



Regional Food Policy Council 2014–2017 Action Plan

REGIONAL FOOD POLICY COUNCIL

The Regional Food Policy Council develops just and integrated policy and action recommendations that promote health, sustain and strengthen the local and regional food system, and engage and partner with agriculture, business, communities and governments in the four-county region. The council has a diverse membership of local jurisdictions, businesses, institutions and community organizations.

During the Action Plan process, members and alternates participated in various ways, including attending monthly council meetings, steering committee meetings, and completing work between meetings. Contributing members and alternates included:

RICHARD CONLIN, AT-LARGE – CO-CHAIR

COMMISSIONER CHARLOTTE GARRIDO, KITSAP COUNTY—CO-CHAIR

MEMBER NAME/ALTERNATE	SECTOR REPRESENTED
BRANDEN BORN / JENNIFER OTTEN, UNIVERSITY OF WASHINGTON	HIGHER EDUCATION/ACADEMIA
MELISSA BORSTING , SNO-VALLEY TILTH	DIRECT MARKET PRODUCTION (VEGETATIVE)
ROY BREIMAN / LINDA CHAUNCEY, CHEFS COLLABORATIVE	RESTAURANT SECTOR
DENNIS CANTY / CHRISTY CARR, AMERICAN FARMLAND TRUST	FARMLAND PRESERVATION ORGANIZATION
GINA CLARK / LINDA NAGEOTTE, FOOD LIFELINE	NON-GOVERNMENTAL ANTI-HUNGER ORGANIZATION
JOHN TAYLOR	KING COUNTY
LOTTIE CROSS , CLEAN GREENS FARM & MARKET	COMMUNITY-BASED FOOD ACCESS
SCOTT DANIELS , KITSAP PUBLIC HEALTH	REGIONAL PUBLIC HEALTH AGENCY
DIANE DEMPSTER , CHARLIE'S PRODUCE	REGIONAL DISTRIBUTOR
ANDREA PLATT DWYER / JENNY THACKER, SEATTLE TILTH	URBAN/TOWN COMMUNITY-BASED AGRICULTURE
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NICOLE HOPPER , TAYLOR SHELLFISH	MARITIME INDUSTRY
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RYAN DICKS / DIANE MARCUS-JONES	PIERCE COUNTY
LINDA NEUNZIG	SNOHOMISH COUNTY
COUNCILMEMBER MIKE O'BRIEN / SHARON LERMAN	CITY OF SEATTLE
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VALERIE SEGREST	THE MUCKLESHOOT TRIBE
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<http://www.psrc.org/growth/foodpolicy>

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EXECUTIVE SUMMARY

PURPOSE OF THE 2014 – 17 ACTION PLAN

The Food Policy Action Plan defines the role of the Regional Food Policy Council in achieving broader food system objectives over the next three years. The food system is the network of people and activities connecting growing and harvesting, processing, distribution, consumption, and waste, as well as associated government and non-government institutions, regulations and programs. The Action Plan identifies strengths and opportunities for the council, strategic priorities and a plan to implement those priorities.

VISION

The Regional Food Policy Council envisions a thriving, inclusive and just local and regional food system that enhances the health of people, diverse communities, economies, and environments.

KEY ACCOMPLISHMENTS • 2010 - 2013

Food Policy Blueprints • Farmers Market Viability • Comprehensive Plan Resources
Measuring Urban Agriculture • Report Party • Food Economy Summit • Food + Public Health Summit

2014 – 2017 PRIORITIES

Enhance economic viability of local and regional food systems

Promote equity and access to affordable, nutritious food

IMPLEMENTING ACTIONS

Prioritize and develop model policies • Educate and engage policy makers and the community on the food system • Create an indicator program to evaluate the food system • Convene regional stakeholders within the food system

PRINCIPLES FOR HOW THE COUNCIL APPROACHES ITS WORK

- Collaborative, with a holistic and regional focus
 - Respectful of differing viewpoints
 - Accountable to constituencies we represent
- Focused on action with measureable impacts
 - Ambitious to help take significant steps forward
 - Supports components of sustainability: Equity, Environment, Economics and Health
 - Sees projects to completion
- Publicizes and informs relevant parties of completed projects
- Supports Regional Food Policy Council Mission and Vision

STRATEGIC ACTIONS

Orient council meetings to achieve priority projects

Subcommittees to advance work

Identify project funding

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INTRODUCTION & PURPOSE

The mission of the Regional Food Policy Council is to develop just and integrated policy and action recommendations that promote health, sustain and strengthen the local and regional food system, and engage and partner with agriculture, business, communities and governments in the four-county region. The Regional Food Policy Council has been active for four years and has completed several successful projects. The objective of this strategic plan is to map out council priorities over the next three years. Developing a plan is important to help communicate priorities, as well as to secure project funding and contribute to both local efforts and the work of the Puget Sound Regional Council (PSRC).

Project outcomes include identifying:

- Strengths and opportunities for the council
- Strategic priorities of the council and a plan to implement those priorities
- Criteria to prioritize future work

The work of the Regional Food Policy Council aims to address both challenges and opportunities for the region and local communities. Challenges include health disparities and access to healthy food, preserving agricultural resources, and ensuring resiliency in the food system during emergencies. Food system planning can also create opportunities to grow the local food economy and support local communities.

Local governments can play a significant role in supporting agriculture, promoting public health, improving access to healthy and affordable food, reducing environmental impacts, and diverting food waste from landfills. Supporting the local food system in policy and planning can have economic, quality of life, and environmental benefits, such as:

- Growing and sustaining the economic viability of the food system
- Living-wage food production, processing, and sales jobs
- Improving the economic viability of local agriculture and value-added foods
- Increasing access to healthy food choices in all communities
- More efficiently using vacant or underutilized land through urban agriculture

VISION 2040

VISION 2040, the region's long-range growth, transportation and economic development framework, addresses the important role of the food system in the central Puget Sound region:

"By addressing food system issues systematically, the region can protect agricultural land, promote more fresh food consumption, and support local food and farm-based businesses to improve the health of the local food economy." (p. 59)

MPP-DP-28: Support long-term solutions for the environmental and economic sustainability of agriculture and forestry within rural areas.

MPP-DP-47: Support agricultural, farmland, and aquatic uses that enhance the food system in the central Puget Sound region and its capacity to produce fresh and minimally processed foods.

COUNCIL BACKGROUND

History

The Regional Food Policy Council was convened at the PSRC in 2010. The Regional Food Policy Council works with community, business, agriculture, and government partners to identify gaps in the region's food system and develop integrated policy recommendations and actions that will help the region achieve a food system that supports healthy people, communities, and environmental sustainability.

PSRC is situated to provide a common framework for food system analysis and planning at a regional level. PSRC's main focus areas of transportation, growth management, and economic development all are important to how the region's food is grown, transported and distributed. A regional food policy council fosters a holistic, structured and systematic way to provide coordinated food system policy recommendations.

Since 2010, the Regional Food Policy Council has met monthly, with its steering committee also meeting once per month. The Regional Food Policy Council has a diverse membership of 30 representatives from jurisdictions, businesses, institutions and community organizations.

Funding & Additional Support

The Regional Food Policy Council has been funded through project-based contracts, including contracts with the City of Seattle, the Washington State Department of Health, and King County. External funding sources have collectively provided approximately \$35,000 per year to staff the work of the council. Contracts have focused on specific projects, including the food policy blueprints, measuring urban agriculture, comprehensive plan resources, farmers market viability, and the policy landscape map.

The council has also benefited from additional support from students and interns. A UW graduate studio completed the Regional Food Assessment for the council in 2011. Intern assistance has also contributed to the policy scan, report party, and Equity Subcommittee projects. King County, the Pierce Conservation District, and Pierce County also provided special assistance in planning farm tours for the Regional Food Policy Council.

In its 2015-16 budget, PSRC has included funding to convene the Regional Food Policy Council. Additional project funding through grants or contracts will be necessary to complete the full extent of projects identified in the Food Policy Action Plan.



Process & Plan Development

The council focused on developing the Food Policy Action Plan from January to August 2014. The steering committee and council mapped out a process to develop the Action Plan, with phases focused on specific outcomes.

Theme	Key Questions	Objective
Reflection	What have we already done? What more can we do?	Assess work efforts to identify potential follow-up work, barriers to completing work items, and potential solutions to these.
Identity/ Areas of focus	What do we want to be? How can we maximize our impact? Who is missing?	Critically examine how the council is organized to accomplish its work goals and do meaningful work
Criteria	What do we need to ask ourselves to move towards our goals and identity? What are the hot topics? What needs more development? What resources are available?	Establish criteria for evaluating future work.
Prioritization	What do we want to do? How do we know we're reaching our goals?	To identify and prioritize potential future work projects in the Action Plan and beyond, and gain council consensus on priorities.
Action	How can we best organize to do our work? How do we share our work with others to expand the impact?	Action-oriented work plan Identify fundable projects

The Action Plan compiles key concepts and products from this process. The following sections of the plan address findings of each process step.

GUIDING PRINCIPLES

In 2011, the council established goals, a mission and vision, and functions which guided this Action Plan process.

Mission

The Regional Food Policy Council develops just and integrated policy and action recommendations that promote health, sustain and strengthen the local and regional food system, and engage and partner with agriculture, business, communities and governments in the four-county region.

Vision

The Regional Food Policy Council envisions a thriving, inclusive and just local and regional food system¹ that enhances the health of people, diverse communities, economies, and environments.

Goals

Agriculture: strengthen the economic vitality and viability of farming and promote a vibrant community of farmers; maximize opportunities for farming across scales; preserve land for farming.

Economic Development: advance regionally scaled infrastructure; enhance economic viability of local and regional food systems; support living-wage jobs and occupations.

Education: foster education about and understanding of food, agriculture and environmental protection; facilitate outreach and education among elected leaders and communities

Environment: promote sustainable agriculture and protect the environment.

Equity: promote equity and access to affordable, nutritious food; strengthen local and regional food systems and increase community food security.

Health: improve public health through food access, nutrition and production; improve the health, safety, and welfare of workers and worker rights and reduce environmental health risks.

Policy: connect local and regional efforts with statewide, national, and international efforts to strengthen local and regional food systems; develop model policies for use by jurisdictions in support of all goals; sustain Regional Food Policy Council.

Functions

- Assess
- Convene
- Educate
- Advocate
- Share information
- Make policy recommendations
- Leverage across sectors

¹ The food system is the network of people and activities connecting growing and harvesting, processing, distribution, consumption, and residue utilization, as well as associated government and non-government institutions, regulations and programs.

