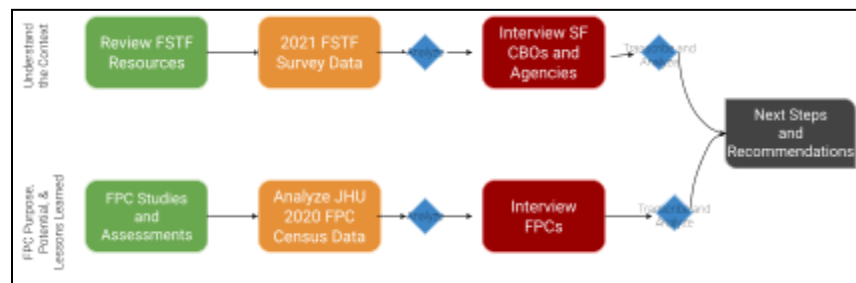


## Purpose

The San Francisco Food Security Task Force, in existence since 2005, is poised for organizational transformation and evolution. Recent deliberations within the task force have revolved around strategic planning and envisioning the future of the group. Despite the task force's valuable work, there are limitations, including a fragmented commitment among elected officials to address food insecurity. This project addresses these challenges by posing key questions:

- Reimagining Food Coordinating Bodies: What could a new food coordinating policy body look like? What are the various organizational models available, and what are their respective advantages and disadvantages?
- Community-Led Solutions: How can communities directly affected by food insecurity play a leading role in devising solutions, benefiting both their local areas and the city as a whole? How can the relationship between city government and community members be strengthened?
- Enhancing Task Force Support: Where does the task force require additional support? How can city officials be held accountable for advancing and supporting food security initiatives?
- A Systems-Level Approach: How can food security be approached from a systems-level perspective, addressing the interconnected factors contributing to food insecurity?

## Methodology



## Results

### Results from FSTF 2019 Member Survey

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



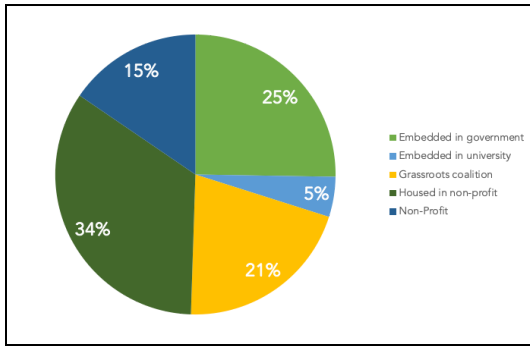
### Results from SF CBO and Agency Interviews

- Interviewed organizations and agencies include Human Services Agency, Booker T Washington Community Service Center, Tenderloin Neighborhood Development Corporation, API Council, and Mission Food Hub
- Interviewees acknowledged the importance of government to fund and protect existing local solutions and to support cross-collaboration among neighborhood and ethnic food coalitions



### Results from Food Policy Council (FPC) Research and Interviews - Organization Type

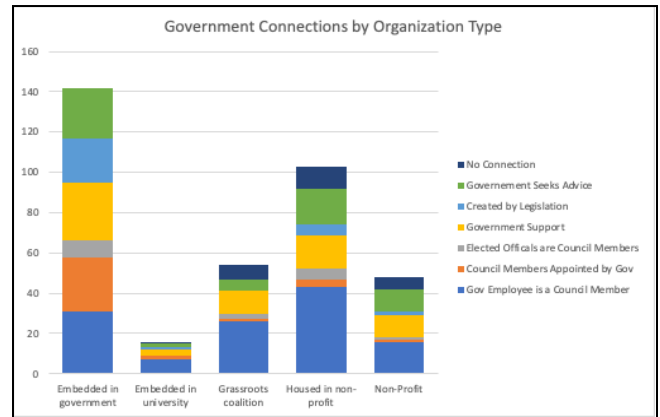
The following data comes from Johns Hopkins University Center for Livable Futures' Food Policy Council Census Survey 2020 and interviews with 7 Food Policy Councils.



