

Communications Assessment & Strategies



To be updated or reviewed no less than every 6 months or annually

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Submitted by

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External audiences cannot know what they do not know. They see through a lens without your internal knowledge. They will form opinions create an image and make a judgment. Where you see clarity they see only what has been most conspicuously on display. Audiences will select narratives, assign meaning, and define the organization based upon what is convenient and traditional.

Lauri Andress

Table of Contents

Summary	5
Background	9
History of Project: Public Allies New Mexico Fellow	9
History of the Organization	9
Conceptual Approach Utilized	10
Issues Management	10
SWOT Analysis	11
SWOT Results	12
SWOT Exercise: <i>What, So What, What Now?</i>	14
Need for Communications Strategies	15
Why focus on communication?	15
Communications Priorities	18
How Non-profits Measure Communications Success and Avoiding Problems	18
Communications Objectives: Strategy Meeting April 20th	18
Customers	20
Day in the Life: Audience Profiling	20
Menu of Recommendations	26
Internal Communications Strategies	26
External Communications Strategies	27
Audience Profiling and Day in the Life Exercise	27
Layered Campaigns & Tools	27
Media Relations	27
Strategic Partnerships	27
Events	28
Content Creation	28
Digital Marketing & Search Engine Optimization (SEO)	28

Strategies to Achieve Clarity	29
Develop and Test Framing Messages	30
Brand Architecture: What Is It?	32
Staffing, Scope and Role of the Communication Unit	33
Communications Team Structures	36
Landscape Analysis	36
Take a Training on Systems Change	38
Outreach	39
By Invitation Only Events	39
Cooking Classes	39
Don't Develop a Logic Model	40
Appendix A: Biography Address	44
Appendix B: CSA Interview Guide	46



Summary

Big Picture Implications & Potential Impact: The call by Agri-Cultura Network (ACN) for this interlude to focus on communications planning and assessment is grounded in real-world pressures. This analysis is aimed at helping the organization offset public relations losses and confusion in external comprehension and relationships. Recommendations are listed in order of priority based on immediacy and the need to address the organization's image.

The results of this communications analysis have the potential to fundamentally shape and clarify the organization's structure, followed by a greater likelihood that the organization's public identity and strategic communications will become sharper, clearer, and more vibrant.

Ultimately, decisions made about the structure of the organization, programs, brands, core messaging, and priority audiences will directly influence the organization's ability to attract funding, recruit program participants, and advocate for policy. The push to integrate newer programs like agro-forestry, climate change, job training, and urban farming into the core vision, mission, and messaging could significantly broaden the organization's appeal but also risk diluting its established brand identity centered on food and farming.



Key Ideas, Risks, Opportunities ¹

- **Integration:** The organization's primary communication challenge is to present itself as an integrated entity despite having different legal entities, programs, logos, and sometimes competing interests (e.g., farmer profitability vs. food affordability). (16:45)
- **Variation:** The organization aims to serve a broad and varied number of audiences which necessitates more nuanced and targeted communication strategies for groups ranging from funders to assorted program participants. (52:00)
- **Internal communication:** Effective external communication is dependent on strong internal communication, requiring a system for all staff to be knowledgeable about the full scope of the organization's work. (1:22:00)
- **Core messaging:** The organization's core messaging needs a significant update to incorporate its newer, large-scale programs like urban forestry and not rely solely on its historical identity in food production. (1:48:08)
- **Comprehensibility:** A consistent theme was the struggle to create a single, cohesive identity and message that could unite the organization's diverse programs, including ACN, La Cosecha, and newer forestry initiatives. (16:45, 1:22:00, 1:48:08)
- **Audience Density:** The conversation repeatedly highlighted the vast number of distinct audiences the organization served and the challenge of tailoring communication effectively to each one without a clear prioritization strategy. (43:59, 52:00, 1:09:25)
- **Internal Knowledge Sharing:** The importance of internal communication as the foundation for external messaging was a recurring point, emphasizing that staff needed to be cross-trained. If not literally cross-trained, then informed about all organizational activities and how they fit together to produce systems change. (38:30, 1:17:10, 1:22:00)
- **Complexity:** The facilitator used the example of balancing the sale of high-priced organic produce for farmers' benefit with the goal of providing affordable food to low-income residents to illustrate the organization's internal complexity. (16:45)

¹The time stamps represent the part of the communications workshop in April 2026 where this idea, issue, or topic was discussed.



- **Outreach effort:** The group's exercise of breaking down the "community" audience into distinct sub-groups like retail customers, online buyers, CSA members, and program participants demonstrated the convolution of their messages and outreach needs for various programs such as cooking demonstrations and gardening classes. (48:44)
- **Targeted engagement:** A participant's statement that the institutional buyers program was a "game changer" that took nine years of policy work is evidence for the importance of targeted, long-term engagement with specific audiences. (1:19:54)
- **Framing and branding:** The detailed critique of three proposed message frames, with participants pointing out what was good, not helpful, or missing (e.g., urban forestry, land stewardship), served as direct evidence that current frames, overarching messages, and concepts are currently incomplete. (1:35:44 - 1:49:18)

Recommendations

These recommendations are prioritized to help the organization offset losses and confusion in image, external comprehension and relationships. They are listed in order of priority based on immediacy and the need to simultaneously restructure while marketing and communicating about the organization.

1. **Clarify your legal identities.** This will help future marketing and PR efforts. Co-mingling legal identities, staffing, narratives and marketing material makes it hard to determine if there are separate organizations. Consider whether having one parent organization and one legal identity is more beneficial given the predominant, historical narrative and image of the organization. Review the section on Brand Architecture. Be mindful of preserving the organization's image and social capital built up over the years.
2. **Don't waste energy developing a logic model right now.** Wait until clarity is achieved on priorities, goals, systems, structure, and programming.
3. **Immediately adopt a change communications** strategy including issuing a public statement to the Board, a letter /email to close allies, a one-to-one meeting with someone from the press or a magazine, that explains the internal changes in processes going on with name, identity, structure, and programming.
4. **Conduct a landscape analysis immediately.** Determine what competitors are doing that is similar or different. Identify gaps that could be filled in services. Consider future trends and issues that will impact the organization.
5. **Begin monthly meetings with neighbors,** external groups, stakeholders, and organizations that need to understand ACN/La Cosecha and can be instrumental in promoting the organization.

6. **Undertake Strategic Prioritization:** An emerging realization is that given the organization's limited resources and broad scope, a strategic prioritization of key audiences is necessary for any communications plan to be effective. (1:09:25)
7. **Build an audience profile for CSA (Community Supported Agriculture) clients.** Interviews with CSA clients began in July 2026. The iterative interview guide may be found in the appendix. An initial profile of current CSA clients is being created. Additionally, the persona of possible CSA audiences is in the early stages of development.
8. **Address internal communications** with education, more meetings, informational emails to boost morale and ensure that everyone is doing and saying the same thing.
9. **Develop a bridging frame and branding architecture** to tie all of the programs, services, and products together. This is especially true given (1) the number of programs and audiences; and (2) the addition of new programs that focus on the natural environment including agro-forestry, climate change, the creation of a nursery that is for profit, and job training that focuses outside of the organization's image as one that serves the needs of small New Mexican farmers.
10. **Move forward with understanding a Systems-Based Approach:** The discussion revealed a clear trend of the organization evolving from a focus on food production to a more holistic, systems-based approach that incorporated workforce development, urban forestry, and climate resilience. (1:21:54, 1:48:08)



Background

History of Project: Public Allies New Mexico Fellow

This report and analysis represent the efforts of Lauri Address, Ph.D.² in her role as an Apprenticed Fellow with Public Allies New Mexico (PANM). Every Fellow is assigned to a 10-month apprenticeship. Public Allies is a nonprofit organization that operates as an AmeriCorps program and is dedicated to leadership development. PANM is sponsored by the University of New Mexico, Community Engagement Center. Its mission is to create a just, equitable society and diverse leadership to sustain it. Public Allies provides a pipeline for diverse leaders to begin careers in public life.

