REIMAGINING FOOD SECURITY IN SF:
Exploring approaches from other cities
HELLO! I'M...

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This project was presented in fulfillment of the requirement for the Degree of Master of Development Practice in the UC Berkeley Goldman School of Public Policy
Food Policy Councils

“An organized group of stakeholders from various sectors that may be sanctioned by a government body or may exist independently of government, which works to address food system issues and needs at the local (city/municipality or county), state/provincial, regional or tribal nations levels through policy”

Johns Hopkins University Definition of FPC
Food Policy Councils

Organization Type

- Non-profit (e.g., certified 501(c)3 or other 501(c) category)
- Housed in another non-profit (e.g., non-profit serves as fiscal agent or FPC is a project of a non-profit)
- Grassroots coalition
- Embedded in a university/college or Extension office
- Embedded in government (e.g., county or provincial organization)

Source: Johns Hopkins University Center for Livable Futures, FPC Census Survey 2020
Food Policy Councils

Membership Representation

- Percent of FPCs reporting they have members representing each sector
- The diversity of sectors represented exemplifies FPCs’ efforts to address food security from a systems perspective

Source: Johns Hopkins University Center for Livable Futures, FPC Census Survey 2020
Since the pandemic, policy priorities related to anti-hunger/anti-poverty, food production, transportation and distribution, and food labor have increased.

Again, the diverse areas of interest demonstrate FPCs’ commitment to food systems change.

Source: Johns Hopkins University Center for Livable Futures, FPC Census Survey 2020
While the task force has been able to produce critical reports and recommendations, it does so under serious human, financial, and bureaucratic constraints.

- Task force structure is unchanged since 2005
- Budget for the task force is not built into any public funding sources
- Funding for outputs (like assessments) usually come from members pooling limited time and resources
- No full-time dedicated staff
- Positionality within government restricts the policies and programs that it can advocate for
- Continuity of task force is person-dependent
03

**GUIDING QUESTIONS**

- What could a new food coordinating policy body look like? What other types of models exist, and what are their advantages and disadvantages?
- How can communities directly impacted by food insecurity lead the charge in ideating solutions to improve their situation and, consequently, the City overall? How can the relationship between the city government and community members improve?
- Where does the task force need more support? How can City officials be held accountable for advancing and supporting food work?
- How can food security be approached from a systems-level perspective?
METHODOLOGY
FSTF SURVEY
Word Cloud

- Coded and analyzed in dedoose
- Program Development (70): includes coordination amongst programs, funding and staffing programs, loosening program eligibility requirements, and protecting programs
- Community Engagement (36): recommendations to improve community engagement, engaging community members with lived experiences of food insecurity, more community-based representation

“...more representation on the [task force] from community-based folks, more speakers/presentations from CBOs and mutual aid programs to share strategies and resources/support needs, and allow more space for critique and constructive feedback of programs run by City Departments and Larger nonprofits.”
Transcripts uploaded into an online word cloud generator

Interviewees acknowledged the importance of government to fund and protect existing local solutions

There have been enough assessments, now is the time to take action

“...they spend all this time hiring consultants and writing reports and getting input, but how much of it is actually implemented?”

“...you can’t do hyperlocal innovation without funding and experimentation.”
Interviewees range from Executive Directors to government employees

12 people interviewed

<table>
<thead>
<tr>
<th>State</th>
<th>City</th>
<th>Name</th>
<th>Org Type</th>
<th>Geographic Scale</th>
<th>Members</th>
<th>Staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>CA</td>
<td>Los Angeles</td>
<td>Los Angeles Food Policy Council</td>
<td>Housed in Non-Profit</td>
<td>County</td>
<td>400+</td>
<td>11</td>
</tr>
<tr>
<td>MD</td>
<td>Baltimore</td>
<td>Baltimore Food Policy Action Coalition</td>
<td>Embedded in Government</td>
<td>City/Municipality</td>
<td>60+</td>
<td>4</td>
</tr>
<tr>
<td>PA</td>
<td>Philadelphia</td>
<td>Food Policy Advisory Council</td>
<td>Embedded in Government</td>
<td>City/Municipality</td>
<td>30</td>
<td>1</td>
</tr>
<tr>
<td>CA</td>
<td>San Diego</td>
<td>San Diego Food System Alliance</td>
<td>Non-Profit</td>
<td>County</td>
<td>21</td>
<td>9</td>
</tr>
<tr>
<td>MD</td>
<td>Largo</td>
<td>Prince George's County Food Equity Council</td>
<td>Housed in Non-profit</td>
<td>County</td>
<td>25</td>
<td>4</td>
</tr>
<tr>
<td>MD</td>
<td>Bethesda</td>
<td>Montgomery County Food Council</td>
<td>Non-Profit</td>
<td>County</td>
<td>25</td>
<td>11</td>
</tr>
<tr>
<td>TX</td>
<td>Austin</td>
<td>Austin-Travis County Food Policy Board</td>
<td>Embedded in Government</td>
<td>City and County</td>
<td>13</td>
<td>0</td>
</tr>
</tbody>
</table>
Food Policy Councils

