

Restorative Justice



**Sacramento County
Food System Assessment**

**Shared Economic
Prosperity**



**Furthering our
collective work
toward an
equitable local
food system.**

**Equitable and
Sustainable
Agriculture**



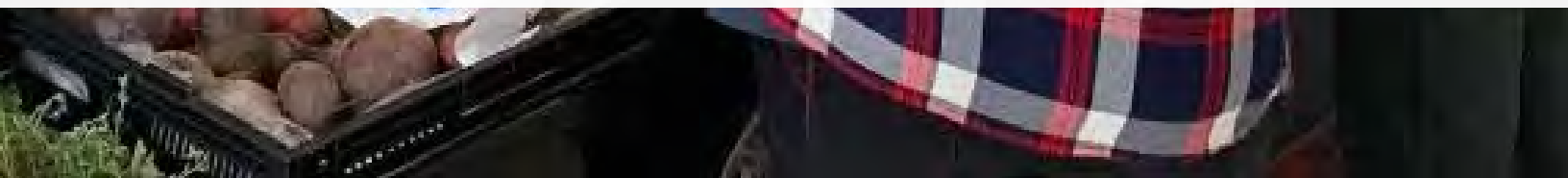
**Health and Well-Being
for All**





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Pre-Publication Letter from SFPC



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SFPC is a fiscally-sponsored project of
Pesticide Action Network North America (PANNA)
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July 2, 2024

Re: Use of Sacramento Food Policy Council "Sacramento County Food Systems Assessment"

The Sacramento Food Policy Council (SFPC) was formed in 2015 to propel collective action throughout Sacramento County, coalescing efforts to build an equitable food system through community organizing and policy advocacy.

The components of the Sacramento Food System Assessment and Partnership Project accompanying this letter was made possible by a grant from the U.S. Department of Agriculture's (USDA) Agricultural Marketing Service grant number AM190100XXXXG176, by Alchemist Community Development Corporation as part of its USDA funded Community Food Project grant 2020-33800-33136 "Making Sacramento America's Farm-to-EVERY-Fork Capital", and by in-kind time and cash match contributions. Its contents are solely the responsibility of the authors and do not necessarily represent the official views of the USDA.

The assessment is intended to help Sacramento County take action in transitioning our local food system toward resilience and equity - ensuring that all neighborhoods are nourished with a focus on treating everyone at every stage of the food system with dignity. While Sacramento County is the geographic focus, the assessment acknowledges that this area is located on the stolen and unceded lands of the Nisenan and Plains Miwok peoples.

Over a multi-year period starting in 2020, input was collected from neighborhoods, food workers, school food professionals, business owners, nonprofits, policy advocates, farmers, institutions, and government agencies across Sacramento County. Ultimately, this work will catalyze the development of a countywide Food Action Plan that identifies the resources and policy needed to ensure an equitable, resilient, nourished, and diverse food system for generations to come. The Council looks forward to active engagement in the development of the Food Action Plan.

The assessment is the result of diligent work by the Sacramento Food Policy Council and countless community members and partners. Any use of information contained in the assessment must explicitly cite the Sacramento Food Policy Council. If you have any questions or would like to discuss further, please do not hesitate to reach out to the Sacramento Food Policy Council at info@sacfoodpolicy.org.

Co-signed by the Sacramento Food Policy Council Steering Committee:

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Land and Labor Acknowledgement

Sacramento's food system is built on historical injustice. To envision a more just future, we must first recognize past wrongs, work to prevent their recurrence, and be culturally responsive as we create a community that alleviates the painful burdens of inherited inequality.

We respectfully acknowledge that Sacramento is located on the stolen and unceded ancestral lands of the Nisenan People and that Maidu, Miwok, Me-Wuk, and Patwin Wintun People have inhabited this region for generations [*California Indian Heritage Center Foundation*]. Although the Spanish, Mexican, and American governments carried out genocidal campaigns through violence, disease, dispossession, cultural repression, and enslavement, the First People have survived and continue to steward ancestral lands. However, with the appropriation of traditional hunting, fishing, and gathering territories, Native American communities have struggled to sustain themselves. Large infrastructure projects, including the dams and aqueducts that currently support Central Valley agriculture, further undercut indigenous foodways. This loss of food sovereignty caused immense, systemic damage to Native American communities, who remain disproportionately affected by food insecurity, poverty, and health outcomes. It is imperative that policies relating to the food delivery system must make reparations for these injuries.

We also recognize that the underpaid, unfree and coerced labor of workers, particularly those from China, the Philippines, and Central and Latin America, is the foundation of our national, state, and County food systems. Any directives relating to a non-discriminatory food system must prioritize the well-being of these workers and seek to eradicate the exploitative and often illegal policies that prohibit their rights to self-determination.

Finally, we acknowledge the historical enslavement and oppression of Black people in the United States and recognize that the prosperity and success of our country, the State of California and the Sacramento region continue to be enriched by the Black community, despite the institutional racism that perpetuates intergenerational trauma on Black members of our society. As outlined in the 2023 California Reparations Report, policies such as redlining and other forms of ["government or government-enabled discrimination"](#) (p.77) have resulted in the creation of food deserts and high rates of food insecurity for Black households. We must rectify the institutional anti-Blackness and resource theft that have inhibited food sovereignty in Black communities. Learning from the legacy of resistance and creativity among Black farmers, gardeners, chefs, entrepreneurs, and others is central to creating a more equitable food system.

Acknowledgment of the Team

We are incredibly grateful to all our partners and the wide range of support provided for the development of this report. Together, we are able to provide a rich context for the Sacramento Food System. Acknowledgements are listed in alphabetical order.

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Project Partners: Primary Research and Stakeholder Engagement

Civic Thread, formerly Walk Sacramento

Participated in and directly supported community engagement and promotion efforts within Environmental Justice communities. With County partners, they drafted, distributed, and analyzed the County Healthy Food Access Survey.

Community Alliance with Family Farmers;

Convene, survey, interview, and otherwise engage new and historically disadvantaged farmers, small & mid-size farmers and ranchers, institutional & non-institutional buyers for assessing needs and opportunities for local markets development and expansion.

Green Technical Education and Employment

Regional Food System Partnership Project USDA grant fiscal agent and administrator; convener of youth engagement persons ages 14-22.

Health Education Council

Participated in and directly supported community engagement and promotion efforts within Environmental Justice communities]. With County partners, they drafted, distributed, and analyzed the County Healthy Food Access Survey.

LunchAssist

Coordinated and directly engaged school district food operations to develop an assessment of local purchasing and school district food system needs, as well as Farm-to-School Census data analysis.

Restaurant Opportunities Center United

Food system sectors statistical labor analysis and initial findings.

Sacramento Food Policy Council

Lead Project Manager; Partnership Coordination; Community Engagement, and Stakeholder Outreach. Grants Reporting, Grants Administration. Principal author and publisher of Sacramento County Food System Assessment Report

Sustainable Agriculture Research and Education Program (SAREP), University of California Division of Agriculture and Natural Resources

Food system assessment process design. Research framework and coordination plan creation. Data access & data interpretation support.

Project Partners: Community Engagement and Additional Support

Alchemist Community Development Corporation

Provided resources for, participated in, and supported community engagement and promotion efforts in developing the values framework.

Burgess Brothers BBQ & Burgers

Participated in and directly supported community engagement and promotion efforts in developing the values framework. Coordinated BIPOC food business owners' participation and engagement.

Center For Wellness and Nutrition, Public Health Institute

Participated in and directly supported community engagement and promotion within underserved communities.

Food Literacy Center

Participated in community engagement efforts in developing values framework.
JAIDE Conservation Collective, LLC
Project management, secondary research, data analysis and collation, co-author.

Sacramento Promise Zone

Participated in and directly supported community engagement and promotion efforts in developing the values framework.

Sacramento County Planning and Environmental Review

Participated in community engagement efforts of developing the values framework. Provided policy guidance based on the adopted Environmental Justice Element and other elements of the Sacramento County General Plan, as well as coordinated with additional County departments and agencies.

Sacramento County Public Health

Provided resources and guidance to coordinate the framework and alignment with the County General Plan and other related county planning, health, and nutrition efforts. Participated in and directly support community engagement and promotion efforts in developing the Food System Assessment values framework.

Project Partners: Community and Stakeholder Convening Hosts

Canon East Sac
City of Sacramento, Office of Mayor Steinberg, Food Access Collaboration
Consulado General de México, Sacramento
Family Meal Sacramento
GreenTech Teaching Urban Farming, Forestry and Aquaponics (TUFFA)
Hmong Youth and Parents United
La Familia Counseling Center
Melanin Day School
Sacramento Job Corps
Sacramento Native American Health Center
Sheba Farms
SIA Tech South Sacramento
Queen Sheba Ethiopian Cuisine

Project Partners: Secondary Research and Related Reports

Healthy Food For All Collaborative (HFAC) studies on food system capacity, governance and funding models, a Sacramento Building Healthy Communities project

Sacramento 2022 Edible Food Recovery Capacity Study, Edible Food Waste Working Group

Sacramento Area Council of Governments, Rural Urban Connections Strategy (RUCS)

Sacramento County Healthy Food Access Survey

Sacramento Emergency Food Plan Update, Sacramento Food Bank & Family Services

Valley Vision: Regional Food Action Plan (greater Sacramento 6 county region)

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Executive Summary

All communities deserve an equitable and resilient local food system where access to food, health, and opportunity is not determined by race, ability, age, gender, or income. The purpose of the Sacramento Food System Assessment is to provide a community-informed overview of the inequalities, assets, and opportunities within Sacramento County's local food system – as experienced across the entire food system. This project ultimately aims to inform the implementation of specific policies, programs and investments through A Food Action Plan for Sacramento County, adopted in Dec. 2019 as part of the Sacramento County Environmental Justice Element (page 35, EJ-12).

This assessment involved extensive engagement with various stakeholders including farmers, food entrepreneurs, advocacy organizations, institutions, families, and food-business workers. The outcome of this work generated a set of community-designed visions and goals that provide important insight into what an equitable and healthy food access system could look like in Sacramento County. An overview of Sacramento's current environmental, economic, and community characteristics will be provided. Additionally, an overview of the process used by UC Sustainable Agriculture Research and Education Program (UC SAREP) to ensure robust community engagement is outlined; this includes a summary of the initial phase, during which UC SAREP worked with partner organizations to establish a framework to focus community listening activities. This collaboration resulted in four overarching principles for the project:

- Restorative Justice across the food system
- Health and well-being for all people
- Shared economic prosperity
- Sustainable agricultural equity and diversity

These concepts were then formulated into thirty-seven questions for use in the second phase of the process, which involved a series of comprehensive community listening sessions conducted between 2020 and 2022. These sessions produced a set of seven targeted community-informed goals, intended as a framework to guide Sacramento County in developing an equitable food access plan, listed below.

- 1) **Equitable Food Access:** Every individual in Sacramento County will have equitable access to culturally relevant, locally produced, healthy, organic, and affordable food.
- 2) **BIPOC communities have tenure and access to land and third spaces:**
BIPOC communities will have access to land and third spaces, ensuring increased food/resource availability, diversified revenue streams, and third spaces for community networking and knowledge transfer.
- 3) **Food and Farm Business support is distributed equitably:** Business support will be distributed fairly and easily accessible for BIPOC food and farming-related enterprises.
- 4) **Strengthened local food purchasing opportunities:** Increase connection points between local food producers and local market opportunities.

5) **Agriculture to support a thriving, equitable, sustainable local food system:**

Sacramento County will have an equitable, diverse, and ecologically sustainable agricultural system supporting multiple socio-economic and ecological goals.

6) **The food and farming industry will be fully educated, staffed, and justly compensated:**

Sacramento County will support a food and farming industry that justly compensates a diverse pool of workers and ensures opportunities for professional development

7) **Community education opportunities:** Robust, non-traditional education opportunities about food and agriculture that are interactive, impactful, and intergenerational available in all jurisdictions

This Food System Assessment aimed to lay the foundation for positive movement toward an equitable local food system in Sacramento County. Through community engagement and data review, we found that there are significant inequities and challenges present for each goal outlined above. Below highlights select data that characterizes the status of Sacramento County's food system:

- 43% of low-income adults are not able to afford enough food
- 14% of the population is enrolled in CalFresh food assistance
- 59.5% of children are enrolled in free and reduced lunch
- 3.4 million tons of food is produced in the Sacramento region; however, only 2% of this is consumed locally
- Neighborhoods, particularly those with high populations of Asian or Pacific Islander community members, are more likely to experience a lack of adequate access to supermarkets.
- 87% of Sacramento's farmers are white
- Compared to White-owned businesses and farms, Black, Indigenous & People of Color (BIPOC) owned food businesses and farms receive lower rates of the financial and business support needed for success
- The COVID-19 pandemic disproportionately affected, and continues to affect, those already struggling with food insecurity. These challenges also present additional challenges to BIPOC-owned food businesses, low-income food industry workers and the institutions that traditionally provide a safety net for at-risk communities.



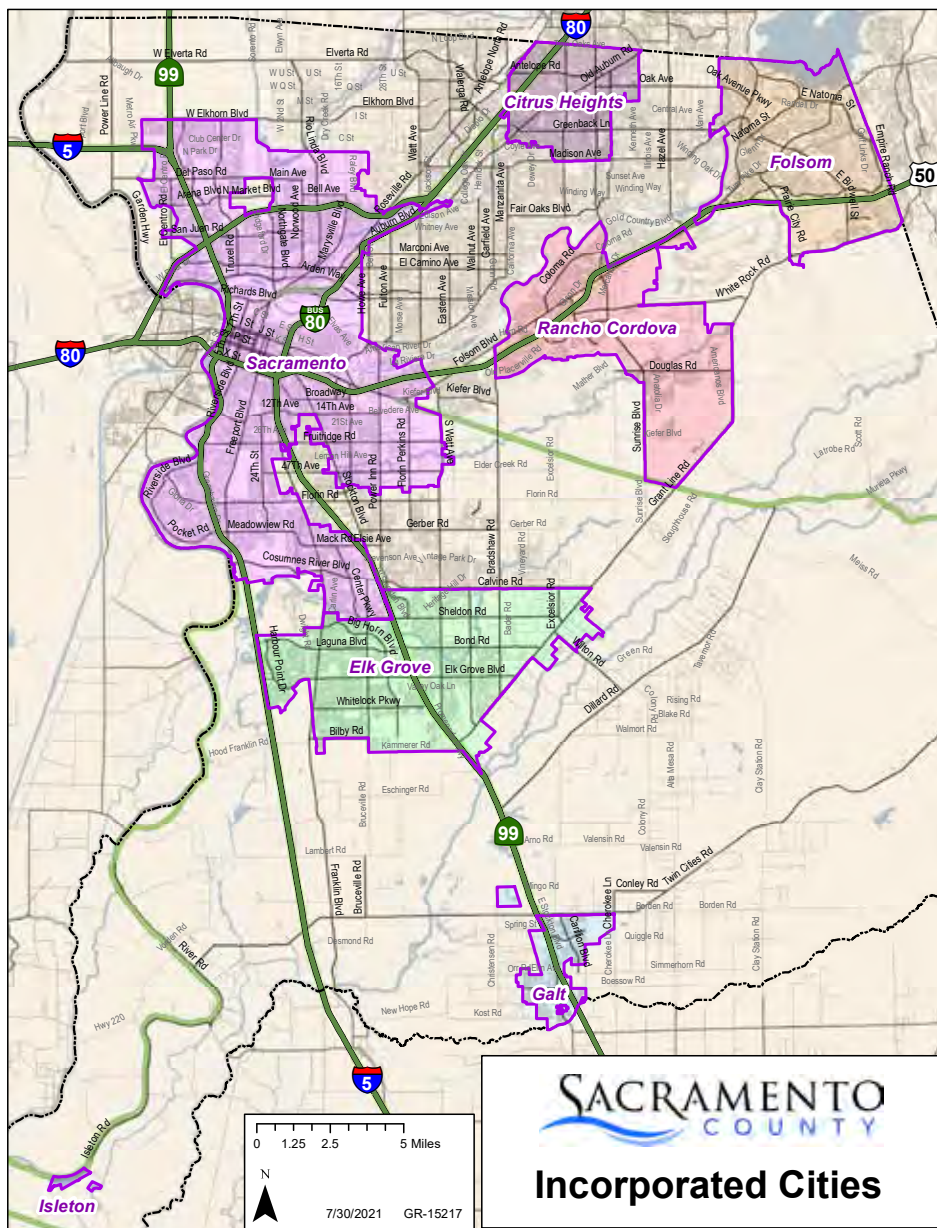
As exhibited, these food accessibility disparities are being felt predominantly by BIPOC communities and people experiencing poverty. Further, while there are hotspots of critical infrastructure for local food systems (e.g., farms, processing facilities, distribution, grocery, educational/business supports, etc.), this remains a notable gap that will need to be addressed. Sacramento County also has many remarkable organizations, communities, and individuals who are currently contributing to an equitable local food system that spans agriculture (urban and peri-urban), mutual aid, food justice, food service, education, and small businesses. We hope this overview of both local food system inequities and challenges as well as existing assets and future opportunities can catalyze progress in the next phase of work for Sacramento County. We are grateful for community participation and for the partnership of so many organizations that helped create this assessment.

Overview of Sacramento County

Geography and Climate

Sacramento County spans 994 square miles and is situated between the San Francisco Bay Area to the west and the Sierra Nevada Mountain range to the east (Figure 1). The County is positioned just north of the conjunction of the Sacramento and San Joaquin Valleys, which together constitute the Central Valley. Most of the area is near sea level, with elevations rising towards the Sierra Nevada Mountains' foothills, reaching 800 feet at the County's eastern border.

Figure 1



The City of Sacramento is located at the confluence of the Sacramento and American Rivers. The American River flows west from the Sierra Foothills, while the Sacramento runs from California's far northern border. The Sacramento River, the largest in California, feeds lowland delta areas and wetlands in the south-southwestern part of the County before eventually flowing into San Francisco Bay (Sacramento-San Joaquin Delta - Water Education Foundation, 2020). The Sacramento provides water for over one-half of California's residential population, while also supporting the region's abundant agriculture: Located within the flood plains of these two rivers, nutrient deposits resulting from historical flooding have produced fertile soil, and the area's agricultural success is further fueled by warm, dry summers and wet winters. Until 2020, the average temperatures ranged from 36-54F in winter to 58-92F in summer, with average annual precipitation at 18 inches (Truong (n.d.); Weather Averages Sacramento, California, n.d.). However, the average temperature over the last 20 years has risen, with Sacramento breaking the record for the most days over 100°F in 2022, including the hottest day ever recorded at a temperature of 116°F (McGough et al., 2022). With the increasing impact of climate change, this escalation is expected to continue.

Population, Communities, and Demographics

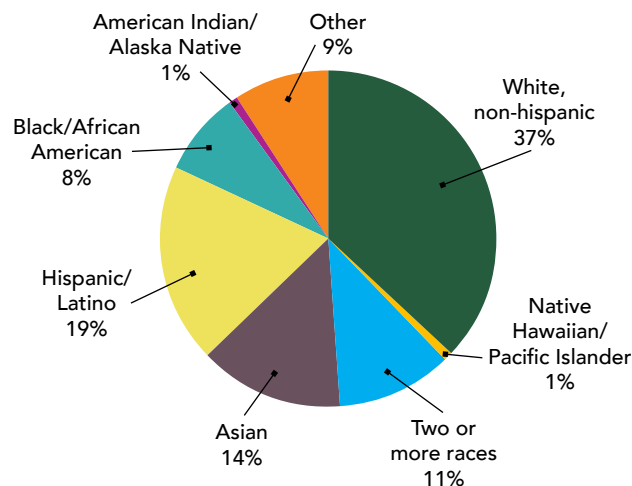
Since 2002, Sacramento County has continually been recognized as one of the nation's most racially and ethnically diverse cities, as calculated in the Diversity Index (*Diversity Index | (National Equity Atlas, n.d.)*). US Census Bureau data shows that the three largest race and ethnicity groups are White, non-Hispanic (37%), Hispanic (19%), and Asian (14%) (Figure 2). Of the 21.2% of the population born outside of the United States, Mexico, the Philippines, and China are the most common countries of origin. Approximately 34.1% of households speak a language other than English at home (US Census Bureau).

While the population of Sacramento County is diverse, the legacies of structural racism persist, and the effect of discriminatory housing policies, including the historical practice of redlining, is evident. Across the County, there are varying levels of segregation and integration, with the metro area classified as "highly segregated" in a 2020 census review. These segregated neighborhoods typically have less green space, less infrastructure, more pollution, and higher rates of asthma, maternal death, and food insecurity (*A Look at Demographic Differences in Poverty Across Regions in California, 2024*).

The California Reparations Report shows that the gap in homeownership in formerly "greenlined" neighborhoods in the Sacramento Metropolitan area has widened drastically over the last 40 years: In 1980, 35.7% of homeowners in formerly "greenlined" neighborhoods were Black, and 79.5% were White. In 2017, the gap widened significantly, with only 16.7% of homeowners in formerly greenlined neighborhoods Black, while 73.4% were White. Similarly, the equity gap between formerly green-lined and redlined neighborhoods is 49%. (CA Reparations, p.228).

Figure 2

Racial and Ethnic Demographics, County (%)



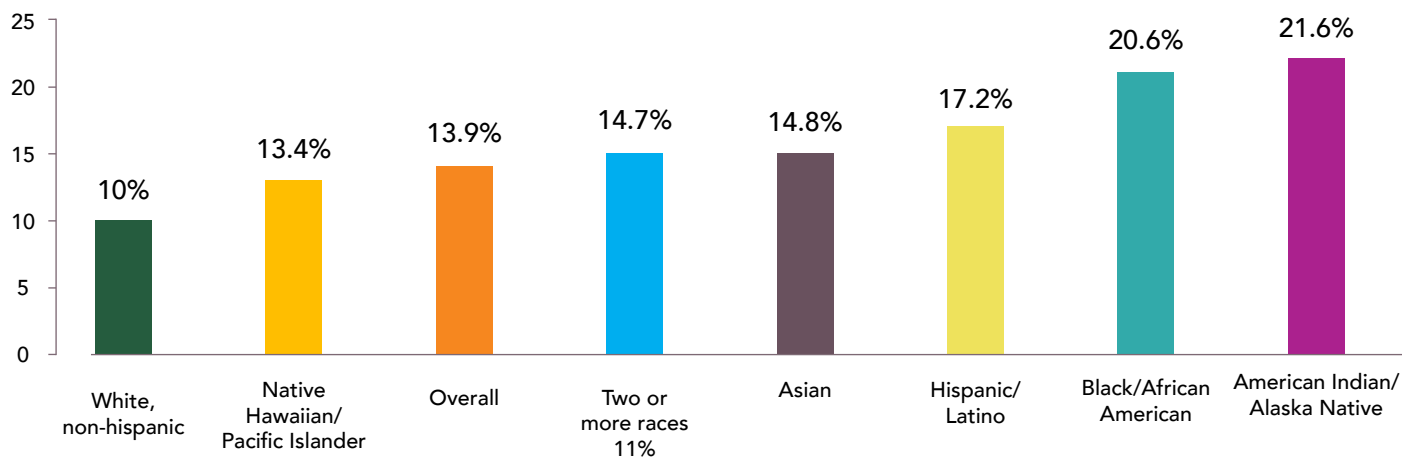
Sacramento County has 13 school districts serving 239,997 public school students between kindergarten and 12th grade. The County also has multiple types of private and public higher education institutions, including California State University Sacramento, Los Rios Community College, branches and proximity to the University of California Davis, and various law and trade schools. Approximately 70% of Sacramento County residents have a high school diploma and about 44% have an associate degree or higher (US Census Bureau).

Economics

The 2020 census reported that the median household income in Sacramento County is \$84,211 (2022 dollars), with men earning 1.26 more than women. The poverty level in Sacramento has decreased over the last five years, currently standing at 13.9%, higher than California’s poverty rate. However, there continues to be a discrepancy between BIPOC-identifying people and those identifying as white/non-Hispanic (Figure 3 for chart below). While Black, Hispanic, Latino and Native Americans have poverty rates above 15%, those identifying as White have a poverty level of 10% (Malagon & Danielson, 2023). Children are also disproportionately impacted, having the highest rates of poverty in the County of any age group (15.2%) (US Census Bureau).

Figure 3

Percentage of people living below the poverty line, 2020





Methodology

To better understand inequitable food access in our community, the Sacramento Food Policy Council, in collaboration with Green Technical Education and Employment and other key partners, conducted the Sacramento County Food Assessment in 2020 and 2022. The project used a people-centered and decentralized approach to gain a comprehensive understanding of the current food and farming landscape. A primary focus during the process was to identify both the barriers and the pathways that exist as we work to address inequalities, promote reparative processes, and ascertain truly community-informed priorities. The project involved three phases:

Phase 1: Visioning an Equitable Food System in Sacramento

UC Sustainable Agriculture Research and Education Program (UC SAREP) convened three gatherings of partner organizations to identify four high-level visions, laying the foundation for FSA community engagement and, ultimately, the creation of community-informed goals. The group devised 37 questions, broadly categorized under the four visions, to ask community members during phase two of the project (APPENDIX A). Partner organizations represented during this process included:

- Community Alliance with Family Farmers
- Restaurant Opportunities Center United
- Lunch Assist
- Sacramento County Planning & Environmental Review Division
- Sacramento County Public Health
- Civic Thread
- Sacramento Promise Zone
- Alchemist CDC
- Food Literacy Center
- Center for Wellness and Nutrition
- Health Education Council
- Burgess Brothers BBQ & Burgers
- GreenTech

Phase 2: Grounding Visions for an Equitable Food System

The listening activities that took place from 2020 through 2022 utilized the 37 questions developed in the visioning phase (APPENDIX A). Several key partners – Lunch Assist, CAFF, Green Tech Education, and the Restaurant Opportunities Center United – carried out separate but complementary community listening efforts. Each organization's findings are included in the Appendices. Additionally, the Sacramento Food Policy Council collaborated with community organizations to conduct its part of the listening sessions. Among these organizations were La Familia Counseling Center, Melanin Day School, Canon East Sac, Family Meal Sacramento, Queen Sheba Ethiopian Cuisine, Sheba Farms, Sacramento Native American Health Center, SIA Tech South Sacramento, and Sacramento Job Corps. The table below displays the in-person community listening events.

Town Halls (4)		
Date	Organizer(s)	Brief Description
December 2020	Sacramento Food Policy Council	A town hall with Sacramento Community members and project partners (66 participants)
January 2021	Sacramento Food Policy Council, City of Sacramento, Health Education Council	Large forum with City of Sacramento food access organizations (67 participants)
March 2021	Sacramento Food Policy Council, Consulate of Mexico, Health Education Council	Town hall as part of Conferencia de Liderazgo Para Mujeres (27 participants)
November 2022	Sacramento Food Policy Council	Series of three online sessions providing a wrap-up overview of the FSA for a general audience
Focus Groups/Listening Sessions/Roundtables (30+)		
Date	Organizer(s)	Brief Description
Fall 2021 - Spring 2022	Community Alliance with Family Farmers	CAFF hosted six focus groups with five to seven farmers per session
Summer 2022	Restaurant Opportunities Center - United	Three listening sessions with fast food and restaurant workers (40 participants)
March 2022	Sacramento Food Policy Council, Health Education Council	Large listening session with Afghan families (250 participants)
Summer 2022	Health Education Council	Three follow-up focus groups with Afghan families, 5-20 people per session
November 2021 - March 2022	Lunch Assist	Series of four cohort calls with school nutrition directors at Sacramento area school districts
January 2021 - July 2021	Sacramento Food Policy Council, Green Tech Education's Teaches Urban Farming, Forestry and Aquaponics (TUFFA) Program	Two listening sessions with youth participating in the TUFFA program
September 2021 - March 2022	Sacramento Food Policy Council, SIATech/Sacramento Job Corps	Three sessions with youth enrolled in SIATech/Sacramento Job Corps
August 2021	Sacramento Food Policy Council	Listening session for women, mothers and femmes
September 2023	Sacramento Food Policy Council, Civic Thread, Hmong Youth and Parents United	Listening session about active transportation and food access (25 participants)

September - October 2021	Sacramento Food Policy Council, Health Education Council, Public Health Institute Center for Wellness and Nutrition, La Familia Counseling Center	Two sessions of a Foro De Comida
October 2021	Sacramento Food Policy Council	Listening session with Indigenous women (10 participants)
February 2022	Sacramento Food Policy Council	Two sessions with food entrepreneurs and food workers (40 participants)
February 2022	Sacramento Food Policy Council	Listening session with food entrepreneurs of color
March 2022	Sacramento Food Policy Council	Listening sessions with Black families
Interviews (55+)		
Date	Organizer	Brief Description
Throughout Jan 2021- Dec 2022	Community Alliance with Family Farmers	6 Institutions (UC Davis Medical Center, San Juan USD, Golden 1 Center, Sac County Office of Ed, Sutter Health, Sacramento State University, 5 Non-Institutions (Meals on Wheels, Yolo County Food Bank, SPORK Food Hub, Renegade Dining), Next Gen Foods, FoodHub, 5 Agencies (other): Sac County Farm Bureau, Sac County Farm Service Agency, Sac County Agriculture Commissioner, UCCE Small Farms Advisor, NRCS staff, plus others 33 restaurant partners participating in Great Plates Delivered
Throughout Jan 2021- Dec 2022	Lunch Assist	Six school district food service authorities: Natomas USD, Sacramento City USD, Elk Grove USD, Robla School District, Twin Rivers USD, San Juan USD

Phase 3: Community Goal Setting for an Equitable Food System

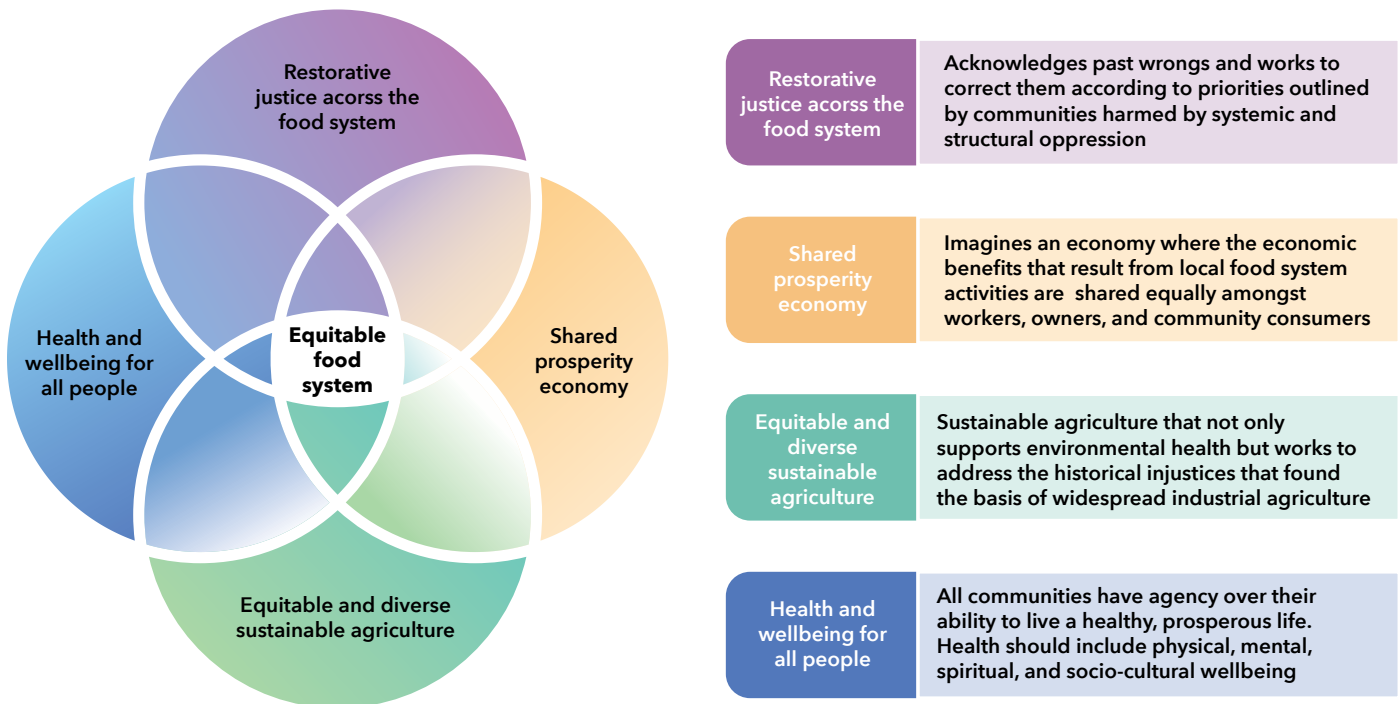
Data gathered from the community listening activities included both quantitative data (where participants ranked statements based on their importance to them) and qualitative data (interview notes, sticky notes and more). Members of the Sacramento Food Policy Council synthesized community feedback to create seven equitable local food system goals. These goals were then explored in depth to identify useful assessment indicators and then key data is presented, where available, to better understand each goal's current status for Sacramento County.

VISIONS

In the initial phase of the Sacramento County Food System Assessment (FSA), our partner organization, the UC Sustainable Agriculture Research and Education Program (UC SAREP), facilitated three gatherings with key community project partners. These sessions aimed to establish a foundational focus and shared visions to help understand what an equitable food system might look like from different perspectives. This was intended to set the stage for survey development, robust community engagement, and the subsequent creation of community-informed goals to guide future activities. A collaborative process between project partners integrated perspectives from the three gatherings, developing the four outlined Vision areas below. These Visions were collaboratively drafted to ensure they represent the dynamic characteristics of an equitable food system (Figure 4).

These Vision Statements will be referenced throughout this report and serve as the central organizing framework from which the food system assessment was developed. They are intended to provide a clear but adaptive framework for shaping future food system policies and investments, establishing public and cross-department priorities, and defining programmatic standards and metrics. Below is a detailed overview of the four Visions, their role in promoting a fair and just food system, and specific characteristics that reflect each realized Vision in the food system.

Figure 4





Restorative Justice

The ability of a community to access fresh, high-quality, and culturally appropriate foods is directly influenced by systemic and structural forces that define our modern food system. Despite efforts to achieve Justice and equity, racist and classist elements persist, leading to ongoing systemic food insecurity and limited self-determination in food systems. These challenges disproportionately affect BIPOC and low-income communities in Sacramento. Creating equitable food access is a crucial step toward addressing these injustices. But it is also important to envision a Sacramento where communities regain sovereignty over their food systems, and we work to heal the injustices through practical, emotional, economic, and spiritual means.

Throughout workshops with partner organizations, **Restorative Justice** clearly emerged as a core vision underlying efforts to create a fair food system in Sacramento. In the context of this assessment and future food system work, we define **Restorative Justice** as a process that is rooted in a deep understanding of past and current structural forces that underpin food injustices. Restorative Justice must be at the heart of any work being done to support communities exercising their right to grow and sell their own food, access culturally relevant, fresh, and high-quality foods, steward agricultural spaces, and actively engage in local food system activities

A framework for equitable food systems work that is grounded in **Restorative Justice** recognizes that the tangible inequities and harms that exist today didn't emerge naturally. These issues are the result of deliberate policies and practices rooted within the dominant racial capitalist system, which prioritizes the accumulation of wealth, land, and resources by predominantly white, wealthy men and their descendants. This framework helps explain why people of color and impoverished communities are so disproportionately impacted by issues such as hunger, limited access to healthy food, diet-related illnesses, and a broad lack of control over their food systems.

One example is the term "food desert", often used to describe areas with limited access to healthy and affordable foods. However, this term and its applications suggest these "food deserts" occur naturally, disregarding the racial and class-based disinvestment in community food infrastructure that leads to a neighborhood's classification as a "food desert." It can also elicit a skewed framing of these communities - often comprised of people of color - ignoring robust food cultures and efforts made by these communities to address their own food needs (Walker, J. (n.d.) 'Food desert' vs. 'food apartheid'). In contrast, movements for food justice and sovereignty offer unequivocal examples of **Restorative Justice** work that grounds itself in the structural contexts of our food system, recognizing the tireless work stewarded by people of color and poor communities at both local and international levels. This work calls for a deliberate restructuring of resources and power to tackle challenges within the food system.

Given this, Sacramento's food system work must pursue a vision of **Restorative Justice** not only to achieve equitable outcomes now, but also to work to repair historical injustices experienced by community members. Below highlights how **Restorative Justice** may translate to tangible characteristics or actions for local food system work.

Restorative policies that:

- Recognize and dismantle systemic advantages and disadvantages among stratified groups by race, gender, sex, disability, and socio-economic status that may intentionally or unintentionally result from policy choices
- Explicitly outline goals of repairing past and present harms experienced by oppressed and underserved communities.
- Are driven directly by the needs, priorities, and interests of communities who experience discrimination, oppression, and systemic disadvantages

Restorative resource alignment that:

- Makes reparative financial investments to systematically discriminated against groups
- Reallocates resources with the goal of making amends and compensating oppressed and underserved community members for past and present harms
- Transfers control of land and other resources to Indigenous and other oppressed communities

Healing and accountability that:

- Explicitly acknowledges past and ongoing harm against oppressed and underserved community members
- Centers the accountability aspect of healing to repair broken relationships
- Dismantles and reimagines the paternalistic, extractive, colonial relationships of the past
- Prioritizes reciprocity within communities as well as between community members and decision-makers

Self-determination that:

- Ensures that efforts to address inequities are led and directed by oppressed and marginalized community groups
- Elevates the community leaders of underserved and oppressed groups from across the food system
- Empower communities with appropriate resources and support to define their local food systems and food policy



Shared Economic Prosperity

The United States continues to be a country of tremendous economic opportunity, but this opportunity is not shared equally among the nation's residents. Across the food system, the economic benefits of activities from the farm field to the dinner table are disproportionately accumulated by those who own the businesses rather than those who grow, process, distribute, prepare, and sell food. This accumulation of economic productivity is further exacerbated by the monopolization across our food system.

- Four or fewer corporations own more than 50% of the market share for 79% of groceries in the supermarket (Lakhani et al., 2022).
- 25% of grocery stores across the US are owned by one corporation (*Merging Grocery Giants Threaten Americans' Food Security, 2024*).
- Four companies control 85% of all beef, 66% of all pork, and 54% of all poultry production (Reich, 2022).

These examples of immense consolidation are found across the food system. While the monoculture farming practices utilized by large food producers have stark environmental implications, this consolidation of land, resources, and economic productivity also jeopardizes food security by weakening the ability of local farmers to compete, leading to the shutdown of family farms and thus limiting access to food choices – thereby perpetuating corporate monopolization.

Significant racial and class disparities also accompany the unequal distribution of wealth. The workers driving the immense corporate productivity are often women, Indigenous people, immigrants, people of color, and those from low-income communities in both urban and rural areas. These workers are almost universally underpaid in wages and unfairly denied employee benefits while frequently over-burdened with debt, rents, taxes, and - if operating food-related enterprises - permitting fees. Additionally, working conditions in the food production industry are often grueling and physically dangerous; the US Bureau of Labor Statistics reports a rate of 23 work-related deaths per 100,000 – seven times higher than the national average for other workers. Without a significant change in how economic productivity is both generated and distributed, working conditions, economic inequities, and the impact of corporate consolidation across the food system will continue to deteriorate.

Emerging from the partner gatherings was a clear imperative to transition away from the current, highly consolidated food system and unfair working conditions. The new vision is to create a food system focusing on Shared Economic Prosperity as a core principle. This system would strive for a more equitable and just food system by incorporating characteristics outlined by community partners and discovered in community listening events.



For this assessment, **Shared Economic Prosperity** is defined as a food economy that fairly shares the benefits of economic productivity among workers, community consumers and owners and prioritizes successful and dignified livelihoods for those employed in food production. Additionally, an equitable food system that addresses the impacts of our highly consolidated and unfair food sector must also find ways to localize the creation, management, and benefits of the food economy. The following outlines characteristics of an equitable food system built around the vision of Shared Economic Prosperity.

Food system policies that:

- Are driven by community needs and priorities
- Are responsive and adaptive to community concerns
- Support community organizing efforts around local food system work

Investments in:

- Regional production, aggregation, and distribution infrastructure to support local agriculture
- Cooperative business establishment and support
- Community resources such as cold storage, commercial kitchen space, food processing equipment, small-scale agricultural plots and other identified needs
- Education and mentorship opportunities for those interested in agriculture and food-related careers

Community ownership of:

- Locally owned food businesses
- Agricultural and retail cooperatives that prioritize local and culturally relevant product
- Equitable access to diverse local markets for all farmers and ranchers that include:
 - Direct markets
 - Wholesale markets
 - Institutional markets
 - Equitable financing

Valued food system workers that have:

- Economic security
- Occupational health and safety
- Pathways to advancement and ownership

Agricultural Equity and Diversity for Sustainability

The vast majority of food produced in California - both for with-in and out-of-state consumption - relies on synthetic fertilizers, toxic pesticides, and hybrid crops grown in large-scale monocultures that maximize agricultural productivity. This industrial model of agriculture is highly extractive and externalizes the majority of its negative impacts on both the natural environment and the communities who work and live in agricultural areas (Marshall & Brewer, 2021). Widely documented environmental impacts of industrial agriculture include pollution of surface and groundwater sources, degradation of soil, local and global air pollution, and loss of plant and animal biodiversity. The result is un-drinkable water, perpetually polluted air, hazardous working conditions, and poor health outcomes - particularly for people of color and other marginalized, low-income communities.

It is critical to acknowledge that the dominance of industrial agriculture in California cannot be separated from the historic land theft of the ancestral lands of Indigenous Peoples', followed by the consolidation of farmland and associated resources such as water rights (Nunez, 2019).

The result is the inequitable accumulation of wealth by primarily White landowners, widespread and racialized exploitation of food system workers, specialized markets that undermine community self-sufficiency, and little community control over decision-making related to water, natural resource management, and land use in agricultural regions of California (Willingham & Green, 2019).



Many sustainable agricultural models have been proposed to address the environmental impacts of industrial agriculture. However, to restore ecological health as well as community well-being and to create a truly sustainable model of food production, equity and justice for marginalized groups must be at the forefront. In the series of facilitated gatherings, partners identified the importance of aligning ecological and sustainable agricultural models with equity and justice movements, including environmental Justice, farm worker rights, immigration rights, food justice, climate justice, Agroecology, and food sovereignty

During the series of facilitated gatherings, partners determined it was necessary for ecological and sustainable models of agriculture to align closely with equity and justice movements encompassing environmental Justice, farm worker rights, immigration rights, food justice, climate justice, Agroecology, and food sovereignty. For instance, Agroecological farming models are founded on the ecological principles of maximizing biodiversity, restoring soil health, and responsibly utilizing resources. Additionally, Agroecology acknowledges that the realization of sustainable models of agriculture hinges on the through

a restructuring of the socioeconomic system that defines our food system. Therefore, advocacy for Agroecology entails calls for the dissolution of consolidation across the food system, the dismantling of unjust policies and economic practices, and the communal oversight of natural resources, land utilization, and agricultural infrastructure by the communities involved in the cultivation, processing, distribution, and consumption of food.

A model that focuses on sustainable agriculture, equity and justice, can help create a more diverse and culturally relevant food supply. This allows for a wide range of food traditions, farming practices, and knowledge systems found throughout California communities. Building on existing movements, the Food System Alliance partners have identified **Agricultural Equity and Justice for Sustainability** as a key vision. While the practical application of Agriculture Equity and Justice for Sustainability will vary from one community to another, the following points outline some key characteristics of this vision:

Agricultural policy that is driven by:

- Community needs and priorities
- Restorative actions addressing past and current harms by industrial agriculture
- Ecosystem stewardship and reciprocity

Promote ecologically sustainable farming systems that include:

- Sustainable pest management to reduce or eliminate pesticide use
- Soil health to restore degraded soil and minimize the use of synthetic fertilizer
- Natural resource and biodiversity stewardship
- Diversified cropping systems

Encourage diversity in:

- Farm size, with an emphasis on small and medium-scale farms
- Ownership and operators by race, ethnicity, class, gender, language, etc.
- Market opportunities
- Cropping system with an emphasis on culturally relevant foods

Farmers and ranchers should have equitable access to resources:

- Land and natural resources
- Political participation
- Technical assistance and other support services
- Community and relationship-building opportunities that facilitate farmer-to-farmer knowledge sharing
- Financial planning and capital
- Local markets



Health and Well-Being

Health disparities in the United States are well-documented, shining a light on deeply entrenched racial and socio-economic systems that result in disproportionately adverse health outcomes for disenfranchised communities. Research consistently demonstrates elevated rates of chronic illness and untreated mental illness within these populations (Achieving Racial and Ethnic Equity in U.S. Health Care, 2021). These outcomes are not the result of individual choices but are directly linked to deeply rooted structural inequalities that bring exposure to environmental hazards, limited access to healthcare, food insecurity and barriers to creating safe and healthy communities (Ndugga and Artiga, 2024).

Our food system plays a significant role in determining health and well-being, and for people of color and those living in low-income communities, these outcomes are characteristically negative. Across the food system, these communities face hazardous working conditions, pollution from industrial agriculture, divestment in their neighborhoods and food infrastructure, limited access to diverse culturally relevant foods, and poor nutrition due to the inaccessibility of diverse, healthy food options. A food system grounded in equity has the potential to not only address past harms but also play a key role in ensuring every individual can live a healthy life. This work is already being carried out locally in Sacramento, with numerous grassroots and community-based organizations supporting access to culturally relevant crops, integrating green space through urban farms and community gardens, and encouraging communities to promote physical and mental wellness through gardening (see box).

While ideas and programs promoting health and well-being have traditionally focused on physical outcomes, partner meetings have shown that health and well-being should be defined in a multifaceted way, encompassing multiple aspects of life. The World Health Organization (WHO) agrees: "Health is a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity" (*Constitution of the World Health Organization*). While this is a good place to start, FSA partners reiterated throughout this process that health definitions should explicitly include economic, cultural, and spiritual health. Moreover, there should be a focus on systemic factors that impact health outcomes, and a dynamic understanding that health and well-being are unique to each individual.

The working definition that emerged from the partner meeting for **Health and Well-Being** simply states that all individuals and communities have the power to define and live healthy, prosperous lives. An equitable food system that centers on a vision of health and well-being should empower communities to create infrastructure, programming and support resources to promote all aspects of health. This could include actions that increase access to affordable, fresh, and culturally appropriate foods, green spaces with gardens, urban farming opportunities, funding for essential food access programs, diverse transportation options for accessing food businesses, and activities that build community strength through food. The following highlights some tangible characteristics of an equitable food system that promotes Health and Well-being for its residents:

Policies committed to community health and environmental Justice that improve and promote:

- Clean air: fewer toxic pesticides, renewable energy
- Health equity: reduce diet-related disease, social determinants of health and access to health services
- Healthy living environments: increased green space, a variety of social and work environments
- An understanding of local microclimate conditions to enhance climate resilience

Equitable access to:

- Healthy and culturally appropriate foods
- Knowledge and skills focused on healthy food production and preparation: gardening, farming, preserving, cooking, nutritional education
- Opportunities to grow food in shared spaces and community gardens

The alleviation of physical barriers to activities and spaces that promote a healthy lifestyle - green spaces, gardens, and food infrastructure for:

- Differently abled individuals
- Individuals from broader geographic areas or without transportation
- Unhoused people
- Those living in institutional settings - prisons, schools, hospitals

The removal or alleviation of economic barriers through:

- Housing justice and affordability policies
- Emergency food programming (e.g., mutual aid, food bank)
- Living wage policies
- Support for programs such as CalFresh, WIC

Overview of Food System Goals

Community feedback informed a set of place-based goals that facilitate forward movement toward a more equitable local food system. Under each of the following goal chapters, the reader will find background information about the goal, a set of proposed indicators that can help to assess progress toward this goal, and the current status of the issue in Sacramento. Our hope is that these goals and indicators inform future policies, programs and investments in Sacramento – and that a future food action plan will more fully address appropriate metrics. We have included a list of existing data sets that were used to explore indicators and current goal status in each section

- 1) **Equitable Food Access:** Every individual in Sacramento County will have equitable access to culturally relevant, locally produced, healthy, organic, and affordable food.
- 2) **BIPOC communities will have access to land and third spaces,** ensuring increased food/resource availability, diversified revenue streams, and third spaces for community networking and knowledge transfer.
- 3) **Food and Farm Business support is distributed equitably:** Business support will be distributed fairly and easily accessible for BIPOC food and farming-related enterprises.
- 4) **Strengthened local food purchasing opportunities:** Increase connection points between local food producers and local market opportunities.
- 5) **Agriculture to support a thriving, equitable, sustainable local food system:** Sacramento County will have an equitable, diverse, and ecologically sustainable agricultural system supporting multiple socio-economic and ecological goals.
- 6) **The food and farming industry will be fully educated, staffed, and justly compensated:**
Sacramento County will support a food and farming industry that justly compensates a diverse pool of workers and ensures opportunities for professional development.
- 7) **Community education opportunities:** Robust, non-traditional education opportunities about food and agriculture that are interactive, impactful, and intergenerational are available in all jurisdictions.



Goal 1:

Equitable Food Access

Background

This goal was drawn from two sources of community listening sessions. The first source was survey responses from the Sacramento Food Policy Council's 37-question survey that was delivered over many listening sessions. The following statements were ranked as the highest priorities among participants:

"Decrease disease as well as physical and mental health ailments of immigrant/refugee resettlement communities by ensuring that culturally relevant food is available."

"Diversify neighborhood food supply by increasing the number of culturally relevant, healthy, organic, shopping options (i.e. garden deliveries, farmers' markets, supermarkets)" and

"Increase the availability of affordable and culturally/religious relevant halal and organic foods in immigrant and refugee resettlement communities."

The second key source was Lunch Assist's surveys with School Nutrition Directors of K-12 School Districts in Sacramento County. In one survey with eight directors, participants ranked the following statement as a top priority under the "Health and Wellbeing of All People" vision:

Federal child nutrition programs accommodate cultural and religious dietary preferences (i.e. halal, kosher, vegetarian) through intentional and appealing menu planning. Currently, dietary preferences are not required to be accommodated at all, and when they are, they are often an afterthought with limited menu variety and/or creativity.

Access to food has many dimensions. Geographic proximity measures how close someone lives to a supermarket, for example – and is commonly used by governments to quantify access to food. However equitable access is more nuanced. Caspi et al. (2012) suggest that food access has four features. The first is availability, referring to the supply of outlets offering food; this could mean the number of supermarkets near your house, or the quantity of restaurants serving a desired cuisine. The second feature is accessibility, or how easy it is to arrive at a given location. The third feature is affordability, the perceived value of an item relative to its price. The fourth feature is acceptability, referring to people's perceptions of the food environment in relationship to their own standards. The final feature is adaptability, or whether the food supply can shift to meet residents' needs (Caspi et al., 2012). For this goal, we selected several qualifiers to the term "access" to highlight themes identified in community listening processes with various groups: Community members aim for a future in which every individual in Sacramento County has equitable access to culturally relevant, locally produced, healthy and affordable food.



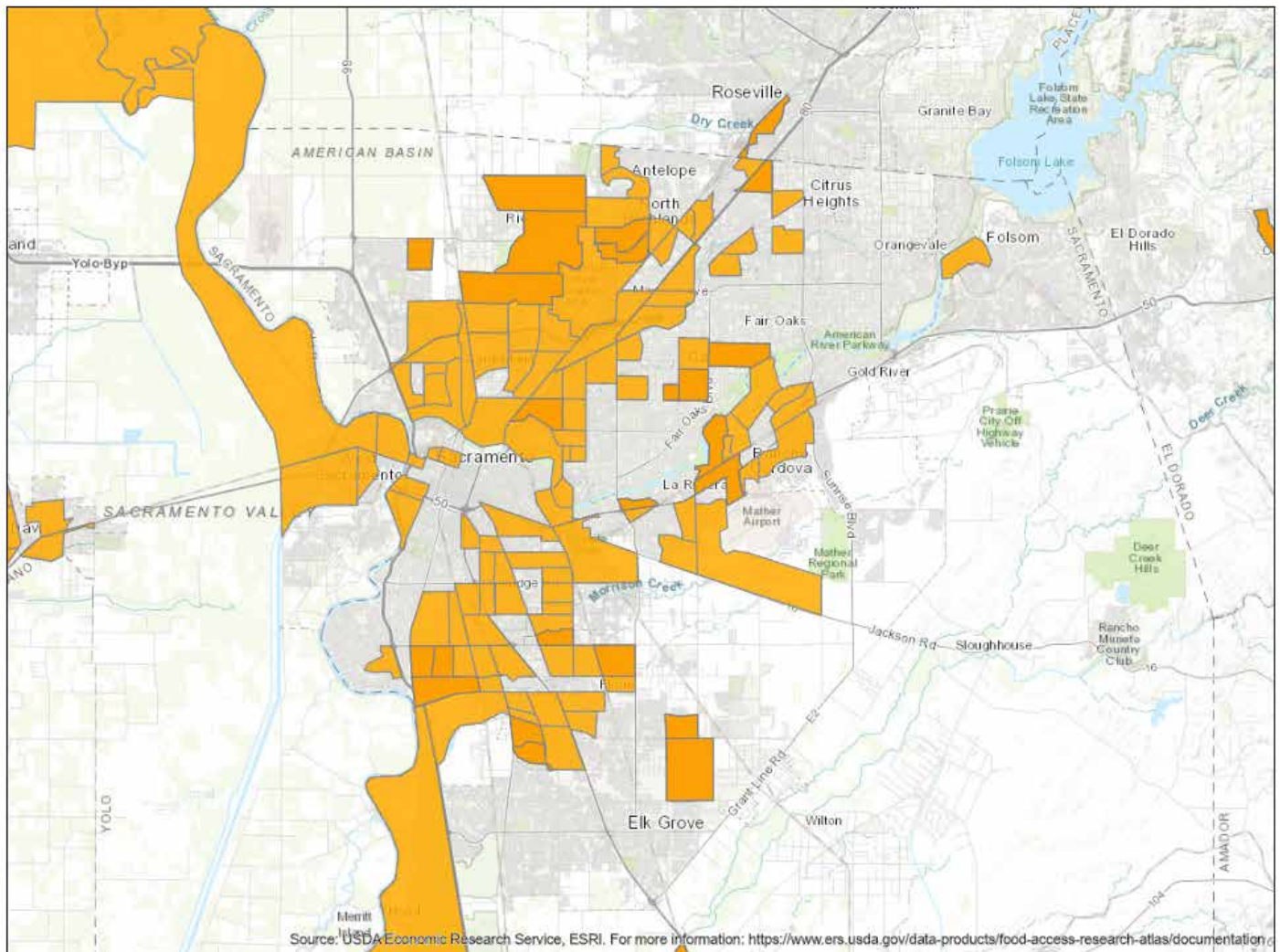
Current Status in Sacramento County

Sacramento sits at the center of California's most productive agricultural region, yet – above all other food system priorities – participants in our community listening sessions relayed the need for increased access to healthy and affordable food. This need is validated by data that showcases significant food inaccessibility and insecurity across the county (FIGURE, Food Access map). The following data points illustrate some of the dimensions of food access in the county.

Spatial Measures of Food Access

The USDA's Economic Research Service offers two data tools to measure food access. One, the [Food Environment Atlas](#), defines (USDA ERS - Go to the Atlas) low access in a given county as the "number of people in a county living more than 1 mile from a supermarket or large grocery store if in an urban area, or more than 10 miles from a supermarket or large grocery store if in a rural area." In 2015, in Sacramento County, the percentage of the population with low access to food stores was 13.65 percent (Figure 5, orange indicates geographies with low access). A poll conducted by Valley Vision found that 30% of people within the greater Sacramento region reported being unable or almost unable to afford an adequate food supply. However, the USDA's research has found that higher-income populations tend to live farther from food stores, making proximity a poor measure of need on its own. For this reason, it's important to look at the second tool – the Food Access Research Atlas – that displays census tracts with both significant populations of low-access households and households experiencing poverty. (USDA ERS - Food Access Research Atlas).

Figure 5



Certified Farmers' Markets:

Offering food products verified to be produced locally by participating vendors, there were 28 certified farmers' markets in Sacramento County as of June 2022. (Certified Farmers' Markets by County, 2024). Offering customers the opportunity to purchase wholesome, locally produced foods that frequently include culturally diverse items, The CDFA list of Certified Farmers' Markets shows that many also offer programs that allow customers to use WIC/Senior Farmers' Market Nutrition Program checks, CalFresh EBT (5 markets) or participate in the Market Match program, which dramatically increases purchasing power for CalFresh EBT users (11 markets).

While Sacramento County hosts numerous farmers' markets, there are significant inequities in who can easily attend these markets. Within the City of Sacramento, low-income neighborhoods in South Sacramento and Del Paso Heights do not have easily accessible, culturally reflective farmers' markets. In Sacramento County, few Certified Farmers' Markets are listed in the less affluent areas of Rio Linda, North Highlands, or in the eastern rural areas of the County (CDFA, 2024).

Steps to improve community access to farmers' markets could include examining the promotion of CalFresh and other nutrition assistance programs, seeking community input on how to increase the variety of (desired) culturally relevant food, variety of languages spoken by market vendors and staff, provide accessible transportation to markets and accessible pathways and signs inside the market.

Grocery Stores and Markets Selling Culturally Relevant, Local, Healthy, Affordable Food

There is little to no current data on the percentage of produce – of any description – in grocery stores and markets. However, a 2014 Sacramento Area Council of Governments report estimates that "only two percent of the 1.9 million tons of food consumed within the region is grown within the region." A 2012 report to the California legislature on improving healthy food access [includes](#) a comprehensive list of recommendations around increasing whole produce in stores (*SACOG Home, Part 2*). The federal and state government have taken steps to encourage fresh produce availability in corner stores; notably, this was a major goal of the state's [Healthy Refrigeration Grant Program \(California Department of Food and Agriculture\)](#).

Importantly, simply establishing a grocery store in a low-food-access neighborhood doesn't guarantee improved food access. Dr. Catherine Brinkley from UC Davis studied 71 attempts to introduce supermarkets in such areas, finding that nearly half of the commercial-driven and one third of government-driven initiatives resulted in canceled building plans or closed stores (Brinkley et al., 2019). In contrast, not a single nonprofit or community-driven stores had closed, highlighting the importance community stakeholders play in successful food-access interventions.

Participation in and Accessibility of CalFresh

The federal **Supplemental Nutrition Assistance Program (SNAP)**, called CalFresh in California, provides qualifying low or no-income individuals and families with financial assistance to purchase food. Sacramento County averaged 136,000 participating households, reaching 86 percent of those eligible as of 2021 (*CalFresh Data Dashboard*, n.d.). Proof of identity, income and residency status, as well as an interview, are required to apply and benefits are based on household size, income and expenses. If approved, funding is distributed through an Electronic Benefits Transfer (EBT) card that can be used at participating grocery stores, markets, and various other food vendors including, as previously noted, some farmers' markets.

While these benefits are crucial for those in need, there are significant barriers to SNAP/CalFresh participation (Liu et al., 2023). Many struggle to qualify due to the requirement of earning no more than 200% gross or 100% net of the federal poverty, meaning a household of four must earn no more than \$40,560 to be eligible. The application and renewal process can also be difficult to navigate, especially for non-native English speakers or those who lack computer literacy; for instance, while those over the age of 65 years historically experience the County's highest poverty rate (*Who's in Poverty in California?*, 2024), this age group has a low participation rate in CalFresh (*CalFresh Data Dashboard*).

Accessibility of Food Banks, Pantries and Other Sites Serving Donated or Recovered Food

Adequate food for every individual in Sacramento County should be guaranteed, regardless of their ability to either purchase food or to qualify for assistance. For those unable to take part in programs such as CalFresh, food banks, pantries and hot meal kitchens are an essential alternative. This assistance should be available at locations easily reachable by foot or public transportation, and in an effort to further remove barriers to healthy food, delivery options should be available.



Currently, there is a lack of data available regarding the availability of free food in Sacramento County. The City of Sacramento maintains a list of approximately 50 food recovery services and organizations as part of its compliance with SB 1383 (*ReCyclist - Food Recovery Organizations and Services*). At the County level, organizations offering free food range from large-scale food banks, such as the Sacramento Food Bank & Family Services and River City Food Bank, to small volunteer-run food mutual aid programs like NorCal Resist. Understanding the full scope and contribution of these sites would involve considering the quality of the free food; donated items may not always be desirable, culturally relevant or in a palatable condition.

Gleaning Programs

The National Gleaning Project shows that Sacramento has several gleaning programs including Community Fruit, a program of Find Out Farms. In 2021, Find Out Farms diverted

10,000 pounds of fruit, almost doubling that amount in 2022. Their monthly Free Fruit Farmstand in South Oak Park currently focuses solely on the City of Sacramento. And each year, with the help of about 100 volunteers, Soil Born Farm's Harvest Sacramento gathers approximately 7,000 pounds of fruit from 60 sites across the County, fruit which is then shared with various food banks and lockers for distribution (*Harvest Sacramento - Spoil Born Farms, n.d.*).

Mobile Food Vending

The potential to increase access to healthy food through options such as produce trucks, fruit carts and mobile food vendors is frequently overlooked. Researchers Kaniyaa Francis and Catherine Brinkley (2020) point out the benefits of mobile food vending, which include low capital requirements and the ability to easily move to sites with low-food access (*California Journal of Health Promotion*). This strategy is already at work in Yolo County, where the Center for Land-Based Learning operates a mobile farmers' market in West Sacramento and Woodland. Yolo County is also home to an innovative reciprocity program, allowing mobile food vendors approved in Sacramento County to operate in Yolo County for a reduced fee; and in Solano County, the Contra Costa & Solano Food Bank uses custom refrigerated trucks to deliver its Community Produce Program. (Center for Land-Based Learning, 2024).

Francis and Brinkley note that mobile food vendors face various policy challenges, including labor, time and land restrictions. Working to implement policies that support mobile food vending could increase the success and prevalence of vendors offering healthy food in low-access areas.

Indicators

The following indicators are statements of broad condition change that would suggest progress toward the goal: "Every individual in Sacramento County has equitable access to culturally relevant, locally produced, healthy and affordable food."

- Indicator 1.1: Equitable, community-informed spatial distribution of retail businesses selling whole, culturally relevant foods
- Indicator 1.2: Farmers' markets are located in historically food insecure neighborhoods
- Indicator 1.3 Farmers' markets, farm stands and other direct-marketing farms accept nutrition assistance benefits
- Indicator 1.4: Expanded participation in CalFresh and other nutrition assistance programs
- Indicator 1.5: Availability of free food from gleaning programs, pantries and food banks
- Indicator 1.6 Diverse ecosystem of mobile food retail in low-income areas fostered by supportive county policies

Relevant Existing Data Sets:

- SACOG mapping of distance to grocery stores
- USDA Food Access Research Atlas
- USDA FNS SNAP Retailer Data
- Ecology Center Farmers' Market Finder
- Alchemist CDC Farmers' Market Map
- CalFresh Data Dashboard
- Farmer's Market Nutrition Program redemption rates
- California Food Bank Locator
- City of Sacramento List of Edible Food Recovery services and organizations



Goal 2: BIPOC Communities Have Tenure and Access to Land and Third Spaces Background

Land provides social, economic, educational, physical, and mental health benefits for individuals across social groups. Collective ownership has historically been an important avenue for land access in the United States through avenues such as farmer cooperatives, livestock organizations, and produce/commodity associations. However, these groups are predominantly comprised of White individuals with privileged access to land and resources, providing little understanding or support to those of a different cultural and socio-economic background. There are, it should be noted, many examples of exemplary cooperative models run by black farmers in the South throughout the last century.

Land is an incredibly valuable resource. It can be used to grow food for a household or to share with a neighbor, to sell as a source of income, to build community connections, and to create a space for knowledge exchange and movement building – amongst many other activities. Facilitating BIPOC stewardship of land and third space - by removing traditional barriers - enables disenfranchised people the opportunity to share cultural knowledge, network, to share resources, and to have agency over their food that may not be available elsewhere.

Current Status in Sacramento County

Land tenure and access for Black, Indigenous, and other People of Color in the United States continues to be shaped by institutional racism and cultural biases which perpetuate and sustain inequities. With a [history](#) of colonization, disinvestment, and gentrification, Sacramento County is no different (*Segregating Sacramento*, 2022). Redlining was a particularly impactful practice in which government programs and businesses ranked neighborhoods according to racial makeup. Those with significant numbers of racial and ethnic populations were "redlined" and deemed undesirable and unsuitable for government-guaranteed loans.

This resulted in lower property values in neighborhoods with residents of color, something exacerbated by predatory real estate agents and lenders. These communities continue to experience divestment, schools receive less funding, and health implications are stark: One study has found associations between historically redlined neighborhoods, air pollution and cancer, asthma, poor mental health, and people without health insurance. The same study also found that residents in certain historically redlined areas were close to twice as likely to have poor health when compared to areas that did not experience redlining (Radley et al., 2021 p.389).



At the County level, Information on land access and farming by specific demographic groups is difficult to find. The USDA Census of Agriculture shows only 37 percent of all farmers in California are female, and only 9% are BIPOC. Further, just 1.4% of farm owners nationwide are Black (*2017 Census by State | 2022 Census of Agriculture | USDA/NASS*). In 2020, the California Department of Food and Agriculture found that such farmers and ranchers often lack stable access to land, which negatively affects the long-term sustainability of their businesses. Equitably increasing stable access to agricultural land in California will promote farmers' economic resilience, a robust food system in the state, and healthy natural and working lands.

At the State level, the legislature passed AB1348 (Aguiar-Curry, 2017), which aims to increase resource equity among historically underserved farmers. This led the California Strategic Growth Council to appoint twelve inaugural members to the California Agricultural Land Equity Task Force in May of 2023 (California, 2023). The role of the task force is to "develop policy recommendations to increase access to agricultural land for food production and traditional tribal agricultural uses" in an equitable manner. The task force will "meet every quarter over three years and submit a full report of policy recommendations to the State Legislature and Governor by January 1, 2026" (California Strategic Growth Council, 2023). Certainly, increasing equitable access to agricultural land in California will promote economic resilience for farmers state-wide, contribute to a robust food system in the state, and support the health of natural and working lands, and equitable land-access advocates across the state are eagerly awaiting these recommendations.

Community Gardens/Urban Farms in Food-Insecure, Predominantly BIPOC Areas

Gardens and urban farms play a crucial role in improving access to healthy, affordable food, promoting food sovereignty, and enhancing the health of those who eat from those gardens (Palar et al., 2019). Whether it be a home garden, community garden plot, or urban farm, growing food for household use is a cost-effective way to provide additional nutritious, whole foods.

Sacramento has a climate suitable for year-round farming and food production, providing an ideal environment for gardeners. Community gardens not only provide land access for residents to grow food, but are spaces for gathering, education, and food sharing. While a comprehensive list of community gardens in Sacramento County – including publicly and privately owned - does not currently exist, gardens are scattered throughout the County, with many located in the City of Sacramento. City of Sacramento-owned community gardens are largely concentrated the midtown and downtown area, with significant gaps in South Sacramento and Del Paso Heights, both of which have high rates of food insecurity and a lack of critical food infrastructure (*WoodPark Future Community Garden*). The cost for a plot in a community garden ranges between \$25-60 a year, and many have a waiting list.

Prevalence and Accessibility of Garden and Urban Farm Educational Resources

Local resources for gardeners are available through the University of California Master Gardener program, two of Sacramento County's urban farms, and Sacramento Food Bank and Family Services, which offers courses on gardening and urban farming either free or at a low cost. Currently, these resources are only available in English. The University of California Cooperative Extension, small farms advisors serving the Sacramento region, offer technical assistance to commercial farmers in Spanish, Hmong, and Mien. Prices for courses range from \$0-\$30. (Resources, n.d.)

Number of Vacant Lots Available for Individual and Community Use

Studies have shown that vacant lots can provide space for ecological productivity, enhanced biodiversity, and "non-capitalist commodity production," certainly including food and other social benefits (Kremer & Hamstead, 2015). Sacramento County has numerous vacant lots embedded in high and medium-density neighborhoods that are underutilized and have great potential for food production prior to further development. While the City of Sacramento has a tax incentive program allowing landowners to enter into a 5-year agreement with the City to utilize vacant lots for urban agriculture, as of 2022 only two parcels have taken advantage of this program (Wingo, 2022). There are currently no publicly available databases

that provide information on publicly and privately owned vacant lots across the city or county. West Sacramento, a city in Yolo County directly neighboring Sacramento, has been slightly more successful with a program to lease vacant lots to new and beginning urban farmers in partnership with the Center for Land-Based Learning.

One organization advancing solutions in this category is the Sacramento Community Land Trust (SacCLT), which formed in 2016 and recently received its 501c3 nonprofit designation. The Trust is a nonprofit organization with the aim of stewarding land for the permanent benefit of low-income communities. Its mission is to "prevent displacement and build historically discriminated neighborhood power to combat deterioration and market speculation by fostering equitable development for generations to come." This land is community-controlled, with its use directed by residents and neighbors. Possible identified uses include affordable homes for purchase, price-stable rental and cooperative housing, commercial space that benefits the community, childcare and eldercare, urban agriculture and public greenspace.

Public/Government-Owned Acres for Autonomous Indigenous Use and Management

Indigenous people are the original stewards of Sacramento County and were critical in fostering the balanced ecosystem of the landscape for over millennia, and recent studies have shown that Traditional Ecological Knowledge, the landscape practices of native peoples, is vital to combating climate change and fostering resiliency (Pfeiffer, 2022). Discriminatory laws and stolen land have led to Indigenous people having high levels of food insecurity, poor health and economic hardship (Maillacheruvu, 2022). In most categories of preventable illness, Native Americans die at higher rates than any other population group. Prior to COVID-19, Native Americans and Native Alaskans already had a life expectancy roughly five years less than all other racially defined groups; post-pandemic, the disparity is even greater, with the average lifespan for American Indians and Alaska Natives dropping from 71.8 years in 2019 to 65.2 by the end of 2021 (Kelliher, 2023). Having the ability to manage and use natural landscapes increases food sovereignty and could significantly improve access to ancestral food sources, mitigating the impacts of food insecurity while also increasing opportunities for community members to share inter-generational teachings.

Indicators

The following indicators are statements of broad condition change that would suggest progress toward the goal: *"BIPOC communities will have access to land and third spaces, ensuring increased food/resource availability, diversified revenue streams, and third spaces for community networking and knowledge transfer."*

- Indicator 2.1: Home gardens, community gardens and urban farms located in food-insecure and BIPOC communities
- Indicator 2.2: Abundant and accessible education resources for gardening and urban farming
- Indicator 2.3: Extended land tenure for gardens and farms across Sacramento

Relevant Existing Data Sets

- CAFF California Farm Directory
- Black Farmers' Index
- USDA Agriculture Census
- City of Sacramento – vacant lot inventory



Goal 3: Food and Farm Business Support Distributed Equitably

Background

Food and farming businesses have a variety of challenges: Obtaining access to land and space, finding funding for equipment purchases, identifying local markets, adapting to climate change and a post-COVID food industry, and navigating ever-changing technology. While the needs of farmers are unique from those of restaurant owners, chefs and other food entrepreneurs, concerns are especially pronounced for BIPOC business owners, who find that inequities persist across the food-delivery chain.

According to the Federal Reserve, 80.2% of white business owners receive at least some percentage of the funding they request from a bank, compared to only 66.4% of BIPOC business owners. Additionally, the Minority Business Development Agency reports that "minority firms paid 7.8% [in interest] on average for loans, compared with 6.4% for non-minority firms" (Fairlie et al., 2010).

Given these marked disparities, it is important to recognize the impact that BIPOC businesses have on the overall economy. In October 2023, the California Office of the Small Business Advocate released the State's first-ever research report on the economic, fiscal, and social impact of diverse firms across California (California Governor's Office of Business and Economic Development, 2023). Led by members of the State's minority chambers of commerce and produced by Beacon Economics, the report revealed that:

- Minority-owned small businesses contribute nearly \$193 billion in economic output per year, an amount greater than the annual GDP of 18 U.S. states.
- Annually, minority-owned small businesses in California generate \$28.7 billion in tax revenue.
- Minority-owned small businesses in Sacramento currently support 2.56 million jobs annually across California



Sacramento County communities do benefit from several established programs that aim to provide services specifically to small-scale businesses, such as Sacramento Valley Small Business Development Center (SBDC), which is hosted by California Capital Financial Development Corporation. The SBDC receives federal funding from the U.S. Small Business Administration and state funding from the Governor's Office of Business and Economic Development (GO-Biz). Their programs include free workshops, training, and one-on-one business advising to local small businesses to initiate operations or to grow (Sacramento Valley SBDC, n.d.). While County-level data is not publicly available, empirical evidence suggests that Sacramento County's BIPOC communities struggle to access this type of business support.

The not-for-profit organization Alchemist Community Development Corporation runs the Alchemist Microenterprise Academy (AMA) and Alchemist Kitchen Incubator (AKIP), which help train, equip, and empower under-resourced entrepreneurs to start their own food businesses. The AMA is a 12-week business training course that teaches the basics of starting a food business. The Incubator Program then provides in-depth assistance, customized to specific business needs, including technical assistance, mentorship, and marketing and co-branding opportunities to build public awareness of their products. To help them safely and legally prepare their food, participants also have access to a shared-use commercial kitchen.

Both the City (2015) and County (2017) of Sacramento have adopted ordinances intended to support urban agriculture. The City's ordinance allows for small-scale agricultural operations in most zones of the city, promoting sustainable farming practices within the urban environment. Urban food producers are also allowed to have backyard chickens now. In addition to facilitating easier access to urban agriculture, Sacramento also introduced tax incentives through the Urban Agriculture Incentive Zone Ordinance, which created a supportive environment for city-based farming initiatives. Tax incentives serve as a motivator for turning underused parcels into productive agricultural land, thus contributing to community health, economic development, and environmental sustainability. However, the success of this tax incentive is debated, as only two parcels have entered the program. Sacramento County's approach to urban agriculture extends beyond the city limits, with county-wide policies designed to benefit local communities; the County's Urban Agriculture Ordinance permits the establishment of market gardens on vacant lots, allowing for the cultivation of crops for both personal consumption and for sale (Urban Agriculture Ordinance, n.d.).

Valley Vision's 2021 Food System Action Plan report notes that along with the SBDC and Alchemist CDC, UC Davis and the Center for Land-Based Learning (CLBL) (both based in Yolo County) have programs that support business growth and incubation for small business farmers and food entrepreneurs, as well as business planning and financial assistance through organizations like CAFF, Kitchen Table Advisors, California Capital, and Business Environmental Resource Center (Valley Vision & Sacramento Region Community Foundation, 2021). While these organizations are making good strides, additional targeted outreach is needed to connect this support with BIPOC and other under-resourced entrepreneurs.

Indicators

There were minimal to no publicly available data sets to explore the distribution of business support for local businesses across the food system – including accessibility of these resources based on community demographics. The following indicators and datasets may be starting points to provide some context:

- Indicator 3.1: Access to diverse business support workshops, trainings, and technical assistance opportunities for the wide range of food system businesses in Sacramento
- Indicator 3.2: Fair and equitable access to loans and capital for food and farm enterprises
- Indicator 3.3: accessible permitting and licensing for food and farm enterprises and support for compliance
- Indicator 3.4: Food and farm business ownership reflects the diversity of Sacramento

Relevant existing data sets

- CDFA grantee lists
- USDA grantee lists
- USDA Agricultural Census
- Program data from UC Cooperative Extension programs
- County permits
- Coordinated Rural Opportunities Plan (CROP) - Sacramento County Profile



Goal 4: Strengthened Local Food Purchasing Opportunities

Background

Residents of Sacramento deserve and desire reliable access to the wide variety of locally grown food that this region produces. In Valley Vision's 2021 Resiliency Poll, 88% of people within the region stated that it is important to live in an area with local agriculture, signifying a desire to eat locally produced foods and support local growers (Valley Vision et al., 2021). For farmers, selling their products locally allows for a quicker turn-around and a nimbler supply chain, increasing the viability of their businesses. However, barriers do exist - the widespread presence of large food corporations, in combination with a lack of local food-industry infrastructure, often make it difficult for both the consumer and the farmer to find a connection point.

Enabling measures that address these barriers and identifying pathways to solidify connections between local food production and consumption is an indispensable component of any local food system. In the context of this project, the realization of an active local food system centered on equity and justice directly aligns with all four of the identified vision areas.

There are a wide range of activities and infrastructure that could strengthen and build these connection points across a local food system. For example, infrastructure that strengthens direct connections between local food production and consumption include farmers markets, roadside farm stands, urban farming, cooperative grocery stores, food hubs, and restaurants. Programs and policies that are powerful in strengthening connection points include institutional local food purchasing policies, CSA (community-supported agriculture) programs, and increasing incentive supports for purchasing local foods (e.g., market match for CalFresh EBT). While these activities and infrastructure are foundational to having an active local food system, special attention must be paid to ensuring all residents are able to not only participate in but contribute to the creation of their local food system.

Current Status in Sacramento

Playing on its qualities of being the Capitol of California, surrounded by diverse agriculture, and a historic hub for trade and food processing, Sacramento markets itself as the Farm-to-Fork Capitol. Certainly, agriculture is a tremendous driver of the regional economy: In 2022, Sacramento County agriculture was valued at \$602,751,000 (Agricultural Commission, Department of Weights & Measures, 2022). Despite this tremendous agricultural productivity, the majority of this economic value is actually in commodity crops that are not directly contributing to a local food system. With the county's primary crops being wine grapes, nut crops, livestock, field crops and nursery stock, it isn't surprising that a study from 2014 found that only 2% of food grown in the county was consumed locally (Heft, 2022). While progress made since 2014 cannot be ascertained, efforts to enhance our local food system do exist. There remains a need for more substantive actions to strengthen connections between local food producers and consumers, from both the household to the institutional level, with local institutions and governmental bodies providing incentives.

There also remains a significant emphasis on Farm-to-Fork activities, which are highly exclusive and not reflective of local community needs. One example is the annual Farm-to-Fork Festival and Tower Bridge Dinner, which highlight local farms, chefs, breweries, and wineries (Visit Sacramento). This has brought criticism from food-equity advocates, asking "whose fork?" and noting that most residents and food



system workers cannot engage in these activities, or dine and shop at spotlighted businesses due to their financial and geographic inaccessibility. Instead of promoting events such as the Tower Bridge Dinner, resources should be directed toward enhancing accessible and practical connection points between local producers and consumers across Sacramento County.

To better understand the current conditions of our local food system, a comprehensive overview of the current conditions will be invaluable to understanding what meaningful, specific actions will strengthen connections between producers and consumers at all levels. The following section summarizes currently available and "on-the-ground data," outlining the central characteristics of our local food system infrastructure.

Number of Local Farmers' Markets

Farmers' Markets are often positioned as a cornerstone of vibrant and active local food systems as they can directly connect farmers and local consumers. Currently, Sacramento has [28 certified farmers' markets](#) across the County, of which 21 operate year-round (Certified Farmers' Markets by County as of April 1, 2024, 4 C.E.). Many of them also offer programs that allow customers to use just [CalFresh EBT](#) (5 markets) or also participate in the Market Match program, which dramatically increases the purchasing power for CalFresh EBT users (11 markets) (Farmers' Market Finder by the Ecology Center). There are still multiple markets - most located in more affluent neighborhoods - that do not offer any financial assistance.

While Sacramento County hosts many farmers' markets that offer year-round access to locally grown food and small food business products, there are significant inequities present in who is able to efficiently and easily access markets. For example, there are little to no certified farmers' markets located in the Delta region, Rio Linda, North Highlands, or eastern rural areas of the county. Within the City of Sacramento, neighborhoods such as Florin, South Sacramento, and Del Paso Heights do not have farmers' markets that are easily accessible or reflect the large communities that live there (*Farmers' Market Finder*).

Number of Grocery Stores with Local Food Products

Finding locally grown produce in medium to large supermarkets in Sacramento County can be challenging - especially at an economical price. Stores that consistently offer or emphasize locally grown produce include Sacramento Food Cooperative, Corti Brothers, Nugget Markets, and Raleys. Some local residents also source locally grown products in smaller markets focusing on culturally specific foods - such as Asian and Middle Eastern markets; however, data on this is difficult to quantify.



Number of Onsite Farms Stands (Urban, Peri-urban, Rural)

There are an abundance of onsite or roadside farm stands across Sacramento County, offering opportunities for residents to purchase locally-grown produce and to learn more about how their food is produced. This project identified over 30 onsite or roadside farm stands across this region - and there are likely more that do not have an online presence. These farm stands are located across Sacramento County and specialize in a range of produce, including strawberries, stone fruits, mixed vegetables, and Asian specialty crops.

While roadside farm stands are often located in peri-urban and rural areas where agricultural land use is more common, there are multiple urban farms that offer weekly farm stands more easily accessible for urban residents (E.g., Root 64 Farm). Some of these urban farms are located in West Sacramento, which is directly adjacent to Downtown Sacramento. Although not in Sacramento County, these urban farms, such as IRC New Roots and Three Sisters Garden, offer fresh produce that is geographically accessible to many Sacramento residents. Finally, many of these urban farms are also enrolled in the CalFresh EBT program.

Number of Prepared-Food Businesses Purchasing Locally-Grown Produce

Visit Sacramento, the County's Tourism and Visitors Bureau, branded Sacramento as the Farm-to-Fork Capitol and maintains a list of registered restaurants that "utilize the abundance of regionally grown products." The criteria used to determine which restaurants receive the farm-to-fork seal of approval is unclear, and there is no information on the types and amounts of local foods the businesses purchase. It should be noted that there are a significant number of small prepared-food businesses that do purchase local products but do not participate in marketing programs for the Farm-to-Fork Capitol. One example is Majka Pizza, which purchases seasonal local produce to create its pizzas. Additionally, many small food businesses located in Arden Arcade purchase from local farms to prepare a wide variety multi-cultural cuisine.

Currently, there are 136 restaurants on Visit Sacramento's registered list, with the majority (~65%) located in the downtown/midtown area of Sacramento (Visit Sacramento). Although the downtown and urban areas of Sacramento have a developed public transit system, the geographic distribution of restaurants offering locally-produced foods causes inequities in access. None of the restaurants are adjacent to the County's low-income communities, neighborhoods whose residents are predominantly people of color, or are areas with low food accessibility. Further, very few restaurants with the Farm-to-Fork seal of approval fall within an affordable category - making this marketing program inaccessible for most of Sacramento residents.

Availability of Food Supply Chain Infrastructure to Support Local Food

Food system infrastructure that creates connection points between food production and consumption is critical to a vibrant, equitable, and active local food system. This supply chain infrastructure can include food hubs, wholesale distributors, processors, and storage facilities. While farms need support gaining access to local markets, prepared food businesses and grocery stores also need assistance to actualize the purchase and marketing of locally grown commodities. This is a critical aspect of Sacramento's food system that receives little attention and lacks funding and investment.

There are currently no buyers or distributors specializing in food produced locally on small-scale farms in Sacramento County. Further, large wholesale distributors don't often have programs that connect locally produced food with local markets. FSA partner, Community Alliance with Family Farmers, found through interviews that there are significant economic and logistical barriers that make local food infrastructure challenging. Many participants expressed difficulty finding resources to implement the processes necessary to facilitate more direct and small-scale food sales. Other infrastructure, such as commercial kitchens, are available for small businesses to rent in certain areas. This project identified eight such commercial kitchens located in the county - most of which are in or close to the city of Sacramento.

Number of county and city agencies and other public institutions with food purchasing policies

Food purchasing procurement policies could prioritize locally produced food that is sustainably grown and made by women and BIPOC farms and food businesses. However, Sacramento County and its cities (7 jurisdictions) do not have strong local food purchasing policies. Some cities do give priority to local vendors, which indicates a willingness to support local businesses and economies (Table 5). This often translates to purchases from local prepared food businesses rather than directly from local farms. It should be noted that there are examples of policies that could be more widely adopted: In an effort to source and provide local whole foods for K-12 students, the Sacramento City Unified School District has a farm-to-school program, and the UC Davis Medical Center has a vigorous to farm-to-institution program that has become the largest farm-to-fork food service in the area.

Sacramento County, its seven cities, school districts, and special districts (fire districts, municipal districts, etc.) are large employers and serve thousands of people. Almost 450,000 people are either public employees or interact regularly with public entities on a daily basis. This represents an enormous opportunity for governmental agencies to transition to an economic, ecological, and social approach to food purchasing that could benefit both the (small and local) vendors and county residents. Sacramento County's major public institutions that offer some kind of food service include thirteen K-12 School Districts, fourteen Prisons and jails (both public and private), three Public College/University Systems, one County government and 7 City governments.

Major Non-Governmental Institutions With Food Purchasing Policies

Large private institutions such as hospitals, private universities, and sports venues also offer an opportunity to direct large economic activity toward local farms and food businesses across Sacramento County. However, the Golden 1 Center was the only major private institution with a strong and explicit local food purchasing program that is publicly available. The other entities – six hospitals, 4 private universities and nine major sporting venues do not provide any public information about their food sourcing or purchasing policies.



CASE STUDY

Sacramento's Local Food Purchasing Programs highlights

The UC Davis Medical Center located in the City of Sacramento is home to the "city's largest production kitchen and serves 6,500 meals a day". The UC Medical Center is intentional about sourcing as much food as possible within 250 miles to directly support local farmers and ranchers.

The downtown Golden 1 Center is home to the Sacramento Kings NBA team. From its conception, the Golden 1 Center aimed to be as environmentally responsible as possible and to be the first sporting venue of its kind by aiming to source 90% of its food from within a 150-mile radius. During the 2021-2022 season \$7 million was spent on local farms and ranches and they have generated almost 60,000 meals from diverting left-over food to local food banks over the past 5 years (ibid).

Both initiatives were led by Executive Chef Santana Diaz. He took these opportunities to support and showcase local farmers and ranchers through procurement forecasting. He continues to work at the UC Davis Medical Center.

Indicators

The following indicators are statements of broad condition change that would suggest progress toward the goal: *"Increase connection points between local farming productions and local market opportunities."*


- Indicator 4.1: Government purchasing priority is given to local, BIPOC, and/or Organic farmers
- Indicator 4.2: Non-governmental institutions have purchasing policies prioritizing local, BIPOC, and/or Organic farmers
- Indicator 4.3: Prepared-food businesses have purchasing policies prioritizing local, BIPOC, and/or organic farmers
- Indicator 4.4: Increased presence and consistency of farmers markets distributed equitably across Sacramento County
- Indicator 4.5: Grocery stores (across scales of operation) prioritize local produce purchasing

Relevant Existing Data Sets

There are minimal formal data resources that quantify the food system infrastructure present across Sacramento County. Much of the data presented comes from knowledge and networks in the community of business owners, individuals, and organizations that comprise current food systems work. Efforts to document food system infrastructure data would be invaluable.

- Farm to Fork Restaurant Guide





Goal 5: Equitable, Diverse, Environmentally Sustainable Agriculture System

Background

As industrialized agriculture continues to expand across California, the consequences will also increase. Large-scale monoculture cropping patterns and synthetic amendments lead to the loss of biodiversity, soil degradation, increased air and water pollution, and significant greenhouse gas emissions. Chemical and fertilizer runoff pollutes the soil and water of surrounding areas, contributing to poor health outcomes for residents – often the men and women who provide the labor for these “mega-farms.”

In addition to the social and ecological impacts, the effects of the corporate consolidation of land are not dissimilar to the model of inherited, familial ownership, generally by those identifying as White. This disenfranchisement began when Europeans and White Americans began to inhabit California and has stripped land stewardship and agricultural systems from Indigenous Peoples. The cultural racism at the core of this process continues to prevent farmers of color from accessing and retaining land.

Consolidation of land and resources also continues to be one of the prominent reasons new generations of farmers across demographic groups do not view agriculture as a viable career. The National Young Farmers Coalition found that accessing affordable land is the number one challenge new and young farmers are [facing today](#) (National Young Farmers’Coalition et al., 2022). In California, this challenge is even more stark: In 2022, the average cost for an acre of agricultural land in California was \$15,880, compared to a [national average](#) of \$4,080, requiring capital that communities of color struggle to acquire (Willis, 2023).

This suggests that a shift in land ownership models and resource availability must be at the foundation of a transition toward more equitable farming. Financial resources and technical support must be directed towards farmers who have traditionally experienced discrimination and are underserved by public programs and institutions, including BIPOC farmers, LGBTQIA farmers, women farmers, and non-English speaking monolingual farmers. As climate change continues to place pressure on our ecology and economy, it is imperative that we shift toward a model of agriculture that prioritizes ecological stewardship, enhances food system resilience, and empowers community agency over food production.

Current Status in Sacramento

The most recent USDA Census of Agriculture (2022) provides a broad overview of the status of agriculture, as well as a more specific overview of demographic shifts over the last five years. As of 2022, there were 1,118 farms in Sacramento County and approximately 257,000 acres of land in farming (including cropland, woodland, and pastureland), a decrease of 4% and 1%, respectively, since 2017 (U.S. Department of Agriculture, 2022). The average size of a farm in Sacramento is 230 acres, an increase of 2% since 2017. While these trends seem relatively minor, this change is in line with broader concerns around decreasing farm numbers - and increasing farm size - as land consolidation continues to impact the agricultural sector. Further, Sacramento County saw a 14% decrease in farms and 23% increase in farm size from 2012 to 2017 (Sacramento County, 2017).

Sacramento County hosts a wide variety of crops, with the most prevalent by acreage being wine grapes, rangeland and pastureland, rice, pears, and tomatoes (Avila et al., 2022). There are diverse fresh vegetable and fruit operations across the county that provide many types of produce throughout the entire year - many of which sell directly to consumers and to businesses in the area (10% of respondents indicated they sell directly to consumers). Very few farms in this area reported in the 2022 Census of Agriculture that they are using more sustainable practices; farms reducing their tillage represented 14% of responses, and farms using cover crops accounted for 6% of responses. Only 1.2% of farms are certified Organic, which translates to 3,107 acres (USDA2022). There is also likely a crossover in reporting as farmers often use multiple sustainable management practices in tandem.

Agriculture in the Sacramento area will become more challenging and tenuous as climate change continues to impact our local and global ecologies. The county has been in D3 level extreme heat and drought intermittently, with increasing consistency, over the past two decades. To adapt to changing conditions and be resilient in the face of environmental stress, it is imperative that agricultural production shifts towards a more ecologically sustainable system and develop deeper connections to the local economy. The following provides an overview of the current status of our local agricultural sector and where it intersects with sustainable farming.

Variety of Agricultural Crops Across Sacramento

Growing a diverse selection of crops is central to fostering an equitable local food system. It significantly bolsters the resilience of local food supplies and facilitates easier access to a wide array of fresh and culturally relevant foods. Further, farms that have a high level of diversity within their operation - farming many different types of crops simultaneously - create multiple income streams, mitigating risk for farmers.

The USDA Census of Agriculture (2022) also shows that Sacramento County currently produces hundreds of different crops on 1,118 farms. Notably, the crops with the most harvested acreage are wine grapes (37,423 acres), a mixture of cropland (134,941 acres), pasture for livestock (107,473 acres), and woodland (2,031 acres), vegetables (6,978 acres), and pears (5,002 acres) (Avila et al., 2022; USDA, 2022). On just 718 acres, Sacramento farmers grow a wide range of fruit crops including apples, apricots, avocados, berries, melons, figs, kiwi, nectarines, peaches, plums, pomegranates, and table grapes. On 2,670 acres, local farmers are growing fresh vegetables such as asparagus, beets, broccoli, corn, cucumbers, eggplant, squashes, herbs, leafy greens, okra, peppers, and market tomatoes (USDA, 2022). While not all of these fresh fruits and vegetables are consumed within Sacramento County, many of these products are sold within our local supply chains. In addition, there is a wide range of animal meat and dairy operations in Sacramento County that include cattle, chicken, goat, pig, sheep, turkey, and aquaculture (Department of Agriculture, Weights & Measures, County of Sacramento, 2022).

The Agricultural Census also shows that in Sacramento, the majority of farms are small; 38% of farms are 1-9 acres in size and 28% are 10-49 acres. While small-scale farmers are often the majority of total farms, their total farmed acreage is only a small portion of total acreage in Sacramento. There are 74 farms, which make up 7% of total farms, that cultivate more than 1,000 acres. Further, 33 farmers cultivate on farms between 500-999 acres (USDA, 2022). These larger farms are often focused on export-oriented commodity production and may not prioritize local food supply chains.

Diversity of Farmer Demographics in Sacramento County

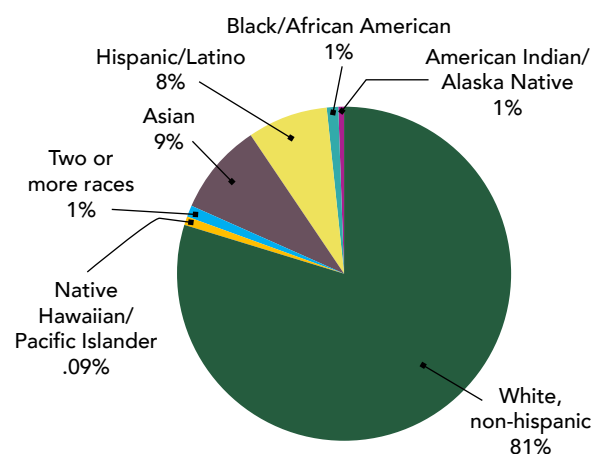
The demographic breakdown of Sacramento County, versus the demographic breakdown of farmers in Sacramento County, reveals serious disparities in the number of BIPOC farmers in the County (46). (Figure 6). According to the USDA 2022 Agricultural Census, 87% of farmers identified as White, while 31% of County residents identified as White. Similarly, 29% of County residents identified as Hispanic, yet only 8% of farmers identified as Hispanic. Further disparities can be noted in the gender demographics of farmers, with 60% of farmers in Sacramento County identifying as men and 40% identifying as women. There is no available data that provides insights into other gender and sexuality identities. Only 7% of farmers were under the age of 35, which correlates to national trends reflecting an aging farmer population and small proportions of younger farmers. The majority of farmers in Sacramento County were between the ages of 35-64 years old (56%) - however, this is not a particularly useful data categorization to better understand the age dynamics of Sacramento farmers (USDA, 2022). Finally, 41% of respondents identified themselves as new and beginning farmers, which is defined as having operated a farm or ranch with less than ten years of experience farming.

Number of Sustainable, Ecologically Based Farms in Sacramento County

Reducing agricultural pollution and transitioning to more sustainable, ecologically based agriculture is critical to becoming more resilient to climate change. More importantly, these steps are necessary to create healthy environments for the people who live in our region. Unfortunately, there are no direct datasets available that provide a comprehensive overview of the status of sustainable agriculture in Sacramento County. However, there are some useful pieces of information that can provide insights into particular aspects of sustainable agriculture. For example, the 2022 Census of Agriculture

Figure 6

Racial and Ethnic Demographics, Sacramento Farmers (%)

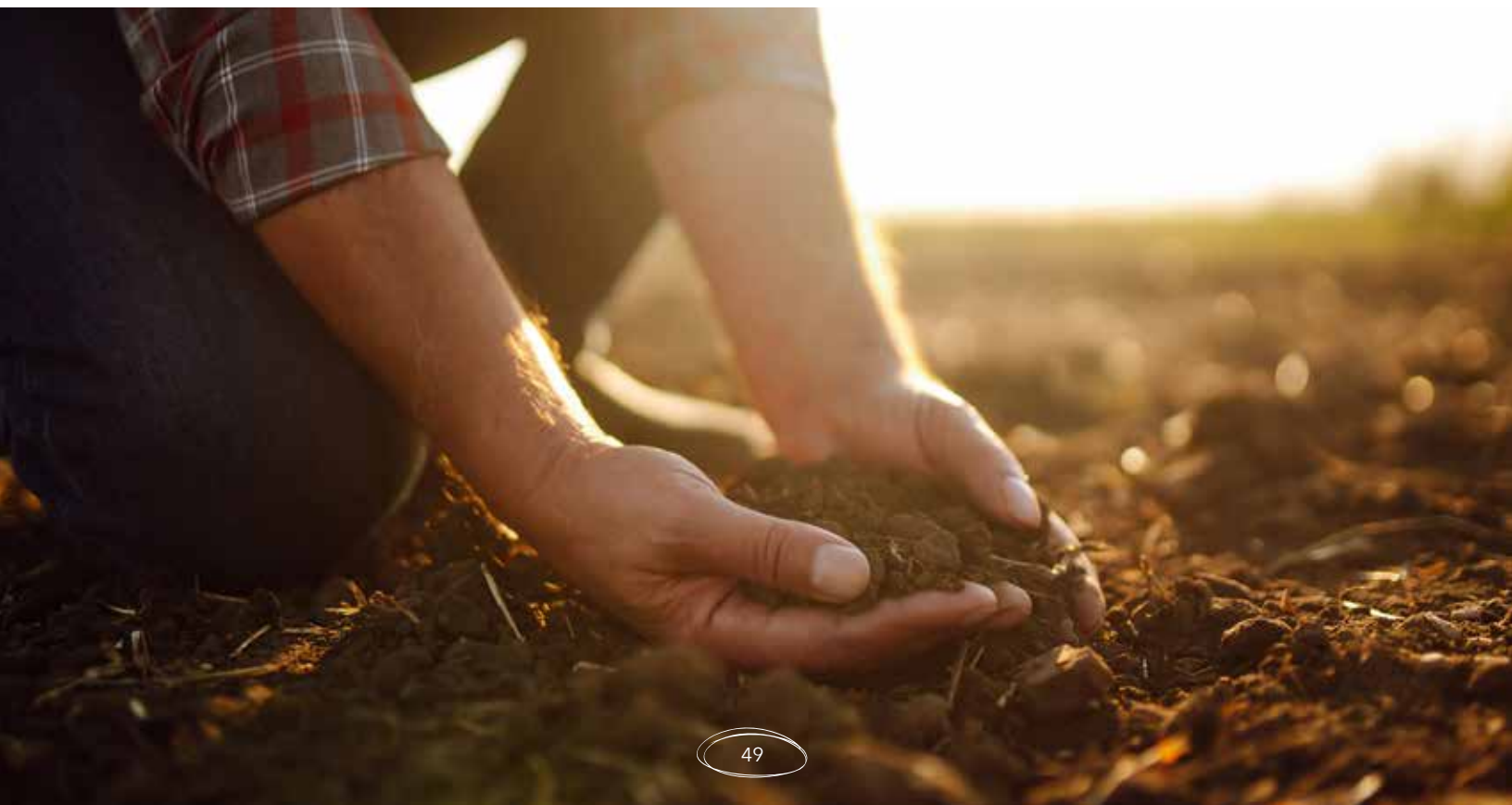


found that 6% of farmers reported using cover crops - which are used to protect soil, build organic matter, and replenish crop nutrients. Further, this survey found that 13% of farms are using reduced or no tillage practices in their operations, which dramatically reduces soil degradation and dust creation.

The California Department of Food and Agriculture (CDFA) also collects information on the presence and types of organic operations in each county, as well as the use of incentive programs that promote sustainable agriculture. The State Organic Program, housed within CDFA, reported that only around 1.2% of farms are certified Organic, making Sacramento around three percentage points lower than the state average of 4.4% of cropland (California Department of Food and Agriculture, 2023). The most common certified organic crops grown in Sacramento include fresh fruits and vegetables (~570 acres), with the majority of certified organic land in field crops (e.g., rice) and pastureland for animals (CDFA). It should be noted that not all farmers who use organic management practices go through the process of certifying their land, so the prevalence of organic agriculture in the County is likely higher than this reported data.

The CDFA does offer some financial assistance to farmers transitioning to sustainable and ecological farm methods. Through the Healthy Soils Program, farmers can get financial assistance for using cover crops, compost and mulches, and by planting pollinator hedgerows, and the State Water Efficiency and Enhancement Program (SWEET) offers financial assistance to encourage the transition to more efficient irrigation systems. Although many farmers have utilized these programs (and others) to adopt more sustainable practices, it is difficult to assess their effectiveness due to the lack of easily accessible public datasets are not easily available to assess their effectiveness. Furthermore, there is a lack of information on the prevalence of sustainable and ecological practices adopted by farmers without available incentives.

In Sacramento County, the support available to farmers seeking assistance with technical aspects of their business, as well as those needing assistance tapping into financial resources, is mixed. Unlike the surrounding counties of Placer, El Dorado, and Yolo, Sacramento County does not have a dedicated Resource Conservation District. However, UC Cooperative Extension staff members can offer technical guidance to various types of farming operations to serve a variety of stakeholders, including vegetable, fruit and nut growers, as well as small organic farms. Other organizations, such as California Alliance for Family Farms, offer technical and financial resources to support farmers and ranchers.



Indicators

The following indicators are statements of broad condition change that would suggest progress toward the goal: *"Sacramento County will have an equitable, diverse, and environmentally sustainable agricultural system that supports multiple socio-economic and ecological goals."*

Indicator 5.1: Farming populations more reflect community demographics of Sacramento

Indicator 5.2: There is a thriving agricultural sector that supports local food needs

Indicator 5.3: Local food production reflects the diverse dietary needs of communities and emphasizes culturally relevant crops

Indicator 5.4: A large majority of farms utilize ecological management practices that support climate and environmental goals

Relevant Existing Data Sets

Agricultural Census data (every five years)

County Agricultural Commissioner data (every year)

Program data from UC Cooperative Extension and Resource Conservation Districts

Program data from CDFA programs, State Organic Program, SWEEP, Healthy Soils Programs, EQIP, and more

Program data from organizations offering farm certifications, e.g. Audubon

Goal 6: Justly Compensated and Professionally Supported Farming and Food Industry

Background

All individuals have the right to earn fair wages and employee benefits and to live fulfilling lives. Unfortunately, many - if not a majority - of farm and food system workers are not justly compensated or provided with meaningful benefits and worker protections. Feedback from the community highlighted the fact that the workers who support the Farm-to-Fork Capital often do not have the opportunity to enjoy the benefits of the local food system.

Across the food system, whether it be agriculture, supply chain work, or food service, wages are consistently low, with minimal opportunities for career advancement. Further, many food system workers receive minimum wage, are not represented for collective bargaining, and have experienced workplace violations, such as refusal to pay overtime and inability to take breaks. In one survey, 89 percent of food service workers in California reported experiencing rampant workplace violations. These employees have historically been exempt from minimum wage requirements under the presumption that patron tipping will balance low wages. While California did just pass a \$20 per hour minimum wage mandate – it is [only for fast-food restaurant employees](#) (Terry, 2024).

Farm workers, in addition to being paid low wages, do not have federal recognition for the right to collectively bargain, leading to workplace [abuse](#) and limited access to resources and benefits such as health care and fair wages (Cabrera-Lomelí, 2022). It should be noted, though, that in 2023, California passed a law that makes it easier for farm workers to [unionize](#) (FarmWeek, 2023). Many local family farmers find it difficult to remain viable themselves, often requiring off-farm income streams or additional [financial support from family members](#). In 2021, 84% of US farm households earned the majority of their total household income from off-farm sources (FarmWeek, 2023).

These disparities for farm and food systems workers intersect with race and gender; [80% of food services workers are non-white, and two-thirds are women \(Terry, 2024\)](#). Of farm workers, 92% are Latino and the majority are undocumented - making it difficult to access critical resources and making them particularly vulnerable in their [workplaces](#) (USBLS, 2023). It is clear that an equitable local food system cannot be achieved without addressing the disparities experienced by those who grow, process, distribute, and sell food. Further, the long-term sustainability, benefits, and economic viability of a local food system itself relies on community members being able to earn a dignified living from this work and contribute to local economic activities.

Current Status in Sacramento County

According to results from The Restaurant Opportunities Center (ROC) FSA work, the Food Service and Food Manufacturing sectors have experienced robust growth in Sacramento County - surpassing pre-pandemic employment levels and outperforming growth indicators in California. As of May 2023, there are now 92,040 food preparation and service workers, making it the second-largest employment sector in the county. Similar trends for food manufacturing were noted with the ROC finding that employment had grown by nearly 40 percent in Sacramento, compared to less than 2 percent across the state. In contrast, the prevalence of farm work has stayed relatively stable, with a reported 3,550 workers classified as crop, nursery, greenhouse, ranch, and aquaculture workers.

The minimum wage in Sacramento is \$16, which is in line with the most current state mandate. However, the MIT Living Wage Calculator proposes that the living wage in Sacramento County for one adult with no children is \$25.19 per hour. This suggests that many workers, single households and beyond, who are receiving minimum wage struggle to make ends meet. As of February 2024, food service workers on average, made \$17.89 per hour or \$37,220 annually, while farm workers made approximately \$17.64 per hour, lower than the living wage index for Sacramento (*Living Wage Calculator - Living Wage Calculation for Sacramento County, California, 2024*). These wages do not enable people to save for the future or have disposable income. Given this, it is challenging for many food industry workers to participate in the local food system to which their labor contributes.

Wages of Food System Workers by Specific Position

The wages for food system workers vary depending on the specific area of service work (USBLS, 2023). Dishwashers, hosts, coffee shop workers, and support staff make around \$17.60 per hour, whereas waitstaff makes \$21.83 per hour. The highest-paid food service worker category, reported by the US Bureau of Labor Statistics, was Chefs and Head Cooks, who made \$32.60 per hour on average. In the farmwork sector, workers in the ranching and aquaculture sector (working with animals or fish) make more on average (\$20.59 per hour) than those working in croplands, nurseries, or greenhouses (\$18.24 per hour) (USBLS, 2023). The demographics of those working in the food sector also perpetuate gender, ethnic, and racial wage gaps, with most food system workers being underpaid and unable to secure a living wage. According to the ROC FSA analysis of Bureau of Labor Statistics and American Community Survey data for food sector workers in the Sacramento metropolitan region:

- Workers of color make up the vast majority of food service, food production, and food processing workers in Sacramento.
- Women make up the majority of Food Sector workers.
- Men occupy the majority of positions in food production and food processing in Sacramento.
- Young workers, aged 16-24, comprise the majority of the food service sector.
- Workers aged 25-44 are the plurality of those working in the food production and food processing sectors.

There is no data available at the county level that directly assesses the intersection of wages and demographics for the farm and food sector in Sacramento County as a whole. Similarly, there is no available data at the county level that directly assesses the intersection of wages and demographics for the farm and food sector in Sacramento County.



Benefit Access for Food System Workers

There is no data to assess the status of food system worker's access to benefits such as health insurance, retirement plans, and/or other commonly provided workplace benefits (e.g. wellness incentives for Sacramento County).

Number of Food System Workers Enrolled in Unions

In Sacramento, there are multiple unions that cover unionized food service workers, including United Here Local 49, SEIU 1000, Teamsters Local 150, and United Food and Commercial Workers Golden State. While it is more common for larger chain grocery and food establishments to have union representation, there are still significant gaps. United Farm Workers currently represents over 7,000 agricultural workers across California (Foy, 2023) but there is no public data currently available at the county level on the number of residents represented by farm and food worker unions.

Indicators

The following indicators are statements of broad condition change that would suggest progress toward the goal: *"Sacramento County will support a food and farming industry that justly compensates a diverse pool of workers and ensures opportunities for professional development"*.

Indicator 6.1: Food system workers earn living wages for the Sacramento area

Indicator 6.2: Benefits programs are more widely available across food system work

Indicator 6.3: Unionization of the food systems workforce is more prevalent

Relevant Existing Data Sets

- Restaurant Opportunities Center
- Bureau of Labor Statistics
- Unite Here Local 49 and SEIU 1000



Goal 7: Community Education Opportunities

Background

While equitable food access and a thriving food and farm industry are critical components of a high-functioning food system, food and nutrition education is as well. In order to fully support Sacramento's Farm-to-Fork mission, it is essential to ensure that local, healthy, sustainably grown, and affordable food is easily accessible to everyone. Along with access to great food, it's important for communities to have the knowledge and skills necessary to maintain a well-rounded diet, prepare healthy and culturally important foods, handle food safely, and locate locally sourced ingredients. All are components of food and nutrition education that should be available to all communities. Providing culturally relevant food education in both institutional and non-institutional settings, in traditional and non-traditional educational environments, will empower a wide range of people and support the goals of this assessment.

The Women, Infants & Children (WIC) program is a critical part of the family nutrition education infrastructure. It is designed to "help pregnant women, new moms, and young children eat well, stay healthy, and be active" Supplemental Nutrition Program for Women, Infants and Children (WIC) (Food and Nutrition Services). WIC is mainly funded through the U.S. Department of Agriculture and offers WIC recipients receive free, nutritious foods, nutrition education, referrals to community services, and breastfeeding support.

Schools also play a significant role in providing nutrition education. The California Department of Education advises all schools in the state to incorporate nutrition education (NE) into their curriculum for grades PreK–12. The guidance encourages schools to utilize various methods to incorporate NE effectively, such as connecting with the cafeteria, implementing Farm to School programs and instructional gardens, conducting food-tasting activities, offering cooking experiences, and integrating NE into the core curricula:

The California Department of Education (CDE) Nutrition Services Division (NSD) and the U.S. Department of Agriculture (USDA) Food Nutrition Service (FNS) strongly encourage all California schools to offer an NE class or to integrate NE into the core subjects for grades PreK–12. Ideally, educators would teach NE as a separate subject to ensure that nutrition is taught in a sequential and comprehensive way. When nutrition is the focus, teachers can adequately prepare, schedule instructional time, work on skill-building and behavior change. Then, educators can reinforce NE in other content areas, giving children more consistent exposure to nutrition concepts and messages.

Each school, depending upon grade groups, requirements, and needs, will offer NE in a different way. There are a variety of ways to effectively incorporate NE into each school. NE can be enriched by expanding connections with (1) the cafeteria; (2) Farm to School programs and instructional gardens; (3) food-tasting activities; (4) cooking experiences; and (5) core curricula. NE lessons, paired with garden experiences, and taste-testing can help increase student participation in the Child Nutrition Programs (CNP)." [*Nutrition Education in California Schools - Healthy Eating & Nutrition Education (CA Dept of Education)*].



Current Status in Sacramento County

Community feedback from the Sacramento Food System Assessment revealed a strong desire for culturally relevant nutrition, cooking, gardening, and agricultural education in underserved neighborhoods. There was also an emphasis on the importance of diverse educational methods to facilitate accessible and effective knowledge sharing. Furthermore, for some participants there was a desire for parent and youth education programming on nutrition and healthy grocery shopping. Finally, the negative impact of heavily processed foods was also raised as a concern during community engagement sessions.

Currently, Sacramento has several nutrition and food education programs serving the community:

- The Melanin Day School Academy has a program for youth to learn about African-American and Black culture that goes beyond what is commonly taught in schools. The program also teaches students about mental health and nutrition to help Black families heal and thrive.
- Sacramento Food Bank & Family Services (SFBFS) hosts classes through their Health and Nutrition department, teaching families how to incorporate healthy and nutritious foods into their diet. SFBFS also partners with other local agencies to distribute health and nutrition information to a wide array of partners.
- The Sacramento County Obesity Prevention Program (SCOPP)'s goal is to lower obesity rates in Sacramento County by increasing access to and consumption of healthy foods and beverages, reducing consumption of less healthy foods and beverages, and increasing physical activity. The program partners with community-based organizations and groups, including Health Education Council, Public Health Institute, Sacramento Food Bank & Family Services, school districts, and community colleges, and focuses on training, technical assistance, and education. The Food Literacy Center works with Sacramento youth to teach them the impact of their food choices on health, the environment, and the economy in a fun, approachable, and practical way.
- Yisrael Family Farms provides food and farm education focused on their farm site in Sacramento using workshops, classes, programs, and other methods, connecting with health and nutrition in a fun way.
- Alchemist Community Development Corporation runs food business education programs, including its Microenterprise Academy (AMA) and Alchemist Kitchen Incubator (AKIP), which help train, equip, and empower under-resourced entrepreneurs seeking to start their own food businesses.

- Luther Burbank High School offers an Urban Agriculture Academy that offers students opportunities to learn fundamental sustainable agriculture skill sets through hands-on experiential learning. Students also explore topics such as environmental justice, food justice, and health and nutrition.
- Soil Born Farms is an urban agriculture and education project that offers numerous experiential educational opportunities with the goal of making healthy, fresh, local food for all a reality. They have educational opportunities tailored to both youth and adults throughout the year, with topics ranging from food preservation to gardening.

There is also a wide range of community-based educational programming) as well as many informal ways that individuals and neighborhoods share food and agricultural knowledge - along with traditional medicine and cultural uses of food and herbs for overall well-being. Unfortunately, informal or cultural nutrition education is often not resourced or documented, as it happens on a hyper-localized level.

Indicators

The following indicators are statements of broad condition change that would suggest progress toward the goal: *"Robust, non-traditional education opportunities about food and agriculture that are interactive, impactful, and intergenerational are available in all jurisdictions."*

Indicator 6.1: Nutrition education for children is culturally and linguistically relevant

Indicator 6.2: Availability of classes in gardening, farming, and cooking that are culturally and linguistically relevant for community members

Indicator 6.3: Classes and educational opportunities are distributed equitably across the County's urban, peri-urban, and rural areas

Relevant Existing Data Sets

- Program data from CalFresh Healthy Living programs
- Program data from Women, Infants & Children (WIC) programs
- Program data from Master Gardener classes
- School district nutrition education



Conclusion

The Sacramento Food System Assessment aims to lay the foundation for action toward a more equitable food system. The visions and goals outlined in the assessment represent the collective desires of hundreds of Sacramento County residents who participated in the community listening process. We are grateful for their participation, and for the partnership of so many organizations that helped create this assessment.

Moving forward, we are hopeful that this report can catalyze progress toward a Food Action Plan for Sacramento County. As part of the County's Community Health Improvement Plan (CHIP) process in 2024, there is an opportunity to embed the underlying vision and goals of the Assessment in that tangible, community-led process of defining health needs, setting priorities, and creating a plan for meeting them (CHIP is part of the national accreditation process for all public health departments). Sacramento's CHIP has a goal to "Promote access to and consumption of culturally relevant healthy foods through education, advocacy, and community engagement," and a sub-objective to "Reduce food insecurity from 11.7% to 9.0% in Sacramento County." We look forward to seeing the results of this bold collaboration.



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APPENDIX A: Community and Partner Survey Questions

Based on established vision areas, the SFPC and partner organizations developed a scope of inquiry consisting of 37 questions. The 37 questions were designed to obtain categorized responses that address the four vision areas, respectively: A Food Economy that Produces Shared Prosperity (10 questions), Health and Well-being of All People and Communities (8 questions), Restorative Justice Across the Food System (9 questions), and Equitable, Diverse, Environmentally Sustainable Agriculture (10 questions).

Recognizing the possibility that 37 questions asked at once could cause survey fatigue, the team set a maximum number of questions per session and tailored each set of questions based on the session's target audience. Many questions were repeated to ensure a broad pool of survey responses. The table below indicates which questions were asked during which session.

Table A1

SESSION: SURVEY QUESTION	1	2	3	4	5	6	7	8	9	10	11
RESTORATIVE JUSTICE											
1. What stops you from having locally grown food in your diet?	*	*	*			*			*		
2. How does food help you to build community?	*								*		
3. What do you think about when you buy food?	*	*									
4. Many communities have experienced harmful outcomes like food deserts and food insecurity because of historic racism and discrimination. How can these communities be restored for the better?	*							*	*		
5. Use your imagination. What supportive programs might help you feel confident about the choices you make to feed yourself and your family?	*	*							*		
6. How do you build community when you grow and harvest the food you need?					*	*		*			
7. What do you think about when you throw food away?					*	*					

SESSION: SURVEY QUESTION	1	2	3	4	5	6	7	8	9	10	11
8. Split: How do you build community when you no longer need the food you have?					*					*	*
9. Split: How do you build community when you throw away food?					*						
HEALTH and WELL BEING											
1. What food options do you want to see in your neighborhood?	*	*	*			*			*	*	*
2. How is the health of your family affected by the food choices available in your neighborhood?	*	*		*						*	*
3. If you work in the Sacramento food system, how do your workplace conditions affect your health?					*		*				
4. How can food businesses support the health and well-being of communities?		*	*				*		*		
5. If you are a farmworker, what would you need for a better work environment?							*				
6. If you are a food entrepreneur, what would you need for a better work environment?							*				
7. If you are a food business owner, what would you need for a better work environment?							*				
8. How can banks, credit unions, and other financial institutions support the health and well-being of food entrepreneurs and business owners?							*				
AGRICULTURAL EQUITY, DIVERSITY, and SUSTAINABILITY											
1. Think about WHERE you get your food. Why do you GO TO GET food there instead of other places?	*	*				*			*	*	*
2. How does access to the internet, phone, or other channels of communication affect your food security?	*					*	*			*	*
3. Split: How do your thoughts on climate change, drought, and wildfire affect your food production?							*				

SESSION: SURVEY QUESTION	1	2	3	4	5	6	7	8	9	10	11
4. Split: How do your thoughts on climate change, drought, and wildfire affect your food consumption?					*	*			*		
5. Split: How can food producers prioritize environmental sustainability specifically with how we manage food waste?					*		*				
6. Split: How can food consumers prioritize environmental sustainability specifically with how we manage food waste?					*					*	*
7. If you are a food business/producer, where do you sell/distribute food?							*				
8. If you are a food business/producer, think about where you sell/distribute food. Why do you sell/distribute your food there instead of other places?							*				
9. Our vision is to build a food system that produces shared prosperity. How can producers with different business sizes, product types, locations, and growing methods be supported equally?					*		*				
10. How can the Sacramento County food system better support environmental sustainability?					*					*	*
SHARED ECONOMIC PROSPERITY											
1. How can food business owners improve working conditions for their employees?					*		*				
2. How can more people benefit from food that is grown, sold, and eaten in Sacramento County?					*	*				*	
3. Our vision is to build a food system that produces shared prosperity. What changes in the Sacramento County food system would help us get there?		*			*	*					
4. Split: If you work in the Sacramento food system, what support do you need to advance your career?		*					*				
5. Split: If you work in the Sacramento food system, what support do you need to improve working conditions?		*					*				

SESSION: SURVEY QUESTION	1	2	3	4	5	6	7	8	9	10	11
6. If you work in the Sacramento food system, what do you need to feel more economically secure?					*		*				
7. Split: If you work in the Sacramento food system, how would owning land affect you?					*			*	*		
8. Split: If you work in the Sacramento food system, how would owning a business affect you?					*			*			
9. Our vision is to build a food system that produces shared prosperity. What kinds of financial investments are needed to help you benefit economically?								*			
10. If you are a food business/producer, what shifts have you made to survive COVID-19 and the economic downturn?								*	*		



APPENDIX B: Example Survey Input

This table represents categorized concerns based on community listening sessions that received the ranking of #1 priority for each vision area

Table B1

Survey Results identifying Priority 1 Areas of Concern	Total Responses
Economic Prosperity	54
Affordability of Healthy Food Options	7
Create spaces for community knowledge and resource sharing for black and indigenous people.	11
Ethical Labor Practices for all workers	3
Non-Government Support	11
Prioritize neighborhood self-sufficiency by supporting Black communities in growing their own food.	16
Student Loan Forgiveness	6
Ag Equity Diversity & Sustainability	118
Affordability of food	3
Decrease the distance between immigrant/refugee resettlement communities and culturally relevant, low-cost, convenient, organic, and healthy food options.	41
Designate specific funding streams to support environmental sustainability and land ownership for Black businesses in the food system.	11
Diverse Education Methods	7
Diversify neighborhood food supply by increasing the number of culturally relevant, healthy, organic, shopping options (i.e. garden deliveries, farmers' markets, supermarkets)	21
Ethical Labor Practices for Producers and Farm Workers	6
Increase the availability of affordable fresh and organic options in neighborhoods that are locally produced.	18
Increase the Amount of Money Allocated in Business Grants	7
Quality of food	4

Health & Well-Being	138
Convert vacant lands, front yards, and abandoned properties in food deserted neighborhoods into community-owned gardens, pop up farm stands, and farmers' markets.	17
Create spaces for community knowledge and resource sharing.	10
Decrease disease as well as physical and mental health ailments of immigrant/refugee resettlement communities by ensuring that culturally relevant food is available.	39
Farmers' markets & grocery stores located in communities	5
Financial Support to Reduce Anxiety	14
Free and Reduced Priced Meals for Those in Need	8
Mental Health Support	9
Prioritizing food access for vulnerable populations.	5
Reducing the cost and barriers to fresh foods in indigenous and low-income communities	3
Support culturally relevant community-based organizations to assist elders with their food access needs	9
Support culturally relevant nutrition, cooking, and gardening educators in underserved neighborhoods.	10
Supporting the community in sharing resources like mutual aid, transportation like Paratransit, and carpooling	9
Restorative Justice	93
Access and education related to healthy food options	5
Building Community Connections	6
Gleaning - allowing for excess food to be shared for free	5
improve neighborhood safety by supporting walking buddies programs	11
Increase the availability of affordable and culturally/religious relevant halal and organic foods in immigrant and refugee resettlement communities.	38
More collaboration between businesses and communities to redistribute excess food	5
Promote unity and cooperative economics in local economic policy by supporting Black people in collectively supporting each other's businesses.	9
Support the growth of entrepreneurs and businesses of color to employ others.	11
Transfer corporate-owned land back to Indigenous tribes through thoughtful, time-conscious, and collaborative agreement for sustainable restoration and stewardship	3
Grand Total	403

APPENDIX C1:

CAFF Final Report



October 7, 2022

Deme Hill
Green Technical Education & Employment
1026 Florin Rd., #152
Sacramento, CA 95831

Dear Ms. Hill,

On behalf of Community Alliance with Family Farmers (CAFF), we appreciated the opportunity to partner with you on the *Sacramento Food Assessment and Partnership Project* over the past 2 years. It was a privilege to connect with local agricultural producers and buyers and identify challenges they are facing and opportunities to serve their needs. We anticipate this assessment will guide many stakeholders, including public officials, in making future investments in our farmers and our food system.

We made significant progress on the outcomes and activities outlined in our original scope of work. Specifically, here are the details of our work:

Ben Thomas, Program Director, Farm to Market, will lead overall CAFF coordination and provide 250 hours of support over the grant period, including the following lead and support roles:

- Engage small and mid-scale farmers to develop assessment of needs and opportunities (Support)

In addition to supporting the Sacramento Farmers Guild chapter discussion sessions, described further in Paul's report, Ben ran a 6 month pilot for cooperative purchasing with a group of farmers from the Sacramento Farm Guild chapter. Additional details on the co-operative purchasing models is described below.

- Engage key farmer system leadership stakeholders (Support)

CAFF participated in the weekly Sacramento Food Access call throughout the end of 2020 into 2022 to share our work with school districts, Growing the Table and Great Plates Delivered food access programs and better understand how farmers and nutrition insecure communities across the region were interacting and coordinating. The biggest take away from this experience, in addition to developing a deeper understanding of the food ecosystem in Sacramento, was that this type of peer-to-peer network provides a lot of valuable connectivity and generates opportunities for collaboration. This example was then used to deepen discussions with local food buyers across the county.

We build sustainable food and farming systems through policy advocacy and on the ground programs

P.O. Box 363 Davis, CA 95617-0363

530.756.8518 | info@caff.org | www.caff.org

- Interview a group of institutional buyers for the purpose of understanding what would help them purchase more local products from Sacramento growers (Lead) AND

- Interview other non-institutional buyers (food bank, emergency food providers, food co-op, grocery industry, corner store retail, restaurants) to understand needs/barriers (Lead)

- Institutions Interviewed:
 - San Juan Unified
 - UC Davis Medical Center
 - Golden1 Center
 - Sac County Office of Education Community Schools**
 - Sutter Health
 - Sac State
- Non-institutions Interviewed:
 - Meals on Wheels
 - Yolo County Food Bank
 - SPORK Food Hub
 - Renegade Dining
 - Next Gen Foods Food Hub
 - Surveyed (phone & email) 32 participating restaurants from Great Plates Delivered food access program
- Key takeaways:
 - Policy barriers at the County level were not a concern for any of the buyers.
 - Several interviewees reflected that having a peer-to-peer cross-sector network where they could share challenges and needs with other buyers across the county could lead to more collaboration and less competition, as well as make sure that opportunities spread to all of those who could take advantage of them.
 - Recommendation: Consider funding a group to facilitate a quarterly buyers meeting across the county.
 - Most institutional local buyers did not have backgrounds in volume purchasing, but had come from other sectors.
 - Recommendation: Consider a training program in which those with substantial experience can train those who do not.
 - Most institutional buyers used Produce Express for local purchasing, but expressed challenges meeting volumes and working with smaller-scale farms..
 - Recommendation: Work directly with Produce Express to figure out a Countywide investment to support increasing their local purchasing.
 - Several buyers expressed that they would pursue infrastructure or local food purchasing grants if they were available but did not have significant support or experience to do so. Regional infrastructure and affordability of individual operation infrastructure was cited multiple times.
 - Recommendation: Discuss opportunities for countywide funding for infrastructure and local food that is focused on minimal barriers to entry for buyers.

- Several buyers, especially those that were smaller-scale, referred to having difficulty effectively marketing local food.
 - Recommendation: Consider a fund to pair marketing agencies with local food buyers to provide pro bono support in getting their marketing off the ground.
- Multiple buyers referred to challenges with measuring the impact of local food purchasing beyond economic impact, such as with health incomes.
 - Recommendation: Consider a regional grant to study the long-term impact of local purchasing on community members.
- All buyers referred to challenges with labor.
 - Recommendation: Improve and create educational and incentive programs to get workers into good food service jobs.
- Celebrating food service staff and buyers in institutional spaces could be better supported.
 - Recommendation: Create regional events and awards to celebrate food systems actors that support farmers, such as food service workers processing the foods that they grow.
- All buyers and aggregators referenced the need for more subsidies for purchasing local foods for buyers. Davis, CA, for example, has a bond that contributed \$70k to Davis Joint Unified school district for local food purchasing last year.
 - Recommendation: Advocate for city or county bonds to provide funds for local food purchasing.

Due to several staff transitions, we were in contact with Dignity Health and Kaiser but were unable to interview representatives from these institutions.

- Solicited feedback over email and phone from 33 restaurants that participated in the Great Plates Delivered program.
 - Takeaways and quotes from restaurant feedback:
 - Some restaurants expressed that the program not only kept them open, but was all they had left after closing their other sites. 5 expressed that it saved their businesses. 7 called a "life saver." A third of restaurants referred to the program saving their businesses.
 - Almost all restaurants expressed appreciation in supporting local farmers AND serving seniors through the program. Wanted to continue helping seniors after the program. Received thank yous from seniors. Feedback from seniors that it was life saving as well. Several referenced uplifting staff.
 - Program allowed them to pay off debt, start a 401K and a refugee teaching kitchen program for their staffing. Weren't able to meet local purchasing goals because they had to prioritize staffing.
 - Many expressed trying to buy from at least some local purveyors.

- Some restaurants bought direct and through smaller food hubs for the program. Most relied on Produce Express to buy local and trusted that they were by buying through PE.
- Some didn't buy local at all through the program, didn't feel that they needed the items that were listed.
- One restaurant opened a second location and even bought from the farmers market for the program.
- Most expressly wanted to continue the program.

- Investigate how can we support co-operative purchasing opportunities for small & mid-sized growers to maximize volume purchasing and farmer capacity (Support)

From fall 2021-spring 2022, we held 6 meetings that were each attended by 5-7 farms to pilot co-operative purchasing opportunities for farm supplies. We surveyed the farms on what they were buying, the tempo of when they bought it, and dug deep into the logistics, pros, cons and considerations of purchasing supplies and sharing equipment together. The following were the takeaways:

- Opportunities:
 - The biggest potential to save money through collective purchasing were with seeds. Bulk seed purchasing significantly decreases prices.
 - The next biggest opportunity was in saving trips to supply stores, especially those that were 50+ miles away. If a farm could save a trip to the same store by having another farm pick up supplies, such as hand tools or netting, they could split the gas and save time.
 - All farms didn't need to have memberships or business accounts at stores if they arranged purchases together.
 - One of the biggest and most unexpected outcomes of the group was the benefit created from the farmers sharing what they were doing and using. The space turned into more of a troubleshooting and bonding space than a collective purchasing space, particularly around the day-to-day challenges on the farm related to supplies and problem solving. This was a major benefit that should be considered in future program development around collective purchasing.
 - It was very easy to get the group together and there was always good attendance. The experiment and need demonstrated demand for this service and were successful overall.
- Challenges:
 - Communication was challenging and we decided as a group to communicate through the email listserv and/or social media. Farms would post a couple of days before making a trip, usually to the farmers guild facebook group, and others who saw it could join in on purchasing supplies from their trip. A group messaging system could be more effective as some people didn't check the facebook group regularly.
 - Farms were all on different purchasing schedules, which made setting a rhythm challenging. For the most part, they planned ordering 3-6 months ahead of

- planning to try to avoid supply chain shortages. This made aligning purchasing across the entire group, vs. 2 or 3 farms that were on the same schedule for any given purchase, challenging and led us to question whether a whole group-approach was ideal or whether to arrange actual purchasing in smaller groups.
 - Some major seed companies give discounts to nonprofits. The group flagged further exploring whether it would be appropriate to group purchase under a nonprofit and how that would function; alternatively, we discussed exploring asking for a group discount instead and negotiating that with the company.
 - When buying seeds with farmers in the same region, you're increasing competitiveness if serving the same markets. It helps to have a facilitator who can align purchases of farmers serving different markets.
- Other considerations & lessons learned:
 - The end of the work day on Tuesdays and Wednesdays held virtually garnered the most participation.

- Develop written reports to contribute findings, data and initial assessments to Sacramento Food Policy Council. (Lead)

We completed reports, data gathering and assessments in a timely fashion. See additional information in Paul's section below.

Paul Towers, Executive Director, CAFF, will support overall CAFF coordination and provide 150 hours of support over the grant period, including the following lead and support roles:

- Engage small and mid-scale farmers to develop assessment of needs and opportunities (Lead)

Over the course of the project, CAFF conducted a robust assessment of farmer needs and opportunities, exceeding our goal of connecting with 68 farmers in Sacramento and neighboring counties. We held 2 in-depth in-person listening sessions, several virtual Zoom discussions, and 4 farmer field days to identify, digest, reflect and synthesize their needs. While tools of the assessment are the focus of this project, much of the benefit of the work was and is farmer-to-farmer knowledge exchange, seeing how each other farms, and learning about improving their farms and practices. Over the course of the two years, we identified (and in many cases affirmed) the ongoing needs of farmers. While many issues emerged, these issues seemed most significant based on our conversations:

- *Climate change is affecting farmers in significant ways* - Extreme heat, unexpected frosts, water accessibility, smoke from wildfires are created or exacerbated by climate disturbance and significantly affect the ability of land-based producers to conduct agriculture. For example, 3 farmers we work with in Sacramento County lost a majority of their pepper, tomato and eggplant crops in spring 2022 due to unexpected late spring extreme frost, and lacked any safety net or insurance other than CAFF emergency funds to help cover re-buying their seedlings for their most profitable summer crops.

- *Land affordability and secure land access is paramount* - With soaring land prices in the region, meaningful land security is difficult for farmers to come by and make it even harder for farmers to invest in their soil for fear of translocation. A majority of regional farmers we interviewed are leases on fewer than 20 acres of land. This precariousness makes it hard for farmers to put down roots and make bigger on-farm investments and increasing lease costs are pushing farmers off more productive lands to more marginal lands. For example, one refugee grower we work with was forced to farm in extreme gravel soil in Galt when he couldn't afford or access more productive soils closer to Sacramento.
- *Small businesses success requires efficient, stable, local markets* - The pandemic through already unstable markets into greater chaos, while local, state and federal investments helped anchor greater purchasing from local farmers. Farmers increasingly want more contracts, commitments and public support for purchasing from them so they can focus on producing food and less time on trying to market it and they want food safety support to access appropriate markets. For example, one local grower shared how many different local restaurants they had to lug produce around to to try and convince them to purchase and was ultimately unsuccessful in all outreach, eventually having to take this year off to focus on off-farm supplemental income.
- *Basic food system infrastructure is essential* - Related to markets, farmers are calling for greater investments in what it takes to get food from farms to market as well as adding additional value to products, including processing. Adequate post-harvest, cold storage, packing, slaughter, distribution, are often missing parts of the local food supply chain for area producers. One grower described how he is limited by whatever he can fit in his little hatchback car is essentially what he can sell at any market.

- Engage key farmer system leadership stakeholders (Lead)

Engaged several key stakeholders including Lindsey Liebeig, president of the Sacramento County Farm Bureau; Chris Flores, the Sacramento County Agricultural Commissioner; Margaret Lloyd, UCCE Small Farms Advisor; Jesse Simoes, Sacramento County Farm Service Agency Director; Natural Resource Conservation Service California Executive staff based in Davis, among others.

Among the key themes that emerged from farmer system stakeholders is the complexity and burden of local, state and federal regulations affecting farmers is too great; groundwater lowering and SGMA costs as well as impacts from the Delta tunnels will be significant on areas growers; we need to support climate adaptations for farmers; we need more protections for farmland from encroaching development; and we need to invest more in agritourism and promoting our local farmers.

- Interview a group of institutional buyers for the purpose of understanding what would help them purchase more local products from Sacramento growers (Support)

See Ben's notes above as they summarize these activities.

- Interview other non-institutional buyers (food bank, emergency food providers, co-op, restaurants) to understand needs/barriers (Support)

In addition to Ben's notes above, we also connected with Patrick Mulvaney and Clay Nutting with Sacramento Family Meal and Blake Young at Sacramento Food Bank and Family Services and identified the many of the same themes as other institutional buyers. Notably, CAFF is engaging in the USDA Local Food Purchasing Assistance Program as of September 2022, and is seeking additional ways to provide fresh produce from local farmers to food banks and other forms of food distribution models. Notably, these two entities could continue to be partners.

- Investigate how can we support co-operative purchasing opportunities for small & mid-sized growers to maximize volume purchasing and farmer capacity (Lead)

See Ben's notes above as he ended up taking lead on the project.

- Develop written reports to contribute findings, data and initial assessments to project planning (Support)

CAFF conducted a survey and listening sessions to identify themes shared by farmers. A summary of Sacramento Farmers Guild goals and indicators meant to be fed into the overall assessment is attached. Farmers identified the vision categories, goals, and indicators and reviewed the attached, often in their own words, rather than those of CAFF staff.

Sincerely,



Paul Towers
Executive Director

Sacramento Farmers Guild Goals and Indicators

Sacramento Food System Assessment

Overarching Goals:

Goal 1: Maintain number of small farm operations (50 acres and under) by 2027 (2 ag census out) over 2017 Ag Census and increase thereafter, including at least same levels of BIPOC growers

Goal 2: Increase number of farmers earning over \$100,000 in gross income in Sacramento County by 50

Background: Sacramento County had 978 small farms (in farms 50 acres or less) farming 10,404 acres in 2012 and that shrank to 776 small farms farming 7,704 acres in 2017 (21% decrease in farms, 26% decrease in acres), according to the USDA NASS Ag Census. And according to the 2017 Ag Census, there are 243 farmers earning \$100,000 or more in gross revenue.

Vision 1: Equitable, diverse, and environmentally sustainable agriculture system

Goal A: Ensure 50 new farmers, particularly BIPOC, are engaged in long-term relationships with land (trust, individual or cooperative) by 2030

- Indicator 1a: County conducts inventory of all vacant county-owned land and identifies potential opportunities for agricultural utilization
- Indicator 2a: County supports long-term lease agreements on County-owned or maintained prime agricultural land with new, beginning and historically underserved BIPOC producers
- Indicator 3a: County supports ag set-asides as part of any new development efforts to be held in a public trust, tribal entity or with a nonprofit organization partner
- Indicator 4a: County works with public education institutions to create space for farmer incubation and education
- Indicator 5a: County partners with incorporated cities and special districts to accomplish similar efforts on city- or special district-owned land

Remaining Questions/follow-up: Clarify percentage of small farmers own or have long-term leases with land. USDA NASS only captures a little in a follow-up survey. Partner with Sacramento County Ag Commissioner to do a specific survey.

Goal B: Increase number of farms participating in on-farm biodiversity efforts in Sacramento County

- Indicator 1b: County provides new incentives to farmers who plant hedgerows

- Indicator 2b: County facilitates state and federal funding opportunities, as well as partnerships with Natural Resource Conservation Service, to draw opportunities onto farms
- Indicator 3b: County funds farmer field days for knowledge exchange between farmers on biodiversity efforts

Notes: None of this is tracked or public information right now that we know of. Xerces Society, for example, has a list of farms they have helped install hedgerows or WildFarm Alliance with birds and bat boxes, though limited and less applicable to smaller and urban farmers.