ASSESSMENT OF WORK TO DATE

Key Accomplishments and Work Products

Central to the reflection phase of the Action Plan process was an assessment of the council's key accomplishments and work products. The goal was to examine the topics and activities the group took on to identify the council's strengths, areas of interest, challenges, and unfinished work.

Staff developed a matrix of past work items including contract projects, council activities, and meeting topics, each coded with a status of where the work was (e.g., complete, in progress, inactive). The steering committee felt that identifying whether each project was truly complete, or whether there was still work to be completed, would be an important question to assess the council's work. Columns were added to the matrix to call out further actions that could be taken, along with potential challenges or barriers to completing or furthering work and potential solutions to overcome these barriers or opportunities for future work.

Over two meetings, the council reviewed the project matrix. The assessment activity was insightful in highlighting some of the council's areas of interest and strengths, as well as means for accomplishing work in the future. Assessment led to examining the council's self-identity and desired focus. The steering committee identified key subjects of interest including: influencing the current planning processes, including the comprehensive planning process, identifying means for understanding the council's success and measuring impact, collaboration on economic development issues, and moving from discussion to action.

Projects/Accomplishments • 2010 - 2013

Council Meetings	The Regional Food Policy Council meets monthly. The council has heard presentations on a variety of topics, including farming mentorship, food distribution, direct marketing, and Transfer of Development Rights. The council has also heard presentations on the federal Farm Bill, state legislative activities, Initiative 522, the Beacon Food Forest, Camp Korey's Farm-to-Table program, Washington's dairy industry, sustaining farmers markets, Seattle's Food Action Plan, and American Farmland Trust's Foodshed Study.
Food Economy Summit	In March 2013, the Prosperity Partnership and the Regional Food Policy Council hosted a discussion on the impact of food production, processing, and trade on the state economy. The event included panels and presentations on local production, processing, harvesting, distribution, and specialty foods.
Public Health Summit	In June 2012, the council hosted a summit of public health professionals and food systems advocates to explore the connections and opportunities to advance this work. Over 60 attended this summit, including participants from Washington, Oregon, and British Columbia.
King County Farm Tour	King County Agricultural staff organized a tour of King County farms for the Regional Food Policy Council. Approximately 25 attendees visited three farms in King County in October 2011 to explore first-hand the opportunities and policy challenges for producers in the central Puget Sound.
Pierce County Farm Tour	Pierce Conservation District staff organized a tour of Pierce County farms for the Regional Food Policy Council. Approximately 12 attendees visited three farms in Pierce County in September 2013 to learn about the opportunities and policy challenges for producers in the region.

Policy Blueprints	In 2013, the council collaborated to develop documents identifying policy recommendations and relevant resources in comprehensive planning, urban agriculture, farmers markets, local food procurement and rural farmland preservation. Councilmembers presented at various regional committees to share the resources and highlight the work of the council. The policy blueprints are available online.
Comprehensive Plan Resources	In 2012, the City of Seattle contracted with the Regional Food Policy Council to research food policy concepts for its comprehensive plan. Informed by the final report, the City of Seattle incorporated several policy updates and additions regarding the food system into its 2012-2013 comprehensive plan amendments.
Farmers Market Viability	In 2013, the City of Seattle contracted with the Regional Food Policy Council to convene a working group of experts and to develop a report on the obstacles to stability of farmers markets in the city. In August 2013, the working group began by identifying obstacles to farmers market viability. A final report, with recommendations on stabilizing farmers market operations and locations, was finalized in early 2014. While the project focused on the City of Seattle, these resources can be useful for other jurisdictions in the region with farmers markets.
Measuring Urban Agriculture	Staff completed a report for the City of Seattle on surveys and measurement tools that could be used to assess urban agriculture activities. To track the impact of policy changes, the project focused on researching existing measurement and evaluation tools and drafting recommendations for how to measure urban agriculture in the city.
King County Contract Projects	King County contracted with the Regional Food Policy Council to provide input on the food system elements of the ICLEI Star Community Index. In July 2011, the council heard about the project from King County staff and provided comments to ICLEI. In fall 2011, the council also provided review and comment on the King County Food Score project.
Agriculture & Economic Development Subcommittees	The subcommittees were convened to develop work plans. The council reviewed the work plans in 2011.
Equity Subcommittee	The subcommittee was convened to develop a work plan. The council reviewed the work plan in 2011. Through the Community Alliance for Global Justice, the Equity Subcommittee worked with interns to complete aspects of the committee's work plan. This work included developing a strategic outreach plan and researching the role of listening sessions in community engagement. Two interns also worked to develop a framework for an equity assessment of the food system.
Council Assessment and Membership	In 2011, the council participated in an assessment of its own work and organization, and continued to build membership to best represent and move forward the goals of the council. The council also revisited membership in 2012.
Report Party	In 2013, the Regional Food Policy Council hosted an event for council members and stakeholders to share information from existing documents and reports. The report party concentrated on reports participants considered timely and useful, highlighting issues and aspects of the local and national food system. An annotated bibliography was produced and is available on the council website.
Policy Scan	Staff completed review of codes and plans from all 86 jurisdictions within the region and developed a database to organize existing local food-related policies. The purpose of this project is to provide a baseline understanding of existing policies in place to inform future work. The report is forthcoming.

Regional Food Assessment	In the spring of 2011, the council collaborated with a graduate studio at the University of Washington Department of Urban Design and Planning program to develop an existing conditions report and food system assessment for the central Puget Sound region.
Policy Landscape Map	The Regional Food Policy Council worked on developing a common understanding of decision-making within the food system. With financial support from WSU Extension, the Regional Food Policy Council worked with a consultant to develop a web-based visualization tool for this overview of policy-making.
Research	Staff compiled an online directory of food policy research and reports, which serves as a data resource for both the council and the general public.

CRITERIA AND PRINCIPLES FOR FUTURE WORK

At its April 2014 meeting, councilmembers were asked to identify what they felt were the most important actions for the council over the next one to three years and the criteria used to select the topics. A full list of the interest areas identified in this discussion is contained in Appendix C. The criteria generally fit into two categories – how the council approaches its work (process-oriented criteria) and what the council works on (project criteria). The criteria were considered when compiling the final project list.

Principles for How the Council Approaches its Work:

- Collaborative, with a holistic and regional focus
 - Respectful of differing viewpoints
 - Accountable to constituencies we represent
- Focused on action with measureable impacts
 - Ambitious to help take significant steps forward
 - Supports components of sustainability: Equity, Environment, Economics and Health
 - Sees projects to completion
- Publicizes and informs relevant parties of completed projects
- Supports Regional Food Policy Council Mission and Vision

What The Council Works On:

The council works on projects that:

- Support Regional Food Policy Council Goals and Functions
- Address an identifiable problem or opportunity
- Are timely and require action
- Support the needs of local governments
- Are policy-oriented
- Would benefit from regional and multi-sector perspective
- Support and do not duplicate an existing effort; leverage and add value to existing work
- Can be communicated, potentially replicated, and build local capacity for future action
- Support PSRC's focus areas of regional transportation, growth management and economic development planning
- Have benefits for both rural and urban populations - address issues and needs applicable throughout the central Puget Sound region

After the criteria were initially developed, the council began to develop a list of potential future projects. Councilmembers contributed to a list of priority projects over the next three years and reviewed a lengthy list of candidate projects that had been developed through council proceedings over the previous three years. Through council meetings and steering committee, this project list was pared down and streamlined into a list of 18 projects for consideration under this action plan.

The steering committee developed a survey to help identify the council's work priorities for the term of the Action Plan. Councilmembers were asked to rate the 18 projects in the list as high, medium, or low priority, and then to indicate whether they would specifically be interested in working on the projects. Nineteen councilmembers participated in the survey. Four projects emerged as the highest priority, with over 60% of respondents indicating they were high priority over the next three years. The projects councilmembers were most interested in working on themselves generally correlated with these four projects as well.

The council engaged in small group discussions to develop potential implementation actions and details for each project. Upon additional review and discussion, the steering committee recommended orienting the Action Plan towards achieving two goals: supporting the local food economy and improving food access. The agriculture priority project was identified as a strategy under the food economy goal statement, and a space was created for a parallel food access and equity strategy. The three other high-priority projects were identified as implementation activities for both goals and projects.

The priorities and potential action steps are explored in the following section, *2014-2017 Priorities* and *Appendix A: Implementing the Action Plan: Preliminary Project Details*.

2014 – 2017 PRIORITIES

Priority goals, strategies, and implementing activities are outlined below. Preliminary project details for implementation activities are included in *Appendix A: Implementing the Action Plan: Preliminary Project Details*.

Goal Statement: Enhance economic viability of local and regional food systems

Strategy: *Promote/stimulate a comprehensive regionwide strategy to preserve farmland and keep land in production*

The region continues to face challenges in keeping land in production, preserving farmland and ensuring economic viability of agriculture. This project speaks directly to the council's strength in convening disparate stakeholders on a cross-jurisdictional issue. The council could add value in identifying regional best practices and standards, providing technical assistance and research, and conducting outreach.

Strategy components to explore:

- Coordinate stakeholders working on this issue. Collate the various efforts and strategies and provide a platform by which all stakeholders can convene and discuss strategies.
- Convene multi-agency working group to agree upon and develop regional target. Develop regionwide approach to measure land in production.
- Develop white paper that explores alternative financing models to reduce the cost of entry by farmers while maintaining incentives for land stewardship and infrastructure investment.
- Enhance the existing *Policy Blueprints* to further recommend strategies for farmland preservation and urban agriculture.
- Provide a clearinghouse for information.
- Develop recommendations to align with other regional plans and efforts.
- Advocate for farmland preservation strategies.

Goal Statement: Promote equity and access to affordable, nutritious food

Strategy: *Promote/stimulate a comprehensive regionwide strategy to enable equitable food access*

This project speaks directly to the council's strength in convening disparate stakeholders on a cross-jurisdictional issue. The council could add value in identifying regional best practices and standards, providing technical assistance and research, and conducting outreach. Strategy components to explore:

- Coordinate stakeholders working on this issue. Collate the various efforts and strategies and provide a platform by which all stakeholders can convene and discuss strategies
- Convene multi-agency working group to agree upon and develop regional target. Develop regionwide repeatable approach to measure access to healthy foods.
- Develop white paper that explores food access approaches.
- Develop new *Policy Blueprints* to address food access.
- Provide a clearinghouse for information.
- Develop recommendations to align with other regional plans and efforts.
- Advocate for food access strategies.

