

March 15, 2023

Dear Chair Dorsey, Vice Chair Walton, and Supervisor Safai,

---

**Board of Directors**

**President**

Roger Mohamed

**Vice President**

Stephanie Leung

**Secretary**

Stephanie Tomao

**Treasurer**

Steve Bowdry

Randolf Arguelles

Jonathan Dearman

Robert Wise

Debra Plousha Moore

Virginia Smyly

Zach Abrams

Clarissa Canady

Jeff Mori

Brittney Doyle

Carlos Reed

---

**Executive Director**

Shakirah Simley

On behalf of Booker T. Washington Community Service Center, I am writing in support of Jade Quizon for a seat on the SF Food Security Task Force that is reserved for a representative of a community-based organization that provides nutritional support and increases the food security of San Francisco residents.

Considering the lack of representation for our Asian-American communities on the task force and the work of the API Council, we believe that Jade would be a strong addition to the team. The API Council and its 57 members deliver invaluable services to its communities, including food and nutrition programs, that serve some of our most hard to reach residents. Their recent food landscape assessment demonstrates the depth of knowledge they carry about the impacts of food insecurity among their communities and puts them in an important perspective to have on the task force.

We also work with Jade on the Food and Agriculture Action Coalition's (FAACTS) steering committee, which is a new coalition set out to build a just, sustainable, and holistic food system. Jade is also co-leading the Mutual Aid/Infrastructure subcommittee, which aims for a flexible, coordinated system of mutual aid so each stakeholder in our food system can mobilize to contribute to feeding our communities, even in times of an emergency.

I respectfully ask you for your consideration to add Jade to the SF Food Security Task Force. I am available anytime to discuss my support.

Thank you,



*Shakirah Simley*

*Executive Director*

# JADE QUIZON

(415) 307-0272 • jvquizon@berkeley.edu

---

## RELEVANT EXPERIENCE

- Pie Ranch, Emerging Farmers Program; Pescadero, CA** June 2019 – September 2019
- Lived and worked full-time on farm participating in regular farm activities such as sowing, weeding, irrigating, harvesting and animal husbandry.
  - Engaged youth during educational workdays and discussed social change through agriculture.
- World Wide Opportunities on Organic Farms; Panama, Peru** November 2017 – March 2018
- Participated in a one-week biodynamic farming workshop.
- Friends of the Urban Forest** April 2015 – November 2016
- Healthy Trees and Safe Sidewalks Campaign Committee
  - FUF Advocates
- Surf for Life; Panama** March 2016

## WORK EXPERIENCE

### API Council

- Program Manager** August 2022 – Present
- Convene coalition members with food and nutrition programs.
  - Participate in food-related coalitions in San Francisco.
  - Build and manage a food justice portfolio and implement solutions in accordance with findings from food justice landscape assessment.

### Genentech, Inc.

- Training Specialist** October 2018 – August 2022
- Assisted with transition to new learning management system. Continue to monitor the adoption progress and resolve arising issues.
  - Collaborate with client group stakeholders to ensure proper completion of training requests and troubleshoot learning management system issues.

### Bi-Rite Family of Businesses

- Produce and Flower Clerk** May 2018 – May 2019
- Developed process to improve shift-to-shift communications.
  - Stocked, replenished and organized inventory with accuracy and efficiency. Managed proper and attractive produce and floral displays.

### Genentech, Inc.

- Training Program Manager** January 2016 – August 2017
- Managed three training programs when the normal workload was one program allocated to each training manager.
  - Overhauled the onboarding process, collaborated with safety leaders to ensure critical training was reaching the intended audience, and designed a beginners public speaking course.

### Training Coordinator

- March 2014 – December 2015
- Responsible for coordination and logistics of all site-wide training. Participated in projects that improved training administration processes.

### Operational Excellence Rotation

- September 2013 – March 2014
- Optimized processes using a data-driven improvement cycle. Created a quality work environment through the 5S methodology.

### Commercial Filling and Finishing Lead Technician

- December 2008 – September 2013
- Responsible for ensuring a team of 16 people maintained GMP compliance during the aseptic filling of commercial pharmaceutical products. Led a team of 6 in creation of new hire training materials.
  - Led a team of 25 people during the inspection and packaging of commercial pharmaceutical products.

## EDUCATION

**University of California, Berkeley**  
Master of Development Practice

September 2020 – June 2022

**Urban Permaculture Institute**  
Permaculture Design Certificate

September 2018 – December 2018

**University of California, Davis**  
Bachelor of Science, Biological Sciences

September 2004 – August 2008



# Reimagining Food Security in San Francisco

Exploring approaches from other cities



Jade Quizon



## Table of Contents

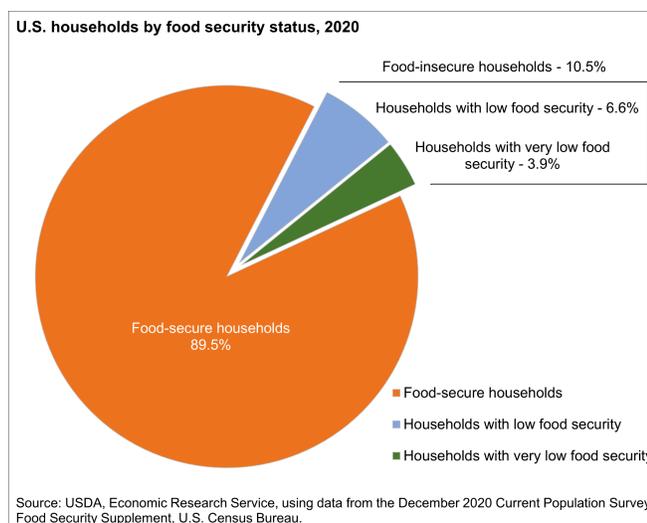
<b>Context</b>	<b>1</b>
Food Insecurity in the US	1
Food Insecurity in San Francisco	2
Food Policy Councils: a brief introduction	4
San Francisco Food Security Task Force	5
<b>Problem Statement</b>	<b>6</b>
<b>Scope of Work</b>	<b>7</b>
<b>Methodology</b>	<b>8</b>
Understanding the Context	9
Food Policy Councils: Purpose, Potential, & Lessons Learned	11
<b>Results</b>	<b>13</b>
Food Policy Councils Purpose	13
Feedback from San Francisco Community	14
Relationship to Government	17
Paid Staff and Annual Budget	20
Equity and Community Engagement	22
Models of Food Policy Work	25
<b>Recommendations</b>	<b>30</b>
Next Steps	30
Future State of Food Advocacy Work	30
<b>Limitations</b>	<b>31</b>
<b>Works Cited</b>	<b>32</b>
<b>References</b>	<b>33</b>
<b>Acknowledgements</b>	<b>34</b>

## Context

### *Food Insecurity in the US*

The USDA defines food security as “access by all people at all times to enough food for an active, healthy life” (USDA). Although most U.S. households are considered food secure, many households face difficulties when trying to obtain affordable, nutritious, and delicious food. These types of households tend to be lower in socioeconomic status and don’t have the money, time, or other resources to consistently ensure reliable access to

food. To address this issue, the federal government deploys food and nutrition assistance programs, such as the Supplemental Nutrition Assistance Program (SNAP), to enhance food security. Despite the billions of dollars the federal government spends every year on these programs, the USDA found that 10.5% of households were still food insecure in 2020 (Coleman-Jensen et al., 2021). This equates to 13.8 million households or 38.3 million people .



**Figure 1. USDA ERS Household Food Insecurity Rates, 2020**

Food insecurity is an important issue to address in part because of its known association with poor health outcomes. In a review conducted by Barbara Laraia, a link was identified between food insecurity and diabetes, and evidence is growing for its role in the development of chronic diseases (Laraia, 2013). In regards to children and their maternal caregivers, a qualitative study performed by Knowles et al. demonstrated that “food insecurity, with its associated trade-offs and mental health consequences, creates a cluster of hardships corresponding to toxic stress for children and adults” (Knowles et al., 2015). Other health consequences in children include anemia and asthma (Gundersen and Ziliak, 2015). In addition to negative health outcomes, food insecurity is also associated with behavioral issues, such as aggression, anxiety, depression, and suicide ideation (Gundersen and Ziliak, 2015). Considering

all of these negative health consequences, it is unsurprising that greater subsequent health care expenditures are also observed in food-insecure households (Berkowitz et al., 2018).

