

Framing the Structure of Your Food Council

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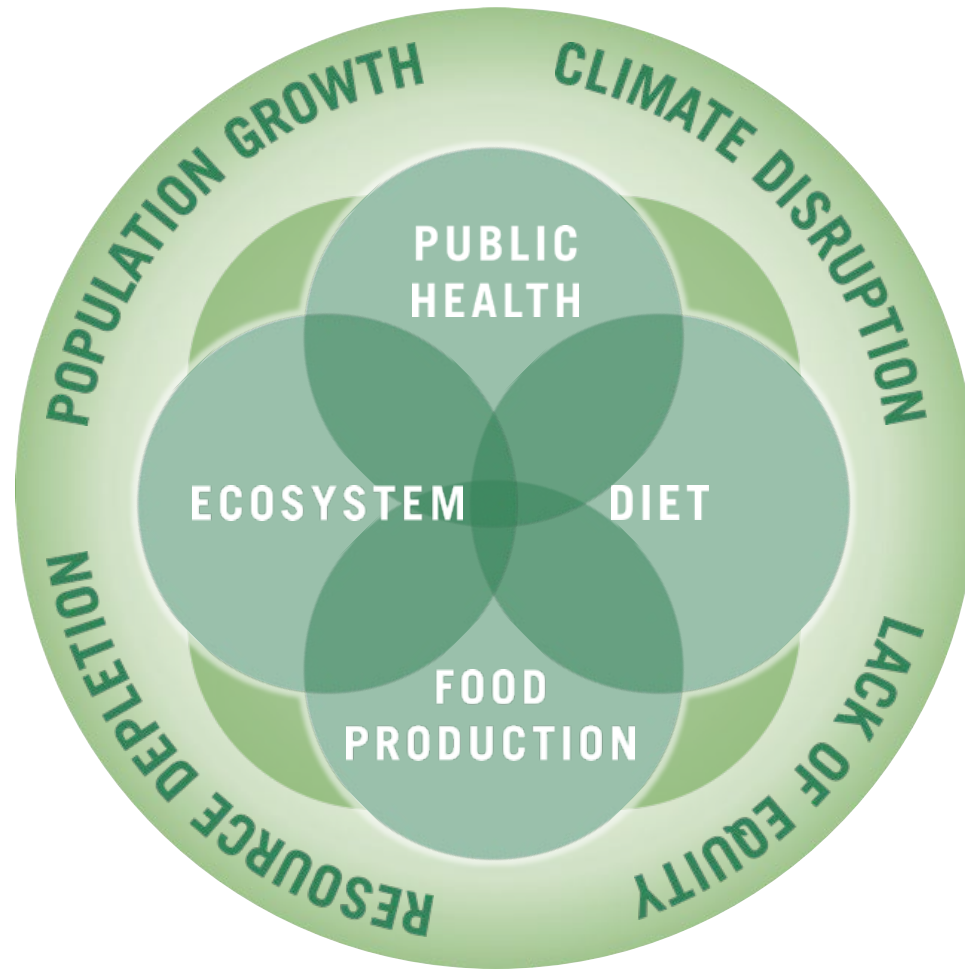
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Education