In this case, Dr. Address' apprenticeship, from November 2025 to August 2026, was with La Cosecha CSA/Agri-Cultura Cooperative Network (ACN/La Cosecha). As reported to PANM in 2025, the mission³ of La Cosecha CSA/Agri-Cultura Cooperative Network was to serve as a community driven model building NM's small-scale farming economy through sustainable and regenerative food justice.

Fulfilling the role of Communications Capacity Builder, Dr. Address reported to Juliann Salinas, Director of Grants and

Programs, for La Cosecha Community Supported Agriculture and Agri-Cultura Cooperative Network.

The stated reason provided to PANM for having someone in the role of a communications apprentice was to assist the organization “in routinely communicating more effectively with the community about NM's small-scale farming economy and regenerative food justice”. The outcome was to be a “communication plan that would better inform community members of their programs, history, and mission”.

History of the Organization

Adapted from one of many documents⁴, the history of Agri-Cultura Cooperative Network (ACN) gives its founding date as 2009. The historical documents indicate that as a James Beard Award-winner, Helga Garcia-Garza established the organization. Characterized as a farmer-owned cooperative, ACN has spent over fifteen years building the infrastructure relationships, and reputation needed to feed New Mexico's communities with locally sourced food. Again, taken from one of many documents, the mission of ACN is to build NM's small farming economy through sustainable and regenerative food justice.

²Appendix A provides a biography with more information on Dr. Address.

³As will be described later in several sections of this report the mission and vision of the organization was constantly evolving.

⁴For example, New Mexico Magazine (Aug 2024); Share New Mexico; NM Healthy Soil Working Group; NM Grown Approved Supplier List.

Conceptual Approach Utilized ⁵

Issues Management

It is difficult to communicate or develop a strategy under conditions of organizational uncertainty. For example, when there are several unintegrated primary messages, the website is imprecise, new programs are indeterminate, the mission, vision and goals are changing, and a coherent model and stories about the organization are shifting and undecided.

These challenges require an approach that features issues management. According to experts in public relations, issues management is what you do before a crisis arises and involves anticipating issues, changes, or activities that could lead to problems later.

Accordingly, it is wiser to develop a communications plan while continuously scanning, analyzing and taking stock of the status of the organization, how it functions, and the evolving structure and programming. It would be less than optimal to propose messages, build an effective communication strategy, finalize a website and recommend stories and big ideas during a transformation. Even organizations that have been around for decades, such as the Ford Foundation, United Way, or the Red Cross use issues management within a public affairs unit to stay abreast of internal and external issues that could impact the organization.

The optimal process for determining what, when, and how to communicate must be built upon issues management or a constant awareness and anticipation of changes that could lead in any direction.



⁵ [What Is Issues Management in Public Relations?](#) Website accessed May 11, 2026.

SWOT Analysis⁶

For a definition and description of SWOT see <https://youtu.be/M-D6DbJswR4?si=C03Vub70JiswxULK>

The SWOT factors listed in this section are based on the following evidence:

- Internal observational data accumulated during the apprenticeship starting in November 2025.
- Interviews with the team during the development of a legislative infographic.
- A review of print materials commonly used to provide an overview of the organization.
- Working meetings to overhaul the organization’s website.
- Interviews with the team to develop an end of grant evaluation.
- Field observations and windshield surveys during outings to several sites.

The team can use the framework in the following ways:

- Update the SWOT just before monthly or quarterly meetings. This may be done anonymously through a Smartsheet. Use the results at the meeting.
- Use the W3 exercise called, “*What, So What, What Now?*” to discuss the SWOT. Detailed instructions are below. The exercise allows you to plan action steps in response to the SWOT analysis.
- The SWOT must be used if it is to help strategic planning, risk management and understanding relative advantages and disadvantages in order to better allocate resources, either towards growth or risk reduction initiatives.

⁶After discussing the SWOT analysis with Juliann Salinas I was given an earlier document from September 2019 that echoed many of these same issues. *Operational Strategies for Growing Product Sales of the Agri-Cultura Network* by Karen Karp & Partners, see pg 29.

SWOT Results

1. Internal factors you can control.

- a. Strengths: maybe quantitative or qualitative allows you to excel over peers
 - i. Leadership exhibits high commitment and boldness with a good reputation, i.e., word on street.
 - ii. Access to a kitchen can create new value-added products or healthy recipes.
 - iii. Organically grown.
 - iv. Excellent relationship with policy council.
 - v. 2019 report by KarenKarp&Partners, after external interviews, said the organization is to be valued for paying fairly to allied farmers.
 - vi. Staff works well together.
- b. Weaknesses
 - i. Audiences are not clear and prioritized.
 - ii. Audience profiles are not defined and lack strong data to support convictions on characteristics.
 - iii. Lack of clarity on goals, mission, name, and legal structure.
 - iv. Developing marketing, PR materials and website without clarity on name, mission, goals, branding, key themes, frames and operating structure.
 - v. Messages underdeveloped and not integrated: Example: food production value; fighting food insecurity; addressing hunger; purpose of the CSA and target audiences; justice for New Mexico.
 - vi. Community relations work and education are lagging.
 - vii. Moving quickly with land acquisition, construction, and establishing programs without adequate staff.
 - viii. Perception of moving into a community without doing the engagement work.



- ix. Data tracking processes to assist in telling the narrative and stories of the organization need to be overhauled.
- x. Long-term communications work is difficult to implement. There is no one to build this aspect and sustain it.
- xi. Not clear which communications goals are important and how that importance ranks relative to each other (see section on Communications Objectives).
- xii. 2019 report by KarenKarp&Partners noted that organizational and operational abilities could be improved.
- xiii. Newness of team.
- xiv. Reaction to events is often uncoordinated and slow moving due to internal communications

2. External factors that you cannot control

a. Opportunities

- i. Food is (as) medicine and adding healthy food recipes.
- ii. Educate and enlist external organizations (Example: churches, farmers/ranchers, food pantry staff, CSA customers) to help with messaging.

b. Threats

- i. Costs of organic (grown) processes
- ii. Natural environment
- iii. Understanding food sovereignty vs food security vs. anti-hunger efforts.
- iv. Key organizational values are under threat from outside forces. Examples: food justice, sovereignty.
- v. Government funding is decreasing due to issues with organizational vision.



SWOT Exercise: *What, So What, What Now?*

Results from the SWOT are the “What?” For example, the organization has a kitchen or there is a high degree of turmoil along with poor internal communication. Briefly explore the evidence or examples for these beliefs. We can look at times when internal messages got mixed up or slowed us down. We can briefly discuss how a kitchen has benefited us.

Next, moving to “so *what*”, discuss assumptions or implications that explain why this is important? Some of this information may have come out in the “what” stage. We miscommunicated and the organization failed to act quickly so we missed an opportunity that would have contributed to our reputation. We have the kitchen and have been able to respond to

customizable food products. Ask what hypotheses or conclusions you can draw. That kitchen is of tremendous benefit that we must enhance. The internal communications must be refined.

Last, in the “What Now” step you discuss what action steps make sense for handling the information discovered in the first two steps. We need to enlarge the kitchen. We need to build our library of recipes for value-added and healthy foods. We need to set up internal communications tools (monthly meetings). We need to establish SOPs for explaining how to handle information that may get stalled or ignored.

To facilitate the exercise, it is recommended that the SWOT issues be grouped and prioritized. Also, working in small groups may help the exercise be more effective and efficient.



Need for Communications Strategies

Why focus on communication?

