Growing Justice In Our State's Food System:

A Ten-Year Initiative to Cut Washington's Hunger Rates in Half



By Thomas Reynolds CEO, Northwest Harvest Washington's Statewide Hunger Relief Agency

EXECUTIVE SUMMARY

Northwest Harvest, determined to see equitable access to nutritious food for all in Washington, has a bold new goal of cutting our state's hunger rates in half in the next decade. We have developed a 'Theory of Change' that can make this goal a reality: If people in Washington state who are at risk of hunger can access nutritious food; and a broad set of actors can be mobilized to address the issues that cause hunger in our state; and investments are channeled to scalable, effective hunger-fighting initiatives; then food insecurity in Washington can be reduced by 50% in the next ten years.

The strategies to execute this model are channeled into five separate areas: access, distribution, public policy, accelerating ideas, and advancing a movement. This model focuses on the areas of our state's greatest need—rural communities and communities of color. We believe that Washington's current food insecurity rate of 1 in 8 can be cut to a rate of 1 in 16 by the year 2028.

This Theory of Change model and strategies have not been constructed to be an outline for what Northwest Harvest will do—rather, it states what must be done by all stakeholders. Northwest Harvest will be a platform where leaders from a wide variety of sectors: social service providers; government agencies; businesses; growers, farmers, ranchers; civic organizations; media; as well as all other societal influencers come together with a common goal of providing food today and eliminating hunger tomorrow.

IF PEOPLE...

WHO ARE AT-RISK OF HUNGER CAN...

















WE CAN...



"Why should there be hunger and deprivation in any land, in any city, at any table, when man has the resources and the scientific know-how to provide all mankind with the basic necessities of life? There is no deficit in human resources. The deficit is in human will."

—Dr. Martin Luther King, Jr.

More than 50 years later, Dr. King's words have yet to be adequately addressed. Despite many organizations' best efforts, hunger remains a blight that most of the world seems incapable of ridding from its landscape. Now, nearly two decades into the 21st century, we aren't any closer to a fundamental solution for getting food and nutrition to those most in need. Dinner tables are still lacking—as is the will to truly make a lasting difference.

Today, we live in a world that is both infinitely smaller and far more complex than in Dr. King's time. We find ourselves at the epicenter of an intellectual and technological revolution that is changing the ways we view markets, consumers, goods, and services. The Pacific Northwest is home to revolutionary innovations that are redefining how we think about logistics and distribution—making the immediate the norm. We are home to one of the most fertile and prolific agricultural and food producing regions in the entire world. We are privileged to have an endless roster of inspired and ground-breaking chefs of all kinds. We live in communities across the state filled with creative, self-proclaimed "foodies"—surrounded by bounties of culinary riches, and enthusiastically consuming the latest food and beverage crazes. And, we are home to some of the most effective philanthropic foundations and giving individuals found anywhere in the world. There is no reason why we can't harness these technologies, these assets, and these passions and focus them on solving one of society's greatest shames—hunger here at home.

In addition to finding the human will that Dr. King spoke of, we must embrace bold and groundbreaking ideas that can better assemble and mobilize the abundance of existing resources.

As CEO of Northwest Harvest, I continually ask two basic questions: How can we do a better job of getting food to people who are hungry? And, why is it that people today are suffering from hunger in the first place? The first question deals with access. The second deals with justice. The answers to both are inseparable from each other. Hunger does not manifest itself due to an equation of too many people and not enough food. There is plenty of food to feed us all. The primary reason hunger exists here at home is because we have structures that are failing us. We are failing in our ability to get nutritious food to the communities that are most in need. We are failing at supporting common-sense policy and legislation that protect our most vulnerable. And we are failing to effectively break down social barriers and discriminatory practices that perpetuate generations of lost opportunities for education, employment, health care, and housing.

If we ever wish to collectively end hunger, we must look at ending practices that continually widen opportunity gaps—while building a better food system for all, leading us to a more equitable society.

This paper takes on our existing food system; confronts the root causes of poverty and systemic inequities; and introduces a set of solutions aimed at helping entire communities overcome what seems to be a historically unsolvable problem and allow all members to dream bigger to reach their full potential.

INTRODUCTION

The numbers can be staggering. 1 in 9 Washingtonians lives below the federal poverty line. 1 in 8 in our state does not get enough food to meet their basic nutritional needs. 1 in 8 Washingtonians relies on the Supplemental Nutrition Assistance Program (food stamps)—half of which are children. 1 in 6 Washingtonians, at some point this year, will have to rely on their local food bank to get groceries to feed themselves or their families. And, 1 in 5 Washington kids lives in a household that struggles to put food on the table.