Goal C: Increase diversity of cropping systems in Sacramento landscape

- Indicator 1c: Identify and market at least two new crops that offer Sacramento specific opportunities, e.g. tomatoes.
- Indicator 2c: County provides incentives or tax breaks for farmers or landowners that grow food for local markets

Background: wine grapes, milk, nursery stock and poultry which make up vast majority of Sacramento County production.

Goal D: Increase average soil organic matter for Sacramento farmers by 2% by 2030

- Indicator 1d: Create centralized compost operation also in line with county's organics waste diversion goals (including SB 1383) and site in some accessible location (look to example of what Placer County does)
- Indicator 2d: Work with waste haulers to create incentives, support and tools for on-farm compost in partnership (look to example of composting for home gardeners Bill Maynard led at City of Sac)
- Indicator 3d: Increase number of farms conducting cover cropping
- Indicator 4d: County create contract or support public lab for soil sampling or subsidize costs for growers

Background: We don't have a baseline average based on a handful of farms for SOM so will need to take that. This will also help address City and County climate goals.

Goal E: County supports pooling of farmer resources, potentially facilitated by Ag Ombudsperson

- Indicator 1e: Sacramento County partners with Yolo County to hire ag ombudsperson to facilitate farmer needs
- Indicator 2e: County and Sacramento Public Library facilitate creation of seed sharing system at farmer-scale, in addition to continued efforts for home gardeners at specific library branches
- Indicator 3e: County works with UC Cooperative Extension and local RCDs to provide a local tool library for small-scale farmers
- Indicator 4e: County investigates cooperative workers comp and insurance pooling locally

Vision 2: A food economy that produces shared prosperity

Goal G: Increase number of people participating in paid internships, fellowships and on-farm education programs and workforce development opportunities

- Indicator 1g: County facilitates centralizing efforts between K-12 (all local districts) & Higher Ed (Los Rios, Sac State, UC Davis and Sierra College) and nonprofits
- Indicator 2g: County continues to invest in paid land-based workforce development opportunities, including California Conservation Corps

Goal H: Increase local farm sales in local markets (esp Sacramento County but also SACOG Region) to double or more than 4% by 2030

- Indicator 1h: Sacramento County and Visit Sacramento, as well as partnering governments strengthen local marketing campaign for area farmers, e.g. Sacramento Grown
- Indicator 2h: Strengthen and solidify Spork food hub for regional capacity and build Yolo Food Hub for statewide sales capacity
- Indicator 3h: Provide additional incentives for retailers and institutions that source a majority locally

Goal I: Increase access to local, state and federal grant programs

- Indicator 1i: Hire and fund Ag Ombudsperson at County Ag Commissioner's office focused on serving needs of small and historically underserved farmers
- Indicator 2i: County Agricultural Advisory Commission reflects greater diversity of farmers, racially & scale

Goal J: Increase CalFresh & Market Match spending at local farmers markets to \$2M by 2030

- Indicator 1j: Purchase EBT machines for new local farmers
- Indicator 2j: Centralize and standardize tokens/script at farmers markets
- Indicator 3j: Provide base funding for farmers market operators to provide CalFresh benefits (realize SB 907/Pan).

Background: note these are only markets tracked by Alchemist CDC. Alchemist reported banner usage in 2021 of close to \$500,000 and has already surpassed that number in September 2022.

APPENDIX C2: **CAFF Results Presentation**



*Sacramento Regional Food System Assessment & Partnership Project
Summary Presentation*

*October 10, 2022
Paul Towers*



Who are our farmers?

	2017
Number of farms	1,161
Land in farms (acres)	260,212
Average size of farm (acres)	224



Total Producers *	1,999
Sex	
Male	1,227
Female	772
Age	
<35	191
35 – 64	1,184
65 and older	624
Race	
American Indian/Alaska Native	17
Asian	145
Black or African American	14
Native Hawaiian/Pacific Islander	8
White	1,772
More than one race	43
Other characteristics	
Hispanic, Latino, Spanish origin	118
With military service	145
New and beginning farmers	648

Farms by Value of Sales		
	Number	Percent of Total *
Less than \$2,500	453	39
\$2,500 to \$4,999	151	13
\$5,000 to \$9,999	76	6
\$10,000 to \$24,999	119	10
\$25,000 to \$49,999	62	5
\$50,000 to \$99,999	58	5
\$100,000 or more	243	21

Farms by Size		
	Number	Percent of Total *
1 to 9 acres	479	41
10 to 49 acres	297	26
50 to 179 acres	175	15
180 to 499 acres	104	9
500 to 999 acres	37	3
1,000 + acres	69	6



Farmer listening





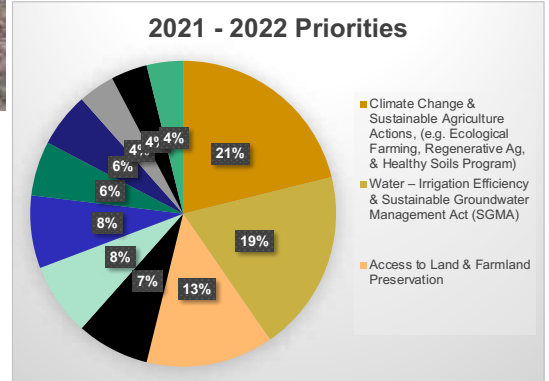
What did we hear?



2020 - 2021 Priorities



2021 - 2022 Priorities



Priority #1: Climate change





Priority #2: Land access/affordability



Priority #3: Market support





Priority #4: Food system infrastructure



Buyer listening





Other forms of listening



Short-term program opportunities





Short-term program opportunities



Short-term program opportunities





What to include in assessment

Sacramento Farmers Guild Goals and Indicators Sacramento Food System Assessment

Overarching Goals:

Goal 1: Maintain number of small farm operations (50 acres and under) by 2027 (2 ag census out) over 2017 Ag Census and increase thereafter, including at least same levels of BIPOC growers

Goal 2: Increase number of farmers earning over \$100,000 in gross income in Sacramento County by 50

Background: Sacramento County had 978 small farms (in farms 50 acres or less) farming 10,404 acres in 2012 and that shrank to 776 small farms farming 7,704 acres in 2017 (21% decrease in farms, 26% decrease in acres), according to the USDA NASS Ag Census. And according to the 2017 Ag Census, there are 243 farmers earning \$100,000 or more in gross revenue.



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www.caff.org/blog

APPENDIX D1:

LunchAssist Group Work Sessions with School Districts

Goal Setting and Prioritization

Lunch Assist, Inc. Group Work Sessions with School Districts

Group/Organization Name: LunchAssist, Inc.

Contact Name: Mickinzie Lopez

Contact Email: mickinzie@lunchassist.org

Date of Community Engagement Session (List first date if a series, then in the 'description of stakeholder group' list all the series dates): [Series - Nov. 29, 2021](#)

Total Number of Participants: [8 school districts](#)

Stakeholder Groups Represented: [School Nutrition Directors of K-12 School Districts](#)

- [Nov. 29, 2021](#)
- [Jan. 24, 2022](#)
- [Feb. 28, 2022](#)
- [Mar. 28, 2022](#)

Vision Area: Equitable, Diverse, Environmentally Sustainable Agriculture

Tier 2 Priority:

1. **Procurement in school nutrition programs supports minority farmers, vendors, and business owners.** Districts indicated a desire to purchase from minority business owners but cited barriers related to lack of knowledge about procurement practices and about how to find, initiate, and facilitate long-term relationships with minority vendors.

Vision Area: Health & Wellbeing of all People & Communities

Tier 1 Priority:

1. **Federal child nutrition programs represent the surrounding community and diversity of their participants.** Students recognize cultural elements reflected in the menu and foods offered.
2. **Federal child nutrition programs accommodate cultural and religious dietary preferences (i.e. halal, kosher, vegetarian) through intentional and appealing menu planning.** Currently, dietary preferences are not required to be accommodated at all, and when they are, they are often an afterthought with limited menu variety and/or creativity.

Tier 2 Priority:

3. **Key stakeholders within K-12 school districts understand and enthusiastically support farm to school and local procurement initiatives.** School meals have the opportunity to be a key

component of the educational curriculum that is supported by both administration and faculty. Education surrounding agriculture and the food economy can be reflected in the classroom, cafeteria, school gardens, and other opportunities for students, such as clubs and fundraisers. Parents, staff, and students understand the importance of a just food economy.

Tier 3 Priority:

- 4. K-12 school districts have focus groups made up of secondary students to assess the child nutrition program and opportunities for growth.** Student involvement in the assessment and development of the school nutrition program would ensure representation of this segment of the community and further encourage participation in the program.

Vision Area: A Food Economy that Produces Shared Prosperity

Tier 1 Priority:

- 1. School nutrition programs have the infrastructure and resources to invest in local procurement.** Districts indicated a desire to purchase locally and from small, independent farmers and suppliers but cited barriers related to storage capacity, lack of knowledge about procurement practices, and lack of knowledge about how to find and initiate relationships with small, local vendors.

Vision Area: Restorative Justice

- 2.

Survey Response #2 - Interviews with Sacramento County School Districts

Group/Organization Name: LunchAssist, Inc.

Contact Name: Mickinzie Lopez

Contact Email: mickinzie@lunchassist.org

Date of Community Engagement Session (List first date if a series, then in the 'description of stakeholder group' list all the series dates)

- **Monday, January 10th, 2022** - Natomas Unified School District Interview with Vince Caguin, Executive Director of Nutrition Services and Warehousing
- **Tuesday, January 11, 2022** - Sacramento City Schools Interview with Kelsey Nederveld, Assistant Director
- **Friday, January 14th, 2022** - Elk Grove Unified School District Interview with Michelle Drake, Director, Food Services and Nutrition
- **Wednesday, January 19, 2022** - Robla School District Interview with
- **Friday, January 28th, 2022** - Twin Rivers Unified School District Interview with Leslie Pring, Director of Nutrition Services
- **Thursday, February 17th, 2022** - San Juan Unified School Interview with Sneh Nair, Director of Nutrition Services

Total Number of Participants: **Six school district leaders participated. When possible and with the consent of participating school districts, an allied nonprofit stakeholder attended.**

Stakeholder Groups Represented: (i.e. urban farmers, South Oak Park community members, restaurant workers): **School districts, nonprofit organizations**

Vision Area: Equitable, Diverse, Environmentally Sustainable Agriculture

Goal Areas Identified and Prioritization:

Tier 2 Priority:

1. **Sacramento County school districts share a definition of farm to school:** The definition of "local" and "farm to school" varies across school districts and how they identify as participating in farm to school activities. The county could benefit from setting a definition in partnership with school districts so that it can measure progress and benchmarks around local foods and farm to school.

Vision Area: Health & Wellbeing of all People & Communities

Goal Areas Identified and Prioritization:

Tier 2 Priority:

1. **School districts have the storage capacity needed to store local products.** During the course of this project, most districts do not have the refrigeration and pantry space that they need to serve the quantity of local products desired for their program. This was especially true for more perishable products. New state Kitchen, Infrastructure, and Training (KIT) grants will help with funding in the short-term and ideally increase the capacity of school districts in the longer term. Sacramento County should consider making these types of facilities/equipment upgrades allowable costs if they establish a "healthy food fund."

Vision Area: A Food Economy that Produces Shared Prosperity

Goal Areas Identified and Prioritization:

Tier 1 Priority:

1. **School districts purchase directly from local farms:** School districts are purchasing from local farms and are motivated to try to do this more often. There is an opportunity to identify growers who are interested in growing specifically for school districts as customers. If schools were better able to predict what types of crops would be available at different times in the year at the volumes they need, they are more likely to purchase directly. This could also benefit local farmers by providing a larger-volume client. This also connects to the other project priority area regarding sustainability.

- 2. School nutrition departments can attract and retain talent:** In most school districts, school nutrition staff are often the lowest paid employees at a school despite having a central role in children's health and learning. These employees also typically have shorter hours and do not qualify for benefits within the district. As a result, applicants tend to have entry-level experience thus requiring extensive staff training. To further compound the issue, staff turnover is high as trained staff are then able to seek higher paying positions and have little incentive to stay. To attract and retain talent, nutrition departments need the financial resources to offer liveable wages, and ideally, benefitted positions for school nutrition staff. Additionally, school nutrition departments need financial resources to offer staff training beyond once or twice a year to support employee engagement and create professional growth paths within the district to further support employee development and retention long-term.

Tier 2 Priority:

- 3. Local vendors and school districts collaborate on new and existing products for school meal programs:** Oftentimes, school districts and vendors do not speak the same language, which is especially difficult for new food service directors. School districts could benefit from procurement specialists, either at food policy councils, county agencies, nonprofit partners etc. helping to make ordering and communication easier with local vendors, perhaps even creating templates for how school districts can request certain product formulations from local vendors.

Tier 3 Priority:

- 4. School districts can obtain raw proteins for use in the school meal program:** Most school districts reported that they do not have the facilities required to process fresh products, especially raw proteins. School districts have been interested in working with local restaurants or other businesses to process those products for school districts. Additional support for coordination or funding for contracting out labor would be helpful to accomplish this goal.

APPENDIX D2:

LunchAssist Final Report 2021/2022



Final Report | 2021 - 2022

Sacramento Food Systems Assessment

Sacramento Food Systems Assessment | Final Report 2021 - 2022

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Introduction

School nutrition programs have always been a cornerstone for nutrition and learning in our communities. Before the COVID-19 pandemic, California school districts served over 3.15 million meals through the National School Lunch Program (NSLP) alone.¹ The USDA Economic Research Service (ERS) found that students from low-income households consume a greater proportion of their total calories at school, making school nutrition programs of public health significance for ensuring equitable opportunities for good health and education.²

Farm-to-school programs that focus on fresh, local food are appealing to students and increase participation in the school meal program. They provide opportunities to enhance education about important topics such as health and sustainability in school classrooms and gardens. At the same time, local procurement of school food can provide a sizable, stable market for farmers and generate local revenue that leads to new jobs. These practices substantially reduce the greenhouse gas emissions associated with food processing and transportation, thus affecting a triple bottom-line of health, sustainability, and economic prosperity.³

Despite recent policy flexibilities, new funding sources, and increases in case studies, school districts still encounter common challenges when it comes to procuring and preparing local foods in their school meal programs. To better understand local barriers, the Sacramento County Food Systems Assessment Project commissioned LunchAssist to better understand the landscape for school nutrition departments in Sacramento County.

¹ This is according to USDA Food and Nutrition Service Child Nutrition Tables. Accessed at <https://www.fns.usda.gov/pd/child-nutrition-tables>

² Demonstrated by a 2013 USDA Economic Research Service report, Fruit and Vegetable Consumption by School Lunch Participants. Accessed at https://www.ers.usda.gov/webdocs/publications/45122/39888_err154.pdf?v=0

³ Discussed by the National Farm to School Network's fact sheet on the Benefits of Farm to School. Accessed at https://assets.website-files.com/5c469df2395cd53c3d913b2d/611027419232d281ad2f51ff_BenefitsFactSheet.pdf

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Project Methods

Recruitment

This project aimed to engage a cohort of Sacramento County school nutrition directors that could support a local assessment of the current school food landscape.

LunchAssist reached out to all of Sacramento's 13 public school districts through email communications and telephone calls and recruited a total eight to join our project cohort.

Data Collection Methods

LunchAssist developed a district-level assessment form through Google Sheets to collect data on demographics, school nutrition facilities, staffing, and procurement. Additionally, a 30-minute interview guide was designed to learn more about school districts' local assets, barriers, and needs as it relates to serving more local food in the school meal program. These confidential interviews were conducted one-on-one via Zoom between school nutrition directors and LunchAssist staff.

Assessment forms and interview questions were co-created with Community Alliance with Family Farmers (CAFF) staff that work with school nutrition programs in the region. In total, six school districts completed their district-level assessment forms, and a separate set of six school districts completed their 30-minute interviews.

Technical Assistance and Community Building Meetings

LunchAssist conducted technical assistance and virtual community-building activities with the project cohort through four Zoom meetings. Below is a summary of those activities:

- Meeting #1 (11/29/21) provided a project introduction and discussed data collection. Participants participated in a virtual "gallery walk" where they brainstormed ideas, wishes, and challenges across different questions aligned with the project goals.
- Meeting #2 (1/24/22) included a project update and a note of gratitude for the directors' participation in data collection. A "Procurement 101" segment focused on procurement basics and discussed how current events and policies can facilitate more local purchasing that benefits local farmers and vendors.

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- Meeting #3 (2/28/22) introduced participants to all the benefits of their LunchAssist PRO membership and included a segment on values-aligned procurement.
- Meeting #4 (3/28/22) wrapped up the cohort calls and allowed LunchAssist to share key findings from data collection with all the directors who contributed. The resulting conversation and brainstorming helped LunchAssist shape recommendations for the county to support local school food systems.

Generally, interactions with school nutrition directors on these calls helped steer the technical assistance provided by LunchAssist and contributed to the final findings in this report alongside data that was formally collected.

District Data

Data Dashboard

Highlights from the district-level assessment form developed by LunchAssist are featured in the Data Dashboard on page 4. See a full summary of form responses here: [District-wide Assessment Form Results](#)

Farm to School Census Data

The U.S. Department of Agriculture (USDA) Food and Nutrition Service (FNS) Farm to School Census is an assessment of the state of farm to school activities across the U.S. Six school districts from Sacramento County participated in the 2019 Farm to School Census. Key findings are highlighted on pages 5-9. Full data reports are available here: [USDA Farm to School Census Data Explorer](#)

Data Dashboard

District Data



237

Total Participating Schools Served



45%

Schools w/ Full Kitchen Capability



50%

Districts w/ Central Kitchen



72%

Sites w/ Salad Bars

Staffing



2 of 6

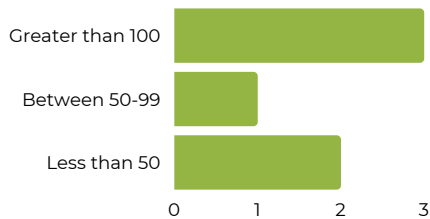
Districts employ a trained chef



2 of 6

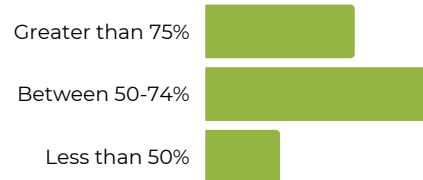
Districts employ a Registered Dietitian

Number of Food Service Employees Per District



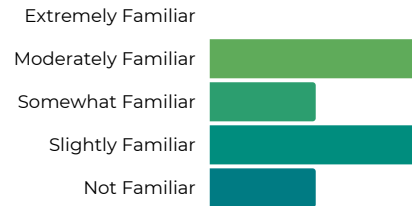
% F/RPM

Percentage of students eligible for Free / Reduced-price Meals (indicator of student socioeconomic status)



Farm to School

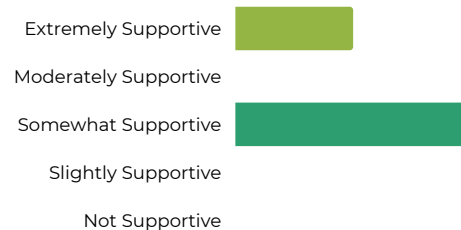
How familiar are staff with Farm to School initiatives?



How motivated are staff to prepare and serve local foods?



Level of support from District administration to serve local foods



*Data collected from district-level assessment forms (completed by 6 districts)

Farm to School Data

*Data obtained from districts that participated in 2019 Farm to School Census

Farm to School Participation

	% of Schools	# of Schools	Twin Rivers Unified School District	San Juan Unified School District	Sacramento City Unified School District	Robla School District	Natomas Unified School District	Galt Joint Union High School	Elk Grove Unified School District
# of schools per participating SFA	n/a	301	60	64	83	6	19	4	65
# of schools participated in any F2S activities during SY 18-19	80%	242	60	10	82	6	19	0	65
How long has the SFA been conducting F2S activities?									
	% of SFAs*	# of SFAs							
Less than 3 years	57%	4	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
3-5 years	0%	0	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6-10 years	29%	2	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
More than 10 years	14%	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Don't know	0%	0	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Promote local foods at school in general									
	% of SFAs*	# of SFAs							
Have never done this activity	43%	3	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Has done this activity in the past	0%	0	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Currently doing this activity (as of SY 19-20)	57%	4	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Plan to do this activity in the future	0%	0	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Celebrate NFSM	14%	1	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Local Foods Served Daily									
	% of SFAs*	# of SFAs							
Fruit	71%	5	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Vegetables	43%	3	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Milk	71%	5	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Local Foods Served Weekly or 2-3x/Week									
	% of SFAs*	# of SFAs							
Fruit	14%	1	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Vegetables	43%	3	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Milk	0%	0	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Local Foods Served Monthly/Occasionally/Seasonally									
	% of SFAs*	# of SFAs							
Fruit	0%	0	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Vegetables	0%	0	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Milk	0%	0	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

			Twin Rivers Unified School District	San Juan Unified School District	Sacramento City Unified School District	Robla School District	Natomas Unified School District	Galt Joint Union High School	Elk Grove Unified School District
Local Foods Served Never		% of SFAs*							
	Fruit	14%	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Vegetables	14%	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Milk	14%	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Salad Bars		% of Schools							
	# of schools that served local foods on salad bar SY 18-19	72.09%	217	54	45	82	5	19	0
	% of schools that served local foods on salad bars (SY 18-19)	65.84%		90.00%	70.31%	98.80%	83.33%	100.00%	0.00%
SFAs using local food in SY 18-19		% of SFAs*							
	Use local foods in NSLP	86%	6	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	Use local foods in SBP	71%	5	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	Use local foods in the FFVP	71%	5	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	Use local foods in CACFP	43%	3	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Use local foods in CACFP At-Risk	57%	4	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	Use local foods in SFSP/SSO	57%	4	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
How does the SFA define 'local'?		% of SFAs*							
	Produced within 20 mile radius	0%	0	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Produced within 50 mile radius	0%	0	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Produced within 100 mile radius	14%	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Produced within 200 mile radius	29%	2	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Produced within the county	0%	0	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Produced within the State	14%	1	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Produced within the region	0%	0	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Other	29%	2	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	No set definition for local	14%	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Don't know	0%	0	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
SFAs procured local foods from the following sources (SY 18-19)		% of SFAs*							
	Individual food producers, including CSA	43%	3	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	Cooperative of farmers, ranchers or fishers	29%	2	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	Farmers' markets or roadside stands	14%	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	School or community garden/farm	0%	0	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Produce distributor	71%	5	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	Broadline distributor	29%	2	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Food hub	14%	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Grocery stores	29%	2	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	USDA DoD Fresh Program	43%	3	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	USDA Foods	43%	3	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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Farm to School Data Dashboard

	Other	0%	0	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	None of these	0%	0	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Don't know	0%	0	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Approaches to procure local foods during SY 18-19	% of SFAs*		# of SFAs	Twin Rivers Unified School District	San Juan Unified School District	Sacramento City Unified School District	Robla School District	Natomas Unified School District	Galt Joint Union High School	Elk Grove Unified School District	
	Forward contracts	0%	0	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	Informal procurement, small purchases, and/or micropurchases	43%	3	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
	Formal procurement	71%	5	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
	Geographic preference	29%	2	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
	Other	0%	0	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	Don't know	14%	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Local Food Purchases (SY 18-19)	% of SFAs*		# of SFAs	Twin Rivers Unified School District	San Juan Unified School District	Sacramento City Unified School District	Robla School District	Natomas Unified School District	Galt Joint Union High School	Elk Grove Unified School District	
	Fruit	86%	6	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
	Vegetables	86%	6	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
	Milk	71%	5	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
	Other dairy	43%	3	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
	Protein	43%	3	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
	Grains	29%	2	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Top Local Items (SY 18-19)				Twin Rivers Unified School District	San Juan Unified School District	Sacramento City Unified School District	Robla School District	Natomas Unified School District	Galt Joint Union High School	Elk Grove Unified School District	
	Top local item			Milk	Oranges	Milk	Apples	Lettuce		Fluid Milk	
	Second local item			Apples	Salad Mix	Apples	Cucumber	Nectarines			
	Third local item			Carrots	Lettuce	Strawberries	Watermelon	Strawberries			
	Fourth local item			Pears	Celery	Poultry	Tomatoes	Tomatoes			
	Fifth local item			Oranges	Broccoli	Salad Mix	Strawberries	Squash			
Local Food Spending			Average (\$)	Twin Rivers Unified School District	San Juan Unified School District	Sacramento City Unified School District	Robla School District	Natomas Unified School District	Galt Joint Union High School	Elk Grove Unified School District	
	Total food costs (SY 18-19)		\$5,224,462	\$8,000,000	\$3,492,727	\$9,565,000	\$400,000	\$2,500,000		\$7,389,046	
	Local food costs (SY 18-19)		\$1,481,667	\$3,000,000	\$1,000,000	\$1,815,000	\$125,000	\$1,250,000		\$1,700,000	
	Local fluid milk costs (SY 18-19)		\$622,500	\$950,000	\$400,000	\$1,000,000	\$85,000	\$250,000		\$1,050,000	
	USDA DoD Fresh costs (SY18-19)		\$17,500	\$0	\$0	\$15,000	\$50,000	\$40,000		\$0	
Operations	% of F2S SFAs*		# of SFAs	Twin Rivers Unified School District	San Juan Unified School District	Sacramento City Unified School District	Robla School District	Natomas Unified School District	Galt Joint Union High School	Elk Grove Unified School District	
	Participates in NSLP	100%	7	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
	Participates in SBP	100%	7	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
	Participates in FFVP	71%	5	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
	Participates in CACFP	43%	3	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	Participates in CACFP At-Risk	57%	4	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
	Participates in Summer Meals	86%	6	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	

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Farm to School Data Dashboard

			Average	Twin Rivers Unified School District	San Juan Unified School District	Sacramento City Unified School District	Robla School District	Natomas Unified School District	Galt Joint Union High School	Elk Grove Unified School District	
	# of Full-time staff supporting F2S activities		4	3	1	10	0	2	0	15	
	# of Part-time staff supporting F2S activities		2	0	1	1	0	3	0	10	
% of Recipes Made from Scratch	% of SFAs*		# of SFAs	Twin Rivers Unified School District	San Juan Unified School District	Sacramento City Unified School District	Robla School District	Natomas Unified School District	Galt Joint Union High School	Elk Grove Unified School District	
	0-25%	43%	3	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	26-50%	43%	3	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
	51-75%	14%	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	76-100%	0%	0	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	Don't know	0%	0	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Key Findings & Recommendations

Interview Findings & Themes

- Schools that do scratch and speed-scratch cooking prepare food at secondary sites and send out to elementaries.

"At the Elementary level, we incorporate one speed-scratch or scratch-made recipe daily. At the secondary level, there are a variety of speed-scratch/scratch items daily. No scratch cooking takes place in the Elementary kitchens - all scratch cooking is done in the Central Kitchen and transported to the Elementary schools."

- Farm-to-school has support from administrators, including superintendents and school boards, but often doesn't have the support of other stakeholders like teachers and principals.

"[We have] 100% buy-in from the superintendent. The Superintendent is personally motivated and created [staff lead position, name redacted] four years ago specifically to increase local purchasing. The CBO and super want more local purchasing. Principals and teachers are much less enthusiastic: they feel like this is 'just one more thing', on top of the many other initiatives that [the district] takes on... Farm to school field trips have helped with principal buy-in and teachers like the salad bar, so hope is not lost."

- Decision-making about how to plan menus has been highly impacted by COVID-19, especially as it relates to the number of menu items offered to students.

"Currently we do a three month cycle...within that 3-4 months depending on what school holidays were like...within that we would do a three week cycle. Because of supply chain issues we just went from December to a 2-week cycle which will be used until at least August."

"Prior to the pandemic, elementary was a 3-week cycle, secondary a 1-week cycle with more items daily. K-8 had two hot and cold entrees.. secondary up to 10 entrees/day and build-your-own, probably 12-15 total. [Due to the pandemic] We needed to pair down to 6-8."

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- Labor, both in terms of quality and quantity, remains a key barrier for incorporating local products.

"Labor is the biggest issue, pre, middle, and post covid. We struggle to find people. Labor negotiations are a challenge, as anyone 4+ hours a day gets a \$35k benefits package. We have a lot of 3 to 3.5 hour packages. We want to give employees 4-5 hours but can't afford benefits. Labor is a fixed cost and is only going up, so it's not realistic for us. As a result, we're struggling to find and retain people. We pay slightly over minimum wage, which just went up again. We're competing with the fast food and restaurant industry full time at \$16-17/hour. It's great for people that just want a few hours a day but tough at only \$15.07/hr. Reimbursement is a fixed cost compared to \$7 something an hour for 27 other states."

- More staff training on farm-to-school, marketing, and scratch-cooking is needed to accomplish the goal of serving more local food.

"Most staff training is provided one day per year the day before school starts (July and Aug). Approximately 150-200 employees are in place to do training, with no other days built into the employee calendar for training."

- When asked about components of school meals that are local, school districts most frequently discussed local produce.

See a full summary of interview responses here: [School District Interview Report](#).

Notable Meeting Quotes on F2S:

- "I have geographic preference in my produce bid however, we have gotten push back from our Purchasing Dept. in the past, so providing training or information to District Purchasing Departments could be useful."
- "The biggest obstacle is the amount of paperwork to get things started. I find that it's a "who" not "how" type of approach; Who are the people within the industry that will help me scale this?"
- "It's a matter of knowing how to go to for our large district. We don't have facilities to receive, intake, process and redistribute and farmers want to do big shipments."

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- "We've found that F2S isn't just fruits and vegetables. It can be bread and dairy that is more specific in location. We realized our yogurt was coming from New York and saved almost \$250K per year by getting it from California."
- "Some of our kitchens aren't even set up for too much processing so it's a matter of volume for us too."

Recommendations

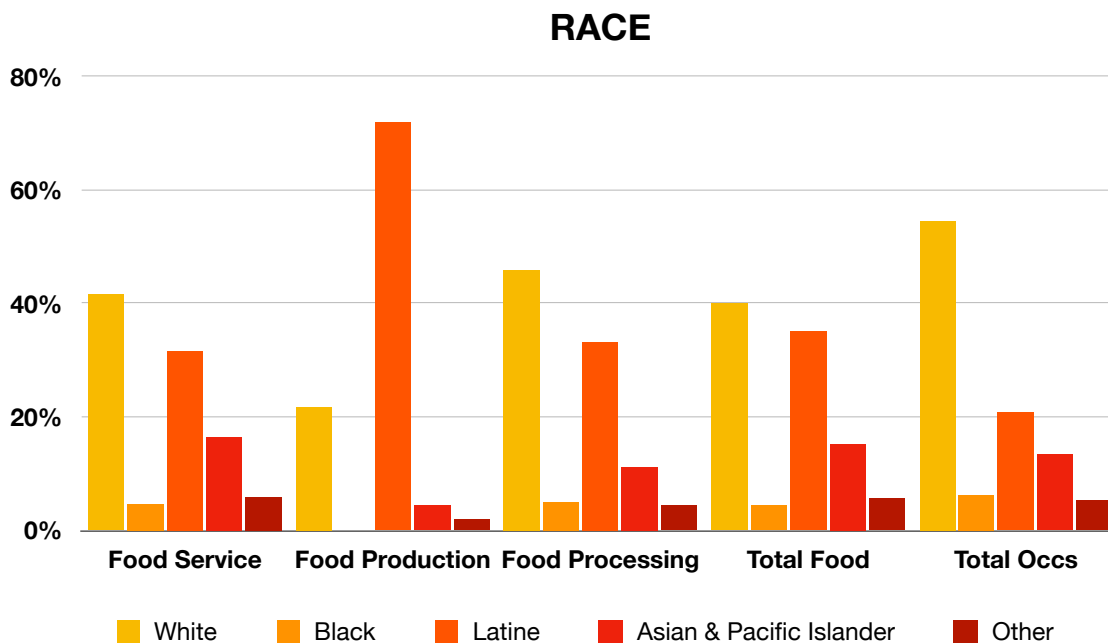
Please see [prioritization and recommendations](#) by districts framed through the Sacramento Food Systems Project program areas, submitted through Qualtrics by LunchAssist.

APPENDIX E:

Restaurant Workers Bill of Rights

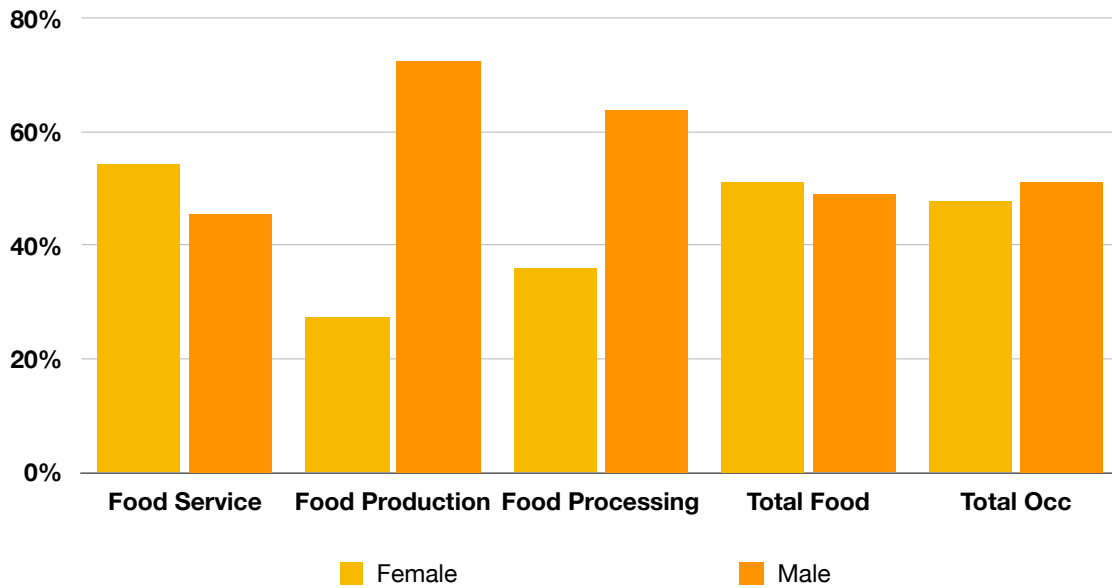
Food Sector Demographics in Sacramento

- Workers of color are the vast majority of Food Service, Food Production, and Food Processing workers in Sacramento. White workers are a majority of the total workforce in Sacramento.
- Women are the majority of Food Sector workers, entirely driven by their strength in the Food Service Sector. Men are the majority of the total workforce, and the vast majority in Food Production, and Food Processing in Sacramento.
- Young workers, 16-24, are the plurality of Food Service sector. Workers age 25-44 are the plurality of Food Production, and Food Processing sectors, as well as of the total workforce in Sacramento.



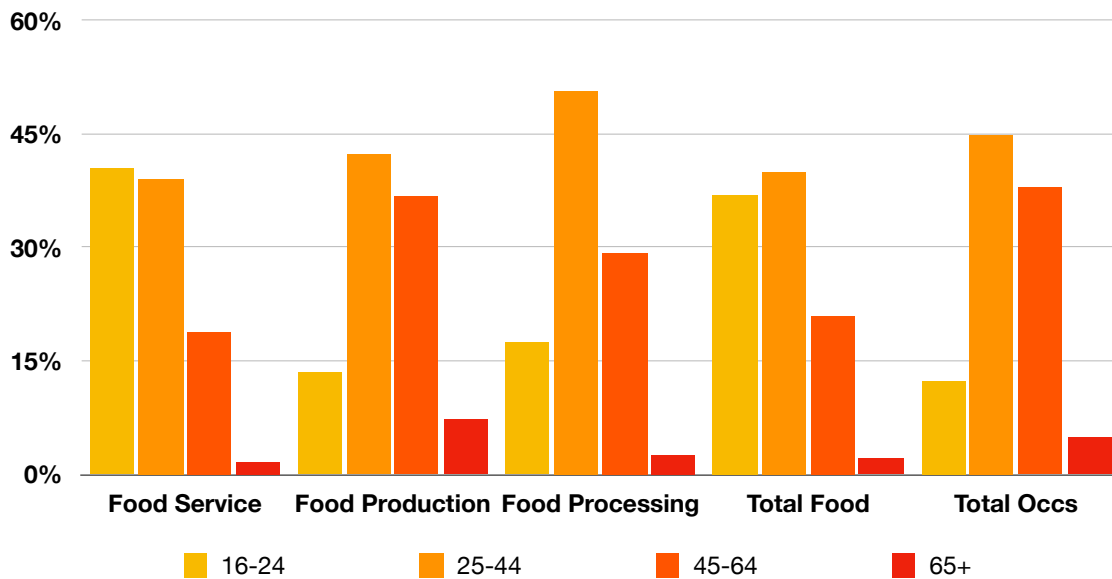
ROC UNITED analysis of American Community Survey, 2015-2019, U.S. Census Bureau. IPUMS USA, University of Minnesota, www.ipums.org.

GENDER



ROC UNITED analysis of American Community Survey, 2015-2019, U.S. Census Bureau. IPUMS USA, University of Minnesota, www.ipums.org.

AGE / EDAD



ROC UNITED analysis of American Community Survey, 2015-2019, U.S. Census Bureau. IPUMS USA, University of Minnesota, www.ipums.org.

Food Sector Employment in Sacramento and California

- Food Service, Food Manufacturing, and Retail have experienced robust growth in Sacramento, surpassing pre-pandemic employment levels and outperforming growth in California
- Restaurant employment in Sacramento has met or surpassed its pre-pandemic levels, even as it continues to languish across the state
- Food manufacturing employment has grown by nearly 40 percent in Sacramento, compared to less than 2 percent across the state.

Restaurant Employment in California and Sacramento, 2012-2022

Employment in Thousands	Annual 2017	Annual 2018	Annual 2019	Apr 2020	Annual 2020	Annual 2021	Jul 2022	
CA Food Service and Drinking Places	1418.7	1444.3	1468.5	786.1	1121.1	1241.2	1444.4	
SAC Food Service and Drinking Places	77.9	79.7	81.9	45.7	65.8	72.5	82.2	
Percentage Change in Employment	Annual 2017	Annual 2018	Annual 2019	Apr 2020	Annual 2020	Annual 2021	Jul 2022	Avg 2019 - July 2022
CA Food Service and Drinking Places	2.9	1.8	1.7	-46.5	-23.7	10.7	16.4	-1.6
SAC Food Service and Drinking Places	3.5	2.3	2.8	-44.2	-19.7	10.2	13.4	0.4

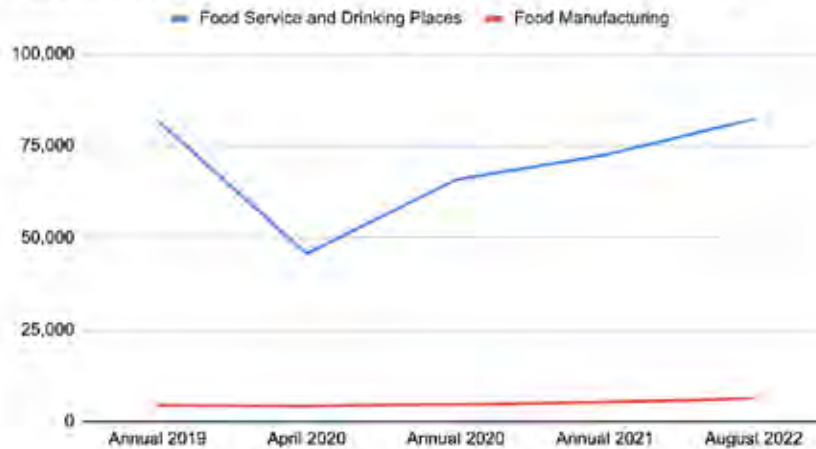
ROC UNITED analysis of Current Employment Statistics for California and Sacramento--Roseville--Arden-Arcade, CA, Bureau of Labor Statistics, 2022.

Food Manufacturing Employment in California and Sacramento, 2012-2022

Employment in Thousands	Annual 2017	Annual 2018	Annual 2019	Apr 2020	Annual 2020	Annual 2021	Jul 2022	
CA Food Manufacturing	163.5	162.4	163.3	145.8	155.0	156.3	166.4	
SAC Food Manufacturing	4.3	4.3	4.4	4.3	4.7	5.3	6.1	
Percentage Change in Employment	Annual 2017	Annual 2018	Annual 2019	Apr 2020	Annual 2020	Annual 2021	Jul 2022	Avg 2019 - July 2022
CA Food Manufacturing	1.2	-0.7	0.6	-10.7	-5.1	0.8	6.5	1.9
SAC Food Manufacturing	4.9	0.0	2.3	-2.3	6.8	12.8	15.1	38.6

ROC UNITED analysis of Current Employment Statistics for California and Sacramento--Roseville--Arden-Arcade, CA, Bureau of Labor Statistics, 2022.

Food Service and Drinking Places & Food Manufacturing



	Annual 2019	April 2020	Annual 2020	Annual 2021	August 2022
Food Service and Drinking Places	81,900	45,700	65,800	72,500	82,300
Food Manufacturing	4,400	4,300	4,700	5,300	6,300

ROC UNITED analysis of Current Employment Statistics for Sacramento--Roseville--Arden-Arcade, CA, Bureau of Labor Statistics, 2022.

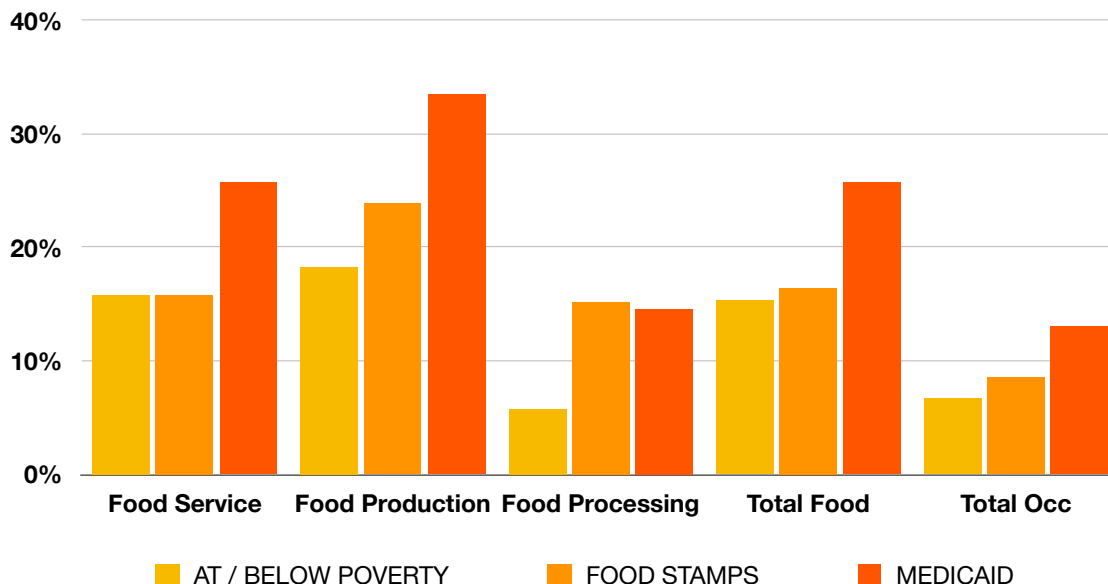
COVID IMPACT STUDY

- 85% of restaurant workers experienced wage loss
- 91% received no hazard pay
- 34% had no access to PPE
- 1 in 10 were forced to work either COVID-positive or with COVID-like symptoms
- 60% of restaurant workers are actively looking for work outside of the industry

The Right to a Thriving Life

twice the rate of poverty as Sacramento workers overall

POVERTY INDICATORS



ROC UNITED analysis of American Community Survey, 2015-2019, U.S. Census Bureau. IPUMS USA, University of Minnesota, www.ipums.org.

Wages of the Food Sector in Sacramento

Table 1

Occupation code	Occupation title (click on the occupation title to view its profile)	Employment	Median hourly wage
00-0000	All Occupations	982,540	\$23.35
35-0000	Food Preparation and Serving Related Occupations	71,710	\$14.81
35-1011	Chefs and Head Cooks	1,000	\$23.06
35-1012	First-Line Supervisors of Food Preparation and Serving Workers	5,740	\$18.06
35-2011	Cooks, Fast Food	8,580	\$14.72
35-2012	Cooks, Institution and Cafeteria	1,100	\$17.96
35-2014	Cooks, Restaurant	6,680	\$17.69
35-2015	Cooks, Short Order	760	\$16.37
35-2019	Cooks, All Other	300	\$16.06
35-2021	Food Preparation Workers	3,970	\$15.11
35-3011	Bartenders	2,920	\$14.74
35-3023	Fast Food and Counter Workers	20,040	\$14.71
35-3031	Waiters and Waitresses	9,720	\$14.55
35-3041	Food Servers, Nonrestaurant	1,390	\$15.54
35-9011	Dining Room and Cafeteria Attendants and Bartender Helpers	2,920	\$14.74
35-9021	Dishwashers	3,230	\$14.65
35-9031	Hosts and Hostesses, Restaurant, Lounge, and Coffee Shop	2,470	\$14.70
35-9099	Food Preparation and Serving Related Workers, All Other	880	\$14.81
45-0000	Farming, Fishing, and Forestry Occupations	4,820	\$14.91
45-1011	First-Line Supervisors of Farming, Fishing, and Forestry Workers	280	\$23.49
45-2011	Agricultural Inspectors	210	\$18.56
45-2041	Graders and Sorters, Agricultural Products	310	\$14.93
45-2091	Agricultural Equipment Operators	160	\$18.07
45-2092	Farmworkers and Laborers, Crop, Nursery, and Greenhouse	3,020	\$14.91
45-2093	Farmworkers, Farm, Ranch, and Aquacultural Animals	170	\$14.72
45-2099	Agricultural Workers, All Other	60	\$23.26
45-4011	Forest and Conservation Workers	370	\$14.47
45-4022	Logging Equipment Operators	130	\$27.81
51-3011	Bakers	1,040	\$17.78
51-3021	Butchers and Meat Cutters	970	\$18.20
51-3022	Meat, Poultry, and Fish Cutters and Trimmers	120	\$14.72
51-3092	Food Batchmakers	320	\$17.66
51-3099	Food Processing Workers, All Other	160	\$14.59

May 2021 Occupational Employment and Wage Estimates, Sacramento--Roseville--Arden-Arcade, CA, Bureau of Labor Statistics, 2022.

The Right to Healing and Rest

"I am not able to take time off, spend time when my friends are off, always have unpredictable hours."

"I don't have a family life because I'm always at work."

The Right to a Safe and Dignified Work Environment

"The stress affects my health and sleep. I take a lot of medicine and I can't afford to take them and pay my rent. Prices keep going way up. Management screws with everyone's hours to satisfy the overhead and labor costs. Since people get cheated out of several hours of pay."

"I have worked in kitchens for about 10 years and have gotten dizzy and almost passed out countless times due to high heat in the kitchen."

The Right to Healthcare & Bodily Autonomy

"Even where healthcare is available, employers try to limit hours so that workers don't qualify for coverage."

"We should have healthcare for all people in the restaurant industry; if people are not healthy, businesses can't succeed; Healthcare decoupled from employment would level the field, would make running a company easier."

"Politicians should have zero role, everyone should have access to whatever medical services they need including abortion. Bodily freedom should be an inalienable right."

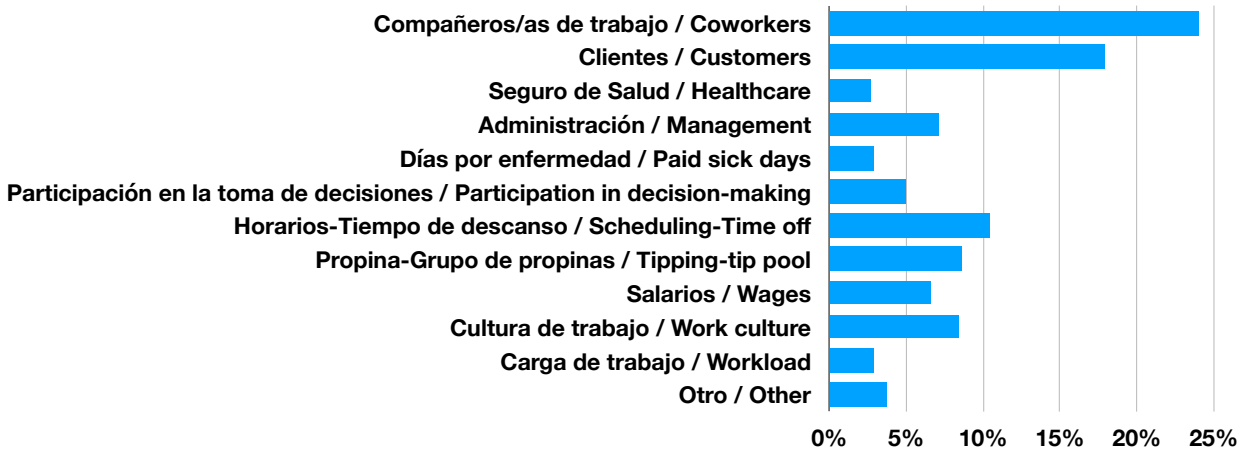
The Right to Participation in Governance

"Physical stress from my shifts causes back/shoulder/neck/knee pain after work, mental stress due to corporate's unrealistic standards and understaffing, organizing for a union takes a lot of time outside of work."

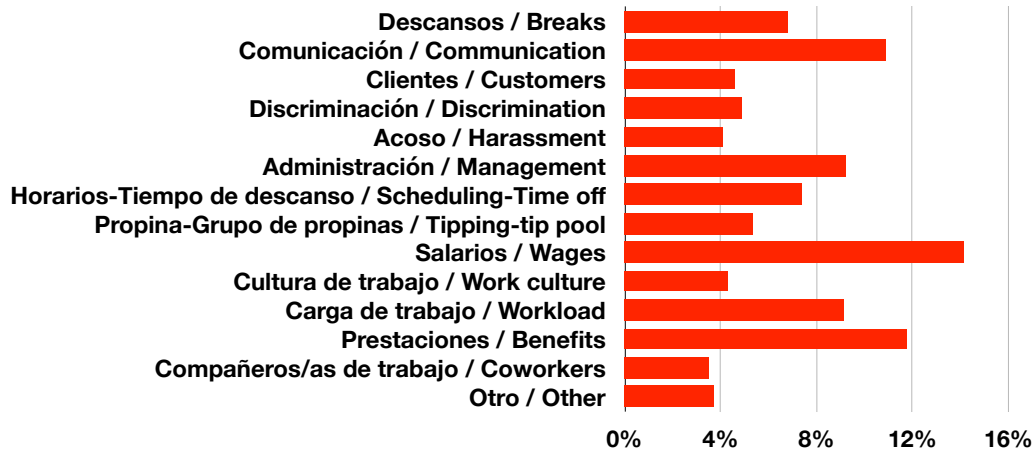
If you could propose new policies to improve your current working conditions, what would they be?



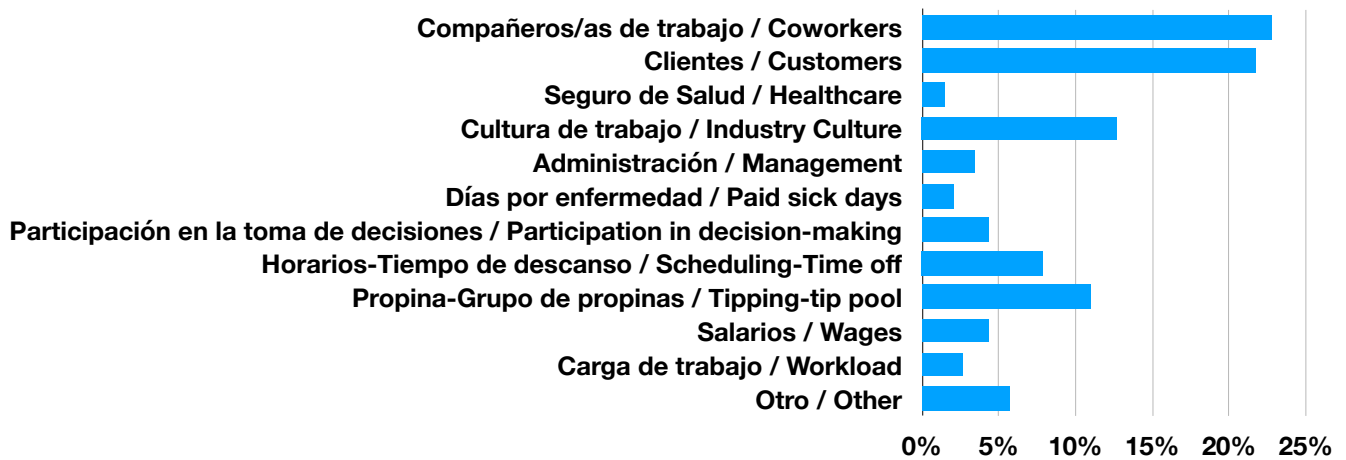
¿Qué le gusta de su trabajo actual?
What do you like about your current job?



¿Qué no le gusta de su trabajo actual?
What don't you like about your current job?



¿Qué le gusta de trabajar en la industria?
What do you like about working in the industry?



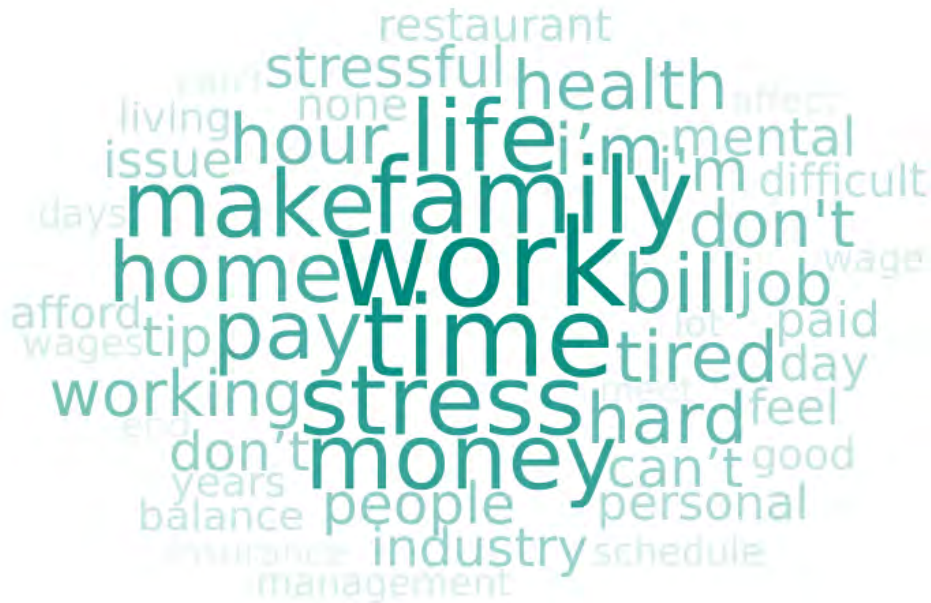
¿Qué no le gusta de trabajar en la industria?
What don't you like about working in the industry?



How are these issues affecting your family & life?



How are these issues affecting your personal or family life?



If you have other comments you would like to provide, share them here.



APPENDIX F1:

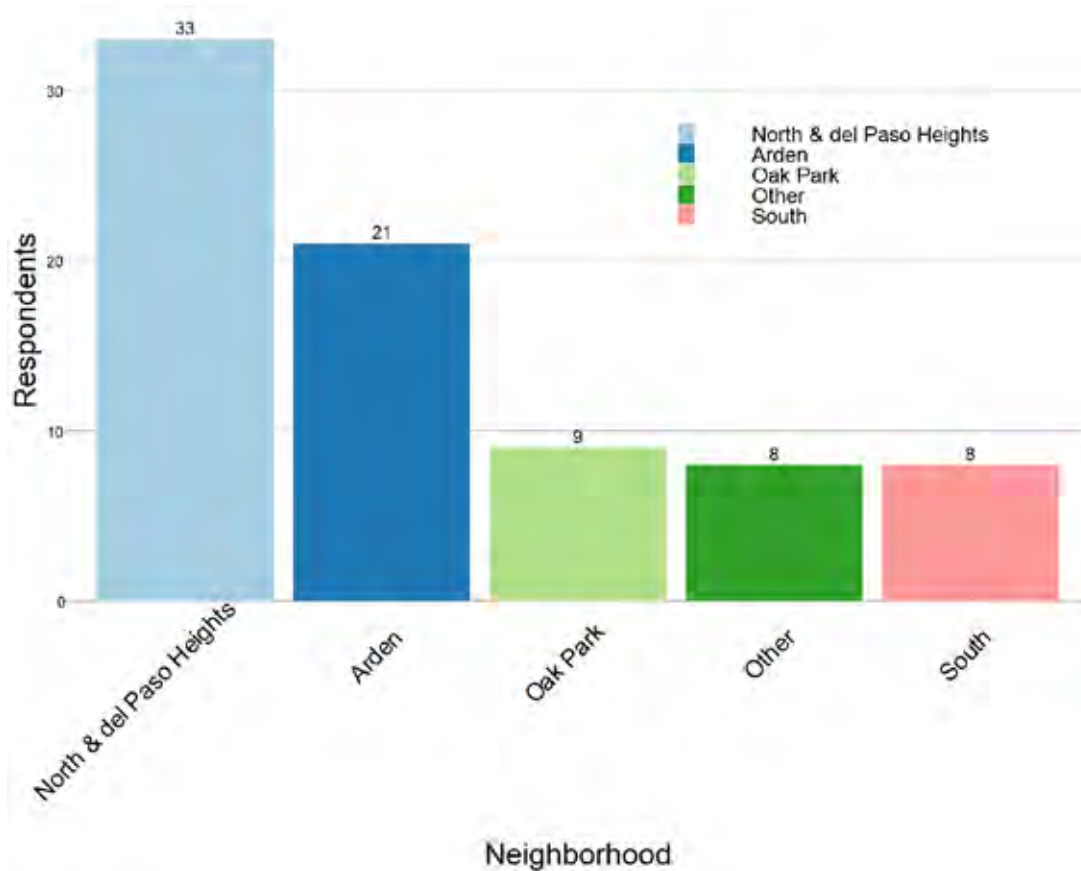
Healthy Retail Access Overall Survey Report

Sacramento County Retail Survey - Overall Survey Report

Center for Wellness and Nutrition DRAFT June 8 2022

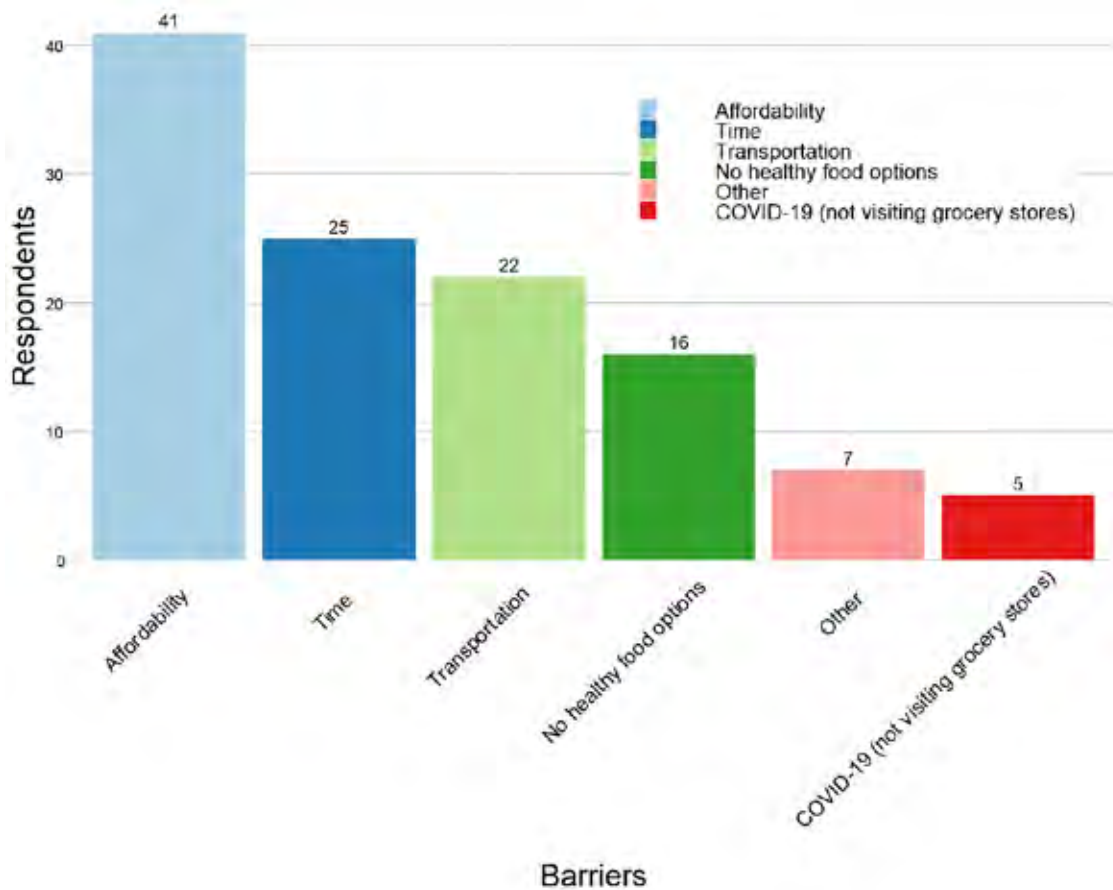
Respondents by Neighborhood

Neighborhood	Respondents	Percent
North Sacramento or Del Paso Heights	33	41.8%
Arden	21	26.6%
Oak Park	9	11.4%
South Sacramento	8	10.1%
Other Neighborhood	8	10.1%
Total	79	-



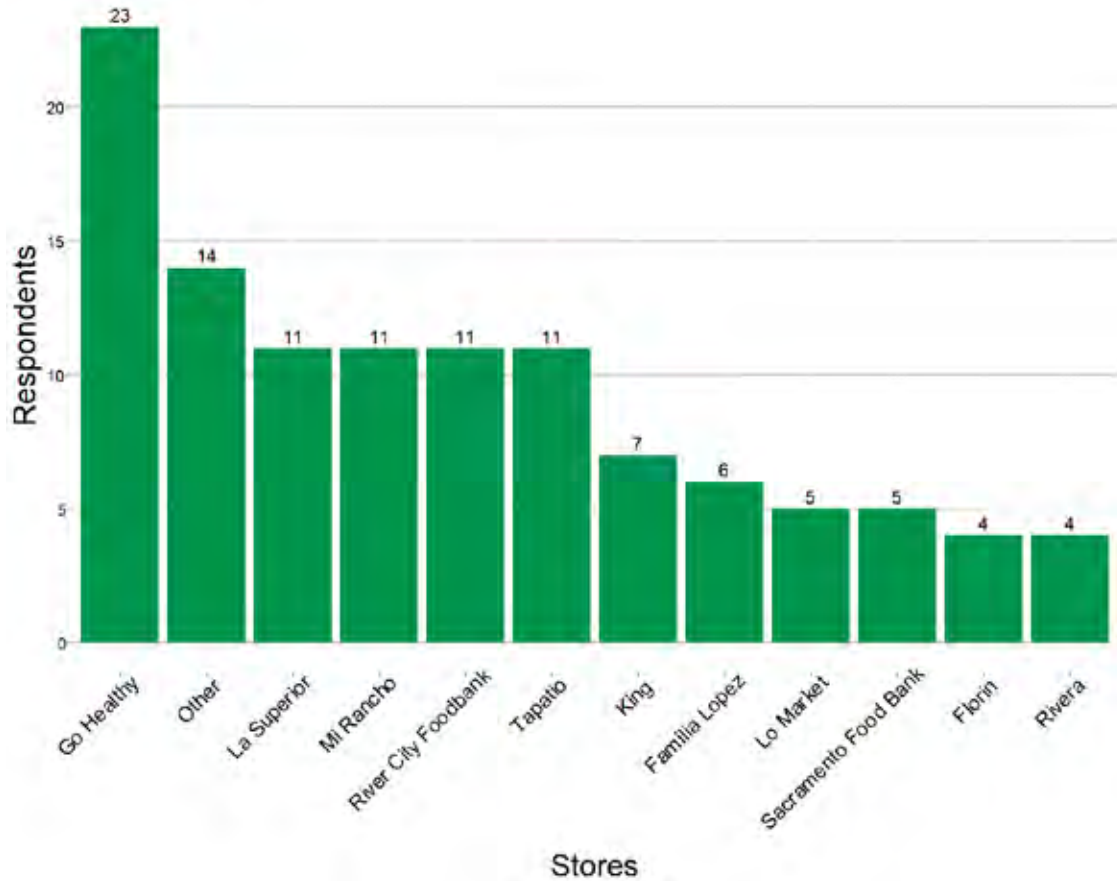
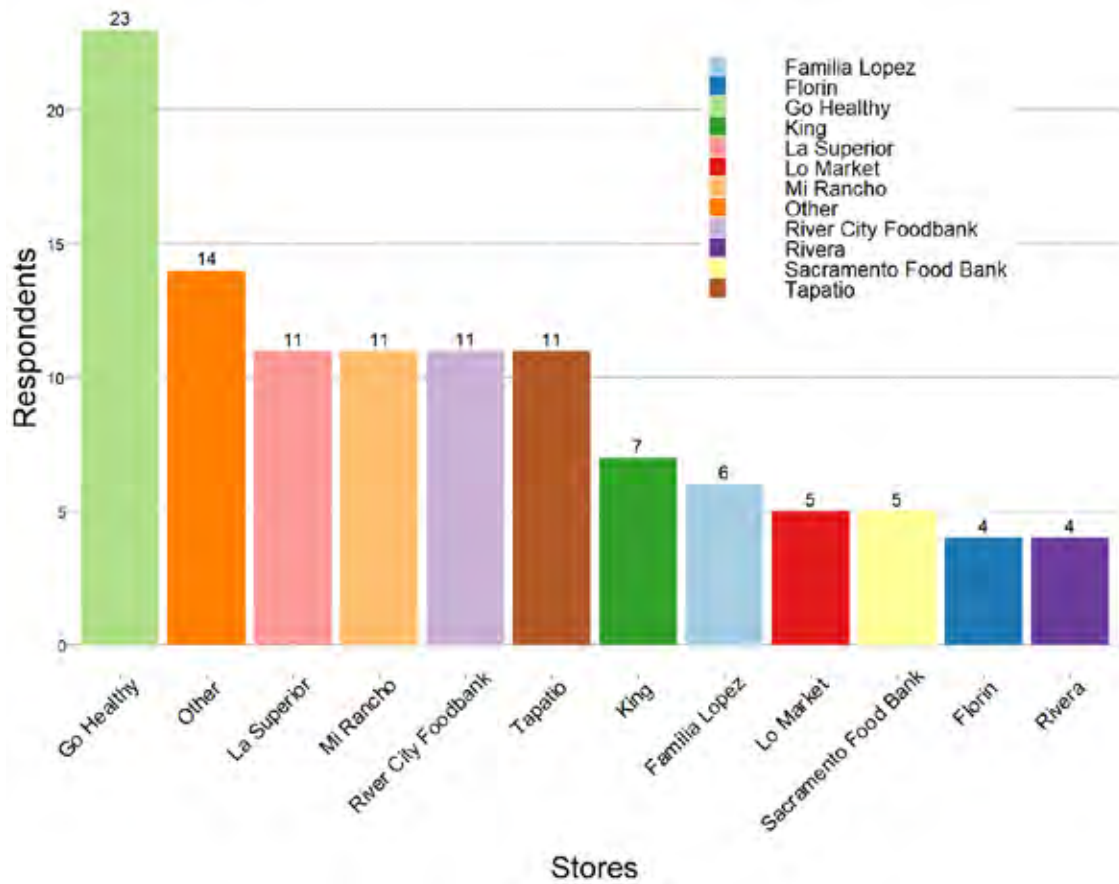
Respondents by Barriers to Healthy Food Access

Barriers	Respondents	Percent
Affordability	41	35.3%
Time	25	21.6%
No healthy food options	16	13.8%
COVID-19 (not visiting grocery stores)	5	4.3%
Other	7	6.0%
Transportation	22	19.0%
Total	116	-



Respondents by Store

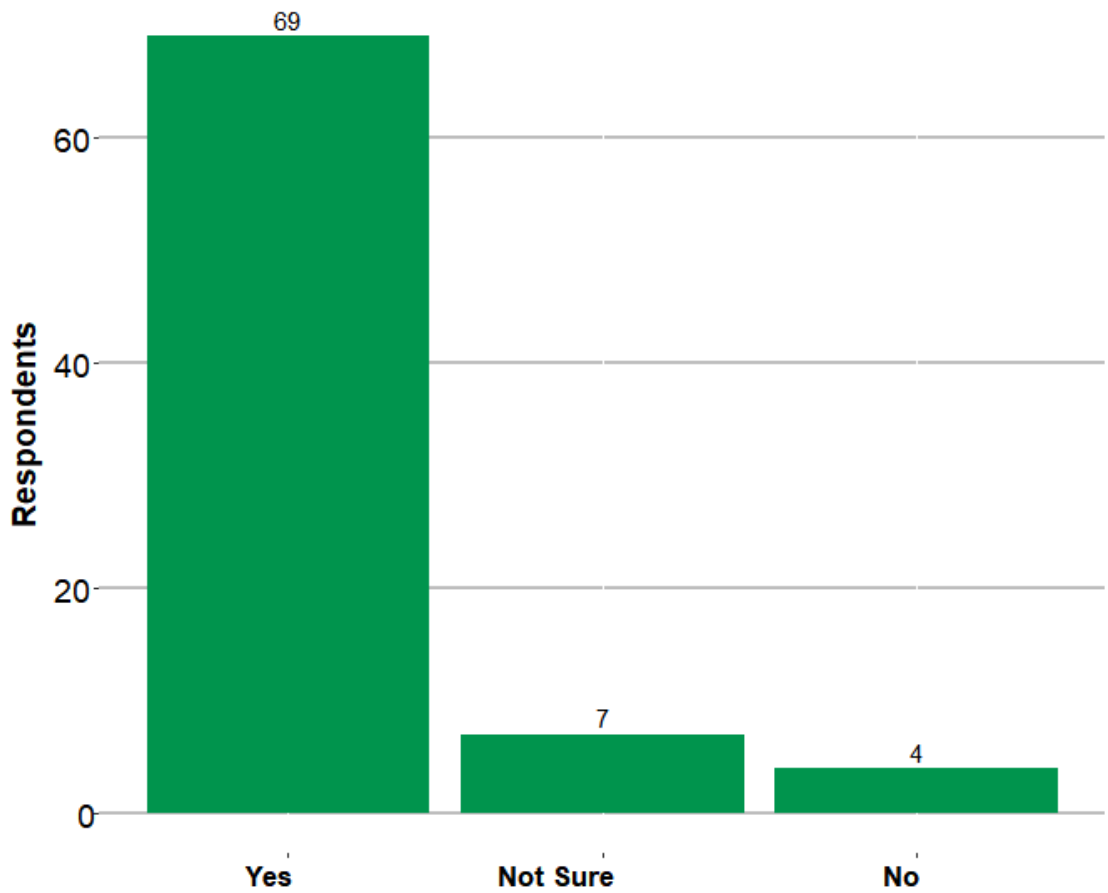
Stores	Respondents	Percent
Go Healthy	23	20.5%
Other	14	12.5%
La Superior	11	9.8%
Mi Rancho	11	9.8%
Tapatio	11	9.8%
River City Foodbank	11	9.8%
King	7	6.2%
Familia Lopez	6	5.4%
Lo Market	5	4.5%
Sacramento Food Bank	5	4.5%
Rivera	4	3.6%
Florin	4	3.6%
Total	112	-



Overall responses to “Does the retail site you go to (for groceries) carry a variety of fresh fruits and vegetables?”

Variety of fresh fruits and vegetables	Respondents	Percent
Yes	69	85.2%
Not Sure	7	8.6%
No	4	4.9%
Missing	1	1.2%
Total	81	-

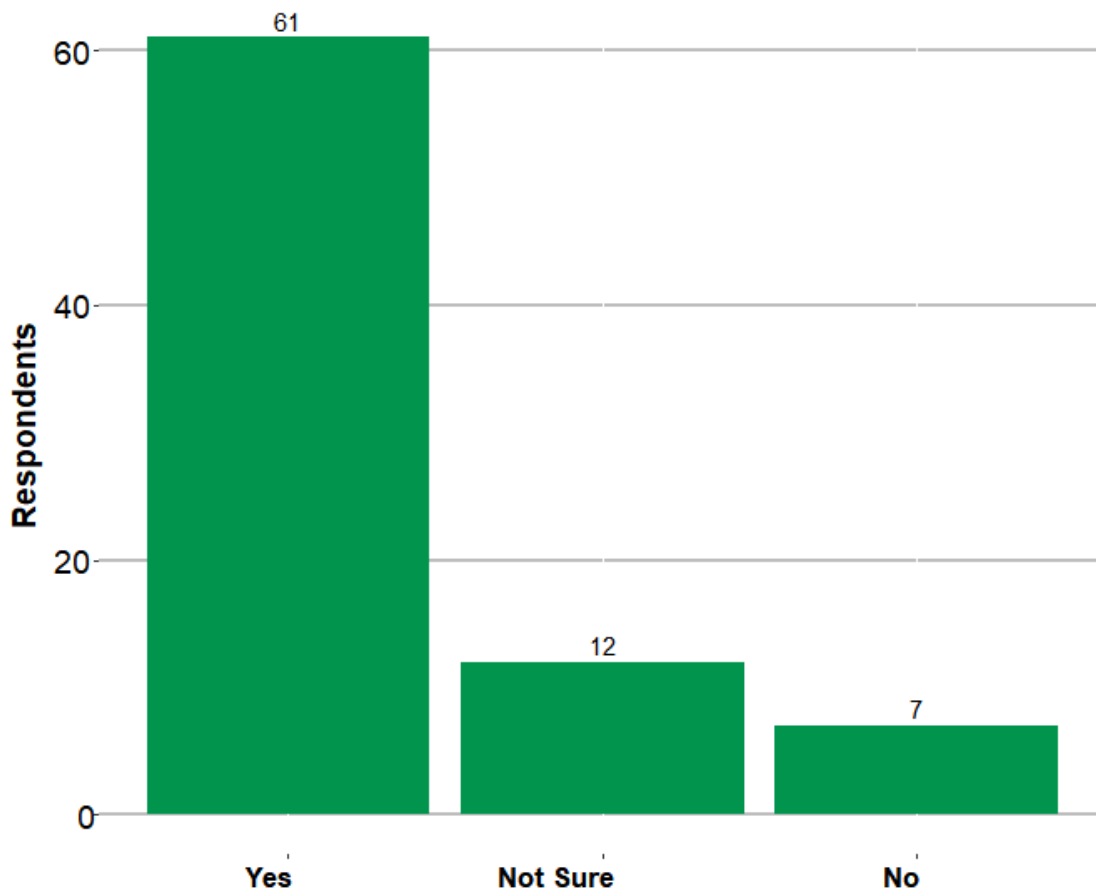
Does retail store carry a variety of fruits and vegetables?



Overall responses to "Does the retail site you go to (for groceries) have quality fresh fruit and vegetables?"

Quality of fresh fruits and vegetables	Respondents	Percent
Yes	61	75.3%
Not Sure	12	14.8%
No	7	8.6%
Missing	1	1.2%
Total	81	-

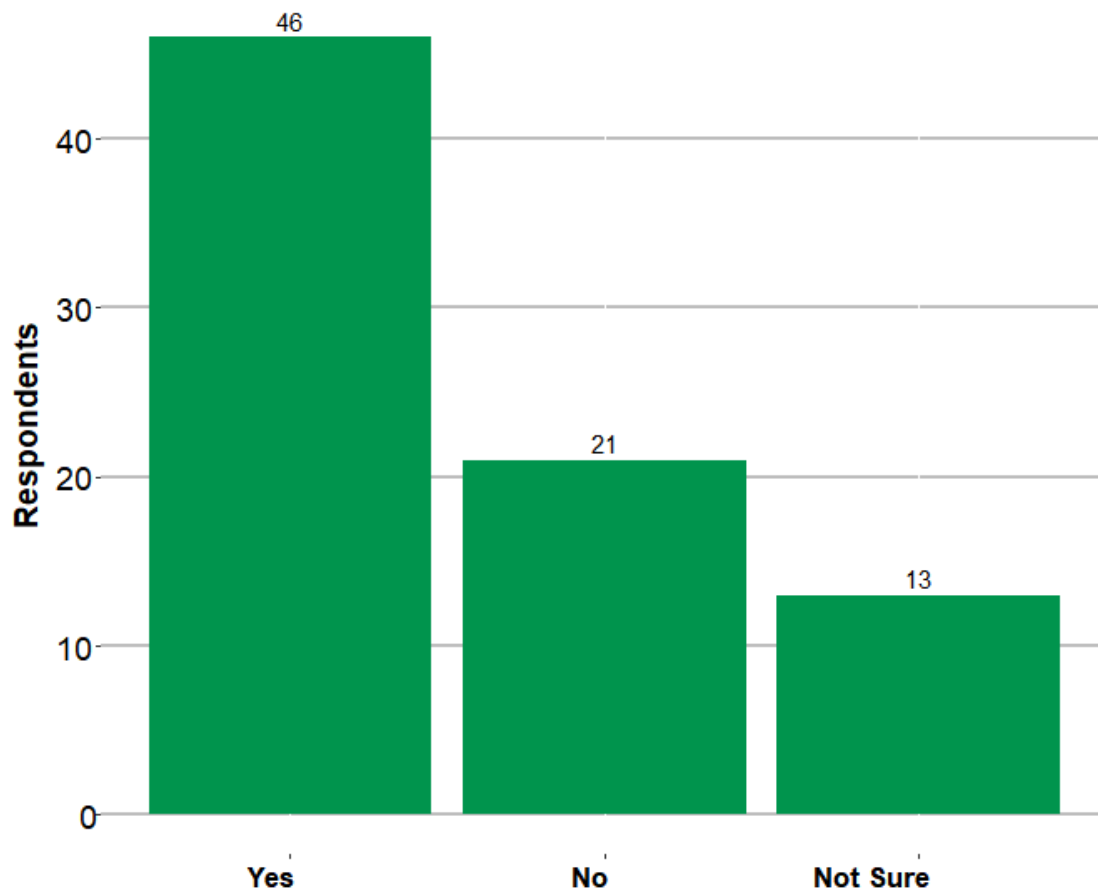
Does the store have quality fresh fruit and vegetables?



Does the retail site you go to (for groceries) have affordable prices of fresh fruit and vegetables?

Affordable prices of fresh fruit and vegetables	Respondents	Percent
Yes	46	56.8%
No	21	25.9%
Not Sure	13	16.0%
Missing	1	1.2%
Total	81	-

Does the store have affordable prices of fruit and vegetables



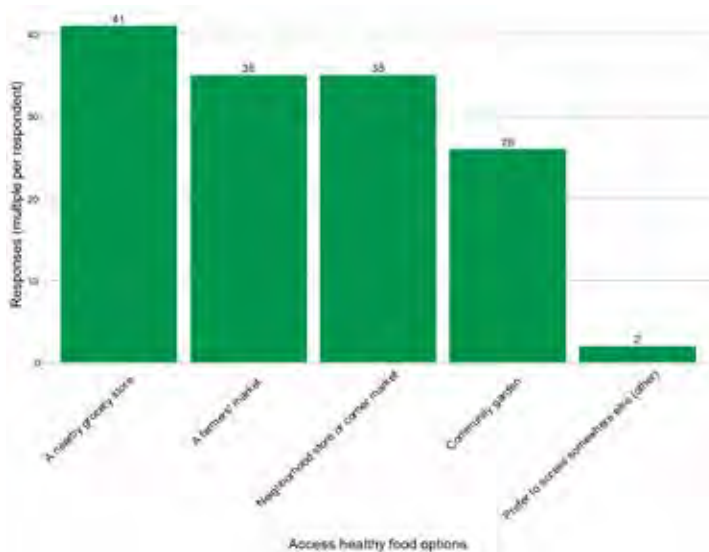
8. Does the retail site you go to (for groceries) display healthy messaging and/or signage? Such as: floor decals, posters, banners, etc. (similar to the ones you see here)

Store displays healthy messaging and/or signage	Respondents	Percent
Yes	42	51.9%
Not Sure	22	27.2%
No	16	19.8%
Missing	1	1.2%
Total	81	-

9. If given the option where would you prefer to access healthy food options? Select all that apply:

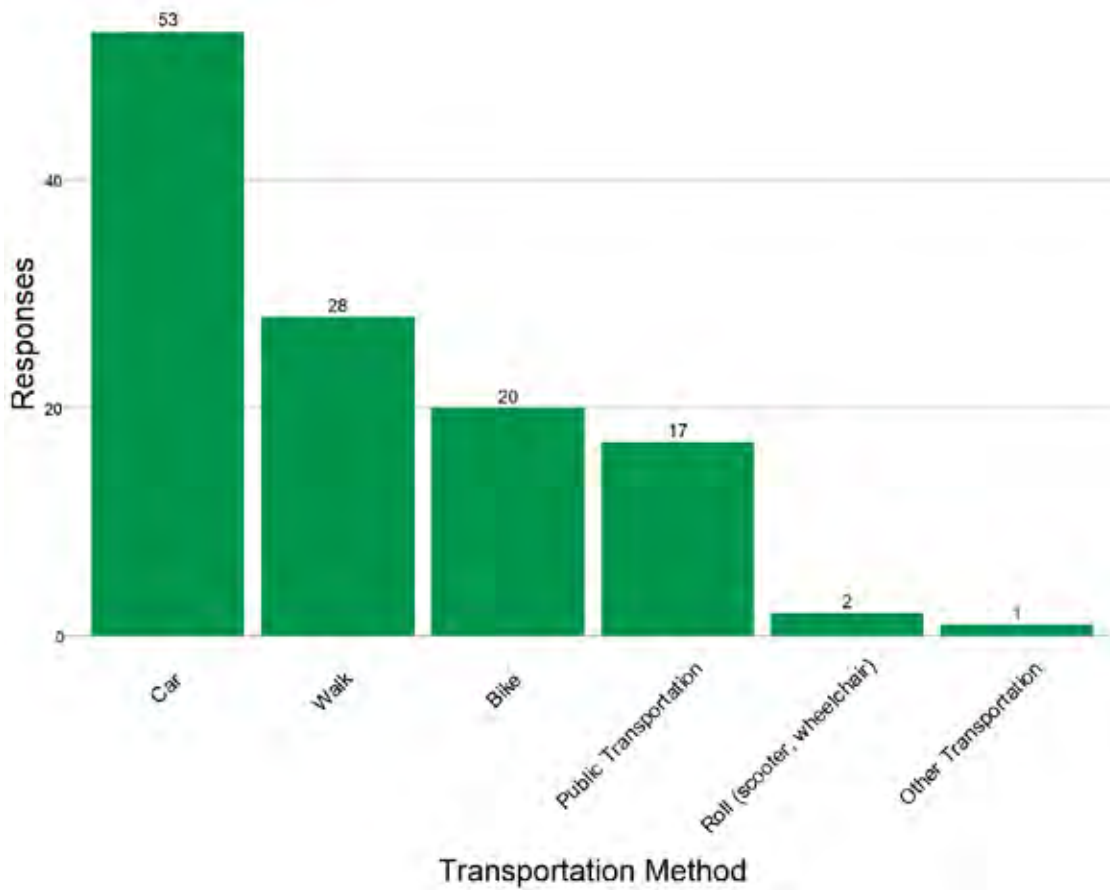
Where would you prefer to access healthy food options?	Responses (more than 1 per respondent)	Percent
A farmers' market	35	25.2%
Neighborhood store or corner market	35	25.2%
Community garden	26	18.7%
A nearby grocery store	41	29.5%
Prefer to access somewhere else (other)	2	1.4%
Total	139	-

9. If given the option where would you prefer to access healthy food options? Select all that apply:



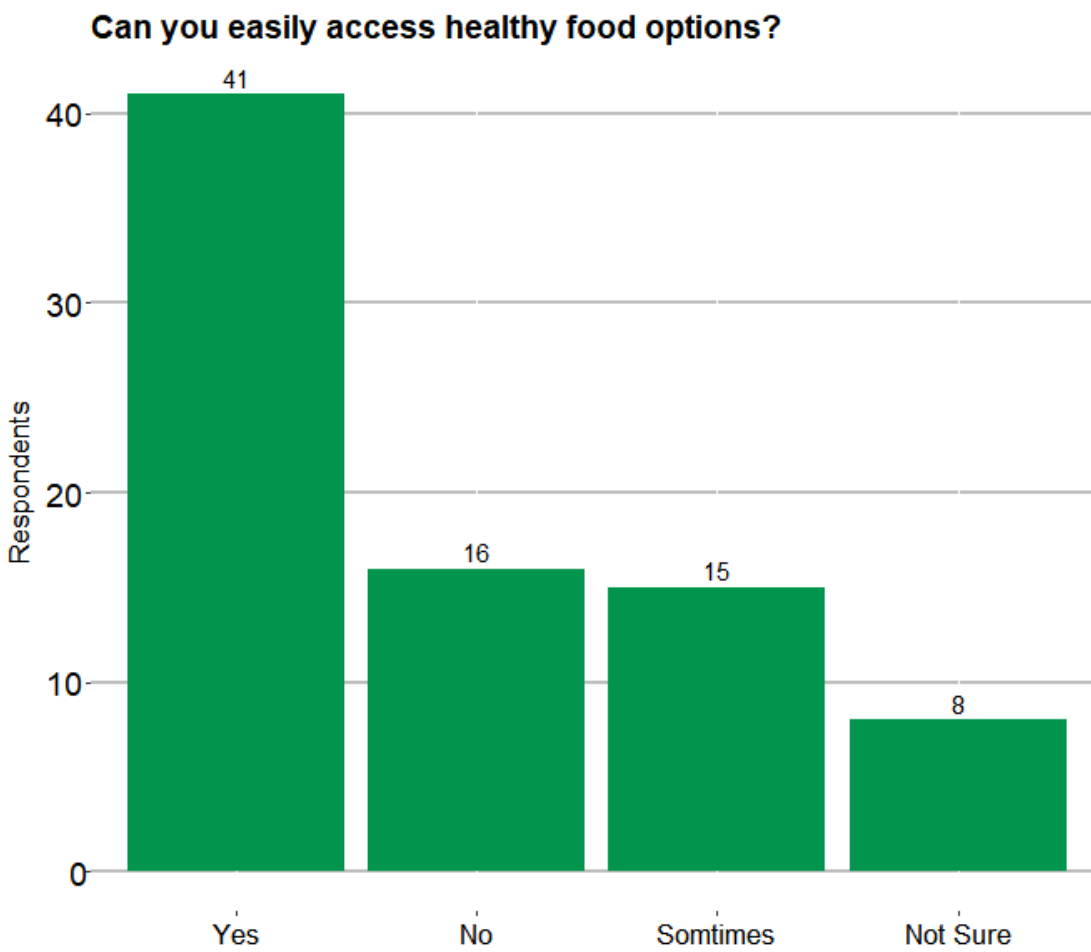
10. What modes of transportation do you typically use to access healthy food options? Select all that apply:

transport	Responses	Percent
Bike	20	16.5%
Walk	28	23.1%
Car	53	43.8%
Roll (scooter, wheelchair)	2	1.7%
Public Transportation	17	14.0%
Other Transportation	1	0.8%
Total	121	-



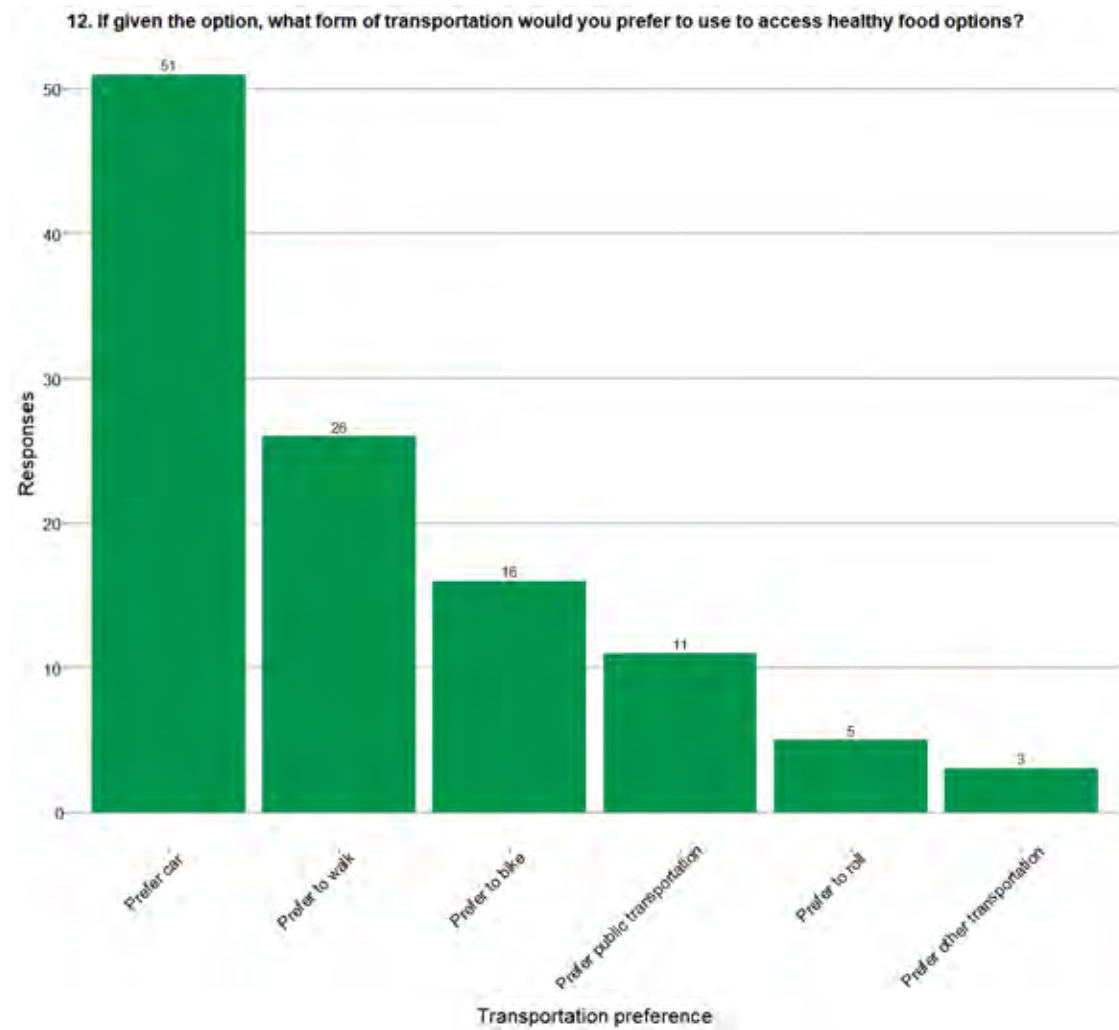
11. Can you easily access healthy food options by walking, biking, or rolling?

Can you easily access healthy food options by walking, biking, or rolling?	Respondents	Percent
Yes	41	50.6%
No	16	19.8%
Sometimes	15	18.5%
Not Sure	8	9.9%
Missing	1	1.2%
Total	81	-



12. If given the option, what form of transportation would you prefer to use to access healthy food options?

Transportation preference	Responses	Percent
Prefer to bike	16	14.3%
Prefer to walk	26	23.2%
Prefer car	51	45.5%
Prefer to roll	5	4.5%
Prefer public transportation	11	9.8%
Prefer other transportation	3	2.7%
Total	112	-

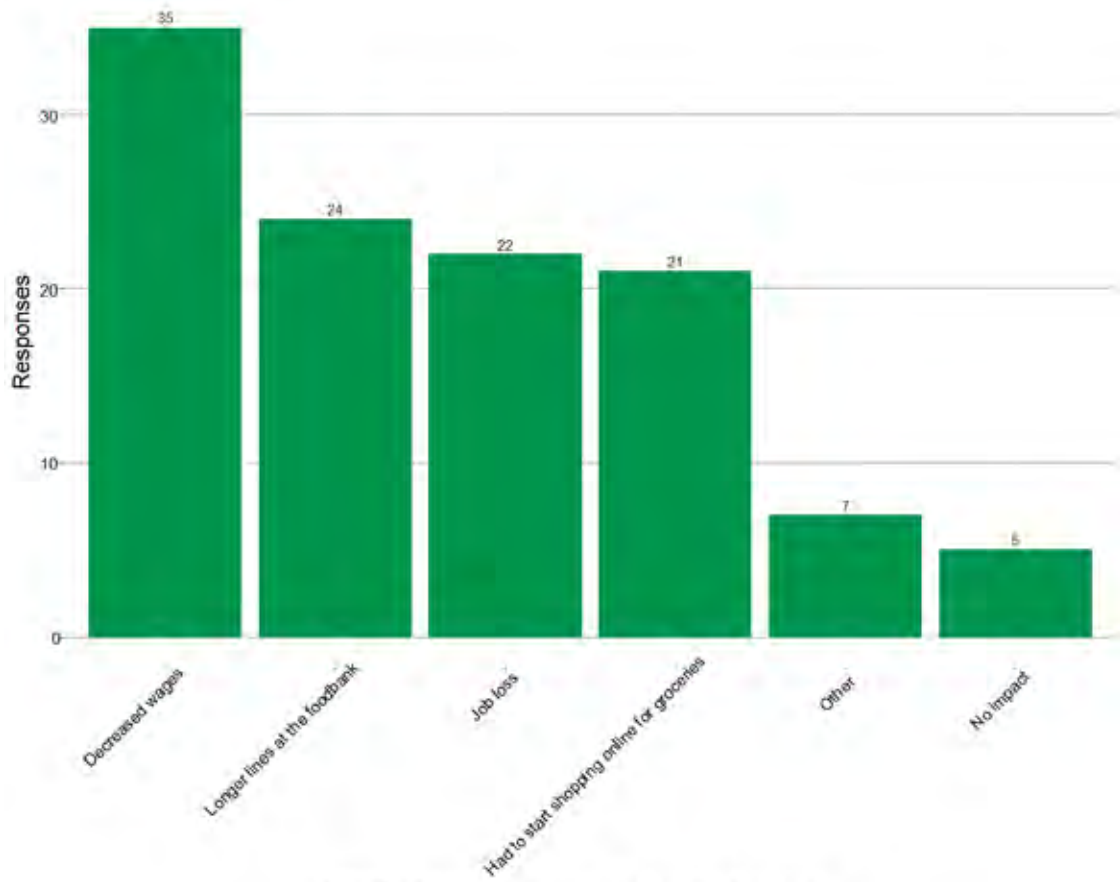


13. Has COVID-19 impacted your access to healthy food options?

13. Has COVID-19 impacted your access to healthy food options?	Respondents	Percent
Yes	65	80.2%
No	13	16.0%
Missing	3	3.7%
Total	81	-

14. How has COVID-19 impacted your access to healthy food options? Select all that apply:

How has COVID-19 impacted your access to healthy food options?	Responses	Percent
Decreased wages	35	30.7%
Longer lines at the foodbank	24	21.1%
Job loss	22	19.3%
Had to start shopping online for groceries	21	18.4%
Other	7	6.1%
No impact	5	4.4%
Total	114	-



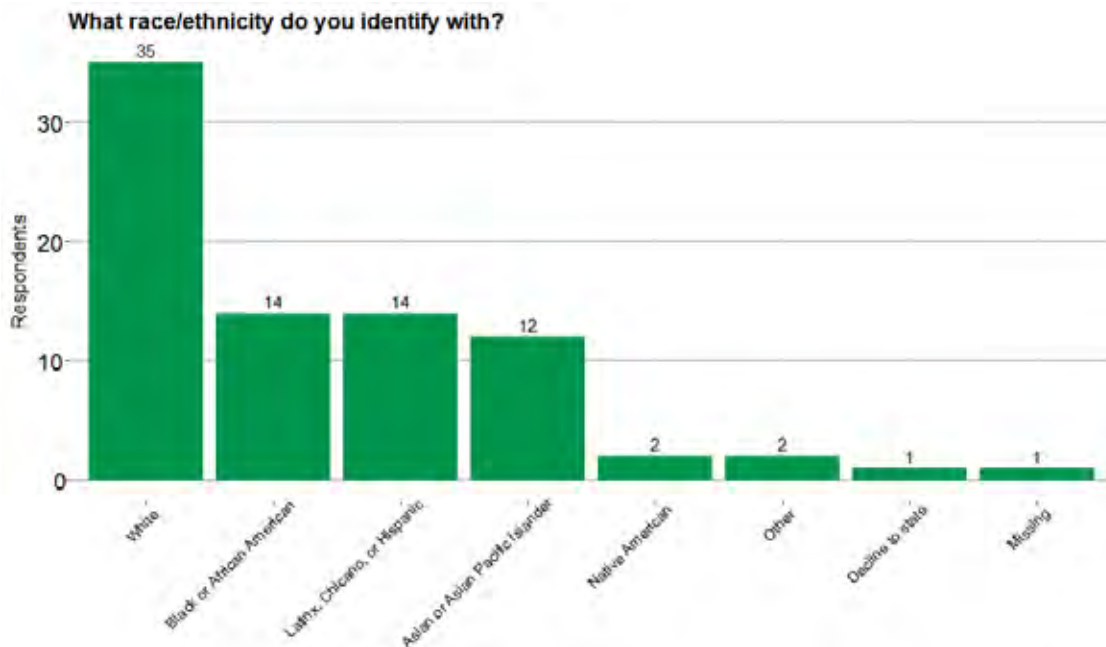
COVID-19 impact on access to healthy food options

15. Would you like to stay informed on our work to increase Safe Routes to Parks and Healthy Retail?

15. Would you like to stay informed on our work to increase Safe Routes to Parks and Healthy Retail?	Respondents	Percent
Yes	65	80.2%
No	13	16.0%
Missing	3	3.7%
Total	81	-

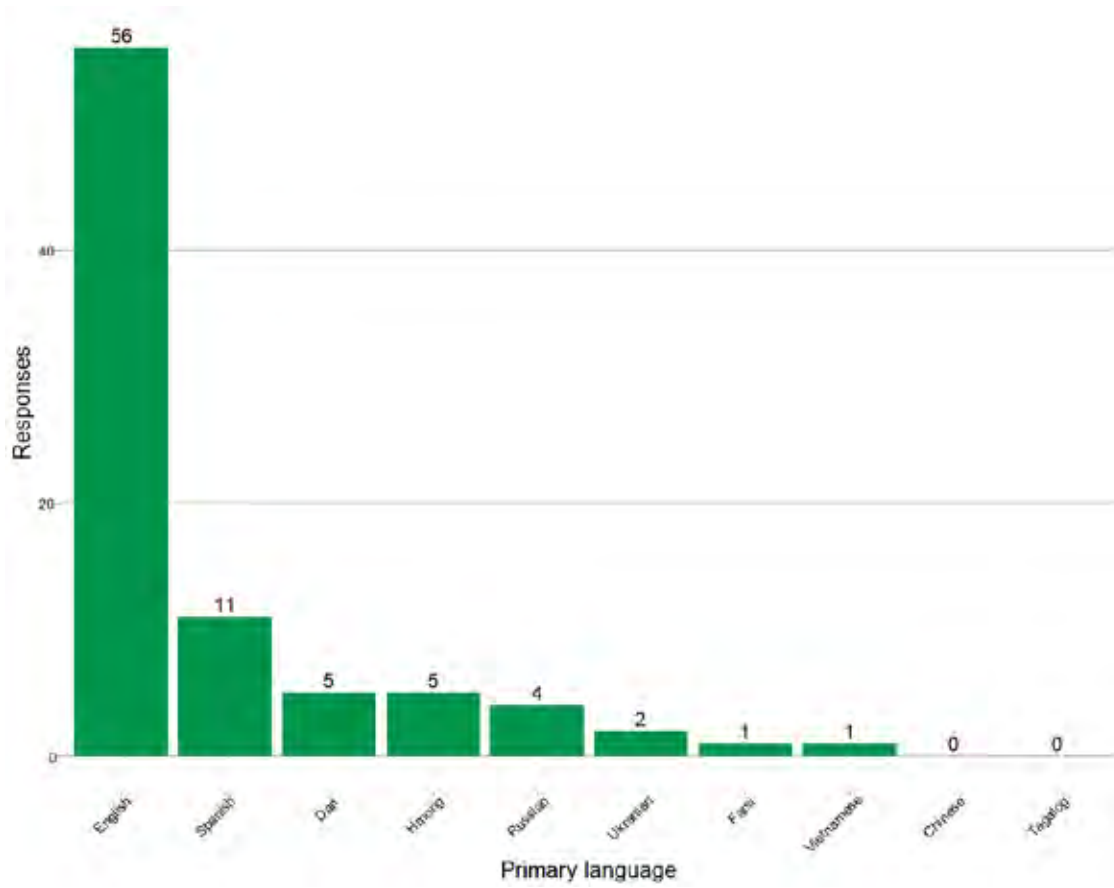
16. What race/ethnicity do you identify with?

What race/ethnicity do you identify with?	Respondents	Percent
White	35	43.2%
Black or African American	14	17.3%
Latinx, Chicano, or Hispanic	14	17.3%
Asian or Asian Pacific Islander	12	14.8%
Native American	2	2.5%
Other	2	2.5%
Decline to state	1	1.2%
	1	1.2%
Total	81	-



17. What is the primary language spoken in your home?

Primary language	Responses	Percent
English	56	65.9%
Spanish	11	12.9%
Hmong	5	5.9%
Dari	5	5.9%
Russian	4	4.7%
Ukranian	2	2.4%
Vietnamese	1	1.2%
Farsi	1	1.2%
Tagalog	0	0.0%
Chinese	0	0.0%
Total	85	-



APPENDIX F2:

Healthy Retail Access Data Analysis

SACRAMENTO COUNTY

HEALTHY RETAIL ACCESS POLICY REPORT



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INTRODUCTION

WALKS conducted a policy scan of regional and local policies that currently exist relating to healthy retail access. This scan surveyed the existing policy landscape in the Sacramento Region and was used to identify current policy gaps relating to healthy retail access. While the recommendations are directed at current policy gaps in the Sacramento Region, the best practices and general recommendations are universally applicable. The recommendations include specific examples from other jurisdictions, references from comprehensive agency reports, and general best practices to improve park access for urban and neighborhood parks. Policy recommendations are guided by broad healthy retail access policy goals and are intended for decision-makers to guide policy development with the intention of improving access to healthy foods.

Physical activity and a healthy diet are among the contributing factors in chronic disease prevention and intervention. Healthy retail plays a critical role in improving chronic health outcomes in communities by providing healthy food options for households. Additionally, healthy retail stores that are within a 10-minute walk of communities encourages active travel and creates additional health benefits from physical activity. However, communities in Sacramento that are most vulnerable to poor health outcomes often do not have safe or convenient access to healthy retail destinations, contributing to health disparities. Policy drives built environment change, and as such it is critical that policies address healthy retail access through a health equity lens.

HOW TO USE THIS REPORT

Jurisdictions within the Sacramento Region have an opportunity to proactively improve community health and wellbeing through comprehensive food access policies. This report provides policy best practices that can be used to guide effective and substantive healthy retail access.

This report is designed for decision makers at the local government and regional government levels to improve healthy food access and public health through public policy. This report analyzes existing policies in the Sacramento Region and recommends new or strengthened policies based on a literature review of best practices. Recommendations are targeted towards different jurisdictional levels and planning documents.

Regional Government

Regional agencies fund transportation improvements and establish regionally consistent transportation, land use, and open space policies. Recommendations geared toward regional government includes innovative funding policy and high-level, regional strategies for trail systems planning and pedestrian and bicycle connectivity to healthy retail.

Local Government

Local jurisdictions such as cities and counties set policies through General and Master Plans and manage funding for infrastructure projects. This report identifies active transportation policies, development standards, guidelines for funding local projects, and other strategies for local governments to improve access to healthy retail.

HEALTHY RETAIL ACCESS POLICY IN THE SACRAMENTO REGION

In the Sacramento Region no dedicated healthy retail policy document is in place on a local or regional level. However, a food access plan is currently being developed by the County of Sacramento and there are community based organizations that focus and advocate for healthy food access. Healthy food access is a priority among communities in the region, indicating the importance for dedicated policies that address both built environment and financial opportunities to improve accessibility, availability, and affordability of healthy food options.

KEY PLANNING DOCUMENTS

The most relevant healthy retail access policies are found within general plans and master plans.

General Plans

General Plans provide policy language intended to meet the broad goals of future development and act as guiding principles for more specific plans. A strong and comprehensive General Plan establishes the priorities and policy goals of the jurisdiction. Healthy retail access policies appear in key elements of the General Plan that pertain to circulation (transportation), public facilities, and land use.

Master Plans

Master Plans are documents that address a specific discipline or area such as a Pedestrian and Bicycle Master Plan or a Downtown Master Plan. These documents provide greater specificity and implementation for development. Pedestrian and Bicycle Master Plans are able to prioritize specific corridors and identify specific policies that aim to improve active transportation to healthy destinations.

The following policy documents were reviewed:

Sacramento Area Council of Governments

Metropolitan Transportation Plan/Sustainable Communities Strategy (MTP/SCS)

The MTP/SCS provides high level, regional guidance to improve quality of life based on projected land use patterns and population growth. The MTP/SCS analyzes current transportation and land use trends and identifies guiding principles and strategies, including smart land use, environmental sustainability, and access and mobility. Public health, air quality, and promotion of active transportation are highlighted as key policy goals.



Regional Bicycle, Pedestrian, and Trails Master Plan

The Regional Bicycle, Pedestrian, and Trails Master Plan envisions a complete transportation system for the region that supports healthy living and active communities. The plan identifies a series of goals, strategies, and actions to improve safety for pedestrians and bicyclists, increase travel by active modes, and implement regional priorities consistent with the MTP/SCS.



2035 General Plan

The City of Sacramento General Plan sets overarching goals and policies to develop a livable city. Key themes of the General Plan include smart growth, placemaking, economic vitality, healthy communities, and sustainability. Elements pertaining to healthy retail access and active transportation include Land Use and Urban Design and Mobility.



Pedestrian Master Plan

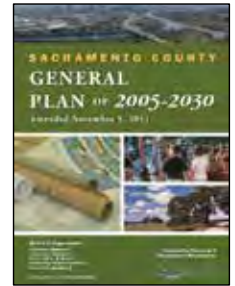
The City Pedestrian Master Plan provides a comprehensive vision for improving pedestrian conditions. The Master Plan highlights the importance of pedestrian-oriented development and recommends updating development review guidelines to better address pedestrian-friendliness in new development projects. Goals include improving pedestrian education, creating walkable environments, and increasing safety.



Sacramento County

2030 General Plan

The Sacramento County 2030 General Plan identifies policies and programs for guiding development patterns in the unincorporated County. Elements pertaining to healthy retail access and active transportation include Land Use, Circulation, and Public Facilities. Some of the key goals of the General Plan are environmental sustainability, economic development, infill development, an integrated transportation system, and healthy communities.



Pedestrian Master Plan

The Sacramento County Pedestrian Master Plan aims to improve pedestrian safety and access throughout the unincorporated County. The Pedestrian Master Plan outlines policies to improve pedestrian safety, increase access, and improve comfort and convenience through streetscape design and land use.



Bicycle Master Plan

The Sacramento County Bicycle Master Plan guides bikeway policies, programs, and development standards and complements the Circulation Element of the General Plan. Policies and strategies aim to increase bike mode share and reduce bike collisions and injuries.



Bicycle Master Plan

The City Bicycle Master Plan supports the 2035 General Plan goals of reducing vehicle miles traveled, reducing climate emissions, and improving overall quality of life. The goals of the Master Plan are to increase bike modeshare, improve safety and connectivity, and equitably invest in bike facilities and programs throughout the city.



HEALTHY RETAIL ACCESS POLICY GOALS

Comprehensive healthy retail policy goals create clear priorities for local and regional governments to ensure equitable and sustained access to healthy retail destinations. The following categories outline comprehensive goals to guide meaningful policy recommendations to address inaccessible food systems, lack of healthy food options, healthy food affordability, and other inequities in food access. These goals are based on policy gaps that were identified through a policy scan of existing policies in the Sacramento Region as well as national and statewide policy best practices.



Connectivity

In order to make healthy retail accessible to all residents, it is important to recognize the built environment surrounding these locations. Healthy retail locations should be accessible by multimodal travel including active transportation and transit.



Land Use and Siting

The development and siting of new healthy retail locations should be informed by data-driven processes that prioritize healthy retail in communities with limited healthy options. Design guidelines should prioritize pedestrian-oriented development. Existing stores within neighborhoods should be assessed for opportunities for healthy retail conversions.



Safety

Safety policies address both traffic safety and personal safety. Traffic safety can be addressed through adopting Vision Zero policies and other safe infrastructure approaches. In addition to traffic safety along routes to healthy retail, it is important to foster personal safety through adopting comprehensive Crime Prevention Through Environmental Design (CPTED) strategies.



Collaboration

Healthy food access relies on cross-sector partnerships in order to achieve policy goals. Policies should encourage and formalize collaboration between stakeholders for infrastructure improvements, programs, and other implementation measures to improve access.



Financial Access

An integral part of healthy retail access is financial affordability and ensuring that households of all income levels have the resources they need to afford healthy foods. This includes comprehensive funding initiatives for food access programs and creating economic incentives for businesses to implement these programs.



POLICY GOAL: CONNECTIVITY

Pedestrian and bicycle connectivity to healthy retail locations is critical for encouraging active travel and improving health outcomes. In particular, communities with poor health outcomes are less likely to own a vehicle, more likely to rely on public transit and active transportation, and more likely to live in a neighborhood with car-oriented development patterns and inadequate pedestrian and bicycle facilities. Policies that aim to address connectivity along routes to healthy retail destinations should prioritize active transportation infrastructure that creates a safe and comfortable user experience, particularly in disadvantaged communities.

EXISTING POLICY LANDSCAPE

Overall, multimodal access between residential and commercial activity centers is listed as a policy goal. Existing policies recognize the importance of safe infrastructure for pedestrian and bicycle travel and identify certain strategies for achieving multimodal connectivity. Beyond safety, comfort and convenience for pedestrians and bicyclists are also identified as policy goals. Promoting street trees and reducing manmade barriers such as indirect street networks and utility poles are among some of the strategies highlighted to address comfort and convenience. Policies also identify the connection between land use patterns and transportation and opportunities for compact development in new communities. These existing policies provide a foundation for safe, accessible, and convenient active transportation infrastructure.

POLICY GAPS

While existing policies prioritize multimodal network connectivity generally, they lack strong policy language around health equity and addressing transportation barriers within disadvantaged communities. Policies do not have data metrics to drive transportation investments, particularly in areas that are disproportionately impacted by poor healthy retail access. The main focus of active transportation policies is for reduction of vehicle miles traveled and greenhouse gas emissions rather than for overall public health. Additionally, access to healthy retail destinations is not explicitly identified as an opportunity to improve health outcomes.

POLICY RECOMMENDATIONS

- **Regional and Local Governments should** develop policies that establish baseline data conditions, data metrics, and prioritize data-driven projects to improve equitable access to parks. Health should be incorporated as one of the priority metrics for project identification.
- **Regional and Local Governments should** assess opportunities for green networks that prioritize connections to healthy retail corridors and create comfortable, low-stress routes.
- **Cities and Counties should** adopt policies that prioritize closing first mile and last mile gaps between transit stops and healthy retail corridors. These policies should also prioritize the needs of vulnerable road users.
- **General Plans should include** connectivity along routes to healthy retail as a policy goal.

POLICY BEST PRACTICES

The following are examples of types of policies that can be adopted or strengthened from existing policy language in order to improve connectivity to healthy retail locations.

All Ages and Abilities or "8-80" Policy

Healthy destinations should be easily accessible for children, families, older adults, and people with disabilities. 8-80 is a concept that if a street is safely navigable for an 8-year-old and an 80-year-old, it will be safely navigable for everyone. Ensuring that routes to healthy retail are designed for people of all ages and abilities is important for equitable healthy food access.

Recommendation

Adopt at the City and County levels. Could be incorporated into the Circulation Element of General Plans, Pedestrian and Bicycle Master Plans, or Corridor Specific Plans.

Policy Best Practices

- Advancing Policies to Support Healthy Eating and Active Living¹
- Designing for All Ages and Abilities²
- Noteworthy Local Policies that Support Safe and Complete Pedestrian and Bicycle Networks³

Case Study

The City of Milwaukee, Wisconsin developed a Complete Streets Policy⁴ that prioritizes the safety of vulnerable road users and established a goal for users of all ages and abilities to safely, comfortably, and conveniently travel through the street network.

Complete Streets Policy

A complete streets policy formalizes the intent to plan, design, and maintain streets that are safe for users of all ages and abilities. A complete streets policy that prioritizes routes to community destinations (such as healthy retail) can encourage active travel and increase physical activity in communities. A complete streets policy can further address health equity by prioritizing access in communities that are more vulnerable to poor health outcomes.

Recommendation

Adopt at the City and County level. Could be incorporated into the Circulation Element of General Plans, Pedestrian and Bicycle Master Plans, or Corridor Specific Plans.

Strengthen from existing policy within the City of Sacramento General Plan: "The City shall strive to remove and minimize the effect of natural and manmade barriers to accessibility between and within existing neighborhoods corridors, and centers." (Land Use Policy 2.5.2)

Policy Best Practices

- Advancing Policies to Support Healthy Eating and Active Living¹
- Complete Streets Policy Development⁵
- California Complete Streets Policies⁶

Case Study

The City of Cleveland Heights, Ohio developed a Complete Streets Policy⁴ that emphasizes equity, safety for vulnerable road users at all stages of a project (including construction), and clear timeframes for policy implementation. As a result of strong policy language, City staff have the resources and capacity to deliver people-focused projects.



Data Collection and Evaluation Policy

Data collection and evaluation is critical for identifying and prioritizing routes for improvement. A data and evaluation policy should include indicators that are guided by clear goals for healthy retail access and public health. Indicators may include an inventory of pedestrian and bicycle infrastructure, traffic injury data, public health data, socioeconomic characteristics, and data gathered through community engagement.

Recommendation

Adopt at regional and local levels. Could be incorporated into General Plans or through Pedestrian and Bicycle Master Plans.

Policy Best Practices

- Safe Routes to Healthy Food⁷

Case Study

Siler City, North Carolina developed a Pedestrian Master Plan⁸ with a particular emphasis on connections to healthy retail. The City used socioeconomic data including population density, race and ethnicity, median household income, and zero car households in addition to locations of existing pedestrian facilities and pedestrian crash history. The Plan includes an evaluation of existing healthy food sites and uses pedestrian facility and socioeconomic demographic data to identify recommended network improvements.

First Mile and Last Mile Transit Connections Policy

Transit is an important mode of transportation for accessing retail stores, particularly for those who do not have access to or cannot drive a personal vehicle. As such, improving pedestrian and bicycle connections between transit and healthy retail can help address connectivity gaps and reduce transportation barriers for accessing healthy foods. Siting transit stops near healthy retail centers is another strategy to expand multimodal options.

Recommendation

Adopt at regional and local levels. Could be incorporated into the Circulation Element of General Plans, through Pedestrian and Bicycle Master Plans, or through transit planning efforts.

Policy Best Practices

- Safe Routes to Healthy Food⁷
- Making Transit Count⁹
- The Wheels on the Bus go to the Grocery Store¹⁰

Case Study

LA Metro developed a First Mile and Last Mile Strategic Plan¹¹ that outlines strategies for infrastructure improvements around transit, maximizing multimodal efficiencies, and supporting regional sustainability and environmental goals. The plan identifies current barriers to transit access such as long block lengths, freeways, and safety, then assesses the quality of pedestrian and bicycle routes to transit stops and tools to improve these routes.



Greenways Policy

A greenways policy focuses on designing street connections that promote active travel through safe active transportation infrastructure. Green streets also create opportunities for urban greenery along corridors, which enhances comfort for people using active travel modes and provides a host of other environmental and health benefits.

Recommendation

Adopt at regional and local levels. Could be incorporated through Pedestrian and Bicycle Master Plans or Corridor Specific Plans.

Policy Best Practices

- Complete Streets Coalition: Green Streets¹²
- EPA: Learn About Green Streets¹³

Case Study

The San Francisco Planning Department developed a Green Connections Network and design toolkit¹⁴ that prioritizes connections to parks and other community destinations and provides strategies for urban greening and active transportation infrastructure.

In Palmer, Alaska, an Edible Rail Trail¹⁵ creates a green trail connection that also provides free vegetables. Planters along the route are planted with vegetables that reflect the city's agricultural history and provide a health benefit to the community.

Tree Canopy Policy

A tree canopy policy formalizes and prioritizes tree canopy along routes to healthy retail. Tree canopy along streets can provide green connections to community destinations for health, comfort, and mental wellbeing.

Recommendation

Adopt at the City and County levels. Could be incorporated through the Public Facilities Element of the General Plan or through an Urban Forestry Master Plan.

Strengthen existing policy from the City of Sacramento General Plan:

- "The City shall ensure that all new roadway projects and major reconstruction projects provide for the development of an adequate street tree canopy." (Mobility Policy 4.2.3)
- "The City shall pursue opportunities to enhance the urban forest in existing suburban neighborhoods by undertaking neighborhood street tree planting programs that introduce more trees into the public right-of-way, rather than depending on trees in private yards." (Land Use Policy 4.2.2)

Policy Best Practices

- Health in All Policies Task Force¹⁶
- Urban Forestry Toolkit¹⁷

Case Study

Santa Monica's Urban Forest Master Plan¹⁸ outlines a vision, goals, and strategies for improving and enhancing the urban forest. The Master Plan includes an analysis of tree canopy coverage and gaps in the tree canopy network, and emphasizes the importance of planting the right trees in the right places.





POLICY GOAL: LAND USE AND SITING

The availability of healthy retail sites is often a barrier in communities that lack healthy food options or have an overabundance of unhealthy food options. Policies should aim to address healthy retail disparities by prioritizing siting in communities with poor health outcomes and limited healthy food options, allowing for creative use of space including healthy food pop-ups and urban farming, and developing incentives for healthy retail conversions.

EXISTING POLICY LANDSCAPE

Existing policies recognize the importance of balancing land uses within neighborhoods so that everyday needs are available within walking distance. Policies include language supporting the development of mixed use centers and connections to grocery stores, farmers markets, and other food stores. Additionally, guidelines are provided for new commercial development to enhance pedestrian and bicycle access in order to promote walking, biking, and transit to these destinations.

POLICY GAPS

While existing policies recognize the importance of healthy food stores within walking distance of neighborhoods, further actionable guidance is needed in order to guide equitable healthy retail development. Healthy retail siting and development policies should include a strong equity component to ensure that healthy food options are provided in neighborhoods with poor health outcomes and limited healthy food options. Policies that allow for innovative use of land, such as pop-up farmers markets and urban farming, or that support conversion of existing stores can help address healthy food gaps in communities.

POLICY RECOMMENDATIONS

- **Cities and Counties should** adopt policies that allow for flexible use of land in order to provide opportunities for healthy food production and vending, even in densely populated urban spaces.
- **Cities and Counties should** establish baseline data conditions, data metrics, and prioritize data-driven projects to improve equitable siting and development of new healthy retail sites.
- **General Plans should contain** statements and policies that prioritize equity in siting of healthy retail and consider the negative health implications of an overabundance of unhealthy retail in communities.

POLICY BEST PRACTICES

The following are examples of types of policies that can be adopted or strengthened from existing policy language in order to improve healthy retail access through siting and development of new locations.

Adaptive Space Policy

An adaptive space policy identifies opportunities to adapt underutilized land and public spaces for healthy food uses. This could include incentivizing development of healthy retail stores on vacant properties, adapting supermarket site requirements to work with smaller store formats, using parking lots or other public spaces for farmers' markets, and encouraging healthy mobile vending. Creative and flexible use of land allows for healthy foods to be more easily accessible even when space for new development is limited.

Recommendation

Adopt at the City and County levels. Could be incorporated into the General Plan.

Policy Best Practices

- Healthy Food, Healthy Communities¹⁹
- Advancing Policies to Support Healthy Eating and Active Living¹

Case Study

The City of Oakland created a mobile food vending permit program²⁰ to support street vendors selling healthy foods including fruits, vegetables, and hot tamales. The program legitimized the vendors and facilitated healthy food access to the community.

The Metropolitan Atlanta Rapid Transit Authority (MARTA) launched a Fresh MARTA market²¹ at a transit station in a community with limited food access. The market was so successful that MARTA expanded it to three additional stations.

Equitable Healthy Retail Access Policy

An equitable healthy retail access policy should aim to prioritize and incentivize healthy retail projects in communities based on socioeconomic factors (such as income), health outcomes, and lack of current healthy food options. A community food assessment should be conducted to determine the need for and types of healthy retail that would be successful in a community.

Recommendation

Adopt at the regional and local levels. Could be incorporated into General Plans or Pedestrian and Bicycle Master Plans.

Policy Best Practices

- Healthy Food, Healthy Communities¹⁹
- Community Food Assessment²²
- Advancing Policies to Support Healthy Eating and Active Living¹
- Grocery Store Attraction Strategies²³

Case Study

The Delaware Valley Regional Planning Commission created an Equity Through Access Priority Score Map Toolkit²⁴, which identifies a mismatch between vulnerable populations (such as households with one or more disabled person, households in poverty, and people aged 65 and older) and the location of essential services (such as activity centers, grocery stores, healthcare facilities, schools, and parks). This tool allows local jurisdictions to develop policy solutions to address this mismatch, such as prioritizing development of new grocery stores, optimizing transit routes to essential service destinations, or bridging first mile and last mile connections.



Healthy Retail Conversion Policy

Existing corner stores that are located within neighborhoods provide an opportunity to improve community health by offering healthy food options. Healthy retail conversions involve working with business owners to build capacity for stocking, marketing, and selling fresh produce. In particular, healthy retail conversions should aim to target stores located near schools in order to reduce health impacts of high sugar, high calorie foods for children and youth.

Recommendation

Adopt at the City and County levels. Could be incorporated into the General Plan.

Policy Best Practices

- Healthy Corner Stores Network²⁵
- Healthy Food, Healthy Communities¹⁹
- Advancing Policies to Support Healthy Eating and Active Living¹

Case Study

In San Francisco, community groups in the Bayview and Tenderloin neighborhoods initiated healthy retail conversions of stores that had few healthy food options and high levels of less positive activity outside the store. These efforts led to the creation of Healthy Retail SF²⁶, which is led by the City's Office of Economic and Workforce Development, to continue providing support to local businesses to sell healthy foods.

Unhealthy Retail Restriction Policy

An overabundance of fast food restaurants, liquor stores, and other unhealthy retail establishments contribute to poor health outcomes in communities by providing convenient and affordable access to unhealthy foods. Unhealthy retail should be restricted in communities where healthy food options are limited or unavailable, and may also be considered around schools, parks, and other community centers. Restrictions should also be accompanied by incentives for healthy retail to locate in these areas.

Recommendation

Adopt at the City and County levels. Could be adopted through zoning ordinances, development regulations, or through General Plans.

Policy Best Practices

- Healthy Retail Playbook²⁷
- Model Ordinance Regulating Where Sugary Drinks May Be Sold²⁸
- Model Healthy Food Zone Ordinance²⁹

Case Study

The City of Los Angeles developed an ordinance to ban development of new fast food restaurants in South LA³⁰, which is overburdened by unhealthy options and has high rates of obesity. To complement the ban, the city's redevelopment agency developed a package of incentives for grocery stores including tax credits, discounts on electricity, and expedited project review.



Urban Agriculture Policy

Urban agriculture can help improve healthy food access by allowing for food to be grown locally and within communities. Urban agriculture encompasses a broad range of food-growing practices, including home gardens, community gardens, and urban farms. Urban agriculture policies should consider what types of uses should be allowed and where, and should aim to support existing urban agriculture and remove barriers for new efforts.

Recommendation

Adopt at the City and County levels. Could be adopted through zoning ordinances or through General Plans.

Strengthen from existing Urban Agriculture Ordinance at the City of Sacramento.

Policy Best Practices

- Equitable Strategies and Policies for Improving Access to Healthy Food and Revitalizing Communities³¹
- Seeding the City: Land Use Policies to Promote Urban Agriculture³²

Case Study

The City of Seattle³¹ adopted a resolution supporting community gardens and urban agriculture land uses, tasking the Department of Neighborhoods with identifying locations that would maximize accessibility for all neighborhoods and communities, especially for low-income and minority residents. Additionally, the City has committed to an "urban village" concept that assigns one garden per 2,500 residents. Land use codes further support urban agriculture by allowing residents to grow and sell food from their backyards, increasing the number of chickens allowed in a backyard, allowing greenhouses on buildings, and allowing for more flexibility in farmers market locations.

13

LAND USE AND SITING



POLICY GOAL: SAFETY

A crucial aspect of creating access to healthy retail is addressing personal and traffic safety on routes to healthy retail destinations and while at healthy retail sites. Real and perceived safety concerns can affect the decision to walk, bike or take transit to a store. Beyond personal safety, inadequate infrastructure deters active travel by creating a dangerous and unpleasant environment. Improving both personal and traffic safety at and around healthy retail can increase physical activity and promote access to healthy retail sites, thereby improving community health.

EXISTING POLICY LANDSCAPE

Traffic safety is prioritized through policies such as Vision Zero and through Pedestrian and Bicycle Master Plans, which aim to address pedestrian and bicycle collisions by identifying opportunities for infrastructure improvements. Additionally, the City and County address bicycle safety through education by encouraging safe behaviors. In terms of personal safety, some mention is made of Crime Prevention Through Environmental Design (CPTED) strategies, such as well-lit routes, maintenance and clean-up of graffiti, and creating natural surveillance of streets and at commercial retail centers.

POLICY GAPS

Policies prioritize traffic safety generally, but lack prioritization on infrastructure along routes to healthy retail destinations. In addition, there is a strong focus on streetscape infrastructure and built environment improvements, but lack of policies addressing personal safety to and at healthy retail sites. By prioritizing personal safety and CPTED strategies, local jurisdictions can create communities where individuals feel safe and empowered to walk or bike to stores, which increases physical health.

Policy RECOMMENDATIONS

- **Cities and Counties should** develop a framework for community-based safety initiatives in order to reduce over-policing and uplift community pride and ownership.
- **Cities and Counties should** adopt Vision Zero policies that are informed by and implement a data-driven approach to street safety. Vision Zero policies should focus on infrastructure improvements, as well as opportunities for education and encouragement campaigns. Enforcement strategies should consider ways to avoid over-policing and racial bias.
- **Cities and Counties should** adopt comprehensive CPTED policies that require a CPTED review of new park site plans and updates to existing parks. These policies should also incorporate maintenance, lighting, and park activations strategies to implement along key routes to parks and at park sites.

POLICY BEST PRACTICES

The following are examples of types of policies that can be adopted or strengthened from existing policy language in order to improve safety at healthy retail sites and along routes to healthy retail.

Community-Based Safety Policy

Developing a framework for community-led safety initiatives is an important component for equitable healthy retail access by reducing over-policing and increasing positive activity at and around retail sites. A community-based safety policy may include strategies such as maintenance groups or neighborhood watch.

Additionally, to reduce over-policing and negative interactions between law enforcement and community members, a law enforcement partnership policy should aim to create meaningful and positive community-police and youth-police relationships. Policies and programs should build trust in a way that improves overall community safety.

Recommendation

Adopt at the City and County levels. Could be incorporated into General Plans or Corridor Specific Plans.

Policy Best Practices

- Community Safety: A Building Block for Healthy Communities³³
- Engaging Communities as Partners: Strategies for Problem Solving³⁴

Case Study

In Los Angeles, the Urban Peace Institute's Community Safety Partnership program³⁵ has helped to build trust between residents and law enforcement. The program build capacity for law enforcement officers and residents to develop and implement programs, address quality of life, and access resources such as employment training, medical programs, and counseling.

Crime Prevention Through Environmental Design (CPTED) Policy

CPTED policies aim to reduce opportunities for crime through design strategies and programmatic approaches rather than through enforcement. A comprehensive CPTED policy should address siting and design of new retail stores and allocation of resources to retrofit existing healthy retail sites. Healthy retail corridors should be assessed from a CPTED perspective and identify opportunities to improve natural surveillance, visibility, and natural access control.

Recommendation

Adopt at the City and County levels. Could be incorporated into General Plans, Pedestrian and Bicycle Master Plans, or Corridor Specific Plans.

Policy Best Practices

- Health in All Policies: CPTED³⁶
- Putting the "Safe" in Safe Routes to Parks³⁷

Case Study

The City of Portland, Oregon has a comprehensive CPTED policy³⁸ that prioritizes and names funding for each kind of development and the associated CPTED principles that will be enacted. This policy should include all the main principles of CPTED, including natural surveillance, natural access control, territorial reinforcement and maintenance.



Pedestrian-Scale Lighting Policy

Lighting is a critical component of the built environment that helps reduce fear of and opportunity for crime. Lighting along routes to retail and at retail sites should aim to illuminate human activity. This can be accomplished through policies and design standards that prioritize pedestrian-scale lighting and provide context-sensitive specifications for lighting types that reduce glare and maximize visibility.

Recommendation

Adopt at the City and County levels. Could be incorporated into the Circulation Element of General Plans, Pedestrian and Bicycle Master Plans, or street and park design guidelines.

Policy Best Practices

- CPTED and Lighting: Reducing Crime, Improving Security³⁹
- Move This Way: Making Neighborhoods More Walkable and Bikeable⁴⁰

Case Study

Nashville and Davidson County, Tennessee⁴⁰ developed lighting standards that prioritize pedestrian-scale lighting and fixtures that reduce glare and light impacts to neighboring properties.

Vision Zero Policy

Vision Zero is a comprehensive approach with the goal of eliminating all traffic fatalities and serious injuries and improving safe mobility. Vision Zero policies should be data-driven, prioritize equity for vulnerable road users and disproportionate traffic death impacts on certain populations, and commit to an accountable timeline and context-sensitive strategies.

Recommendation

Adopt at the County level. Could be developed as a Vision Zero Action Plan or incorporated through the Circulation Element of General Plans or through Pedestrian and Bicycle Master Plans.

Policy Best Practices

- Vision Zero Network⁴¹

Case Study

Portland's Vision Zero Action Plan⁴² was developed based on data highlighting high crash corridors and intersections throughout the city. The Action Plan focuses on vulnerable road users such as pedestrians, bicyclists, people of color, youth, the elderly, people with disabilities, and households with limited vehicle access. The Action Plan prioritizes infrastructure gaps and outlines additional educational strategies to reduce traffic fatalities and serious injuries. The City released a two-year update in 2019 to evaluate implementation efforts to-date and develop updated strategies as needed.



POLICY GOAL: COLLABORATION

Creating avenues for collaboration between agencies and across sectors is critical for ensuring comprehensive access to healthy retail destinations and achieving desired health outcomes in communities. Different organizations across public and private sectors provide valuable technical expertise, programs, and services that can be more effective when leveraged together. Additionally, collaboration between agencies is important for developing and implementing policies to specifically address healthy food access, such as the creation of food access councils or development of food access plans. Collaboration should be formalized through policy in order to build and sustain relationships and improve overall healthy retail access.

EXISTING POLICY LANDSCAPE

Existing policies have a strong emphasis on collaboration for non-infrastructure education and encouragement programs that focus on active travel, healthy food literacy, and partnering with Health Departments to deliver educational programs and activities. Public-private partnerships are highlighted as a strategy to increase access to healthy food within the region, such as partnerships between local government, farmers, and retail business owners.

POLICY GAPS

While there is a strong focus on collaboration between agencies for non-infrastructure programs, there is a lack of policies that identify collaborative opportunities to address infrastructure gaps. Health Departments are identified as a key partner within policies, but additional policies are needed to formalize partnerships with other agencies and stakeholders. In particular, greater public-private partnership strategies can create avenues for innovative funding and implementation of healthy retail access projects.

POLICY RECOMMENDATIONS

- **Regional and Local Governments should** formalize partnerships between health, transportation, public, private, and nonprofit stakeholders around healthy retail access.
- **Regional and Local Governments should** adopt local food procurement policies that aim to connect local farmers with healthy retail vendors, farmers markets, and other opportunities to sell fresh produce locally.
- **Cities and Counties should** formalize community engagement as an ongoing process and a valuable collaborative opportunity to inform healthy retail access projects.

POLICY BEST PRACTICES

The following are examples of types of policies that can be adopted or strengthened from existing policy language in order to facilitate greater collaboration between agencies and other healthy retail stakeholders.

Community Partnership Policy

Formalizing the role of community members and neighborhood organizations as partners in healthy food access planning, design, and implementation can lead to successful outcomes for equitable development, health, and economic vitality. Engaging community members around food access can identify opportunities for culturally relevant stores, food preferences, and job training. Community partnership policies should focus on the value of the community engagement process and identify avenues to sustain ongoing relationships between agencies and communities.

Recommendation

Adopt at the City and County levels. Could be incorporated into the General Plan.

Policy Best Practices

- Healthy Food, Healthy Communities¹⁹

Case Study

In San Diego, Market Creek Plaza¹⁹ has helped spur job growth and support local businesses in a low-income neighborhood. Because of strong community support for the Food 4 Less grocery store in the plaza, the store has remained a successful anchor tenant and attracted other locally-owned businesses.

Cross-Sector Health Partnership Policy

Formalizing partnerships between health, transportation, and other key local agency departments, as well as between other public, private, and nonprofit stakeholders, is critical for carrying forward and sustaining effective healthy retail access projects and programs.

Recommendation

Adopt at the regional and local levels. Could be incorporated into General Plans or Pedestrian and Bicycle Master Plans.

Policy Best Practices

- Plan4Health⁴³
- Healthy Retail Collaboration Workbook⁴⁴

Case Study

The City of Camden, New Jersey developed a Food Economy Strategy⁴⁵ that provides policy recommendations for institutions, government, community organizations, and economic development organizations to pursue collaborative opportunities to improve healthy food access across the city.



Local Food Procurement Policy

Local food procurement policies should aim to establish and expand linkages between local farmers and consumers in order to improve access to healthy foods. Locally procured produce is more fresh, supports the local and regional economy, reduces environmental impacts of food transport, and builds community. Strategies to strengthen the local food economy include connecting local farmers with food retailers, establishing and supporting farmers collaboratives, developing farm-to-school programs, and supporting Community Supported Agriculture programs.

Recommendation

Adopt at the regional and local levels. Could be incorporated into food access plans, the MTP/SCS, or General Plans.

Policy Best Practices

- Healthy Food, Healthy Communities¹⁹
- Advancing Policies to Support Healthy Eating and Active Living¹
- Model Local School Wellness Policies on Physical Activity and Nutrition⁴⁶

Case Study

In Riverside, a Farm to School Salad Bar Program¹⁹ has brought local fresh fruits and vegetables to an elementary school serving many low-income students. The salad bar is stocked with 50-100% of locally grown food, and the program also includes supplemental activities including food preparation education, farm visits, and gardening opportunities. The program has also benefited local farmers by generating over \$1,700 per month in additional revenue per farmer.

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COLLABORATION



POLICY GOAL: FINANCIAL ACCESS

Beyond physical access to healthy food locations, affordability of healthy foods is a critical component of healthy retail access that influences whether or not households are able to purchase healthy food options. Policies should aim to reduce financial barriers to healthy food access.

EXISTING POLICY LANDSCAPE

In terms of overall access to healthy foods, existing policies primarily focus on development of more healthy food locations through policies that encourage grocery stores within walking distance of neighborhoods. Some policies mention affordable healthy food stores within low-income communities as a priority, but do not provide additional guidance on how to do so. On a regional scale, policies that facilitate connections between local farmers and local food systems include healthy food affordability as a co-benefit.

POLICY GAPS

Policies currently lack a strong emphasis on strategies to ensure that affordable healthy food options are available in low-income communities. Policies should take an additional step by actively tying affordable food programs to siting of new healthy retail in order to ensure that residents are able to afford healthy options.

POLICY RECOMMENDATIONS

- **Cities and Counties should** identify opportunities to reduce barriers to entry for food assistance programs and provide support to program implementer partners.
- **Cities and Counties should** identify funding streams and financial incentives to support healthy food initiatives and retailers located in low-income communities.

