

Call for Designers

CUP is seeking designers, visual artists, and other creative workers to collaborate with an advocate or policy researcher on the next issues of Making Policy Public. We seek collaborators with an interest in research and public policy who will bring unique visual solutions to the design challenges presented by the topic.

We encourage applications from people who can attend meetings in New York City, though the jury will consider applications from people living elsewhere. Applicants from any discipline, professional status, or age are eligible. Applicants chosen through the juried submission process will receive full attribution for their work, an honorarium of \$1000, and publicity through CUP. CUP will manage the design process and provide design and production support as needed.

(or join a team in a supporting role)

Making Policy Public is an intensely collaborative project. If you don't wish to apply as a lead collaborator but would be interested in working on an MPP team, please send us a portfolio and cover note with "TEAM MEMBER" in the subject line. Past MPP projects have included critical contributions from photographers, cartographers, illustrators, and quantitative researchers.

What is Making Policy Public?

Making Policy Public is a series of foldout posters that use graphic and information design to make complex public policy topics more engaging and accessible. New installments are published four times a year, and each poster is the product of a commissioned collaboration between a designer and an advocate.

While the effects of public policies can be widespread, the discussion and understanding of these policies are usually not. This series aims to make information on policy truly public: accessible, meaningful, and shared. We aim to add vitality to crucial debates about our future. At the same time, we want to create opportunities for designers to engage social issues without sacrificing experimentation and for advocacy organizations to reach their constituencies better through design.

Visit the Making Policy Public website at: www.makingpolicypublic.net.

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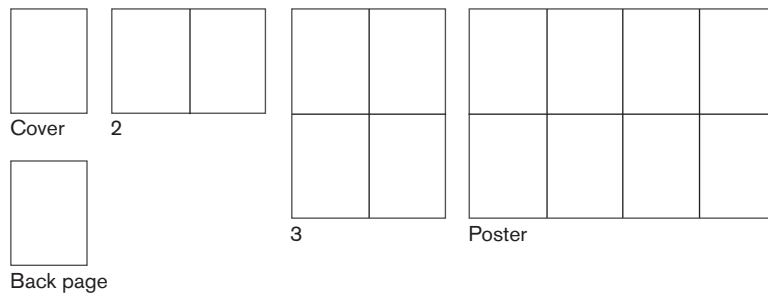
How It Works

A jury of prominent design and public policy experts selects advocates and designers in a two-part submission process. The first call for submissions is to advocates, organizations, and researchers with a public policy issue, problem, or system that needs a visual explanation. The second call is to graphic designers. The jury chooses collaborative teams and announces them on the Making Policy Public website.

CUP provides the collaborators with a working stipend, project management, and research assistance. CUP publishes the resulting foldout poster and gives 1000 copies to the sponsoring organization for use in their advocacy and education work.

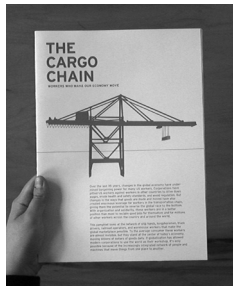
Format

Each poster doubles as a pamphlet. The folded pamphlet measures 8" by 11" and unfolds into a 32" by 22" poster.



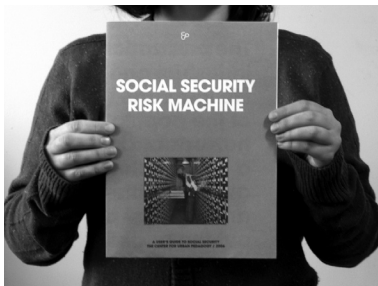
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Past Issues



The Cargo Chain

This publication is an organizing tool for longshore workers that shows the players and pressure points in today's globalized shipping network. The poster was produced through a collaboration between the Longshore Workers Coalition, Labor Notes (a quarterly journal of labor journalism and research), cartographer Bill Rankin, and the graphic design office Thumb. The print run is distributed by Labor Notes and through the Longshore Workers Coalition.



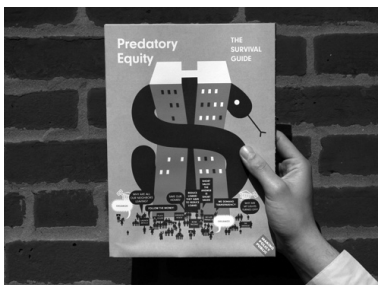
Social Security Risk Machine

This publication describes how the Social Security System manages risk on the scale of a society. Take a tour of the arcane formulas the system uses to determine benefits, and learn about different ways the system could be altered to remain solvent for future generations. The publication was written by Sam Stark and designed by David Reinfurt and Damon Rich.



