A 25-Year Vision for Washington State’s Food System

Prospectus - June 2017 - Washington Food System Roundtable
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Call to Action

Develop a 25-Year Vision for Washington State's Food System

In 2010, Former Governor Christine Gregoire issued an Executive Order directing state agencies to examine state food policy, food-related programs and food-related issues.

The Executive Order report was completed in January 2012 and included an in-depth review of Washington’s current food system, which it defined as the “network of people and activities connecting production, transformation (processing), distribution, consumption, and food waste management, as well as associated inputs, influences and policies”.

The 2012 report also provided a summary of the role of existing state agencies and federal, state and local partners. It highlighted opportunities to address current gaps and improve coordination across partners to strengthen the food system. The final recommendation from the report was to establish the Washington State Food System Roundtable, which was charged with developing a 25-year vision for our state’s food system.

In July 2012, Governor Gregoire approved this recommendation and the Washington State Food System Roundtable was formed. The Roundtable benefited from continued executive branch commitment by current Governor Jay Inslee. Specifically, the Roundtable had two purposes:

1. Develop and ensure stewardship of a 25-year vision, including specific goals and actionable strategies.

2. Facilitate effective collaboration, problem solving and shared learning across all food system stakeholders.
About Us

The Washington State Food System Roundtable was a broad, diverse coalition of public and private partners committed to creating a food system that promotes the health of people, fosters a sustainable and resilient environment, is economically vibrant, and creates an equitable and just society.

The Roundtable included representatives from state government, Tribes, local food policy councils, agriculture, food enterprises, labor, anti-hunger and nutrition advocates, economic development organizations, academia, public health, philanthropy and others. The Roundtable created a collaborative governance structure that included a charter, membership application, a committee structure, and decision-making process. (See Appendix B.) A wide spectrum of interests were invited to participate.

From 2012 to 2017, the Roundtable developed this Prospectus, outlining the details of a 25-year vision, including proposed goals and actionable strategies. The process included research by consultants, university faculty and graduate students, and input from a variety of interests through a statewide engagement process. Although the Roundtable’s overall focus was on understanding the interrelationships, challenges, and opportunities of Washington State’s food system, our concentration on farming centered on small and mid-sized farms. The Roundtable acknowledged that there is additional strategic thinking needed to identify goals and actions that more comprehensively address and consider the needs of larger scale commercial agriculture, seafood and shellfish, and the Tribes in Washington State.

The Prospectus is a road map for how Washington might achieve this vision and provides a framework for collaboration, engagement and shared responsibility. The Prospectus provides the opportunity for alignment across sectors, distributed leadership, and continued development of strategies over time.

Core Principles

To achieve this vision, the Roundtable developed a set of shared core principles:

We believe that:

1. Our food system should reflect our highest aspirations for a just and equitable society.

2. All Washingtonians deserve access to healthy, safe, affordable and culturally appropriate food.

3. It is possible to feed our communities in ways that are regenerative and sustainable from a human, environmental and economic perspective.

4. Cross sector collaboration, engagement and shared responsibility are key to creating a healthy food system.
Members

Current Members & Alternates

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<th>Name</th>
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<tr>
<td>Vic Colman, Co-Chair</td>
<td>Childhood Obesity Prevention Coalition</td>
<td>Health/Nutrition</td>
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<td>Babs Roberts, Co-Chair</td>
<td>WA State Department of Social &amp; Health Services</td>
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<td>Branden Born</td>
<td>Academia and Research</td>
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<td>Lael Duncan</td>
<td>Economic Development</td>
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<td>Ellen Gray</td>
<td>Farmland and Natural Resources</td>
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<td>Rosalinda Guillen</td>
<td>Farmworkers</td>
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<td>Karen Kinney</td>
<td>Farmland and Natural Resources</td>
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<td>Claire Lane</td>
<td>Hunger/At Large</td>
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<tr>
<td>Jason McGill</td>
<td>Senior Health Policy Advisor with the Office of Governor Jay Inslee</td>
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<td>Tomas Madrigal</td>
<td>Farmworkers</td>
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<td>Kara Martin</td>
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<td>Key Contributors</td>
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<tr>
<td>Janet Charles &amp; Amy Ellings</td>
<td>WA State Department of Health</td>
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<td>Sam Smithingell &amp; Ezra Paskus</td>
<td>WA State Department of Social and Health Services</td>
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<tr>
<td>Chris Benson, Shelly Johnston, Kidan Araya, Jamie Bachaus, Katherine Gets, and Jessica Jew</td>
<td>University of Washington graduate students</td>
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Former Members & Alternates

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<td>Christy Carr</td>
<td>Farmland and Natural Resources</td>
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<tr>
<td>Richard Conlin</td>
<td>Local and Regional Food Policy Councils</td>
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<td>Kate Delevan</td>
<td>Farmland and Natural Resources</td>
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<td>Brad Gaolach</td>
<td>Academia and Research</td>
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<tr>
<td>Dick Grader</td>
<td>Food Businesses</td>
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<tr>
<td>Sara Osborne</td>
<td>Food Businesses</td>
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<td>Kristen Rezabek</td>
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<td>Valerie Segrest</td>
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<td>Kayla Shelton</td>
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Highlights of Current Food System Issues

The 2012 Executive Order report and subsequent research by Luma Consulting and students from the University of Washington highlight several issues with the current food system in Washington State. For example:

- 1 in 6 households experience food insecurity, affecting an estimated 300,000 children.
- 61% of Washington adults are either obese or overweight due in part to the type of food consumed.
- Market pressures make it increasingly difficult for farmers and food system workers to thrive economically and earn a living wage.
- Small and medium sized food system businesses face unique challenges in the market place.
- An estimated 1 million Washingtonians may be impacted by foodborne illness each year.
- 351 cases of agricultural worker illness or injury occurred from 2003 and 2008 likely related to pesticide exposure.
- Food system practices use natural resources, produce waste, consume energy and generate pollution in ways that adversely impact our environment and contribute to climate change.
- Farmland has decreased by roughly 1.02 million acres since 1950.

These represent just some of the many challenges of our current food system and served as the catalyst for the Roundtable’s work.