POLICY BEST PRACTICES

The following are examples of types of policies that can be adopted or strengthened from existing policy language in order to improve financial access for healthy foods.

Food Assistance Program Marketing Policy

Food assistance programs provide low-income households with support for being able to purchase healthy foods. Local jurisdictions can provide support to existing programs by identifying and removing barriers to enrollment, streamlining processes, and partnering with program implementers to expand promotion and reach in communities.

Recommendation

Adopt at the City and County levels. Could be incorporated into food access plans or General Plans.

Policy Best Practices

- Healthy Food, Healthy Communities¹⁹

Case Study

Marin County's Equitable Access to Healthy and Local Food strategy⁴⁷ provides recommendations for improving CalFresh enrollment as part of a comprehensive food access approach. The County found that only half of eligible residents were enrolled in CalFresh, indicating that residents either were unaware of the program or experienced other barriers in applying for the program. To address this challenge, the County identified several recommendations including dual enrollment between Free and Reduced Price Lunch and CalFresh, offering on-demand interviews to complete the application process, and improving client experience when applying for CalFresh.

Healthy Food Financing Policy

Funding streams and financial incentives should be identified and pursued in order to support healthy food initiatives and retailers. Strategies may include Healthy Food Financing Initiatives, revolving loan funds, Community Development Financial Institutions, Tax Increment Financing, façade and tenant improvement loans, and Business Improvement District funding. Incentive packages can also attract new healthy retail development to areas with fewer healthy food options.

Recommendation

Adopt at the regional and local levels. Could be incorporated into food access plans, the MTP/SCS, or General Plans.

Policy Best Practices

- Green for Greens: Finding Funding for Healthy Food Retail⁴⁸
- Healthy Food Financing Initiative Impacts⁴⁹
- Grocery Store Attraction Strategies²³

Case Study

The Philadelphia Food Policy Advisory Council developed a Food Policy Platform⁵⁰ that prioritizes funding for staff positions dedicated to food access, financial support for the Get Healthy Philly and FarmPhilly Programs, and promoting Healthy Food Financing Initiatives to incentivize supermarkets and retail stores in under-served areas.



CONCLUSION

A strong policy foundation focusing on the five policy goals outlined above has potential to improve health outcomes through a comprehensive approach to healthy retail access that expands beyond the traditional approach of financial access. This report highlighted general policy opportunities based on a literature review of policies at SACOG, Sacramento County, and the City of Sacramento, however, policies can be broadly applied across jurisdictions throughout the County that are interested in improving healthy retail access. Below are more specific opportunity areas for healthy retail access policies at the City and County:

CITY OF SACRAMENTO

Connectivity: City policies identify a need to remove and minimize the effect of natural and manmade barriers within neighborhoods and outline strategies to support pedestrian and bicycle connectivity to community destinations. However, a stronger connection to healthy retail corridors could be made throughout the General Plan and Pedestrian and Bicycle Master Plans. Additionally, policies lack an equity component to guide active transportation infrastructure investment in communities that are vulnerable to poor health outcomes. Stronger connectivity policies at the City should focus on complete streets, all ages and abilities, first and last mile connections to transit, and establishing data-driven metrics to guide equitable active transportation infrastructure investments to and along healthy retail corridors.

Land Use and Siting: City policies focus on providing development incentives to encourage community-supportive infill uses and pedestrian-oriented development, and also prioritize supporting existing farmers markets and identifying opportunities for additional markets as a way to improve access to healthy foods. The City includes policies to allow urban gardens, particularly in areas that lack access to fresh healthy foods. However, siting of new healthy retail stores is not guided by a health or equity analysis, and there are no policies that provide restrictions on unhealthy retail in communities. Stronger land use and siting policies at the City should focus on metrics for assessing the need for and location of new healthy retail, restrictions on unhealthy retail, and engaging community members in the planning process.

Safety: City policies include a Vision Zero Action Plan to address traffic safety, but lacks CPTED policies to guide development of healthy retail corridors. Stronger safety policies at the City should focus on incorporating CPTED into zoning ordinances and throughout development standards.

Collaboration: Policy direction for coordinating across jurisdictions, such as with Sacramento County or with Sacramento Regional Transit, as well as policies supporting meaningful community engagement around healthy retail access are lacking. Stronger collaboration policies at the City should focus on strengthening cross-jurisdictional partnerships for transportation infrastructure and healthy retail access projects.

Financial Access: Policies to support and incentivize affordable healthy foods in low-income communities are lacking. Stronger financial access policies at the City should focus on providing incentives for affordable healthy retail development in low-income communities and supporting existing food assistance programs to remove barriers to enrollment.

SACRAMENTO COUNTY

Connectivity: County policies state that everyday needs such as grocery stores and healthy retail should be within walking distance of homes and provide strategies to support pedestrian-oriented development and safe pedestrian and bicycle networks. However, an equity component is lacking from these policies. Stronger connectivity policies at the County should focus on complete streets, all ages and abilities, first and last mile connections to transit, and a framework for addressing infrastructure inequities in communities in order to create safe and comfortable routes to healthy retail.

Land Use and Siting: County policies support the development of community gardens and other opportunities for accessing fresh produce from neighborhoods. However, siting of new healthy retail stores is not guided by a health or equity analysis. Additionally, the County lacks policies to restrict development of unhealthy retail in communities that are vulnerable to poor health outcomes. Stronger land use and siting policies at the County should focus on metrics for assessing the need for and location of new healthy retail, restrictions on unhealthy retail, and engaging community members in the planning process.

Safety: County policies focus on traffic calming and pedestrian and bicycle infrastructure to improve traffic safety, but do not include data-driven policies such as Vision Zero. A CPTED policy is included in the General Plan to ensure that residential and commercial building design supports CPTED principles, but does not provide further actionable guidance or specific strategies for CPTED implementation along corridors or for commercial retail developers. Stronger safety policies at the County should commit to Vision Zero and incorporate CPTED into zoning ordinances and development standards.

Collaboration: Policy direction for coordinating across jurisdictions, such as with the City of Sacramento or with Sacramento Regional Transit, as well as policies supporting meaningful community engagement around healthy retail access are lacking. Stronger collaboration policies at the County should focus on strengthening cross-jurisdictional partnerships for transportation infrastructure and healthy retail access projects.

Financial Access: Policies to support and incentivize affordable healthy foods in low-income communities are lacking. Stronger financial access policies at the County should focus on providing incentives for affordable healthy retail development in low-income communities and supporting existing food assistance programs to remove barriers to enrollment.

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APPENDIX F3:

Healthy Retail Access Policy Report

HEALTHY RETAIL ACCESS IN SACRAMENTO COUNTY

DATA ANALYSIS REPORT



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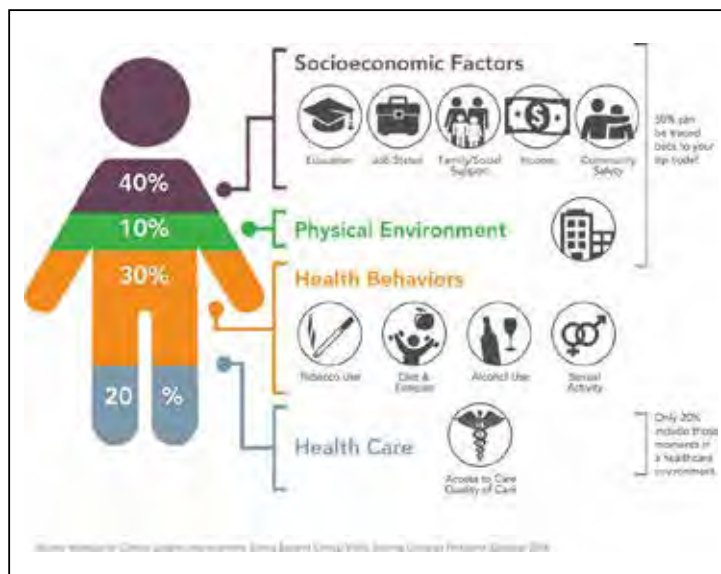
INTRODUCTION

Sacramento County Public Health has identified two priority areas within Sacramento County as part of the Obesity Prevention Program for targeted interventions to improve public health. Physical exercise and a healthy diet are two important interventions that have been proven to have a positive impact on health. Specifically, this report focuses on healthy retail outlets as an opportunity for nutritional health and assesses potential barriers to accessing healthy retail. Limited access to healthy foods is measured by the percentage of the population that is low income and does not live close to a grocery store. Living close to a grocery store is defined differently in rural and urban areas; in rural areas, it means living less than ten miles from a grocery store; in urban areas, less than one mile. The United States Department of Agriculture (USDA) reports that an estimated 40 million people live in communities without access to fresh, affordable, and nutritious food options. Evaluating community access to healthy foods includes not only the density of supermarkets that sell fresh fruits and vegetables within a community, but also availability and quality of transportation options to those stores. Often, limited access to healthy foods in neighborhoods is highest in low-income neighborhoods where the need for transportation improvements and economic development is highest.

SOCIAL AND PHYSICAL DETERMINANTS OF HEALTH

Health is more than just the quality of care received. A variety of personal, biological, social, economic, and environmental factors also influence health outcomes. Health is often attributed to personal choice, including substance use, diet, and exercise. However, half of an individual's health outcomes are based on socioeconomic factors and built environment conditions that are directly impacted by policies and social structures, also known as the **social and physical determinants of health**.

Understanding and addressing the social and physical determinants of health can have positive impacts on public health outcomes. From a healthy retail access perspective, improving routes to healthy and affordable foods so that they are safe and convenient encourages more people to purchase healthy foods without requiring greater traveling distances. Rather than focusing solely on behavior change campaigns, policies and investments that target the social and physical determinants of health have the opportunity to influence community health significantly.



SAFE ROUTES TO HEALTHY RETAIL OBJECTIVES

Traditionally, access to healthy retail has been viewed in terms of urban homes located within one mile from the nearest supermarket, supercenter, or large grocery store. While proximity is an important factor, it is not the end-all-be-all of accessibility. Residents may not be able to directly access healthy and affordable retail due to sound walls, high-speed streets, unsafe crossings, nonexistent sidewalks or bike facilities, and other barriers that make walking and biking unsafe, inconvenient, or uncomfortable.

In light of the various barriers to retail access, a Safe Routes to Healthy and Affordable Retail approach should aim to accomplish the following objectives¹:

- Accessible via multiple modes of transportation for people of all ages and abilities
- Conveniently located within approximately one-half mile (10-minute walk) from where people live
- Safe from traffic and personal danger
- Comfortable and appealing places to walk or bicycle
- End at retail stores that have affordable, high quality healthy options

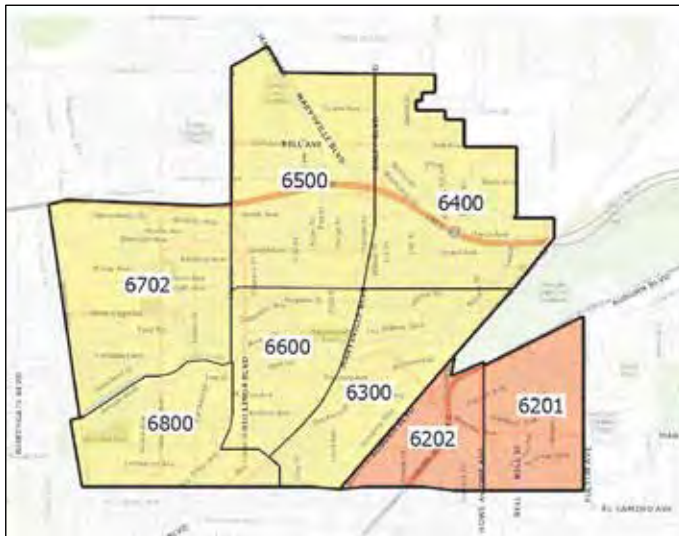
HOW TO USE THIS REPORT

Using the social and physical determinants of health framework, this report looks at several socioeconomic and physical environment characteristics in the North Sacramento and South Sacramento priority census tracts to justify why healthy and affordable retail access is important and to identify opportunities for improving access to healthy retail. The report begins with an assessment of the health outcomes that we see in these communities, followed by an understanding of the socioeconomic and environmental factors that influence these outcomes. Additionally, this report provides a high-level assessment of built environment conditions pertaining to the Safe Routes to Healthy Retail Objectives.

While this report focuses only on data for the North Sacramento and South Sacramento priority census tracts, the data indicators identified throughout the report can serve as a model for justifying healthy retail access improvements in other communities throughout Sacramento County. This report is intended for local agencies, decision-makers, health and transportation professionals, and community advocates to better understand the connections between health, socioeconomic factors, and the built environment, and to provide data that can be used to justify investments and pursue funding for improving healthy and affordable retail access in these communities.

¹ Source: Adapted from Safe Routes National Partnership. <https://www.saferoutespartnership.org/healthy-communities/saferoutestoparks>

North Sacramento Priority Census Tracts



South Sacramento Priority Census Tracts

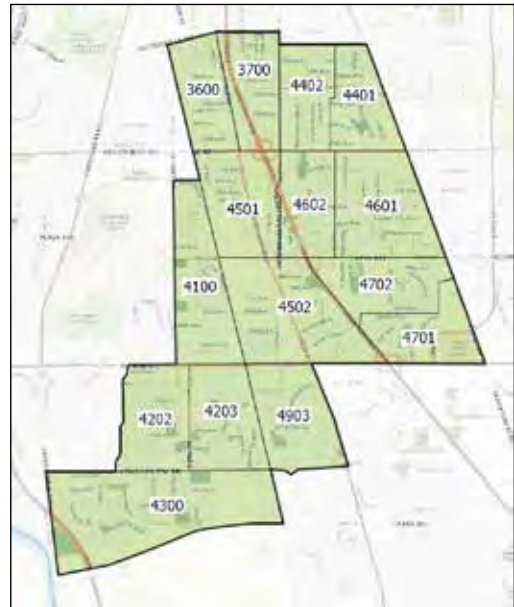


Table 1: Comparison of Selected Socioeconomic, Health, and Environmental Conditions Between Sacramento County and the North Sacramento and South Sacramento Priority Census Tracts

The following table summarizes the findings from this report by comparing health outcomes, socioeconomic demographics, and physical environment conditions to Sacramento County averages. Overall, the North Sacramento and South Sacramento priority census tracts experience lower healthier community conditions than Sacramento County, demonstrating a high need for improved healthy and affordable food access.

	North Sacramento Priority Census Tracts	South Sacramento Priority Census Tracts
Health Outcomes		
Health Outcomes		
Healthy Places Index Score	Lower	Lower
Asthma Diagnosis	Higher	Higher
Asthma ER Admissions	Higher	Higher
Diabetes Diagnosis	Higher	Higher
Heart Disease Diagnosis	Higher	Higher
Obesity	Higher	Higher
Socioeconomic Demographics		
Population Demographics		
Population Density	Higher	Higher
Children Ages 0-17	Higher	Higher
Adults Ages 65+	Lower	Lower
Population with Disability	Higher	Higher
Population Hispanic/Latino	Higher	Higher
Population Over 5 Years Old with Limited English Proficiency	Higher	Higher
Income and Economic Demographics		
Median Household Income	Lower	Lower
Poverty	Higher	Higher
Unemployment	Higher	Higher
Housing Cost Burden	Higher	Higher
Homeownership	Lower	Lower
Population Receiving SNAP Benefits	Higher	Higher
Children Eligible for Free/Reduced Price Lunch	Higher	Higher
Food Insecurity	Same	Same
No Motor Vehicle	Higher	Higher
Commute by Walk, Bike, Transit	Higher	Higher

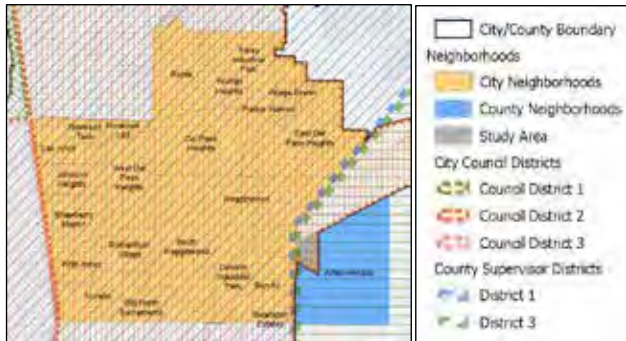
Physical Environment Conditions		
Air Quality and Natural Environment		
CalEnviroScreen 3.0 Percentile	Higher	Higher
Ozone	Same	Same
Particulate Matter 2.5	Higher	Higher
Diesel Particulate Matter	Higher	Higher
Tree Canopy Coverage	Lower	Lower
Urban Heat	Higher	Lower
Food Access		
Fast Food Restaurants	Lower	Lower
Food Desert	Lower	Lower
Grocery Stores	Lower	Lower
SNAP Authorized Food Stores	Higher	Higher
Low Food Access	Lower	Lower
Low Income and Low Food Access	Lower	Lower
Liquor Store Access	Lower	Lower
Use of Public Transportation	Higher	Higher
Health Behaviors		
Health Behaviors		
Alcohol Consumption	N/A	N/A
Alcohol Expenditures	N/A	N/A
Fruit/Vegetable Consumption	N/A	N/A
Fruit/Vegetable Expenditures	N/A	N/A
Soda Consumption	N/A	N/A
Walking or Biking to Work	Higher	Higher

JURISDICTIONAL BOUNDARIES

North Sacramento

The North Sacramento priority area encompasses the Del Paso Heights and Hagginwood neighborhoods in the City of Sacramento and the Arden-Arcade neighborhood in the unincorporated County, as shown in the map to the right. The area falls within the jurisdictions of City of Sacramento Council District 2 and Sacramento County Board of Supervisors Districts 1 and 3.

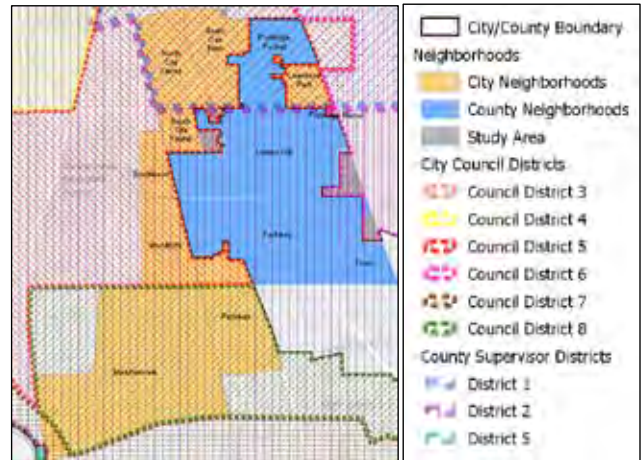
North Sacramento Jurisdictional Boundaries



South Sacramento

The South Sacramento priority area contains the Meadowview and South Oak Park neighborhoods in the City of Sacramento as well as the Fruitridge Pocket and other neighborhoods in the unincorporated County. As shown in the map to the right, this area falls primarily within the City of Sacramento Council Districts 5 and 8 with small portions of Districts 6 and 7. The area is located within the Sacramento County Board of Supervisor Districts 1 and 2.

South Sacramento Jurisdictional Boundaries



HEALTH OUTCOMES

One of the goals of improving healthy retail access is to provide more opportunities for consumers to purchase nutritional foods and improve long-term health. Identifying areas with higher rates of chronic diseases and poor health outcomes can help prioritize where investments are made. The following health data were collected:

Healthy Places Index

The Healthy Places Index (HPI) identifies community conditions that predict life expectancy, including economic, social, and environmental factors. The HPI scores communities down to the census tract level based on a scale of more or less healthy conditions and highlights existing community assets and opportunities for improvement. Higher scores indicate healthier community conditions whereas lower scores indicate less healthy community conditions.

Asthma

Asthma is a chronic health condition that is a combination of genetic and environmental factors. People with asthma are more vulnerable to air pollution and other illnesses such as pneumonia and the flu. Asthma is measured by prevalence (number of people diagnosed with asthma) and severity (rate of emergency department visits for asthma symptoms).

Diabetes

Diabetes is a chronic disease that is a combination of genetic, environmental, and behavioral factors. Regular physical activity and a healthy diet are some behaviors that can help lower the risk of developing diabetes. Improving pedestrian and bicycle access to healthy and affordable retail can provide more opportunities for physical activity by encouraging active travel to and from retail outlets. Areas with high rates of diabetes diagnoses are vulnerable to the impacts of diabetes on health and life expectancy and should be prioritized for interventions that focus on improving opportunities for healthy diet and physical activity.

Heart Disease

Heart disease is a chronic disease that involves blocked or narrowed blood vessels that can lead to a heart attack or other heart problems. Risk of heart disease is influenced by a number of factors including hereditary predisposition, behavior, and the environment. Eating a variety of nutrient-rich foods can help prevent heart disease and improve health for individuals diagnosed with heart disease. Areas with high rates of heart disease diagnoses are vulnerable to the impacts of heart disease on health and life expectancy and should be prioritized for interventions that focus on improving opportunities for healthy diet and physical activity.

Obesity

Obesity increases the risk of developing chronic diseases such as type 2 diabetes and heart disease, and can trigger other health conditions such as high blood pressure, high cholesterol, and strokes that impact quality of life and life expectancy. Obesity is caused by a number of factors including genetics, the environment, and behavior. Physical activity and a healthy diet are among the behaviors that can reduce obesity and improve health. Areas with high obesity rates are vulnerable to developing chronic health diseases and should be prioritized for interventions that focus on improving opportunities for healthy diet and physical activity.

Health Outcomes in the North Sacramento and South Sacramento Priority Census Tracts

The Healthy Places Index uses a percentile system that scores and compares communities based on a variety of socioeconomic and environmental indicators. According to the Healthy Places Index, the North Sacramento and South Sacramento priority census tracts have significantly less healthy conditions than Sacramento County's aggregated score. Additionally, both areas have higher rates of chronic health conditions and obesity, indicating greater existing health vulnerabilities and opportunities to target investments in the built environment that will improve nutritional health.

Table 2: Health Outcomes

	North Sacramento	South Sacramento	Sacramento County
HPI Score ²	5.4	9.9	57.1
Asthma Diagnosis ³	11.31%	10.92%	9.16%
Asthma ER Admissions ⁴	115.4 per 10,000 visits	100.09 per 10,000 visits	68.92 per 10,000 visits
Diabetes Diagnosis ³	13.33%	13.53%	9.84%
Heart Disease Diagnosis ³	6.74%	6.43%	4.3%
Obesity ³	33.81%	32.33%	26.01%

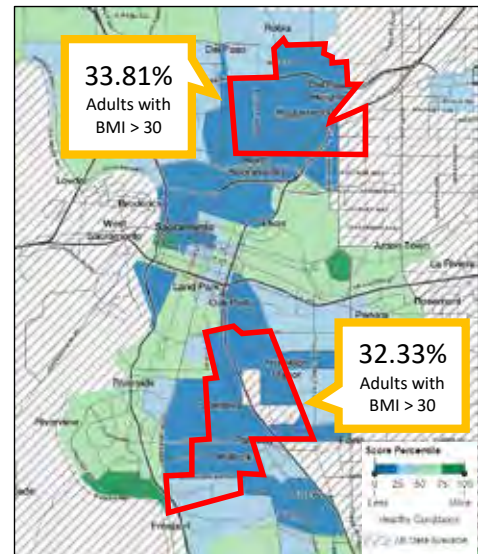
KEY VULNERABILITIES

- Greater risk of developing chronic diseases.
- Shortened life expectancy from chronic diseases.

OPPORTUNITIES

- Develop and implement policies that address the social and physical determinants of health.
- Invest in safe active transportation infrastructure to create more opportunities for higher nutritional food consumption.

**Adult Obesity Rates in Sacramento County
Healthy Places Index**



² Source: Healthy Places Index. Accessed July 2018. <http://healthyplacesindex.org/>

³ Source: Centers for Disease Control and Prevention, 500 Cities Dataset. Via Healthy Places Index. 2016. Accessed July 2018. <http://healthyplacesindex.org/>

⁴ Source: California Office of Environmental Health Hazard Assessment, CalEnviroScreen 3.0. Via Healthy Places Index. 2011-2013. Accessed July 2018. <http://healthyplacesindex.org/>

POPULATION AND SOCIOECONOMIC DEMOGRAPHICS

Understanding population and socioeconomic characteristics can help prioritize efforts in vulnerable communities and guide the types of policies and programs that would be most effective.

POPULATION DEMOGRAPHICS

The following population demographics were collected:

Population Density

Population density indicates the number of people per square mile. Areas with higher population densities may have a greater demand for healthy and affordable retail and are opportunities for new healthy retail siting, healthy retail conversion of existing stores, and programming to encourage more people to purchase healthier foods.

Age (under 18 and over 65)

Children and older adults are particularly vulnerable to being killed or seriously injured in traffic crashes while walking and biking, yet tend to rely on these alternative modes of transportation due to limited access to motor vehicles and varying ability or willingness to drive. Areas that have higher proportions of children and/or older adults may have a greater need for safe transportation options to healthy and affordable retail. Additionally, understanding the age demographics of an area can inform the type of retail outlets and programming that would be most engaging for different age groups.

Disability

People with disabilities tend to rely on active travel and transit as primary methods of transportation. Areas that have higher proportions of people with disabilities may have a greater need for safe transportation options to healthy retail and should be assessed for infrastructure and amenities that provide accessibility.

Race and Ethnicity

Understanding racial and ethnic demographics are important for ensuring equitable access to healthy and affordable foods. Historic disinvestment in communities of color has often led to health disparities and has put disadvantaged communities at greater risk for chronic diseases. Racial diversity should be considered when prioritizing healthy and affordable retail investments in order to improve racial and health equity.

Limited English Proficiency

Limited English proficiency is often a barrier for accessing services. Understanding whether there is a high proportion of individuals with limited English proficiency in an area, and what languages are most commonly spoken, can help remove language barriers that may be limiting knowledge of the benefits of healthy and affordable foods, retail locations, and programs.

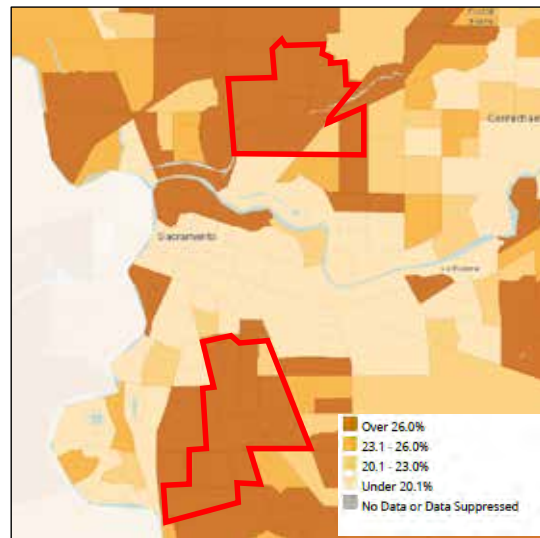
Population Demographics in the North Sacramento and South Sacramento Priority Census Tracts

The North Sacramento and South Sacramento priority census tracts have higher proportions of children under 18, people with disabilities, and people with limited English proficiency than the County as a whole. Children and people with disabilities are more vulnerable to being killed or seriously injured in traffic crashes while using active transportation, yet tend to rely on these modes the most. These communities also have a greater proportion of people of color than the Countywide average, with approximately 40% of the population in both areas identifying as Hispanic or Latino and over 15% identifying as Black or African American. These demographics highlight a greater need for safe, accessible active transportation to parks in these areas, as well as programming focused on youth, families and multi-lingual groups.

Table 3: Selected Population Demographics⁵

	North Sacramento	South Sacramento	Sacramento County
Population Density (people/sq mi)	5658.88	7447.91	1533.05
Children 0-17	31%	31.8%	24.4%
Adults 65+	8.85%	9.16%	12.79%
Population with Disability	13.43%	14.64%	12.7%
Population Hispanic/Latino	40%	39.5%	22.5%
Population Over 5 Years Old with Limited English Proficiency	17.55%	28.43%	13.55%

**Percent Population Age 0-17
ACS 2012-2016**

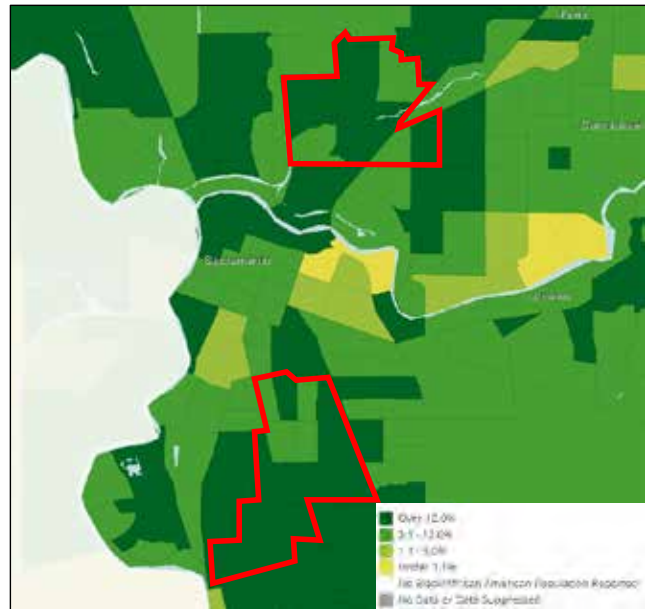


⁵ Source: US Census Bureau, American Community Survey. Via Community Commons. 2012-16. Accessed July 2018. <https://www.communitycommons.org/>

Table 4: Percent Population by Race

	North Sacramento	South Sacramento	Sacramento County
White	43.49%	37.1%	59.25%
Black or African American	15.14%	16.82%	9.9%
Asian	11.08%	21.07%	15.16%
Native American / Alaska Native	1.32%	0.81%	0.75%
Native Hawaiian / Pacific Islander	2%	3.22%	1.05%
Some Other Race	21.09%	13.5%	7.06%
Multiple Races	5.88%	7.47%	6.83%

**Percent Population Black or African American
ACS 2012-2016**



KEY VULNERABILITIES

- Youth and people with disabilities are disproportionately more vulnerable to traffic injuries and fatalities.
- Communities of color tend to have lower access to opportunities due to historic disinvestment, leading to health disparities and inequities.

OPPORTUNITIES

- "Eight to eighty" infrastructure approach to create safer environments for children and young adults.
- ADA accessible infrastructure on routes to healthy and affordable retail sites.
- Programming geared towards youth, families, and multilingual groups.

SOCIOECONOMIC DEMOGRAPHICS

The following socioeconomic demographics were collected:

Median Household Income and Poverty

Economic opportunity is one of the most powerful predictors of health, and research has shown that individuals living in or near poverty are more highly impacted by chronic health outcomes. Areas that have a lower Median Household Income and higher poverty levels may have a greater need for safe, affordable access to healthy and affordable foods in order to improve health equity. Due to high costs of living in California, the statewide best practice for measuring poverty levels is the percentage of the population living in households with a total income at or below 200% of the Federal Poverty Level.

Unemployment

Unemployment rates are another indicator of economic prosperity and health equity. Individuals who do not have stable incomes through employment are more vulnerable to chronic health outcomes, and therefore areas with higher unemployment rates may have a greater need for safe access to affordable healthy foods.

Housing Cost Burden

High housing costs restrict the ability of households to afford other necessities such as transportation, healthy food, and medical care. Households with housing costs that exceed 30% of total household income are more vulnerable to poor health outcomes and have a greater need to access healthy and affordable foods.

Homeownership Rate

Homeownership is another indicator of economic prosperity. Owning a home builds household wealth over time and can protect against rising rents and improve neighborhood stability. Lower homeownership rates can indicate lower economic opportunity and greater vulnerability to health impacts.

Population Receiving SNAP Benefit

The Supplemental Nutrition Assistance Program (SNAP) provides food-purchasing assistance to low-income and no-income people and is run by the U.S. Department of Agriculture. SNAP also provides nutritional education to recipients. In order to qualify for SNAP benefits, applicants must meet state and federal income requirements. Households receiving SNAP benefits may have a greater need for safe access to affordable healthy foods.

Households with No Motor Vehicles

Households that do not have motor vehicles must rely on sustainable modes of transportation such as walking, biking, and transit. Areas that have higher proportions of households without motor vehicles should be assessed for built environment conditions that accommodate safe travel for modes other than cars. Healthy and affordable foods should be safely and conveniently accessible by a variety of transportation modes.

Commute by Public Transportation, Walking, or Biking

People who commute by walking, biking, or public transportation are more likely to use sustainable transportation modes for other trips, whether by necessity or by choice. Areas with higher percentages of commuting by sustainable transportation may indicate a greater opportunity for investing in sustainable transportation to healthy and affordable foods.

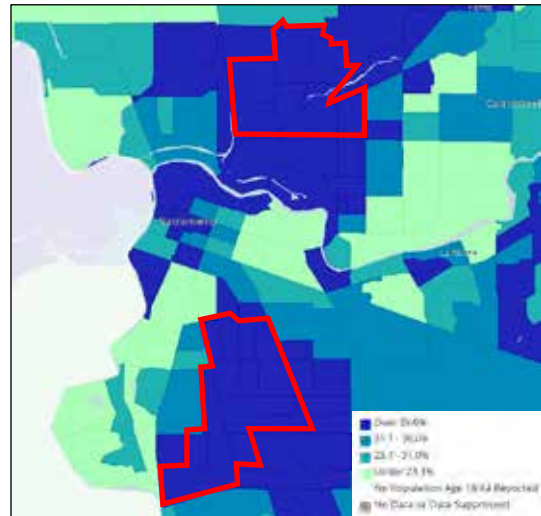
Socioeconomic Demographics in the North Sacramento and South Sacramento Priority Census Tracts

The North Sacramento and South Sacramento priority census tracts have higher proportions of low-income households than the County, with significantly lower Median Household Income, higher poverty rates, and greater housing cost burdens. Limited economic opportunity indicates that these areas are particularly vulnerable to poor health outcomes. Additionally, lower vehicle ownership rates indicate that affordable transportation alternatives are necessary in order to improve access to parks for greater health equity.

Table 5: Socioeconomic Demographics

	North Sacramento	South Sacramento	Sacramento County
Median Household Income ⁶	\$29,154	\$31,114	\$67,305
Poverty ⁷	68.23%	67.8%	37.05%
Unemployment ⁸	5.7%	5.7%	3.9%
Housing Cost Burden ⁷	56.66%	51.9%	39.76%
Homeownership ⁶	39.06%	38.1%	56.9%
Receiving SNAP Benefits ⁷	30.79%	30.44%	12.35%
No Motor Vehicle ⁷	17.24%	13.76%	7.47%
Commute by Walk, Bike, Transit ⁷	6.5%	7.9%	5.92%

**Percent Population Below 200% of Poverty Level
ACS 2012-2016**



KEY VULNERABILITIES

- Low-income individuals are less likely to afford health care services and healthy lifestyles, leading to greater risk of chronic diseases.
- Low vehicle ownership means greater reliance on public transit and active travel.

OPPORTUNITIES

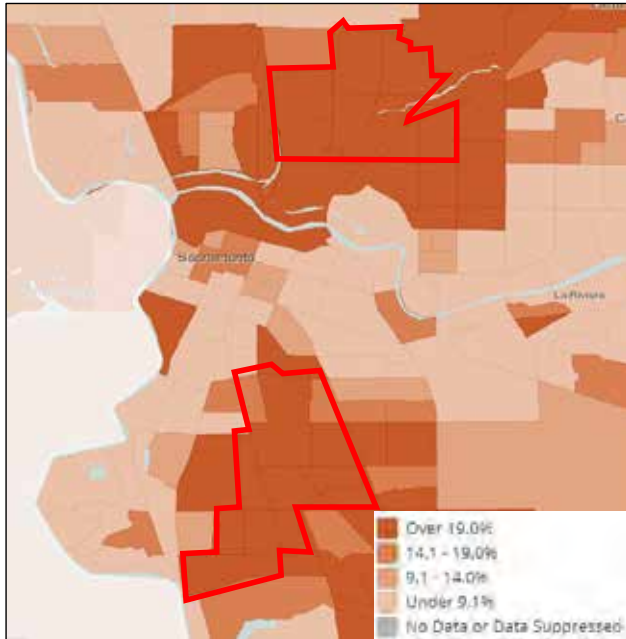
- Investment in SNAP and affordable healthy foods can improve health for low-income households.
- Investment in active transportation infrastructure improves health through physical activity.

⁶ Source: US Census Bureau, American Community Survey. Via Healthy Places Index. 2011-15. Accessed July 2018. <http://healthyplacesindex.org/>

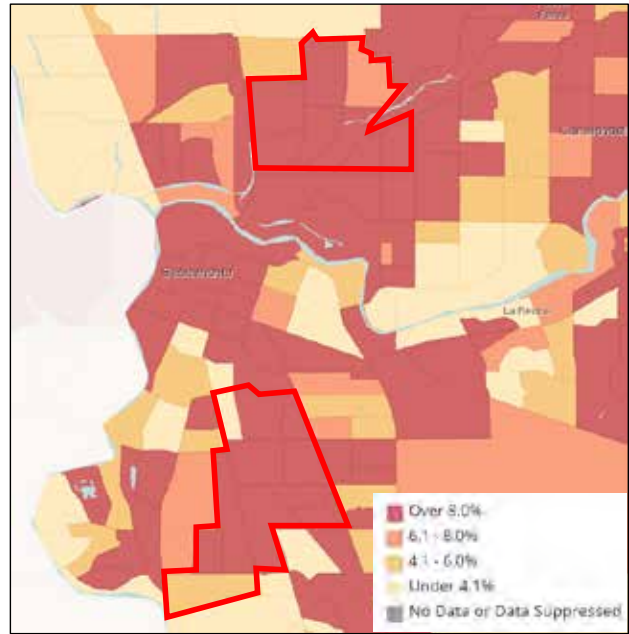
⁷ Source: US Census Bureau, American Community Survey. Via Community Commons. 2012-16. Accessed July 2018. <https://www.communitycommons.org/>

⁸ Source: US Department of Labor, Bureau of Labor Statistics. Via Community Commons. 2018 – March. Accessed July 2018. <https://www.communitycommons.org/>

**Percent Households Receiving SNAP Benefits
ACS 2012-2016**



Percent Households with No Vehicle, ACS 2012-2016



Households receiving SNAP benefits are inversely correlated to vehicle ownership, as demonstrated in the above maps. Households with lower incomes are less likely to own cars and are thus more reliant on public transit and active transportation to access parks, healthy and affordable foods, jobs, and other services. However, communities with a higher proportion of low-income households also tend to be more auto-oriented and less conducive to walking and biking, further restricting the ability of individuals to be physically active and access health services and opportunities.

PHYSICAL ENVIRONMENT CONDITIONS

Natural environment conditions, such as air quality, pollution, and extreme heat, directly impact health in communities. Land use, transportation, and other characteristics of the built environment contribute to these environmental conditions and also impact whether or not healthy retail sites are conveniently and safely accessible. Concentrations of unhealthy food stores and lack of healthy food options further contribute to poor health outcomes.

AIR QUALITY AND NATURAL ENVIRONMENT

The following natural environment conditions data were collected:

CalEnviroScreen

CalEnviroScreen identifies California communities that are disproportionately burdened by and vulnerable to pollution by calculating scores for each census tract based on a combination of environmental exposures, health outcomes, and population characteristics. Higher scores indicate higher vulnerabilities and disproportionate pollution burdens in communities.

Air Quality

Ozone, particulate matter, and diesel particulate matter are among the EPA's six criteria pollutants and can cause heart and lung disease as well as exacerbate asthma and other chronic health conditions. Communities located along highways and major transportation corridors are particularly burdened by vehicle air pollution.

Tree Canopy

Trees provide a multitude of benefits for both physical and mental health by improving air quality, providing shade, and reducing stress. In particular, trees along street corridors are important for improving comfort while walking or biking by protecting street users from direct sunlight and heat. Tree canopy coverage is measured by the amount of land with tree cover, weighted by number of people per acre. Areas with lower percentages of tree cover are vulnerable to air quality and heat impacts and should be assessed for urban greening opportunities.

Urban Heat Island Index (UHII)

The Urban Heat Island effect is a phenomenon that occurs when areas with a high surface area of pavement and dark building material feels hotter than the surrounding areas. In Sacramento, urban heat tends to be generated in the downtown core but the effects are felt in suburban and rural communities to the northeast, creating health inequities through heat stroke and other heat-related illnesses. Areas with higher UHII are more vulnerable to the impacts of heat.

Natural Environment Conditions in the North Sacramento and South Sacramento Priority Census Tracts

According to CalEnviroScreen, on average the North Sacramento and South Sacramento priority census tracts fall within the percentile range of 76-80%, indicating higher pollution burden and vulnerability. Overall, air quality is comparable to the County as a whole, however ozone concentrations throughout the County are on the higher end of the statewide range of 0.026-0.068 ppm. The two priority areas also have slightly higher diesel particulate matter emissions than the County, which may be due to major highways and trucking routes passing through these areas. Lower tree canopy coverage makes the North Sacramento and South Sacramento communities more vulnerable to the impacts of heat and can make active travel to healthy retail sites unsafe and uncomfortable.

Table 6: Environmental Conditions

	North Sacramento	South Sacramento	Sacramento County
Ozone (ppm) ⁹	0.05	0.05	0.05
Particulate Matter 2.5 (µg/m3) ⁹	9.54	9.49	9.22
Diesel Particulate Matter (kg/day) ⁹	15.71	15.02	13.06
Tree Canopy Coverage ¹⁰	12.5%	10.95%	13.3%
Urban Heat (degree-hr) ¹¹	8873.79	3880.26	6220.34

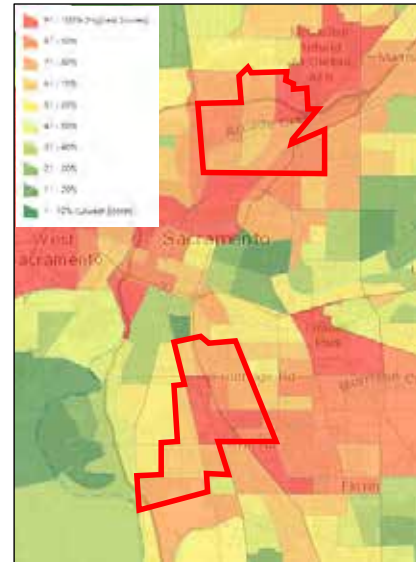
KEY VULNERABILITIES

- Poor air quality increases risk of asthma and other chronic diseases.
- Children, the elderly, and low-income households are particularly vulnerable to heat.

OPPORTUNITIES

- Urban greening along streets can help mitigate the impacts of air quality and heat.

Sacramento County CalEnviroScreen 3.0 Results



⁹ Source: California Office of Environmental Health Hazard Assessment, CalEnviroScreen 3.0. Via Healthy Places Index. Accessed July, 2018. <https://healthyplacesindex.org/>

¹⁰ Source: Sacramento Tree Foundation, Tree Cover Map. Accessed July, 2018. <https://www.sactree.com/greenrx>

¹¹ Source: California Environmental Protection Agency, Urban Heat Island Index. Via Healthy Places Index. Accessed July, 2018. <https://healthyplacesindex.org/>

BUILT ENVIRONMENT AND LAND USE

Communities with a mix of land uses and common destinations that are located nearby – such as grocery stores, schools, job centers, shopping, and parks – are more conveniently accessible by walking and biking. In particular, research has shown that adults with no supermarkets within a mile of their homes are less likely to have a healthy diet than those with supermarkets near their homes. Many studies continue to show that more accessible healthy and affordable foods is associated with increased consumption of those foods. Going beyond a measurement of distance, it is important to consider surrounding land uses that may affect the ability of residents to access healthy retail.

The following built environment and land use conditions were collected:

General Land Uses

The types of land uses around healthy retail affect whether it is accessible. Small markets that sell healthy foods may be located in neighborhoods and can act as an anchor for a community for frequent small trips. Land uses can prioritize healthy retail near transit and in neighborhoods.

Zoning categorizations from both the City of Sacramento and Sacramento County were used to determine the general land use characteristics in the North and South Sacramento priority areas.

Schools

Schools located near healthy and affordable retail are an opportunity for improving nutritional diets in children and young adults. The presence of schools within a half mile of healthy and affordable retail can inform potential programming to encourage purchasing of healthier foods by children, youth, and families.

Active Transportation Modes

Access to healthy foods by sustainable transportation such as transit, walking, and biking is important from both a health and equity perspective. Walking and biking increase physical activity levels, which improves overall health and reduces risk of developing chronic health conditions. People who take transit are also more likely to walk to and from transit stops, thereby gaining the benefits of physical activity. Walking, biking, and transit are also more affordable travel options that can be used by anyone, regardless of ability or desire to drive. Assessing proximity of healthy retail to transit and the conditions of pedestrian and bicycle infrastructure around parks are important factors influencing whether or not people can access healthy and affordable foods by alternative modes and if it feels safe, comfortable, and convenient to do so.

Transportation and Land Use in the North Sacramento and South Sacramento Priority Census Tracts

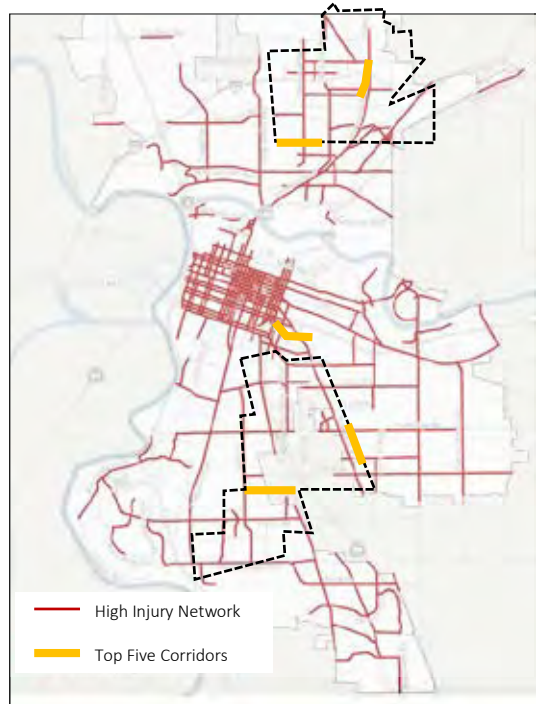
Land uses in the North Sacramento and South Sacramento priority census tracts are primarily low-density single family residential, with some commercial and heavy industrial. Most healthy retail locations are along arterial corridors in the City and unincorporated County.

Streets in the priority census tracts are generally characterized by high speed arterials that funnel traffic to major highways such as I-80, Business 80 (also known as the Capital City Freeway), and Highway 99. Arterial streets are not safe or comfortable for pedestrians due to long crossing distances at wide intersections, narrow sidewalks, and sparse safe crossing opportunities. Additionally, many of the arterial streets in these communities are City or County trucking routes.

Sidewalks are primarily a minimum width of 4-5 feet both within neighborhoods and along collector and arterial streets. In the North Sacramento census tracts, sidewalks are often not present in lower density residential neighborhoods such as Arden-Arcade. Bike infrastructure along arterial streets tends to include a narrow, unbuffered Class II bike lane, which does not provide adequate separation from high speed traffic.

The City of Sacramento has identified five corridors with the highest numbers of fatal and serious crashes involving pedestrians, bicyclists, and motorists, four of which are located with the priority census tracts. Several parks are located along these high injury corridors and arterial roadways, making walking and biking to these parks unsafe and uncomfortable in spite of their proximity to residential areas.

City of Sacramento High Injury Network and Top Five Corridors



KEY VULNERABILITIES

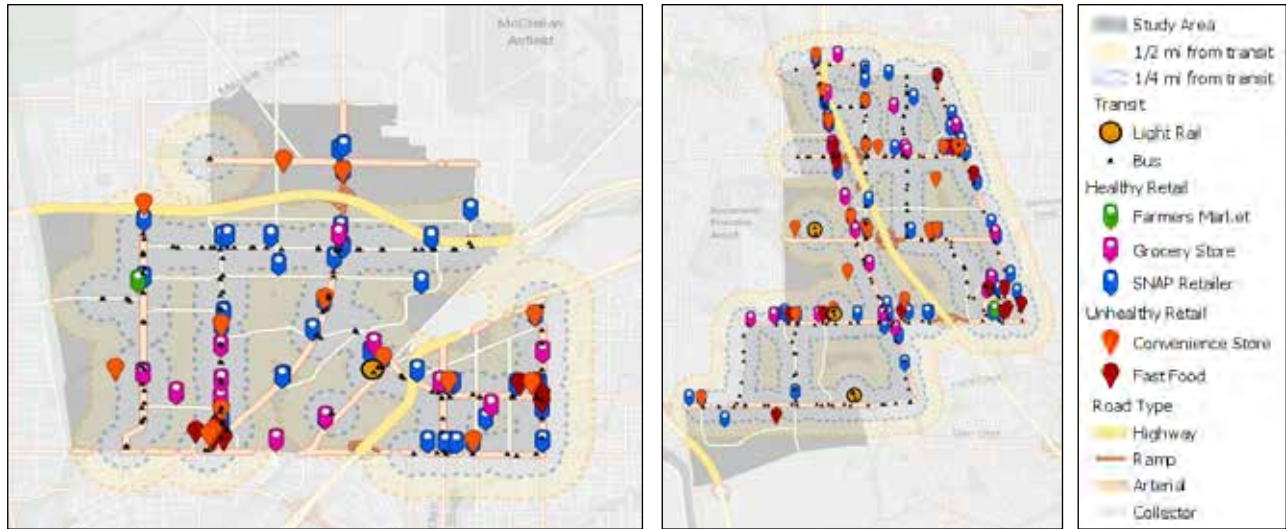
- High speed streets located along neighborhood routes make walking and biking unsafe.
- Poor connectivity makes walking and biking to healthy and affordable retail inconvenient.

OPPORTUNITIES

- Improve connectivity between existing healthy retail and neighborhoods to encourage access to healthy foods and physical activity.
- Prioritize neighborhood markets for healthy retail conversions.

Retail Locations within a ½ Mile of Transit in North Sacramento Census Priority Tracts

Retail Locations within a ½ Mile of Transit in South Sacramento Census Priority Tracts



As demonstrated in the above maps, a high proportion of land area in the North and South Sacramento priority census tracts is within half a mile of transit, indicating an opportunity for access to healthy food by transit through improved first mile and last mile connections. However, it should be noted that transit stops and routes are subject to change according to the 2019 Sacramento Regional Transit Forward Plan¹², which may result in discontinued routes, new routes, and higher frequency of service. Discontinued routes may limit park access by transit in some areas, whereas higher frequency routes may improve park access in other areas.

Most of the retail within a ½ mile of transit is located on arterial streets and less in surrounding residential neighborhoods. While there may be a high concentration of SNAP authorized retailers in the priority census tracts, many of these retailers are located along arterials, or high volume streets which may make access difficult for low-income residents who rely on SNAP and do not have access to reliable transportation.

¹² Source: SacRT Forward: sacrtforward.com

Land Uses within a ¼ Mile of Retail in North Sacramento Priority Census Tracts

Land Uses within a ¼ Mile of Retail in South Sacramento Priority Census Tracts



While healthy food access has traditionally been defined as being accessible within a one mile radius in urban areas, discussions with key stakeholders and community members revealed that a maximum radius of ¼ mile is ideal for access by active transportation modes. A shorter distance is preferable due to carrying groceries. Therefore, a ¼ mile radius has been used in this analysis in order to identify challenges and opportunities for access by walking and biking.

As demonstrated in the above maps, a high proportion of retail sites in the North and South Sacramento priority census tracts are concentrated along arterial roads with surrounding land uses being mainly residential. Clusters of retail locations correlate with a mix of land uses including commercial and residential. While there may be a high concentration of SNAP authorized retailers in the priority census tracts, many of these retailers are located along arterials, or high volume streets which may make access difficult for low-income residents who rely on SNAP, do not have access to reliable transportation, or live beyond the ¼ mile radius. The lack of healthy retail farther out in to zoned residential indicates an opportunity for future neighborhood healthy retail markets and other food opportunities.

FOOD ACCESS

Specific food access measures identify the density of healthy food stores and where there are food deserts, as well as where there are "food swamps," or areas with an overabundance of unhealthy retail such as fast food restaurants. When looking at "healthy retail" in Sacramento County, one of the challenges is that there is no consistent criteria for healthy retail. SNAP-authorized stores are used as a proxy for healthy retail in this report, as stores must apply and be authorized through the USDA. The following food access conditions data were collected:

Fast Food Restaurants

Fast food restaurants are establishments where patrons generally order from a select menu and pay before receiving food. Fast food restaurants are often easy to access, convenient, and cheap and may compete with healthier food options. Areas with high density of fast food restaurants may indicate a need for improved access to more nutrient dense foods to support long-term health.

Food Desert Census Tracts

Neighborhoods that lack access to healthy food sources are defined as food deserts. Other indicators such as income, distance to nearest healthy store, or number of stores in an area, and access to family vehicle or public transportation are all indicators used to determine food deserts. Areas identified as food deserts may indicate a greater opportunity for investing in access to healthy and affordable foods.

Grocery Stores

Grocery stores are supermarkets or smaller stores primarily selling food products such as canned and frozen foods, fresh fruit and vegetables, and fresh and prepared meats, fish, and poultry. It is important to note that delicatessen establishments are included under the definition, however convenience stores and large general merchandise stores such as supercenters and warehouse club stores are not. Understanding the number of grocery store establishments is important to evaluate healthy and affordable food access and identify needs for greater investment to reduce barriers to access to these stores.

Low Food Access

Low food access identifies the percentage of population living in a census tract that is identified as a food desert. This indicator highlights populations who are at greater risk for food insecurity and face barriers to healthy and affordable foods needed for a nutritionally rich diet.

Low Income and Low Food Access

Low income and low food access populations includes the number of low income individuals living at or below 200 percent of the Federal poverty threshold for family size who also do not have access to a nearby grocery store. Areas identified as low income and low access may indicate a greater opportunity for investing in access to healthy and affordable foods.

SNAP-Authorized Food Stores

SNAP authorized food stores include the number of food stores at a rate per 10,000 population. Qualifying stores may include grocery stores, supercenters, specialty food stores, and convenience stores. Stores must apply through the USDA in order to become an authorized SNAP retailer and accept benefits.

Food Access in the North Sacramento and South Sacramento Priority Census Tracts

The North Sacramento and South Sacramento priority census tracts generally have similar distributions of fast food restaurants and grocery stores compared to the County. However, overall there is a much higher proportion of fast food restaurants than grocery stores, indicating that unhealthy retail options are far more prevalent than healthy options. Additionally, while the priority census tracts have higher proportions of SNAP-authorized retailers than the County, this indicates that there is a greater need for improving access to these stores in order to increase healthy food purchases.

Table 7: Physical Conditions

	North Sacramento	South Sacramento	Sacramento County
Fast Food Restaurants ¹³	75.7%	75.7%	75.77%
Food Desert Census Tracts ¹³	2	2	96
Grocery Stores ¹³	19.3%	19.3%	19.38%
Low Food Access ¹³	8.26%	12.66%	18.35%
Low Income and Low Food Access ¹³	7.72%	10.75%	14.28%
SNAP Authorized Food Stores ¹³	11.75%	10.96%	7.48%

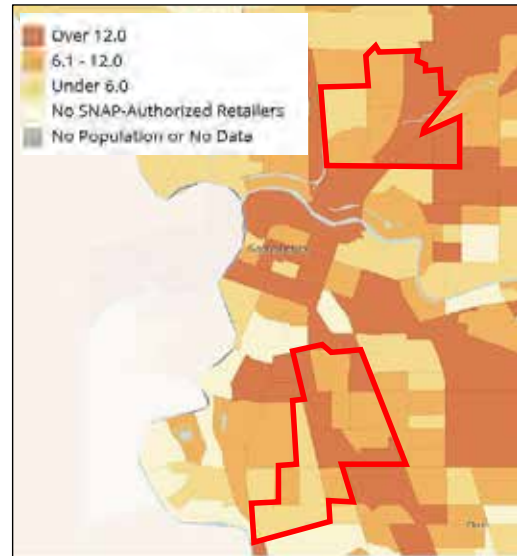
KEY VULNERABILITIES

- Although the number of households receiving SNAP benefits in the priority census tracts rank among the county's highest, the density of SNAP Authorized retailers varies from tract to tract.

OPPORTUNITIES

- Healthy food store conversions and improving SNAP authorized retailers.
- Investment in active transportation infrastructure improves safety and convenience for accessing healthy and affordable food, jobs, services, and other community assets.

SNAP Authorized Retailers, ACS 2012-2016



¹³ Source: US Census Bureau, American Community Survey. Via Community Commons. 2012-16. Accessed July 2018. <https://www.communitycommons.org/>

HEALTH BEHAVIORS

Health behaviors are specific actions that individuals take that influence their health outcomes. Examples include the decision to purchase fresh fruits and vegetables, the decision to purchase unhealthy snacks and meals, and purchase and consumption of alcohol. Understanding current health behaviors can help identify whether behavior is a significant contributor to health outcomes and opportunities for policies, programs, or other incentives to guide healthier behaviors.

The following health behavior conditions data were collected:

Alcohol Consumption

Alcohol Consumption is self-reported as two drinks per day on average for men and one drink per day on average for women. Alcohol consumption can lead to influence future behavioral, mental, and physical health and costs.

Alcohol Expenditures

Alcohol expenditures are the annual expenditures for beverages purchased at home, as a percentage of total household expenditures. Alcohol expenditures can point to long term health behaviors and impact economic, health, and social costs to individuals and larger communities.

Fruit/Vegetable Consumption

The USDA recommends five servings a day of fruit and vegetables is needed to maintain a healthy diet. However, many adults do not meet the 5 servings a day recommendation. High Fruit and Vegetable consumption is correlated with lower risk of chronic disease and better physical and mental development. Fruit and vegetable intake shown to be especially low in communities of low-income due to less access to fresh and affordable fruit and vegetables where often higher rates of obesity and chronic diseases is reported¹⁴. This data reported shows the percentage of adults 18 or older who self-report having less than 5 servings of fruit and vegetables a day.

Fruit/Vegetable Expenditures

Fruit and Vegetable expenditures reports annual purchasing of fruits and vegetables for in-home consumption as a percentage of total food-at-home expenditures. High Fruit and Vegetable consumption is correlated with lower risk of chronic disease and better physical and mental development. Fruit and vegetable intake shown to be especially low in communities of low-income due to less access to fresh and affordable fruit and vegetables where often higher rates of obesity and chronic diseases is reported. This data reported shows the percentage of food-at-home expenditures.

Soda Expenditures

Soda or sugar-sweetened carbonated beverages are any liquid that is sweetened by various forms of sugar. These beverages can lead to significant long term health affects such as diabetes and obesity. Soda expenditures are the percentage of total food-at-home expenditures.

¹⁴ Kimberley, H. (2012). *PLANNING FOR FOOD ACCESS AND COMMUNITY-BASED FOOD SYSTEMS: A National Scan and Evaluation of Local Comprehensive and Sustainability Plans*. American Planning Association. Accessed September 2018.

Health Behavior Conditions in the North Sacramento and South Sacramento Priority Census Tracts

Health behavior data is often suppressed or unavailable to protect privacy of individuals. Because of this, it is difficult to analyze comparisons between Sacramento County and the priority census tracts. However, when comparing food expenditures to statewide averages, fruit and vegetable expenditures are lower than the statewide average of 14.05%, and soda expenditures are higher compared to statewide average of 3.62%. Alcohol expenditures in the priority census tracts are lower than statewide average of 12.93%.

Table 8: Health Behavior Conditions

	North Sacramento	South Sacramento	Sacramento County
Alcohol Consumption ¹⁵	Suppressed	Suppressed	18.2%
Alcohol Expenditures	11.21%	10.97%	Suppressed
Fruit/Vegetable Consumption	Suppressed	Suppressed	66.5%
Fruit/Vegetable Expenditures	13.09%	13.4%	Suppressed
Soda Expenditures	4.19%	4.04%	Suppressed

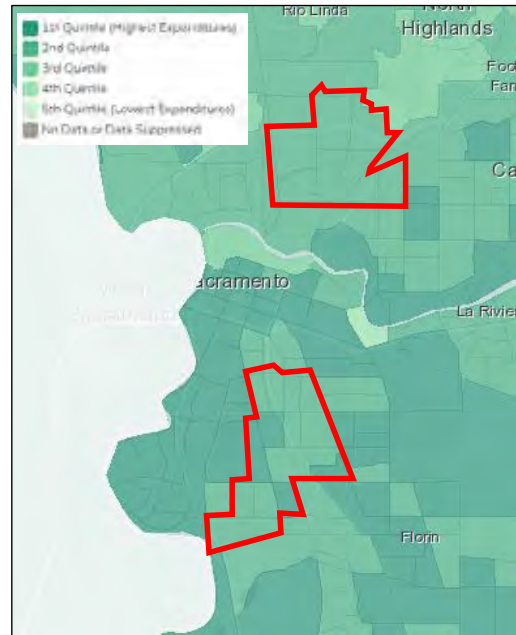
KEY VULNERABILITIES

- Low rates of fruit and vegetable consumption means greater vulnerability to developing chronic diseases.

OPPORTUNITIES

- Targeted marketing and programs can help improve fruit and vegetable consumption.
- Enact policies and work with retailers to promote healthy foods over unhealthy foods in increase purchase and consumption.

Fruit and Vegetable Expenditures, Nielsen Consumer Buying Power Site Reports 2014



¹⁵ Source: US Census Bureau, American Community Survey. Via Community Commons. 2012-16. Accessed July 2018.

SAFETY

Safety at and along routes to retail is often a key concern that impacts whether or not people will travel to a healthy retail location or if they will choose to use active travel modes. Perception of safety is as important as real safety, so even where crime rates are not high, perception and threat of crime can impact decisions to walk or bike. Crime rates and traffic injuries can help determine if safety might be a concern among community members and where investments or programming should be applied to improve safety.

PERSONAL SAFETY

The following data on personal safety were collected:

Crime¹⁶

Prevalence and perceptions of crime in communities is a key factor that influences whether people feel safe going to and healthy retail establishments. Crime data helps indicate the relative safety of an area. Similarly, the type of criminal activity that occurs can help inform street and park design, programming, and enforcement efforts to improve personal safety.

Vacancy Rates¹⁷

Vacant housing, particularly when left vacant for long periods of time, can contribute to a perceived lack of personal safety for active travel modes. Occupied homes provide a sense of security that there are "eyes on the street" to deter criminal activity. Conversely, vacant homes do not provide safety through "eyes on the street" and may serve as hiding places for criminal activity. Additionally, vacant homes or poorly maintained properties send a message that no one notices or cares what happens to the property, which spurs vandalism, dumping, and other crimes that communities may identify as barriers to accessing neighborhood retail.

TRAFFIC SAFETY

The following traffic safety data were collected:

Pedestrian and Bicycle Injuries¹⁸

Pedestrians and bicyclists are the most vulnerable road users and are disproportionately impacted in collisions. Collision data can highlight dangerous streets and intersections and indicate a need for traffic safety improvements.

¹⁶ Source: Community Crime Map. Accessed July 2018. <https://communitycrimemap.com/>

¹⁷ Source: US Census Bureau, American Community Survey. Via Community Commons. 2012-16. Accessed July 2018. <https://www.communitycommons.org/>

¹⁸ Source: UC Berkeley SafeTREC, Transportation Injury Mapping System. Accessed July 2018. <https://tims.berkeley.edu/>

Personal Safety in the North Sacramento and South Sacramento Priority Census Tracts

Between May 1, 2018 and June 1, 2018, approximately 350 crimes were reported in North Sacramento and approximately 405 in South Sacramento.

Aggravated assault, theft, and vandalism consisted of the majority of crime types. These types of criminal activity are perceived to occur when people are walking outside, which may deter walking and biking for fear of becoming a victim of crime. Most crimes were nonviolent offenses, including theft, vandalism, burglary, drug violations, robbery, prostitution, and disorderly conduct. Violent crimes tended to include assault, sexual assault, arson, and homicide.

In North Sacramento, crimes primarily occurred around the intersection of El Camino Avenue and Del Paso Boulevard and along the Del Paso Boulevard corridor. In South Sacramento, crimes primarily occurred along Stockton Boulevard with hotspots near the intersections with Florin Road and Fruitridge Road. The time of day that crimes typically occurred were in the afternoon through late evening on weekdays, which is after work hours when families, students, and others may wish to visit parks as a leisure activity.

Vacancy rates in the North Sacramento (11.11%) and South Sacramento (7.29%) priority census tracts are higher than the County vacancy rate of 6.17%. Higher vacancy rates, combined with higher occurrences of criminal activity that targets individuals who are walking outside, may contribute to an overall lack of personal safety and discourage use of parks.

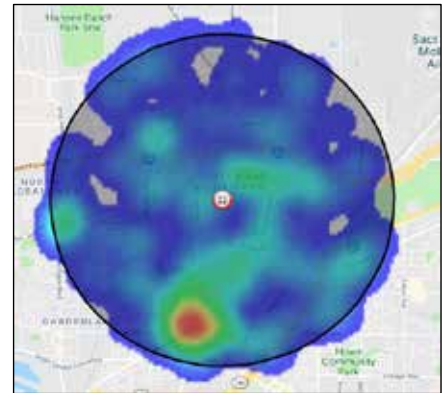
KEY VULNERABILITIES

- Threat of crime while walking and biking to healthy retail may reduce physical activity.

OPPORTUNITIES

- Implement Crime Prevention Through Environmental Design strategies such as improved lighting and maintenance along routes to healthy retail stores.
- Implement Crime Prevention Through Environmental Design strategies such as improved lighting and maintenance on healthy retail properties.

Density of Crime Occurrences in North Sacramento
May 1 - June 1, 2018



Density of Crime Occurrences in South Sacramento
May 1 - June 1, 2018



Traffic Safety in the North Sacramento and South Sacramento Priority Census Tracts

Over a five-year span from January 2012 to December 2016, there were 212 reported collisions involving motorists and non-motorists in the North Sacramento priority census tracts and 150 collisions in the South Sacramento priority census tracts. Collisions occurred most frequently along El Camino Avenue, Rio Linda Boulevard, Del Paso Boulevard, Fruitridge Road, Florin Road, and Meadowview Road, which are all high-speed corridors. These streets tend to have four wide travel lanes that facilitate fast moving traffic and create large intersections that increase crossing distances for pedestrians. While there are bike facilities in most places along these streets, the facilities are primarily Class II lanes or Class III shared routes which do not provide adequate separation from high-speed traffic.

Children ages 14 or younger consisted of the highest percentage of collision victims, followed by adults between ages 50-54. The majority of pedestrian collisions occurred due to crossing while not in a crosswalk, followed by crossing in a crosswalk at an intersection and walking in the road or shoulder. Far distances between crosswalks, wide intersections, noncontiguous sidewalks, and prevalence of unmarked crossings may be some of the contributing factors to these collisions.

Collision Hotspots in North Sacramento, 2012-2016



Collision Hotspots in South Sacramento, 2012-2016

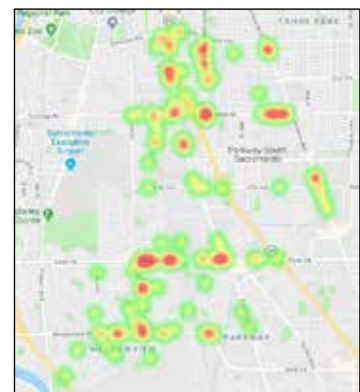


Table 9: Total Injuries from 2012-2016

	Fatal	Severe Injury	Visible Injury	Complaint of Pain	Total
North Sacramento	12	39	76	85	212
South Sacramento	6	20	63	61	150

KEY VULNERABILITIES

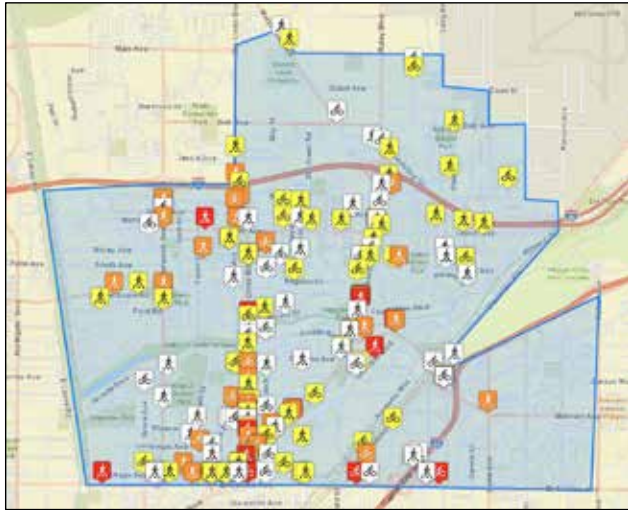
- Youth and older adults are more vulnerable to traffic injuries and fatalities.
- Prevalence of high speed arterials and limited crossing opportunities increase risk of pedestrian collisions.

OPPORTUNITIES

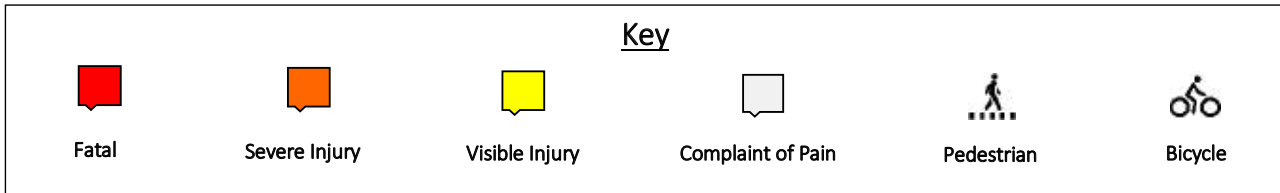
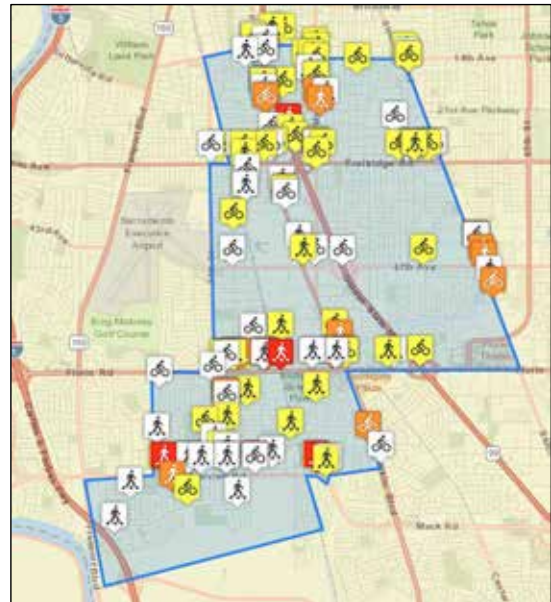
- "Eight to eighty" infrastructure approach to create safer environments for children and young adults.
- Traffic calming and safe crossings along routes to healthy and affordable retail.

**Collisions Involving Pedestrians and Bicyclists 2012-2016
Transportation Injury Mapping System**

North Sacramento Priority Census Tracts



South Sacramento Priority Census Tracts



CONCLUSION

Independent of healthy food access, the North Sacramento and South Sacramento priority census tracts are already vulnerable to poor health outcomes due to a variety of socioeconomic factors and physical environment characteristics. Low-income households are less able to afford healthcare and healthy lifestyles. Low-income households also tend to have lower car ownership and rely on public transit and active transportation more often, yet these communities are built for auto-oriented development and low-density land uses. Limited healthy and affordable retail access only exacerbates poor health outcomes in these communities by restricting opportunities for physical activity.

When looking at healthy retail access through the lens of physical proximity within a one mile radius, it appears at first glance that healthy retail access in these communities is good because most neighborhood are located within one mile of a SNAP-authorized store. However, a more comprehensive understanding of accessibility reveals that ¼ mile is a more appropriate measure of access to stores, especially by active transportation modes. Most SNAP-authorized stores are concentrated along high speed, high volume arterial streets, making active travel to these locations unsafe, uncomfortable, and inconvenient. Additionally, traffic collisions, poor connectivity, and real and perceived personal safety concerns pose significant barriers to access. Lack of affordable healthy food options in neighborhoods combined with an overabundance of unhealthy retail contributes to significant healthy food gaps in these communities. Addressing these barriers has potential to improve equitable healthy retail access and health through increased healthy food consumption and increased physical activity on the way to and from healthy retail.

APPENDIX G1:

HFAC Review of Governance and Funding

Listening Circles Analysis & Report

Researching a Future Container for the Sacramento Food System

Prepared by Rangineh Azimzadeh Tosang, Solh Resolutions International, and Shawn Harrison, Soil Born Farms



"We don't need the container to do the work itself, we need the container to be a place where we can share the stories, create new collaborations, and hold space for collisions to create better things." – Listening Circle Participant



Overview & Context

Over the course of the last ten years, the Healthy Food for All Collaborative (HFAC) has been actively engaged in work that spans the spectrum of the food system, from education to production to workforce development. During this period, HFAC partners have led, as well as collaborated on, a number of programs and projects that have worked to increase access to healthy food across communities in South Sacramento. As part of its mandate under the BHC Initiative, the HFAC's work centered around working with communities within the BHC boundary of South Sacramento. With the sunset of the initiative, there was an expressed interest in expanding the focus, scope and reach of the work. Rather than reinvent the wheel, the HFAC Facilitation Team set out to look at what models already exist across North America for effectively, collaboratively, and inclusively bringing food partners across geographic boundaries together in a space to connect, communicate, collaborate, and collectively take action.

Methodology & Objectives

The Facilitation Team reached out to regional food partners (most of whom had not previously engaged in the HFAC) to solicit their input on the models that emerged out of the research findings. Partners were invited to attend a 90-minute online Listening Circle with the following **objectives** in mind:

1. Review the overarching purpose of research on collaborative food space models;
2. Solicit initial feedback/reactions about the models that seem most promising, as well as the utility of overall research findings;
3. Share the mandate for carrying forward the desire for a future container for the food space;
4. Gauge the will of the food community to engage in a future collective space designed for food partners, stakeholders, and advocates;
5. Build and strengthen relationships among and across new and seasoned food partners.

Listening Circle Schedule

- Listening Circle #1: September 21, 2021 | 1:00 – 2:30 PM
- Listening Circle #2: September 24, 2021 | 10:00 – 11:30 AM
- Listening Circle #3: October 4, 2021 | 10:00 – 11:30 AM
- Listening Circle #4: October 12, 2021 | 10:00 – 11:30 AM

Participating Organizations

- | | |
|---|--|
| ➤ Alchemist Community Development Corporation | ➤ Kaiser Permanente |
| ➤ California Alliance with Family Farmers | ➤ Kitchen Table Advisors |
| ➤ Center for Land-Based Learning | ➤ Mulvaney's B&L |
| ➤ City of Sacramento, Office of Councilmember Schenirer | ➤ Sacramento Food Policy Council |
| ➤ City of Sacramento, Office of Councilmember Vang | ➤ Sacramento Region Community Foundation |
| ➤ City of Sacramento, Office of Mayor Steinberg | ➤ Sacramento State University |
| ➤ Fresher Sacramento | ➤ UC Davis Health Systems |
| ➤ Health Education Council | ➤ Valley Vision |
| ➤ Sacramento Food Bank and Family Services | |

*Prior to attending their designated Listening Circle, participants were asked to review two documents (both of which can be found in the Appendix):

- **Model-by-Model Matrix:** Outlines each food container model in detail and provides additional context for how each one is structured.
- **Model Comparison Matrix:** Provides a comparison lens of the models side by side.



Key Themes

The following key themes emerged as a result of the four different Listening Circles that were held:

- **There is general agreement that an overall container for the food system is needed and would be beneficial.**

Partners spoke about the overall importance of having a convening space for food partners, advocates, and champions alike to come together. While a container is not needed to support partners to do the work they are currently doing, there is still a need for a space that can support partners in collaborating and strengthening efforts to build power around a voice for food.

- *We do need a 'container' at the regional level.*
- *I'm all in, believe we needed this for a long time; did some initial research in 09-10, the models that are being shown reflect more of the collective impact model that seems to be working; we have tremendous assets and challenges AND great people - it is messy to create the container but it's where we need to go.*
- *We all do shit, we don't need the container to do the work itself, we need the container to be a place where we can share the stories, create new collaborations, and hold space for collisions to create better things; make food better and make us stronger - this means a space that fosters those who we don't know to move things forward in the future.*
- *[The City] spent a lot of time spinning our wheels trying to coordinate because we didn't have a go-to [entity in the food space] ... we discovered that our funds stopped at the city border, but this group can get food to where it needs to go.*
- *We are well-served if the container is welcoming for people to come in; the absence of the relationship between the city and county hindered getting more people access to food; a container like this could say "look at what food does and how we collaborate throughout our region, **we are one in food.**"*
- *When the pandemic started, we had this huge crisis without a way to mobilize; the beauty of our region is the power of our partnerships; a container creates space for people to problem-solve, mobilize, etc. how do we create that innovation and partnership? It creates a process for people to come together.*
- *Absolutely we need a container - need more cohesion cross-county; not sure what level of communication is at the upper leadership levels, but are we maximizing our collaborative potential at the programmatic level; creating a container that is broader would be valuable; love so much of the work happening through SFPC; the workgroups that are most enriching are those that have cross-geographic and sector representation.*
- *Absolutely, agree we need a formal container; working in silos is challenging, trying to generate a system of collaboration can be challenging; how do we respect everyone's work but also ensure we incorporate everyone's efforts in a way that is impactful (long terms goals); making sure everyone's at the table (community members, farmers, students, etc.).*
- *Yes there needs to be some kind of container; this year is a bit of an anomaly in terms of funding and there's not a single entity where funding can be funneled through, which is a problem; who is that entity who knows all the players and knows what is needed in the food space?*

- **There is a need to better leverage existing food-related efforts.**

While most partners were encouraged by the idea of a collective space dedicated to the food system, there was also a distinct sense of caution that leveraging existing food-related efforts was a critical starting point.

- *Seems there is a lot of good work already happening and some of it is cross-sectional; if creating working groups could potentially create something new and unique, could make sense but not sure if adding more working groups makes sense otherwise.*



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urban agriculture & education project

- *Anytime I see a new shiny thing, I have to take a deep breath that we are not replicating something that could already exist; appreciate the city's investment so far; a container would be helpful, but a container with very specific abilities to provide the leadership that the broader food community needs to do what they do well, identify gaps, then advocate to fill gaps to build/inform strategy.*
- *How do you create a container in a way that tends to the leaks that come from that container to drive change in the spaces where we are all already do our work?*
- **While the core functions of a container need to be further distilled, there are some larger themes around the need for it to include elements of advocacy, communication, and fundraising.**

Though several of the nuanced details of what a container for the food system could or should look like remained undetermined, partners pointed to a handful of elements they felt were crucial to incorporate into any future container, including advocacy, communication, and fundraising.

- *More food policy and advocacy is one of the pieces that partners (including HFAC) have expressed wanting to see more support on as well as more communication across network so there can be individual collaborations between entities.*
- *Generating funding to coordinate activities for and among partners - sometimes funding is solely for supporting the backbone infrastructure vs. the partners/communities who are doing the work.*
- *There will be unexpected and expected resources coming out that can't leverage their partnership capabilities because they haven't aligned those capabilities with funding and governance, and this is the moment to do that.*
- *Collective fundraising would be a helpful backbone role.*
- **The focused and well-resourced support of a backbone organization is crucial to sustaining a future container.**

Recent challenges and lessons learned from working with under-resourced and/or ill-prepared backbone organizations led several participants to point out the importance of having a dedicated organization backed with stable funding to serve in this critical role. They also noted that the presence of a solid backbone organization has the ability to catapult forward the power of the collective in ways that tangibly move partners from conversation to concrete action.

- *The thing that's most attractive is the backbone services - in the past, backbone efforts have always felt rushed and under-resourced, like we're not able to get everyone to the table; we tend to be thinking about "what's the next thing?"; backbone services and significant time for that backbone org to exist (similar to 10 years of the HFAC), this is the most critical thing.*
- *The reason SFPC created by-laws with a collective model approach - ten orgs represented Steering Committee now, hard to staff because we haven't been able to find dollars to support the backbone - this was a large part of why we tried to embed this into the city and county plans with the intention to create sustainable funding.*
- *Talking about backbone services and how we coordinate around our food systems could be a fundamental role of this container - sometimes you need to herd the cats and let the orgs do the work and also let the orgs speak up when they need more help or there are things that aren't working.*
- *We already have priorities and a plan, convening can lead to action; we are about to have a historic influx of funding coming in - a good backbone could help us with some structure.*
- *A colleague works with cities, counties, regions to think and create white papers that can be utilized for funding - love that thought for a backbone service; yes we do action plans, but we have to do more than that - we've been a part of so many conversations for so long but somehow feels like we are still not included, could a backbone facilitate that type of partnership support.*



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- **There is general agreement that a container would need to be broad enough to hold the vast spectrum of food system work happening while also being nimble enough to facilitate concrete action.**

Partners noted the nuances of creating a container that spoke to the “big and wide” and also the “specific and concrete” as a way to hold space for the full spectrum of the food system while also ensuring partners are able to take action and make tangible progress.

- *Mayor’s group is the least siloed in that there is such diversity of representation of partner organizations, some creativity has and can come out of that, it’s also not meeting all of the needs because you can’t take deep dives into any one thing - maybe need a container that can convene organizations at both a general scale (to facilitate connection and creativity) as well as specific scales (to take action).*
 - *Resonates that they each [model] has representation of the broader network - having different layers where people can connect, weigh in (e.g. attend an annual summit) seems important.*
 - *How to bring in residents (lots of grassroots organizing groups) - wonder if it would be possible to spark interest with these groups to identify reps to participate in a larger container?*
 - *A collaborative would be an opportunity to stitch together strategic resources.*
 - *Benefit of having a diverse mix of activities, but can be challenging to get to action. Collaborative must have the capacity to facilitate and build relationships.*
 - *Looking at models with topical working groups - the structure provides a way for people to engage but the overall structure provides a mechanism for people to come together.*
- **The question of whether a container should have a county-specific vs. multi-county focus is still unclear and nuanced.**

Partners weighed the benefits and challenges of the specific vs. multi county scope of a future container noting the very real differences in issues relevant to specific areas while also lifting up the nature of our regional interconnectedness.

- *It’s tricky to span multiple counties - the complexity magnifies the broader you go but there’s also benefits that span geographies and sectors of the economy.*
- *Broader geography adds complexity, but adds strength by keeping work at broader level i.e. planning/facilitation topics reflect all of the primary components of the food system that possibly would be missing if just focused on Sacramento County.*
- *It’s hard because a lot of the issues/challenges are different depending on the county AND we also depend on each other in moments of crisis (e.g. depending on emergency food from Sac in Yolo during the wildfires); when you look at food insecurity rates in each county, the places where we see this issue most prevalent differs depending on location; we are separate yet connected; a lot of the fervor is in Sac and Yolo County, if we’re more connected as a region we can better understand each other’s issues and better lift each other up.*

Summary of Findings

The primary theme that emerged from the Listening Circles affirmed the need and interest in developing a container for the local food system. While the exact details (e.g. leadership structure, key issue areas, funding, scale, etc.) for what a container could or should look like requires additional exploration, the fact that there was a general consensus among food partners around this need was encouraging. Additional points of general consensus included the need for a strong, stable, focused, and well-resourced backbone organization to initiate the development of a container. Partners reflected on past challenges working with backbone organizations that were insufficiently funded and underprepared to bare the responsibility that this role requires. In order to effectively and sustainably develop a container for the local food system, the backbone support of a viable organization will be critical.



Partners also pointed to a desire for a future container to support existing efforts related to advocacy as well as facilitate clear communication and collaborative fundraising. Moreover, partners lifted up the need for, and challenge of, creating a container that has the ability to be broad enough to hold the vast spectrum of food system work happening, while also being nimble enough to facilitate concrete action. The desire to move from conversation to concrete action was widely echoed across all of the Listening Circles. Finally, partners spoke to the complexity of establishing consensus on the question related to geographic scope noting the stark differences in issues across the region, while also highlighting the importance of our regional interconnectedness.

Key Questions for Consideration

Participants lifted up the following set of critical questions that require additional exploration and consideration as the conversation on creating a future container for our food system continues to unfold:

- Where is, and who is facilitating connection and increased procurement of healthy food from institutional partners (schools, hospitals, etc.)?
- Resident Engagement Approaches
 - *It's essential, but would need to take a different approach - would need to create a platform where people feel empowered to participate.*
 - *How is that represented through organizations?*
- How do we continue centering equity?
 - *When equity is the goal, then all of these core functions would be flipped - e.g. there would be funding for community scholarships so that efforts can be led by resident champions; facilitate leadership by community members to lead; measure improvement for equity and justice consistently; support orgs at the community level to realize their own goals (e.g. operating a fund, facilitate, etc.)*
- What dollars would a backbone take off the street from grassroots partners? What is the value that container would show to it's members?
- How do we organize ourselves into actioning [our] plan[s] and how we organize ourselves as a region?
- What is the ultimate purpose [of a container]?
 - *Having a very clear north star as to what you want the container to achieve might be helpful.*
 - *If we don't identify the goal then certain functions may not be relevant; the goal that we are trying to serve is the thing that hasn't yet been identified.*
- Who is leading and are they aware of regional needs?
 - *One thing we've seen is people leading who are not from the community and not aware of the needs; constellation method works for CRFAIR but it's not just about creating a working group, but also what is impactful; building inclusion into the system so that we don't have to have a separate working group - this also aligns with Sac's racial equity work (trying to think about how to adapt to our local context); food security framework has come in and that is an area where workgroups can be helpful; having a container to troubleshoot things - e.g. not only including W/POC as tokens; re geography – recognizing that certain areas are in higher need and being responsive to those areas of higher needs as well; bringing in and integrating racial, language, geographic, etc. equity and inclusion into all of the parts of the system; how do you intentionally incorporate what people are doing without leaving people out?*
- On Geography: Do we write grants to meet funders' needs or try to change the mindset of the funders to reflect the scope/needs of our projects? Can the container be geographically large if funders are not looking at us as a whole or if they are tied to a geographic area? Wondering how useful is it to have a broader geographic scope if there is no funding for it?



Appendix

GOVERNANCE MODEL MATRIX

The Healthy Food For All Collaborative's Listening Circles Aleenah Mehta, Grassroots Globe

PURPOSE

These models will serve as the reference point for the Healthy Food For All Collaborative's Listening Circles and Online Survey Questions .

In reviewing these models, participants are encouraged to identify the elements across each model that are most resonant, rather than narrowing down to an individual model for replication.

For an alternate visualization of these findings, please see the accompanying '*Food Systems Model Comparisons At-A-Glance.*'

RESEARCH PARAMETERS

The impetus for this undertaking emerged from the Healthy Food For All Collaborative's April 2019 Retreat where participants collectively identified their intention to scale the collaborative work they had undertaken over the course of the previous decade to the regional level. Key food system governance objectives that emerged from the retreat included:

1. Regional influence, connection, and expansion
2. Equity-centered approach
3. Increased power to influence regional decision making.

To that end, this document reflects the findings of the governance model landscape survey undertaken to identify existing innovative models across the US. The selected models reflect collaborative planning efforts with a regional focus, with the intention of providing ideas and direction for the Sacramento area food system.

Please note: when reviewing these models, similar themes appear related to governance structure (i.e. an expert-led council directing a network of partners accompanied by a board of directors that oversees the backbone org). This reflects a broader trend across not only the most innovative food-systems work but the broader social impact sector as well.

OUTLINE OF CONTENTS

➤ Featured Models:

- ❖ Capital Region Food and Agriculture Initiatives Roundtable + The Good Food Network
- ❖ San Diego Food Systems Alliance
- ❖ Los Angeles Food Policy Council
- ❖ Bonus Equity Model: Western Upper Peninsula
**This model is still under development but warrants recognition for the depth and scope of its equity framework.*

➤ Key References

➤ Appendix: CR-FAIR Constellation Model

THE CAPITAL REGION FOOD & AG INITIATIVES ROUNDTABLE & THE GOOD FOOD NETWORK

📍 **Victoria, BC** - Capital of British Columbia | 15th largest metro in Canada | City pop: 85,792 | Reg pop: 367,770

CORE FUNCTIONS, + KEY ISSUE AREAS

OVERVIEW | The **Capital Region Food & Ag Initiatives Roundtable** (CRFAIR) was initiated in the 1990s as an informal network of organizations promoting food security in the BC capital region and have since grown and formalized as a non-profit to represent **the most evolved model of in all of North America**.

The **Good Food Network** was created by CRFAIR to organize collaborative efforts across the regional foodscape and is comprised of over 2000 organizations, communities, non-profits, grassroots initiatives, teachers, researchers, health promoters, local government, planners, and farmers working towards a shared vision for a healthy, sustainable and more equitable food system in the Capital Region. The network formalized in 2015 and incubates new initiatives, coalitions, and networks.

CORE FUNCTIONS + KEY ISSUES | Today, CRFAIR's sole purpose is provides backbone support to the **Good Food Network**, via the following activities:

- **Generating funding** for coordination of network activities
- **Support for the Leadership Council** meetings and strategy monitoring, learning, and adapting
- **Connecting and aligning relationships** for collaboration across the network and the strategy areas
- **Strategy monitoring:** roundtable members and key advisors come together annually to review the efforts of the working groups, identify emerging issues and priorities and realign the work of the org
- **Communications** within the network and support for public communication strategies, e.g. web/tool hosting
- **Filling gaps** in project delivery and management where there is lack of leadership able to step forward
- **Proposal** development and fundraising to support the strategy
- **Supporting and coordinating working groups** as needed
- **Develop partnerships** to advance and manage the data collection, synthesis and generation of learning and progress reports
- **Coordinating the Good Food Summit**

GUIDING DOCUMENT | The **Good Food 2025 Collective Impact Strategy** is divided into **three impact areas**, with strategic goals around **Healthy Food Access, Food Literacy, and the Local Food Economy** and working groups are organized into a framework called the **Constellation Model** (see appendix).

LEADERSHIP STRUCTURE: LEADERSHIP GROUP + BOARD OF DIRECTORS

Good Food Network Leadership Group

The Good Food Leadership Group is a panel of network experts that provides leadership capacity and strategic guidance to the Good Food Network and CRFAIR. This body functions at the highest level, ensuring the Good Food 2025 initiative is achieving its goals. The Leadership Group is responsible for providing guidance on strategy, community and stakeholder engagement, the development of shared measurements, research and reporting. When necessary, the Leadership Group will also act as a liaison to the wider community, local government, and other authorities.

CR-FAIR Board of Directors

The Board of Directors supports the organizational structure of CRFAIR by developing, implementing, and monitoring policies that will allow the organization to carry out its work.

While CRFAIR's Board undertakes typical functions, please note (as listed above) that CRFAIR *also* provides strategic insights back to the Leadership Group based on the insights from its coordination efforts.

ATTENTION TO EQUITY

Room for Growth: CRFAIR's establishment predates the discursive emergence of racial equity in relation to food systems by approx. 20 yrs and instead reflects the long standing dominance of the 'food security' framework. A number of their programs, community + resident engagement, and participatory action research endeavors reflect a food justice orientation. Very few staff members are P/WOC and work at the lowest levels. They have hired a Justice + Belonging Advocate (most advanced articulation of racial equity work). They do include a land acknowledgement. Please note that more progressive orgs are included within this network as well.

FUNDING SOURCES

Foundations: Vancouver Foundation ♦ Victoria Foundation ♦ The Horner Foundation ♦ Real Estate Foundation of BC

Other: Island Health (*healthcare services provider which supports grant applications and disperses funds*) ♦ Vancity (*values-based financial cooperative that funds community programs*)

SAN DIEGO FOOD SYSTEMS ALLIANCE

San Diego County, CA

2nd most populous city in CA | City pop: 1,423,851 | County pop: 3,338,330

OVERVIEW | CORE FUNCTIONS | KEY ISSUE AREAS

OVERVIEW | The San Diego Food Systems Alliance is a multi-stakeholder coalition with 501(c)(3) status launched in 2012 in response to a food systems assessment conducted by UC Davis Agricultural Sustainability Institute. The initial 18 months of the Alliance's formation and convening was facilitated by Ag Innovations, a CA-based organization specialized in forming cross-sector collaboratives focused on agriculture and food systems transformation.

CORE FUNCTIONS + KEY ISSUES | Their **mission** is to cultivate a healthy, just, and sustainable food system in San Diego County through **three primary avenues: Promoting Collaboration, Influencing Policy, and Catalyzing Transformation**. To achieve these ends, the Alliance undertakes the following activities:

- **Facilitates Leadership Council**
- **Convenes 5 Working Groups:** Good Food Purchasing Program ♦ Healthy Food Access ♦ Reducing Barriers to Farming ♦ Urban Agriculture ♦ Wasted Food Prevention & Recovery.
- **Food Policy/Advocacy:** influences policy by conducting policy research, leveraging its network of diverse stakeholders to inform and advance equitable food system policies, providing education for decision-makers, and supporting planning and implementation.

GUIDING DOCUMENT | The current, wider **vision** for their work is entitled "San Diego Food Vision 2030" and includes three goals (Cultivate Justice, Fight Climate Change, Build Resilience), ten objectives, and a corresponding set of strategies.

LEADERSHIP STRUCTURE: COUNCIL | FOOD VISION STEERING COMMITTEE | BOARD OF DIRECTORS

Leadership Council

The Leadership Council is comprised of 40 leaders from across the full spectrum of the food system, including non-profits, local government, funding bodies, farmers, grassroots advocates, small food businesses, waste management, and university researchers who **guide the Alliance's overall strategy as a multi-stakeholder coalition**.

Food Vision 2030 Steering Committee

The 16-member Steering Committee was created to **ensure that the Vision is grounded in the aspirations and values of the Alliance**.

This steering committee is similar to the Leadership Council in terms of its member makeup, but it's domain is specific to the Vision.

Executive Board

The 4-member Executive Board provides **operational, fiduciary, and communications support for the Alliance as an organization**.

ATTENTION TO EQUITY

- **Robust Statement on Justice:** centers a vision for racial justice in the local food system.
- **Land Acknowledgement:** while Indigenous groups are mentioned once within the above statement, the one-line acknowledgement itself appears perfunctory and appears to exist without connection to Indigenous partners.
- **Organizational Makeup:** primarily staffed by women of color, including at the most senior levels and board.
- **Community Engagement:** partnered with local entities directly serving those most affected by systemic inequities to uplift their voices for inclusion within Food Vision 2030, including targeted outreach to food systems workers.

FUNDING SOURCES

Private: Corporate Partnerships ♦ 1% For The Planet ♦ Visionary Circle

Foundations: 24 foundations, including those across state-level, corporate grocers, family funds, healthcare providers, public and private environmental champions, and food system specific funders

Local Gov: SD County Health & Human Services Agency

LOS ANGELES FOOD POLICY COUNCIL

Los Angeles, CA

Most populous city in CA | City pop: 3,792,621

OVERVIEW | CORE FUNCTIONS | KEY ISSUE AREAS

OVERVIEW | The Los Angeles Food Policy Council has evolved from its original structure as a traditional food policy council housed in the LA mayor's office to become **the largest food policy council in the country that now serves as a dynamic backbone organization for a network of over 400 organizations and agencies** working to create a healthy, sustainable, and fair food system for all. Their fiscal sponsor is Community Partners.

CORE FUNCTIONS + KEY ISSUES | Drawing on a **collective impact ecosystem model**, they aim to create transformative change in three primary ways:

1. **Cultivate** a diverse network of change makers from across the local food system, from farm to fork and beyond, through cross-sector working groups, network events and other civic engagement activities.
2. **Align**: provide strategic guidance to our stakeholder network through facilitation, research, policy development and training.
3. **Make Impact**: translate collaboration into policy outcomes and help incubate, launch, and lead food system initiatives.

Facilitates 5 Working Groups to Organize Ecosystem: Regenerative and Urban Ag ♦ Food Waste Prevention + Rescue ♦ Farm to School and Gardens ♦ Good Food Purchasing Policy ♦ Good Food Economy

Operate 5 Programs: Healthy Neighborhood Market Network ♦ Community Chefs LA ♦ Food Leaders Lab ♦ Network events ♦ Seeds of Change LA

GUIDING DOCUMENT | The current strategic directive for their work is entitled "Good Food Movement 2018-2023" and encompasses the following broad headings of work: Close the Access Gap ♦ Grow a Fair Local Food Economy ♦ Strengthen Climate Resiliency ♦ Build Diverse Leadership Capacity.

LEADERSHIP STRUCTURE: LEADERSHIP CIRCLE | EXECUTIVE BOARD

Leadership Circle

The Leadership Circle is comprised of leaders from every sector of the food system, including non-profits, local government, chefs, grassroots advocates, corporate partners, and university researchers and **provides strategic oversight, guidance and support** to the Los Angeles Food Policy Council.

Executive Board

The Executive Board **oversees governance and fiduciary matters** for the organization.

ATTENTION TO EQUITY

- **Forward-Thinking Framework:** encompasses racial equity + inclusivity, environmental stewardship, food sovereignty, wellness, integrity, and mutual respect for the interconnectedness of food system actors. Draws on theories of network-based change, particularly emergent strategy, a dynamic, fractal, nature-based approach to facilitating conscious change. However, the framework **lacks a land acknowledgement**.
- **Organizational Makeup:** primarily staffed by P/WOC, esp. senior levels of the org, board, and leadership circle
- **Community Engagement:** deep attention to residents/advocates → projects and initiatives often emerge from the ground up given the predominance of street vendors, neighborhood markets, and nature of the local food culture

FUNDING SOURCES

Foundations: Jessie Noyes Foundation ♦ CA Wellness Foundation ♦ Flora Family Foundation ♦ Leonardo DiCaprio Foundation ♦ Angell Foundation ♦ Annenburg Foundation ♦ Goldhirsh Foundation/My LA2050 ♦ Activation Challenge

Local Gov: City of Los Angeles Economic and Workforce Development Dept.

Health: Kaiser Permanente Community Benefits Program ♦ American Heart Association Voices for Healthy

FOOD SYSTEM MODEL COMPARISON AT-A-GLANCE

	Model A (CR-FAIR + The Good Food Network)	Model B (San Diego Food Systems Alliance)	Model C (Los Angeles Food Policy Council)
core functions + key issues	<p>Today, CRFAIR’s sole purpose is provides backbone support to the Good Food Network, via the following activities:</p> <ul style="list-style-type: none"> ➤ Generating funding for coordination of network activities ➤ Connecting and aligning relationships for collaboration across the network and the strategy areas ➤ Communications within the network and support for public communication strategies, e.g. web/tool hosting ➤ Proposal development and fundraising to support the strategy ➤ Develop partnerships to advance and manage the data collection, synthesis and generation of learning and progress reports ➤ Support for the Leadership Council meetings and strategy monitoring, learning, and adapting ➤ Strategy monitoring: roundtable members and key advisors come together annually to review the efforts of the working groups, identify emerging issues and priorities and realign the work of the org ➤ Filling gaps in project delivery and management where there is lack of leadership able to step forward ➤ Supporting and coordinating working groups as needed ➤ Coordinating the Good Food Summit 	<p>Their mission is to cultivate a healthy, just, and sustainable food system in San Diego County through three primary avenues: Promoting Collaboration, Influencing Policy, and Catalyzing Transformation. To achieve these ends, the Alliance undertakes the following activities:</p> <ul style="list-style-type: none"> ➤ Facilitate Leadership Council ➤ Convenes 5 Working Groups: Good Food Purchasing Program ♦ Healthy Food Access ♦ Reducing Barriers to Farming ♦ Urban Agriculture ♦ Wasted Food Prevention & Recovery. ➤ Food Policy/Advocacy: influences policy by conducting policy research, leveraging its network of diverse stakeholders to inform and advance equitable food system policies, providing education for decision-makers, and supporting planning and implementation. 	<p>Drawing on a collective impact ecosystem model, they aim to create transformative change in three primary ways:</p> <ol style="list-style-type: none"> 1. Cultivate a diverse network of change makers from across the local food system, from farm to fork and beyond, through cross-sector working groups, network events and other civic engagement activities. 2. Align: provide strategic guidance to our stakeholder network through facilitation, research, policy development and training. 3. Make Impact: translate collaboration into policy outcomes and help incubate, launch, and lead food system initiatives. <p>Facilitates 5 Working Groups to Organize Ecosystem: Regenerative and Urban Ag ♦ Food Waste Prevention + Rescue ♦ Farm to School and Gardens ♦ Good Food Purchasing Policy ♦ Good Food Economy</p> <p>Operate 5 Programs: Healthy Neighborhood Market Network ♦ Community Chefs LA ♦ Food Leaders Lab ♦ Network events ♦ Seeds of Change LA</p>
doc	Good Food 2025 Collective Impact Strategy	San Diego Food Vision 2030	Good Food Movement 2018-2023

FOOD SYSTEM MODEL COMPARISON AT-A-GLANCE

	Model A (CR-FAIR + The Good Food Network)	Model B (San Diego Food Systems Alliance)	Model C (Los Angeles Food Policy Council)
leadership structure	<p>The Good Food Leadership Group is a panel of network experts provides leadership capacity and strategic guidance to the Good Food Network and CRFAIR. This body functions at the highest level, ensure the Good Food 2025 initiative is achieving its goals. The Leadership Group is responsible for providing guidance on strategy, community and stakeholder engagement, the development of shared measurement, research and reporting. When necessary, the Leadership Group will also act as a liaison to the wider community, local government, and other authorities. Relies on consensus based decision-making.</p> <p>The Board of Directors supports the organizational structure of CRFAIR by developing, implementing, and monitoring policies that will allow the organization to carry out its work.</p> <p>While CRFAIR's Board undertakes typical functions, please note that CRFAIR <i>also</i> provides strategic insights back to the Leadership Group based on the insights from its coordination efforts.</p>	<p>The Leadership Council is comprised of 40 leaders from across the full spectrum of the food system, including non-profits, local government, funding bodies, farmers, grassroots advocates, small food businesses, waste management, and university researchers who guide the Alliance's overall strategy as a multi-stakeholder coalition.</p> <p>Food Vision 2030 Steering Committee: The 16-member Steering Committee was created to ensure that the Vision is grounded in the aspirations and values of the Alliance. This steering committee is similar to the Leadership Council in terms of its member makeup, but it's domain is specific to the Vision.</p> <p>Executive Board: The 4-member Executive Board provides operational, fiduciary, and communications support for the Alliance as an organization.</p>	<p>The Leadership Circle is comprised of leaders from every sector of the food system, including non-profits, local government, chefs, grassroots advocates, corporate partners, and university researchers and provides strategic oversight, guidance and support to the Los Angeles Food Policy Council.</p> <p>Executive Board oversees governance and fiduciary matters for the organization.</p>
funding sources	<p>Foundations: Vancouver Foundation ♦ Victoria Foundation ♦ The Horner Foundation ♦ Real Estate Foundation of BC</p> <p>Other: Island Health (<i>healthcare services provider which supports grant applications and disperses funds</i>) ♦ Vancity (<i>values-based financial cooperative that funds community programs</i>)</p>	<p>Foundations: 24 foundations, including those across state-level, corporate grocers, family funds, healthcare providers, public and private environmental champions, and food system specific funders</p> <p>Private: Corporate Partnerships, 1% For the Planet, Visionary Circle</p> <p>Local Gov: SD County Health & Human Services Agency</p>	<p>Foundations: Jessie Noyes Foundation ♦ CA Wellness Foundation ♦ Flora Family Foundation ♦ Leonardo DiCaprio Foundation ♦ Angell Foundation ♦ Annenburg Foundation ♦ Goldhirsh Foundation/My LA2050 ♦ Activation Challenge</p> <p>Health: Kaiser Permanente Community Benefits Program ♦ American Heart Association Voices for Healthy</p> <p>Local Gov: City of Los Angeles Economic and Workforce Development Dept.</p>

FOOD SYSTEM MODEL COMPARISON AT-A-GLANCE

	Model A (CR-FAIR + The Good Food Network)	Model B (San Diego Food Systems Alliance)	Model C (Los Angeles Food Policy Council)
equity + inclusion	<ul style="list-style-type: none"> ➤ Equity: CRFAIR’s establishment predates the discursive emergence of racial equity in relation to food systems by approx. 20 yrs and instead reflects the long standing dominance of the ‘food security’ framework. Please note that more progressive orgs are included within this network as well. ➤ Land Acknowledgement: They do include a land acknowledgement and appear to be connected to indigenous groups. ➤ Organizational Makeup: Very few staff members are P/WOC and work at the lowest levels. They have hired a Justice + Belonging Advocate (most advanced articulation of racial equity work). ➤ Community Engagement: A number of their programs, community + resident engagement, and participatory action research endeavors reflect a food justice orientation. 	<ul style="list-style-type: none"> ➤ Robust Statement on Justice: centers a vision for racial justice in the local food system. ➤ Land Acknowledgement: while Indigenous groups are mentioned once within the above statement, the one-line acknowledgement itself appears perfunctory and appears to exist without connection to Indigenous partners. ➤ Organizational Makeup: primarily staffed by women of color, including at the most senior levels and board. ➤ Community Engagement: partnered with local entities directly serving those most affected by systemic inequities to uplift their voices for inclusion within Food Vision 2030, including targeted outreach to food systems workers. 	<ul style="list-style-type: none"> ➤ Forward-Thinking Equity Framework: encompasses racial equity + inclusivity, environmental stewardship, food sovereignty, wellness, integrity, and mutual respect for the interconnectedness of food system actors. Draws on theories of network-based change, particularly emergent strategy, a dynamic, fractal, nature-based approach to facilitating conscious change. ➤ Lacks a land acknowledgement. ➤ Organizational Makeup: primarily staffed by P/WOC, esp. senior levels of the org, board, and leadership circle ➤ Community Engagement: deep attention to residents/advocates → projects and initiatives often emerge from the ground up given the predominance of street vendors, neighborhood markets, and nature of the local food culture.

APPENDIX G2: **HFAC Listening Circles Analysis and Report**



October 2021

**Building Healthy Communities
South Sacramento**

Collaborative Food Systems in Sacramento:

**Ideas and Direction for the Healthy Food
for All Collaborative Container**

Interview Findings



LPC Consulting Associates, Inc.

Collaborative Food Systems in Sacramento (Interview Findings)

Background & Methodology

For individuals living in urban environments, eating healthy is a challenge given the proliferation of fast food chains, the dearth of neighborhood outlets providing fresh produce, and the abundance of corner stores that primarily sell alcohol, sugar-sweetened beverages, and processed snack foods. From 2010-2020, a group of food-centered nonprofit organizations interested in repairing the food systems in Sacramento convened as the Healthy Food for All Collaborative (HFAC). The HFAC was part of the Building Healthy Communities (BHC), a 10-year initiative of The California Endowment (TCE) to improve the health of 14 communities in California. Overarching goals of the HFAC project included increasing access to healthy food and educating and engaging residents in both personal and community change for a just food system.

After the sunset of the BHC initiative in 2020, the HFAC facilitation team, consisting of Shawn Harrison (Soil Born Farms), Rangineh Azimzadeh Tosang (Solh Resolutions International), and Aleenah Mehta (Grassroots Global) set out to figure out next steps, including assessing the desire of partners to continue holding a collaborative space, as well as expanding the scope of collaborative work within the food system. To continue the relationships built and foundation laid by the HFAC, the facilitation team hoped to assess options for continued collaboration moving forward through systematic research and data collection. The facilitation team set out to look at models throughout North America that exist for effectively and inclusively bringing food partners across geographic boundaries together in a space to connect, collaborate, and collectively take action. Simultaneously, the facilitation team set out to gather feedback from both past and present HFAC members and food partners on shaping a collaborative model moving forward, including what would be the most effective for the Sacramento-Area region and how the collaborative could be helpful during the continued COVID-19 pandemic. Finally, the facilitation team also hoped to gauge the will of the food community to engage in a future collective space that encompasses food partners, as well as engaging in funding efforts and conversations.

The facilitation team, working with the evaluator, LPC Consulting Associates, Inc. (LPC) collected this information through three data sources:

1. A series of Listening Circles, conducted by the Facilitation team with new food partners;
2. Four interviews with five seasoned HFAC partner organization staff, conducted by the evaluator; and
3. A survey sent to the HFAC distribution list of all past HFAC meeting attendees, and other local food-related partners, administered and analyzed by the evaluator.

This report summarizes the findings from the four interviews. The evaluator sent two emails to nine food partner contacts who played an active, longstanding role in the HFAC. The evaluation team did not receive responses from five of the nine partners. Interviews conducted by the evaluation team with these same partners during previous years revealed a fatigue with multiple requests to provide feedback and brainstorming the future of the HFAC, especially in the midst of unrelenting demand to provide direct

Collaborative Food Systems in Sacramento (Interview Findings)

services within their community. The evaluation team was satisfied with the diversity of partners who responded and did reach saturation¹ in responses, even with a small sample size.

Prior to each interview, the evaluation team sent the interviewee a matrix researched and designed by the facilitation team. The matrix, displayed in Attachment A, details several aspects of three existing food system collaboratives in Victoria, British Columbia, Los Angeles, and San Diego. The details listed for each collaborative includes core functions, key issue areas, leadership structure, attention to equity, and funding sources. The evaluation team worked with the facilitation team to create an interview protocol to gather feedback on:

1. The most logical and applicable aspects of each existing food-centered collaborative model;
2. Core functions, issue areas, and geographic focus of a potential collaborative;
3. Resources and assistance that would be helpful during, and moving forward from, the COVID-19 pandemic; and
4. Organizational capacity to develop a regional food fund, and thoughts on where the fund should be housed. Interviews were conducted in September and October 2021.

Below is a key summary of findings from the four interviews with five staff from HFAC core partner organizations.

Key Findings

Overall Reflections on Models

The interview started by asking which of the three models most aligns with the interviewee's organizational vision, mission, and culture. Interviewees spoke to reasons why they liked either the Los Angeles or San Diego model, or a mixture of both.

Two interviewees stated that the Los Angeles model "spoke to [them] most" because of:

- The "different working groups, and **people can focus in on what relates to their organization** without necessarily having to spend a lot of time on something outside their mission or focus."
- The "simplified and manageable governance structure."
- The "cultivated diversity network, change makers from across the local food system. That's really important – how they align themselves to provide strategic guidance to our stakeholder network throughout the facilitation research policy."

Those who gravitated toward the San Diego model pointed out several reasons:

- The collaborative and focused issues were **based off of a food systems assessment**;
- It seems "very organized;"
- The collaborative is connected with a much broader group;
- One of their members is focused on building **cross-sector collaboratives**; and

¹ Saturation is used to determine when there is adequate data from a study to develop a robust and valid understanding of the study phenomenon. <https://methods.sagepub.com/foundations/saturation-in-qualitative-research>

Collaborative Food Systems in Sacramento (Interview Findings)

- They have different **collaborative working groups** with specialized areas (echoed by multiple interviewees).

Interviewees thought the British Columbia model was too big, both in geographic size and number of organizations, to be applicable to getting a collaborative off the ground in Sacramento: "I went back to concerns of, maybe [this model] was tackling too many things. If we try to be too broad, I'm concerned it won't get done." One partner also noted that, while they liked the LA model, they did not think their structure of operating direct service programs out of the council would work well in Sacramento.

One interviewee replied that they **would not start with a model**, but instead start with "who is the leader? Of all the organizations I've seen succeed in the short 10 years that we had the BHC funding, I would say the two determining factors of whether they succeeded and who is the leader, and are they funded? And if that leader is dynamic and can lead... it doesn't matter what the model is if you don't have that in place from the get."

Regarding how equity is incorporated into these collaboratives, one interviewee appreciated the language in the Los Angeles model around community engagement, including the deep attention to residents and advocates. However, another interviewee felt that the community engagement language under the San Diego model was best. This person noted the diversity of Sacramento, "not just racial/ethnic diversity, but also what is happening in South County is very different than North County. Each community has different needs."

Leadership

Interviewees pondered how and where a food systems collaborative could be best led and suggested additional desirable characteristics for a collaborative leader. One interviewee liked the leadership structure of the San Diego model the best, with the leadership council involving all collaborative members and organizations, the steering committee comprised of the heads of each working group, and the small executive board focusing on operations and efficiency. Another believes the leadership structure of Los Angeles is best, due to being housed in the office of local government. On a similar note, another believes that the leadership "needs to be housed within an existing organization. I don't think we're strong or big enough to say let's start a new 501c3." However, no clear candidate for leadership emerged during the interview, either from current or potential local organizations working within the Sacramento region's food system.

One theme that did emerge around a potential leader included that the leader would have the capacity for moving the collaborative forward by being solely focused on collaborative functions. In the past, this was a secondary task or job of organizations or individuals leading the charge, as they were understandably mainly focused on the functions and goals of their own organization. Moving forward, interviewees believe there needs to be "an owner. This is all they do. **They eat, sleep, and breathe this**... we've all got our own missions. Ultimately, if it gets too hard, because this isn't anyone's primary goal, we go 'meh.' Then we keep having the same meetings." Another added that "if that structure is not put in place, it's not going to work, because somebody has to be the head or back page." In addition to this, this partner hopes for a "dynamic" leader who everybody trusts, who is charismatic, and able to motivate collaborative members. Lastly, while no one had a specific person in mind, one believes the

Collaborative Food Systems in Sacramento (Interview Findings)

catalyst should be someone diverse, representing either a minority ethnic group, women or non-binary, or other underrepresented groups, which was also noted by interviewees within the San Diego Food Systems Alliance, which is “primarily staffed by women of color, including at the most senior levels and board.”

Issue Areas

Interviewees discussed which model’s issue areas most reflected food issues in the Sacramento community. One believed that the Los Angeles model of deciding on five issue areas “is great,” and has a personal and organizational lean towards regenerative and urban agriculture “but of course there are other areas where we really need to dive deep to move policy in that direction.” This partner noted that the Sacramento Food Policy Council (SFPC) has been “aligning” issues and partners, but it could involve even more partners. While another liked the sub-group aspect of the Los Angeles Council, they noticed food access does not seem to be a focus of any of the groups, which is “a big piece of the food system.” However, this partner also echoed the value of the working groups:

Something [to consider] with this collaborative is not having to recreate the wheel. There are existing groups within Sacramento doing the work and each group has many of the same players going to the meetings. How can we create something where the working groups are comprised of these existing collaborations?

For example, the SFPC could lead the policy working group, or Sacramento Food Bank and Family Services could lead the emergency food access group. However, there is still great value in all of these groups convening to form the larger container, with the same partner reflecting back on the HFAC “**convening and relationship building is what has been the greatest value with us.**” On a similar note, another interviewee pointed out that, even when participating in a collaborative, many partners stay focused on their own issues or goals. They emphasized the importance of leadership in having “**everybody be willing to take off your own hat for your own issue, maybe knowing next time your issue is going to be on the table.**” The partner who emphasized the working groups, for example, reiterated that the group as a whole should still capitalize on a current momentum around urban agriculture and education.

Geographic Focus

When asked whether it would be more relevant for a collaborative to have a Sacramento County-only focus, versus a multi-county focus, interviewees **overall felt that it should have a Sacramento County focus.** One commented that it would be easier to focus on issues and convene on a **smaller scale**, while another believed **funding is easier to obtain** when it will be focused on one county. One partner would like the focus to be on Sacramento County but would like to make sure it’s inclusive of all neighborhoods: “I know a lot of different neighborhoods felt ignored or had to start stuff on their own because people had gone in, done work and left. So how would that look, approaching other neighborhoods that had been left off the table for the last 10 years?” Another who also thought focusing on Sacramento County is most feasible believes Yolo could potentially also be included, due to previous and current work connected to Yolo County, specifically West Sacramento. However, they cautioned against covering too many areas or counties geographically: “If you go any larger it would need far more structure than I feel like we have the

Collaborative Food Systems in Sacramento (Interview Findings)

resources to bring to the table.” Lastly, another partner emphasized the need to research, assess, and experiment before answering the geographic or any other questions of focus: “You’ve got to do something and find out who comes to the table.”

Funding

Funding Sources

When asked about funding models, four of the five interviewees emphasized that the group should be **open to a diversity of funding sources**, whether corporate partnerships, foundations, or community benefits. One interviewee would “highly recommend it not be at a city or county level,” due to both the bureaucratic nature of government funding and the potential of the funds being tied to political agendas. On a similar note, another interviewee believed that “you need to go after as many sources as you can,” including government funding, but “you don’t want to rely just on government funding, because when you come to lean times, that funding is going to get cut fast.” This interviewee thought the fund would be best housed with a foundation, which would have more flexibility and could oversee equitable distribution, in comparison to a partner holding and distributing funds. In contrast, a third interviewee believed working with the city is “absolutely imperative as to how we are going to touch one another.” This partner believed that, with a strategic plan for funding and approaching the city, the potential collaborative can continue in existing conversations with the city, particularly with new Councilmember Mai Vang. The interviewee noted that decisionmakers will be discussing allocation of existing funds in October 2021.²

Interviewees also specified how fiscal responsibility should be best distributed: “I think it may be most practical for it to be a fiscal sponsor arrangement within existing organizations that is hands-off beyond regulatory and financial compliance, so the collaborative can have its governing structure [and is] self-directed.” They would also want clarity on revenue streams and an established division of labor: “Is that organization serving just as the fiscal sponsor and being hands-off, or do they have additional responsibilities? How are those funded? Are there membership dues? Or grant funding?” Interestingly, another interviewee detailed an alternate experience of applying for joint funds:

There were a handful of nonprofits that would apply for it and would sit down and had a conversation: ‘Okay, this is what is valuable, this is what we think would make sense for us.’ Each organization applied separately but with a letter that says ‘this is the percentage we think we should get.’ So the funder got it as a holistic package.

The applicant organization would also specify a dollar amount that they believe it would take to execute the programs or plans described in their application, so that the funder had two amounts (the percentage and dollar amount) to consider in allocation. The funder would typically follow the amounts or percentages requested by the applicant. While this may seem like a far-reaching, even unlikely scenario,

² On October 15, 2021, the Coalition of Sacramento Partners and Leaders submitted a letter to the Sacramento Board of Supervisors regarding Sacramento County American Rescue Plan Act (ARPA) funding recommendations.

Collaborative Food Systems in Sacramento (Interview Findings)

the future leadership team may consider a similar model or conversation, so that each organization feels as if they had fair input into the funding process.

Another partner had similar ideas to diversify funding sources beyond grants and government funding, such as fee-for-service or value-added services: "**Fee for service**, like if you own the building, can you rent out space? Is there an opportunity for some type of funds so that when you fundraise, you're not having to fundraise for 100 percent of everything?" Regarding meeting locations, this interviewee utilized a unique method prior to COVID. Meeting locations would rotate to a different partner hosting each month, which was "really powerful in that it allowed folks to understand how they work and the services each other provided." Future collaborative leadership may consider this model for meeting locations, if necessary or applicable.

Capacity for Fund Establishment

The interviewer directly asked partners if they, or someone from their organization, would have the capacity to work with other food partners, stakeholders, or local elected officials to establish a food-related fund for the region. Most interviewees were **willing to participate with some set conditions and clear expectations**, but one "wouldn't want to be a part of that at all, even the advisory committee" due to the politics and feelings of funding. One partner would be willing to serve on an advisory board, but does not want to be responsible for actually setting dollar amount or percentage allocations. Another stated that their organization would be "100 percent on board" if funding would go towards their areas of focus or goals, but is "not sure if we could participate" if the goals or specified restrictions do not fall within that realm. Lastly, another partner was unsure of the best funding process, but wanted to ensure consent, trust, and values in determining funding:

How do we create that sense of trust and community? **If it can't be done right and done well, it is going to damage the future possibility of collective work** because it's going to create a sense that there isn't trust, that the action only went so far. **There has to be stuff that ends in shared success.**

Resources Needed During and Moving Forward from the Pandemic

Interviewees discussed what would have been helpful from a collaborative during the initial stages of the COVID-19 pandemic and the resulting shelter-in-place orders. When the pandemic began, two interviewees were solely focused inward, ensuring their staff and clients' needs and safety were met, and did not believe additional collaborative resources could have helped them during that time. However, the other three expressed a sense of dismay and sadness at a lack of coordination or collective gatherings (even if it had to be over Zoom) when they felt they needed it most:

When disaster struck, there wasn't a call to arms from a particular leader that reached out and got all of us together and said 'collectively, we have expertise. What is everybody experiencing and seeing?'

They acknowledged that everyone was focused on their own organizations, but as a small nonprofit, they could have used support from the collective group. Interviewees acknowledged that they called other

Collaborative Food Systems in Sacramento (Interview Findings)

organizations or individuals they had existing relationships with and had conversations about what they were doing, but “there wasn’t this coming together around the thing.” Another interviewee noted lost staff time due to trying to find personal protective equipment (PPE): “It could have saved us so much time just trying to chase down PPE, supplies, all of that. It takes some sort of facilitator to put the word out.” Additionally, smaller organizations did not have access to large spaces to accommodate social distancing. Partners also worried about gaps in client needs, and believed collaborative communication and discussion of emergency pivots and services could have helped to address those gaps.

Moving forward, interviewees would like to continue to build relationships through a collaborative, specifically to help establish new distribution points and to identify populations not aware of food assistance, to establish relationships with farmers for farmers markets, and to have a collective voice. One interviewee suggested a concrete way to continue to build upon and establish relationships: through quarterly convenings.

Final Reflections, Comments, and Hopes

Interviews concluded with an open-ended question where interviewed partners could share any final comments or hopes related to a future food systems container. One interviewee pointed out the opportunity to pulling in existing groups who have knowledge and expertise in potential issue areas, and capitalize on this expertise. Another commented that they would like to see funding to pay collaborative participants stipends or another type of funding, because “without that money it becomes really challenging. **The money has got to come from somewhere for that person’s time.** It’s unfortunate, but it’s reality.”

Another commented on the importance of taking action and moving forward:

I would love to see them get into launching some of these things. The more planning and talking and meetings and more changeover, the element of turnover, we never got out of that and had to keep revisiting things. I hope with this larger vision that things can launch so we can move on with our work.

A third interviewee simply wished to see their feedback to be heard and put into action, similar to the other interviewee quoted above:

How do we know our feedback is actually being heard and that we’re not going to be on another phone call in a year saying the same things? What are the next steps? Where’s the action?

Conclusion and Next Steps

Overall, interviews with five seasoned HFAC partners reveal a desire to continue long-lasting relationships established through the HFAC, demonstrated by partners individually reaching out to each other throughout the COVID-19 pandemic. The interviews also revealed several hopes for a collaborative moving forward, including a hope for action after several years of discussion, innovative new relationships, and dynamic and diverse leadership.

Collaborative Food Systems in Sacramento (Interview Findings)

In discussing the three researched food collaborative models in British Columbia, Los Angeles, and San Diego, interviewees believe a mixture of different aspects from the Los Angeles and San Diego models would work best for a local model. Partners called a lot of attention to the working subgroups, believing that much could be accomplished with seasoned partners leading the charge in their area of expertise. One partner also wanted to ensure that food access is included as a subgroup focus area, noting it did not seem to be in the Los Angeles model. Multiple interviewees also mentioned the need for focus areas and action items to be based on an impartial regional food and needs assessment. One interviewee believed that all aspects of the collaborative model should be decided after a charismatic, motivating leader has gathered and led the group. For funding sources, interviewees recommended that the collaborative be open to a diversity of sources. While one interviewee believed funding should come from the City or County of Sacramento, others did not want to see funding housed in a government entity due to the potential of bureaucracy slowing down collaborative movement, or funds being tied to a political agenda. Interviewees believed the collaborative should focus on Sacramento County only, to ensure achievable goals.

Looking forward, interviewees hope to continue to build relationships, to see actionable results from the collaborative or working groups, and to see a realization of the feedback and discussion over the past several years. The HFAC facilitation team can consider this valuable feedback from seasoned HFAC partners in moving forward to create a food container to continue improving local food systems.

Attachment

Governance Model Matrix

APPENDIX G3: **HFAC Container Interview Summary**



October 2021

Building Healthy Communities South Sacramento

Collaborative Food Systems in Sacramento:

Ideas and Direction for the Healthy Food for All Collaborative Container

Survey Findings



LPC Consulting Associates, Inc.

Collaborative Food Systems in Sacramento (Survey Findings)

Background & Methodology

For individuals living in urban environments, eating healthy is a challenge given the proliferation of fast food chains, the dearth of neighborhood outlets providing fresh produce, and the abundance of corner stores that primarily sell alcohol, sugar-sweetened beverages, and processed snack foods. From 2010-2020, a group of food-centered nonprofit organizations interested in repairing the food systems in Sacramento convened as the Healthy Food for All Collaborative (HFAC). The HFAC was part of the Building Healthy Communities (BHC), a 10-year initiative of The California Endowment (TCE) to improve the health of 14 communities in California. Overarching goals of the HFAC project included increasing access to healthy food and educating and engaging residents in both personal and community change for a just food system.

After the sunset of the BHC initiative in 2020, the HFAC facilitation team, consisting of Shawn Harrison (Soil Born Farms), Rangineh Azimzadeh Tosang (Solh Resolutions International), and Aleenah Mehta (Grassroots Global) set out to figure out next steps, including assessing the desire of partners to continue holding a collaborative space, as well as expanding the scope of collaborative work within the food system. To continue the relationships built and foundation laid by the HFAC, the facilitation team hoped to assess options for continued collaboration moving forward through systematic research and data collection. The facilitation team set out to look at models throughout North America that exist for effectively and inclusively bringing food partners across geographic boundaries together in a space to connect, collaborate, and collectively take action. Simultaneously, the facilitation team set out to gather feedback from both past and present HFAC members and food partners on shaping a collaborative model moving forward, including what would be the most effective for the Sacramento-Area region and how the collaborative could be helpful during the continued COVID-19 pandemic. Finally, the facilitation team also hoped to gauge the will of the food community to engage in a future collective space that encompasses food partners, as well as engaging in funding efforts and conversations.

The facilitation team, working with the evaluator, LPC Consulting Associates, Inc. (LPC) collected this information through three data sources:

1. Community Listening Circles, conducted by the Facilitation team with new food partners;
2. Four interviews with five seasoned HFAC partner organization staff, conducted by the evaluation team; and
3. A survey sent to the HFAC distribution list of all past HFAC meeting attendees, and other local food-related partners, administered and analyzed by the evaluation team.

This report summarizes the findings from one source: the online survey, which was emailed to 84 HFAC contacts in September 2021. The survey contained nine closed- and open-ended questions. Respondents provided opinions on: 1) the core functions of, and issues addressed by, a collaborative container; 2) geographic areas covered, 3) challenges faced from the COVID pandemic, and 4) organizational capacity to work with others to establish a food-related fund. The survey received 25 responses, representing a 30 percent response rate. However, several of these were only partial responses, meaning the respondent

Collaborative Food Systems in Sacramento (Survey Findings)

exited the survey before completing all questions, thus representing a smaller sample size in several questions and graphs in the key findings.

Survey Key Findings

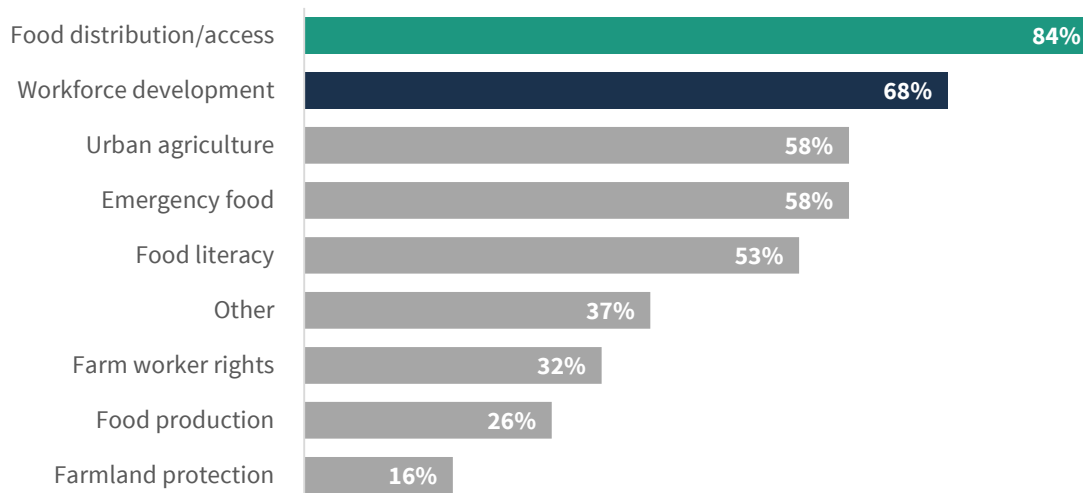
Awareness of the Healthy Food for All Collaborative

Survey respondents did not identify themselves, but did report their level of familiarity with the HFAC. Out of 24 respondents, about two fifths (42%) were "very familiar." One fifth of respondents (21%) were moderately familiar, and the remaining were somewhat familiar (13%), slightly familiar (16%), or not at all familiar (8%).

Critical Issues to Address

Survey respondents indicated which issues they think are most important for a potential food collaborative to address. As shown in Figure 1 below, the most frequently selected issue was **food distribution/access**, with 83 percent of 19 total respondents choosing this as an issue to prioritize. Just over two thirds (68%) saw workforce development as a critical issue, followed by urban agriculture and emergency food (58%).

Figure 1 | Respondents believe food distribution/access is the most critical issue to address. (n=19)



Those who indicated "other" listed:

- Food security
- Food justice (distinguished from food access)
- Local food processing
- Policy
- Nutritional insecurity
- "Food chain worker rights" to include all workers in the food system

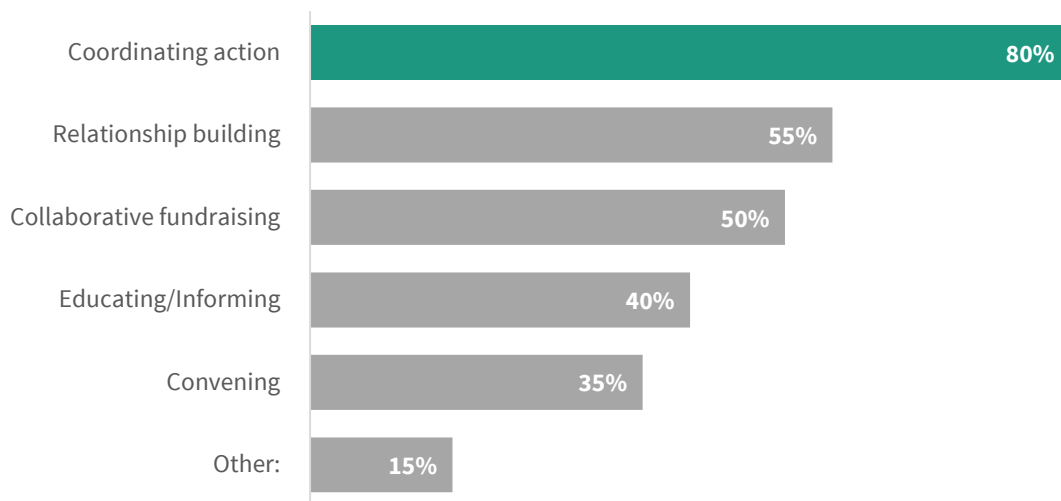
Collaborative Food Systems in Sacramento (Survey Findings)

One respondent reflected on the list overall, commenting “all of these categories have value. I think each of these issues can be covered within the ‘containers’ selected.”

Core Functions of Collaborative Food Container

Survey respondents also reviewed a list of potential core functions of a food systems collaborative and indicated which functions they believe the collaborative should focus on. Most respondents (80%) believe the **primary function should be coordinating action**, as shown in Figure 2 below. Those who indicated “other” believe the container should have a “backbone support/clearinghouse role,” and that core functions should also include policy and advocacy.

Figure 2 | Most respondents believe coordinating action should be the core function of a food collaborative. (n=20)



Geographic Focus

The survey asked respondents if they believe there is a greater utility in addressing the issues listed in Figure 2 above by focusing on Sacramento County only, or through a multi-county focus. Twenty responses to this question were split, with 55 percent choosing a Sacramento County focus, and the remaining 45 percent choosing a multi-county focus.

Some respondents left additional comments explaining their rationale for choosing their respective geographic focus, listed below.

Sacramento County Focus:

- My understanding is that a multi-county hub was tried, and **priorities were very different for food system work in the rural/suburban counties**. It would be easier and more attainable to stick to Sacramento County - and I think we should be going after achievable goals at this moment.

Multi-County Focus:

Collaborative Food Systems in Sacramento (Survey Findings)

- There is definitely room to bring in more counties or at least those portions of neighboring counties closest to Sacramento County.
- The **foodshed is not bound by political jurisdictions**. Sacramento should be defined as Tahoe to the Pacific, Weed to Bakersfield.
- We do not just grow food in Sacramento - need coordination with the 6-county region.
- As I am in Yolo County, and do work here as well as Sacramento County, it would be very helpful to be multi-county (we also work in many other neighboring counties).
- Building the collaborative beyond Sacramento County would be very beneficial and would allow us to be **stronger, more well-rounded force** when discussing policy initiatives, funding asks, and advocacy efforts.

Unsure/Depends on Issue or Action:

- I'm struggling with this question. Both?!?! Sacramento Food Policy Council and Sacramento Food System Partnership already exist and **should be strengthened first** to include any of the core functions mentioned above. As evidenced by the previous Valley Vision Food System Collaborative, multi-county organizing, and convening is very difficult and makes most sense to work with core of HFAC partners to strengthen Sac first. Also, what has changed since the FSC [Sacramento Region Food System Collaborative]? It fell apart due to capacity and organization's unwillingness to take policy positions and address larger structural challenges in the food system. Has that changed?
- Doing individual projects at a local scale seem appropriate, while essential coordination, monitoring, and evaluation functions, and learning and adaptation, would be much more effective at regional scales.
- Sacramento Food Policy Council (SFPC) is already doing this. [It would be a] **duplication of efforts** if another container is formed. A multi-county mega container might be useful but shouldn't supersede the local.

Capacity for Food Fund Establishment

In order to gauge the capacity of organizations to work with other local food partners, stakeholders, and local elected officials to establish a food-related fund for the region (including access, education, development, and other issue areas), the survey asked if either the respondent or someone from their organization could participate in these efforts. **Just under half of 20 total respondents (47%) would have the capacity to work on fund establishment**, 42 percent were unsure, and the remaining 11 percent said no.

47% of respondents would have organizational capacity to work on a food fund establishment.

Comments elaborating on respondent answers included suggestions of other organizations that may be able to help, acknowledgements of existing efforts, and potential caveats. One respondent works for an (unnamed) state department and "would be happy to support education initiatives." Another explained that they "already do quite a bit." On a similar note, one respondent noted that "**SFPC (Sacramento Food Policy Council) is already doing this.**" Another suggested that the Food Systems Lab at UC Davis "could provide analytical support for stakeholder identification, prioritization, and implementation." For those who indicated their participation is dependent on certain conditions, one simply stated "Probably, but need to know more,"

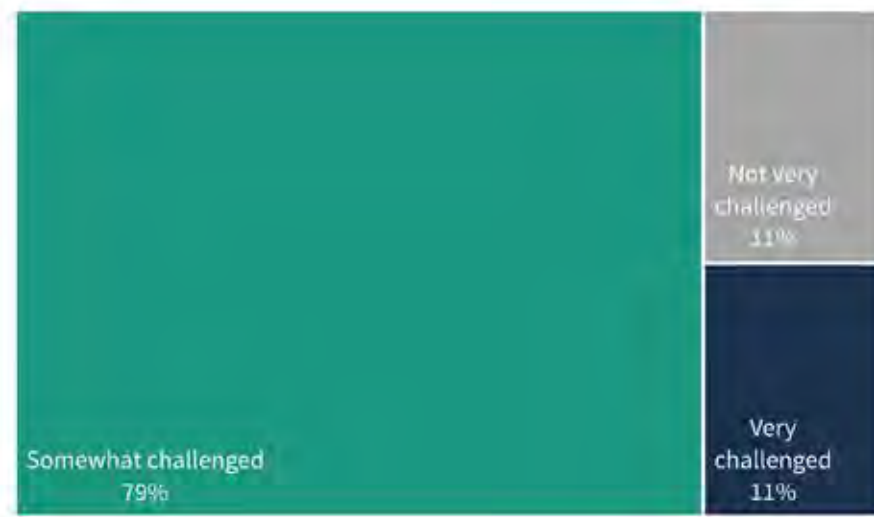
Collaborative Food Systems in Sacramento (Survey Findings)

and another noted it “**depends highly on meeting time** (outside work hours and on specific days is what works for me personally). You’ll definitely want to figure out a time that works for everyone.”