Vendor Power!

This publication decodes the rules and regulations for New York's 10,000 street vendors so they can understand their rights, avoid fines, and earn an honest living. Did you know that vendors can get a \$1000 ticket for parking more than 18 inches from the edge of the sidewalk? It doubles as a poster on the rich landscape and history of vending in the City. This pamphlet was produced through a collaboration between the Street Vendor Project and Candy Chang.



Predatory Equity

This publication explains the financial mechanics of the private equity takeover of affordable housing and how to prevent it from happening again during the next boom. It provides tenants, advocates, and policymakers with information on tools like loan modifications and preservation short sales to save the hundreds of overleveraged buildings in imminent danger of foreclosure. The poster was produced by collaboration between Tenants & Neighbors, the Urban Homesteading Assistance Board, and Glen Cummings of MTWTF.



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Project Phases and Schedule

Phase 1: Call for proposals

CUP seeks submissions from advocates, organizations, and researchers. Applicants submit their ideas for poster topics and distribution plans. The jury will choose four or five advocates. Their topics will be posted on the Making Policy Public website. Designers will respond to these topics in the second round.

Phase 2: Call for designers

CUP asks designers to submit expressions of interest and a limited portfolio. The jury will select designers for each of the four or five poster proposals, thus creating teams that will work together to produce the next issues of Making Policy Public for 2009-2010.

Phase 3: Produce

Each team engages in a six-month collaborative design process. CUP provides honoraria, production costs, and helps staff each project with additional design, research, and writing.

Phase 4: Publish and disseminate

Each publication is both a showcase for innovative design and an educational tool. One half of each print run is distributed by CUP, the other half is distributed by the partnering organization. Posters are offered through the Making Policy Public website.

Schedule

March 17

Call for proposals posted

June 26

Deadline for proposals from organizations

July 23

Topics posted and call for designers posted

August 20

Deadline for applications from designers

September 3

Poster collaborations announced



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Submission Guidelines for Designers

How to apply:

A. Submit a letter of interest. In your letter, be sure to address the following (one-page maximum)

- :: Which brief(s) are you most interested in and why? How would you approach the brief as a design problem?
- :: What interests you about collaborating with an advocate?
- :: What special qualifications do you or your team have? If you are applying as a design team, you may use one application, but address the specific qualifications of each member of your design team.
- :: Give examples of past work that demonstrate your strengths for the project you propose.

B. Submit a CV or a bio

C. Submit a limited portfolio of two to five projects. Please submit images in a PDF document of no more than ten 8.5" by 11" pages.

D. Submit an accompanying slide script. Explain how your prior projects relate to the Making Policy Public design challenges (up to 2 pages).

E. Optional: If you believe your portfolio doesn't fully represent your qualifications, you may submit a design treatment for the brief of your choice. The document can comprise preliminary design research, an illustrated design approach, or any other written or visual material but it must be submitted as a pdf no greater than 11" by 17" in size. This piece is absolutely optional. Submissions without a design treatment will not be considered incomplete.

Submissions must be received by August 20, 2009, no later than midnight, EST. Please send your materials to info@anothercupdevelopment.org, with the subject heading "MPP designer," followed by your last name.



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Selection Criteria for Designers

In addition to being evaluated on their portfolio and qualifications, the jury will make decisions based on the following criteria:

- :: Does the designer's approach lend itself to the challenges of the project?
- :: Is the designer interested in a deeply collaborative process?
- :: Does the designer seem capable of producing unique, personal work that will also meet the needs of their collaborators?
- :: Is the designer invested enough in the process and goals to produce exceptional work, given the timetable and funding?

Honoraria, Additional Resources

For Designers

- :: Designers receive an honorarium of \$1000.
- :: CUP manages the production process and provides design support.
- :: Designers receive full attribution, rights to reproduction, as well as publicity through CUP.

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Rules and Regulations

Eligibility

Applicants from any discipline, professional status, or age are eligible. Students are eligible. Both individuals and teams are encouraged to apply, with the exception of the board and staff (and immediate family members of board and staff) of the Center for Urban Pedagogy and the immediate family of the Making Policy Public jury.