This report is predicated on three factors:

- ACN/La Cosecha contracted with PANM to secure apprentices for the purpose of enhancing the communications function.
- The feedback during a communications strategic planning meeting with the leadership team on April 20th, 2026 (slide 1).
- Observations during the first eight months of the apprenticeship that demonstrate that the organization seemed to be struggling to merge multiple identities, values, structures, missions, programs, and legal and accounting systems.
 - The appearance of conflicts and tensions in ideology and practices as portrayed in slide 2 requiring issues management such as helping farmers and ranchers to raise the value of their products using high cost and work intensive activities while building a New Mexican food system based on justice that proclaims an interest in food security and access to healthy New Mexican food for all and takes account of the fact that there is hunger, no access to food, and the burden of food costs.

Slide 1 April 20th Workshop Agenda

AGENDA

 Two Hours; Breaks as Needed

 Exercise One: Goals

 Exercise Two: Customers

 Exercise Three: A Day in the Life.....

 Exercise Four: Testing Frames

 All Together

Slide 2 Competing interests versus an integrated whole

What and how to communicate when we are operating as an INTEGRATED whole AND as AUTONOMOUS units with competing interests?



As part of the April 20th communications strategic planning meeting, the team was asked to write why, at this time, they thought the organization needed to focus on communications. To ensure confidentiality, the team did not have to verbally provide reasons and were assured that names would not be used.

Participants pointed out the need to distinguish between internal and external communications. Below in Box 1 are some of the reasons given by the team for a focus on communications.



Box 1 Team reasons for a focus on communications

1. There has always been a need for improvement.
2. Blocks to progress have been capacity of staff, i.e., accidental assumptions or forgetting, lack of training, opportunities to purchase needed produce have fallen through.
3. Miscommunication(s) have caused mistakes and interpersonal conflict.
4. Internal: streamline messaging, streamline processes, build capacity, resolve conflict, new employee training.
5. Internal: overreliance on impromptu meetings with the executive director; lack of planning, decisions made in the moment based on crisis, changes in plan and follow-through lacking.
6. Internal: conflicts, no standard (communications) comms.
7. Externally, people in the community don't seem to know that we are a different entity than the South Valley Economic Development Corporation (SVEDC)⁷.
8. We need to advertise the Community Supported Agriculture (CSA) program.
9. External: expand reach; more shares more farmers; more contracts; build capacity; secure dollars.
10. External: website not optimal needs (to be) revamp(ed); social media and outreach lacks plan and goals.
11. External: only 150 CSA members; no capacity for social media consistency; no standardized communications process including research and evaluation; website; need to differentiate organization from SVEDC and others like /NM harvest/etc.

⁷The organization shares the same building as SVEDC by renting space from them.

Communications Priorities⁸

How Non-profits Measure Communications Success and Avoiding Problems

A quick look at objectives of non-profits may help drill down to how the organization operates in practice. For example, in the 2026 nonprofit trend report and in an ACN/LC communications strategy meeting on April 20th, 2026, we considered whether fundraising was included among a top communications objective.

- If a fundraising goal is moderately important, is fundraising an objective that the communications team is accountable for — or will the communications team be responsible for participation and engagement that support someone else's fundraising results?
- If the communications team supports event fundraising, are they being evaluated on money raised, attendance and participation, or both?
- If fundraising is an objective, is that expectation shared and measurable — or implied and retrospective?

The point of this exercise was to help make communications priorities more explicit. Clarifying these distinctions upfront will reduce confusion about roles and responsibilities for success. It will also help ensure that communications teams are evaluated on outcomes that they have the authority and capacity to influence.

Communications Objectives: Strategy Meeting April 20th

Given a list of traditional non-profit communications objectives (Box 2), the participants selected numbers two, three, four, and ten from the list below as communications priorities. Supporting fundraising instead of carrying out the fundraising was thought to be the communications role.

- Develop audience profile
- Create content and material to support external communications goals
- Brand Building and Reputation Raising
- Internal Communications

⁸ [The Nonprofit Communications Trends Report - Nonprofit Marketing Guide \(NPMG\) d007c49e-3a7f-4a69-8211-bde815f567f4.pdf](#)

Finally, as evidenced in the reasons provided by participants on the 20th (Box 1) plus the prioritization in Box 2, internal communications appear to be very important. It is advised that developing the organization's narratives and consistency in telling the story of the organization, its purpose, and programs is crucial to building external awareness, reputation, and image.

awareness and image, begins inside the organization with consistent meetings and messaging internal. Building brand awareness begins with the generation of information that is shared across the organization. Ongoing, two-way communication internally is a common idea, but its necessity cannot be underestimated.

The work to build reputation, brand

Box 2 Traditional non-profit communications objectives

1. Create Community Engagement Opportunities (Example: A forum for CSA clients segmented by socio-economic status)
2. *Develop audience profile* (Example: Focus group to find out what ranchers need from us?)
3. *Create content and material to support external communications goals* (Example: video content, photos and short story narratives)
4. *Brand Building and Reputation Raising*
5. Awareness of Issues
6. Recruiting Participants
7. Support /Do Fundraising
8. Support/ Do Small to Medium Fundraising
9. Support Thought Leadership
10. *Internal Communications*
11. Issue Advocacy
12. Building Membership
13. Recruiting Volunteers

Customers

A key aspect of building communications strategies is knowing who you are trying to reach, persuade, and motivate. This exercise from the April meeting (slide 3) was very helpful in understanding who the organization believed was willing to trade money, time, and effort in exchange for the products, services, policy agenda, and ideology of ACN/La Cosecha.

Slide 3 Customers and Audiences

Your Customers



Farmers



Ranchers



Community, non institutional want healthy food



Funders/philanthropists



Leaders/policymakers



People looking for green jobs



Institutional buyers (*Unpacked*)

Day in the Life: Audience Profiling

On April 20th we used an exercise called, “A Day in the Life”, with the aid of the diagram in slide 4. This exercise facilitates imagining the life of that group and heightens the ability to see barriers and entry points for communicating with the group.

During this exercise the ACN/La Cosecha staff preferred the use of the word “customers” over audiences. While we did not explore their preference for the use of

that word over audiences, it is important to distinguish between audiences and customers and understand the importance of profiling audiences.

Marketing professionals believe that an audience is a specific group of people that could be secured because they will benefit from your product or service⁹. On the other hand, the customer is someone who interacts with your business brand, i.e., for

⁹See [Ideal Customer Profile vs Target Audience vs Personas](#) website accessed May 6, 2026.

an exchange of monetary value in relation to your product or service or an exchange of their attention for a social value¹⁰.

A third term used by experts is “persona” used to describe customers as individuals with specific characteristics¹¹. Again, this is the third level of who you want to reach but the focus is on a profile of what the person does on any given day. But the persona works on the social, humanistic side—specific motivations, values, hobbies, habits, behaviors, and lifestyle.

For example, from the Nonprofit Marketing Association we are reminded that it is possible to come up with archetypes that might use our services/products such as those below.

- “Millennial Donor” – A 30-something professional who gives monthly.
- “Community Volunteer” – A retiree who enjoys helping local organizations.

- “Social Justice Advocate” – A cause-driven supporter active on social media.

But note, while these descriptions provide some insights, **they don’t explain what actually motivates the audience to become customers and/or engage with your services/products.**

It is much more helpful to build a persona and subsequent strategy around the **beliefs, values, struggles, victories, preferences, and activities of that group**, i.e., day in the life of that group.

The exercise on the 20th focused *on a day in the life* of the persona. The staff were invited to select one of the organization’s audiences and write a persona that profiles the group using the prompts on slide 4. The staff also added an additional prompt to the suggested questions, “What do we want the customer to feel.”



¹⁰See [Audience, Customers and Consumers term definitions](#) accessed website May 6, 2026

¹¹See “What Are Buyer Personas?” at [Ideal Customer Profile vs Target Audience vs Personas](#) website accessed May 6, 2026

Slide 4 Day in the Life

A day in the life of that audience



It is worth noting that while other audiences and customers were considered, the team had trouble characterizing the persona or everyday lives of many of their target audiences. This was especially true of the CSA audiences, including single moms, hipsters, wealthy white individuals, low-income families, and individuals who use food assistance programs.