Transitional Challenges and Resources

Respondents reported the extent to which they are challenged during this transitional time from “stay at home” to “reopening,” due to different statewide restrictions and continually changing guidelines around the COVID-19 pandemic, as well as its lasting socioeconomic effects. As displayed in Figure 3 below, **most respondents (79%) reported that their organizations are “somewhat challenged”** during the transitional period. While the fact that the majority did not choose “very challenged” is promising, the fact that most reported some challenges indicates that many organizations could still use some assistance or additional support.

Figure 3| The majority of respondents continue to be somewhat challenged by transitional circumstances during COVID. (n=19)



Respondents offered suggestions for specific resources, supports, or information that a collaborative could provide to help their organization face ongoing challenges and meet client needs. The evaluator coded 11 suggestions by category, listed below.

Funding

- Identifying and **sharing funding opportunities** and offering **technical assistance** for funding or grant applications.
- A place to identify and apply for **joint funding**.
- General funding for organizations.

Communications

- A more **formal quarterly newsletter** to keep partners aware of the latest updates.
- **Raising awareness** around food insecurity in the region, as well as the barriers to overcoming it.
- Amplification of messages to community members.

Relationship-building, Collaboration and Analysis

Collaborative Food Systems in Sacramento (Survey Findings)

- A collaborative as an asset for “expanding and diversifying our stakeholder networks.”
- Collaboration in needs assessment and **issue prioritization** for solving food systems challenges.
 - A regional food security survey and analysis.
- Stronger cross-collaboration to drive CalFresh enrollment.
- Collective and collaborative advocacy for **policy passage**.
 - Joining other local and statewide coalitions to move state and federal policy, including food policy, farm policy and climate/environmental policy.
- Potentially **merge with and support existing collaboratives**: “We already engage in Sac Food Policy Council and the Food System Partnership project so get a lot out of that and both would benefit from additional investment, capacity and leadership (rather than starting something new that saps limited resources).”

Client and Worker Resources and Feedback

- Support for farmers and youth: “The farmers and youth that we serve have been very challenged by COVID. Small farmers, BIPOC farmers, either **aren't eligible or don't have the capacity to apply for PPP loans or other Covid response money**. Their markets have been severely disrupted, changed, or lost completely. Our youth, especially high school urban ag interns, have had multiple family challenges in the last year. There are many different things that could be supportive, too much to list here.”
- Getting **direct community feedback** on local food issues and potential solutions.

Additional Comments & Reflection

The survey concluded with a question asking respondents for any final comments, reflections, or hopes for a future local food system container. One respondent encouraged the container facilitators or leadership team to make sure to have conversations outside of core partners, and to start small:

I'm a past participant in HFAC [Healthy Food for All Collaborative] and greatly enjoyed my time contributing. It's a great group of folks. I think lately there has been a lot of great information-sharing and advocacy opportunities that have been well-shared among HFAC "insiders," but there is a need to expand to other people not in the know. In doing so, new priorities and opportunities will emerge to transform our food system. I encourage you all to focus on relatively small-scale or digestible goals (e.g. a neighborhood grocery store or a specific food-oriented project) to build trust and collective power before "going big."

Similarly, another respondent noted the need to include a diversity of food organizations and farms, and the need to come together across demographic, economic, and political boundaries:

[I hope] that everyone be invited to the table - small, disadvantaged farmers to large scale operations. Farmers market vendors to broadline distributors. Solo food trucks to multi-unit franchises. Each has much to learn from the other, from all the voices will come a better tomorrow. Because in the California food world we are not red or blue, left or right but green, with the primary task of leaving the world we inherited from our grandparents in better shape for our grandchildren.

Collaborative Food Systems in Sacramento (Survey Findings)

One respondent simply stated they are “grateful to be involved,” and another encouraged “let’s be bold!” Another similarly expressed that they look forward to learning more about this initiative as it is developed.

Two respondents discussed either a merging with, or clarifying a distinction between, the Sacramento Food Policy Council (SFPC). One stated the SFPC, as the local container, “welcomes more collaboration with HFAC and its members to be able to expand and better serve the goals of a food system that is 1) equitable, 2) environmentally sustainable, 3) has shared prosperity, and 4) supports health & wellness.” Another respondent would like to see a clear distinction between the new iteration of a healthy food collaborative and the SFPC. While they acknowledge “there will definitely be some overlap between the two,” they believe that “HFAC could be a farther-reaching advocate of our local food system.” This outcome is clearly conditional on whether the new container has a Sacramento County-only focus, or a larger multi-county reach.

Lastly, one respondent shared a hope for a realization of this round of data collection, as well as all previous discussions around the direction of a local collaborative food system container:

This has been a vision for many years - at least 10. I just hope that it can actually be realized.

Conclusion

The survey of past HFAC partners and other local food partners reveals that 25 respondents would like to see a collaborative food organization container whose primary function is coordinating action, with a focus on food distribution and access. Regarding geographic focus on Sacramento County-only versus a multi-county approach, responses were almost evenly split. Leadership team members, funders, and/or stakeholders should carefully consider the rationale given through this survey for choosing a certain geographic focus, as well as consider data collected through interviews and listening circles (reported in separate summaries).

The fact that almost half of respondents said someone from their organization would have the capacity to help develop a food-related fund is promising, and the fact that an additional 42 percent were “unsure” shows that the future leadership team will need to communicate clear parameters on expectations and commitments for setting up this fund. Survey respondents hope that a future healthy food collaborative will strengthen relationships, prioritize needs through analysis and needs assessments, and have a voice to amplify messages to and resources for local residents. Respondents would also like the collaborative to share funding opportunities, and to be a space where organizations can come together to apply for joint funding. Moving forward, a potential leadership team should consider starting with small-scale goals and ensuring a diversity of food-related partners and businesses have a voice in actions. In addition, the future leadership team must consider is how this container will align with or merge with existing local collaborative groups (e.g., the Sacramento Food Policy Council). There are many disparate partners working in this field across the region, and there is a high risk of efforts being duplicated across different collaborative groups. Overall, the HFAC facilitation team can consider the valuable input from this food partner survey in developing a collaborative to address broken food systems in the Sacramento region.

APPENDIX G4:

HFAC Container Survey Study

Towards a Collaborative Food Systems Container

An Executive Summary and Analysis of the 2021 Survey, Interviews, and Listening Circles



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International

January 2022



Introduction

This executive summary brings together the findings of the research initiative undertaken by Soil Born Farms in response to the direction of food systems leaders, advocates, and champions to expand upon their collaborative efforts which had been built over a decade of impactful work under the Building Healthy Communities initiative funded by the California Endowment between 2010-2020.

This document summarizes the key findings of each research element, illustrates the wider *agreement that a container for the food system is needed* and provides guidance for what a future container might look like. Primary sections of this executive summary report are highlighted below:

➤ **Historical Overview (pg. 2)**

This section provides an overview of a few collaborative food systems efforts, including the Food Systems Collaborative, the Healthy Food For All Collaborative, and the Sacramento Food Systems Partnership.

➤ **Governance Models + Funding Mechanisms: National Findings (pgs. 3-6)**

The findings from research conducted on governance models and funding mechanisms that effectively bring food partners together across geographic boundaries to connect, communicate, collaborate, and collectively take action are overviewed in this section ([Link to full report](#)).

➤ **Local Reflections on National Findings (pgs. 7-11)**

The national findings mentioned above were subsequently presented to a diversity of local food systems partners with the intention of discerning which aspects would be most appealing and meaningful for local replication.

- **Methodological Overview:** The research team prioritized receiving input from a wide range of food systems partners and through a variety of listening formats, including a survey, interviews, and community listening circles ([Link to reports](#)).
- **Thematic Analysis of Findings:** For ease of review, the findings of each element listed above (i.e. survey, interviews, and listening circles) have been thematically grouped to surface key themes and outcomes. These conversations reveal a firm foundation and required next steps to advance a collaborative food system effort that is attuned to local preferences.

➤ **Avenues for Action (pgs. 12-16)**

Finally, this executive summary culminates in a series of 'Avenues for Action' which provide direction on the content, logistics, and social foundation for constructing a future food systems container.

Historical Overview

This historical overview highlights three specific groups who have been targeted for their direct relevance and connection to the current food system work underway. These include the Sacramento Food Systems Collaborative, the Healthy Food for All Collaborative, and the Sacramento Food Systems Partnership.

Sacramento Food Systems Collaborative (FSC)

The first of its kind in the Sacramento region, the Sacramento Food Systems Collaborative, was convened by Valley Vision between 2012-15 with the intention of bringing food systems partners out of their siloed sectors to begin a more robust conversation that systematically advanced food systems transformation. Through this process, a number of participants emerged as food systems leaders, developing fully-fledged organizations out of the respective committees they once chaired. Prime examples of this include the Sacramento Food Policy Council and the Food Literacy Center. Though the role of convenor transitioned to the Healthy Food For All Collaborative in 2015, Valley Vision's commitment to realizing holistic, equitable food systems change at the regional level continued through their development of the Food Systems Action Plan funded by the Sacramento Region Community Foundation in 2015, which was most recently updated in 2021.

Healthy Food For All Collaborative (HFAC)

The Healthy Food For All Collaborative emerged from the need to connect the wide-range of related food-systems efforts spearheaded by the Building Healthy Communities (BHC) initiative funded by the California Endowment between 2010-2020. The Collaborative served as a container that supported partners in communicating about their work, collaborating across projects, and connecting as a way to strengthen relationships that could lend themselves to future partnerships. While the original impetus for coming together was informed by each partners' BHC related work in South Sacramento, the HFAC soon began seeing participants outside of the BHC attend the monthly meetings, illustrating the need for a wider space wherein partners could continue connecting not only beyond geographic boundaries, but also beyond the grant lifecycle. At the culmination of the initiative, HFAC produced a collection of Best Practices vis-à-vis a podcast surfacing a decade's worth of key learnings on local food systems transformation. Equipped with these insights, HFAC partners set out to discover how to best share and leverage their learnings and collaborative relationships at the wider level their meetings were now drawing, giving rise to the national landscape survey on governance and funding models reviewed in the subsequent sections.

Sacramento Food Systems Partnership (SFSP)

In October 2020, Green Tech, in coordination with the Sacramento Food Policy Council and a number of cross-sector food systems partners, was awarded a two-year, \$250,000 USDA grant to conduct a Sacramento County food systems assessment, with an ultimate goal of creating a county-wide food system action plan. The assessment will engage partners and neighborhoods in a collaborative goal-setting and research process, deepening the understanding of opportunities and barriers for racial equity, climate resilience and other themes identified by stakeholders in each sector of the food system. The intent of the action plan is to offer a blueprint of the Sacramento community's food needs and, in turn, inform the essential action needed to meet these needs.

Governance and Funding Models

Context

With the sunset of the BHC initiative in 2020, and in response to the expressed desire of partners internal and external to HFAC, the HFAC Facilitation Team set out to discern which governance structures and funding models would best meet the growing needs and aims of food system partners. From the outset, this research was undertaken with the intention of soliciting local feedback from the widest range of food system partners possible to ensure that the development of a future container would integrate best practices gleaned from high-level findings in such a way that they would be rendered locally meaningful.

Methodology

This landscape survey aimed to surface models that already exist across North America for effectively, collaboratively, and inclusively bringing food partners across geographic boundaries together in a space to connect, communicate, collaborate, and collectively take action. Particular emphasis was placed on seeking out governance models which were most innovatively approaching those needs, such that their framework for connecting expanded the realm of possibility for what collaborative food system ventures could achieve. With regard to funding, the intention was to identify the full spectrum of mechanisms available which could sustainably fund food systems work at scale, year-over-year.

Findings: Governance Models

The research on governance models gave rise to two types of findings: **individual models** which in their entirety reflected the desired criteria listed above and **key elements** which emerged from cross model analysis. With regard to the individual models, though many were reviewed, those which were highlighted include the Capital Region Food and Agricultural Initiatives Roundtable and its corresponding network entitled The Good Food Network based in Vancouver, Canada; the Los Angeles Food Policy Council; and the San Diego Food Systems Alliance. Another model worthy of review is the Western U.P. Food Systems Collaborative (MI). Despite still currently being under development, the depth of attention to equity within this model is exemplary. With regard to the key elements, these findings reflect the most powerful and impactful approaches of all models reviewed and, where relevant, reflect commonalities across models.

The **key elements** emerging from the cross model analysis are summarized below. For further detail on any of these elements or to reference the model(s) from which they were gleaned, please see the [Governance and Funding Models Report](#).

- **A Dedicated Backbone Organization:** The most successful networks are organized around a supporting, dedicated backbone organization and capitalize on the additional services offered, in turn passing that support on to their constituents in the form of additional and more robust services.
- **Constellation or Working Groups Model:** The Constellation model allows for the organic organizing of collective action (i.e. working groups, coalitions, collaborative projects, etc.); promotes internal self-determination; and enables more graceful dissolution as missions are completed. The working group is self-explanatory and is organized in number and topic to reflect local priorities. Alternatively, a mixed methods approach may be pursued with a few fixed working groups with supplemental constellations arising and dissolving to allow for target action groups to arise as needed.

Governance and Funding Models

- **Semi-Annual or Quarterly Whole Food Space Convenings:** There is value in these meetings which keep the whole food space informed of the work happening across each sector and offer dedicated time and space for idea germination across the breadth of the container.
- **Play to Local & State Strengths:** The most successful models embody and leverage local priorities and strengths. One example of this is King County in Seattle which draws from the state's culture of conservation work to channel tax dollars collected in the name of conservation towards food systems work. Sacramento could parallel this by more deeply engaging with the meaning of being the Farm to Fork Capital of the United States and the capital of California.
- **Advance Equity and Inclusion:** The most progressive models move beyond the racial equity lens to create a health promoting food system and explicitly center the following: emergent strategy, food sovereignty, and partnership with indigenous groups beyond a land acknowledgement. They also include people and women of color at the highest levels of leadership.
- **Prioritize Digital Storytelling:** Though the power and value of storytelling is widely accepted across the food space, stories collected are not always communicated in ways that leverage the power of a digital medium. To this end, prioritizing user interface and experience (UI and UX) is paramount for storytelling.

Findings: Funding Mechanisms

Research on funding mechanisms gave rise to three core findings: 1) the importance of viewing the food system as an asset ripe for investment; 2) specific financial tools that can be used to drive investment funding into the food system; 3) case studies on food funds currently in operation.

➤ **Systemic Reframe: Food System as an Asset Class**

The current lack of investment in our food system mirrors the experience of the clean energy sector a decade ago when it was considered too risky and fragmented for sustained investment funding. Given the transformation that the clean energy sector has undergone, this is promising news for food systems partners who are eager for more robust and diversified forms of funding to support the system as a whole.

In its early stages, investment in clean energy was limited, because: 1.) the sector as we now know it was only considered in terms of its individual technologies and institutions, and 2.) risk vs. reward calculations were difficult to compute due to a lack of data, impact metrics, and portfolio performance. To overcome these two problems, the constituent technologies united to build general consensus and strong performance measurements, which demonstrated how investment in clean energy could be as profitable as other sectors where traditional development finance tools had been deployed (i.e. municipal bonds for infrastructure, loans for small businesses, tax credits for community development). The result of this collaborative approach has allowed the clean energy sector to emerge as one of the most sought-out investment classes in the development finance spectrum.

The food system is ripe for undergoing a parallel transformation. Like the clean energy sector, it not only is critical to creating a healthy community, but also provides a comparable economic output. In order to achieve that outcome, a similar two-step process must be undertaken. First, food system partners must present a unified front in order to overcome the investor perception that the system is a siloed set of sectors and efforts. Developing a governance container with a unified voice will aid in achieving this step. This clear definition of the food system will aid in the second step where food partners can connect with development finance agencies to bridge the financing gap and determine which tools would be most suitable for reducing investor risk while establishing a reliable financing streams.

Governance and Funding Models

Through this reframe, we can see how the lack of funding in the food system is not for lack of available funding options (once we step outside of the traditional range of grants, subsidies, small biz loans, etc.), but for the lack of a coherent channels where the full spectrum of development financing tools can be applied.

➤ Financial Tools + Examples

The table below outlines the available tools and lists corresponding examples where those tools have been successfully deployed. For further information on any of these, please refer back to the Governance and Funding Report.

Private Activity Bonds	Targeted Tools	Investment Tools	Access to Capital
<p>Aggie Bonds</p> <ul style="list-style-type: none"> ➤ <i>Iowa Beginning Farmer Loan Program, Iowa</i> <p>Industrial Development Bonds</p> <ul style="list-style-type: none"> ➤ <i>Muffin Mam, Inc. – Laurens, SC</i> <p>501(c)(3) Bonds</p> <ul style="list-style-type: none"> ➤ <i>Project Angel Food – Los Angeles, CA</i> <p>Exempt Facility Bonds</p> <ul style="list-style-type: none"> ➤ <i>Columbia Pulp – Columbia County, WA</i> <p>Other</p> <ul style="list-style-type: none"> ➤ <i>Pike’s Place – Seattle, WA</i> 	<p>Tax Increment Financing (TIF)</p> <ul style="list-style-type: none"> ➤ <i>Farmers’ Market TIF District – Dallas, TX</i> <p>Special Assessment Districts</p> <ul style="list-style-type: none"> ➤ <i>River North Art District – Denver, CO</i> <p>Property Assessed Clean Energy Financing</p> <ul style="list-style-type: none"> ➤ <i>5 Spoke Creamery – Goshen, NY</i> 	<p>Tax Credits</p> <ul style="list-style-type: none"> ➤ <i>Food Lifeline’s Hunger Solution Center – Seattle, WA</i> <p>Opportunity Zones</p> <ul style="list-style-type: none"> ➤ <i>Harvest Returns Opportunity Zone Fund</i> 	<p>Revolving Loan Funds</p> <ul style="list-style-type: none"> ➤ <i>San Diego Small Business Micro and Regional Revolving Loan Fund</i> <p>Loan Guarantees</p> <ul style="list-style-type: none"> ➤ <i>Texas Agricultural Finance Authority Loan Guarantee Program</i> <p>Investment Funds</p> <ul style="list-style-type: none"> ➤ <i>Natural Capital Investment Fund</i> ➤ <i>Fair Food Network’s Fair Food Fund</i>

➤ Funds

With respect to food funds, the Philadelphia Food Justice Initiative, the Michigan Good Food Fund, and the King County Regional Food System Program are examples of food funds which present distinct approaches to advancing local food systems transformation. It is important to note that while each of these models deploys their funding differently, each program exists as a partnership, either with local government, a development bank, and/or foundation.

Local Reflections

Context

In order to determine which aspects of the national-level research would be most locally resonant, local feedback was solicited in a variety of forms. This multi-methodology, multi-sector approach included:

1. A **survey** sent to the HFAC distribution list of all past HFAC meeting attendees and other local food-related partners, administered and analyzed by LPC Consulting Associates Inc. ([Link to report](#));
2. Four **interviews** with five seasoned HFAC partner organization staff, conducted and analyzed by LPC Consulting Associates Inc. ([Link to report](#)); and
3. **Community Listening Circles** with new food partners, conducted by the HFAC Facilitation Team ([Link to report](#))

This element of the overall research strategy was undertaken with the further intentions of gauging the will of the food community to collaboratively shape and/or engage in either a future container or funding efforts, deepening the relationships and foundations that had been built over the previous decade, and identifying what would be most helpful during the continued COVID-19 pandemic recovery efforts.

Methodologies

The survey covered the following topics: core functions and issue areas for a collaborative container, geographic preferences, challenges faced during the COVID pandemic and organizational capacity to work with others to establish a food-related fund.

The interviews sought feedback on: the collaborative food space models; core functions, issue areas, and geographic focus of a potential collaborative; resources and assistance that would be helpful during, and moving forward from, the COVID-19 pandemic; and, finally, organizational capacity to develop a regional food fund.

The listening circles were undertaken with the following objectives in mind: reviewing collaborative food space models; sharing the mandate for carrying forward the desire for a future container; gauging the will of the food community to engage in a future collective space; and building + strengthening relationships among and across new and seasoned food partners.

Thematic Analysis of Findings

This section connects corresponding findings across the three data sources explored above in order to more accessibly surface key themes.

Food partners system-wide are in overwhelming agreement of the following statements and look forward to receiving and offering the support required for the container's realization:

1. There is general agreement that an overall container for the food system is needed and would be beneficial.
2. The focused and well-resourced support of a backbone organization is crucial to sustaining a container and providing essential facilitation support for collaborative participants.
3. In addition to the container, there is a need to better leverage existing food-related efforts.

Local Reflections

The sections below reflect the **findings of the three data sources** and is organized topically for ease of understanding. These sections surface key points as well as important questions raised by participants which would require further facilitated exploration. The topics include:

- Reflections on Governance Models
- Core Functions & Issue Areas for a Future Container
- Leadership Qualities
- Geography
- Funding

Reflections on Governance Models

General Response

When reviewing the governance models, partners were encouraged to identify the unique elements that appealed to them from each model rather than select a single model in its entirety. Of the models that were presented, partners identified elements from the Los Angeles and San Diego models to uplift which are captured below:

Los Angeles

- Simplified and manageable governance structure;
- Cultivated, diverse network of changemakers that provide strategic guidance.

San Diego

- Issue areas determined by a food systems assessment;
- Emphasis on building cross-sector, collaborative efforts.

Working Groups

Across both of the models above, partners identified working groups organized around a specific issue area as an important feature for adoption as they offer the following advantages:

- Targeted opportunities for engagement and action while the container maintains the wider structure;
- Convening and collaboration is aligned with organizations' missions and workloads without having to dedicate time or resources beyond their scope;
- Relationship building is deepened through sustained participation.

In the construction of these working groups, partners emphasized the importance of ensuring that future groups account for and are able to integrate existing collaborative efforts.

Equity

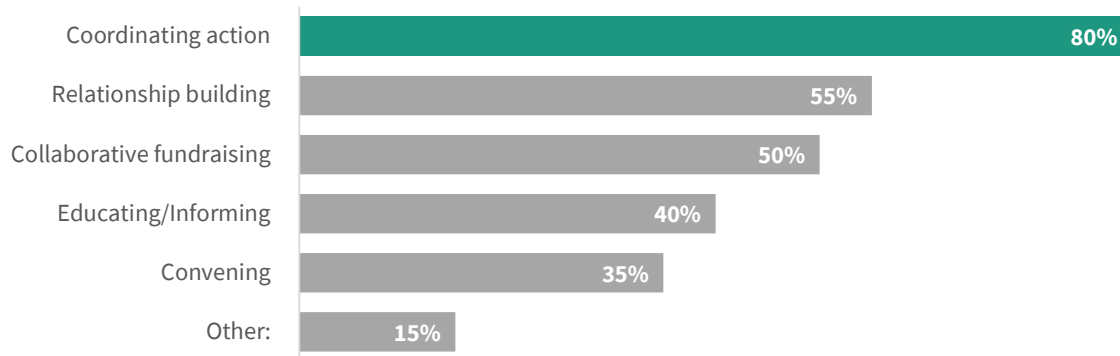
Regarding how equity is incorporated into these collaboratives, partners appreciated different elements of the community engagement framing of both models. Further, in terms of how that framing was put into practice, some appreciated how San Diego's model was primarily staffed by women of color, including at the most senior levels and board, and others appreciated the deep attention to residents and advocates in the Los Angeles model. The latter gave rise to a deeper conversation around approaches to resident engagement, including questions such as: How are residents represented through organizations? And, how can interest and empowerment be sparked for their participation in a larger container?

Local Reflections

Core Functions & Issue Areas for a Future Container

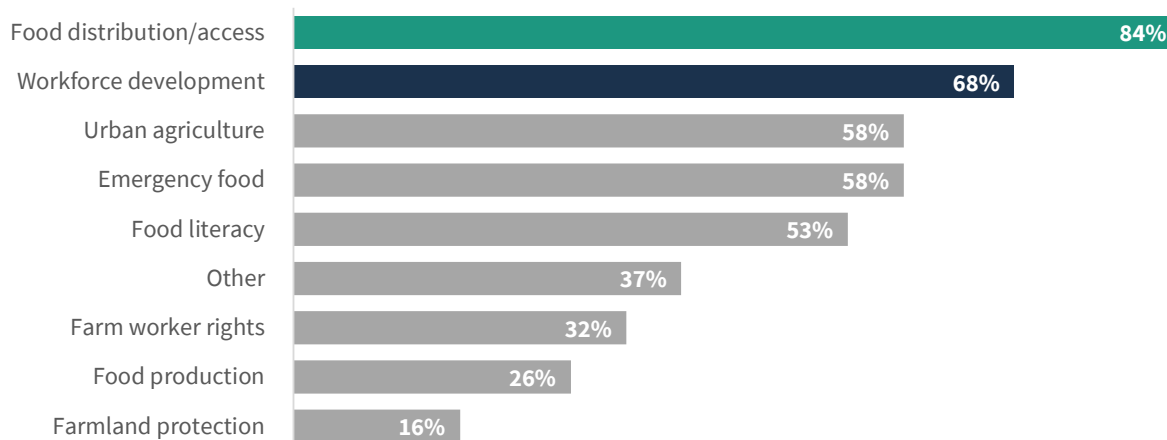
Clear direction emerged on the core functions and issue areas a collaborative food container should undertake. The two graphs below reflect the outcomes from the survey and their findings are echoed across the other data sources.

Core Functions of a Collaborative Food Container



With regard to the finding on “coordinating action,” partners offered additional detail, expressing a desire for action to be coordinated not only across the vast spectrum of food system activities but also at different scales. It is also worth noting that this finding on core functions bear similarities to the results of a separate question asking partners what specific supports and resources would have been most helpful during and after COVID. Partners responded to that question with the following categories: funding, communications, relationship building and collaboration, and community feedback. Further details within each of those categories may be found on pp. 5-6 of the Survey Findings Report.

Critical Issues to Address



Responses for “other” included: food security, food justice (distinguished from food access), local food processing, policy, nutritional insecurity, and food chain worker rights to include all workers in the food system.

Local Reflections

Leadership Qualities

Partners noted key characteristics which they believe are important for a future leader of the container to embody. It is important to note that partners did not identify a specific person or group, but instead reflected more generally on the qualities that would be most important moving forward. The following list surfaces those qualities from the data sources:

- **Capacity:** a future leader would be able to ensure forward progress by being able to focus their time and resources solely on building and managing the container;
- **Diversity:** a future leader would ideally be someone who reflects the wider community, representing any number of historically marginalized groups;
- **Awareness of Regional Perspectives:** a future leader would need to be able to not only account for the diversity of needs that the region presents, but also be able to intentionally incorporate, integrate, and align the existing spectrum of work already underway.

Geography

Across the three data sources, there is no clear consensus on the geographic scale that a future container should span, with partners offering insight into the value and challenges of both a county-specific or multi-county focus.

As a general outcome, it appears that taking action at a local scale would be appropriate, while essential coordination, monitoring and evaluation, and learning and adaptation would be much more effective at the regional scale. The reasons for each option have been surfaced from the three data sources and are compiled below:

Sacramento County Focus

- Broader geography adds complexity;
- Easier to focus on issues and convene on a smaller scale;
- Priorities differ across counties, particularly in the rural/suburban counties;
- Existing collaborative efforts should be strengthened first;
- Decision-making happens at the local level for feasible advocacy-related work.

Multi-County Focus

- Strength in working at a broader level;
- More comprehensive understanding of fellow partners' issues, in turn making it easier to uplift one another;
- Stronger network to depend on in moments of crisis (e.g. COVID and wildfires);
- Maximizing collaborative potential at the programmatic level and need room for growth;
- The foodshed is not bound by political jurisdictions;
- Planning and facilitation can reflect all of the primary components of the food system, some of which might be missed if county-focused;
- The question of how to integrate Yolo County and West Sacramento;
- Can function as stronger, more well-rounded force for policy initiatives and advocacy efforts.

Local Reflections

Geography & Funding

With regard to funding and geography, there is general agreement on the need for collaborative funding, though there remains a difference of opinion on the scale. Some feel funding is easier to obtain when focused on one county, while others feel that convening on a larger scale allows for the opportunity to pose stronger, more well-rounded funding asks.

Funding

With respect to funding, partners stand in general agreement that a future container would best serve them if it could offer support with the following items:

1. Identifying and sharing funding opportunities for both individual orgs and joint ventures;
2. Offering technical assistance on applications; and
3. Generating funding (e.g.: collective fundraising).

Funding Sources

The majority of partners believe that the group should be open to pursuing a range of funding sources, such as corporate partnerships, foundations, local governments, community benefits, fee for services, and value-added services.

Food Fund Establishment

Just under half of the partners who responded to the survey would have the capacity to work on food fund establishment, and most partners who were interviewed expressed they would be willing to participate. Partners agreed that it would be helpful to establish clear expectations for what their participation would entail.

With regard to where the fund should be housed, partners appear to prefer the flexibility and emphasis on equitable distribution that a foundation can provide over a local government entity. When reflecting on the benefits and drawbacks of local government funding, partners believed that engaging with city and county funds is important and should be approached strategically; however, many voiced concern about how funding can be cut during lean times, susceptible to political agendas, and slowed up by bureaucratic processes. A partner representing local government offered support for working with a foundation, explaining how government funds stop at borders and a container could ensure food is directed to wherever it is most needed.

Points for Future Conversations

In the process of discussing funding sources and food fund establishment, additional funding-related themes and questions emerged which will require deeper, sustained conversation in the future. These include fiscal responsibility, ideas on how to apply for joint funding in the meantime, and the possibility of funding partner orgs to sustain participation in a future container.

Avenues for Action

Drawing from the “Findings” section above, the following recommendations offer guidance on development of a future food systems container. The recommendations reflect key learnings from a combination of evaluation data conducted over a decade by LPC Consulting Associates Inc., national research findings vetted at the local level, community listening circles with a diversity of food systems partners, and best practices derived from ten years of facilitating the Healthy Food for Collaborative in South Sacramento.

These foundational actions for constructing the container are grouped into three main categories: the *content of the container*, the *logistical process of building the container*, and the *social process for building of the container*.

- Recommendations at the **content-level** provide direction on the scope of work for the container to undertake.
- Recommendations on the **logistical process** of building a container provide direction on next steps required to build a stand-alone container, given that there is not a single organization which, in its current form, meets the requirements specified at the content-level.
- Recommendations on the **social process** for building the container refer to facilitative techniques and strategies that will aid in harmonizing group momentum.

Readers will notice that equity is explored in both the content and social foundation sections given that it must be considered in both the content (i.e. the “what”) and the process (i.e. the “how”).

These recommendations are meant to serve as springboards for action which propel the work forward *and* are to be supplemented with the findings sections of the three data sources, which must be viewed as the anchor documents from which this summary in general, and the following recommendations in particular, are sourced.

The Content of the Container

1. Focus the core functions of the container on “backbone” services.

Backbone services would include the following elements:

- **A Network Approach to Food Systems Management:** Build a more integrated and connected network of food system partners in order to shape policies and attract resources for food work. The network approach follows a wider trend across the social impact sector which leverages collective resources, power, and voice towards systemic change.
- **Food System Action Planning Alignment:** Actively align on-going research and planning at the regional, county, city and neighborhood level to link priorities with actions. Actions to guide the present scope of work at the regional level have already been defined in Valley Vision’s Food System Action Plan (2015, updated in 2021). Future work must ensure alignment across additional action planning efforts and hold space for new priorities that emerge at the local level, including the efforts by the mayor’s office and the Sacramento Food System Partnership.

Avenues for Action

- **Workgroups – A Facilitated Approach to Action:** Dedicate facilitative support for content experts throughout the food space in order to take collaborative actions that achieve systemic change.
- **Storytelling to Advance Advocacy + Outreach:** Create better awareness among stakeholders and the public about what is happening in the food system, including through digital mediums.
- **Food Fund Development and Management:** Oversee the development of regional and local food funding mechanisms and inform how funds should be directed to food system priorities. Please see point #3 below for additional detail.

2. Center core attributes of the container on the following:

- **Equity-centered:** Consciously center equity, trust, and relationships at each step of the way. At the content level, equity must be embedded into the fabric of the container's approach to food work. For support with this element, The Othering and Belonging Institute at UC Berkeley launched by John A. Powell can provide meaningful framing and theoretical direction on the role of equity in our food system.
- **Food-focused:** Focus the container on food work and ensure equitable representation across sector and org size. Facilitating capacity-building for smaller orgs, while supporting larger orgs in their work with an eye towards ensuring funding equity, can help alleviate the possibility of competing for local philanthropy
- **Dedicated Staffing:** Ensure well-resourced staff are dedicated to the provision of consistent backbone services (listed above) year-over-year.
- **Regional Focus, Localized Action:** Balance a regional focus with localized action to ensure the container is nimble enough to take and facilitate action by issue area, while still being able to have a regional voice that collaboratively dreams, convenes, and accounts for the full spectrum of efforts which contribute to a whole, health-promoting food system but do not overlay neatly with geographic boundaries.

Taking action at the regional level has proven cumbersome in the past and taking action at the local level only has proven insufficient to making system wide impact. Lessons learned from HFAC provide proof of concept for this balanced approach: Success was incumbent upon the Collaborative's ability to at once reflect the *unique* assets and requirements of *each neighborhood* within South Sacramento, while still presenting a *unified* voice when advocating for and advancing the work in external arenas (i.e. city, county, etc.). South Sacramento vs. The Avenues is a perfect example of this point and serves as a microcosm of the regional vs. local tension. A successful future container must reproduce that interplay at a magnified scale—i.e. between the local and regional level—which HFAC was able to achieve between the neighbourhood and wider South Sacramento level.

- **Leadership Council:** Create and coordinate a diverse Leadership Council of content and community experts who represent the full spectrum of food systems efforts and can provide informed guidance on the container's undertakings.

Avenues for Action

3. Diversify funding sources and engage innovative approaches to pursue funding.

- **Healthy Food Fund Development:** Develop and sustain healthy food funds guided by action planning efforts. Ensure content and community experts are consulted in the distribution of funds and guided by action plans. Span the full spectrum of partner activities by ensuring future funding efforts and mechanisms cross geographic boundaries and sectors.

To account for the full spectrum of partner activities, future funding efforts and mechanisms must cross geographic boundaries and work in partnership with city and county funds which have geographic limitations. Having a regional fund for wider dollars and efforts and connecting it to local dollars will allow funding to span the spectrum of efforts and geographies. Local government officials support this approach, as a broader container can ensure both food and funding is directed to where it needs to go.

- **Holistic Approach to Food Systems Funding:** Reframe thinking to approach the whole food system as an asset class worthy of investment. Given that an asset class is simply defined as a group of similar investment opportunities, our food system provides multiple points of opportunity for investment.
- **Diverse Funding Sources:** Pursue diverse funding sources and consider a wider spectrum of financial tools. Depending upon the activities that partners choose to pursue, different financial tools will be better suited than others. For example: infrastructure development is best served by bonds, sustained programmatic funding is best served by tax-increment financing (TIF), and profit generating activities could be served with any of the access to capital tools depending on their scale. This approach will allow future funding efforts to be balanced between pro-active and re-active funding needs.

The Logistical Process of Building the Container

4. Implement a Two Year Path for Interim Leadership that balances offering *interim convening and backbone services* with developing a *future container*.

As there is no organization in the regional food space which currently meets all of the above recommended criteria to immediately steward a food systems container in the long-term, a two-pronged approach which balances interim and long-term needs must be adopted.

Two high-capacity organizations do currently exist that could provide *interim* convening support and backbone services for current food initiatives underway, in addition to driving the development of a new food-systems container. These include Valley Vision and Community Alliance with Family Farmers (CAFF). In addition to providing this interim backbone support, it is strongly recommended that Valley Vision and/or CAFF work in collaboration with food systems partners across the spectrum to develop the new future container.

With regard to developing a new *future container*, four possible options already exist that should be considered before any new entity is launched. The following options reflect existing possibilities which have demonstrated history of impact, breadth and depth of work, and deep existing relationships. At the same time, it must be acknowledged that these options would require a significant amount of further

Avenues for Action

development and capacity building before they could be formalized enough to serve as a future container.

These options include:

- *Option 1 - California Food and Farming Network (CFFN)*: While state-wide in scope, CFFN has experience in this space and holds potential as a future container worth exploring. One of the strengths of CFFN is that it is a formalized organization.
- *Option 2 - Sacramento Food System Partnership (SFFP)*: Grant-funded work under the name of the Sacramento Food System Partnership is currently underway. Though not officially an organization, this is a collaborative effort led by Sacramento Food Policy Council and Green Tech. While SFFP is relatively new, is not an official organization, and is currently Sacramento County focused, there is the possibility that this effort could be expanded and formalized into a future container for the food space.
- *Options 3 & 4 - Food System Collaborative (FSC) and Healthy Food For All Collaborative (HFAC)*: While neither were official organizations, the original FSC or HFAC have a combined track record of over ten years convening partners towards collaborative food systems transformation. Either convenor could be resurrected, expanded, and formalized into the stand alone container.

Under any scenario, the interim backbone organization would require the support of experts in the regional food space to co-create a new stand-alone container who would serve as the Leadership Council. The interim role would optimally be held for a two-year period as they hold the primary role of convenor and attend to an initial set of backbone services (such as calendaring, note-taking, and communicating updates across the network).

Allowing wider criteria for holding a seat on the council (i.e. looking to the program director or project manager level), rather than automatically deferring to the executive director, could potentially address equity issues at predominately white-led orgs. Additionally, when considering a seat on the Leadership Council, it is important that an individual undergo honest self-reflection to consider whether they possess the capacity and resilience to weather the process fatigue that could emerge from sustained engagement in the length and depth of the conversations required to build the container.

5. **Balance Content and Process Expertise.** Build and nurture an intentional partnership between content experts who can strategically *inform* the group and process experts who can strategically *guide* the group. This can take the form of co-facilitation (one content and one process expert) OR bringing in a process facilitator to work with a steering committee of content experts (partners within the container) who are representative of the communities being served. The intentional pairing of someone with content expertise with someone with process expertise to support and facilitate the group towards and through action ensures that the group is taken care of from all possible aspects.

For further clarification: the content expert tends to the substantive aspect of the group's goals ensuring alignment with trends/needs in the field and can weigh in/guide areas related to group's goals from a subject matter perspective. The process expert tends to the relational aspect of the group's work as well as ensures that the group's strategic trajectory is aligned with its broader action plan and stated objectives.

The Social Process of Building the Container

Avenues for Action

Building the social foundation of a container for the food system means incorporating key practices that center equity while fostering safety, inclusion, and collaboration. Bringing partners from across the food system together means bringing together a diverse array of experiences, expertise, and perspectives – in order to leverage these elements into a unified space that is cohesive, inclusive, and collaborative, special care must be taken with how the social foundation of the container is set-up.

- 6. Center Equity.** Acknowledge and integrate the wisdom and perspectives of BIPOC partners and community members. There is a recognition that within the Sacramento food space there is a predominance of white-led institutions. Creating an equitable, inclusive, health promoting food system will require more than the existing experts' voices at the table, as this only represents a specific portion of the community. A future container will be best served by holding space for wider perspectives as it relies on the insights and expertise of folks who have been deeply involved in the food space and will also serve as a critical lever in informing the way forward.

The container must also be undergirded with education and the history of race and racism in the food space as a way to build shared language and understanding of how different communities have been impacted, as well as how white dominance continues to harm communities of color and permeate our everyday ways of thinking, doing, and engaging. This creates space for partners to come into conversations with increased awareness and a more informed lens, particularly when navigating conversations about racial disparities and the disproportionate impacts BIPOC partners and communities experience within the food space and beyond.

- 7. Begin with Relationship Building.** Prioritize trust and relationship building, as these provide the foundation for groups to connect and effectively, respectively, and authentically navigate difficult conversations. This is often the arena that is neglected when any new group is forming as the focus tends to be on putting into place structures and processes. It's important to keep in mind the "and" here, one can put those into place *and* tend to the relational aspect by building trust and relationships within and across the group.
- 8. Emphasize Actionable Steps.** Partners agree they want a space where they are able to come together and want to move into action. In order to combat the overwhelm and fatigue that can often arise in a collaborative process, it is crucial to emphasize actionable steps, particularly for seasoned partners who have been participating in this work over the long term. Past experience has demonstrated that finding one goal which partners from *across* the food spectrum can come together around was challenging and led to *multiple* conversations about the purpose of a collective space. And even when a goal was identified, capacity is often limited to take action outside of the goals set forth in each partner's respective work plans, leading previous attempts at 'calls to action' to fall short, creating more frustration and tension. Needless to say, these learnings further underscore the need for a future backbone organization which can take this burden off of the shoulders of overtaxed orgs who are more often than not working on the front-lines of our food system.
- 9. Create Group Guiding Principles/Guidelines.** Set expectations for how partners will engage with each other and be reflective of the collective voice and perspectives. Ideally, these principles center collective wisdom, ensure equity of voice, and create brave space for difficult conversations.

Avenues for Action

- 10. Create a Shared Values Statement.** Collectively identify which values will serve as a north star for group process, discussion, and decisions. They will also fundamentally inform how partners agree to approach their work together, which ultimately has the potential to lead to valued-aligned partnerships, strengthened relationships, and sustainable collaborations.

Concluding Remarks

A decades worth of experience and research findings have illuminated the overwhelming consensus that food work in our Sacramento community needs to be held in some type of collaborative container. While there certainly is an acknowledgement that we are all doing great work individually, there is also agreement that we will not make systemic improvements to the food system under our current siloed approach. Furthermore, despite a rare combination of food, environmental and political assets, our region is falling far short of its potential and continues to experience many of the same food and diet related challenges that communities with far less resources deal with. A container brings the shared value statements, guiding food action plans, facilitated actions, cross sector coordination, storytelling and fund development that we need to truly move the needle towards an equitable and health promoting food system. Our collective hard work over the last two decades has paved the way for this moment, but we must take the next step. Thank you so much to all of the many talented and dedicated partners who contributed their time, honesty, expertise and insights to this report. Our persistence in this effort will bear fruit!

APPENDIX G5:

HFAC Final Executive Summary

A Landscape Review of Governance Models and Funding Mechanisms for Local Food Systems Transformation in Sacramento

March 2022

PREPARED BY: GRASSROOTS GLOBE



Background

Sacramento is one of the most abundantly productive agricultural regions in the world, yet high levels of food insecurity continue to plague low-income communities and communities of color—a reality that has been exacerbated by the COVID-19 pandemic. In an effort to support the healing of our food systems, The California Endowment (TCE) launched a ten year, state-wide initiative from 2010-2020 entitled Building Healthy Communities (BHC), with South Sacramento being one of the fourteen selected sites for investment. Through the BHC initiative, a group of food-systems non-profits now had additional support and a new mandate to convene as the Healthy Food For All Collaborative. Their goals included increasing access to healthy food as they engaged residents as advocates for change in creating a just and equitable food system. The HFAC's monthly convenings eventually began attracting food systems partners from beyond the BHC's geographic boundaries, and, with the Initiative's sunsetting in 2020, food systems partners internal and external to the HFAC expressed a desire to not only continue collaborating and strengthening their partnership network and collaborative work, but to further expand and formalize.

To that end, this report summarizes the research findings on existing governance structures and funding mechanisms gleaned from successful food systems groups which could best serve the growing needs and aims of food systems partners who wished to be mindful of best practices as they take their work to the next level.

Methodology

This landscape review of governance models and funding mechanisms which could support local food systems transformation was undertaken with the intention of identifying models that already exist for effectively, collaboratively, and inclusively bringing food partners together across geographic boundaries in a space to connect, communicate, and take action. In both cases, particular emphasis was placed on seeking out models which were most innovatively approaching those needs, such that their framework for connecting expanded the realm of possibility for what collaborative food systems work could achieve.

With respect to governance models, an initial set of themes for exploration emerged from the Healthy Food For All Collaborative's April 2019 Retreat where partners began clarifying a vision for the future, which were further refined during continued conversations through early 2021. The themes emerging from the retreat (please reference the retreat report for further detail) included: increased power to influence regional decision-making, equity-centered approaches, and discerning possibilities for deeper connection and expansion. The research parameters were further refined to ensure that the models which surfaced reflected a degree of maturation, such that they had evolved beyond existing as an entity housed in a local government office in order to ensure autonomy and demonstrate wider influence in decision-making. The scope for the governance research originally spanned the United States but was expanded to include Canada, as the developmental progression of one governance model in particular from British Columbia mirrored the very process that Sacramento is currently evolving through.

With respect to funding mechanisms, the intention was to identify the full spectrum of mechanisms available which could sustainably fund food systems work at scale, year-over-year and, where possible, examples of where those mechanisms had been successfully deployed. In both cases, the research parameters considered the potential for local replication in Sacramento and findings were gleaned from the full spectrum of digitally available and relevant literature.

Finally, although these findings are meant to provide a sense of orientation within a fuller landscape of possibility, it is important to remember that this research has ultimately been undertaken with the intention of soliciting local feedback from the widest range of food system partners possible. This approach ensures that the development of a future container would integrate best practices gleaned from high level findings in such a way that they would be rendered locally meaningful to Sacramento.

Overview of Findings

The research findings are summarized in this section in order to provide introduction and direction for the remainder of the report which details each finding in greater depth. When reviewing the findings, particular emphasis should be given to the "Key Elements" finding of the governance section and the "Specific Tools" finding of the funding section, as these elements contain specific recommendations and suggestions for local replication which emerged from the research.

The research on **governance models** gave rise to two types of findings:

- 1. Individual Governance Models (pp. 4-6):** These featured models most completely reflected the desired criteria outlined in the methodology section. These include the Capital Region Food and Agricultural Initiatives Roundtable and its corresponding network entitled The Good Food Network based in British Columbia, Canada; the Los Angeles Food Policy Council; the San Diego Food Systems Alliance; and a bonus equity-focused model from the Western Upper Peninsula of Michigan. That the findings for this element are primarily gleaned from California, even despite the wider geographical scope of inquiry, reflects California's progressive approach to food systems work. *This finding is presented as a series of case study briefs for ease of review and comparison, with major points of focus including: core functions + issue areas, leadership structure, attention to equity, and funding sources.*
- 2. Key Elements (pp. 7-8):** These elements reflect the most powerful and impactful approaches of all models reviewed and, where relevant, reflect commonalities across models which emerged from a cross-model analysis. *This finding is presented as a list of recommendations, including references to specific models which best exemplify that element.*

The research on **funding mechanisms** gave rise to three types of findings:

- 1. A Systemic Reframe (pg. 9):** The present moment is witnessing a major transformation in the conversation surrounding funding for local food systems transformation wherein the food system is being recognized as an asset ripe for diversified forms of development finance. This reframe provides the theoretical grounding upon which the other two funding findings are built. *This finding is presented as an exposition outlining the importance of this reframe, including a high-level, two-step process for food system partners to consider in their future convenings..*
- 2. Specific Financial Tools (pp. 10-12):** Building on the previous finding which reframed our food system as an asset class ripe for investment, these tools represent a fuller spectrum of financial mechanisms through which investment can be driven into our food system beyond the typical approach of pursuing grant funding. Though these tools have been explained as simply as possible in the space available within this report, truly understanding the nuances of these tools and their applications will require a deeper financial analysis. With this in mind, holding safe and open space for future questions and conversations is a necessity. Additionally, it is important to note that while general recommendations can be made for potential tools to pursue

as part of a well-rounded funding strategy, ultimate decisions must be based on the set of activities that food partners choose to prioritize and pursue. More concisely, certain financial tools are more appropriate for some activities over others—and partners will have to first collaboratively identify those activities. *This finding is formatted for ease of comprehension as a glossary of available tools and examples of where they have been successfully deployed, including initial suggestions (rather than firm recommendations) of tools to pursue.*


- 3. Individual Funding Models (pp. 13-16):** With respect to food funds, three models emerged which present distinct approaches to advancing local food systems transformation: the King County Regional Food System Program, the Philadelphia Food Justice Initiative, and the Michigan Good Food Fund. It is important to note that while each deploys their funding differently, these funds work in partnership either with a government entity, development bank, and/or major foundation. Additionally, though the King County and Philadelphia models both operate in a grant-making capacity, the means by which they acquire their funds for distribution are very different, in turn presenting two very different models from which inspiration can be drawn for how funding can be generated and developed. *This finding is presented as a series of case study briefs for ease of review and comparison, with major points of focus including a programmatic overview, eligibility criteria, financing options, and funding sources.*

Concluding Remarks

The previous decade has witnessed a tremendous amount of growth in the power and capacity of Sacramento's food systems partners who are well positioned and ready to expand their collaborative work. This maturation of the food space which has been grounded by current and vetted food system action plans, provides fertile ground to stabilize, re-frame and transform our local food system. The successful models featured in this report have innovative financing and social impact oriented governance. If Sacramento is to have similar success creating a more just, equitable and health promoting food system, it would be well served by following the lead of these existing efforts.

GOVERNANCE MODEL: THE CAPITAL REGION FOOD & AG INITIATIVES ROUNDTABLE & THE GOOD FOOD NETWORK

pg-4

 **Victoria, BC** - Capital of British Columbia | 15th largest metro in Canada | City pop: 85,792 | Reg pop: 367,770

CORE FUNCTIONS, + KEY ISSUE AREAS

OVERVIEW | The **Capital Region Food & Ag Initiatives Roundtable** (CRFAIR) was initiated in the 1990s as an informal network of organizations promoting food security in the BC capital region and have since grown and formalized as a non-profit to represent **the most evolved model of in all of North America**.

The **Good Food Network** was created by CRFAIR to organize collaborative efforts across the regional foodscape and is comprised of over 2000 organizations, communities, non-profits, grassroots initiatives, teachers, researchers, health promoters, local government, planners, and farmers working towards a shared vision for a healthy, sustainable and more equitable food system in the Capital Region. The network formalized in 2015 and incubates new initiatives, coalitions, and networks.

CORE FUNCTIONS + KEY ISSUES | Today, CRFAIR's sole purpose is provides backbone support to the Good Food Network, via the following activities:

- **Generating funding** for coordination of network activities
- **Connecting and aligning relationships** for collaboration across the network and the strategy areas
- **Communications** within the network and support for public communication strategies, e.g. web/tool hosting
- **Proposal** development and fundraising to support the strategy
- **Develop partnerships** to advance and manage the data collection, synthesis and generation of learning and progress reports
- **Support for the Leadership Council** meetings and strategy monitoring, learning, and adapting
- **Strategy monitoring:** roundtable members and key advisors come together annually to review the efforts of the working groups, identify emerging issues and priorities and realign the work of the org
- **Filling gaps** in project delivery and management where there is lack of leadership able to step forward
- **Supporting and coordinating working groups** as needed
- **Coordinating the Good Food Summit**

GUIDING DOCUMENT | The **Good Food 2025 Collective Impact Strategy** is divided into **three impact areas**, with strategic goals around **Healthy Food Access, Food Literacy, and the Local Food Economy** and working groups are organized into a framework called the **Constellation Model** (see appendix).

LEADERSHIP STRUCTURE: LEADERSHIP GROUP + BOARD OF DIRECTORS

Good Food Network Leadership Group

The Good Food Leadership Group is a panel of network experts that provide leadership capacity and strategic guidance to the Good Food Network and CRFAIR. This body functions at the highest level, ensure the Good Food 2025 initiative is achieving its goals. The Leadership Group is responsible for providing guidance on strategy, community and stakeholder engagement, the development of shared measurement, research and reporting. When necessary, the Leadership Group will also act as a liaison to the wider community, local government, and other authorities.

CR-FAIR Board of Directors

The Board of Directors supports the organizational structure of CRFAIR by developing, implementing, and monitoring policies that will allow the organization to carry out its work.

While CRFAIR's Board undertakes typical functions, please note (as listed above) that CRFAIR *also* provides strategic insights back to the Leadership Group based on the insights from its coordination efforts.

ATTENTION TO EQUITY

Room for Growth: CRFAIR's establishment predates the discursive emergence of racial equity in relation to food systems by approx. 20 yrs and instead strongly reflects the long standing dominance of the 'food security' framework. A number of their programs, community + resident engagement, and participatory action research do reflect a food justice orientation. They have hired a Justice + Belonging Advocate (most advanced articulation of racial equity work) and include a land acknowledgement.


FUNDING SOURCES

Foundations: Vancouver Foundation ♦ Victoria Foundation ♦ The Horner Foundation ♦ Real Estate Foundation of BC

Other: Island Health (*healthcare services provider which supports grant applications and disperses funds*) ♦ Vancity (*values-based financial cooperative that funds community programs*)

GOVERNANCE MODEL: SAN DIEGO FOOD SYSTEMS ALLIANCE

pg. 5

 **San Diego County, CA** 2nd most populous city in CA | City pop: 1,423,851 | County pop: 3,338,330

CORE FUNCTIONS + KEY ISSUE AREAS

OVERVIEW | The San Diego Food Systems Alliance is a multi-stakeholder coalition with 501(c)(3) status launched in 2012 in response to a food systems assessment conducted by UC Davis Agricultural Sustainability Institute. The initial 18 months of the Alliance's formation and convening was facilitated by Ag Innovations, a CA-based organization specialized in forming cross-sector collaboratives focused on agriculture and food systems transformation.

CORE FUNCTIONS + KEY ISSUES | Their mission is to cultivate a healthy, just, and sustainable food system in San Diego County through three primary avenues: **Promoting Collaboration, Influencing Policy, and Catalyzing Transformation**. To achieve these ends, the Alliance undertakes the following activities:

- **Facilitates Leadership Council**
- **Convenes 5 Working Groups:** Good Food Purchasing Program ♦ Healthy Food Access ♦ Reducing Barriers to Farming ♦ Urban Agriculture ♦ Wasted Food Prevention & Recovery.
- **Food Policy/Advocacy:** influences policy by conducting policy research, leveraging its network of diverse stakeholders to inform and advance equitable food system policies, providing education for decision-makers, and supporting planning and implementation.

GUIDING DOCUMENT | The current, wider vision for their work is entitled "San Diego Food Vision 2030" and includes three goals (Cultivate Justice, Fight Climate Change, Build Resilience), ten objectives, and a corresponding set of strategies.

LEADERSHIP STRUCTURE: COUNCIL | FOOD VISION STEERING COMMITTEE | BOARD OF DIRECTORS

Leadership Council

The Leadership Council is comprised of 40 leaders from across the full spectrum of the food system, including non-profits, local government, funding bodies, farmers, grassroots advocates, small food businesses, waste management, and university researchers who **guide the Alliance's overall strategy as a multi-stakeholder coalition**.

Food Vision 2030 Steering Committee

The 16-member Steering Committee was created to **ensure that the Vision is grounded in the aspirations and values of the Alliance**.

This steering committee is similar to the Leadership Council in terms of its member makeup, but it's domain is specific to the Vision.

Executive Board

The 4-member Executive Board provides **operational, fiduciary, and communications support for the Alliance as an organization**.

ATTENTION TO EQUITY

- **Robust Statement on Justice:** centers a vision for racial justice in the local food system.
- **Land Acknowledgement:** while Indigenous groups are mentioned once within the above statement, the one-line acknowledgement itself appears perfunctory and appears to exist without connection to Indigenous partners.
- **Organizational Makeup:** primarily staffed by women of color, including at the most senior levels and board.
- **Community Engagement:** partnered with local entities directly serving those most affected by systemic inequities to uplift their voices for inclusion within Food Vision 2030, including targeted outreach to food systems workers.

FUNDING SOURCES

Private: Corporate Partnerships ♦ 1% For The Planet ♦ Visionary Circle

Foundations: 24 foundations, including those across state-level, corporate grocers, family funds, healthcare providers, public and private environmental champions, and food system specific funders

Local Gov: SD County Health & Human Services Agency

GOVERNANCE MODEL: LOS ANGELES FOOD POLICY COUNCIL

pg. 6

 Los Angeles, CA

Most populous city in CA | City pop: 3,792,621

CORE FUNCTIONS + KEY ISSUE AREAS

OVERVIEW | The Los Angeles Food Policy Council has evolved from its original structure as a traditional food policy council housed in the LA mayor's office to become **the largest food policy council in the country that now serves as a dynamic backbone organization for a network of over 400 organizations and agencies** working to create a healthy, sustainable, and fair food system for all. Their fiscal sponsor is Community Partners.

CORE FUNCTIONS + KEY ISSUES | Drawing on a **collective impact ecosystem model**, they aim to create transformative change in three primary ways:

1. **Cultivate** a diverse network of change makers from across the local food system, from farm to fork and beyond, through cross-sector working groups, network events and other civic engagement activities.
2. **Align**: provide strategic guidance to our stakeholder network through facilitation, research, policy development and training.
3. **Make Impact**: translate collaboration into policy outcomes and help incubate, launch, and lead food system initiatives.

Facilitates 5 Working Groups to Organize Ecosystem: Regenerative and Urban Ag ♦ Food Waste Prevention + Rescue ♦ Farm to School and Gardens ♦ Good Food Purchasing Policy ♦ Good Food Economy

Operate 5 Programs: Healthy Neighborhood Market Network ♦ Community Chefs LA ♦ Food Leaders Lab ♦ Network events ♦ Seeds of Change LA

GUIDING DOCUMENT | The current strategic directive for their work is entitled "**Good Food Movement 2018-2023**" and encompasses the following broad headings of work: Close the Access Gap ♦ Grow a Fair Local Food Economy ♦ Strengthen Climate Resiliency ♦ Build Diverse Leadership Capacity.

LEADERSHIP STRUCTURE: LEADERSHIP CIRCLE | EXECUTIVE BOARD

Leadership Circle

The Leadership Circle is comprised of leaders from every sector of the food system, including non-profits, local government, chefs, grassroots advocates, corporate partners, and university researchers and **provides strategic oversight, guidance and support** to the Los Angeles Food Policy Council.

Executive Board

The Executive Board **oversees governance and fiduciary matters** for the organization.

ATTENTION TO EQUITY

- **Forward-Thinking Framework**: encompasses racial equity + inclusivity, environmental stewardship, food sovereignty, wellness, integrity, and mutual respect for the interconnectedness of food system actors. Draws on theories of network-based change, particularly emergent strategy, a dynamic, fractal, nature-based approach to facilitating conscious change. However, the framework **lacks a land acknowledgement**.
- **Organizational Makeup**: primarily staffed by P/WOC, esp. senior levels of the org, board, and leadership circle
- **Community Engagement**: deep attention to residents/advocates → projects and initiatives often emerge from the ground up given the predominance of street vendors, neighborhood markets, and nature of the local food culture

FUNDING SOURCES

Foundations: Jessie Noyes Foundation ♦ CA Wellness Foundation ♦ Flora Family Foundation ♦ Leonardo DiCaprio Foundation ♦ Angell Foundation ♦ Annenburg Foundation ♦ Goldhirsh Foundation/My LA2050 ♦ Activation Challenge

Local Gov: City of Los Angeles Economic and Workforce Development Dept.

Health: Kaiser Permanente Community Benefits Program ♦ American Heart Association Voices for Healthy

EQUITY MODEL: WESTERN UP FOOD SYSTEMS COLLABORATIVE

pg. 7

 **Western UP, MI**

Very rural | Pop: 311,316

OVERVIEW

OVERVIEW | The Western U.P. Food Systems Collaborative is a grassroots coalition made up of government, non-profit, university, public, and private entities across Michigan's Western Upper Peninsula. Thus far, the Collaborative's website, mission, vision, and case statement are under development (and they state always will be). Working versions are featured below. They have identified an overarching goal and a set of objectives to move towards them. They have been included for the depth of their attention to equity-related and food sovereignty issues as well as the power of their knowledge hub.

Vision: We aim to create a supportive, interconnected, and equitable food system across our region through service and stewardship for the wellbeing of our earth, air, and water, and all living beings.

Mission: We work to strengthen our communities by identifying and supporting our food systems' unique gifts, local needs, and regional priorities.

Goals: Our overarching goal is **to enhance the wellbeing of all communities**, including those with roots, wings, fins, and legs, and the earth, air, and water that gives all communities life, through the following objectives:

ATTENTION TO EQUITY

- **Forward-Thinking Framework:** encompasses racial equity + inclusivity, environmental stewardship, and food sovereignty. The explicit food sovereignty framing is even more progressive than the framing adopted by the Los Angeles Food Policy Council. And the environmental stewardship framing is more progressive than the conservationist approach to even the food systems work in Washington state (otherwise the most environmentally-focused food systems group), which is currently all funded through a per-parcel tax collected in the name of conservation efforts.
- **Land Acknowledgement:** The first landing space of their website begins with a robust land acknowledgement that also extends to the "more-than-human" relatives who also call the region home. They are the *only model* which goes beyond simply having a land acknowledgment to actualizing it. Even though their partner list is still relatively small, they do feature **two** indigenous community partners.

ELEMENTS OF KNOWLEDGE CENTER

- **Western UP Story Map**
- **Community Food Resources**
- **Food Sovereignty Resources**
- **Farmers' Markets**
- **Gardens**
- **Funding/Grants**
- **Networking**
- **Reports**

GOVERNANCE: KEY ELEMENTS

The following list of recommendations reflect the most powerful and impactful approaches emerging from a cross-model thematic analysis of the models reviewed. While the first set of recommendations reflect commonalities gleaned from multiple models, the second set of recommendations emerged from specific models which were approaching their work in the most innovative ways, such that the approach contributed either to more robust funding or impact. The final recommendation emerged from a gap observed not only in food systems work in particular, but in social impact work more generally.

RECOMMENDATIONS BASED ON COMMONALITIES

Dual Governance Structure: All models uplifted in the case study section include an expert-led leadership council which provides strategic guidance for the wider network and a board of directors that supports the backbone org. This reflects a broader trend across not only the most innovative food-systems work but the broader social impact sector as well.

Dedicated Backbone Organization: All of most successful networks are organized around a supporting, dedicated backbone organization and capitalize on the additional services offered, in turn passing that support on to their constituents in the form of additional and more robust services. The model from British Columbia is the most powerful example of the scope of work that can be undertaken when organized in this manner. The Los Angeles Food Policy Council underwent a deep transformation in order to be able to serve in this capacity, and, as the newest example, San Diego appears to have organized the work in this manner from the outset of its articulation as the Alliance.

Constellation or Working Groups Model: The Constellation Model as exemplified by British Columbia allows for the organic organizing of collective action (i.e. working groups, coalitions, collaborative projects, etc.); promotes internal self-determination; and enables more graceful dissolution as specific missions and objectives are reached. The working group model is more familiar and simplified and is organized in number and topic to reflect local priorities. Alternatively, a mixed methods approach may be pursued with a few fixed working groups and supplemental constellations arising and dissolving to allow for targeted action groups to arise as needed.

Semi-Annual or Quarterly Whole Food Space Convenings: There is value in these meetings which keep the whole food space informed of the work happening across each sector and offer dedicated time and space for idea germination across the breadth of the container.

RECOMMENDATIONS BASED ON INDIVIDUAL STRENGTHS

Play to Local & State Strengths – King County, Los Angeles, and San Diego: The most successful models embody and leverage the state and local strengths and priorities in the articulation of their programmatic priorities. King County draws from Washington state's culture of conservationism to channel tax dollars collected in the name of conservation towards food systems work. Los Angeles draws from its globally renown culinary scene, while San Diego integrates marine health into its work. Sacramento could parallel this by more deeply engaging with the meaning of being the Farm to Fork Capital of the United States and the capital of California.

Radical Equity and Inclusion – Los Angeles and Western UP: The most progressive models move beyond the racial equity lens to create a health promoting food system and explicitly center the following: *emergent strategy, food sovereignty, and partnership with indigenous groups beyond a land acknowledgement*. They also include people and women of color at the highest levels of leadership.

RECOMMENDATION BASED ON POTENTIAL FOR GROWTH

Prioritize Digital Storytelling: Though the power and value of storytelling is widely accepted across the food space, stories collected are not always communicated in ways that leverage the power of a digital medium. To this end, prioritizing user interface and experience (UI and UX) is paramount for storytelling.

FUNDING: A SYSTEMIC REFRAME

Reframing the Food System as an Asset Class

This reframe is sourced from the Council of Development Finance Agencies' ['Food Finance White Paper Series'](#) which was produced with support from the W.K. Kellogg Foundation. This reframe provides the underlying theoretical support for the rest of the reports in that series which detail the specific development finance tools (explored in the next section) that can be deployed to bridge the funding gap for food systems work. This reframe presents a novel shift in the approach to funding local food systems transformation work in the US, which has been echoed across high-level entities such as CGIAR and other international development agencies.

The current lack of investment in our food system mirrors the experience of the clean energy sector a decade ago when it was considered too risky and fragmented for sustained investment funding. Given the transformation that the clean energy sector has undergone, this is promising news for food systems partners who are eager for more robust and diversified forms of funding to support the system as a whole.

In its early stages, investment in clean energy was limited, because: 1.) the sector as we now know it was only considered in terms of its individual technologies and institutions, and 2.) risk vs. reward calculations were difficult to compute due to a lack of data, impact metrics, and portfolio performance. To overcome these two problems, the constituent technologies united to build general consensus and strong performance measurements, which demonstrated how investment in clean energy could be as profitable as other sectors where traditional development finance tools had been deployed (i.e. municipal bonds for infrastructure, loans for small businesses, tax credits for community development). The result of this collaborative approach has allowed the clean energy sector to emerge as one of the most sought-out investment classes in the development finance spectrum.

The food system is ripe for undergoing a parallel transformation. Like the clean energy sector, it not only is critical to creating a healthy community, but also provides a comparable economic output. In order to achieve that outcome, a similar two-step process must be undertaken. First, food system partners must present a unified front in order to overcome the investor perception that the system is a siloed set of sectors and efforts. Developing a governance container with a unified voice will aid in achieving this step. This clear definition of the food system will aid in the second step where food partners can connect with development finance agencies to bridge the financing gap and determine which tools would be most suitable for reducing investor risk while establishing a reliable financing streams.

Through this reframe, we can see how the lack of funding in the food system is not for lack of available funding options (once we step outside of the traditional range of grants, subsidies, small biz loans, etc.), but for the lack of coherent channels where the full spectrum of development financing tools can be applied.

FUNDING: TOOLS AND EXAMPLES

The glossary below highlights a range of tools and, where possible, names corresponding examples where those tools have been successfully deployed. Additionally, and where applicable, links to points of further information relevant to their application specifically within California have also been included. The findings below are intended to serve as a springboard for a wider understanding of the options available, and, to reiterate, food partners will first have to collaboratively identify their priorities before pursuing a specific course of action, as some tools are better suited to certain ends than others.

Suggested tools include:

- 501(c)(3) Bonds – for infrastructure development or expansion
- Industrial Development Bonds – for infrastructure development or expansion
- Special Assessment Districts – for sustained programmatic financing

Aggie Bonds | Example: Iowa Beginning Farmer Loan Program

Aggie Bonds, also referred to as Beginning and Expanding Farmer Loan Programs, are small issue bonds managed by the state agriculture department or a similar authority that support qualified farmers and ranchers with eligible purchases of farmland, equipment, buildings, and livestock. Though it is unclear how to access this option in California, the California Debt Limit Allocation Committee, which operates out of the State Treasurer's Office, is currently in conversation with IBank, California's Infrastructure and Economic Development Bank, to design this loan program. Further details can be accessed [here](#). Iowa's Beginning Farmer Loan Program provides affordable financing for new, low net worth farmers for acquiring property to start their journey as farmers.

Industrial Development Bonds | Example: Muffin Man, Inc. – Laurens, SC

Industrial Development Bonds (IDBs), also referred to as Manufacturing Bonds, support either the development or expansion of manufacturing facilities, including the purchase of new machinery and equipment, with a total bond issuance limit of \$10 million. With respect to our food system, this tool could be deployed for either food-related production or processing facilities. [IBank](#) offers this form of financing, as does the [California Public Finance Authority](#) (CalPFA). Please follow each link for further detail about each program. The Muffin Man, Inc. received a \$10 million bond for the development of a new manufacturing facility that would allow them to expand their market base by selling their products at new grocery stores.

501(c)(3) Bonds | Example: Project Angel Food - Los Angeles, CA

As the name suggests, only non-profits that qualify for 501(c)(3) exemption can qualify for these bonds that can be used for debt financing or for capital projects, such as the construction, acquisition, renovation, or rehabilitation of facilities and equipment. With respect to our food system, these bonds could be used for food research facilities, food hubs, and communal kitchens. [IBank](#) and [CalPFA](#) offer this form of financing. Please follow each link for further detail about each program. Project Angel Food's mission is to produce and deliver healthy meals in underserved communities where people are too sick to shop or cook for themselves. In 2014, IBank issued \$3.1 million in bonds to support the refinancing of their 17,400 sq. ft. building which includes a commercial kitchen and office.

FUNDING: TOOLS AND EXAMPLES

Opportunity Zones | Example: Harvest Returns Opportunity Zone Fund – Federally designated

Opportunity Zones (OZ) are a federal economic development tool created through the 2017 Tax Cuts and Jobs Act that aim to improve low-income census tracts by offering tax incentives directly to investors who hold their capital gains in an OZ asset or property for a set period of time. If an investor holds for 5 years, they can receive a temporary deferral on capital gains taxes. If they hold for 10 years, they can receive a permanent exclusion on capital gains. With respect to our food system, the Harvest Returns Opportunity Zone Fund is a national investment platform solely dedicated to assisting farmers with agricultural development and job creation.

Tax Increment Financing | Example: Farmers' Market TIF District – Dallas, TX

Tax increment financing works by using anticipated, future property tax revenue to finance the present development or enhancement of site improvements, with a site being defined either as a single property or an entire district. There is additional flexibility in the ability to design a district to suit the needs of development, and the lifetime of a district's designation can vary from 10-40 years based on the timeline required to pay off the costs of development. This option is popular for its ability to utilize tax income for development without actually raising taxes or taking away from available tax revenue in the present. The Farmer's Market TIF District in Dallas was created in 1998 to exist until 2028 with a mission to serve as a funding source for public infrastructure improvements that support revitalization efforts and received \$28.8 million in funding. This framing as a public infrastructure improvement allowed the farmers' market to receive \$20 million of that funding which was used for vendor space, stalls, and restaurants.

Special Assessment Districts | Example: King County Food Systems Program

There are two main subcategories of this tool based whether the district organizer is a business/neighborhood group or a local government. In the former, the district may be managed by local property owners, a non-profit, or a local development agency, though they must be established by local governments. Business owners in the district impose self-assessed taxes on themselves in order to generate funds for physical improvements or other amenities directly benefiting the area. These taxes are paid to local governments but are immediately returned to the non-profit or development agency to deploy. In the second case where the district is run by a local government, local governments take it upon themselves to establish these districts, particularly in underserved communities where investment is lacking. This tool is the best option for sustained programmatic funding. For further information on special assessment districts in California, please see [here](#). For further information of the King County Food Systems Program, please see the case study brief in the following section.

Tax Credits | Example: Food Lifeline's Hunger Solution Center – Seattle, WA

A tax credit is a dollar for dollar reduction of a tax payer's liability, and they exist at both the federal and state levels. Tax credits are a politically popular way to expand the reach of a program's capital stack and are not susceptible to pull backs in economic downturns, which is a possibility other tools can experience. With respect to our food system, these credits have also been used to support beginning farmers, or, as in the example listed above, \$2.6 million in New Markets Tax Credits were one tool of many used to finance the construction of Food Lifeline's Hunger Solution Center, which included a new facility, warehouse, storage and freezer space, classrooms, and office space.

FUNDING: TOOLS AND EXAMPLES

Tax Abatement | Example: n/a

Tax abatements lower or eliminate tax liabilities for businesses that agree to make a significant investment in a qualified project for a set period of time in order to incentivize a business to expand, invest, or relocate into a targeted community that could benefit from further development. The investment can be made in the form of physical development, capital investment, research expenditures, job creation, etc. However, in the event that a business fails to meet its commitments, they will be required to repay the abated tax, and such provisions must be included in the language of the agreement.

Revolving Loan Funds | Example: San Diego Small Business Micro and Regional Revolving Loan Fund

Revolving loan funds are a flexible source of capital typically used to develop small and mid-sized businesses where the payments made by existing loan holders are recycled into providing funding for new loans. In order to ensure the balance between existing loans and potential future loans, a reasonable interest rate must be adopted, though this tool is able to offer flexibility with collateral and loan terms. This tool can be used for operating capital, acquisition of land and buildings, new construction and renovations, and purchasing machinery and equipment. San Diego's Revolving Loan Fund provides loans ranging from \$25,000 to \$150,000 at the micro level and \$150,000 - \$500,000 at the regional level.

Loan Guarantees | Example: Texas Agricultural Finance Authority Loan Guarantee Program

There are many types of loan guarantees with varying rules and regulations, but in essence they shift the risk typically taken on by a private lender onto a third party—usually a governmental entity—in the event of a borrower defaulting, in turn encouraging lenders to make more capital available. The guarantees are typically not one-to-one, but instead cover a smaller percentage. They are an attractive option for both governments and lenders, because both can earn a return on investment. The Texas Agricultural Authority supports farmers and ranchers to either enhance existing operations or to establish a business, and funds may be used for working capital, leases of facilities, equipment, or real estate.

Linked Deposit Programs | Example: n/a


Linked deposit programs are a type of business loan with a lower interest rate that is secured by having states or local governments buy down the interest through a deposit. These programs can vary in their rates, deposit amounts and eligibility requirements, but because of this can also be tailored to suit a wide variety of businesses.

Micro Lending | Example: n/a

Micro-lending is reserved for micro-enterprises, which are businesses that have fewer than five employees, require under \$35,000 of capital, and have an average loan size of \$7,000. These businesses are often perceived of as high risk; therefore, most micro-lending programs provide mandatory technical assistance for business development as a condition of the loan to support the development and success of the enterprise.

FUNDING MODEL: KING COUNTY REGIONAL FOOD SYSTEM PROGRAM

pg. 13

 **King County, Seattle area, WA** - 2nd most populous city in WA | County pop: 2.3 million

OVERVIEW

King Conservation District's (KCD) Regional Food System Program was initiated to provide a catalyst for making local food production more ecologically and economically sustainable. It distributes grant funding and provides small loans that contribute to the economic viability of local farmers, encourages new farmers, expands acreage in food production, improves food access, and increases demand for King County farm products. It is important to note this is not a county in the traditional sense. It is a special-purpose conservation district committed to helping people engage in stewardship and conservation of natural resources, with a population of over two million people in 34 cities and unincorporated King County.

ELIGIBILITY CRITERIA

Eligible applicants include farmers, producer networks, marketing cooperatives, farmers markets, businesses, schools, special districts, nonprofit organizations, tribes, and jurisdictions within the KCD service area. In the program's first two years KCD awarded \$1.4 million in grants to 20 organizations to implement a wide range of innovative projects to strengthen our local food economy, including:

- Small Scale Chicken Processing Equipment Loan Program
- Snoqualmie Valley Farmers Cooperative
- Regional Food Systems Metrics Project
- Farm King County: One-Stop-Shop Farm Services
- Auburn Good Food Bag
- Identifying Direct Market Opportunities and Challenges for King County Farm Businesses
- Local Institution Food Team

FINANCING OPTIONS

Grant awards have varied from year to year, and it appears that COVID-19 has impacted grantmaking abilities. For example, in 2019, \$600,000 was distributed with the average grant award being either approximately \$100,000 or under \$10,000, and the case was similar for years prior; while in 2020-21 the average award was \$20,000. A match is required in the form of in-kind, cash, or both from applicants and/or partners. Cash match is not required and there is no minimum match amount.

FUNDING SOURCES

Funding which is distributed through this program is generated from three primary sources: a local per parcel assessment fee, state-level grants, and federal grants, all of which are further detailed below.

- **Per-parcel assessment fee:** primary funding source which is essentially a property tax collected in the name of conservation across the especially created "conservation" district. The successful creation of this district reflects the state's commitment to and culture of environmental conservationism.
- **State-level:** WA State Conservation Commission Research Grant ♦ WA Department of Ecology
Although KCD is authorized by the state legislature, it is not a state agency and does not receive an ongoing operating budget from the state's General Fund, as most state agencies do.
- **Federal Grants:** Urban Resources Partnership ♦ King County Community Development Block Grants
The King County Community Development Block Grants are funds that originally are distributed from the U.S. Dept. of Housing and Urban Development.

FUNDING MODEL: MICHIGAN GOOD FOOD FUND

pg. 14

📍 **Michigan State** | State Population: 10.1 million

OVERVIEW

The Michigan Good Food Fund is a state-wide public-private partnership loan fund providing financing to good food enterprises that benefit underserved communities across Michigan. Since 2015, this initiative has provided more than \$17 million in loans and grants supporting 300+ Michigan-based food businesses that grow, process, distribute, and sell healthy food. The Fund has \$30 million in available resources.

Priorities and Goals: Healthy Food Access, Economic Development, Racial and Social Equity, and Environmental Stewardship.

The Fund was created in partnership with the Fair Food Network, Michigan State University Center for Regional Food Systems, and the W.K. Kellogg Foundation.

ELIGIBILITY CRITERIA

Enterprise qualifications are reviewed based on mission alignment, management strength, business model, and growth potential and preference is given to enterprises advancing racial and social equity, job creation, local sourcing, or environmental stewardship. Projects must increase access to affordable, healthy food in low-income and underserved communities and fit within any of the below categories:

Growers, Packers, Distributors

Bringing fresh, healthy food to communities, schools, and institutions.

Grocery Retailers

Expanding fresh food offerings in low-income and underserved communities.

Good Food Entrepreneurs

Transforming raw produce and ingredients into healthy products.

The Fund finances good food enterprises looking to grow and expand which meet the following criteria:

- Profitable or can demonstrate a path to profitability within 12 months.
- Strong, committed management team.
- Able to provide financial projections for two years including income statements, balance sheets, and cash flow statements.
- Two years of operating history.
- Collateral in the form of business and/or personal assets, corporate and/or personal guarantees.

FINANCING OPTIONS

OPTIONS

- **Loans range from \$2,500 to \$6,000,000**
- **Loan rates start as low as 5% and New Markets Tax Credits** are available for qualified projects.
- **Limited grant dollars** may periodically be available with the goal to prepare enterprises for financing. The Fund does not offer stand-alone grants.

USES

- Permanent Working Capital
- Inventory
- Equipment Purchase
- Real Estate Acquisition
- Construction & Property Improvements
- Facility Expansion or Upgrades
- Business Process Upgrades

FUNDING SOURCES

The funding source that will support an applicant (i.e. underwrite loans made by the Fund) is dependent upon the size of the funding ask. **Loans greater than \$250,000** are underwritten by Michigan Good Food Fund lender Capital Impact Partners. **Loans less than \$250,000** are underwritten by select intermediary lending partners including Detroit Development Fund, Fair Food Fund, Grand Rapids Opportunities for Women, Lake Trust Credit Union, Michigan Women Forward, and Northern Initiatives.

FUNDING MODEL: PHILADELPHIA FOOD JUSTICE INITIATIVE

pg. 15

Philadelphia, PA

Largest city in Pennsylvania | City pop: 1,600,000 | City and County boundaries are the same

CORE FUNCTIONS, + KEY ISSUE AREAS

The Philadelphia Food Justice Initiative (PFJI) provides funding for innovative, community-led projects that empower people to exercise their right to grow, sell and eat healthy food as a reflection of their deep commitment to realizing health and food justice. Since its launch in 2019, the initiative has awarded \$1.25 million in grants to advance community-driven solutions to historic food injustice.

Priorities and Goals: Health Justice, Food Justice, Expanding Access to Healthy Food, and Supporting Healthy Food Businesses.

PFJI exists as a partnership between the Philadelphia Department of Public Health's Division of Chronic Disease and Injury Prevention (CDIP) and the Reinvestment Fund.

ELIGIBILITY

Eligible projects include many kinds of community-driven solutions to create a more just food system that empowers communities to grow, sell, and eat healthy food, with priority being given to projects led by Black, Indigenous, and People of Color, immigrants and people living with disabilities, and those with lived experience with health injustice. Applicants must be located in the City of Philadelphia and may propose a project up to \$100,000. Non-profits, for-profits businesses (including retail and non-retail food businesses), cooperatives, or collectives working on food justice are eligible to apply. Applicants must further make a commitment to be tobacco-free. Projects could include:

Production + Preparation

gardening, incubator, community kitchens, etc.

Distribution

group purchasing, new delivery systems/solutions

Selling Food

either retail or prepared food qualifies

Other

food waste recovery, emergency meals

Beyond the criteria outlined above, there are additional criteria for how funds may or may not be used:

- Funds can support collective work across organizations to grow, make, store, move, cook, or sell food;
- Funds can be for planning, implementation, or marketing;
- Funds cannot be used for hard costs like land, property, building improvements, or equipment over \$500;
- COVID-19 Consideration: Businesses which have closed due to Covid are welcome to apply if they can uphold the Initiative's goals and criteria.

FINANCING OPTIONS

Approximately \$380,000 is available for annual grant distribution. There is no minimum grant award. The maximum award for any project is \$100,000. There is a potential for renewed funding annually.

FUNDING SOURCES

- Philadelphia Department of Public Health
- Wells Fargo Foundation
- Reinvestment Fund

The Reinvestment Fund is a national mission-driven financial institution working across a range of sectors that creates opportunity for underserved people and places through the provision of financial tools and policy solutions committed to the realization of racial justice.

APPENDIX

CR-FAIR Constellation Model

The following description may be referenced in CR-FAIR's "Good Food Primer" pp. 4-6.

➤ *Description of Constellation Model*

As the Network grows, it is important that individuals and organizations have the opportunity to come together around key needs, concerns and opportunities. These may be reflected within the current strategy or will grow organically through self-organization.

In order to strengthen communication and collaboration, we draw from the constellation model. This model has been frequently recognized for its success in supporting complex systems change that includes diverse stakeholders and interests.

In the model, working groups are formed around shared strategies, issues or functions. Working groups are self-governing and engage their own members as needed to fulfill their functions. They are the forums and engines that drive work forward on the ground. Each has unique elements and reflect different roles and focuses.

These groups determine their priority activities and decide when teams are needed to implement specific action plans. The flexibility exists for each group to devise its own annual work and resource plan but network support from the backbone organization is available if required.

➤ *Examples of the Constellation Model in Practice*

An example of the constellation model at work is the **Food Share Network. Lead by a Steering Committee**, this network is giving leadership to the **Food Access Impact Area** of the strategy. With over 40 members, they have their own objectives, projects and governance and they liaise across various other groups in the system to ensure co-ordination, alignment and shared learning.

The Food Literacy area of the strategy is organized differently. In this area, they have an overarching Food Literacy Working Group and Roundtable that comes together once a year. This working group is supported by a number of sub-level groups that have come together in key areas of strategic concern: **The Neighborhood Food Hubs Working group, Youth and Food Security Community of Practice and the Farm2School Advisory Committee**. Like the Food Share Network, these groups have their own membership and organize themselves around their shared interests and work. They also liaise across various other groups and networks in the system. A practical example of these relationships is the Food Share Network's representation at the Neighborhood Food Hubs Table. Their presence at the table has allowed them to explore opportunities for the distribution of rescued food through the Hubs.

The Food Economy area is also organized differently (originally there was no formal working group, though one was slated for development in 2017). There are, however, a number of active groups and organizations working broadly and in key focus areas. Examples include the Salt Spring Island Agricultural Alliance, the Peninsula and Area Agriculture Commission, the Farmer2Farmer Network, the Farmland Trust working group, and task groups on wildlife conflicts.

APPENDIX H:

Sacramento County Environmental Justice Element



SACRAMENTO COUNTY

ENVIRONMENTAL JUSTICE ELEMENT



Sacramento County
Office of Planning & Environmental Review





Environmental Justice Element

**Adopted December 17, 2019
Resolution No. 2019-0908**



Board of Supervisors

Patrick Kennedy, Chairperson
Phil Serna, Vice Chairperson
Susan Peters
Sue Frost
Don Nottoli



County Administration

Nav Gill, County Executive

Office of Planning & Environmental Review

Leighann Moffitt, Planning Director
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Sacramento County Environmental Justice Element

INTRODUCTION

ENVIRONMENTAL JUSTICE

Environmental Justice (EJ) seeks to minimize and equalize effects of environmental hazards among the entire community regardless of income, ethnicity or race. The California Government Code (Section 65040.12) defines environmental justice as "The fair treatment and meaningful participation of people of all races, culture and incomes with respect to the development, adoption, implementation, and enforcement of environmental laws, regulations, and policies."

Issues of environmental justice often arise from geographic or procedural inequities. Geographic inequities occur when neighborhoods with high percentages of low-income residents, minority residents, and/or immigrant communities take more than their share of the worst environmental hazards and resulting health problems from exposure to these hazards. Procedural inequities occur when the same neighborhoods face obstacles to participate in the decision-making process for projects that directly affect their neighborhoods (National City, 3-214). Many factors contribute to these geographic and procedural inequalities. These include a development pattern that concentrates undesirable or unhealthy land uses in certain areas, the placement of desirable public amenities outside of disadvantaged communities and limited or non-existing political influence among certain demographic groups (California Environmental Justice Alliance, 4).

The purpose of the Environmental Justice Element (EJ Element) is to address public health risks and environmental justice concerns of those living in disadvantaged communities, many of which are the result of geographic or procedural inequities. The County has elected to emphasize the importance of environmental justice by preparing a separate Element rather than integrating environmental justice policies among existing General Plan elements. As provided by State Government Code 65302(h), the EJ Element has the same weight as the mandatory elements of the General Plan and is internally consistent with the other elements. The planning period for this EJ Element is 2019 to 2029 and thereafter will be updated on the same track as the Housing Element.

RELATIONSHIP TO OTHER GENERAL PLAN ELEMENTS

The EJ Element is closely related to several other General Plan elements, in particular the Land Use, Circulation and Air Quality Elements. Planning decisions related to types of land uses; location, density and intensity of land uses; transportation systems; and street design have a profound impact on both public health and environmental justice. Consequently, the Environmental Justice Element is inextricably connected to the aforementioned elements and other important elements of the General Plan and thus should be read and considered in the context of other General Plan elements. It should also be noted that there are topical areas (e.g., reduce pollution exposure, promote public facilities, and safe and sanitary homes) that are addressed in multiple elements. However, unlike other General Plan Elements, the EJ Element will cover these topical areas from the vantage point of public health and environmental justice communities.

TWO-PHASE PROCESS FOR ENVIRONMENTAL JUSTICE ELEMENT

There were two phases to the development of the EJ Element. During Phase 1, staff conducted baseline research, scoped existing policies and prepared the goals of the EJ Element with two sets of objectives, policies and implementation measures. During Phase 2, staff built upon the efforts of Phase 1 by conducting in-depth public outreach, conducting additional baseline research and, developing new policies and implementation measures that augment or strengthen existing EJ-related policies.



Environmental Justice encompasses a wide variety of issues and topics.

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Sacramento County Environmental Justice Element

BACKGROUND

REQUIREMENTS OF STATE GENERAL PLAN LAW

State Government Code 65302(h) requires a city or county to "identify objectives and policies to reduce unique or compounded health risks in disadvantaged communities" within their jurisdiction. These objectives and policies must cover the following EJ topical areas:

- Reduce pollution exposure, including improving air quality
- Promote public facilities
- Food access
- Safe and sanitary homes
- Physical activity

California State General Plan Law also requires the identification of objectives and policies that prioritize improvements and programs that address the needs of disadvantaged communities. Finally, State General Plan Law requires identification of jurisdiction-wide objectives and policies that promote civil engagement in the decision-making process.

IDENTIFYING ENVIRONMENTAL JUSTICE COMMUNITIES

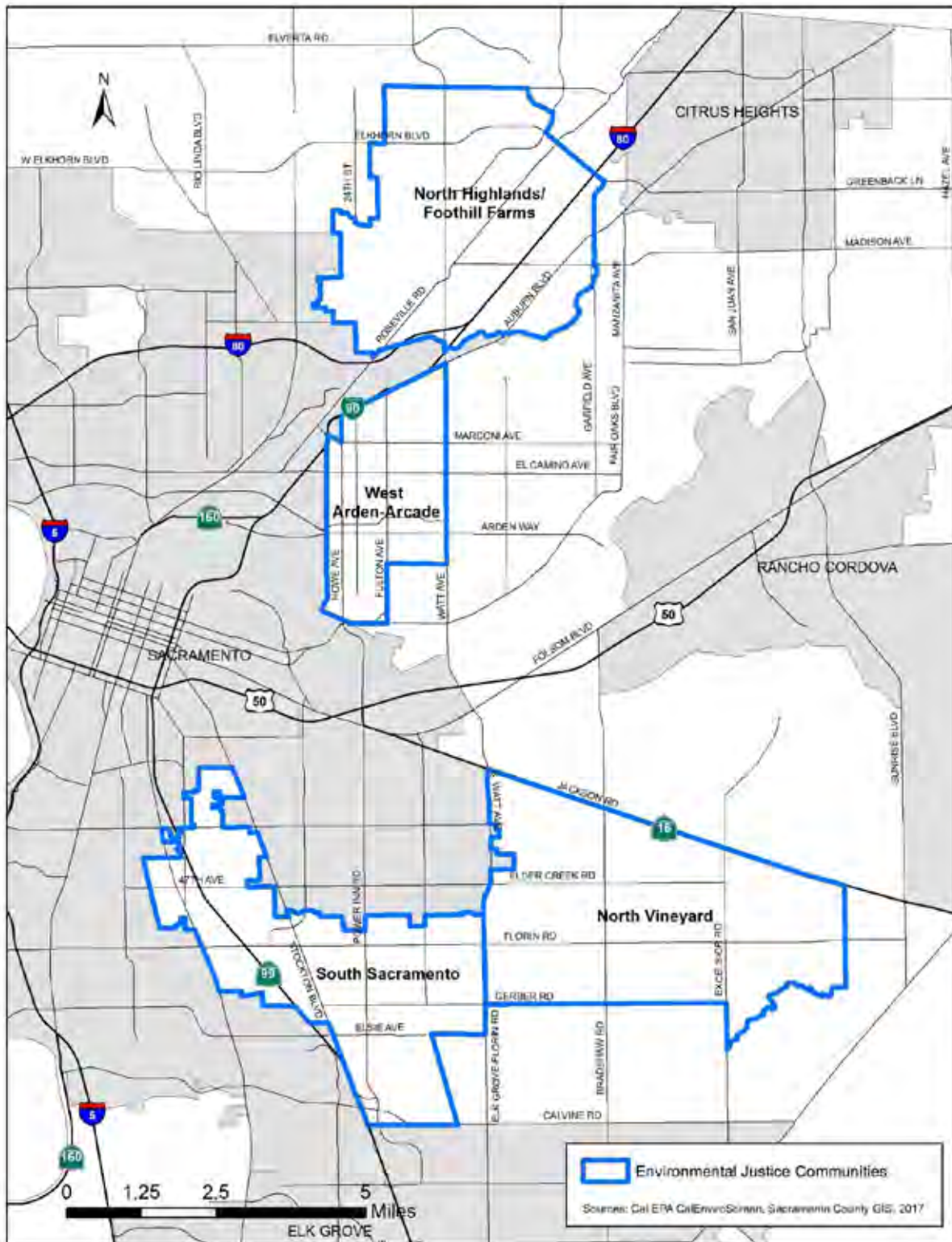
The EJ Element's geographic focus of analysis and policies is Environmental Justice Communities (EJ Communities) - areas that are considered disadvantaged compared to other parts of the unincorporated County. Staff used two sources to determine the extent and boundaries of Environmental Justice Communities. One source is the California Communities Environmental Health Screening Tool (more commonly known as CalEnviroScreen). According to State Government Code 65302(h), cities and counties can use this tool to identify disadvantaged communities within their boundaries. CalEnviroScreen takes into account socioeconomic and environmental characteristics and underlying health status of these communities (California Environmental Justice Alliance, 25).

The other source staff used to identify Environmental Justice Communities is the Sacramento Area Council of Governments' (SACOG) Metropolitan Transportation Plan/Sustainable Communities Strategy (MTP/SCS). State law requires SACOG to conduct an environmental justice and Title VI analysis as part of the MTP/SCS to determine whether the MTP/SCS equitably benefits low-income and minority communities (Sacramento Area Council of Governments, 181). SACOG refers to these areas as Low Income High Minority (LIHM) Areas.

Staff combined CalEPA's disadvantaged communities with SACOG's LIHM areas to delineate Environmental Justice Communities (Figure 1). There are four EJ Communities: North Highlands/Foothill Farms, North Vineyard, South Sacramento and West Arden-Arcade. The North Highlands/Foothill Farms EJ Community includes Old Foothill Farms.

Sacramento County Environmental Justice Element

Figure 1: Environmental Justice Communities



Sacramento County Environmental Justice Element

DOCUMENT ORGANIZATION

The EJ Element is divided into sections that cover the required topical areas. State Law allows jurisdictions to add other topics as appropriate and in response, the EJ Element has a section on crime prevention. After the introduction, public participation, and demographic sections, the EJ Element has the following topical sections:

- Prioritizing Improvements and Programs That Address the Needs of Environmental Justice Communities
- Civil Engagement
- Crime Prevention
- Healthy Food Access
- Physical Activity
- Promote Public Facilities
- Reduce Pollution Exposure
- Safe and Sanitary Homes

Each topical section has the following:

- An introduction.
- A summary of baseline research and identification of any inequities between EJ Communities and Non-EJ areas that contribute to EJ Communities having unique or compounded health risks.
- Subsections that cover a particular issue related to the topic. Each subsection contains intent language, objective, policies and implementation measures.

Sections with topics that are covered only in the Environmental Justice Element (such as Healthy Food Access, Physical Activity, Civil Engagement and Crime Prevention) have policies and implementation measures that are applicable to both Environmental Justice Communities and the entire unincorporated County. Other sections with topics that are also covered in other General Plan Elements (such as Reduce Pollution Exposure, Promote Public Facilities and Safe and Sanitary Homes) have policies and implementation measures that are only applicable to Environmental Justice Communities.

ENVIRONMENTAL JUSTICE ELEMENT GOALS

All of the objectives, policies and implementation measures in the EJ Element will have the following goals:

GOALS:

Sacramento County's built environment provides an equitable degree of protection from environmental and health hazards.

All members of a community can meaningfully participate in any civic public decision-making process.

The first goal addresses geographic inequities that lead to unique or compounded health risks in EJ Communities. The second goal addresses procedural inequities that lead to lack of participation by residents of EJ Communities in the decision-making process. Both goals are directional statements that are applicable to not just EJ Communities but to the entire unincorporated County.

Sacramento County Environmental Justice Element

SECTION 1: PROJECT PUBLIC PARTICIPATION

The process to prepare the Environmental Justice Element included an extensive public engagement effort. A key environmental justice principle is to involve communities most affected by pollution and other environmental justice issues so that they could have a say in decisions that affect their quality of life. County staff used a variety of public engagement tools to confirm baseline research (ground-truthing), determine the most important community issues and obtain ideas to address those issues. Through these different tools, staff sought to ensure the broadest range of input by inviting participation from the general public, nonprofit organizations, government agencies and particularly community groups and individuals from EJ Communities. Public involvement tools have included:

- Pop-up booths at seven community events.
- Web survey.
- Three community workshops.
- Meetings with community "hub" groups – groups that have a network of community groups within an Environmental Justice community.
- Meetings with business groups, health, and human services groups.

Due to comments received at these venues, staff revised the initial list of proposed policies and implementation measures for the Environmental Justice Element.

COMMUNITY OUTREACH

POP-UP BOOTHS AT COMMUNITY EVENTS

Staff set up a booth at seven community events ("pop-up" booth) during the summer and fall of 2018. Three of the events were held in South Sacramento, two in West Arden-Arcade and two in North Highlands/Foothill Farms. At these events, booth visitors took a survey to receive a small prize. Survey questions covered EJ issues such as healthy food access, physical activity and crime prevention. Booth visitors also participated in a prioritization exercise where they chose which issues were most important to them. Over 100 residents of EJ Communities participated in the surveys with numerous residents of other communities participating as well. A summary of survey responses and list of comments are in Appendix A-1. The following are some conclusions from survey summaries.

- Crime and the perception of increasing crime is a major issue in all of the EJ Communities but particularly in West Arden-Arcade. Surveys taken at events in Arden-Arcade showed that almost 50 percent of the respondents did not feel safe in their neighborhoods.
- A number of North Highlands and Arden-Arcade residents have expressed concern about the safety and lack of bike lanes and sidewalks in their community.
- Access to a grocery store or other sources of fresh fruits and vegetables is an issue with about 30 percent of those who took the survey.

WEB SURVEY

Another tool used for the public engagement effort was a web survey through Survey Monkey, an online survey platform. Survey participants answered questions by choosing three items from a list. Each question was related to an EJ topic and selected items enabled staff to determine what was most important to community residents. The web survey was open to the public during October and November 2018 and



Pop-up booth set up at community event in West Arden-Arcade

Sacramento County Environmental Justice Element

allowed only residents who lived in certain zip codes to take the survey. Seven hundred nineteen individuals from zip codes that included Environmental Justice Communities took the survey. Survey summaries are in Appendix A-2. Conclusions based on responses include the following:

- The most needed public facilities in each of the EJ Communities are street improvements. Streetlights are also needed in EJ Communities. Homeless shelters are within at least the top four most needed public facilities in all of the EJ Communities except for North Vineyard.
- The high cost of fresh fruits and vegetables is the main reason people are having difficulty getting these items for their families.
- Bike lanes along roadways that have high traffic volumes and speeds are keeping many people from bicycling more. The fear of crime is also keeping many people from bicycling and walking more.
- The high cost of housing is the most important housing issue in all four EJ Communities. Housing overcrowding is an important issue in the North Highlands/Foothill Farms and South Sacramento communities.
- Vacant lots with trash or junk is the most pressing pollution problem in all of the EJ Communities except for North Vineyard. Air pollution from cars and trucks is another pollution problem in EJ Communities.
- A major reason people do not participate in public meetings on topics that affect their neighborhoods is that they think their opinions will not be taken seriously. Another reason is that people feel the meetings will be a waste of time.

COMMUNITY WORKSHOPS

Staff collaborated with members of the Environmental Justice Advisory Committee to prepare and conduct three community workshops. Staff established the Committee to assist in developing policies, formulating implementation measures, and conducting public outreach. It was comprised of seven subject-matter experts from County and non-profit agencies.

A workshop was held in West Arden-Arcade (October 15, 2018), South Sacramento (October 22, 2018) and North Highlands/Foothill Farms (January 22, 2019). The North Highlands/Foothill Farms workshop was promoted in partnership with Black Child Legacy of North Highlands/Foothill Farms. Each workshop started with a short presentation on environmental justice and the EJ Element project. After the presentation, there were three discussion sessions where workshop participants chose a discussion group covering a particular topic. In each discussion group, participants identified community issues and ways to address those issues. Participants then participated in a dot voting exercise where they selected their preferred ideas to address community issues. The following includes key ideas and the issues that the ideas addressed. See Appendix A-3 for a complete list of identified community issues and ways to address those issues.

West Arden-Arcade Community Workshop (October 15, 2018)

- Prioritize "Complete Projects" for EJ Communities. Remodel streets for transit, pedestrian and bicycle use as well as vehicles. There is a lack of focus on prioritizing money to EJ communities for sidewalks and bike facilities.
- Require permits for off-sale liquor licenses (also require existing businesses to get permits). Place limits on single serving containers. West Arden-Arcade has a high concentration of businesses with off-sale liquor licenses. Areas with high densities of liquor licenses tend to have higher levels of crime.



Community Workshop held in North Highlands

Sacramento County Environmental Justice Element

- Consider making changes to the County Affordable Housing Program and provide incentives for housing (reduced fees, more funding). There is a lack of housing in West Arden-Arcade (affordable, rental and owner).

South Sacramento Community Workshop (October 22, 2018)

- Prioritize "Complete Projects" for EJ Communities. Remodel streets for transit, pedestrian and bicycle use as well as vehicles. There is a high rate of bike and pedestrian collisions in South Sacramento.
- Liquor stores are only a contributing factor and not a root cause of crime. There is a presumption of cause-effect relationship. Job training and business leaders, committees and neighborhood association initiatives to hire/train/educate youth and residents are ways to get to a root cause of crime (unemployment).
- Inclusionary housing ordinance to address the high percentage of housing cost-burdened households (spend more than 30 percent of income toward housing expenses) in South Sacramento.
- Utilize existing community-based organizations as avenues for engagement. Building capacity with existing organizations. Keep the engagement ongoing as a way to keep in contact with the actual community. These comments address the issue that the County does not work well with community organizations.

North Highlands/Foothill Farms Community Workshop (January 22, 2019)

- Safer bike lanes that are more separated from traffic are needed in North Highlands/Foothill Farms. Heavy and fast traffic on roads make bicyclists feel unsafe.
- Install more sidewalks, street trees and streetlights. North Highlands/Foothill Farms has a shortage of all of these items.
- More support for the establishment and ongoing operations of community gardens and farmer markets. Large areas of the community are food deserts and community gardens and farmer's markets can address this issue.
- Partner with local community based organizations (CBOs), local churches and business improvement districts to improve public engagement. Involve the community's youth in public engagement efforts.
- Neighborhood Watch Programs and sex trafficking awareness education programs to address some of the crime issues in North Highlands/Foothill Farms.

COMMUNITY MEETINGS

County staff met with "hub" organizations – organizations that represent numerous organizations in an Environmental Justice Community. On November 12, 2018, staff participated in a workshop held by Sacramento Congregations Together (Sacramento ACT), which is a hub organization for Arden-Arcade. Staff also met with Impact Sacramento Black Child Legacy on December 6, 2018, a hub organization for North Highlands/Foothill Farms, which later became a partner with the County for promoting the January 2019 community workshop in North Highlands. Finally, on December 19, 2018, staff participated in a workshop held by the Stephens Foundation, a hub organization for South Sacramento. The following are key comments received at the Sacramento ACT and Stephens Foundation workshops. See Appendix A-4 for complete list of comments.

Sacramento ACT Workshop (Arden-Arcade) (November 12, 2018)

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- Getting people involved in Arden-Arcade is more challenging than in other communities. People are not as rooted here as they are in other areas (such as Del Paso Heights).
- Arden-Arcade needs an identity and its history needs to be embraced by the community.
- Absentee property owners are a problem in Arden-Arcade. There are apartments that are in shambles and the owners are always looking for reasons to evict.
- Homelessness is a major issue in Arden-Arcade. A challenge is getting the resources to those who need it and the lack of someone to walk the homeless through the steps in getting assistance.

Stephens Foundation Workshop (South Sacramento) (December 19, 2018)

- There is a need for home ownership assistance programs and incentives so people will be more invested in their community.
- Access to public facilities is an issue in South Sacramento. There are community centers without children. Some facilities are very expensive to rent.
- The County can provide land development waivers for disadvantaged neighborhoods.
- Farmer's markets need to be rotated among various sites in South Sacramento and families need to be educated on preparing healthy foods.

Report back sessions were held with each of the "hub" organizations from August through September 2019. Staff presented the draft EJ Element with proposed policies and implementation measures and asked for feedback.

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SECTION 2: DEMOGRAPHICS

Sacramento County was incorporated in 1850 and is now home to over 1.5 million people across 994 square miles. The demographic analysis of the EJ Element focuses on total population, population by age, race, ethnicity, languages spoken, English proficiency, and income level.

TOTAL POPULATION

Table 1: Population by EJ Community

EJ Community	Total Population
West Arden-Arcade	16,063 persons
South Sacramento	67,362 persons
North Highlands/Foothill Farms	10,576 persons
North Vineyard	1,733 persons

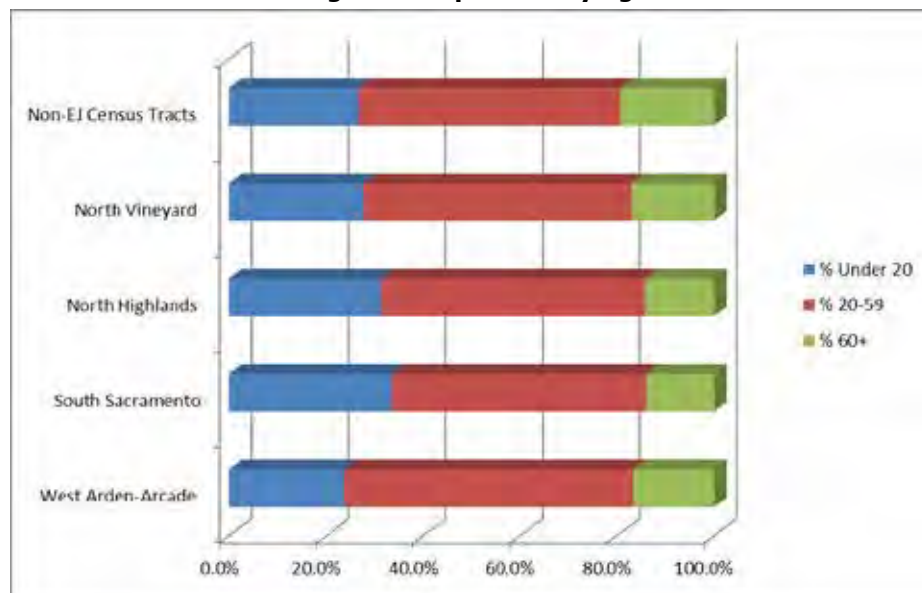
Source: US 2010 Census

The most populated EJ Community is South Sacramento while the least populated is North Vineyard (Table 1). This is the result of South Sacramento being mostly developed while North Vineyard being predominately rural agricultural. However, it is likely that within ten years, the population of North Vineyard will increase significantly due to the amount of development targeted for this area.

POPULATION BY AGE

According to the U.S. 2010 Census, age range population of EJ communities and non-EJ areas are relatively similar (Figure 2). However, South Sacramento and North Highlands/Foothill Farms have a higher percentage of persons under age 20 while non-EJ areas and West Arden-Arcade have a higher percentage of persons over age 60.

Figure 2: Population by Age



Note: North Highlands includes Foothill Farms and Old Foothill Farms
 Source: US 2010 Census

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POPULATION BY RACE AND ETHNICITY

The population of unincorporated Sacramento County has a higher percentage (48%) of White residents than the City of Sacramento (34%) or the State of California (38.8%). Persons of Hispanic-Latino origin are the second largest ethnic population group in the unincorporated County.

Table 2 presents race and ethnicity data for Sacramento County as a whole and for each of the identified EJ communities. The specific racial and ethnic breakdowns differ across these communities.

Table 2: Race and Ethnicity

Race	White	Black	Asian	Hispanic or Latino	Two or More Races	Other
Sacramento County	48%	10%	14%	22%	4%	2%
North Highlands/Foothill Farms	52%	11%	6%	24%	5%	2%
North Vineyard	49%	7%	2%	21%	4%	17%
South Sacramento	22%	15%	23%	34%	4%	2%
West Arden-Arcade	52%	11%	6%	24%	5%	2%

Note: North Highlands includes Foothill Farms and Old Foothill Farms
 Source: US 2010 Census

LANGUAGES SPOKEN AND ENGLISH PROFICIENCY

The top primary languages in non-EJ Communities are English (78%), Spanish (6.8%) and Russian (2.7%). Of those who speak a language other than English at home, 60 percent report to the U.S. Census that they speak English well. The EJ Communities have the following breakdown by language:

- North Highlands/Foothill Farms: Most common primary languages – English (66.1%), Spanish (16.1%) and Russian (7.0%). Non-English speakers at home who are English proficient – 49.5%.
- West Arden-Arcade: Most common primary languages – English (66.7%), and Spanish (19.6%). Non-English speakers at home who are English proficient – 62%.
- South Sacramento: Most common primary languages - English (48.9%), Spanish (24.8%), Hmong (5.8%) and Chinese (4.1%). Non-English speakers at home who are English proficient – 44.2%.
- North Vineyard: Most common primary languages – English (56.1%), Spanish (18.74%), Vietnamese (6.37%). Non-English speakers at home who are English proficient – 45.4%.

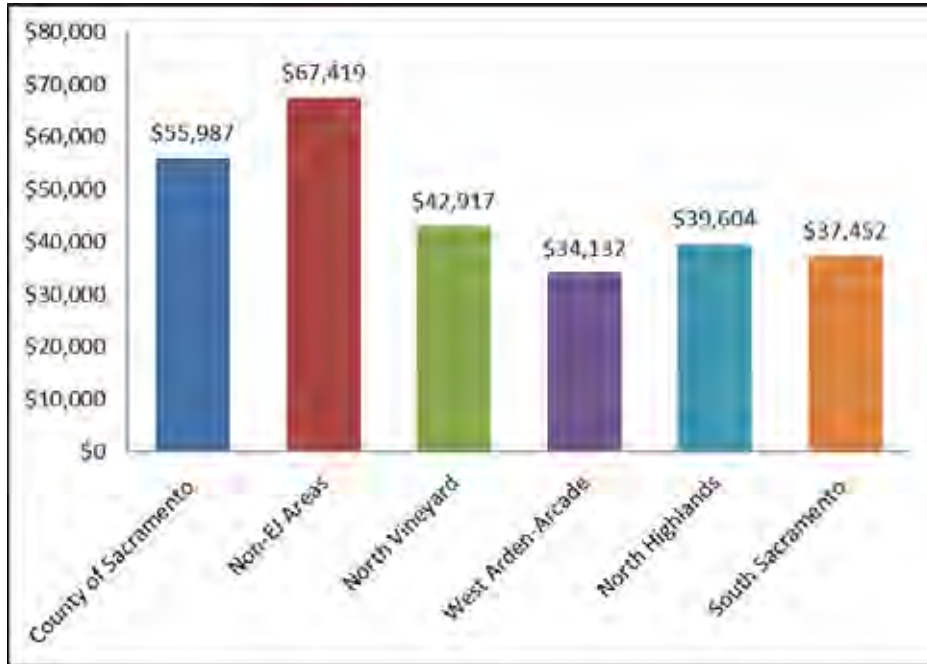
South Sacramento is the only community area where a majority of the population does not speak English as their primary language. It also has the most diversity of primary languages.

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INCOME LEVELS

According to the U.S. 2010 Census, the median household income for Sacramento County is \$55,987, which is higher than the median income of \$51,910 for the State of California (Figure 3). Among EJ Communities, median household incomes vary from \$34,132 for West Arden-Arcade to \$42,917 for North Vineyard. Non-EJ areas have a much higher median income (\$67,419) than EJ Communities.

Figure 3: Median Household Income by Area



Note: North Highlands includes Foothill Farms and Old Foothill Farms.
 Source: US 2010 Census

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Sacramento County Environmental Justice Element**SECTION 3: PRIORITIZE IMPROVEMENTS AND PROGRAMS THAT ADDRESS THE NEEDS OF ENVIRONMENTAL JUSTICE COMMUNITIES**

An integral feature of the EJ Element is that it prioritizes projects and investments that directly benefit EJ Communities. EJ Communities have special needs that arise from past geographic and procedural inequities (See Introduction). This requires taking special actions that will improve existing conditions in EJ Communities. Many of these actions will not be applicable across the entire unincorporated County, but will be applicable only to EJ Communities due to their special circumstances.

BASELINE CONDITIONS

The other topical sections identify existing conditions and inequities in EJ Communities, some of which may justify prioritizing certain improvements or programs to one or more EJ Communities.

POLICY AND OBJECTIVES***Objective***

Prioritize improvements and programs that address the needs of Environmental Justice Communities.

Policy

- EJ-1. Improvement and program support for each EJ Community shall address the Community's unique or compounded needs.

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SECTION 4: CIVIL ENGAGEMENT

Civil engagement is an important goal across all local planning and decision-making processes. It can help foster a strong sense of place within a neighborhood and can deepen the investment of stakeholders in working toward neighborhood improvements. Environmental Justice issues will be more effectively identified and resolved if accessible and culturally appropriate opportunities to engage in local decision-making are created for low-income, minority, and linguistically isolated stakeholders. Effective civil engagement not only provides the County with an opportunity to strengthen its relationship with the community, but provides for sound investment in better decision making by ensuring decisions are informed by community needs and aspirations.

BASELINE CONDITIONS

DEMOGRAPHIC CHARACTERISTICS

Existing demographics characteristics in Environmental Justice Communities have implications for public outreach in these communities. For example, according to the U.S. 2010 Census, South Sacramento and North Highlands/Foothill Farms have a higher percentage of persons under age 20 while non-EJ areas and West Arden-Arcade have a higher percentage of persons over age 60. These demographic characteristics will have an influence on how a public engagement program is crafted to reach residents in these communities.

Other demographic characteristics that have an influence on public engagement include race and ethnicity, income levels, languages spoken and English proficiency. The Demographic Section of this Element compares EJ Communities with non-EJ areas for each of these demographic characteristics.

LINGUISTIC ISOLATION

Linguistically isolated households are those where no one over the age of 14 has English proficiency. These households are often disadvantaged when trying to attain important information that affects their lives. Adults that lack a command of English may not be able to comprehend health care information that they need or comprehend important directions when there is an emergency. Lacking a command of English may also keep members of a household from participating in public meetings on issues that affect their quality of life. For this reason, the percent of linguistic isolation households in a community often indicate the potential for civil engagement in that community if traditional public engagement methods such as English-only public meetings are used. Communities with high levels of linguistically isolated households have a low potential for civil engagement when only English is used.

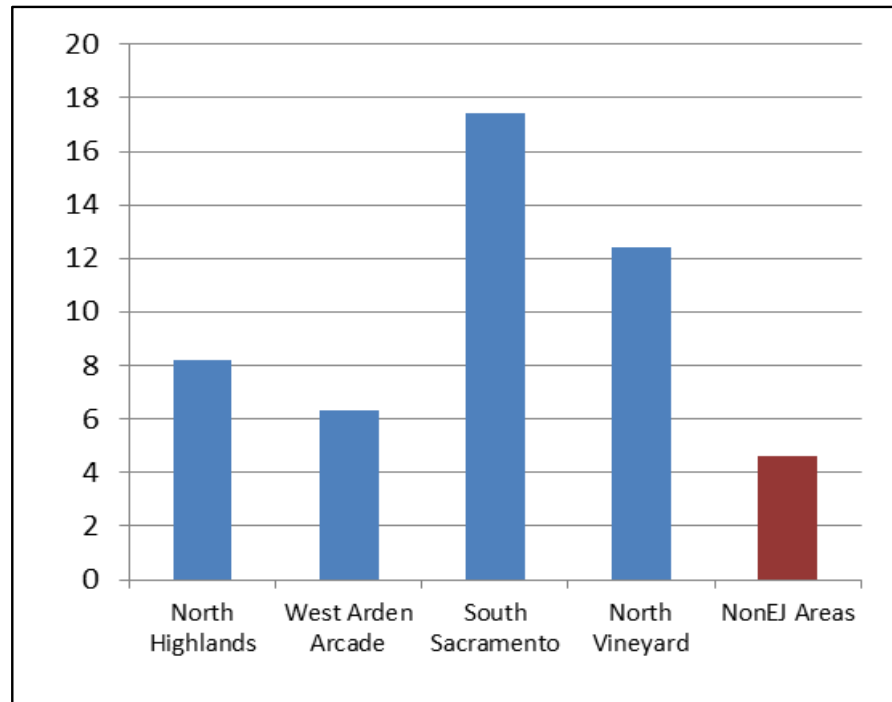
Figure 4 shows the percentage of limited English speaking households during 2011 to 2015 in EJ Communities and non-EJ areas. Among the EJ Communities, South Sacramento has the highest percentage (17.4 percent) while West Arden-Arcade has the lowest percentage (6.3 percent). All of the EJ Communities have higher percentages of limited English speaking households than in non-EJ areas (4.6 percent).



Setting up a pop-up booth at a community event is an effective way to engage with people who normally would not attend a public meeting.

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Figure 4: Percent Limited English Speaking Households (2011-2015)



Note: North Highlands includes Foothill Farms and Old Foothill Farms.
 Source: Cal Enviroscreen, 2017

LACK OF ORGANIZATIONS TO REPRESENT THE NEIGHBORHOOD OR COMMUNITY



Public meetings should encourage two-way communication so that meeting participants can express their concerns and ideas.

Civil organizations play an important role in the public decision-making process. Individuals in these organizations represent members of the community who cannot or will not attend meetings where decisions are made (often held after a long day at work). Neighborhoods that are disadvantaged often lack representation in the decision-making process, which results in public decisions made without being vested by neighborhood residents. In contrast, the more advantaged neighborhoods are represented by a neighborhood or community association that protects the interests of the neighborhood during the public decision-making process. This results in decisions that are often influenced by neighborhood representatives.

This situation exists in the unincorporated Sacramento County where most neighborhoods in non-EJ areas have representation through a neighborhood or community association while most neighborhoods in EJ Communities lack this representation.

POLICIES AND IMPLEMENTATION MEASURES

PROMOTING AND ENCOURAGING CIVIL ENGAGEMENT

Objective

To create accessible and culturally appropriate opportunities for all people regardless of race, color, national origin, or income to engage in the decision making process.

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Intent

The intent of the objective and policies that follow are to ensure appropriate opportunities are in place for all persons to participate in the decision making process. During public outreach for the Environmental Justice Element, the public informed the County that they felt unheard during past civic engagement opportunities and/or were unaware of opportunities for civic engagement. Therefore, it is the intent of the County to evaluate the current process and improve the process. The implementation measure is the County's assurance to develop a strategy in creating meaningful communication opportunities.

In alignment with this objective of culturally appropriate civic engagement opportunities, it is imperative to incorporate tribal knowledge into CEQA review and decision-making process as required by State law (AB-52 and SB-18). AB-52 enables a California tribe to request consultation with a local government for any proposed project that is subject to CEQA and located in an area that is culturally affiliated with the tribe. SB-18 is similar to AB-52 but requires local governments to notify appropriate tribal representatives of a consultation opportunity prior to the amendment or adoption of General or Specific Plans. The local government also refers the project site to a regional office of the California Historical Resources Information System to determine whether there is a high probability that historic resources are within the project site. If so, the local government requires the project applicant to hire an archeologist to do a cultural resources survey of the project site.

The County recognizes the unique and important roles that both California Native American tribal representatives and qualified archaeologists have in project review and analysis. The County, a lead agency during tribal consultation, will consider the tribal representatives as experts concerning tribal resources and archaeologists as experts in the field of archaeology.

Policies (Countywide)

- EJ-2. The County supports an equitable and comprehensive approach to civic engagement and public outreach on all aspects of County governance and delivery of services.
- EJ-3. Sacramento County acknowledges the distinction and significance of archaeological resources and tribal cultural resources. Sacramento County recognizes the expertise of both qualified professional archaeologists and California Native American Tribal representatives who may have knowledge regarding tribal cultural resources.

Implementation Measures (Countywide)

- A. The County of Sacramento will create a comprehensive Community Outreach Strategy that serves as a framework for all departments to participate in meaningful two-way communication with the public on all aspects of County governance and delivery of services. (PUBLIC INFORMATION OFFICE, PLANNING AND ENVIRONMENTAL REVIEW WITH SUPPORT FROM ALL OPERATING DEPARTMENTS)

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SECTION 5: CRIME PREVENTION

Adequate outdoor walkway lighting is an important feature in maximizing people's ability to be aware of their environment after daylight.

The fear of crime at the neighborhood level and the crime activity that leads to this fear is an issue that must be dealt with if many of the Environmental Justice objectives listed in this Element are to be attained. For example, the fear of crime could discourage residents from using parks or bike trails and thus makes it more difficult for residents to reach a healthy level of physical activity as encouraged by the objectives and policies in the Physical Activity Section. The fear of crime could also discourage residents from developing community gardens, which would prevent increasing access to fresh fruits and vegetables as encouraged by the objectives and policies in the Healthy Food Access Section.

Techniques that can reduce crime activity and the fear resulting from this activity for the short term include Crime Prevention Through Environmental Design (CPTED) and regulating potentially problematic land uses (such as liquor and convenience stores). A long-term strategy in reducing criminal activity is to support youth programs and job development in Environmental Justice Communities.

BASELINE CONDITIONS**VIOLENT CRIME AND PROPERTY CRIME RATES**

Table 3 shows the violent crime and property crime rates per 1,000 residents during 2016 for geographic areas that include Environmental Justice Communities. The table also shows the rates for the combined Sacramento County Sheriff's (SCS) and Sacramento City Police Department (CPD) service areas.

Each of the geographic areas in Table 3 had higher rates of violent crimes than the combined SCS and CPD service areas. Fruitridge/Stockton Boulevard (includes a large portion of the South Sacramento EJ Community) had a violent crime rate that was over 60 percent over the SCS/CPD combined service areas. Arden-Arcade (includes the West Arden-Arcade EJ Community) and North Highlands/Foothill Farms had violent crime rates that were over 12 and 18 percent over the SCS/CPD combined service areas respectively.

For property crimes (Table 4), only Arden-Arcade had a higher rate of property crimes (25 percent higher) than the SCS/CPD combined service areas. North Highlands/Foothill Farms and Fruitridge/Stockton Boulevard had property crime rates that were about 13 percent lower than the SCS/CPD combined service areas.

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Table 3: Violent Crime Rates per 1,000 Residents

Geographic Area That Includes EJ Community	Rate Per 1000 Residents	Percent Over SCS and CPD Service Area
Arden-Arcade (1)	3.7	12.12%
North Highlands/Foothill Farms (2)	3.9	18.18%
Fruitridge/Stockton Boulevard (3)	5.3	60.61%
Total Sacramento County Sheriff's (SCS) and City Police Department (CPD) Service Area	3.3	NA

1) Arden-Arcade includes West Arden-Arcade EJ Community and portion of Arden-Arcade east of Watt Avenue.

2) North Highlands/Foothill Farms consistent with North Highlands/Foothill Farms EJ Community boundaries

(3) Fruitridge/Stockton Boulevard includes South Sacramento EJ Community south of 47th Avenue and portions of City of Sacramento (Parkway, Valley Hi)

Source: LPC Consulting Associates, Inc. for Black Child Legacy, 2018

Table 4: Property Crime Rates per 1,000 Residents

Geographic Area That Includes EJ Community	Rate Per 1000 Residents	Percent Over SCS and CPD Service Area
Arden-Arcade (1)	32.5	25.00%
North Highlands/Foothill Farms (2)	22.6	-13.08%
Fruitridge/Stockton Boulevard (3)	22.5	-13.46%
Total Sacramento County Sheriff's (SCS) and City Police Department (CPD) Service Area	26	NA

Notes same as Table 3

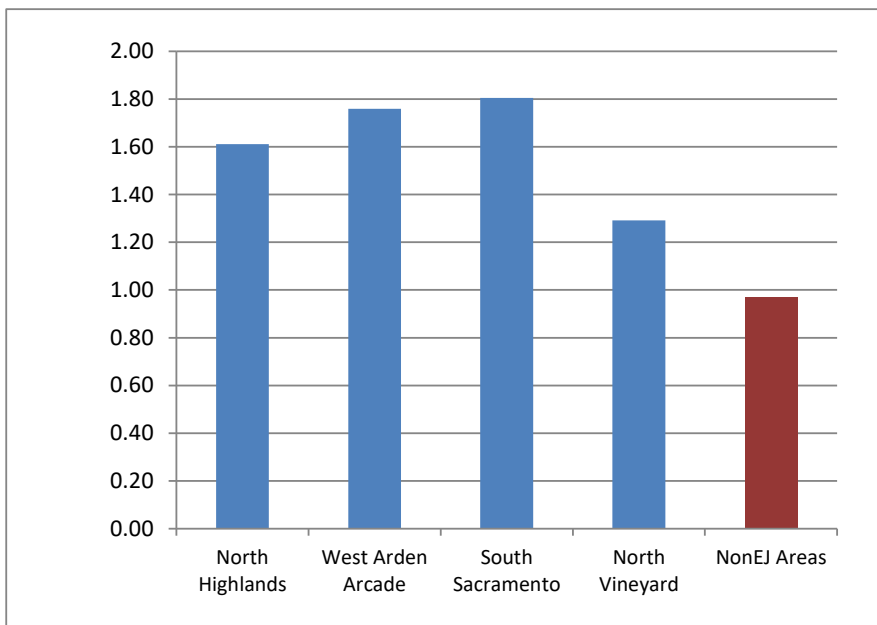
Source: LPC Consulting Associates, Inc. for Black Child Legacy, 2018

CONVENIENCE STORES AND LIQUOR STORES

The location and density of potential crime-attracting land uses such as convenience stores and liquor stores were identified in EJ Communities and non-EJ areas. Figure 5 shows the number of convenience stores and liquor stores that have off-sale liquor licenses (License Types 20 and 21) per 1,000 residences in each of the EJ Communities and in non-EJ areas. According to Figure 5, EJ Communities have a much higher number of these business types per 1,000 residences than non-EJ areas.

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Figure 5: Convenience Stores and Liquor Stores per 1,000 Residences



Note: North Highlands includes Foothill Farms and Old Foothill Farms
 Source: County of Sacramento Sheriff's Department, 2018

POLICIES AND IMPLEMENTATION MEASURES

CRIME PREVENTION THROUGH ENVIRONMENTAL DESIGN

Objective

Broaden community involvement in crime prevention by incorporating visibility and other issues of public safety in neighborhood and building design.

Intent

Crime Prevention through Environmental Design (CPTED) uses the built environment to reduce both the incidence and fear of crime with the objective of not displacing crime to another community but deterring crime. This is achieved through the proper design, maintenance and use of the buildings and the spaces between buildings. The following are the major principles of CPTED:

- Natural Surveillance: Maximizes people's ability to be aware of their environment while doing their normal activity.
- Territoriality: Clearly delineates between the public, private and semi-public realms in the built environment. This delineation makes it easier for people to use an area in a way that is consistent with its purpose.
- Access Control: Prevents access to those who will commit illegal acts, especially access to an area where it would be easy to conceal an illegal act.
- Management and Maintenance: Without proper maintenance of landscaping, lighting and other features, even the best CPTED design elements will ultimately fail (City of Portland, OR 2015).

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Policy (Countywide)

- EJ-4. The County will advance residential subdivision and commercial building design that supports crime prevention by utilizing Crime Prevention through Environmental Design (CPTED) principles.

Implementation Measures (Countywide)

- A. The County will incorporate reducing crime through environmental design (CPTED) measures into the County's Zoning Code, Design Review Guidelines and Building Code to discourage crime, and encourage compatible uses. (PLANNING AND ENVIRONMENTAL REVIEW, SHERIFF'S DEPARTMENT)
- B. The County will prepare a "security ordinance" which will be a uniform code that will provide minimum safety and security specifications for new residential and commercial developments such as minimum specifications for door thickness, lock construction, and lighting. (SHERIFF'S DEPARTMENT, PLANNING AND ENVIRONMENTAL REVIEW)
- C. The Office of Planning and Environmental Review will ensure that CPTED training and certification is made available to staff. (PLANNING AND ENVIRONMENTAL REVIEW)
- D. The County will continue to have a representative from the Sheriff's Department to comment on development plans during the Plan Review Committee (PRC) process. (SHERIFF'S DEPARTMENT)
- E. The Office of Planning and Environmental Review (PER) and the Sheriff's Department will consider developing a Crime Prevention through Environmental Design (CPTED) assessment program that will be available to business owners and commercial building owners at no cost. The assessment could be supported by a small business license surcharge. For buildings located in Environmental Justice Communities, building permit and site improvement fees should be reduced for CPTED improvements that are responses to a CPTED assessment. The program will be advertised by PER through Property Improvement Business Districts and Chambers of Commerce. (PLANNING AND ENVIRONMENTAL REVIEW, SHERIFF'S DEPARTMENT)

Implementation Measures (EJ Communities)

- F. Prioritize street lighting programs for Environmental Justice Communities particularly at parks and transit stops and along commercial corridors and in high crime neighborhoods. Focus on pedestrian-scale rather than vehicular-scale lighting. (TRANSPORTATION)



Many robberies occur as people walk to or from their cars in parking lots.

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PROBLEMATIC LAND USES

Objective

Limit the number and density of problematic land uses in order to conserve the quality of commercial districts and residential neighborhoods.

Intent

Some land uses tend to have more crime occurring within their vicinity than other uses. Generally, commercial areas tend to have more crime than low-density residential areas or mixed-use areas. More specifically, high density of alcohol outlets in low income areas are associated with higher rates of violent crime as shown in a number of studies (Scribner et al, 1995; Gruenewald et al, 2006; Roman et al, 2008). That is, more assaults, domestic violence and other violent crimes occur when there are bars, liquor stores, and other alcohol-selling places clustered together in low-income areas.

Two factors probably contribute to the above situation. The first factor is that these businesses create a perception of social disorder - broken bottles littered around a liquor store and a parking lot full of cars with people drinking alcohol gives the impression that the normal rules about orderly behavior are not enforced (Stewart). The second factor is that a high density of alcohol outlets attracts individuals who are more inclined to be violent while at the same time attracts individuals who are more vulnerable to being assaulted. Besides causing more violent crime, studies have shown that a high density of alcohol outlets contributes to other alcohol-related problems such as drinking and driving, higher rates of pedestrian injuries caused by vehicles, and child abuse and neglect (Stewart). Since studies show that the density of alcohol outlets is positively correlated with higher crime levels, the County will consider Zoning Code amendments that will require use permits for all off sales of liquor licenses (License Types 20 and 21) and will consider distance requirements (from residential, sensitive uses and like uses) for convenience stores and liquor stores.

Requiring a use permit for convenience and liquor stores will allow County staff and hearing bodies to thoroughly evaluate an individual request for neighborhood compatibility. Requiring a use permit will also enable the County, including the Sheriff's Department the ability to place reasonable conditions of approval on the project, such as prohibiting sales of single containers and restricting hours of sales. It should be noted that the County would be responsible for enforcing conditions on the use permit.

In addition, existing convenience and liquor stores without a use permit would need to obtain a Nonconforming Use (NCS) permit during a pre-determined period. For the NCS permit, the Sheriff's Department could place the same restrictions as those placed on Use Permits for new businesses. It is anticipated that findings cannot be made to approve the use permit or NCS permit for some new or existing businesses and thus some existing businesses would have to cease operating.

A second approach is to refine the County's process for Public Convenience/Necessity (PCN) letters for off-sale liquor licenses in a way that addresses any nuisance or criminal impacts. Applicants for liquor licenses need to obtain a PCN letter from the County when the sales location is within a census tract designated by the State Alcoholic Beverage Control Board (ABC) as over-concentrated with liquor licenses or within a neighborhood determined by the Sheriff's Department to be a high crime area. Since most census tracts in EJ Communities meet these criteria, a liquor license applicant would most likely need a PCN letter from the County for liquor sales in an EJ Community and enhanced conditioning could be used to address each community's specific unique and/or compounded needs.

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Policy (EJ Communities)

- EJ-5. The County will control uses requiring liquor licenses (particularly off-sale licenses) in Environmental Justice Communities where there is already an overconcentration of liquor licenses to reduce or eliminate nuisance or criminal impacts, particularly those that are leading to unique or compounded health effects on the community.

Implementation Measures (EJ Communities)

- A. Option 1: Explore amending the Zoning Code to require use permits for liquor stores, and convenience stores that have an off-sale alcoholic license, and to explore whether or not to include liquor and convenience stores for consideration in the County's distance separation and overconcentration requirements for certain uses. (PLANNING AND ENVIRONMENTAL REVIEW)

Or

- B. Option 2: Refine the County's process for Public Convenience/Necessity (PCN) letters for off-sale liquor licenses in a way that addresses any nuisance or criminal impacts. (PLANNING AND ENVIRONMENTAL REVIEW)

Or

- C. Option 3: In consultation with residents, businesses, the Sherriff's Department, County Public Health, and other subject matter experts, the County will explore an amendment to the County Code for the purpose of establishing a Special Business License for convenience markets. The purpose is to regulate the nuisance, criminal, and health-related impacts associated with convenience uses, particularly where overconcentration of such uses occur.

SUPPORTING YOUTH ACTIVITIES IN ENVIRONMENTAL JUSTICE COMMUNITIES

Objective

Environmental Justice Communities will have thriving youth programs that will involve the community's youth.

Intent

It is widely known that effective youth programs (serving children up through age 18) in disadvantaged areas have many benefits for participants, their family and their community. Documented benefits for participants include improvement in academic performance, improvement in classroom behavior, reduced drug use, increased physical fitness and better dietary habits. Parents directly benefit by having a trusted caretaker for their children while they are at work. Communities benefit by having reduced rates of crime and drug use when there are successful youth programs in the community (Youth.Gov).

Supporting youth programs in Environmental Justice Communities is a long-term strategy in reducing or eliminating crime in these communities. If youth are involved in positive activities, they will be less susceptible to participate in criminal or drug activity when they become older.

Policy (EJ Communities)

- EJ-6. Support youth programs in Environmental Justice Communities to encourage the healthy development of youth and their transition to adulthood.

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Implementation Measures (EJ Communities)

- A. Consider the development of Youth Master Plans for each community in the unincorporated County, starting with the Environmental Justice Communities. These plans will provide a vision and a roadmap to improve and enhance the overall quality of life for the community's children, youth and families. The Youth Master Plan will include the creation of an information sharing and support network to assist youth to make connections with County decision makers and elected officials. The Sacramento County Youth Council will have an important role in this effort. (DEPARTMENT OF HEALTH SERVICES)
- B. Reduce or eliminate fees for temporary use permits for events sponsored by children or youth programs and are located in Environmental Justice Communities. (PLANNING AND ENVIRONMENTAL REVIEW)

INCREASE JOB OPPORTUNITIES IN ENVIRONMENTAL JUSTICE COMMUNITIES

Objective

Job-seeking residents in Environmental Justice Communities can find jobs that lead to financial self-sufficiency.

Intent

A community benefits in multiple ways when community members have jobs that pay living wages and are able to work in clean and safe workplaces. Having a job that pays living wages enables one to attain financial self-sufficiency. When financial self-sufficiency is attained, more community members experience better health, improved nutrition and lower death rates. Financial self-sufficiency also leads to reduced crime activity, particularly property crime activity. Multiple studies have found that an increase in the unemployment rate increases the rate of property crimes. (Altingdag, 2011; Lin, 2008; Raphael et al, 2001). Thus, another long-term strategy to prevent crime in Environmental Justice communities is to provide more economic opportunities in these communities.

Policies (EJ Communities)

- EJ-7. Market assets of Environmental Justice Communities to attract employers to locate their businesses in these communities.
- EJ-8. Support and enhance job-skills training, workforce housing and recruitment programs and services in Environmental Justice Communities.
- EJ-9. Support business improvement districts in Environmental Justice Communities to increase job opportunities and reduce violence and crime in affected neighborhoods.
- EJ-10. Support locating County employment centers and facilities in Environmental Justice Communities and providing County paid-internship and volunteer opportunities for residents in Environmental Justice Communities.
- EJ-11. Encourage the provision of wireless communications services throughout Environmental Justice Communities at a level greater than the minimum required by the Telecommunications Act for improved business development, access to information, and public safety.

Implementation Measures (EJ Communities)

- A. The County will incorporate economic development, multimodal transportation, and affordable housing strategies into neighborhood strategic

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- plans, community plans or other strategic planning documents when they are prepared or updated for the Environmental Justice Communities. (PLANNING AND ENVIRONMENTAL REVIEW)
- B. The County will consider residency in an Environmental Justice Community as a positive factor in selecting candidates for County internships. (ALL COUNTY AGENCIES)
 - C. Continue to provide assistance to community and neighborhood organizations in their efforts to provide job training, employment and workforce housing opportunities in Environmental Justice Communities. (PLANNING AND ENVIRONMENTAL REVIEW)

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SECTION 6: HEALTHY FOOD ACCESS

Food plays a critical role in the health, economy and culture of a sustainable community. Therefore, it is essential that all stakeholders have access to food that is healthy, affordable and culturally appropriate. Environmental Justice Communities may face constraints related to accessibility to nutritional food; this lack of accessibility has a direct impact on personal health and well-being. Food access is not only linked to the physical accessibility of affordable and culturally appropriate food, but also to food security, defined as access by all people at all times to enough food for an active, healthy life. Food security includes the availability of nutritionally adequate and safe foods as well as the ability to acquire foods in socially acceptable ways (without resorting to emergency food supplies, scavenging, stealing, or other coping strategies) (Anderson, 1990).

BASELINE CONDITIONS

FOOD ACCESS

According to grocery store data from the Sacramento Area Council of Governments (SACOG), there are a higher percentage of residential units within the North Highlands/Foothill Farms, West Arden-Arcade, and South Sacramento EJ Communities that are within half a mile of grocery stores than within non-EJ areas (Table 5). This trend is especially notable in the South Sacramento EJ Community where there are a large number of small ethnic markets. However, comments received during public outreach for the EJ Element assert that there are still food deserts existing in EJ Communities at the neighborhood scale. Figure 6 and Figure 7 identify grocery store locations in comparison to residential areas and other food-related uses.