Rights and Reproduction: All applicants agree that CUP is granted the non-exclusive reproduction rights to all entries for CUP's advertising, promotion, exhibition, print publication, and internet purposes.

Jury

Charles Blow, The New York Times
Sheila Levrant de Bretteville, Yale University School of Art
Omar Freilla, Green Worker Cooperatives
Sarah Ludwig, Neighborhood Economic Development Advocacy Project

Project Team

John Mangin, project manager
Rosten Woo, moderator for deliberation sessions
Valeria Mogilevich, advisor
Damon Rich, advisor

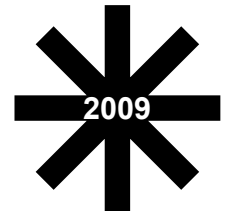
CUP Board of Directors

Damon Rich, Founder & Chair
Althea Wasow, Co-founder & Vice-chair
Christian Matthaeus, Treasurer
Kate Rubin, Secretary
Sarah Dadush, Co-founder
Katie Dixon
Joseph Heathcott
Suzanne Menghraj
David Smiley
Pam Sporn
Dan Wiley



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Email john@anothercupdevelopment.org if you have any questions about the submission process.



Policy Brief:

The Privatization of Public Parks in New York City

FIERCE

This poster is about preserving a historically safe space for LGBTQ teens in the context of rapid privatization of public space in the West Village and in New York City as a whole.

About the advocate

FIERCE (Fabulous Independent Educated Radicals for Community Empowerment) is a nonprofit, member-led community organization for Lesbian, Gay, Bisexual, Transgender and Queer (LGBTQ) youth of color ages 13-24 years old. We develop politically conscious leaders invested in improving ourselves and our communities through youth-led campaigns, leadership and youth development programs and cultural expression through arts and media. FIERCE is dedicated to cultivating the next generation of social justice movement leaders. Much of our work is focused around the West Village, historically a safe space in New York for the LGBTQ community. Our members organize to keep the West Village a safe space amidst rapid gentrification and to be included as an important stakeholder in development.

The issue

The Hudson River Park is home to the Christopher Street Pier, a safe space for the LGBTQ community since the 1960's. Many youth have testified that the pier is the only place where they could go to be openly LGBTQ without the fear of violence they often faced in their schools and homes. This is especially significant given that an increasing number of LGBTQ youth are coming out at earlier ages, only to find themselves homeless or marginally housed. A 2007 report by the National Gay and Lesbian Task Force show between 15,000 and 20,000 homeless youth in New York City identify as LGBTQ. There is a critical need for a safe space for LGBTQ youth

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and all New Yorkers. Access to a park that responds to the needs of the surrounding community is imperative. The Hudson River Park Trust (HRPT) and the Act that governs the management and development of the Park has a critical role in facilitating public access to safe public space.

Pier 40 has been a highly contested development project in the Hudson River Park. While the community has stressed for their needs to be met through redevelopment, such as an LGBTQ youth center and schools, the HRPT Board has been more focused on development that would generate large profits. Diana Taylor, chair of the HRPT Board, is quoted as saying, “We’re trying to achieve a world-class project...one that also pays us a lot of rent.” The Board called for an amendment to the Hudson River Park Act which would extend the lease term on Pier 40 to make the pier more favorable to private developers who require longer lease terms to finance mega-development projects. This would result in overdevelopment and de facto privatization of public space, crowding out the communities who depend on it. The same thing is happening at other public spaces across the city.

In response, FIERCE developed recommendations to the Hudson River Park Act which focus on community involvement in decision-making processes, accountability between the HRPT and the community, and prioritizing the development of safe public space. Our recommendations also ask that the lease term on Pier 40 remain at 30 years, in order to protect the pier from overdevelopment. Our recommendations would create a Hudson River Park that not only meets the needs of LGBTQ youth, but of all New Yorkers. It will also serve as a resource for communities facing similar situations in neighborhoods around the city. Our organizing efforts will extend beyond our own constituency of LGBTQ youth of color to include anyone who utilizes the Hudson River Park, and as such, our message needs to reach multiple communities.

The impact

As advocates, we have to describe not only what our new law is and its impact on those who utilize the Hudson River Park, we also have to describe the process of legislative changes to a constituency left out of these types of discussions and to others who haven’t always supported FIERCE. This all needs to be explained in a fun and dynamic way that will move people to action and not to confusion.