Farmland in Washington has decreased by over half since 1950.
A Roadmap for the Future

This Prospectus identifies Three Key Action Areas:

People
Environment
Economy

Each action area has a number of proposed goals with equity serving as an overarching lens to inform and evaluate all efforts. For each goal, emerging strategies which include short-term and long-term strategies and sub-strategies are identified. Examples of a range of tactics for a number of the goals are also provided in Appendix A. The Prospectus also includes a description of the outreach and engagement process used in the development of the 25-year vision and suggestions for how to structure on-going implementation and continuing evolution of the work.

Our state’s food and agriculture industry generates $49 billion annually and employs 160,000 people.
Our 25-Year Vision

Washington has a food system that...

Promotes the health of people
WHERE the health of all farmers, workers and consumers is fully supported by addressing the health impacts in food production, processing, packaging, labeling, distribution, marketing, consumption and disposal. We eliminate food insecurity and hunger.

Is economically vibrant
WHERE our food system maintains and strengthens community assets and local economic development. It supports diversity in size and scale of food system operations. It builds the economic viability of local and regional food systems. Our farmers and food system workers earn a living wage.

Fosters a sustainable, resilient environment
WHERE our land, soil, air, water and biodiversity are conserved, protected and restored. Our food and nutrition needs are met without compromising future generations. We address challenges such as climate change and limited water supply while maintaining our commitment to the environment.

Creates a more equitable and just society
WHERE all farmers, workers and consumers are treated with fairness and respect. A diversity of cultures is appreciated and supported.
Action Areas & Goals

To achieve this vision, the Food System Roundtable prioritized action in four areas—people, environment, economy and equity—with equity serving as an overarching intention through which all goals and strategies are examined.

A just and equitable food system can be secured for all Washingtonians, regardless of gender, age, socioeconomic status, disability, language, culture, race, ethnicity, sexual orientation, religious beliefs and geography.

To that end, the development and pursuit of all Roundtable goals and strategies below are examined through a “lens” of equity so that barriers to achieving a fair and just food system can be removed.
**People**

**Goal 1**
Everyone has enough nutritious food at all times.

**Goal 2**
Everyone can choose and afford culturally appropriate, healthy food and drinks.

**Goal 3**
Food is safe for consumers to eat.

**Goal 4**
The dignity, safety and quality of life for all workers in the food system are upheld.

**Environment**

**Goal 5**
Soil, air, water and biodiversity are protected and restored for future generations.

**Goal 6**
Land and water are used, accessible, and conserved for food production, fishing, hunting and foraging for future generations.

**Goal 7**
Prevent, reduce, reuse, and recycle to move toward zero waste throughout the food chain.

**Goal 8**
The food supply chain incorporates renewable energy, energy efficiency and energy conservation opportunities into the growing, processing and transport of food.

**Goal 9**
The food system minimizes greenhouse gas emissions and adapts practices to mitigate current and future climate change impacts.

**Economy**

**Goal 10**
Emerging and existing farming operations are economically viable.

**Goal 11**
Significantly increase in-state and regional demand for Washington grown food.

**Goal 12**
All scales of production, processing and markets have equitable access to resources, infrastructure and business assistance to thrive.

**Goal 13**
Washington’s food economy, as an industry leader, is innovative, successful and just.
Emerging Strategies

People, Environment, Economy and Equity

In addition to broad goal statements, the Roundtable felt it was important to provide public and private sector leaders with specific, actionable strategies that can be incorporated into various organizations. For this reason, the road map outlines concrete policy, programmatic, funding and other community actions for consideration.

These actionable strategies have been developed for three of the four action areas – people, economy, and environment – with strategies for how to address social equity incorporated throughout.

Strategies are organized into two categories: short-term (2017-2019) and, in some cases, longer-term (2019 and beyond). The Roundtable felt that, although the road map aspires to a 25-year vision, it serves as a more useful tool for implementors if it includes a sequencing of activities.
Goal 1
Everyone has enough nutritious food at all times

Short Term Strategies

**Strategy 1.1:** Increase participation of children and adults eligible for food and nutrition assistance programs through targeted strategies

1.1.1: Target culturally and linguistically appropriate food and nutrition assistance program outreach to under-enrolled populations
1.1.2: Expand availability and accessibility of programs that serve kids and eligible adults, especially in high poverty and rural areas
1.1.3: Build capacity for emergency food and meal programs to meet the needs of all customers

**Strategy 1.2:** Expand access to nutrition and food assistance programs to adults and children who experience food insecurity, but are ineligible under current policies

1.2.1: Convene stakeholders, state agencies, and lawmakers to examine data, current efforts, policies, barriers and solutions
1.2.2: Restore cuts in eligibility or funding for hunger/nutrition programs to pre-recession standards

**Strategy 1.3:** Expand and maintain initiatives to connect farms to publicly and privately funded food and nutrition assistance programs

1.3.1: Incentivize the purchase of Washington-grown produce by food and nutrition assistance program recipients
1.3.2: Build capacity to expand farm to institution programs, particularly for low-income populations
1.3.3: Expand innovative opportunities to offer free/low cost fresh foods to low income families

**Strategy 1.4:** Engage in collaborative efforts that address the root causes of hunger

1.4.1: Identify and support initiatives to reduce the percentage of Washington residents living below 200% of the federal poverty line
1.4.2: Identify and support initiatives to increase percentage of people who can earn a living wage through employer/training initiatives for the low income population
1.4.3: Identify and support initiatives that increase availability of affordable housing
Goal 2
Everyone can choose and afford culturally appropriate, healthy food and drinks

**Short Term Strategies**

**Strategy 2.1:** Incorporate a food systems lens into local and state plans and assessments

2.1.1: Incorporate language, funding and provisions that support equitable access to healthy food and beverages and encourage healthy choices, including breastfeeding, into state plans
2.1.2: Incorporate food system assessments in state and local assessments, such as hospital community needs assessments and health impact assessments

**Strategy 2.2:** Provide culturally tailored nutrition education regarding healthy foods and drinks

2.2.1: Adopt culturally relevant, evidence based curricula in schools and early learning sites, including food literacy, cooking and gardening classes
2.2.2: Promote evidence-based nutrition education classes through public, community based and private organizations including food literacy, cooking and gardening classes
2.2.3: Address nutrition education as a part of comprehensive worksite wellness programs
2.2.4: Promote healthy eating for seniors, including food literacy, cooking and gardening classes

**Strategy 2.3:** Address barriers and increase support for breastfeeding everywhere, including hospitals, clinics, child care, and worksites