Both strategies include core implementing activities that reflect strengths of the Regional Food Policy Council. These include:

→ **Implementing Activity: Prioritize and develop model policies**

With 86 local governments in the central Puget Sound region, developing model policies presents an opportunity for the council to help share recommended approaches or policy language among local governments to address opportunities and barriers in the food system. This activity builds upon the council's body of policy work and strengths in researching and recommending policy best practices and providing technical assistance and outreach.

This activity focuses on prioritizing and developing model policies for use by jurisdictions in support of all food system goals. Examples of model policies may include land use regulations; additional comprehensive plan language addressing health, equity, and the environment; and other types of regulations and administrative rules.

→ **Implementing Activity: Educate and engage policy makers and the community on the food system**

The Regional Food Policy Council, both in its position at PSRC and its role in convening diverse interests of the food system, can educate the public and decision makers on opportunities and challenges in the food system. This activity underlies all other projects, ensuring that the council has a consistent approach in communicating about its projects and mission and engages the broader community in food systems issues and awareness.

→ **Implementing Activity: Create an indicator program to evaluate the food system**

This activity builds on the council's strengths in research and ability to convene and activate cross-sector stakeholders to develop a monitoring program that reports on the health of the food system for multiple users.

→ **Implementing Activity: Convene regional stakeholders within the food system**

This activity builds on the council's ability to convene and activate cross-sector stakeholders to share information and facilitate discussion between disparate segments of the food system. This activity starts with each Regional Food Policy Council meeting and underpins how the council adds value to existing work within the food system.

OTHER ACTIONS TO SUPPORT THE PLAN

Through the Action Plan process, the council identified additional steps to enhance its effectiveness.

- *Orient meetings to achieve council priorities.* To date, meetings have been a mix of informational presentations and project-based work. To be effective in completing projects and focus on action and engagement, external presentations should be selected to help inform or advance council priorities. In addition, presenters should be prepared to outline how their work intersects with or is influenced by the council's work, and how the council can support it. Chair notes can be prepared with prompts to solicit this information as well.

- *Membership to support best project outcomes.* During the Action Plan process, members identified gaps in council membership and organizations and sectors not actively participating with the council. The steering committee has elected to approach this issue by reaching out to each member to gauge their interests and ongoing interest in participating with the council. Following this, the council will examine its membership to ensure the membership is diverse and representative.
- *Subcommittees to advance work.* Moving council work through subcommittees of interested members and relevant stakeholders frees up staff time for council administration and development, while engaging council members in meaningful action.
- *Additional funding opportunities.* The full scope of activities in the Action Plan would require additional funding through grants or collaboration to complete. Announcing or sharing knowledge and interest in funding opportunities at council meetings and in communications and having stock application language regarding priority projects would increase the council's capacity to secure additional funding.
- *Council involvement.* Executing the action plan relies on commitment from councilmembers to contribute to priority projects. Councilmembers represent different sectors of the food system and a variety of organizations. Projects should be inclusive and include opportunities for all sectors and interests to contribute their expertise.

PROJECT LIST

While a focused set of priorities were identified in this process, the council considered several additional key projects. Recognizing their importance in furthering food system goals, the council may pursue additional projects from this list, either during the life of this plan or in future strategic planning.

Focus Area	Goal Statement	Project	Council Role(s)
Economic Development	Enhance economic viability of local and regional food systems	Develop a working group to explore the creation of mechanisms to pay for farmers for the value of certain ecosystem services they provide, especially mechanisms that do not remove farmable land from production. Share the analysis. Recommend approaches. Identify appropriate partners to do research.	Convene
Economic Development	Enhance economic viability of local and regional food systems	Determine agencies that currently work with small and beginning farmers. Work with relevant agencies that assist small and beginning farmers. Identify other areas of assistance such as USDA loans & grants, small business loans, and classes in business and entrepreneurship	Convene
Economic Development	Enhance economic viability of local and regional food systems	Partner with PSRC/Prosperity Partnership to develop a Food Systems Cluster Strategy with the goal of increasing consumption of local food and supporting the economic success of local farms and food businesses <ul style="list-style-type: none"> Identify core organizations (e.g., Puget Sound Fresh) for farm-direct marketing, bring together to develop program and establish programs and policies to support farm-direct marketing. 	Assessment Convene Strategy development Advocate to find funding
Economic Development	Enhance economic viability of local and regional food systems	Create Green Restaurant checklist, with incentives and resources. Develop Green Restaurant concept, partner, and work with businesses to raise interest and secure commitments	Convene Outreach Technical Assistance
Economic Development	Advance regionally scaled infrastructure; enhance economic viability of local and regional food systems	Assess and develop strategy to improve number, access to, and viability of local food processing centers. Collaborate with economic development organizations to develop more regional food centers for aggregation, distribution, processing, sales (e.g., food hubs)	Assess Convene Research
Economic Development	Enhance economic viability of local and regional food systems	Convene local experts and actors in healthy local food procurement policy. Pursue a Good Food Purchasing Pledge for government institutions and major private sector purchasers, or add value to ongoing purchase policy work	Assess Convene Outreach
Environment	Promote sustainable agriculture and protect the environment	Review and consolidate impacts of climate change on regional agriculture, including water quality, access, and rights. Identify key areas that may need addressing in the future including policy revisions, policy direction. Provide education and assistance to elected officials on potential policy implications.	Assessment Policy/strategy development

Focus Area	Goal Statement	Project	Council Role(s)
Equity	Promote equity and access to affordable, nutritious food	Assess and advocate for all farmers markets in every city to accept WIC and EBT Advocate to establish regional “Fresh Bucks” Program. Convene relevant parties.	Assess Make policy recommendations Identify partners to establish program Research
Equity	Promote equity and access to affordable, nutritious food	Explore best role to support local healthy food in schools. Work may include compiling best practices for maximizing local healthy food in school food programs. Compile ideas and develop documents, work with educators, school leaders, public health and appropriate governments to disseminate.	Convene Assess
Policy	Develop model policies for use by jurisdictions in support of all goals	Update / finish Policy Scan as repository for existing and model policies	Assess
		Update / finish Policy Landscape Map	Assess
		Update / collate Report Party recommendations	Assess Convene
Policy	Connect local and regional efforts with statewide, national, and international efforts to strengthen local and regional food systems	Develop transportation strategies and recommended plan language to address food system in future updates to Transportation 2040 and VISION 2040 Broaden the approach within PSRC structure and find ways to increase information regarding food policy to other PSRC committees and projects	Assess Convene Make recommendations Outreach

MONITORING & ASSESSMENT

A theme emerging throughout the Action Planning process was how the Regional Food Policy Council could understand the effects of its work within the broader food system. The council has addressed the subject of monitoring and benchmarking for both the food system and the council’s actions several times in the past. This interest is reinforced in the Action Plan with a benchmarking program emerging as an implementation activity. In addition to the benchmarking program, other means for engaging in food system monitoring or establishing a feedback loop on the impacts of council activities that came up during the Action Planning process are described below.

- Ongoing academic research projects councilmembers are engaged in
- Interest in measuring the council’s impact via an assessment/interview method (Ripple Effect Mapping) that considers the amount of social capital developed, and acknowledges the importance of unapparent connections of the council’s work.

APPENDICES

- Appendix A: Implementing the Action Plan: Preliminary Project Details
- Appendix B: Research on Peer Food Policy Strategic Plans
- Appendix C: Summary of Council Discussions on the Food Policy Action Plan
- Appendix D: Regional Food Policy Council Priorities Survey
- Appendix E: Council Assessment – Project Matrix

This appendix contains descriptions and potential action steps for the strategies and activities the council identified during the Action Plan process. The council identified priority projects in an August 2014 survey and developed preliminary project details at its August council meeting. When the council begins its work on these projects, it will revisit these preliminary details. The details have been included as an appendix as they are initial conceptions of how work should proceed on these projects.

Subcommittees will be tasked with building formal work plans for these projects.

The equitable food access strategy was added to the Action Plan in the September 2014 meeting cycles. The full council and steering committee has not yet discussed preliminary actions - as this project is addressed, action steps will be determined.

PROMOTE/STIMULATE A COMPREHENSIVE REGIONWIDE STRATEGY TO PRESERVE FARMLAND AND KEEP LAND IN PRODUCTION

The region continues to face challenges in keeping land in production, preserving farmland and ensuring economic viability of agriculture. This project speaks directly to the council's strength in convening diverse stakeholders on a cross-jurisdictional issue. The council could add value in identifying regional best practices and standards, providing technical assistance and research, and conducting outreach.

- Coordinate all the stakeholders working on this issue
- Collate all the various efforts and strategies; provide a platform by which all stakeholders can convene and discuss the various strategies (what works, what doesn't)
- Convene multi-agency working group to agree upon and develop regional target.
- Develop white paper that explores alternative financing models, such as land tenure models, farmer retirement funds, land trusts, agricultural preservation "utility district," regional transfer of development rights, and public-private land ownership models to reduce the cost of entry by farmers while maintaining incentives for land stewardship and infrastructure investment.
- Develop regionwide repeatable approach to measure 'land in production', including defining if it is commercial production
- Expand the existing *Policy Blueprints* to further recommend strategies for farmland preservation and urban agriculture
- Provide a clearinghouse for all the information
- Develop recommendations to align with other regional plans and efforts
- Advocate for farmland preservation strategies

Focus Area	Agriculture
Goal Statement	Preserve land for farming; Maximize opportunities for farming across scales
Council Roles	Convene stakeholders Develop information clearinghouse Analyze and develop strategy Provide technical assistance Research Outreach
Potential Actions	<i>Project Form</i> <ul style="list-style-type: none">● Identify policy priorities and overlap/difference across the region<ul style="list-style-type: none">○ Review existing documents

	<ul style="list-style-type: none">○ Identify definitions, measures, priorities○ Convene subject matter experts• Develop strategies on:<ul style="list-style-type: none">○ Regulatory issues/change○ Data○ Market/economic issues○ Explore concepts like a regional <i>Sustainable Lands Strategy</i> or “no net loss” policy• Identify resources to support this effort• Outreach to elected officials <p><i>Resources Required</i></p> <ul style="list-style-type: none">• Subcommittee <p><i>Funding Required</i></p> <ul style="list-style-type: none">• Yes – search for grant funding• Project is scalable <p><i>Timeline/Duration</i></p> <ul style="list-style-type: none">• Identify timely or strategic points of entry
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PROMOTE/STIMULATE A COMPREHENSIVE REGIONWIDE STRATEGY TO ENABLE EQUITABLE FOOD ACCESS

This project speaks directly to the council's strength in convening disparate stakeholders on a cross-jurisdictional issue. The council could add value in identifying regional best practices and standards, providing technical assistance and research, and conducting outreach.