The team seemed most at ease building the persona for the farmer and residents of the South Valley. The profiles are very specific and include enough information to aid in developing tailored communication messages, events, talking points, and other strategies.

There should be well-developed personas profiling each potential audience that the organization wants to become a customer. Significantly, returning to the prioritization of goals for the communications strategies (see Box 2) the staff selected building audience profiles as an important goal.

As examples, we can see two well-developed personas provided by staff. These characterizations are quite detailed and/or long but aid in visualizing that person, what is important to them, and creating strategies to build relationships and provide meaningful services and products tailored to their needs.

The persona profiles demonstrate several key points. First, they reveal a two-way process of communication integral to understanding the audience and constructing the persona. Second, the profiles provide lessons for issue management when tensions between what the organization wants and the capacity of the audience to do it come into conflict. Finally, the profiles display a firm grasp of the characteristics or the persona of the audience, including their needs enabling the organization to meet their needs and deliver better service.

The first profile of characteristics is for residents in the South Valley of Albuquerque. This audience is thought to be suitable for the nursery being established, agro-forestry job training, the CSA, and classes and workshops on nutrition, planting and growing food, and the natural environment, climate change, and the use of trees and shrubs to mitigate the impacts. In the quote below the staff member spoke about the characteristics of young adults and seniors, what would improve their lives and the tension between providing these resources and the organization's need for revenue.

“

So there's information that's been passed down from me, from my grandmother, from her grandfather, or from my aunts and uncles and people that are very pertinent to New Mexico culture and tradition. The South Valley is very culturally centered still. It's one of the rare places in the Albuquerque Metro as well as in larger cities in New Mexico where we have not lost our connection to the people who came before.

School on Wheels is a place that young people who don't have the resources to get a college or a high school diploma can go and take their high school classes and take it on their time schedule. So it's like people who have basically teenagers who have kids or who have to work to live and maybe can't make it into school all the time, people who have complex family situations or in foster care, things like that. They're all different walks of life. So some of them are parents, some of them are sustaining their families with jobs. Some of them are immigrant students, some of them are ... It's people who have struggled to get a traditional high school education usually because of time or life constraints that had to come first.

Mobility usually. Mobility is a big one and I can only ... talk on this as far as my experience with maybe elderly and grandparents and stuff like that, that grew up in the South Valley. My grandma did. They usually have a hard time with mobility. A good number of them are vets. They all value their gardens and their outdoor space immensely. ... they gossip a lot.

Everything is word of mouth. Everybody knows everybody. It's hard. Your business is always known in the valley.

I think it's important to acknowledge that even though we live in a very siloed age, these spaces and these communities are really interwoven and tightly knitted...one of the biggest challenges we have right now culturally is that our way of life that originally was intergenerational, which is grandchildren being taken care of by the grandparents and people spending time together, big family meals is going away. And that has created a loneliness with the elderly, yes, but also within families, also within young people.

... a space for people to meet almost like a third space that allows for folks to really connect with each other again and to connect with their heritage, connect with the people who carry the stories of our heritage, who carry the stories of the experience of the South Valley and of New Mexico at large. That's the vision. The reality of that is we still have to make money. That's the tension point that I feel like all of us are going through right now and the way the world is, right?

”

The second persona profile below is about the life of a farmer. The tension between the needs of the organization and the farmer are visible in the quote below when the staff person explains that the farmer wants market access and we want them to come into our network and “do the paperwork.” The paperwork competes with other daily tasks required to run a farm including watering, pruning, fixing equipment, weeding, harvesting, and doing crop research and planning.

Other key factors that help to profile this persona are exhibited in the staff person’s comments where two-way communication occurs and lived experiences indicate issues that affect the farmer and the future of the organization.

“

...in January, we meet with all the farmers. We have one large meeting that we ask all the farmers to come to. Not all of them can make it, but we try to communicate with them like, these are some of the main items, produce ...that we bought last year and that we're looking to buy this next year. Last year, there was no garlic, so we are totally out of garlic powder. So kind of a point of, "Hey everybody, we really need more garlic this year." And their response was, "What's on your price list is too low." So actually getting the feedback from farmers too about, okay, in order to get this ... And one farmer even very graciously went in depth with me about he'd crunched the numbers on the cost of the seed and the cost of the labor, and he's like, "I need at least this much just to break even." So getting that feedback from the farmers has been very valuable.

...farming has never been a lucrative job. You see large amounts of money moved around in farming, but as far as what farmers make, it's never been a lucrative career path. It has always been a very difficult career path, especially difficult on your body. So that's not an unheard-of story of someone just absolutely breaking themselves trying to farm. So physically farming is very difficult. Fiscally, farming is very difficult. And socially, farming is not seen as a highbrow job. It's not seen as a job that you strive for.

It's a lot of farmer's children's go to college so that they can leave the farm and then the farmer's children don't want to take over the farm. Then the farm sells out either to housing developments and then we lose farmland, that's a big problem, or sell out to big ag farms. So I was reading something recently that the number of farmers is decreasing at a far faster rate than the loss of farm acres, and that larger farms are buying out the smaller farms...

For the individual person, food is already one of their highest costs. For any of us, one of our highest living costs is food. So we're always looking for ways to save on food to pay less, which shortchanges the farmers and the farmers can't sell for as much. It's kind of a vicious cycle. So yeah, a lot of farms have closed down, or it could be another element. So I was actually just talking to a farmer this morning that her daughter is very sick and she said, "I don't have time to farm anymore. So it's also very, very difficult time-wise. It takes a lot of time. The whole thing of farmers working from sunrise to sunset is realistic. There is that much to do.

”

The organization should be able to build persona profiles for every important audience. This cannot be done without talking to those audiences. Again, returning to the prioritization of goals for the communications strategies (see Box 2) the staff selected building audience profiles as an important goal.

Menu of Recommendations

These recommendations represent durable strategies that can work across all programs. The list should be viewed as a menu from which to select marketing and PR activities to promote a program.

Internal Communications Strategies

The organization should implement regular meetings facilitated by someone different each time. A decision on how often to hold them can be made after a brief discussion or poll. These should be scheduled and placed on the calendar. A different unit, program or person can manage or host the meeting. They should be responsible for:

- Reminding everyone about the gathering
- Setting the agenda
- Asking for announcements from other programs
- Running that meeting

A simple, internal newsletter or email announcements can be sent monthly containing updates about various programs.

An internal exercise that could be undertaken jointly is to write an elevator pitch or frame (see page 28 on frames) for the organization. This helps everyone develop a common, consistent narrative, language, branding, and depiction of the organization that includes all of the programs.

External Communications Strategies

Audience Profiling and Day in the Life Exercise

You can know your audience or assume you know your audience(s). Audience profiling was covered under the exercise “Day in the Life” at the communications workshop in April 2026.

With audience profiling it is easier to personalize messages and campaigns. It also helps with organizational cohesion when the team has specificity around the audiences that they should use their energy on for engagement, marketing, public relations, and sales.

Audience profiling can concentrate on your competitor’s customers, clients with the highest potential, or the most under-served client group.

Layered Campaigns & Tools

Develop an annual, layered campaign on a topic. The single, layered campaign includes a bundle of tools: the pitch or elevator speech, digital stories and photos, a press announcement, a one-to-one interview or meeting with a selected

journalist or magazine board, a by invitation only (BIO) tour and event, a listing of specialists and lived experience people available for interviews on the topic, and an evaluation tool to measure outcomes.

Media Relations

Develop and distribute tailored narratives that resonate with your audience based on their characteristics. Develop positive relationships with journalists and editors to secure timely opportunities for news placement. Issue press availability statements. For example, in a time of drought, the organization can issue an announcement that they have community-based experts (i.e., farmers and CSA clients) able to comment on the impacts to farmers, feeding families, or hunger, and rising food costs. Another strategy is to place on the website a list of experts that can comment on different subjects.