2.3.1: Ensure workplaces provide clean, private breastfeeding accommodations through federal and state laws
2.3.2: Provide incentives to hospitals, provider practices, Tribal Health Clinics, and Federally Qualified Health Centers (FQHCs) to support breastfeeding
2.3.3: Expand culturally-specific breastfeeding support for populations with low breastfeeding rates, especially Native American and African American women
2.3.4: Provide adequate and appropriate insurance coverage for quality breast pumps and lactation services in all areas of the state

**Strategy 2.4:** Increase culturally appropriate, affordable healthy food and beverage access particularly in underserved areas

2.4.1: Increase affordability, availability and marketing of healthy options in retail settings, farmers markets, food pantries and food banks
2.4.2: Increase affordability, availability and marketing of healthy options in food service; including institutional cafeterias, cafes, senior congregate meal programs, restaurants, and emergency meal sites
2.4.3: Increase affordability, availability and marketing of healthy options in public and private worksites, institutions, schools and child care settings
2.4.4: Develop and support opportunities for expanding community food access, such as urban farming, community gardens and food bank gardens
2.4.5: Develop and support opportunities for expanding water access
2.4.6: Develop and maintain just and equitable opportunities to support healthy beverage choices
Goal 3
Food is safe for consumers to eat

Short Term Strategies

**Strategy 3.1:** Strengthen food safety throughout the supply chain

3.1.1: Provide adequate education and resources for growers, processors and workers to meet best practices in food safety
3.1.2: Support continued efforts to ensure federal, state and local regulators work together on complex food safety issues

**Strategy 3.2:** Increase consumer education on food safety

3.2.1: Expand public awareness/promotion campaign(s) to highlight food safety practices
3.2.2: Support food safety education for kids and adults
Goal 4
The dignity, safety and quality of life for all workers in the food system are upheld

Short Term Strategies

Strategy 4.1: Increase food system convening and network development to create support for policy, environment and system changes

4.1.1: Support the development of local food policy councils and other food system networks
4.1.2: Continue and expanding convening of food system stakeholders

Strategy 4.2: Invest in the health and well-being of food system workers

4.2.1: Support programs, policies and outreach to ensure access to health insurance coverage
4.2.2: Support programs, policies and outreach to ensure access to chronic disease prevention
4.2.3: Protect food system and farmworkers from harmful effects of work-related exposures
4.2.4: Ensure compliance and enforcement with health and safety rules and regulations
4.2.5: Improve working conditions for migrant and guest farmworkers

Strategy 4.3: Ensure food system workers’ social equity

4.3.1: Promote fair, livable wages for workers throughout the food supply chain
4.3.2: Provide safe and healthy housing for migrant workers and their families
4.3.3: Create accessible pathways of civic engagement for all food system workers
Goal 5
Soil, air, water and biodiversity are protected and restored for future generations

Short Term Strategies

Strategy 5.1: Protect and ensure the quality of Washington’s surface, ground, and marine waters

5.1.1: Reduce agricultural run-off by identifying, incentivizing and implementing best land and water management practices including conservation tillage, reduced tillage, no-till, cover cropping, nutrient management, and soil building
5.1.2: Reduce the use of fresh/palatable water in food production and post harvest handling through water conservation techniques and incorporating the use of reclaimed water where appropriate
5.1.3: Improve healthy corridors along streams, rivers, wetlands and shorelines by identifying, incentivizing and implementing riparian area restoration and conservation

Strategy 5.2: Ensure clean air by reducing air pollutants and greenhouse gases generated from the food supply chain

Strategy 5.3: Ensure productive soils by reducing pollutants, preventing soil erosion, managing nutrient content, enhancing microbial activity, and increasing organic matter

5.3.1: Maintain existing efforts to clean up brownfield sites contaminated from agricultural and industrial practices

Strategy 5.4: Ensure biodiversity of species by identifying and implementing strategies that support healthy fish populations, wild harvest and productive agricultural land, and by identifying and incentivizing conservation practices that support both crop and habitat diversity
Goal 6
Land and water are used, accessible, and conserved for food production, fishing, hunting and foraging for future generations

Short Term Strategies

**Strategy 6.1:** Ensure water is available in our rivers and streams for fish and for farmers

**Strategy 6.2:** Ensure the conservation and accessibility of land for food production and wild harvesting
Goal 7
Prevent, reduce, reuse and recycle to move toward zero waste throughout the food system

Short Term Strategies

Strategy 7.1: Prevent and reduce edible waste

7.1.1: Incentivize and support food waste prevention programs for farms, schools, child care settings, institutions and food-generating businesses
7.1.2: Strengthen gleaning programs
7.1.3: Utilize all grades and sizes of produce through alternative markets, consumer and chef education, and the emergency food system

Strategy 7.2: Reuse food waste through strategies such as composting, methane digestion, and animal feed

7.2.1: Establish incentives to encourage commercial, public, and on-farm operations for alternative waste management such as composting and anaerobic digestion
7.2.2: Promote linkages between food-based enterprises and livestock farms to support the diversion of non-edible waste to feed
7.2.3: Develop and promote education for consumers, retailers, farmers and municipalities on the logistics of composting and benefits of use on farms and in public and private spaces

Strategy 7.3: Prevent, reduce, recycle, and reuse food packaging and eliminate non-degradable materials use

7.3.1: Evaluate/audit food processing operations to decrease unnecessary packaging
7.3.2: Establish incentives to reduce, reuse and recycle food packaging materials
7.3.3: Establish incentives to use biodegradable (compostable) plant based plastics and packaging materials
7.3.4: Prevent the use of non-biodegradable food packaging materials such as Styrofoam
Goal 8
The food supply chain incorporates renewable energy, energy efficiency and energy conservation opportunities into the growing, processing, and transporting of food

**Short Term Strategies**

**Strategy 8.1:** Increase energy conservation by identifying and incentivizing efficiencies in the food supply chain

**Strategy 8.2:** Increase the use of alternative fuels and power sources and advanced transportation systems and technologies in the food supply chain

**Strategy 8.3:** Increase clean and renewable energy production and use by advancing appropriate technology changes in food production, processing, packaging, transportation, and consumption

8.3.1: Install windmills, solar panels, methanes, digesters, and other technologies that reduce the use of fossil fuel dependent energy on agricultural operations
Goal 9
The food supply chain incorporates renewable energy, energy efficiency and energy conservation opportunities into the growing, processing, and transporting of food

Short Term Strategies

Strategy 9.1: Provide incentives to reduce fossil fuel consumption throughout the food supply chain