Project South states in their book *The Roots of Terror* that “popular education is essential in developing new leadership to build a bottom-up movement for fundamental social change, justice and equality.” Popular education insists that knowledge and information be accessible, relevant, interactive, inclusive and visionary. This is the hallmark behind the FIERCE workshops and trainings and represents how we operate as an organization. We have learned that visuals are important to



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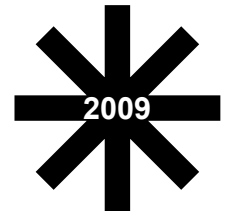
help “drive home” major points, and illustrating the problem helps a person actually see what is being talked about. It would greatly help our outreach efforts when our members talk to potential members and allies about the issue.

The distribution network

FIERCE has the ability to distribute the foldout poster to the people who need it the most, the community of the Hudson River Park. We have a database of over 1,200 LGBTQ youth ages 13-24. Our monthly base-building events, Let's Politik and FIERCE Friday, are each attended by an average of 25 members and 10-15 new people. Our monthly Membership Meetings and Active Members Meetings are attended by roughly 20 members each. We perform regular street outreach in the West Village and the piers. We conduct workshops with Gay Straight Alliances in high school and middle schools as well as at LGBTQ social service organizations. We also have contacts at Community Board 2 and with elected officials in our district who could use our poster with their constituents. Our website (www.fierceny.org) and our various social networking pages (Facebook, Myspace, Downelink) are important sites that LGBTQ youth and allies regularly visit, enabling this poster to reach large amounts of people in electronic form.



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Policy Brief:

Resident Participation in Public Housing

Community Voices Heard

This poster enables public housing residents to become active participants in critical decisions about the developments where they live.

About the advocate

Community Voices Heard was founded in 1994 by a group of welfare mothers in New York City who were angry that public officials were making decisions that would hurt their families based on negative stereotypes of race and gender. They founded CVH to ensure that the voices and proposals of poor women of color would be heard in policy-making forums.

CVH has since grown into one of the nation's leading grassroots membership organizations of low-income individuals. CVH works to build the power of low-income families and communities through a multi-pronged strategy of community organizing, public education, public policy work, coalition building, leadership development, grassroots-driven research, and direct-action issue campaigns. Our trainings have developed the leadership skills of hundreds of low-income people, enabling them to be powerful activists within our organization and in their communities. We make progress in getting elected and agency officials to hear our members' concerns and address our recommendations regarding policies and programs to reduce the number of people living in poverty.

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The issue

People residing in public housing run by the New York City Housing Authority (NYCHA) have a right to participate in decision-making about their communities. The NYCHA public housing resident participation system is a multi-level system implemented according to local conditions despite its development under federal law. There are currently four levels of participation: the Tenant Association/Resident Association (TA/RA), the District Council, the Citywide Council of Presidents, and the Resident Advisory Board. Very few public housing residents understand the different levels beyond their own development's Tenant Association or Resident Association. Little information is publicly available about the powers these bodies hold, their weight with NYCHA officials, the process of resident election, or what resources are available to residents to enhance their TAs/RAs and their developments. Tenant participation funds do exist, but few public housing residents understand the purposes of these funds or means of access and so they remain unused.

The impact

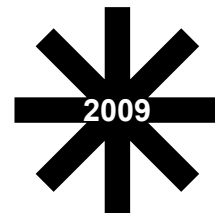
A visual representation of tenant participatory bodies, their powers and the available resources will help public housing residents become more active participants in critical decisions that affect the developments in which they live. It will enable our members to understand and be able to easily explain to their neighbors and others living in public housing what the resources are, where decisions are made, and what the parameters are. This tool will empower residents to take active ownership in how their developments are run.

The distribution network

The target audience for the foldout poster will be the over 400,000 residents of public housing in New York City, especially the 9,000+ residents that we have directly contacted. CVH organizers and members will personally distribute the fold-out at meetings, trainings, one-on-one outreach, and by mail. We will also distribute copies to our ally organizations, including GOLES/PHROLES (Good Old Lower East Side), Red Hook Initiative, and member organizations of the Right to the City Coalition for distribution to their members and clients. Our audience will benefit from education on the multi-level tenant participation structure beyond the TA/RA and from a clear explanation of the different tenant participation bodies. They will benefit from the knowledge and empowerment to participate in making decisions that affect their living environment.