These figures add up to making Washington state rank the 25th hungriest state in the U.S. At the same time, our state ranks 10th in wealth. The growing divide between the rich and poor has made the Seattle metro region (from Everett to Tacoma) rank third in our nation's list of "most inequitable" urban areas. And while the face of this inequity is Seattle's homeless, the bigger truth goes much farther, deeper, and wider than most are willing to acknowledge. People all across this state are hurting. And no amount of salvaged leftovers and recovered food waste—no



matter how well intentioned—can truly solve our state's hunger issues; restore the dignity to those who work hard, yet still struggle to provide for their families; or bring any realistic sense of justice to a currently unjust landscape. In many ways, this only forwards a class-structure narrative that reinforces the divide between those with power and privilege and those without.

As a society, we need to build and maintain a model where food is both seen and designated as a basic right for all our residents—all our neighbors. No matter what color, age, gender, zip code, or income—every one of us must have a choice in the food we wish to bring home and enjoy with our families. Until this is a reality—any sense of equity or justice will be unrealized. And until all of our neighbors receive equity—then, by definition,



none of us are receiving equity. That should not be a matter of politics or ideology—that's simply a matter of math.

Food Justice

Over the years, the definition of "Food Justice" has morphed and evolved to include a very broad spectrum of issues and agendas. From environmental and ecological concerns, sourcing, land and labor rights, social and



class structures, distribution models, etc. Each of these issues are championed by agencies throughout the globe. Each play a vital role. Food justice—used in the context for this paper—focuses on the equitable access to nutritional food for all in Washington. We at Northwest Harvest acknowledge the passionate, hard work that so many agencies do here at home and around the globe. There is so much to be done to live in a world where food justice is a reality. An incredible amount of mobilizing must be done, and no single organization can do it alone. It will take many actors and we will be one. Stemming from our roots over 50 years ago, our specific contribution

to food justice is focused on investing in scalable initiatives aimed at providing all in Washington with consistent, equitable access to nutritious food.

Why Food is a Catalytic Ingredient to Achieving Justice in Our Society

We believe that equitable access to nutritious food is a fundamental social element that drives opportunity. From an individual level, a family level, or a community-wide level—food justice is a path to social justice. Our goal of achieving equitable access to food is intertwined with our combined efforts to provide equitable access to education, housing, employment, and economic opportunities. We know that hunger persists because our neighbors in need will usually skip meals to keep a roof over their heads, to pay for life-sustaining medications,

to keep the water from being shut off. We must collectively agree that the cycle must be broken. Achieving food justice in communities that have systematically been shut out is perhaps the greatest avenue to justice. Nutritious food lays the foundation for good health, and good health opens up opportunity for the mental and physical capability to focus on learning or to find and keep working to open pathways to greater economic stability. I believe we have a unique opportunity to make a measurable difference in reducing the injustice and inequity that far too many of our communities see when it comes to both our local food system and other structures that systemically repress communities—keeping them from reaching their full potential.



Northwest Harvest has developed a **Theory of Change**, that when focused on key communities throughout Washington, we believe will cut our state's hunger rates in half.

The basic structure of our Theory of Change hypothesis is as follows:

If...

People in Washington state who are at risk of hunger can access nutritious food;

And...

A broad set of actors can be mobilized to address the issues that cause hunger in our state;

And...

Investments are channeled to scalable, effective hunger-fighting initiatives;

Then...

Food insecurity in Washington can be reduced by 50% in the next ten years.

There it is. And if it were only that simple.

There is no better time in our history to make such a societal impact as there is right now. The resources are right here in our state already—there is no better time to harness the human will necessary to enact such progress.



The first part of our Theory of Change addresses **Access**. Specifically, access to nutritious food for those who are hungry. This is the essence and core of what Northwest Harvest and all the other food banks and food pantries across the state have been focusing on for decades. Access to food for those in need has been primarily made possible through food banking. This is both imperative and a necessity, as food banks provide immediate relief from hunger pangs while we work on long-term solutions to hunger. We also need to figure out new and inventive ways of increasing access. We need to think about greatly expanding access by expanding our network and involving the private sector. We should

be looking at how to incentivize corner stores, gas stations, or even delivery services to become new points of access for distributing nutritious food so that we reach those in most need in every community. We need to look at creating food access points around the common public locations across the state. These can include spots like public libraries and fire stations, and other places that center a community.