- 9.1.1: Ensure efficient production and transportation practices, efficient agriculture-related buildings and efficient processing practices

Strategy 9.2: Increase “climate friendly” farmed acres through research on best practices and producer education/incentives

9.2.1: Conduct research on agricultural practices that enhance carbon sequestration in soils
9.2.2: Determine best management practices to minimize production of carbon dioxide, nitrous oxide, and methane

Strategy 9.3: Strengthen food system resilience through identifying and addressing adaptation challenges and opportunities

9.3.1: Assess and monitor local climate impacts
9.3.2: Assess the ability of the Washington food and agricultural system to withstand natural disasters and infrastructure interruptions and propose adaptations
9.3.3: Strengthen local food system linkages between production and consumption
Goal 10
Emerging and existing farming operations are economically viable

Short Term Strategies

**Strategy 10.1:** Advance business resources, technical assistance and financing opportunities for all farmers and ranchers with a priority on beginning, limited-resource, and socially disadvantaged farmers and ranchers

10.1.1: Ensure the availability of quality financial education and other tools that assist people in building key assets (e.g. education, long-term personal and family savings, good credit, home ownership)

Longer Term Strategies

**Strategy 10.2:** Ensure affordable, fertile land is accessible to all Washington farmers with a priority on beginning, limited-resource, and socially disadvantaged farmers and ranchers

10.2.1: Develop regional collaboration among aging farmers, land trusts, succession planning seminars, incubator farms, farm link incentives and other ways to support the smooth transfer of land to farmers
10.2.2: Initiate, promote and strengthen laws, rules and ordinances that ensure the preservation of agricultural land in Washington State.

**Strategy 10.3:** Increase the number of agricultural employment skill development opportunities

10.3.1: Develop farm training supports and financial resources for farmers and other food based employers to support the training of new and existing employees (e.g., internships, apprenticeships, job shadowing and certifications)
10.3.2: Enact policies that support farming and infrastructure development so that farmers can continue to build on-farm capacity and economic viability over time to meet the increasing demand for Washington grown food
Goal 11
Significantly increase in-state and regional demand for Washington grown food

Short Term Strategies

**Strategy 11.1:** Design coordination, education and distribution strategies that enable schools, senior centers, hospitals, prisons and other centers to procure local food

11.1.1: Develop policies that ensure the development of regional, sustainably designed food hubs, distribution networks and farm-to-school operations (e.g. requiring a percentage of procurement dollars be dedicated to local businesses)

**Strategy 11.2:** Develop and support connections among institutional buyers, chefs, producers, farmers, processors, food banks and others (e.g. food policy councils, associations, commissions, community-based organizations, etc.)

11.2.1: Facilitate events that improve awareness and increase purchases/engagement among buyers and producers
11.2.2: Integrate federal and statewide policies that advance an increase in the percentage of food purchased from Washington sources

**Strategy 11.3:** Increase and fund marketing and education campaigns that promote purchasing of Washington grown foods

11.3.1: Link and promote websites, social media, networks, programs and other resources that inspire local consumption, including coordinating farmers market networks and access to Community Supported Agriculture (CSA), etc.
11.3.2: Promote practices and policies that make Washington grown food easily accessible and affordable to all Washingtonians

**Strategy 11.4:** Develop tourism resources that help visitors frequent regional food system destinations

11.4.1: Make it easy to learn about, meet and celebrate farmers and other producers through farm maps and tours, and art festivals/cultural events linked with local harvests, farmers markets and other culinary interests
11.4.2: Promote community events that link food, agriculture and community
Goal 12
All scales of production, processing and markets have equitable access to resources, infrastructure and business assistance to thrive

Short Term Strategies

**Strategy 12.1:** Reach and support historically underserved populations with resources, services and technical assistance

12.1.1: Ensure state and local incentives, subsidies, and tax relief are consistently applied to farm and food businesses throughout their lifecycle

12.1.2: Research and address regulatory obstacles and barriers and ensure policies are scalable to farm and food businesses of all sizes and types

**Strategy 12.2:** Strengthen formal and informal networks across the state to grow living wage jobs in Washington’s agriculture and food industry

12.2.1: Build formal and informal entrepreneurial networks that combine technical and market assistance

Long Term Strategies

**Strategy 12.3:** Prioritize funding for state agencies, academic institutions and other relevant organizations to provide programming and support to all sizes and types of food and farm businesses

12.3.1: Develop food distribution networks that advance and link food production, processing, and distribution, and develop regional coordination of food and agriculture systems

12.2.2: Prioritize funding for state agencies, academic institutions and other relevant organizations to provide programming and support to all sizes and types of food and farm businesses

**Strategy 12.4:** Expand support from state, academic and food and farm organizations to work with all scales of production, processing, distribution and sales with a priority on regional and local infrastructure

**Strategy 12.5:** Prioritize business development programs for food production, aggregation, processing, distribution and marketing businesses

12.5.1: Expand business development and workforce training and resources to address current and future needs of Washington’s food and farm industry
Goal 13
Washington’s food economy, as an industry leader, is innovative, successful and just

Short Term Strategies

**Strategy 13.1:** Develop, implement and fund a network of active, collaborative economic development partners with experience reaching and serving a broad range of farm and food system companies with business services, resources and financing, with emphasis on small to mid-sized businesses

- **13.1.1:** Ensure funding for business training programs are available to agricultural and food based businesses
- **13.1.2:** Implement and promote policies that encourage upward mobility for business ownership and people employed in the food and farm industry
- **13.1.3:** Increase the development of local microenterprises and other community-based food businesses with training and financing to improve food access, affordability, marketing and innovation

**Strategy 13.2:** Align funding streams across state agencies, philanthropy and private investment to support market-based strategies that advance the Washington food economy

- **13.2.1:** Support the development of innovative business models that promote business resilience, worker wages and ownership opportunities like Worker Cooperatives, Benefit Corporations, Employee Stock Ownership Plans (ESOPs).

**Strategy 13.3:** Integrate farm and food system job training and education into all levels of career planning at schools, workforce training centers, and vocational training

- **13.3.1:** Design stronger connections and improve access for job seekers of all ages to emerging networks, training resources, technical assistance, and other educational opportunities for skilled and under-skilled seekers within the food system throughout the state of Washington

**Strategy 13.4:** Conduct a statewide food systems assessment to establish a baseline, evaluate progress and guide future improvement efforts
We can only develop our vision for a sustainable food system together. The power of the Prospectus lies in the level of involvement partners and stakeholders have in the content. Therefore, community engagement in vetting the content of the Prospectus was integral since the beginning of the Roundtable. Starting in the summer of 2015, the Roundtable intensified engagement and launched a statewide process to gather feedback on the draft Prospectus.