### *Food Insecurity in San Francisco*

Hunger and food insecurity has been a persistent feature of San Francisco for decades. Mayor Diane Feinstein established a Task Force on Food and Hunger which first met in March 1984, “[b]ecause of the clear, undeniable and authoritative evidence of a food crisis both locally and nationally”. In response to this crisis, the San Francisco Food Security Task Force was established in 2005 through City Ordinance Article X. The task force was tasked with increasing participation in federally-funded nutrition programs and since its inception, they have published food security assessments and policy recommendations annually to improve the food security status of residents. It is worth noting that the task force defines food security as “the state in which all persons obtain a nutritionally adequate, culturally acceptable diet at all times through local non-emergency sources” (Food Secure and Hunger Free San Francisco). This definition builds upon the USDA’s definition of food insecurity and highlights the diverse population residing within the city. In 2013, the Board of Supervisors passed a resolution proclaiming that food is “a basic human right and essential for human health” and committing to a food secure and hunger free San Francisco by 2020 (Food Secure and Hunger Free San Francisco, Res. 447-13 ). Despite this, 1 in 4 San Francisco residents is still at risk of hunger due to low income and a high cost of living (2018 Food Security Assessment). For San Francisco, there are three elements of food security, which they adapted from the World Health Organization:

- *Food Resources*: “the ability to secure sufficient financial resources to purchase enough nutritious food to support a healthy diet on a consistent basis” (2013 Food Security Assessment 4). San Francisco’s high cost of living greatly impacts a person’s ability to ensure consistent access to nutritious food.
- *Food Access*: “the ability to obtain affordable, nutritious, and culturally appropriate foods safely and conveniently” (2013 Food Security Assessment 4).
- *Food Consumption*: “the ability to prepare healthy meals and the knowledge of basic nutrition, safety, and cooking” (2013 Food Security Assessment 4).

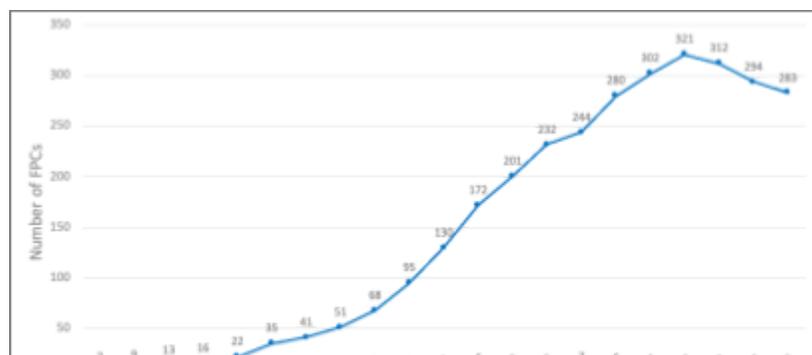
In order to develop effective policy recommendations that address gaps in San Francisco's food system, the task force first identified key issues by compiling data from federal, state, and local food programs. This data integration of demographic, health, and food and nutrition security information informed their *2018 Assessment of Food Security*. This assessment revealed an increase in the number of San Francisco residents struggling to afford basic needs compared to the 2013 assessment, citing economic conditions as the main cause. Groups that face an especially high risk for food insecurity include "transitional aged youth, people with disabilities, African Americans, Native Americans and Pacific Islanders" (2018 Food Security Assessment). Furthermore, other subgroups that face an increased vulnerability to food and nutrition insecurity are "pregnant women, children, seniors, people experiencing homelessness, immigrants, people who have physical and mental health conditions" (2018 Food Security Assessment). These disparities and the known health consequences of food insecurity are the driving force behind San Francisco and the task force's efforts to address its root causes - low income, chronic health conditions, lack of affordable housing, a high cost of living, and structural racism.

#### *Food Policy Councils: a brief introduction*

Johns Hopkins University Center for Livable Futures maintains an extensive database tracking active food policy councils across the nation. They convene food policy councils through community of practice groups, conferences, and administer an annual survey. Because of their work and expertise, we use their characterization of food policy councils to define them:

"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"

The first food policy council was created in Knoxville, TN in 1982 (DiGiulio, 2017), and the growing number of food councils since then demonstrates their potential to address serious food system issues. In addition to geographic focus, food policy councils



vary in organizational structure. According to Johns Hopkins University survey data, 34% are housed in a non-profit (e.g. a non-profit may serve as a fiscal agent or the council is a project of a non-profit), 25% are embedded in government, 21% are grassroots coalitions, 15% are non-profits, and 5% are embedded in a university (Santo et al., 2021). They are usually made up of a group of individuals representing all sectors of the food system, from food producers to food consumers, and work on a wide range of policies. The non exhaustive list of membership representation and policy priority areas below exemplifies their attempt to address food systems issues from a holistic food systems perspective:

**Membership:**

- Community
- Anti-hunger/emergency food
- Public Health
- Food production
- Government agency staff
- Economic development
- Social justice
- Food retail
- Food waste/disposal

**Policy Priority Areas:**

- Healthy food access (healthy food financing, food and nutrition incentives at farmers markets)
- Food procurement
- Land use planning
- Food labor
- Natural resources and management
- Transportation and Distribution
- Anti-hunger/anti-poverty

*San Francisco Food Security Task Force*

As previously mentioned, the San Francisco Food Security Task Force was assembled in 2005 through an ordinance housed under Administrative Code, Chapter 4, Article X, by the Board of Supervisors. The purpose of the task force is to increase participation in federally-funded food programs, like CalFresh, through recommendations on legislative action and city-wide strategies. They also offer advice to the Board of Supervisors on matters concerning funding and policy priorities to hunger and food security. Typically, the task force has to be reauthorized every 3 years, but they were recently reauthorized for 5 years pushing their sunset date to July 1, 2026.

One of the major outputs of the task force is a food security assessment. Assessments from the task force are available on their website for the years of 2013, 2018, and 2019. The assessments draw on data from a multitude of resources to create a comprehensive evaluation of the City and each district's key challenges and opportunities . As a result of these

assessments, the task force has been able to publish an extensive list of policy recommendations for the years of 2017, 2020, 2021, and 2022. The recommendations span local, state, and federal levels and address healthy food access, economic development, housing, and anti-hunger/anti-poverty. In addition to their assessments and recommendations, the task force convenes key stakeholders in the food system and keeps the issue of food security as a priority. They regularly present to the Board of Supervisors and Department Directors on their work.

The task force continuously looks for ways to improve their engagement with the community. Currently, the two formal ways this occurs is through their membership and public meetings. The task force is made up of 20 members, 11 of which represent community-based organizations serving food through various program types and 1 member from the public. They hold monthly meetings every first Wednesday of the month from 1:30 - 3:30 PT. These meetings are open to the general public and public comment is allowed after each agenda item. Since the pandemic, the meetings have been held virtually using Zoom and are advertised on their website and through emails. Representatives from community-based organizations are also invited to present to the task force on relevant assessments and other food-related initiatives.

While the task force is able to produce critical reports and recommendations, it does so under serious human, financial, and bureaucratic constraints. Budget for the task force is not built into any public funding resources, and funding for outputs, like the assessments, usually comes from members pooling limited time and resources. Additionally, the task force does not have any full-time dedicated staff nor a budget. The Department of Health is charged with providing clerical assistance and logistical support, but these responsibilities are not documented in anyone's job description. Another limiting factor is a byproduct of its position as a public body operating under another public body. Their positionality within government restricts the policies and programs it can advocate for - it cannot take a position on a policy that the City does not already support. Finally, it seems the continuity of the task force is person-dependent. The task force should be aware that this is a known threat to their success. In a report documenting lessons learned from a food policy council in Oakland, Alethea Harper et al. identify dependence on one strong personality as a reason for food councils' short lifespans (2009).

## Problem Statement

The task force has existed in its current form since its inception in 2005, thus it is only natural that they should want to explore other organizational structures and evolve. Their conversations over the last couple of years involved strategic planning and envisioning of next steps for the group. This project directly supports two of their key strategic priorities: Sustainability and Adequate Community Resources. The task force defines “sustainability” as an increase in human and financial resources so that the task force can continue to deliver on its mandate to improve food security. Additionally, “adequate community resources” is defined as the realization of the recommendations set forth by the 2018 Assessment of Food Security Report. In addition to the task force’s limitations discussed above, representatives from community-based organizations report that commitment to resolving food insecurity issues is fragmented and inconsistent among elected officials, yet it is a priority for many. For example, one Supervisor plans to hire a third-party consultant to assess food security within their district only. This project addresses these priorities and challenges by asking the below key 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?