The second part focuses on **mobilization** of our communities. As I stated in the introduction, there are two questions I continually ask. The second being, "Why are people hungry in the first place?" The answer goes well

beyond the lack of access to food. If that were the case, we would not be seeing certain communities, year after year, generation after generation, suffering from disproportionately higher rates of poverty and hunger. We must look at structural and systemic barriers that our society has put in place and examine the fundamental injustices in our society. To do this, we need to mobilize leaders all throughout our community—far beyond just the food-banking community. Actors we need to mobilize include: elected officials and policy makers; business and private sector leaders; civic leaders representing all types



of communities; other services-based organizations such as health care, housing, education, and economic development; as well as all others with a passion to bring equity and justice to a currently inequitable and unjust system. Above all, our work must include people with lived experiences of hunger and poverty, especially communities of color and rural communities. They should lead the way, helping us define both the needs and the solutions. We will mobilize and build coalitions to execute their vision, making significant improvements to our state's well-being. Additionally, we may work together in direct opposition of those looking to keep society the same.

If successful, we can transform Washington, a state that has thousands of farmers who work directly with and grow on behalf of their local food banks, community centers, and other points of contact. We would not only begin to have far more food in the system, but we would have a vast legion of highly engaged people—educated on root causes and looking to be active and passionate participants focused on ending hunger in their community.



The third part of our Theory of Change addresses **scaling** proven initiatives and the ability to create new hunger-fighting models based on successes in other regions around the country and throughout the world, or to take existing models that are currently working in Washington on a micro level, then scale them to benefit communities across the entire state.

Building on our deep respect for the contributions of others to anti-hunger work, Northwest Harvest will develop a new statewide platform that empowers those with the best ideas; channels countless organizations looking to alleviate hunger; and connects our communities to work together on the common goal of reducing hunger for all our Washington neighbors.

This goal must be a society-wide endeavor—solutions must be built in a way that ensures equity and inclusivity at the table. The best ideas will be ones with a stated goal that no one is left behind. We must look at taking ideas that are tailored to specific communities. How do we improve access and distribution of nutritious food in a community? And, how can we take those learnings and apply them to scale for other communities throughout our state in ways that uniquely serve them?

To better understand this Theory of Change, a few definitions might be in order.

- How are we defining "food insecurity"?
- Who are those that we are labeling as being "at risk of hunger"?
- What are these "issues that cause hunger" that we speak of?
- And, who are these "broad set of actors" we look to mobilize?

What Is Food Insecurity?

This is a term defined and measured by the United States Department of Agriculture's Economic Research Service. They define food insecurity as "The limited or uncertain availability of nutritionally adequate and safe foods or limited or uncertain ability to acquire acceptable foods in a socially acceptable way." Each year, the USDA does widespread surveying, measuring, and analyzing of food insecurity, then, provides some information about the economic and social contexts that may lead to hunger but does not assess the extent to which hunger actually ensues.

Northwest Harvest uses this extensive data as our primary measurement in determining hunger and food insecurity rates for the state of Washington. For the last decade (since the beginning of the Great Recession), Washington's Food Insecurity rates have held steady at around 1 in 8 Washingtonians being "food insecure". Our 10-year goal is to cut hunger rates in half in the next decade. Thus, the measurement we are focused on is moving the rate to 1 in 16 by 2028.

When initially sharing this goal with a variety of community leaders, I have been met with a variety of responses ranging from mild to severe skepticism. We know that this is an audacious goal. I'd like to label it



"realistically optimistic". But, no matter what you think of the goal, we must try. To me, even a rate of 1 in 16 is one too many when it comes to not knowing where your next meal is coming from, not knowing if you have enough food to feed your children. We need to start somewhere. And I do feel confident knowing we are going to do everything we can to help those in need. Not just to feed those today but to fight to never see poverty or hunger tomorrow.

Who Is at Risk of Hunger?