Changes and revisions were made to the Prospectus to reflect the discussions held and feedback heard. This led to the creation of our draft Prospectus, which was used for broader stakeholder engagement in the Summer and Fall of 2016. During this time, the Roundtable engaged hundreds of people via ten engagement events across the state, an online survey, social media, e-newsletters and our website in order to ensure interested stakeholders had opportunities to shape the goals and strategies needed to create a sustainable food system for Washington.

Key Activities: Summer 2015 to Winter 2016:
- Solicited input on the draft vision, goals, strategies and actions from nine local and regional food policy councils and their members in Washington:
  - Clark County Food System Council
  - Kitsap Food Policy Council
  - Puget Sound Regional Food Policy Council
  - Spokane Food Policy Council
  - Whatcom Food Network
  - Thurston Food System Council
  - Jefferson County Food Systems Council
  - Whidbey Island Food System Consortium
  - Puyallup Watershed - food system subcommittee
- Learned about organizations doing community and state level food systems work.
- Scoped potential for alignment and collaboration between the Roundtable and organizations.

Key Activities: Summer and Fall 2016:
- Designed and implemented communication and stakeholder engagement plans to build momentum and awareness of the Roundtable’s work.
- Convened 10 engagement events around the state to solicit feedback from a range of stakeholders on the vision, goals, strategies and stewardship models proposed in the Prospectus.
- Distributed an online survey to capture feedback from stakeholders on the vision, goals, strategies, actions and stewardship models proposed in the Prospectus.
Engagement Events

The engagement events were attended by local food policy council representatives, nutrition educators, hunger advocates, nonprofit leaders, farmers representing both organic and conventional methods, those in the food systems supply chain, and people working on intersectional issues related to food and community wellbeing.

Outside of in-person engagement, we also received several letters from agricultural commissions that provided critical feedback as well as nearly 30 survey responses. The feedback and perspectives provided were integrated into a final revision of the Prospectus.
Ongoing Stewardship

Implementing the Roadmap

The intention of the Roundtable was to create a living document that would inspire active implementation of the goals and strategies and provide a stimulus for the next generation of actions. To that end, the Roundtable had extensive discussions among themselves and stakeholders to identify what organizational structures and/or efforts are needed that can help to align strategies and support achieving the 25-year vision. Since the Roundtable itself was not intended to be an implementing body, the members felt a responsibility to provide recommendations for next steps.

The Roundtable came up with three main roles for people or groups carrying forward this work. Below is a summary of those roles. Note that these roles can be filled by new or existing groups, and that the summaries below outline only the initial thoughts of the Roundtable. While the strategies selected will ultimately calibrate the exact nature of these roles, the Roundtable strongly believed that anyone taking on a stewardship role for the Prospectus adopt the mission, vision and values of the Roundtable as guiding principles for their work.

In addition, the Roundtable recommended the creation of a temporary transition team involving a few members of the Roundtable along with non-Roundtable members to lay the groundwork for on-going stewardship efforts.
Potential Stewardship Roles

Convener of Local and Regional Food Policy Groups

The purpose of this role is to facilitate and support routine networking, sharing of experiences and best practices, and development of shared policy and program development agendas among local food policy groups. This would primarily involve facilitating the convening of local and regional groups to advance food policy work locally, regionally and statewide. This role could potentially be taken up by an existing statewide organization with connections to local food policy groups such as a state agency or ag-support organization. The Roundtable anticipates that this may require an additional part-time coordinator to offer staff support as well as resources for facilitating meetings, developing communications channels and travel expenses.

Initial budget estimates for this role are $70,000 to $95,000 per year depending on type and frequency of meetings.

Big Picture/Think Tank

The purpose of this role is to provide necessary information and infrastructure to support implementation of the Prospectus, and to actively manage and coordinate public and private sector activities to achieve the 25-year vision and goals. Activities of this role could include: statewide staffing of a food policy council; periodic revision of the Prospectus; assessing needs, progress and impacts of solutions; developing resources for state, regional and local work; and fostering greater public agency collaboration. This role requires a strong group of food systems thinkers engaged in food policy and system improvement work and could be led by a state agency, private entity and/or shared across multiple organizations. Anticipated staffing and support services would include an advisory board, part-time coordinator and needs assessment and data collection consulting support.

Initial budget estimates for this role are between $110,000 and $130,000 per year.

Advocacy

The purpose of this role is to lead statewide policy advocacy efforts to prioritize the most critical food policy initiatives on an annual basis in the context of the mission, vision, values and goals of the Prospectus. This group would surface and prioritize policy and program development strategies at the state level, and lobby or enable lobbying to help effect desired change. This role could be filled by a new or existing coalition, alliance or council and would include an active policy committee and/or advisory committee as well as staff support.

Initial budget estimates for this role are between $59,000 and $119,000 per year depending on whether the group employs a contract lobbyist.
Contact Information

Vic Colman, Roundtable Co-Chair
Director, Childhood Obesity Prevention Coalition
Principal, Uncommon Solutions
Email: vic@copcwa.org

Babs Roberts, Roundtable Co-Chair
Director, Community Services Division
WA State Department of Social & Health Services
Email: roberba@dshs.wa.gov

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Consultants:
Christina Hulet, Hulet Consulting
Monica Cuneo, Monica Cuneo Consulting
Carri Munn, Context for Action

Final Prospectus Production:
Monica Cuneo, Monica Cuneo Consulting
Carri Munn, Context for Action
Phyllis Shulman, Resilience Collaborative
Abe Moland, Independent Designer
Appendix A

Actions for Consideration
People, Environment, Economy and Equity

In addition to Goals, Strategies and Sub-strategies, the Roundtable felt it was important to provide public and private sector leaders with examples of tactics that could be undertaken to make progress toward the 25-year vision. Specific tactics discussed by Roundtable workgroups during the development of the road map have been included here for further consideration by food system stakeholders. Feedback on these tactics was also provided by participants in the stakeholder engagement process.