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FOOD POLICY NETWORKS

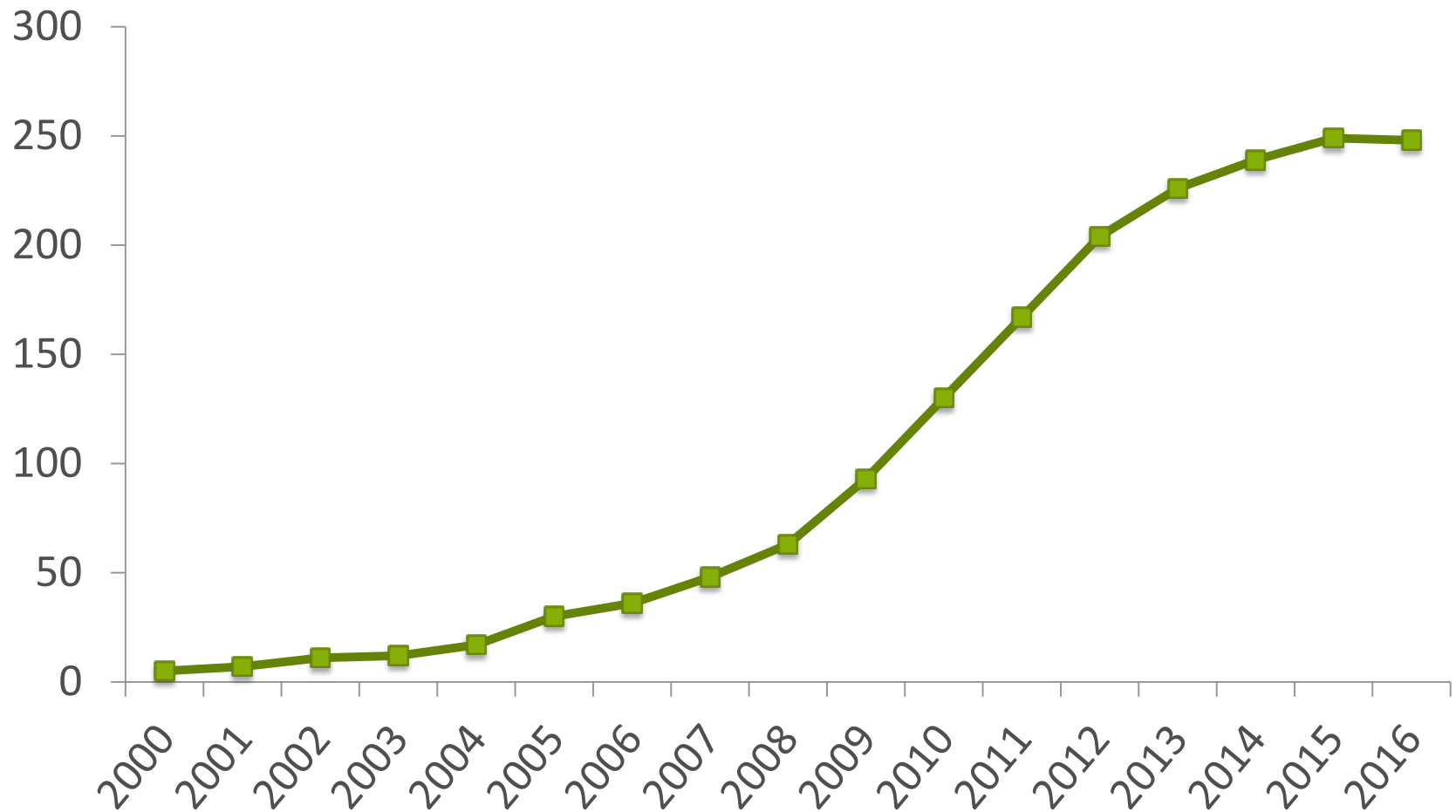
Building Community | Applying Research | Cultivating Action

NATIONAL HUB

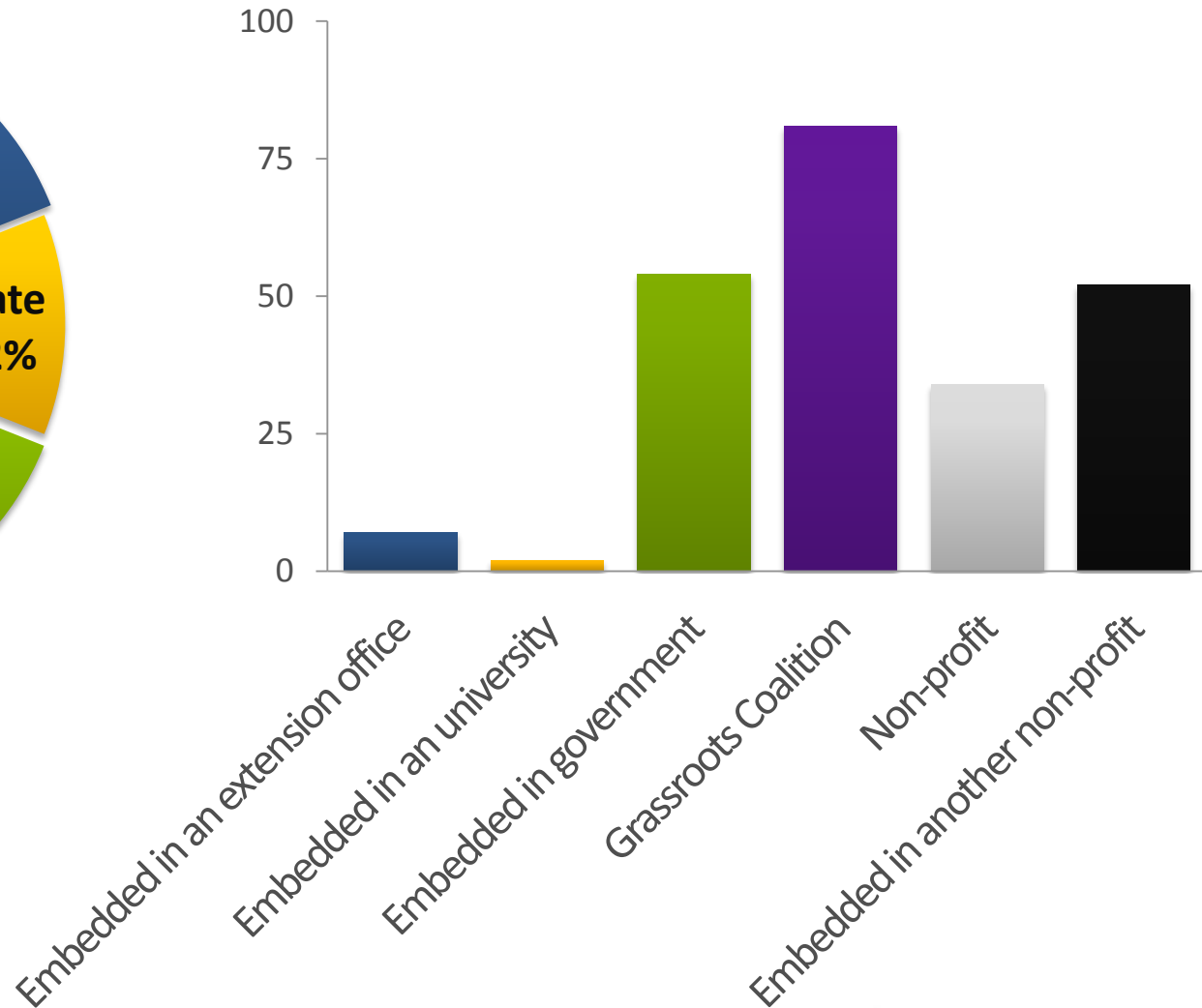
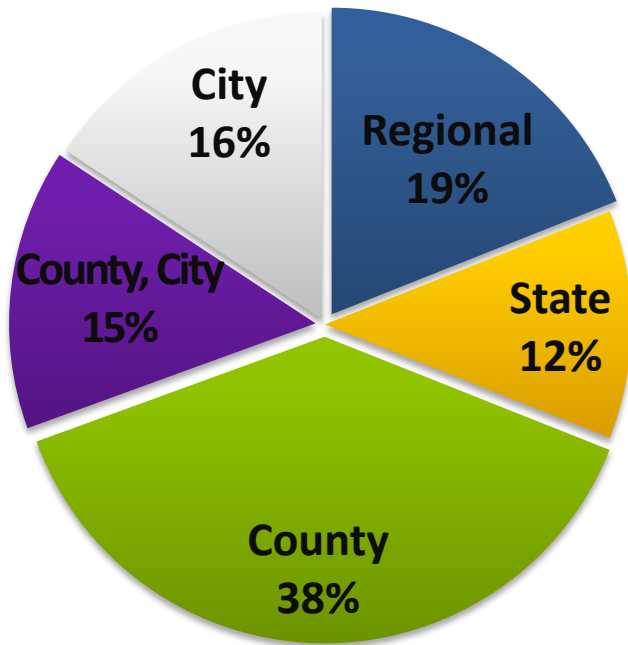
- FPN listserv with ~1300 members
- Food Policy Council Directory of 300+ councils
- Food Policy Resource Database with 1,000+ resources
- Monthly webinars on federal, state and local food policy
- Training and technical assistance