Hunger comes in every color, affects every age, and comes from every part of the state. But that doesn't mean that hunger does not discriminate—it most certainly does. Hunger is experienced at disproportionally higher rates for people of color, women, veterans, immigrants, LGBTQ communities, and rural communities. If you are black, you are nearly four times more likely to struggle to purchase enough food for you or your family than if you are white. If you live in a town of 5,000 or less, you are more than three times as likely to lack the necessary resources to consistently purchase healthy food than if you live in a metropolitan area. And more than half of all those who are hungry are children and seniors. Hunger does discriminate. The fact is, there is a near 1:1 correlation with communities who have been traditionally discriminated against, marginalized, or disenfranchised in one form or another with those communities most at risk. That is not right.

Just as hunger follows those in poverty, poverty follows those who lack justice or power.

The two primary communities of opportunity we will be focusing our initial efforts on are communities of color and those living in our state's rural areas. These two groups are not just the most at risk in terms of statistical analysis, they are also the communities where we can find the strongest partners and allies in reducing hunger. We see an opportunity to immediately focus our efforts helping those who lack resources to have consistent access to nutritious food in these communities. But that does not mean that we are neglecting to

serve other communities in need. Quite the opposite. In addition to supporting our statewide network of 375 partners—located in every county in the state—we aim to take the best ideas and solutions identified for these communities and scale them throughout the state.

What Causes Hunger?

The predominant issue leading to hunger is poverty. But the issues leading to poverty are far too deep and complex to address in this paper—equity, access, and distribution of wealth might be the most contemplated and debated issues in the history of civilization. In addition to communities affected by modernization and changing economies, the most contemporary causes of systemic poverty are rooted in structural barriers created by long-existing discriminatory laws and societal practices that have resulted in generational losses of equity and access—access of equal education, equal employment and wages, equal health care, and equal housing.

It's been stated that the opposite of poverty is not wealth, the opposite of poverty is justice. For those who live on the frontlines of hunger, that lack of justice manifests itself in the form of empty cupboards and hungry children. We cannot begin to look at solving the issue of hunger in a silo. We need to look and think bigger. In order to better address and identify solutions to poverty and the lack of justice for those in Washington, we must first look to fill opportunity gaps and help create opportunities that lead to more just and equitable communities.

Who Are We Looking to Mobilize?

We are looking for community leaders and influencers. We want to bring together both idealists and realists. We will be connecting those with financial wealth with those who have a wealth in knowledge, lived experience, and passion. Those who look to right our society's wrongs and those who want to build on what makes our state such a wonderful place to call home. We will be bringing together our state's corporate and civic leaders who have the power, resources, influence, and/or vision to help make Washington a more efficient, just, and equitable state—particularly in the realms of poverty, income inequality, community empowerment, and our ailing food ecosystem.



More specifically, we are looking to organize policymakers (public and private), information distributors (media, communications, publishers, editors), food and nutrition advocates and influencers (farmers, ranchers, distributors, grocers, chefs and restaurateurs, writers), healthcare community leaders, academia, social service leaders, emergency food providers (food banks and pantries), and we want those most affected to have a prominent seat at the table. We are adamant in the belief that to develop the best and most impactful solutions, we must make sure that the solution providers truly represent all communities. There must be equitable representation for solutions to take root.

Strategies to Implement the Theory of Change

We have identified and defined five strategies that will provide the framework for our efforts and allow us to align our resources and capacity to the highest priority areas with the greatest opportunity for meaningful action.



Access—Increasing equitable access to affordable, nutritious food for all in Washington. Private sector, public sector, non-profit sector approaches in support of increased equitable access.



Distribution—Sourcing and distributing nutritious food to front line hunger agencies (loosely defined as food banks, schools, clinics and others) across the state of Washington.



Policy—Conducting policy analysis (policy gaps, counterproductive policy, positive policy); Advocating for policy change (new, amend, abolish) and improved policy implementation; Mobilizing grass roots and grass tops to influence decision makers in the policy arena.



Accelerating Ideas—Identifying, supporting, encouraging, and learning from effective hunger-fighting initiatives from local communities, universities, private sector, public sector, and volunteers. Mobilizing investments for scaling the most promising hunger-fighting initiatives.