Strategic Partnerships

Strategic partners will share the same big ideas, have similar values, and have an alignment with the creation of a system that meets an agreed upon vision. Think of United Way as an example of a strategic collaboration that could lead to growth.

Both Agri-Cultura Network and United Way identify themselves as wanting a sustainable food system for New Mexico but do not compete against each other. Each partner approaches achieving the outcomes in a different way that is noncompetitive. Think of the partnerships like puzzle pieces that fit together to make up a whole.

Another example, decolonizing food in New Mexico means partners might address hunger as the bodily need for food. Other partners might focus on healthy food such as nutritionists or hospitals. Still other partners might focus on the production of the food using regenerative, sustainable, indigenous practices.

Together a combination of these partners might be able to secure more resources. However, in building strategic alliances, the organization should be wary of mission creep and stepping out in a new direction that expands them beyond their capacity or vision.

Events

Curate events tailored to the organization to

launch products, introduce the organization to specific audiences (school districts, WIC, new farmers, policy makers). Ensure that the event lifecycle is covered including logistics before and after, press invitations/announcements, invitations, catering, and follow-up with invitees.

Content Creation

Create content that speaks to audiences and allows the organization to be seen through social platforms. Create blog posts, articles, infographics, social content calendars, monthly social media images, and photographs as visual stories.

Digital Marketing & Search Engine Optimization (SEO)

Explore enhancing website content, meta tags, and site structure, to make sure the website is ranked highly for target keywords. The goal is to increase visibility in local search results and attract customers. Use content creation to improve search rankings and drive foot traffic to the website location.

Strategies to Achieve Clarity

Organizations with multiple programs or brands typically rely on one of three brand architecture models to define how their products, services, and sub-brands relate to one another.

A close relationship among sub-brands is not always an advantage. When programs serve very different audiences or offer very different services, too much overlap can create confusion rather than clarity. At the same time, if the connection among sub-brands is unclear, external audiences may struggle to understand the mission and role of the parent brand.

Agri-Cultura Network appears to function as a parent organization with an overarching vision, mission, and core audience, alongside several sub-programs or sub-brands such as La Cosecha, Raices Sagradas, and Urban Forestry. The parent organization's primary audience appears to be small, family-owned farms in New Mexico, typically four acres or less. Its overarching vision is to build a healthy food economy across the state. The organization appears to want all programs to build their identities around the parent brand.

The way ACN uses these titles below in marketing and educational materials, images, the website, and presentations is confusing. For example, food security is not equivalent to the brand names of ACN and La Cosecha. Aggregation and distribution and farmer support are activities and not brand names. Food Security is a concept that describes a phenomenon. Might food security be a bridging frame that ties all their programming together?

- Food Security
- Aggregation & Distribution
- Farmer Support
- La Cosecha Community Supported Agriculture (CSA)¹²
- Raices Sagradas: An urban farm
- Urban Forestry (agro-forestry)
- Allgood Foods ¹³

¹²Community Supported Agriculture (CSA) is a partnership between local farmers and other producers, (i.e., meat, fruit, vegetables, honey) and consumers such as community members and retail outlets where they buy a subscription (called a share) and receive regular portions of farm products during a growing season.

¹³The value-added foods made by Agri-Cultura from the farmers produce, i.e., apple chips, okra, frozen potatoes, shredded carrots



Develop and Test Framing Messages

ACN needs 1-2 frames and a *bridging frame*. As it stands right now one can find several central themes and important goals that the organization is pursuing including food security, justice, and sovereignty, a New Mexican food system or economy, and healthy communities. It may be okay to have all of these themes and pursuits. However, there should be a frame to bridge or capture all of them. Further, it would be advantageous to make sure all the ideas, themes, and goals make sense to others, do not conflict and complement one another.

A frame is not simply a theme or what would have been called a “topic.” Some linguistic and communication experts think you must show how the frame does more “organizing” and “structuring” work¹⁴. See the presentation later titled *Don’t Develop a Logic Model*. Further, a bridging frame does its work when it brings together several frames to work together. A bridging frame for ACN is especially important given the number of outcomes it seeks, themes, and sub-bands that make up the organization’s goals.

¹⁴Reese, S. D. (2007). The framing project: A bridging model for media research revisited. *Journal of Communication*, 57(1), 148–154.

Frames are the overarching approach to narrating a story that constrains the specific choices made in construction of narratives. Framing should involve the deliberate selection of a specified way to present information (e.g., environmental, religious, economic)¹⁵. It is thought that by using a frame it takes very few words to trigger the mind to produce narratives that include visuals, values, stereotypes and good and bad characters¹⁶.

For example, when framing a discussion on obesity or high rates of chronic disease in a community, the narrator could use a nutrition, food accessibility, food as medicine, or an equity frame. The characters could include families, developers, land use and community planners, the transportation authority, farms, the food system, school districts, or healthcare providers. Strong words and concepts should be used such as food deserts, under-resourced built environments, the healthy lunch plate, organically grown local produce,

affordable, processed food or healthy produce.

Another example is Andress' research on narratives of food justice in New Mexico found at [NM & Food Justice Narratives](#) which demonstrates the existence of several narratives on the topic of food justice. Each of the seven narratives recorded during interviews with food justice advocates demonstrates a different frame including: food sovereignty, production, food as medicine, food access, nutrition, and land. There is one bridging frame that is attempting to bring all of the frames together.

Communication experts¹⁷ explain that frames are the “labels the mind uses to find what it already knows.” The frame tells us what this communication is about. They signal what to pay attention to (and what not to), they allow us to fill in or assume missing information, and they set up a pattern of reasoning that influences decision outcomes.

¹⁵Jones MD, McBeth MK, Shanahan EA. Narratives and the policy process: Applications of the narrative policy framework. 2022;

¹⁶Reese, S. D. (2007). The framing project: A bridging model for media research revisited. *Journal of Communication*, 57(1), 148–154.

¹⁷Dorfman L, Wallack L, Woodruff K. More than a message: framing public health advocacy to change corporate practices. *Health education & behavior*. 2005;32(3):320–336.

Brand Architecture: What Is It?¹⁸

Organizations with multiple brands use one of three basic architectures to organize their sub-brands. Brand architecture is an organized system, plan, or structure that guides how the organization's products, services or sub-brands relate and sometimes interact with each other. Some see it as a strategic model that helps the organization manage their "brand portfolio" guiding future development and explaining brand relationships.

An example is Doritos, Crunchwrap Supremes, and Mountain Dew. They are all Taco Bell menu items. All these brands are owned by Taco Bell's parent company: PepsiCo. Note how all of these brands and products work together to help each other — and ultimately PepsiCo. Sub-brands of the parent, based on research (a brand audit), could be distinguished by a target audience, and a unique identity, color palette, taglines, or even a set of fonts. However, unless advantageous or necessary, the architecture of the sub-brands will not intentionally stray from, undercut, or challenge the overall image, tone, vision or values of the parent organization.

Some experts recognize three models of brand architecture. Agri-Cultura Network seems to use a Branded House Architectural Model (see bullet number three below). The

branded house model increases the impact of mistakes — if one brand makes a misstep that could damage the parent because the sub-brands build their identity around the established identity of the dominant parent.

- Hybrid architecture is the most flexible and accommodates multiple sub-brands that may or may not have the most variance and may be very different without harming the impact of other sub brands. The example given is Google which owns YouTube and Google Maps. In this case YouTube kept its own logo, color palette, and fonts. On the other hand, Google Maps has a similar color palette, logo and looks the same as the parent Google.
- House of Brands architectural model manages multiple distinctly different brands. The parent brand is not typically clearly tied to its subsidiaries, and each brand works independently from operations to branding. This model can cause confusion for internal stakeholders in an organization because they must understand and portray each identity externally. As an example, consider Procter and Gamble's sub-brands which are all different (i. e., Pampers, Bounty, Charmin, Old Spice) but all of the sub-brands serve personal hygiene and home care needs.