www.FoodPolicyNetworks.org

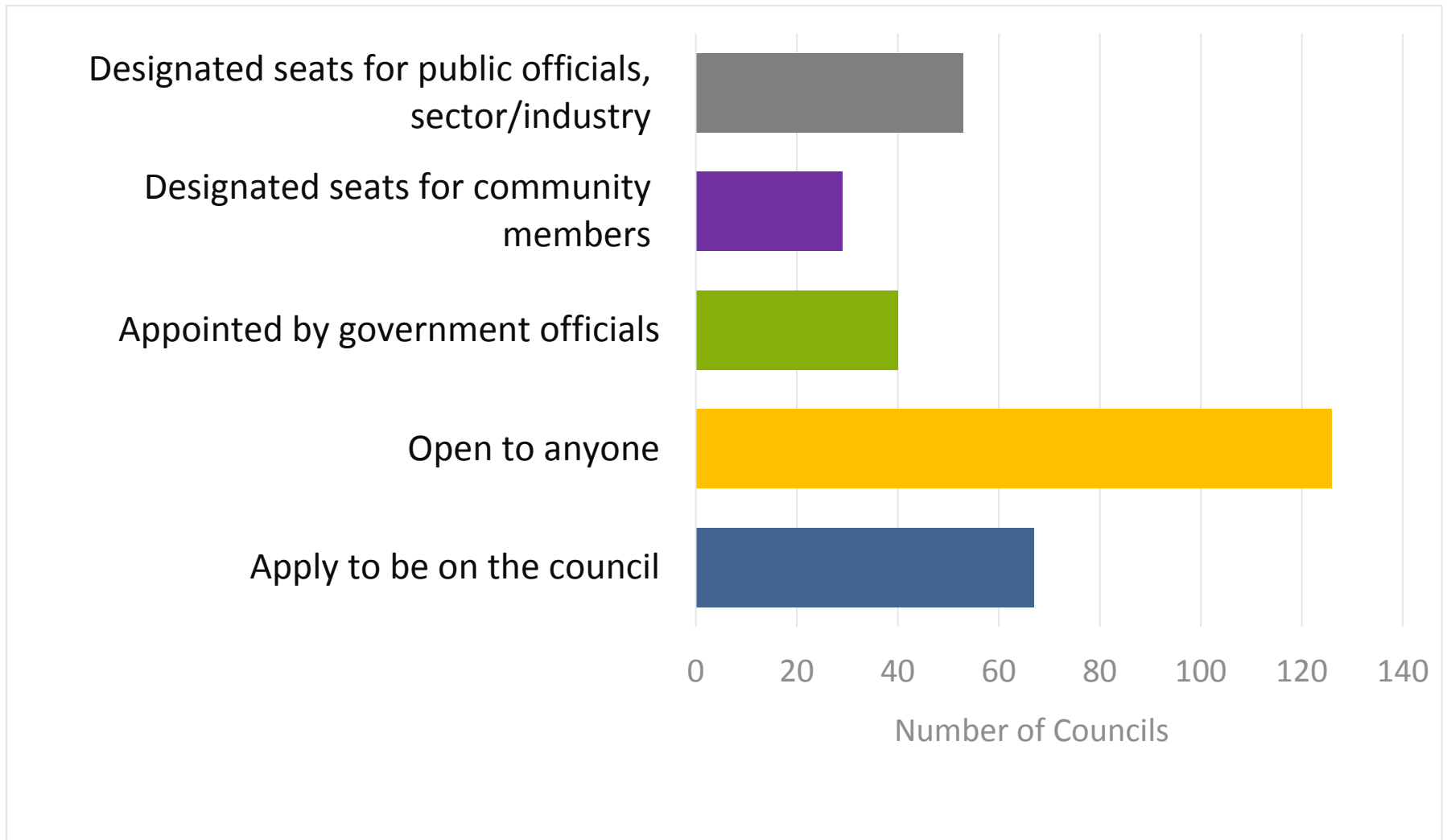
Food Policy Council Network (US)