These example tactics may not be appropriate for all circumstances. Inclusion of the tactics as examples does not imply full endorsement by the Roundtable or its members. We expect that implementors will review, adapt, and create new tactics to meet emerging needs. Example tactics were not developed for all goals.
Goal 1
Everyone has enough nutritious food at all times

Strategy followed by Tactical Examples

1.1 Increase participation of children and adults eligible for nutrition and food assistance through targeted strategies:

- Develop multi-sector/multi-agency outreach plans for 2-3 programs with the lowest enrollment of eligible people and 2-3 under-enrolled sub-populations (e.g. Latino kids, African American seniors, Native American moms)
- Serve eligible families and refugee/immigrant families by targeting outreach to places where refugees and immigrants congregate, supporting culturally-specific and ethnic organizations, ensuring culturally/linguistically appropriate standards, and exploring direct certification with other safety net programs
- Ensure high poverty schools serve breakfast after the bell through legislative or grant funding to expand Office of Superintendent of Public Instruction’s capacity, supporting early adopters, building case studies and passing legislative mandate for high poverty schools
- Increase summer meal programs in rural areas by promoting the statewide Summer Meals Workgroup’s strategies, recruiting and retaining program sponsors, adding sites in communities with low income kids, increasing the sponsors’ number of days, and expanding the number of programs providing more than one meal
- Promote Child and Adult Care Food Program for Adult Day Care Centers to target seniors that are eligible
- Increase retention of eligible kids by improving and expanding programs that implement the direct certification process
- Promote strategies and policies that retain older kids in nutrition programs
- Build capacity for emergency food and meal programs to be open for longer and/or more flexible hours
- Solicit funding to support rural mobile food banks/farmers markets
- Promote and spread innovative distribution models

1.2 Expand access to nutrition and food assistance programs to adults and children who experience food insecurity but are ineligible under current policies by:

- Convene stakeholders and state agencies to examine barriers and solutions (e.g., Health Disparities Council, Governor’s Healthiest Next Generation)
- Convene a legislative workgroup to annually review legislative, budget and other food security initiatives, educate decision makers on policy connections and make recommendations
- Promote data sharing between state agencies with hunger/nutrition programs to identify those who are dually eligible
Goal 1
Everyone has enough nutritious food at all times (continued)

Strategy followed by Tactical Examples

1.3 Expand and maintain initiatives to connect farms with publicly and privately funded nutrition and food assistance programs by:

- Support and promote the sustainability of the Food Insecurity Nutrition Incentives Grant for Supplemental Nutrition Assistance Program (SNAP) recipients
- Seek legislative and grant support to implement a statewide Fresh Bucks program at all farmers markets
- Seek legislative and grant support for monetary incentives to SNAP recipients for fresh/healthy food purchases in settings other than farmers markets (e.g. Community Supported Agriculture (CSAs), ethnic grocery stores)
- Maintain investment in WIC Farmers Market Nutrition Program and Senior Nutrition Program
- Increase support of farm to senior feeding programs
- Restore staffing at WA State Department of Agriculture’s Farm to School/Direct Marketing program
- Increasing funding for Farm to School activities beyond school meals to include child care, senior meals and other institutional foodservice
- Link producers with market imperfect/Grade B produce with food assistance programs that serve low-income people
- Support and expand gleaning programs that supply produce to food and nutrition assistance programs
Goal 2
Everyone can choose and afford culturally appropriate, healthy food and drinks

Strategy followed by Tactical Examples

2.2 Provide culturally tailored nutrition education regarding healthy foods and drinks:

- Engage with the State’s Innovation Plan to identify and promote food system connections within Healthier WA
- Raise awareness among state and local planners and elected officials to incorporate local, healthy food access, including foods, beverages, and breastfeeding
- Develop “healthy community zones” to create distance requirements in local zoning between sensitive land uses such as schools and retail establishments selling unhealthy food, tobacco, marijuana and alcohol.
- Educate and encourage planners and local governments to invest in transportation and other infrastructure to ensure equity and efficiencies in the emergency food system
- Improve transportation access to food sources via local transportation plans and mobile food banks in rural areas
- Provide input on incorporating a food system lens into the Growth Management Act, comprehensive and transportation plans, and related organizational strategic plans
- Promote healthy behaviors in children through parental involvement in early learning programs and the dissemination of nutrition information to families/educators
- Integrate policy, system and environment change into SNAP-Ed programs statewide via training and technical assistance for SNAP-Ed staff
- Increase cross-agency and cross-organizational outreach and social media for SNAP Ed and WIC programs
- Provide nutrition education in conjunction with Farmers Markets Fresh Bucks programming, Farmers Market Nutrition Program and other farm-to-consumer initiatives that benefit low-income people
- Expand access to culturally appropriate nutrition education for refugees and immigrants
- Support nutrition education, cooking, and gardening classes at Senior Housing Assistance Group (SHAG) housing and low-income housing
- Support nutrition education, cooking, and gardening classes at senior meal sites
Goal 2
Everyone can choose and afford culturally appropriate, healthy food and drinks (continued)

Strategy followed by Tactical Examples

2.3 Address barriers and increase support for breastfeeding everywhere, including hospitals, clinics, child care, and worksites:

- Provide sustained support for Breastfeeding Friendly Washington program, a voluntary recognition program for hospitals and healthcare clinics that adopt best practices to support breastfeeding
- Support organizations and coalitions that focus on breastfeeding among populations with low rates, such as local and state breastfeeding coalitions
- Educate healthcare organizations on best practices to support families of all cultures in their breastfeeding goals

2.4 Increase culturally appropriate, affordable healthy food and beverage access particularly in underserved areas:

- Work with distributors and food manufacturers to increase labeling, availability and affordability of healthy options
- Adopt policies that include healthy nutrition guidelines
- Promote water bottle filling stations funding to schools in state budget
- Promote water access adjacent to cafeterias in schools
- Allow water bottle filling stations to substitute for drinking fountains in local and state building codes
- Support policies that provide health warning on sugary beverage products and/or advertisements
- Support state and local taxes that promote healthy beverage choices

- Explore ways to market imperfect/Grade B produce at lower prices to programs or businesses that serve low-income people
- Support and publicize Department of Agriculture’s Healthy Food Options Reporting
- Support programs that incentivize the purchase of fruits and vegetables, such as Department of Health’s Food Insecurity Nutrition Incentives program and Fresh Bucks
- Promote behavioral economic techniques to nudge people toward healthy choices
- Support programs that work with food service to modify and standardize recipes
- Support policies that provide health warning on sugary beverage products and/or advertisements
- Support state and local taxes that promote healthy beverage choices
Goal 3
Food is safe for consumers to eat