¹⁸For more information see website June 5, 2026 [Brand Architecture: What It Is, Models, and 3 Examples](#)

- A Branded House architectural model contains multiple brands that build its presence around the established, strong identity of a dominant central master brand. Typically, the sub-brands each target a different audience or have different offerings, but they share core elements of the principal master brand's identity, including its mission, values, and brand elements like the color palette. All sub-brands work together to support the goals of

the parent organization. Small organizations with regional audiences also benefit from a branded house architecture because they can build on prior successes and really get behind “support local” initiatives. If one sub-brand makes a mistake the entire brand is impacted. Further, when all of the sub-brands have very different services or target audiences with no clear connection, the Branded House model is difficult to maintain.

Staffing, Scope and Role of the Communication Unit ¹⁹

We will start with the *Cadillac* of communications teams and pretend we have a fantastic budget. A communications department may serve many purposes including internal and external communications. Goals include building and maintaining a positive reputation, engaging with stakeholders, and developing and delivering clear, effective messaging. First, we look at key job titles and functions. Next, we divide the roles into external and internal. Last, we examine how the communications department is set up inside the organization and where and how goals are determined.

These are general roles in the communications department.

- **Communications Manager** — The Communications Manager is in charge of the day-to-day operations within the department, including managing staff, project timelines, and ensuring consistent brand messaging. They typically report directly to the CCO or VP of Communications.

¹⁹Website accessed April 10, 2026 [How to Structure a Communications Department | VMA Group](#)

- **Public Relations Specialist** — These specialists are responsible for managing media relations, crafting press releases, and handling public inquiries. They work closely with content creators to ensure a cohesive public image. Handles media relations and public outreach to build and maintain relationships with the community. Covers what can be done for free.
- **Content Creator / Copywriter** — Content creators are responsible for developing engaging written and visual content for various platforms, including websites, blogs, and social media. They collaborate with other team members to ensure content aligns with communication goals.
- **Social Media Coordinator** — This role focuses on managing and executing social media strategies, engaging with online communities, and analyzing social media performance. They assist other team members in maintaining a strong and active online presence.
- **Marketing Specialist**: Focuses on creating targeted marketing (paid advertising) campaigns to attract and engage supporters.
- **Fundraising Coordinator**: Manages fundraising efforts, including appeals and donation management.
- **Community Engagement Manager**: Works on initiatives that foster trust and support within the community.

One set of guidance has units compartmentalized into external and internal communication

External Communications encompasses how your organization interacts with the public, media, customers, investors, and external stakeholders like government bodies and industry associations.

Public Relations promotes a positive public image by shaping reputation and brand through free media such as managing press releases, media relations, etc.

- Public Relations Manager
- Media Relations Specialist
- Crisis Communications Manager

Public Affairs focuses on strategic communications with government bodies, regulatory agencies, and policymakers to advocate for the organization's interests.

- Public Affairs Manager
- Government Relations Manager
- Policy Advisor

Brand & Reputation Management creates and maintains a positive public image of a brand and social responsibility initiatives.

- Corporate Communications Manager
- Brand Communications Manager

Crisis Communications develops strategies and responses to manage public relations during a crisis.

- Crisis Communications Specialist
- Crisis Advisor

Internal Communications is about messaging and communication within the organization itself and is important for keeping employees informed, engaged, and aligned with the goals.

Employee Engagement is responsible for creating campaigns aiming to keep employees informed and motivated. Typical job titles include:

- Employee Engagement Specialist
- Internal Communications Manager

Change Communications is vital when communications is needed during periods of organizational change or transformation.

- Change Communications Specialist

Communications Team Structures

How is a communications department set up inside an organization? The department can set its goals and get input from others. On the other hand, the unit can wait for other programs to initiate a need and direct them in goals while the communications team provides expertise.

1. Centralized Teams where the communications staff set the communications and marketing strategy and define their own workload with input from others.
2. Integrated Teams where communications and fundraising staff work on an integrated organizational team and jointly decide on the communications workload.
3. Internal Agency Teams where communications staff are a tactical internal agency with its workload determined by other departments that need work done.
4. CEO-Led Teams where communications staff work directly for the CEO or the executive director who determines the workload.
5. Fundraising Led Teams where communications staff work primarily in service of fundraising leaders, who determine the workload.

Landscape Analysis

The organization is handling and will be managing many complex issues now and in the future. *Change communications is important for ACN right now.* How do these issues fit together and impact the viability of ACN?

- Climate Change
- Internal growth in facilities and staffing
- Reorganizing legally and structurally
- Defining and profiling audiences ²⁰

A landscape analysis can help the organization and programs to keep the issues front and center during the analysis. It is recommended that the organization spend time articulating the problems and considering possible outcomes. Next, they might investigate who is doing

²⁰April 20th communication strategic planning meeting participants had a hard time articulating what their audiences did on a daily basis. This was particularly true for community families or clients that bought the fresh food produce boxes or CSA (community supported agriculture).

similar work and how. The landscape analysis tells you not just what needs to change but additionally the resources, opportunities, threats, and existing efforts that help or undercut what you are doing.

1. Determine if something is missing from the current landscape in which you operate.
2. Determine if you are doing something unique²¹.
3. Determine if you are doing something better.
4. Determine who is doing better than you and why.
5. Are you doing something that places more of a burden on the communities you serve?
For example, asking farmers to fill out more paperwork in the face of the other tasks they must accomplish daily or charging higher prices for organically grown food to communities that have limited resources.
6. Identify threats if someone is doing something better than you.
7. Identify the sub-populations you want to understand better.
8. Determine trends that might impact future needs and program delivery and functioning.

Fig 1 Defining Landscape Analysis



²¹In conversations one staff person indicated that a possible competitor may be San Juan University Harvest Food Hub. A cursory glance at their website indicated some advantages and disadvantages in comparison to La Cosecha. Further, La Cosecha may have an edge over competitors in that it is considering medically tailored meals.

Take a Training on Systems Change

The organization is attempting to build a food system in New Mexico. This speaks to understanding how every part of the organization contributes to the goal and some knowledge of what it means to do this kind of work. Issues like internal communication and coordination align with the external goal of building a food system. Systems change is complex and therefore hard to measure. Collecting data that demonstrates how the organization is moving in that direction is difficult.

Strategic Prevention Solutions offers a self-paced, on-line course called [Introduction to Systems Change Evaluation | SPS](#)

The content covers:

1. Systems change evaluation vs. traditional program evaluation
2. Key approaches for evaluating complex programs
3. Practical measurement strategies for:
 - Collaborative functioning
 - Mental models and transformative change
 - Relational change and power dynamics
 - Structural change (policies, practices, resource flows)
4. Effective ways to report your findings



Outreach

By Invitation Only Events

For purposes of influencing or building and maintaining relationships, By Invitation Only events (BIO) are the simplest yet most impactful PR occasions that can be implemented by an organization. Everyone feels special when they receive what they perceive to be an exclusive, personalized invitation and a phone call or email asking them to RSVP. Stressing that the event announcement should not be shared is important. The invitation may indicate that if they know of anyone that should be present, they should let you know.

ACN should use BIO events for groups they want to influence such as WIC directors, the ABQ school district, or hospital systems. Activities can include food from the organization's efforts, a short panel discussion on a topic, hands-on-activities such as discussion planting or harvesting, cooking demonstrations, and/or tours.

The key to these events is that they feel exclusive, keep numbers small, are not advertised widely with ads or flyers, and include personalized invitations sent in the mail if possible.

Cooking Classes

Restarting cooking classes was identified in the ACN April 2026 Communication Strategy meeting as an operational goal for the coming year. During the audience identification discussion, cooking classes were framed as a community engagement vehicle for reaching and educating a distinct community audience such as individuals, families and other low income groups that need to understand how to feed themselves with healthy food. On the other hand, the classes would also engage through market-driven channels such as CSA, retail, and online sales.