## Scope of Work

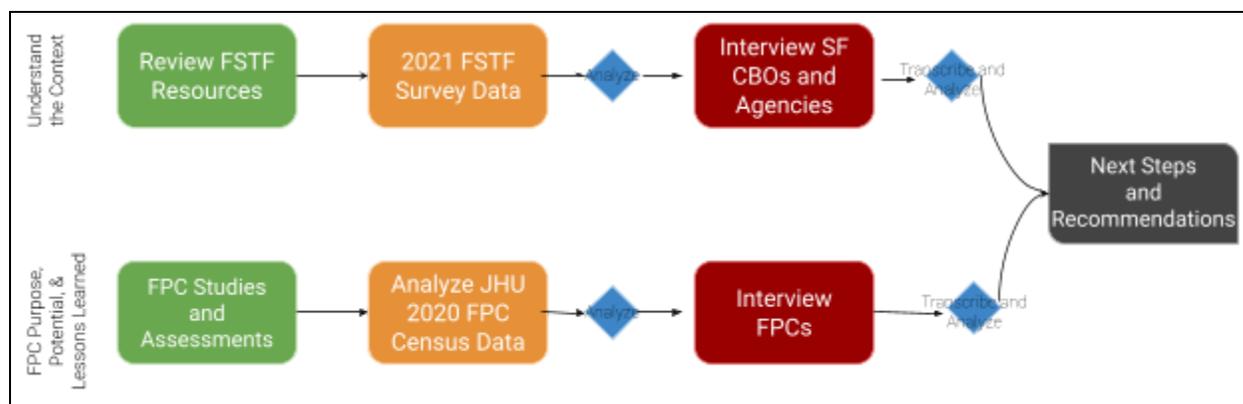
This project was carried over the course of a little more than 3 months from January 18th to May 6th, 2022 as part of the researcher’s final project requirement for their graduate degree in UC Berkeley’s Master of Development Practice (MDP). The goal of this project is to support the task force as they evolve into a new organizational structure by addressing the aforementioned questions. As a result, the project’s deliverables are the following:

1. A final written report that includes a written analysis of the research findings, recommendations, and next steps.
2. A final presentation to the SF Food Security Task Force.

This final report will be delivered to the client in fulfillment of the project's objectives. However, a final decision on a new organizational structure for the task force is not an expected outcome of the project. Examples from other food policy councils will be explored and a menu of options will be presented, but the final decision relies on the task force and community members. The findings and recommendations will be presented to the task force and general public before the end of May 2022 to garner more input and direction. Moreover, as the rest of the report will demonstrate, a hope of the researcher is to galvanize existing neighborhood and ethnic group food movements outside of the task force to form their own coalition and represent the greater population of food insecure residents in San Francisco. The combined forces of a strong community coalition and the task force can work together with the Mayor and Board of Supervisors to be more strategic when thinking about food insecurity.

## Methodology

The project's methodologies were deployed for two reasons. The first was to understand the context the project is conducted under. The current operating structure of the task force, the food security status of San Francisco residents, the voiced concerns and desires of communities with lived experiences of food insecurity, and the stakeholders involved all influence the task force itself and the entity/ies that will follow them. The second reason is to understand how past and current food policy councils operate, how this impacts their ability to obtain financial and human resources, engage with communities, and the types of policies they can support. Figure 3 illustrates the researcher's steps to each methodology track, while details on resources and analysis processes used are described below.



**Figure 3.** Schematic of Project Methodology

### *Understanding the Context*

A plethora of documents were provided by the task force to understand how it operates, and what they have discussed and envisioned for themselves in the future. These documents take the form of meeting minutes, food security assessments, and recommendations presented to the Board of Supervisors. In addition to the documents, weekly meetings were scheduled with the task force’s vice-chair, Paula Jones, results from a survey administered by the task force to its members and individuals outside of the group were analyzed, and interviews were conducted with **five** agencies and organizations working on food systems issues. Table 1 aggregates the list of these organizations, the reasons for interviewing them, and the questions they were asked. Almost all were selected through consultation with the task force Vice-Chair based on their current involvement in food access, distribution, and knowledge that make them valuable sources of insight into working in food systems in the city.

**Table 1:** List of San Francisco-based Organizations and Agencies Interviewed

Name	Reason for Interviewing	Questions
San Francisco Human Services Agency (HSA)	At the beginning of the pandemic, in response to the crisis of food insecurity, a food unit was established in the Emergency Operations Center of Covid Command to help coordinate city-wide emergency food distribution. The Food Coordination	<ul style="list-style-type: none"> <li>What improvements can be made to the task force’s organizational structure so that it can facilitate more effective coordination across programs and engage the community more effectively?</li> </ul>

	<p>Group is now a unit in HSA This agency has been identified by elected officials as a crucial node from which funding for programs and interventions can be disseminated (e.g. Food Empowerment Markets). The Food Coordination Group provides an monthly update at task force meetings.</p>	<ul style="list-style-type: none"> <li>• How do you envision HSA's role in addressing food insecurity?</li> <li>• Does HSA have a community advisory body?</li> <li>• How does HSA decide where to allocate their funds reserved for food work?</li> </ul>
<p>Tenderloin Neighborhood Development Corporation (TNDC)</p>	<p>TNDC is an organization focused on homes, health and community voice. TNDC convenes a monthly meeting for the Tenderloin Food Security Collective. TNDC also operates a Health Corner Store Coalition. The Tenderloin Food Security Collective has presented to the task force.</p>	<ul style="list-style-type: none"> <li>• What role should the City of San Francisco play in supporting food security?</li> <li>• What would food sovereignty look like for residents?</li> <li>• What is keeping neighborhood groups like the TNDC from convening with each other to amplify their voices?</li> </ul>
<p>Asian Pacific Islander Council (API Council)</p>	<p>A non-profit coalition made up of 57 community-based organizations that provide linguistically and culturally proficient services to Asian Pacific Islanders. They recently completed and presented a landscape analysis report on the needs and opportunities for food justice in San Francisco's API communities. They presented their findings during a meeting of the task force.</p>	<ul style="list-style-type: none"> <li>• What improvements can be made to the task force's organizational structure so that it can facilitate more effective coordination across programs and engage the community more effectively?</li> <li>• What role should the City have in supporting food security and, more specifically, the hyper-local solutions they presented in their report?</li> <li>• What are the City's barriers to engaging with the API community?</li> </ul>
<p>Shakirah Simley</p>	<p>The Office of Racial Equity and the Human Rights Commission suggested that we interview the</p>	<ul style="list-style-type: none"> <li>• What would food sovereignty look like for residents?</li> </ul>

	Inaugural Director of the Office of Racial Equity. Shakirah has since moved on to become the Executive Director at Booker T. Washington Community Service Center, but prior to leaving she presented to the task force on the need for a shift to 'food sovereignty' instead of food security.	<ul style="list-style-type: none"> <li>• What food council structure would support food sovereignty best?</li> <li>• What is the role of the City in progressing food sovereignty?</li> </ul>
Mission Food Hub	Founded in May 2020 to provide culturally appropriate groceries for families who were affected by COVID-19. Their model has been widely recognized as a success and has been replicated in different neighborhoods. .	<ul style="list-style-type: none"> <li>• What is the role of the City in progressing food sovereignty?</li> <li>• What food council structure would support food sovereignty best?</li> <li>• What are the barriers keeping the City from adequately addressing food insecurity?</li> </ul>

### *Food Policy Councils: Purpose, Potential, & Lessons Learned*

Essentially, the same three steps, literature review, survey analysis, and interviews, were taken to learn more about the history of food policy councils in the US, understand trends as it relates to operating structure, and glean lessons learned from past and current food councils. Luckily, Johns Hopkins University maintains an annotated bibliography on existing, emerging, and needed research on food policy groups. The annotated bibliography includes non-peer-reviewed reports, unpublished dissertations, master's theses, and research projects. Many of the literature pieces were selected from this list in addition to a search on Google Scholar. Search terms used to find additional literature include "food policy councils" and "assessments on food policy councils."

As previously mentioned, Johns Hopkins University Center for Livable Futures administers an annual survey to their list of active food policy councils across the nation. At the researcher's request, they provided their raw data from their most recent survey capturing information from 2020. The survey was sent to the 490 councils they know to be active. Of the 490 that were contacted, they received 198 responses. In addition to their regularly asked questions regarding their operating structure, staff, budget, policy priorities, equity framework,

etc, they included questions about the impact of COVID-19. Since the impact of the ongoing pandemic is not a subject of this project, these responses were not analyzed. A simple bivariate analysis was used to see if any correlations between organizational type, staff, budget, and the use of an equity framework exist. The results are visualized using pie charts and stacked bar charts. During the interviews, a goal was to identify key features that, according to literature, impact the overall effectiveness of food councils. If the interview did not allow for the uncovering of these features, the researcher turned to their websites to acquire more information. A list of these features are below. Table 2 summarizes some of these characteristics for the food policy councils that the interviewees work for or with, while others can be found in the project results section. The food policy councils were selected for interviews either by Paula, were recommended by Johns Hopkins University, or were mentioned in case studies. These are considered "outstanding" food policy councils proficient at engaging their communities and leveraging government relationships.