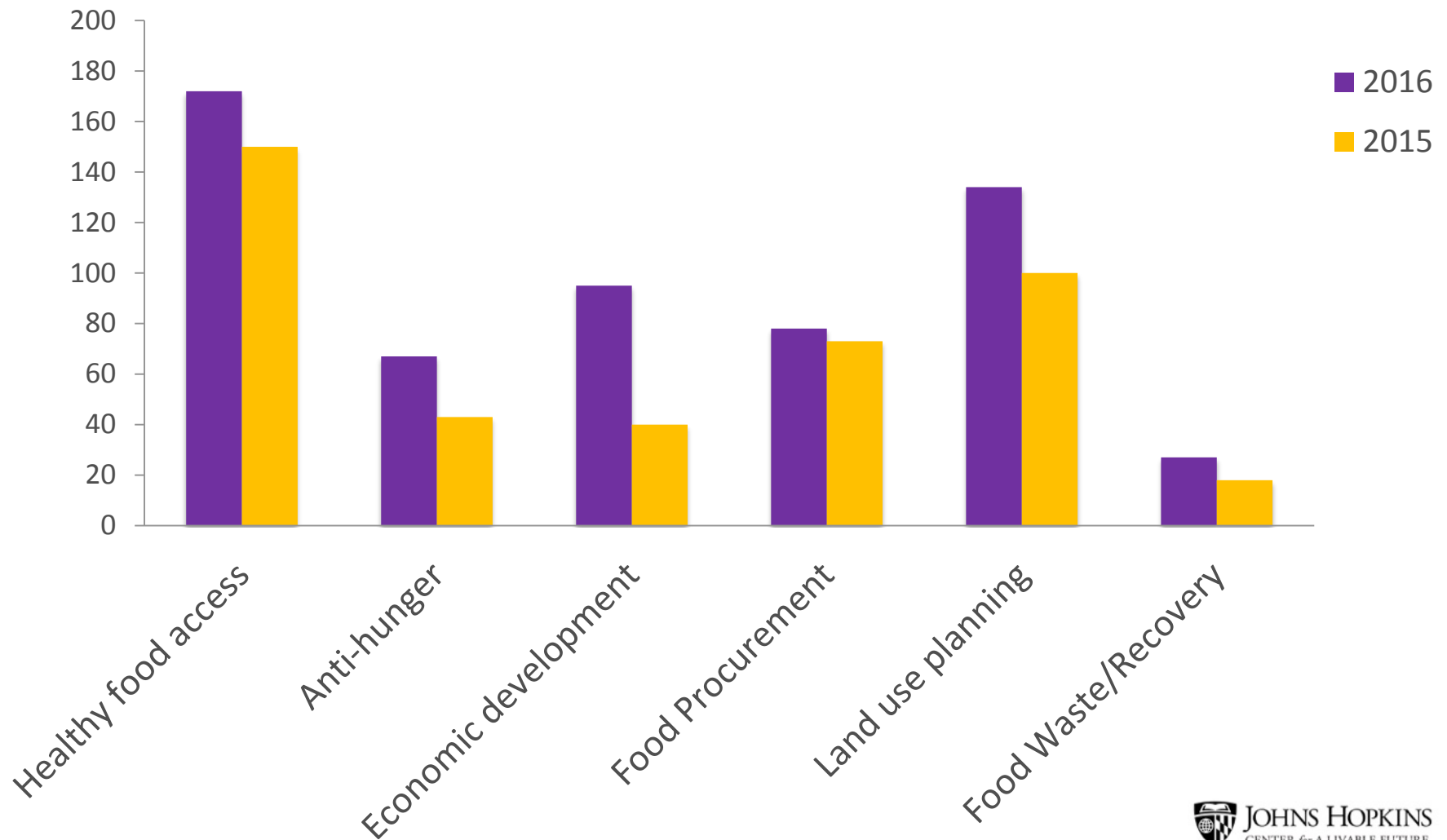
FPC Structure



FPC Membership



FPC Top Priorities



Governance Structure: Non-profit Organization

■ Benefits

- Multi-year funding available
- Full-time director/coordinator
- Various relationships w/government
- Credibility as established organization
- Stronger relationship with government than grassroots coalitions
- Level of resources usually translate to heavy policy work
- Able to develop policies/programs based on relationship w/community