- Coordinate all the stakeholders working on this issue
- Collate all the various efforts and strategies; provide a platform by which all stakeholders can convene and discuss the various strategies (what works, what doesn't)
- Convene multi-agency working group to agree upon and develop regional target.
- Develop white paper that explores food access approaches
- Develop region-wide repeatable approach to measure access to healthy foods
- Develop new *Policy Blueprints* to address food access
- Provide a clearinghouse for all information
- Develop recommendations to align with other regional plans and efforts
- Advocate for food access strategies

Goal	Equity
Goal Statement	Promote/stimulate a comprehensive region-wide strategy to enable equitable food access
Council Roles	Convene stakeholders Develop information clearinghouse Analyze and develop strategy Provide technical assistance Research Outreach
Potential Actions	

PRIORITIZE AND DEVELOP MODEL POLICIES

With 86 local governments in the central Puget Sound region, developing model policies presents an opportunity for the council to share recommended approaches or policy language among local governments to address opportunities and barriers in the food system. This project builds upon the council's body of policy work and strengths in researching and recommending policy best practices and providing technical assistance and outreach.

Prioritize and develop model policies for use by jurisdictions in support of all food system goals.

Examples of model policies may include land use regulations; additional comprehensive plan language addressing health, equity, and the environment; and other types of regulations and administrative rules.

Model policies could include:

- **Comprehensive Plan Goals and Policies**, including model language addressing the food system, including healthy food access and unhealthy food access restrictions, rural agriculture land policies, and economic development
- **Land Use Regulations**, including definitions, urban agriculture, community gardens, animal husbandry, slaughter facilities, food hubs, farm stands and farmers markets, and unhealthy food zoning.
- **Other Regulations or Administrative Rules**, including purchasing policies, business licensing, use of parks and right of way, foraging on public land

Compile ideas and develop documents, work with local governments to disseminate. Work with local governments to compile different definitions, hold summit to reconcile, publish model definition, & work with local governments to adopt model policies to support the food system.

Focus Area	Policy
Goal Statement	Develop model policies for use by jurisdictions in support of all goals
Council Roles	Assess Research and develop model policies Provide technical assistance Outreach
Potential Actions	<p><i>Project Form</i></p> <ul style="list-style-type: none"> • Prioritize policies developed by need/interest <ul style="list-style-type: none"> ○ Review existing documents ○ Convene subject matter experts ○ Conduct outreach to discern jurisdictional need • Develop understanding of regulatory barriers, areas where there is notable opportunity • Form could include expanding food policy blueprints, developing additional comprehensive plan policies and/or model zoning code • Outreach key for implementation <p><i>Resources Required</i></p> <ul style="list-style-type: none"> • Subcommittee • Staff time/Interns <p><i>Funding Required</i></p> <ul style="list-style-type: none"> • Additional funding may be required depending on the scale <p><i>Timeline/Duration</i></p> <ul style="list-style-type: none"> • Identify timely or strategic points of entry

EDUCATE AND ENGAGE POLICY MAKERS AND THE COMMUNITY AROUND THE FOOD SYSTEM

The Regional Food Policy Council, both in its position at PSRC and its role in convening diverse interests of the food system, can educate the public and decision makers on opportunities and challenges in the food system. This project underlies all other projects, ensuring that the council has a consistent strategy in communicating about its projects and mission and engages the broader community in food systems issues and awareness.

- Educate policy makers and communicate consistent message from RFPC
- Create team to educate and share ideas
- Conduct “roadshows”

Focus Area	Education
Goal Statement	Facilitate outreach and education among elected leaders and communities
Council Roles	Outreach
Potential Actions	<p><i>Project Form</i></p> <ul style="list-style-type: none"> • Develop a plan for outreach and consistent message • Component of annual new elected officials orientation • Could include listserv/newsletter, YouTube videos, other social media, and tours to community organizations <p><i>Resources Required</i></p> <ul style="list-style-type: none"> • Subcommittee • Staff time - food policy and communications • Communications expertise • Partnerships with universities, community groups <p><i>Funding Required</i></p> <ul style="list-style-type: none"> • Additional funding may be required depending on the scale <p><i>Timeline/Duration</i></p> <ul style="list-style-type: none"> • Ongoing • Identify timely or strategic points of entry

CREATE A BENCHMARK PROGRAM TO EVALUATE THE FOOD SYSTEM

This project builds on the council's strengths in research and ability to convene and activate cross-sectorial stakeholders to develop a monitoring program that reports on the health of the food system for multiple users.

- For the food system evaluation, determine baseline data that could be collected in each county
- Develop a set of indicators to measure on a regular time interval. Specific indicators would be developed once the assessment is complete

Focus Area	Policy
Goal Statement	Connect local and regional efforts with statewide, national, and international efforts to strengthen local and regional food systems
Council Roles	Assess
Potential Actions	<p><i>Project Form</i></p> <ul style="list-style-type: none"> • Develop a suite of measures that evaluate the food system <ul style="list-style-type: none"> ○ Identify areas of interest to measure ○ Identify definitions, measures, priorities ○ Convene subject matter experts • Regular collection of existing data addressing health, hunger, food economy, land use and organic farming • Synthesis of data in report or website <p><i>Resources Required</i></p> <ul style="list-style-type: none"> • Subcommittee • Staff time/Interns • County/city staff time (GIS, planning, agriculture staff) • Academic partners <p><i>Funding Required</i></p> <ul style="list-style-type: none"> • Yes <p><i>Timeline/Duration</i></p> <ul style="list-style-type: none"> • Develop draft set of food system benchmarks within a year • Identify timely or strategic points of entry

Appendix B: Research on Peer Food Policy Strategic Plans

As a component of the project, staff reviewed strategic plan documents completed by other food policy councils. This review focused on plan approach, structure of the document, as well as any benchmarks identified to measure progress.

Alaska Food Policy Council

Alaska Food Policy Council Strategic Plan 2012-2015 (2012)

11 page document

Components:

- Overview
 - Alaska's Food System – 1 page description
 - Alaska Food Policy Council - defines “food policy council”, provides a short history and structure of the council and describes the plan writing process
- Vision, Core Values, Mission
- A table identifies five broad priority strategies for 2012-2015, arrived at through a group ranking process using an agreed upon set of criteria. The criteria are provided. The table lists the particular goals from the total list that will be worked toward during year time period and the objectives that will accomplish them.
 - The plan notes the lack of baseline data for measuring progress and states that - as data become available - measurable targets will be incorporated into the plan.
- Goals, Objectives and Strategies (pg. 7-11) The rest of the document lists objectives beneath each goal, and defines reaching the objectives as a method to measure whether or not the goal has been reached. Assigned to each objective are one or more strategies describing the actions the council will take to reach the objective.

Notes: The document ties each of the priority strategies back to one of the broad goals of the council. It is specific about the work of the food policy council for the years 2012-2015.

Bloomington Food Policy Council Strategic Plan

Bloomington Food Policy Council Strategic Plan February 2012

14 page document

Components:

- Mission and Vision statements
- Purpose of document - the Strategic Planning Task Force is to come up with an attainable plan that outlines the outcomes for the next three years, means to assess progress on attaining the outcomes, and a way to follow through and hold people accountable for their assigned strategies.
- Outcomes/Objectives/Strategies/Responsibility/Timeline matrix – the majority of the document. The matrix lists outcomes, defines objectives related to the outcomes, and then specific strategies. The working group will be responsible for each action and a timeline of when the strategy will be completed.

Notes: Development of assessment tools is one of the strategies, in regards to the outcome of developing locally grown and sustainably produced food, but no measurement methods are proposed.

Boulder County Food & Agriculture Policy Council

Boulder County Food and Agriculture Policy Council DRAFT Strategic Plan 2009-2012

8 page document

Components:

- Mission Statement
- Context – tied directly to the County’s comprehensive plan
- Purpose – the plan is a flexible, living document, designed to be reviewed, edited, and updated annually by the Council with subsequent approval by the Commissioners. Its purpose is to provide step-by-step concrete guidance to the Council and its committees and, at a glance, show the current status of various projects. The plan consists of values and operating principles as well as specific short-term and long-term goals, objectives, actions and timelines for potential positive impact toward fulfilling the Council's mission.
- Goal/Objectives/Actions/Timeline/Parties Responsible matrix – pages 3-8 of the document is a matrix that lists each of the plan’s six goals, provides several objectives for each, and lists actions, timeline and parties responsible for the actions.

Notes: There is no discussion of assessments or measures.

Central Oregon Food Policy Council Strategic Plan

Strategic Plan online 2011-2012

According to staff at the food policy council, the 2011-2012 plan is being revised and is not available at this time.

Cleveland-Cuyahoga County Food Policy Coalition

This planning effort is in progress and there are no documents to date.

Hawaii Food Policy Council

Hawaii Food Policy Council: Building a Healthy Food System- Strategic Plan and Action Plan (2013)

24 slide show, <http://www.hawaiifoodpolicycouncil.org/hfpc-strategic-plan-action-plan/>

Components:

- The show lists the structure of the council, including the working groups, their member composition and how they work together.
- It gives a short list of the type of tasks each group will accomplish and when in the calendar year the tasks will be done.
- It lists the five priority tasks that the council will accomplish in 2013-2014 and provides a general work plan of what tasks will be accomplished each quarter of the year 2013. The goals for 2014 are listed but are not followed by the quarterly work plan.

Notes: The plan provides a high-level view of the structure and work of the council and provides general two year goals and a one year work program. There is no measurement method proposed to determine if the priorities for the year were reached. The website notes council accomplishments for 2013.

Maine Food Strategy

An Action Plan for Strengthening Maine's Farming, Fishing and Food Economy

A [website](http://mainefoodstrategy.org/about/) dedicated to a state food strategy, <http://mainefoodstrategy.org/about/>

Components: Tabs regarding

- About
- Why
- Who
- When
- How
- Reports
- Get Involved
- Resources
- Contact

Notes: The strategy is in the process of being created. Phase I, May-December 2012, involved forming a steering committee and conducting research on the food system. Phase II began in February 2013 and was scheduled to run for 18 months. As of spring 2014, there are no documents on the website to describe the next steps of the strategy.