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Policy Brief:

Redistricting Reform

The Brennan Center for Justice at NYU School of Law

This poster will educate the public about the redistricting process and how to reform it to make it less subject to political manipulation.

About the advocate

The Brennan Center for Justice at New York University School of Law is a non-partisan public policy and law institute that focuses on fundamental issues of democracy and justice. Part think tank, part public-interest law firm, and part advocacy group, the Brennan Center combines scholarship, legislative and legal advocacy, and communications to win meaningful, measurable change in the public sector.

The Brennan Center is a recognized leader in the effort to achieve redistricting reform, within New York and across the country. We have extensively studied redistricting practices nationwide and analyzed successful and unsuccessful reform initiatives and the campaigns behind them. We offer top-flight legal and policy expertise to advocates and officials seeking to develop and implement effective redistricting practices. The Center's redistricting work has included facilitating policy consensus among reformers, drafting language for reform vehicles, offering expert testimony, and publishing materials for scholarly and popular audiences. When reformers in Albany sought assistance in developing effective redistricting practices, they called on the Brennan Center.

The issue

Members of Congress, state legislators, and many local public officials are elected from districts; at least once per decade, the district lines are redrawn, block by block. In most cases, the legislative district lines are drawn by the legislators themselves.

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More and more, these districts reflect calculations by those in power about how they can best preserve that power, and fewer and fewer give meaningful representation to communities of voters. Incumbents carve the citizens of their state into districts for maximum personal and partisan advantage, distorting the democratic process: neighborhoods are split, competing candidates are drawn out of contention, groups of voters are “cracked” or “packed” to manipulate their voting power. Right here in New York City, a contender mounting a strong challenge to a corrupt Assemblyman found the lines redrawn in the last redistricting cycle to excise from his district the blocks around his house. We like to think that voters choose their politicians – but in the redistricting process, politicians choose their voters.

The distortion has real-world consequences. Politicians fight so vigorously over district lines because they can make the difference in electing one candidate over another, or handing one party legislative control. Changing the districts can change political power, and ultimately public policy.

Wresting the redistricting process from the incumbents with the most to gain from distortion requires public pressure: support for public initiatives in those jurisdictions that permit it, and support for reform-minded legislators within the system in those jurisdictions that do not. Yet most citizens – even among grassroots leaders of civic organizations, who can mobilize broader support – do not understand how redistricting works, why it matters, or what is possible beyond the status quo; because the issue is unfamiliar, it is not salient. To effect change, advocates must make the redistricting process accessible.

There is a secondary challenge in visualizing the redistricting process. Districts – and the maps that show their boundaries – lend themselves naturally to a visual medium. Yet their visual accessibility can readily lead to misguided reform. Because incumbent-drawn districts, separating neighbor from neighbor, often appear highly contorted, one very powerful instinct is to limit incumbent discretion by directly regulating district appearance. Districts that look pleasingly regular, that comply with strict geometric formulas, are thought to solve the gerrymandering problem. Such districts, however, may just as reliably distort meaningful representation: neighborhood housing patterns rarely follow Platonic geometric ideals, and districts drawn in neat squares and circles will often divide real communities that should be kept together.

Education about the redistricting process needs images powerful enough to convey the problem in straightforward fashion and powerful enough to counter what often seems like the most straightforward solution.



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The impact

In our work, we have frequently confronted the impulse to regulate redistricting by making districts “pretty”: focusing on the surface appearance of a district without regard for the lines that would give meaningful representation to the underlying population. The district outline is powerful and easily understood, while other metrics of a healthy redistricting process and outcome are abstract and inaccessible. A foldout poster able to 1) convey the problem with the status quo, 2) make concrete the more abstract goals of the redistricting process, and 3) visually represent the downside of visually compelling districts, would provide an immensely powerful educational tool for civic leaders and their mobilized grassroots constituents. The poster would substantially amplify our efforts to communicate the need for, and responsible path to, reform.