Governance Structure: Non-profit Organization

■ Challenges

- Cumbersome to become a 501c3 (application process and associated costs and obligations, liability)
- May not have direct relationship w/ elected official
- Lobbying and advocacy restrictions

NPO Example: Missoula

Community Food & Agriculture Coalition

- No connection to government
- 8 staff members, 10 board members
- Membership organization (\$40 annually)
- Three Committees:
 - Land Use & Agricultural Viability
 - Beginning Farmer & Rancher Committee
 - Food Systems Committee
- Civic and Political Engagement: Great deal

NPO Example: Montgomery County

Montgomery County Food Council

- Grassroots coalition → NPO
- Created by Executive Order of the County; CO funded
- 3 staff members, 22 council members
- Four committees
 - Food Recovery and Access
 - Food Literacy
 - Food Economy
 - Environmental Impact
- Civic Engagement: Moderate
- Political Engagement: Great deal



Governance Structure: Embedded in Non-Profit Organization

■ Benefits

- Quick start up
- In-kind or financial support from non-profit
- Fiduciary oversight
- Small % of time for lobbying
- Greater credibility/notoriety early on because of affiliation

■ Challenges

- May be difficult to expand mission
- Focus on policy may be limited or discouraged if not clear on advocacy rules for non-profits
- Members may not feel ownership or rely too heavily on non-profit

NPO Example: Prince George's County

Prince George's Food Equity Council

- Housed in Institute for Public Health Innovation (IPHI).
 - Fiscal sponsor
 - Provides administrative and financial support
- Government-seated
- 1 part-time coordinator, 21 council members
- Received \$25,000 County Council Non-Departmental Grant
- Civic and Political Engagement: Great deal



PRINCE GEORGE'S COUNTY
FoodEquityCouncil

Governance Structure: Grassroots Coalition

■ Benefits

- Self-organized
- Leadership policy and program objectives emerge from group
- Wide range of relationships w/government
- Community lead / agenda setting
 - Opportunities for building community capacity
- Policy work is issue-based and practical
- Fewer restrictions on ability to advocate for policy change
- Flexibility engages a broader membership.

