checkbox"/>	L1 <input type="checkbox"/>	L2 <input type="checkbox"/>	L3 <input type="checkbox"/>
Understand how mental and physical health relate to one another	Discuss aspects of health and identity with various medical and social professionals	Train others on overlapping aspects of health	Understand connections to nutrition and food systems	Compare nutrition programs and food systems; and how they impact one another	Hold learning dialogues food systems and nutrition programming	Reflect on what nutrition means to individuals	Acknowledge traditional food ways and varied culturally diverse dietary patterns	Empower community members to take charge of their own nutrition	Consider school lunch programs and connections to health	Assess school meal programs and their approach for culturally relevant, healthy foods	Facilitate discussions regarding school meal programs and incorporation of culturally relevant food

Food Access and Nutrition Assistance											
Environment			Food Access			Resource Assistance			Nutrition Assistance		
L1 <input type="checkbox"/>	L2 <input type="checkbox"/>	L3 <input type="checkbox"/>	L1 <input type="checkbox"/>	L2 <input type="checkbox"/>	L3 <input type="checkbox"/>	L1 <input type="checkbox"/>	L2 <input type="checkbox"/>	L3 <input type="checkbox"/>	L1 <input type="checkbox"/>	L2 <input type="checkbox"/>	L3 <input type="checkbox"/>
Recognize that there are embedded barriers for food access	Connect with community organizations and businesses on ways to disrupt and mitigate barriers	Instruct food providers on ways to improve food accessibility	Identify barriers to food access	Participate in simulations around food access; reflect on challenges and barriers	Teach community members on reality of food access in local community	Identify programs, organizations and businesses that offer support for food access	Provide connections to those in need with existing resources	Develop new mentors and connectors that share resources with community members seeking food	Identify existing nutrition assistance programs	Assess limitations and gaps of nutrition programs within community and identify opportunities	Educate individuals on appropriate nutritional programs for their personal needs

Environment

Planning for the Natural and Built Environment								
Planning			Environment			Stakeholders		
L1 <input type="checkbox"/>	L2 <input type="checkbox"/>	L3 <input type="checkbox"/>	L1 <input type="checkbox"/>	L2 <input type="checkbox"/>	L3 <input type="checkbox"/>	L1 <input type="checkbox"/>	L2 <input type="checkbox"/>	L3 <input type="checkbox"/>
Identify relationships between land use, comprehensive planning and food systems	Facilitate discussions on connections between the natural and built environment	Promote planning processes that identify and develop the natural and built environment	Define components of natural and built environment and how it relates to food systems	Utilize information on environment in food systems assessments and plans	Facilitate an assessment of the environmental impacts on food systems	Identify stakeholders impacted by food systems and environment	Compare needs and concerns across stakeholder groups	Train stakeholders on appropriate methods for facilitating conversations on environmental impacts of food systems

Agroecology and Ecosystems								
Natural Environment			Practices			Ecosystem		
L1 <input type="checkbox"/>	L2 <input type="checkbox"/>	L3 <input type="checkbox"/>	L1 <input type="checkbox"/>	L2 <input type="checkbox"/>	L3 <input type="checkbox"/>	L1 <input type="checkbox"/>	L2 <input type="checkbox"/>	L3 <input type="checkbox"/>
Define natural environment	Assess opportunities and gaps related to natural environment	Facilitate conversations for plans around natural environment	Characterize production practices and impact on environment (organic, permaculture, conventional, etc.)	Observe practices on site visits and classify differences between practices	Assess environmental impacts of growing practices	Detail connections between soil, water, and food	Conduct site-visits to various production sites to assess environmental impact	Teach agroecological principles and practices to stakeholders

Waste Reduction, Reuse and Sustainability								
Waste			Food Waste			Reduction and Reuse		
L1 <input type="checkbox"/>	L2 <input type="checkbox"/>	L3 <input type="checkbox"/>	L1 <input type="checkbox"/>	L2 <input type="checkbox"/>	L3 <input type="checkbox"/>	L1 <input type="checkbox"/>	L2 <input type="checkbox"/>	L3 <input type="checkbox"/>
Recognize value of resources that are wasted	Connect to area experts and best practices for waste reduction strategies	Calculate waste impact in community	Identify types of food waste diversion	Conduct case studies on food waste management programs and their reduction strategies	Conduct a food waste audit	Describe connections between food and material recycling, reduction and reuse	Articulate best practices for policies regarding waste management	Develop policy recommendations for organizations and communities to reduce waste