However, while repeatedly referencing cooking classes throughout the meeting, it seemed difficult to profile the persona of various audiences for these classes. Are the audiences the same or overlapping for the community-engaged education purpose versus the market-driven cooking classes? Does the organization need to develop different messages for the cooking classes?

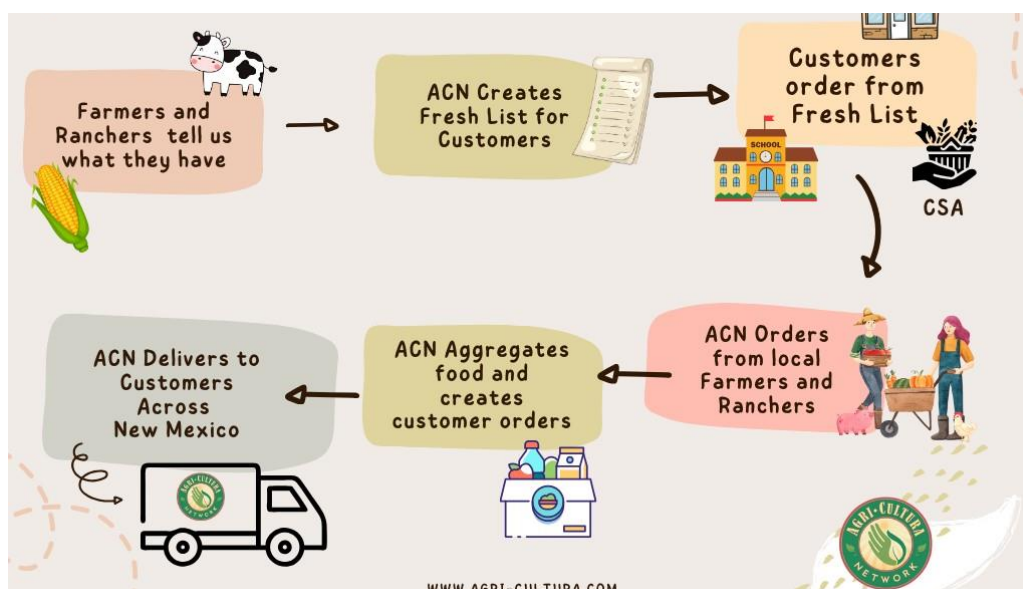
Again, there is a challenge in that ACN has many audiences and has not yet prioritized them, with cooking class participants being one of several groups competing for strategic attention.

Do not Develop a Logic Model ²²

ACN is trying to tell a complicated story that includes *everything but the kitchen sink*. Before developing a logic model, they might want to make sure they have an accurate depiction of their story.

It may be possible to create a logic model from the diagram below. However, it is not certain that the diagram is accurate or tells the full story of ACN. Does La Cosecha allow CSA customers to order from a list? There are also multiple types of customers. Further, the problems they seek to solve in the diagram are not clear. From various documents the organization is trying to resolve problems tied to a New Mexican food economy, better health, food insecurity, healthier eating, sustainability of small farms or all of these.

Diagram 1 Potential Logic Model



²²McLaughlin JA, Jordan GB. Logic models: a tool for telling your programs performance story. *Evaluation and program planning*. 1999;22(1):65–72.

Diagram 2 presents a clear story that could then be used to develop a logic model. FRESHFARM [FRESHFARM | Supporting Local Farmers & Sustainable Food Systems](#) on the east coast of the United States, like ACN, focuses on a specific region and has several programs subsumed under its brand. There is a frame. Further, their tagline uses a bridging frame to tie together several goals. While they work with farmers, that is only one partner in an overarching goal of creating a local food system. Their frame is about a local food system and it does the job of “organizing” and “structuring” the work of FRESHFARM.

FRESHFARM has worked to produce innovative solutions for our local food system in partnership with local communities and organizations. We create food access, economic development, and thriving communities through hands-on education, farmers markets, and food distribution programs.

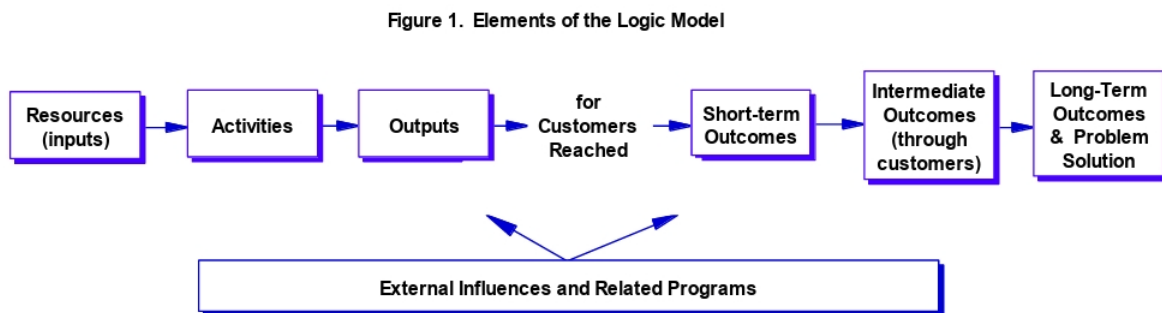
Their food hub [Food Hub – FRESHFARM](#) is a non-profit with only two clear outcomes. First, they support small- and mid-sized local farms, particularly farmers of color. Second, they address food access and food security disparities in that region of the country.

Diagram 2 Potential Logic Model Fresh Farm Food Hub Story



A logic model tells the performance story for a program. Essentially it describes the coherent linkages among program resources, activities, outputs, customers reached, and short, intermediate and longer-term outcomes (see Fig. 1). Once this model of expected performance is produced, critical measurement areas can be identified.

It is helpful to think of logic models as both prescriptive and descriptive. That is, you must both explain the elements of the program and present the logic of how the program works or perceptions of how the program will work. Figure 1 demonstrates the elements of a logic model including resources, activities, outputs, customers reached, short, intermediate and longer-term outcomes, and the relevant external influences.

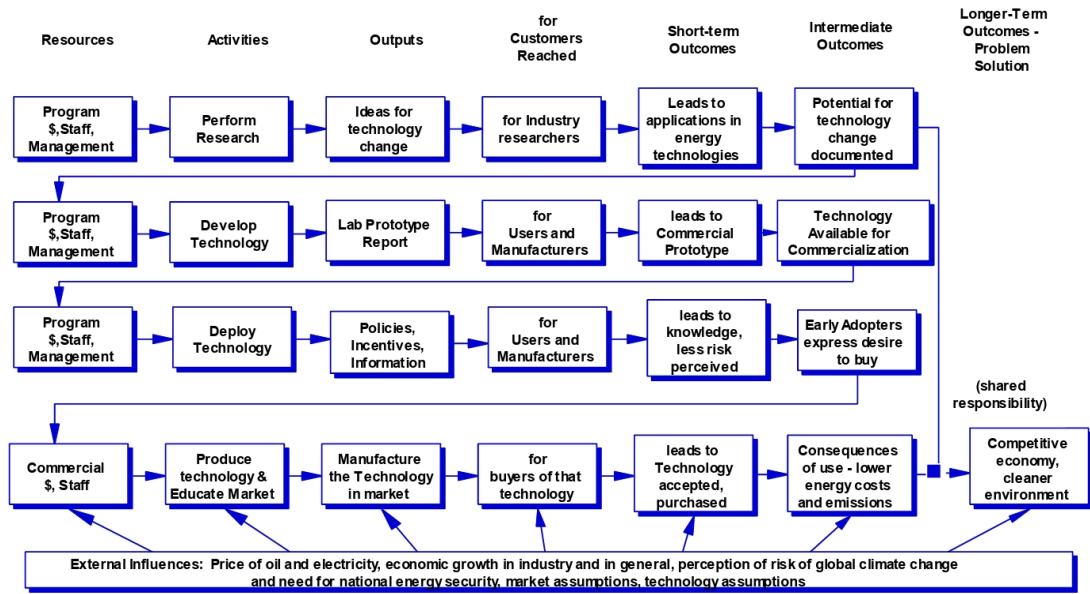


Assembling the logic model should be a team effort involving key stakeholders such as the Board of Directors, staff, and eventually, even some customers. The process may begin with a small group followed by testing the model with conversations and presentations to other stakeholders.