Governance Structure: Grassroots Coalition

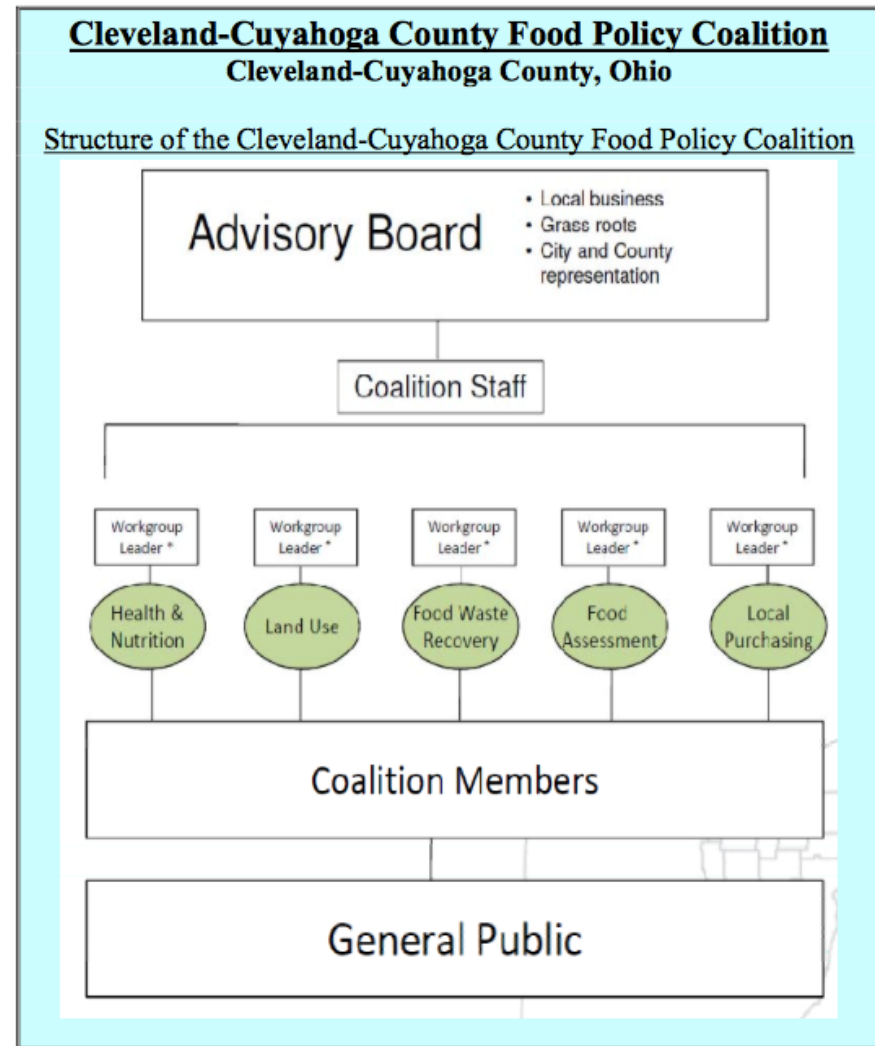
■ Challenges

- Resource-constrained or entirely volunteer-run
- Difficult to maintain or sustain efforts
- Systems approach difficult because of issue-specific expertise of members
- Weaker relationship to government
 - Anti-government bias
- Tend not to work at state level

Grassroots Example: Cleveland-Cuyahoga

Cleveland-Cuyahoga Food Policy Council

- 2 co-chairs, 20 member advisory board, 5 workgroups
- Work extensively in policy:
 - Urban agriculture policy agenda
 - Local purchasing ordinance (City)
 - Healthy vending policy (County)
 - SNAP/EBT access at FM
 - Sustainable food carts pilot
 - Food trucks ordinance (City)
 - Healthy Cleveland Resolutions (City)



Governance Structure: Housed in Government

■ Benefits

- Funded or staffed by government employees
- Heavy focus on policy because of direct connection
- Membership/leadership appointed
- Position directs/inform government food strategy
- Increased credibility / political legitimacy
- Greater access to institutional support (financial/human resources)
- More likely to have a great deal of political engagement

Governance Structure: Housed in Government

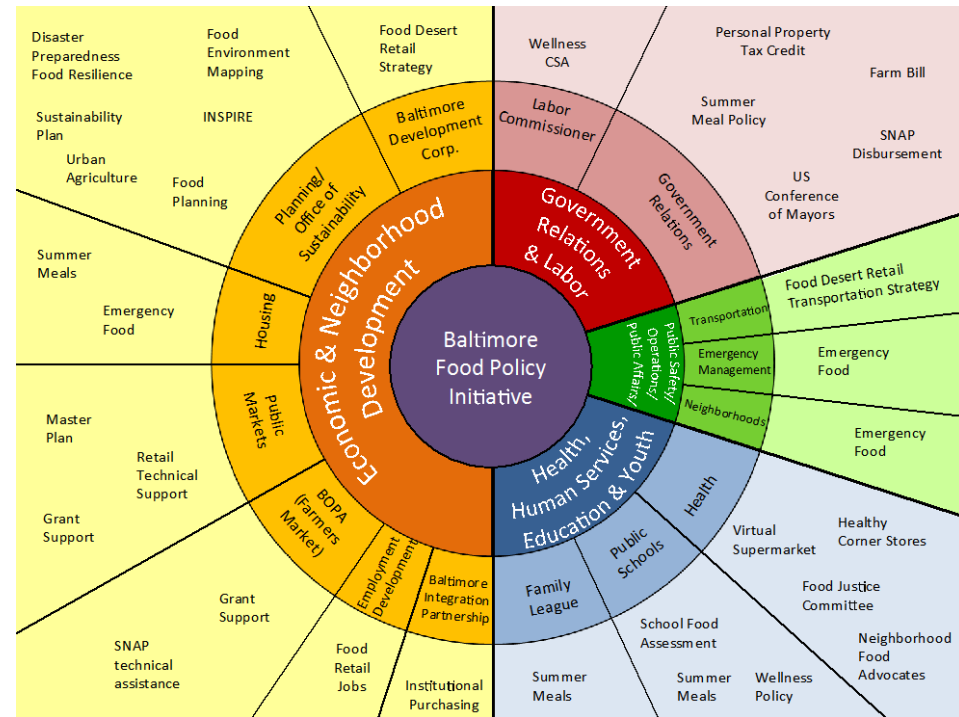
■ Challenges

- Changes in leadership may change commitment
- Priorities usually determined by government staff
- Difficulty in developing community leadership/ownership
- Don't tend to be regionally focused
- Less work at state level (than non-profit FPCs)

House in Gov't. Example: Baltimore City

Baltimore Food Policy Initiative

- Intergovernmental Collaboration
- Government-seated, Government-created
- 3 full-time staff
- Coordinate Food Policy Advisory Committee and Resident Food Equity Advisors
- Civic Engagement: Moderate
Political Engagement: Great deal