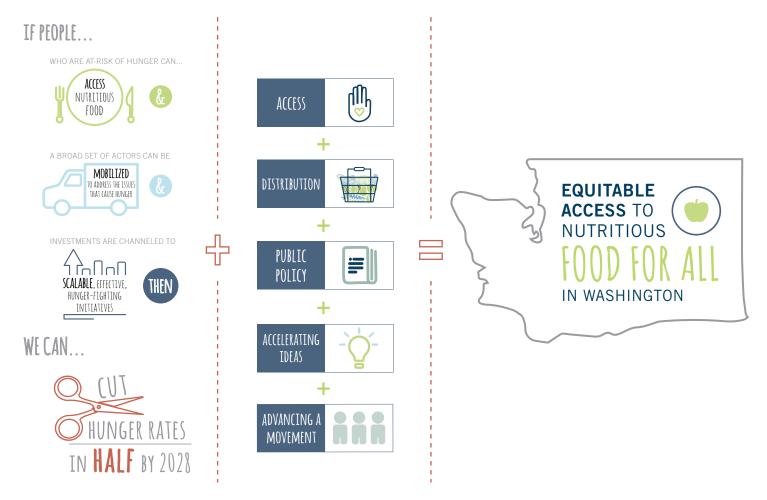


Advancing a Movement—Joining, mobilizing, supporting, inspiring, and leading initiatives that spur broad sets of people across Washington to prioritize reducing food insecurity.

RECAPPING OUR THEORY OF CHANGE

If we apply this Theory of Change and focus our five identified strategies on communities most in need, specifically communities of color and rural communities, we will be able to reach a transformational milestone of cutting our state's hunger rates in half in the next decade.

GROWING FOOD JUSTICE ACROSS WASHINGTON



If there are three primary messages that you take away from this paper, I hope that they are:

in a silo. We must continually remind ourselves (and others) that hunger does not affect communities in a vacuum. Historically-marginalized communities are disproportionately affected by poverty. Communities who have been systematically or economically left behind are far more likely to lack access to adequate education and fair-wage jobs. They are less likely to live near grocery stores or farmers' markets. They lack



equal access to healthy, culturally appropriate foods for themselves and their families. And they have far too often been denied quality healthcare and affordable housing. Knowing this, we will never be able to affectively talk about hunger—let alone address food justice without being readily open to acknowledging the root causes relating back to issues such as race, class, and privilege.

2. The current charity-based model of raising resources to buy and distribute food for those in need is

incomplete. We need to move in a new and more dynamic way that addresses the need for food now, AND ensures equity in the system for tomorrow. We must focus on improving access to nutritious food for those who suffer from hunger, AND mobilize leaders to make systemic changes to improve justice in the food system, AND capture the best hunger-fighting initiatives and scale them to fit the needs that best serve our state. This model—once applied strategically to communities most in need—will result in establishing a dynamic statewide platform to end hunger. All can participate in the



movement and contribute to the common vision of eradicating hunger in our great state. You will have a hand in our shared goal of cutting hunger in half in the next decade.

3. The time for action is now. Our communities can no longer wait. Every day, Washington's equity gap widens. According to the Washington State Budget and Policy Center, those in our state living in deep poverty (below 50 percent of the federal poverty line, which is less than \$10,080 a year for a family of three) has grown by 17 percent in just the last decade. This is a trend that is not sustainable. The Seattle-Metro region was recently listed as the third most inequitable region in the entire country. In fact, the state of Washington ranks tenth in total wealth while having the 25th highest

hunger rate. The time for action is now. Northwest Harvest joins in solidarity with a wide-ranging community of social justice and food justice movements. We join together with a vision of ending hunger and eliminating disparities that currently lie in our food system. People who face injustice have long found ways to build solidarity and support each other through movements, through community, through activism. Today's current political and social environment provides a unique setting that compels decisiveness beyond consideration and demands action beyond observation. People in this state—and across the country—aren't just wanting action, they're demanding it.

Now What?

As a hunger relief agency that serves our entire state, Northwest Harvest is a safe harbor—a welcome place for those who struggle in society. Together with our partners and allies, we will continue to be a beacon of hope and tolerance and a place where food and nutrition is accompanied by appreciation, respect, and a warmth for humanity in all its forms. It is with this lens that we have built a model that will make a significant impact on those who struggle with hunger in Washington.

We need you to be a part of this model. We need your expertise and your passion.

I look forward to working with each and every one of you. Ask yourself what can you do to stop hunger in your community? Who can you contact to make a difference? How can you take action? Together, we can grow food justice across Washington. We look forward to joining together in the efforts to enact change.

Thank you!



Whether you are an elected official, a community leader, donor, advocate, volunteer, client, or just a person who cares deeply about social justice and ending hunger, your support is critical! We are looking for thought leaders to become part of a greater movement by joining with us in this fight.