Climate Impact								
Local Climate			Climate Impact			Risk		
L1 <input type="checkbox"/>	L2 <input type="checkbox"/>	L3 <input type="checkbox"/>	L1 <input type="checkbox"/>	L2 <input type="checkbox"/>	L3 <input type="checkbox"/>	L1 <input type="checkbox"/>	L2 <input type="checkbox"/>	L3 <input type="checkbox"/>
Understand local vulnerabilities, management, adaptation and mitigation plans	Develop place-based practices for climate impact and support	Collaborate and discuss practices for a climate resilient plan for food systems	Define technical language around climate and weather variability	Classify climate events within the local community	Document the climate impact in local community	Understand potential climate risks and preventative actions associated	Organize learning circles, summits and group discussions around climate and food systems	Compose policy recommendations for climate action

Built Environment								
Built Environment			Infrastructure			Planning		
L1 <input type="checkbox"/>	L2 <input type="checkbox"/>	L3 <input type="checkbox"/>	L1 <input type="checkbox"/>	L2 <input type="checkbox"/>	L3 <input type="checkbox"/>	L1 <input type="checkbox"/>	L2 <input type="checkbox"/>	L3 <input type="checkbox"/>
Define built environment	Connect to resources and stakeholders within the built environment	Teach partners on elements of the built environment and connections to food system	Identify assessment tools for infrastructure needs	Map built infrastructure elements within the community and identify needs	Design appropriate supply chain infrastructure for needs within the community	Understand basic planning and built infrastructure systems	Assess a food business' infrastructure needs both on site and community context	Conduct planning process to identify and develop implementation plan

Disaster Preparedness, Response and Recovery											
Disaster Plans			Disaster Impact			Network Support			Disaster Management		
L1 <input type="checkbox"/>	L2 <input type="checkbox"/>	L3 <input type="checkbox"/>	L1 <input type="checkbox"/>	L2 <input type="checkbox"/>	L3 <input type="checkbox"/>	L1 <input type="checkbox"/>	L2 <input type="checkbox"/>	L3 <input type="checkbox"/>	L1 <input type="checkbox"/>	L2 <input type="checkbox"/>	L3 <input type="checkbox"/>
Review the different components of a disaster plan	Assess disaster management plans for strengths and weakness	Create a community disaster plan	Describe how disasters impact food systems and who disasters will impact	Analyze a disasters impact on a local community; participate in disaster exercises	Communicate disaster management plan with public and Lead disaster scenario exercises for a community or organization	Identify sources of support for preparedness and recovery	Connect people to scale-appropriate sources of support	Create a post-disaster network response plan	Identify different types of disaster that may impact a local community	Assess and evaluate the levels and magnitude of potential disasters	Create a disaster management plan for a particular disaster

Leadership

Personal Leadership Styles								
Leadership Styles			Personal Leadership			Emotional Intelligence		
L1 <input type="checkbox"/>	L2 <input type="checkbox"/>	L3 <input type="checkbox"/>	L1 <input type="checkbox"/>	L2 <input type="checkbox"/>	L3 <input type="checkbox"/>	L1 <input type="checkbox"/>	L2 <input type="checkbox"/>	L3 <input type="checkbox"/>
Identify different leadership styles	Demonstrate ability to connect and work collaboratively with leadership styles different than oneself	Teach aspects of leadership and values	Indicate own leadership style	Develop and evolve aspects of personal leadership style	Mentor others on leadership journey	Define emotional intelligence	Demonstrate when to lead and when to follow	Apply practices for continued learning including emotional intelligence practices

Communication and Interaction											
Personality Types			Communication Styles			Effective Listening			Common Language		
L1 <input type="checkbox"/>	L2 <input type="checkbox"/>	L3 <input type="checkbox"/>	L1 <input type="checkbox"/>	L2 <input type="checkbox"/>	L3 <input type="checkbox"/>	L1 <input type="checkbox"/>	L2 <input type="checkbox"/>	L3 <input type="checkbox"/>	L1 <input type="checkbox"/>	L2 <input type="checkbox"/>	L3 <input type="checkbox"/>
Identify personality styles and understand how they impact communication	Effectively present and share ideas with individuals with different personality types	Relay best practices for communication and engagement in community	Explain appropriate communication skills for different situations	Ability to effectively communicate with different methods	Facilitate conversations with multiple interest groups and communication styles	Express how listening plays a part in communication	React thoughtfully and constructively to different types of communication	Inform stakeholders and partners on respectful ways for listening and active participation	Aware of tools to create common language amongst groups	Practice developing and accepting common and shared language for difficult concepts	Develop common language and core principles for interest groups