House in Gov't. Example: Hartford

City of Hartford Advisory Commission on Food Policy

- Government-funded, -supported/sanctioned, -created
- Supported by Hartford Food System (1 part-time staff)
- 16 members - public at large and professionals in hunger, production, processing, and distribution
- 5 workgroups that align with policy recommendations
- 2015 capacity evaluation
 - Interviewed commissioners, residents, city officials and organization representatives
 - Develop community engagement and communication strategies
- Civic and Political Engagement: Great deal



HARTFORD 
FOOD SYSTEM

Other Relationships to Government

- Sanctioned by government through legislation (ordinance/resolution)
 - Changes in administration can impact priorities and perception of impact of FPC
 - Multnomah, OR; Clark County, WA
- Members appointed by government
 - Limit control of stakeholders on council and diversity
 - Staff with less decision-making or autonomy
 - Washtenaw County, MI
- Reserved seats for government reps
- In-kind or fiscal sponsorship
 - Fiscal sponsorship may not be consistent
 - Project-based or comes with reporting requirements
 - Madison, WI

Governance Structure: Housed in Extension/University

■ Benefits

- In-kind support: grants management, staff, administrative oversight
- Access to content and functional expertise
- Students who are looking for research opportunities
- Relationship with related projects (SNAP Ed)

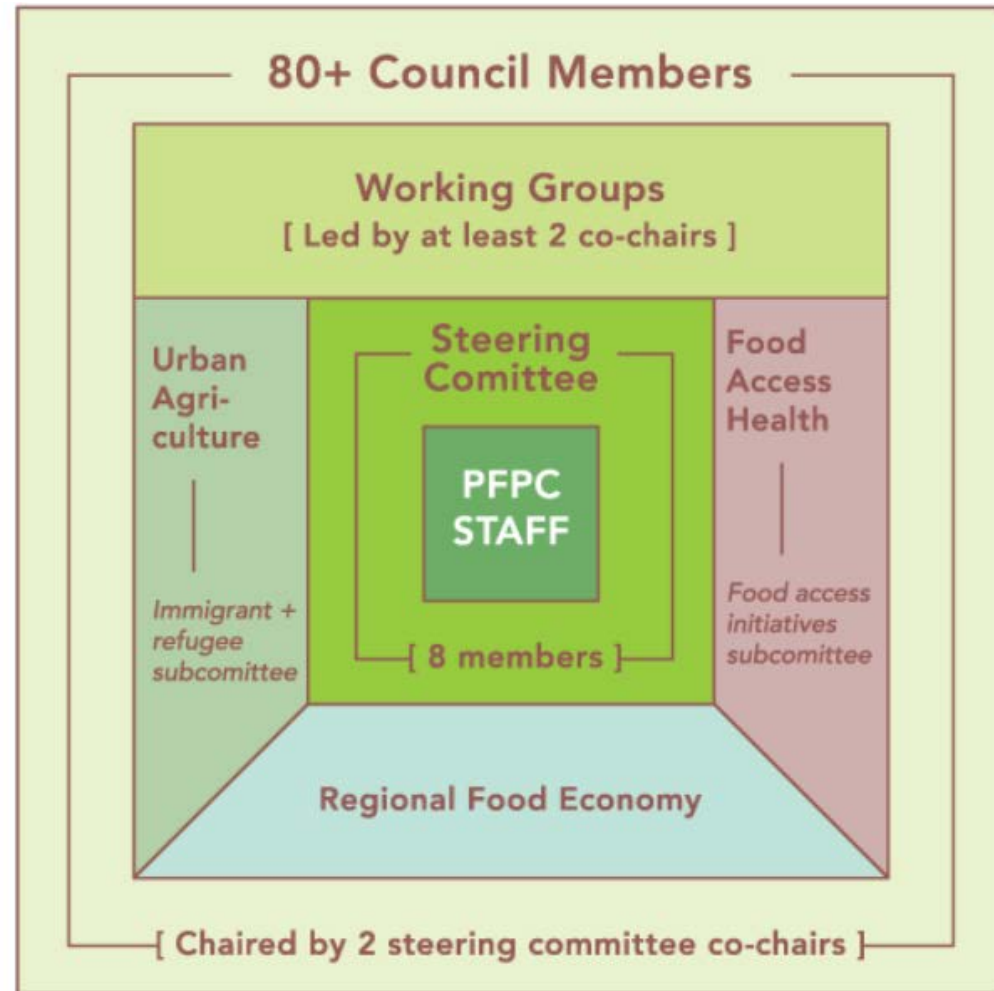
■ Challenges

- Bureaucracy associated with institutions
- May discourage advocacy

House in Extension Example: Pittsburgh

Pittsburgh Food Policy Council

- Housed in Penn State Center
 - Fiscal sponsor
- Government-seated
- 5 staff, 16 steering committee members
- Civic and Political Engagement: Moderate amount