- Most FPCs are “housed in a non-profit” (34%), with “embedded in government” being the second most common organization type (25%)
- When looking at an organization’s structure and position within or outside of government, the concept of the “paradox of institutionalization” may best describe the relationship between an organization and their local government: the closer social movements are to being institutionalized, the more at risk they are of being constrained by bureaucratic controls; but the government offers

political legitimacy and more resources

- Despite the fact that most FPCs choose to operate outside of their local government, most have at least one connection to government (113 out of 188 respondents)
- 31 respondents (16%) indicated they were created by legislation, but government support needs to go beyond a written declaration
- For the interviewed FPCs, all but one have close ties to their local government - they were created either through an official ordinance, food charter, or as a recommendation from a Mayor-supported task force



*Results from Food Policy Council (FPC) Research and Interviews - Paid Staff and Annual Budget*

- 44 of 198 respondents answered that they have at least one paid full-time employee, 28 have less than one, or a part-time employee
- Non-profits or FPCs housed in a non-profit are more likely to have paid staff than those embedded in the government (50 of the 198 respondents)
- 29% of responding FPCs have zero budget, 34% have a budget between \$1 - 10,000, 11% receive over \$100k

*Results from Food Policy Council (FPC) Research and Interviews - Equity and Community Engagement*

- Research and feedback from interviewed FPCs indicate that active engagement from community members with lived experiences of food insecurity is crucial to challenging racial and social injustices
- All of the interviewed FPCs either have an existing community advisory board or have plans to create one

The below chart summarizes information from the seven interviewed FPCs.







State	City	Name	Org Type	Geographic Scale	Members	Staff	Funding	Resident Advisory Group?	Other means of community input
CA	Los Angeles	Los Angeles Food Policy Council	Housed in Non-Profit	County	400+	11	Over \$100,000	No	Open membership model allows

									residents to join
MD	Baltimore	Baltimore Food Policy Action Coalition	Embedded in Government	City/Municipality	60+	4	\$25,000-100,000	Yes, Stewardship Committee	Launching a free, open membership for residents
PA	Philadelphia	Food Policy Advisory Council	Embedded in Government	City/Municipality	30	1	Over \$100,000	Yes, Resident Food Equity Advisors	N/A
CA	San Diego	San Diego Food System Alliance	Non-Profit		21	9	\$1.5 million	Yes, Community Food Security Advisory Board	N/A
MD	Largo	Prince George's County Food Equity Council	Housed in non-profit	County	25	4	\$25,000-100,000	No	N/A
MD	Bethesda	Montgomery County Food Council	Non-Profit		25	11	\$900,000	Yes, members serve as individuals rather than representatives from their affiliated orgs	N/A
TX	Austin	Austin-Travis County Food Policy Board	Embedded in Government	City and County	13	0	\$0	No	N/A

### Food Policy Council Models

Food Council Name	Org Type	Schematic
Los Angeles Food Policy Council	Housed in nonprofit	<p><b>Los Angeles Food Policy Council</b></p> <ul style="list-style-type: none"> <li>• 400+ members</li> <li>• Open membership</li> <li>• 5 working groups: Good Food Economy, Good Food Purchasing Policy, Farm to School &amp; Gardens, Food Waste Prevention &amp; Rescue, Regenerative &amp; Urban Agriculture</li> <li>• 11 staff</li> </ul> <p><b>Center for Good Food Purchasing</b></p> <ul style="list-style-type: none"> <li>• Spin-off non-profit created to nationally scale LAFPC's Good Food Purchasing Policy</li> </ul> <p><b>Los Angeles Food Equity Roundtable</b></p> <ul style="list-style-type: none"> <li>• Co-led by LA County and philanthropic partners</li> <li>• Coalition of leading cross-sector organizations</li> <li>• 22 members</li> </ul>