Strategy followed by Tactical Examples

3.1 Strengthen food safety throughout the supply chain:

• Support education and discussion of food safety regulations such as the Food Safety Modernization Act (FSMA), Good Agricultural Practices (GAP), etc.
• Support legislation and funding to help growers and processors and their employees implement best practices to implement GAP and Food Safety Modernization Act (e.g., equipment upgrades, staff for updating plans, training costs, auditor fees)
• Support education, outreach and engagement of farmers, farm workers and food processors and their employees on good food safety practices.
• Support education and outreach to small and medium food processors on labeling requirements and recall procedures
• Explore social justice implications of food safety regulations such as FSMA and GAP

3.2 Increase consumer education on food safety:

• Maintain the Washington Food Task Force, and increasing representation from all sectors, viewpoints, and members of the food system including food system workers
• Support Office of Superintendent of Public Instruction’s (OSPI) integration of food safety applications and concepts into curricula
• Support adult education on food safety practices through SNAP Ed, WIC, and other community health education sources

Goal 4
Dignity, safety and quality of life for all workers in the food system are upheld

Strategy followed by Tactical Examples

4.2 Invest in the health and well-being of food system workers:

• Support and promote programs to educate pesticide applicators and employees on pesticide application safety and skills training to reduce applicator pesticide drift incidents and worker exposure to pesticides
• Ensure health care facilities and health care workers have appropriate education, training, equipment and facilities to treat pesticide exposure

4.3 Ensure food system workers’ social equity:

• Establish a livable state minimum wage
• Support third party audits that ensure socially just farmworker conditions (i.e. Agricultural Justice Project – Local Fair Trade Certification)
Goal 5
Soil, air, water and biodiversity are protected and restored for future generations

Strategy followed by Tactical Examples

5.1 Protect and ensure the quality of Washington’s surface, ground and marine waters:
- Use established research to change state, county and local agricultural and health regulations to allow the use of reclaimed water for agricultural production
- Educate producers on the benefits of reclaimed water use

5.2 Ensure clean air by reducing air pollutants and greenhouse gases generated from the food supply chain:
- Continue to support and fund clean air authorities, programs and monitoring technologies that decrease toxic diesel soot air pollution emitted from food related transportation
- Identify and promote alternative crop management strategies, such as conservation and no-till practices, to decrease the number of agricultural acres burned
- Develop infrastructure that reduces the number of vehicle miles associated with direct marketing of food products (e.g. centralized cool storage in urban areas, collaborative distribution of food, food hubs etc.)

5.3 Ensure productive soils by reducing pollutants, preventing soil erosion, managing nutrient content, enhancing microbial activity, and increasing organic matter:
- Increase acres of farmland under conservation stewardship by working with farmers to implement practices that benefit our land and water
- Incentivize non-toxic biologically based solutions to weeds and pests, such as integrated pest management practices and educate on the benefits
- Increase certified organic production, organic farming practices and education of the potential benefits to farmers and consumers
- Reduce soil erosion by expanding current efforts to implement land and water management strategies that include conservation and no-till practices, and utilization of compost

5.4 Ensure biodiversity of species by identifying and implementing strategies that support healthy fish populations, wild harvest and productive agricultural land, and by identifying and incentivizing conservation practices that support both crop and habitat diversity:
- Support public seed banks and libraries for the long-term conservation of plant varieties and genetic resources.
- Protect seed saving by individuals
- Increase ESA-listed salmon and steelhead salmonids to a healthy, sustainable level by identifying and implementing strategies that support both fish protection and productive agricultural lands
- Incentivize cooperation across federal, state, tribal, and private entities
Goal 6
Land and water are conserved for food production, fishing, hunting and wild harvesting for future generations

Strategy followed by Tactical Examples

6.1 Ensure water is available in our rivers and streams for fish and for farmers
- Develop and fund integrated water management strategies for Puget Sound and western Washington farms that are sustainable and supported by the commercial and recreational fisheries and shellfish industries.
- Develop water for Odessa Sub Area agricultural land
- Continue implementation and funding of the Yakima Basin integrated Water Management Plan
- Complete the state rulemaking process for groundwater supply authorization associated with the Columbia Basin project
- Support and, where appropriate, implement the Washington Trust Water Rights and Irrigation Efficiency program

6.2 Ensure the conservation and accessibility of land for food production and wild harvesting
- Permanently protect the amount of agricultural land determined necessary to feed Washington residents through a variety of strategies including zoning, purchase of development rights and conservation easements.
- Make available an inventory of existing agricultural land based on soils, land use, accessibility to roads, access to markets and public ownership
- Increase the number of acres in agricultural production of food crops
- Strengthen the purchase of development rights (PDRs) programs on agricultural land
- Develop local food consumption data to determine the amount of agricultural land that is necessary to adequately feed Washington residents
- Permanently protect the amount of agricultural land determined necessary to feed Washington residents through a variety of strategies including zoning, purchase of development rights and conservation easements.
- Make available an inventory of existing agricultural land based on soils, land use, accessibility to roads, access to markets and public ownership

Environment

Prospectus Appendices - June 2017
Goal 7
Prevent, reduce, reuse, recycle and move toward zero waste throughout the food system.

Strategy followed by Tactical Examples

7.1 Prevent and reduce edible waste
- Support legislation and education on food dating (i.e., use-by, best-by, sell-by)

7.2 Fund research on compostable mulches, plastics, and food packaging material
- Fund research on compostable mulches, plastics, and food packaging material

Goal 9
The food system minimizes greenhouse gas emissions and adapts practices to mitigate current and future climate change impacts.

Strategy followed by Tactical Examples

9.1 Strengthen food system resilience through identifying and addressing adaptation challenges and opportunities
- Develop and fund research that increases food system resilience and adaptation
Goal 13
Washington’s food economy, as an industry leader, is innovative, successful and just

Strategy followed by Tactical Examples

13.1 Develop, implement and fund a network of active, collaborative economic development partners with experience reaching and serving a broad range of farm and food system companies with business services, resources and financing, with emphasis on small to mid-sized businesses

- Advocate for an integrated statewide communication and resource system for farm and food businesses
- Develop and promote statewide programs and policies that match employer current/future business and workforce needs with resources and adjust as needed to meet employer requirement
Appendix B

Washington State Food System Roundtable Charter

History

Former Governor Christine Gregoire enacted Executive Order 10-02, directing state agencies to examine state food policy, food-related programs, and food-related issues. This analysis was completed January 2012 defining the food system as “a network of people and activities connecting production, transformation (processing), distribution, consumption, and food waste management, as well as associated inputs, influences and policies.” The report concluded with a recommendation to establish a Washington State Food System Roundtable to develop a 25-year vision for our state’s food system and in July 2012, Governor Gregoire approved the recommendation to establish the Food System Roundtable.