Multnomah Food Action Plan

http://www.multnomahfood.org/Action_Plan_and_Reports/Multnomah_Food_Action_Plan

Multnomah Food Action Plan – Grow and Thrive 2025

Community Action Plan and Executive Summary - 2010

36 page document

Components:

- Executive summary
- Introduction (context, purpose)
 - Purpose – The Multnomah Food Action Plan serves as a framework to guide collaboration and stakeholder efforts for improving our local food system. With this plan we can secure funding and grants, create new economic opportunities, overcome barriers, catalyze policy change and investment, and raise awareness and support with our community and policymakers.
- Vision and Principles
- Call to Action - how the plan benefits citizens and organizations
 - Actions at a Glance-bulleted list of 16 plan goals, with strategies underneath
- Each of the plan goals with associated strategies is explained on a page later in the document
- Indicators – a one-page matrix lists each plan goal, then the indicators that will be used to track progress
- Summary info-graphic
- Glossary

Notes: Developed by the Multnomah County Office of Sustainability in conjunction with community members. The document can be used as an information and action resource for the public. Actions for individuals to take on their own are defined in bulleted lists and indicators for tracking and assessing are identified but those responsible for doing the assessing are not identified. A food policy council would

take an additional step with this document, identifying which of the clearly defined goals and actions it would work on in any given year, and then create its own more specific action steps.

Oakland Food Policy Council

<http://oaklandfood.org/our-work/plan-for-action/>

Transforming the Oakland Food System: A Plan for Action -2010

73 page document

Components:

- Chapter 1 – Introducing the Oakland Food Policy Council
 - Provides a definition of “food policy council” and provides background on the intent, formation history and structure of the council. It lists the council’s four basic goals and describes the community outreach process through which the council defined its action steps.
- Chapter 2 – Our Recommendations
 - Policy recommendations at the neighborhood, city, public-private partnerships and state level
 - Lists the reports that councilmembers studied in order to understand Oakland’s food system. It enlarges the goals list to eight comprehensive goals, and identifies *Whole Measures for Community Food Systems: Values-Based Planning and Evaluation (Center for Whole Communities, 2009)* as the tool was used to identify priorities and then values.
 - After a series of public meetings to discuss council priorities, ten first action steps regarded as priorities by the council were identified. Appendix 1 is provided to enable understanding of how each “first step” flows from specific council Values and Practices.
 - Each of the first steps is presented in a one-page summary and includes:
 - The relevant Value and Practice
 - The council’s recommended first step for promoting each Value and Practice
 - Needs and opportunities
 - Actions suggested for the City of Oakland, regional and state governments, community members, public/private partnerships and the private sector
 - Fiscal impact
 - Best practices and further information
- Chapter 3 – Understanding the Oakland Food System
 - Provides context and data
- Appendices

Notes: This action-oriented plan lays out first steps the council recommended in 10 priority areas. It can be used as a toolkit for other food policy councils as it lists relevant studies and a tool for identifying and developing priorities and values. It passes the responsibility for action steps in each of the priority areas to a coalition of groups including the City of Oakland and others. It is not clear the tasks the council will take on, except to encourage and facilitate the action steps by others.

Vermont Farm to Plate Strategic Plan

Farm to Plate Strategic Plan: A 10-Year Strategic Plan for Vermont's Food System (2013)

Web document with downloadable chapters, <http://vsjf.org/project-details/5/farm-to-plate-strategic-plan>

Components:

- Executive Summary
- Chapter 1 - Overview of the Farm to Plate Strategic Plan
 - Provides analysis and documentation of Vermont's food system and summarizes the data in visual charts. Plan goals are highlighted in text boxes with supporting research provided on each page. Ten Market Development Needs are highlighted and a matrix is provided that highlights each need individually and lists objectives and strategies to fulfill the need.
- Chapter 2 - Getting to 2020: Goals and Indicators for Strengthening Vermont's Food system
 - Highlights the 25 major goals identified during the plan development process and provides Results-Based Accountability as the method for measuring impacts and outcomes.
- Chapter 3 - Analysis of Vermont's Food System
 - Analyzes each section of Vermont's soil-to-soil food system and identifies objectives and strategies that will help Vermont achieve the goals set out in Chapter 2.
- Chapter 4 - Crosscutting Issues
 - Analyzes cross-cutting elements of the food system and highlights objectives and strategies for achieving Chapter 2 goals.
- Appendices: Extended Content
 - Provides detailed analyses of the dairy industry and the food distribution system in Vermont.

Notes: This is a state-wide plan commissioned by the State Legislature in 2009, with the overall goal to strengthen Vermont's food system by 2020. The plan document is rich with detailed research and links provided throughout. It is proposed a strategy is to be carried out by a network of businesses, nonprofits, government agencies, educational institutions and others. The Vermont Sustainable Jobs Fund is the organization that sustains this network. Focused actions, to be carried out by specifically named groups are not identified, however.

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Appendix C: Summary of Council Discussions on the Food Policy Action Plan

This appendix includes a summary of the Regional Food Policy Council process and discussions on the Food Policy Action Plan from December 2013 to September 2014.

December 2013

Regional Food Policy Council Long-Range Planning. Liz Underwood-Bultmann (PSRC) stated that the January meeting would focus on strategy to form a short list of projects for the council to pursue in the coming year. PSRC is working on a contract from the City of Seattle to complete this planning. Brad Gaolach (WSU Extension) is also seeking a grant that could assist with council assessment. She announced that the steering committee on Wednesday, December 18th would focus on planning the January meeting.

January 2014

Discussion: Regional Food Policy Council Strategic Planning. Vice Chair Gaolach introduced Phyllis Shulman to discuss the strategic planning project, which is funded by a contract with the City of Seattle through 2014. The goal of the strategic planning project is to have the council re-visit its orientation and work completed in order to establish priorities and strategies for future work. Councilmembers offered a variety of feedback including both topical and organizational recommendations including:

- Identify policy areas that we can influence - for example, local and regional governments and agencies, environmental regulations, agricultural land preservation.
- Use opportunities developed by others, such as the comprehensive plan updates.
- Focus on integration within PSRC, connecting with other PSRC boards and committees, and providing a food “screen” to reflect on existing PSRC work.
- Be aggressive pursuing policy recommendations for decision-makers.
- Important to address obesity prevention.
- Focus on education/outreach to decision-makers.
- Identify policy that can support community food access projects. Be intentional about inclusion of all sectors and members.
- Consider new methods to measure building social capital - acknowledge importance of unseen connections in measuring impacts of the council’s work.
- Be intentional about accessibility to meetings (meeting time and location).
- Focus on doing a few things well.
- Important to address food insecurity.
- Focus on more action and engagement.
- Translate projects and policies to other entities – one page summaries and presentations.

Phyllis asked for volunteers to participate in the design of the strategic planning project at upcoming steering committee meetings. The council will continue to discuss action planning through the spring.

February 2014

Discussion: Regional Food Policy Council Action Plan. Chair Conlin introduced the action plan that the council will be working on through June 2014. Brad Gaolach (WSU Extension) and Rebecca Maskin (PSRC) began the discussion by reviewing the table of key questions and objectives for council discussion at upcoming meetings. The goal for the February meeting is to reflect on council accomplishments and identify potential follow-up work. Brad reported that the WSU grant application to focus on council assessment was not funded. Discussion of the action plan process included suggestions to leverage limited council resources by amplifying the work of others. Members suggested mapping action on food

policy and projects throughout the region, so that the council can strategically provide assistance. The council has produced useful information that should now be shared. Communication should build support for the council and its work. Identifying key collaborators could help maximize results with a minimum number of people and effort. Members suggested considering if there are gaps as far as representation on the council. Members requested building performance assessment into the actions the council chooses to pursue.

Phyllis Shulman (At-Large) facilitated a discussion on a matrix of the council's completed projects. Under consideration was what the council has accomplished and whether there are next steps for any of the accomplishments. Please see the matrix for detailed discussion of projects.

c-2: Food Economy Summit. Council members suggested follow-up that advances food-related economic development with regional economic development entities. Additional research documenting the dollars generated by the local food economy would be useful.

c-3: Public Health Summit. What resources would be needed to document the connection between availability of locally grown produce and amount of consumption? Members discussed a summit on evidence-based data to support connections between the food system and healthy communities. Members suggested additional presentations from the public health sector, including a discussion of solutions and potential next steps.

c-4,5: Farm Tours. Members requested more tours in other counties, in different seasons, and including meat producers. The tours should be focused on potential policy area(s) to enable proposed next steps after the tour. A tour focused on a single issue, such as surface water and drainage, urban agriculture or farmers markets would be informative. Members discussed the need to be clear on the purpose and outcomes of a tour, focusing on what policy issues should be brought forward to the council.

p-1: Policy Blueprints. Members stated were not aware of the level of outreach that had occurred and requested additional summaries provided back to the council. The council should also consider how the impacts of outreach be measured. Members pointed out that outreach is critical because local government comprehensive plans are being updated now. Getting food policy language into county and city plans should be a priority. Members requested additional information on the comprehensive planning process. A primer would also be useful to farmers and non-profit organizations concerned with the food system but less familiar with the planning process. PSRC staff can present an overview of food policy and comprehensive plans at the March meeting. Chair Conlin said that the steering committee would address the ideas generated at this meeting and that the next meeting should involve next steps and additional discussion of outreach to local governments involved in comprehensive planning.

March 2014

Discussion: Regional Food Policy Council Action Plan – Matrix Assessment. Rebecca Maskin (PSRC) continued the review of the matrix of completed council projects that began at the February meeting, with the goal of identifying topics that are a priority for further work. Council members discussed the best uses of the projects when fully completed –including making them available to local stakeholders such as Farmers Market organizations and committees at PSRC. Members suggested that it is important to be clear who the audience is for each product, and that specific audience members receive follow-up. Members want a systemic way to move from analysis to targeted outreach, and suggested adding rows

Appendix C: Summary of Council Discussions on the Food Policy Action Plan

to the matrix regarding who is to be targeted with project results, why and who will do the outreach. Chair Conlin suggested that in some cases the action item for a project may be to identify an organization that will take it forward.

The council reviewed the work that was completed by the Agriculture, Economic Development and Equity subcommittees. Unfortunately, a lack of funding and clear follow-through for the proposed work plan for these subcommittees. Council members discussed the need to set clear priorities, based on the funding available.

Concerning membership, council seats were added in 2011. Members suggested an assessment of participation by sector and of empty seats or attendance, it is important to evaluate whether to fill seats or broaden participation to other sectors or organizations in the food economy. Members suggested participation by more community-based groups and an increase in diversity across a number of levels.