- 1) How is the community involved?
  - a) Are they compensated for their time and contributions?
  - b) Are they members of the food policy body?
- 2) Is there a focus on food security or food sovereignty or something similar? How do these impact outcomes?
- 3) Governance structure
  - a) Non-profit (e.g., certified 501(c)3 or other 501(c) category)
  - b) Housed in non-profit (e.g., non-profit serves as fiscal agent or FPC is a project of a non-profit)
  - c) Grassroots Coalition
  - d) Embedded in Government (e.g., county or provincial organization)
  - e) Embedded in University (e.g. university/college or Extension office)
- 4) Staffing structure
- 5) Funding structure\*
- 6) Membership
  - a) Who are the members?
  - b) How are they selected or appointed?
  - c) How long are their terms?
- 7) Impact evaluation methods
- 8) Strengths and weaknesses

*\* Less time was spent on determining funding structures since a concurrent project conducted by a fellow UC Berkeley GSPP student is underway.*

**Table 2:** List of Food Policy Councils Associated with Interviewees

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

Interviews from the San Francisco-based organizations and food policy councils were transcribed using Otter.ai, a speech to text transcription and translation application using artificial intelligence and machine learning. The transcripts were reviewed using Thematic Analysis. Excerpts were pulled from the transcripts and categorized by theme in a spreadsheet.

## Results

### *Food Policy Councils Purpose*

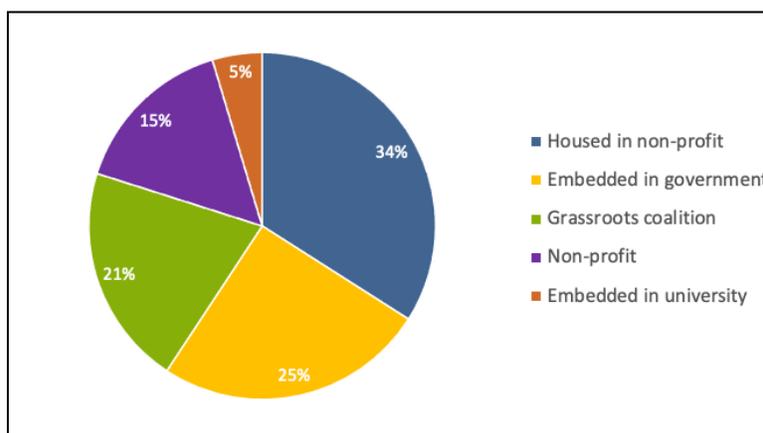
The role of cities in developing healthful food systems is summed up well in Nevin Cohen's recent publication. If efforts are coordinated and targeted strategically, they have the potential to impact food safety, food access and security, and consumer food environments in a positive way. They can change laws that encourage the development of urban agriculture, driving food production within city limits. They can create price incentives so that consumers can easily opt for fruits and vegetables over highly processed foods. And they can increase participation in federal social welfare programs, like the Supplemental Nutrition Assistance Program (SNAP), or CalFresh as it is known to California residents. Moreover, Cohen posits that cities can influence global food systems by "advocating for national policies that address food

system sustainability and resilience, and leverage collective purchasing power to buy food that meets social and environmental goals” (Cohen, 2021). The Food Security Task Force in San Francisco aims to achieve all of these things, but are limited by their position as a political body operating within another public body. Additionally, the emergency response to hunger during the pandemic created new initiatives that engaged new stakeholders into the work (i.e. restaurants, food distributors, community organizations), and reinforced the need to take a system approach to food. The task force is seeking to transform how San Francisco organizes around food to enact transformative food systems change.

There is one concept that seems to encapsulate the struggles of not only the task force, but food policy councils nationally, and that is the “paradox of institutionalization.” This concept describes that the closer social movements are to being institutionalized, the more at risk they are of being constrained by bureaucratic controls. It is a paradox because close ties to the government can offer political legitimacy and more resources, but the question becomes, at what cost? While food policy

councils embedded in government may offer greater resources, they are usually restricted ideologically and have less autonomy over their own agenda when compared to independent organizations. This concept may explain why most active food policy councils today operate independently

from the government. According to Johns Hopkins University’s most recent survey data, only 25% of food policy councils are embedded within the government.



**Figure 4.** Johns Hopkins University Center for Livable Futures, FPC Census Survey 2020, FPC Organizational Type

#### *Feedback from San Francisco Community*

It is clear from the task force’s survey results and interviews with community-based organizations that there is much work to be done by the City of San Francisco. While it also has much to celebrate, especially in the wake of the COVID-19 pandemic, the community has





*Relationship to Government*

Despite the fact that most food policy councils choose to operate outside of their local government, the data provided by Johns Hopkins University shows that most have at least one connection to the government. Connections to the government come in the form of (1) government employees serve as members of the council or participate in the meetings, (2) members of the food council are appointed by government officials, (3) elected officials serve as members of the food council, (4) 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, (5) the food council was created by legislation, and/or (6) the government actively seeks advice from the council. Figure 7 shows that only 25 of the 198 respondents claim to have no ties to the government, while Figure 8 shows that most independent councils’s connections to government are through government employees serving as council members and notably less receive financial support (“government support”).

Another important statistic to observe is the frequency at which food policy councils are created through legislation. A surprising low number of food policy councils are codified through legislation. Only 31 of the Johns Hopkins University respondents report being created as a result of an ordinance, where 23 of them are embedded in government, 7 amongst non-profits, and 1 embedded in a university. This aligns with the task force’s own history and demonstrates that government support should go beyond a written declaration.

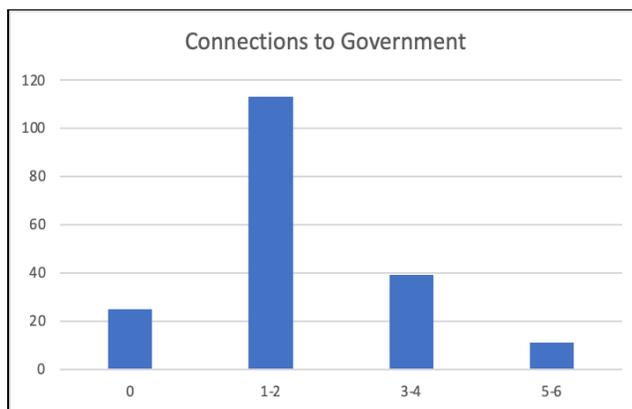
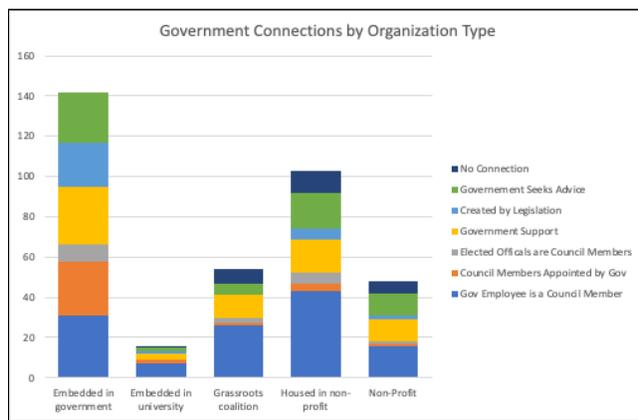


Figure 7. Johns Hopkins University Center for Livable Futures, FPC Census Survey 2020

When looking at the relationship between the interviewee’s associated FPC and their local governments, connections are seemingly strong. All but one (Prince George’s County Food Equity Council) of the food councils interviewed were created by legislation or with some sort of government



support (monetary or directive). They were created either through an official ordinance, food charter, or as a recommendation from a Mayor-supported task force. The Los Angeles Food Policy Council started as a task force housed within the Mayor's Office, but has since spun off as an independent non-profit organization.

Figure 8. Johns Hopkins University Center for Livable Futures, FPC Census Survey 2020

The San Diego Food System Alliance was created at the recommendation of a third-party assessment initiated by the Mayor and one of its Supervisors. Montgomery County received seed funding from the government so they could hire a part-time coordinator to handle the logistics behind their convening. Table 3 summarizes the relationships of the interviewed councils and their local government.

**Table 3.** Interviewees' Associated Food Policy Councils and their Relationship to Local Government

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

The one FPC that was not created out of the will of the government, Prince George's County, indicated that though they were not created by the government, they still have strong

ties to them through their Legislative Branch, County agencies, and other lower level staff. The result of these relationships is from Sydney Daigle's, the Food Equity Council Director, ability to develop and maintain networks. They created a "web of contacts" that is critical for them as an "outside" organization to ensure policies they are working on are implemented, and implemented with fidelity and in coordination with stakeholders outside of government. San Diego approaches their relationship with their government a little more cautiously, so they can maintain a level of *autonomy* over their agenda. They believe that a strong direct connection and affiliation with the government might restrict the nimbleness of the council and worry that the culture and management style of the government might influence the council. Although the Philadelphia Food Policy Advisory Council is embedded in government, they are looking for opportunities where they can break down silos to more effectively work on food issues. After interviewing City staff, they identified three target areas where cross-sector partnering can occur - Food Security and Public Benefits, Land Access and Ownership, and Supply Chain and Equitable Workforce Development. Regardless, all agree that their relationship to the government is crucial to getting the things they want done.