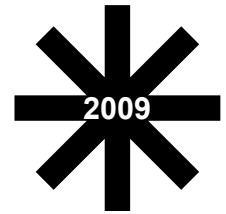
Moreover, the next two years represent the perfect time to deploy the poster. The Brennan Center has already planned substantial public education regarding the redistricting process in 2010 and 2011. Our studies confirm that the most promising window for reform will immediately follow the next redistricting, as incumbents overreach, as the media cover the process, and as the public reacts. By mid-decade, the moment for momentum on the issue will be gone. In order to catch the wave as it arrives, we must prepare the ground with a public education campaign now.

The distribution network

Our primary target audience for the education campaign, and the poster, are “grasstops” civic advocates – community leaders who command the respect of their members and constituents and can generate broader pressure for reform. The Brennan Center both hosts and attends regular conferences of such organizations, and would distribute the posters in person and by mail to its extensive network of nonprofit allies active in local communities, each of whom will use the poster in educating its grassroots membership. We also intend to target legislators who are interested in reform, to arm them with materials for persuading their colleagues; conventions like those held by the National Conference of State Legislatures, to which the Brennan Center is regularly invited as a presenter, offer an excellent opportunity for distribution of educational materials. For comparison, we intended our recent primer on the redistricting process, *A Citizen’s Guide to Redistricting*, for a similar audience, and have distributed more than 1000 copies of the publication to date.



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Policy Brief:

The Juvenile Justice System

The Center for Court Innovation and the Youth Justice Board

This poster helps youth and their families navigate the juvenile justice system.

About the advocate

Founded as a public/private partnership between the New York State Unified Court System and the Fund for the City of New York, the Center for Court Innovation is a nonprofit think tank that helps courts and criminal justice agencies aid victims, reduce crime, and improve public trust in justice. The Center combines action and reflection to spark problem-solving innovation both locally, nationally, and internationally.

The Youth Justice Board, a program at the Center for Court Innovation, is a group of 15 to 20 teens from all over New York City. The Board investigates a justice system issue that affects young people's lives. Members of the Board come up with ideas about how to make the system better and then work to make their ideas become reality. From September 2009 to June 2010, the Board will be working to strengthen alternative-to-detention programs, programs that help keep young people out of detention centers (which are similar to jails).

The issue

Young people with pending juvenile delinquency cases in New York City family court face a long and confusing process. Most youth lack a clear sense of what to expect after arrest, are often scared and confused, and feel alienated from attorneys and others working in their best interests. This can adversely affect their cases. For example, youth may withhold helpful information from their attorneys or judges. The Youth Justice Board believes that all juveniles arrested in NYC need access to better information about the juvenile justice process and how they can positively affect their cases' outcomes. School attendance, extracurricular activities, and parental

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involvement at hearings – to cite a few examples – can influence judicial decisions for detention and sentencing. Youth who have been arrested are not assigned a lawyer until arraignment, which often occurs weeks or months after arrest. Young people routinely have no one to turn to who can answer their questions and provide needed information.

Over the next several months, the Board members will create informational materials about the juvenile justice system to be distributed to all youth and their parents after arrest, targeting juveniles between the ages of 13 and 15. A significant number of arrested youth have cases filed in family court. These materials would clearly diagram the juvenile justice process and would explain: young people’s rights during and after arrest; what youth and families can do to ensure the best case outcomes (e.g., attend court, communicate frequently with attorneys, participate in court-mandated programs); eligibility criteria for court-diversion programs; a glossary of terms and definitions for words commonly used during the court process (like “delinquency,” “arraignment,” and “disposition”); and answer frequently asked questions like, “What will court be like?,” “What is my lawyer’s job?,” and “Who do I call when my circumstances change?”

The impact

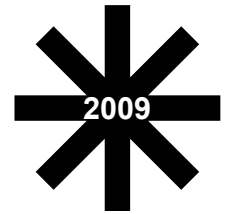
A visually engaging informational poster about the juvenile justice process will be an invaluable resource for arrested youth and their families. It is an opportunity to use graphics to clarify a complex process and highlight key information. After receiving the poster at intake post-arrest, young people will be able to take this information with them and refer to it throughout the course of their cases.

The distribution network

The Board is collaborating with the New York City Department of Probation (DOP) in the development and distribution of these materials; the DOP is the first point of justice system contact for young people after arrest. At the same time, the poster can be displayed in agencies and organizations that serve system-involved youth, such as alternative-to-detention programs, family court waiting areas and community-based organizations.