Members suggested that the recommendations that came out of the Report Party should be priorities. Additionally, more reports have come out since that event was held. New reports should be highlighted and added to the annotated bibliography. The report based on the Policy Scan of the region is almost ready for publication, but there are no short term resources to complete it. Members commented that it would be a resource to the local governments in the process of updating comprehensive plans, and asked if another information provider, such as the Municipal Research and Services Center, be interested in hosting the database and providing the report? Staff responded that they will review what is needed to finalize and produce the report.

Members remarked that the Green Restaurant Scan, completed as part of a 2011 collaboration with the University of Washington, should be added to the matrix. It was a useful resource that should be made available to restaurants in the region. The Chefs Collaborative has the scan at this time and will review it to see how make it publicly available.

Members identified the need for a communications plan, and as an element on the matrix. Identifying the audience of particular work products, and identifying different ways of doing outreach, such as Twitter and Instagram, were suggested. The council could be more relevant to a broader sector of the community if it communicates more broadly. Other members suggested that because the council is primarily a policy making group, it is important to focus primarily on those organizations that are interested and able to use food policy recommendations, but that other groups could be partnered with to move the broader message outward. The discussion concluded with members agreeing that much work has been accomplished and now it is time to move further with what has been accomplished.

April 2014

Discussion: Regional Food Policy Council Action Plan – Criteria & Areas of Focus. (This agenda item was taken out of order.) Phyllis Shulman (At-Large) asked for new project ideas that should be added to the list provided in the agenda packet. Members suggested that better understanding of the council's function and capacity would narrow down the list of choices. Liz Underwood-Bultmann (PSRC) stated that funding for council work to date has been from external sources, but may be partially funded in the PSRC 2014-15 supplemental budget. Members asked for more information on how to support funding for the council.

Phyllis asked the group to reflect and then identify the top three important actions that the council should work to accomplish in the next three years. The list included:

Appendix C: Summary of Council Discussions on the Food Policy Action Plan

- Ensuring that local comprehensive plan updates include food policy language (especially regarding critical areas)
- Complete unfinished projects
- Tangible region-wide actions, such as mapping of farmland and agricultural preservation to establish a baseline
- Drainage policies
- Making land as productive as possible
- Additional farmland preservation measures in all counties
- Farm product infrastructure guidelines/regulations/regulatory assistance
- Marketing about what food policy council does, is about; increase awareness of what we're doing
- Presentations that show people how they can get more funding
- Jurisdictions actively request FPC recommendations on policy analysis and development
- Partner on food system discussions (e.g. science of GMOs and how it relates to the food system)
- Develop protocols and processes to measure food production across size/scale
- More metrics - what gets measured gets changed
- Use data and outreach to frame issues so that people understand and financially support the council's work
- Build and refine existing programs to double food access
- Pathways, programs and outreach to create access to careers in food
- Uniform policies across the four counties; uniform farmers market policies
- Continue farm tours
- More farmer representation at the council
- Address policy barriers for farmers
- Regional strategy & action plan to achieve 50% of our food from local sources
- Strong economic plan for resurgence of the local agricultural industry
- Stronger regional commitment to farmland protection
- Public outreach – organize what we know and form different methods for representing it
- Gear focus of meetings towards recommending policies (oriented towards our goals and the food system)
- Focus on the most vulnerable populations – better access to secure and healthy food
- Support other food policy councils
- More diversity on the council
- Increase our role in supporting development & implementation of other councils
- Support municipalities in requiring TDR and find markets for them – implementing receiving areas
- Have a regional conversation on trading density
- Regulatory impediments with a regional effect (e.g. drainage)
- Jobs + careers in the food system- articulate in a way that emphasizes careers, entrepreneurship
- Use the regional policy scan to create actions
- More municipal representation on the council
- Policies that support land affordability for farmers beyond TDR
- Fisheries, shellfish concerns

Appendix C: Summary of Council Discussions on the Food Policy Action Plan

Phyllis Shulman (At-Large) asked members to reflect on the criteria they used when making the above choices. Members responded:

- Council vision, mission and goals
- Jurisdictional need (comprehensive plan updates)
- Dissemination of the council's message
- Boldness of vision – think big about system changes
- What requires the level of collaboration that exists at the table
- Where are the missing pieces/linkages? (esp. context behind the various activities)
- Regionality –regional and actionable priorities
- Affects the producer, local enterprise, improving agriculture, economic development, environment
- Creating a value-driven local food policy for the most vulnerable populations
- What's worked in related fields where there's been breakthroughs
- Policy/analysis based
- Measurable impact
- Contains a knowledge/education component
- Complete unfinished policy/system changes
- Increasing understanding of RFPC
- Presenting examples of successful funding how things came about
- Protecting the cost to the producer—making farming a successful business
- Most time sensitive/relevant
- Completing unfinished products, easy success
- Addresses health of people and communities, including economic health
- Building community, social cohesion

Brad Gaolach (WSU) summarized by highlighting patterns he saw in the criteria list. He called out the theme of policy linked to local jurisdictions but occurring in the context of regional, state and national issues. Members preferred projects that were linked to transformation and system change, and those that had tangible outcomes. There was desire for framing so that projects are marketable for public acceptance and funding opportunities. Efforts should be time sensitive and supportable based on the resources available within the council and staff, through to actionable activities.

Other members reflected that projects must support the regional food and farm industry. Active use of agricultural land is the best way to preserve it. Projects should support the public's health. There should be recognition that all projects are a sub-set of, and should support, the broader food system.

Commissioner Charlotte Garrido (Co-Chair) stated that the discussion would continue at the May meeting. She requested members to reflect on the list to determine if it captured all important themes. She requested that the list be sent to members prior to the next meeting. Members suggested that additional criteria should include whether staff time and funding for a particular effort is available. Commissioner Garrido suggested that members review the list for gaps. She thanked Phyllis and Brad and reminded members that all are welcome to attend the Steering Committee on April 22nd for continued discussion.

May 2014

Discussion: Regional Food Policy Council Action Plan – Criteria & Prioritization. Liz Underwood-Bultmann (PSRC) introduced meeting materials and oriented councilmembers to where we are at in the process. Based on the contract schedule, the action plan document will be finalized by the end of August. PSRC staff presented a distilled criteria list created at the April 11th meeting to be used to finalize criteria and prioritize projects.

Brad Gaolach (WSU Extension) facilitated the council discussion. The list provided in the meeting packet was divided between process and project criteria. Members suggested that process criteria might better be defined as council principles and proposed the addition of respect for multiple viewpoints and accountability to constituencies.

Members requested that the criteria list stay short and suggested that projects involve leveraging work already begun by the council or other organizations, due to the limited resources available to the council. Members asked for clarity on the end goal of the work to determine what projects should be chosen based on their effectiveness in achieving the desired outcome. Identifying this would also be helpful in communicating council objectives to potential funders.

Members suggested that identifying the most effective policy levers was key and that the council will be able to coordinate all food system work throughout the region. They stated that the council should focus on regional food issues and policy-oriented projects that are actionable.

Brad Gaolach (WSU Extension) proposed that the steering committee take the discussion from the meeting and provide focus in order to move the criteria list forward. This may involve a logic model or other framework. PSRC staff requested that council members look through the projects list provided with the packet and identify a short list of projects and ideas on specific actions the council should consider. Staff requested member responses prior to the May steering committee meeting to help identify council priorities for the next three years. Co-Chair Conlin invited council members to attend the steering committee meeting on Friday, May 23rd at 9:00 a.m.

June 2014

Discussion: Regional Food Policy Council Action Plan – Criteria & Prioritization. Rebecca Maskin (PSRC) updated the council on the work of the Steering Committee regarding the criteria and the project list. The criteria list is a deliverable in the final Action Plan report. Members commented on the criteria, requesting strong equity focus in the action planning steps in the plan. The group also discussed including criteria about PSRC's focus areas, and a comment that these should not be constraining to the council's work.

Council members reviewed the draft criteria and requested the addition of sustainability to the criteria list, focusing on equity, environment and economic development. There was discussion regarding the difference between principles and projects. Project criteria should be specific to prioritizing individual projects. Principles are broader and more overarching – all projects must satisfy the principles. Councilmembers also suggested reorganizing and grouping the principles.

Members commented that the list doesn't contain the word health, although the goal of health is implicit in all of the council's principles. The principles support the council's vision and mission, while the

Appendix C: Summary of Council Discussions on the Food Policy Action Plan

project criteria support the council's goals. The list will be reviewed and revised by the Steering Committee. Staff reminded the council that the whole effort is to establish a 2-3 year action plan.

Consolidated Action Plan Draft. Phyllis Shulman (At-Large) gave an update on the May Steering Committee meeting. She stated that one of the roles of the council is as a four-county entity, holding the individual county effort in context with the bigger picture. The steering committee discussed best roles for the council, including researching gaps or best practices across the region, leveraging other's work, building bridges, acting as a clearing house and convening groups. This is what is unique about the council and should help in consolidating the project list.

Members were concerned that the list of action items is too large and all-inclusive, and may not be feasible for the council to take on. Projects should be evaluated for urgency. Members requested that a column be added to the matrix identifying partners and collaborators, as the council cannot operate in a vacuum. It was suggested that the council's action activity should be carried out in subgroups that then report back to the Council as a whole.

Councilmembers reviewed discussed projects on the list, and members commented that each project should have the council's role defined. The council may take small actions as a collaborator supporting a broader project. With each project the council should define what the council's value-added is. While evaluating if the council should do a particular project, members should also evaluate how the work would be done, including the work that they as individuals want to do. That will provide information on how the council wants to work. Council members cautioned against duplicating efforts already underway in the region.

Members suggested it was important to take a systems approach and remember the food system that interconnects all sectors, then identify obstacles within the system. Members suggested individually reviewing the project list after the meeting and sending comments to staff. This work should include identifying commonalities and consolidating some projects, as well as identifying outliers that may be cut from the list. Staff requested that comments be in by June 18th so that they can be reviewed prior to the June 23rd meeting of the Steering Committee.

August 2014

Discussion: Regional Food Policy Council Action Plan – Richard Conlin (At-Large, *Co-Chair*) thanked council members for completing the survey on their preferences regarding the short list of projects under consideration. The steering committee recommended finalizing the list of 17 projects, and the council survey identified four priority projects. The council will meet in small-group discussions today to define priorities and action steps on the four highest-ranked projects. These projects will form the bulk of the council's work over the next three years. The remaining projects will be options for additional work as work on the initial four is completed.