Relationship to Government

- Government employees serve as members of the council or participate in the meetings
- Members of the food council are appointed by government officials
- Elected officials serve as members of the food council
- The government supports the councils through in-kind donations of meeting spaces, staff support, research data, or provision of letter of support for a grant
- The food council was created by legislation
- The government actively seeks advice from the council

- **31 (16%)** respondent FPCs were created by legislation
- For independent organizations, the most common form of connection to government is that a government employee is an active member of the council

Source: Johns Hopkins University Center for Livable Futures, FPC Census Survey 2020
## FPCs Associated with an Interviewee

### Relationship to Government

- All but one were created by legislation or some sort of government support
- Most believe strong ties to government are important, while one approaches the relationship more cautiously

<table>
<thead>
<tr>
<th>FPC Name</th>
<th>Embedded in Gov?</th>
<th>If yes, how was it created?</th>
<th>Other Support from Government</th>
</tr>
</thead>
<tbody>
<tr>
<td>Austin-Travis County Food Policy Board</td>
<td>Yes</td>
<td>Ordinance</td>
<td>N/A</td>
</tr>
<tr>
<td>Philadelphia Food Policy Advisory Council</td>
<td>Yes</td>
<td>Food Charter, but not part of City Charter</td>
<td>N/A</td>
</tr>
<tr>
<td>Baltimore Food Policy Action Coalition</td>
<td>Yes</td>
<td>Task force commissioned by Mayor</td>
<td>N/A</td>
</tr>
<tr>
<td>Los Angeles Food Policy Council</td>
<td>Initially yes, but now no</td>
<td>Started as a task force under Mayor’s Office</td>
<td>N/A</td>
</tr>
<tr>
<td>Prince George’s County Food Equity Council</td>
<td>No</td>
<td>N/A</td>
<td>Strong ties to Legislative Branch, County Agencies, and lower level staff</td>
</tr>
<tr>
<td>Montgomery County Food Council</td>
<td>No</td>
<td>N/A</td>
<td>$25k seed funding granted from local gov</td>
</tr>
<tr>
<td>San Diego Food System Alliance</td>
<td>No</td>
<td>N/A</td>
<td>Alliance formed, in part, as a response to reccs from Urban-Rural roundtable convened by Mayor and County Supervisor</td>
</tr>
</tbody>
</table>
Food Policy Councils

Paid Staff

Number of Paid Staff

- 64%: 0 FTE
- 14%: <1 FTE
- 12%: 1.0 - 1.9 FTE
- 4%: 2 - 4 FTE
- 6%: >4 FTE

Paid Staff by Organization Type

- Housed in Non-profit: 31 Paid Staff, 35 No Paid Staff
- Non-profit: 11 Paid Staff, 31 No Paid Staff
- Embedded in Government: 18 Paid Staff, 31 No Paid Staff
- Grassroots Coalition: 5 Paid Staff, 34 No Paid Staff
- Embedded in University: 7 Paid Staff, 2 No Paid Staff

Source: Johns Hopkins University Center for Livable Futures, FPC Census Survey 2020
29% of FPCs have zero budget, 34% have budgets between $1 - 10k, 11% receive over $100k

Considering the amount of money it takes to conduct a food security assessment and to create a food plan, budgets need to be bigger.

Source: Johns Hopkins University Center for Livable Futures, FPC Census Survey 2020
Annual Budgets

- Austin City Council recently dedicated approximately $500k for comprehensive food system planning
- In San Diego, almost $600k and two years were invested in developing their Food Vision 2030 plan
- Note: government-staffed employees are not included in an FPC’s annual budget if they are embedded in government