Visit our website: northwestharvest.org

Sign up to receive newsletters, advocacy alerts, and updates on issues of poverty and hunger: northwestharvest.org/stay-informed

Donate funds: northwestharvest.org/donate-now

Donate food:

- Kent Warehouse 206.285.0237
- Spokane Warehouse 509.891.7012
- Yakima Warehouse 509.575.6956

Follow us on social media: @NWHarvest on Facebook, Twitter, Vimeo and YouTube

Or, contact your local food bank or meal program to ask them what they need most and how you can help: northwestharvest.org/statewide-network

About Thomas Reynolds

Thomas came to lead Northwest Harvest in the summer of 2017. He has over 20 years of experience in nonprofit leadership focused on fighting poverty, hunger, and other forms of injustice across the globe. In the 1990s, Thomas developed social enterprises in San Francisco to address joblessness and poverty amongst youth. After working in Asia, Eastern Europe, the Middle East and North Africa, he served as Vice President of Program, Partnerships and Learning at CARE. He was responsible for designing, implementing and resourcing a broad range of anti-poverty programs across 95 countries.



Thomas hails achievements through innovation, disruption, collaboration, and persistance. He joins the agency at a pivotal time, focusing on: expanding policy and advocacy outcomes; developing partnerships across a network of human service providers; distributing nutritious food throughout Washington; and leading a movement aimed at cutting the state's hunger rates in half in the next decade.

About Northwest Harvest

In the spring of 1967, a group of local social activists saw a pressing need in our community. They saw men and women struggling to provide enough food for their families each week. They gave birth to what became Northwest Harvest—a hunger relief agency specifically created to provide food for those in need.

More than 50 years later, so much of the landscape here in the northwest has changed—both literally and figuratively. But, one thing has stayed the same—many of our neighbors still struggle with hunger. And Northwest Harvest continues to take action. Going forward, we will be stepping up and stepping forward to stand with communities who experience discrimination and inequality.

Today, Northwest Harvest is the leading independent hunger relief agency in the state. We focus on building partnerships in communities all across Washington that allow them to better provide food where it's most needed. In our first 50 years, Northwest Harvest provided over 500 million meals in Washington through our statewide network of more than 375 food banks, meal programs, and high-need schools. Throughout this time, Northwest Harvest never wavered from the core principle of providing nutritious, culturally-appropriate food to anyone in need—while respecting their dignity and promoting good health.

Northwest Harvest is an independently funded organization. More than 70% of all our funding comes from individual donors. In fact, no single donor or funding source accounts for more than 0.5% of our total annual operating budget. This independence and autonomy allows us to provide food to anyone who asks. It doesn't matter where our visitors come from, or what circumstances in life has led them and their family to a food bank, Northwest Harvest takes care of them in their time of need—without any restrictions. Just food for our visitors. A smile from us. And everyone's dignity intact.

To find out more, please visit northwestharvest.org.

SOURCE MATERIAL

Household Food Security in the United States in 2016, ERR-237: https://www.ers.usda.gov/webdocs/publications/84973/err-237.pdf?v=42979

Washington Kids Count Data Center: http://datacenter.kidscount.org/data/tables/5201-children-living-in-households-that-were-food-insecure-at-some-point-during-the-year?loc=1&loct=2#detailed/2/49/false/869,36,868,867,133/any/11674,11675

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Social Security Administration, SSI Recipients by State and County, 2016: https://www.ssa.gov/policy/docs/statcomps/ssi_sc/2016/wa.pdf

Office of Superintendent of Public Instruction, 2016 Free and Reduced Price Meal Eligibility by School: http://www.k12.wa.us/ChildNutrition/pubdocs/2016-17WaPublicSchoolDataAreaEligibility.pdf

Washington State Department of Health, WIC Data by County—Federal Fiscal Year 2016: http://www.doh.wa.gov/DataandStatisticalReports/HealthBehaviors/WIC.aspx

The Self-Sufficiency Standard for Washington State 2017: http://www.selfsufficiencystandard.org/sites/default/files/selfsuff/docs/WA2017_SSS.pdf

Hunger isn't just the absence of food— it's the absence of justice.

Northwest Harvest is focused on changing the conversation on solving hunger here at home—from a model based on charity to one rooted in social justice. In addition to making sure that those who suffer from hunger are being fed, we aim to shift public opinion, as well as impact institutional policies and societal practices that perpetuate hunger and poverty in our state.

Thank you for joining us in making a difference by donating, volunteering, and raising your voice.

Together, we can solve hunger in Washington.



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