Rebecca Maskin and Liz Underwood-Bultmann (PSRC) gave a summary of the steering committee process used to consolidate the project list and the survey scoring and results. The top projects deemed as highest priority included developing an agricultural strategy, a benchmarking program, an education and outreach plan, and development of model policies. Council members discussed how the top ranking projects were identified and the participation of individual council members in the final prioritization of projects.

Appendix C: Summary of Council Discussions on the Food Policy Action Plan

Co-Chair Conlin requested members to break into four small groups, one for each of the high priority projects, for a 20 minute discussion on what final products of each project would be, what resources would be needed – including additional funding, and what the anticipated length of time for the work would be. Members of the audience were invited to participate in the discussions. The groups were to rotate; spending 10 and then 5 additional minutes in small group discussion before coming back to the whole group for a report out. The council then broke into four small groups. Staff handed out a list of the questions each group was to discuss.

Council members re-convened at 11:30 a.m. Facilitators gave brief summaries of the small group discussions, which were captured on flip-charts. Liz Underwood-Bultmann (PSRC) stated that the flip-chart notes would be transcribed and staff would produce consolidated notes for each of the four topics. Co-chair Conlin announced the next Steering Committee meeting on August 26th, from 9-10:30 a.m.

September 2014

Discussion: Regional Food Policy Council Action Plan – Liz Underwood-Bultmann (PSRC) walked the council through the updated Action Plan document and requested feedback. On the 2014-2016 Priorities, members suggested that the focus should be both to preserve farmland and to keep land in production. Land preservation should be included in the title.

Members suggested that the first project, Promote/Stimulate a Comprehensive Region-Wide Strategy to Keep Farmland in Production, is the only one that strongly suggests an action. The model policy strategy is more diffuse and the outreach and benchmark projects are more about how the council does work as opposed to what the work is. Members suggested the addition of actions on equity, health, or economic development in the food system to broaden the priority work beyond agriculture. Members identified several other projects on the project list that could be incorporated to broaden the focus of the action plan, including developing a food economy cluster strategy, food access at farmers markets, and food hub strategies.

Members stated that project three, Develop Coordinated Outreach Plan, should be re-worded to specify audience for the outreach for outreach on the food system. They suggested adding the words “education, energize and engaging.” Regarding benchmarking, members discussed what type of information would be collected, and asked for the Action Plan to convey whether the purpose is to benchmark the work of the Regional Food Policy Council or progress on assessing the food system in general.

Co-Chair Garrido (Kitsap County) asked for high-level recommendations regarding the Action Plan. Members liked the idea of re-framing the document to include economic development, food access, and health.

Members pointed out that because the Action Plan is for work over the next three years, it is important to remember to come up with action steps that can be accomplished during this time period. They requested that individual members volunteer for one of the specific strategies, to be worked on in subcommittees.

It was pointed out that the focus of the King County Local Food Initiative echoes concepts in the proposed Action Plan. Members discussed reframing the document around the concepts of supporting

Appendix C: Summary of Council Discussions on the Food Policy Action Plan

the local food economy and access to healthy food, consistent with King County’s work, and considering model policies, benchmarks, and outreach as implementing steps for the group to accomplish.

Rebecca Maskin (PSRC) reviewed the projects and explained that the list of potential actions had been developed based on the small group discussion at the August meeting. She stated that there is overlap of actions between the first project and subsequent projects. Members requested the addition of the priority areas of farmland preservation and urban agriculture to the strategy. Councilmembers Andrea Dwyer (Seattle Tilth), Dennis Canty (American Farmland Trust), Phyllis Shulman (At-Large) and Linda Chauncey (Chefs Collaborative) volunteered to work in a subcommittee on the topic. John Taylor (King County) was added by Kathy Creahan (King County).

Regarding the model policies project, members discussed narrowing the list of potential policy areas and prioritizing the work around issues where there is the greatest need or largest barriers. Members stated that this is a timely strategy due to the work on local comprehensive plans throughout the region. Councilmember Garrido (Kitsap County), Gina Clark (Food LifeLine), Scott Daniels (Kitsap Public Health), Dwight Sutton (Kitsap Economic Development Alliance) and Richard Conlin (At-Large) volunteered to work in a subcommittee on this topic.

Members recommended that the outreach project should focus on education and engagement, rather than the development of an outreach plan, and that the term “food system” be included in the title. Creating a plan would come under the action items for this strategy. Phyllis Shulman (At-Large), Martha Aitken (WSU Extension), Richard Conlin (At-Large) and Commissioner Garrido (Kitsap County) volunteered to work on this strategy.

Members discussed the benchmarking project as a tool to identify gaps in the system and identify where to direct future resources. It will involve identifying, accessing, collecting and disseminating data. Members discussed that the focus should be on creating benchmarks to evaluate the health of the food system overall, and this should be reflected in the title. Evaluation of the impact of the council can be addressed in other areas of the plan. Scott Daniels (Kitsap Public Health) and Councilmember Nancy Tosta (City of Burien) volunteered to work on this subcommittee and staff will check in with Brad Gaolach (WSU) as well.

The addition of another project potentially focused on economic development, equity, or health will be discussed in the Steering Committee. The council affirmed that they wished further consideration of whether to restructure the plan or add an additional project. Members pointed out that creating an economically viable food system should be a basic goal of the Action Plan, and be incorporated within all four of the current strategies. This broad goal should also include the element of equity.

Co-Chair Garrido (Kitsap County) brought the discussion to a close by stating that the Action Plan draft had been modified, working committees had been designated, and refinement of the plan would be discussed at the upcoming Steering Committee meeting.

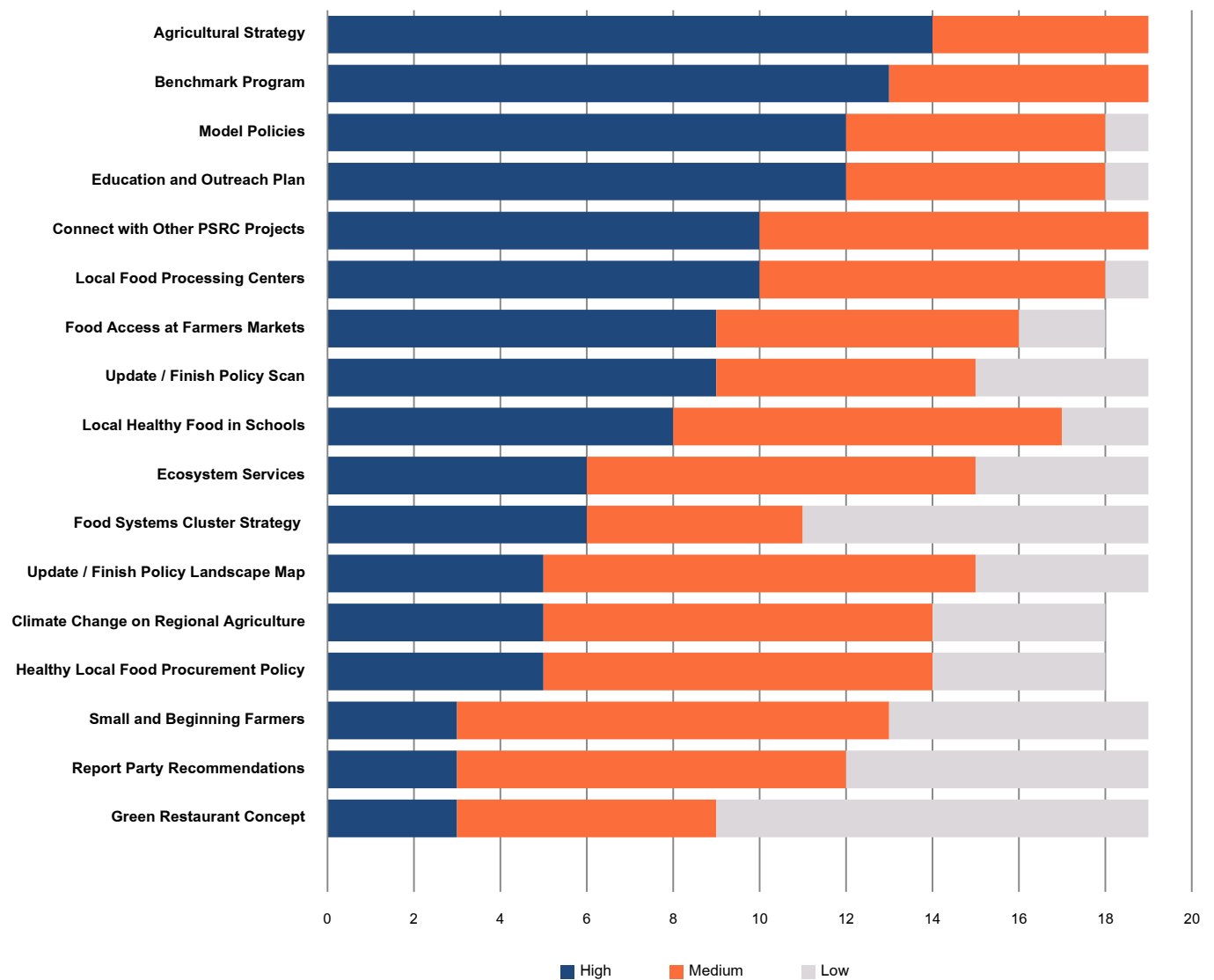
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Food Policy Action Priorities Survey – August 2014

A key component of the Food Policy Action plan is the list of prioritized projects and action steps. In advance of the August 2014 Regional Food Policy Council meeting, the council was asked to complete an online survey to identify project priorities among a consolidated project list. Members were also asked which projects they were interested in actively working on outside of meeting time, potentially including subcommittee meetings. Nineteen members and alternates of the Regional Food Policy Council responded to some or all survey questions.

At the August 2014 Regional Food Policy Council meeting, the council reviewed results of the survey and, through a facilitated discussion, brainstormed about how high priority projects could be completed.

Regional Food Policy Council - Priority Project Ranking



Are You Interested in Actively Working on this Project?

	Yes	No
Agricultural Strategy	12	6
Local Food Processing Centers	11	7
Connect with Other PSRC Projects	10	8
Food Access at Farmers Markets	9	8
Benchmark Program	9	8
Ecosystem Services	8	8
Education and Outreach Plan	8	10
Model Policies	8	10
Climate Change on Regional Agriculture	7	10
Food Systems Cluster Strategy	7	11
Local Healthy Food in Schools	6	11
Green Restaurant Concept	5	12
Small and Beginning Farmers	4	13
Healthy Local Food Procurement Policy	4	13
Update / Finish Policy Scan	4	13
Update / Finish Policy Landscape Map	4	13
Report Party Recommendations	4	13

Indicates projects identified as highest priority in question 1.