<table>
<thead>
<tr>
<th>Food Council Name</th>
<th>Organization Type</th>
<th>Annual Budget</th>
<th>Notes about Funding Sources</th>
</tr>
</thead>
<tbody>
<tr>
<td>Los Angeles Food Policy Council</td>
<td>Housed in nonprofit</td>
<td>Over $100,000 (JHU)</td>
<td>One-third of budget from City of LA. Since they are fiscally sponsored, they need to raise an extra 12%.</td>
</tr>
<tr>
<td>San Diego Food System Alliance</td>
<td>Nonprofit</td>
<td>$1.5 million</td>
<td>Grant received from USDA Regional Food System Partnership. Funding from government corporate sponsorship for events they host, gifts from high net worth individuals and big diversified foundations, the larger entity members, and small gifts from individuals. They are moving away from government contracts.</td>
</tr>
<tr>
<td>Baltimore Food Policy Action Coalition</td>
<td>Embedded in Government</td>
<td>$25,001-100,000 (JHU)</td>
<td>No information</td>
</tr>
<tr>
<td>Montgomery County Food Council</td>
<td>Nonprofit</td>
<td>$900,000</td>
<td>40% from County 7 - $20,000+ contributions, including Montgomery County Council and philanthropic foundations. Small percentage from individual donations.</td>
</tr>
<tr>
<td>Prince George’s County Food Equity Council</td>
<td>Housed in nonprofit</td>
<td>$25,001-100,000 (JHU)</td>
<td>$100k from Department of Social Services $25k - 100k annual grant from County Council $250k from grants and contracts for projects like Food is Medicine Program. Funding really started coming in after the pandemic.</td>
</tr>
<tr>
<td>Philadelphia Food Policy Advisory Council</td>
<td>Embedded in Government</td>
<td>Over $100,000 (JHU)</td>
<td>No information</td>
</tr>
<tr>
<td>Austin-Travis County Food Policy Board</td>
<td>Embedded in Government</td>
<td>$0</td>
<td>No information</td>
</tr>
</tbody>
</table>
05 Food Policy Councils

Equity Framework by Geographic Focus

- A greater proportion of councils working at the city/municipality level (96%) are using or developing an equity framework.

Source: Johns Hopkins University Center for Livable Futures, FPC Census Survey 2020
Community Engagement

- Community input is highly prioritized by FPCs associated with interviewees
- Input usually comes from representatives of organizations working with communities impacted by food insecurity or directly from residents with lived experiences
- If an official resident advisory board does not exist, then other mechanisms of community engagement are deployed

<table>
<thead>
<tr>
<th>Food Council Name</th>
<th>Org Type</th>
<th>Resident Advisory Group?</th>
<th>Other means of sourcing community input</th>
<th>If none, are there plans to develop community engagement?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Los Angeles Food Policy Council</td>
<td>House in nonprofit</td>
<td>No</td>
<td>Open membership model allows residents to join</td>
<td>Plans to offer trainings to residents so they can take on leadership roles in food sector.</td>
</tr>
<tr>
<td>San Diego Food System Alliance</td>
<td>Nonprofit</td>
<td>Yes, Stewardship Committee</td>
<td>Launching a free, open membership for residents</td>
<td>N/A</td>
</tr>
<tr>
<td>Baltimore Food Policy Action Coalition</td>
<td>Embedded in Government</td>
<td>Yes, Resident Food Equity Advisors</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Montgomery County Food Council</td>
<td>Nonprofit</td>
<td>Yes, Community Food Security Advisory Board</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Prince George’s County Food Equity Council</td>
<td>Housed in nonprofit</td>
<td>No</td>
<td>N/A</td>
<td>Assembling a patient advisory board for their Food as Medicine Program.</td>
</tr>
<tr>
<td>Philadelphia Food Policy Advisory Council</td>
<td>Embedded in Government</td>
<td>Yes, members serve as individuals rather than representatives from their affiliated orgs</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Austin-Travis County Food Policy Board</td>
<td>Embedded in Government</td>
<td>No</td>
<td>N/A</td>
<td>Yes, plans to create a community advisory board for residents only, not necessarily with organizational background.</td>
</tr>
</tbody>
</table>
Models of Food Policy Work

The following slides are schematics of food policy work happening in the areas where the interviewees work. They offer a glimpse into important relationships and provide the task force with information to guide them into their next phase.

When reviewing the schematics, it’s important to keep in mind the following:

- There is no “one size fits all” solution
- Food policy councils are constantly evolving their structure and community engagement mechanisms to be more effective at eradicating systemic issues causing food insecurity

*Inspiration for the schematics came from Philadelphia Food Policy Advisory Council who conducted a similar research project of their own.
Baltimore

**Food Policy and Planning Division**
- Lead strategic planning for food security responses
- 4 positions
- Food Policy Director, Food Access Planner, Food Resilience Planner, Food Systems Planner

**Interagency Collaboration**
- 19 identified agencies
- Economic & Neighborhood Development, Healthy & Community, City Operations, Government Relations

**Food Policy Action Coalition**
- 60 members
- Representatives of organizations working in the food system
- Housed under Department of Planning

**Resident Food Equity Advisors**
- Lived experience
- Convene on a specific topic
- Selected based on passion for the issue
- 6+ meetings
- $20/hour
SAN DIEGO

Live Well San Diego

- Interdepartmental County Group
- Works toward a robust and resilient local food system that builds healthy communities, supports the economy, and enhances the environment

San Diego Food System Alliance

- 9 staff
- Launched a 10-year plan called Food Vision 2030
- Launching a free membership program to crowdsource jobs, volunteer opportunities, internships, events, and act as a central hub