Teams and Working Groups											
Plans of Work			Goals			Roles			Internal Teams		
L1 <input type="checkbox"/>	L2 <input type="checkbox"/>	L3 <input type="checkbox"/>	L1 <input type="checkbox"/>	L2 <input type="checkbox"/>	L3 <input type="checkbox"/>	L1 <input type="checkbox"/>	L2 <input type="checkbox"/>	L3 <input type="checkbox"/>	L1 <input type="checkbox"/>	L2 <input type="checkbox"/>	L3 <input type="checkbox"/>
Identify personal role in position and project	Develop a plan of work that articulates time, dedications, and role in team or project	Teach teams how to create a plan of work for project or program	Understand the importance of multiple and diverse perspectives shared for goal setting	Acknowledge and include multiple perspectives in creation of goal statements	Create multi-sector and systems-based goals with equitable inclusion of stakeholder perspectives	Understand tiers of influence	Explain roles and practices of each individual and organization participating	Share best practices on role identification and participation methods	Contrast internal organizational teams and community working groups	Explain both personal role and additional partner roles as relates to a particular team project	Develop multi-sector teams for internal organization

Continue to next page for the last 'Teams and Working Groups' learning objectives.

Teams and Working Groups					
Working Groups			Networks		
L1 <input type="checkbox"/>	L2 <input type="checkbox"/>	L3 <input type="checkbox"/>	L1 <input type="checkbox"/>	L2 <input type="checkbox"/>	L3 <input type="checkbox"/>
Explore best practices for working with multi-sector community working groups	Differentiate and articulate ways of developing teams and the challenges that may occur	Effectively manage and support working groups for community projects	Identify community leaders and actors associated with areas of interest	Develop relationships with community leaders for active participation in working groups	Mentor and develop new leaders for community working groups

Evaluation

Evaluation and Defining Success								
Evaluation			Bias			Goals		
L1 <input type="checkbox"/>	L2 <input type="checkbox"/>	L3 <input type="checkbox"/>	L1 <input type="checkbox"/>	L2 <input type="checkbox"/>	L3 <input type="checkbox"/>	L1 <input type="checkbox"/>	L2 <input type="checkbox"/>	L3 <input type="checkbox"/>
Understand the importance of evaluation	Express and connect evaluation into existing projects and programs	Communicate the importance of evaluation as it relates to sharing impact of work	Understand factors that influence objectivity	Ability to recognize and determine when evaluation objectivity may be compromised	Teach best practices for identifying evaluation partners	Understand the stakeholders and audience for the evaluation	Develop appropriate goals based on the project, program and audience	Facilitate discussions for goal setting and defining success

Data Sources and Uses								
Data			Data Identification			Collection Methods		
L1 <input type="checkbox"/>	L2 <input type="checkbox"/>	L3 <input type="checkbox"/>	L1 <input type="checkbox"/>	L2 <input type="checkbox"/>	L3 <input type="checkbox"/>	L1 <input type="checkbox"/>	L2 <input type="checkbox"/>	L3 <input type="checkbox"/>
Describe the importance of data in evaluation	Develop evaluation plan with secondary data that articulates metrics for impact evaluation	Synthesize and report on findings from research	Identify where to find data	Categorize, list and cite data sources	Administer and appropriately store and use data for research	Understand methods of collecting secondary and primary data	Conduct different practices of evaluation: survey, interview, secondary data collection	Synthesize and analyze data from multiple sources

Strategies, Methods and Tools for Evaluation Plans								
Tools			Logic Model			Evaluation Types		
L1 <input type="checkbox"/>	L2 <input type="checkbox"/>	L3 <input type="checkbox"/>	L1 <input type="checkbox"/>	L2 <input type="checkbox"/>	L3 <input type="checkbox"/>	L1 <input type="checkbox"/>	L2 <input type="checkbox"/>	L3 <input type="checkbox"/>
Identify and describe different evaluation methods and tools	Prepare an evaluation plan that includes process, outcome, impact and unintended consequences	Provide critique on evaluations developed by others	Define goals, objectives, outcomes, outputs	Develop measurable goals and attainable objectives based on benchmarks	Mentor and guide others in goal-setting and defining success	Describe different types of evaluation	Conduct an evaluation of a program or project	Conduct systems-wide evaluation and assessment

Continue to next page for the last 'Strategies, Methods, and Tools for Evaluation Plans' learning objectives.

Strategies, Methods and Tools for Evaluation Plans					
Metrics			Reports		
L1 <input type="checkbox"/>	L2 <input type="checkbox"/>	L3 <input type="checkbox"/>	L1 <input type="checkbox"/>	L2 <input type="checkbox"/>	L3 <input type="checkbox"/>
Describe metrics and needs to measure impact of a particular project or policy	Conduct analysis using data to show relevant impact of a particular project or policy	Synthesize evaluation in a report for appropriate audience with suggested next steps	Understand different types of reports and ways to connect to audiences	Able to report impacts through presentations, publication, etc.	Mentor others on how to develop appropriate reports for your audience