A more complicated logic model is shown in Figure 3.

- Resources include human and financial resources as well as other inputs required to support the program such as partnerships. Information on customer needs is an essential resource to the program.
- Activities include all those action steps necessary to produce program outputs.
- Outputs are the products, goods and services provided to the program's direct customers.
- Longer term outcomes may be a single item and problem solved as in Figure 3 or it may be one outcome and problem solved for each horizontal row.

Figure 3. Logic Chart for a Research and Technology Development and Deployment Program.



July 1998 (modified 3/99)

Appendix A:

Biography Address

Lauri Andress served as Associate Dean and Associate Professor(tenured) in the College of Population Health (COPH), University of New Mexico. After stepping down as Associate Dean she served as Assistant Dean for Access, Success, and Engagement, and Associate Professor also at the College of Population Health, University of New Mexico. Before joining COPH at University of New Mexico Dr. Andress served as Associate Dean for Inclusion, Diversity, and Community Engagement and Associate Professor in the Department of Medical Education at Geisinger Commonwealth School of Medicine (GCSOM).



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She secured a Master of Public Health and Ph.D. in Community Health Science (University of Texas Health Sciences Center, majoring in health policy; concentration in Management and Policy Sciences), and a law degree from South Texas College of Law, Houston, Texas.

Connected to broader interests in the achievement of equity through structural and policy change, predicated on the social determinants of health (SDOH) as a policy agenda setting tool and framing device, her career has provided equity-oriented leadership, scholarship, and instruction in public health settings, community-driven initiatives, schools of medicine, and government and political settings. An important guiding vision for Dr. Andress' efforts is to shift the way that society thinks about and conceptualizes notions of good and poor health, making room for the prioritization of non- medical factors framed around equity, mutual respect, and social justice.

Dr. Andress' early career included work in public health governance and political settings. She led teams that launched the Centers for Health Equity in Wisconsin and Louisville, Kentucky. Through her experiences, she developed skills in strategic communication serving as Public Information Officer and Chief of Public Affairs in Houston's Department of Health and Human Services. Later, she assumed the position of Policy and Communications aide in Washington D. C. for the 18th Congressional District of Texas.

While completing her doctorate she worked for one of the leading U.S. experts on population health, Dr. Alvin Tarlov, at the Texas Program for Society and Health at the Baker Institute for Public Policy, Rice University. As the Director of Operations & Strategic Political Action, her work focused on research, policy advocacy, and message framing around the SDOH with an emphasis on health equity from an international perspective- largely the United Kingdom and Canada. Dr. Andress manifests principles of equity through studies on food security, and maternal and infant health inequities, social exclusion and racism. She is a subject matter expert on the use of photovoice to highlight the voices and lived experiences of underrepresented groups. This has been an important part of her epistemology since working with Appalachian populations upon joining West Virginia University in 2013.

Her aim is to always build platforms for the voices, interests, and issues of the invisible so they can participate in the policy making process, communications, and agenda setting to address inequities. She incorporates a range of qualitative research skills including ethnographic techniques with content analysis of documents, and data collected from photos, community reflections, interviews, focus groups, print and electronic media, and videos. These photovoice projects have examined community redevelopment for low wealth neighborhoods, food insecurity, social justice, the invisibilization of Blacks in New Mexico, and food deserts, transportation and infant and maternal health issues of oppressed groups including Appalachian low-income and racialized women, families, the homeless, and the elderly see Home Page - Place & Health in West Virginia.

For work in New Mexico she developed a website under development: [NM & Food Justice Narratives](#) Additionally, one of the largest, multi-year, photovoice projects that Andress designed was "Imagining the West Side", a photovoice exhibition that explored three ideas on how "place" shapes the health of the people that inhabit that space [Pilot One: Community Voices & Lived Experiences - Place & Health in West Virginia](#)

Appendix B:

CSA Interview Guide

COMMUNITY INTEREST IN A FRESH FOOD PRODUCE BOX PROGRAM

We are gathering information on why people use fresh food produce programs. The interview should take approximately 45 minutes. As you might recall, for participating in the interview, you will receive a gift card worth \$25.

The interview is recorded. Is that okay? Also, some of your responses may be used anonymously in reports or on our website. Would that be ok with you?

To begin, can you say and spell your name please

Can we get your email address please?

1. Where are you from?
 - a. Note: if not from NM ask when they came to MN.
2. Did you attend and graduate from high school and college?
 - a. Note: In what field or subject did you study?
3. What do you do now... what field?
4. Let's discuss the area where you grew up.
 - a. Prompt: urban suburbs rural area?
5. Let's talk about your memories of food, cooking and eating when growing up.
 - a. Prompt: Can you tell me a story about that?
6. What is the acronym C S A?
 - a. Prompt: Have you ever heard that acronym?
 - b. When did you first hear it?
 - c. When did you first learn about them?
7. How long have you participated in La Cosecha?

8. Have you ever purchased a weekly box of farm fresh produce?
- a. Prompt: Any other programs in NM?
 - b. Prompt: if you have used any other programs how did they compare to La Cosecha considering price accessibility, accommodation, recipes....
9. Have you heard of these programs?
- a. Silverleaf farm
 - b. NM Harvest
 - c. Chispas Farm
 - d. Skarsgard Farms
 - e. Barelax Farm
 - f. Es que market
10. What motivates you to join the fresh produce food box program?
- a. Prompts: People often say they joined because of fresh local produce, health, affordability, learning about seasonal options, trying something new, supporting community and or local farmers, SNAP accessibility
11. Thinking about where food comes from locally and how it is grown we like to say that the fresh food produce bag program benefits NM. Can you discuss how the program benefits NM?
- a. Prompt: who gets those benefits?
12. Have you ever known anyone who produced food as an enterprise for example a farmer, baker, rancher?
13. For which share size did you sign up for and why?
- a. Prompt: half or whole?
 - b. Note if neither a full half ask what they would sign up for if they joined
-

14. Where do you normally get your produce when the fresh food bag program is not in season?
 - a. Prompt: grocery store; pantries; other places; farmers market
 15. Is the cost of the food box fresh produce program important to you?
 16. Did you join because the program was free or reduced below the normal price?
 17. If you are not a member of the program would a free or reduced price program be of interest?
 18. Do you use any food assistance programs?
 19. What days /times are easiest for you to pick up the box of fresh produce?
 20. Is the pick-up point to get your food produce box important?
 21. What would make participating in food box program easier for you?
 - a. Prompt: convenience, cost, knowledge, consistency
 - b. Prompt: would you pay more for delivery
 - c. Prompt: Advance notice of what is in the bag?
 22. Do you do meal planning and if so, how does the program fit in with that?
 - a. Prompt: Considering the information that comes with the bag or box of fresh produce, for example a newsletter and recipes, can you talk about whether you use that information?
 - b. Prompts: Is it helpful? Do you use it to plan? Do you use it to shop?
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23. How many in your household?
24. Who makes the decisions about food purchases in your household?
25. Would you participate in this fresh food box program in the future?
26. For people in your peer group would they be interested in a program like this? How do we reach them?
27. I want to role play like I am your neighbor and ask a series of questions.
- a. Prompt: What would you say to a friend to tell them about the benefits of the program?
 - b. I see you come home with this bag of vegetables each week. It is so beautiful and looks really good. Where do you get that produce?
 - c. What is that program? How much does it cost?
28. Any final thoughts you want us to know?