Leadership Council

- 40 original co-founders
- Representatives from leaders working in food systems
- Recently dissolved to make way for Stewardship Committee

Stewardship Committee

- 21 members
- Representatives from organizations representing communities that have been historically disinvested in
- Responsible for guiding the culture, principles, and practices of implementing the Food Vision 2030
- $100 – 150/hour
Los Angeles Food Policy Council
- 400+ members
- Open membership
- 5 working groups: Good Food Economy, Good Food Purchasing Policy, Farm to School & Gardens, Food Waste Prevention & Rescue, Regenerative & Urban Agriculture
- 11 staff

Center for Good Food Purchasing
- Spin-off non-profit created to nationally scale LAFPC’s Good Food Purchasing Policy

Los Angeles Food Equity Roundtable
- Co-led by LA County and philanthropic partners
- Coalition of leading cross-sector organizations
- 22 members
PHILADELPHIA

Office of Sustainability

- Administratively houses FPAC by managing staff, fundraising, and securing resources

Philadelphia Food Policy Advisory Council

- 1 staff
- 30 members
- Appointed residents from across the food system
- Serve as individuals rather than representatives from their affiliated organizations
Prince George's County Equity Council

- 4 staff
- 25 members
- Working groups work on food assistance, urban farms, food as medicine, farmers markets
- Plans to create a Patient Advisory Board for Food as Medicine program, they will offer $3000 for a 6-month period

Food Security Task Force

- 21 members
- Represent governmental, not-for-profit, faith-based, food providers, the university & health community, and the private sector
- Launched by County Council during the pandemic to address issues related to demand and support of healthy food, food health connections, school meals, and overall food security
- Food Equity Council provided support to staff the task force
Montgomery County

Montgomery County Food Council
- 25 members
- Represent a food system sector or community stakeholder partner
- Two-year term
- No compensation

Food Security Community Advisory Board
- 15 residents
- Lived experiences of food insecurity
- Leadership development track is compensated $1k for a 10-month program

Maryland Food System Resiliency Council
- Housed under Maryland Department of Emergency Management
- Evolved from Food Security Task Force assembled during the pandemic
- Co-chaired by MDEM’s Acting Secretary and ED Montgomery County Food Council
AUSTIN - TRAVIS COUNTY

Office of Sustainability

- Food Policy Manager
- Serves as City’s staff liaison and food policy expert to the Board

Austin-Travis County Food Policy Board

- 13 members
- 7 appointed by the City, 6 appointed by County Commissioners
- No membership requirements
Continued Actions

The level of political will, community engagement, and active coordination among existing community-based organizations are all important contributing factors to the success of these next steps and recommendations.

- Continue advocating for full-time staff and a budget for the task force
- Cultivate more support from elected officials for food justice and a holistic approach to address the root causes of food insecurity.
Future State of Food Advocacy Work

The level of commitment from both the government and community can be strengthened.

- At the government level, accountability needs to be institutionalized. One way of making this happen is through the establishment of a Food Commission, which would be responsible for overseeing all food systems work and through which food policies would need to be vetted.

- At the community level, there is ample movement to draw upon. The lessons and solutions that have been galvanized during the pandemic. Their momentum can be reinforced through cross-collaboration with other community-based organizations.
Future State of Food Advocacy Work

**Government**
- Create a new Food Commission or Council to advise the City on food systems
- Create a new Office of Food
  - Office should be fully staffed
  - Office should provide staffing support to the Commission/Council

**Community**
- Establish a Resident Advisory board
  - Initiated with support from the Mayor and City funding
  - Membership to include residents with lived experiences of food insecurity
  - Compensation must be offered to members
  - Advises the Office of Food and the Food Commission/Council
- Establish a coalition of community and neighborhood organizations
  - Build upon efforts that already exist
Thoughts on what was presented

Clarifying questions?

How does this information inform the future of how San Francisco organizes around food?
THANK YOU!

Questions?

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415-307-0272
APPENDIX
Food Policy Councils

Organizational Type by Geographic Focus

Source: Johns Hopkins University Center for Livable Futures, FPC Census Survey 2020
31 respondent FPCs were created by legislation. For independent organizations, the most common form of connection to government is that a government employee is an active member of the council.

Source: Johns Hopkins University Center for Livable Futures, FPC Census Survey 2020
Equity Framework by Annual Budget

- As annual budgets increase, the number of food councils not using an equity framework gradually decreases from 24 to 13%

Source: Johns Hopkins University Center for Livable Futures, FPC Census Survey 2020
Equity Framework by Staff

- Involving community members with lived experience of food insecurity is critical to the development of solutions and challenging racial and social injustices existing in current food systems.

- 89% of councils with paid staff and 76% of councils without paid staff use or are developing an equity framework to guide their decision making.

Source: Johns Hopkins University Center for Livable Futures, FPC Census Survey 2020