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Policy Brief:

Farm Workers and the Tomato Supply Chain

Just Harvest/Coalition of Immokalee Workers

This poster will visualize the market forces along the tomato supply chain that give rise to sweatshop working conditions in the Florida tomato industry. In addition to explaining the complex systems that lead to worker exploitation, the poster will highlight ways that allies can work together with farm workers to build a more just and sustainable food system.

About the advocates

The Coalition of Immokalee Workers (CIW) is a community-based farm worker organization with over 4,000 members headquartered in Immokalee, Florida. The CIW seeks modern working conditions for farmworkers and promotes their fair treatment in accordance with national and international labor standards. The CIW's Campaign for Fair Food has won unprecedented support for fundamental farm labor reforms from retail food industry leaders with the goal of enlisting their market power to demand more humane labor standards from their Florida tomato suppliers.

Just Harvest USA aims to build a more just and sustainable food system with a focus on establishing fair wages, humane working conditions and fundamental rights for farmworkers. They achieve this through broad public education and mobilizing support for farmworker-led and other grassroots campaigns.

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The issue

Farmworkers who pick tomatoes for the corporate food industry are among the country's worst paid and least protected workers. They earn about 45 cents for every 32-lb. bucket of tomatoes they pick, a rate that has not changed significantly in 30 years. At that rate a worker must harvest over 2.5 tons of tomatoes to earn the equivalent of Florida minimum wage for a 10-hour workday. In the most extreme cases, this everyday sweatshop climate of poor pay and few rights tips over into actual modern-day slavery. There have been seven federal prosecutions by the Department of Justice for forced labor in the Florida agricultural industry in the past eleven years, involving well over one thousand farmworkers. In these cases, captive workers are held against their will by their employers through the threat and/or use of violence – including beatings, shootings, and pistol-whippings.

Corporate food giants like Kroger and Wal-Mart play an active role in creating the unconscionable conditions in Florida's fields. These massive chains are able to pool the buying power of thousands of supermarkets and leverage that enormous power to demand ever-lower prices from their tomato suppliers. This in turn puts a strong downward pressure on farmworker wages as tomato suppliers squeeze their diminishing profits from their workers through ever-lower wages in order to meet the volume discounts demanded by their fast-food clients. Farmworker poverty feeds corporate food profits.

While we may think of farmworkers as part of a discrete agricultural industry, they are in fact part of a much broader and increasingly integrated food industry. This industry flows almost seamlessly from the farm to the table. The consolidation of market power in the retail end of the food industry is the result of the explosive growth of corporations like Wal-Mart over the past three decades. This draws profits to the top and impoverishes those who toil on the farms where our food is grown and picked.

The Coalition of Immokalee Workers' Campaign for Fair Food uses creative methods to educate consumers about human rights abuses in the agriculture industry, the need for corporate social responsibility, and ways consumers can help workers realize their social change goals. To date, the campaign has won support for fundamental farm labor reforms from six retail food industry leaders – including Yum Brands, McDonald's, Burger King, Whole Foods Market, Subway, and Bon Appetit Management Company – with the goal of enlisting the market power of those companies to demand more humane labor standards from their Florida tomato suppliers.



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MAKING **POLICY** **PUBLIC**

The impact

In 16 years of organizing in Immokalee, the CIW has relied on popular education tools such as theater and drawings to educate the farmworker community about topics ranging from their rights as workers to modern-day slavery. These visual tools illustrate complex ideas in a way that is easy to understand, inviting, and encouraging of dialogue and reflection. They have proven to be highly-effective.

A foldout poster illustrating the Campaign for Fair Food would serve a similar purpose. As mentioned above, the tomato supply chain is a highly complex topic, and the CIW's understanding of its many layers and nuances is the result of many years of organizing work and research. These complexities make it difficult, at times, to explain to those just learning about the campaign. Similar to the popular education drawings utilized by the CIW in Immokalee, a poster would serve as a wonderful educational tool for potential allies.

The distribution network

CIW and Just Harvest will distribute this foldout poster at conferences, events, and actions and through the CIW and Alliance for Fair Food websites, listservs, and networks. It will reach potential allies through workshops, national conferences, speaking events, and mail. The tool is designed to educate students and youth, people of faith, grassroots communities, environmentalists, natural foods consumers and every day "eaters." It will raise awareness of the complex issues within the national tomato supply chain. Consumers will recognize their place within the supply chain and will be moved to take action to build a healthier, more sustainable and more just food system.



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