#### *Paid Staff and Annual Budget*

According to Johns Hopkins University, despite the criticality of paid staff to manage their work and advocate for policies, most do not have any. Only 44 of the 198 respondents answered that they have at least one paid full-time employee and 28 have less than one, or a part-time, employee.

Surprisingly, the data shows that nonprofits or food councils housed in a nonprofit are more likely to have paid staff than those embedded in the government, where 50 of the 108 responding nonprofits / housed in nonprofit organizations, and 18 of 49 responding councils embedded in government have at least one part-time paid employee. Figure 9 shows the percentage of responding organizations that have

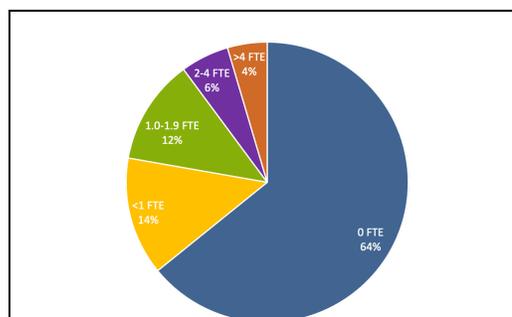


Figure 9. Johns Hopkins University Center for Livable Futures, FPC Census Survey 2020, Staff

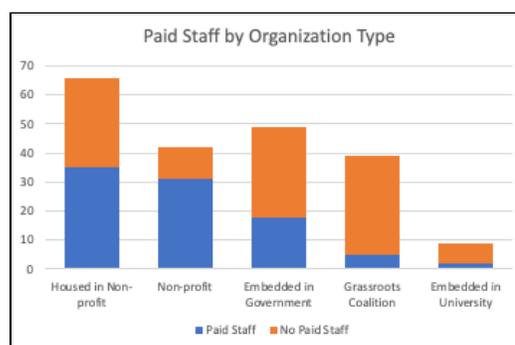


Figure 10. Johns Hopkins University Center for Livable Futures, FPC Census Survey 2020

paid staff, and Figure 10 shows which organizational types are more likely to have paid staff.

Of the food policy councils that were interviewed, only one, the Austin-Travis County Food Policy Board, does not have any paid staff. The City of Austin does, however, staff a Food Policy Manager who serves as the food policy expert to the Board, but the Board itself does not have any staff to help with meeting logistics. Refer to Table 2 for a summary of the interviewed food councils and their number of staff.

When looking at annual budgets, it is a wonder that food policy councils are able to accomplish as much as they have. A shocking 29% of respondents have zero budget, 34% have budgets between \$1 - 10,000, and only 11% receive over \$100,000. Figure 11 summarizes annual budgets by organizational type. Considering the amount of money it takes for a food security assessment and planning to be formally conducted within a geographic region, food council’s budgets need to be much bigger than they are. For example, the Austin City Council recently allocated \$500,000 for comprehensive food system planning. Almost all of the resources will be used on multiple phases of community engagement that will include paying participants, providing child care, and supporting translation services. For any city or county to enact substantial change with the involvement of community members, there should be a higher percentage of food councils with budgets over \$100,000. Table 4 offers a summary of the interviewed councils’ budgets and their sources of funding. Not all interviewees provided information (“no information”), while others were supplemented with figures found on their website (these figures are denoted by an “\*”), or from the Johns Hopkins University survey (denoted by “JHU”).

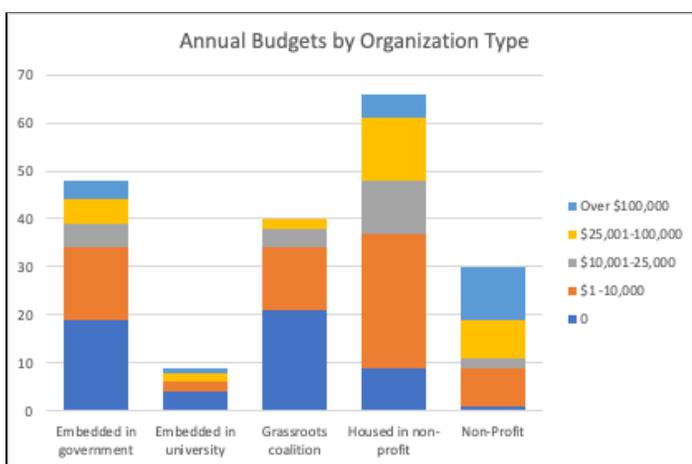


Figure 11. Johns Hopkins University Center for Livable Futures, FPC Census Survey 2020

For any city or county to enact substantial change with the involvement of community members, there should be a higher percentage of food councils with budgets over \$100,000. Table 4 offers a summary of the interviewed councils’ budgets and their sources of funding. Not all interviewees provided information (“no information”), while others were supplemented with figures found on their website (these figures are denoted by an “\*”), or from the Johns Hopkins University survey (denoted by “JHU”).

Table 4. Interviewees’ Associated Food Policy Councils and their Annual Budgets

Food Council Name	Organizatio	Annual Budget	Notes about Funding Sources
-------------------	-------------	---------------	-----------------------------

	n Type		
Los Angeles Food Policy Council	Housed in nonprofit	Over \$100,000 (JHU)	One-third of budget from City of LA Since they are fiscally sponsored, they need to fundraise an extra 12%.
San Diego Food System Alliance	Nonprofit	\$1.5 million	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.
Baltimore Food Policy Action Coalition	Embedded in Government	\$25,001-100,000 (JHU)	No information
Montgomery County Food Council	Nonprofit	\$900,000	40% from County 7 - \$20,000+ contributions, including Montgomery County Council and philanthropic foundations* Small percentage from individual donations
Prince George's County Food Equity Council	Housed in nonprofit	\$25,001-100,000 (JHU)	\$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
Philadelphia Food Policy Advisory Council	Embedded in Government	Over \$100,000 (JHU)	No information
Austin-Travis County Food Policy Board	Embedded in Government	\$0	No information

\* Note: Government-staffed employees are not included in the food policy councils' annual budgets.

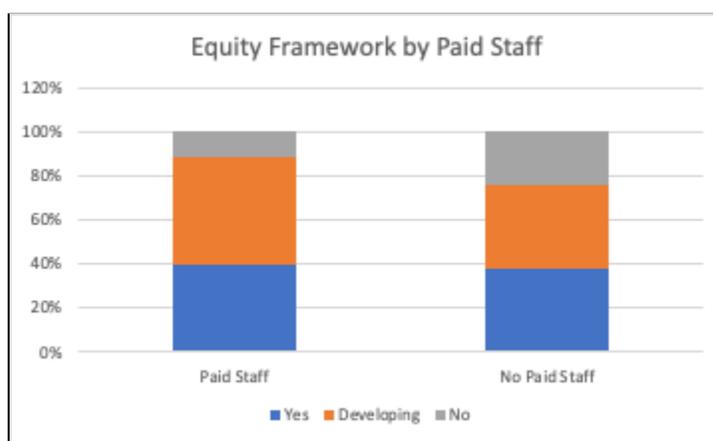
### *Equity and Community Engagement*

There is extensive literature dedicated to the importance of involving concerned citizens from diverse backgrounds in the advancement of food security and other food systems issues through food policy councils. Lang asserts that they can "act, not just think, like citizens

with long-term commitments beyond the checkout counter/point of sale" (2003). Building upon this, Allen adds that the involvement of those with lived experiences of hunger and food insecurity is critical to the development of problem definitions and meaningful solutions (2013). It is the belief of the researcher that active engagement of impacted community members is crucial to challenging racial and social injustices existing in current food systems. It is therefore important to understand how food policy councils engage community members, particularly those with lived experiences of food insecurity, and which food councils actively address issues with an equity lens. Referring back to the Johns Hopkins University data, they asked food policy councils if they utilized a racial or social equity framework when making decisions, or if they are in the process of developing one. The answers to these questions are compared with staff, annual budget, and geographic focus area characteristics to see if relationships between them are observed.