The executive order was a result of years of work by many stakeholders. A broad coalition worked with legislators to propose Senate Bill 6343 during the 2010 session of the Washington Legislature. The bill called for the creation of a Washington Food Policy Council. Although the bill passed, Governor Gregoire vetoed the bill, citing overlap of the bill’s goals with the activities of state agencies. Due to her commitment to “a more focused examination of state food policy, food-related programs, and food-related issues,” Governor Gregoire issued the executive order to create this collaborative initiative in 2010 and current Governor Jay Inslee continues this executive branch commitment to healthy and safe Washingtonians.

Our Dual Purpose

Developing and ensuring stewardship of the 25-year vision. The vision will identify strategies, measures and accountability based on the Roundtable’s Guiding Values and Principles.

Providing a forum for effective and true collaboration among Washington food system sectors. The Roundtable invites and encourages discussions between nongovernmental organizations and state agencies that will help inform actions impacting Washington’s food system. As all partners work through their networks to support and steward a shared vision for a stronger, more coordinated food system in Washington, the Roundtable will be a forum for sharing ideas, experiences, and will provide a platform for strengthening our food system thru policy and collaboration.

Structure & Leadership

Roundtable Membership (Two-year renewable terms): The members are individuals committed to improving the Washington State food system through active participation in the Roundtable. 25-30 representatives from varied food system sectors will be chosen/elected to provide direction for the Roundtable. Members will be ultimately responsible for decision-making.

Leadership - Elected Co-chairs (staggered two-year term): Begin with one Co-chair for one year term and one Co-chair for two year term. The dyad will consist of one public sector partner and one private sector partner. Co-chairs will be chosen from and by the Roundtable Members.
**Workgroups:** Workgroups will be agreed upon and established by the Roundtable when a need for further work on a specific topic or issue is identified. Standing workgroups can be established. A Workgroup can be ad hoc and will end once it is no longer needed. Each workgroup can vary in size and longevity depending on its purpose. Workgroups will consist of volunteers from the membership and can include non-members with expertise on issues.

**Staffing:** Until there is a permanent staffing option, the Roundtable will choose one to two members to support the logistics of managing an effective Roundtable.

**Decision Making Process:** Items requiring a vote will be presented at one meeting and voted on at the next. Roundtable decision-making will follow a tiered approach:

*Tier 1:* Fifty-one percent of membership will constitute a quorum for action on operational decisions. A simple majority (51%) of the quorum is required for operational decisions.

*Tier 2:* Consensus achievement is required for non-operational decisions (e.g., selecting a fiscal agent; altering the mission and vision; determining policy priorities). Consensus is defined as all agreeing to move forward with and support a decision.

**Guiding Values and Principles**

The Roundtable’s work is guided by:

- Creating a healthy food system through collaboration and broad engagement of the food system community.
- Believing that the food system should be as regenerative and sustainable as possible.
- Protecting and improving the environment (land use, water, transportation, energy, aquatic resources, waste management, etc.) through agricultural best practices, protection and wise use of natural resources.
- Promoting social justice and health equity.
- Maximizing local and state economic development.
- Sharing responsibility across the sectors.
- Eliminating food insecurity.
- Promoting health and prevention of obesity and diet-related chronic disease by assuring access to nutritious food for all Washington residents, particularly low income residents.
- Assuring the food supply is safe, healthy, secure, affordable and culturally reflective for all Washingtonians.
- Continuing to support and promote a robust agricultural community.
- Increasing demand and supply for Washington grown food.
- Preserving and protecting farmland for food production.
- Promoting food production as a viable economic activity, and ensuring that farmers have access to the necessary resources including land, soil, water, and labor.
- Enabling connections among small-scale producers and consumers to support a sustainable farming network.
Roles and Responsibilities

**Membership:** The members are responsible for stewarding the Roundtable’s vision by:

- Representing element(s)/sector(s) of the WA food system and ensuring that those in their sector networks are informed and engaged.
- Providing diverse perspectives on relevant issues.
- Actively participating (e.g. attend meetings, provide feedback, etc.).
- Sharing responsibility for resources needed to sustain the Roundtable (e.g. meeting location, logistics, supplies, fund development as needed, etc.).
- Providing direction and expertise to the Roundtable.
- Communicating with the Roundtable Membership.
- Recommending meeting agendas for the Roundtable meetings.
- Establishing the processes for identifying the priorities and related measures.
- Finalizing the Roundtable’s priorities and related measures.
- Tracking progress and adjusting approaches as needed.
- Reviewing and, if needed, revising the charter annually.

**Co-chairs:** The Co-Chairs are responsible for moving the Roundtable’s Vision forward by:

- Developing and approving agendas.
- Facilitating meetings.
- Providing coordination of the Roundtable and workgroups.
- Ensuring fair participation and shared leadership.
- Representing the Roundtable (e.g. conferences, meetings, etc.), as needed.

**Workgroups:** Workgroup members are responsible for:

- Developing work plan on assigned topic and following through on agreed upon activities.
- Drawing from outside resources if expertise is needed.
- Coordinating workgroup meeting logistics such as agenda, location, and frequency.
- Reporting workgroup outcomes to Roundtable Members.

**Group Expectations**

Each member is expected to:

- To attend and actively participate in all meetings.
- Represent your food system sector by providing that perspective and sector relevant information.
- Update your sector colleagues regularly on roundtable decisions, news, issues and other information.
- Honor previously made decisions unless there is significant new information regarding the past decisions.
- Be respectful of all viewpoints.
- Be courteous (minimize interruptions or side conversations while someone else is speaking, and unrelated laptop and cell phone use).
- Respond timely to meetings and requests for information.

Approved by Majority vote at February 2014 Membership meeting.
A 25-Year Vision for Washington State’s Food System

Prospectus - June 2017 - Washington Food System Roundtable