Additional Comments from the Survey:

- Would like to see more marine (aquaculture) representation. Shellfish farming is a huge sustainable way to grow healthy food and is rarely mentioned in food policy meetings. We have an extremely important 'working waterfront' economy in Washington and it would be great to start supporting not only agriculture but also sustainable aquaculture practices and farmers.
- Promote living wage for farmers by evaluating barriers to fair return on the farmers investment of time and effort.
- There is so much to do that we must focus on realistic priorities -- as well as recognizing where other groups are already working, or could be encouraged to be more active
- the 3 'update' items seem like subsets of other priorities around policy development so could be more of tasks/actions in those larger priorities
- Some of these initiatives may already be moving under the purview of other organizations/agencies. I think it is important the RFPC partners where appropriate and works to avoid duplicating efforts.

Project/Accomplishment		Goal Area	Potential Actions	Challenges/Barriers	Solutions - Next Steps	Notes on Process
Convene						
c-1: Council Meetings	The Regional Food Policy Council meets monthly. The council has heard presentations on a variety of topics, including farming mentorship, food distribution, direct marketing, and Transfer of Development Rights. The council has also heard presentations on the federal Farm Bill, state legislative activities, Initiative 522, the Beacon Food Forest, Camp Korey's Farm-to-Table program, Washington's dairy industry, sustaining farmers markets, Seattle's Food Action Plan, and American Farmland Trust's Foodshed Study.	All	Moving the material covered in RFPC meetings out to others		Focus for presentations: how can RFPC be of service; prompt presenters to identify RFPC role	Agenda set by Steering Committee, Administered by staff
c-2: Food Economy Summit	In March 2013, the Prosperity Partnership and the Regional Food Policy Council hosted a discussion on the impact of food production, processing, and trade on the state economy. The event included panels and presentations on local production, processing, harvesting, distribution, and specialty foods.	Economic Development	Follow ups w/ economic dev agents jurisdictions, EDAs?); better documenting the produce of the local food economy; connections between food system and economic opportunity			Collaboration with Economic Development District
c-3: Public Health Summit	In June 2012, the council hosted a summit of public health professionals and food systems advocates to explore the connections and opportunities to advance this work. Over 60 attended this summit, including participants from Washington, Oregon, and British Columbia.	Health	Connection between local produce availability and consumption (what would we need to accomplish this grain of analysis); Evidence-based data summit re: public health; more frequent conversations w/ public health	Gap: data supporting actions (evidence based) evidence how work in food systems supports public health;	More dialogue with public health	Assistance from planning committee
c-4: King County Farm Tour	King County Agricultural staff organized a tour of King County farms for the Regional Food Policy Council. Approximately 25 attendees visited three farms in King County in October 2011 to explore first-hand the opportunities and policy challenges for producers in the central Puget Sound.	Agriculture	Different seasons for tours; other county tours; meat producing farms; farmers market tour; other ag "sector" tours (like urban Ag); exposure to farms beyond growing	Translating farm tours into action	Set up questions for tours, analyze past tours; bring info learned on tours back to the council	Planning provided by King County, with PSRC collaboration
c-5: Pierce County Farm Tour	Pierce Conservation District staff organized a tour of Pierce County farms for the Regional Food Policy Council. Approximately 12 attendees visited three farms in Pierce County in September 2013 to learn about the opportunities and policy challenges for producers in the region.	Agriculture	Kitsap, Snohomish farm tours at different points in the season; urban ag tour	Clarity about purpose and outcomes of tours		Planning provided by Pierce Conservation District, with PSRC collaboration
Make Policy Recommendations						
p-1: Policy Blueprints	In 2013, the council collaborated to develop documents identifying policy recommendations and relevant resources in comprehensive planning, urban agriculture, farmers markets, local food procurement and rural farmland preservation. Councilmembers presented at various regional committees to share the resources and highlight the work of the council. The policy blueprints are available online.	Agriculture Economic Development Health Policy	Comp plan updates; regional language for insertion in plans; APA big ideas conversation	How do we get information back on our outreach and its impacts	Council discussion on timelines and opportunities to provide input on comp plan updates	Funded by Department of Health contract, Developed by staff and interested councilmembers
p-2: Comprehensive Plan Resources	In 2012, the City of Seattle contracted with the Regional Food Policy Council to research food policy concepts for its comprehensive plan. Informed by the final report, the City of Seattle incorporated several policy updates and additions regarding the food system into its 2012-2013 comprehensive plan amendments.	Policy	City adopted several policies into the comprehensive plan.			Funded by City of Seattle contract, Developed by staff with council guidance

Project/Accomplishment		Goal Area	Potential Actions	Challenges/Barriers	Solutions	Notes on Process
Make Policy Recommendations						
p-3: Farmers Market Viability	In 2013, the City of Seattle contracted with the Regional Food Policy Council to convene a working group of experts and to develop a report on the obstacles to stability of farmers markets in the city. In August 2013, the working group began by identifying obstacles to farmers market viability. A final report, with recommendations on stabilizing farmers market operations and locations, was finalized in early 2014. While the project focused on the City of Seattle, these resources can be useful for other jurisdictions in the region with farmers markets.	Economic Development	Get 2-pager to FM orgs, local governments; Present to EDD, other PSRC boards/committees?; out reach to FM orgs outside Seattle; outreach to SCA PIC	Identifying who it would be relevant to contact, who the audience is for these materials; engaging the 'right' level of individuals	Develop /build off of outreach email list; develop a outreach 'plan', subcommittee, procedures	Funded by City of Seattle contract Project completed with subcommittee working group, organized and written by staff
p-4: Measuring Urban Agriculture	Staff completed a report for the City of Seattle on surveys and measurement tools that could be used to assess urban agriculture activities. To track the impact of policy changes, the project focused on researching existing measurement and evaluation tools and drafting recommendations for how to measure urban agriculture in the city.	Agriculture	ID a steward for the urban ag metrics project to further the work; I ID common regional metrics	Limited resources to deal with this topic;	Steward for doing more on this topic, particularly a regional/state/national; how we connect with these orgs	Funded by City of Seattle contract, developed by staff
p-5: Support WSU Extension	The Council developed and submitted a letter to a legislative taskforce in support of WSU Extension.	Policy	Accomplished	Unsure of resulting actions from letter		Member developed letter
p-6: King County Contract Projects	King County contracted with the Regional Food Policy Council to provide input on the food system elements of the ICLEI Star Community Index. In July 2011, the council heard about the project from King County staff and provided comments to ICLEI. In fall 2011, the council also provided review and comment on the King County Food Score project.	Equity Health	Get a report back from King County			Funded under King County contract
p-7: Transportation and Food Policy	In May 2012, the council heard a briefing from PSRC staff on development of a rural transportation strategy. The Regional Food Policy Council will provide comments on how to strengthen food policy in the region’s long-term transportation plan, <i>Transportation 2040</i> .	Policy	Report back on any relevant topics			

Project/Accomplishment		Goal Area	Potential Actions	Challenges/Barriers	Solutions	Notes on Process
Council Development						
d-1: Agriculture Subcommittee	The subcommittee convened to develop a work plan. The council reviewed the work plan in 2011.	Agriculture	steering committee reviews SC plans, makes any recommendations back	Varying implementation of work plans	Revisit the work of the subcommittees	Subcommittee
d-2: Economic Development Subcommittee	The subcommittee convened to develop a work plan. The council reviewed the work plan in 2011.	Economic Development		Varying implementation of work plans	Find more resources	Subcommittee
d-3: Equity Subcommittee	The subcommittee was convened to develop a work plan. The council reviewed the work plan in 2011. Through the Community Alliance for Global Justice, the Equity Subcommittee worked with interns to complete aspects of the committee’s work plan. This work included developing a strategic outreach plan and researching the role of listening sessions in community engagement. Two interns also worked to develop a framework for an equity assessment of the food system.	Equity		Varying implementation of work plans		Subcommittee, Intern support from CAGJ w/ supervision provided by King County staff
d-4: Council Assessment and Membership	In 2011, the council participated in an assessment of its own work and organization, and continued to build membership to best represent and move forward the goals of the council. The council also revisited membership in 2012.		Seek more diversity, examine the culture of the RFPC experience, incorporate more CBOs		Examine who is attending, (sector) outreach to infrequent attendees	Steering committee provided direction
Assess						
a-1: Report Party	In 2013, the Regional Food Policy Council hosted an event for council members and stakeholders to share information from existing documents and reports. The report party concentrated on reports participants considered timely and useful, highlighting issues and aspects of the local and national food system. An annotated bibliography was produced and is available on the council website.	All	Look at report party biblio to inform our action plan discussion of our work priorities	Phase II Intern dependent (ID'ing common recommendations, high priority topics); new reports have been published	Find additional resources? Incorporate into action planning process	Assistance from City of Seattle intern, organized by City of Seattle staff
a-2: Policy Scan	Staff completed review of codes and plans from all 86 jurisdictions within the region and developed a database to organize existing local food-related policies. The purpose of this project is to provide a baseline understanding of existing policies in place to inform future work. The report is forthcoming.	All	ID good policies that could/should be exported; have SC review work done to date	DB not currently accessible; Resources not available for report/DB completion; policy landscape is changing rapidly; who is this for?	Kitsap has compiled policies, build off of these; build off of the significant work already completed; alternative resources available for free?; MRSC interest in taking this on?	Funded by Seattle seed money; Assistance from City of Seattle interns
a-3: Regional Food Assessment	In the spring of 2011, the council collaborated with a graduate studio at the University of Washington Department of Urban Design and Planning program to develop an existing conditions report and food system assessment for the central Puget Sound region.	All	Revisit green restaurants portion		Incorporate recommendations matrix in next phase of action plan	UW planning studio class
Educate						
e-1: Policy Landscape Map	The Regional Food Policy Council worked on developing a common understanding of decision-making within the food system. With financial support from WSU Extension, the Regional Food Policy Council worked with a consultant to develop a web-based visualization tool for this overview of policy-making.	All		Funding limited to complete the policy landscape map/The Brain;	Create a list of unfinished, unfunded projects w/ cost amounts (for all projects in matrix)	Partially funded by Seattle and WSU funding, consultant development, staff and council support for map development
e-2: Research	Staff compiled an online directory of food policy research and reports, which serves as a data resource for both the council and the general public.	All				Staff posts new reports as discovered