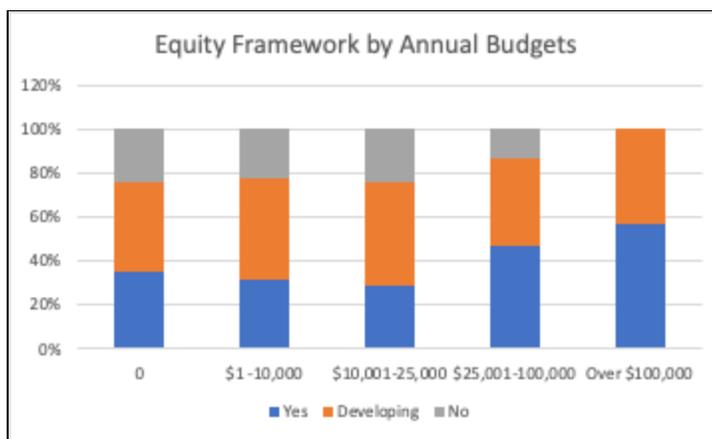
Surprisingly, there does not seem to be a distinction between food policy councils with paid staff and without paid staff when it comes to using a social or racial equity framework for decision-making (Figure 12). 89% of councils with paid staff and 76% of councils without paid staff use or are developing an equity framework. This is a promising finding as it demonstrates that the importance of using an equity framework is not lost on anyone working for a food policy council.

**Figure 12.** Johns Hopkins University Center for Livable Futures, FPC Census Survey 2020



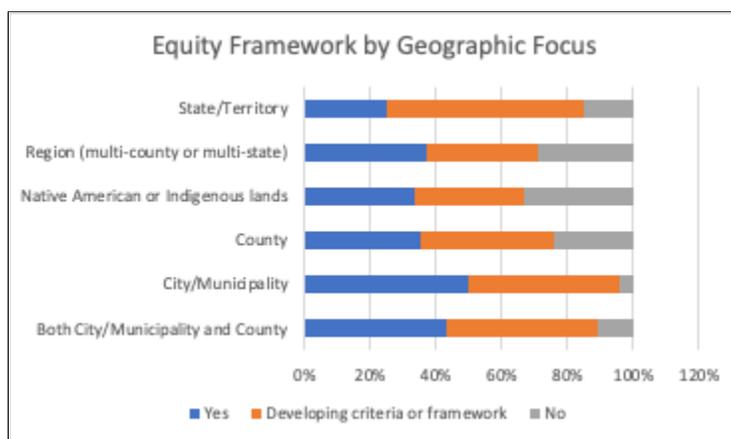
Interestingly, there does appear to be a relationship between annual budgets and equity frameworks. As annual budgets increase, the number of food councils not using an equity framework gradually decreases from 24 to 13%. Figure 13 demonstrates this trend.

**Figure 13.** Johns Hopkins University Center for Livable Futures, FPC Census Survey 2020



Finally, there also seems to be a distinction depending on geographic focus. There is a greater proportion of councils working at the City/Municipality level, 96%, that use or are developing an equity framework (Figure 14).

**Figure 14.** Johns Hopkins University Center for Livable Futures, FPC Census Survey 2020



From conversations with the interviewees, it became clear that input from the community is highly prioritized. Input usually comes from representatives of organizations working with communities impacted by food insecurity or directly from residents with lived experiences of food insecurity. Since it is the researcher's belief that problem and solution

identification should come from residents with lived experiences of food insecurity, the below table summarizes which interviewees are advised by a group of residents. If there is not an official resident advisory group, then other mechanisms of community engagement are described below.

**Table 4.** Interviewees' Associated Food Policy Councils and Community Engagement Mechanisms

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

				organizational background.
--	--	--	--	----------------------------

### *Models of Food Policy Work*

Up to this point, this project has investigated important relationships between food policy councils' organizational structure, staffing, budgets, and relationships to government to understand how they impact their ability to incorporate community engagement and approach food systems issues with an equity lens. An important conclusion is that 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. The seven food policy councils interviewed for this project demonstrate the variability among them, and it would be difficult to pinpoint any of them as superior over the other. The San Francisco Food Security Task Force itself has been acknowledged by many of the interviewees as an aspirational model. It is the researcher's belief that an important lesson is that food councils should focus on fostering political will and empowering residents to be food leaders.

With that said, the below schematics illustrate key groups working on food policy within each city and/or county in which the interviewees operate (Table 5). These offer a glimpse into important relationships, and provide the San Francisco Food Security Task Force information to guide them into their next phase. It is important to note that the inspiration for these schematics came from the Philadelphia Food Policy Advisory Council who conducted a similar research project of their own. Their ingenious design captures critical information and displays it in a palatable way.

**Table 5.** Schematics of Food Policy Organizing in Interviewees' Associated City/County

City or County	Food Council Name	Org Type	Schematic of City/County Food Organizing (arrows indicate leadership direction provided through staffing or )
Los Angeles County	Los Angeles Food Policy Council	House 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 LAFFC'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>
San Diego County	San Diego Food System Alliance	Nonprofit	<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>
Baltimore	Baltimore Food Policy Action Coalition	Embedded in Government	<p><b>Food Policy and Planning Division</b></p> <ul style="list-style-type: none"> <li>• Lead strategic planning for food security responses</li> <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</p>	<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</p>	<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</p>	<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>

Austin and Travis County	Austin-Travis County Food Policy Board	Embedded in Government	<p>The diagram illustrates the structure of the Austin-Travis County Food Policy Board. It is embedded within the Office of Sustainability. The Office of Sustainability includes a Food Policy Manager who acts as the City's staff liaison and food policy expert to the Board. The Board itself consists of 13 members: 7 are appointed by the City, and 6 are appointed by County Commissioners. There are no membership requirements for the Board.</p>
--------------------------	--	------------------------	--

## Recommendations

Based on the findings above, the researcher has reached the below recommendations. It cannot be reiterated enough that there is no one right solution. It's important for the task force to continue exploring all of its options and envision how they will work in the context of San Francisco. The level of political will, community engagement, and active coordination among existing community-based organizations are all important contributing factors to their final decision. Regardless, it is important that the task force takes its next step in addressing system racism and other root causes of food insecurity to enhance the quality of life for all SF residents.

### *Next Steps*

- **Continue advocating for full-time staff and a budget for the task force.**
  - Justification: The task force has been able to accomplish impressive feats, such as comprehensive food security assessments, hearings, and development of recommendations because of the time and effort of existing staff, volunteers from the task force and community members. In order to continue their work, dedicated staff and funding should be appropriately allocated.
  - Immediate next steps: Task force has requested for one full-time staff for the upcoming budget.
- **Cultivate more support from elected officials for food justice and a holistic approach to addressing food systems issues.**

- Justification: In their 2022 Recommendations, the task force is clear that “food insecurity is a result of many converging factors (structural racism, low wages, high cost of living, lack of affordable housing, among others) and it must be addressed through this broader perspective” (San Francisco Food Security Task Force, 2022)
- Immediate next steps: There are plans to conduct a special meeting with task force members and members of the community to present findings from this project. Further discussions addressing this topic will happen then, and they plan to present excerpts from this project to elected officials and department heads to demand more accountability from City leadership.

### *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.
- Acknowledging the above, at least one initiative in each category, government and community, should be pursued.
  - Government
    - Create a new Food Commission/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
      - Resident Advisory Board advises the Office of Food and the Food Commission/Council
    - Establish a coalition of community and neighborhood organizations
      - Build upon efforts that already exist

- Consider avoiding the use of “security” and “policy” in the name. Potential replacements for “security” are “sovereignty,” “equity” or “justice”; however, the new advisory body should extensively research the meaning and intention behind the terms prior to adopting it so that co-optation of these alternative food movements can be avoided.

## Limitations

This project does not come without its limitations and should be considered by the reviewer.

- Not all San Francisco stakeholders who should have a say in the future of food systems participated in this project. The below is a non exhaustive list of these stakeholders that should be included in future conversations.
  - Indigenous Community
  - African-American/Black Community
  - Native Hawaiian/Pacific Islander Community
  - Food Production Organizations
  - Food Production Organizations
  - Housing Agencies and Organizations
  - Faith-based Organizations
  - Organizations representing Children and Youth
- Most food policy councils do not evaluate their processes, outcomes, or impact of their work. This makes it difficult to assess their value 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.
- The project’s researcher has limited experience working in food systems and with the task force. Those with extensive knowledge and expertise should be consulted when considering next steps.