<p>San Diego Food System Alliance</p>	<p>Nonprofit</p>	<p><b>Live Well San Diego</b></p> <ul style="list-style-type: none"> <li>• Interdepartmental County Group</li> <li>• Works toward a robust and resilient local food system that builds healthy communities, supports the economy, and enhances the environment</li> </ul> <p><b>San Diego Food System Alliance</b></p> <ul style="list-style-type: none"> <li>• 9 staff</li> <li>• Launched a 10-year plan called Food Vision 2030</li> <li>• Launching a free membership program to crowdsource jobs, volunteer opportunities, internships, events, and act as a central hub</li> </ul> <p><b>Leadership Council</b></p> <ul style="list-style-type: none"> <li>• 40 original co-founders</li> <li>• Representatives from leaders working in food systems</li> <li>• Recently dissolved to make way for Stewardship Committee</li> </ul> <p><b>Stewardship Committee</b></p> <ul style="list-style-type: none"> <li>• 21 members</li> <li>• Representatives from organizations representing communities that have been historically disinvested in</li> <li>• Responsible for guiding the culture, principles, and practices of implementing the Food Vision 2030</li> <li>• \$100 – 150/hour</li> </ul>
<p>Baltimore Food Policy Action Coalition</p>	<p>Embedded in Government</p>	<p><b>Food Policy and Planning Division</b></p> <ul style="list-style-type: none"> <li>• 4 positions</li> <li>• Food Policy Director, Food Access Planner, Food Resilience Planner, Food Systems Planner</li> </ul> <p><b>Interagency Collaboration</b></p> <ul style="list-style-type: none"> <li>• 19 identified agencies</li> <li>• Economic &amp; Neighborhood Development, Healthy &amp; Community, City Operations, Government Relations</li> </ul> <p><b>Food Policy Action Coalition</b></p> <ul style="list-style-type: none"> <li>• 60 members</li> <li>• Representatives of organizations working in the food system</li> <li>• Housed under Department of Planning</li> </ul> <p><b>Resident Food Equity Advisors</b></p> <ul style="list-style-type: none"> <li>• Lived experience</li> <li>• Convene on a specific topic</li> <li>• Selected based on passion for the issue</li> <li>• 6+ meetings</li> <li>• \$20/hour</li> </ul>
<p>Montgomery County Food Council</p>	<p>Nonprofit</p>	<p><b>Montgomery County Food Council</b></p> <ul style="list-style-type: none"> <li>• 25 members</li> <li>• Represent a food system sector or community stakeholder partner</li> <li>• Two-year term</li> <li>• No compensation</li> </ul> <p><b>Food Security Community Advisory Board</b></p> <ul style="list-style-type: none"> <li>• 15 residents</li> <li>• Lived experiences of food insecurity</li> <li>• Leadership development track is compensated \$1k for a 10-month program</li> </ul> <p><b>Maryland Food System Resiliency Council</b></p> <ul style="list-style-type: none"> <li>• Housed under Maryland Department of Emergency Management</li> <li>• Evolved from Food Security Task Force assembled during the pandemic</li> <li>• Co-chaired by MDEM's Acting Secretary and ED Montgomery County Food Council</li> </ul>

<p>Prince George's County Food Equity Council</p>	<p>Housed in nonprofit</p>	 <p><b>Prince George's County Food Equity Council</b></p> <ul style="list-style-type: none"> <li>• 4 staff</li> <li>• 25 members</li> <li>• Working groups work on food assistance, urban farms, food as medicine, farmers markets</li> <li>• Plans to create a Patient Advisory Board for Food as Medicine program, they will offer \$3000 for a 6-month period</li> </ul>  <p><b>Food Security Task Force</b></p> <ul style="list-style-type: none"> <li>• 21 members</li> <li>• Represent governmental, not-for-profit, faith-based, food providers, the university &amp; health community, and the private sector</li> <li>• 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</li> <li>• Food Equity Council provided support to staff the task force</li> </ul>
<p>Philadelphia Food Policy Advisory Council</p>	<p>Embedded in Government</p>	 <p><b>Office of Sustainability</b></p> <ul style="list-style-type: none"> <li>• Administratively houses FPAC by managing staff, fundraising, and securing resources</li> </ul>  <p><b>Philadelphia Food Policy Advisory Council</b></p> <ul style="list-style-type: none"> <li>• 1 staff</li> <li>• 30 members</li> <li>• Appointed residents from across the food system</li> <li>• Serve as individuals rather than representatives from their affiliated organizations</li> </ul>
<p>Austin-Travis County Food Policy Board</p>	<p>Embedded in Government</p>	 <p><b>Office of Sustainability</b></p> <ul style="list-style-type: none"> <li>• Food Policy Manager</li> <li>• Serves as City's staff liaison and food policy expert to the Board</li> </ul>  <p><b>Austin-Travis County Food Policy Board</b></p> <ul style="list-style-type: none"> <li>• 13 members</li> <li>• 7 appointed by the City, 6 appointed by County Commissioners</li> <li>• No membership requirements</li> </ul>

## Recommendations

While the following recommendations were made, it should be noted that most FPCs do not evaluate their processes, outcomes or impact. This makes it difficult to assess their successes in enacting change on the greater food system and creates an accountability gap. There are not any performance measures indicating whether one solution is working or not.

- |   |   |
|---|---|
| <ul style="list-style-type: none"> <li>• Continue advocating for full-time staff and budget</li> <li>• Cultivate more support from elected officials</li> <li>• Consider avoiding the use of "security" and "policy" in the name</li> </ul> | <ul style="list-style-type: none"> <li>• Within local government, establish a Commission, amend the Dept. of Health Commission membership, create Office of Food, create full-time Food Systems Manager position</li> </ul> |
| <ul style="list-style-type: none"> <li>• For the community, establish a Resident Advisory Board and a coalition of community and neighborhood organizations</li> </ul>  |   |