Table 5: Percentage of Residences within 1/2 Mile of Grocery Store

	Number of Units	Number of Units within 1/2 mile of Grocery Store	Percentage of Units within 1/2 Mile of Grocery Store
North Vineyard	1548	0	0%
North Highlands/Foothill Farms	25,456	15,965	63%
West Arden-Arcade	20,464	10,838	53%
South Sacramento	28,807	17,309	60%
Non- EJ Area	130,477	39,836	31%

Source: Sacramento County Office of Planning and Environmental Review, 2017

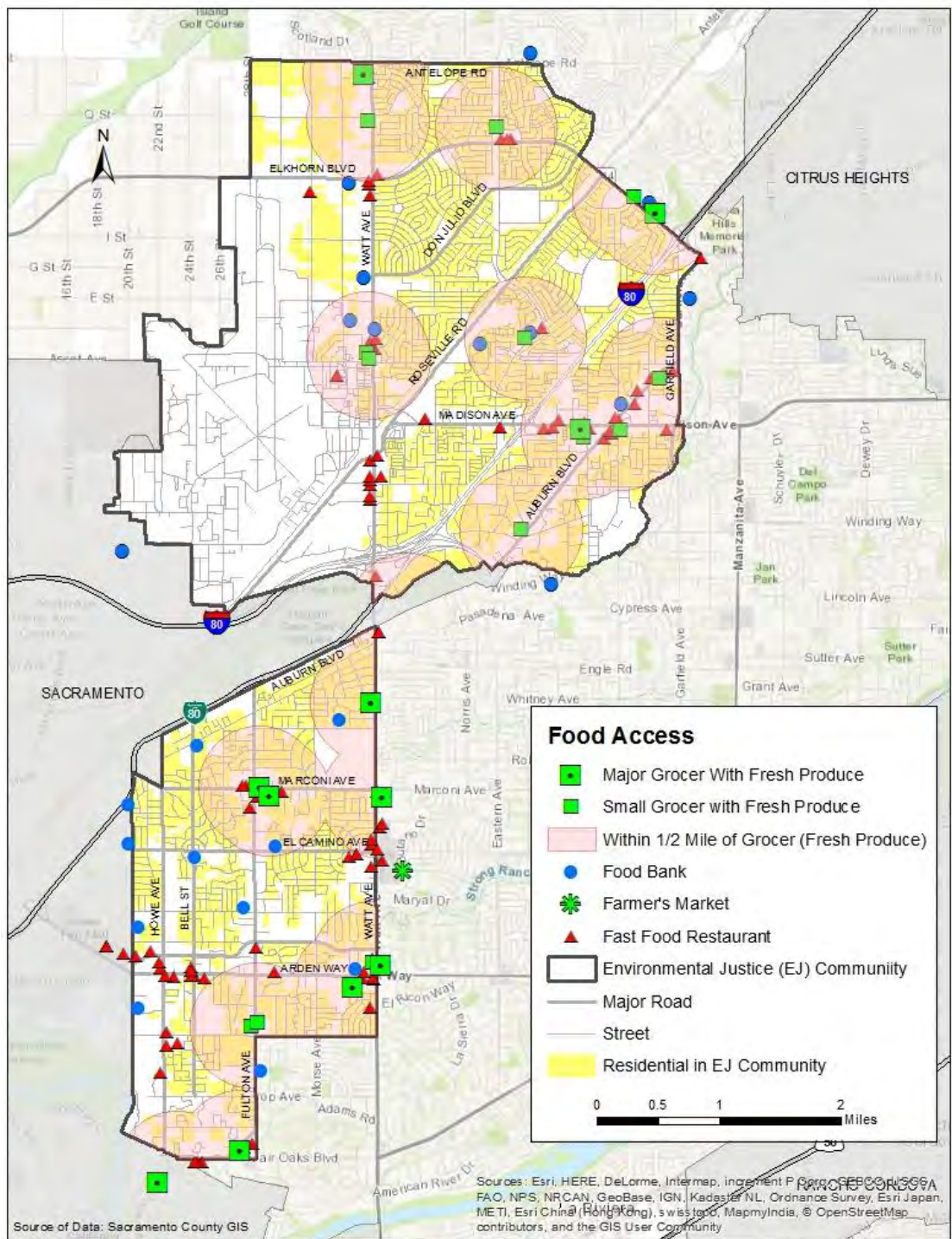


Access to healthy, fresh food is necessary for a sustainable community.

Photo by Joe Szurszewski (CC BY-NC 4.0). Copyright 2015 American Planning Association.

Sacramento County Environmental Justice Element

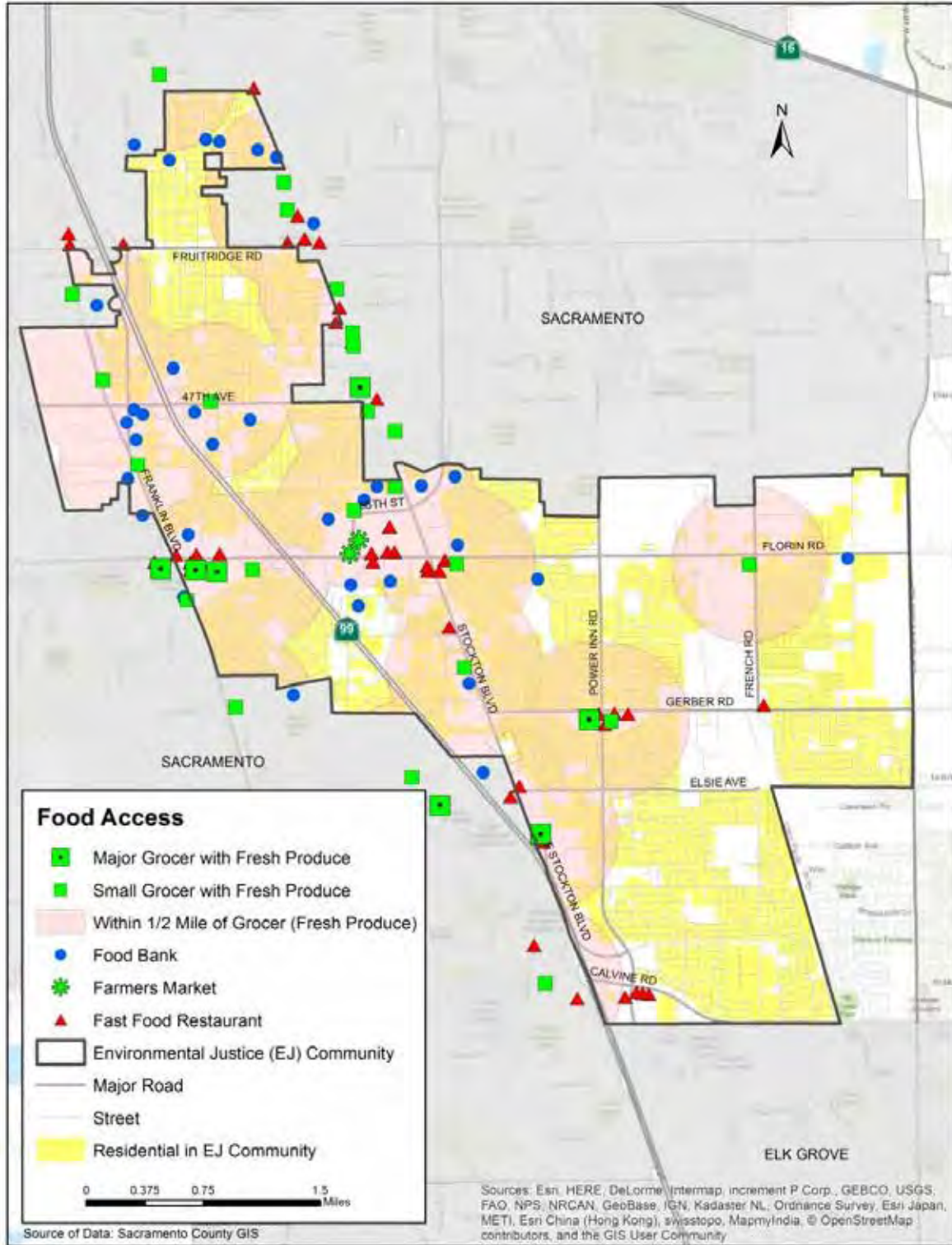
Figure 6: Healthy Food Access in North Highlands/Foothill Farms and West Arden-Arcade



Source: Sacramento County Planning and Environmental Review, 2017

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Figure 7: Healthy Food Access in South Sacramento



Source: Sacramento County Planning and Environmental Review, 2017

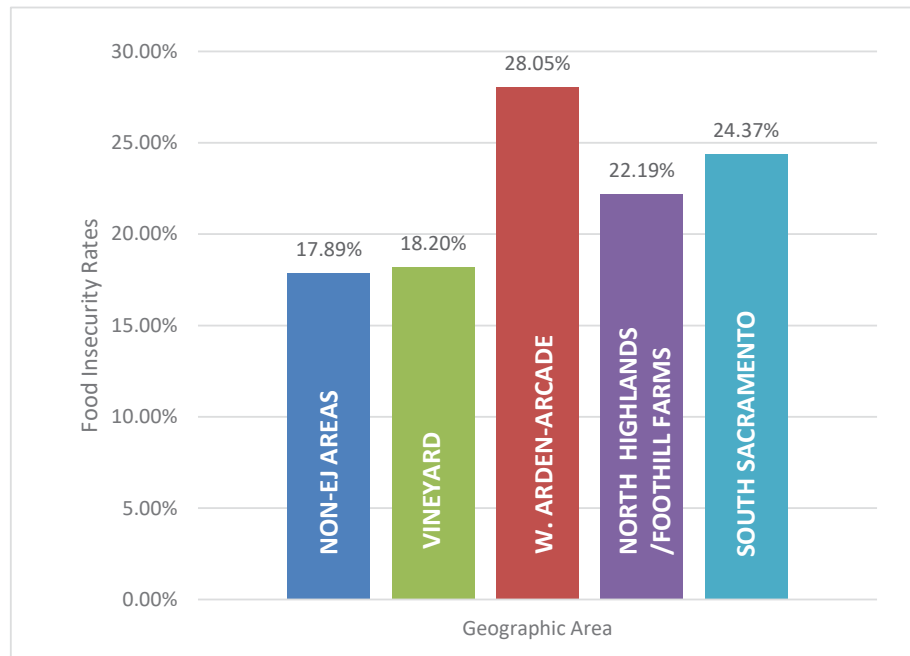
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FOOD INSECURITY

Though access to grocery stores in EJ Communities is generally higher than in non-EJ areas at the community scale, EJ Communities have a problem with food insecurity. Food insecurity is the limited or uncertain availability of nutritionally adequate and safe foods or limited or uncertain ability to acquire acceptable foods in socially acceptable ways. Feeding America conducts an annual study to estimate the number of food insecure people and the percentage of the population that experienced food insecurity at some point during a given year. According to their estimates, both the food insecurity rates and the food insecurity population are significantly higher in West Arden-Arcade, North Highlands/Foothill Farms, and South Sacramento EJ communities than in non-EJ areas (Figure 8). Of the County-wide food-insecure population, Feeding America found that the income of the majority of households which were considered food insecure were actually above the Federal poverty level used for nutrition programs like the Supplemental Nutrition Assistance Program (SNAP) and the Women, Infants, and Children program (WIC) and would not be eligible for assistance. Households, which earn too much to qualify for Federal nutrition assistance programs but are still food insecure, must choose between competing priorities such as housing, utilities and medical expenses.

The North Vineyard EJ Community serves as the contradiction to the baseline data conditions above. As a rural community which has been targeted for new growth, this community is estimated to have a food insecurity rate that is similar to that of non-EJ areas.

Figure 8: Food Insecurity Rates



Source: Feeding America, 2017

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POLICIES AND IMPLEMENTATION MEASURES

COUNTYWIDE FOOD ACTION PLAN

Objective

Improve the food system in the Sacramento area so that all area residents have access to healthy foods.

Intent

The policy and implementation measures below relate to the creation of a Countywide Food Action Plan, which will create a holistic vision for the food system from production through waste management County-wide. The Food Action Plan will outline the County's goals in support of an equitable and healthy food system that goes beyond the land use goals of the General Plan.

Policy (Countywide)

- EJ-12. The County supports an equitable and comprehensive approach to food systems from production through processing, distribution, access and waste management in a way that supports the health, environment, equity, and economy of the region.

Implementation Measures (Countywide)

- A. Develop a Food System Assessment to assess baseline conditions of the County's current food system within two years of adoption of the Phase 2 Environmental Justice Element in order to inform the preparation of a Countywide Food Action Plan. (DEPARTMENT OF HEALTH SERVICES)
- B. Develop a Countywide Food Action Plan for approval by the Board of Supervisors within two years of completion of the Food System Assessment. (DEPARTMENT OF HEALTH SERVICES)
- C. Invite and encourage all incorporated cities to participate in preparation of the Food Action Plan. (DEPARTMENT OF HEALTH SERVICES)
- D. Establish a Countywide team with representatives from the following to include, but not limited to: Department of Health Services, Office of Planning and Environmental Review, Department of Human Assistance, Office of Education, Environmental Management Department, Department of Waste Management and Recycling, Office of Economic Development, SACDOT, Regional Parks, SACOG and representatives from the incorporated cities, and community stakeholders, and advocates to assist in the preparation of the Food System Assessment and the Food Action Plan. (DEPARTMENT OF HEALTH SERVICES)
- E. Work with the Countywide team to research and implement a permanent funding option for a Healthy Food Fund that would fund implementation of activities identified in the Food Action Plan. (DEPARTMENT OF HEALTH SERVICES)
- F. Evaluate the Food Action Plan every 5 years and provide an update on the progress of implementation and a reassessment of goals to the Board of Supervisors. (DEPARTMENT OF HEALTH SERVICES)
- G. Create and maintain a webpage containing information about the Food Action Plan and other County-initiated efforts related to food access and food equity. (DEPARTMENT OF HEALTH SERVICES).



Farmer's markets can provide affordable fresh produce in areas that lack grocery stores and provide customers for local farmers.

Photo by Kelly Wilson (CC BY-NC 4.0). Copyright 2015 American Planning Association.

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INCREASING HEALTHY FOOD ACCESS

Objective

Reduce by 50 percent the food insecurity rates in the unincorporated Sacramento County.

Intent

Environmental Justice Communities may face constraints related to accessibility to nutritional food; this lack of accessibility has a direct impact on personal health and well-being. Food access is not only linked to the physical accessibility of affordable food but also to food security, defined as access by all people at all times to enough food for an active, healthy life. The policies and implementation measures below are aimed at improving access to healthy food products. A healthy food product is defined as a raw, canned, or frozen fruit or vegetable which contains limited total fat, limited saturated fat, and limited cholesterol, or it is a product which contains limited total fat, limited saturated fat, and limited cholesterol and which provides at least 10 percent of the reference daily intake (RDI) or the daily reference value (RDV) of one or more of the following: vitamins A or C, iron, calcium, protein, or fiber consistent with the Code of Federal Regulations Title 21, Volume 2 Section 101.65(d)(2).

Policies (Countywide)

- EJ-13. The County will encourage the provision of safe, convenient opportunities to access healthy food products by ensuring that sources of healthy foods are accessible to neighborhoods. In urbanized communities, access should be within a quarter-mile of public transit.
- EJ-14. The County recognizes the importance of education for healthy food choices. The County will support youth food education programs and promote public service announcements and messaging about healthy eating habits, food choices, nutrition, and related County programs.
- EJ-15. The County recognizes that access to healthy food includes the ability to access economic development opportunities. The County will support development of food system employment training opportunities, such as food business incubator projects.

Implementation Measures (Countywide)

- A. Develop a definition of healthy food products and require convenience stores to dedicate a certain percentage of shelf space to the sale or display of healthy food products. This process may be accomplished via Zoning Code Amendment, County Code Amendment, or other regulation. The required shelf space percentage shall be informed by market studies or Countywide Food Action Plan to ensure the requirement meets the need yet does not result in waste from unsold food. (PLANNING AND ENVIRONMENTAL REVIEW)
- B. Amend the Zoning Code to include market gardens and/or edible landscaping as common outdoor amenities and open space in the Multifamily Residential Development Standards. (PLANNING AND ENVIRONMENTAL REVIEW)
- C. Establish a Technical Advisory Committee including grocers and community-based organizations in order to understand and reduce barriers to grocery store development in Environmental Justice Communities. (PLANNING AND ENVIRONMENTAL REVIEW)
- D. Promote CalFresh, Market Match, Senior Farmers Market Nutrition Program, and the Woman, Children & Infants Farmers' Market Nutrition Program to all farmers' markets managers. (AGRICULTURE COMMISSIONER)

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- E. Provide CalFresh, Market Match, Senior Farmers Market Nutrition Program, and Woman, Children & Infants Program recipients with information on Farmers Markets, which accept program coupons. (DEPARTMENT OF HUMAN ASSISTANCE)
- F. The County through the Offices of Planning and Environmental Review and Economic Development will increase opportunities for locating providers of fresh produce (grocery stores, farmer markets, produce stands) near existing neighborhoods, particularly low-income neighborhoods, and in new master plan areas. (PLANNING AND ENVIRONMENTAL REVIEW, ECONOMIC DEVELOPMENT)

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SECTION 7: PHYSICAL ACTIVITY

Physical activity is a large contributor to the physical and mental health of Sacramento County residents. Physically active people tend to live longer and have lower risk for heart disease, stroke, type 2 diabetes, depression, and some cancers (Center for Disease Control and Prevention, 2017). People partake in physical activity for many different reasons. Some are physically active for recreational purposes, such as taking the dog for a walk after dinner, going for a run, or playing basketball in the neighborhood park, while others are physically active for transportation purposes, such as commuting by bike or walking to a local restaurant or store. Physical activity is promoted by the built environment through providing places that encourage walking, biking and other forms of exercise. These places include parks, open space, trails, urban green spaces, groves with robust tree canopies, and active transportation networks. For example, if a community has a network of safe bike trails, community members are more likely to bike within that community.

BASELINE CONDITIONS

OBESITY RATES

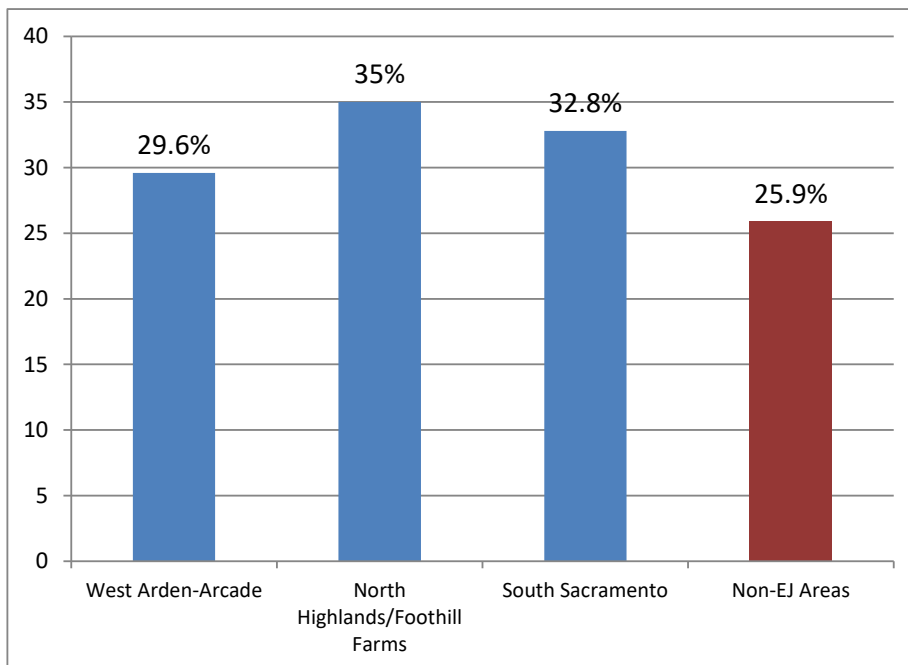
Obesity is a serious health issue and personal involvement in physical activity is one way to prevent obesity. Data on obesity in the County is limited. Sacramento County’s Department of Health Services (Health Services) initially had data for a few census tracts within the County including the West Arden-Arcade and South Sacramento Environmental Justice communities. Health Services later provided data for North Highlands/Foothill Farms but data for North Vineyard is still not available. Figure 9 identifies obesity rates for the communities where data is available.



The Center for Disease Control and Prevention, 2017) reports that adults with more education and whose family income is above the poverty level are more likely to engage in more aerobic activity than adults with less education or whose family income is at or near the poverty level Center for Disease Control and Prevention, 2017).

Photo by Joe Szurszewski (CC BY-NC 4.0). Copyright 2017 American Planning Association.

Figure 9: Percentage of Obese Individuals



Source: Sacramento County Department of Health Services, 2017, 2018

California has the fifth lowest adult obesity rate in the United States, with 25 percent of adults being obese in 2016 (Trust for America’s Health, 2017). Based on the limited

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Neighborhoods with active design treatments, such as sidewalks and shade trees, generate about 120 percent more pedestrian and bicycle trips than automobile oriented neighborhoods

Photo by Greg Griffin, AICP (CC BY-NC 4.0). Copyright 2016 American Planning Association.

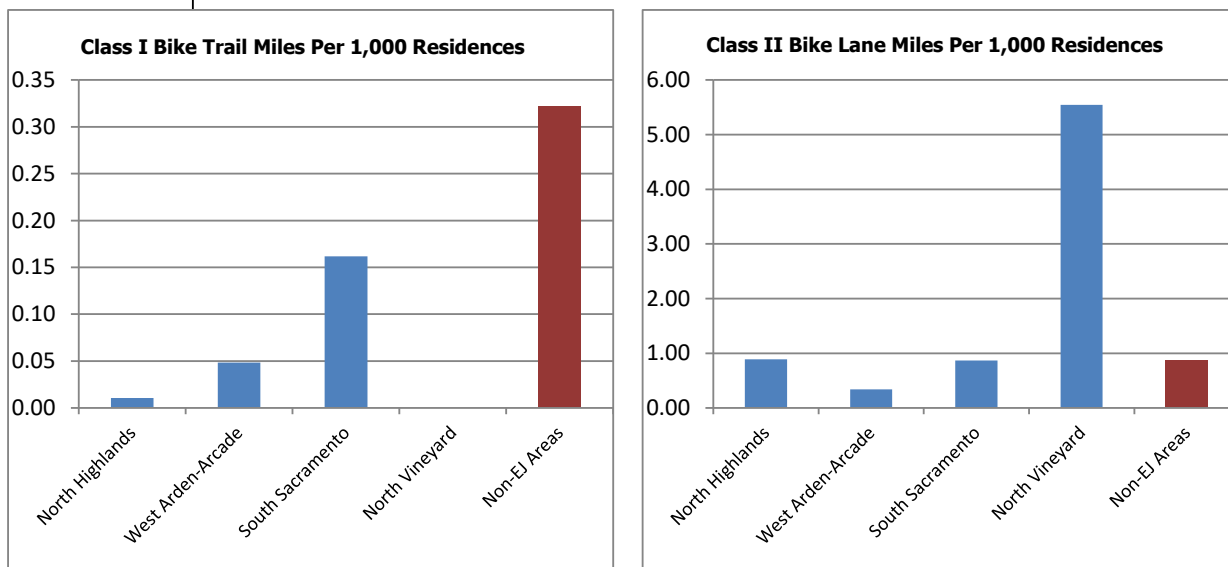
data available, we can see in Figure 9 that the non-EJ areas obesity percentage is close to the California average but the percentages for West Arden-Arcade, North Highlands/Foothill Farms and South Sacramento are all above the state average.

BIKE TRAILS AND LANES

To encourage bicycle activity, a city or county must provide an adequate amount of bicycle lanes/trails that provide access to desired destinations. Sacramento County has a comprehensive inventory of Class I (off-road) and Class II (on-road) bike lanes. Figure 10 shows the number of miles of Class I and Class II bike lanes per 1,000 dwelling units as of 2017.

For Class I bike trails, the amount of bike trail miles per 1,000 residences in EJ Communities is less than half of that in non-EJ areas. EJ Communities (except for North Vineyard) are in older developed areas where the amount of open space is limited. Non-EJ areas include parkways (such as the American River Parkway) and other open space areas that make it feasible to establish long segments of off-road bike trails. For Class II bike lanes, the amount of bike lane miles per 1,000 residences in the South Sacramento and North Highlands/Foothill Farms EJ communities are comparable to that in non-EJ areas. However, the amount of bike trails per 1,000 residences in West Arden-Arcade is much less than in non-EJ areas.

Figure 10: Class I and II Bike Lanes Per 1,000 Residences (2017)



Note: North Highlands also includes Foothill Farms/Old Foothill Farms.
Source: Sacramento Area Council of Governments, 2017.

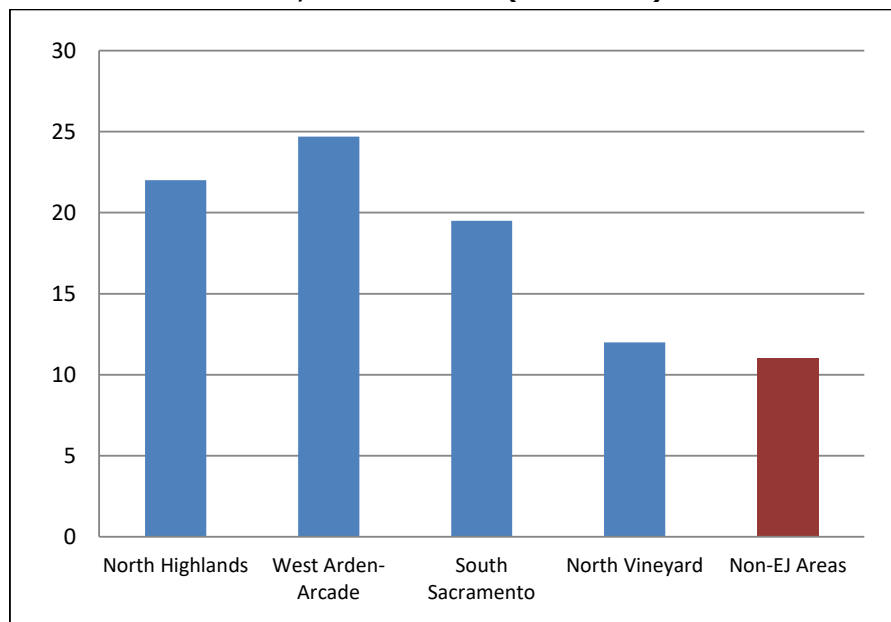
BIKE AND PEDESTRIAN COLLISIONS

Besides providing bike lanes and sidewalks, a city or county must ensure that these infrastructures can be used safely. Recording bike and pedestrian collisions (with cars) can assist in gauging the safety level for walking or bicycling in a community. U.C. Berkeley developed a collision database called the Transportation Injury Mapping System, which provides information regarding crash data for all of California. This is referred to as the Statewide Integrated Traffic Records System (SWITRS). According to the SWITRS a disproportionate amount of collisions within the County's Urban Services Boundary (USB) involving a bike or pedestrian, occurs in Environmental Justice Communities. Within the USB, 64 percent of fatal collisions that have occurred from 2004 through 2014 are in Environmental Justice Communities. The following

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Figure 11 shows the number of bicycle and pedestrian collisions per 1,000 residences in each EJ Community and in non-EJ areas.

Figure 11: Bike and Pedestrian Collisions Occurrences (with cars) per 1,000 Residences (2004-2014)



Note: North Highlands includes Foothill Farms and Old Foothill Farms
Source: UC Berkeley Transportation Injury Mapping System, 2017

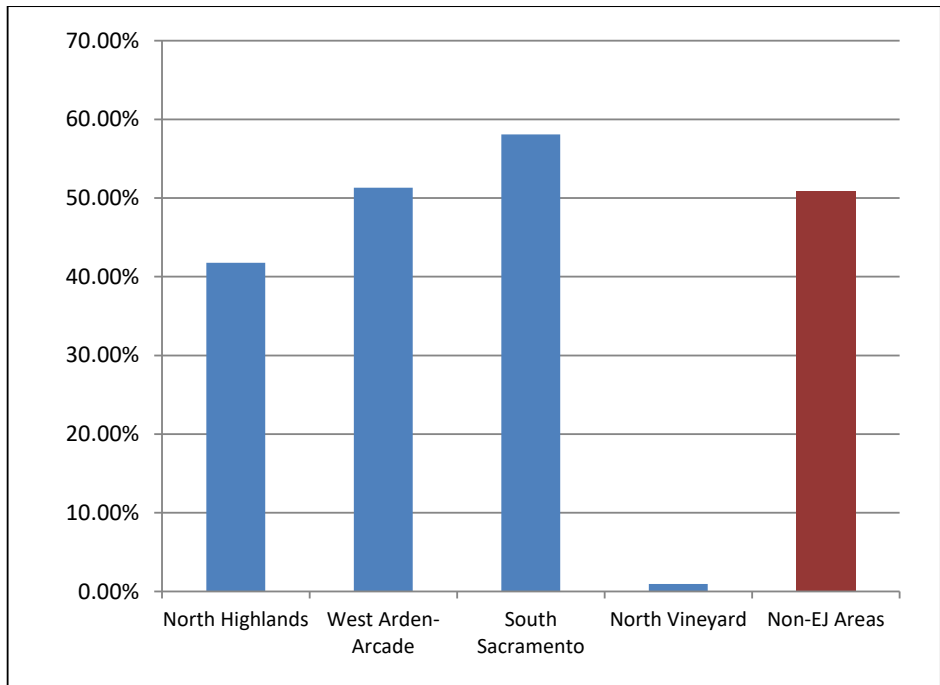
PROVISION OF PARKS

According to the Sacramento County General Plan, parks define the quality of neighborhoods and communities and provide the setting for active and passive recreation that benefits the residents of the immediate neighborhood, the larger community, and the broader region. Two ways to measure sufficient parks provision in a community are park accessibility and acreage.

Park Accessibility: According to Figure 12 below, the South Sacramento and West Arden-Arcade EJ Communities have park accessibility that is greater than or equal to that existing in non-EJ areas. These areas have at least 50 percent of their dwelling units being within a quarter mile of a public park. North Highlands/Foothill Farms is the urbanized area that has the least percentage of dwelling units within a quarter mile of a public park. North Vineyard is a rural area and thus does not have neighborhood parks. Figure 13 and Figure 14 show residential areas in the EJ Communities (except for North Vineyard) that are within a quarter mile of a public park. As shown in these figures, many residential areas are within a quarter-mile of a public park, but there are many other residential areas beyond a quarter-mile.

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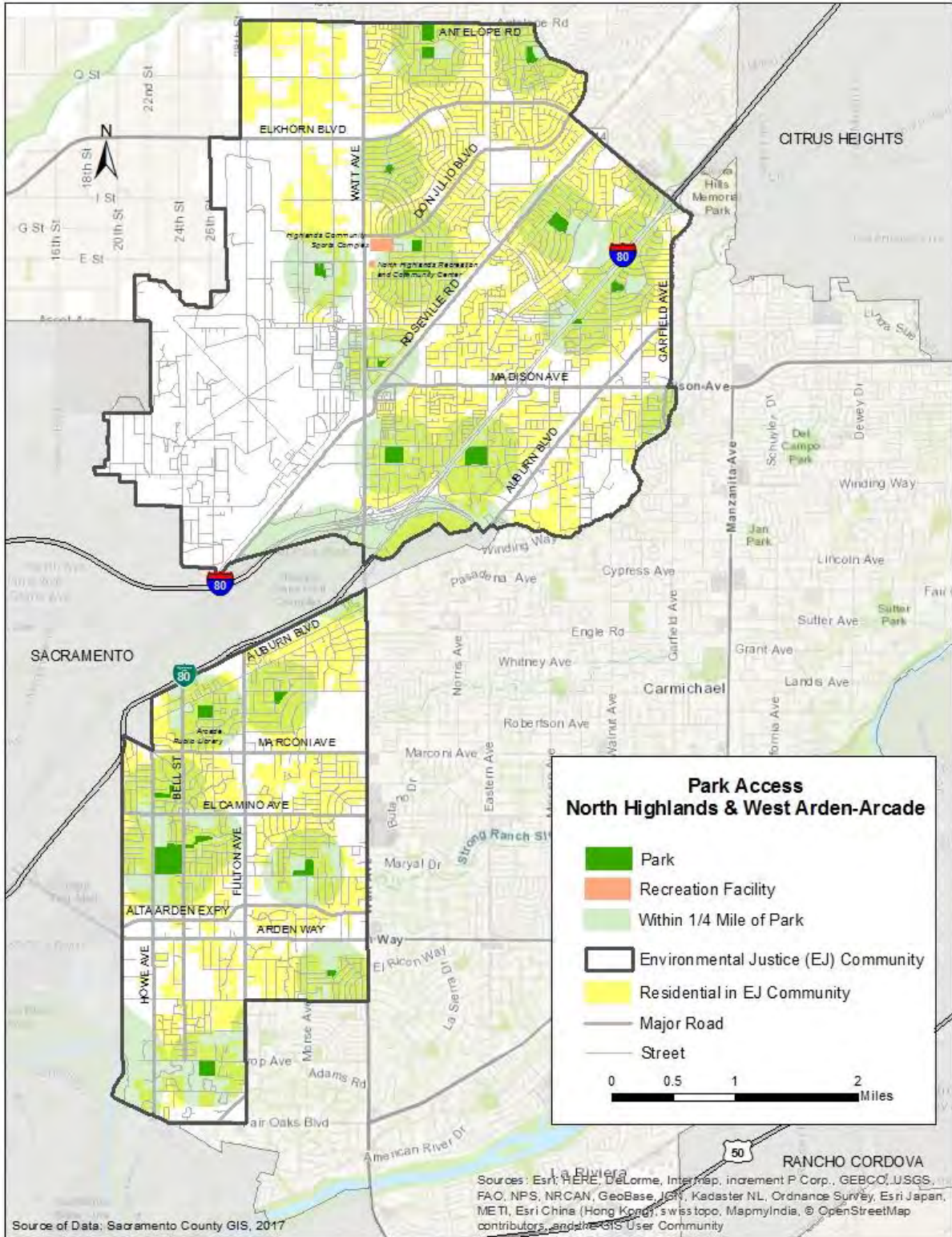
Figure 12: Percentage of Residences within 1/4 Mile of a Park



Note: North Highlands includes Foothill Farms/Old Foothill Farms
 Source: Sacramento County GIS, 2017

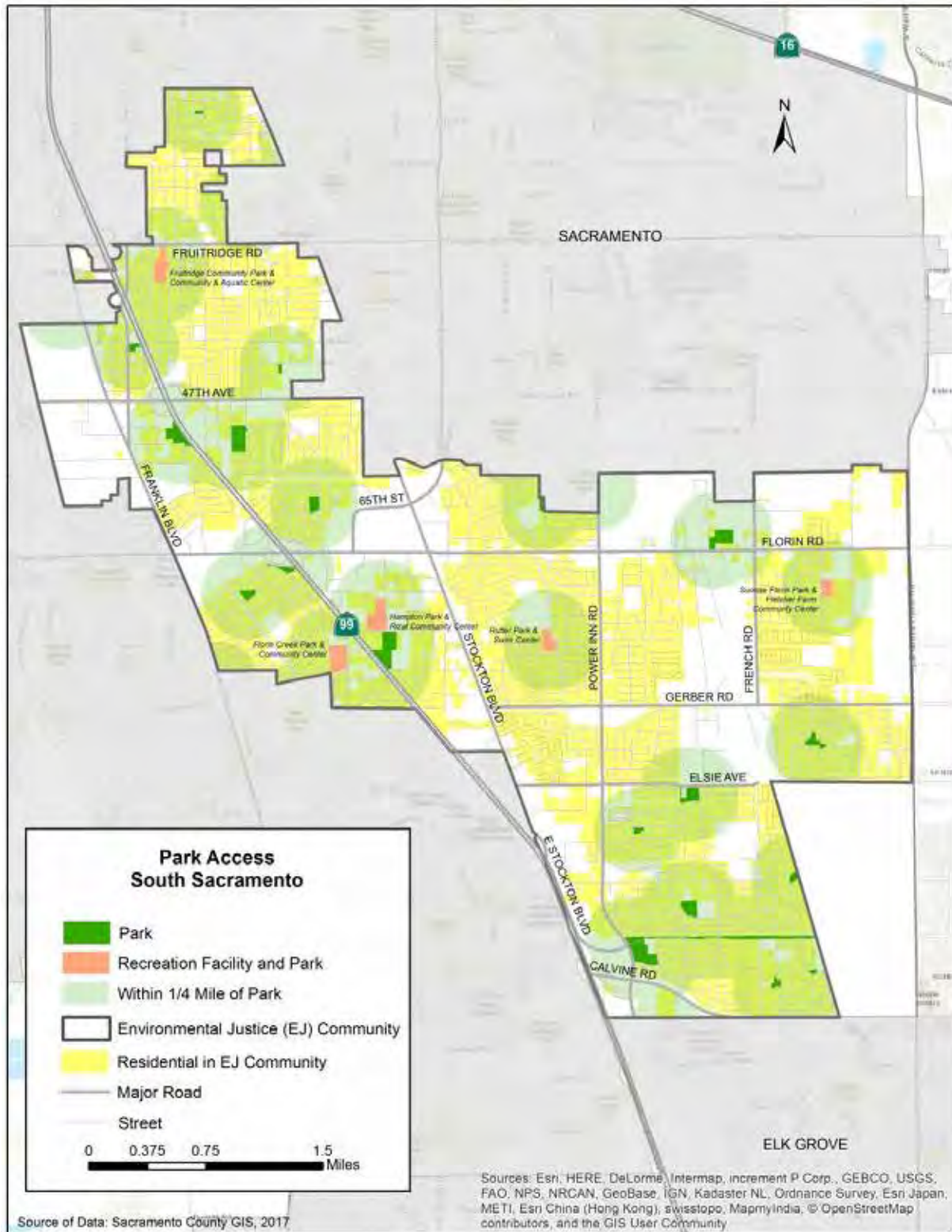
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Figure 13: Park Access in North Highlands/Foothill Farms and West Arden-Arcade



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Figure 14: Park Access in South Sacramento

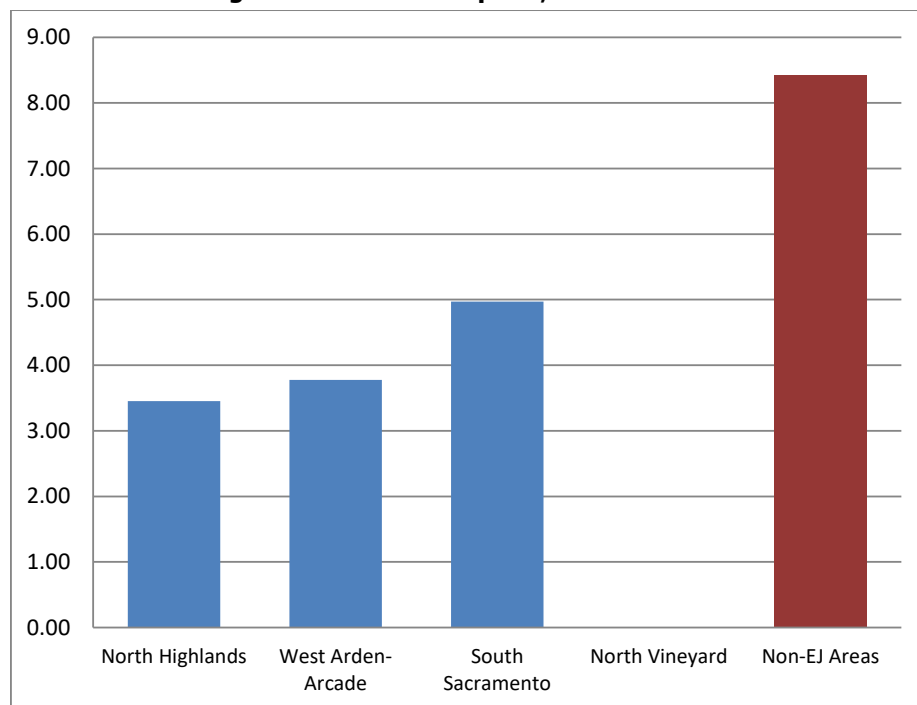


Source of Data: Sacramento County GIS, 2017

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Park Acreage: Though EJ Communities have more residences that are close to public parks than non-EJ areas, non-EJ areas have more park acreage. According to Figure 15, the amount of park acres per 1,000 residences is much higher in non-EJ areas than in the EJ Communities. The non-EJ areas have almost 8.5 acres per 1,000 residences while South Sacramento, the EJ Community with the highest acreage amount has only 5.0 acres per 1,000 residences. The reason for this disproportionality is that communities in the non-EJ areas have large community parks while the EJ Communities lack community parks.

Figure 15: Park Acres per 1,000 Residences



Note: North Highlands includes Foothill Farms/Old Foothill Farms

Source: Sacramento County GIS, 2017

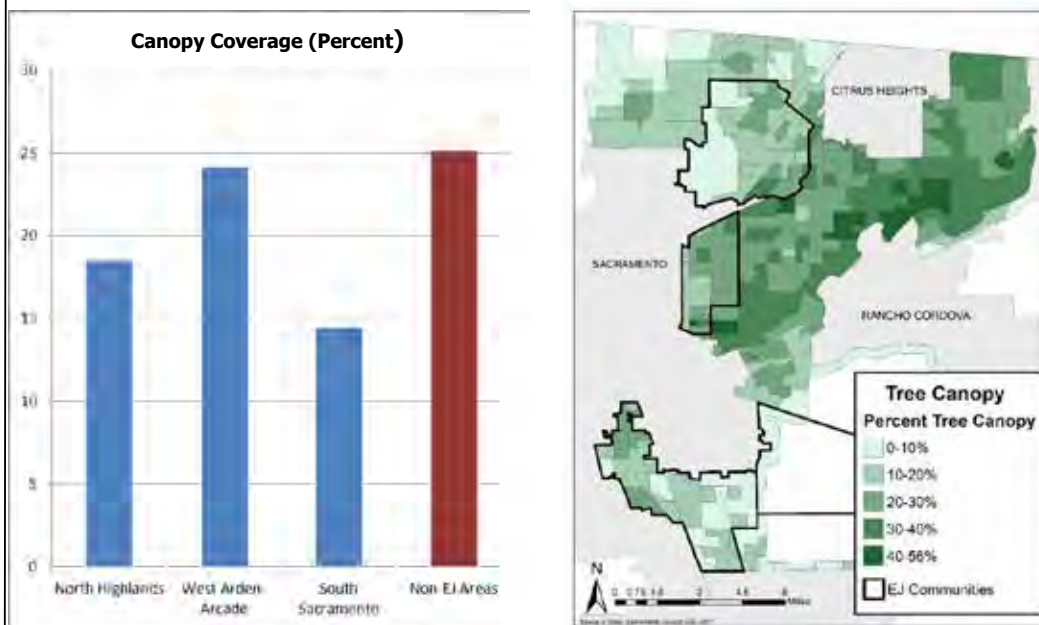
TREE CANOPY

The Sacramento Tree Foundation has collected tree canopy data for most of Sacramento County as part of the Green Prescription effort. Research for this effort found that "greater tree canopy was statistically significantly associated ($p < 0.05$) with lower prevalence of overweight/obesity, more leisure vigorous physical activity, better self-reported general health, lower prevalence of asthma, and better neighborhood social cohesion." This means that a robust tree canopy in a community will encourage more bicycling and pedestrian activity that results in better health and social outcomes.

According to Figure 16, the canopy percentage is lower in North Highlands/Foothill Farms and South Sacramento than that in non-EJ communities. Tree canopy data was extremely limited in North Vineyard and was therefore excluded.

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Figure 16: Tree Canopy



Note: North Highlands includes Foothill Farms and Old Foothill Farms.
 Source: Sacramento Tree Foundation, 2017

POLICES AND IMPLEMENTATION MEASURES

PROMOTING AND ENCOURAGING PHYSICAL ACTIVITY

Objective

Improve the physical fitness of the unincorporated County’s residents, particularly those who live in Environmental Justice Communities

Intent

Physical activity is essential to increased fitness and overall health of people of all ages. Studies have shown that increased physical activity during in one’s daily life leads to lower mortality rates than those who are sedentary. An active lifestyle that incorporates exercise can prevent or improve chronic illnesses such as coronary heart disease, diabetes, colon cancer and high blood pressure (U.S. Department of Health and Human Services, 2002). Exercise can also prevent or reduce obesity, a condition that contributes to the same chronic illnesses. Finally, physical activity can improve mental health by reducing stress and depression and increasing psychological well-being.

Residents throughout the unincorporated County could benefit from increased physical activity, but particularly those who live in Environmental Justice Communities. Obesity rates are higher in the North Highlands/Foothill Farms, South Sacramento and West Arden-Arcade Environmental Justice Communities than in other areas of the unincorporated County (See obesity rates subsection).

Policies (Countywide)

- EJ-16. Promote physical activity programs and education including but not limited to programs offered by the local park and recreation districts and encourage residents to regularly participate in physical activity and active lifestyles.

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EJ-17. Promote walking, biking, and other modes of active transportation as safe, easy, healthy, and fun alternatives for all residents to complete local errands and short trips.

EJ-18. Encourage school district activities, programs, and master planning efforts that support physical activity and wellness.

Implementation Measures (Countywide)

- A. Continue to include guidelines in the County's Countywide Design Guidelines that encourage physical activity (Active Design Guidelines). The Countywide Design Guidelines identify active design guidelines with a logo and has an appendix on active design strategies. (PLANNING AND ENVIRONMENTAL REVIEW)
- B. Encourage businesses and non-profit organizations to offer indoor recreational facilities and programs compatible with existing commercial structures and zones, such as batting cages, rock climbing walls, basketball/indoor soccer courts, and studios offering martial arts, aerobics, and yoga classes. (PLANNING AND ENVIRONMENTAL REVIEW)

Implementation Measure (Environmental Justice Communities)

- C. For non-profit organizations, reduce entitlement fees for use permits for indoor and outdoor general recreational facilities in Environmental Justice Communities and/or reduce level of review for use permits from Planning Commission to Zoning Administrator. (PLANNING AND ENVIRONMENTAL REVIEW)

COMMUNITY DESIGN THAT PROMOTES PHYSICAL ACTIVITY

Objective

The construction of urban development projects designed to support physical activity.

Intent

The built environment has a major role in determining a community's opportunities for physical activity. Like in many other cities and towns in the country, physical development in EJ Communities has been historically geared toward the automobile and not toward pedestrians or bicyclists. Neighborhoods have been designed to provide privacy to residents by minimizing access into the neighborhood and feeding cars into larger and larger roadways (neighborhood street to arterial or thoroughfare). Commercial areas have also been designed for automobiles with large parking lots between the building and the roadway. For pedestrians and bicyclists, these design decisions resulted in less accessibility and unattractive (and sometimes unsafe) travel environments.

Alternatively, certain land use development patterns encourage pedestrian and bicycle travel, which results in having a positive impact on public health. Mixing housing with stores, services, employment, and developing neighborhoods that are more compact can create communities where residents' daily needs are met with a short walk or bike ride. Greater connectivity between homes, retail, employment, and recreation locations can also encourage more pedestrian and bicycle activity. This is accomplished through grid pattern streets, shorter blocks, and integrated pathways that shorten distances between amenities and other destinations. Within development projects such as apartments and small lot subdivisions, the placement of open space with amenities such as pedestrian walkways, tot-lots, pools, community gardens and small common greens can encourage residents to partake in physical activity.

The ability to apply community design that promotes physical activity varies among the Environmental Justice Communities. West Arden-Arcade is almost at full buildout

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with limited infill opportunities, while North Highlands/Foothill Farms and South Sacramento have moderate amounts of vacant land. Major development is expected for North Vineyard due to the establishment of master plans within its borders. In EJ Communities, there are also redevelopment opportunities where developments that are more bicycle and pedestrian friendly can replace existing auto-oriented developments.

Policy (Countywide)

- EJ-19. When planning for new development in new communities, the features below shall be incorporated for their public health benefits and ability to encourage more active lifestyles, unless environmental constraints make this infeasible. In existing communities, the features below shall be considered, as appropriate and feasible:
- a. Where appropriate, compact, mixed use development and a balance of land uses including schools, parks, jobs, retail and grocery stores, so that everyday needs are within walking distance of homes.
 - b. Grid or modified-grid pattern streets, integrated pathways and public transportation that connect multiple destinations and provide for alternatives to the automobile.
 - c. Wide sidewalks, shorter blocks, well-marked crosswalks, on-street parking, shaded streets and traffic-calming measures to encourage pedestrian activity.
 - d. Walkable commercial areas with features that may include doors and windows fronting on the street, street furniture, pedestrian-scale lighting, and served by transit when feasible.
 - e. Open space, including important habitat, wildlife corridors, and agricultural areas incorporated as community separators and appropriately accessible via non-vehicular pathways.

Implementation Measures (Countywide)

- A. At such time the County initiates a rezone program, the Office of Planning and Environmental Review (PER) will rezone properties to multifamily zones that are close to existing services and adjacent to existing bike lanes and sidewalks. (PLANNING AND ENVIRONMENTAL REVIEW)
- B. Develop a comprehensive Transit-Oriented Development Ordinance that will incentivize transit supportive uses near light rail stations or major transit stops and preserve transit areas for appropriate development opportunities. This ordinance will incorporate the transit-oriented development standards in the TOD Design Guidelines and be applicable to all areas within ½ mile of a light rail station or major transit stop. The Comprehensive Transit-Oriented Development Ordinance will allow flexibility in allowed uses and development standards based on the neighborhood context of the transit station.

or

Prepare Master Plans and Special Planning Area ordinances for areas surrounding light rail stations or major transit stops. These planning documents will incentivize transit supportive uses and preserve transit areas for appropriate development opportunities. Many of the transit-oriented development standards in the TOD Design Guidelines will be incorporated into the planning documents. Allowed land uses and development standards will be based on the neighborhood context of the transit station. (PLANNING AND ENVIRONMENTAL REVIEW)

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- C. Coordinate with Department of Health Services, Sacramento County Department of Transportation (SACDOT) and other public health agencies and organizations during master planning efforts to identify and integrate design elements into land use plans that encourage physical activity. (PLANNING AND ENVIRONMENTAL REVIEW, DEPARTMENT OF HEALTH SERVICES, TRANSPORTATION)
- D. Coordinate with the Department of Health Services to conduct meetings, workshops or public hearings in order to solicit input from interested individuals and organizations on opportunities and recommendations for integrating public health concerns into local land use and transportation planning. (PLANNING AND ENVIRONMENTAL REVIEW, DEPARTMENT OF HEALTH SERVICES, TRANSPORTATION)

ACTIVE TRANSPORTATION

Objective

Improve the pedestrian and bicycle network particularly in Environmental Justice Communities by increasing the quantity of pedestrian and bicycle facilities and by increasing the quality of new and existing facilities in terms of user safety.

Intent

Wide participation in "Active Transportation" which includes non-motorized forms of transportation (bicycling, walking and scootering) has both health and environmental benefits. Active transportation encourages physical activity and reduces rates of overweight and chronic diseases. Active transportation can also replace vehicle trips, which is a significant contributor of air pollution in Sacramento County. This air pollution is a major factor in causing asthma, lung cancer, respiratory and cardiovascular disease (see Pollution Exposure Section).

The extent of the active transportation network is important; the more people are reached by this network, the more this network will be used. However, to be truly useful, this active transportation network must not only reach the users of this network but must also connect them to desirable destinations; it must enable people to go to places where they want to go. Finally, the active transportation network must be safe to use. If potential users perceive that using the network is not safe, they will not use the network.

In the past, auto transportation has been prioritized over active transportation. In many communities, the auto transportation network is well developed while the active transportation network is non-existent or semi-developed with minimal features for the safety and enjoyment of pedestrians and bicyclists. However, more recently, features that make walking and biking much safer have been incorporated into the design of the streetscape. These include installing traffic-slowing features, adding bike lanes, establishing well-defined crosswalks, building wider sidewalks and buffering pedestrians from traffic. In addition to making the streetscape safer for pedestrians and bicyclists, other features have been incorporated into the design of the streetscape to make walking and bicycling more enjoyable. These include providing interesting and attractive streetscapes, stores fronting on the street with minimal setbacks, street furniture, shade trees and inviting public spaces. Many of the features have been incorporated into smart growth street projects, which strive to design streets and the surrounding street corridor for all modes of travel.

The General Plan, the Countywide Design Guidelines and the Zoning Code require many of the features that increase the safety and enjoyment of pedestrians and bicyclists. One concept that has not yet been incorporated into these documents is the concept of "level of stress" (LTS) which evaluates bikeways by matching roadway design, traffic volumes and speeds with bicyclist level of stress. This concept is gaining

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currency in transportation planning field. With LTS, a less stressful bicycle network can be created which encourages more people to use the network.

Policies (Countywide)

- EJ-20. The County will continue to support walking and bicycling by requiring smart growth streets (bike lanes, and sidewalks separated from the roadway with trees and planted landscaping) in transit priority areas, in Environmental Justice Communities and in new communities and developments wherever practicable.
- EJ-21. Provide safe, low stress, interesting and convenient environments for pedestrians and bicyclists, including inviting and adequately lit streetscapes, networks of trails, paths, parks, and open spaces that connects residences with key destinations, and encourages regular exercise and the reduction of vehicular emissions.

Implementation Measures (Countywide)

- A. Department of Transportation will combine the Bicycle and Pedestrian Master Plans into one comprehensive document. The new document will incorporate the concept of reducing "level of stress" (LTS) for bicyclists and pedestrians. (TRANSPORTATION)
- B. Evaluate bicycle circulation plans for new master plans and large infill projects using the principles of low stress bicycling. (TRANSPORTATION, PLANNING AND ENVIRONMENTAL REVIEW)
- C. Apply low stress bicycling principles to Complete Streets Master Plans. (TRANSPORTATION, PLANNING AND ENVIRONMENTAL REVIEW)

Implementation Measures (EJ Communities)

- D. Environmental Justice Communities will be prioritized for Smart Growth Streets programs. (TRANSPORTATION)
- E. Environmental Justice Communities will be prioritized for new sidewalks, particularly along major streets and near parks and schools. (TRANSPORTATION)

PROVISION OF ACCESSIBLE RECREATIONAL FACILITIES

Objective

All neighborhoods have access to a public park or similar facility, particularly neighborhoods that are in Environmental Justice Communities.

Intent

The County of Sacramento has many parks, open space, and recreation facilities available to the residents and visitors. Having access to these facilities is important to promote physical activity. The Sacramento County General Plan states:

People rely on Sacramento's parks and recreational facilities for the pursuit of health and fitness, self-education, connection with nature and positive social activities. From toddlers through teens, adults, and senior citizens, people of all ages enjoy the trails, natural and cultural resources, sports fields and courts, nature centers, playgrounds, swimming pools and community centers that the region provides. Parks define the quality of neighborhoods and communities and provide the setting for active and passive recreation, which benefits the residents of the immediate neighborhood, the larger community, and the broader region. (Sacramento County, 2011)

Baseline condition research (See Baseline Conditions Sub-Section) concluded that at the community scale, access to public parks (park within a quarter mile of residences)

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in EJ Communities (except for North Vineyard) is higher than in non-EJ areas. There are large residential areas within EJ Communities that are not within quarter mile of a park. The County or a nongovernmental organization (NGO) can identify these areas and can advocate for the location of new parks in those neighborhoods if there is suitable vacant land available and if there is community support for a new park.

Besides distance from a park, evaluating park accessibility also includes identifying physical barriers that keep residents from easily accessing the parks. For new developments, a public health official can evaluate park accessibility during the development review process.

Policy (Countywide)

- EJ-22. Parks should easily be accessible to the surrounding neighborhood and beyond and be as barrier-free as possible, particularly for those with limited mobility.

Implementation Measure (Countywide)

- A. Park accessibility will be analyzed, during the review of master plans and tentative subdivision maps. (DEPARTMENT OF HEALTH SERVICES, PLANNING AND ENVIRONMENTAL REVIEW)

Implementation Measure (EJ Communities)

- B. The County will support efforts through analysis and public comments to identify neighborhoods in Environmental Justice Communities that lack access to public parks and identify vacant land that could be used for public parks. The County will also support efforts to contact recreation and park districts to advocate for public parks or alternative permanent or temporary facilities (such as pocket parks or pop-up parks) in neighborhoods that lack access to public parks. (PLANNING AND ENVIRONMENTAL REVIEW)

TREE CANOPY

Objective

Increase tree canopy in Environmental Justice Communities, to levels existing in urbanized areas that are outside of EJ Communities.

Intent

A robust tree canopy can encourage physical activity by providing shade to pedestrians and bicyclists and beautifying their environment. Healthy tree canopy exists in many of Sacramento County's most desirable neighborhoods that adds to the economic value of homes in the neighborhoods. A healthy tree canopy also benefits business districts where studies have shown that people actually spend more when the district has a robust tree canopy. Besides aesthetics and financial benefits, a robust tree canopy can have environmental benefits by shielding hardscape and roofs from heat waves, thus reducing the heat island effect and reducing exposure to air contaminants.

There is a need for a more extensive tree canopy in some of the EJ Communities. Percentage of area covered by tree canopy in West Arden-Arcade is similar to that in non-EJ areas but the percentages in North Highlands/Foothill Farms and South Sacramento EJ Communities are much less.

There is an existing program to expand the tree canopy in the Sacramento region. The Sacramento Tree Foundation introduced Greenprint, previously called the Sacramento Regional Urban Forest Framework, as an initiative to double the tree canopy in 40 years. Greenprint seeks to increase the Sacramento region's average shade coverage to 35 percent and established tree canopy goals and strategies for each municipality in the region.

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Besides expanding the tree canopy in the unincorporated County particularly in EJ Communities, it is important to preserve the existing tree canopy. The County's Tree Preservation ordinance and Conservation Element recognize the value of preserving trees and seek to protect the resource by protecting trees from removal without compensation. However, this does not address any existing canopy deficiencies.

Policy (EJ Community)

EJ-23. The County will achieve equitable tree canopy in EJ Communities.

Implementation Measures (EJ Communities)

During California Environmental Quality Act review of impacts for public works, private development, revitalization and master planning projects in under-canopied EJ Communities, mitigation shall be required that provides an extra 25% tree replacement and said mitigation shall be directed to the same EJ community where the impact occurs. (PLANNING AND ENVIRONMENTAL REVIEW)

Policies (Countywide)

EJ-24. Increase tree canopy coverage to at least 35 percent in all unincorporated County neighborhoods by 2040, especially those that are in Environmental Justice Communities.

EJ-25. Consistently enforce existing Tree Protection Ordinances including the zoning code, the Tree Ordinance (SCC 19.04) and the Tree Preservation Ordinance (SCC 19.12).

Implementation Measures (Countywide)

- A. As a condition of approval for discretionary projects, Sacramento County shall require the appropriate remedy for any open tree violations on site. (PLANNING AND ENVIRONMENTAL REVIEW)
- B. Sacramento County will continue to support Sacramento Tree Foundation's NeighborWoods program in order to help achieve 35 percent tree canopy coverage in Sacramento County neighborhoods. (PLANNING AND ENVIRONMENTAL REVIEW)
- C. Survey EJ communities to identify appropriate opportunity sites to receive tree mitigation plantings. (PLANNING AND ENVIRONMENTAL REVIEW)

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SECTION 8: PROMOTE PUBLIC FACILITIES

An adequate supply of public facilities is a critical component to the current and future prosperity of a community. Under state law (SB 1000), "public facilities" acts as an umbrella term that includes "public improvements, public services, and community amenities". This covers a wide spectrum of publicly provided uses and services including infrastructure, school facilities, parks, and transportation and emergency services. These amenities and services act to improve the health, safety, and wellness of a community by either enhancing the public sphere or providing services that are available to every resident.

Insufficient public facilities can have significant impacts to the health and quality of life of the community. For example, communities that lack basic infrastructure such as sidewalks and streetlights present safety hazards for people using public spaces, particularly individuals that depend on alternate modes of transportation (i.e., walking, riding a bike, waiting for a bus, etc.). In addition, communities that lack facilities such as open space, community centers and parks may not have the same quality of life as others that reside in communities with those facilities.

In many cases, the mere existence of certain public facilities is not enough to ensure it is sufficient. Public facilities must keep pace with community needs and maintenance requirements in order to continue providing an acceptable level of service to the community.

Historically, Environmental Justice Communities have struggled with insufficient access to public facilities and substandard amenities more than other communities. In order to assess the availability of public facilities in the County's EJ communities, this section contains an assessment of existing facilities.

BASELINE CONDITIONS

EXISTING FACILITIES AND COMMUNITY AMENITIES

Many public services are provided by special districts that are not directly accountable to the County of Sacramento. Therefore, it is important to focus this section on the aspects of public facilities that the County does control. For example, the County can guide the siting of new public facilities in new growth areas. The operation and maintenance of existing facilities, however, is usually under the purview of the relevant special district or County agency responsible for those types of facilities.

Staff assessed existing public facilities in EJ Communities. This assessment focused on facilities that act as community amenities or sites of emergency service providers. Staff mapped these facilities as well as residential areas in each EJ Community (Figure 17, Figure 18 and Figure 19). The Physical Activity Section covers parks and pedestrian/bicycle facilities.

PUBLIC SCHOOLS

In Sacramento County, there are 14 school districts serving approximately 244,400 students. Each school district is independently governed and operated. These school districts are responsible for the operation of 413 public schools ranging from pre-kindergarten to post-secondary education. Seven school districts serve the County's EJ Communities. There are two high schools in the North Highland/Foothill Farms EJ Community and one high school each in the West Arden-Arcade and South Sacramento EJ Communities. Due to its relatively higher population, South Sacramento should have more than one high school but many students within this EJ Community attend high schools that are within the City of Sacramento. Elementary schools are generally well



Community Centers such as the Conzelmann Community Center in West Arden-Arcade are community-gathering places.

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Libraries such as the Southgate library in South Sacramento are important resources for the community.

Photo Source: Sacramento Public Library, Southgate Library Facebook Page, <https://www.facebook.com/saclibrarysouthgate/>

distributed throughout the EJ Communities (except for North Vineyard) but some neighborhoods (particularly in South Sacramento) are lacking an elementary school.

PUBLIC LIBRARIES

Libraries are also a critical public service and are a signature of a healthy community that define quality of life for businesses, families and individuals that live in the community. In Sacramento County, the Sacramento Public Library Authority (a joint powers authority) manages 28 library facilities. Public libraries provide free access to reading material, homework zones (tutoring services offered), adult learning (adult literacy assistance and GED services), makerspace (creating music, virtual and real-world designs, etc.) and other items for check out from crafting machines to yard equipment.

The Arcade Library serves the northern portion of the West Arden-Arcade EJ Community while the Arden-Dimick Library, which is located approximately one-half mile from the EJ Community, serves the southern portion. There is no public library in the North Highlands/Foothill Farms EJ Community but the North Highlands/Antelope Library is adjacent to the community's northern boundary. However, due to its location, residents who live in the southern half of the EJ Community may have difficulty accessing this library. Three libraries serve the South Sacramento EJ Community. The Colonial Heights Library serves the northern portion of the EJ Community, the Southgate Library serves the central portion and the Valley Hi - North Laguna Library (not shown in Figure 19) serves the southern portion.

EMERGENCY FACILITIES

The Community Amenities Maps show emergency facilities such as sheriff's and fire stations. Sheriff's stations act as local hubs for the County Sheriff's Department in the community. While the Sheriff's Department provides specialized law enforcement services to the whole County, it acts as a local police force in the unincorporated areas. Fire stations are under the control of whatever fire district is responsible for that area. Fire districts provide emergency medical rescue and fire protection services in their jurisdiction. Like park districts, fire districts can either function as independent or dependent districts. All fire districts in the County, other than the Natomas Fire District, operate as independent districts.

Each of the EJ Communities (with the exception of North Vineyard) has at least one Sheriff's station within or near its boundaries. North Highlands/Foothill Farms has a station serving the North Highlands portion of the community while another station that is adjacent to the community's eastern boundary serves the Foothill Farms portion. West Arden-Arcade and South Sacramento EJ Communities each have one centrally located Sheriff's station. The northern portion of the South Sacramento EJ Community is near a City Police Station (not shown on Figure 19).

The Sacramento Metropolitan Fire District (Sacramento Metro Fire) serves all of the North Highlands/Foothill Farms, North Vineyard and West Arden-Arcade EJ Communities and the southern half of the South Sacramento EJ Community. The Sacramento City Fire Department (City Fire) serves the northern half of the South Sacramento EJ Community. The service areas for both Sacramento Metro Fire and City Fire are divided into districts based on response times from a fire station.

COMMUNITY CENTERS

Community centers provide multiple benefits to a community by being centers of activity for community members of all ages. These facilities can provide space for recreational and educational activities and provide meeting rooms for community groups. Community centers can also be venues for community events and be rented out for banquets and weddings. The local recreation and park district owns and

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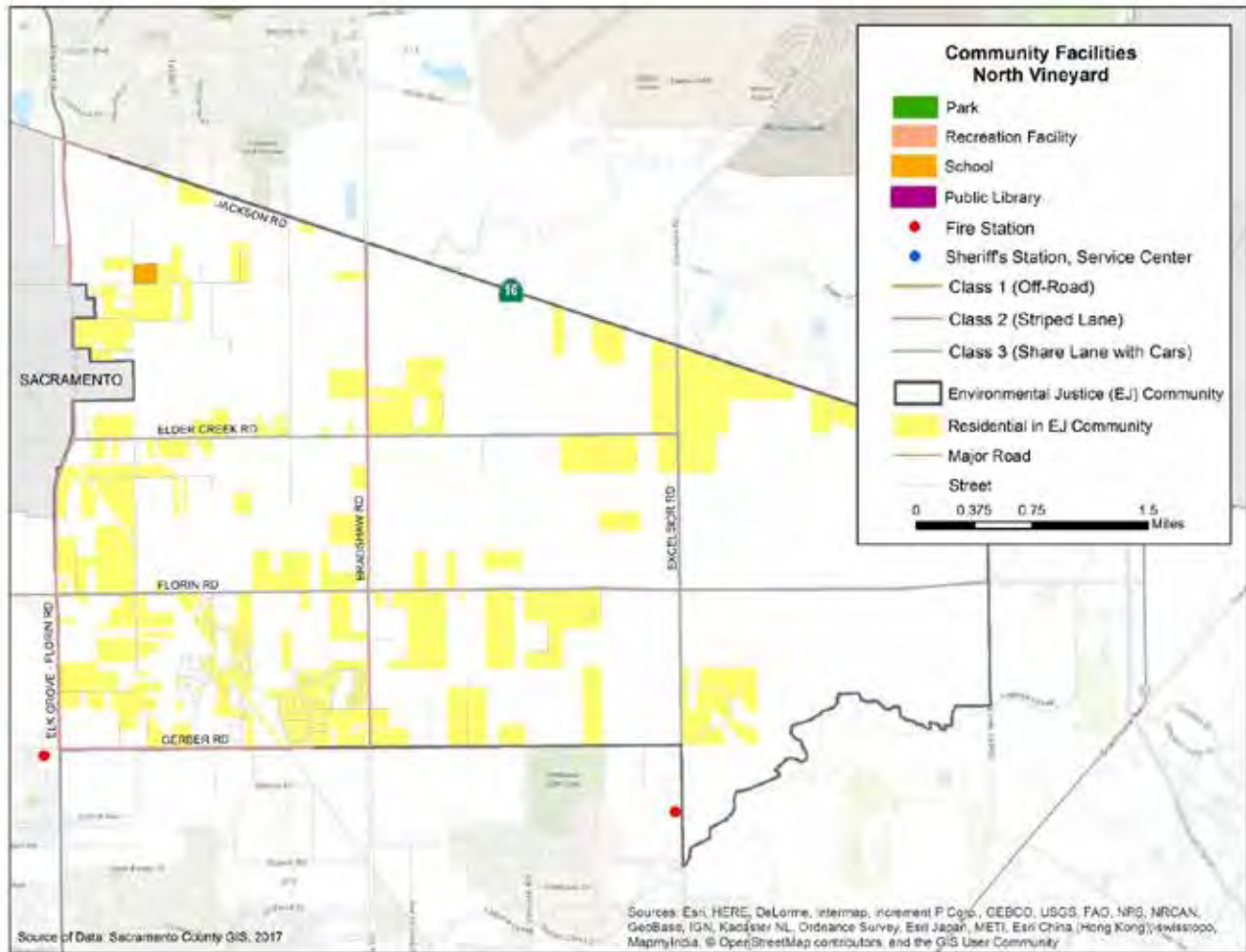
maintains these facilities and administer many of the activities that occur at the centers. Community centers are often located in public parks.

Community centers within the EJ Communities are generally well distributed throughout the community with each EJ Community having at least one community center (Figure 18 and Figure 19). The North Vineyard EJ Community currently does not have a community center due to it being rural (Figure 17). The following lists the community centers that serve residents in EJ Communities:

- North Highlands/Foothill Farms: There are two community centers serving the North Highland/Foothill Farms EJ Community. The North Highlands Recreation and Community Center, operated by the North Highlands Recreation and Park District, is located in the North Highlands portion of the EJ Community. There is also the Foothill Community Center, operated by the Sunrise Recreation and Park District. This facility is located a quarter-mile from the EJ Community boundary and serves the Foothill Farms portion of the EJ Community.
- South Sacramento: The South Sacramento EJ Community has four community centers. The northern portion of the EJ Community has the Fruitridge Community and Aquatic Center. The eastern portion of the EJ Community has the Fletcher Farm Community Center. There are also two community centers relatively close to each other (Florin Creek Community Center and Rizal Community Center) that are located in central portion of the EJ Community. All of these facilities are operated by the Southgate Recreation and Park District. Currently there is no community center in the southern portion of the EJ Community.
- West Arden-Arcade: The West Arden-Arcade EJ Community has two community centers. The Conzelmann Community Center, operated by the Fulton-El Camino Recreation and Park District, is located in the central portion of the EJ Community. There is also the Swanston Community Center, operated by the Mission Oaks Recreation and Park District, which is located in the southern portion of the EJ Community. As of 2019, the Fulton-El Camino Recreational and Park District is planning to construct a new community center in the northern portion of the EJ Community.

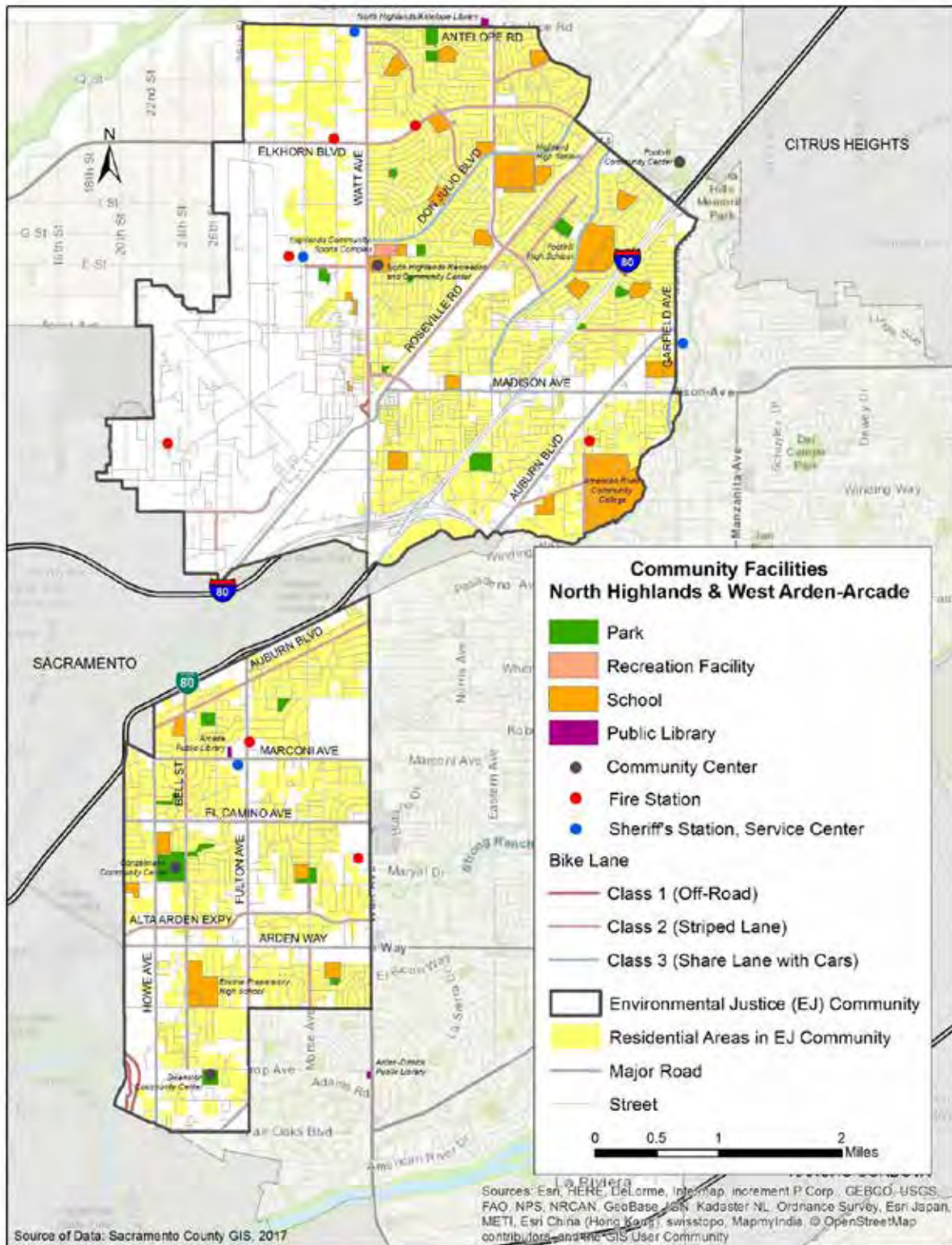
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Figure 17: Community Facilities in North Vineyard



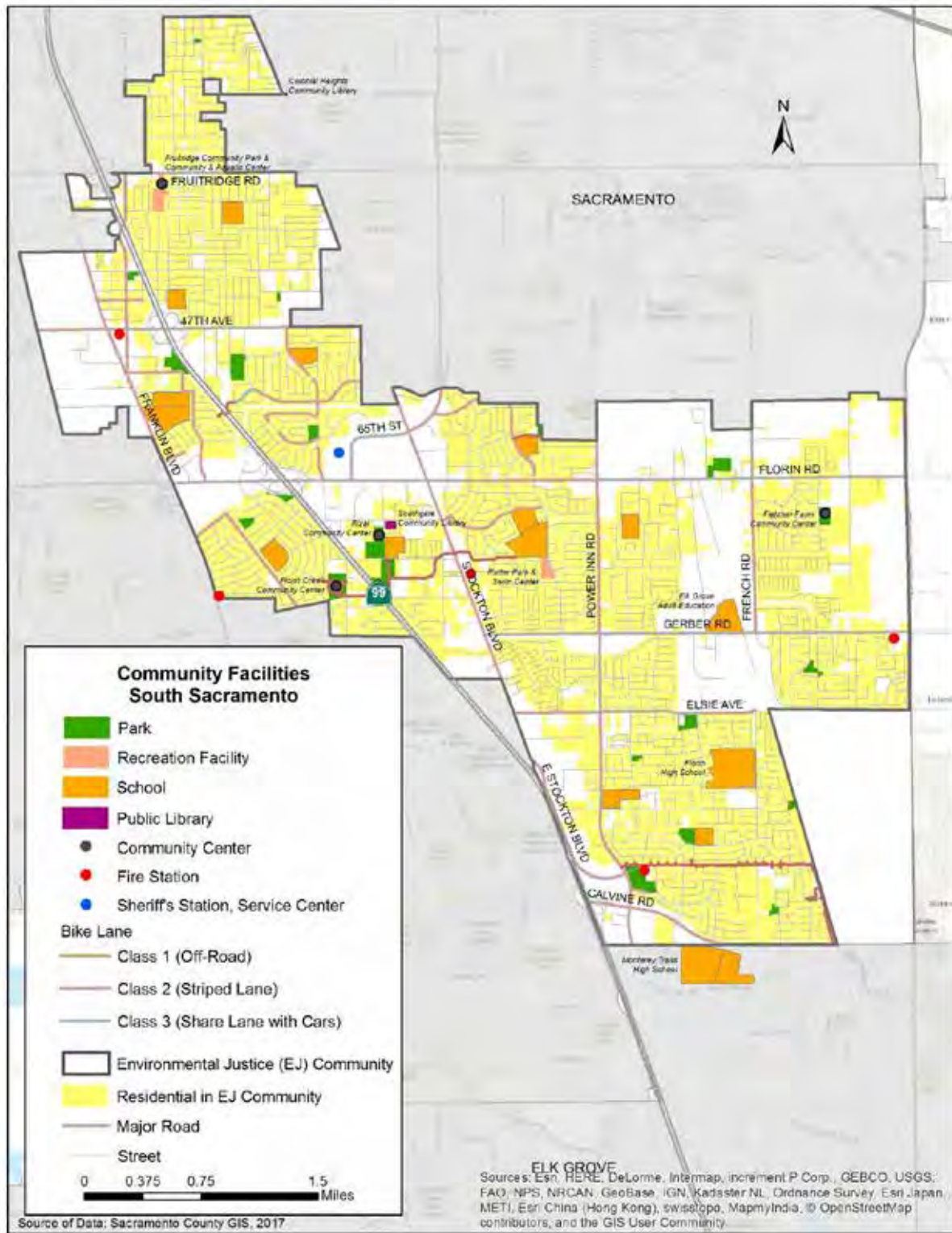
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Figure 18: Community Facilities in North Highlands/Foothill Farms and West Arden-Arcade



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Figure 19: Community Facilities in South Sacramento



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POLICIES AND IMPLEMENTATION MEASURES

EQUITABLE DISTRIBUTION OF PUBLIC FACILITIES AND SERVICES

Objective

Public facilities and services will be equitably distributed throughout Environmental Justice Communities to the level that exists in the remainder of the urbanized unincorporated County.

Intent

Public Facilities are essential for creating and maintaining healthy, connected and vibrant communities within Sacramento County. It is important to reevaluate the public facilities within the EJ Communities, as most of these communities were developed with an auto-centric lens. New development encourages walkability and connectivity amongst neighbors and community gathering spots, which usually include more parks, community centers and other public facilities. To ensure similar opportunities in EJ Communities, the County will advocate for equitable distribution for public facilities and services.

Policy (Countywide)

- EJ-26. Sacramento County will advocate for equitable distribution of public facilities and levels of service within EJ Communities amongst service districts.
- EJ-27. When siting new civic buildings and County offices, preference shall be given to locations in Environmental Justice Communities.

Implementation (Countywide)

- A. Sacramento County will encourage future advances in technology and transportation to be equitably distributed to include low-income, elderly, disabled, and technology-limited riders, particularly in Environmental Justice Communities.

Related Policies in Other Elements

- Policy LU-68 in the Performance Standards Section of the Land Use Element.
- Policy HE 3.3.1 in the Housing Element.

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SECTION 9: REDUCE POLLUTION EXPOSURE

Pollution exposure occurs when people are exposed to air, food, water, and soil contaminants due to conflicting land uses sited adjacent to each other. Sensitive populations (such as children, the elderly, and those with compromised immune systems) and sensitive land uses are the most susceptible to pollution exposure. EJ Communities are often disproportionately burdened by multiple sources of pollution exposure (California Environmental Justice Alliance, 70). Pollution can come from many sources including solid waste facilities emitting toxic gases, storage tanks leaking hazardous chemicals into groundwater and soil, agricultural land uses applying pesticides, mobile sources such as vehicles emitting exhaust, and stationary sources such as diesel engines emitting exhaust.

State Government Code Section 65302(h) requires that the EJ Element cover the unique or compounded health risks in disadvantaged communities due to pollution exposure. Therefore, this Element focuses on local instances of pollution in EJ Communities. It should be noted that a more robust discussion of pollution and contamination on the regional level could be found in the Air Quality and the Hazardous Materials Elements of the General Plan.

BASELINE CONDITIONS

ASTHMA

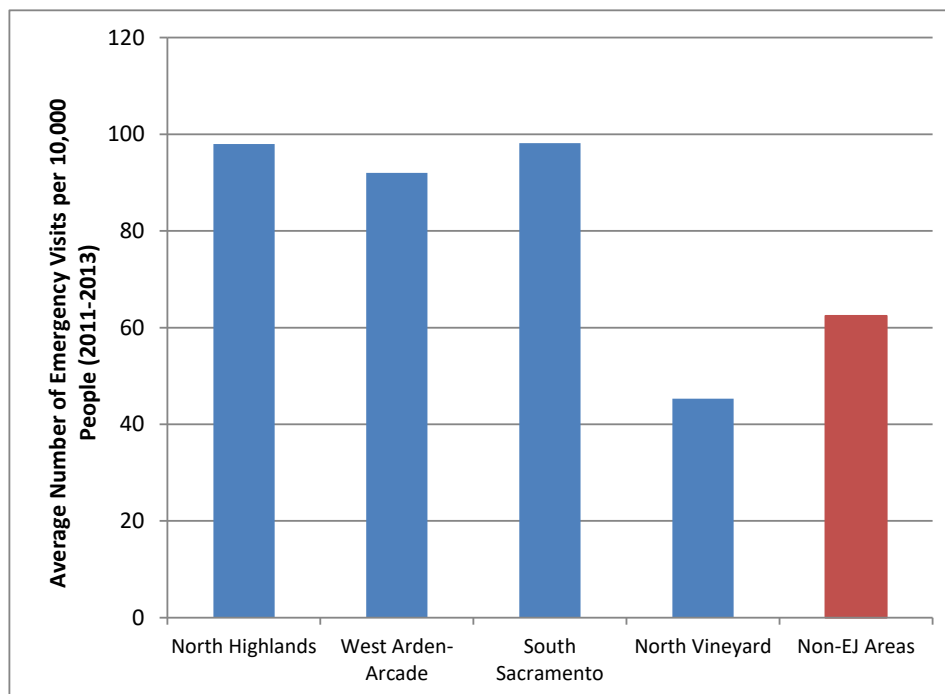
Exposure to high levels of traffic and air pollutants such as particulate matter, ozone, and diesel exhaust can result in higher rates of asthma onset and asthma aggravation. It has been documented that air pollution is an asthma trigger for some asthmatics. People who live, work or go to school near major roads have an increased incidence and severity of health problems in addition to asthma such as cardiovascular disease, impaired lung development in children, childhood leukemia, and premature death. Sensitive receptors such as children, older adults, and those with preexisting medical conditions are especially impacted.

As shown by Figure 20, the average number of asthma related emergency department visits per 10,000 people is much higher in the North Highlands/Foothill Farms, South Sacramento and West Arden-Arcade EJ Communities than they are in the North Vineyard EJ Community and non-EJ areas. In fact, the rate of asthma emergency visits for North Highlands/Foothill Farms, South Sacramento and West Arden-Arcade are among the worst in the state. The rates for the North Highlands/Foothill Farms and South Sacramento EJ Communities are among the highest 10 percent in the state. The rate for West Arden-Arcade is among the highest 20 percent.

The higher prevalence of asthma-related emergency room visits in the three EJ Communities could be due, in part, to their proximity to high volume roadways. The North Highlands/Foothill Farms and West Arden-Arcade EJ Communities contain Interstate 80 while the South Sacramento EJ Community contains State Highway 99. West Arden-Arcade is also bounded on the east by Watt Avenue which has a very high volume of traffic compared to other thoroughfares in the County. With the presence of high volume roadways within their boundaries, many census tracts in the North Highlands/Foothill Farms, South Sacramento and West Arden-Arcade EJ Communities score in the top third tier in the state for traffic density (vehicle km/hr divided by total road length).

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Figure 20: Asthma Emergency Visits (2011-2013)



Note: North Highlands includes Foothill Farms and Old Foothill Farms.
Source: CalEnviroScreen, 2017.

OZONE

Ozone is a form of oxygen that is extremely reactive. Humans are protected from the sun's ultraviolet rays by ozone in the upper atmosphere. However, because of its highly reactive nature, ozone is the primary cause of smog in the lower atmosphere by reacting with other air pollutants in the presence of sunlight. Ozone levels usually vary during the day with the highest levels in the afternoon and on hot days.

With ozone pollution, breathing becomes restricted when the muscles in the lung airways become constricted and air in the alveoli is trapped. The physical response of this condition is wheezing and shortness of breath. Long-term exposure to ozone pollution could result in worsening of asthma symptoms and causes in developing asthma. Long-term exposure to high concentrations of ozone pollution can result in permanent lung damage, such as abnormal lung development in children and decreased lung function (EPA, 2018).

According to the American Lung Association's State of the Air 2018 report, Sacramento County during 2014 to 2016 was the 14th most ozone-polluted county in the nation with 31.8 unhealthy zone days. The level of ozone pollution in the County is not greater in EJ Communities than in non-EJ areas but generally increases with elevation when pollution from urbanized areas in lower elevations travel to the foothills and become trapped.

DIESEL PARTICULATE MATTER

Diesel particulate matter (diesel PM) is emitted by diesel engines and is comprised of very small particles, or "soot" coated with numerous organic compounds (California Air Resources Board). Both on-road and off-road sources such as trucks, buses, cars, ships, and locomotive engines emit diesel particulate matter. The concentration of these sources near ports, rail yards and freeways, results in these areas having high levels of diesel PM. Exposure to diesel PM have been shown to have numerous adverse

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Pollutants associated with a high volume of traffic include particulate matter, nitrogen oxides, benzene, and carbon monoxide.

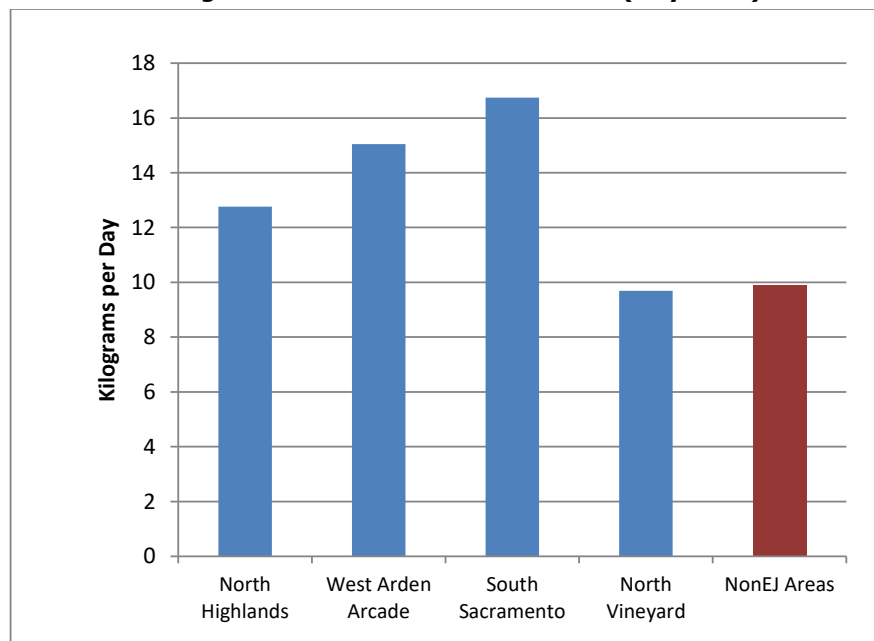
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health effects which include irritation to the eyes, throat and nose, cardiovascular and pulmonary disease, and lung cancer. Diesel engine emissions are responsible for about 70 percent of California's estimated known cancer risk associated with toxic air contaminants (California Air Resources Board).

According to Figure 21, EJ Communities with the exception of North Vineyard have higher levels of diesel PM than non-EJ areas. Freeways with their high traffic volumes are a major source of diesel particulates in EJ Communities. Interstate 80 extends through the North Highlands/Foothill Farms EJ Community and is adjacent to the West Arden-Arcade EJ Community. State Highway 99 extends through the South Sacramento EJ Community. Extensive segments of these freeways are adjacent to residential areas.

According to Figure 21, South Sacramento EJ Community has the highest level of diesel PM. Besides Highway 99, another likely contributor of diesel PM in South Sacramento is truck traffic caused by industrial businesses within the community. Many of these businesses are adjacent to residential neighborhoods and have operating trucks. This situation results in reducing the air quality of adjacent residential neighborhoods. Trucks traveling to and from industrial areas can also reduce the air quality of neighborhoods that are adjacent to the truck routes.

Figure 21: Diesel Particulate Matter (July 2012)



Note: North Highlands includes Foothill Farms and Od Foothill Farms
 Source: CalEnviroScreen, 2017

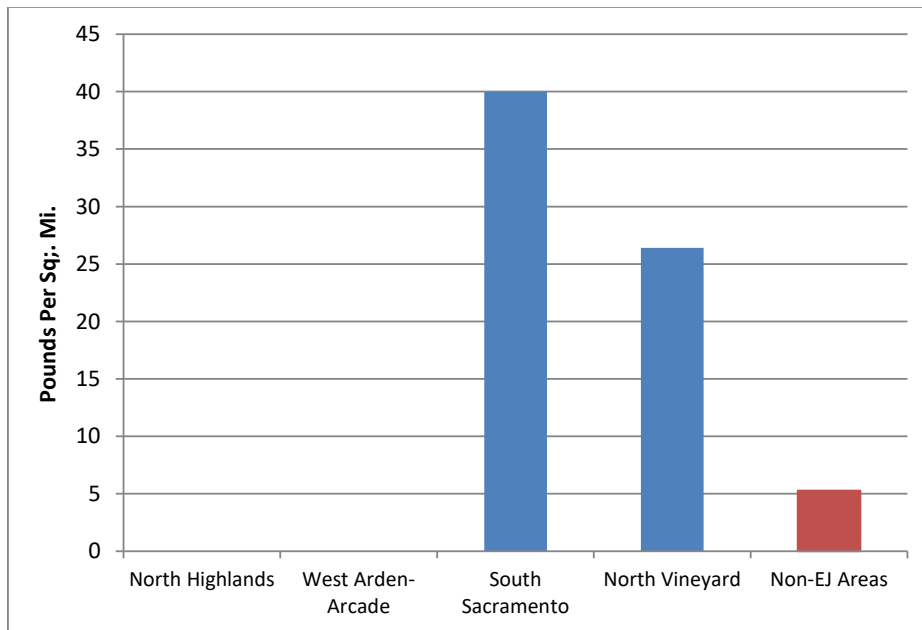
PESTICIDES

A large portion of Sacramento County consists of agricultural areas. Pesticides applied in agricultural areas can drift into neighboring communities and cause illness and, in some cases, longer-term health conditions such as birth defects or cancer. The Agricultural Resources Element of the General Plan contains several policies that require buffers between agricultural land uses and incompatible land uses in order to prevent undue exposure and intend to protect farmland from urban encroachment. However, encroachment of urban development into agricultural communities often results in the placement of conflicting land uses adjacent to each other.

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CalEnviroScreen uses records from the California Department of Pesticide Regulation to determine pesticide scores for census tracts. A pesticide score for a census tract is determined by dividing the number of pounds per square mile of select active ingredients in pesticides during 2012-2014 by the area of the census tract. In comparison to the other EJ Communities and non-EJ areas (Figure 22), the South Sacramento EJ Community had the highest pesticide score. This was unexpected because South Sacramento has a limited amount of agriculturally zoned land. The North Vineyard EJ Community had the second highest score, which is the result of having a relatively large amount of agricultural land. There are no agricultural lands in North Highlands/Foothill Farms and West Arden-Arcade. North Vineyard is currently a rural community where future urban growth is planned.

Figure 22: Pesticides (2012-2014)



Note: North Highlands includes Foothill Farms and Od Foothill Farms
Source: CalEnviroScreen, 2017

WATER CONTAMINATION

Groundwater Threats

Public water systems that rely on groundwater serve many areas in Sacramento County. However, sources such as industrial operations, leaking underground storage tanks, irrigated agricultural land and confined animal feeding operations can potentially contaminate groundwater basins.

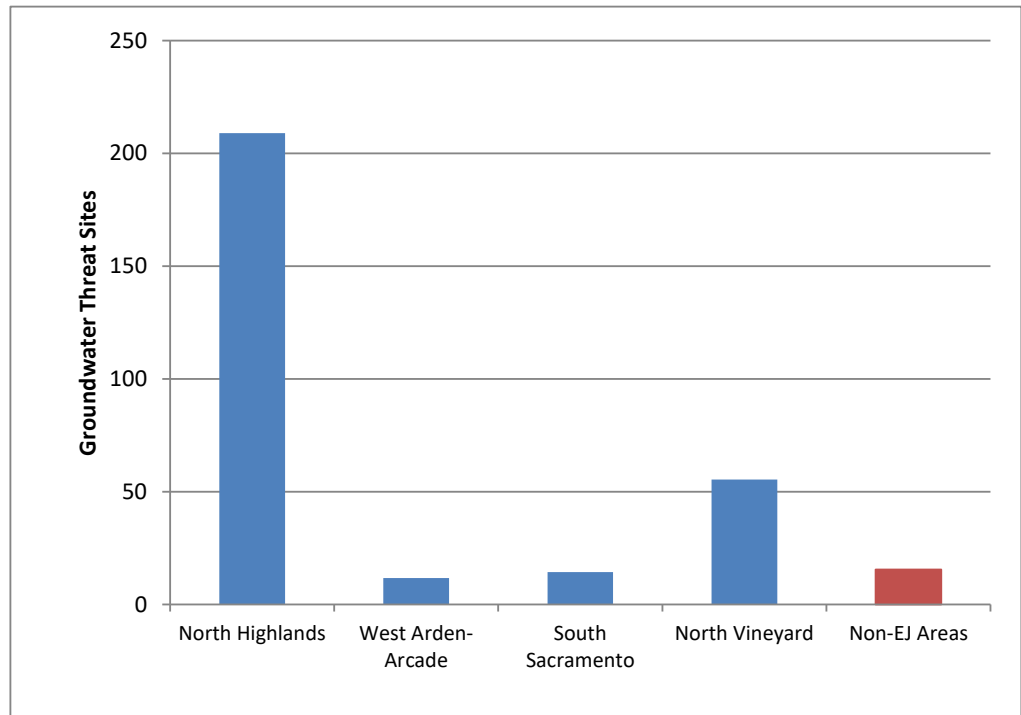
In determining groundwater threats, CalEnviroScreen uses data from GeoTracker, a State Water Resources Control Board database that identifies sites that impact or potentially impact water quality. CalEnviroScreen assigns a score to each cleanup site, applies a weight to the site based on the type and then adjusts the score based on the site's distance from urban areas. Each census tract was scored based on the sum of the adjusted scores of cleanup sites that are within the census tract.

The North Highlands/Foothill Farms EJ Community had the highest score for groundwater threats (Figure 25) among EJ Communities and non-EJ areas. The large number of military cleanup sites at the former McClellan Air Force Base (an Environmental Protection Agency Superfund site) contributes to the high score. There

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are 326 areas of known and suspected contamination at McClellan but many of the identified sites have completed remediation or are in the process of remediation. The North Vineyard EJ Community score is misleading because this score is based on a geographic area (census tract) that does not match the EJ Community's boundaries. Many of the groundwater threat sites in the census tract are in the City of Sacramento (within or near the former Sacramento Army Depot). There are also cleanup sites in the South Sacramento EJ Community and the northern portion of the West Arden-Arcade EJ Community. Some of these contributed to relatively high groundwater threat scores for particular census tracts within these EJ communities.

Figure 23: Groundwater Threat Sites (2016)



Note: North Highlands includes Foothill Farms and Old Foothill Farms
 Source: CalEnviroscreen, 2017

Drinking Water Contamination

There are over 20 private and public water purveyors in Sacramento County and therefore residents in unincorporated Sacramento County receive their drinking water from a wide variety of sources and distribution systems. The quality of drinking water can vary based on where a person lives in the County. Location, water source, treatment method and the water district's ability to remove contaminants all impact drinking water quality.

Drinking water contamination is a threat to public health because it can potentially result in widespread exposures. There are many ways that contaminants can be introduced into the water system, including natural occurrences, accidents, industrial releases, and agricultural runoff (CalEPA, 2017). Low income and rural communities can be disproportionately exposed to drinking water contaminants such as nitrate from fertilizer or animal waste, pesticides, perchlorate, and arsenic.

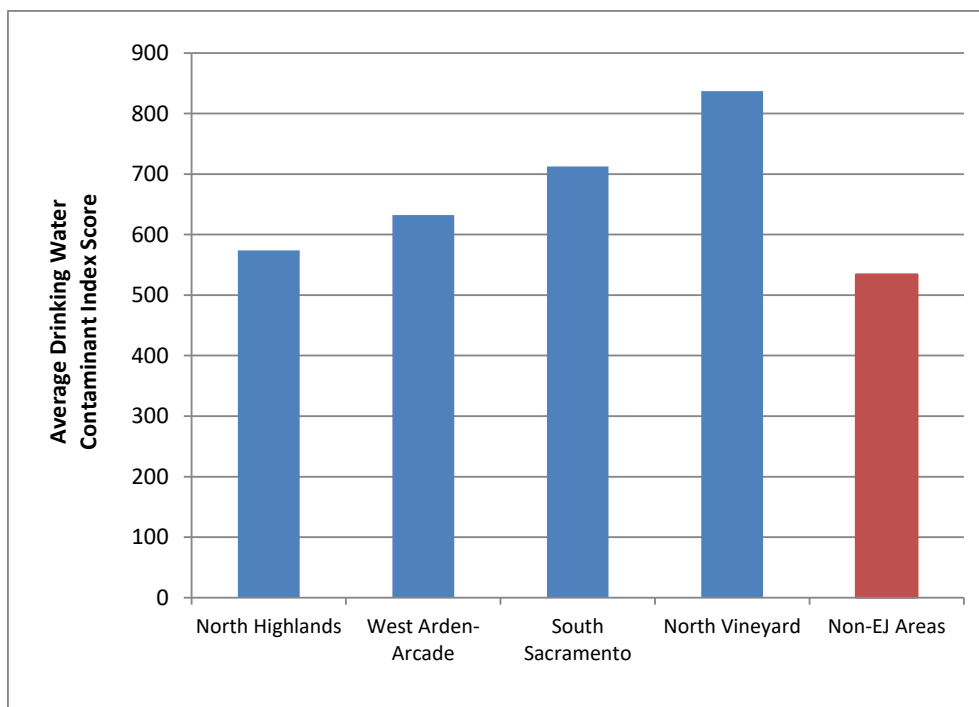
CalEnviroscreen assigns a drinking water contamination index score to a census tract based on existing contaminant concentration levels and the presence of multiple contaminants. However, the index scores do not indicate whether water is safe to drink

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within a census tract (CalEPA, 2017). According to the CalEnviroScreen 3.0 Report, California water systems have a high rate of compliance with drinking water standards (CalEPA, 2017). The State Water Resources Control Board reported that in 2014, water systems serving only about 2.9 percent of California’s population were in violation of one or more drinking water standards (SWRCB, 2016). In addition, a census tract may include many different public drinking water sources and thus, the assigned index score for a census tract may not reflect water quality existing in different portions of the census tract.

Drinking water contamination scores are shown in Figure 24. Each of the EJ Communities have a higher score than non-EJ areas.

Figure 24: Drinking Water Contamination (2005-2013)



Note: North Highlands includes Foothill Farms and Old Foothill Farms
 Source: CalEnviroScreen, 2017

Between 2012 and 2017, the State Water Resources Control Board cited eight water providers in unincorporated Sacramento County for violating the California Safe Drinking Water Act. Most of these were small water systems located in the Sacramento Delta. One of the remaining water providers was in the South Sacramento EJ Community while the others were in non-EJ areas. The water provider within the South Sacramento EJ Community serves approximately 7,600 residents, which is 11 percent of all residents in the South Sacramento EJ Community. Thus, unsafe drinking water is not a widespread issue within EJ Communities.

POLICIES AND IMPLEMENTATION MEASURES

CLIMATE ACTION PLAN

Objective

Environmental Justice Communities are not disproportionately impacted by climate change.

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Intent

Climate change includes both individual extreme events such as a flood or a heat wave and events that occur over time such as sea level rise. The impacts of climate change are already affecting many communities in California and can disproportionately affect disadvantaged areas. Many disadvantaged areas are also close to major sources of GHG emissions such as freeways, refineries and power plants.

Climate change impacts can introduce new environmental problems to EJ Communities or exasperate existing environmental problems. For example, the relatively poor air quality in Environmental Justice Communities (Figure 21) can become even worse during heat waves. The North Highlands/Foothill Farms and South Sacramento communities also do not have robust tree canopies and thus, residents in these communities are more susceptible to getting heat stroke or heat exhaustion during a heat wave.

Because Environmental Justice Communities can be more vulnerable to the effects of climate change, these communities need to be prioritized in programs that are part of the Climate Action Plan.

Policy (Environmental Justice Communities)

EJ-28. It is the policy of Sacramento County that programs developed as a part of a Climate Action Plan such as incentive programs, fee mitigation programs, adaptation and resiliency programs, and County-funded programs shall prioritize Environmental Justice Communities.

CONFLICTING LAND USES

Objective

Sensitive receptors in residential areas are protected from exposure to air pollutants.

Intent

When conflicting land uses are sited adjacent to each other, sensitive receptors can be exposed to pollutants from both mobile sources and stationary sources. For example, one neighborhood in the South Sacramento EJ Community is sited adjacent to several industrial land uses containing stationary sources, large arterial roadways that act as commercial truck routes, and Highway 99. This neighborhood experiences higher levels of diesel particulate matter than in other EJ Communities.

While the County desires to site sensitive receptors away from sources of pollution to the maximum extent possible, it is also the goal of the County to support transit oriented, mixed use, and infill development. Therefore, the policies and implementation measures below allow potentially conflicting land uses to be sited adjacent to each other if appropriate exposure reduction methods are incorporated with guidance from the Sacramento Metropolitan Air Quality Management District (AQMD).

Related Policies in Other Elements

- Policies AQ-3, AQ-4A and AQ-4B in the Multidisciplinary Coordination Section of the Air Quality Element.
- Policy LU-19 in the Community and Neighborhood Identity Section of the Land Use Element.
- Policy PF-32 in the Neighborhood Integration Section of the Public Facilities Element.
- Policy HE 7.1.6 of the Housing Element.

Related Implementation Measures in Other Elements



Because of truck traffic, industrial areas often have higher levels of diesel particulate matter which can impact nearby residential neighborhoods such as this mobile home park in South Sacramento

Photo Source: Sacramento County GIS.

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- Implementation Measures E, F and G in the Multidisciplinary Coordination Section of the Air Quality Element.

PREVENTING WATER CONTAMINATION

Objective

Protect drinking water in Environmental Justice Communities from contamination.

Intent

There are systems in place that are successfully monitoring drinking water safety. The County's Water Quality Division and the Central Valley Regional Water Quality Control Board (CVRWQCB) (regional representative of the State Water Resources Control Board) are both responsible for implementing pretreatment and monitoring programs to protect drinking water quality. The County Department of Water Resources oversees a number of stormwater quality control measures to protect surface water supplies from hazardous materials from the storm drain system. These measures have been successful in minimizing stormwater pollution impacts.

A major source of groundwater contamination are leaking underground storage tanks (LUSTs). The enforcement of the Underground Storage Tank (UST) Ordinance and various water quality monitoring programs are existing programs that have been very effective in protecting against soil and groundwater contamination from LUSTs. The County Environmental Management Department, County Water Quality and the State Department of Health Services oversee these programs. Another major source for groundwater contamination are hazardous waste sites. The State Department of Toxic Substances Control oversees the remediation of the Superfund Site at the former McClellan Air Force Base. The CVRWQCB oversees the remediation of other hazardous materials waste sites.

Because of the success of the above monitoring programs and the minimum number of water districts in EJ Communities that have been cited for water quality violations, there is no need to introduce new policies or implementation measures that are applicable to EJ Communities.

Related Policies in Other Elements

- Policy HM-8 in the Public Health and Safety Section of the Hazardous Materials Element
- Policy HM-9 in the Public Health and Safety Section of the Hazardous Materials Element.

Related Implementation Measures in Other Elements

- Implementation Measure A (Under Policy HM-8) in the in the Public Health and Safety Section of the Hazardous Materials Element
- Implementation Measure A (Under Policy HM-9) in the in the Public Health and Safety Section of the Hazardous Materials Element
- Implementation Measure B (Under Policy HM-9) in the in the Public Health and Safety Section of the Hazardous Materials Element
- Implementation Measure D (Under Policy HM-9) in the in the Public Health and Safety Section of the Hazardous Materials Element

ASSEMBLY BILL (AB) 617 - COMMUNITY AIR PROTECTION PROGRAM

Objective

Reduce air pollution in Environmental Justice Communities.

Sacramento County Environmental Justice Element

Intent

AB 617 requires the California Air Resources Board (CARB) to designate high priority communities to deploy community air monitoring and/or emission reduction programs. These monitoring programs measure community exposure to air pollutants and toxic air contaminants. On September 27, 2018, CARB selected the South Sacramento-Florin community as one of ten communities across the state to be the first communities to develop and implement an AB 617 air quality monitoring plan.

The Sacramento Metropolitan Air Quality Management District (SMAQMD) has deployed air quality monitors throughout the South Sacramento-Florin community. In the future, SMAQMD is planning to recommend to CARB additional communities for AB 617 air quality monitoring. The County will consider General Plan and/or Zoning Code Amendments to support SMAQMD in meeting the AB 617 objectives.

Policy (Environmental Justice Communities)

EJ-29. The County will support efforts by the Sacramento Metropolitan Air Quality Management District to improve air quality in Environmental Justice Communities.

Implementation Measures (Environmental Justice Communities)

- A. The County will consider General Plan and/or Zoning Code Amendments to support SMAQMD in meeting the AB 617 objectives. (PLANNING AND ENVIRONMENTAL REVIEW)
- B. The County will encourage the Sacramento Metropolitan Air Quality Management District to recommend Environmental Justice Communities to the California Air Resources Board for AB 617 air quality monitoring. (PLANNING AND ENVIRONMENTAL REVIEW)

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SECTION 10: SAFE AND SANITARY HOMES

The housing conditions of older homes in a community have direct health implications for those who live in the homes. Many residents in Environmental Justice Communities live in dwellings that were built before standards and regulations were established to ensure that new homes are free from pollutants such as lead and asbestos. The proportion of older homes in Environmental Justice communities are usually higher than in non-EJ areas and thus residents in EJ Communities are disproportionately exposed to these health threats. Older housing often have other problems such as poor ventilation, which leads to uncomfortable indoor temperatures and mold-producing moisture, and pest and vermin infestation.

Overcrowded housing is another issue that affects the safety and cleanliness of homes. According to the World Health Organization, unsanitary conditions arising from overcrowding in homes can contribute to the spread of disease (California Environmental Justice Alliance, 87). Unfortunately, overcrowding is an underreported issue; however, the U.S. Census Bureau does have data to determine whether overcrowding is occurring in a neighborhood. Overcrowding is often measured by determining the persons-per-room in a dwelling unit with houses with more than one person per room.

Finally, housing affordability is another issue that influences whether homes in a community are safe and sanitary. When a tenant or homeowner spends more than 30 percent of their income toward housing (including utilities), they are generally considered to be overpaying or cost-burdened. When a household is cost-burdened, there is less money for housing maintenance or other needs such as health care and healthy food.

BASELINE CONDITIONS

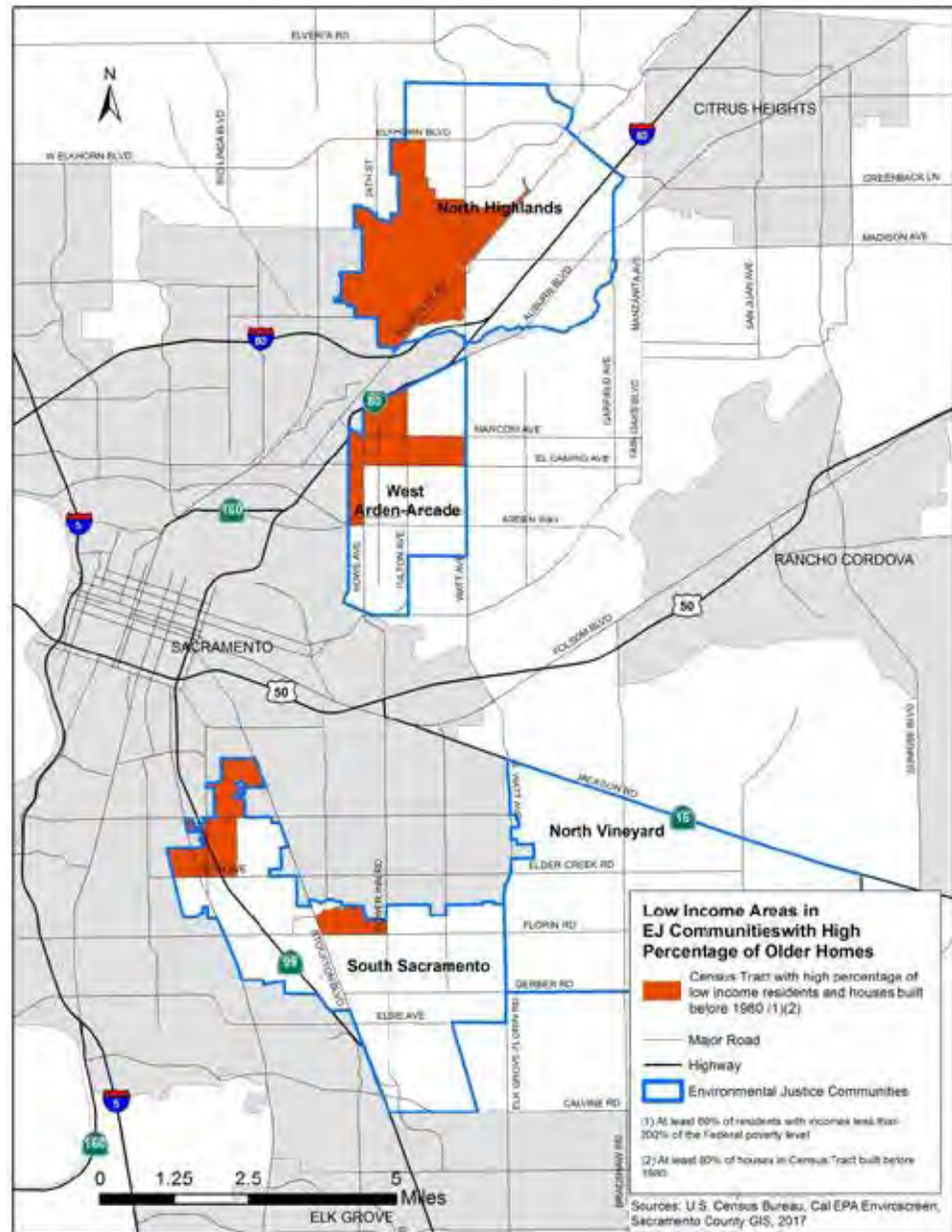
INADEQUATE MAINTENANCE

Age of housing stock and owner income are major factors in the need for housing maintenance. Therefore, staff developed two criteria for identifying areas (census tracts) within EJ Communities that potentially have a large number of inadequately or improperly maintained homes. The first criterion is having at least 80 percent of homes built before 1980. The second criterion is having at least 60 percent of households with annual incomes less than double the Federal poverty level.

According to Figure 25: Census Tracts in EJ Communities with Potentially Large Number of Houses Needing Maintenance, two EJ Communities (West Arden-Arcade and South Sacramento) have large areas with older homes and lower-income residents. Figure 25 also shows North Highlands/Foothill Farms having a large area of older homes but this is misleading because most of this area is comprised of the McClellan Business Park. The only other areas in the unincorporated County with older homes and lower income residents are semi-rural areas west of North Highlands and in the Sacramento Delta (Sacramento County, 2009).

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Figure 25: Census Tracts in EJ Communities with Potentially Large Number of Houses Needing Maintenance

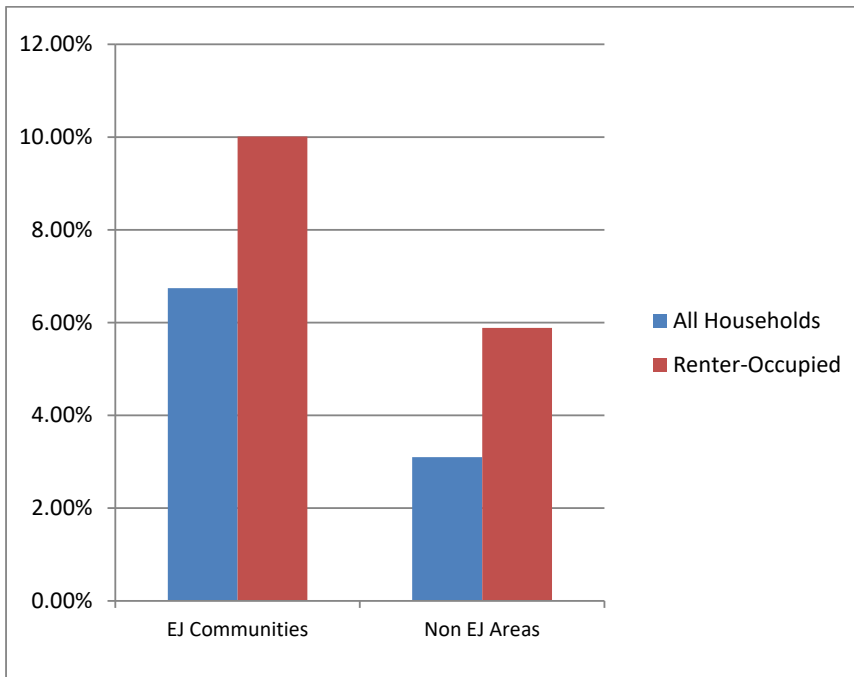


HOUSING OVERCROWDING

There is a higher percentage of overcrowded homes in EJ Communities than in non-EJ areas (Figure 26). For all residences, the percentage of homes that are overcrowded in EJ communities is seven percent while in non-EJ areas the percentage is three percent. For renter-occupied residences, the percentage of homes that are overcrowded in EJ communities is ten percent compared to six percent in non-EJ areas. These percentages may not seem high but in EJ Communities, over 5,000 homes are overcrowded.

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Figure 26: Percent Overcrowded Households (2012-2016)



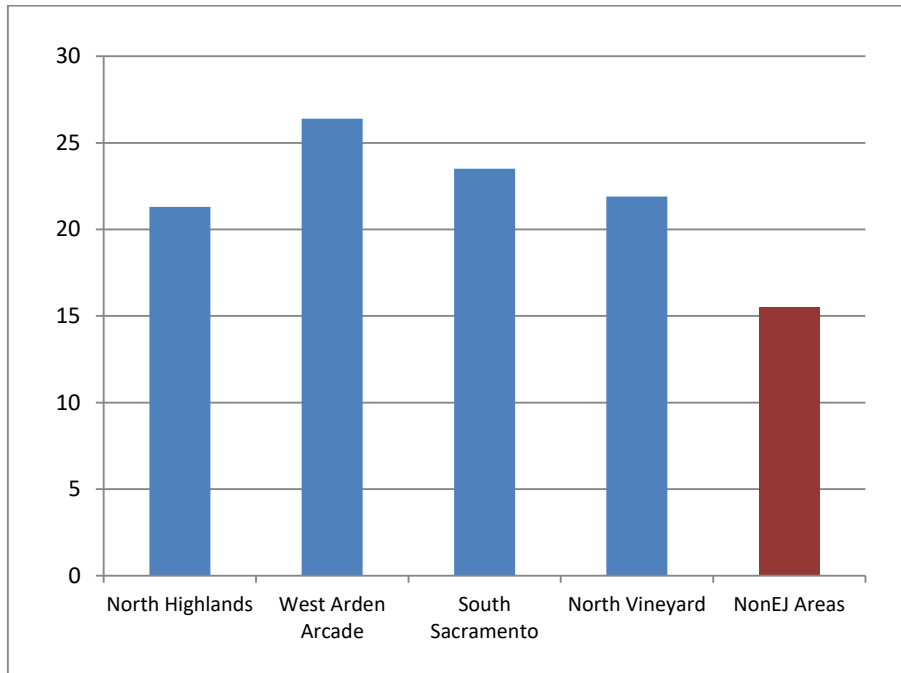
Source: U.S. Census Bureau – American Communities Survey – 5-Year Estimates, 2017

HOUSING COST-BURDENED

Each of the EJ Communities have much higher rates of housing cost-burdened households than non-EJ areas (Figure 27). Among the EJ Communities, West Arden-Arcade has the highest percentage of cost-burdened households (26.4%) while North Highlands/Foothill Farms has the lowest percentage (21.3%). In contrast, in Non-EJ areas, the percentage of housing cost-burdened households is only 15.5 percent.

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Figure 27: Percent Housing Cost Burdened Households (2009-2013)



Note: North Highlands includes Foothill Farms/Old Foothill Farms.
 Source: CalEnviroScreen, 2017.

One way to reduce percentages of housing cost-burdened households is to provide more affordable housing. However, during the last five years, only two affordable housing projects have been built which resulted in 193 affordable rental units (Table 6).

Table 6: Affordable Housing Projects Built 2014-2018

Apartment Name	Community	Year Built	Affordable Units
Anton Butano	Arden-Arcade	2015	147
Sutter Place	Carmichael	2016	46

POLICIES AND IMPLEMENTATION MEASURES

HOUSING MAINTENANCE

Objective

All homeowners or renters who need help in maintaining their homes could receive the help they need through government and non-profit programs.

Intent

Insufficiently maintained housing often leads to health effects from unsafe and unsanitary conditions such as pest infestation, mold, water intrusion, physical damage and exposure to toxins such as asbestos and lead. Thus, there is a need for General Plan policies and programs that will assist those who want to mitigate or remove these conditions. The Housing Element has two policies (HE 3.1.1, HE 3.1.2) that encourage

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the rehabilitation of substandard homes occupied by lower income households. In addition, the Housing Element has an implementation program C2 that requires the Sacramento Housing and Redevelopment Agency (SHRA) provide financial assistance for emergency repairs and disabled retrofits for low income or senior residents.

SHRA administers or financially assists two programs that help low-income homeowners. The Emergency Repair Program/Accessibility Modifications (ERP-A) program administered by SHRA provides home repair assistance to very low-income homeowners within the unincorporated County. SHRA also provides financial assistance to Rebuilding Together to operate the Safe at Home Program. This program provides free minor modifications and repairs to low income homeowners. There are also private organizations that provide housing maintenance programs. The Low Income Weatherization Program administered by Community Resource Project, Inc. assists lower income households by providing new appliances and energy saving home improvements.

For rental units, tenants can make anonymous complaints to Code Enforcement regarding housing maintenance issues and a Code Enforcement officer will respond to the complaint. To resolve the issue, the property owner will have to make the necessary corrections. There is also the Rental Inspection Program where there are proactive inspections of rental properties that have had prior complaints and self-certification for other properties. Finally, there is the Childhood Lead Poisoning Prevention Program where the Department of Health Services refers properties to Environmental Management for lead removal.

Policy (EJ Communities)

- EJ-30. Encourage the rehabilitation and preservation of substandard homes owned/occupied by lower income households in Environmental Justice Communities.

Implementation Measure (Countywide)

- A. The County will continue the Childhood Lead Poisoning Prevention Program. (HEALTH SERVICES, ENVIRONMENTAL MANAGEMENT)

Implementation Measure (EJ Communities)

- B. Assist in promoting the Low Income Weatherization Program in Environmental Justice Communities. Applicants who qualify for the program could receive certain improvements at no cost. Improvements include heaters/air conditioners, solar panels, water heaters, new windows and glass repair, weatherization and attic and floor insulation. (PLANNING AND ENVIRONMENTAL REVIEW)

Related Implementation Measures in Other Elements

- Program C2 (Emergency Repairs and Disabled Retrofit for Homes) in the Housing Element
- Program C8 (Rental Inspection Program) in the Housing Element

HOUSING OVERCROWDING

Objective

Eliminate or reduce housing overcrowding in Environmental Justice Communities.

Intent

There are many situations and complex factors that cause housing overcrowding. This includes the mismatch between the cost of housing and household income and

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different levels of tolerance in living in cramped situations. Regardless of these factors, overcrowding often occurs in the following situations:

- A large family lives in a small unit
- A family provides accommodations for extended family (doubling up)
- A family rents space to nonfamily members
- Students double up to afford housing

Housing overcrowding often involves the inability of lower income large and very-large households to find affordable housing that is large enough for their housing needs. Thus, the presence of overcrowded households is usually an indicator of the lack of affordable housing.

Policy (EJ Communities)

- EJ-31. Support the development of housing to meet the needs of large households in Environmental Justice Communities, particularly those who are refugees or immigrants.

Implementation Measures (EJ Communities)

- A. As part of its analysis for the next Housing Element, the Office of Planning and Environmental Review (PER) will do an in-depth analysis of the presence of housing overcrowding in Environmental Justice Communities and the causes of that overcrowding. (PLANNING AND ENVIRONMENTAL REVIEW)
- B. Collaborate with refugee and immigrant advocates to determine the extent of housing overcrowding Environmental Justice Communities. Determine implementation measures to decrease housing overcrowding which can be added to the 2021 Housing Element. (PLANNING AND ENVIRONMENTAL REVIEW)

HOUSING AFFORDABILITY

Objective

Construct additional affordable housing units in each of the Environmental Justice Communities and reduce the percentage of cost-burdened households.

Intent

For California households, housing is often the greatest single expense with cost-burdened households paying more than 30 percent of their income toward housing. The median price of a home in Sacramento County has steadily increased since the end of the Great Recession and has exceeded \$300,000 in 2018. The impact of increasing housing costs falls disproportionately on lower income households, especially renters. Higher income households can adjust to higher housing costs by spending more of their income on housing but lower income households cannot make this adjustment without reducing expenditures in other essentials such as health care and food.

To reduce the number of lower income households that are cost-burdened, more housing must be provided that will result in these households not spending more than 30 percent of their income on housing costs. However, this cannot be addressed by depending on the housing market. There is a need for a number of local government actions to encourage the provision of affordable housing. One such action is to reduce development impact fees for affordable housing and/or reduce processing times for project review. Another action is the establishment of an affordable housing program that requires the construction of affordable housing or the payment of an affordable housing fee. The County's Affordable Housing Program was adopted in 2014 and it requires builders to pay an affordable housing fee for each market-rate unit. This fee is used to financially support the production of affordable housing units. However,

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since 2014 only two affordable housing projects with a total of 193 affordable units has been constructed (Table 6). For this reason, the Office of Planning and Environmental Review and the Sacramento Housing and Redevelopment Agency will review the Affordable Housing Program as part of the 2021 Housing Element Update.

Policy

EJ-32. The County will support the provision of affordable housing in Environmental Justice Communities.

Implementation Measures (Countywide)

- A. The Office of Planning and Environmental Review and Sacramento Housing and Redevelopment Agency will review the Affordable Housing Program and Ordinance for potential changes that could assist in producing more housing that is affordable to lower income households. (PLANNING AND ENVIRONMENTAL REVIEW, SACRAMENTO HOUSING AND REDEVELOPMENT AGENCY)
- B. Develop guidelines for affordable housing developers to attain support for their projects through public outreach. These guidelines could be part of the Countywide Public Outreach Strategy. (PLANNING AND ENVIRONMENTAL REVIEW)

Implementation Measures (EJ Communities)

- C. Develop an impact fee reduction program for residential developments in Environmental Justice Communities in which at least 10 percent of the total units are affordable to very low-income households or at least 49 percent are affordable to low-income households and on which affordability restrictions are subject to long-term (30 years or greater) regulatory agreements as certified by the Sacramento Housing and Redevelopment Agency (SHRA). (PLANNING AND ENVIRONMENTAL REVIEW)

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SECTION 11: IMPLEMENTATION

The County will utilize two strategies for implementation of the Environmental Justice Element. The first comprises the prioritization and implementation of the policies and measures contained in the EJ Element. The second strategy is a systems approach consisting of changes to the regular processes and practices of the County.

POLICIES AND IMPLEMENTATION MEASURES

Objective

Effectively implement environmental justice in the unincorporated County.

Policies (Countywide)

EJ-33. There will be an annual implementation review for the Environmental Justice Element.

EJ-34. The County will embed environmental justice into its regular processes and practices.

Implementation Measures (Countywide)

- A. The following process will be implemented annually in order to effectively carry out the policies and implementation measures in the Environmental Justice (EJ) Element:
 - a. Annual Stakeholder Meeting: The County will provide stakeholders the opportunity to inform the County of their implementation priorities for the following year.
 - b. Executive Level Working Group: This group will consist of department directors and will use Annual Stakeholder Meeting comments to inform implementation decisions and resource commitments. The Working Group will focus on implementation measures that involve multiple County departments.
 - c. Long Range Planning (LRP) Section of the Office of Planning and Environmental Review (PER): This section will also use Annual Stakeholder meeting comments to inform implementation decisions and resource commitments. The LRP Section will focus on measures that are the sole responsibility of PER and will provide staff to work on major and/or multidepartment implementation measures supported by the Executive Level Working Group.
 - d. Report Card on EJ Element Implementation: PER Long Range Planning staff will track EJ Element implementation and will create a "report card" that will document EJ Element implementation for the previous calendar year. This "report card" will be part of the General Plan Annual Report and will be made available to the public on PER's website in addition to the regular practice of presenting it in public session to the Planning Commission and Board of Supervisors. (PLANNING AND ENVIRONMENTAL REVIEW, OTHER COUNTY DEPARTMENTS)

- B. The Office of Planning and Environmental Review (PER) will train its staff to analyze development projects using environmental justice principles. PER will train other County departments, particularly high-level managers, on

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incorporating environmental justice into their regular processes and practices.
(PLANNING AND ENVIRONMENTAL REVIEW)

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APPENDIX A-1: POP-UP BOOTH SURVEY SUMMARIES

CRIME PREVENTION

Do you feel safe getting around your neighborhood?

EJ Community	Zip Code	Yes	No	Somewhat	No Response	Response Total
North Highlands/Foothill Farms	95842	5	4	6	0	15
	95660	10	13	8	4	31
Total		15	17	14	4	46
Percent of Total		32.6%	37.0%	30.4%		
South Sacramento	95823	7	3	4	3	14
	95824	1	1	1	0	3
	95828	7	2	5	2	14
Total		15	6	10	5	31
Percent of Total		48.4%	19.4%	32.3%		
Arden-Arcade	95821	3	7	4	3	14
	95825	4	5	2	4	11
Total		7	12	6	7	25
Percent of Total		28.0%	48.0%	24.0%		

Respondent's Comments

Arden-Arcade

- Many homeless people. (95821)
- Sometimes I feel endangered – hear fighting/gunshots. (Eleven-year old.) (95821)
- Many homeless traverse through neighborhood looking for opportunities. Would love to see more Sheriff's presence. (95821)
- The homeless population is growing as it is everywhere – but it is not great for walking in our neighborhood. (95821)
- I do not walk by myself. I always walk with my dogs or someone else. (95821)
- It was better but now too many homeless. (95825)

North Highlands/Foothill Farms

- Lots of violence and speeders. (95660)
- Too many homeless. (95660)
- Mixed feeling. Not safe for all. (95660)
- Shooting at Madison Apartments. (95660)

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- No, I fear for my family's safety. (95842)
- Shooting on Don Julio. (95842)

South Sacramento

- Yes during day. No at night. A lot of homeless people in the area. (95823)
- I think we can have more security/police here. (95823)
- Would not walk at night. (95828)
- There is a lot of crime in my neighborhood. (95828)
- Need more visible police presence. Need more security in neighborhood. (95828)
- In nearby creek there is litter. Homeless sleep and camp out in this area. Drug abuse. (95828)

Where in your neighborhood you do not feel safe?

Arden-Arcade

- Watt and Marconi. (95821)
- Everywhere. (95821)
- My neighborhood. (95821)
- Close to Edison Avenue. (95821)
- Arden-Arcade/Marconi Ave. Area. (95821)
- Watt Avenue - Traffic and crime issues. (95821)
- At times - Cottage Park. (95821)
- The streets surrounding my neighborhood. (95821)
- Bell Street, parks. (95825)
- Near El Camino/'Howe - 99 Cents Store. (95825)
- At night on streets and west of Fulton/Edison. (95825)
- Wittkop Way. (95825)
- All around Kaiser Morse. (Works here) (95825)
- Around the hospital (Kaiser Morse), grocery store on Watt. (95825)

North Highlands/Foothill Farms

- Entire area. (95660)
- Everywhere. (95660)
- Watt Avenue - Too much drug, prostitution activity. (95660)
- Liquor store near apartments. (95660)
- Parking lot near Planet Fitness. (95660)
- Neighborhood after dark. (95660)
- Local parks. (95660)

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- North Highlands. (95660)
- Watt Avenue - McDonalds/Taco Bell. People post outside and beg. (95660)
- Walerga/Elkhorn (99 Cents Store). (95660)
- Everywhere. (95660)
- All over without streetlights. (95660)
- Watt Avenue. (95660)
- Watt Avenue/Myrtle Ave. (95660)
- Watt Avenue/A Street/Freedom Park. (95660)
- Karl Drive. (95660)
- Anywhere in the dark - lol. (95660)
- Myrtle/Watt - Pimps/Prostitutes. (95660)
- 99 Cents Store - Walerga/Elkhorn. (95660)
- Anywhere. (95660)
- This area. (95660)
- Store, Food Max. (95660)
- On streets at night. Lots of homeless people. (95842)
- Greenholme. (95842)
- Arbys/99 Cents Store Shopping Center. (95842)
- Parking lot at 99 Cents Store. (95842)
- Everywhere. (95842)
- Park. (95842)
- Not when I am in my neighborhood. (95842)
- Elkhorn Blvd. – homeless. (95842)
- My parking lot. (95842)

South Sacramento

- By empty field where all the homeless people stay. Very Dirty. (95823)
- Whole neighborhood. (95823)
- Everywhere. (95823)
- Everywhere. (95823)
- Around major roads. (95824)
- Franklin Boulevard. (95824)
- My neighborhood. (95828)
- Nearby creek. (95828)

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HEALTHY FOOD ACCESS

Is it easy for you to get and eat fresh fruits and vegetables?

EJ Community	Zip Code	Yes	No	Somewhat	No Response	Total Responses
North Highlands/Foothill Farms	95842	10	2	1	2	13
	95660	25	3	4	4	32
Total		35	5	5	6	51
Percent of Total		77.8%	11.1%	11.1%		
South Sacramento	95823	13	2	0	2	15
	95824	1	3	0	1	4
	95828	9	2	4	0	15
Total		23	7	4		34
Percent of Total		67.6%	20.6%	11.8%		
Arden-Arcade	95821	10	5	1	1	16
	95825	11	1	0	5	12
Total		21	6	1		28
Percent of Total		75.0%	21.4%	3.6%		

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Respondent's Comments

Arden-Arcade

- Yes! Love the smaller fruit and veggie sellers - Even fruit at 99 Cents Store (Bell and El Camino). (95821)
- Yes, only because Kaiser has a farmer's market on Fridays. (Works at Kaiser – 95825)
- It is expensive – Walmart. I go shopping at the 99 Cents Store but it is not fresh. (95821)
- They could open a farmer's market on a weekday that closes later. (95821)
- Yes, plenty of supermarkets and yet I feel I live in a "food desert" when it comes to healthy options. (95821)
- No, I get them from supermarkets, there are not so many around my neighborhood. (95821)
- It is easy to eat unhealthy food because it is cheaper. Fruits and veggies are too expensive. (95821)
- We could use another market! (95821)

North Highlands/Foothill Farms

- Food desert. Go to farmer's markets in downtown and Roseville. (95660)
- No, only Walmart available. (95660)
- Yes, but it tends to be more expensive. (95660)
- Not always – disabled. (95660)
- Store not always the cheapest. (95660)
- Wish there were more stores. (95842)

South Sacramento

- Yes, grocery stores and farmers market very close. (95823)
- The prices for fruits and veggies are more than chips and candy. (95824)
- Best location for shopping (Calvine/Power Inn area). (95828)
- Not many options – Fruitridge – not much on either way on Fruitridge. (95824)

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Where do you get your fresh fruits and vegetables?

EJ Community	Zip Code	# Respondents Identified Source	Supermarket	Small Grocer	Ethnic Market	Discount (99 Cents)	Farmers Market/Flea Market	Distribution Center	Private Garden or Food Delivery
North Highlands/Foothill Farms	95842	11	10	2	0	0	2	2	2
	95660	28	24	4	1	0	7	2	1
Total # Respondents		39	34	6	1	0	9	4	3
Percent Respondents			87.2%	15.4%	2.6%	0.0%	23.1%	10.3%	7.7%
South Sacramento	95823	12	12	0	1	0	3	1	1
	95824	3	4	0	0	1	1	0	0
	95828	15	13	0	1	0	3	0	0
Total # Respondents		30	29	0	2	1	7	1	1
Percent Respondents			96.7%	0.0%	6.7%	3.3%	23.3%	3.3%	3.3%
Arden-Arcade	95821	12	9	1	0	3	7	0	1
	95825	12	8	1	0	0	4	0	1
Total # Respondents		24	17	2	0	3	11	0	2
Percent Respondents			70.8%	8.3%	0.0%	12.5%	45.8%	0.0%	8.3%

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PHYSICAL ACTIVITY

Can you access places you want to go by bicycling or cycling?

EJ Community	Zip Code	Yes	No	Somewhat	No Response	Response Total
North Highlands/Foothill Farms	95842	7	5	1	1	13
	95660	21	9	1	3	31
Total		28	14	2	4	48
Percent of Total		58.3%	29.2%	4.2%		
South Sacramento	95823	13	2	1	0	16
	95824	3	0	0	0	3
	95828	16	1	1	1	19
Total		32	3	2	1	38
Percent of Total		84.2%	7.9%	5.3%		
Arden-Arcade	95821	7	8	0	2	15
	95825	10	3	0	0	13
Total		17	11	0	2	30
Percent of Total		56.7%	36.7%	0.0%		

Respondent's Comments

North Highlands/Foothill Farms

- Everything is motor geared. (95660)
- More bike trails. Not riding on busy streets.(95660)
- Bike lanes not in great condition. (95660)
- Walerga needs sidewalks. (95660)
- Don't walk - not safe. (95660)
- Not too great. Always have to drive. (95842)
- If you are not going very far. It would be very nice if kept clean and drug free. (95842)

South Sacramento

- Do not feel safe using bike lanes. (95823)
- Need for bike lanes. (95823)
- More walking trails are needed. (95823)
- Drivers drive on the bike lane. (95823)

Arden-Arcade

- I cannot access because of the condition and dangers of the road. (95821)

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- Riding a bike in Arden is scary. Cars travel too fast, feel constantly in danger. (95821)
- I feel boxed in when it comes to taking a relaxing walk. Need walking trails. (95821)
- We need sidewalks!!! This is a huge problem here – entire neighborhoods with no sidewalks! We also need bike lanes! (95825)
- Want more walking trails. (95825)
- More bike lanes would be awesome. Especially on our busier streets such as Watt, El Camino, Marconi, Fulton. (95825)
- Bike lanes to American River Bike Path. Sidewalks on Wyda Way. (95825)

POLLUTION EXPOSURE

Do you feel that the air your breathe needs to be improved? Note: Only tabulated answers that distinguished between water and air.

EJ Community	Zip Code	Yes	No	Somewhat	Total
North Highlands/Foothill Farms	95842	4	2	1	7
	95660	9	4		13
Total		13	6	1	20
Percent of Total		65.0%	30.0%	5.0%	
South Sacramento	95823	5	2		7
	95824	1			1
	95828	3	2		5
Total		9	4	0	13
Percent of Total		69.2%	30.8%	0.0%	
Arden-Arcade	95821	4			4
	95825	4	1		5
Total		8	1	0	9
Percent of Total		88.9%	11.1%	0.0%	

Respondent's Comments

North Highlands/Foothill Farms

- Air is better than New York City. (95660)
- Can't do anything about air quality. (95660)
- Disgusting and muggy. (95660)
- Air is bad. (95660)
- Good air. (95660)

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- No, maybe air. (95842)
- Air – OK except for fires. (95842)
- Yes – a lot. Cigarette smoke, dust. (95842)
- Yes, the air is very polluted. (95842)

South Sacramento

- Air needs the attention. (95823)
- I feel it needs to improve. (95823)
- Air – great. (95828)
- Yes, I have asthma. (95828)
- Air quality needs improvement – asthmatic. (95828)

Arden-Arcade

- Air depends on weather. (95821)
- Not the water but we need to do something with the air pollution (Age 11). (95821)
- Air quality is mediocre next to 80 and McClellan Field. (95821)
- Yes I do, air especially. (95821)
- I think they are good but there is always room for improvement. Car exhaust is a big problem – too many cars! (95825)
- Air could be better. (95825)
- Air usually OK. (95825)
- Air yes – all of California does. (95825)

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SAFE AND SANITARY HOMES

Could you adequately keep your house in good condition?