## Works Cited

- Allen, Patricia. "Facing food security." *Journal of Rural Studies* 29 (2013): 135-138.
- Berkowitz, Seth A et al. "Food Insecurity and Health Care Expenditures in the United States, 2011-2013." *Health services research* vol. 53,3 (2018): 1600-1620.  
doi:10.1111/1475-6773.12730
- City and County of San Francisco, Board of Supervisors. *Committing to a Food Secure and Hunger Free San Francisco*. Board of Supervisors, 19 Dec. 2013,  
<https://sfgov.legistar.com/LegislationDetail.aspx?ID=1526875&GUID=582FEB27-3539-4AF7-A2C8-EE51763373F4&Options=Advanced&Search=>. Accessed 08 Feb 2022.
- Coleman-Jensen, Alisha, et al. *Household Food Security in the United States in 2020*. 2021, p. 55.
- DiGiulio, Laura. Food policy councils: Does organization type matter. Diss. The Ohio State University, 2017.
- Driver, Kelly, and JH Health. "About". Johns Hopkins Bloomberg School Of Public Health, 2022, <https://www.foodpolicynetworks.org/about/>.
- Gundersen, Craig, and James P. Ziliak. "Food Insecurity And Health Outcomes." *Health Affairs*, vol. 34, no. 11, Nov. 2015, pp. 1830–39. *DOI.org (Crossref)*,  
<https://doi.org/10.1377/hlthaff.2015.0645>.
- Knowles, Molly et al. "'Do You Wanna Breathe or Eat?': Parent Perspectives on Child Health Consequences of Food Insecurity, Trade-Offs, and Toxic Stress." *Maternal and child health journal* vol. 20,1 (2016): 25-32. doi:10.1007/s10995-015-1797-8
- Lang, Tim. "Food industrialisation and food power: implications for food governance." *Development policy review* 21.5-6 (2003): 555-568.
- Laraia, Barbara A. "Food Insecurity and Chronic Disease." *Advances in Nutrition*, vol. 4, no. 2, Mar. 2013, pp. 203–12. *Silverchair*, <https://doi.org/10.3945/an.112.003277>.
- San Francisco Food Security Task Force. 2013 *Assessment of Food Security in San Francisco*. 2013.
- San Francisco Food Security Task Force. 2018 *Assessment of Food Security in San Francisco*. 2018.  
<https://www.sfdph.org/dph/files/mtgsGrps/FoodSecTaskFrc/docs/FSTF-2018-Assessment-Of-FoodSecurity.pdf>

San Francisco Food Security Task Force. *San Francisco Food Security 2022 Recommendations*. 2022.

[https://www.sfdph.org/dph/files/mtgsGrps/FoodSecTaskFrc/docs/FSTF\\_2022\\_Recommendations.pdf](https://www.sfdph.org/dph/files/mtgsGrps/FoodSecTaskFrc/docs/FSTF_2022_Recommendations.pdf)

Santo, Rachel et al. "Pivoting Policy, Programs, And Partnerships: Food Policy Councils' Responses To The Crises Of 2020". *Assets.Jhsph.Edu*, 2021,  
[https://assets.jhsph.edu/clf/mod\\_clfResource/doc/FPC%202020%20Census%20Report\\_updated.pdf](https://assets.jhsph.edu/clf/mod_clfResource/doc/FPC%202020%20Census%20Report_updated.pdf).

*USDA ERS - Food Security in the U.S.*

<https://www.ers.usda.gov/topics/food-nutrition-assistance/food-security-in-the-u-s/>.

Accessed 1 Feb. 2022.

## References

- Bassarab, Karen, R. Santo, and A. Palmer. "Food policy council report 2018." *Johns Hopkins Center for a Livable Future*. Available at [https://assets.jhsph.edu/clf/mod\\_clfResource/doc/FPC% 20Report](https://assets.jhsph.edu/clf/mod_clfResource/doc/FPC%20Report) (2019).
- Cohen, Nevin. "Roles of Cities in Creating Healthful Food Systems." *Annual review of public health* 43 (2021).
- Coplen, Amy K., and Monica Cuneo. "Dissolved: Lessons learned from the Portland Multnomah food policy council." *Journal of Agriculture, Food Systems, and Community Development* 5.2 (2015): 91-107.
- Greckhamer, Thomas, et al. "Studying Configurations with Qualitative Comparative Analysis: Best Practices in Strategy and Organization Research." *Strategic Organization*, vol. 16, no. 4, Nov. 2018, pp. 482–495, doi:10.1177/1476127018786487.
- Gupta, Clare, et al. "Food policy councils and local governments: Creating effective collaboration for food systems change." *Journal of Agriculture, Food Systems, and Community Development* 8.B (2018): 11-28.
- Harper, Alethea, et al. *Food policy councils: Lessons learned*. Oakland, CA: Food First/Institute for Food and Development Policy, 2009.
- Lange, Samantha J., et al. "Associations between Food Policy Councils and Policies That Support Healthy Food Access: A National Survey of Community Policy Supports." *Nutrients* 13.2 (2021): 683.
- Legewie, N. "An Introduction to Applied Data Analysis With Qualitative Comparative Analysis". *Forum Qualitative Sozialforschung / Forum: Qualitative Social Research*, vol. 14, no. 3, Sept. 2013, doi:10.17169/fqs-14.3.1961.
- Palmer, Anne, et al. "COVID-19 responses: Food policy councils are "stepping in, stepping up, and stepping back." *Journal of Agriculture, Food Systems, and Community Development* 10.1 (2020): 223-226.
- Porter, Cathryn A., and Catherine M. Ashcraft. "New England Food Policy Council Survey Instrument." (2020).
- Scherb, Allyson, et al. "Exploring food system policy: A survey of food policy councils in the United States." *Journal of Agriculture, Food Systems, and Community Development* 2.4 (2012): 3-14.

Schiff, Rebecca. "The role of food policy councils in developing sustainable food systems."  
*Journal of Hunger & Environmental Nutrition* 3.2-3 (2008): 206-228.

## Acknowledgements

There are many people to thank for their support during the creation of this project. First and foremost, I would like to thank **Paula Jones**, Vice-Chair of the SF Food Security Task Force and Director of Food Security for the Department of Public Health. It is because of Paula's long-term commitment to the issue that the makings of this project was even possible. If only there were more Paula's of the world, then food insecurity would surely not be a systemic problem! I would also like to thank my academic advisor, **Suzanne Kelly-Lyall**, for her infinite wisdom and unwavering support. I surely would be lost without her and appreciate the time and effort she made for me on top of her many important responsibilities! I would also like to thank the below list of individuals for taking time out of their busy days to meet with Paula and me. They are true leaders in the food space and their contributions gave life to this project.

- Anne Palmer, Program Director, Food Communities & Public Health, Johns Hopkins University Center for a Livable Future
- Karen Bassarab, Senior Program Officer, Food Communities & Public Health, Johns Hopkins University Center for a Livable Future
- Darriel Harris, PhD, Johns Hopkins University Center for a Livable Future
- Cindy Lin, Manager Food Coordination Group, San Francisco Human Services Agency
- Shakirah Simley, Executive Director Booker T. Washington Community Service Center, and Inaugural Director at Office of Racial Equity
- John McCormick, Healthy Cornerstore Coalition Program Manager, Tenderloin Neighborhood Development Corporation
- Lina Sheth, Strategic Consultant, Asian Pacific Islander Coalition
- Erin Huie, Director of Policy, Asian Pacific Islander Coalition
- Roberto Hernandez, Founder, Mission Food Hub
- Christine Tran, Executive Director, Los Angeles Food Policy Council
- Taylor LaFave, Chief of Food Policy and Planning, Baltimore Department of Planning
- Wande Akinkuowo, Food Access Planner, Baltimore Department of Planning
- Lindsay Adams, Food Resilience Planner, Baltimore Department of Planning
- Kristin Schwab, Interim Manager, Philadelphia Food Policy Advisory Council
- Laura Crandall, Healthy Schools Specialist, Mayor's Office of Education
- Sona Desai, Co-Executive Director, San Diego Food System Alliance
- Elly Brown, Co-Executive Director, San Diego Food System Alliance
- Sydney Daigle, Director, Prince George's County Food Equity Council
- Julia Groenfeldt, Program Manager, Prince George's County Food Equity Council
- Heather Bruskin, Executive Director, Montgomery County Food Council
- Edwin Marty, Food Policy Manager, City of Austin

Rules Committee Statement  
Food Security Task Force Application  
Earl Campbell Barbee  
03/20/23

Dear Rules Committee, esteemed colleagues, and public gallery,

Firstly, I would like to thank the Board of Supervisors and the Rules Committee for the honor and privilege of putting forth my application for membership on the Food Security Task Force. Secondly, I would like to apologize for not being with you in person today, I will be part of a Social Justice Pilgrimage to Alabama, with GLIDE and UCSF from 3/20-3/23. Below is a description of the journey and my mission submission for the pilgrimage application:

Since 2018 GLIDE's Center for Social Justice has taken a diverse cohort of individuals and groups to Alabama. In Alabama, we retrace the origins of racial injustice and to open our eyes to the injustices that continue today.

Together, we visit the many memorials and museums that tell the stories of enslavement and the through-line to contemporary mass incarceration. This pilgrimage is an immensely powerful experience for all participants. Many have discovered that when diverse people come together during the pilgrimage, common ground is found and they become allies in the struggle against racism. Participants gather multiple times in San Francisco before and after the journey, coalescing as a group and harnessing a collective fire for justice.