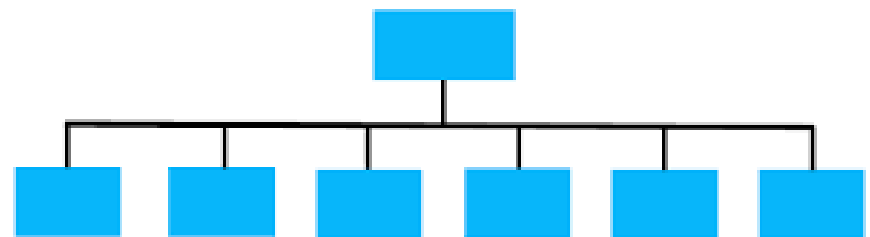
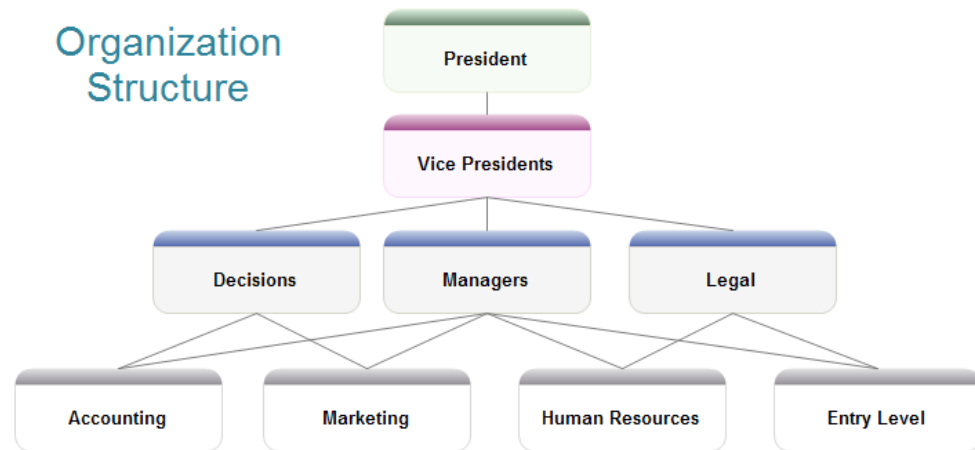


Panel Discussion

- Erin Brighton, Charlotte-Mecklenberg Food Policy Council (non-profit)
- Rochelle Sparko, Durham Farm and Food Network (grassroots coalition)
- Doris Connell OR Derrick Boyce, Pitt County Food Council (county sanctioned)
- Julia Sendor, Orange County Food Council

Membership Structure

- Will leadership responsibilities be shared?
- How many people will serve on the council?
- How will members be selected?
- How will members engage?
 - Will the general public be invited to participate?
 - What roles will be available for members?
- Will the member composition reflect the community?
- How will information be communicated?



Membership Structure: Lincoln-Lancaster County Food Policy Council

- Membership Categories
 - General membership
 - Community connections and expertise; diversity
 - Voting members
 - Represent a business, organization, institution or community members
 - Lend credibility to FPC; link organizations and community that support vision of FPC
 - Expert Liaisons (non-voting)
 - Government, academia, law
 - Coordinator (non-voting)
- Member Engagement
 - Committees (general and voting members)
 - Nominations committee (general and voting members)
 - Steering Committee (primarily voting members)

Membership Structure: Rhode Island Food Policy Council

- 15-19 elected members
- Chair, Vice Chair, Treasurer
- Seven (7) standing committees
 - Ensuring continuity of council
 - Steering, Governance, Finance, Fundraising, Policy, Outreach and Communications, Data, Evaluation and Research
- Workgroups
 - Perform work of council – implementing agencies
 - Include interested, non-council member stakeholders
 - Chairs serve as ex-officio, non-voting members of council
 - Workgroups can change as needed

Membership Structure: Washentaw Food Policy Council

- 15 members representing the following professions and/or viewpoints :
 - Community
 - Eco dev
 - Education
 - Emergency food
 - Faith-based
 - Food manufacturer/distributor
 - Food retail
 - Food service
 - Funding
 - Health care
 - Human services
 - Labor
 - Nutrition
 - Planning
 - Public health
 - Rural agriculture
 - Transportation
 - Urban agriculture
 - County Commissioners
 - Waste Management
- Other members: Appointed Commissioner liaison and Coordinator
- Standing or Issue committees
- Membership Committee
- Executive Committee

Decision-making

- What decisions will require a vote?
- Who will have voting rights?
- How will decisions be made?
 - Consensus → Simple Majority
 - S/he feels it will further the mission of the FPC
 - Can live with it
 - Quorum (50% + 1, three-quarters, # of members, etc.)
- How will information be shared about decisions?

Decision-making

Washentaw Food Policy Council Issue Criteria:

- Is there a direct connection between the issue and the vision, mission and strategies?
- Is it an immediate issue that will have a major impact on the food system?
- Is the issue urgent or time sensitive?
- Does the issue build or sustain an existing effort?
- Can the FPC make a difference or influence the issue?
- What community or affiliation are we trying to influence?
- Does the FPC have the resources to commit to the issue?
- Do we know enough to decide?
- What are the basic pieces of information we need to take this on?
- Who else is working on the issue?

Questions / Discussion



Closing

- What is one thing that you are taking away from this session?
- What is one thing that you discussed in your small group that you would like to share with the group?

Thank you

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