EJ Community	Zip Code	Yes	No	Somewhat	No Response	Response Total
North Highlands/Foothill Farms	95842	31	14	10	12	55
	95660	27	3	2	3	32
Total		58	17	12	15	87
Percent of Total		66.7%	19.5%	13.8%		
South Sacramento	95823	12	1	1	1	14
	95824	1	2	0	0	3
	95828	14	2	0	0	16
Total		27	5	1		33
Percent of Total		81.8%	15.2%	3.0%		
Arden-Arcade	95821	13	2	0	2	15
	95825	8	0	0	6	8
Total		21	2	0		23
Percent of Total		91.3%	8.7%	0.0%		

Respondents' Comments

North Highlands

- Stated he is not in good enough physical condition to maintain his home.
- Need help. (95842)
- Apartments not well maintained. (95842)
- It is difficult to keep my house up considering my property management does not do anything. (95842)

South Sacramento

- Maybe not plumbing. (95823)
- Flooring. (95823)

Arden-Arcade

- I would if I had more money. (95821)

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What is the condition of homes in your neighborhood?

EJ Community	Zip Code	Good	Fair	Bad	No Response	Response Total
North Highlands/Foothill Farms	95842	31	14	10	12	55
	95660	50	24	4	5	78
Total		81	38	14	17	133
Percent of Total		60.9%	28.6%	10.5%		
South Sacramento	95823	8	3	0	4	11
	95824	1	1	1	0	3
	95828	7	5	3	1	15
Total		16	9	4		29
Percent of Total		55.2%	31.0%	13.8%		
Arden-Arcade	95821	7	6	1	4	14
	95825	4	1	1	7	6
Total		11	7	2	11	20
Percent of Total		55.0%	35.0%	10.0%		

Respondents' Comments

North Highlands

- Older homes, some refurbished. (95660)
- The majority are decent. We have one abandoned home on Lynhurst that needs major attention. (95660)
- Up and down. 3/4 are owned and are good, 1/4 rentals. (95660)
- Fair but on the rise as old people die or go to nursing homes and the new people upgrade to acceptable. (95660)
- Excellent – new. (95660)
- Not worth the rent! (95660)
- It is pretty good. Everyone does their part to keep it clean. (95842)
- Mostly good (gated trailer park). (95842)
- Very poor, dirty. Streets are covered in trash and junkies. I can't walk outside without someone trying to sell me drugs. (95842)

Sacramento County Environmental Justice Element**South Sacramento**

- Apartments are clean. Streets, sidewalk - not so clean due to homeless. (95823)
- Crazy things - my neighbor is crazy - shooting and fighting. (95823)
- Good and well kept. (95823)
- Lack of assistance. (95824)
- Needs work - homeowners need to fix. (95828)
- Rentals - bad. Few homeowners left. (95828)

West Arden-Arcade

- I live in a historic neighborhood of Strizek homes, but the County has no historic preservation ordinance. So they could be demolished at the whim of an owner. Our local history needs to be recognized and protected. (95825)
- Mostly very good – a few drug houses. The apartments around Howe and Wyda are ghetto. (95825)
- In 95825, there are many unkept homes and yards. (95825)

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APPENDIX A-2: SUMMARIES OF WEB SURVEY RESPONSES

OVERALL RESPONSE

Staff created a web-based survey available in seven different languages (English, Spanish, Chinese, Tagalog, Vietnamese, Russian, and Hindi). Survey participants answered questions related to environmental justice topics. Data was aggregated and utilized by staff in policy development and in determining community priorities. The survey was open to people residing or working in zip codes that include EJ Communities during October and November 2018. 719 individuals participated.

SURVEY AND RESPONSES

Q1: WHERE DO YOU LIVE? PLEASE PLACE A CHECK MARK IN THE APPROPRIATE BOX.

ANSWER CHOICES	RESPONSES
West Arden-Arcade (Zip Codes: 95821, 95825, 95864)	41.86% 301
North Highlands/Foothill Farms (Zip Codes: 95652, 95660, 95841, 95842)	12.38% 89
South Sacramento (Zip Codes: 95820, 95823, 95824, 95828)	12.24% 88
Vineyard (Zip Codes: 95826, 95827, 95829, 95830)	11.68% 84
Other	21.97% 158
Total Respondents: 719	

Q2: WHAT IS THE NEAREST CROSS STREET INTERSECTION TO WHERE YOU LIVE?

Various

Q3: WHAT IS YOUR ANNUAL HOUSEHOLD INCOME?

ANSWER CHOICES	RESPONSES
Less than \$25,000	8.97% 49
\$25,000 to \$50,000	20.70% 113
\$50,000 to \$90,000	34.07% 186
\$90,000 or more	36.81% 201
Total Respondents: 546	

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Q4: PUBLIC FACILITIES: CHOOSE THE THREE THINGS THAT ARE MOST NEEDED IN YOUR NEIGHBORHOOD. PLEASE RANK THEM FROM 1 TO 3 WITH 1 BEING THE MOST NEEDED.

ANSWER CHOICES	RESPONSES	
Senior Centers	14.04%	75
Youth Centers	12.17%	65
Child Care Centers	2.62%	14
Parks	7.87%	42
Public Swimming Pool	5.06%	27
Health Care Facilities	6.55%	35
Bicycle Lanes (On-Road)	11.61%	62
Off-Road Bicycle and Walking Trails	12.36%	66
Bus Service and Bus Stops	7.68%	41
Homeless Shelters	28.46%	152
Community Centers	5.24%	28
Libraries	3.75%	20
Street Improvements	48.13%	257
Schools	2.62%	14
Street Lights	28.09%	150
Sidewalk Improvements	28.09%	150
I do not think my neighborhood needs any of these things	5.24%	28
Other (please specify)	27.34%	146
Total Respondents: 534		

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Q5: CRIME PREVENTION: CHOOSE UP TO THREE AREAS IN YOUR NEIGHBORHOOD WHERE YOU DO NOT FEEL SAFE.

ANSWER CHOICES	RESPONSES	
My Home	8.33%	44
My Neighborhood	30.30%	160
A Major Street (ie. Howe Avenue, Watt Avenue or Florin Road)	38.07%	201
A Park	22.54%	119
A Shopping Center	22.92%	121
A Convenience Store	22.16%	117
A Liquor Store	13.45%	71
At an ATM	17.80%	94
At an Apartment Building that is Not My Residence	13.26%	70
I feel safe in my neighborhood	22.35%	118
Other (please specify)	16.86%	89
Total Respondents: 528		

Q6: HEALTHY FOOD ACCESS: CHOOSE UP TO THREE THINGS THAT PREVENT YOUR FAMILY FROM GETTING FRESH FRUITS AND VEGETABLES AND OTHER HEALTHY FOOD.

ANSWER CHOICES	RESPONSES	
Healthy food is too expensive	21.71%	114
I do not have a job so I cannot pay for healthy food	2.10%	11
I do not have a way to get to the store	0.76%	4
Stores are too far away	9.71%	51
Lack of time available (cooking preparation)	7.43%	39
Physical disabilities	2.86%	15
I am too busy to cook	5.33%	28
I have a disability	2.86%	15
I do not have a kitchen	0.19%	1
I am not sure how to cook fruits, vegetables and healthy meats	3.43%	18
Fast food restaurants are nearby	7.24%	38
I do not want to eat more healthy foods	1.90%	10
I do not have any problems that keep me from getting fresh fruits and vegetables and other healthy food	69.71%	366
Other (please specify)	8.00%	42
Total Respondents: 525		

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Q7: HOUSING: CHOOSE UP TO THREE HOUSING PROBLEMS THAT EXIST IN YOUR NEIGHBORHOOD.

ANSWER CHOICES	RESPONSES
People trying to rent or buy a home are discriminated against because of race, ethnicity, country of origin, gender, disability, being pregnant or having children, or age	3.64% 19
There are not enough choices of places to live for people with disabilities	5.56% 29
Utilities (heating, gas, etc.) are too expensive	21.07% 110
Houses and apartments are not comfortable, not safe, in poor condition, or too dangerous	17.82% 93
Too many people live together in one home because it is too expensive to rent or buy your own	25.86% 135
People are being forced out of their homes because it is too expensive	20.69% 108
Renters do not have enough money for things like food and clothes after paying expensive rents	23.37% 122
People who want to buy homes just cannot because it's too expensive	37.36% 195
I do not think there are any housing problems in my neighborhood	21.84% 114
Other (please specify)	19.73% 103
Total Respondents: 522	

Q8: PHYSICAL EXERCISE: CHOOSE UP TO THREE THINGS THAT KEEP YOU FROM WALKING OR BICYCLING AS MUCH AS YOU WOULD LIKE.

ANSWER CHOICES	RESPONSES
Too few bike lanes	15.50% 80
Bike lanes or travel lanes on many streets are scary to use because of the high number and high speed of cars and trucks	41.86% 216
Bike facilities start and stop at random. Are not predictable or continuous	14.53% 75
Too few sidewalks or sidewalks are too narrow	28.88% 149
It's too hot and there are too few trees for shade	11.63% 60
Not enough places to go (grocery store, school, place to work), or they are too far away to walk or bicycle to	11.82% 61
I do not have a bike, or there are no places to get my bike fixed	5.04% 26
Not enough adequate bicycle parking in my community	4.84% 25
I don't feel safe from crime when I bike or walk	38.76% 200
I have to rely on my car to make multiple trips a day	15.31% 79
I don't want to walk more or bicycle more	8.72% 45
Other (please specify)	20.35% 105
Total Respondents: 516	

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Q9: POLLUTION: CHOOSE UP TO THREE POLLUTION PROBLEMS IN YOUR NEIGHBORHOOD.

ANSWER CHOICES	RESPONSES
Bad air pollution from cars and trucks	29.46% 152
Bad drinking water	13.57% 70
Vacant lots with trash or junk	50.97% 263
Trash in streams and rivers	22.29% 115
People dump dangerous chemicals	6.78% 35
My well water is not safe to drink	0.78% 4
Noisy cars and trucks	35.47% 183
Noisy airplanes	12.02% 62
Dangerous fumes from businesses, like auto paint shops and car repair shops	3.49% 18
Graffiti	14.15% 73
I do not think there are any pollution problems in my neighborhood	12.79% 66
Other (please specify)	19.77% 102
Total Respondents: 516	

Q10: CIVIC ENGAGEMENT: CHOOSE UP TO THREE THINGS THAT PREVENT YOU FROM ATTENDING AN EVENING PUBLIC MEETING TO TALK ABOUT THE THINGS THAT COULD MAKE LIFE BETTER OR WORSE IN YOUR NEIGHBORHOOD.

ANSWER CHOICES	RESPONSES
I cannot understand English	0.39% 2
I do not have enough time – too busy	26.32% 135
I need child care	5.85% 30
I do not trust the government	9.16% 47
I do not think they will take my opinions seriously	43.08% 221
I am too tired to go to a meeting after work	16.96% 87
I think it will be a waste of time	32.94% 169
It would be too hard to get to the meeting	5.65% 29
No food and/or drinks (water, juice, snacks) at meetings	2.34% 12
I work evenings or nights	6.24% 32
Other (please specify)	36.84% 189
Total Respondents: 513	

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APPENDIX A-3: COMMUNITY WORKSHOPS

WEST ARDEN-ARCADE COMMUNITY WORKSHOP (OCTOBER 16, 2018)

COMMUNITY STRENGTHS

- Parks (6 votes)
- Businesses (4 votes)
- Diversity (8 votes)
- Welcoming (2 votes)
- Housing Diversity (6 votes)
- Connectivity (1 vote)
- Retail Options
- Specialty Stores (4 votes)
- Sense of Community (1 vote)

CIVIL ENGAGEMENT/PUBLIC FACILITIES

Note: Problems and solutions were split between E1 (Civil Engagement) and E2 (Public Facilities)

Challenge E1 (suggested by PER staff): Few neighborhoods represented by a neighborhood association (West of Watt Ave).

Challenge E1: Having more representative populations involved. (1 vote)

Challenge E1: Lack of regular/ongoing community engagement and services.

Challenge E1: People only engage when they're complaining (1 vote).

Challenge E1: Lack of door-to-door community engagement.

Challenge E1: There are not enough services that are provided during engagement. And specifically services that are relevant to the community.

- Solution E1 (suggested by PER staff): Encourage neighborhoods to establish neighborhood associations.
- Solution E1 (suggested by PER staff): County will create a comprehensive Community Outreach Strategy.
- Solution E1: Gathering Hub that keeps a space for difference organizations/groups/community members to work together and leverage relationships; for funding opportunities. (3 votes)
- Solution E1: Continuous gatherings. Ongoing groups.
- Solution E1: Active transportation funding. Cap and Trade funding. (1 vote)
- Solution E1: Churches/nonprofits.
- Solution E1: More community clean up days.
- Solution E1: More neighbor support days. Seniors/disabilities/homeless.
- Solution E1: Development of community culture & responsibility & ownership. (4 votes)

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- Solution E1: Develop more proactive positive outreach. More opportunities to participate before problems arise.
- Solution E1: Make it fun. (1 vote)
- Solution E1: Having planners spend more time in the communities.
- Solution E1: Improve 311 and provide 311 education (introduction to app).
- Solution E1: Partner with existing County services to leverage resources for outreach. (1 vote)
- Solution E1: Ask the communities what the solutions look like.

Challenge E2: School board, Parks and Rec, Community Groups – difficulty connecting and coordinating; missed opportunity; more interagency collaboration.

Challenge E2: Loss of access to some parks.

Challenge E2: No access to public restrooms. (2 votes)

- Solution E2: Partner with waste management on illegal dumping (funding opportunity). (1 vote)
 - Provide community service to encourage community engagement.

SAFE AND SANITARY HOUSING

Challenge C1 (suggested by PER staff): High rate of housing cost burdened households (spend more than 30% of income toward housing expenses). (1 vote)

Solution C1 (suggested by PER staff): Consider making changes to County Affordable Housing Program (5 votes).

Challenge C2: lack of housing (affordable, rental and owner). (8 votes)

Solution C2: incentives for housing (fees, funding). (4 votes)

Challenge C3: Cost of rentals.

Solution C3: Rent control. (2 votes)

Challenge C4: Poor "bad" conditions of apartments and rentals. (3 votes)

Solution C4: Code enforcement (housing conditions, fair housing). (2 votes)

Challenge C5: Homelessness increasing. (3 votes)

Solution C5: Infill development incentives (without gentrification). (7 votes)

Challenge C6: Evictions.

Solution C6: Partner with outside entities to target neighborhoods (trees, house repair, clean up) like NeighborWorks, Habitat for Humanity etc.

Challenge C7: Emergency housing.

Solution C7: Weatherization programs and partnerships (SMUD and CRP) advertising, education, and collaboration.

Challenge C8: Lack of diversity within neighborhoods.

Solution C8: Place affordable housing in better, more expensive neighborhoods to create mixed income neighborhoods. (1 vote)

Challenge C9: Lack of amenities correlates to housing issues (infrastructure connectivity). (2 votes)

Solution C9: Database to collect health data to see neighborhoods "hot spots" and partner for solutions.

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Challenge C10: Placing housing in areas with higher air pollutants.

Solution C10: More education and partners regarding fair housing (Renters Helpline).

Challenge C11: Safety issues with older homes (lead, asbestos, mold). (1 vote)

Challenge C12: Landlords won't take Section 8 vouchers.

Challenge C13: Overcrowding.

HEALTHY FOOD ACCESS

Note: Problems and solutions beyond B2 were not numbered or organized together.

Challenge B1 (suggested by PER staff): West of Watt Ave. – Highest food insecurity rates (limited ability to get nutritious foods) in the County.

Solution B1 (suggested by PER staff): Develop a Countywide Food Action Plan – support equitable and healthy food system.

Solution B1 (suggested by PER staff): Require new convenience stores to have 15% of shelf space reserved for healthy foods.

Challenge B2: Expense of healthy foods

Solution B2: Increase EBT access at stores.

Challenge:

- Food desert – no grocery stores. (5 votes)
- Lots of need for food distribution with food bank.
- SB 1383 implementation (food waste redirection).
- Lack of accountability for policies passed. (2 votes)
- Economic Development.

Solutions:

- Engaging with schools to improve attitudes about healthy foods.
- Community based organizations interacting with youth about farms and gardens and foods. (1 vote)
- Incentivize farmers markets. (1 vote)
- Partnerships between County and schools for farmers markets.
- Along Marconi, to railroad trucks lack of food access/grocery.
 - Low-income neighborhood, no access
 - Indicated by River City Food Bank distributions ~900 people at Saint Matthews Episcopal Church
- Incentivize new grocery stores – not convenience stores. (1 vote)
 - Issues with land cost, curbs, gutters, cost is huge
- Tax credits for urban AG in County need to pass. (1 vote)
 - Large empty lots that can be used
- Collaboration between parks/empty lots for gardens – tax credit to land owners.

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- Resources and investment need to be specifically directed to EJ neighborhoods.
 - Bring grocery stores
- Improved transit access. (2 votes)
- Increase farmers markets and Market Match.
- Access to culturally appropriate food that accepts EBT.
- New/immediate funding sources.

POLLUTION EXPOSURE

Challenge D1 (suggested by PER staff): Higher rates of emergency visits for asthma. (2 votes)

Challenge D2 (suggested by PER staff): High rates of ozone (Entire Sacramento County).

Challenge D3 (suggested by PER staff): Higher rates of diesel particulate matter. (1 vote)

Solution D1, D2, D3 (suggested by PER staff): Require use permit for childcare centers. (2 votes)

Solution D1, D2, D3: Require indoor filtration for existing childcare centers.

Solution D1, D2, D3: Require use permit for congregate care facilities.

Solution D1, D2, D3: Invest in nonpolluting transportation alternatives (car share, transit, bicycle and pedestrian infrastructure). (5 votes)

Solution: Vegetative barriers. More pollutant absorbing trees. (1 vote)

Solution D1, D2, D3: Landscape strips between street and sidewalk.

Solution D1, D2, D3: Road diets to slow down traffic (would encourage active transportation). (1 vote)

Solution D1, D2, D3: Pedestrian bridges across arterials.

PHYSICAL ACTIVITY

Note: Problems and solutions beyond A5 were not numbered or organized together.

Challenge A1 (suggested by PER staff): Higher obesity rates. (1 vote)

Challenge A2 (suggested by PER staff): Shortage of bike lanes (on street and off street). (3 votes)

Challenge A3 (suggested by PER staff): High rate of bike and pedestrian collisions (with cars).

Solution A1, A2, A3 (suggested by PER staff): Prioritize "Complete Streets" projects for EJ Communities. Remodel streets for transit, pedestrian, and bicycle use as well as vehicles. (7 votes)

Solution A1, A2, A3 (suggested by PER staff): Low stress bicycle lanes. Faster and heavier the traffic, the more protection for bicyclists.

Solution A1: address speed. (1 vote)

Solution A2: more general fund more for transportation.

Solution A3: more separation from cars for bikes. (1 vote)

Challenge A4: Inattentive drivers.

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Solution A4: Vision Zero.

Challenge A5: Unsheltered bus stations. (2 votes)

Solution A5: Cap and trade strategy.

Challenge: Lack of focus on prioritizing money to EJ communities for sidewalks, bike facilities. (5 votes)

- Funding not based on community needs

Challenge: Corner of Edison and Bell: Densely populated with low income people.

Solution: Possible criteria: school routes.

Challenge: Can't implement new Design Guidelines in existing neighborhoods.

Challenge: Nonexistent bike facilities.

Challenge: Roads are crowded and have obstacles. (1 vote)

Solution: Wider sidewalks. (2 votes)

Solution: Separation of bike lanes. (1 vote)

CRIME PREVENTION

Note: Solutions beyond F2 were not numbered or organized together to associate with a problem.

Challenge F1 (suggested by PER staff): Three violent crime "hot spots".

Challenge F2 (suggested by PER staff): High density of businesses with liquor licenses. (1 vote)

Solution F1, F2 (suggested by PER staff): Require permits for off-sale liquor licenses (will also require existing businesses to get permits). Place limits on single serving containers. (7 votes)

Challenge F3: Fast food restaurants and associated crime. (1 vote)

Challenge F4: Smoking near buildings. (tobacco, marijuana)

Challenge F5: Property crime. (2 votes)

Solution: Safe streets.

Solution: Transportation plan.

Solution: Defined criteria for PCN.

Solution: Community police alternatives.

SOUTH SACRAMENTO COMMUNITY WORKSHOP (OCTOBER 25, 2018)

COMMUNITY STRENGTHS

- Variety of food
- Public transportation
- Cultural diversity
- Local businesses
- Sam Pannell Pool
- After school programs

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- Youth sports
- Generational living

CRIME PREVENTION

Challenge 1 (Suggested by PER staff): two violent crime "hot spots". (1 vote)

Solutions:

- Solution: lighting improvements and street beautification. (1 vote)
- Solution: Promise Zone and Opportunity Zone.
- Solution: Improved transit.
- Solution: CPTED Audit/Change of ownership to trigger CPTED evaluation.
- Solution: Sherriff communication with businesses.
- Solution: Problem Oriented Policing.

Challenge2 (Suggested by PER staff): high density of businesses with liquor licenses

- Solution: (Suggested by PER staff) require use permits for off-sale liquor licenses (will also require existing businesses to get permits). Place limits on single serving containers.
- Solution: Reach out to liquor store owners.
- Solution: Concentration restriction of new applications. (1 vote)
- Solution: Infrastructure improvements for local businesses – incentives?
- Solution: Youth sports group/advocates engagement.
- Solution: After-school programs for middle/high school youth.
- Solution: Create network forum/news sharing among youth groups, advocates, and non-profits.
- Solution: Connecting youth groups with political representatives/elected officials. (1 vote)
- Solution: Partner with Parks and Recreation Departments and school districts to build community facilities and improve access to sports/community facilities for youth groups/residents. (1 vote)

Challenge 3: Florin is a commercial center where residents make and spend their money – congregation of prostitution, gang, and domestic violence.

Challenge 4: The right question is: What is causing the need for liquor consumption?

- Solution: Radius requirements/restrictions from schools, parks, churches.
- Solution: Communication/relationship between Sherriff/law enforcement and liquor storeowners.
- Solution: Support local businesses: training, incentives, communication, and engagement.
- Solution: Job training: business leaders/committees/neighborhood associations' initiative to hire/train/educate youth and residents. (3 votes)
- Solution: Reach out to education leaders and business leaders/associations. (1 vote)
- Solution: Partnerships with community.

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- Solution: Liquor stores are only a contributing factor and not a root cause of crime – presumption of cause-effect relationship.
- Solution: Economic analysis at the neighborhood level.
- Solution: Bring data to communities.

Problem 5: School district fees for using facilities are too high to be accessible to youth groups.

PHYSICAL ACTIVITY

Challenge 1 (Suggested by PER staff): Highest obesity rates in the County.

Challenge 3: Truck routes as a barrier.

Challenge 4: Stockton Boulevard.

Challenge 5: Florin.

Challenge 6: Lighting at parks.

Challenge 7: Speed of traffic.

Challenge 8: Utility poles in sidewalk.

- Solution: Striping.
- Solution: Slow speeds.
- Solution: Consider road diets.
- Solution: JUMP bikes – but only when comfortable using streets.
- Solution: Prioritize bike/ped access to light rail.

Challenge 2 (Suggested by PER staff): High rate of bike and pedestrian collisions (with cars).

- Solution (Suggested by PER staff): prioritize "Complete streets" projects for EJ Communities. Remodel streets for transit, pedestrians, and bicycle use as well as vehicles. (4 votes)
- Solution (Suggested by PER staff): low stress bicycle lanes. Faster and heavier the traffic, the more protection for bicyclists.
- Solution: Vision Zero (2 votes).

Challenge 3: "Complete" Streets are not really a complete street. Still unsafe, poor transit facilities.

- Solution: Create continuous bike facilities and sidewalks. (2 votes)
- Solution: More distance between bikes/cars "separated bike lanes".
- Solution: Get more use out of parks by making them more accessible. Improve access.
- Solution: Prioritize physical access to key destinations (eg – healthy food).
- Solution: Solar paneled lights.
- Solution: Safe routes to school. (2 votes)
- Solution: Improve shade. (1 vote)

Challenge 4: Destinations are too spread out.

- Solution: more mixed uses, density. (3 votes).
- Solution: Challenge to use bikes and light rail. Improve access at stations.

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POLLUTION EXPOSURE

Challenge 1 (Suggested by PER staff): Highest rates of emergency visits for asthma. (6 votes)

- Solution: subsidy/grant for low-income sensitive receptors for filters (MERV 13 HVAC and room HEPA filters).

Challenge 2 (Suggested by PER staff): Highest rates of diesel particulate matter.

- Solution (Suggested by PER staff): Require use permits for childcare centers when within 500 feet of a high traffic volume roadway. (3 votes)
- Solution (Suggested by PER staff): discourage residential neighborhoods being adjacent to industrial areas.

Challenge 3: Allergic reactions to trees used along barrier walls.

- Solution: Require the use of low VOC vegetative barriers. (1 vote)

Challenge 4: Construction projects emitting dust.

- Solution: Require conditions of approval on construction projects to provide neighbors with filters. (2 votes)
- Solution: Public education about SMAQMD's role. Door fliers.

Challenge 5: Illegal dumping/storm water run-off. (3 votes)

- Solution: More drop-off days with monitors for hazardous materials and education. (2 votes)
- Solution: Require bio swales in new developments.

Challenge 6: Pet waste at parks.

Challenge 7: Noise pollution from Executive Airport (increased within last 2 years).

- Solution: Sacramento County Airports should conduct public engagement in South Sacramento.

SAFE AND SANITARY HOMES

Challenge 1 (Suggested by PER staff): High rate of housing cost burdened households (spend more than 30% of income toward housing expenses).

- Solution (Suggested by PER staff): Review the Affordable Housing Program for potential changes that could assist in producing more affordable housing.
- Solution: County fee waivers for affordable housing.
- Solution: County/school district owned land for affordable housing.
- Solution: TOD/Car sharing. (1 vote)
- Solution: Inclusionary housing. (10 votes)
- Solution: Refurbish hospitals, other building for affordable housing.
- Solution: Address zoning issues. (1 vote)
- Solution: New local revenue source for match.
- Solution: Rent control. (8 votes)
- Solution: Code amendments for housing. (3 votes)

Challenge 2 (Suggested by PER staff): Unhealthy, not safe housing.

- Solution: Proactive Rental Housing Inspection on all rental properties. (1 vote)

Sacramento County Environmental Justice Element

- Solution: Code enforcement. (3 votes)
- Solution: Limited A.A. Housing options.
- Solution: Legal counsel by right (fund).
- Solution: Develop transitional housing. (2 votes)
- Solution: Education/solutions for lead and asbestos abatement. (1 vote)

Challenge 3(Suggested by PER staff): Overcrowding in housing.

- Solution: Accessory dwelling use.
- Solution: Prioritize large family for Affordable Housing.
- Solution: Sewer credits.
- Solution: Prevent gentrification.
- Solution: Sacto land trust.

Challenge 4 (Suggested by PER staff): Lack of accessible housing.

Challenge 5 (Suggested by PER staff): Resident support services lacking for transitioning to rental/ownership.

HEALTHY FOOD ACCESS

Challenge 1 (Suggested by PER staff): High food insecurity rates (limited ability to get nutritious foods) in the County.

- Solution (Suggested by PER staff): Develop a Countywide Food Action Plan – support equitable and healthy food systems.
- Solution (Suggested by PER staff): Require new convenience stores to have at least 15% of shelf space reserved for healthy foods.
- Note: What is the definition of healthy food?
- Note: Who will pay for FAP?
- Note: What incentivizes grocery stores?
- Solution: We need Trader Joes/Sprouts organic healthy foods here. (1 vote)
- Challenge: You have to leave here to find food.
- Challenge: Spending money on housing- less money for food.
- Solution: Map of food banks/pantry locations.
- Solution: Bring in grocery stores with EIR and mitigation measures.
- Solution: Edible landscaping (aware of issues with sanitation). (1 vote)
- Solution: Community gardens.
- Solution: Quick funding options for incentives & stores.
- Solution: Website with comprehensive info on healthy food access. (1 vote)
- Solution: Work with EMD on allowing more small food vendors.
- Solution: Grow food in your backyard. (1 vote)
- Solution: Educate/clarify on Urban Agriculture Ordinance
- Solution: Incentivize home gardens.
- Solution: farmers markets and Market Match needed.

Sacramento County Environmental Justice Element

- Solution: Access food within 5 minutes (transit, bikeable, walkable). (1 vote)
- Solution: SB 1383 food waste projects (recovery and donation) donate compost to communities.
- Solution: Connect retail space with EMD inspections.

CIVIL ENGAGEMENT

Challenge:

- Lack of coordination between City/County.
- County doesn't work well with community orgs. Building capacity with existing orgs. (1 vote)
- Keeping in mind the appropriate cultural messaging when doing outreach.
- Lack of representation for identified community outreach. Information is disseminated in many different ways/languages.
- Inside/outside building. Bringing in community partners/agencies.
- Keep the engagement ongoing and as a part of the actual community.
- More creative methods of outreach to start building trust.
- The community doesn't trust government.
- We need neighborhood scaled plans and not regional level. Build from within not from without.
- Putting the onus of the issues on the community instead of the agency.
- Be intentional with the messaging.
- Childcare.
- Language assistance.
- What is the incentive for the community to participate?
- Articulate the process. Tell us what is happening and when.
- Youth engagement. Introducing youth to civic participation.
- Age/culture/special interest silos: bringing all agencies into the fold.
- Offer transportation. Remove barriers to access.
- Learn the demographics of the community you are reaching out to.

Solutions:

- Good faith actions speak louder than words.
 - Enabling staff/planners to interact with people in their day-to-day lives.
 - The people that most need outreach will not come to meetings.
- Improving CPAC meetings.
- Advertising messaging.
 - Break down to specific issues rather than Environmental Justice.
- Breaking down to specific projects in order to make EJ more tangible.
 - i.e. "Complete streets program".
 - Home retrofit projects, Live Well Initiative.

Sacramento County Environmental Justice Element

- Youth Engagement.
 - Getting youth involved with research/development/policy.
- Utilizing existing community based orgs community relationships as avenue for engagement. (2 votes)
 - "3 degrees of separation".
- Specific projects with specific opportunities for community leadership and ownership.
 - Community member air quality data collection.
- Educational programs focusing on accessing resources - i.e. 311.
- Civic engagement and Leadership capacity building programs. (4 votes)
 - Boards and commission leadership institution.
 - High school government classes.
 - Improving representation on youth commissions.
- Ensuring that communication loop is closed.
 - i.e. follow up from community meeting.
 - Transparency and accountability.
 - Building "community institutions".
 - People not feeling "used".
- Finding ways to support new/existing neighborhood associations – prioritizing EJ communities.
 - i.e. neighborhood leader "planning retreat".
 - Identifying neighborhood "champions" (organizations) to connect residents to policy processes.

NORTH HIGHLANDS/FOOTHILL FARMS COMMUNITY WORKSHOP (JANUARY 22, 2019)

COMMUNITY STRENGTHS

- WOW Produce – access to healthy food in the food desert that is North Highlands.
- History – sense of community.
- Diversity.
- Black Child Legacy Campaign.
- North Highlands parks.
- Educational opportunities.
 - 2 high schools.
 - American River College satellite campus.
- DHS office.
- Freedom Park.
- Construction Businesses.

Sacramento County Environmental Justice Element

- Air Force Base.
- Open track (near meeting place).
- Faith communities.
- Non-profits.
- Community hope – did not exist before (after the base closure).
- Bus routes.

CIVIL ENGAGEMENT

- Better engagement. (2 votes)
- Increased social media presence.
- Centralized community information/updates.
- Placemaking – community centers – other. (1 vote)
- Opportunities for folks to gather – town square. (2 votes)
- Beautification. (1 vote)
- Identify areas that could be ready for activation.
- Public pools, libraries, parks, etc. Bring back.
- Identify the priorities of our youth to engage or be engaged. Additional resources/activities.
- Pop-ups to activate historic spaces.
- Community pride through activations.
 - Concert in the park.
 - Farmers market. (1 vote)
- Making community meetings more accessible.
 - Culturally appropriate.
 - Easier access – transportation.
 - Face to face meetings – relationship building.
 - Using schools as community brokers.
 - Easy dialog: de-wonk the conversation and social media.
 - Go where the people are.
- Social media – post the meetings.
- Engaging and partnering with local CBOs, non-profits, local churches and business improvement districts. (1 vote)
- Flyers and materials: PDF, flyers, etc. to share updates and upcoming events or meetings.
- Public meetings.
 - Reduce jargon/use common terms.
- Public meeting spaces for businesses to use.
- Neighbor associations and watch groups.
- Build better relationships with community members.

Sacramento County Environmental Justice Element

- Childcare for public meetings.

PUBLIC FACILITIES

- Healthcare/mental care facilities. (2 votes)
- Birthing centers/prenatal care.
- Health and Human Services in neighborhoods.
- Cleaner parks.
- Community gardens.
- Clean up vacant lands.
 - More community hubs/nodes (i.e. gardens, etc.).
- School connections/places for kids to go.
 - More employment.
- Indoor sports facility.
- All night safe space/recreation center for youth.
 - Boys and Girls Club.
- Crises nursery (First5 Program).
- Small business incubator.
 - Resume building.
 - Urban League.

PHYSICAL ACTIVITY

- Access to parks (Freedom Park, etc.).
- Promoting community programs. (2 votes. 1 vote – non-NH)
- Railroad and freeway can create barriers.
- Smart ride.
- Park facilities could be more relevant to needs of users. (1 vote)
- Make pools more accessible, Foothill High School.
 - Study these, publicize.
- High speed, high capacity roads are barriers.
- Trees are in parks but not necessarily elsewhere. (1 vote – non-NH)
- Equip folks with tools to be active.
- Bicycling on roads is not safe.
 - Do have trails.
 - Lighting.
 - Can we access destinations from Dry Creek Trail. (1 vote – non-NH)
- Leash laws – enforce.
- Car centric design is a barrier to physical activity.
- Need bike lanes.
 - More separation from cars.

Sacramento County Environmental Justice Element

- Prioritized raised, separated bike facilities. (1 vote)
- Prioritize physical (walk/bike access) to transit.
- Tree canopy.
 - Become County of trees.
- Activation.
 - Pop-up parks – activate underutilized areas/land.
 - Support CBOs having events/activity spaces throughout the community.
- Change the perception of people who walk/bike.
 - Programs to encourage, celebrate.
- Prioritize RT access to parks/centers.
- Neighborhood circulation shuttle.
- Neighborhood beautification.
- Roseville Road – lack of lighting, dumping etc.
- Access to gardens. (6 votes)
- Community co-op farming.
- Need sidewalks now. Don't wait for development.
- Lighting. (1 vote)
- Bathrooms at parks.
- Need more trails and bike paths along arterials.
- Address physical and personal safety.
- Support gardens and multigenerational parks.
 - Educational workshops on personal gardens.
- Bike parking standards.
 - Adopt the city's.

POLLUTION EXPOSURE

- Group 1
 - Concerns:
 - Congestion on Elkhorn
 - Trains
 - Trash in waterways
 - Water quality – polluted runoff
 - Homeless – trash dumping
 - Illegal dumping – Roseville Road
 - Deficient landscaping
 - Toxic soil (nuclear waste) at McClellan Base
- Solutions

Sacramento County Environmental Justice Element

- More County-installed trees.
- Enforce landscape requirements.
- Community place making.
 - Walkable communities (1 vote)
 - Mixed-use
 - Neighborhood destinations (such as market)
- More green space.
- Traffic light optimization.
- Community car share – all electric.
- Improved pedestrian bike paths.
- Group 2
 - Concerns
 - Polluted waterways
 - Watt Avenue traffic/congestion
 - Illegal dumping (1 vote)
 - Wild fire smoke
 - Solutions
 - Education – oil dumping
 - Portable air filter (room size)
 - HOV lane on Watt Avenue
 - Fasttrak
 - More public transportation
 - Connect Card (Transit Card)
 - Universal transit card
 - Coordinated transfers
- Group 3
 - Concerns
 - Auto pollution/train
 - Construction business equipment
 - Water pollution – drinking water quality
 - Need more trees (1 vote)
 - Trash dumping from homeless
 - Solutions
- Hyperloop/Light Rail to Roseville
- EV charging stations
- Enforce landscaping zoning standards

Sacramento County Environmental Justice Element

CRIME REDUCTION

- Lack of mental health care – require with new development. (2 votes)
- Increase in shelter services – require with new development. (2 votes)
- Sex trafficking awareness. (3 votes)
 - Educational services
- Illegal dumping, outdoor drug use.
 - CPTED design
- Vape shops.
 - Zoning
- Homelessness, Porch Pirates, Home Invasion.
 - Neighborhood Watch/Awareness (4 votes)
- Prostitution.
- Homeless.
- Improved street lighting.
- Neighborhood /Business Watch. (2 votes)

SAFE AND SANITARY HOMES

- Homeless problem/drugs.
 - Promote mental health services, provide information for homeless at Mercy Housing (4 votes)
- Mold. (1 vote)
- Bad Tenants. (1 vote)
 - Neighborhood Watch
- Abandoned Homes – too many empty homes. (1 vote)
 - Neighborhood Watch
 - Urban homesteading (1 vote)
 - Limit bank's time to hold onto homes. Have County DA go after banks that hold homes for too long. (1 vote non-NH)
- Dark streets in residential areas – no lights. (1 vote non-NH)
- Hot homes during summer – threat to seniors. (2 votes)
 - Monitors to check on people
- Apartments – more than one family – a problem. House – not a problem.
- Community policing.

HEALTHY FOOD ACCESS

- Community garden efforts in North Highlands/Foothill Farms.
 - Overgrow Sacramento
 - North Highlands Community Garden
- Issue: Lack of funding and education.

Sacramento County Environmental Justice Element

- Solution: Better publicity for urban agriculture ordinance.
- Issue: Difficult to find space to sell food products (for small farmers).
- Issue: Safeway is expensive and WinCo is far away.
- Issue: Food served at schools is unhealthy. (1 vote)
- Solution: Turn vacant lots into gardens. (2 votes, 1 vote non-NH)
- Issue: Difficult to gain access to lots for community garden use.
- Issue: lack of security for gardens. Expensive to install fence and exterior restroom. (1 vote)
- Solution: Grant funds from healthy food funds. (1 vote)
- Solution: Farmers markets in underutilized parking lots. (2 votes – non-NH).
- Solution: WIC participant cooking classes.
- Solution: Grant-writing classes for urban farmers. (1 vote)
- Issue: Poor health related to food.
- Solution: Nutrition classes/support food programs for pregnant women/young families. (2 votes)
- Solution: Navigators for seniors or people with disabilities.
- Issue: Lack of awareness of existing food programs. (1 vote)
- Issue: Carcinogens in food.
- Issue: Lack of safe sidewalks/bike lanes to stores.
- Issue: Busses do not run frequently enough and they do not connect well. (1 vote non-NH)
- Issue: The last mile between the bus stop and your destination.
- Issue: Food deserts.
- Solution: Fruit/veggie truck instead of ice cream trucks.
- Solution: Use fruit trees as landscaping along streets or in subdivisions. (1 vote)
- Issue: Food waste/overproduction. (1 vote)
- Solution: Connect donors to churches/food banks.

Sacramento County Environmental Justice Element

APPENDIX A-4: HUB ORGANIZATION MEETINGS COMMENTS

SACRAMENTO AREA CONGREGATIONS TOGETHER (SACRAMENTO ACT) WORKSHOP (NOVEMBER 12, 2018) – FOCUS ON WEST ARDEN- ARCADE

HOUSING

- Slumlords are a problem.
 - Apartments in shambles.
 - Not putting money into apartments/housing.
 - Always looking for reasons to evict.
- Homeless – Homeless Vets.
 - Need secure and clean homes.
 - We need several Loaves and Fishes in Arden-Arcade.
- Problems in Accessibility.
 - No elevators in Butano Apartments (three-story high apartments).
 - Multi-flight stairs for those who have physical limitations.
- Huge disparity in income levels within short distances of each other.
- Resources for homeless.
 - Need resources to help them find housing.
 - Get resources to people in need.
 - Need navigators for Arden-Arcade (note: navigators are used in South Sacramento and in the City to help people get the resources, they need.) Someone who can walk the homeless through the program.
- Existing homeless programs.
 - Have requirements (obstacles).
- Arden-Arcade – one of the most affordable areas that are left. Many vulnerable people on fixed incomes.
- Obstacles to getting housing finance.
 - Credit checks.
 - Down Payment.
- Assisting the Homeless.
 - County – once in a lifetime thing.
 - Buffalo, NY – pay people to provide shelters.
- There are many vacant large buildings in Arden-Arcade – have homeless fix these buildings to make them habitable – create sense of ownership.
- Existing program – Winter Sanctuary.
 - Bus homeless in to local churches; bus them out in the morning.
 - Need more churches to participate.

Sacramento County Environmental Justice Element

- This is a band-aid only.
- "If I am a victim of my landlord, I do not know who to call".
 - Rental Helpline – operated by Sacramento Self-Help Housing.
- Mather and McClellan are big enough for another Loaves and Fishes.
 - There are limited vacant lots in Arden-Arcade.

CIVIL ENGAGEMENT

- This requires dedicating time – volunteering – give some of your time.
- Board of Supervisors.
 - Cannot depend on them.
 - We need to talk among ourselves.
- Techniques.
 - Find out who the chiefs are. The chiefs will bring the people.
 - Reach people where they are. Example: set up a booth outside of Safeway.
 - Other communities have united under a single issue.
 - Use billboards (or message boards).
 - Use technology – geotagging.
- Groups to contact.
 - Find who the community groups are.
 - Contact the churches.
- Developing trust relationships.
 - Until they know that you care, they will not let you know what their concerns are.
 - It is about being consistent – requires some nurturing and tilling.
- People are not as rooted here like in other areas (such as Del Paso Heights). Many college students.
 - We need events to help people engage with each other.
- Identity – what is the identity of this community?
 - Embrace the history of Arden-Arcade.

STEPHENS FOUNDATION WORKSHOP (DECEMBER 19, 2018) – FOCUS ON SOUTH SACRAMENTO

POTENTIAL SOLUTIONS TO IDENTIFIED ISSUES

- Charging stations for cell phones at light rail to increase public safety.
- Home ownership assistance programs and incentives.
 - To increase community pride.
 - Reduce home destruction, crime.
 - Inform public of high-risk loans.
 - Promote civic engagement (more invested in community).

Sacramento County Environmental Justice Element

- Access to public facilities.
 - Increase access to facilities for children/teens.
 - Deters child and youth delinquency.
 - Repurpose old vacant buildings for youth engagement.
- Crime Prevention.
 - More community centers.
 - Incentives for Apple and other computer companies to assist with money (for computer equipment – job training and development).

PROPOSALS

- K-12 curriculum to teach urban planning and development.
- Sacramento County Community Centers to promote youth activities and decrease crime.
- Incentive programs for homeowners.
- Land development waivers for disadvantaged neighborhoods.
- Rotate farmers markets and educate families on how to prepare healthy foods.
- Increase density in single-family homes to address displacement.

OTHER COMMENTS (NOT CAPTURED BY FACILITATOR NOTES)

- Homeless situation – use big box buildings for triage center for homeless.
- Blocks that are dark – use lights with trigger system.
- Expand RT micro transit system.
- Homeownership – Many people in disadvantaged communities do not think that homeownership is possible.
 - Develop a training program to help people buy a home – that it is possible to own a house.
- Need for inclusionary housing – small subdivision has 10 homes; two has to be used for affordable housing.
- SHRA has a homeownership program but nobody knows about it.
- Before the recession, banks and mortgage companies were focusing on disadvantaged areas to sell bad mortgages (subprime loans).
- Provide air filters for neighbors of a development project.
- County's development project signs – make them to be able to be scanned so people do have to park and get out of the car to read.
- Recreation facilities are too far – make facilities available and accessible.
 - Issue – how to get people to the community centers.
- Community centers without children. Good centers to emulate – Wackford and Pannell.
- Lack of lights at parks for activities during evenings.
- Healthy food access ideas:
 - Grow own food in backyard.

Sacramento County Environmental Justice Element

- Composting workshops
- Gardening workshops
- Edible landscaping
- Farmer's markets
 - Ability to use food stamps.
 - People do not know what to do with the fresh produce
 - Workshops on cooking

APPENDIX I1:

2021 Sacramento Region Food System Action Plan - Brief



2021 Sacramento Region Food System Action Plan

November 2021

Building on the region's many agricultural and food assets, the Regional Action Plan lays the foundation for a more equitable, sustainable, and thriving future that supports the food needs of all of our communities for generations to come. Its purpose is to summarize and outline opportunities for collaborative action that strengthen the food system in the Sacramento region.

The Sacramento Region Community Foundation and Valley Vision have developed the Regional Action Plan to address new realities in our food system. It leverages our existing strengths and accounts for the growing impacts of climate change and new hardships spurred by the COVID-19 pandemic. The Regional Action Plan provides a common framework for the investment strategies, leadership, and mechanisms needed to transform our food system into one that provides more equitable, accessible, and healthy food sources and opportunities for residents living in El Dorado, Placer, Sacramento, and Yolo counties.



Photo courtesy of Andrew Nixon, CapRadio



Overview

The Sacramento region is geographically situated at the heart of one of the world's largest agricultural economies. With 1.5 million acres of farmland, we produce an enviable variety of high-quality crops and food products shipped around the globe—making food and agriculture one of our most prized economic sectors. Our region has long served as a global innovator and leader in sustainable agriculture, food, health, and research. The region proudly enjoys a rich heritage as America's Farm to Fork Capital, officially adopting the brand in 2012.

Why the region needs a food system action plan

Food system resilience is paramount to a viable future, both within the Sacramento region and around the globe. Unfortunately, local food systems everywhere are under increasing pressure.

Environmental impacts, inequitable resource and distribution systems, supply-chain disruption, next-generation workforce gaps, and disparities in food security threaten the long-term sustainability of our food system and the communities it serves.

The Sacramento region's ability to understand, prepare for, and withstand existential threats is critical. Simultaneously, there are many new resources and innovations that will help transform regional food systems. By leveraging existing strengths and opportunities identified in the Regional Action Plan and working together to seek shared solutions, we can catalyze our food system into one that works for all.

How? By identifying and enacting integrated strategies for strengthening our food system into one that is equitable, sustainable, and thriving — now and for generations. That's exactly what the Regional Action Plan is designed to do.

The Regional Action Plan builds on the seminal Food System Action Plan published in 2015, which laid early groundwork for investments, facilities, partnerships, and capacity building. While many important accomplishments have occurred as a result, hardships caused by the pandemic, wildfire, and drought, require a response to new demands.

Six-point action plan

Using extensive stakeholder engagement, community surveys, and public opinion research through Valley Vision's Food System Resilience Poll, we've identified top priorities across six Strategic Focus Areas. Challenges, assets, and opportunities are identified for each, culminating in a series of cross-cutting recommendations where further action and investment are needed.

For more detailed information, consult the full version of the Regional Action Plan, which provides a comprehensive blueprint and specific actions and recommendations. What follows is a high-level summary of the Regional Action Plan's top recommendations.

Six Strategic Focus Areas



Viability of Agriculture



Key Metrics: 29% of all farmers in the region are new to agriculture. 95% are white. The average size of local farms is 196 acres. Lack of access to land and capital are major barriers for new farmers.

OUR REGIONAL ASSETS	CHALLENGES WE FACE	RECOMMENDATIONS
<p>The region possesses many assets, including farmer and technical assistance programs, an abundance of prime farmlands, and world-renowned agricultural innovation at UC Davis and other area colleges. We also excel in agrifood tech innovation and have an abundance of research labs, accelerators, and incubators. The region embraces its Farm to Fork culture and residents value natural, open spaces and farmlands, according to the Food System Resilience Poll findings.</p>	<p>Costs associated with farming, growing pressures to convert valuable agricultural lands to other uses, access to ample and reliable water supply, and concerning environmental and extreme weather events (drought and heat) threaten future food system viability. Access to land, capital, and technical assistance also present major barriers.</p>	<p>Increase funding mechanisms and investment for more equitable access to capital, land, equipment, and broadband access especially for new, Black, Indigenous, and people of color (BIPOC), and smaller enterprise farmers.</p> <p>Strengthen and/or increase farmer training programs and urban agriculture, develop new market opportunities including agritourism, expand institutional procurement, and leverage state and federal resources.</p>

Environmental Sustainability



Key Metrics: 83% of Sacramento area residents are concerned about climate threats to the food system, according to Food System Resilience Poll findings. More than 30%-40% of food is wasted along the supply chain.

OUR REGIONAL ASSETS	CHALLENGES WE FACE	RECOMMENDATIONS
<p>The Sacramento region is creating more opportunities for farmers, ranchers, food producers, and others to access local markets and transition to sustainable agricultural and food production, distribution, and consumption practices.</p>	<p>Concerns surrounding environmental sustainability cut across the entire food system. The region's propensity for severe drought is especially detrimental to small farmers who do not have access to lower levels of groundwater basins and cannot afford the cost of securing water sources. Sustainable funding is needed to support infrastructure, capacity, and tools for food recovery.</p>	<p>Increase conservation easements consistent with policies that preserve land for agriculture and reduce pressure on farmers to sell their farms.</p> <p>Adopt agricultural technologies and scale partnerships to improve resource efficiencies and sustainable practices.</p> <p>Develop funding strategies, capacity, and the infrastructure needed to increase food recovery.</p>



Picture of Three Sisters Gardens

Food Economy



Key Metrics: Each dollar spent on locally-purchased food by large institutions—such as schools and hospitals—can generate up to an additional \$2.16 in local economic activity. Gaps in enrollment of CalFresh-eligible residents leaves behind \$146 million that could otherwise support farmers, distributors, and retailers.

OUR REGIONAL ASSETS	CHALLENGES WE FACE	RECOMMENDATIONS
<p>The region’s food economy is stimulated by local purchasing at farmers’ markets, urban agricultural sources, and grocery stores. Our food system infrastructure also includes new food hubs and incubators that can help smaller farmers get connected to larger markets. Localized purchasing direct from farms to source food programs at large institutions like schools and hospitals is becoming more prevalent.</p>	<p>Despite growing popularity, the region’s purchasing power by large institutions is not meeting its full potential. Institutional procurement and increased CalFresh enrollment stand as two of the region’s biggest opportunities for growing the local food economy.</p>	<p>Increase investment in a network of food hubs, food incubators, public markets, mobile markets, school central kitchens, storage and processing facilities, and community kitchens to create market channels for local sourcing.</p> <p>Broaden large-scale institutional procurement of locally-sourced food, especially for underinvested and vulnerable populations such as seniors and K-12 students.</p>

Careers in Food and Agriculture



Key Metrics: The average age of a farmer is 58 years. The average age of a skilled food and beverage processor is 56 years.

OUR REGIONAL ASSETS	CHALLENGES WE FACE	RECOMMENDATIONS
<p>New technologies and growing opportunities in agrifood tech and innovation are promising for careers in food and agriculture and can help draw a new generation of farmers and entrepreneurs. Education and workforce institutions are developing strong partnerships with employers to meet workforce gaps, including in agrifood tech.</p>	<p>An aging workforce, lack of awareness about workforce opportunities, lack of diversity, and rapidly changing technologies are hindrances leading to critical workforce gaps across the industry, putting the ability to sustain the region’s thriving food economy at risk. Climate risks are creating health challenges for workers.</p>	<p>Increase workforce development and career awareness opportunities.</p> <p>Support apprenticeships, youth programs, and programs for high-barrier adults, veterans, refugees, and immigrants to provide new skills development and career pathways.</p> <p>Support the health and wellbeing of front-line workers.</p>



Picture of Yolo Food Bank food distribution



Picture of Sacramento Food Bank and Family Services



Picture of Placer Food Bank distribution

Food Security and Healthy Food Access



Key Metrics: Almost 300,000 residents in the Sacramento region were estimated to be food insecure in 2021, representing 12.4% or one in eight residents. Valley Vision research found even higher rates of local food insecurity at 16%. The number of food insecure residents increased by 50% (on average) from pre-COVID to present levels and the amount of food distributed by food banks increased by more than 40%. El Dorado, Placer, and Yolo counties' CalFresh enrollment rates lag, at 40-50% of those who are eligible to enroll.

OUR REGIONAL ASSETS	CHALLENGES WE FACE	RECOMMENDATIONS
<p>Levels of food insecurity improved from 2015, in part due to concerted efforts by food banks and other nonprofits to strengthen the emergency food system. This system pivoted during the pandemic to handle major increases in food insecure individuals and pounds of food and meals distributed. There are multiple collaborative efforts bringing partners together to strengthen food access and health. New models such as mobile markets and food box delivery services are helping reach underserved areas lacking access to healthy fresh food.</p>	<p>Food insecurity rose during the pandemic and will remain high in the near future. There are geographic differences that correlate with economic disadvantages. Insufficient and unstable funding limits food banks' ability to effectively support infrastructure and capacity improvements, including staffing and equipment. Barriers to CalFresh enrollment include long-term lack of adequate state-funded resources for counties, administrative constraints, lack of cultural competence in food and support services, language, and misinformation.</p>	<p>Support the emergency food system with sustainable government funding for multi-year operations and expanded infrastructure, facilities, and staffing.</p> <p>Increase resources and capacity to enable counties and partners to expand CalFresh enrollment and overcome administrative and other barriers.</p> <p>Increase direct access to healthy fresh produce through farmers' markets, farm stands, urban farms, community gardens, and mobile markets.</p>

Health and Nutrition



Key Metrics: More than 60% of U.S. residents report the cost of healthy foods as a barrier to access. Community gardens are important to more than half of Food System Resilience poll respondents, but many cite having no access to one, especially for communities of color and low-income residents.

OUR REGIONAL ASSETS	CHALLENGES WE FACE	RECOMMENDATIONS
<p>Nonprofit organizations, school districts, food banks, farmers, health systems, restaurants, and grocery stores have many existing partnerships to improve food and nutrition literacy. There are strong programs that expose youth to food and nutrition literacy and agriculture. Hospitals, community health centers, and colleges emphasize food literacy and its relationship to health. Urban agriculture is growing, with increasing demand for farms and community gardens.</p>	<p>Affordability of, and access to, healthy foods is a major barrier to health and nutrition. Food literacy, health, and nutrition education programs are not permanently integrated into all schools nor fully funded with long-term, multi-year funding.</p> <p>It is expensive to prepare and sustain community gardens, given requirements for land, improvements (i.e., soil, irrigation), operating expenses, and staffing.</p>	<p>Increase resources for schools, nonprofits, and farmers to expand food and nutrition literacy and marketing efforts.</p> <p>Expand local food access points in communities, including community gardens, mobile markets, urban agriculture, school gardens, farmers' markets, and Community Supported Agriculture (CSAs).</p> <p>Increase community gardens and other community access points to expand opportunities for healthy food access, education, and nutrition.</p>

Data Sources: USDA Census of Agriculture, Other USDA reports, Valley Vision's Food System Resilience Poll, Feeding America, Nourish California, Valley Vision AgTech Workforce Assessment, Food and Agriculture Cluster Workforce Reports/Center of Excellence at Los Rios; AgFunder Agrifood Tech Investment Report, 2021; California Dept. of Conservation; local food banks. National Farm to School Network, 2020 Factsheet.



Picture of the International Rescue Committee, New Roots Farm



Picture of Soil Born Farms



Picture of Fiery Ginger Farms

What's Next

The release of the Regional Action Plan advances Phase One of this food system effort. It provides the intersection where stakeholders, partners, policymakers, and industry leaders can collaborate, align, and leverage resources for investment priorities.

In Phase Two, we will identify specific funding models, investment strategies, and the mechanisms needed to achieve the priorities and recommendations. The culmination of this work will inform the Foundation's Strategic Initiative, "Connecting the Regional Food Economy," as well as other philanthropic, government, and public and private sector investors, partners, and stakeholders within and outside of the region.

Companion research and analysis on regional food security status, community food guides prepared by UC Davis, and a listing of new and expanded state and federal resources that can support recommendations and actions are available on Valley Vision's website.

To stay engaged and informed about the Regional Action Plan and Phase Two, email us at FoodAndAg@ValleyVision.org.



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SACRAMENTO REGION
 COMMUNITY
 FOUNDATION
INSPIRING PHILANTHROPY
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"This plan lays down concrete steps we can take today to ensure food security and sustainability for tomorrow. By augmenting financial support for food banks, supporting additional capacity for food access, enhancing CalFresh enrollment, preparing the next generation of farmers and food entrepreneurs, and improving local market support for underserved communities, our food system becomes one that is more strongly positioned to serve the needs of a growing population and changing conditions."

Linda Beech Cutler
 CEO, Sacramento Region
 Community Foundation

APPENDIX I2:

Sacramento Region Food System Action Plan



• •
• • **2021 Sacramento Region**
• • **Food System Action Plan**

November 2021

Prepared by Valley Vision
In Partnership with the Sacramento Region Community Foundation





About / Acknowledgements

About

The 2021 Sacramento Region Food System Action Plan (Regional Action Plan) identifies prevailing challenges, opportunities, best practices, priorities, and recommendations to advance the region's food system for the communities of El Dorado, Placer, Sacramento, and Yolo Counties. The goal of the Regional Action Plan is to increase the vitality of the region's food system and to identify financing strategies and mechanisms to support a more health-promoting, resilient, equitable, prosperous, and accessible food system for all residents of the Greater Sacramento region. It is an update of and builds upon the original 2015 Sacramento Region Food System Action Plan, recognizing that in the ensuing six years, there have been both good progress and significant unforeseen challenges, most notably the COVID-19 pandemic.

Acknowledgments

The 2021 Sacramento Region Food System Action Plan was prepared by Valley Vision through the generous support of the Sacramento Region Community Foundation (Foundation). We are very grateful to the many dedicated food system partners - nonprofits, public and private agencies,

community stakeholders, farmers, local elected officials, restaurants, retail and food distributors, healthcare and educational institutions, family services institutions, associations, philanthropic organizations, and many others across the region - who gave their valuable time, expertise and ideas to the project. A full list of participating individuals and organizations is included in Appendix 1.



Thank you also to Dr. Catherine Brinkley and Jordana Fuchs-Chesney of the University of California, Davis for preparing the project's County Community Food Guides, and to the students of Dr. Brinkley's class of Spring 2021 Community & Regional Development (CRD) 200, Health and Place for their Food System Health Impact Assessment. Thank you to the various partners who contributed photos seen throughout the report. We are grateful to Shawn Harrison, Founder and Co-Director of Soil Born Farms and Valley Vision Board member, for his enduring vision and support. Lastly, we thank our colleagues at the Sacramento Region Community Foundation for their deep commitment to an equitable food system and their dedicated support and engagement throughout the project.

We take this moment to acknowledge the land on which we are gathered. This land acknowledgment was guided by the Sacramento Native American Health Center and Native Land Digital. For thousands of years, this land has been the ancestral home of the Nisenan People and a gathering place for many local tribes. We acknowledge the Southern Maidu People to the north, the Valley and Plains Miwok/Me-Wuk Peoples to the south of the American River, the Patwin Wintun Peoples to the west of the Sacramento River, and the Washoe People of the Lake Tahoe area. They have remained committed to the stewardship of this land over many centuries. It has been cherished and protected, as elders have instructed the young through generations. We are honored and grateful to be here today on their traditional lands.



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• • • • • **Table of Contents**

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Letter to the Community

Creating and supporting an equitable and resilient regional food system is vital to the health and well-being of communities and individuals across the region. That is why the Sacramento Region Community Foundation and Valley Vision have partnered to create the 2021 Sacramento Region Food System Action Plan (Regional Action Plan). The Regional Action Plan is an update of the 2015 Sacramento Region Food System Action Plan, which supported the Foundation's Strategic Initiative, "Connecting the Regional Food Economy," and served as a road map for regional investment, focused especially on strengthening the capacity of the nonprofits integral to the food system. It was organized around four key goals, specifically to: 1) Ensure the viability of the food and agricultural economy at all scales; 2) Increase the amount of locally grown food distributed to the regional food system; 3) Increase access to fresh, healthy produce, especially in underserved communities; and 4) Increase consumption of healthy foods through access to food education and knowledge.

There has been good progress made on these goals, especially related to the emergency food system. But as the Farm to Fork Capital, the Sacramento region should be the model for a viable and sustainable food system that provides healthy food for all and supports wide-ranging and equitable economic opportunities. While we have much to be proud of, there remains an unacceptable level of food insecurity and inequity across all aspects of the food economy, which became even more apparent during the pandemic and is exacerbated by the impacts of climate change.

The Foundation and Valley Vision are partnering once again to develop this Regional Action Plan, a two-phase report, which builds on the earlier plan and focuses on six Strategic Focus Areas including the: 1) Viability of Agriculture; 2) Environmental Sustainability; 3) Food Economy; 4) Careers in Food and Agriculture; 5) Food Security, and 6) Health and Nutrition. Priorities, challenges, opportunities, and assets are identified for each Strategic Focus Area, culminating in a series of cross-cutting recommendations for further action and

investment. Phase Two of the Regional Action Plan will identify funding models and strategies to achieve these recommendations and will inform the Foundation's work as well as other funders and stakeholders both inside and outside the region.

We would like to thank the hundreds of people and organizations who directly contributed their time and expertise to the development of this phase of the report (please see Appendix 1) and acknowledge that there are many others striving daily to advance an equitable food economy. Therefore, this will be a living document, residing on Valley Vision's website, so that it can be updated and expanded, and thus have ongoing and real-time relevance. The Regional Action Plan was also enriched by the results of the Food System Resilience poll, conducted by Valley Vision this year in partnership with the Institute for Social Research at California State University, Sacramento, and Capital Public Radio. Nearly 900 respondents offered their perspective on a wide range of topics related to the food system and the findings are integrated into this report.

A viable, sustainable, and equitable food system is vitally important to all of us. We hope that the issues and recommendations presented here, bolstered by the forthcoming funding strategies, will be a blueprint to assuring the Sacramento region becomes a national model and the Farm to Fork Capital for all.



Linda Beech Cutler
Chief Executive Officer
Sacramento Region Community Foundation



Evan Schmidt
Chief Executive Officer
Valley Vision

Executive Summary: 2021 Sacramento Region Food System Action Plan

Why a Food System Action Plan?

The Greater Sacramento region is at the heart of one of the world’s largest agricultural economies, producing products for people at home and around the globe. With its renowned food and agricultural assets, the region produces a large diversity of high-quality crops and products and values its agricultural heritage, while looking to the future as a global innovator and leader in sustainable agriculture, food, and health.

Yet, in spite of our great abundance, the region experiences persistent levels of food insecurity, lack of access to healthy affordable foods, and lack of equitable access to economic opportunities, among other conditions. For the Sacramento Region Community Foundation (Foundation) and Valley Vision, this has been a long-held focus. In 2015, the Foundation enlisted Valley Vision to assess the Sacramento region’s food system and to formulate an action plan that would align a broad network of community leaders, partners, and stakeholders around common strategies for the communities of El Dorado, Placer, Sacramento, and Yolo Counties.

The 2015 Sacramento Region Food System Action Plan (2015 Action Plan) was organized around four key goals: 1) **Ensure the viability of the food and agriculture economy** at all scales; 2) **Increase the amount of locally-grown food** distributed to the regional food system; 3) **Increase access to fresh, healthy produce**, especially in underserved communities; and 4) **Increase consumption of healthy foods** through access to food and nutrition education and knowledge. The 2015 Sacramento Region Food System Action Plan served as a roadmap for local and regional action and focused on strengthening the nonprofit sector that is so crucial to the regional food system.

As a result of the 2015 Action Plan recommendations, the Foundation focused its investments on expanding the efficiency and capabilities of the emergency food system, which serves hundreds of thousands of our community members facing hunger and food/nutrition insecurity. Many other accomplishments and positive outcomes have occurred since that time as well, especially as several nonprofits deepened their capabilities and the region’s food and agricultural economy grew. The



Picture of Sacramento Food Bank and Family Services

Foundation was poised to update the 2015 Sacramento Region Food System Action Plan when the COVID-19 pandemic hit in March 2020. The pandemic caused immediate, massive disruption to this process, the regional economy, and the entire food system.

The food system had to pivot quickly to meet this new reality. The groundwork laid in earlier years in investments, facilities, partnerships, and capacity building helped prepare agencies, institutions, and nonprofits for rapid response and adaptation, despite strains on the system overall. Even with these supports, the pandemic magnified many of the deep, persistent gaps and disparities in the food system and ramped up incredible new demands. The region lacked a systemic response to the emergent needs – demonstrating the need to increase food system resilience and strategic approaches to food access

and supply. In addition, the devastating impacts of environmental crises such as rainfall variability, extreme heat, poor air quality, and the threat of fires have only heightened the need for action in the region.

Reflecting these new realities, the Foundation engaged Valley Vision to prepare the 2021 Sacramento Region Food System Action Plan (Regional Action Plan). As a result of changing priorities, policy landscape, and environment, Valley Vision expanded upon the four original goals in the 2015 Action Plan by incorporating six Strategic Focus Areas to address emerging needs and opportunities. This approach also integrates evolving best practices in how communities in other regions are addressing food system challenges. The report is organized around these six areas (Figure 1).

Figure 1: Strategic Focus Areas for the Regional Action Plan



In developing the Regional Action Plan, Valley Vision engaged more than 200 stakeholders in six listening sessions related to the Strategic Focus Areas, as well as through individual and group interviews. Additionally, Valley Vision conducted research and analysis, consulted with subject area experts, engaged state and federal funders, and partnered with the University of California, Davis Environment, Land and Food Systems (ELFS) Lab on county community food guides. This work was produced in collaboration and coordination with many entities across the region involved in various food system initiatives to ensure alignment and synergy (see Appendix 1 for participants and contributors, and Appendix 2 for methodology). In addition to Regional Action Plan engagement, Valley Vision also conducted a public opinion poll, the [Food System Resilience Poll](#), in partnership with The Institute for Social Research at California State University, Sacramento and

Capital Public Radio in July 2021. The poll offers a community perspective on the food system. All of these activities have contributed greatly to the development of the Regional Action Plan, which is intended to serve as a living document.

Key Findings and Recommendations

The Regional Action Plan process identified key assets, challenges, and opportunities for action to strengthen the resilience, sustainability, and inclusiveness of the regional food system. Below is a summary of key metrics and recommended actions for investment and capacity building to attain progress in the six Strategic Focus Areas.

While the 2021 Regional Action Plan is structured differently than the 2015 Action Plan, it builds from and advances the goals that were presented in the 2015 Action Plan. For comparison, the goals from the 2015 Action Plan are as follows.

GOALS IDENTIFIED IN 2015 SACRAMENTO REGION FOOD SYSTEM ACTION PLAN



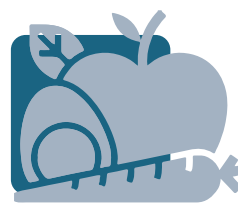
Goal 1:

Ensure the viability of the food and agriculture economy



Goal 2:

Increase the amount of locally-grown food distributed to the regional food system



Goal 3:

Increase access to fresh, healthy produce, especially in underserved communities



Goal 4:

Increase consumption of healthy foods through food and nutrition education and knowledge



2021 SACRAMENTO REGION FOOD SYSTEM ACTION PLAN STRATEGIC FOCUS AREAS

2021 Strategic Focus Area	Selected Metrics	Recommended Investment and Capacity Building Actions	2015 Goals Advanced
<p>1. Viability of Agriculture</p> <p><i>With changing economic, regulatory, and environmental conditions, future practices, policies, and investments must ensure that farmland, farm products, and farmers and workers are supported, celebrated, and resourced.</i></p>	<ul style="list-style-type: none"> - Across the region, 29% of all farmers are new and beginning farmers; 95% are white - Average size of farms is 196 acres; access to land is a major barrier - Up to 17% of farmers have no broadband access 	<p>Increase funding mechanisms and investment for access to capital, land, equipment, and broadband, especially for Black, Indigenous, People of Color (BIPOC), women, small, and economically challenged farmers and food businesses.</p> <p>Increase technical assistance capacity to help farmers and small entrepreneurs reach local markets and to assist farmers in adapting to climate change impacts and changing crop patterns.</p>	 
<p>2. Environmental Sustainability</p> <p><i>Climate change and development pressures resulting in the conversion of agricultural land have serious implications for the viability of the agricultural sector, as well as the health of the region's crops, water resources, supply chains, workforce, and more. New state mandates call for edible food recovery and reduced waste, but capacity and infrastructure lag.</i></p>	<ul style="list-style-type: none"> - 83% of Food System Resilience Poll respondents are concerned or very concerned about climate threats to the food system - 30-40% of food is wasted along the food supply chain - The summer of 2021 was the driest on record in more than 100 years 	<p>Increase funding to implement more conservation easements; increase understanding of the benefit to the environment that farming provides.</p> <p>Adopt regenerative agricultural practices, including improving soil health and water efficiencies; assist with access to new funding and technical capacity resources.</p> <p>Identify a sustainable funding stream for edible food recovery/waste reduction program operating costs and capital expenditures (e.g., refrigerated trucks, warehouses, and refrigeration).</p>	



2021 Strategic Focus Area	Selected Metrics	Recommended Investment and Capacity Building Actions	2015 Goals Advanced
<p>3. Food Economy</p> <p><i>The region has competitive advantages to grow an innovative food economy by leveraging the local purchasing power of institutions, supporting next-generation food entrepreneurs and foods of the future, and increasing new business opportunities. Increasing enrollment for eligible food assistance programs like CalFresh will bring millions of dollars in revenues for farmers and establishments.</i></p>	<ul style="list-style-type: none"> - Every dollar spent on local institutional purchasing can add up to \$2.16 to the local economy - Gaps in enrollment of CalFresh-eligible residents leave \$146 million on the table for farmers, distributors, and retailers - Every CalFresh dollar spent at a farmers market contributes \$1.79 in local economic activity 	<p>Organize and expand institutional purchasing and local procurement, including farm to school and farm to hospital programs.</p> <p>Invest in a network of food hubs and other food system infrastructure, including incubators, public markets, and school central kitchens to get more local foods to local markets, and to support BIPOC, low-income, veterans, women, and other entrepreneurs.</p> <p>Expand urban agriculture (e.g., urban farms, farmers markets, Community Supported Agriculture (CSAs), compost hubs, and nurseries) and other enterprise models in urban and rural areas.</p>	  
<p>4. Careers in Food and Agriculture</p> <p><i>Growing and maintaining careers, career pathways, and skills-building in the food and agriculture cluster is foundational to building a thriving food economy in the region. Projected agrifood tech job growth is soaring as the food system transforms.</i></p>	<ul style="list-style-type: none"> - Average age of farmers is 57.5 years; average age of skilled food and beverage processors is 56 years - Numerous skills gaps are documented across the food and agriculture system; more than 70% of jobs overall need some level of digital skills 	<p>Invest in next-generation farm and manufacturing apprenticeship programs.</p> <p>Invest in food and agriculture career pathways, including for agrifood tech skills and hospitality/tourism; promote career awareness to grow the pipeline.</p> <p>Support immigrant, refugee, and adult workforce development programs to meet current skills gaps and provide a career pathway.</p> <p>Invest in farmworker skills development and address other challenges, such as immigration and health status.</p>	 

2021 Strategic Focus Area	Selected Metrics	Recommended Investment and Capacity Building Actions	2015 Goals Advanced
<p>5. Food Security and Healthy Food Access</p> <p><i>Despite its reputation as America's Farm-to-Fork Capital, the region suffers from extensive food insecurity and inequitable access to nutritious, healthy, and culturally appropriate foods. The emergency food system is under great stress. Enrollment in eligible food support programs lag, leaving an estimated \$146 million in funding behind that would benefit both food insecure residents and local farmers and establishments.</i></p>	<ul style="list-style-type: none"> - About 300,000 residents in the four county region are food insecure; Food System Resilience Poll respondents report even higher levels of food insecurity, with one in six residents being food insecure - The number of monthly Food Bank participants in the region increased by at least 50% since the start of COVID, from 287,000 to more than 430,000 on average - CalFresh enrollment levels are between 40-50% in El Dorado, Placer and Yolo counties. Sacramento County is 93% 	<p>Support the emergency food system with sustainable multi-year operations and expanded infrastructure/facilities and staffing.</p> <p>Increase funding for counties to enable CalFresh enrollment for all eligible residents.</p> <p>Scale-up use of CalFresh at farmers markets throughout the region by ensuring the infrastructure is in place for vendors to accept the benefits.</p> <p>Provide funding for increased CalFresh market match programs, through county pilots that can be brought to scale.</p> <p>Expand local access to food through urban farms, farm stands, mobile markets and other portable food solutions for underserved neighborhoods, as well as online local marketplaces operated by nonprofits.</p>	
<p>6. Health and Nutrition</p> <p><i>People who are exposed to food and nutrition literacy - in school, on farms, in their communities, or at home - can substantially reduce their chances of developing health-related conditions connected to diets, such as obesity, diabetes, and heart disease. As a relatively new concept, there is a need for additional resources to help youth and adults understand how food and nutrition impact health.</i></p>	<ul style="list-style-type: none"> - 61% USDA National Survey respondents report the cost of healthy foods as a barrier to access - More than half of Food System Resilience Poll respondents think community gardens are important but many have no access; communities of color and lowerincome residents are most impacted and interested in garden access 	<p>Increase investment in food and nutrition literacy programs, gardening and cooking programs and classes, and marketing and outreach, including investments in healthy foods and healthy lifestyles that are culturally appropriate.</p> <p>Increase investment in community garden programs across the region, including investment in land access and operating costs.</p> <p>Support food literacy and urban agriculture partnerships in K-12, and document the resulting health outcomes.</p>	

Data Sources: USDA Census of Agriculture, Other USDA reports, Sacramento Region Food System Resilience Poll 2021, Feeding America, Nourish California, Valley Vision AgTech Workforce Assessment, Food and Agriculture Cluster Workforce Reports/Center of Excellence at Los Rios; AgFunder Agrifood Tech Investment Report, 2021; California Dept. of Conservation; local food banks. National Farm to School Network, 2020 Factsheet



The Regional Action Plan provides the roadmap to change the trajectory of the current food system. In a second phase of the plan, Valley Vision will continue to work with the Foundation and collaborate with partners who are exploring financing strategies and mechanisms that advance the Regional Action Plan. In related work, efforts are also underway to build upon the lessons learned and the food system assets that were developed through The California Endowment's major 10-year investment in Sacramento's Building Healthy Communities initiative, now coming to a close.

The region is well-positioned to grow an inclusive, sustainable, innovative, and prosperous food economy, but there is much work needed to create this reality. Despite ongoing disruptions

across the food system, such as fires, drought, extreme heat, and the COVID-19 pandemic, the network of dedicated organizations and institutions working to improve food security and access, health, resiliency, and economic opportunity in the Greater Sacramento region is highly encouraging. New resources and policy support at the state and federal levels will enable stakeholders in the food system to take advantage of the emerging opportunities identified in the Regional Action Plan. Now is the time to scale and truly be America's Farm to Fork Capital in all aspects. This plan is a call to action for funders, elected officials, and planners - including local governments, philanthropic organizations, and other private and public entities - to bring attention to and invest in this essential work for the benefit of all.

2021 Sacramento Region Food System Action Plan:

For a Resilient, Sustainable, and Prosperous Food System

Introduction

As America's Farm to Fork Capital, the region's food and agriculture economy is a major economic engine. Pre-pandemic, this industry cluster generated more than \$12 billion in economic impact, with more than 55,000 workers across the value chain in areas including growing (production), processing, distribution, packaging, and support services.¹ This impact was spurred by 6,700 farms and ranches in the region - covering 1.5 million acres - that supply local, regional, state, national, and global markets with a wide range of high value, high-quality crops and products.²

In addition to the direct impact of the food and agriculture sector, the retail, hospitality, and tourism industries benefit greatly from and support the food and agriculture economy.³ These industries generated more than \$17 billion in annual economic activity and 118,000 jobs pre-pandemic. Food and agriculture also have a great influence on the research and innovation assets of the Sacramento region's educational institutions, including the University of California, Davis (UC Davis) as one of the world's leading agricultural institutions. The food and agriculture sector is a driver of the region's economy, especially as one of the target, high growth industry clusters

contained in the [Sacramento Region Prosperity Strategy](#)⁴, the region's roadmap to inclusive economic growth. The 2021 Sacramento Region Food System Action Plan (Regional Action Plan) provides an updated blueprint for collaboration, capacity building, and investment to strengthen the health and resilience of our food system and seeks to leverage the food system as a pathway to inclusive economic and community development.

The region was making progress toward the goals of the 2015 Sacramento Region Food System Action Plan when the pandemic hit in 2020. The pandemic led to a massive, well-documented disruption of the region's economy and health status, resulting in skyrocketing levels of food insecurity and job dislocation, supply chain shortages, and many other impacts. It exacerbated the structural and racial/ethnic disparities that exist within our food system, and greatly strained the capacity of the nonprofit sector – especially the emergency food system. Institutions including schools and hospitals, restaurants, farmers, ranchers, retailers, distributors, and local governments struggled to meet the food, nutrition, health, and economic needs of the community.

1 California's Working Landscape, prepared by the California Community Colleges Center of Excellence for the University of California Agriculture and Natural Resources., November 2019.

2 U.S. Census of Agriculture, 2017, for number of farms/ranches; farmgate value from 2019 County Agricultural Commissioner Crop Reports for the 6-county region: El Dorado, Placer, Sacramento, Sutter, Yolo, and Yuba counties.

3 Hospitality, Leisure, and Tourism: Economic and Workforce Performance and Needs Assessment, Greater Sacramento Region, prepared by the North/Far North Center of Excellence, California Community Colleges, et. al., April 2019.

4 Greater Sacramento Region Prosperity Strategy, prepared by Valley Vision and RW Ventures for the Prosperity Partnership, 2020.

Food system leaders and stakeholders pivoted rapidly and have risen to meet the challenges before them, bringing forth new partnerships and innovative approaches that will continue as we move forward. Resources are becoming available to support a more equitable and inclusive recovery, not just in response to the pandemic, but also to address worsening threats such as climate change impacts.

The Regional Action Plan was developed in coordination with several regional planning activities underway which are summarized below. Specific activities and partnerships are referenced in the individual Strategic Focus Area discussions. These include:



Picture of Placer Food Bank distribution

- The assessment related to the conclusion of the 10-year, \$6.3 million investment by The California Endowment in its Building Healthy Communities initiative/Healthy Food for All Collaborative (HFAC). This assessment is being conducted by Soil Born Farms to identify possible approaches and governance structures to more systematically align and advance regional food system activities and outcomes and support food system stakeholders.
- The initiatives of the Sacramento Food Policy Council, including collaboration with Sacramento County and other partners on the Sacramento County Food System Assessment and Environmental Justice Element, and other policy and implementation projects, along with advocacy for publicly funded food system financing.
- Various food security coalitions in El Dorado, Placer and Yolo Counties with nonprofit partners, the food banks, libraries, and hospitals systems, among others.
- Numerous sustainable agricultural lands conservation planning efforts, such as the Sacramento Area Council of Governments Coordinated Regional Opportunities Plan (CROP) to strengthen rural agriculture infrastructure; the Yolo County sustainable agricultural lands project; and the Delta Protection Commission's Climate Change Adaptation Strategy; among others.
- The regional economic Prosperity Strategy which includes a focus on food and agriculture cluster initiatives, providing an umbrella for several of the Regional Action Plan priorities.
- The City of Sacramento's Food Justice Task Force, which builds upon the work of its Food Access Collaborative, and the Local Foods, Local Places project to develop resilient neighborhood food hubs in partnership with U.S EPA, USDA, and nonprofit partners.

These efforts are illustrative of the momentum that is building and the strong network of partners working to advance our regional food system. See Appendices 1 and 2 for the full list of participants and contributors, and report methodology.

NAVIGATING THROUGH CRISIS: THE PANDEMIC'S IMPACT ON THE FOOD SYSTEM

Food Insecurity/Emergency Food System Through Crisis

There are many indicators and metrics regarding the status of the regional food system, but one overarching area of importance is the level of food insecurity confronting the region and how well the region is accessing resources to address healthy food access. These are two key issues that affect many aspects of the food system and reflect the need and opportunity to make sure that no one goes hungry in the Sacramento region. This section provides a snapshot of how the region is doing, especially given the impact of the pandemic, as a point of reference for the discussion of the six Strategic Focus Areas.

Food insecurity has been a pervasive challenge to the region's social, moral, and economic fabric. Levels of food insecurity saw consistent improvement from 2015 until the pandemic hit. The improvement resulted from an improving economy, as well as concerted efforts by the food banks and other nonprofits to strengthen the emergency food system. The pandemic led to skyrocketing levels of food insecurity. Reaching those in need was further complicated by disruption in supply chains; loss of food distribution sites, partners, staff and volunteers; and increasing costs to obtain food. Table 1 shows overall food insecurity rates in 2019 and estimated rates in 2021 for each county and the region.⁵

Table 1: Estimated Overall Food Insecurity Rates by County, 2019-2021

County	Overall Rate 2019	# of Food Insecure Residents	Projected Overall Rate 2021	# of Projected Food Insecure Residents 2021
El Dorado	9.8%	18,550	11.7%	20,170
Placer	8.6%	32,980	9.8%	37,710
Sacramento	12.4%	187,630	13.4%	204,460
Yolo	10.7%	23,357	12.1%	26,300
Total	11.3%	262,417	12.4%	286,640

Source: *Map the Meal Gap, 2021*, Feeding America; analysis by Valley Vision



Picture of Sierra College Foundation Student Drive Thru

⁵ Gundersen, C., Strayer, M., Dewey, A., Hake, M., and Engelhard, E. (2021). *Map the Meal Gap 2021: An Analysis of County and Congressional District Food Insecurity and County Food Costs in the United States in 2019*. Feeding America. Includes census tract level data.



Picture of Yolo Food Bank food distribution

Overall, more than 11.3% of the region's residents were food insecure pre-pandemic, higher than the national rate of 10.9%. Rates of food insecurity varied by county and were higher for certain populations, including children, seniors, people with disabilities, and Black and Hispanic headed households.⁶ One often overlooked population is higher education students, who experience high rates of food insecurity.⁷

Food insecurity rates rose in 2021 in all counties, averaging 12.4% for the region, or one out of every eight residents. **The projected number of food insecure individuals in the four counties was almost 287,000, an increase of 9% from 2019.** More than 70% of the food insecure individuals in the region reside in Sacramento County. See Appendix 3 for maps of food insecurity for the region overall and Valley Vision's website for detailed maps of each county.

National and California research shows that food insecurity levels improved over peaks in 2020 due to the positive impacts of state and federal

social safety net benefits and economic impact payments.⁸ As these income and other supports come to an end, great uncertainty remains about the implications for both residents and the emergency food system. Respondents in the Food System Resilience Poll conducted by Valley Vision in July 2021 affirmed the benefit of these direct payments on their ability to purchase healthier foods. **But the poll also found food insecurity to be at even higher levels than the Feeding America data - at 16%, or one in every six residents.**⁹

Many institutions and partners mobilized to address the impacts of the pandemic on food insecurity, but the region's food banks are the backbone of the emergency food system. They manage a large network of food bank partners, including food pantries/closets, churches, nonprofits, food delivery providers, growers, and volunteers. The food banks also manage a sophisticated logistics system for gathering,

⁶ "Health Impact Assessment for the Sacramento Region Food System Action Plan," Authors Olutola Akande et al, University of California, Davis, June, 2021.

⁷ Promoting Food Security for UC Davis Students, by Francine Steinberg, Chancellor's Task Force on Food Security, July, 2018.

⁸ "Material Hardship and Mental Health Following the COVID-19 Relief Bill and American Rescue Plan Act," by Patrick Cooney and H. Luke Shaefer, M Poverty Solutions, University of Michigan, May 2021, p. 3, and Pandemic Aid Helped Lower Poverty in California," Caroline Danielson, Public Policy Institute of California, September 24, 2021.

⁹ Sacramento Food System Resilience Poll, prepared by Valley Vision in partnership with The Institute for Social Research at California State University, Sacramento and Capital Public Radio, July 2021.

storing, packaging, and distributing millions of pounds of food to hundreds of thousands of food insecure residents. Primary food and funding sources include: donations from Feeding America; food retailers, growers/producers, and manufacturers (including through food recovery programs); USDA (federal commodities); and individual and corporate philanthropic donations.¹⁰ There is comparatively little local and state government investment in the emergency food system.

Since 2015 the food banks have invested millions of dollars in the physical infrastructure, trucking, staff, and institutional capacity needed to reach the food insecure, reduce hunger, and assist

clients on the path to health and economic self-sufficiency. The food banks and the entire emergency food system pivoted quickly when the pandemic led to shelter in place orders and unemployment levels increased almost overnight. Table 2 shows the increase in demand on the emergency food system in terms of the number of pounds of food distributed and individuals served. For the region's three major food banks, the amount of food distributed has increased by more than 43% compared to pre-pandemic. The number of individuals served increased over the same period between 48%-57%, with some months reaching a 100% increase.

Table 2: Sacramento Region Food Bank Service Levels, Pre-COVID and 2021

Food Bank	Lbs. of Food Distributed		# of Individuals Served/mo.	
	Pre-COVID	COVID-19	Pre-COVID	COVID-19
Placer Food Bank	6.5M	8.2M+	92,000	105,800 – 110,400
Sacramento Food Bank and Family Services	28.0M	38.0M	150,000	260,000 - 280,000
Yolo Food Bank	6.0M	12.0M	45,000	60,000
Total	40.5M	58.2M+	287,000	425,800 – 450,400

Note: Placer Food Bank serves, Placer, El Dorado, and Nevada counties
 Source: Placer Food Bank, Sacramento Food Bank and Family Services, Yolo Food Bank, analysis by Valley Vision



Picture of Sacramento Food Bank and Family Services

¹⁰ Feeding America is a national network of 200 food banks and 60,000 food pantries and other meal programs, and is the nation's largest hunger relief program.

Providing Aid in a Time of Crisis: Capturing the Benefits of CalFresh

CalFresh, the federal Supplemental Nutrition Assistance Program (SNAP) in California, is the nation’s most important anti-hunger program. Yet, analysis by Nourish California shows that a large number of eligible Californians are not receiving benefits, depriving those in need of nutrition assistance and resulting in major dollars lost to the economy. Table 3 shows the additional federal dollars that would be available to the region if CalFresh reached all eligible individuals, the economic activity that would result from

these additional benefits, and the food retailers and farmers markets that would benefit from the additional business. USDA has shown that every dollar in federal SNAP/CalFresh expenditures generates \$1.79 in economic activity.¹¹With 100% enrollment in CalFresh, almost an additional \$150 million dollars would be available for nutrition assistance, with an estimated economic impact of \$225 million.

Table 3: Estimated Benefits of Increased CalFresh Enrollment, June 2020

County	Additional Federal Dollars if CalFresh Reached All Eligible Individuals	Economic Activity Resulting From Additional Federal Benefits	Food Retailers and Farmers Markets that Would Benefit from Additional Business
El Dorado	\$ 8,800,000	\$13,600,000	112
Placer	\$27,300,000	\$42,100,000	219
Sacramento	\$58,800,000	\$90,500,000	1,011
Yolo	\$51,200,000	\$78,800,000	145
Total	\$146,100,000	\$225,000,000	1,297

Source: Nourish California, Lost Dollars, Empty Plates, County Estimates, June 2020

CalFresh enrollment rates varied widely by county in 2019, with Sacramento County at 93%, El Dorado County at 50%, Placer County at 43%, and Yolo County at 40%.¹² Enrollment for Yolo County is complicated by federal eligibility requirements which create barriers for enrolling food insecure higher education students.¹³ Other eligibility requirements affect seniors and mixed immigration status families across the region. Increasing enrollment should be a major priority for the region.

For further analysis of the region’s food insecurity, the emergency food system, and the CalFresh program in the region, including food insecurity maps and the numerous adaptations of the food banks and partners, please see [Valley Vision’s website](#).

“The Food Bank network was meant to be temporary, to deal with emergencies. Food insecurity is now part of normal life, with many of those affected being the working poor. In addition to the pandemic, we are also dealing with the effects of fires.”

Dave Martinez, Placer Food Bank

¹² CalFresh Dashboard, CA. Dept. of Social Services, Sept. 2021.

¹³ Per interview with Nolan Sullivan, Yolo County Dept. of Social Services, Aug. 2021.

REGIONAL ACTION PLAN FINDINGS/RECOMMENDATIONS

"Whether it be establishing project based learning and career technical education programs like the GEO Academy at Grant High School, or enfranchising community gardens like the International Garden of Many Colors in Northgate-Gardenland, or adopting SB1000 Environmental Justice Food Access policies, there is great opportunity to center equity and food justice in the region's food system"

Brenda Ruiz, Sacramento Food Policy Council

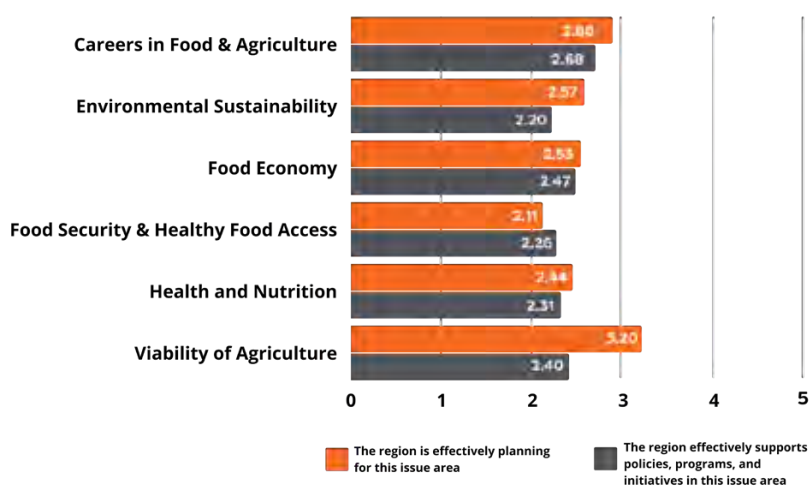
This section of the Regional Action Plan presents the key findings and recommendations for each of the six Strategic Focus Areas. It provides a summary of priority recommendations, followed by a synthesis of stakeholder and other input and findings describing the assets, challenges, and emerging opportunities that guided the development of the recommendations. Case studies are provided that highlight innovations and opportunities for partnerships, replication, and scaling. The recommendations for each Strategic Focus Area are brought together in a summary matrix of strategies and implementation actions in the following section of the Regional Action Plan.

Figure 2 provides an overall perspective from the Regional Action Plan listening session participants on (1) the degree to which "the region is effectively planning in each strategic focus area"

and (2) the degree to which "the region effectively supports policies, programs, and initiatives in each focus area." Participants were asked to rate each of the two statements with a scale from one, equaling "strongly disagree," to five, equaling "strongly agree." The insights gathered are meaningful because they are provided by people who are involved closely with the food system. Most categories received less than a rating of three, except for the viability of agriculture. In almost all cases the planning was considered to be better than the actual support for policies, programs, and initiatives, suggesting a lag in implementation. The Strategic Focus Area which ranked the lowest was food security and healthy food access, perhaps reflecting the magnitude of the impact from the pandemic. The biggest gap between planning and policies, programs, and initiatives was related to the viability of agriculture. The rankings suggest improvement is needed across all areas.

Figure 2.

RANKING OF PLANNING AND POLICY SUPPORT FOR THE FOOD SYSTEM



Valley Vision. (2021). Food System Action Plan Listening Sessions. Sacramento, CA.



1 Strategic Focus Area: Viability of Agriculture

As the Farm to Fork Capital of the nation, the Sacramento region is an agricultural gem. But with changing economic, regulatory, and environmental conditions we cannot take agriculture for granted. Practices, policies, and investments must ensure that farmland, farm products, farmers, and workers are supported, celebrated, preserved, and resourced. Further, there must be access to opportunity for Black, Indigenous, People of Color (BIPOC); women; under-resourced; small-enterprise; and other diverse farmers and food entrepreneurs to ensure that they have the tools they need to thrive.

"Most farmers in the region lease the land - they don't own it. If you don't own land, you can't make investments if you don't know you have a future with it. How are you building up enough wealth to exit the work? Farmers have no nest egg to rest on and it's a real fundamental challenge."

Paul Towers, Community Alliance with Family Farmers (CAFF)

Through stakeholder engagement, community surveys, research, and data analysis, Valley Vision developed the following key action priorities to support the viability of agriculture in the Greater Sacramento region.



Picture of Fiery Ginger Farms



Food and Agriculture Business Start-Up and Ongoing Support: Increase funding mechanisms and investment for access to land, capital, appropriate equipment, and broadband for those who want to enter the food and agriculture pipeline. Emphasis should be given to women and BIPOC farmers, food businesses, and BIPOC and women-led organizations, as well as small or otherwise economically challenged farmers and food entrepreneurs.

Technical Assistance Capacity: Increase organizational capacity of nonprofits, farm advisors, and others to help small farmers, food entrepreneurs, and distributors reach expanded local markets, deal with climate change impacts, and other needs. (The Food Economy Issue Area includes strategies for expanded market opportunities.)

Drought Assistance: Provide drought assistance, especially to small growers.

Update local General Plans and Planning Elements: Local planning and policy documents should be updated by local governments to ensure support for agriculture and food-related activities, including farmland protection.

Valley Vision assessed regional assets and challenges to address key action priorities that support the viability of agriculture. The following themes emerged.

Regional Assets to Support Action Priorities

Agriculture innovation is evolving and well-supported in the region, including from UC Davis agriculture-related research institutes and departments, other clusters of nearby colleges, and AgTech entrepreneurs, labs, and incubators.

We have an abundance of prime farmland, a long growing season, and are close to major food markets. There is an opportunity for market expansion through institutional procurement, with some strong programs underway.

We are the Farm to Fork Capital of the nation. It is a popular brand, with 82% support from respondents in the Food System Resilience Poll and more than 60% supporting farmland preservation as a top priority for our region.

There are many farmer programs and technical/capital assistance programs, including the [Community Alliance for Family Farmers \(CAFF\)](#), [Kitchen Table Advisors](#), [Center for Land-Based Learning](#), [Soil Born Farms California Capital](#), the [Capital Region Small Business Development Center](#), and [UC Davis institutes](#). Models like [Growing the Table](#) also offer potential.

There are many grant opportunities for small farmers, including The State Water Efficiency and Enhancement Program (SWEET) grant program that has money to help fund the development of program applications for those in need of support.

Existing partnerships between farmers, academia, restaurants, grocery stores, food distributors, nonprofits, food banks, schools, hospitals, and other institutions and businesses provide a network for collaboration, innovation, and support. The Sacramento Area Council of Governments (SACOG) supports the agricultural economy through the Rural-Urban Connections Strategy (RUCS) and its set of planning tools.

Regional Challenges to Advancing Action Priorities

Cost of farming/access to land and other resources: The real estate market in California is expensive, which makes farming expensive. Lack of access to land is especially challenging for small, women and BIPOC farmers. Other challenges include short land leases, inability to build equity, lack of water access, and lack of broadband access.

Farmland conversion pressure: There is economic pressure to convert historic farmland areas to housing and other development, especially with the need for more housing in the region.

Environmental changes: Water scarcity, extreme heat, air quality, and other impacts from climate change will make farming more challenging and affect long-term crop patterns. Poor air quality during fires is an additional health burden.

Regulatory environment: Regulatory requirements are complicated, changing, and a burden, especially on small farmers.

Food distribution and sourcing constraints: Various food distribution and marketing practices can make sourcing local food challenging for institutions, farmers, and distributors, as well as other consumers.

Supply chain disruption: The pandemic has impacted supply chain channels and markets. Smaller-scale farmers are more vulnerable to market disruption.

Workforce needs: The workforce needs upskilling to remain relevant and competitive, given pervasive skills gaps and the acceleration of technology adoption in the agriculture sector.

Access to capital and technical assistance: Funding assistance is difficult to access and the application process is arduous for small farmers. Technical assistance programs are needed to provide support.

Lack of land use policy and planning alignment: Planning documents, such as city and county General Plans, are often out of date and do not align with current priorities that would support farming viability in today's environment.¹⁴

Regional collaboration on cross-cutting issues: Many issues farmers face are regional, but there are few mechanisms for coordination and collaboration on shared priorities.

There is a lack of understanding of the quantitative value of agriculture beyond food production, such as open space and carbon sequestration. There isn't good information that can easily help people understand the value of ag beyond the food production aspect. If more people understood that, it would support the preservation of agricultural land. (CROP/RUCS planning session, SACOG).

¹⁴ An assessment of local planning documents by the U.C Davis Spring 2021 CRD 200 class found many gaps in local plans.

Finally, we found numerous emerging opportunities based on current conditions, policies, and programs.

Emerging Opportunities for Action

Supportive public policies and practices: The pandemic has brought an increased focus on the food system and the need to strengthen supply chains; increase access to locally grown foods; support local growers, distributors, processors, and businesses; and align policies to support the food system. These include: increased institutional procurement, such as farm to school, farm to hospital, and local purchasing by local governments; land use policies that protect agriculture and natural resources; and policies that support the health and wellbeing of workers.

New state and federal resources: There are historic levels of investment forthcoming. Examples include: new food incubator programs that help farmers get products to new markets; expanded existing programs like SWEEP; and multiple programs addressing climate change impacts, including the California Climate Investment Plan. The Connected Capital Area Broadband Consortium is assisting communities and institutions on broadband infrastructure and access for rural connectivity. Effective coordination and capacity building will be needed to leverage these opportunities.

Urban agriculture innovations: The expanding urban agriculture scene - urban farms, community gardens, farm stands, Community Supported Agriculture (CSAs), farmers markets, and mobile markets - can help residents see the connection between agriculture, eating in season, and the overall importance of agriculture in the region. These opportunities also increase healthy food access, especially in underserved neighborhoods.

Conservation easements and other models: The SACOG Coordinated Regional Opportunities Program (CROP) project can help identify and advance successful models and tools for working landscapes and revenue generation to keep agriculture in production. This and other efforts will foster opportunities to build upon models, such as conservation easements, ecosystem services, and community land trusts that will help keep land in agriculture and increase land access for next generation farmers.

Best practice models: Models such as food hubs will build the capacity of farmers to access local markets and increase institutional procurement. Some examples include: Capay Valley Farm Shop, Next Generation Foods, SPORK Food Hub, and the planned Yolo Food Hub. Adoption of sustainable farming practices such as regenerative agriculture will increase the sustainability of agriculture and help farms adapt to climate change impacts.

Marketing programs: Programs such as PlacerGROWN, Yolo Grown, Capay Valley Grown, Delta Grown, Apple Hill, Farm to Fork, and others generate great economic impact for the region through agritourism and food and agriculture-related experiences. These efforts increase the economic viability of food and agriculture operations.

Foods of the future: The Sacramento region, long a hub for value-added food processing, is becoming a location for new food products and companies. Expanded food production/processing increases the market for local crops.

Regional coordination/coalition building: Increased regional coordination and robust coalitions are needed to coalesce around regional needs and spur policy action.

CASE STUDY

Capay Valley Farm Shop is a farmer and community-owned food hub and for-profit social enterprise in Yolo County in which 40 farms and ranches work together to get their products to market. A large amount of the food grown for the Farm Shop goes to the Bay Area, however, there is great interest

among farmers to sell the produce closer to home and serve the region. A Yolo Food Hub is being developed that will bring partners together, building on the work of the Farm Shop, and create processing capacity to serve the region

better. Yolo County's Board of Supervisors is investing in the hub as a transformative food system initiative. Additional funding is being sought as part of the regional Prosperity Strategy.

Thomas Nelson,
Kitchen Table Advisors





2 Strategic Focus Area: Environmental Sustainability

Environmental sustainability cuts across the entire food system. Climate change and development pressures resulting in the conversion of agricultural land have serious implications for the viability of the region’s crops, water resources, soil health, supply chains, workforce, and much more. Increased resilience must occur through regenerative and climate-smart agriculture policies, investments, and practices. The region must increase local procurement and local market channels; adopt agricultural technologies; and encourage easements and other ecosystem mechanisms. The region must also develop infrastructure, capacity, and sustainable funding streams to support food recovery strategies. A coordinated approach and coalitions will increase the resilience of the food system.

“What are we doing to ensure we have local food production? What are we doing to ensure our local environment is restored and our soil is healthy for future generations? We need investment to train entrepreneurs and current and future employees in the skills and knowledge that ensure that this region is able to feed itself, improve health outcomes, increase biodiversity, sequester more carbon, and be a thriving place to live and work.”

Mary Kimball, Center for Land-Based Learning

Through stakeholder engagement, community surveys, research, and data analysis Valley Vision developed the following key action priorities to support environmental sustainability in the Greater Sacramento region.





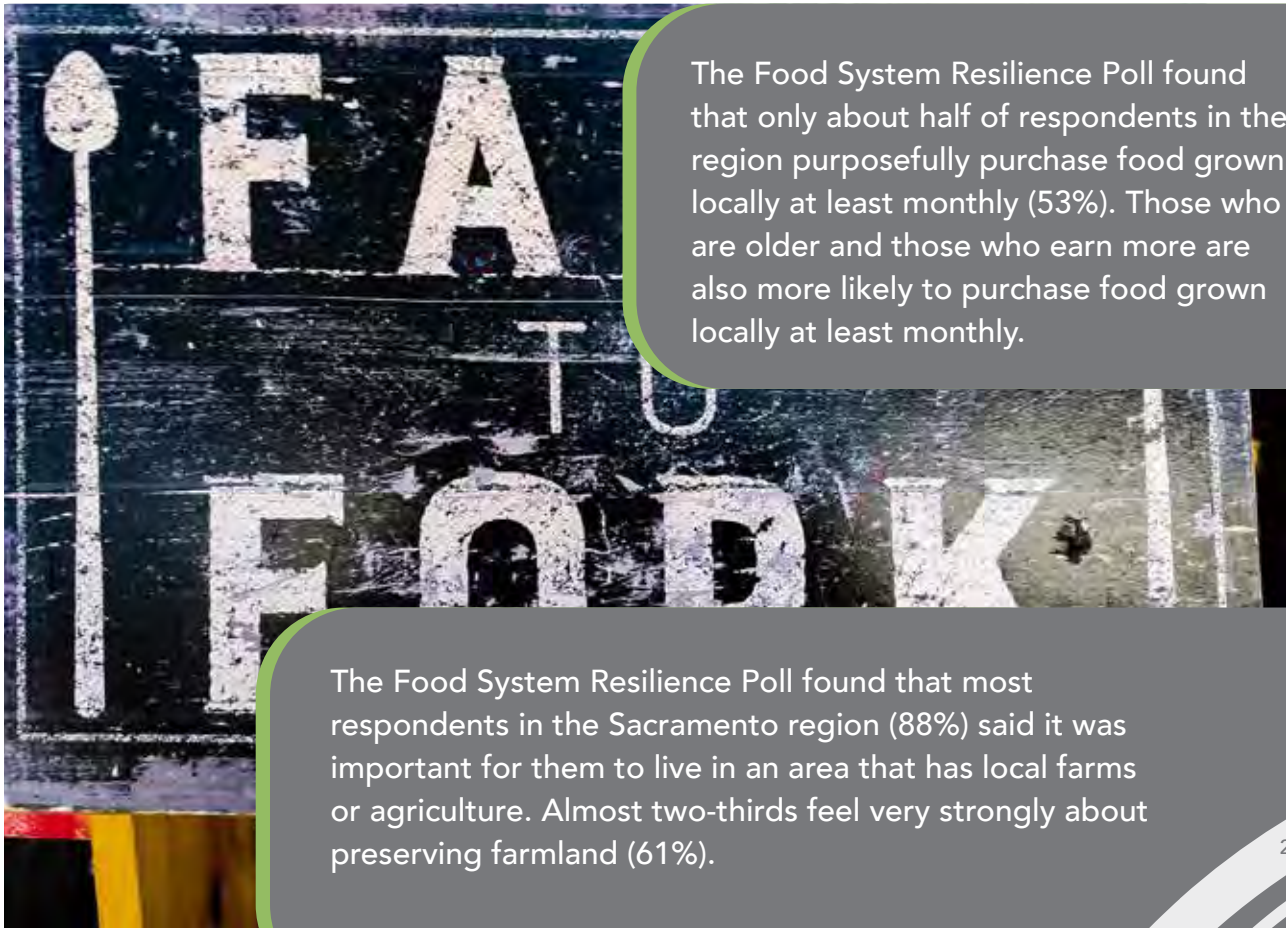
Regional Action Plan Priorities for Environmental Sustainability

Conservation Easements: Develop a strategy to increase Conservation Easements consistent with conservation and development plans so that the land is preserved and farmers have the financial benefits of farming without the pressure to develop. Increase funding to implement more easements; establish the value of ecosystem services or the benefits that farming provides to the environment, such as carbon capture, improved water quality and supply, improved biodiversity and habitat, and flood and disease control. Explore emerging models such as community land trusts.

Soil Health: Support adoption of regenerative agricultural practices to improve soil health and water efficiencies. Transition to compost, natural fertilizers, and other practices, such as crop rotation, to reduce reliance on ammonia and nitrogen-based fertilizers. Seek additional resources to assist farmers.

Food Recovery Capacity and Facilities: Identify a sustainable funding stream to implement California SB 1383, a state law which requires the recovery of 20% of edible food by 2025 that would otherwise go to landfills. Funding is needed to cover food recovery and waste reduction operating costs and capital expenditures such as refrigerated trucks, warehouse space, and refrigeration. Options may include incentivizing local jurisdictions to include funding for food recovery through solid waste fees and rate structures.

Valley Vision assessed regional assets and challenges to address key action priorities that support environmental sustainability. The following themes emerged.



The Food System Resilience Poll found that only about half of respondents in the region purposefully purchase food grown locally at least monthly (53%). Those who are older and those who earn more are also more likely to purchase food grown locally at least monthly.

The Food System Resilience Poll found that most respondents in the Sacramento region (88%) said it was important for them to live in an area that has local farms or agriculture. Almost two-thirds feel very strongly about preserving farmland (61%).

Regional Assets to Support Action Priorities

There are many resources to help farmers, ranchers, food producers, and others in the food system transition to sustainable practices. The California Climate Investment program is a statewide initiative that allocates Cap and Trade dollars to various state agencies. The California Air Resources Board (CARB) is developing an updated state climate investment plan that includes opportunities for programs such as healthy soils, food waste prevention, Sustainable Ag Lands Conservation (SALC), energy efficiency and solar, SWEEP (State Water Efficiency and Enhancement Program), and more. Nonprofits such as the California Rangeland Trust are providing research and financial resources that many local ranchers are using toward habitat improvement and setting up easements. The California Rice Commission is a leader in environmental sustainability. The Business Environmental Resource Center (BERC) assists businesses across the region to adopt environmentally friendly practices. UC Davis is a leader in sustainable agriculture and the region's AgTech entrepreneurs are developing tools to support an environmentally sustainable food system.

Food producers are close to major markets, and there is a demand for local food. The region has numerous access points for food producers, such as farmers markets, urban food stands, food distributors, grocery stores, and restaurants. Some schools and hospitals are sourcing more food products locally. New local distribution methods, including mobile farmers market trucks, are emerging. As the number of food hubs increases in the region, the capacity for local processing, packaging, and distribution also will increase. The City of Sacramento is working with the U.S. Environmental Protection Agency and USDA to create three Food-Anchored Resiliency Hubs in disadvantaged neighborhoods which could be a strong model of sustainability practices along with increased food access.

Several local food recovery and gleaning programs operate in the region. These programs help reduce food waste, methane emissions, and food insecurity and will help the region meet the goals of SB 1383. Some examples include: [Yolo Food Bank's Edible Food Recovery Program](#), [find out farms](#), [Community Harvest of Davis](#), [Sacramento Food Bank and Family Services](#), and [Harvest Sacramento](#). Several residents and food producers use [AmpleHarvest.org](#) to donate surplus produce to local food banks and pantries.

There is a strong demand for local food and gardening activities, and the region has a network of nonprofits to support it. Many stakeholders and community members are committed to a sustainable food system. There is a strong informal network of urban gardeners and mutual aid networks. There is also enthusiasm for small-scale and local agriculture, including backyard gardening, composting, and community gardens. Some examples of organizations and farms that provide gardening, composting, and related classes include: Soil Born Farms, Yisrael Family Urban Farm, Sacramento Food Bank and Family Services, UCCE Master Gardeners of Sacramento and Placer County, and the Fair Oaks Horticulture Center. The city of Sacramento has the region's largest community garden program.

There is moderate agricultural land conversion. Agricultural lands provide essential ecosystem services and quality of life amenities in addition to crop production. Agricultural lands help capture carbon, preserve wildlife habitat and biodiversity, support flood control, and emit fewer greenhouse gases than urban areas of the same size. While the information on the level of agriculture land conversion is not up to date, most recent data indicates the levels are relatively moderate. Pressure for conversion could increase with the strong demand for increased housing production and given the large amount of farm and ranch lands that developers are holding for future growth.



Regional Challenges to Advancing Action Priorities

Water access and availability: The drought has greatly affected surface and groundwater levels, and well levels are declining. Small farmers are less likely to have access to lower basins of groundwater through their wells, and there is no system for equitable distribution of water for these farmers.

Climate change adaptation and mitigation: Crop adjustment, extreme heat, poor air quality, and water scarcity are ongoing challenges, and efforts to adapt and respond are siloed. It will be costly to manage this process, and farmers need resources along with capacity support to be able to access needed resources and implement needed changes.

Calculating the value of farms to include ecosystem services: The value that farmers provide to the environment, such as carbon capture and nutrient density, are not currently well quantified or understood. Farmers should be rewarded for adopting practices that support these "ecosystem services" or environmental benefits that help reduce greenhouse gases, improve soil health and water retention, support biodiversity, and increase pollination.

Food waste and community composting: About 40% of food is thrown away along the supply chain. When that food is thrown into landfills instead of composted or recovered, methane gas is produced. There are limited composting facilities in the region. Most jurisdictions are not ready for mandated food recovery and waste requirements (like SB 1383, which will come into effect in 2022, with targets for edible food recovery by 2025). A sustainable funding stream is needed to cover local government operating costs and capital expenditures.

Local procurement and market channels: Food grown in the region is mostly exported to other areas, while most food consumed locally comes from outside the region.

Transitioning from traditional to regenerative agriculture: Practices such as cover cropping, reducing tilling, and spreading compost reduce the use of synthetic fertilizers and pesticides and improve soil health. It will require coalitions and organized effort and investment to support this transition.

Cosmetic restrictions on produce: Produce that is deemed "imperfect" because it is not uniform or attractive contributes to food waste and is another lost resource for reducing food insecurity. This challenge is related to a cultural and marketing norm.



The Food System Resilience Poll found that 83% of residents were very concerned or somewhat concerned about the impact of climate change on regional food production. Those who are younger (18 to 34 years old) were most likely to be concerned.



More than half of the Food System Resilience Poll respondents (52%) said they throw away food at least occasionally. More than three-fourths (78%) of poll respondents said they are willing to pay at least one dollar, and almost half (49%) said they are willing to pay at least \$5 through their garbage or utility bills to support food recovery programs.

Finally, we found numerous instances of emerging opportunities based on current conditions, policies, and programs.

Emerging Opportunities for Action

State and federal resources: Resources such as the Cal Recycle Food Waste Prevention and Recovery Program, the Sustainable Agricultural Land Conservation Program (SALC), Air District incentives, and USDA's Conservation Reserve Program are examples of resources that can assist the region to meet food waste recovery goals; preserve agricultural land for food production and capture the benefits of ecosystem services; and support the transition to regenerative agriculture. These can include: providing the infrastructure to handle significantly increased levels of food (cold storage, refrigerated trucks, etc.), reduce food waste, and promote sustainable practices.

Precision agriculture and improved irrigation technologies and practices: Technological tools and adapted practices can reduce water and energy consumption; reduce air and water pollution associated with agriculture; and improve soil health. Incentives will help with adoption. Collaboration with UC Davis and the region's network of AgTech entrepreneurs, including through the AgStart Incubator, will facilitate the adoption of these technologies, which also require broadband as an enabling technology.

Conservation easements: Easements and other tools offer effective and flexible protection of agricultural lands for farmers and ranchers. With easements, the land is preserved and farmers and ranchers can continue operations without pressure to develop. This is often of interest to farmers and ranchers but more funding resources are needed.

Partnerships: Industry, farmer/rancher, and nonprofit groups including environmental organizations are successfully partnering to address shared challenges and pursue solutions. Examples include Delta Protection Commission's Climate Change Adaptation Strategy, the California Rangeland Trust's sustainability initiatives with local ranchers, and the California Rice Commission's partnerships with farmers and environmental organizations on conserving water resources and providing habitat for flyways.

CASE STUDY

Yolo Food Bank (YFB) recognized several years ago that Senate Bill 1383 edible food recovery mandates represented an unparalleled strategic opportunity to address both hunger and sustainability. Within two years, YFB had increased its countywide SB 1383 edible food recovery and distribution program from two million to six million pounds diverted from the landfill to kitchen tables per year. The success of the program enabled and sustained YFB's swift and robust pandemic food assistance response. However, the program's future now is in jeopardy, as government pandemic relief funding applicable to program costs has ceased, and local public funds have not yet been identified to support the effort.



Michael Bisch
Yolo Food Bank



Picture of
Yolo Food Bank Distribution



Picture of Sacramento City Unified School District Central Kitchen

3 Strategic Focus Area: Food Economy

The region is well-positioned to grow an innovative food economy by leveraging the purchasing power of our institutions, supporting next-generation food entrepreneurs, and increasing new business opportunities. Successful food economy growth will capture additional value beyond the field and keep food and dollars circulating in the region to create the food products of the future. The region will likely continue to experience ongoing levels of disruption across the food system, but with new resources, policy attention, and collaboration, we have strong opportunities to build on our many assets. The opportunities within the region’s food economy can be a pathway to jobs and economic opportunity, food security, and health for all.

“There is a real need for accessible funding for startup capital, space to produce products, and market access. We need to make it easier for small food entrepreneurs to start off and gain resources to help them grow. People can make the leap from dreaming about starting a food business to implementing it - it takes a network”

Sam Greenlee, Alchemist CDC



Through stakeholder engagement, community surveys, research, and data analysis Valley Vision developed the following key action priorities to support the food economy in the Greater Sacramento region.



Regional Action Plan Priorities for Food Economy

Institutional Procurement: Organize and expand institutional purchasing and local procurement agreements and partnerships with schools, hospitals, governments, event centers, and others to serve health-promoting, locally grown foods. Restructure the USDA school nutrition funding program to promote local purchasing and Farm to School Programs.

Food Hub/Food System Infrastructure Funding: Invest in a network of hubs and other food system infrastructure across the region to connect local growers to local institutions and other markets and increase farmer capacity. These include: incubators, public markets, school central kitchens, storage and processing facilities, community kitchens and meat processing facilities.

Urban Agriculture Projects: Expand urban agriculture, such as urban farms, farmers markets, farm stands, mobile markets, community compost hubs, Community Supported Agriculture (CSAs), and nurseries to increase access to fresh and nutritious produce/products. Explore new enterprise models.

Assistance for Small Farmers/Food Entrepreneurs: Provide technical, financial, and other support to small farmers and food entrepreneurs, especially BIPOC, economically disadvantaged, small-enterprise, and other diverse farmers and entrepreneurs.

Valley Vision assessed regional assets and challenges to address key action priorities that support the food economy. The following themes emerged.

Regional Assets to Support Action Priorities

Institutional procurement is growing in the region. Several strong examples show the potential for other institutions to adopt local procurement strategies. Leaders include Sacramento City Unified School District which has a new state of the art Central Kitchen for scratch cooking and a large warehousing facility; UC Davis Health which has greatly scaled-up local purchasing from sustainable food farms, ranches, and producers and is dedicated to healthy food as medicine; Davis and Winters Farm to School Programs; and the Golden 1 Center which has been a leader in developing regional supply chains. Sacramento City Unified School District is exploring partnerships with UC Davis Health and others for joint procurement to strengthen purchasing power.

There is an emerging network of food hubs that can support local purchasing and processing. The region has several food distribution companies that serve many types of clients, work with local growers and food producers, and support Farm to Fork efforts. Many grocery stores, restaurants, and institutions have good direct partnerships with farmers. However, food hubs help support the capacity of smaller farmers to participate, aggregate food at the right levels, and connect with new customers and markets more efficiently. Several food hubs are emerging out of urban agriculture programs and farm to school partnerships, such as Fiery Ginger Farms and Center for Land-Based Learning in West Sacramento, and a nonprofit food hub partnership is moving forward in Yolo County with support from the County.

There are resources for food and agriculture entrepreneurs. UC Davis has programs like [Venture Catalyst](#) that partner with labs and incubators, such as [AgStart](#) and the CoLaborator, to build capacity and help companies to grow. Nonprofits such as [Alchemist CDC](#) and [Center for Land-Based Learning](#) have incubators for small business farmers and food entrepreneurs, and several such as [CAFE](#), [Kitchen Table Advisors](#), [California Capital](#), [BERC](#), and the [SBDC](#) provide business planning and financial assistance.

Regional Assets to Support Action Priorities

The region's Farm to Fork identity and branding is strong and agritourism is an economic driver.

Agritourism offered a bright spot during the pandemic and the overall Farm to Fork brand is a continuing opportunity to build support for local sourcing and experiences.

CalFresh increases demand for local food and products. A network of jurisdictions and nonprofit partners is working to expand CalFresh enrollment and increase the purchasing power of the benefit, including at farmers markets and retail establishments. **\$146 million is lost to the region due to the under-enrollment of eligible residents.**

The Prosperity Strategy's food and agriculture cluster initiatives: Valley Vision is working with the University of California Agriculture and Natural Resources and many partners including nonprofits, local jurisdictions, and food and agriculture businesses to catalyze federal and state funding for priority projects including food hubs and markets, a Food/Ag/Health Innovation Institute, food system financing, and a Smart Farm through UC Davis.

Local and regional grocery stores provide potential market entry points for new products. Local grocery store chains and markets such as Nugget Markets, Raley's, and the co-ops, along with the Golden 1 Arena, feature produce, food, and beverage products from local growers and producers and are supportive of market testing for these businesses.

Regional Challenges to Advancing Action Priorities

Funding and capacity for food system infrastructure and operations: Food system infrastructure includes food hubs, food incubators, school central kitchens, commercial shared kitchens, public markets, farmers markets, warehouses, and storage facilities. These projects are often costly and need public funding. They also require dedicated capacity and resources to bring to fruition and take a long time to move through the pipeline. It is difficult for farms, producers, food banks, schools, and nonprofits to develop and nurture projects, including fundraising, while trying to serve their missions.

Lack of local market connections: Farmers - especially smaller farmers - need assistance to connect with market opportunities, including for institutional procurement which requires large scale and consistent amounts of food to meet large scale needs. They also need capacity building and technical assistance for market planning, budgeting, food safety compliance, and market aggregation to reach the needed scale. A network of food hubs would help address this challenge. SACOG's numerous food hub studies documented the market feasibility and need for local food hubs.

Federal requirements for school purchasing: USDA's commodity food program supplements school district food programs with food purchased by the federal government, but this limits the ability for local purchasing and can be out of alignment with local priorities. A priority is to secure a policy change from USDA for "Cash in Lieu of Commodities."



Regional Challenges to Advancing Action Priorities

Cost prioritized over local sourcing/health benefits: Lack of scale puts small farmers at a disadvantage for institutional purchases and contracts with schools, hospitals, and other institutions. Large companies – many from outside the region – have competitive pricing advantages. Pricing contracts which award bids for lower costs rather than other benefits (such as healthier foods and buying local) limit the market opportunity for smaller, local growers and food producers. Most jurisdictions and other food purchasers do not have local sourcing criteria.

Limited resources and support for many small farms and food entrepreneurs: Access to capital, land, facilities, cold and dry storage, equipment, trucking, and more is needed for small farms and food-related businesses to produce, process, and distribute products locally. These resources are often allocated to or owned by larger, well-resourced businesses. The challenges in accessing these resources are even more pronounced for BIPOC farmers and businesses.

Lack of alignment between state, county, and city requirements on permitting of food services: Policy disconnects among jurisdictions present barriers to innovation and scaling, hindering potential business growth.

Farm to Fork brand is not equally embraced: While 82% of respondents think Farm to Fork is a positive brand, it is rated more positively by small-town/rural (89%) and suburban (84%) residents compared to urban residents (77%), according to the Food System Resilience Poll (other residents stated they were not sure). Those who are AAPI (99.6%), Black/AAs (96%), and white (95.7%) are more likely to identify Farm to Fork as a positive brand for the region, compared to Latinos (86.5%).

Finally, we found numerous emerging opportunities based on current conditions, policies, and programs.

Emerging Opportunities for Action

Joint sourcing and procurement: Institutional partnerships to source food will increase market power, improve control over supply chains, achieve economies of scale, lower costs, and improve access to local healthy foods. For example, Sacramento City Unified School District Nutrition Services is working with UC Davis Health to serve as a vendor for the health system. Opportunities to partner and scale across the region must be further explored.

An increase in the number of food hubs: Food hubs can help organize small businesses and growers, help aggregate food, and help manage the market connections. Expansion of these networks will have far-reaching benefits for local farmers, ranchers, and food producers, as well as communities.

Support for models and partnerships to grow entrepreneurs: Several models and pilots underway in the region are a good foundation to grow food and agriculture entrepreneurs. Pilots such as [Growing the Table](#) in Sacramento were successful in purchasing from BIPOC producers for the community. The Alchemist CDC food incubator program has helped launch several new businesses and the Center for Land-Based Learning's Farm Academy and incubator has helped launch several new farming enterprises. Several jurisdictions have economic development priorities to support the growth of the food and agriculture cluster which are showing success.

New state and federal resources. New resources will support many of the region's priorities including expansion of Farm to School programs, food hubs and incubators, inclusive entrepreneurship innovation projects, and more. A mechanism is needed to ensure the region is aligned and coordinated to be able to access these resources.

CASE STUDY

Sacramento City Unified School District: "The Central Kitchen Farm to School program has a huge economic impact, but it all started with one farmer. Over time, we found more growers and stuck to one grower per product because there are strict regulations around procurement. Small farmers are not going to do formal bids which are required for federal programs. We have to keep the produce under the small purchasing threshold. Some of the challenges have been - where are our farmers, who are they, and are they willing to do business with a school district? It takes a lot of time to create a local food purchasing program and system. We started several years ago with two trucks and now we have thirteen. We had a vacant warehouse with no food, and we started buying our own food directly from farmers and local distributors. Today, we buy all of our food directly, and with our savings we are able to buy better quality fresh foods for our students. The warehouse now supports our beautiful new Central Kitchen, with funding provided by Measure R, passed by the residents in 2012. Pre-pandemic, the District served 43,000 meals a day – or 8 million meals in a year. We have infrastructure issues at our 80 school sites, also a challenge, and need to ensure they can create fresh healthy meals and have the equipment to make higher quality food more than in the past. We had to pivot during the pandemic, to reach our children and families with healthy meals, and our Central Kitchen was a great resource. We are exploring being a vendor for UC Davis Health, to strengthen our joint purchasing power."

Diana Flores, Director, Nutrition Services,
Sacramento City Unified School District.

Picture of Sacramento
City Unified School
District Central Kitchen





Picture of Alchemist Kitchen Entrepreneurs

4 Strategic Focus Area: Careers in Food and Agriculture

Growing and maintaining careers in the food and agriculture cluster is foundational to building a thriving food economy in the region. New technologies and growing opportunities in agrifood tech innovation can invite new entrants but we must increase awareness of these workforce opportunities; support the development of and investment in pathways, apprenticeships, youth programs, and programs for high-barrier adults, veterans, refugees, and immigrants; and ensure protective policies for frontline workers.

"We have to find a way to reach youth before they reach the criminal in-justice system - even during (probation), and we have to show them we care. I can't watch these youngsters drown and not do anything about that. Growing food is a full-time job. Caring for people is a lifetime commitment."

Alfred Melbourne, Hunkpapa Lakota, Three Sisters Gardens

Through stakeholder engagement, community surveys, research, and data analysis Valley Vision developed the following key action priorities to support careers in food and agriculture in the Greater Sacramento region.



Picture of the International Rescue Committee, New Roots Farm



Apprenticeships: Invest in apprenticeship programs to grow the next generation of farm managers and skilled food and beverage manufacturing workers.

Youth Workforce Development: Increase opportunities for youth agriculture training, including career awareness and career readiness programs.

Workforce Development/Upskilling: Support long-term career pipeline investments and technical assistance for generational farmers, farm managers, and food processors to ensure the workforce is resilient and resourced to weather economic and supply chain disruptions. Address health status concerns and immigration challenges.

AgTech Workforce Skills: Support development of agrifood tech workforce skills training to address emerging skills gaps in high-demand occupations across the spectrum of the food and agriculture industry cluster.

Immigrant and Refugee Workforce Development: Fund immigrant and refugee settlement groups and adult education organizations to help train workers to meet the food and agriculture skills gaps in the region and provide pathways to opportunity.

Local Hiring Policies: Encourage businesses to hire locally to ensure there are investments and opportunities for residents in the surrounding community.

Valley Vision assessed regional assets and challenges to address key action priorities that support careers in food and agriculture. The following themes emerged.

Regional Assets to Support Action Priorities

The food and agriculture cluster is growing and diversifying, especially as technology and innovation accelerate. There are significant career pathways in food and agriculture and associated occupations. High-demand occupations and skill areas include sales and marketing; equipment inspections, maintenance, and repairs; manufacturing technicians; robotics; drone operations; soil quality, pest management, and water management technicians; animal sciences; testing and lab technicians; food and nutrition services; logistics; and food and agricultural technologies. Many of these technical skills can be applied to other sectors of the economy, as well.

New technologies are paving the way for additional career opportunities, with the increased adoption of agricultural and food-related technologies (agrifood tech) by farmers, companies, and institutions. Opportunities include precision farming which enables farmers to increase profitability, safety, and sustainability through lower use of inputs such as water, energy, and pesticides, while using technologies to improve soil and crop health, food safety, and efficiency of supply chains. Artificial Intelligence (AI) and Internet of Things (IoT) applications are increasing. These opportunities show the changing face of agriculture.



Picture of Twin Peaks Orchards, Placer County



Regional Assets to Support Action Priorities

The region is home to several strong food and agriculture apprenticeship and workforce programs for youth and aspiring farmers and food entrepreneurs that introduce people to the variety of careers and opportunities in the food system. Programs include: Alchemist CDC food entrepreneur training program; the Center for Land-based Learning farm apprenticeship and incubator programs; High School CTE (career technical education) programs, including the Woodland High School/Woodland Community College Ptech Program, Future Farmer of America (FFA), other Community College career pathways programs in Agriculture, Water and Environmental Technologies (AgWET) and Manufacturing; and urban agriculture programs such as Soil Born Farms, Yisrael Family Urban Farms, Three Sisters Gardens, and Green Tech Education.

The Sacramento Region is home to diverse agriculture and agrifood tech innovators that are supporting cluster growth. UC Davis is one of the world's leading agricultural and food sustainability institutions, supporting an innovation cluster that includes many collaborative labs, incubators, and programs that are catalyzing job growth and providing internship and pathway opportunities. This innovation ecosystem is helping farms, food and beverage manufacturing firms, retailers, and distributors with the adoption of new technologies.

Regional Challenges to Advancing Action Priorities

Career awareness and perception: Food and agricultural jobs are often unappealing, stigmatized, higher risk, or not well understood. Many jobs are low-paying and do not have opportunities for advancement.

The workforce is aging: the average age of an experienced farmer is 57.5 years old and the average skilled manufacturer (food processing) is 56 years old.

There is a known labor shortage: The systemic workforce shortage is exacerbated by the pandemic, immigration laws, enduring skill gaps, and competition for workers. The food-related hospitality and tourism sector has been particularly hard hit.

The pathway to farming careers can be long: Training programs might last for three years but it takes a longer commitment, up to 15 years (or more), to make a Farm Manager.

There is a lack of diversity in the career field: The current lack of diversity makes it harder to attract up-and-coming workers of diverse backgrounds into the food and agriculture sector.

Market competition: Top agricultural students in our community college and university systems are often recruited out of the region.

Food and agriculture workers are frontline workers who risk severe health challenges: Farmworkers, in particular, have suffered greatly from environmental challenges like extreme heat and poor air quality (in addition to chronic challenges such as safe housing and working conditions); frontline workers in food processing, distribution, retail, and food prep, and restaurants also face pandemic-related health challenges including virus and mental health risks.

Finally, we found numerous emerging opportunities based on current conditions, policies, and programs.

Emerging Opportunities for Action

Workforce development/talent retention: Long-term investment into K-12, community college, and higher education career pathways programs are needed to meet skills gaps and raise youth career awareness. Similarly, directing resources to apprenticeship programs for next-generation farmers and food producers, as well as programs to support immigrant and refugee settlement groups and adults with high barriers to employment would help address labor and skills shortages. Short-term solutions such as On the Job Training (OJT) resources are needed, along with effective branding and marketing. New state and federal programs and resources should be leveraged for food and agriculture workforce development.

Evolving technology and digital skills: Investing in technology and STEM skills can provide upskilling opportunities to help current workers move out of lower-wage/lower skill/repetitive jobs and into higher-skill pathways.

Emerging business models: Models like Controlled Environment Ag (CEA), including vertical and indoor farming, aquaponics, and urban agriculture can create additional jobs and year-round procurement opportunities for locally grown food.

Food/agriculture/health nexus: Increased understanding and partnership of food, agriculture, and health partners will provide a competitive advantage and increase the potential for new jobs and skills.

Shift to higher-value specialty crops: Responding to market demand and climate changes with a shift to higher-value specialty crops can strengthen the sustainability of the sector, increase local markets, and create new workforce opportunities.

CASE STUDY

"The Center for Land Based Learning's apprenticeship program is a strength for the region. Training incumbent workers to be farm managers has been overlooked for far too long. It's encouraging to see farm workers be brought into management positions and be involved in the legacy they spent a lifetime working towards. There is a huge opportunity to capitalize on the knowledge these folks already have and it allows them to grow their careers and acquire new leadership skills and management."

Sri Sethuratnam, Center for Land Based Learning



Picture of Three Sisters Gardens



Picture of Sacramento Food Bank and Family Services food distribution

5 Strategic Focus Area 5: Food Security and Healthy Food Access

Despite its reputation as America’s Farm to Fork Capital, the region suffers from extensive food insecurity and inequitable access to nutritious, healthy, and culturally appropriate foods. While the pandemic catalyzed collaboration among food system partners, it also greatly challenged the capacity of the emergency food system, school districts, and others to meet needs. Securing sustainable sources of funding for food banks and supporting nonprofits is essential to ensure that everyone has access to fresh, healthy, and local food. With increased CalFresh enrollment and education, creative and adaptable local distribution, and continued collaboration, the region can help bridge the existing gap between all our farms and all our forks.

“Food Insecurity is a pandemic in itself. The pandemic led to a partnership between the Sacramento Food Bank, Sacramento City Unified School District, Paratransit, local restaurants, and nonprofits that was effective. There is a lot of work we need to do together. The demand for food resources has exploded and will continue to be in high demand. The emergency food system’s partner agencies have suffered, including through the loss of volunteer workers. The Food Bank is focused on the system that we are in now, and how we navigate the future demand and challenges that lie ahead. It will take an enormous investment and all of us working together. The distribution of food is huge. It’s important we support the partnerships and infrastructure needed to get food to people across the region. We’re exploring new partnerships - the door is wide open.”

Blake Young, Sacramento Food Bank, and Family Services

Through stakeholder engagement, community surveys, research, and data analysis Valley Vision developed the following key action priorities to support food security and healthy food access in the Greater Sacramento region.



Regional Action Plan Priorities for Food Security and Healthy Food Access

Sustainable Funding for Food Banks/Emergency Food System: Provide sustainable, multi-year funding to food banks. Consistent and sustainable funding will reduce reliance on volunteers who are subject to high turnover; expand infrastructure and facilities required to meet the needs of an increasing number of food insecure residents; and support administrative costs to allow for additional fundraising and systems management.

CalFresh Enrollment: Increase state resources for counties to enroll more CalFresh (SNAP) eligible residents, including higher education students. Results will improve food and nutrition security; increase consumer purchasing power and revenues for growers and food establishments; and keep food dollars in the local economy.

Food Security Resources: Expand the capacity to use CalFresh at farmers markets across the region. This will require putting in place the infrastructure needed for vendors to be able to accept the benefits, and providing public funding to support staff, administrative, and other programmatic costs.

Market Match Programs: Increase access to new state Nutrition Incentive Program (CalNIP) and federal Nutrition Incentive Program (GusNIP) funding for expanded "Market Match" programs which match CalFresh benefits at farmers markets, grocery stores and other establishments. These match programs provide extra funding to CalFresh participants for purchase of fresh fruits and vegetables.

Local Market Support for Underserved Communities: Support local markets and producers that can reach food insecure populations, such as farmers markets, mobile farmers market trucks, farm stands, and portable food solutions.

Local Market Capacity: Create an online local marketplace for excess products from growers, farmers markets, and restaurants that can bolster food recovery initiatives.

Valley Vision assessed regional assets and challenges to address key action priorities that support food security and healthy food access. The following themes emerged.

Regional Assets to Support Action Priorities

The food banks have met the COVID-19 challenge. The food banks rapidly scaled up operations and shifted nearly all aspects of their business practices to meet the hugely expanded needs of the food insecure. They continue to innovate.

Institutional procurement keeps the money for food purchasing local and increases healthy food access. There are several successful programs including Sacramento City Unified School District's Nutrition Services efforts, which include a new Central Kitchen and preparation of 43,000 healthy meals a day; Winters School District and Davis School District which procures from local farmers; and UC Davis Health, which has greatly increased its percentage of locally sourced foods and expanded its focus on food as medicine.

"We had to get innovative in the COVID-19 pandemic. When school was no longer in person, we partnered with several schools to organize 'bus runs' where we delivered food at a number of bus stops."

Wendy David, Bread and Broth, El Dorado County First 5



Regional Assets to Support Action Priorities

Multiple collaborative efforts that bring food system partners together and strengthen food access and the emergency food system.

Many collaborative efforts resulted from the pandemic and the partnerships formed have remained strong. Some examples include: Placer County Food Stakeholder Meeting (Health Education Council), the city of Sacramento Food Justice Task Force and bi-weekly Food Access calls, and Yolo County Nutrition Action Partnership (CNAP). Additionally, restaurants have partnered with a wide network of organizations to prepare meals for the food insecure through programs like Great Plates for seniors and the Family Meal program for school children and families. Local grocery stores have provided millions of dollars of product to food banks through food rescue programs and programs. The grocery stores are also engaged with Farm to School Programs and food education programs.

Continued efforts to increase CalFresh enrollment across the region. For example, Yolo County has a CalFresh support employee at the UC Davis pantry to help students apply for CalFresh and a county-wide 211 service that helps residents find food distribution centers. Placer County created a QR code for CalFresh applications that can be placed on mailers, newsletters, etc., which allows residents to fill out the application at their convenience.

Mobile markets, drive-up distributions, and food box delivery services help reach underserved areas that do not have access to healthy fresh food. Variations of this model have been supported by a wide range of interests, including all the food banks in the region, the West Sacramento urban farms, Health Education Council, First 5 El Dorado, the health systems, corporate sponsors, and others.

Direct access to healthy fresh produce from local food producers. There are many ways to buy fresh food from local growers through farm stands, urban farms, pick-your-own farms, etc. Some farms, such as Three Sisters Gardens, hosts a free farm stand once a week during the growing season where they give a box of food to anyone interested and the UC Davis Farm donates 10% of its food to the community.