My mission of purpose statement for the Alabama application:

Currently I am working towards my doctorate in a Transformative Social Change program, and much of my coursework and research often intersects with that of the Transformative Social Justice and Restorative Justice programs. Through this work I am focused on building a deeper understanding of underserved communities and empathic strategies to effect change. My awareness of my own privileges compels me in this work to make an impact in the restorative and reparative process in communities of color, particularly Black communities that have experienced centuries of systemic injustice. I also believe that it is my responsibility to learn the history of atrocities that is based in fact and evidence rather than politics or revisionist history, and to bear witness to the injustices that continue to affect communities of color and the marginalized today.

This event was planned months ago, well before this hearing was scheduled, so again I apologize for not being with you today.

Why I would like to serve on the Food Security Task Force.

I would like to tell you a little bit about why I would like to join the Task Force. Growing up in a broken home, I experienced periods of food insecurity as a teenager. By the USDA's standards, we would have been classified as a household that experienced a level of "Marginal Food

Security”, concerned that food would run out before being able to afford more. In my twenties, I began a thirty-two-year career in restaurants, mostly in the kitchen, which essentially ended my food insecure experience.

As I look at my career path and personal social mission, I look to addressing food insecurity. I look at it in three parts:

1. Action- I manage the Daily Free Meals Program at GLIDE SF, serving our community.
2. Finding the gaps: I am currently researching food insecurity as a third year PhD student in a Transformative Social Change at Saybrook University.
3. Working on Policy- Which I hope to do as part of this task force.

I plan on spending the rest of my work and personal life serving my community and working on community food systems and making an impact on how we as San Franciscans address food insecurity.

Again, thank you for taking the time to review my comments and application. I very much appreciate this opportunity to thoughtfully address food insecurity in our communities.

Be well,

Campbell Barbee

**From:** [Campbell Barbee](#)  
**To:** [Dorsey, Matt \(BOS\)](#); [Walton, Shamann \(BOS\)](#); [ashsha.safai@sfgov.org](mailto:ashsha.safai@sfgov.org); [Young, Victor \(BOS\)](#)  
**Cc:** [Validzic, Ana \(DPH\)](#); [Jones, Paula \(DPH\)](#); [Tam, Madison \(BOS\)](#); [Burch, Percy \(BOS\)](#); [Barnes, Bill \(BOS\)](#); [Eleana Binder](#); [Wes Saver](#)  
**Subject:** Rules Committee Hearing- Membership Application (Earl Campbell Barbee)Will not be Present  
**Date:** Saturday, March 18, 2023 9:10:56 PM  
**Attachments:** [McGovern Letter](#)  
[Task Force1.docx](#)

---

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Good evening,

My name is Campbell Barbee, I am the Daily Free Meals Program Manager at GLIDE and I have an application before the Rules Committee for Food Security Task Force member on 3/20. Unfortunately, I will be in Alabama on a Social Justice Pilgrimage with Glide and UCSF. I have attached a short document explaining my absence and reason for wanting to join the Task Force. I have also attached letter of support from Congressman Jim McGovern, whom I have had the pleasure of interacting with and working with his office on hunger. Also, Wes Saver, from our Center for Social Justice at GLIDE, will be calling in to offer his support of my application as well. I am currently waiting for another letter of support from one of our clients, but he does not always have access to a computer.

As I spell out in the attached document, I am very passionate about addressing food insecurity in our communities and am both humbled and excited at the possibility to work with my colleagues and the Board of Supervisors on this very important issue, which hits close to home for me.

Chairman Dorsey, your office should receive a hard copy of the McGovern letter sometime in the coming week. I am also very much aware of the support some of the Board and Rules Committee has shown for GLIDE over the years and for that I am eternally grateful.

In community and appreciation,

Campbell Barbee

**This email and any files transmitted with it are confidential and intended solely for the use of the individual or entity to which they are addressed. If you have received this email in error please notify the sender. Please note that any views or opinions presented in this email are solely those of the author and do not necessarily represent those of Glide. Finally, the recipient should check this email and any attachments for the presence of viruses. GLIDE accepts no liability for any damage caused by any virus transmitted by this email.**

**From:** [Campbell Barbee](#)  
**To:** [Young, Victor \(BOS\)](#)  
**Subject:** Fwd: Letter of Support / CAMPBELL BARBEE / Food Security Task Force - SF  
**Date:** Saturday, March 18, 2023 9:35:27 PM

---

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Evening,

Here is the second letter of support I mentioned in my previous email. I wasn't sure if I needed to send it to everyone. Thank you and please feel free to contact me with any questions.

Be well,

Campbell  
Get [Outlook for iOS](#)

---

**From:** glen le <glenle777@gmail.com>  
**Sent:** Saturday, March 18, 2023 9:23:45 PM  
**To:** Campbell Barbee <cbarbee@glide.org>  
**Cc:** glen le <glenle777@gmail.com>  
**Subject:** Letter of Support / CAMPBELL BARBEE / Food Security Task Force - SF

To Whom This May Concern:

This is a Letter of Support on behalf of CAMPBELL BARBEE, in his application for membership in the Food Security Task Force in San Francisco.

As the Manager of the Daily Free Meals Program at Glide Church in San Francisco, CAMPBELL BARBEE has demonstrated professionalism and compassion in fulfilling the role of his mission fully. Observing and working with him, he employs a hands-on approach to the variety of tasks that the Daily Free Meals Program at Glide demands, and he faithfully performs those needed tasks however minute, menial, encompassing, or complex. His efforts cover both the breadth and detail of the endeavors before him.

In this capacity, he has experience acting both individually and in concert with others as a team. On any given time period, he has participated in tasks involving team planning and scheduling, receiving of product, meal prep, cooking, packaging, serving, clean-up, and performance reviews. As a manager, he also interacts interdepartmentally within Glide, and various outside parties including donors and governmental agencies performing inspections. Most importantly, he has ably and compassionately served the very challenged clients, who in their great need, are the recipients of the Glide meals effort.

Apart from his ability to responsibly perform his role professionally, it is his ability to listen to, consider, and empathize, the needs of others around him that brings great value. He has earned and retains the respect and appreciation of Glide management, staff, volunteers, donors, and clients. He is one to be entrusted with confidence.

Accordingly, the membership application of CAMPBELL BARBEE to the Food Security Task Force in San Francisco is supported and encouraged.

Sincerely,

Glen Le  
Volunteer/Client at Glide Church

This email and any files transmitted with it are confidential and intended solely for the use of the individual or entity to which they are addressed. If you have received this email in error please notify the sender. Please note that any views or opinions presented in this email are solely those of the author and do not necessarily represent those of Glide. Finally, the recipient should check this email and any attachments for the presence of viruses. GLIDE accepts no liability for any damage caused by any virus transmitted by this email.



March 20, 2023

San Francisco Board of Supervisors  
Rules Committee  
City Hall  
1 Dr. Carlton B. Goodlett Place  
San Francisco, CA. 94102-4689

**RE: Agenda Item #3, 230290: Appointments, Food Security Task Force  
Support the Application of Ms. Jade Quizon**

Dear Chair Dorsey, Vice Chair Walton, and Supervisor Safai,

On behalf of the Bayanihan Equity Center (BEC), I would like to express my support for the application of Ms. Jade Quizon to fill one of the San Francisco Food Security Task Force Seat - the seat reserved for a representative from a community-based organization that provides nutritional support and increases the food security for San Francisco residents.

The BEC offers Immigrant Food Assistance (IFA) in partnership with the SF-Marin Food Bank and Supplemental Grocery Program (SGP) - a program funded by the Human Services Agency. IFA and SGP provides weekly and biweekly distribution respectively to over 200 low-income households with culturally appropriate food.

Recognizing food insecurity in the API community, Ms. Quizon has been convening a small group of API Council members with food and nutrition programs, including BEC, to learn about the challenges and means to support and improve our programs. Ms. Quizon is instrumental in building the group's relationship with SF-Marin Food Bank to discuss ways to expand their partnership with CBOs, to provide culturally-relevant food items and to give mutual support for advocacy efforts around food security; it is without a doubt that Ms. Quizon's ability to lead our group ensures that programs are structured and supported effectively and efficiently. Consequently, Ms. Quizon's experience will be an asset to the task force.

I respectfully ask the Rules Committee to consider Ms. Quizon's application to the San Francisco Food Security Task Force. Please do not hesitate to contact my office should there be questions regarding this letter.

Sincerely,

A handwritten signature in blue ink, appearing to read "Luisa M. Antonio".

Luisa M. Antonio  
*Executive Director*

**1010 Mission Street, Suite C, San Francisco, CA 94103 || Phone: (415) 255-2347 || Fax: (415) 255-2358**