CalFresh access and Market Match programs. Several certified farmers markets in Sacramento and Yolo Counties have the capacity to enable use of CalFresh benefits. These markets can then utilize the Market Match incentive programs which provide additional benefits for CalFresh participants to purchase fresh produce. The farmers market program is operated by Alchemist CDC, through a partnership with the Ecology Center. Yolo County has partnered with Nugget Market and other partners to leverage \$1 million in GusNIP funding for fresh produce access at retail establishments (the program will officially launch in 2022).



The Food System Resilience Poll found that 16% of respondents self-reported that they have low/very low food security. A fourth of respondents participated in some kind of food assistance program in the last 12 months; almost half (47%) used a portion of their economic stimulus money to buy groceries or food that they could not previously afford.



Picture of Yolo Food Bank Distribution

Regional Challenges to Advancing Action Priorities

Systemic hunger and food and nutrition insecurity: Almost 300,000 residents in the Sacramento region are food insecure – 12% of the population. Income/poverty is often a primary cause with individuals forced to choose which of life's basic necessities to direct their limited budgets to. But other contributing factors, such as mobility or isolation, poor transit, and limited retail access must be taken into account.

Disparities in food insecurity: Seniors, BIPOC, and households with children are more likely to experience food insecurity. The mapping of food insecurity shows geographic differences that correlate with other indicators such as economic disadvantage. See Appendix 3 for more detail.

Huge demand/lack of sustainable funding sources for the emergency food system: Insufficient and unstable funding limits the food banks' abilities to properly support infrastructure and capacity improvements, including staffing and equipment. The challenge has amplified with the huge increases in clients served and food distributed. Lack of knowledge about the level, characteristics, and impacts of food insecurity among local elected officials and the public contributes to the lack of any kind of sustained public investment. The number of food insecure residents increased by 50% (on average) from pre-COVID to present levels and the amount of food distributed increased by more than 40%. (See [Valley Vision's website](#) for more detailed analysis of food insecurity and the emergency food system).

Low CalFresh enrollment levels: Only Sacramento County has a high level of CalFresh enrollment; El Dorado, Placer, and Yolo Counties' enrollment rates range from 40-50%. Barriers include long-term lack of adequate state-funded resources for counties; lack of cultural competence in food and support services; and misinformation. Mixed-immigration status families are discouraged from accessing services for fear of deportation. CalFresh is not available to undocumented individuals, DACA recipients, individuals with Temporary Protected Status (TPS), and individuals with a student, work, or tourist visa. There are barriers to enrolling higher ed students, which especially affects Yolo County's CalFresh enrollment levels, related to UC Davis students.

Labor shortages: Food banks, pantries, and other emergency food services experienced a huge reduction in volunteers due to COVID-19. In addition to the loss of volunteers, food banks have shortages of paid workers in areas such as logistics, warehousing, and trucking, making it hard for food banks to meet increased demands. Other food and agriculture-related organizations and businesses are facing labor shortages, disrupting supply chains for schools, food distributors, and others.

Finally, we found numerous emerging opportunities based on current conditions, policies, and programs.

Emerging Opportunities for Action

State and federal investments for the emergency food system, edible food recovery, CalFresh, and nonprofit partnerships: New sources and levels of funding approved in the [2021-2022 state budget](#) - including \$3 million for food waste prevention and recovery - will help meet the capacity needs of the emergency food system, such as upgrading infrastructure, equipment, cold storage, food and other supplies, and staff resources. Funding will also be available to help support food recovery efforts, Market Match programs, and the nonprofit sector working to improve food/nutrition security. Continued investments in the Senior Farmers Market Nutrition Programs, Universal School Meals Program, and Farm to Community Food Hubs Program will help ensure people have access to affordable and fresh produce in their communities.

Increased CalFresh enrollment: Increased state funding is needed to enable counties to enroll all eligible individuals in CalFresh, which could bring an additional \$146 million into the region, helping to support local farmers, and greatly improving nutrition security for low-income residents. New and expanded initiatives, including the Food For All initiative, will provide food for those who were ineligible due to immigration status. Public funding could expand use of CalFresh at farmers markets through infrastructure support for vendors, also increasing the opportunity for use of Market Match (GusNIP and CalNIP) programs which are dependent on CalFresh benefits being accepted.

Innovative food distribution models: New models are proving successful, including mobile farmers markets, produce delivery services, drive-up distributions, and online distribution channels. These models can facilitate access to fresh produce for households who cannot obtain fresh produce easily. One example is the new West Sacramento Mobile Farmers Market operated by the Center for Land-Based Learning.

Collaboration among nonprofit organizations and elected officials: Increased collaboration, coordination, and commitment is needed to reduce silos and truly address the challenge of food insecurity across the region. Efforts to work across governmental systems to jointly leverage and/or invest in resources and opportunities is greatly needed.

El Dorado's library system rapidly transformed to help with food distribution during the pandemic. As a community meeting area and family resource center, libraries are seen as a safe gathering place. The libraries opened up to distribute food when COVID-19 hit, but they also distributed other basic supply items, such as diapers. Since libraries are one of the only services without plexiglass (during COVID), having food distribution there was very natural and comforting.

Kathi Guerrero, First 5 El Dorado



Picture of Placer Food Bank distribution

Picture of CalFresh QR code, Placer County

CASE STUDY

Elk Grove Food Insecurity Pilot Project: The Food Insecurity Pilot Project is a partnership with Elk Grove Food Bank (EGFB), Dignity Health, and Methodist Hospital. The pilot program began in September 2020 to address and assess the food-related needs of hospital patients. Hospital social workers and patient navigators refer patients to the EGFB if they interact with them and discover they are experiencing food insecurity and/or need more basic needs services. A number of these patients are inpatients, while others are in outpatient skilled care facilities, or are admitted to the emergency department with low acute care levels. The EGFB offers case management to assess the patient's eligibility for services. The services include food deliveries, CalFresh application assistance, food wellness programs, and extra clothing and adult diapers.

Phoua Moua, Manager, Community Health and Outreach, Dignity Health.





6 Strategic Focus Area 6: Health and Nutrition

Food and nutrition literacy focuses on linking food-related knowledge and skills with a healthy diet, healthy lifestyle, and positive health outcomes. Throughout the region, nutrition and food education programs aim to build awareness and skills in agriculture, gardening, cooking, and nutrition that encourage local food consumption and healthy eating. In the absence of dedicated funding, the capacity to reach more individuals and have sustained, measurable impact is limited. People who are exposed to food and nutrition literacy - in school, on farms, in their communities, or at home - can substantially reduce their chances of developing health-related conditions connected to diets, such as obesity, diabetes, and heart disease. There is a need for additional resources to help youth and adults understand how food and nutrition impact health.

"By the time you get to a hospital, there is a problem - if we could be proactive about nutrition education, that knowledge is empowering to the child and will help keep them healthy over the long-term."

Chef Santana Diaz, UC Davis Health



Through stakeholder engagement, community surveys, research, and data analysis Valley Vision developed the following key action priorities to support health and nutrition in the Greater Sacramento region.



Regional Action Plan Priorities for Health and Nutrition

Food and Nutrition Literacy and Marketing: Expand food literacy and taste education programs in both K-12 schools and for adults. Bolster marketing and educational efforts for where to access healthy foods and encourage residents to be active consumers of fresh and local produce. Incorporate culturally appropriate education.

Local Food Access: Increase healthy food access in communities through expansion of local food access points, including community garden programs, mobile farmers markets, urban farms, CSAs, standing farmers markets, and school gardens. Support development of food-anchored resiliency hubs. Investment is needed for this infrastructure.

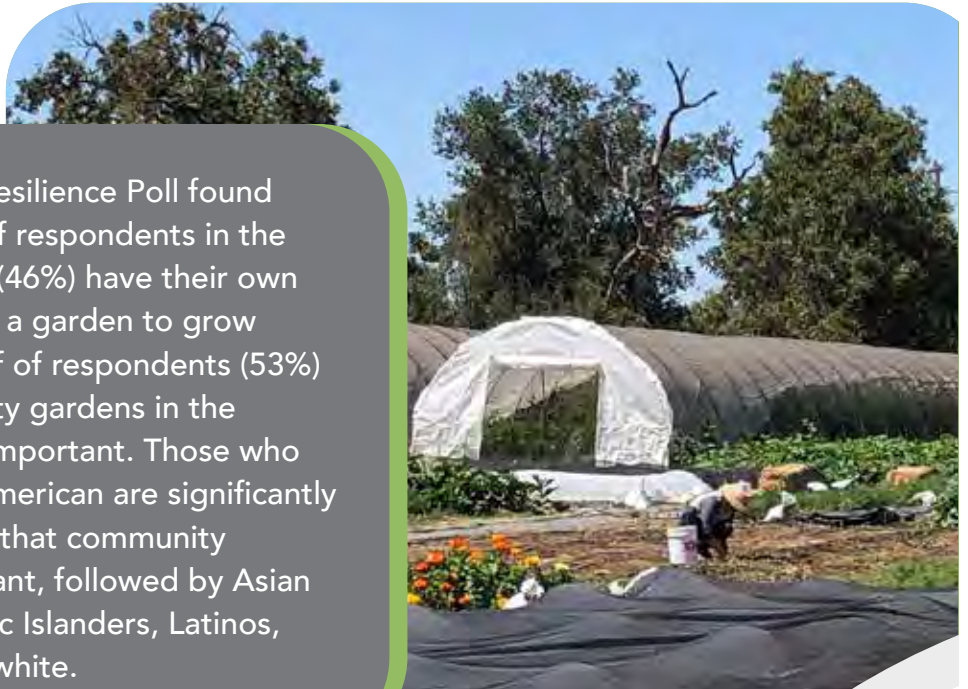
Local Market Support for Underserved Communities: Support local markets and producers that can reach food insecure populations, such as farmers markets, mobile farmers market trucks, farm stands, and healthy corner store programming. Such efforts establish accessible and affordable pipelines to healthy foods for residents and also benefit local producers.

Food Access Communications Support: Expand Yolo County Fresh Text - which connects residents to local food distribution - to the rest of the region (<https://www.211sacramento.org/211/2-1-1-yolo-county-fresh-text/>). Increase 211 partnership with local nonprofits and health systems through a new referral platform – **the Unite Us Portal** - to help connect patients with access to healthy foods and nutrition.

Valley Vision assessed regional assets and challenges to address key action priorities that support health and nutrition. The following themes emerged.

Picture of: Center For Land Based Learning

The Food System Resilience Poll found that less than half of respondents in the Sacramento region (46%) have their own garden or access to a garden to grow food. But about half of respondents (53%) think that community gardens in the neighborhood are important. Those who are Black/African American are significantly more likely to think that community gardens are important, followed by Asian American and Pacific Islanders, Latinos, and those who are white.



Regional Assets to Support Action Priorities

Collaboration is rich in this field across sectors. Nonprofit organizations, school districts, food banks, farmers, health systems, restaurants, grocery stores, and others have many existing partnerships and work together to improve food and nutrition literacy. For example: Sacramento City Unified School District (SCUSD) Nutrition Services Department has been an instrumental partner with the Food Literacy Center, the Sacramento Food Bank and Family Services, Soil Born Farms, Fiery Ginger Farm and others. The partners have been critical to embedding nutrition literacy programs within the SCUSD.

The region has strong programs that expose youth to food and nutrition literacy and agriculture. Food and nutrition education and culinary programs have increased demand for a wider variety of fresh fruits and vegetables at school meal programs. Examples of programs include: El Dorado County's Ag in the Classroom; 4-H programs; Future Farmers of America clubs in Placer, Davis, El Dorado, Elk Grove, Sacramento Shelton, Pleasant Grove, and others; Farm to School programs (Davis, Sacramento, Winters and others); UC Cooperative Extension programs; urban farms including Soil Born Farms, Center for Land-Based Learning, Yisrael Family Urban Farm, Fiery Ginger Farm, We Grow Urban Farms, and Three Sisters Farm; and career pathway programs in Rocklin, Bryte, Sacramento, Woodland and others. The Food Literacy Center will be operating the new Broccoli Center in collaboration with Floyd Farms to expand food literacy programs in SCUSD schools, using healthy food from the farm.

Hospitals, community health centers, and colleges place an emphasis on food literacy and its relationship to health. The region's health systems directly deliver nutrition and education services and also support a wide network of community partners through community benefit programs and other funding.

Urban agriculture is growing, with increasing demand for farms and community gardens. The city of West Sacramento has one of the most notable urban agriculture programs, bringing several vacant lots to life through a partnership with the Center for Land-Based Learning. Hansen Garden by CommuniCare offers health and nutrition education and is located in an area that was once a parking lot. Similarly, Three Sisters Gardens in Broderick, West Sacramento sits on a plot of land that was originally intended to be a parking lot. The County of Sacramento provides land for Soil Born Farms, and the City of Sacramento has a large community garden program, with more than 20 gardens and more than 450 plots. Several other cities in the region have community garden programs but they are limited in scale.

Food and nutrition education programs sent program materials home with students during the COVID-19 pandemic. This allowed entire families to access food and nutrition literacy materials.

The Food System Resilience Poll reported that stores for traditional/cultural food are geographically accessible to most residents, but 13% still reported having difficulty obtaining cultural or traditional food. One-fourth of those who are AAPI said it is difficult for them to get some of the traditional/cultural foods that they want, compared to only 10% of those who are white. Those who speak a language other than English as their first language or in their household and those with low/very low food security are also more likely to have difficulty.



Regional Challenges to Advancing Action Priorities

Lack of sustainable funding sources: Food literacy, health, and nutrition education programs are not permanently integrated into all schools nor fully funded with long-term, multi-year funding. These efforts cannot survive on volunteers and need to be staffed by trained individuals and experts. Additional training programs, more standardized training, and dedicated support at the state and local levels are needed.

Need for more food and nutrition education programs for adults: Without a full understanding of food and nutrition among the entire household, it is difficult to address food literacy, eating habits, and healthy lifestyles.

Affordability of and access to healthy foods: A recent USDA study found that 88% of SNAP participants encountered some type of hurdle to a healthy diet. Most notably, 61% reported that the cost of healthy foods was a barrier. Other barriers included the time to prepare meals from scratch, transportation to and distance from a grocery store, and knowledge about healthy foods.¹⁵

Lack of sufficient community gardens and local food access: The number of plots available in community gardens is inadequate to meet demand. Several existing community gardens have long wait lists. It is expensive to prepare and sustain community gardens, given requirements for land, improvements (i.e., soil remediation, irrigation systems), utilities and operating expenses, and staffing.

Lack of sufficient food literacy measures: Food literacy and education is a young field. It is sometimes difficult to draw conclusions, inform policy, and find funding without a mechanism to measure the success of implementation and outcomes. However, there are several programs that are showing success in changing eating habits, especially with school children.

Culturally appropriate education: Given the diversity of the region's population and the concentration of certain immigrant and refugee populations, there must be greater focus on delivering culturally appropriate education and solutions.

"The Auburn Interfaith Food Closet is working with several churches on a new program to provide culturally appropriate foods to families at a school in Auburn that has a high percentage of economically disadvantaged households. Members of the community were asked what kinds of foods they would like to receive and the partners are providing food boxes to 100 families once a month with requested items. The Food Closet is assessing the program to see if it could be scalable to other schools in Placer County."

Andy Hayes, Auburn Interfaith Food Closet



Picture of
Soil Born Farms

15 "Barriers that Constrain the Adequacy of Supplemental Nutrition Assistance Programs," USDA, June 23, 2021. <https://www.fns.usda.gov/snap/barriers-constrain-adequacy-snap-allotments>

Finally, we found numerous emerging opportunities based on current conditions, policies, and programs.

Emerging Opportunities for Action

New funding resources: Expansion of CDFA's Farm to School program will provide some financial sustainability for health and education programs. Additional funding for food and nutrition literacy programs from state, federal, and philanthropic agencies will provide additional capacity for successful food literacy and nutrition programs and partnerships to grow and to strengthen the nonprofit and education sectors.

Community gardens/local food access: New approaches to identify parcels of land to be gifted, converted, put into land trust, etc. will help meet the demand for more community gardens. Food hubs, mobile food trucks, urban farms, and other facilities can help secure a steady supply of affordable food year-round for residents in need.

Investment in taste education: Investing in programs that teach eating habits and education regarding taste in early childhood are essential for healthy living. Oftentimes, dietary habits acquired in early childhood remain with people throughout their lives, and early habits ultimately affect adult health. This requires long-term investment and institutional changes within the school system to prioritize nutrition education, food literacy, and culinary skill-building.

Innovative collaborations: Partnerships between community-based programs, food and nutrition scientists, health systems, and other agencies can help link health and nutrition to health efficacy outcomes. Further knowledge of these factors will drive further innovation and improvement.

"Consistent funding to sustain successful programs, plus educating community leaders about our food system is important. Elected officials don't always realize the nuances of funding food nutrition and healthy foods. The emergency food system is on the front line, but there are other investments that we need for long-term resilience."

Amber Stott, Food Literacy Center



Picture of Sacramento City Unified School District Central Kitchen



CASE STUDY

Fiery Ginger Farm, West Sacramento. Fiery Ginger Farm will build upon existing programs in food education and literacy to partner with several school districts and farm to school programs to expand efforts through a new CDFA Farm to School grant. Partners include the Davis Joint Unified School District, Natomas Unified School District, Western Placer Unified School District, Davis Farm to School, and The Bee Charmers. Fiery Ginger Farm will build upon five years of farm to school work connecting children to local, high-quality, sustainably-grown, and nutrient-dense produce, as well as introducing children to potential careers in agriculture. The Farm will collaborate with new and existing school district partners to expand their procurement of local fruits and vegetables for school meals, making several farm infrastructure improvements and creating a food hub to aggregate produce from local farms and deliver to schools. Fiery Ginger Farm will tailor its existing farm to school education programming, which includes taste tests in school cafeterias; student and kitchen staff field trips to the farm; and classroom and garden lessons about agriculture, nutrition, and food systems.


Source: CDFA Farm to School Summary, Project Grant Narrative, 2021.





Picture of
Fiery Ginger Farm

Regional Action Plan Recommendations

This section of the Region Action Plan provides a summary matrix of the overall cross-cutting strategies and recommended implementation actions for the six Strategic Focus Areas that were presented in the section of the report. Due to the interconnected nature of the food system, the recommended actions support one another across the Strategic Focus Areas. This plan is a road map and call to action for many different food system partners, stakeholders, and funders, with priorities identified by all those who participated. It is also an investment agenda that will require a large amount of funding, supportive policies, and other resources such as technical assistance or capacity support to meet current challenges and potential opportunities before us. This is a living document. Should you have any recommendations or implementation actions to add, please contact us at FoodAndAg@ValleyVision.org.

Overall Cross-Cutting Food System Recommendations	
Strategy	Implementation Action
Viability of Agriculture 	
1	Food and Agriculture Business Start-Up and Ongoing Support Increase funding mechanisms and investment for access to land, capital, appropriate equipment, and broadband for those who want to enter the food and agriculture pipeline. Emphasis should be given to women and BIPOC farmers, food businesses, and BIPOC and women-led organizations, as well as small or otherwise economically challenged farmers and food entrepreneurs.
2	Technical Assistance Capacity Increase organizational capacity of nonprofits, farm advisors, and others to help small farmers, food entrepreneurs, and distributors reach expanded local markets, deal with climate change impacts, and other needs. (The Food Economy Strategic Focus Area includes strategies for expanded market opportunities.)
3	Drought Assistance Provide drought assistance, especially to small growers.
4	Update local General Plans and Planning Elements Local planning and policy documents should be updated by local governments to ensure support for agriculture and food-related activities, including farmland protection.



Strategy		Implementation Action
		Environmental Sustainability 
5	Conservation Easements	Develop a strategy to increase Conservation Easements consistent with conservation and development plans so that the land is preserved and farmers have the financial benefits of farming without the pressure to develop. Increase funding to implement more easements; establish the value of ecosystem services or the benefits that farming provides to the environment, such as carbon capture, improved water quality and supply, improved biodiversity and habitat, and flood and disease control. Explore emerging models such as community land trusts.
6	Soil Health	Support adoption of regenerative agricultural practices to improve soil health and water efficiencies. Transition to compost, natural fertilizers, and other practices, such as crop rotation, to reduce reliance on ammonia and nitrogen-based fertilizers. Seek additional resources to assist farmers.
7	Food Recovery Capacity and Facilities	Identify a sustainable funding stream to implement California SB 1383, a state law which requires the recovery of 20% of edible food by 2025 that would otherwise go to landfills. Funding is needed to cover food recovery and waste reduction operating costs and capital expenditures such as refrigerated trucks, warehouse space, and refrigeration. Options may include incentivizing local jurisdictions to include funding for food recovery through solid waste fees and rate structures.
		Food Economy 
8	Institutional Procurement	Organize and expand institutional purchasing and local procurement agreements and partnerships with schools, hospitals, governments, event centers, and others to serve health-promoting, locally grown foods. Restructure the USDA school nutrition funding program to promote local purchasing and Farm to School Programs.
9	Food Hub/ Food System Infrastructure Funding	Invest in a network of hubs and other food system infrastructure across the region to connect local growers to local institutions and other markets and increase farmer capacity. These include: incubators, public markets, school central kitchens, storage and processing facilities, community kitchens and meat processing facilities.
10	Urban Agriculture Projects	Expand urban agriculture, such as urban farms, farmers markets, farm stands, mobile markets, community compost hubs, CSAs, and nurseries to increase access to fresh and nutritious produce/products. Explore new enterprise models.
11	Assistance for Small Farmers/Food Entrepreneurs	Provide technical, financial, and other support to small farmers and food entrepreneurs, especially BIPOC, economically disadvantaged, small-enterprise, and other diverse farmers and entrepreneurs.




Strategy		Implementation Action
		Careers in Food and Agriculture
12	Apprenticeships	Invest in apprenticeship programs to grow the next generation of farm managers and skilled food and beverage manufacturing workers.
13	Youth Workforce Development	Increase opportunities for youth agriculture training, including career awareness and career readiness programs.
14	Workforce Development / Upskilling	Support long-term career pipeline investments and technical assistance for generational farmers, farm managers, and food processors to ensure the workforce is resilient and resourced to weather economic and supply chain disruptions. Address health status concerns and immigration challenges.
15	AgTech Workforce Skills	Support development of agrifood tech workforce skills training to address emerging skills gaps in high-demand occupations across the spectrum of the food and agriculture industry cluster.
16	Immigrant and Refugee Workforce Development	Fund immigrant and refugee settlement groups and adult education organizations to help train workers to meet the food and agriculture skills gaps in the region and provide pathways to opportunity.
17	Local Hiring Policies	Encourage businesses to hire locally to ensure there are investments and opportunities for residents in the surrounding community.



Picture of Sacramento City Unified School District Central Kitchen

Strategy		Implementation Action
		Food Security and Healthy Food Access 
18	Sustainable Funding for Food Banks/ Emergency Food System	Provide sustainable, multi-year funding to food banks. Consistent and sustainable funding will reduce reliance on volunteers who are subject to high turnover; expand infrastructure and facilities required to meet the needs of an increasing number of food- insecure residents; and support administrative costs to allow for additional fundraising and systems management.
19	CalFresh Enrollment	Increase state resources for counties to enroll more CalFresh (SNAP) eligible residents, including higher education students. Results will improve food and nutrition security; increase consumer purchasing power and revenues for growers and food establishments; and keep food dollars in the local economy.
20	Food Security Resources	Expand the capacity to use CalFresh at farmers markets across the region. This will require putting in place the infrastructure needed for vendors to be able to accept the benefits, and providing public funding to support staff, administrative, and other programmatic costs.
21	Market Match Programs	Increase access to new state Nutrition Incentive Program (CalNIP) and federal Nutrition Incentive Program (GusNIP) funding for expanded "Market Match" programs which match CalFresh benefits at farmers markets, grocery stores and other establishments. These match programs provide extra funding to CalFresh participants for purchase of fresh fruits and vegetables.
22	Local Market Support for Underserved Communities	Support local markets and producers that can reach food insecure populations, such as farmers markets, mobile farmers market trucks, farm stands, and portable food solutions.
23	Local Market Capacity	Create an online local marketplace for excess products from growers, farmers markets, and restaurants that can bolster food recovery initiatives.



Strategy		Implementation Action
		Health and Nutrition 
24	Food and Nutrition Literacy and Marketing	Expand food literacy and taste education programs in both K-12 schools and for adults. Bolster marketing and educational efforts for where to access healthy foods and encourage residents to be active consumers of fresh and local produce. Incorporate culturally appropriate education.
25	Local Food Access	Increase healthy food access in communities through expansion of local food access points, including community garden programs, mobile farmers markets, urban farms, CSAs, standing farmers markets, and school gardens. Support development of food-anchored resiliency hubs. Investment is needed for this infrastructure.
26	Local Market Support for Underserved Communities	Support local markets and producers that can reach food insecure populations, such as farmers markets, mobile farmers market trucks, farm stands, and healthy corner store programming. Such efforts establish accessible and affordable pipelines to healthy foods for residents and also benefit local producers.
27	Food Access Communications Support	Expand Yolo County Fresh Text - which connects residents to local food distribution - to the rest of the region (https://www.211sacramento.org/211/2-1-1-yolo-county-fresh-text/). Increase 211 partnership with local nonprofits and health systems through a new referral platform – the Unite Us Portal - to help connect patients with access to healthy foods and nutrition.



Summary/Next Steps

The identification of the Regional Action Plan priorities comprises the first phase of this planning effort. Now that priorities have been clarified, the next phase of the Regional Action Plan project will consider various funding strategies, sources, and mechanisms to set the course for increased systemic investments, including a mechanism such as a healthy food financing fund, which has long been a regional priority. Valley Vision will work with the Foundation and other partners to explore possible models and to align the priorities with major new and potentially transformative funding opportunities that have emerged during the pandemic. An initial resource list is included in [LINK](#) and we will continue to build upon this inventory and identify additional project funding matches and opportunities in the second phase of the project.

The research clearly revealed four different themes that must be emphasized and prioritized for action. The first is that levels of food insecurity are high across the region. Food insecurity is a difficult fact of life for hundreds of thousands of residents, yet is often thought of as a temporary or emergency phenomenon to be addressed by the emergency food system (the network of food banks and their hundreds of community partners). We need to acknowledge the reality that food insecurity is a pervasive, systemic condition in our community, and build a food system investment agenda that provides a more sustainable source of support for those operating in the emergency food system.



Picture of Soil Born Farms

Second, as noted throughout the Regional Action Plan, the many aspects of the food system are highly interconnected. Actions in one Focus Area will benefit another. As an example, if there is a strongly concerted effort to increase CalFresh enrollment for eligible residents, those who are food insecure will benefit from increased access to healthy foods; simultaneously, farmers, distributors, retailers, and others will benefit economically which will keep the community strong. There are numerous examples of these beneficial intersections which make for an even greater investment case.

Third, in so many of the areas identified for action, it is the nonprofit sector that carries the major lift. Recognizing the critical importance of these organizations is vital for the focus and scope of an investment agenda. They must have sufficient funds to deliver programming and sustain their operations.

Fourth, the food system is fragmented. While there are many strong partnerships and collaborative efforts, much greater cohesion and focus is needed so the region is better prepared for a more resilient and equitable future.

To this end, Valley Vision will continue to collaborate with community partners to explore possible avenues. This includes the assessment being conducted by Soil Born Farms, to build upon the lessons learned and the food system assets that were developed through The California Endowment's investment in Sacramento's Building

Healthy Communities initiative, now coming to a close. The assessment will identify what would benefit the region from a structural standpoint to ensure there is the competency, capacity, and focus to fully realize the opportunities before us, leveraging the Regional Action Plan as the guide.

Through the 2015 Sacramento Region Food System Action Plan process, Valley Vision began to inventory specific projects and programs with estimated budgets that could be initiated or scaled with appropriate resources. We will continue to work with partners across the region to obtain their input and develop a more refined list of investment opportunities aligned with the priorities identified in the Regional Action Plan, and anticipate presenting a recommended food system funding strategy by early 2022. The Regional Action Plan priorities and funding strategy will be used to inform the Foundation's approach to its own work in this space, as well as other funders and stakeholders within and outside of the region.

The Regional Action Plan is intended to elevate the vital importance of investing in a sustainable, resilient, and equitable food system. With strategic investments, policies, programs, and collaboration, our regional food system can truly be a path to inclusive economic opportunity, health and well-being, and environmental sustainability for generations to come. Should you have any questions, ideas, or resources to share, or if you want to stay informed about the Regional Action Plan and the funding strategy, please contact us at FoodAndAg@ValleyVision.org.

Appendix 1

List of Participants and Contributors

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Becca	Whitman	Raley's
James	Wigginton	Downey Brand
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Dorcas	Yee	Community Member
Siew	Yee Lee	California Capital CDC
Megan	Young	Chroma Farm
Blake	Young	Sacramento Food Bank & Family Services
Gabe	Youtsey	University of California Agriculture and Natural Resources



Appendix 2

Report Methodology

The 2021 Sacramento Region Food System Action Plan (Regional Action Plan) update was initiated in May 2021. The development of the Regional Action Plan was informed by multiple data sources, tools, and techniques organized around the framework of six Strategic Focus Areas identified for the project. Multiple food system-related activities occurring across the region were an additional valuable source of networks and information that enhanced the development of the Regional Action Plan. The following summarizes the key aspects of the project methodology.

Research Activities. The project team reviewed the 2015 Sacramento Region Food System Action Plan (2015 Action Plan) to determine appropriate data sources and methodologies for addressing the regional priorities that have changed since 2015. Using national data sources, such as Feeding America, core data sets are used in the Regional Action Plan to estimate and project food insecurity levels in the region. State agencies and nonprofit sources provided estimates of CalFresh enrollment levels and associated economic impacts. Through interviews and annual reports, the three major food banks that serve El Dorado, Placer, Sacramento, and Yolo counties provided a significant amount of information on the local emergency food system. Several sources of information about food insecurity efforts were also reviewed, including from school districts, hospitals, health systems, and nonprofit and for-profit organizations.

Valley Vision used census tract-level data from Feeding America to map food insecurity rates in 2019 (historical) and 2021 (projected), as well as changes over time. The [maps of each county's food insecurity rate](#) provide a spatial display of disparities across the region and areas where food insecurity is increasing. This information was provided in lieu of the food deserts/food access analysis in the 2015 Action Plan. A more detailed analysis of the state of food insecurity and the emergency food system in the region can be found on Valley Vision's website.

Other research activities included a review of national and state policy findings related to the impact of food payments on food security and poverty; a review of state and federal funding and policy initiative, particularly those resulting from the pandemic; research on emerging issues that will affect the food system in the near future, including the implementation of SB 1383 for required food recovery and food waste reduction efforts; an analysis of land-use trends and the conversion of farmlands to other uses; and a review of state policy analyses and plans related to climate-smart agriculture and environmental sustainability.

Valley Vision's research included a review of many food system studies from across the state; reports and data on specific issues such as food system financing, food hubs, and food procurement strategies; and identification of successful models, pilots, and lessons learned in the region and elsewhere. Several of the new funding and policy initiatives will be resources for the Regional Action Plan investment and financing strategy. A summary of the resources and funding opportunities can be found at <https://bit.ly/2021foodresources>.

Valley Vision also drew upon its many years of experience working across key aspects of the food system, including co-management of the Greater Sacramento Region Prosperity Plan's Food and Agriculture Cluster strategy; expertise in rural connectivity and broadband-enabled agriculture technologies; and convening of regional industry advisory meetings with food and agriculture cluster employers and education and workforce partners to promote career pathways; and other projects related to food hubs, natural and working lands, school wellness, and institutional fresh produce procurement strategies. This experience, along with a strong network and ongoing collaboration with key regional food and agriculture partners, including food banks, nonprofits, elected officials, K-12 and higher education, state and federal partners, businesses, and others provided a strong understanding and grounding for the Regional Action Plan.

Additionally, Dr. Catherine Brinkley and Jordana Fuchs-Chesney of the University of California, Davis prepared detailed [County Community Food Guides](#), and Dr. Catherine Brinkley's Spring 2021 Community & Regional Development (CRD) 200 Health and Place class prepared a Food System Health Impact Assessment; both of these efforts shaped implementation actions and recommendations in the Regional Action Plan.

Listening Sessions/Interviews. Primary data was gathered through a series of individual and group interviews with stakeholders and leaders involved in the regional food system, as well as six virtual listening sessions held during the summer of 2021. Approximately 200 persons participated in the listening sessions (many attended more than one). These sessions included participation by state and federal agency partners who provided updates on funding and policy initiatives and opportunities. The sessions involved an overview of some key food system metrics, with input solicited from participants using the Mentimeter tool to identify

issues, challenges, opportunities, assets, best practices, and replicable models. Approximately 1,000 pieces of input were received, along with discussion during the sessions. This information was synthesized and provides the basis for a large part of the assessment contained in the Regional Action Plan.

Additional information was obtained through numerous individual and group interviews with community leaders and stakeholders, along with consultation with subject matter experts and funders. See Appendix 1 for a list of those who participated or contributed to the development of the Regional Action Plan.

Food System Resilience Poll. The Regional Action Plan was informed by the nearly 900 people who participated in the [Food System Resilience poll](#), conducted by Valley Vision this year in partnership with the Institute for Social Research at California State University, Sacramento, and Capital Public Radio.

Regional Collaborative Planning Activities. Valley Vision participated in or obtained input from numerous local and regional collaborative planning activities that brought in the perspectives of hundreds of local community organizations, food system stakeholders, government entities, and school and hospital systems. These ongoing activities represent collective approaches to addressing numerous food system issues, challenges, and opportunities. Generally, these activities involve organizations that work on food system issues at various levels of scale, including some which work directly with community members. Participants include a wide range of nonprofit partners.

Some of the ongoing planning activities include:

- City of Sacramento Food Access Bi-Weekly calls/Food Justice Task Force
- The Healthy Food for All Collaborative network meetings
- Placer Food Insecurity Taskforce
- Invest Health Roseville
- Sacramento Food Policy Council
- Yolo County Food Security Coalition
- Feeding El Dorado Collaborative
- Food System Partnership (Sacramento Food Policy Council, Soil Born Farms, Food Literacy Center, CAFF, Valley Vision, and Sohl Resolutions International)

In addition, Valley Vision reached out to numerous organizations and entities working on prospective food system projects covering the Strategic Focus Areas to gain valuable insight into the scope and scale of investments needed. Through the process, many organizations also engaged their networks, bringing more input into the planning process. Valley Vision will seek feedback from community partners on funding and priorities to inform Phase II of the project.

Further, Valley Vision participates with many partners and state and federal agencies to advance regional food system initiatives, including support for major new Build Back Better economic recovery projects. Through collaboration with the Sacramento Metro Chamber's Cap to Cap program, Valley Vision also has the opportunity to meet with federal agency officials to raise awareness of and promote the Regional Action Plan's recommendations.

All of these activities helped inform the development of the Regional Action Plan and its recommendations. Should you have any questions, please contact us at FoodAndAg@valleyvision.org

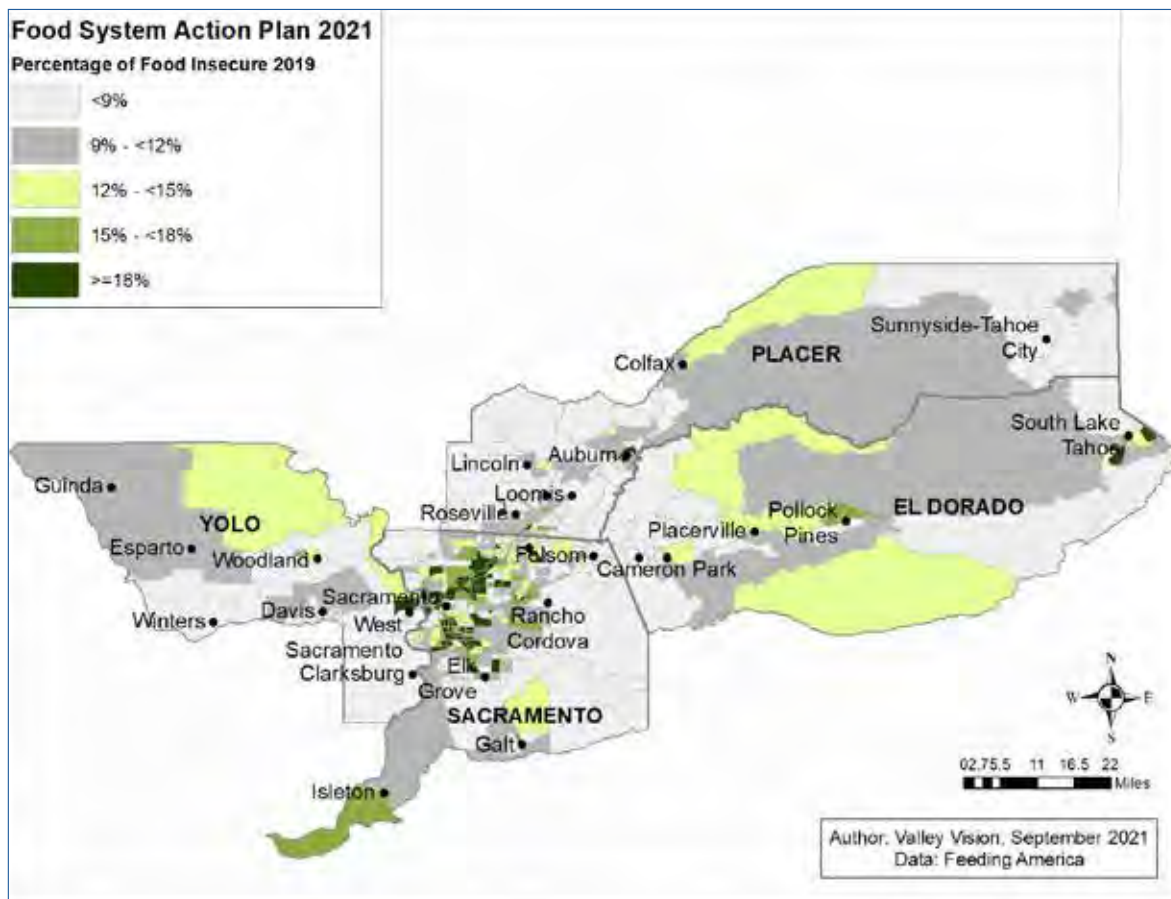


Appendix 3

Regional Food Insecurity Maps

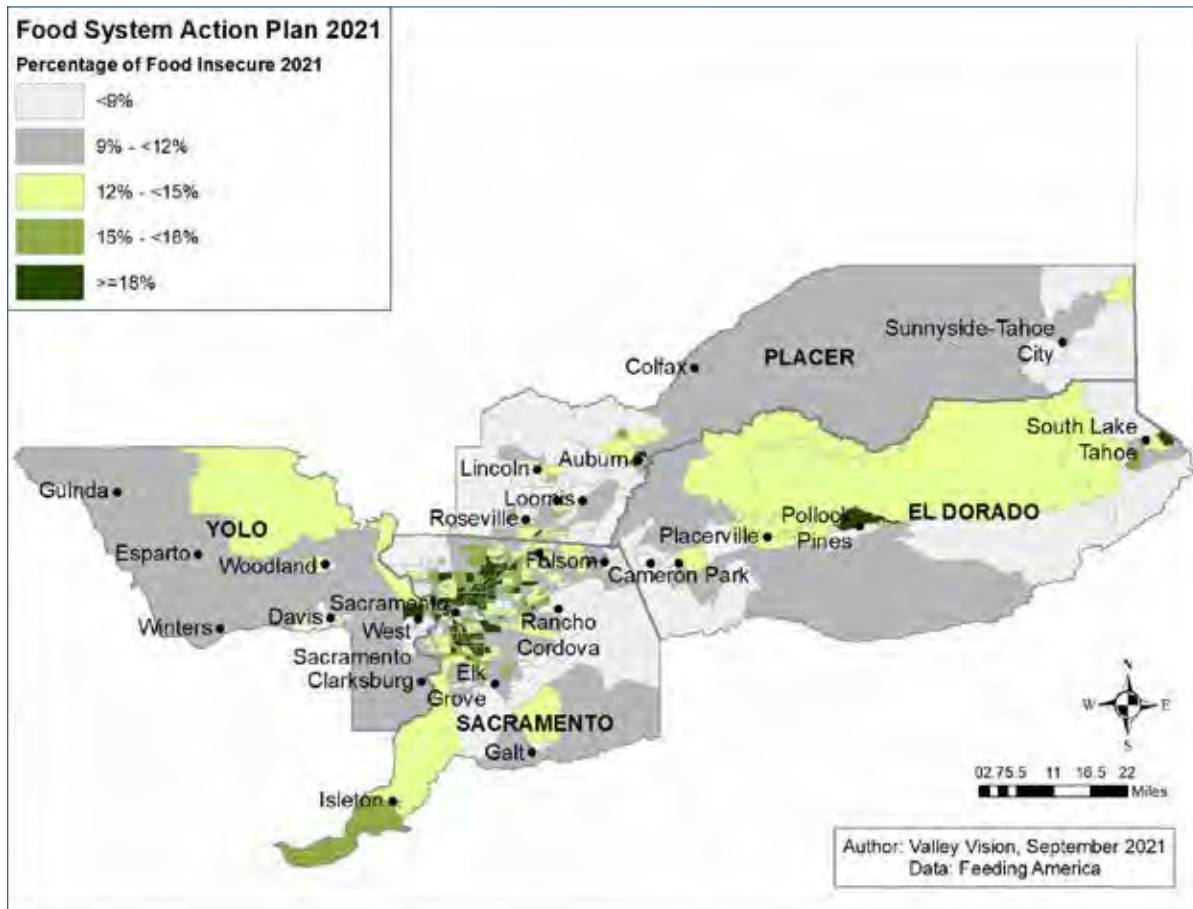
Appendix 3 shows the level of food insecurity by census tract for each county in the Greater Sacramento region in 2019 and in 2021. The data was provided by Feeding America and analyzed by Valley Vision. The 2019 (historical) levels and 2021 (projected, March 2021) levels are the percentage of total persons in food-insecure households. Food insecurity is also projected for 2020, but is not included in this analysis as major spikes in 2020 were moderated in 2021 by economic recovery income supports, increasing employment, and other factors.

To learn more about food insecurity in the Greater Sacramento area, visit [Valley Vision's website](#).



Gundersen, C., Strayer, M., Dewey, A., Hake, M., & Engelhard, E. (2021). *Map the Meal Gap 2021: An Analysis of County and Congressional District Food Insecurity and County Food Cost in the United States in 2019*. Feeding America.

Appendix 3: Regional Food Insecurity Maps



Additional maps showing county-level food insecurity rates can be found here: <https://bit.ly/2021FoodInsecurityMaps>

Gundersen, C., Strayer, M., Dewey, A., Hake, M., & Engelhard, E. (2021). *Map the Meal Gap 2021: An Analysis of County and Congressional District Food Insecurity and County Food Cost in the United States in 2019*. Feeding America.



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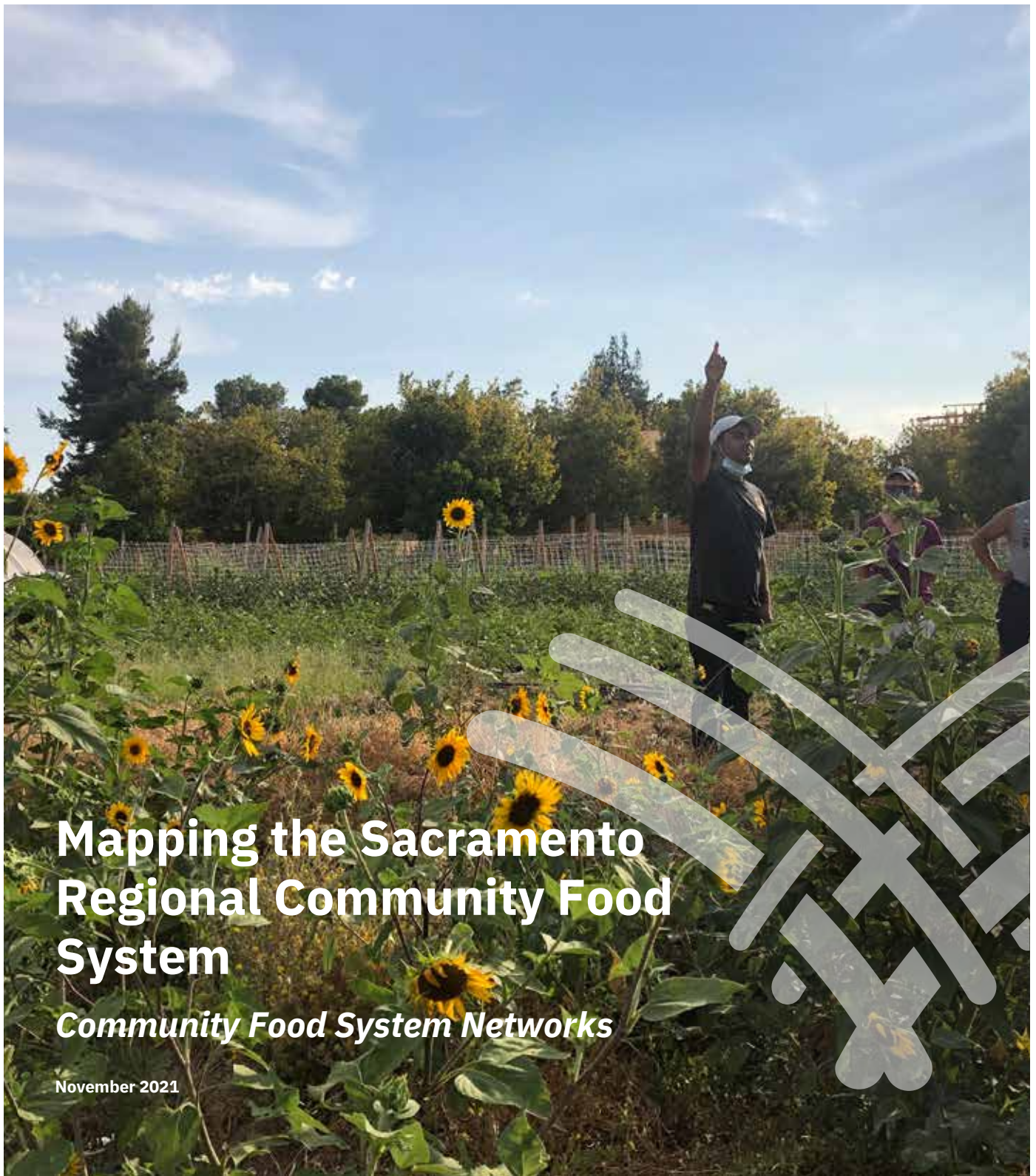
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APPENDIX I3:

Mapping the Sacramento Regional Community Food System



Mapping the Sacramento Regional Community Food System

Community Food System Networks

November 2021

In partnership with:



With additional support from:



Mapping the Sacramento Region Community Food System

in preparation for updates to the 2021 Sacramento Region Food System Action Plan

In partnership with Valley Vision and Sacramento Region Community Foundation

Executive Summary

Little is known about how local farms and markets are connected. Identifying critical gaps and central hubs in regional food systems is of importance in addressing a variety of concerns, such as navigating rapid shifts in marketing practices as seen during the COVID-19 pandemic.

Understanding the constellation of growers and markets also informs efforts to shape policies related to how food is grown and equitable access by identifying coalitions of farms and markets that are able to share information with each other and the consumers they serve. Such concerns are central to the Sacramento region food system which contains the political capital of California, some of the nation's highest producing agricultural counties, and rising rates of food insecurity.

Our findings show that the community food system for Yolo County is tightly interwoven with Bay Area restaurants and farmers' markets. Sacramento County possesses network hubs closely aligned with grocery stores and farms in the Central Valley, and its network stretches the length of the state and beyond thanks to numerous connections to large-scale distributors. While El Dorado and Placer counties have less land in agriculture, they both have vibrant community food systems. El Dorado County is famous for its apple orchards, and the community food is characterized by numerous opportunities to visit farms. Placer County, on the other hand, is characterized by many farmers markets, restaurants and institutional purchasing arrangements.

Introduction

Sacramento was branded “America’s Farm-to-Fork capital” in 2012 to highlight the thriving culinary scene and the region’s diverse agriculture, including unique and local food opportunities as well as the many large-scale growers and processors. The Farm-to-Fork concept highlights the region’s farmers’ markets, grocery stores, farm stands, restaurants, and community supported agriculture (CSA), all of which form part of the Sacramento region’s ‘community food system’.

Many farms connect directly with their communities at farmers’ markets and through Community Supported Agriculture (CSAs), and form relationships with local restaurants and institutions committed to supporting the community’s combined needs for a healthy diet, soils, and development patterns. These direct connections help make farming practices and consumer needs transparent, building a more just food system that meets the needs of ecosystems, farmers, farmworkers, and consumers. Because regional pride and mutual support are core values in a community food system, farms and markets often celebrate their partnership. Farms advertise the markets where you can find their food. Similarly, farmers markets, grocery stores, restaurants and institutions proudly showcase the farms that sell or donate food to them. The transparency in supply chains helps build trust in the food system as well as name recognition for the many contributors.

Such collaboration is needed given the pressing challenges that the region and its food system face. Though California’s Sacramento Delta region is home to a large, diverse agricultural sector, many small family farms are located near rapidly expanding urban areas, and compete for land against the housing market. Economic downturns and housing policy can lead to urban areas expanding outward onto less-expensive farmland, instead of upward. Such development patterns cut into highly productive soils and place a strain on small family farms. In addition, the state continues to grapple with new challenges presented by the COVID-19 crisis, with low income and communities of color impacted most severely. Many national food supply chains have been disrupted, and local farmers and ranchers more directly connected with consumers are pivoting distribution to fill gaps.

The resilience and adaptability of local food systems can be further strengthened with community planning efforts that emphasize supporting local businesses, farmland conservation, and social and environmental policies that benefit farmworkers, the food insecure, and family farmers. In addition, many participants in community food systems profess aspirational goals for sustainable food production, processing, distribution and consumption that are integrated to enhance the

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environmental, economic, social and nutritional health of a particular place (Garrett and Feenstra, 1999).

Acknowledging the rise of community food systems, the United States Department of Agriculture (USDA) first began collecting direct sale data through the agricultural census in 2002 and produced the first Local Food Marketing Practices Survey in 2015 to “benchmark data about local food marketing practices” (USDA, 2015). Though the USDA measures the number of farms selling directly to consumers in a given county, the USDA does not provide data on the ties between farms and markets within or across counties. Such information can help contextualize the food system and its potential to pivot marketing strategies when faced with challenges, such as the COVID-19 pandemic which saw restaurants and cafeterias close for extended periods of time as consumers turned to buying food they could prepare at home.

In response, the following county-level guides map the transparent food connections across four counties: Yolo, Sacramento, Placer and El Dorado. We gathered online information about farms that advertise where their products can be found and markets that advertise which farms they support. Importantly, our data does not capture all the farms, markets and institutions involved in the regional food system. Instead, this guide emphasizes the transparent market connections, providing a food system assessment to help understand how the many farms and markets are connected, which are central to the network, and what types of marketing are dominant.

The maps of connections draw attention to how local markets interface with regional farms and where there are hubs in the community food system network. The general principle is that if ‘all paths lead to Rome’, Rome is an important hub that can influence the rest of the system. Farms and markets that are more central to the network offer important meeting spots for both building community and policy coordination. Spot light profiles highlight farms and markets at the heart of each food system as well as efforts that center food justice and food security efforts as well as local food banks and institutions. These connections are important not only for Sacramento’s regional sense of place, but also its local economy and the many people who work in the food system and enjoy its bounty. In addition, by noting how the community food networks connect with farms and markets across the state, there is an added appreciation for the reach of the food system and all of the lives it touches along the way.

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County Socio-Economic Data

Population

California is home to 39.5 million people according to the 2020 census, and about 6% (2,397,382) of California's total population is spread among the four counties covered in this report. Sacramento County is ranked eighth most populous in the state with over 1.5 million residents. Placer, Yolo and El Dorado are ranked 22nd, 27th and 29th most populous within the State, being home to 404,739, 216,403, and 191,185 people respectively. Between 2010 and 2020, the multi-county population increased by 10.4%, with the greatest increases in population seen in Placer (16.2%) and Sacramento (11.7%) counties.

Race, Ethnicity and Diversity

California has also become more racially and ethnically diverse over the last 10 years, an important consideration for the food system in considering what food is grown, by whom and who runs the many food markets and restaurants that showcase culture through cuisine. In particular, Sacramento County moved up four spots to become the third most diverse county in the State in 2020.

Following national trends, racial diversity has increased across all four counties over the 10 years. However, Sacramento and Yolo counties are racially more diverse than Placer and El Dorado counties. While Sacramento and Yolo counties are no longer white majority (41% and 43% white respectively), Placer and El Dorado remain as such, being 67% and 73% white respectively. In Sacramento and Yolo counties Hispanics account for 23% and 33% of the population, respectively. While 17% of Sacramento and 14% of Yolo County is attributed to the Asian American population. Hispanics are also the second most populous racial group in Placer (15%) and El Dorado (13.8%) counties, followed by Asian Americans: 8.6% and 4.7% respectively. In contrast to the Hispanic and Asian American population, African Americans make up a very small proportion of the population in each of the four counties. In Sacramento County, only 9% (145,825) of the population is African American. In fact, the African American population decreased by 11,095 in Sacramento County between 2010 and 2020. An even smaller number of African Americans live in Yolo (41,211), Placer (25,360), and El Dorado (12,680) counties. As in Sacramento, the African American population decreased on average by 2% in Yolo, Placer and El Dorado counties between 2010 and 2020.

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The counties are also home to other racial and ethnic groups that are represented in much smaller numbers. People of multi-racial backgrounds are the most prominent of this sub-grouping and their numbers have grown over the last 10 years across all four counties. In Sacramento and Placer counties 6.5% and 6.3% of the population identifies as bi or multi-racial. Similarly, 5.9% of people in El Dorado and 5.5% of Yolo County identify as bi or multi-racial. Native Hawaiian and Pacific Islanders are also represented. Across the four counties, the largest number of Native Hawaiian and Pacific Islanders can be found in Sacramento County (17,435), followed by Yolo (7,925), and Placer (3,170). Only a small number (1,585) of Native Hawaiian and Pacific Islanders reside in El Dorado County. Even a smaller number of American Indian and Alaska Natives live in the four counties. Among the four counties, El Dorado is home to the largest number of American Indian and Alaska Natives (11,095), followed by Sacramento and Placer with 7,925 American Indian and Alaska Natives in each County. Yolo County homes 6,340 American Indian and Alaska Natives. Over the last ten years, American Indian and Alaska Natives have declined by 0.1% in all four counties. Less than 1% of the County population, across all four counties, identifies as some other race.

Income, Poverty, and unemployment

Next, we consider poverty and food security. Quality of life metrics in terms of income, poverty, employment vary across the four countries. El Dorado and Placer counties have higher income per capita (\$46,669 and \$47,164 respectively), and lower poverty (9.3% and 7.1% respectively) and then the national average. While people living in Sacramento and Yolo counties experience higher levels of poverty (12.6% and 18.1% respectively) and lower levels of income per capita (\$34,603 and \$37,497 respectively) than the national average. People living in all four counties enjoy higher than (national) average median household income and low unemployment rates. Placer and El Dorado counties have higher median household income (\$97,723 and \$87,059 respectively) than Sacramento and Yolo counties: \$72,017 and \$71,417 respectively. Placer and El Dorado counties also have lower unemployment rates (4.6% and 3.0% respectively) than Sacramento and Yolo counties: 5.5% and 5.4% respectively. It would appear that on average those living in Placer and El Dorado counties have more financial security and disposable income than people living in Sacramento and Yolo counties.

Food Security

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While there is significant agricultural production across El Dorado, Placer, Sacramento, and Yolo counties, food insecurity in these counties remains a persistent concern. Proportionally, Sacramento and Yolo counties have higher rates of food insecurity (11% and 10.7%) than El Dorado and Placer counties: 9% and 8.1% respectively. Across the four counties 239,860 people, including children are food insecure and 76,156 households receive food assistance through the Supplemental Nutrition Assistance Program (SNAP), also known as CalFresh. According to the US Census Bureau (2019) CalFresh usage in El Dorado and Placer County is lower (3,744 and 7,198 households respectively) than in Sacramento and Yolo counties (57,019 and 8,443 households respectively). Despite high levels of food production in close proximity to households across the four counties, food access, affordability, and availability remains uneven.

Cultivated Lands

Farms and agricultural land are at the beginning of the food supply chain. Markets, restaurants, grocery stores and cafeterias are at the other end. In addition, food waste can be recycled back to farms, donated to food charities or upcycled into value-added products. In these next sections, we provide an overview of the land in agriculture on the supply end of the food system as well as the many venues for obtaining and eating food in order to gain a better understanding of each county's community food system.

Sacramento and Yolo counties are agriculturally important in Northern California, as reflected in their land use acreage. About 60% of land in Yolo and 40% of Sacramento County is cultivated. With much less land being cultivated, Placer (5%) and El Dorado (less than 1%) counties in the Sierra foothills are home to orchards and diverse agritourism opportunities. Interestingly, across El Dorado, Placer, Sacramento and Yolo, land in grass and pastures ranks the highest in acreage: 77,552, 108,316, 171,893, and 91,175 acres respectively. While Yolo and Sacramento counties saw a decline in land in grass and pasture between 2015 and 2020, El Dorado and Placer counties added acreage in this category (see Table X). It is worth noting that grass and pasture land declined by over 50% in Yolo County between 2015 and 2020.

Production of food commodities are the next group of high ranking cultivated land uses in the four counties. El Dorado County's acreage is dedicated to grape vineyards (905 acres), apple orchards (513 acres), and walnut farms (215 acres). In Placer County rice paddies (13,472 acres) and walnut

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farms (5,260 acres) occupy most cultivated acreage dedicated to food production. While in Sacramento County this title goes to grape vineyards (33,216 acres) and corn fields (15,981 acres). Yolo County on the other end of the spectrum dedicates the largest acreage of cultivated lands to almonds (60,928 acres), rice (38,269 acres), and tomatoes (35,470 acres). While Yolo County still retains large amounts of cultivated acreage, the county has experienced decline in both tomato and rice production acreage - tomato and rice acreage both declined by 49% between 2015 and 2020. Food production acreage grew in the remaining three counties over the same time period, with the most significant increases in cultivated acreage in El Dorado County (see Table X: grapes and walnuts acreage).

Other than food commodities, Alfalfa, other hay, and fallow land occupy the ranks of top five cultivated land uses by acreage, across the four counties. Fallow land ranks third and fourth most intense use of cultivated lands in Yolo (48,003 acres) and Placer County (8,365 acres). Other hay ranks third in Sacramento (31,999 acres) and Placer (9,683 acres) counties for cultivated land use. While AlfaAlfa is the fourth ranked land of cultivated lands in Sacramento 28,765 (acres) and El Dorado (222 acres) counties. Between 2015 and 2020

Overall, agriculture in each county is shifting toward more permanent and higher value crops, such as tree and vine crops like almonds and wine grapes. For example, Yolo County increased the value of wine grape sales from \$45M in 2010 to \$86M in 2017 according to the USDA agricultural census. Similarly, Sacramento County nearly doubled the value of sales from wine grapes from \$92M to \$170M over the same time period. El Dorado doubled the acreage of farmland in grape production from 25 acres to 905 acres from 2015 to 2020. Placer County doubled the acreage of walnuts from 2015 to 2020 from 2,391 to 5,260 acres.

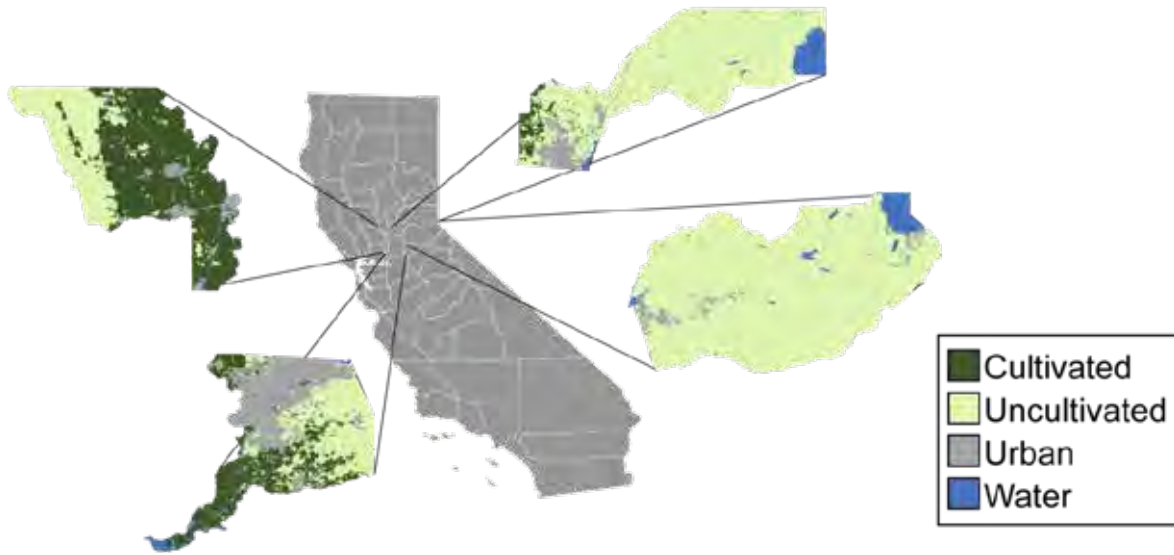
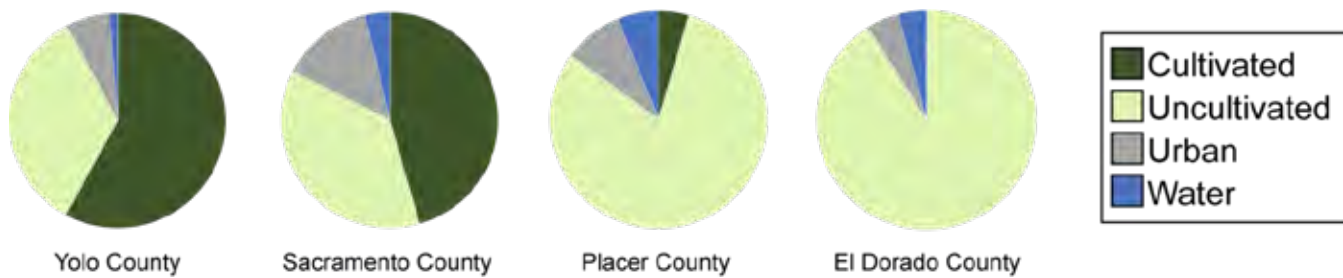


Figure 1. Land use maps. Clockwise from top right: Placer County, El Dorado County, Sacramento County, Yolo County. Source: USDA NASS Cropscape



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Figure 2. Land use pie charts. Source: USDA NASS Cropscape**Top 5 crops by area (in acres) in 2015 and 2020. Information is from NASS Cropscape:**

Yolo	2015	1. Grass/pasture (218,907)	2. Fallow/idle cropland (192,544)	3. Alfalfa (82,657)	4. Rice (74,355)	5. Tomatoes (69,875)
	2020	1. Grass/pasture (91,175)	2. Almonds (60,928)	3. Fallow/idle cropland (48,003)	4. Rice (38,269)	5. Tomatoes (35,470)
Sacramento	2015	1. Grass/pasture (194,264)	2. Fallow/idle cropland (32,594)	3. Grapes (31,302)	4. Other hay/non-alfalfa (27,579)	5. Alfalfa (26,570)
	2020	1. Grass/pasture (171,894)	2. Grapes (33,216)	3. Other hay/non-alfalfa (31,999)	4. Alfalfa (28,765)	5. Corn (15,981)
Placer	2015	1. Grass/pasture (90,712)	2. Fallow/idle cropland (31,415)	3. Rice (13,076)	4. Other hay/non-alfalfa (5,643)	5. Walnuts (2,391)
	2020	1. Grass/pasture (108,317)	2. Rice (13,473)	3. Other hay/non-alfalfa (9,683)	4. Fallow/idle cropland (8,365)	5. Walnuts (5,260)
El Dorado	2015	1. Grass/pasture (75,912)	2. Grapes (25)	3. Fallow/idle cropland (19)	4. Walnuts (14)	5. Other hay/non-alfalfa (14)
	2020	1. Grass/pasture (77,552)	2. Grapes (905)	3. Apples (513)	4. Alfalfa (222)	5. Walnuts (215)
Yuba	2015	1. Grass/pasture (78,143)	2. Rice (38,371)	3. Fallow/idle cropland (38,355)	4. Walnuts (19,344)	5. Almonds (6,714)
	2020	1. Grass/pasture (62,257)	2. Rice (39,814)	3. Walnuts (22,376)	4. Fallow/idle cropland (21,710)	5. Almonds (10,587)

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Top 5 crops by production value (gross) in \$1000 increments from 2010 and 2017. Data from the California Agricultural Statistics Review

Yolo	2010	1. Tomatoes, processing (87,920)	2. Rice, milling (56,306)	3. Grapes, wine (45,650)	4. Vegetables, unspecified (44,643)	5. Hay, alfalfa (27,878)
	2017	1. Almonds, all (115,020)	2. Tomatoes, processing (86,800)	3. Grapes, wine (86,012)	4. Field crops, unspecified (56,079)	5. Walnuts, english (44,457)
Sacramento	2010	1. Grapes, wine (92,556)	2. Milk, market, fluid (48,631)	3. Pears, bartlett (39,159)	4. Nursery products, misc (28,925)	5. Poultry, unspecified (26,648)
	2017	1. Grapes, wine (170,181)	2. Milk, market, fluid (52,127)	3. Poultry, unspecified (43,472)	4. Pears, bartlett (41,942)	5. Nursery products, misc (32,182)
Placer	2010	1. Rice, milling (27,354)	2. Cattle and calves, unspecified (8,015)	3. Nursery products, misc (5,049)	4. Livestock, unspecified (4,341)	5. Walnuts, english (2,675)
	2017	1. Cattle and calves, unspecified (9,912)	2. Nursery products, misc (8,442)	3. Rice, milling (8,315)	4. Walnuts, english (4,847)	5. Pasture, irrigated (2,700)
El Dorado	2010	1. Apples, all (9,211)	2. Cattle and calves, unspecified (5,705)	3. Grapes, wine (4,899)	4. Pasture, range (4,194)	5. Christmas trees and cut greens (2,219)
	2017	1. Apples, all (22,330)	2. Grapes, wine (8,914)	3. Cattle and calves, unspecified (8,868)	4. Pasture, range (4,660)	5. Nursery products, misc (2,668)
Yuba	2010	1. Rice, milling (70,522)	2. Walnuts, english (35,311)	3. Plums, dried (27,728)	4. Peaches, clingstone (20,100)	5. Milk, market, fluid (11,323)
	2017	1. Walnuts, english (74,039)	2. Rice, milling (37,082)	3. Plums, dried (33,610)	4. Peaches, clingstone (22,922)	5. Milk, market, fluid (11,966)

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Data on agricultural production is created by the National Agricultural Statistics Service (NASS) using satellite imagery. There are considerable fluctuations year-to-year in terms of land that is fallowed due to crop rotations, water availability or other factors. The data presented here is meant to provide a general overview of trends. Further analysis could provide more detailed insights into where specific agricultural uses are expanding or retreating.

The California Agricultural Statistics Review uses data to compute agricultural values based on official government sources, published industry sources and unpublished information from government and industry.

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Network Methods

Centrality in social networks can be measured in many ways. A network can be viewed as directed, where the focus is on food moving from farms to market, or undirected, which highlights the bi-directional social relationships between farms and markets. In a directed network, the centrality measurement emphasis focuses more on the destinations that receive food from multiple farms. In an undirected network, the emphasis is more on farms that participate across multiple marketing pathways. For example, a farm may sell at multiple farmers' markets, offer multiple CSA pick-ups and sell to important institutions and grocery stores that connect with many other farms. Such a farm would rank higher in centrality measurements of an undirected network that emphasized the farm's ability to interface with multiple institutions and shape perceptions about the regional food system.

We use Eigenvector Centrality to indicate centrality in both a directed and undirected network. We also measure the Degree (total number of connections) for every contributor. It may help to think of the network as a game of telephone tag, where the shortest path across the network can transmit information the fastest and most accurately. Eigenvector Centrality quantifies the number of times a contributing farm or market acts as a bridge along the shortest path to connect two other contributors in the network. The more a shortest path needs to go through a given node, the higher the node's eigenvector centrality, and the more influence it has on the connectivity of the network (Freeman, 1977). Farms and markets that are not connected to such central lines of communication may get information/food later. Eigenvector Centrality also considers the relative scores to all contributors in the network based on the concept that connections to more centrally located contributors influence the relative weight of connections. In this sense, Eigenvector Centrality takes into account 'who your friends are' as important to your own centrality. Being associated with groups closer to the center of the network, likely helps you receive information faster and more accurately while being able to provide feedback and shape the overall network more directly. For example, if you only have five friends, but if one of them is Oprah Winfrey, you might have a high eigenvector centrality score for an undirected social network of people in California. Last, Degree measures the total amount of connections a contributor has, not necessarily its positionality in the network. A farm could sell to hundreds of outlets that are not used by any other farm in the regional food system, representing opportunities to partner and a broad array of novel actors. Such

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a farm would not appear central in the network. Network Analysis was conducted using the Gephi software package.

To add qualitative findings, we used document review of websites and news articles related to central actors in the network. We also emphasize the social equity efforts of numerous farms and markets, central or not, in order to showcase the potential for the Sacramento Regional Food System to lift up and support such efforts in realizing its aspirational goals as a community food system.

Community Food System Networks

First, we look at how the USDA and the web scrape align and illustrate in ways they differ, and how the additional information captured in the community food network dataset is critical in understanding community food system market architecture. The datasets have the greatest alignment across farmer markets numbers. The USDA reports six farmers markets in Yolo County, 27 in Sacramento, 20 in Placer and 10 in El Dorado. We find that the Yolo community network includes 34 farmers markets, of which six are within Yolo County. The Sacramento community food network includes 19 farmers' markets, of which 14 are within Sacramento County. In Placer County, the community food network comprises 28 farmers markets, of which 12 are in the county. There are 56 farmers markets in the El Dorado community food network, and 10 of these are located in the county. The consistency in farmers market data points between the USDA and web scrape data our research team collected, can be attributed to the online presence of these markets.

On the flip side, the USDA and community food network data for the number of farms differ. While the USDA data reports 136 farms in Yolo County that market local food and 27 that market through CSA, our data includes 68 farms in the network, of which 39 farms are in Yolo County. Similarly, for Sacramento County, the USDA reports 174 farms, of which 19 participate in direct marketing through a CSA. While the community food network for Sacramento contains 222 farms, of which 61 are located in the county. For Placer County, the USDA counts 306 farms, with 25 marketing through a CSA while our data shows that Placer County's food network comprises 154 farms, of which 134 are in the county. Finally, in El Dorado County, the USDA counts 299 farms, with 27 marketing through a CSA but we find 114 farms contributing to the county's community food network, with 110 farms located in the county. Our methods capture farms and markets that

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advertise their connections to one another online with either the farm or the market (or both) located in the particular county.

Since geographical boundaries are irrelevant to markets, our data is better able to illustrate how county level food production is connected to different direct and intermediated markets. Sacramento County has the largest community food network with 222 farms and 609 market connections. We find 68 farms and 441 market connections representing the community food system (CFS) in Yolo County. Placer County's CFS comprises 154 farms and 375 market connections. Last but not least, El Dorado County's CFS has 114 farms and 244 market connections. The market connections capture a much larger footprint of county-based farms, and illustrate how each county's community food system is spatially oriented.

Table 3. Participants in each county Community Food System. Total network participants are denoted by "total" with in-county preceding for farmers markets and farm data in each county. 96% of sites in the 'other' category are CSA pick-up locations across both Yolo and Sacramento counties. USDA Farmers' market information is from 2018. USDA farms with direct sales data is from 2017 (with farms that have CSAs in parentheses); USDA grocery store (2014) and full service restaurant information is from 2016. The only institution noted in USDA data is Farm to school programs, with the latest figures reported in 2015. All USDA information is available on the Food Atlas.

Contributors	Farmers' Market	Grocery Store	Restaurant	Farm	Institution	Other	Total
Yolo	6 (26 total)	10 (55 total)	5 (40 total)	39 (68 total)	6 (8 total)	34 (189 total)	100 (386 total)
USDA Yolo	6	44	144	136 (27 CSA)	1	NA	
Sacramento	14 (19 total)	99 (105 total)	32 (46 total)	61 (222 total)	10 (11 total)	18 (21 total)	234 (424 total)
USDA Sacramento	27	275	981	174 (19 CSA)	1	NA	
Placer	12 (28 total)	40 (77 total)	14 (20 total)	134 (154 total)	7 (11 total)	10 (20 total)	217 (310 total)
USDA Placer	20	66	306	306 (25 CSA)	1	NA	

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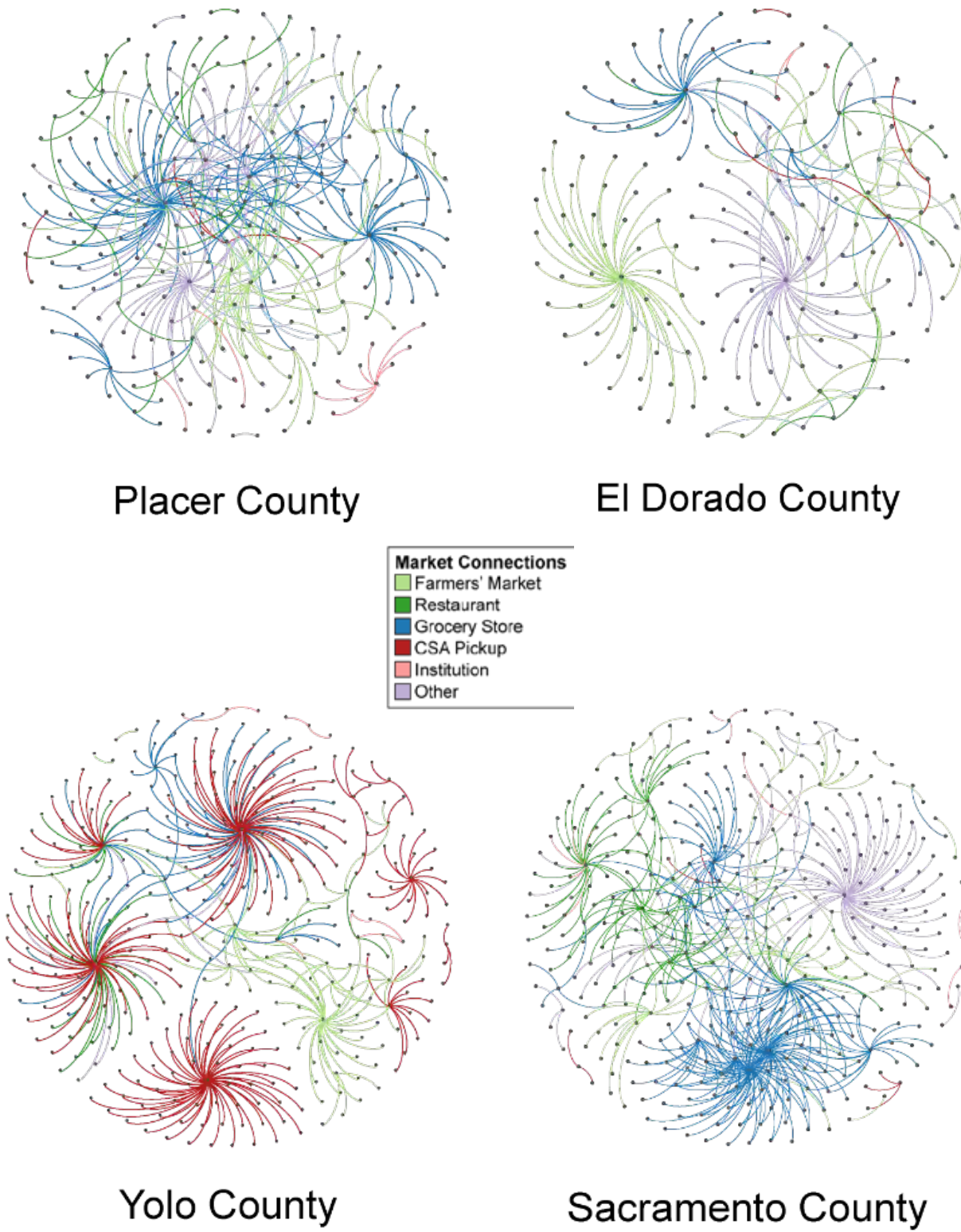
El Dorado	10 (56 total)	4 (22 total)	7 (10 total)	110 (114 total)	1 (1 total)	8 (11 total)	116 (214 total)
USDA El Dorado	10	33	174	299 (27 CSA)	1	NA	

Table 4. Connections. The “other” category includes farm-to-farm sales, sales to distributors, online sales, on-farm sales through on-farm cafes, sales through stores that are not grocery stores (eg. butcheries, gift shops), u-pick, farm stands, online retail outlets, caterers.

	Yolo	Sacramento	Placer	El Dorado
Farmers’ Market	110	73	78	86
Restaurant	32	100	25	10
Grocery Store	64	262	79	31
CSA Pickup	210	8	12	9
Institution	9	14	11	2
Other	16	152	170	106
Total	441	609	375	244

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Figure 3. Social network of each county community food system



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Spatial Comparison of County Food Systems

While El Dorado, Yolo and Placer County community food systems are relatively focused regionally on the Bay Area, the Sacramento County community food system spans the length of the state connecting farms in the central valley and southern California with the Sacramento region. This difference is partly owed to the many large-scale distributors in Sacramento County that readily advertise the farms and markets that they partner with.

The spatial difference in network connections influences the types of conversations that happen in agricultural communities and across each unique food culture. For example, Yolo County connects with Bay Area eaters via farmers markets there. Such connections mean that Yolo County farmers can draw attention to opportunities and policies that support the county's agriculture while also having access to some of the wealthiest consumers. It is no accident that Capay Valley farms have pioneered organic agricultural practices in partnership with Bay Area restaurants like Alice Waters' Chez Panisse as a result of these close marketing relationships. In this manner, Bay Area markets are cultivating demand for more sustainably produced products.

Figure 4. Maps of each county community food system network



source:

<https://www.cdfa.ca.gov/statistics/PDFs/2017-18AgReport.pdf>

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Yolo County

Yolo County is located in Northern California, about an hour north of the Bay Area and 20 minutes from the city of Sacramento. On a flood plain with ample water and home to 220,500 people, 60% of Yolo County is farmland, with 459,662 acres actively farmed (see Figures 1 and 2). According to the USDA Agricultural Census in 2017, there are 949 farms with an average farm size of 484 acres and median farm size of 50 acres. Yolo County's farmland use runs the gamut from diverse organic one-acre farms to large industrial tomato processing operations. The county's top five crops by income are almonds, processing tomatoes, wine grapes, rice, and 'organic production' (mixed fruits and vegetables). Notably, Yolo County is home to the Capay Valley, a patchwork of small-scale, family-run farms growing a diversity of organic fruits and vegetables. In 2017, nearly 20% of the farms marketed directly to consumers at farmers' markets, through CSAs and farm stands, and to corporate cafeterias in the Bay Area (USDA, 2017).

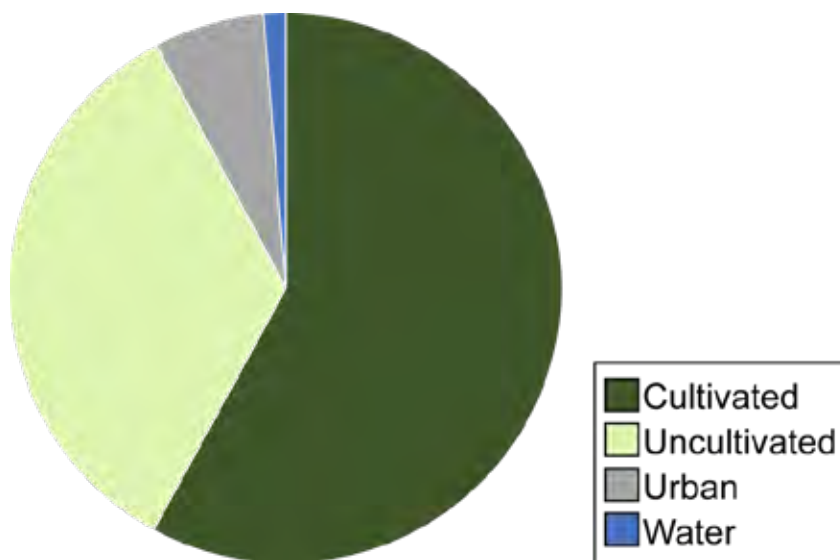


Figure 1. Yolo County land-use distribution. Source: USDA NASS Cropscape

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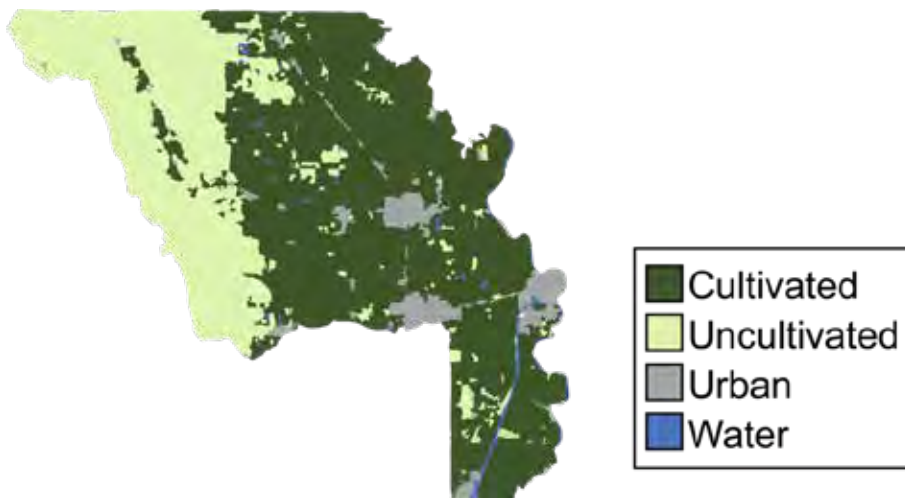


Figure 2. Yolo County land-use map. Source: USDA NASS Cropscape

Of the 1,713 total producers in Yolo County, 13% are Hispanic/Latino and 12% are Black, Asian, and Indigenous. In addition, 14% of farm owners do not have internet access. When compared to all farms nationwide, those with Hispanic or Latino principal operators tend to be smaller both in terms of size and sales. These operations are also less likely to have internet access. While many farms with an established online platform are able to pivot product from restaurants to online CSA sales during the COVID-19 restructuring, many farmers of color begin with less access to existing markets and face a greater struggle.

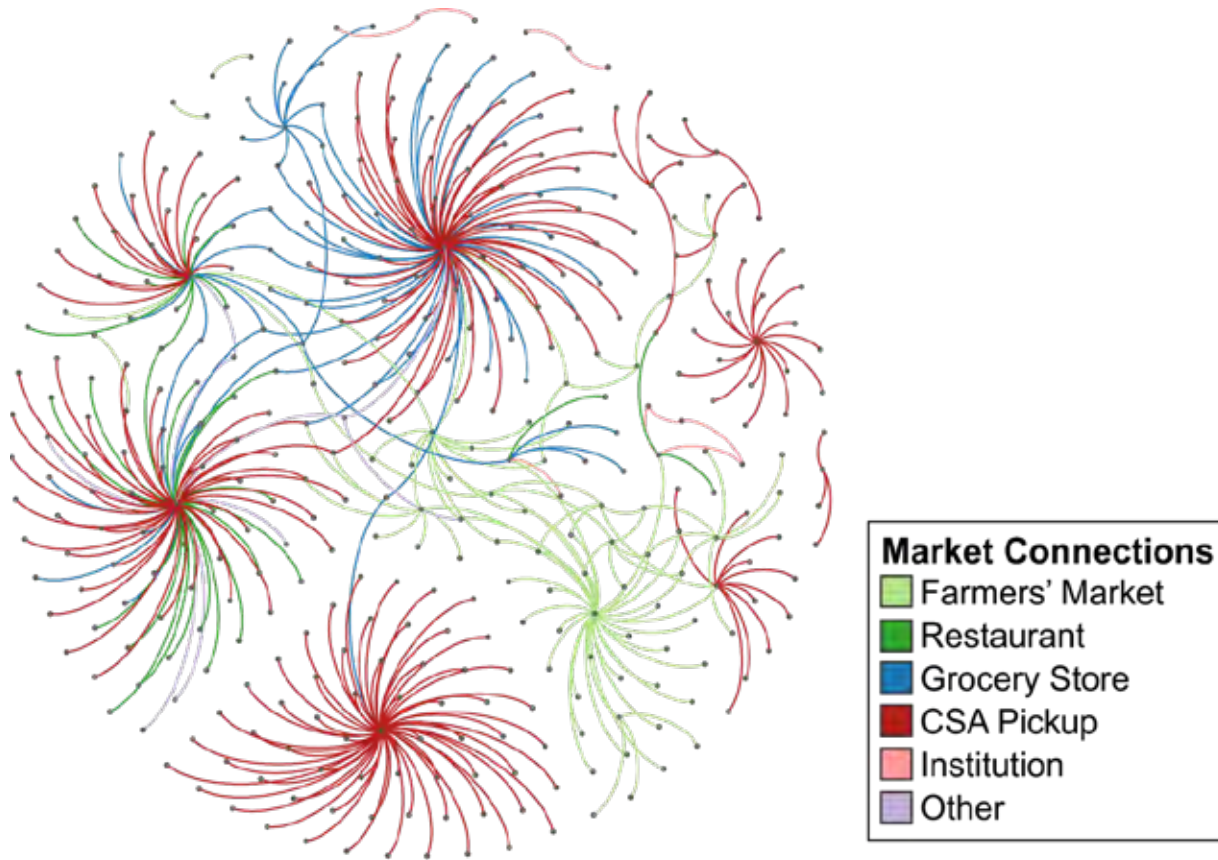
Yolo County's community food system is tightly connected with surrounding counties and the Bay Area as shown in Figure 3. This map was created by gathering a novel dataset that includes information from farm websites and their first point of sale or donation for unprocessed fruits and vegetables. The network captures only farms and markets that advertise their connections to one another online with either the farm or the market (or both) located in Yolo County. The network represents 40% of the farms that direct market. Figure 3 shows 67 farms and 441 market connections.

The majority of Yolo County's community food system is supported through CSA sales and farmers' markets (Table 1). Importantly, many farmers markets are located in the Bay Area, demonstrating the close ties between Bay Area consumers in supporting Yolo County farmers. Grocery stores are the third most prominent market connection for Yolo County farms. Like

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farmers' markets and CSA connections, Yolo farmers are well connected with outlets in nearby counties, and Yolo County local food outlets similarly connect with farms in surrounding counties.

Figure 3. Yolo County social network map.



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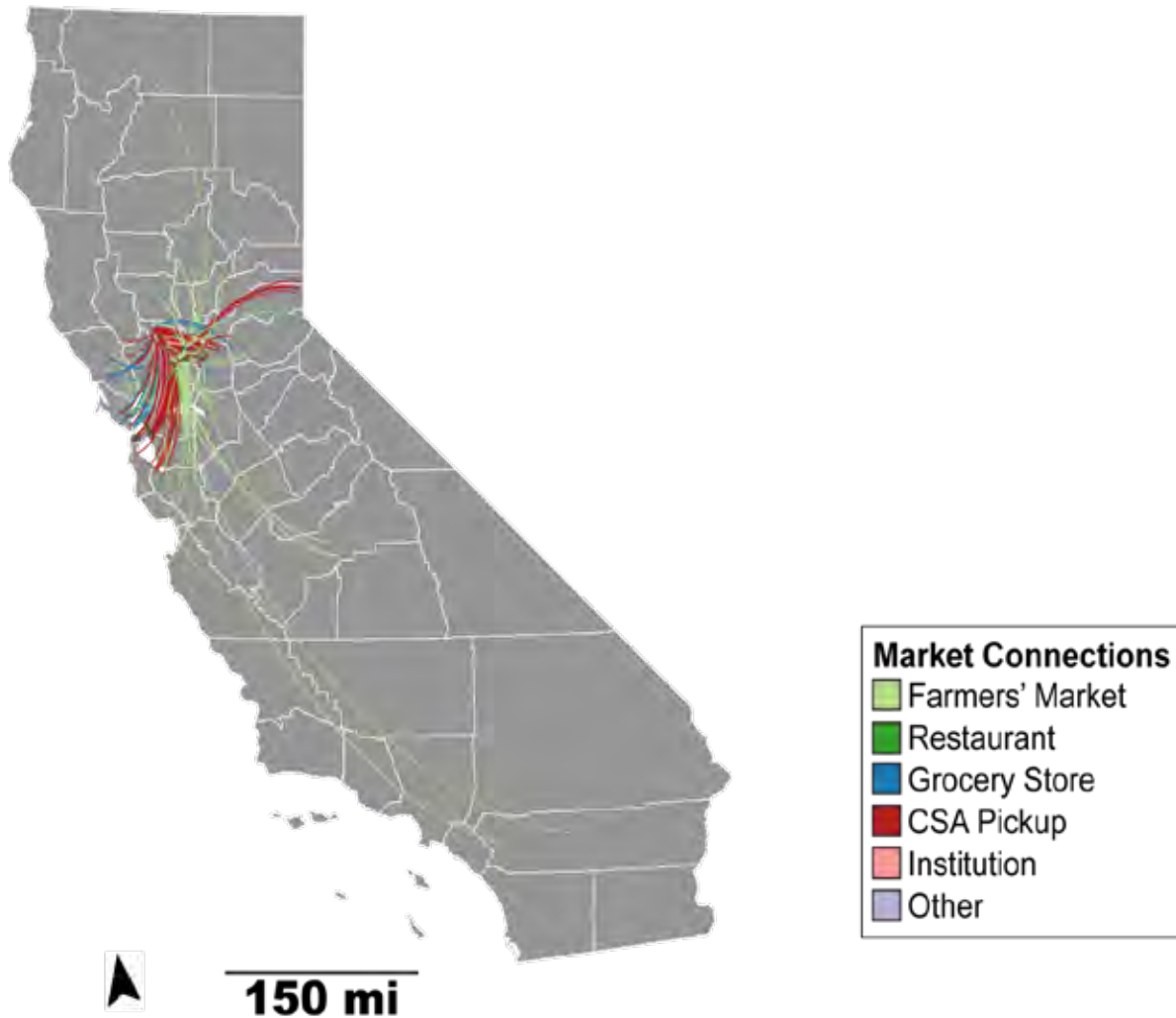


Figure 4. Yolo County geospatial network map.

The network data has 386 nodes and 441 edges.

Spotlight farms

Full Belly Farm and **Riverdog Farm** are both family-owned farms in Guinda, in the heart of the Capay Valley. They both sell their produce through restaurants, farmers' markets and a CSA that serves Yolo and Sacramento counties as well as the Greater Bay Area. **Terra Firma Farm** is on 200 acres near Winters, in the southwest of Yolo County. They operate a CSA and deliver to cities in Yolo County as well as throughout the Bay Area. **The Davis Farmers' Market** was established in 1976 and was one of the first markets in the resurgence of farmers' markets in the

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US. **Rockridge Market Hall**, located in Oakland, is a European-style market hall with a mission to source from family farms within a 150-mile radius.

To grow racial and economic equity within the food system, consumers can support farmers of color and advocate for their inclusion at market outlets. Newer, black-owned farms, like **Black Bicycle Farm** already have an online presence, while other growers of color can be found at network hubs. For example, **Chavez Farms** and **Khang Farm** both sell at the Davis Farmers' Market. Farms with robust online platforms, like **Capay Organic's** online **Farm Fresh to You** are incorporating products from other farms into their home delivery boxes, opening opportunities for partnership with other sustainable growers and farmers of color.

Many farmers may not have any online presence and are not represented in our data. Mien and Hmong farmers offer fresh, affordable fruit at farm stands and produce trucks. Passage of **SB946** in 2019 has legalized roadside food vending across California, but the practice is still illegal in many cities, forcing producers, many of color, to risk arrest in selling their food. You can use public comment to draw attention to the requirement for your city to come into compliance with state code and legalize roadside food vending.

In addressing rising rates of food insecurity, some farms in the network, like **Durst Organic Growers**, donate the food they grow to **Yolo Food Bank**. Food banks provide food regardless of documentation status, making them important for the most vulnerable families, including farmworker families. As food insecurity has more than doubled during COVID-19, continued support for anti-poverty efforts and federal food security programs like, Supplemental Nutrition Assistance Programming (SNAP) and Women, Infant, Children (WIC) are all the more crucial. The **Davis Farmers Market** offers donation options and pick-up in partnership with the **Yolo Food Bank**, making support for socially and environmentally just food systems possible in one place.

Eigenvector/undirected

1. Full Belly Farm
2. Riverdog Farm
3. Terra Firma Farm
4. Say Hay Farms
5. Sacramento Natural Foods Co-op

Eigenvector/directed

1. Davis Farmers' Market
2. San Rafael Farmers' Market
3. Veritable Vegetable
4. Downtown Berkeley Farmers' Market

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5. Downtown Palo Alto Farmers' Market

Degree

1. Full Belly Farm
2. Riverdog Farm
3. Terra Firma Farm
4. Davis Farmers' Market
5. Say Hay Farm

Sacramento County

Sacramento County is home to over 1.5 million people, its most populous city being the state capital, Sacramento, with about 500,000 people. About 12% of the county population in 2018 was food insecure and relied on Supplemental Nutritional Assistance Program support from the federal government according the USDA. The county spans 636,000 acres, just over 40% of which is farmland. The top five crops by landcover in Sacramento County are grapes, alfalfa, corn, winter wheat, and rice; and by total sales value are: wine grapes, milk, nursery stock, poultry and pears. According to the USDA 2017 agricultural census, there are 1,161 producers in Sacramento County, 2% (23 farms) grow organically, and 15% (174 farms) sell directly to consumers at roadside stands, farmers' markets or through CSAs.

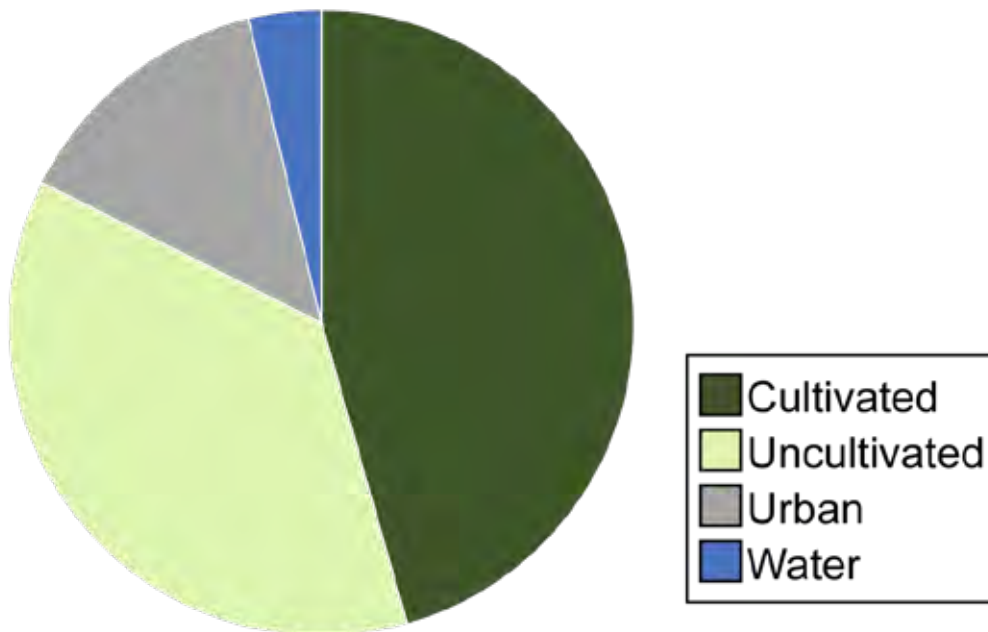


Figure 1. Sacramento County land-use distribution. Source: USDA NASS Cropscape

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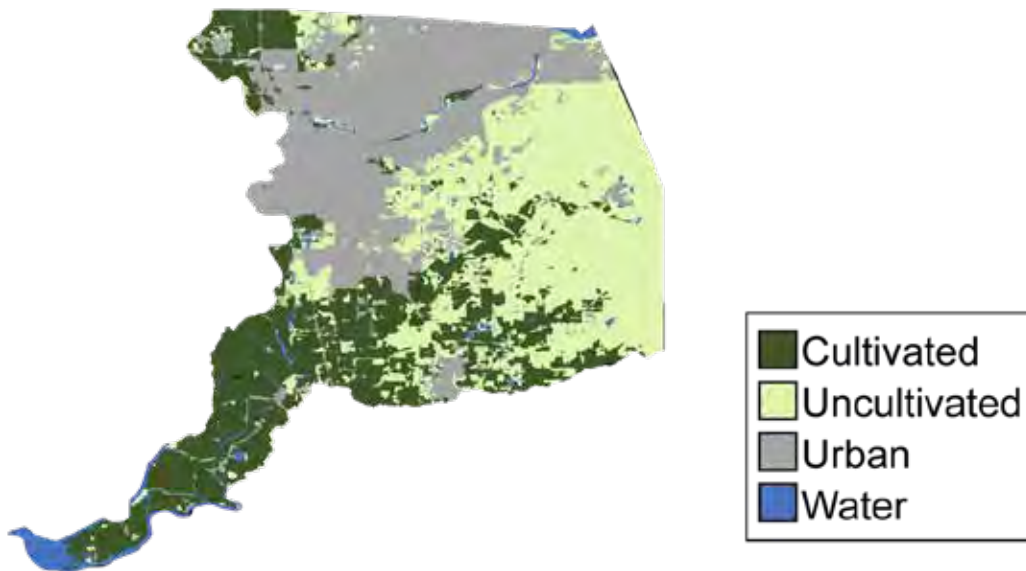


Figure 2. Sacramento County land-use map. Source: USDA NASS Cropscape

Figure 3 was created by gathering a novel dataset that includes information from farm websites and their first point of sale or donation for unprocessed fruits, vegetables, eggs, milk and meat. To be included, the farm, market or both needed to be located within the county and advertise their sales or donations online. The network includes 222 farms and 202 markets with 609 connections, representing 35% (61 farms found in Sacramento County/ 174 reported in 2017 USDA census) of the farms that direct sale in the county according to the USDA. For more information about how the community food system network was measured, please see the methods related to this study at the weblink in the citation below.

The farms and markets that contribute to Sacramento County's food run the length of the state, and even beyond (Figure 3, top). Most farms in the Sacramento County community food system sell to grocery stores (103 grocery stores, 46% of connections), followed by restaurants (18% of the connections), distributors (17%) and farmers' markets (19 farmers' markets, 13% of connections).

The network of transparent marketing ties is shown in Figure 3, bottom. This view highlights the connections across the community food system where some farms specialize in certain marketing practices, like CSA sales or sales to grocery stores; while others are diversified and sell to restaurants, farmers markets and through CSAs. To note, the more a farm or market connects other farms and markets across the network, the more central they are in Figure 3, bottom. From this we

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note that there is not one marketing type that connects Sacramento’s farms, distributors and markets. Connections through grocery stores, farmers’ markets and restaurants are most central, indicating that these venues are good ways of getting to know the food system, share information or tap into coalitions of growers and eaters with shared values.

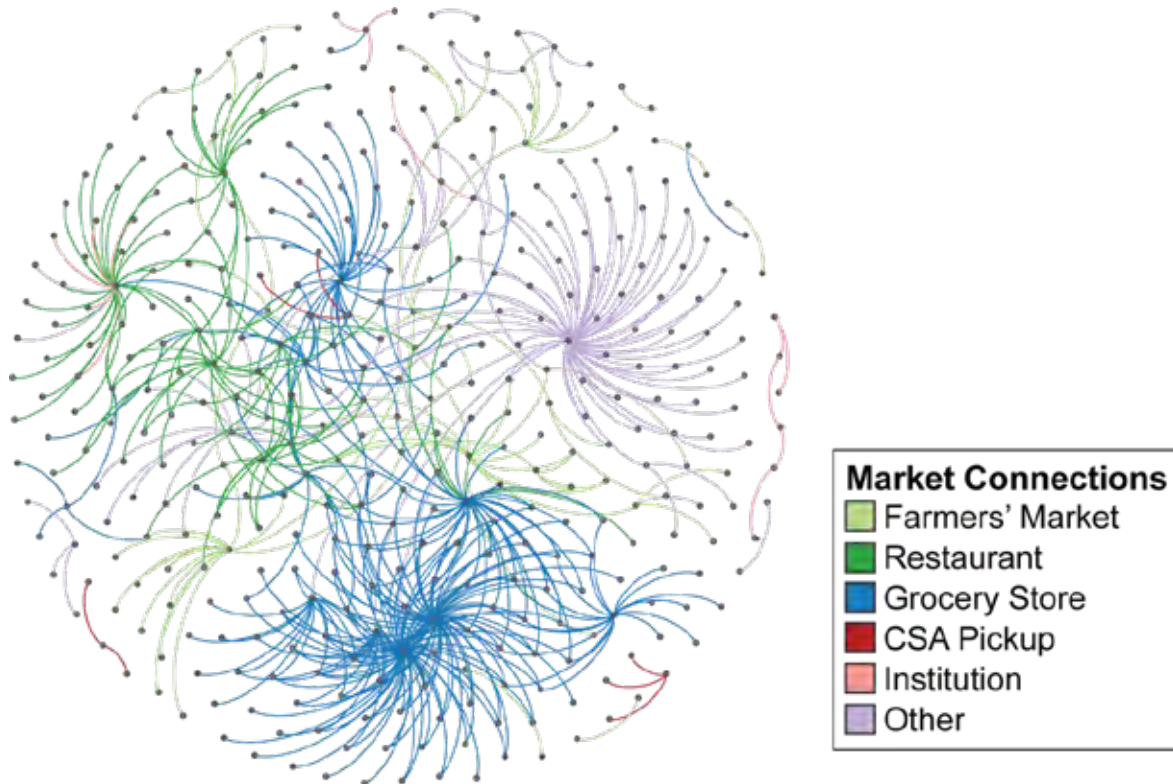


Figure 3. Sacramento County social network map.

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Figure 4. Sacramento County geospatial network.

The network data has 424 nodes and 609 edges.

Spotlight farms

The most central businesses in Sacramento County's community food system range from large scale operations that sell internationally to urban farms with an explicit focus on social justice. For example, **General Produce Company** is a distributor focused on sustainable business practices located within Sacramento County. They source produce from local farms and export fruits and vegetables throughout the west. **Aldon's Leafy Greens** is a Controlled Environment Agriculture (CEA) farm that specializes in microgreens. They sell to over thirty local restaurants and donate to a local addiction rehabilitation center, **St. Johns Program**. **Niman Ranch** is a rancher and wholesaler that sources some of their products from a Sacramento based ranch, **Superior Farms**, and sells to several popular Sacramento grocery stores, butcher shops, and restaurants. One such

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restaurant is **The Kitchen**, a Sacramento restaurant that gained a Michelin star in 2019. The restaurant proudly showcases the regional producers they work with throughout the Sacramento Valley. **Seka Hills**, in neighboring Yolo County, provides smaller-scale grocery stores with fresh olive oil, vegetables and nuts. They are owned and operated by the **Yocha Dehe Wintun Nation** and farm with sustainable practices. **Sun's Strawberry** is a nearby berry farm with options to pick your own fruit or buy it from their farm stand. **Davis Ranch** sells fruits and vegetables at their farmstand in Sloughhouse, CA, and they work with the nonprofit **Helping Hands Produce**. The nonprofit allows volunteers to pick the surplus produce and then it is donated to food banks in the Sacramento area such as **Twin Lakes Food Bank**. **Yisrael Family Urban Farm** is a Black-owned farm in the city of Sacramento. They provide the community with educational services and sell products through the **African Market Place**. **Three Sisters Gardens** is a nonprofit that is primarily based in Yolo County, but operate their fruit and vegetable CSA out of two locations in Sacramento County. A Sacramento local specialty grower of black diamond watermelons, **Takemori Farms**, sells their prized fruit to **La Esperanza Supermarket**, a Mexican grocery, restaurant and bakery in South Oak Park. **SK Farm Fresh Produce** grows their vegetables within the county and specializes in Asian heritage vegetables and attends the **Asian Farmers' Market** for AAPI growers.

Eigenvector/undirected

1. Bolthouse Farms
2. Ocean Mist Farms
3. General Produce
4. Niman Ranch
5. Safeway- Crocker Drive

Eigenvector/directed

1. General Produce
2. The Waterboy
3. Onespeed Pizza
4. Sacramento Natural Foods Co-op
5. Seka Hills

Degree

1. General Produce
2. Bolthouse Farms
3. Ocean Mist Farms
4. Niman Ranch
5. Aldon's Leafy Greens

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Placer County

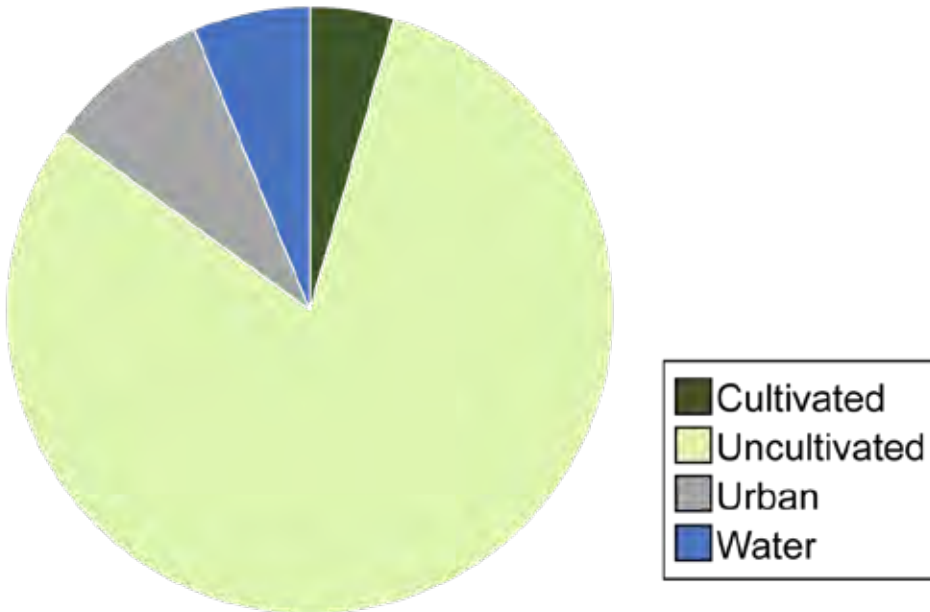


Figure 1. Placer County land-use distribution. Source: NASS Cropscape



Figure 2. Placer County land-use map.

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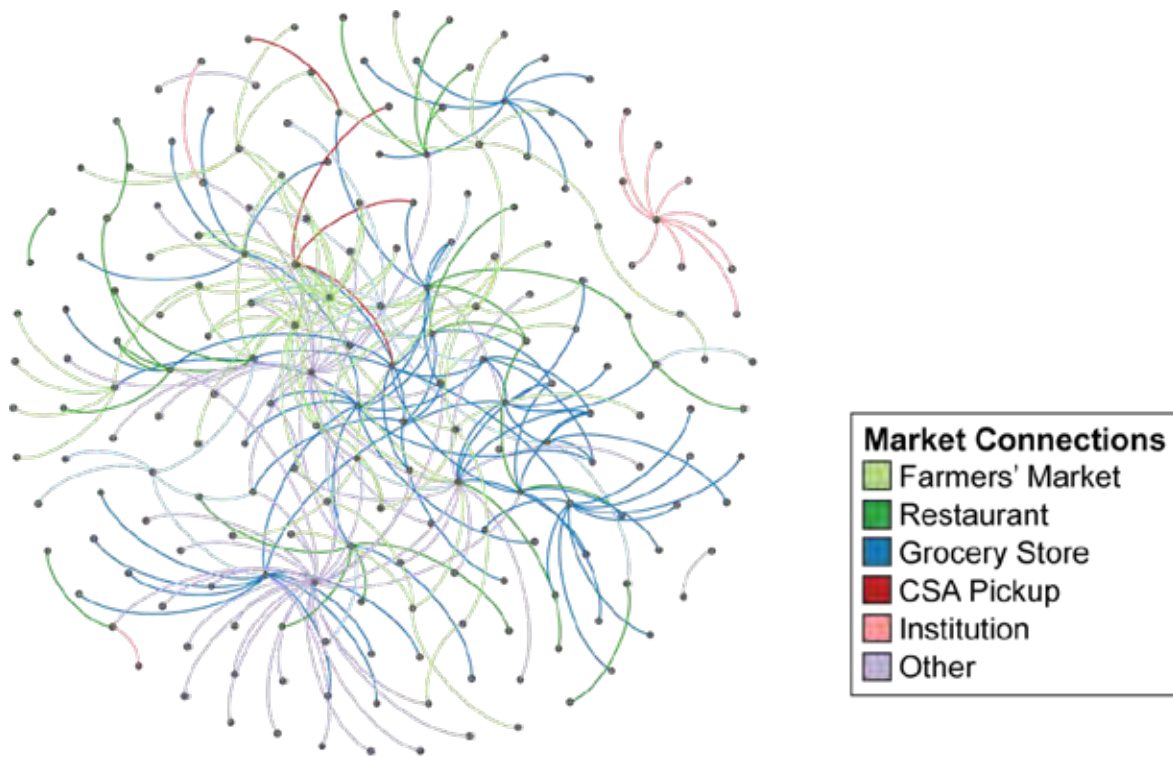


Figure 3. Placer County social network map.

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Figure 4. Placer County geospatial network map.

The network data has 310 nodes and 375 edges.

Spotlight farms

The Farmers Marketplace is a Placer-county based food hub created by a farmer offering produce from local producers. The goal of the Farmers Marketplace is to ‘create an efficient and profitable way for local farmers and artisan producers to market, sell and distribute their products while providing our community with convenient access to locally produced food’. The Marketplace was uniquely positioned to step in and facilitate connections between farmers and consumers during the COVID-19 crisis. The **Tahoe Food Hub** is a non-profit organization based in Truckee, CA. They act as a distributor for local food producers and showcase their local producers on their website. Their aim is to increase food access to the North Tahoe area while supporting regenerative farming practices. They also promote healthy eating through their Farm 2 School program and donate produce boxes through the Giving Box. The **Old Town Auburn Farmers’ Market** and **Fountains at Roseville Farmers’ Market** are run by Placer County Grown. PlacerGROWN aims to connect Placer County’s residents with local producers, while providing a market for local, regenerative,

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family-owned farms. They host markets throughout the county on almost every day of the week, and showcase local producers on the PlacerGROWN website. **Baroness Olive Oil** is a family-owned farm in Newcastle, CA producing local olive oil and olive leaf tea. **Feast & Fire** is a family farm in Granite Bay, CA specializing in heritage-breed animals and meat. Along with heritage meat products the farm produces and sells freshly baked breads and pastries as well as canned goods and herbs sourced from produce on the farm. They are developing a homestead education series to support beginning farmers. **Twin Peaks Orchards** has been in Newcastle, CA since 1912. The orchard is home to more than 35 varieties of white and yellow peaches, 20 varieties of white and yellow nectarines as well as plums, pluots, apricots, and prunes. The farm uses exclusively organic farming methods and produces jams from their orchard.

Eigenvector/undirected

1. The Farmers' Marketplace
2. Tahoe Food Hub
3. Old Town Auburn Farmers' Market
4. Baroness Olive Oil
5. Fountains at Roseville Farmers' Market

Eigenvector/directed

1. Tahoe Food Hub
2. Feast & Fire
3. The Farmers' Marketplace
4. Old Town Auburn Farmers' Market
5. Fountains at Roseville Farmers' Market

Degree

1. The Farmers' Marketplace
2. Old Town Auburn Farmers' Market
3. Tahoe Food Hub
4. Baroness Olive Oil
5. Fountains at Roseville Farmers' Market

El Dorado County

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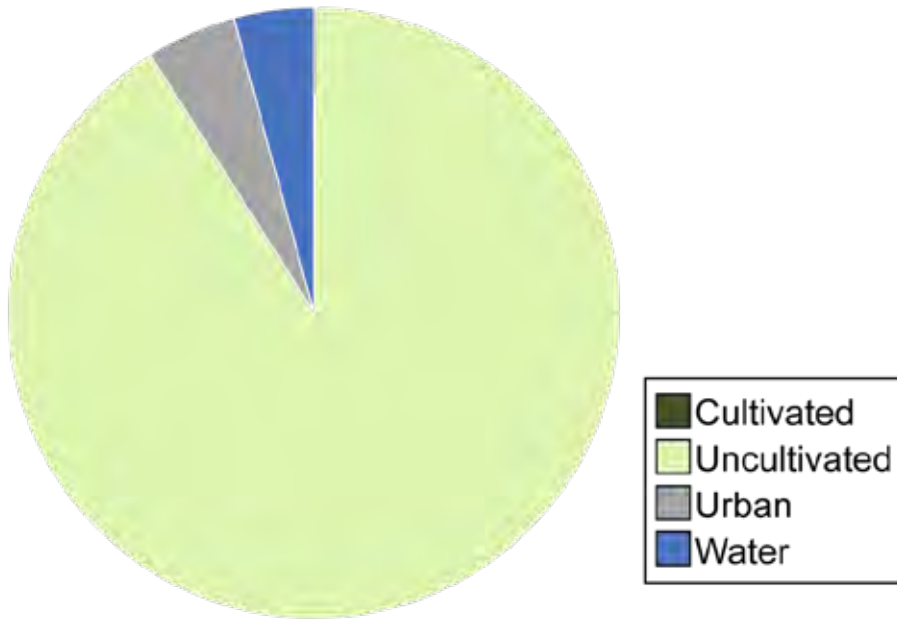


Figure 1. El Dorado County land-use distribution. Source: NASS Cropscape

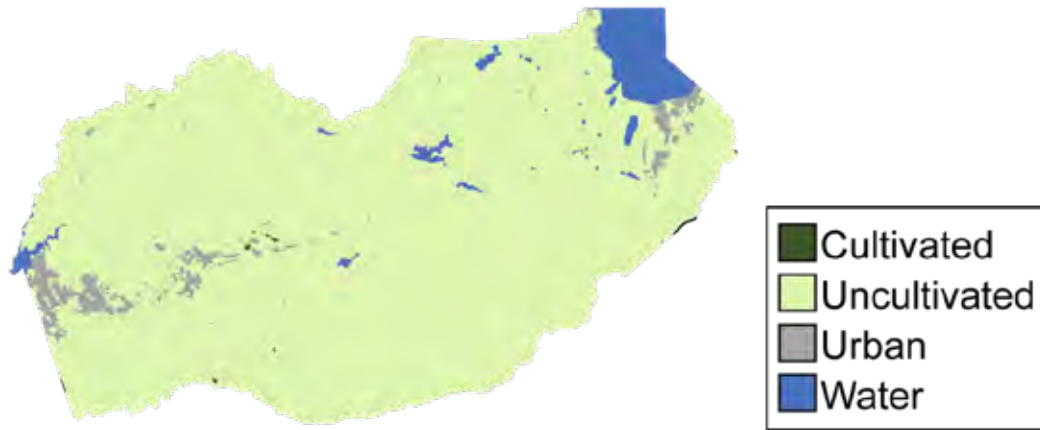


Figure 2. El Dorado County land-use map. Source: NASS Cropscape.

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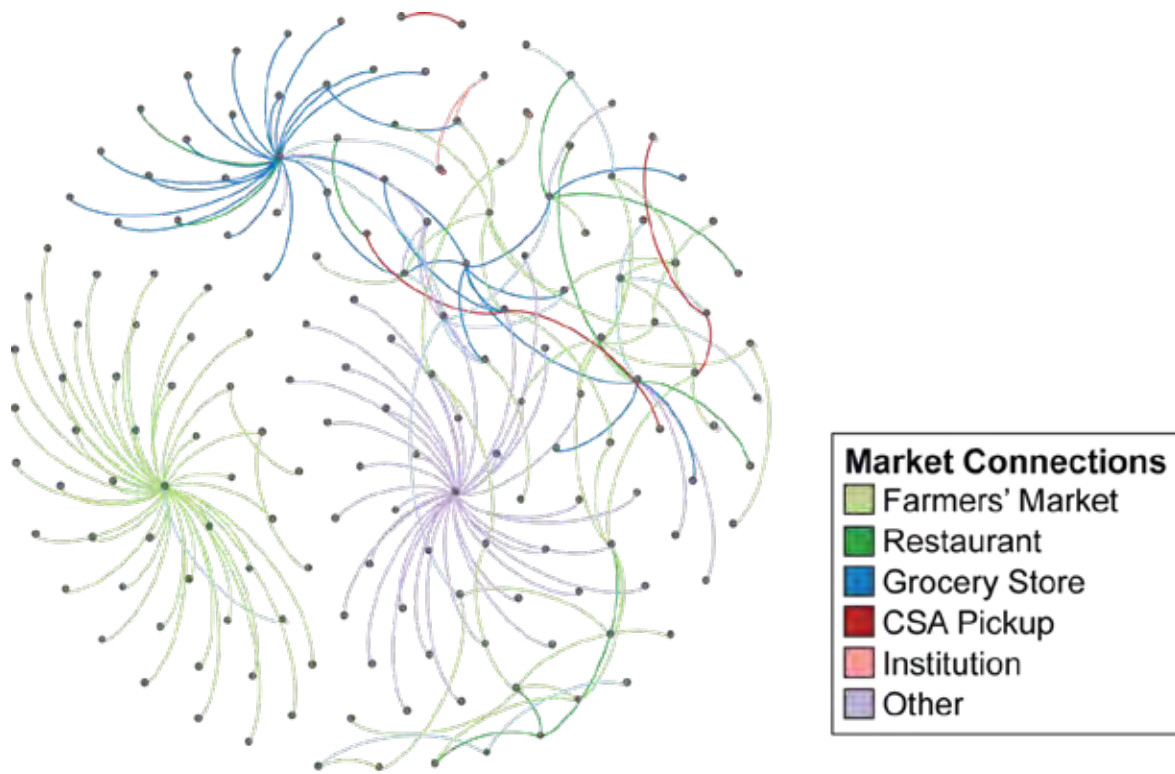


Figure 3. El Dorado County social network map.

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Figure 4. El Dorado County geospatial network map.

The network data has 213 nodes and 244 edges.

Spotlight farms

Rainbow Orchards is a member of Apple Hill Growers in Camino, CA. They grow apples as well as blueberries and stone fruit. **Table Nectar** is a catering company based in Diamond Springs, CA and offering services throughout the foothills area. Their focus is on farm-to-table catering and source much of their produce from local farms, as well as list their producers by name. **Local Yolk** is an egg farm in Pilot Hill, CA. Their hens have full access to the outdoors and non-gmo, organic feed. Local Yolk sells their eggs throughout northern California, mainly in the region but as far as San Francisco. **24 Carrot Farm**, in El Dorado's county seat of Placerville, is a local hub for farmers in the area. 24 Carrot Farm operates a farm stand where they sell their own produce as well as produce from many other farms in the area. The farm stand is also available online. **Placerville Food Co-op** is a cooperatively-run grocery store in Placerville, CA. The co-op self-identifies as socially responsible and offers many locally grown or made products. **Tahoe Food Hub** is a non-profit organization based in Truckee, CA. They act as a distributor for local food producers and

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showcase their local producers on their website. Their aim is to increase food access to the North Tahoe area while supporting regenerative farming practices. They also promote healthy eating through their Farm 2 School program and donate produce boxes through the Giving Box.

Smokey Ridge Ranch is a farm and winery, and a member of Apple Hill Growers in Placerville, CA. The farm offers u-pick apples along with a variety of other tree crops, and hosts farm-to-table lunches and wine tastings. **Mama Earth Farm** is located in Somerset, CA. The farm offers a CSA subscription and sells at local farmers' markets and grocery stores. **Beals' Orchard** has been in Placerville for three generations. Their produce is available at all the El Dorado County farmers' markets. **Collina di Mela** is an olive farm and olive oil producer in Placerville, CA and an Apple Hill Grower. Their olive oil has been award-winning several times over the years.

Eigenvector/undirected

1. Rainbow Orchards
2. Table Nectar
3. Local Yolk
4. 24 Carrot Farm
5. Placerville Food Co-op

Eigenvector/directed

1. 24 Carrot Farm
2. Table Nectar
3. Tahoe Food Hub
4. Smokey Ridge Ranch
5. Mama Earth Farm

Degree

1. Rainbow Orchards
2. Table Nectar
3. Local Yolk
4. Collina di Mela
5. 24 Carrot Farm

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Conclusion

The data we present here show the difference between each county's food system, its primary focus and how inter-related marketing practices are. Importantly, the data we show focus on transparent marketing connections. There are numerous connections of both sales and donations in each county food system that are not publicly advertised on the internet and would therefore not be included in this report. In part, this is because many places do not advertise their connections. While this is a limitation of the research, it is also a real limitation in building coalitions across the food system and mutually reinforcing acknowledgement of growers and connected businesses/eaters.

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APPENDIX J:

Sacramento Food Bank Emergency Food Plan Update



Sacramento Food Bank & Family Services
 Sacramento County Emergency Food Plan Update
 September 2022

On March 19, 2020, the Governor of California issued a shelter in place order for California residents to curb the negative impact of the COVID-19 pandemic. In the following months, the unemployment rate in the state quadrupled from approximately 4% to approximately 16%, and the need for emergency food services in Sacramento County nearly doubled. At the same time, 40% of the food distribution locations within Sacramento Food Bank & Family Services' (SFBFS') network closed their doors due to capacity limitations.

There was an immediate need to increase access to food in the community, but existing emergency plans did not account for the specific challenges that arose from the COVID-19 pandemic. The pandemic was an international emergency that affected all jurisdictions within the United States and strained global supply channels. It resulted in decreases in food donations, volunteer-led services that no longer had volunteers to run them and food distributions that needed to be redesigned to protect clients and workers from exposure to the virus.

Today, more than two years into the pandemic, the need for emergency food resources is once again rising due to inflation. Between the ongoing pandemic and historic inflation, it is anticipated that the need for emergency food resources will remain elevated for years to come. Below is a summary of the key learnings from the COVID-19 pandemic and the next steps required to meet current need and prepare Sacramento County's emergency food network for future emergencies.

Sacramento County's Emergency Food Network Landscape

As the regional food bank for Sacramento County, SFBFS is the emergency food hub responsible for procuring food resources and ensuring that food is equitably distributed throughout the county to community members in need. This is primarily done through the distribution of food to a network of emergency food providers, including food pantries, meal sites, school districts and nonprofits that support hard-to-reach populations like refugees, individuals with mobility limitations and unhoused community members. Prior to the pandemic, SFBFS' network consisted of 220 distribution points. Currently, SFBFS' network is comprised of more than 150 distribution locations.

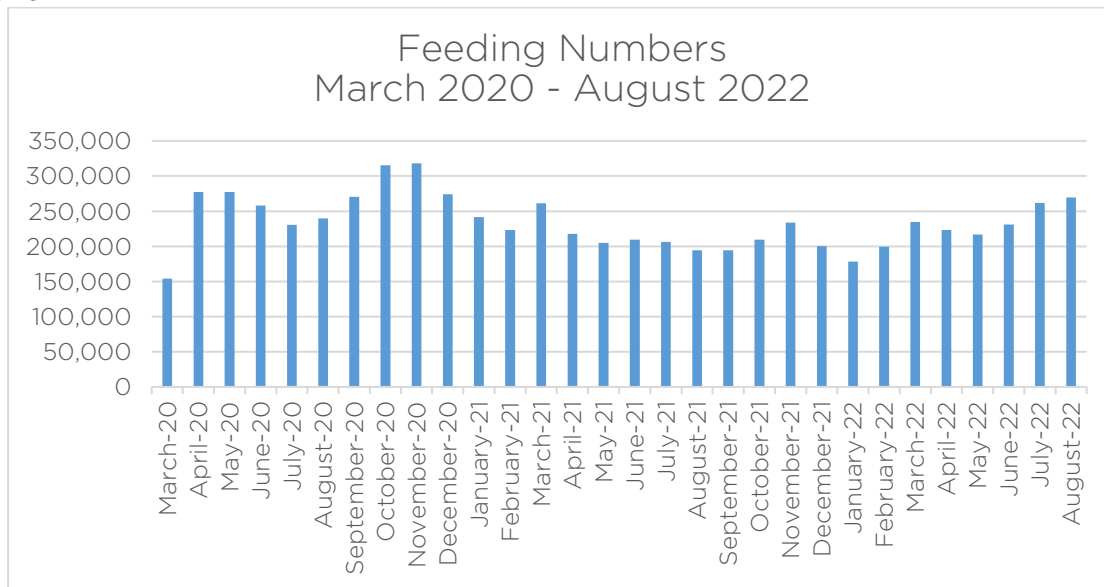
In addition to food distribution, SFBFS' network of emergency food providers also facilitates the largest food recovery program within the county, recovering food from local grocery stores, wholesalers and more. Over the last fiscal year (July 2021 – June 2022), 51 community partners worked together to recover more than 10.7 million pounds of edible food from 151 locations throughout Sacramento County.

The Need

Prior to the pandemic, SFBFS' network of emergency food providers reached an average of 150,000 individuals each month. During the first 29 months of the pandemic (April 2020 - August 2022), SFBFS averaged over 237,000 individuals reached per month. At the height (October and November 2020), SFBFS reached over 315,000 individuals a month, which is more than a 110% increase from prior to the pandemic.

Due to the lingering effects of the COVID-19 pandemic and historic inflation, the need for emergency food assistance is once again increasing. In August 2022, SFBFS' network of emergency food providers reached more than 269,500 individuals, which is the most served since December 2020. It is also worth noting that while demand for emergency food resources typically decreases during the summer months, it grew significantly during the summer of 2022. In fact, SFBFS' network of emergency food providers reached more people during the summer of 2022 than the same timeframe in either 2020 or 2021. Figure 1 shows the trends in feeding numbers from March 2020 through August 2022.

Figure 1



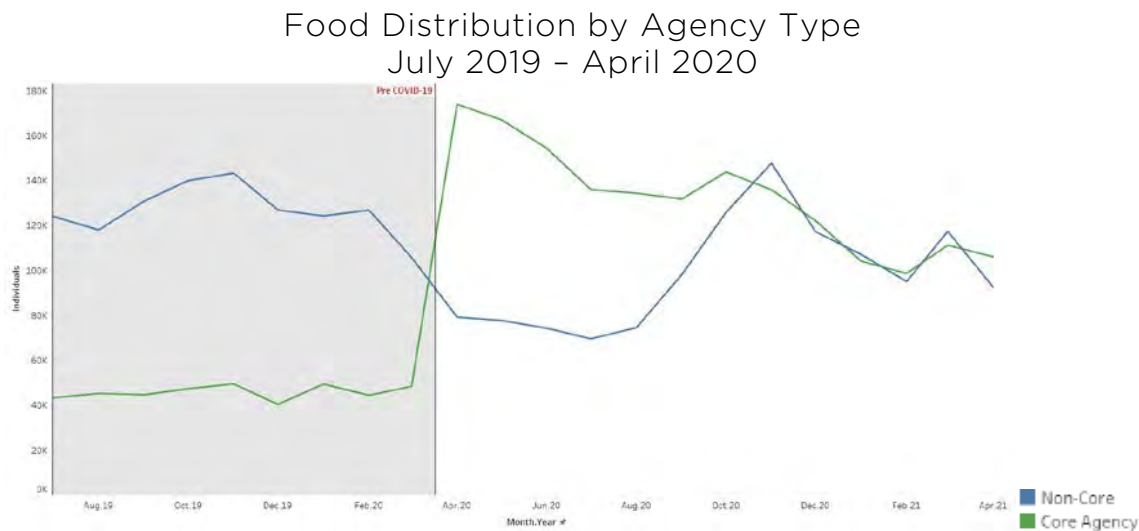
The Emergency Food Network's Response to COVID-19

The COVID-19 pandemic changed the model for how resources were allocated, how emergency food providers communicated and how emergency food distributions were formatted. Additionally, the pandemic also allowed for the development of new partnerships and outreach methods.

Allocation of resources

At the start of the pandemic, approximately 40% of SFBFS' network of food distribution locations closed due to capacity and safety concerns. As a result, SFBFS invested food and monetary resources into a core group of 26 food pantries, located throughout Sacramento County that had the capacity to increase their distribution frequencies. As a result, this core group (along with SFBFS' two weekly distributions) ended up feeding more than 50% of those reached each month during the pandemic. Figure 2 depicts the switch in how food began to be distributed at the start of the pandemic. Prior to COVID-19, the non-core agencies (blue line) distributed the majority of groceries, but that changed in March 2020 when the core group of 26 food pantries (green line) started distributing the majority of groceries. Currently, the core group (along with SFBFS' two weekly distributions) are still responsible for feeding about half of those reached in Sacramento County.

Figure 2

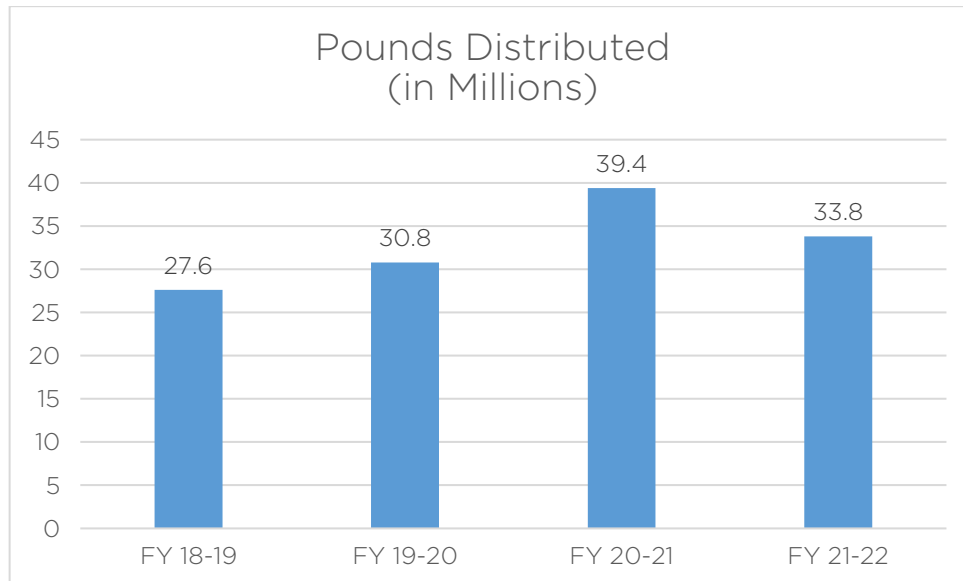


In order to meet the increased need for food access, SFBFS and its network of emergency food providers needed to adapt quickly. SFBFS' community partners needed increased food allocations and more supplies to help run their distributions, including equipment to safely transport, store and distribute larger quantities of product.

One of the biggest operational challenges presented by the pandemic was the change in food sourcing required to meet this increase in demand. In the year

prior to the pandemic, SFBFS' network of emergency food providers distributed approximately 28 million pounds of food. During the height of the pandemic, that increased to over 39 million pounds of food. Figure 3 depicts the changes in the quantity of food distributed from July 2018 through June 2022.

Figure 3



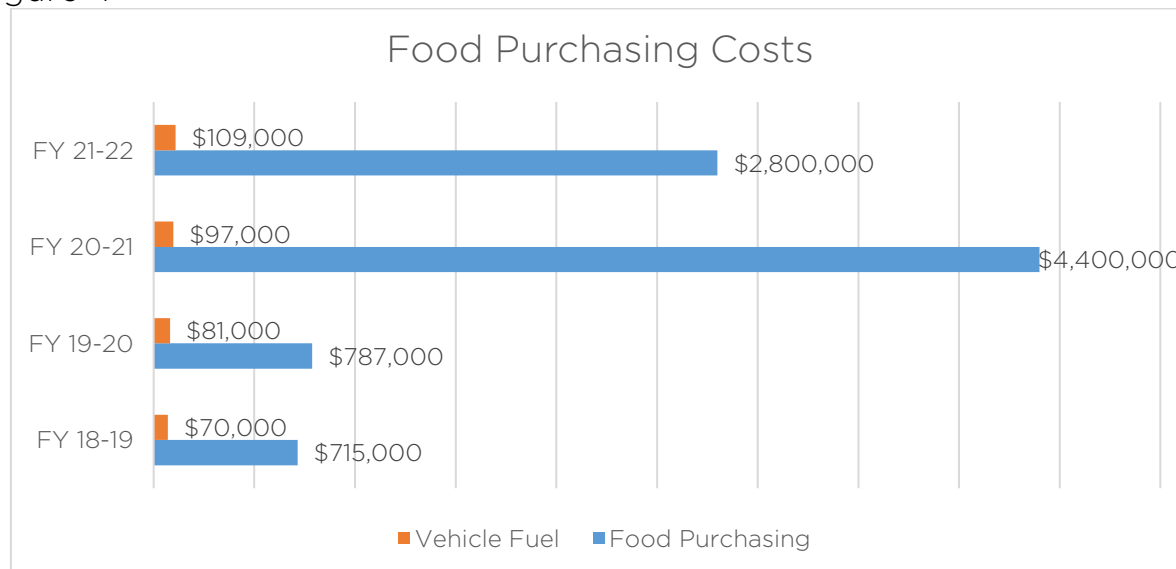
Not only did the quantity of food needed increase during the pandemic, but so did the need for food purchasing because the quantity of donated food was insufficient to meet demand. Prior to the pandemic, SFBFS relied on donated food for the majority of its food supply (approximately 80% of food distributed or about 22 million pounds), which came from private sources (edible food recovery from local retailers and food drives) and donated government commodities. This left about 20% of food resources that needed to be purchased at wholesale or discounted pricing.

At the beginning of the pandemic, the emergency food network saw an increase in government commodities donated to food banks but a decrease in food donations from private sources. This change, combined with the increase in demand, led to the need for increases in food purchasing. Currently, purchased food makes up nearly 30% of food distributed. As the amount of food purchased has increased, so has its cost due to demand, inflation and supply chain challenges. Over the course of the pandemic, the amount of government commodities available has greatly decreased. Therefore, it has been important to develop additional private food donations so that costs for purchased food do not exceed a sustainable level. The implementation of SB 1383 (2016)¹ could potentially be one opportunity to increase donated food to

¹ SB 1383 requires the reduction of the disposal of organic waste in jurisdictions throughout California and establishes a goal that at least 20% of the edible food that is currently disposed of be recovered for human consumption by 2025

SFBFS' network of emergency food providers in the future. Figure 4 depicts SFBFS' cost for food purchasing from July 2018 through June 2022.

Figure 4



The increase in the quantity of food distributed also led to significant increases in operational costs due to the additional labor to pull, pack and transport food orders, the increased strain on equipment and the increased cost associated with supplies such as cardboard boxes (which alone increased in cost by 65% over the course of the pandemic). Another cost that increased dramatically was transportation. Increases in fuel costs led to significant increases in costs associated with receiving purchased food orders from vendors and costs associated with delivering to food partners. Above, Figure 4 depicts the increase that SFBFS has seen in fuel costs from July 2018 through June 2022.

Demand from the pandemic was initially absorbed by existing infrastructure and equipment. However, over time the increased strain on equipment led to the need for infrastructure purchases for both SFBS and many of its larger partners. Resources and capacity grants were key to being able to provide food pantries with the tools they needed to safely transport, store and distribute product. These grants have led to improved infrastructure throughout Sacramento's emergency food network through the addition of commercial refrigerators/freezers, walk-in refrigerators, box trucks, pallet jacks, gardens to grow culturally appropriate foods and more.

Communication among emergency food providers

The key to the emergency food network's ability to meet the challenges posed by COVID-19 was SFBFS' Neighborhood Food Access Network (NFAN). When SFBFS created the NFAN in 2017, they divided Sacramento County and its food pantries into geographic zones (NFANs) to improve efficiency and coordination within the emergency food system. The NFAN is a relationship-

focused model that engages key stakeholders (SFBFS, partner food pantries and local stakeholders) in improving food access. SFBFS' network of food pantries work together to share best practices, set goals using data and problem solve food access challenges in their neighborhoods.

When COVID-19 hit, the focus of the NFAN model shifted from 11 independent groups to one countywide emergency response group comprised of 26 of the largest food pantries in Sacramento's emergency food network. This group contained at least two pantries from each NFAN and met weekly via telephone to discuss needs, share best practices, strategize on how to maximize existing resources and create/implement a coordinated response to address emergency food access in Sacramento County.

The NFAN model allowed SFBFS and the emergency food network to respond quickly to COVID-19 by utilizing existing collaborative relationships. By using the NFAN model, SFBFS has seen partner pantries shift their mindset from "I" to "we." During the pandemic, the network has worked collaboratively to address the increased demand for food and the need to expand distribution frequency while simultaneously dealing with a decrease in volunteers and the need to prevent potential COVID-19 exposures.

By collaborating, SFBFS' network of core pantries increased capacity by:

- Sharing volunteers
- Streamlining processes
- Delivering and picking up food for other pantries that faced transportation barriers
- Adapting new technologies like GroupMe (group text messaging) to share unexpected resources or ask time-sensitive questions to each other
- Sharing resources and best practices

Changes in distribution models

COVID-19 changed the model for emergency food distributions at many sites around the county. In an attempt to serve larger number of community members in a way that reduced the exposure to germs, farmers' market-style distributions were transitioned to drive-through distributions that provided clients with pre-packed boxes of food and bags of produce. Large-scale drive-through distributions required more staffing, more product and more equipment (e.g., walkie-talkies, safety vests, cones/barricades, A-frame signs, canopies, etc.).

For example, to help meet the increased need and serve as a relief valve for local pantry partners, SFBFS launched two weekly drive-through grocery distributions. Prior to the pandemic, SFBFS' direct farmers' market-style produce distributions served an average of 7,447 individuals a month. Throughout the first two-and-a-half years of the pandemic, SFBFS' two Mega

Drive-Through and Walk-Up distributions reached an average of more than 24,300 individuals each month (226% increase).

New partnerships

One silver lining of the pandemic was the ability to fast-track the development of new partnerships to expand food access to hard-to-reach populations like the home bound, refugees and other hard-to-reach families.

Due to the Governor's Stay Home Order, SFBFS closed all public Food for Seniors distributions and developed a home delivery program with Paratransit in April 2020. At the height of the pandemic, this partnership provided over 1,400 seniors with home delivered groceries, and it continues to provide home delivery to about 900 seniors today. SFBFS also worked with Paratransit to develop a pilot program that provides monthly groceries to about 120 individuals with mobility limitations.

During the pandemic, SFBFS was able to develop and expand partnerships with groups that serve refugee populations, such as Al-Misbaah and International Rescue Committee. Additionally, SFBFS was able to expand partnerships with seven school districts to enhance food security for students and families in low-income areas who may have trouble accessing traditional food distribution locations. These partnerships provide school grocery boxes, pop-up produce distributions and onsite food pantries at schools.

New outreach methods

CalFresh is California's most effective food access program. It provides nutrition to those in need while also creating jobs and benefitting the local food economy. Prior to the pandemic SFBFS conducted CalFresh Outreach in person at food distributions and community events. During the pandemic our CalFresh Outreach shifted to a more efficient (and ultimately more effective) strategy of using social media campaigns and Google ads.

Food Distribution Participants

Emergency food distributions throughout Sacramento County serve a diverse community. In August 2021, a voluntary client survey was administered to gain insight into the community served and what types of foods participants would like to see at distributions. The survey was administered by select agencies within SFBFS' network and completed by 1,082 community members throughout Sacramento County.

Survey results showed that 68% of respondents received at least half of their food from local food pantries (21% received nearly all their food from food pantries). Survey results also showed that a number of clients had dietary requirements, including the need for foods that were low in sugar (25% of respondents), low in sodium (21% of respondents) and low in fat (16% of respondents). Survey results also showed an interest in vegetarian/vegan

foods (11% of respondents), gluten-free foods (9% of respondents) and Halal or Kosher foods (7% of respondents).

Respondents also indicated a desire to see more fresh and healthy foods at local food distributions. In particular, the majority of respondents wanted to see more meat (78% of respondents), fresh produce (72% of respondents), eggs (70% of respondents), dairy (66% of respondents), vegetarian proteins (57% of respondents) and whole grains such as brown rice and wheat bread (51% of respondents).

Next Steps

Due to the pandemic, inflation and other factors, the number of food insecure people in Sacramento County has increased dramatically since early 2020. Over that same time, Sacramento lost a number of the anti-hunger organizations that had supported community members with food. This has made it more difficult for the nearly 1 in 5 Sacramento residents experiencing hunger to access food.

Over the next few years, SFBFS is dedicated to not only continuing its existing food access programs but also rebuilding the food safety net in Sacramento County. In doing so SFBFS is committed to the following:

Strengthening and supporting Sacramento County's food safety net

- Continuously assessing Sacramento County to identify neighborhoods and communities that experience gaps in food access. This includes mapping existing food distribution sites and overlaying them with census data to identify service gaps. It also includes analyzing the equity of distribution frequency in neighborhoods throughout Sacramento County and examining feedback from key stakeholders about communities in need of additional services.
- Identifying and developing partnerships with new food access partners to support equitable food access throughout Sacramento County.
- Assisting food access partners with ongoing training to deliver the best client-centered services possible.
- Supporting food access partners with the equipment needed to effectively receive, store and distribute food.
- Providing grants to select partner agencies to expand their capacity to serve our community.
- Connecting partner agencies to one another and supporting collaborations that lead to better food access.

Closing gaps to food access among vulnerable and hard-to-reach groups

- Developing creative partnerships to support underserved communities to ensure greater food access.
- Supporting the home delivery of food to seniors and community members with mobility challenges.

- Partnering with schools in underserved neighborhoods to ensure that families who have difficulty accessing services can access groceries.
- Supporting programs that reach community members who lack access to familiar and culturally important foods.
- Bringing mobile pantries to neighborhoods where food access is limited.

Providing daily essentials so families don't have to make impossible tradeoffs between food and other necessities.

- Providing diapers and other baby care items in partnership with social service organizations working to support the needs of young families.
- Connecting qualified community members with utility assistance so there is not a tradeoff between paying utilities or putting food on the table.
- Supporting new Americans in making connections, accessing services and getting settled in this country.
- Helping our neighbors navigate the complexities of obtaining lawful status in the United States.

When implemented, these actions will provide more food to more people in more ways to ensure that all people in Sacramento County have access to the food they need to live healthy lives.

APPENDIX K1:

Senate Bill 1383 Edible Food Recovery Capacity Study

SACRAMENTO COUNTY

Senate Bill 1383 Edible Food Recovery Capacity Study

Submitted electronically: July 26, 2022



On behalf of the Cities of **Citrus Heights**, **Elk Grove**, **Folsom**, **Galt**, **Rancho Cordova**, and **Sacramento**, and **Sacramento County**



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1. BACKGROUND

1.1 Introduction

With the exception of reducing the volume of surplus food generated, recovering edible food that would otherwise be disposed of for human consumption represents the solid waste management industry's preferred food waste management option (see **Figure 1**, below).

Figure 1 – Food Recovery Hierarchy



Until recently however the solid waste industry has largely not considered edible food recovery as part of its solid waste management planning efforts. That changed with the passing of Senate Bill (SB) 1383. SB 1383 sets as a goal that not less than 20 percent of edible food that is currently disposed of is recovered for human consumption by 2025. It requires large commercial edible food generators to donate all edible food that would otherwise be disposed to an edible food recovery organization or service.

Tier 1 edible food generators, including supermarkets, grocery stores, food distributors, and wholesale food vendors, are required to comply with the regulations starting on January 1, 2022. Tier 2 commercial edible food generators, including large restaurants, hotels, health facilities, and schools are required to comply with the regulations starting on January 1, 2024.

SB 1383 requires jurisdictions to “ensure” any additional edible food recovery capacity that is required to recover edible food from Tier 1 and Tier 2 commercial edible food generators, and “obtain” funding for any such additional capacity, as necessary. SB 1383 provides that jurisdictions may fund the actions taken to comply with their required food recovery programs through franchise fees, local assessments, or other funding mechanisms.

1.2 Senate Bill (SB) 1383

SB 1383 (Lara, Chapter 395, Statutes of 2016) established ambitious short-lived climate pollutant reduction mandates. To meet those mandates SB 1383 required the Department of Resources Recycling and Recovery (CalRecycle), in consultation with the California Air Resources Board, to develop

Background

regulations to reduce the disposal of organic waste 50 percent below 2014 levels by 2020 and 75 percent by 2025.

In addition, recognizing the significant levels of food insecurity in the state, **SB 1383 establishes a goal that not less than 20 percent of the edible food that is currently disposed of is recovered for human consumption by 2025**, as note above. CalRecycle's 2018 Waste Characterization Study estimated that approximately 1.1 million tons of potentially donatable food is currently disposed in landfills.

The study results suggest that at least 225,000 tons of edible food would need to be recovered to meet the SB 1383 twenty percent edible food recovery target.

1.3 Edible Food Recovery Program Requirements

SB 1383 requires that jurisdictions, including the Cities of Citrus Heights, Elk Grove, Folsom, Galt, Rancho Cordova, and Sacramento, and Sacramento County (the "Jurisdictions") implement an edible food recovery program.

SB 1383 **Article 10 - Jurisdictional Edible Food Recovery Programs, Food Generators, and Food Recovery**, establishes the edible food recovery program requirements. Per **Section 18991.1 - Jurisdiction Edible Food Recovery Program**, a jurisdiction shall implement an edible food recovery program that shall include the actions that the jurisdiction will take to accomplish each of the following:

- (1) Educate commercial edible food generators as set forth in **Section 18985.2 - Edible Food Recovery Education and Outreach**.
- (2) Increase commercial edible food generator access to food recovery organizations and food recovery services.
- (3) Monitor commercial edible food generator compliance as required in **Article 14 - Enforcement Requirements**.
- (4) Increase edible food recovery capacity if the analysis required by **Section 18992.2 - Edible Food Recovery Capacity** indicates that the jurisdiction does not have sufficient capacity to meet its edible food recovery needs.

As noted above, a jurisdiction may fund the actions taken to comply with this section through franchise fees, local assessments, or other funding mechanisms.

1.4 Edible Food Recovery Capacity Planning

SB 1383 **Article 11 - Organic Waste Recycling Capacity Planning, Section 18992.2 - Edible Food Recovery Capacity**, provides the edible food recovery capacity planning requirements jurisdictions are to undertake.

As specified, counties in coordination with jurisdictions and regional agencies located within the County are to:

- » Estimate the amount of edible food that will be disposed by commercial edible food generators that are located within the county and jurisdictions within the county (see **Section 4 - Edible Food Projections**).
- » Identify existing capacity at food recovery organizations that is available to commercial edible food generators located within the county and jurisdictions within the county (see **Section 2 - Food Recovery Organizations and Services**).
- » Identify proposed new or expanded food recovery organizations and food recovery services that will be used to recover the edible food disposed by commercial edible food generators in the county (see **Section 5 - Capacity Assessment**).

Background

- » Identify the amount of new or expanded capacity, if any, at food recovery organizations and food recovery services that will be necessary to recover the edible food that is estimated to be disposed by commercial edible food generators in the county (see [Section 5 - Capacity Assessment](#)).

In complying with these requirements, counties, in coordination with jurisdictions and regional agencies located within the county, are to consult with food recovery organizations and services regarding existing, or proposed new and expanded capacity that could be accessed by jurisdictions and commercial edible food generators.

If a county identifies that new or expanded capacity is needed to recover the amount of edible food that is estimated to be generated by commercial edible food generators, then each jurisdiction within that county that lacks capacity is required to submit an Implementation Schedule to CalRecycle. That Implementation Schedule must demonstrate how the jurisdiction will ensure there is enough new or expanded capacity to recover the edible food disposed by commercial edible food generators within its jurisdiction.

The Implementation Schedule is to include timelines and milestones for planning efforts to access additional new or expanded capacity including but not limited to:

- » Obtaining funding for edible food recovery infrastructure including, but not limited to, modifying franchise agreements or demonstrating other means of financially supporting the expansion of edible food recovery capacity.
- » Identifying facilities, operations, and activities inside the county that could be used for additional capacity.

R3 Consulting Group, along with Sacramento Food Bank and Family Services (SFBFS), was engaged by the Jurisdictions to assist them with preparing Sacramento County's required SB 1383 Edible Food Recovery Capacity Study. R3 and SFBFS were also tasked with assisting the Jurisdictions with developing the required Implementation Schedule. Those efforts were guided by the Edible Food Recovery Working Group (EFRWG) comprised of representatives of each of the Jurisdictions.

1.5 Sacramento County's Existing Commercial Edible Food Recovery and Distribution System

Sacramento County's existing commercial edible food recovery and distribution efforts are largely, if not exclusively, operated by non-profit organizations and services. Those organizations currently receive little, if any, ongoing sustainable local funding for their commercial edible food recovery operations. SFBFS is the largest provider of human needs in Sacramento County and, with its network of non-profit partner agencies, recovers the majority of edible food that is recovered from commercial generators in the County. SFBFS is a member of the California Association of Food Bank, and is a partner distribution organization of the Food Bank of Contra Costa and Solano County, which is a Feeding America Food Bank.¹ SFBFS is also responsible for distributing federally funded food provided to Sacramento County through the Emergency Food Assistance Program (TEFAP) operated by the USDA.

SFBFS has more than 80 non-profit partner agencies. SFBFS's partner organizations include roughly 50 that recover edible food from commercial edible food generators, largely through SFBFS' Grocers Feed the Hungry Program (GFTH), and more than 30 other partner agencies that distribute edible food to their clients but do not recover edible food from commercial generators.

In 2018-2019, SFBFS and its partner agencies network distributed over 28 million pounds of fresh groceries throughout the County.² At 1.2 pounds per meal this equates to 23.3 million meals, or 64,000 meals per day, 365 days per year.

¹ *Feeding America is a nationwide network of approximately 200 food banks and 60,000 food pantries and meal programs and is the nation's largest domestic hunger-relief organization.*

² *This includes food recovered from commercial businesses, TEFAP food, and donated, and purchased foods.*

Background

In addition to SFBFS and its partner agencies, there are various other entities in the County that recover and/or distribute edible food to food insecure individuals and families. Those entities include California Emergency Food Link, which previously distributed TEFAP food throughout California, Loaves & Fishes, and other religious and secular organizations.

1.6 Report Organization

This report presents our findings and is organized into the following sections:

- » **Section 1:** Background
- » **Section 2:** Food Recovery Organizations and Services
- » **Section 3:** Commercial Edible Food Generators
- » **Section 4:** Edible Food Disposal Projections
- » **Section 5:** Capacity Assessment

2. FOOD RECOVERY ORGANIZATIONS AND SERVICES

2.1 Introduction

SB 1383 requires jurisdictions to consult with food recovery organizations and services (FROS) regarding existing, or proposed new and expanded capacity that could be accessed by the jurisdiction and its commercial edible food generators. Additionally, jurisdictions are required to maintain a list of FROS and their edible food recovery capacity.

The County's hunger relief system is comprised of dozens of largely non-profit organizations and services that collectively source and/or distribute meals to food insecure individuals and families in each of the Jurisdictions. The majority of the identified food recovery organizations operating in Sacramento are SFBFS partner agencies, although other non-profit food recovery organizations also operate in the County. While all of those organizations and services are part of the County's broader hunger relief system, many of them do not recover edible food from commercial edible food generators and are therefore not classified as FROS.

2.2 Methodology

To compile the list of FROS a variety of resources were used. All SFBFS active partner agencies were listed and identified as either a current GFTH participating recovery organization, or non-GFTH participating feeding agency. These agencies sign a partner agency agreement with SFBFS, must be a 501c3, complete the necessary GFTH training, and have a certified food handlers permit on file for anyone involved in food recovery.

Additionally, they are audited by SFBFS' compliance department to make sure that all Feeding America and County regulations are followed. Agencies must report the weights recovered at least weekly (daily is preferred) and communicate any store issues or concerns in a timely manner for resolution to ensure a healthy working relationship. GFTH agencies must have at least one distribution a week and be able to pick up donations at least once a week (but more commonly 3-5 days a week).

In addition to the above, a request was made to www.211.org to obtain a county list of agencies that distribute food to low-income populations in Sacramento County. This list was cross referenced with SFBFS's list of partner agency feeding and recovery organizations to eliminate duplication. A Google search was also performed to identify other food distributions, food recovery organizations and church groups with food closets or pantries. Those efforts identified 14 entities that are not SFBFS partner agencies but conduct food distributions in Sacramento County.³

2.3 Food Recovery Organizations and Services

Based on the methodology described above, a list of FROS providing services in the County was compiled, which is provided in **Appendix 2A**.

2.4 Surveying of Food Recovery Organizations and Services

In support of the requirement for jurisdictions to consult with food recovery organizations and services regarding existing and proposed new and expanded capacity that could be accessed by the commercial edible food generators, SFBFS conducted a detailed survey of its partner agencies. Other identified FROS that are not SFBFS partner agencies were also contacted, and information was requested regarding their existing edible food recovery operations, any potential available capacity, and their interest in recovering and/or distributing more edible food.

³ *These agencies include three previous SFBFS partner agencies and California Emergency Foodlink.*

Food Recovery Organizations and Services

That survey found that some available capacity exists within both FROS that rely on volunteer labor, as well as those that have paid food recovery staff. To some extent, available capacity within those FROS is contingent upon procuring additional labor and/or necessary transportation. The extent to which that capacity can be accessed depends in part on the location and collection schedule of Tier 1 donors that require edible food recovery services. The size of the generator can also impact the availability of capacity as some FROS do not have access to trucks to service larger accounts.

2.4.1 SFBFS Partner Agencies

SFBFS conducted a comprehensive survey with all active partner feeding agencies.

This survey contained 42 questions with three major focuses:

1. Food distribution to verify current and potential capacity to distribute recovered food to low-income populations;
2. Current and potential capacity to expand food recovery; and
3. Current and future capacity needs necessary for additional recovery.

The survey was sent to a total of 108 organizations. Of those 108 organizations the survey was not applicable to 16 agencies, leaving 92 potential responses. SFBFS received 76 completed surveys, for a return rate of 82%. Key capacity related findings are provided below.

- » 84% (64) of respondents said they had sufficient food to satisfy their clients current needs. This finding highlights the importance of considering both how best to collect and distribute any additional food that is available for recovery. If an agency currently has sufficient food to satisfy its client's needs, it would likely not be a candidate for rescuing or distributing any additional food from Tier 1 and Tier 2 generators that are not currently donating.
- » Obtaining "additional food" is less of a priority than the "nutritional quality" and "variety" of food. This further highlights the need for a well-designed coordinated food recovery and distribution system, and the types of food that are priority targets for recovery (e.g., meats / protein).
- » 46% (35) of agencies have all the equipment they need to fulfill their obligations, while 54% (41) would benefit from getting new equipment, such as scales, infrared temperature guns, ice chests, cooling blankets, hand trucks, etc.
- » With their existing resources, 45% (34) of agencies said they do not have the ability to recover more food through GFTH, 36% (27) said it is a **possibility** and 20% (15) said they do have the ability to recover more food.
- » 65% (49) of respondents do not have any plans to create new or expanded food rescue capacity in 2022.
- » 65% (49) of respondents currently have enough cold holding and freezer capacity to receive and store their current volume of perishable and frozen products. For those that don't have enough cold holding, they predominantly need both more refrigerated and frozen space, as well as additional receiving space.
- » 18 agencies reported spending less than \$1K per year to recover food directly from retailers, 12 agencies reported spending \$1K - \$5K per year, and 13 agencies reported spending more than \$5K per year.
- » 92% (70) of agencies would like to serve more clients than they do now and 71% (54) would do so if they had a larger space.
- » The top 5 needs for agencies to be able to recover and distribute more food are: additional cold storage, additional facility space, more volunteers, refrigerated vehicles, and funding to hire other program staff.
- » Given their current capacity, only 32% (24) of respondents feel **confident** they could recover more food than they do right now.

Food Recovery Organizations and Services

2.4.2 Non-Partner Agencies

Those identified FROS that are not SFBFS partner agencies were separately contacted in an effort to determine what services they provide, their available capacity, and their potential interest in recovering and/or distributing additional food. Of those agencies, Aldar Academy, California Emergency Food Link, and St. Mark's United Methodist Church reported that they currently receive food donations from commercial businesses. Both Aldar Academy and California Emergency Food Link reported that they have existing capacity available to collect additional food from commercial businesses. St Mark's reported they would be interested in receiving additional food donations.

2.4.3 Fee-for-Service Food Recovery Services

In addition to the above food recovery and/or distribution organizations, various entities that provide fee-for-service food recovery operations were also surveyed. That survey found that both Copia and RePlate have some operations (capacity) in Sacramento County and are interested in increasing their operations in the County. GoodR, which is also a fee-for-service food recovery service, also expressed an interest in providing services in the County. Collectively, Copia, Replate, and GoodR reported they have sufficient capacity to service all Tier 2 generators in the County.

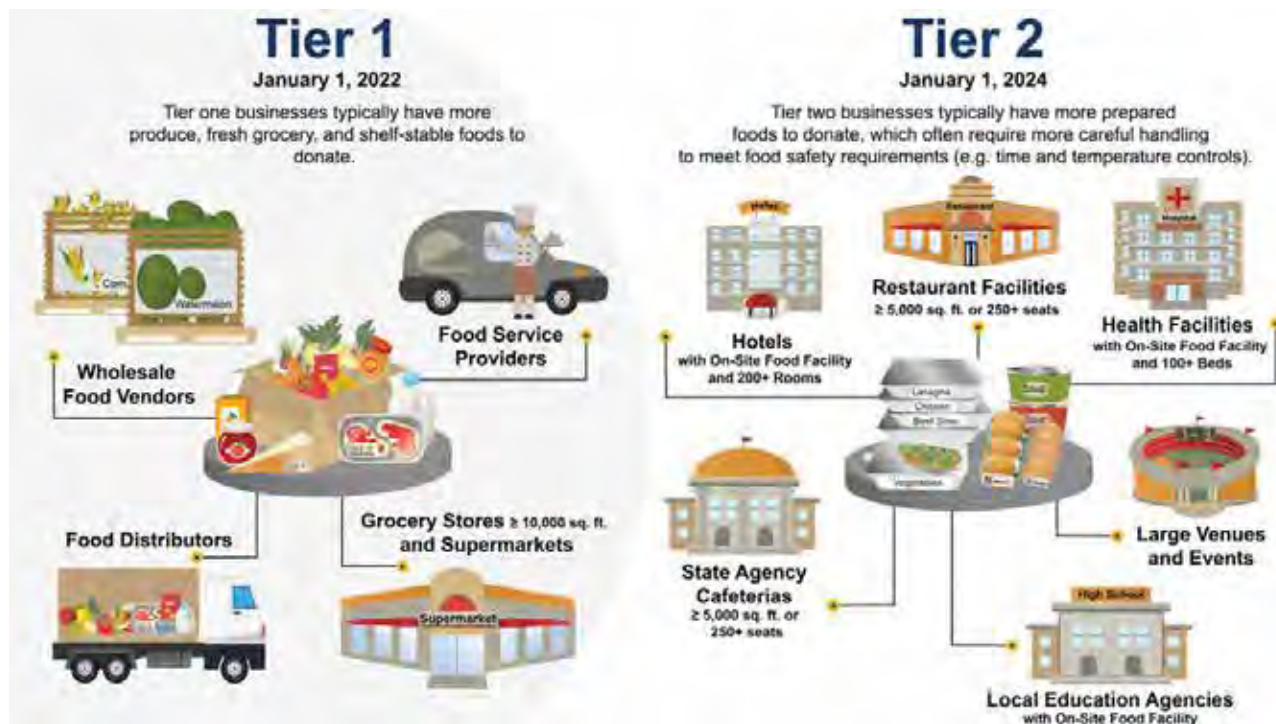
3. COMMERCIAL EDIBLE FOOD GENERATORS

3.1 Introduction

SB 1383 groups businesses that are required to donate edible food into 12 categories that are divided into two "tiers" (Figure 2) listed below. Businesses classified as Tier 1 are required to send surplus food to food recovery organizations starting January 1, 2022. Businesses classified as Tier 2 are required to send surplus food to food recovery organizations starting January 1, 2024.

For capacity planning, jurisdictions must identify which commercial edible food generators with a physical location within the jurisdiction meet the Tier 1 and Tier 2 commercial edible food generator requirements, and as such are required to send surplus food to a food recovery organization or service.

Figure 2 – Commercial Edible Food Generators⁴



Tier 1 Donors

- (A) **Supermarket** – means a full-line, self-service retail store with gross annual sales of two million dollars (\$2,000,000), or more, and which sells a line of dry grocery, canned goods, or nonfood items and some perishable items.
- (B) **Grocery Store** – means a store primarily engaged in the retail sale of canned food; dry goods; fresh fruits and vegetables; fresh meats, fish, and poultry; and any area that is not separately owned within the store where the food is prepared and served, including a bakery, deli, and meat and seafood departments, with a total facility size equal to or greater than 10,000 square feet.
- (C) **Food Service Provider** – means an entity primarily engaged in providing food services to institutional, governmental, commercial, or industrial locations of others based on contractual arrangements with these types of organizations.
- (D) **Food Distributor** – means a company that distributes food to entities including, but not limited to, supermarkets and grocery stores.

⁴ Source: CalRecycle; Guidance for Jurisdictions: How to Identify SB 1383 Commercial Edible Food Generators.

Commerical Edible Food Generators

- (E) **Wholesale Food Vendor** – means a business or establishment engaged in the merchant wholesale distribution of food, where food (including fruits and vegetables) is received, shipped, stored, and prepared for distribution to a retailer, warehouse, distributor, or other destination.

Tier 2 Donors

- (A) **Restaurant** – means an establishment primarily engaged in the retail sale of food and drinks for on-premises or immediate consumption, with 250 or more seats, or a total facility size equal to or greater than 5,000 square feet.
- (B) **Hotel** – has the same meaning as in Section 17210 of the Business and Professions code, with an on-site food facility and 200 or more rooms.
- (C) **Health Facility** – has the same meaning as in Section 1250 of the Health and Safety Code, with an on-site food facility and 100 or more beds.
- (D) **Large Venue** – means a permanent venue facility that annually seats or serves an average of more than 2,000 individuals within the grounds of the facility per day of operation of the venue facility. A venue facility includes, but is not limited to, a public, nonprofit, or privately owned or operated stadium, amphitheater, arena, hall, amusement park, conference or civic center, zoo, aquarium, airport, racetrack, horse track, performing arts center, fairground, museum, theater, or other public attraction facility. A site under common ownership or control that includes more than one large venue that is contiguous with other large venues in the site, is a single large venue.
- (E) **Large Event** – means an event, including, but not limited to, a sporting event or a flea market that charges an admission price, or is operated by a local agency, and serves an average of more than 2,000 individuals per day of operation of the event, at a location that includes, but is not limited to, a public, nonprofit, or privately owned park, parking lot, golf course, street system, or other open space when being used for an event.
- (F) **State Agency** – with a cafeteria with 250 or more seats or a total cafeteria facility size equal to or greater than 5,000 square feet.
- (G) **Local Education Agency** – means a school district, charter school, or county office of education that is not subject to the control of city or county regulations related to solid waste, with an on-site food facility.⁵
- (H) **Non-Local Entity** – means an entity that is an organic waste generator but is not subject to the control of a jurisdiction's regulations related to solid waste. These entities may include, but are not limited to, special districts, federal facilities, prisons, facilities operated by the state parks system, public universities, including community colleges, county fairgrounds, and state agencies.⁶

Edible food recovery programs will need to mature over time, and it is reasonable to expect the programs will take time to fully implement. This applies to the ongoing identification, prioritization, and coordination of efforts to bring Tier 1 and Tier 2 generators into compliance. In addition, critical to the success of the Jurisdictions' SB 1383 edible food recovery programs is ensuring that the distribution network needed to effectively move recovered edible food from Tier 1 and Tier 2 generators to food insecure individuals and families in the County keeps pace with food recovery operations.⁷

⁵ Although jurisdictions will not enforce non-local entities or local education agencies, jurisdictions are still required to provide non-local entities and local education agencies with edible food recovery education and outreach pursuant to Section 18985.2 of the regulations.

⁶ Jurisdictions are required to include non-local entities that meet a Tier 2 definition and are located within their borders in their capacity planning efforts. Specifically, jurisdictions must identify and provide adequate recovery capacity for edible food disposed of by these non-local entities.

⁷ As part of project research, a number of large Tier 1 generators in the region, including one in Sacramento County, were identified that are donating significant quantities of edible food for which there were no in-county distribution capacity available. That donated edible food is currently being transported to food recovery organizations in the Bay Area.

Commerical Edible Food Generators

3.2 Methodology

Our methodology for identifying Tier 1 and Tier 2 generators used CalRecycle’s document “Guidance for Jurisdictions: How to Identify SB 1383 Commercial Edible Food Generators” (Guidance Document)⁸ as a starting point. In certain cases, additional relevant information was identified and screened, most notably North American Industry Classification System (NAICS) data for various food generating business classifications from the State Employment Development Department (EDD) database. In addition, internet research was conducted in support of the identification of Tier 1 and Tier 2 generators. We also contacted the County’s Environmental Management Department, and each of the Jurisdictions’ planning departments, building departments, and business license departments to request information in support of identifying Tier 1 and Tier 2 generators. Additional information on the methodologies used to identify Tier 1 and Tier 2 commercial edible food generators is provided below.

3.3 Tier 1 Commercial Edible Food Generators

Table 1, below, provides an accounting of the number of Tier 1 commercial edible food generators in each jurisdiction by generator type (classification). This is followed by findings specific to the identification of Tier 1 commercial edible food generators.

Table 1 – Tier 1 Edible Food Generators by Jurisdiction

Jurisdiction	1A Supermarkets + 1B Grocery Stores			1C Food Service Providers	1D Food Distributors + 1E Wholesale Food Vendors		
	Total	Donating	Not Currently Donating		Total	Donating	Not Currently Donating
Citrus Heights	10	10		Individual Food Service Providers operate at multiple sites throughout County			
Elk Grove	15	14	1		8	0	8
Folsom	13	13					
Galt	4	3	1				
Rancho Cordova	8	6	2		2	0	2
Sacramento	85	68	17		93	17	76
County	22	22			11	4	7
Total	157	136	21	14	114	21	93

1A Supermarkets + 1B Grocery Stores - (Appendix 3A)

Approach

Businesses listed on CalRecycle’s Convenience Zone Database are Tier 1A supermarkets. That list was cross referenced with EDD’s list of NAICS code **445110 Grocery Stores and Supermarkets** to identify additional businesses on that list that were not listed on CalRecycle’s Convenience Zone Database. Those additional businesses were then screened to determine if they met the Tier 1B grocery store standard: “a total facility size equal to or greater than 10,000 square feet”. Those that do meet this standard are Tier 1B grocery stores.

⁸ Use of this tool is optional and not a regulatory requirement.

Commerical Edible Food Generators

Summary Findings

A total of 157 businesses were identified as Tier 1A supermarkets or 1B grocery stores. Of those 157 businesses it was determined 136 are currently donating food to SFBFS, one of its partner agencies, or in 2 cases a non-partner agency. Staff at 7 of the other businesses reported that they are not currently donating edible food. After multiple attempts, we were not able to determine the status of the remaining 14 businesses and additional follow up will be necessary to determine their compliance.⁹ **Appendix 3A** contains the list of the identified Tier 1A supermarkets and 1B grocery Stores.

1C Food Service Providers (Appendix 3B)

Approach

An initial list of 1C food service providers was established using EDD's listing of NAICS code **722310 Food Service Contractors**, per CalRecycle's Guidance Document. That list was supplemented with additional businesses identified through review of other EDD NAICS code listings, most notably NAICS code **454390 Other Direct Selling Establishments**. A list of the 50 largest food service providers in the country was also obtained and research conducted to determine if any of those food service providers operate in the County.

Summary Findings¹⁰

NAICS code 722310 Food Service Contractors – There were a total of 29 such businesses listed in the County. Many of those businesses did not have phone numbers listed in the EDD database and phone numbers for many of those businesses could not be found though internet research. In addition, some of the listed businesses are restaurants (e.g., Firehouse Restaurant, Cornerstone Restaurant), and others are corporate offices for restaurants (e.g., Fat Family Restaurant Group, Gordito Burrito Corporate Offices, Strings Restaurant Group). After additional research and repeated calls to the remaining businesses on the list we were unable to establish that any of those businesses qualify as a Tier 1C food service provider, or generate any meaningful quantities of recoverable food.

NAICS code 454390 Other Direct Selling Establishments – In addition to the above, we researched regional and national food service management companies and identified a number of those with business locations in Sacramento County including Aramark, Sodexo, and Spectra Food Service and Hospitality, all of which were listed under NAICS Code **454390 Other Direct Selling Establishments**, with a Business Description of **Food Service Management**.

50 Largest Food Service Providers in the Country – Of the 50 largest food service providers, as ranked based on revenues, we identified 9 that directly or through affiliated companies provide services in Sacramento County (**Appendix 3B**).¹¹ Of those nine businesses, none of them have their "primary location" in Sacramento County.

Note: Tier 1C food service providers provide services to a wide range of entities (clients) including, but not limited to: schools (K-12); colleges and universities; health facilities; senior living facilities; large venues; corporate and campus dining; and correctional institutions. Some of those entities directly qualify as Tier 2 generators. Others do not directly qualify (e.g., a health care facility that has less than 100 beds, schools that have less than 250 cafeteria seats, senior living facilities, corporate dining).

⁹ One of those 14 businesses is located in Elk Grove, one in Rancho Cordova, with the remaining 12 in the City of Sacramento.

¹⁰ CalRecycle's Guidance Document states that: Single event caterers do not meet the definition of a food service provider because they do not have an ongoing arrangement with an organization and only provide single, event-based food services.

¹¹ Of those nine businesses, only Aramark, Sodexo and Spectra were listed in the EDD database.

Commerical Edible Food Generators

With respect to the identification of food service providers, CalRecycle provides the following "Tips" in its Guidance Document:¹²

- » Jurisdictions may identify food service providers with a physical location in their jurisdiction. For example: Bon Appétit serves many businesses across many jurisdictions, but their primary location is in the City of Palo Alto. Palo Alto is responsible for identification and education of the food service provider, and if Bon Appétit generates edible food, then it is responsible for arranging to recover the maximum amount of edible food that they would otherwise dispose.
- » Sodexo is located in the City of San Diego and is operating in Escondido, Poway, and El Cajon. The City of San Diego is responsible for identifying and educating Sodexo as it is a food service provider that is located in the city. Additionally, if Sodexo generates edible food, then it is responsible for arranging to recover the maximum amount of edible food that they would otherwise dispose.
- » Revolution Foods is located in Alameda County but has contracts in San Mateo County (and other places). Alameda County (not San Mateo County) will have to identify and educate Revolution Foods.

As noted above, while we have identified nine businesses in Sacramento County that qualify as food service distributors, none of those nine businesses have their "primary" location in Sacramento County.

1D Food Distributors + 1E Wholesale Food Vendors - (Appendix 3C)

Approach

California Department of Public Health's (CDPH) list of food distributors and wholesale food vendors was augmented with businesses listed under NAICS code **4244 Grocery Product Merchant Wholesalers**. Internet research of the identified businesses was conducted, and attempts made to contact each business to assess the extent to which they handle edible food at their facility(s) listed in Sacramento County, and would therefore qualify as a Tier 1D food distributor or Tier 1E wholesale food vendor.

Separate from that analysis, we obtained a list of the 20 largest food distributors and suppliers in the country and conducted research on each of those businesses to determine if they have a facility(s) in Sacramento County.

CalRecycle's Guidance Document states that jurisdictions only include those food distributors and wholesale food vendors located in your jurisdiction, but that all food distributors and wholesale food vendors regardless of facility size should be included as Tier 1 commercial edible food generators.¹³

Summary of Findings

20 Largest Food Distributors and Suppliers in the Country – While a number of the 20 largest food distributors and suppliers in the country provide food products to businesses in Sacramento County (e.g., Sysco, US Foods), other than US Foods, which recently opened a distribution facility in Sacramento, none of them have distribution facilities in the County that would qualify them as a Tier 1D food distributor or Tier 1E wholesale food vendor.

CDPH List of Food Distributors / NAICS code 4244 Grocery Product Merchant Wholesaler – A total of 263 potential 1D food distributor or 1E wholesale food vendors were identified from the CDPH List of Food Distributors, and EDD's list of businesses under NAICS code **4244 Grocery Product Merchant Wholesaler**. Of those 263 businesses: 81 were on the EDD list and not on the CDPH list; 85 were on the CDPH list and not on the EDD list; and 97 were on both lists. We sorted that list by EDD Industry Classification, and identified those businesses that fell within EDD Industry classifications that were not specific to food distributors and wholesale food vendors, including breweries, flooring contractors, full-

¹² Both Bon Appetit and Sodexo operate in Sacramento County and are included in **Appendix 3B**.

¹³ Many of the food distributors and wholesale food vendors included on CDPH's list do not appear to in fact be food distributors or wholesale food vendors, and many that are may not generate meaningful quantities of recoverable edible food.

Commerical Edible Food Generators

service restaurants, vending machine operators, and various others. Those businesses with EDD Industry classifications that were not specific to food distributors and wholesale food vendors were removed from further consideration. We then attempted to contact each of the other identified businesses to determine if they handled any edible food at their site, and as such qualified as a 1D food distributor or 1E wholesale food vendor. If so, we asked if they were donating any food to a food bank or food pantry, and if not, if they had an interest in donating edible food. That analysis resulted in the identified Tier 1D food distributors and 1E wholesale food vendors listed in **Appendix 3C**.¹⁴

Amazon Food Delivery Warehouses – SFBFS currently recovers food, on an on-call basis, from three Amazon facilities in the County. For purposes of this analysis, we have considered those facilities to be Tier 1D food distributors.

3.4 Tier 2 Commercial Edible Food Generators

Table 2 provides an accounting of the number of Tier 2 commercial edible food generators in each jurisdiction by generator type (classification). Findings specific to the identification of Tier 2 commercial edible food generators are provided below.

Table 2 – Tier 2 Edible Food Generators by Jurisdiction

Jurisdiction	2A Restaurants	2B Hotels	2C Health Facilities	2D Large Venues	2E Large Events	2F State Agencies	2G Local Education Agencies	2H Non-Local Entities
Citrus Heights	16		1					Covered elsewhere as applicable
Elk Grove	26		1				1	
Folsom	18		1		2	1		
Galt						1	2	
Rancho Cordova	5	1	1				1	
Sacramento	40	8	19	7	6		3	
County	16	1	7	2	1		7	
Total	121	10	30	9	9	2	14	

2A Restaurants - (Appendix 3D)

Note: There are a total of 2,059 full-service restaurants and 705 limited-service restaurants listed on EDD’s database for NAICS code **7225 - Restaurants** in Sacramento County. The limited-service restaurants are comprised of 75 different restaurant chains. Subway has the most locations at 107 (15% of total), followed by McDonalds with 58, and Taco Bell with 49 locations.

Approach

We developed an initial list of 2A restaurants per EDD’s NAICS code **722511 - Full-Service Restaurants** with 10-19 or more employees, having established that a restaurant with 250 or more seats must have at least 10 employees per restaurant industry staffing data.¹⁵ That review resulted in the identification of

¹⁴ We also identified “Shamrock Foods,” which is classified under NAICS 445110 Grocery Stores and Supermarkets, and is a member of the International Foodservice Distributors Association.

¹⁵ It is common for most restaurants or coffee shops that have a general menu to average about 15 square feet per person. This is taking into account space needed for traffic aisles, wait stations, cashier, etc.. A 5,000 square foot

Commerical Edible Food Generators

more than 500 restaurants in Sacramento County. Those restaurants were then screened per the standard of 250 or more seats or a total facility size equal to or greater than 5,000 square feet, to the extent data was available, to determine those businesses that are Tier 2A restaurants.

Seating Data – EMD does not maintain information on restaurant seating capacity, and the Fire Districts we contacted do not have restaurant seating capacity data.¹⁶

Square Footage Data – EMD does not maintain restaurant square footage data. In an effort to obtain that data, we contacted the building and planning departments in each of the Jurisdictions requesting restaurant square footage data:

- » The **City of Citrus Heights** and **City of Rancho Cordova** were able to provide square footage for all of the requested restaurants and grocery stores.
- » The **City of Folsom** and **City of Galt** were able to provide square footage for some, but not all, of the requested restaurants and grocery stores.
- » The **City of Elk Grove** was not able to provide the requested data. City solid waste staff, however, provided a list of Tier 1 and Tier 2 generators that it had developed, including 2A restaurants, which was referenced as part of the analysis.
- » The **City of Sacramento** was not able to provide the requested data and directed us to the County's Assessors Office. City solid waste staff, however, provided a list of Tier 1 and Tier 2 generators that it had developed, including 2A restaurants, which was referenced as part of the analysis.
- » **Sacramento County's** Assessor's office was not able to provide us with the requested data, but it does electronically maintain parcel maps for all properties within Sacramento County (Assessor Parcel Viewer). That database was used to identify the square footage of standalone restaurants, but could not be used to identify the square footage of restaurants that are part of multi-unit properties. County solid waste staff, however, provided a list of Tier 1 and Tier 2 generators that it had developed, including 2A restaurants, which was referenced as part of the analysis.

We also enlisted the services of a private sector company to provide information on the square footage of the initial list of 2A restaurants. The information obtained was of limited value.

Summary Findings

The above analysis resulted in the Tier 2A restaurants listed in **Appendix 3D**.

2B Hotels - (Appendix 3E)

Approach

We developed a list of hotels based on NAICS code **721110 Hotels and Motels except Casino Hotels**,¹⁷ which we sorted by the number of employees. We then contacted the California Hotel Association (CHA), which provided a list of hotels in the County with 200 or more rooms. Those identified businesses are considered to be a Tier 2B hotels.

Summary Findings

A total of 10 hotels with 200 or more rooms were identified (**Appendix 3E**). An additional 16 were identified with 100 or more rooms.

restaurant with 60% of that space dining area (3,000 ft²), will therefore be able to seat 200 people.

Source: <https://totalfood.com/how-to-create-a-restaurant-floor-plan/>

¹⁶ *There may be an opportunity to obtain seating capacity data from certain fire districts on an individual case basis, if needed.*

¹⁷ *There are no NAICS code 721120 - Casino Hotels in Sacramento County listed in EDD's database.*

Commerical Edible Food Generators

2C Health Facilities - (Appendix 3F)

Approach

We obtained a list of Health Facilities from the California Department of Public Health's website, which included the number of beds. Those facilities with 100 or more beds were identified as a Tier 2C health facility (**Appendix 3F**).

Summary Findings

A total of 30 health facilities with 100 or more rooms were identified. An additional 15 with 50 or more rooms were also identified and cataloged.

2D Large Venues¹⁸ - (Appendix 3G)

Approach

An initial list of large venues was developed based on internet research and input from each Jurisdiction. Those large venues were then screened based on the large venue criteria: "...a permanent venue facility that annually seats or serves an average of more than 2,000 individuals within the grounds of the facility per day of operation of the venue facility".

Summary Findings

A total of 11 large venues were identified in Sacramento County **Appendix 3G**, including: Cal Expo and its related activities (State Fairgrounds, Heart Health Park, Horserace Track) (**Spectra** is the exclusive food service provider), Sacramento International Airport (**SSP America**), Golden 1 Center (working with SFBFS) (**Legends Hospitality**), and SAFE Credit Union Convention Center and Performing Arts Center (**Centerplate** has exclusive catering rights).

2E Large Events - (Appendix 3H)

Approach

An initial list of large events was developed based on internet research and input from each Jurisdiction. Those large events were then screened based on the large event criteria: "...that charges an admission price, or is operated by a local agency, and serves an average of more than 2,000 individuals per day of operation of the event".

Summary Findings

A total of nine large events were identified in Sacramento County that may offer edible food recovery opportunities (**Appendix 3H**), including: Golden Sky County Music Festival, California State Fair (covered under 2D large venue), California Capital Airshow, Folsom Pro Rodeo, Aftershock Festival, Capital Beer Festival, and California International Marathon (the Marathon Expo is at Cal Expo).

¹⁸ Per CalRecycle's Food Recovery Questions and Answers:

Question: Are food sales at large events and venues that are not a part of the venue's direct concession services exempt from the food donation requirements? Examples include food trucks located in/at large venues and events, nonregulated food vendors, and persons serving food outside of the event or venue (such as tailgating).

Answer: Food vendors operating at large events and venues are not exempt from the edible food recovery regulations. Large event and venue operators must make arrangements to ensure that the food vendors operating at their event or venue are recovering the maximum amount of their edible food that would otherwise be disposed. In a situation where the food vendors at a large venue or event are not in compliance with Section 18991.3 of the regulations, the operator of the large event or venue would be responsible for compliance. SB 1383 does not regulate the activities of tailgaters.

Commerical Edible Food Generators

2F State Agencies - (Appendix 3I)

Approach

We contacted Sacramento County's CalRecycle Local Assistance and Market Development Liaison and requested a list of state agencies in Sacramento County with a cafeteria with 250 or more seats. The LEA provided us with a list of 30 "potential" Tier 2 edible food generating state agencies, with contact information. We contacted each of those state agencies to determine if they qualify.

Summary Findings

With the exception of 6 of the 30 state agencies, the contact reported that the identified facility either did not have an on-site cafeteria, or if it did that it did not contain at least 250 seats. Of the other 6 agencies (**Appendix 3I**):

- » California State University Sacramento is covered under 2G local education agency;
- » Folsom State Prison, and Richard A. McGee Correctional Training Center are covered under 2H non-local entity;
- » After repeated attempts to contact, to date we have not heard from the Department of Health Care Services (Sacramento), or California Correctional Health Care Services (Elk Grove), and their status is unknown; and
- » The contact at the California Energy Commission said they had a cafeteria but did not know the seating capacity.

2G Local Education Agencies - (Appendix 3J)

Approach

We developed a list of elementary and secondary schools from EDD's website (NAICS code **6111 Elementary and Secondary Schools**). We also obtained a list of school districts in Sacramento County and the schools within each school district. As applicable, we added the school district to the schools on the list of elementary and secondary schools. Those schools on that list that were not part of a public school district were assumed to be private schools, which as specified in CalRecycle's guidance document are considered businesses, not local education agencies.¹⁹ As part of the analysis of 2G local education agencies, we also developed a list of the larger public and private colleges and universities in the County that could be targeted for edible food recovery.

Summary Findings

There are fourteen (14) elementary and/or secondary unified school districts (USD) within the county, including the Sacramento County Office of Education, with more than 280 schools associated with those 14 school districts. **Appendix 3J** provides a list of the 14 school districts in the County that qualify as 2G local education agencies. In addition, the Los Rios Community College District (post-secondary), which includes American River College, Consumnes River College, Folsom Lake College, and Sacramento City College, Sacramento State University, and the University of the Pacific McGeorge Law School all may qualify as Tier 2A restaurants, or have their food services provided by a Tier 1C food service provider.

2H Non-Local Entities - (Appendix 3K)

Approach

We developed a list of non-local entities based on internet research and input from the Jurisdictions.

¹⁹ *Per the Guidance Document, jurisdictions should determine if private schools and private universities meet the definition of another commercial edible food generator type, such as a restaurant.*

Commerical Edible Food Generators

Summary Findings

As noted in CalRecycle’s Guidance Document, non-local entities include, but are not limited to, special districts, federal facilities, prisons, facilities operated by the state parks system, public universities, including community colleges, county fairgrounds, and state agencies. Identified non-local entities include the public universities and community colleges referenced under 2G - local education agencies, and state agencies referenced under 2F state agencies, including Cal Expo, Folsom State Prison, and Richard A. McGee Correctional Training Center. Sacramento County Main Jail and Rio Consumnes Correctional Facility, which do not qualify as a 2H non-local entity, are included and should be evaluated for food recovery potential in conjunction with Folsom State Prison and the Richard A. McGee Correctional Training Center.²⁰ **Appendix 3K** contains a list of identified non-local entities.

3.5 Current Edible Food Recovery

As shown in **Table 1** on page 10, 136 of the 157 Tier 1A supermarkets and 1B grocery stores are currently donating edible food, while 21 of the 114 Tier 1D food distributors and 1E wholesale food vendors are currently donating. **Table 3** below provides an accounting of the edible food recovered from those and other commercial edible food generating businesses in the County for fiscal year (FY) 2020-2021.

Table 3 – FY 20-21 Commercial Edible Food Recovered

Generator Type	Pounds
SFBFS + Partner Agencies	
Feeding America Stores	8,845,000
Non-Feeding America Stores	947,000
Other Wholesalers + Distributors	709,000
Subtotal	10,501,000
Other Food Recovery Organizations and Services (1)	
All Commercial Edible Food Generators	100,000
Total	10,601,000

(1) Estimate based on limited available information.

As shown above, 10.6 million pounds of food was estimated to have been recovered during FY 20-21. A more detailed accounting of edible food recovered within the County will be provided as FROS report all of the edible food they recover as required by SB 1383.

²⁰ *Note: Folsom Prison’s Women’s Facility and Rio Consumnes Correctional Center both have culinary arts training programs that could potentially provide capacity for preparing meals for distribution from recovered edible food.*

4. EDIBLE FOOD DISPOSAL PROJECTIONS

4.1 Introduction

SB 1383 requires that: "Counties, in coordination with jurisdictions and regional agencies located within the county, estimate the amount of edible food that will be disposed by commercial food generators that are located within the county and jurisdictions within the county."

CalRecycle developed a guidance document "Estimating Factors for Edible Food Disposed of by Commercial Edible Food Generators" and an accompanying SB 1383 Edible Food Recovery Capacity Planning Calculator (Calculator) to aid in estimating the amount of edible food disposed. The Calculator requires that the user input a factor representing the average pounds of edible food disposed of per facility per year for each commercial edible food generator and then input the number of commercial edible food generators. These two values are then multiplied to produce an output showing the estimation of edible food disposed of by commercial edible food generator type.

4.2 Edible Food Disposal Projections

Projecting the amount of edible food disposed is dependent on the number and type of generators, and the assumed edible food disposal rates for each generator type. Disposal rates can vary widely, perhaps most significantly among food distributors and wholesale food vendors, which range from very large businesses (e.g., US Foods) to small businesses with less than 5 employees.²¹ As such, disposal projections can vary widely depending on assumed disposal rates. For purposes of projecting the amount of edible food disposed by Tier 1 and Tier 2 commercial edible food generators CalRecycle's general methodology was used. The projections assumed that current commercial edible food donors donate 100% of the edible food they would otherwise dispose, consistent with the requirements of SB 1383.

The average pounds disposed by Tier 1 generators was projected based on consideration of SFBFS data for pounds currently recovered from similar type Tier 1 generators, as well as the characteristics of the 21 Tier 1A supermarkets and 1B grocery stores,²² and the 93 1D food distributors and 1E wholesale food vendors not currently donating food, and information gathered during the surveying of those generators. Those average annual disposal figures were multiplied by the number of Tier 1 generators in each of those two categories to project the total annual pounds of edible food disposed by Tier 1 generators, which is available for recovery. A similar methodology was used to project the pounds disposed by Tier 2 commercial edible food generators.

Table 4, below, provides the projected annual pounds of edible food disposed by those Tier 1 and Tier 2 generators not currently donating edible food. These projections can be updated as more information becomes available. As currently projected, 2.0 million pounds of edible food is being disposed by Tier 1 and Tier 2 commercial edible food generators annually.

Table 4 – Edible Food Disposal Projections

Generator Type	Annual Pounds
Tier 1	1,250,000
Tier 2	750,000
Total	2,000,000

²¹ Per CalRecycle, all food distributors and wholesale food vendors regardless of size should be included as Tier 1 commercial edible food generators.

²² As an example, the 21 supermarkets and grocery stores that are not currently donating food are largely independent privately owned businesses and are expected to more closely control orders and overages resulting in less quantities of edible food disposed by regional and national chains.

5. CAPACITY ASSESSMENT

5.1 Introduction

It is the intention of the Jurisdictions to develop and implement a coordinated countywide commercial edible food recovery program (Program) that will comply with SB 1383. That countywide program will take time to fully implement and will need to mature over time. SFBFS estimates that it and its partner agencies can bring an average of two new Tier 1 generators on board each month (~24 per year).

While this Capacity Study represents a significant first step in assessing the capacity needs of the Jurisdictions, actual capacity requirements may differ from projections and will be dictated by the specific requirements of each individual Tier 1 and Tier 2 business. As the Jurisdictions move forward with the implementation of their Program actual recovery and distribution capacity and funding needs will become clearer.

5.2 Capacity Needs

Capacity needs are a function of the number and type of edible food generators, the type and amount of food they generate, and the associated collection schedules. While certain capacity needs can be reasonably projected at this time based on experience with similar type and size generators (e.g., Tier 1A supermarkets and 1B grocery stores), in other cases, capacity needs will need to be assessed on a case-by-case basis.

Additionally, matching FROS with Tier 1 and Tier 2 commercial edible food generators is not simply a case of which FROS have or are able to develop the necessary capacity. It is the Jurisdictions' intent to attempt to distribute opportunities for the recovery of additional edible food among the FROS in the County as equitably as possible, and with consideration for existing gaps in the County's food distribution network.

5.2.1 Tier 1 Edible Food Generators

Table 5, on the following page, provides a summary of Tier 1 edible food generators in the County.²³ As shown, there are 21 identified Tier 1A supermarkets and 1B grocery stores that are not currently donating edible food.

There are also 114 identified 1D food distributors and 1E wholesale food vendors ranging from very large businesses/facilities (e.g., US Foods) to much smaller facilities, with 93 of those businesses not currently donating edible food. Capacity will need to be provided to service those Tier 1 generators that are not currently donating edible food.

²³ *There are no 1C food service providers with headquarters located in Sacramento County. For capacity planning purposes we have assumed that 1C food service providers would be addressed as part of Tier 2 capacity planning through those Tier 2 businesses that contract with 1C food service providers for their food services.*

Capacity Assessment

Table 5 – Tier 1 Commercial Edible Food Generator Countywide Summary

	1A Supermarkets + 1B Grocery Stores			1C Food Service Providers	1D Food Distributors + 1E Wholesale Food Vendors		
	Total	Donating	Not Currently Donating	Total	Total	Donating	Not Currently Donating
Total	157	136	21	14	114	21	93

5.2.2 Tier 2 Edible Food Generators

Table 6 provides a summary of Tier 2 edible food generators in the County. With potential limited exceptions, the Tier 2 generators accounted for in Table 2 are not currently donating edible food consistent with the requirements of SB 1383. As such, capacity needs to be provided to service each of those identified entities that are not currently donating.

Table 6 – Tier 2 Commercial Edible Food Generator Countywide Summary

	2A Restaurants	2B Hotels	2C Health Facilities	2D Large Venues	2E Large Events	2F State Agencies	2G Local Education Agencies	2H Non-Local Entities (1)
Total	120	10	30	9	9	2	14	NA

(1) Covered elsewhere as applicable.

5.3 Means for Providing Capacity

5.3.1 Tier 1 Capacity

Various SFBFS' partner agencies and other non-profit food recovery organizations in the County reported that they have some existing capacity available to recover and distribute additional edible food from commercial generators. Based on the results of SFBFS's partner agency follow up survey (see below), and the surveying of other non-profit food recovery organizations in the County (see Section 2.4.2), it is expected that sufficient capacity currently exists within those organizations to provide service to all 21 of the Tier 1A supermarkets and 1B grocery stores that are not currently donating food.

That existing capacity may also be sufficient to service some of the 93 Tier 1D food distributors and 1E wholesale food vendors not currently donating edible food. To the extent that additional capacity needs to be provided, any such capacity is expected to be developed by existing food recovery organizations. The extent to which any such additional capacity is required will be evaluated as services are rolled out and additional capacity requirements are assessed on a case-by-case basis.

SFBFS Initial Partner Agency Survey Summary

SFBFS conducted a partner agency survey beginning on November 1, 2021 and asked for surveys to be completed by November 12, 2021. The purpose of the survey was to assess edible food recovery capacity. Out of the 108 survey requests sent, the survey was not applicable to 16 agencies, leaving 92 potential responses. A total of 76 completed surveys were received, for a return rate of 82%. All of the agencies contacted included contact information.

Capacity Assessment

SFBFS Follow-Up Partner Agency Survey Summary

SFBFS conducted a follow-up survey to the partner agency survey that was administered in November 2021. The intention of the survey was to gain further details from agencies on their current grocery recovery capacity, plans to expand that capacity, and costs associated with grocery recovery. A sample group of 27 agencies were selected from the original survey participants. This group stated that they had the ability to expand food recovery. Twenty-four (24) out of the 27 agencies selected responded to the follow up survey, an 88% response rate. The survey was conducted via phone by SFBFS staff to ensure all questions were understood and respondents were able to provide specific details related to their operations, capacity, and future plans.

With 17 respondents willing and able to take on more grocery recovery from Tier 1 stores in the future, SFBFS is confident that these agencies will be able to absorb the 21 additional Tier 1 stores that need to be paired with a recovery entity. SFBFS, its partner agencies, and other non-profit food recovery organizations in the County, are also expected to be able to provide sufficient capacity for recovering edible food from the 93 identified Tier 1D food distributors and 1E wholesale food vendors that are not currently donating edible food. However, that may require the development, and, as necessary, funding of additional capacity.

5.3.2 Tier 2 Capacity

Capacity for Tier 2 generators is expected to be provided through fee for service food recovery services, with the potential development of real-time donor to recipient matching software and associated food runner capacity. The potential for existing food recovery organizations developing prepared food recovery capacity will also be considered.²⁴

Fee for Service Capacity

The identified Tier 2 generators are expected to generate largely prepared foods, which are not typically handled by the County's existing food recovery organizations. There are, however, various businesses that specifically focus on the recovery of largely prepared foods from Tier 2 type generators, including the following, each of which has expressed an interest in providing food recovery services in the County:

- » Copia - San Francisco, CA
- » GoodR - Atlanta, GA
- » Replate - Oakland, CA

Each of these businesses operates under a cost-for-service model, in which they charge the business donating food for the collection and distribution of that food. They also promote available tax credits for food donation, which they claim can offset, if not fully cover, the associated cost depending on the specifics of each donation. It is the County's understanding, based on discussions with those businesses, that collectively Copia, RePlate, and GoodR can provide collection services to all Tier 2 commercial edible food generators in the County, fully satisfying the County's Tier 2 capacity needs.

Real-Time Donor to Recipient Matching Software Capacity

In addition to fee for service capacity, there are multiple software-based applications that link edible food donors with organizations or other entities that can provide for the distribution of that food to food insecure individuals and families (e.g., Careit, Chow Match, Food Rescue Hero). Those applications tend to use volunteer-based food runner (collection) capacity, sometimes with paid backup capacity in the form of various food delivery services (e.g., Door Dash, Grub Hub, Uber Eats). A significant benefit of developing this type of capacity is that it can be accessed by any business that has food available for donation at no direct cost to the business, regardless of whether or not it is a Tier 1 or Tier 2 generator.

²⁴ *Cordova Community Food Locker reported that they currently recover prepared foods from some Tier 2 type businesses.*

Capacity Assessment

That capacity can also be used to provide additional (backup) capacity for Tier 1 generators to collect any food that their primary food recovery organization may not have the capacity to collect and/or distribute.

5.4 Capacity Projections

Capacity projections are challenging. Existing available capacity is dispersed throughout the County at different SFBFS partner agencies and other food recovery organizations and may only be available on certain days and times and within specific geographic areas. The reliability of that capacity, which is largely volunteer-operated, and the need for associated backup capacity is also a consideration. Additionally, the number of collection events requiring trucks versus vans impacts capacity projections.

As presented in **Table 4**, on page 18, 1.25 million pounds of edible food is projected to be disposed of annually by Tier 1 generators, and is available for recovery. As shown in **Table 7**, below, it is estimated that 50% of the 1.25 million pounds of edible food disposed annually by Tier 1 generators (625,000 lbs.) can be recovered with existing available capacity. That leaves 50%, or 625,000 annual pounds for which additional recovery capacity needs to be obtained.

Table 7 – Tier 1 Capacity Needs Estimate

	Annual Pounds
Estimated Tier 1 Edible Food Disposed	1,250,000
Currently Available Recovery Capacity	625,000
Additional Needed Recovery Capacity	625,000

As noted above, all of the County’s required Tier 2 capacity, estimated at 750,000 pounds annually (**Table 4**), can be fully satisfied by fee for service food recovery services.

Appendices

- 2A** List of Food Recovery Organizations and Services
- 3A** 1A Supermarkets + 1B Grocery Stores
- 3B** 1C Food Service Providers
- 3C** 1D Food Distributors + 1E Wholesale Food Vendors
- 3D** 2A Restaurants
- 3E** 2B Hotels
- 3F** 2C Health Facilities
- 3G** 2D Large Venues
- 3H** 2E Large Events
- 3I** 2F State Agencies
- 3J** 2G Local Education Agencies
- 3K** Non-Local Entities



R3

Appendix 2A

Food Recovery Organizations and Services						
Agency Name	Address	Jurisdiction	SFBFS Partner Agency	GFTH ⁽¹⁾ participant	Non SFBFS network	Food Recovery Service
Alta / River City Recovery	12490 Alta Mesa Rd	County - Herald	X	X		
Antioch Progressive	7650 Amherst St	Sacramento	X	X		
Bridges After School Program	7085 Auburn Blvd	Citrus Heights	X	X		
Carmichael ACS	4694 Pasadena Ave	Sacramento	X	X		
Carmichael Presbyterian Church Food Closet	5645 Marconi Ave	County - Carmichael	X	X		
Christ Chapel Ministries	4340 Stockton Blvd	Sacramento	X	X		
Cordova Community Food Locker	10497 Coloma Rd	Rancho Cordova	X	X		
D & A Detox Center	2721 Barbera Wy	Rancho Cordova	X	X		
Daughters of Zion Enterpryz	6489 47th St	Sacramento	X	X		
Elk Grove Food Bank	9820 Dino Dr	Elk Grove	X	X		
Feeding God's Children Fellowship	5808 Watt Ave	County - North Highlands	X	X		
G-7	3041 65th St	Sacramento	X	X		
Genesis Missionary Baptist Church	2801 Meadowview Rd	Sacramento	X	X		
Manna	4840 Marysville Blvd	Sacramento	X	X		
New Hope Community Church	1821 Meadowview Rd	Sacramento	X	X		
North Highlands Christian Food Ministry	6007 Watt Ave	County - North Highlands	X	X		
Orangevale Food Bank	6483 Main Ave	County - Orangevale	X	X		
Orangevale SDA	5810 Pecan Ave	County - Orangevale	X	X		
Potters House	2994 Del Paso Blvd	Sacramento	X	X		
Progressive COGIC	2251 Meadowview Rd	Sacramento	X	X		
Purpose & Legacy	5314 Walnut Ave	Sacramento	X	X		
REACH	151 Delano St	County - Elverta	X	X		
Repairing The Breach	2130 4th St	Sacramento	X	X		
River City Food Bank	1800 28th St	Sacramento	X	X		
Romanian Apostolic Faith in Jesus	1824 Tribute Rd	Sacramento	X	X		
Sacramento Food Bank & Family Services	1951 Bell Ave	Sacramento	X	X		
Sacramento Samoa New Covenant Church	8460 Belvedere Ave	Sacramento	X	X		
Shiloh Baptist Church	3565 9th Ave	Sacramento	X	X		
Sierra Arden Neighborhood Food Closet	890 Morse Ave	Sacramento	X	X		
Slavic Missionary Church	9880 Jackson Rd	Sacramento	X	X		
South Sacramento Christian Center	7710 Stockton Blvd	Sacramento	X	X		
South Sacramento Interfaith Partnership	5625 24th Street	Sacramento	X	X		
Southpointe Christian Center	7520 Stockton Blvd	Sacramento	X	X		
St. Paul COGIC	2771 Grove Ave	Sacramento	X	X		
St. Philomene Food Closet	2428 Bell St	Sacramento	X	X		
Starting With A Penny	2251 Florin Rd	Sacramento	X	X		
Sunrise Christian Food Ministry	5901 San Juan Ave	Citrus Heights	X	X		
Sunshine Academy Preschool	2452 Del Paso Blvd	Sacramento	X	X		
Sunshine Food Pantry	571 C St	Galt	X	X		
SVDP Good Shepherd Conference	9539 Racquet Ct	Elk Grove	X	X		
SVDP Our Lady of Assumption	5057 Cottage Wy	County - Carmichael	X	X		
SVDP Presentation	4123 Robertson Ave	Sacramento	X	X		
SVDP St. John the Evangelist	5751 Locust Ave	County - Carmichael	X	X		
The Salvation Army - Center of Hope	3213 Orange Grove Ave	County - North Highlands	X	X		
Twin Lakes Food Bank	327 Montrose Dr	Folsom	X	X		
Union Gospel Mission	400 Bannon St	Sacramento	X	X		
Valley Hi Covenant Church	8355 Arroyo Vista Dr	Sacramento	X	X		
Youth Xplosion	3415 MLK Jr Blvd	Sacramento	X	X		
Zion Church in Jesus Christ	3723 Altos Ave	Sacramento	X	X		
Al-Misbaah	10277 Iron Rock Way	Elk Grove	X			
Bridge Network	7851 35th Ave	Sacramento	X			
CASH (Community Against Sexual Harm)	3101 1st Ave	Sacramento	X			
Center Point	11228 Fair Oaks Blvd	County - Fair Oaks	X			

Appendix 2A

Food Recovery Organizations and Services						
Agency Name	Address	Jurisdiction	SFBFS Partner Agency	GFTH ⁽¹⁾ participant	Non SFBFS network	Food Recovery Service
Central Downtown Food Basket	1701 L St	Sacramento	X			
Christian Fellowship Ministry	3410 Rio Linda Blvd	Sacramento	X			
Elevation of the Holy Cross	9000 Jackson Rd	Sacramento	X			
Feeding the Sheep	7405 Mariposa Ave	Citrus Heights	X			
Gateway	4049 Miller Wy	Sacramento	X			
Hope Cooperative	3737 Marconi Ave	Sacramento	X			
Hosana Samoan Church	3601 52nd Ave	Sacramento	X			
Joey's Food Locker	3301 Fong Ranch Rd	Sacramento	X			
Life Matters Inc.	4141 Palm Ave	Sacramento	X			
Lifesteps	3247 Ramos Cir	Sacramento	X			
Murph-Emmanuel AME Church #12	4151 Don Julio Blvd	County - North Highlands	X			
New St. Bethel Baptist Church	4201 8th Avenue	Sacramento	X			
Promise Land Ministries	5540 MLK Jr Blvd	Sacramento	X			
Real Life Church	550 Industrial Dr	Galt	X			
Redeemed Christian Church of God	548 Display Way	Sacramento	X			
Rose Family Creative Empowerment Center	7000 Franklin Blvd. #1000	Sacramento	X			
Sacramento Bread of Life Ministries	7510 24th St	Sacramento	X			
Sacramento Central SDA Church	6045 Camellia Ave	Sacramento	X			
South County Services	14177 Market Street	County - Walnut Grove	X			
St. Joseph's Parish Charities - St. Anne's	7724 24th St	Sacramento	X			
Temple of Prayer	3909 8th Ave	Sacramento	X			
The People's Pantry	2101 Zinfandel Drive	Rancho Cordova	X			
United States Mission	5809 Sutter Ave	County - Carmichael	X			
VOA - Central Kitchen	700 N 5th St	Sacramento	X			
Wellspace Health	1550 Juliesse Ave	Sacramento	X			
Wellspring Women's Center	3414 4th Ave	Sacramento	X			
Williams Memorial COGIC	4495 MLK Jr Blvd	Sacramento	X			
Woodside SDA Church	3300 Eastern Ave	Sacramento	X			
Copia	1160 Battery Street East	San Francisco			X	X
GoodR	691 John Wesley Dobbs Ave NE	Atlanta, GA			X	X
Replate	315 14th Street #2	Oakland			X	X
Aldar Academy	4436 Engle Rd	Sacramento			X	
Ar-Razzaq Food Bank	5451 Warehouse Way #114	Sacramento			X	
California Emergency FoodLink	5800 Foodlink St	Sacramento			X	
Capitol City Seventh-Day Adventist Church	6701 Lemon Hill Rd	Sacramento			X	
Folsom Cordova Community Partnership	10665 Coloma Rd #200	Rancho Cordova			X	
Loaves & Fishes	1351 N C St.	Sacramento			X	
Love in the Name of Christ	Florin Perkins Rd	Sacramento			X	
Powerhouse Ministries Folsom	311 Market St	Folsom			X	
Robertson Center - Mutual Assistance Network	3525 Norwood Avenue	Sacramento			X	
St. Mark's United Methodist Church	2391 St. Marks Way	Sacramento			X	
Victory Outreach	6831 Savings Place	Sacramento			X	

(1) GFTH = Grocers Feed the Hungry Program

Appendix 3A

	B	C	D	O
1	Tier 1 1A Supermarkets + 1B Grocery Stores			
2	Business Name	Facility Address	Facility City	Donating
3	<u>Costco Wholesale</u>	7000 Auburn Blvd	Citrus Heights	Yes
4	<u>Foodmaxx</u>	6982 Sunrise Blvd	Citrus Heights	Yes
5	<u>Raley's Pharmacy</u>	7847 Lichen Dr	Citrus Heights	Yes
6	<u>Safeway</u>	7301 Greenback Ln	Citrus Heights	Yes
7	<u>Sam's Club</u>	7147 Greenback Ln	Citrus Heights	Yes
8	<u>Smart & Final Extra!</u>	7945 Madison Ave	Citrus Heights	Yes
9	<u>Sprouts Farmers Market</u>	7905 Greenback Ln	Citrus Heights	Yes
10	<u>Walmart Neighborhood Market</u>	6197 Sunrise Blvd	Citrus Heights	Yes
11	<u>Walmart Supercenter</u>	7010 Auburn Blvd	Citrus Heights	Yes
12	<u>Grocery Outlet</u>	6059 Greenback Ln	Citrus Heights	Yes
13	<u>Bel-Air</u>	7901 Walerga Rd	County - Antelope	Yes
14	<u>Walmart Supercenter</u>	7901 Watt Ave	County - Antelope	Yes
15	<u>Winco Foods</u>	4137 Elverta Rd	County - Antelope	Yes
16	<u>Raleys Supermarket</u>	5159 Fair Oaks Blvd	County - Carmichael	Yes
17	<u>Safeway</u>	4040 Manzanita Ave	County - Carmichael	Yes
18	<u>Save Mart</u>	4708 Manzanita Ave	County - Carmichael	Yes
19	<u>Smart & Final Extra!</u>	7223 Fair Oaks Blvd	County - Carmichael	Yes
20	<u>Walmart Neighborhood Market</u>	6005 Madison Ave	County - Carmichael	Yes
21	<u>Bel-Air</u>	4005 Manzanita Ave	County - Carmichael	Yes
22	<u>Raley's</u>	4840 San Juan Ave	County - Fair Oaks	Yes
23	<u>Raley's</u>	8870 Madison Ave	County - Fair Oaks	Yes
24	<u>Safeway</u>	5450 Dewey Dr	County - Fair Oaks	Yes
25	<u>Safeway</u>	8925 Madison Ave	County - Fair Oaks	Yes
26	<u>Trader Joe's</u>	5309 Sunrise Blvd	County - Fair Oaks	Yes
27	<u>Smart & Final Extra!</u>	2344 Sunrise Blvd	County - Gold River	Yes
28	<u>Foodmaxx</u>	7477 Watt Ave	County - North Highlands	Yes
29	<u>Walmart Supercenter</u>	4675 Watt Ave	County - North Highlands	Yes
30	<u>Walmart Supercenter</u>	8961 Greenback Ln	County - Orangevale	Yes
31	<u>Winco Foods</u>	8701 Greenback Ln	County - Orangevale	Yes
32	<u>Grocery Outlet</u>	8835 Greenback Ln	County - Orangevale	Yes
33	<u>Raley's - Bel Air</u>	7315 Murieta Dr	County - Rancho Murieta	Yes
34	<u>Food Source - Raley's</u>	430 Elkhorn Blvd	County - Rio Linda	Yes
35	<u>Bel-Air</u>	8425 Elk Grove Florin Rd	Elk Grove	Yes
36	<u>Bel-Air</u>	9435 Elk Grove Blvd	Elk Grove	Yes
37	<u>Bel-Air</u>	5100 Laguna Blvd	Elk Grove	Yes
38	<u>Costco Wholesale</u>	7400 Elk Grove Blvd	Elk Grove	Yes
39	<u>Nugget Markets-Elk Grove</u>	7101 Elk Grove Blvd	Elk Grove	Yes
40	<u>Raley's</u>	4900 Elk Grove Blvd	Elk Grove	Yes
41	<u>Safeway</u>	5021 Laguna Blvd	Elk Grove	Yes
42	<u>Save Mart</u>	9160 Elk Grove Florin Rd	Elk Grove	Yes
43	<u>Smart & Final Extra!</u>	8787 Elk Grove Blvd	Elk Grove	Yes

Appendix 3A

	B	C	D	O
1	Tier 1 1A Supermarkets + 1B Grocery Stores			
2	Business Name	Facility Address	Facility City	Donating
44	<u>Sprouts Farmers Market</u>	8211 Laguna Blvd	Elk Grove	Yes
45	<u>Trader Joe's</u>	9670 Bruceville Rd	Elk Grove	Yes
46	<u>Walmart Neighborhood Market</u>	8455 Elk Grove Blvd	Elk Grove	Yes
47	<u>Winco Foods</u>	8142 Sheldon Rd	Elk Grove	Yes
48	<u>Grocery Outlet</u>	8517 Bond Rd	Elk Grove	Yes
49	<u>Bel-Air</u>	2760 E Bidwell St	Folsom	Yes
50	<u>Costco Wholesale</u>	1800 Cavitt Dr	Folsom	Yes
51	<u>Raley's</u>	25025 Blue Ravine Rd	Folsom	Yes
52	<u>Raley's</u>	715 E Bidwell St	Folsom	Yes
53	<u>Safeway</u>	1850 Prairie City Rd	Folsom	Yes
54	<u>Sam's Club</u>	2495 Iron Point Rd	Folsom	Yes
55	<u>Sprouts Farmers Market</u>	905 E Bidwell St	Folsom	Yes
56	<u>Walmart Supercenter</u>	1018 Riley St	Folsom	Yes
57	<u>Winco Foods</u>	200 Blue Ravine Rd	Folsom	Yes
58	<u>99 Ranch Market</u>	25000 Blue Ravine Rd	Folsom	Yes
59	<u>Grocery Outlet</u>	671 E Bidwell St	Folsom	Yes
60	<u>Trader Joe's</u>	850 E Bidwell St	Folsom	Yes
61	<u>Whole Foods Market</u>	270 Palladio Pkwy	Folsom	Yes
62	<u>Raley's</u>	10430 Twin Cities Rd	Galt	Yes
63	<u>Save Mart</u>	1059 C St	Galt	Yes
64	<u>Walmart Supercenter</u>	10470 Twin Cities Rd	Galt	Yes
65	<u>Bel-Air</u>	2155 Golden Centre Ln	Rancho Cordova	Yes
66	<u>Costco Tire Center</u>	11260 White Rock Rd	Rancho Cordova	Yes
67	<u>Raley's</u>	4030 Sunrise Blvd	Rancho Cordova	Yes
68	<u>Safeway</u>	10635 Folsom Blvd	Rancho Cordova	Yes
69	<u>Walmart Supercenter</u>	10655 Folsom Blvd	Rancho Cordova	Yes
70	<u>Koreana Plaza Market</u>	10971 Olson Dr	Rancho Cordova	Yes
71	<u>Bel-Air</u>	3250 Arena Blvd	Sacramento	Yes
72	<u>Bel-Air</u>	6231 Fruitridge Rd	Sacramento	Yes
73	<u>Bel-Air</u>	4320 Arden Way	Sacramento	Yes
74	<u>Bel-Air</u>	1301 Florin Rd	Sacramento	Yes
75	<u>Bel Air Market</u>	1540 W El Camino Ave	Sacramento	Yes
76	<u>Bel Air Market</u>	7465 Rush River Dr	Sacramento	Yes
77	<u>Costco Wholesale</u>	7981 E Stockton Blvd	Sacramento	Yes
78	<u>Costco Wholesale</u>	1600 Expo Pkwy	Sacramento	Yes
79	<u>Costco Wholesale</u>	3360 El Camino Blvd	Sacramento	Yes
80	<u>Foodmaxx</u>	3860 Florin Rd	Sacramento	Yes
81	<u>Foodmaxx</u>	3291 Truxel Rd	Sacramento	Yes
82	<u>Foods Co</u>	3625 Northgate Blvd	Sacramento	Yes
83	<u>Foods Co</u>	5330 Stockton Blvd	Sacramento	Yes
84	<u>Foods Co</u>	7421 W Stockton Blvd	Sacramento	Yes

Appendix 3A

	B	C	D	O
1	Tier 1 1A Supermarkets + 1B Grocery Stores			
2	Business Name	Facility Address	Facility City	Donating
85	<u>Foods Co</u>	8122 Gerber Rd	Sacramento	Yes
86	<u>Nugget Markets</u>	1040 Florin Rd	Sacramento	Yes
87	<u>Raley's</u>	4690 Freeport Blvd	Sacramento	Yes
88	<u>Raley's</u>	2075 Fair Oaks Blvd	Sacramento	Yes
89	<u>Raley's</u>	3518 Marconi Ave	Sacramento	Yes
90	<u>Raley's</u>	4650 Natomas Blvd	Sacramento	Yes
91	<u>Raley's</u>	8391 Folsom Blvd	Sacramento	Yes
92	<u>Sacramento Natural Foods Co-Op</u>	2820 R St	Sacramento	Yes
93	<u>Safeway</u>	3320 Arden Way	Sacramento	Yes
94	<u>Safeway</u>	424 Howe Ave	Sacramento	Yes
95	<u>Safeway</u>	1025 Alhambra Blvd	Sacramento	Yes
96	<u>Safeway</u>	5345 Elkhorn Blvd	Sacramento	Yes
97	<u>Safeway</u>	1814 19th St	Sacramento	Yes
98	<u>Safeway</u>	2851 Del Paso Rd	Sacramento	Yes
99	<u>Safeway</u>	8377 Elk Grove Florin Rd	Sacramento	Yes
100	<u>Sam's Club</u>	8250 Power Inn Rd	Sacramento	Yes
101	<u>Save Mart</u>	7960 Gerber Rd	Sacramento	Yes
102	<u>Save Mart</u>	5600 Folsom Blvd	Sacramento	Yes
103	<u>Save Mart</u>	9137 Kiefer Blvd	Sacramento	Yes
104	<u>Save Mart</u>	2501 Fair Oaks Blvd	Sacramento	Yes
105	<u>Smart & Final Extra!</u>	4820 Madison Ave	Sacramento	Yes
106	<u>Smart & Final Extra!</u>	2431 28th St	Sacramento	Yes
107	<u>Smart & Final Extra!</u>	7205 Freeport Blvd	Sacramento	Yes
108	<u>Smart & Final Extra!</u>	1734 Watt Ave	Sacramento	Yes
109	<u>Smart & Final Extra!</u>	3315 Northgate Blvd	Sacramento	Yes
110	<u>Smart & Final Extra!</u>	5128 Stockton Blvd	Sacramento	Yes
111	<u>Sprouts Farmers Market</u>	2735 Marconi Ave	Sacramento	Yes
112	<u>Sprouts Farmers Market</u>	2810 Del Paso Rd	Sacramento	Yes
113	<u>Sprouts Farmers Market</u>	4408 Del Rio Rd	Sacramento	Yes
114	<u>Trader Joe's</u>	5000 Folsom Blvd	Sacramento	Yes
115	<u>Trader Joe's</u>	2625 Marconi Ave	Sacramento	Yes
116	<u>Walmart Supercenter</u>	8270 Delta Shores Cir	Sacramento	Yes
117	<u>Walmart Supercenter</u>	8915 Gerber Rd	Sacramento	Yes
118	<u>Walmart Neighborhood Market</u>	2700 Marconi Ave	Sacramento	Yes
119	<u>Walmart Grocery Pkup-Delivery</u>	6051 Florin Rd	Sacramento	Yes
120	<u>Walmart Supercenter</u>	5821 Antelope North Rd	Sacramento	Yes
121	<u>Winco Foods</u>	2300 Watt Ave	Sacramento	Yes
122	<u>99 Ranch Market</u>	4220 Florin Rd	Sacramento	Yes
123	<u>Compton's Market</u>	4065 Mckinley Blvd	Sacramento	Yes
124	<u>Food 4 Less</u>	4551 Mack Rd	Sacramento	Yes
125	<u>Food 4 Less</u>	3547 Bradshaw Rd.	Sacramento	Yes

Appendix 3A

	B	C	D	O
1	Tier 1 1A Supermarkets + 1B Grocery Stores			
2	Business Name	Facility Address	Facility City	Donating
126	<u>Grocery Outlet</u>	7923 E Stockton Blvd	Sacramento	Yes
127	<u>Grocery Outlet</u>	3431 Watt Ave	Sacramento	Yes
128	<u>Grocery Outlet</u>	1700 Capitol Ave	Sacramento	Yes
129	<u>Grocery Outlet</u>	6419 Riverside Blvd	Sacramento	Yes
130	<u>Grocery Outlet</u>	2308 Del Paso Blvd	Sacramento	Yes
131	<u>Grocery Outlet</u>	1630 W El Camino Ave	Sacramento	Yes
132	<u>SF Supermarket</u>	4562 Mack Rd	Sacramento	Yes
133	<u>Smart Foodservice Wrhse Stores</u>	1101 Richards Blvd	Sacramento	Yes
134	<u>Smart Foodservice Wrhse Stores</u>	6985 65th St	Sacramento	Yes
135	<u>T & Y Market</u>	2835 Norwood Ave	Sacramento	Yes
136	<u>Taylor's Market-Bird & Schell</u>	2900 Freeport Blvd	Sacramento	Yes
137	<u>Viva Supermarket</u>	3845 Marysville Blvd	Sacramento	Yes
138	<u>Whole Foods Market</u>	4315 Arden Way	Sacramento	Yes
139	<u>Island Pacific Elk Grove</u>	8430 Elk Grove Florin Rd	Elk Grove	NO
140	<u>Galt Super Market</u>	814 A St	Galt	NO
141	<u>Grocery Outlet</u>	2801 Zinfandel Dr	Rancho Cordova	NO
142	<u>Viva Supermarket</u>	10385 Folsom Blvd	Rancho Cordova	NO
143	<u>A & A Supermarket</u>	6545 Stockton Blvd	Sacramento	NO
144	<u>Corti Brothers</u>	5810 Folsom Blvd	Sacramento	NO
145	<u>Curtis Park Market - Liquor Store w/</u>	2703 24th St	Sacramento	NO
146	<u>King's Supermarkets</u>	400 El Camino Ave	Sacramento	NO
147	<u>Wing Wa Seafood Supermarket</u>	6021 Stockton Blvd	Sacramento	NO
148	<u>Goldstar Supermarket</u>	5815 Stockton Blvd	Sacramento	NO
149	<u>La Esperanza Food</u>	5040 Franklin Blvd	Sacramento	NO
150	<u>La Superior Mercados</u>	5731 Hillsdale Blvd	Sacramento	NO
151	<u>La Superior Mercados</u>	4604 Franklin Blvd	Sacramento	NO
152	<u>La Superior Supermarkado</u>	2210 Northgate Blvd	Sacramento	NO
153	<u>Mi Rancho</u>	2355 Florin Rd	Sacramento	NO
154	<u>New Asia Supermarket</u>	6418 Stockton Blvd	Sacramento	NO
155	<u>Seafood City Supermarket</u>	6051 Mack Rd	Sacramento	NO
156	<u>SF Supermarket</u>	5820 S Land Park Dr	Sacramento	NO
157	<u>SF Supermarket</u>	6930 65th St	Sacramento	NO
158	<u>Viva Supermarket</u>	4211 Norwood Ave	Sacramento	NO
159	<u>Welco Supermarket</u>	7100 Fruitridge Rd	Sacramento	NO

Appendix 3B

A	B	C	D	H
TIER 1 1C FOOD SERVICE PROVIDERS				
2021 Size Ranking	Company Name	Sacramento County Operations	Corporate Location	Known Facility Locations in Sacramento County
3	<u>Compass Group North America</u>	Yes	Charlotte, NC	See 1a-1d below
4	<u>UniDine - Owned by Compass #1</u>	Yes	Boston, MA	Pioneer House - Retirement Community
5	<u>Morrison Living - Owned by Compass #1</u>	Yes	Atlanta, GA	Eskaton Village - Retirement Community
6	<u>Bon Appetit - Owned by Compass #1</u>	Yes	Redwood Shores, CA	[to be determined]
7	<u>Canteen Vending Services - Owned by Compass #1</u>	Yes	Monroe, NC	4041 C St, 95819-1910 - Sacramento CA
8	<u>Sodexo Inc.</u>	Yes	Gaithersburg, MD	Campus Commons Senior Home Apts
9	<u>Centerplate - Owned by Sodexo #2</u>	Yes	Stamford, CT	Sacramento Convention Center
10	<u>Aramark Corp.</u>	Yes	Philadelphia, PA	Los Rios Community College Dist.; Sac State;
11	<u>HMSHost</u>	Yes	Bethesda, MD	Sacramento Airport
12	<u>Healthcare Services Group Inc.</u>	Yes	Bensalem, PA	Yes per Map on Website
13	<u>SSP America</u>	Yes	Ashburn, VA	Sacramento Airport
14	<u>Legends Hospitality</u>	Yes	Culver City, CA	Golden 1 Center
15	<u>Spectra Food Services & Hospitality</u>	Yes	Philadelphia, PA	CalExpo
16	<u>Epicurean Group</u>	Yes	Los Altos, CA	St. Francis High School

Appendix 3C

	A	B	D	M
1	Tier 1 1D - Food Distributors + 1E Wholesale Food Vendors			
2	Business Name	Facility Address	Facility City	Donating
3	<u>David J Elliot & Sons</u>	11845 Randall Island Rd.	County - Courtland	Yes
4	<u>Greene & Hemly Inc</u>	11275 State Highway 160	County - Courtland	Yes
5	Amazon - Hub Locker	2400 McClellan Park	County - McClellan	Yes
6	<u>United States Cold Storage of California</u>	3936 Dudley Blvd.	County - McClellan	Yes
7	<u>Amazon</u>	4900 West Elkhorn Blvd	Sacramento	Yes
8	<u>Amazon</u>	2934 Ramona Dr. #100	Sacramento	Yes
9	<u>Bon Suisse, Inc.</u>	7600 Wilber Way	Sacramento	Yes
10	<u>Fresh Realm/Renaissance Foods</u>	6200 Franklin Blvd	Sacramento	Yes
11	<u>G & S Fresh Inc</u>	2705 5th St.	Sacramento	Yes
12	G & S Produce Distribution	2630 5th. Ave. # 83	Sacramento	Yes
13	<u>General Produce Co</u>	1330 N B Street	Sacramento	Yes
14	<u>HP Hood LLC</u>	4630 Florin-Perkins Road	Sacramento	Yes
15	<u>Jerusalem Bakery</u>	1106 N. D Street #11	Sacramento	Yes
16	<u>Nestle - Ready Fresh</u>	8200 Berry Ave.	Sacramento	Yes
17	<u>Produce Express</u>	8340 Belveder Ave.	Sacramento	Yes
18	<u>Producers Dairy Prod</u>	8311 Sienna Ave.	Sacramento	Yes
19	<u>Seven Up Bottling Co</u>	2720 Land Ave.	Sacramento	Yes
20	<u>Shamrock Foods Co</u>	856 W National Drive	Sacramento	Yes
21	<u>Mackie International</u>	830 National Drive Suite 120	Sacramento	Yes
22	Pepsi	7550 Reese Rd.	Sacramento	Yes
23	<u>Calvada Foods Sales</u>	450 Richards Blvd.	Sacramento	Yes
24	<u>Sacramento Valley Produce</u>	1000 Vine St.	Sacramento	X - Previously
25	<u>Sterling Caviar LLC</u>	9149 E Levee Rd.	County - Elverta	X - Interest
26	<u>Mccormack John Co Ranch</u>	2303 Twin Cities Rd.	County - Walnut Grove	X - Interest
27	<u>Bell Tasty Foods Inc</u>	9136 Elkmont Wy.	Elk Grove	X - Interest
28	<u>Madigon Food</u>	9110 Union Park Way, Suite 103	Elk Grove	X - Interest
29	Vindos Imports LLC	10463 Grant Line Road, Suite 120	Elk Grove	X - Interest
30	<u>Famous Fatsos Famous Nana Pudding</u>	1100 Richards Blvd.	Sacramento	X - Interest
31	<u>Sunh Fish Co</u>	1313 Broadway	Sacramento	X - Interest
32	<u>Reyes Coca-Cola Bottling</u>	4101 Gateway Park Blvd.	Sacramento	No - Beverage
33	<u>Nestle Waters North America</u>	8670 Younger Creek Drive, Suite 470	Sacramento	No - Beverage
34	Pepsico/Naked Juice	2705 5th Street Suite 5	Sacramento	No - Beverage
35	<u>Haven Express</u>	4811 Chippendale Dr #204	County - Antelope	No
36	US Foods - Under Construction	McClellan Park	County - McClellan	No
37	<u>Amy's Kitchen Inc.</u>	3936 Dudley Blvd.	County - McClellan	No

Appendix 3C

	A	B	D	M
1	Tier 1 1D - Food Distributors + 1E Wholesale Food Vendors			
2	Business Name	Facility Address	Facility City	Donating
38	<u>La Tapatia Tortilleria Inc.</u>	4920 46th, Building 368 Suite C	County - McClellan	No
39	<u>Hrazdan Corp</u>	4351 Jetway Court	County - North Highlands	No
40	<u>Berber Food Manufacturing, Inc.</u>	10115 Iron Rock Way	Elk Grove	No
41	Cygnus Home Service , LLC	9919 Kent Street	Elk Grove	No
42	<u>Heroic Company (see 311, 312)</u>	9744 Dino Drive	Elk Grove	No
43	Imperfect Foods - Produce	9168 Survey Road Su. B	Elk Grove	No
44	Mondelez International	10175 Iron Rock Way	Elk Grove	No
45	<u>Mahoney's Seafood</u>	3199 Luyung Dr.	Rancho Cordova	No
46	<u>Pacful Inc</u>	11311 White Rock Road, Suite 100	Rancho Cordova	No
47	<u>Alternative Baking Co</u>	3914 Kristi Ct.	Sacramento	No
48	American Fish & Seafood	7600 Wilbur Way	Sacramento	No
49	<u>Arctic Cascade - CORE MARK</u>	1520 National Dr.	Sacramento	No
50	B.B. Bakery	4804 Franklin Blvd.	Sacramento	No
51	Bako Products Inc.	2701 Land Ave.	Sacramento	No
52	<u>Bennett's Bread & Pastries</u>	2530 Tesla Wy.	Sacramento	No
53	<u>Bimbo Bakeries USA</u>	3211 Sixth Avenue	Sacramento	No
54	<u>Blue Diamond Growers</u>	1809 C ST.	Sacramento	No
55	Boone's Red Onions	2014 Del Paso Blvd.	Sacramento	No
56	<u>Busy Knight Industries, LLC</u>	3212 Foggy Bank Way	Sacramento	No
57	<u>C & S Wholesale Grocers Inc (United Exchange)</u>	8301 Fruitridge Rd.	Sacramento	No
58	<u>Cultured Kitchen</u>	9910 Horn Road, Suite 4B	Sacramento	No
59	<u>Dimare Fresh Sacramento</u>	4050 Pell Cir.	Sacramento	No
60	<u>Donald Trading</u>	3681 33rd Ave.	Sacramento	No
61	<u>Eclair Pastry Inc</u>	3825 Regent Rd.	Sacramento	No
62	<u>El Comal</u>	1015 N Market Street Su 8	Sacramento	No
63	<u>Father-Daughter Inc</u>	610 Howe Ave #66	Sacramento	No
64	Flowers Baking	1099 Vine	Sacramento	No
65	<u>Food Jets - Cravable</u>	1700 Tribute Rd, Ste. 203	Sacramento	No
66	<u>GH Foods CA, LLC.</u>	8425 Carbide Ct.	Sacramento	No
67	<u>Harper's Harvest</u>	701 16th Street #130	Sacramento	No
68	Heritage Baking Co.	1425 Del Paso Blvd	Sacramento	No
69	<u>Heroic Companies LLC</u>	7728 Wilbur Way	Sacramento	No
70	<u>HP Hood LLC - Dupont</u>	4570 Florin-Perkins Road	Sacramento	No
71	HP Hood LLC	8825 Elder Creek	Sacramento	No
72	HP Hood LLC	8340 Belvedere Ave.	Sacramento	No

Appendix 3C

	A	B	D	M
1	Tier 1 1D - Food Distributors + 1E Wholesale Food Vendors			
2	Business Name	Facility Address	Facility City	Donating
73	<u>JFC International, Inc.</u>	8470 Belveder Ave. Ste. #C	Sacramento	No
74	Koon Kay Bakery	5815 Stockton Blvd	Sacramento	No
75	<u>La Esperanza</u>	5028 Franklin Blvd	Sacramento	No
76	<u>La Esperanza Bakery</u>	5044 Franklin Blvd	Sacramento	No
77	<u>Loon Hing Co</u>	3838 49th Ave.	Sacramento	No
78	<u>LSG Sky Chefs Inc</u>	6671 Lindbergh Drive	Sacramento	No
79	<u>Marquez Brothers Foods Inc</u>	3805 North Freeway Blvd.	Sacramento	No
80	<u>Mary Ann's Baking Co Inc</u>	8371 Carbide Ct.	Sacramento	No
81	<u>Mission Foods</u>	826 National Drive, Suite 100	Sacramento	No
82	<u>New World Bakery</u>	1713 10th St	Sacramento	No
83	Nick's Produce	1059 Vine Street Suite 104	Sacramento	No
84	<u>Pacific Fresh Seafood Co</u>	1420 W. National Dr.	Sacramento	No
85	<u>Pepperidge Farm, Incorporated</u>	1215 Striker Avenue	Sacramento	No
86	<u>Pro Pacific Fresh</u>	1020 Striker Ave. # 160	Sacramento	No
87	<u>RA Foods LLC</u>	8200 Berry Avenue, Suite 140	Sacramento	No
88	<u>Red Ribbon Bakeshop</u>	6051 Mack Rd	Sacramento	No
89	<u>Reed's Gourmet Meat</u>	1210 66th ST	Sacramento	No
90	<u>Rohwer Brothers Inc</u>	200 N 16th St.	Sacramento	No
91	<u>S. J. Distributors Inc.</u>	8538 Tiogowoods Drive	Sacramento	No
92	<u>Sacramento Baking Co</u>	9221 Beatty Dr	Sacramento	No
93	<u>Sacramento Beekeeping Supplies</u>	2110 X St	Sacramento	No
94	<u>Silver Star Noodle Co</u>	4609 Franklin Blvd.	Sacramento	No
95	<u>Southwest Traders Inc. - See Nates Fine Foods</u>	3514 La Grande Blvd.	Sacramento	No
96	<u>Sugar Plum Vegan LLC</u>	2791 24th St	Sacramento	No
97	<u>Hydra Warehousing</u>	8227 Demetre Ave	Sacramento	No
98	<u>Markstein Beverage</u>	60 Main Ave	Sacramento	No
99	Outlet Plus	2270 Arden Way Ste. A	Sacramento	No
100	<u>Penske Logistics</u>	4040 Vista Park Ct.	Sacramento	No
101	Saccani Distributing	2600 5 th. Street	Sacramento	No
102	<u>Sun Flour Baking Co & Distr</u>	2464 Marconi Ave	Sacramento	No
103	<u>Superior Produce</u>	1516 McCormack Ave.	Sacramento	No
104	<u>Tam's Fresh Cut-Pack Inc</u>	6400 Belleauwood Lane #1	Sacramento	No

Appendix 3C

	A	B	D	M
1	Tier 1 1D - Food Distributors + 1E Wholesale Food Vendors			
2	Business Name	Facility Address	Facility City	Donating
105	<u>The Posh Bakery Inc.</u>	8800 Fruitridge Road	Sacramento	No
106	<u>Tri-Foods International</u>	3530 33rd Avenue	Sacramento	No
107	Trinity Fresh	8200 Berry Ave.	Sacramento	No
108	<u>True World Foods</u>	8384 Rovona Circle	Sacramento	No
109	Van Wolfs, LLC.	8130 Berry Ave. Ste. #100	Sacramento	No
110	Vien Group LLC	3834 49th Avenue	Sacramento	No
111	<u>Vinai Wholesale</u>	6968 65th Street, Suite F	Sacramento	No
112	<u>California Shellfish Co Inc</u>	2601 5th St.	Sacramento	No
113	<u>Chill-Chain Inc</u>	6490 Riverside Blvd.	Sacramento	No
114	<u>Wismettac Asian Foods</u>	860 National Drive, Suite 200	Sacramento	No
115	<u>Yusol International Foods</u>	6200 88th St.	Sacramento	No
116	<u>Zena Foods</u>	9910 Horn Road, Unit 4B	Sacramento	No

Attachment 3D

	B	C	D	E	M	N
1	TIER 2 2A - RESTAURANTS					
2	Business Name	Facility Address	Zip Code	Facility City	EDD Business Description	Size
3	R Vida Cantina	7040 Sunrise Blvd	95610-3102	Citrus Heights	Restaurants	Unknown employees
4	Olive Garden Italian Kitchen	5445 Sunrise Blvd	95610-7806	Citrus Heights	Restaurants	100-249 employees
5	Elephant Bar-Citrus Heights	6063 Sunrise Mall	95610-6903	Citrus Heights	Restaurants	100-249 employees
6	Red Lobster	6231 Sunrise Blvd	95610-5911	Citrus Heights	Full-Service Restaurant	100-249 employees
7	Texas Roadhouse	6309 Sunrise Blvd	95610-5912	Citrus Heights	Full-Service Restaurant	100-249 employees
8	Red Robin Gourmet Burgers	7990 Greenback Ln # J	95610-6908	Citrus Heights	Full-Service Restaurant	50-99 employees
9	Applebee's Grill + Bar	6900 Auburn Blvd	95621	Citrus Heights	Full-Service Restaurant	50-99 employees
10	Black Angus Steakhouse	7925 Greenback Ln	95610-6976	Citrus Heights	Full-Service Restaurant	50-99 employees
11	Buffalo Wild Wings Grill & Bar	6301 Sunrise Blvd	95610-6976	Citrus Heights	Full-Service Restaurant	50-99 employees
12	Leatherby's Family Creamery	7910 Antelope Rd	95610-6976	Citrus Heights	Restaurants	20-49 employees
13	Perko's Cafe & Grill	6215 Sunrise Blvd	95610-5911	Citrus Heights	Restaurants	20-49 employees
14	Round Table Pizza Royalty	7873 Lichen Dr	95610-6976	Citrus Heights	Pizza	20-49 employees
15	Coco's Bakery Restaurant	7887 Madison Ave	95610-7699	Citrus Heights	Full-Service Restaurant	20-49 employees
16	Black Bear Diner	7935 Madison Ave	95610-7801	Citrus Heights	Full-Service Restaurant	20-49 employees
17	Felipe's Mexican Restaurant	7959 Auburn Blvd	95610-1437	Citrus Heights	Restaurants	20-49 employees
18	Chuck E Cheese	Sunrise Blvd	95610-5911	Citrus Heights	Pizza	50-99 Employees
19	Elena's Kitchen & Catering	6620 Madison	95608-0651	County - Carmichael	Restaurants	5-9 Employees
20	Firebird Restaurant	4715 Manzanita	95608-0822	County - Carmichael	Restaurants	5-9 Employees
21	Li's Mongolian BBQ	4725 Manzanita	95608-0822	County - Carmichael	Restaurants	1-4 Employees
22	Dad's Kitchen	8928 Sunset	95818-3855	County - Fair Oaks	Restaurants	20-49 Employees
23	O Café	10131 Fair Oaks	95628-7109	County - Fair Oaks	Restaurants	5-9 Employees
24	Shangri-La Fair Oaks	7960 Winding	95628	County - Fair Oaks		
25	Smokey Oaks Tavern	9634 Fair Oaks	95628-6909	County - Fair Oaks	Pubs	5-9 Employees
26	Chili's Grill & Bar	5303 Sunrise Blvd	95628-3539	County - Fair Oaks	Full-Service Restaurant	50-99 employees
27	Il Forno Classico	2121 Golden Centre Ln	95670-4489	County - Gold River	Restaurants	50-99 employees
28	Goden Corral	4940 Watt	95660-5110	County - North Highlands	Limited-Service Restaurant	50-99 employees
29	Hot off the Griddle	1583 W El Camino Ave # 103	95833-4027	County - Orangevale	Restaurants	5-9 Employees
30	La Placita	9272 Greenback	95662-4835	County - Orangevale	Restaurants	5-9 Employees
31	Twin Dragons Baking Company	6131 Main	95630-2550	County - Orangevale		
32	Denny's	8841 Greenback Ln	95662-4058	County - Orangevale	Full-Service Restaurant	20-49 employees
33	Cattlemens Restaurant-Rancho	12409 Folsom Blvd	95742-6413	County - Rancho Cordova	Full-Service Restaurant	50-99 employees
34	Old Spaghetti Factory	12401 Folsom Blvd # 104	95742-6422	County - Rancho Cordova	Full-Service Restaurant	100-249 employees
35	Applebee's Grill + Bar	9105 E Stockton Blvd	95624-9456	Elk Grove	Full-Service Restaurant	20-49 employees
36	Bert's Diner	8972 Grant Line Rd	95624-1413	Elk Grove	Restaurants	10-19 employees
37	BJ's Restaurant & Brewhouse	9237 Laguna Springs Dr	95758-7976	Elk Grove	Full-Service Restaurant	100-249 employees
38	Chevys Fresh Mex	7401 Laguna Blvd # 100	95758-5066	Elk Grove	Full-Service Restaurant	100-249 employees
39	Chili's Grill & Bar	7410 Laguna Blvd	95758-5082	Elk Grove	Full-Service Restaurant	100-249 employees
40	Cicada Cantina	9105 W Stockton Blvd	95758-8051	Elk Grove	Restaurants	50-99 employees
41	Mikuni Elk Grove	8525 Bond Rd	95624-9457	Elk Grove	Restaurants	20-49 employees
42	Mimi's Bistro + Bakery	9195 W Stockton Blvd	95758-8051	Elk Grove	Full-Service Restaurant	100-249 employees
43	Old Spaghetti Factory	7727 Laguna Blvd	95758-5062	Elk Grove	Full-Service Restaurant	50-99 employees
44	Olive Garden Italian Kitchen	7480 Elk Grove Blvd	95757	Elk Grove	Restaurants	100-249 employees
45	Original Mike's	9139 E Stockton Blvd # 3	95624-9570	Elk Grove	Restaurants	20-49 employees
46	Original Pete's Pizza-Elk Grv	2475 Elk Grove Blvd # 100	95758-7153	Elk Grove	Pizza	20-49 employees
47	Outback Steakhouse	7221 Laguna Blvd	95758-7153	Elk Grove	Full-Service Restaurant	20-49 employees
48	Oz Korean BBQ	2605 W Taron Ct	95757-8407	Elk Grove	Restaurants	20-49 employees
49	Red Robin Gourmet Burgers	8245 Laguna Blvd	95758-7962	Elk Grove	Full-Service Restaurant	50-99 employees
50	Romano's Macaroni Grill	8295 Laguna Blvd	95758	Elk Grove	Full-Service Restaurant	100-249 employees
51	Texas Roadhouse	8094 Orchard Loop	95624-3455	Elk Grove	Full-Service Restaurant	100-249 employees
52	Mc Donalds	8710 Elk Grove Blvd	95624-1737	Elk Grove	Limited-Service Restaurant	50-99 Employees
53	Sushi House Buffet	9171 Elk Grove-Florin Rd	95624-4051	Elk Grove	Restaurants	5-9 Employees
54	Black Bear Diner	8531 Bond Rd	95624-9457	Elk Grove	Full-Service Restaurant	5-9 Employees
55	Chicago Fire	7101 Laguana Blvd	95758-5073	Elk Grove	Pizza	5-9 Employees

Attachment 3D

	B	C	D	E	M	N
1	TIER 2 2A - RESTAURANTS					
2	Business Name	Facility Address	Zip Code	Facility City	EDD Business Description	Size
56	<u>Chuck E Cheese</u>	9161 Stockton Blvd	95624-9508	Elk Grove	Pizza	20-49 Employees
57	<u>Kobe Steak & Sushi</u>	9134 E Stockton Blvd	95624-9510	Elk Grove	Full-Service Restaurant	5-9 Employees
58	<u>Sabor E Mexico</u>	8868 Bond Road	95624-9401	Elk Grove	Restaurants	1-4 Employees
59	<u>Panda Express #2383</u>	8180 Sheldon Rd	95758-5968	Elk Grove	Limited-Service Restaurant	10-19 Employees
60	<u>Well Season Seafood</u>	9089 Bruceville Rd	95758-5902	Elk Grove	Full-Service Restaurant	5-9 Employees
61	<u>BJ'S Restaurant & Brewhouse</u>	2730 E Bidwell St	95630-6414	Folsom	Full-Service Restaurant	100-249 employees
62	<u>Fat's Asia Bistro</u>	2585 Iron Point Rd	95630-8708	Folsom	Full-Service Restaurant	100-249 employees
63	<u>Lazy Dog Restaurant & Bar</u>	300 Palladio Pkwy # 800	95630-8775	Folsom	Restaurants	100-249 employees
64	<u>Olive Garden Italian Kitchen</u>	2485 Iron Point Rd	95630-8710	Folsom	Restaurants	100-249 employees
65	<u>Dos Coyotes Border Cafe</u>	13385 Folsom Blvd # 100	95630-8004	Folsom	Restaurants	50-99 employees
66	<u>Chili's Grill & Bar</u>	161 Iron Point Rd	95630-9000	Folsom	Full-Service Restaurant	50-99 employees
67	<u>Red Robin Gourmet Burgers</u>	360 Palladio Pkwy # 410	95630-8822	Folsom	Full-Service Restaurant	50-99 employees
68	<u>Mimi's Bistro + Bakery</u>	2719 E Bidwell St	95630-6405	Folsom	Full-Service Restaurant	50-99 employees
69	<u>Scott's Seafood Grill & Bar</u>	9611 Greenback Ln	95630-2088	Folsom	Full-Service Restaurant	50-99 employees
70	<u>Hacienda Del Rio Restaurant</u>	702 Sutter St	95630-2554	Folsom	Restaurants	50-99 employees
71	<u>Buffalo Wild Wings Grill & Bar</u>	2759 E Bidwell St	95630-6405	Folsom	Full-Service Restaurant	50-99 employees
72	<u>Catch A Wave By Blue Nami</u>	330 Palladio Pkwy # 2045	95630-8778	Folsom	Restaurants	50-99 employees
73	<u>Cliff House-Folsom Brew Hse</u>	9900 Greenback Ln	95630-2117	Folsom	Restaurants	50-99 employees
74	<u>Skipololis Pizza</u>	191 Blue Ravine Rd	95630-4772	Folsom	Pizza	20-49 employees
75	<u>Denny's</u>	1011 Riley St	95630-3259	Folsom	Full-Service Restaurant	20-49 employees
76	<u>Mikuni Japanese Rstrnt-Sushi</u>	185 Placerville Rd # 100	95630-6386	Folsom	Restaurants	20-49 employees
77	<u>In-N-Out Burger</u>	Placerville Rd	95630-6320	Folsom	Limited-Service Restaurant	50-99 Employees
78	<u>Brookfields Restaurant</u>	11135 Folsom Blvd	95670-6132	Rancho Cordova	Restaurants	50-99 employees
79	<u>Chili's Grill & Bar</u>	3199 Zinfandel Dr	95670-6370	Rancho Cordova	Full-Service Restaurant	50-99 employees
80	<u>Rudy's Hideaway Lobster House</u>	12303 Folsom Blvd	95742-6331	Rancho Cordova	Full-Service Restaurant	20-49 employees
81	<u>Samurai Sushi</u>	12251 Folsom Blvd	95742-6305	Rancho Cordova	Restaurants	20-49 employees
82	<u>Casa Ramos Mexican Restaurant</u>	10717 White Rock Rd	95670-6031	Rancho Cordova	Restaurants	10-19 employees
83	<u>Applebee's Grill + Bar</u>	2024 Arden Way	95825-2202	Sacramento	Full-Service Restaurant	50-99 employees
84	<u>BJ'S Restaurant & Brewhouse</u>	1689 Arden Way # 1058	95815-4032	Sacramento	Full-Service Restaurant	100-249 employees
85	<u>BJ'S Restaurant & Brewhouse</u>	3531 N Freeway Blvd	95834-2903	Sacramento	Full-Service Restaurant	100-249 employees
86	<u>Black Bear Diner</u>	2700 El Centro Rd	95833-9703	Sacramento	Full-Service Restaurant	20-49 employees
87	<u>Blue House Korean BBQ</u>	1030 Howe Ave	95825-3907	Sacramento	Restaurants	20-49 employees
88	<u>Brookfields Family Restaurant</u>	4343 Madison Ave	95842-3529	Sacramento	Restaurants	50-99 employees
89	<u>Brookside Restaurant & Bar</u>	9819 Horn Rd	95827-1947	Sacramento	Restaurants	10-19 employees
90	<u>Buca Di Beppo</u>	1249 Howe Ave	95825-3401	Sacramento	Full-Service Restaurant	20-49 employees
91	<u>Buffalo Wild Wings Grill & Bar</u>	2023 Arden Way	95825-2201	Sacramento	Full-Service Restaurant	50-99 employees
92	<u>Buffalo Wild Wings Grill & Bar</u>	3600 N Freeway Blvd # 100	95834-2904	Sacramento	Full-Service Restaurant	50-99 employees
93	<u>Cheesecake Factory</u>	1771 Arden Way	95815-5001	Sacramento	Full-Service Restaurant	100-249 employees
94	<u>Chili's Grill & Bar</u>	3870 Truxel Rd	95834-3609	Sacramento	Full-Service Restaurant	50-99 employees
95	<u>Chili's Grill & Bar</u>	2029 Arden Way	95825-2201	Sacramento	Full-Service Restaurant	50-99 employees
96	<u>Claim Jumper Restaurant</u>	1111 J St	95814-2809	Sacramento	Full-Service Restaurant	50-99 employees
97	<u>Cracker Barrel Old Country Str</u>	1000 Howe Ave	95825-3907	Sacramento	Full-Service Restaurant	100-249 employees
98	<u>Denny's</u>	3520 Auburn Blvd	95821-2006	Sacramento	Full-Service Restaurant	50-99 employees
99	<u>Denny's</u>	7900 College Town Dr	95826-5702	Sacramento	Full-Service Restaurant	50-99 employees
100	<u>Denny's</u>	5460 Florin Rd	95823-2106	Sacramento	Full-Service Restaurant	20-49 employees
101	<u>El Novillero</u>	4216 Franklin Blvd	95820-1136	Sacramento	Restaurants	20-49 employees
102	<u>Elephant Bar Rstrnt-Sacramento</u>	1500 Arden Way	95815-4003	Sacramento	Restaurants	100-249 employees
103	<u>Ella Dining Room & Bar</u>	555 University Ave # 100	95825-6510	Sacramento	Restaurants	50-99 employees
104	<u>Il Fornaio</u>	400 Capitol Mall # 150	95814-4435	Sacramento	Full-Service Restaurant	100-249 employees
105	<u>Joe's Crab Shack</u>	1210 Front St	95814-3247	Sacramento	Full-Service Restaurant	50-99 employees
106	<u>Lucca Restaurant & Bar</u>	1615 J St	95814-2020	Sacramento	Restaurants	50-99 employees
107	<u>Old Spaghetti Factory</u>	1910 J St	95811-3085	Sacramento	Full-Service Restaurant	100-249 employees
108	<u>Old Spaghetti Factory</u>	1625 Watt Ave	95864-2963	Sacramento	Full-Service Restaurant	100-249 employees
109	<u>Olive Garden Italian Kitchen</u>	1780 Challenge Way	95815-5006	Sacramento	Restaurants	100-249 employees
110	<u>Outback Steakhouse</u>	1340 Howe Ave	95825-3202	Sacramento	Full-Service Restaurant	50-99 employees

Attachment 3D

	B	C	D	E	M	N
1	TIER 2 2A - RESTAURANTS					
2	Business Name	Facility Address	Zip Code	Facility City	EDD Business Description	Size
111	<u>Perko's Cafe & Grill</u>	9647 Micron Ave	95827-2605	Sacramento	Restaurants	20-49 employees
112	<u>Red Lobster</u>	1400 Howe Ave	95825-3204	Sacramento	Full-Service Restaurant	100-249 employees
113	<u>Ruth's Chris Steak House</u>	501 Pavilions Ln	95825-4742	Sacramento	Full-Service Restaurant	50-99 employees
114	<u>Twin Peaks Restaurant</u>	535 Howe Ave	95825-8314	Sacramento	Full-Service Restaurant	50-99 employees
115	<u>Wok In the Park LLC</u>	1116 15th St	95814-4011	Sacramento	Restaurants	100-249 employees
116	<u>Yard House Restaurant</u>	405 K St #100	95814-3340	Sacramento	Full-Service Restaurant	50-99 employees
117	<u>Zinfandel Grille</u>	2384 Fair Oaks Blvd	95825-4741	Sacramento	Restaurants	20-49 employees
118	<u>Zocalo Restaurant Midtown</u>	1801 Capitol Ave	95811-4104	Sacramento	Restaurants	100-249 employees
119	<u>Punch Bowl Sacramento LLC</u>	500 J Street	95814	Sacramento		
120	<u>Chicago Fire</u>	2416 J Street	95816-4806	Sacramento	Pizza	5-9 Employees
121	<u>Iron Horse Tavern</u>	1800 15th Street	95811-6673	Sacramento	Bars	5-9 Employees
122	<u>Sauced BBQ and Sprints</u>	1028 7th Street	95814-3400	Sacramento	Restaurants	5-9 Employees

Appendix 3E

	B	C	D	F	Q	S	T
TIER 2 2B - HOTELS							
	Business Name	Hotel Chain	Facility Address	Facility City	Rooms	On-Site Food Facility	Tier 2
1							
2							
3	Crowne Plaza-Sacramento Nrthst	Crowne Plaza	5321 Date Ave	County	230	Yes	Yes
4	Sacramento Marriott Rancho	Marriott	11211 Point East Dr	Rancho Cordova	265	Yes	Yes
5	Hyatt Regency-Sacramento	Hyatt	1209 L St	Sacramento	505	Yes	Yes
6	Sheraton Grand Sacramento Htl	Sheraton	1230 J St	Sacramento	503	Yes	Yes
7	Doubletree	Hilton	2001 Point West Way	Sacramento	448	Yes	Yes
8	Holiday Inn Sacramento Dwrtnwn	Holiday Inn	300 J St	Sacramento	359	Yes	Yes
9	Hilton-Sacramento Arden West	Hilton	2200 Harvard St	Sacramento	335	Yes	Yes
11	Sawyer Hotel	Independent	500 J St	Sacramento	250	Yes	Yes
12	Embassy Suites Sacramento	Hilton	100 Capitol Mall	Sacramento	242	Yes	Yes
13	Residence Inn	Marriott	1121 15th St	Sacramento	235	Yes	Yes
14	Lake Natoma Inn	Independent	702 Gold Lake Dr	Folsom	136		No
15	Hyatt Place Sacramento/Rancho	Hyatt	10744 Gold Center Dr	Gold River	127	Yes	No
16	Lions Gate Hotel Trademark	Wyndham	3410 Westover St	McClellan	112		No
17	Doubletree Suites	Hilton	11260 Point East Dr	Rancho Cordova	158		No
18	Citizen Hotel-Autograph Clctn	Marriott	926 J St	Sacramento	196		No
19	Residence Inn	Marriott	1530 Howe Ave	Sacramento	176		No
20	Hyatt Centric Downtown	Hyatt	1122 7th St	Sacramento	172		No
21	Hilton Garden Inn-Sacramento	Hilton	2540 Venture Oaks Way	Sacramento	153		No
22	Courtyard	Marriott	1782 Tribute Rd	Sacramento	152		No
23	Courtyard	Marriott	1782 Tribute Rd	Sacramento	148		No
24	Courtyard	Marriott	4422 Y St	Sacramento	139		No
25	Hilton Garden Inn-Sacramento	Hilton	20 Advantage Way	Sacramento	124	Yes	No
26	Hilton Garden Inn-Sacramento	Hilton	20 Advantage Way	Sacramento	124		No
27	Element Sacramento Airport	Marriott	3681 N Freeway Blvd	Sacramento	107		No
28	Westin Sacramento	Westin	4800 Riverside Blvd	Sacramento	101		No
29	Exchange Sacramento Curio	Hilton	1006 4th St	Sacramento	100		No
30	Fairfield Inn	Marriott	1780 Tribute Rd	Sacramento	74		No

Appendix 3F

	B	C	D	E	H	M	N
7							
8	TIER 2 2C - HEALTH FACILITIES						
9	Facility Name	Medical Group	Facility Address	Facility City	Facility Type	Bed Count	Tier 2 Yes/No
10	MANORCARE HEALTH SERVICES (CITRUS HEIGHTS)	ProMedia	7807 Uplands Way	Citrus Heights	Skilled Nursing Facility	162	Yes
11	MERCY SAN JUAN MEDICAL CENTER	Dignity Health	6501 Coyle Avenue	County - Carmichael	General Acute Care Hospital	384	Yes
12	WINDSOR EL CAMINO CARE CENTER	Independent	2630 Carmichael Way	County - Carmichael	Skilled Nursing Facility	178	Yes
13	MISSION CARMICHAEL HEALTHCARE CENTER	Independent	3630 Mission Avenue	County - Carmichael	Skilled Nursing Facility	135	Yes
14	CARMICHAEL POSTACUTE CARE, LLC	Independent - LLC	8336 Fair Oaks Boulevard	County - Carmichael	Skilled Nursing Facility	126	Yes
15	WHITNEY OAKS CARE CENTER	Kaiser	3529 Walnut Avenue	County - Carmichael	Skilled Nursing Facility	112	Yes
16	RIVER POINTE POST-ACUTE	Kaiser	6041 Fair Oaks Boulevard	County - Carmichael	Skilled Nursing Facility	149	Yes
17	ESKATON CARE CENTER FAIR OAKS	Eskaton Care	11300 Fair Oaks Boulevard	County - Fair Oaks	Skilled Nursing Facility	136	Yes
18	WINDSOR ELK GROVE CARE AND REHABILITATION CENTER	Kaiser	9461 Batey Avenue	Elk Grove	Skilled Nursing Facility	106	Yes
19	MERCY HOSPITAL OF FOLSOM	Dignity Health	1650 Creekside Drive	Folsom	General Acute Care Hospital	138	Yes
20	CASA COLOMA HEALTH CARE CENTER	Kaiser	10410 Coloma Rd	Rancho Cordova	Skilled Nursing Facility	646	Yes
21	UNIVERSITY OF CALIFORNIA DAVIS MEDICAL CENTER	UD Davis	2315 Stockton Boulevard	Sacramento	General Acute Care Hospital	523	Yes
22	SUTTER MEDICAL CENTER, SACRAMENTO	Sutter	2825 Capitol Avenue	Sacramento	General Acute Care Hospital	419	Yes
23	MERCY GENERAL HOSPITAL	Dignity Health	4001 J Street	Sacramento	General Acute Care Hospital	287	Yes
24	KAISER FOUNDATION HOSPITAL - SACRAMENTO	Kaiser	2025 Morse Avenue	Sacramento	General Acute Care Hospital	241	Yes
25	KAISER FOUNDATION HOSPITAL - SOUTH SACRAMENTO	Kaiser	6600 Bruceville Road	Sacramento	General Acute Care Hospital	177	Yes
26	ARDEN POST ACUTE REHAB	Independent	3400 Alta Arden Expressway	Sacramento	Skilled Nursing Facility	171	Yes
27	SIERRA VISTA HOSPITAL, INC.	Kaiser	8001 Bruceville Road	Sacramento	Acute Psychiatric Hospital	171	Yes
28	BRUCEVILLE TERRACE - D/P SNF OF METHODIST HOSPITAL	Dignity Health	8151 Bruceville Road	Sacramento	Skilled Nursing Facility	161	Yes
29	NORWOOD PINES ALZHEIMERS CENTER	Kaiser	500 Jessie Avenue	Sacramento	Skilled Nursing Facility	158	Yes
30	METHODIST HOSPITAL OF SACRAMENTO	Dignity Health	7500 Hospital Drive	Sacramento	General Acute Care Hospital	148	Yes
31	ESKATON CARE CENTER GREENHAVEN	Eskaton Care	455 Florin Road	Sacramento	Skilled Nursing Facility	139	Yes
32	ASBURY PARK NURSING AND REHABILITATION CENTER	Independent	2257 Fair Oaks Boulevard	Sacramento	Skilled Nursing Facility	128	Yes
33	WINDSOR CARE CENTER OF SACRAMENTO	Kaiser	501 Jessie Avenue	Sacramento	Skilled Nursing Facility	125	Yes
34	HERITAGE OAKS HOSPITAL	Kaiser	4250 Auburn Boulevard	Sacramento	Acute Psychiatric Hospital	122	Yes
35	DOUBLE TREE POST ACUTE CARE CENTER	Independent	7400 24th Street	Sacramento	Skilled Nursing Facility	121	Yes
36	CAPITAL TRANSITIONAL CARE	Kaiser	6821 24th Street	Sacramento	Skilled Nursing Facility	120	Yes
37	COLLEGE OAK NURSING AND REHABILITATION CENTER	Kaiser	4635 College Oak Drive	Sacramento	Skilled Nursing Facility	120	Yes
38	GRAMERCY COURT	Kaiser	2200 Gramercy Drive	Sacramento	Skilled Nursing Facility	100	Yes
39	MID-TOWN OAKS POST-ACUTE	Kaiser	2600 L Street	Sacramento	Skilled Nursing Facility	100	Yes

Appendix 3G

	B	C	D	E	F
3	TIER 2 2D - LARGE VENUES				
4	City	Venue	2,000 +	Food Service Provider	Tier 2
5	Sacramento	Cal Expo - California State Fairgrounds - Cal Expo Heart Health Park (Sac. Republic FC) - Cal Expo Horse Race Track	Yes	Spectra	Yes
6	Sacramento	Golden 1 Center	Yes	Multiple	Yes
7	Sacramento	SAFE Credit Union Convention Center	Yes	Centerplate	Yes
8	Sacramento	SAFE Credit Union Performing Arts Center	Yes	Centerplate	Yes
9	Sacramento	The Sacramento Memorial Auditorium	Yes	{TDD}	Yes
10	Sacramento	Stadium - Hornet Stadium (CSU Sacramento)	Yes	[TBD]	Yes
11	Sacramento	Stadium - Hughes Stadium (Sac City College)	Yes	[TBD]	Yes
12	County	Stadium - American River College Stadium	Yes	[TBD]	Yes
13	County	Sacramento International Airport (SMF)	Yes	SSP America JG Sky Chefs	Yes

Appendix 3H

	B	C	D	E	F
3	TIER 2 2E - LARGE EVENTS				
4	Jurisdiction	Venue	Attendance 2,000 +	Food Service	Tier 2
5	County	California Capital Airshow - 10425 Norden Ave. Ste 1B., Mather, CA	100,000+	Yes	Yes
6	Folsom	Folsom Pro Rodeo, Jul	6,000 each of 2 days	Yes	Yes
7	Folsom	Folsom Renaissance Faire, Sep	6,000 over 2 days	Yes	Yes
8	Sacramento	California State Fair @ Cal Expo	Yes	Spectra 1C Food Service Provider	Yes
9	Sacramento	California International Marathon, Dec Marathon Expo is @ Cal Expo	Yes		Yes
10	Sacramento	Aftershock Festival	145,000	Yes	Yes
11	Sacramento	Capitol Beer Fest March - 1 day	7,500 guests	20 food trucks	Yes
12	Sacramento	Sacramento Greek Festival Oct - 2 days	10,000 over 3 days	Yes	Yes
13	Sacramento	Golden Sky Country Music Festival October 15-16, 2022 - (inaugural event)	To be Determined	Yes	Yes

Appendix 3I

	A	B	C	H	I	J
1	TIER 2 2F - State Agencies					
2	State Agency	Address	City	Cafeteria / Dining Hall		Tier 2
3				Yes/No	Seats 250	
4	R.A. McGee Correctional Training Center	9850 Twin Cities Rd	Galt	Yes	Yes	Yes
5	Folsom State Prison	300 Prison Rd	Folsom Represa	Yes	Yes	Yes

Appendix 3J

	B	C	D	E	F	I
1	TIER 2 2G - LOCAL EDUCATION AGENCIES					
2	School District	Enrollment	Grades	Address	City	Food Preparation Location
3	Public School Districts					
4	Elk Grove USD	64,480	K-12	9510 Elk Grov-Florin Rd	Ek Grove	Central Kitchen
5	San Juan USD	50,820	K-12	3738 Walnut Ave	County - Carmichael	Individual School Cafeterias
6						
7	Sacramento City USD	46,657	K-12	5735 47th Ave	Sacramento	Central Kitchen
8	Twin Rivers SD	33,008	K-12	5115 Dudley Blvd	County - McClellan	[TBD]
9				3222 Winona Way	County - North Highlands	
10	Folsom Cordova USD	20,602	K-12	1965 Birkman Dr.	Rancho Cordova	Hub Kitchens
11						
12						
13	Natomas Unified SD	15,595	K-12	1901 Arena Blvd.	Sacramento	[TBD]
14						
15	Center JUSD	4,258	K-12	8408 Watt Ave	County - Antelope	[TBD]
16	Galt Joint Union Elementary SD	3,546	K-8	1018 C Street #210	Galt	[TBD]
17	Sac County Office of Education	2,485	?	10474 Mather Blvd	Sacramento	[TBD]
18	Robla SD	2,391	K-6	5248 Rose St	Sacramento	[TBD]
19	River Delta USD	2,383	K-12	445 Montezuma St	County - Rio Vista	[TBD]
20	Galt Joint Union High SD	2,213	9-12	12945 Marengo Rd	Galt	[TBD]
21	Aroche Union SD	485	K-8	PO Box 93	County - Herald	[TBD]
22	Elverta Joint Elementary SD	312	K-8	7900 Eloise Ave	County - Elverta	[TBD]
23						
24	Public and Private Colleges and Universities					
25	Los Rios Community College Dist.	76,878	Post-Secondary	1919 Spanos Ct	Sacramento	Aramark
26	Sacramento City College	21,000		3835 Freeport Blvd	Sacramento	
27					10 College Pkwy]	
28	Folsom Lake College	9,000		8401 Center Pkwy	Sacramento	
29	Cosumnes River College	15,000		4700 College Oak Dr	Sacramento	
30	American River College	31,000				
31						
32	Sacramento State University	30,661	Post-Secondary	6000 J Street	Sacramento	Aramark
33						
34						
35	McGeorge - Univ. of the Pacific	402 (Full-time)	Post-Secondary	3200 Fifth Ave.	Sacramento	

Appendix 3K

	B	C	E	F
3	TIER 2 2H - NON-LOCAL ENTITIES			
4	City	Venue	Food Service	Tier 2
5	Sacramento	Sacramento City College	Aramark (Tier 1C Food Service Provider)	See (2G)
6	Sacramento	California State University, Sacramento		See (2G)
7	County	American River College		See (2G)
8	Folsom	Folsom State Prison ⁽¹⁾	Woman's Prison Culinary Arts Mgmt.	Yes - See (2F)
9	County	Rio Consumnes Correctional Center ⁽¹⁾	Culinary Arts Training - Food Prep in Main Kitchen	Yes
10	Sacramento	Sacramento County Main Jail ⁽¹⁾	Main Kitchen	Yes
11	Galt	Richard A. McGee Correctional Training Center	in house staff	Yes - See (2F)
12	Sacramento	Cal Expo - State Agency/County and State Fairgrounds	Spectra	Yes - See (2D)
13	Sacramento	Heart Health Park (on Cal Expo grounds)	Spectra	Yes - See (2D)
14	Sacramento	Cal Expo Horse Race Track	Spectra	Yes - See (2D)
15				
16	⁽¹⁾ Concerns noted about the need/difficulty obtaining authorization to potentially donate food.			

APPENDIX K2:

Senate Bill 1383 Edible Food Recovery Implementation Study

SACRAMENTO COUNTY

Senate Bill 1383 Edible Food Recovery Implementation Schedule

For the Cities of **Citrus Heights**, **Elk Grove**, **Folsom**, **Galt**, **Rancho Cordova**, and **Sacramento**, and **Sacramento County**



SACRAMENTO COUNTY | SB EDIBLE FOOD RECOVERY CAPACITY STUDY | IMPLEMENTATION PLAN

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- 1 Introduction.....
- 2 Means of Providing Capacity.....
 - 2.1 Tier 1
 - 2.2 Tier 2
- 3 Implementation Schedule.....
 - 3.1 Overall Program Planning
 - 3.2 Tier 1 Capacity Planning.....
 - 3.3 Tier 2 Capacity Planning.....

Appendices

- A Implementation Schedule Timeline

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SACRAMENTO COUNTY | SB 1383 EDIBLE FOOD RECOVERY CAPACITY STUDY | IMPLEMENTATION SCHEDULE

1 Introduction

Per SB 1383 **Section 18992.2 - Edible Food Recovery Capacity**, if a county identifies that new or expanded capacity is needed to recover the amount of edible food that will be disposed by commercial edible food generators, then each jurisdiction within that county that lacks capacity shall submit an implementation schedule to CalRecycle. The implementation schedule shall demonstrate how the jurisdiction will ensure there is enough new or expanded capacity to recover the edible food currently disposed by commercial edible food generators within its jurisdiction.

The required implementation schedule is to include timelines and milestones for planning efforts to access additional new or expanded capacity including, but not limited to:

- Obtaining funding for edible food recovery infrastructure including, but not limited to, modifying franchise agreements or demonstrating other means of financially supporting the expansion of edible food recovery capacity; and
- Identification of facilities, operations, and activities inside the county that could be used for additional capacity.

2 Means of Providing Capacity

It is the intention of the cities of Citrus Heights, Elk Grove, Folsom, Galt, Rancho Cordova, and Sacramento, and Sacramento County (Jurisdictions) to develop and implement a coordinated countywide SB 1383 commercial edible food recovery program (Program) that will comply with SB 1383. Given the planned coordinated countywide Program, this Implementation Schedule applies to each of the Jurisdictions. It is also the intention of the Jurisdictions that the Edible Food Recovery Working Group (EFRWG) that was established to manage the County's Capacity Study will remain intact. Going forward, it is envisioned that the EFRWG will have responsibility for overseeing the County's Program and working directly with the designated Program Manager.

2.1 Tier 1 Capacity

Various Sacramento Food Bank & Family Services' (SFBFS) partner agencies and other non-profit food recovery organizations in the County reported that they have existing capacity available to recover and distribute additional edible food from commercial generators. Based on the results of SFBFS's partner survey, and the surveying of other non-profit food recovery organizations in the County, it is expected that sufficient capacity currently exists within those organizations to provide service to all 21 of the Tier 1 supermarkets and grocery stores that are not currently donating food.

That existing capacity may also be sufficient to service some of the Tier 1 food distributors and wholesale food vendors not currently donating edible food. To the extent that additional capacity needs to be provided, any such capacity is expected to be developed by existing food recovery organizations. The Jurisdictions plan to provide Capacity Grants to food recovery organizations and services (FROS) for any such additional required capacity.

Implementation
Schedule



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SACRAMENTO COUNTY | SB EDIBLE FOOD RECOVERY CAPACITY STUDY | IMPLEMENTATION SCHEDULE

Implementation
Schedule

2.2 Tier 2 Capacity

2.2.1 Overview

Capacity for Tier 2 generators is expected to be provided through fee-for-service food recovery services. The potential for existing food recovery organizations to develop prepared food recovery capacity,¹ as well as the potential development of real-time donor to recipient matching software and associated food runner capacity may also be considered.

2.2.2 Fee-for-Service Food Recovery Services

The identified Tier 2 generators are expected to generate largely prepared foods, which are not typically handled by the County's existing food recovery organizations. There are however various food recovery services that specifically focus on the recovery of largely prepared foods from Tier 2 type generators including the following, each of which has expressed an interest in providing food recovery services in the County:

- **Copia** - San Francisco, CA
- **GoodR** - Atlanta, GA
- **Replate** - Oakland, CA

Each of the businesses listed above operates under a fee-for-service model, in which they charge the business donating food for the collection and distribution of that food. They also promote available tax credits for food donation, which they claim can offset if not fully cover the associated cost, depending on the specifics of each donation. It is the County's understanding, based on discussions with those businesses, that collectively Copia, Replate, and GoodR can provide collection services to all Tier 2 commercial edible food generators in the County, fully satisfying the County's Tier 2 capacity needs.

3 Implementation Schedule

It is the Jurisdictions intention that the following actions, many of which have already begun, will result in the development and implementation of all required Tier 1 and Tier 2 commercial edible food recovery capacity. The target completion date is noted for each action. **Appendix A** contains the Program Timeline.

3.1 Overall Program Planning

1. Draft and Execute Regional Agreement - June 2023

A draft SB 1383 Edible Food Recovery Program (Program) Regional Agreement is being prepared with a goal of having that Regional Agreement executed by all parties by the end of June 2023. That document will establish the Program goal and Program elements, and the responsibilities of the EFRWG, the Jurisdictions and the contracted Program Manager. Initial Jurisdiction Program funding requirements are also being developed in conjunction with the drafting of the MOU.



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¹ Cordova Community Food Locker reported that it is currently recovering prepared foods from some Tier 2 type businesses.

SACRAMENTO COUNTY | SB 1383 EDIBLE FOOD RECOVERY CAPACITY STUDY | IMPLEMENTATION SCHEDULE

Implementation
Schedule**2. Establish Individual Jurisdiction Funding Mechanisms – June 2023**

The EFRWG is evaluating Program funding requirements and the individual Jurisdictions are in the process of evaluating and establishing funding mechanisms for their agreed upon Program funding responsibilities.

3. Draft and Issue RFP for County SB 1383 Edible Food Recovery Program Manager and Select Program Manager - September 2023

It is the Jurisdictions' intent to contract with a third-party to manage the Program, with oversight by the EFRWG.

4. Develop Fiscal Year Program Work Plan and Budget – June 2023 (Year 1)

As provided for in the draft MOU, an annual Program Work Plan and Budget is to be developed.

5. Develop Capacity Grant Program / Issue Year 1 Capacity Grants - June 2024

A Capacity Grant Program will be developed to provide funding to FROS and other entities, as appropriate, to support the recovery and distribution of edible food from commercial Tier 1 and Tier 2 generators.

6. Complete 2024 Capacity Study - August 2024

Complete required capacity study for the period covering January 1, 2025 through December 31, 2024.

3.2 Tier 1 Capacity Planning**7. Roll-Out Recovery Services to all Tier 1 Supermarkets and Grocery Stores - December 2024**

The Jurisdictions are currently working with SFBFS and its partner agencies to provide edible food recovery capacity to the 21 Tier 1 supermarkets and grocery stores that are not currently donating edible food. All Tier 1 supermarkets and grocery stores are projected to be in compliance no later than December 2024.

8. Roll-out Recovery Services to all Tier 1 Food Distributors and Wholesale Food Vendors - December 2024

SFBFS has begun developing the recovery capacity needed to receive donations from Tier 1 food distributors and wholesale food vendors, starting with US Foods new distribution facility in McClellan Park. The County will be working with SFBFS, its partner agencies, and other food recovery organizations and services to provide service to all Tier 1 food distributors and wholesale food vendors no later than December 2024.

3.3 Tier 2 Capacity Planning**9. Coordinate with Tier 2 Fee-for-service Food Recovery Organizations / Roll-Out Services to all Tier 2 Commercial Edible Food Generators - December 2024**

Tier 2 commercial edible food generators are required to comply with SB 1383 starting January 2024. The County has been in contact with multiple fee-for-service food recovery services and collectively they have stated they have the capacity to recover edible food from all Tier 2 commercial edible food generators. The County will continue to coordinate with fee-for-service food recovery services and projects that all Tier 2 commercial edible food generators will have access to edible food recovery capacity no later than December 2024.



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