



2025

Our Year in Review



Transforming
the food system
is about
transforming
how we live, not
just how or what
we eat.



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Letter from the Team

Dear friends,

As we look back at 2025, we're holding a lot at once.

The year challenged our region and our movement. From immigration raids and violent assaults on human rights to sweeping funding freezes and the dismantling of diversity, equity, and inclusion programs, many of us lived in fear as our livelihoods, communities, and vision for a more just world came under threat.

And yet, the year also revealed something beautiful: our communities are resolute, and organizing and mobilizing in powerful ways. Again and again, people came together to protect one another, to share knowledge, to steward land and water with care, and to imagine what becomes possible when we act collectively. At the Alliance, this moment reinforced what we know to be true. When the forces of extraction and exclusion seek to divide and disempower us, our response must be to double down on cooperation, solidarity, and community-driven solutions.

When funding cuts threatened the resources our community depends upon, we stepped up—documenting the impacts, sharing resources with our network, and working with partners and funders to keep critical support flowing to small-scale farmers, fishermen, and food businesses.

When the moment called for solidarity and movement-building, we brought people together—like at our 5th Annual Gathering, where more than 400 community members convened for a modern-day “teach-in” to learn, connect, and build collective capacity and momentum around the work of transforming our food system.

When bold, community-rooted solutions were needed most, the Alliance doubled down—securing funding to plan and co-design the region's first Community Land Trust for farmers and land stewards.



We are being called on to unapologetically live into our values, fiercely tend to our hearts, and actively organize for the future we want and deserve. Now more than ever, we must build the alternative - local food economies rooted in justice, community, and love.

The Alliance's work meets this moment with both immediacy and long-term vision. By investing in community-led governance, cooperative and shared-ownership models, and connective infrastructure across the local food economy, we strengthen the ecosystem that allows small-scale farmers, fishermen, and food businesses to survive political volatility and thrive beyond it.

We enter the new year grounded in community, strengthened by the power of mobilization, and committed to building the future we want and deserve – together.

In community,
San Diego Food System Alliance



IMPACT HIGHLIGHTS

2025 at a Glance



400 people

at our 5th Annual Gathering for San Diego County Food Vision 2030.



7 free community events

for 150 community members.

“I have been attending the SDFSA Gathering for 4 years now, and *always walk away feeling inspired and motivated*. This year in particular felt grounded in action and liberation—it was my favorite gathering yet!”

— 5th Annual Gathering Attendee

“We used to say, ‘What are we doing next month?’ but with this program, we’re now able to say, ‘What are we doing in the next three years?’ which is amazing. *I wish for this type of support for every farmer.*”

— Byron Nkhoma, Hukama Produce
Pollinator Program Participant 2024-2025



15 local farmers, fishermen, and food business owners

supported through the Pollinator business planning and coaching program, joining a cohort of 26 businesses.



250+ businesses served \$700k mobilized

across four years of the Local Food Economy Lab.

MISSION

Our mission is to create a just and resilient food system in San Diego County.

VISION

We envision vibrant community food systems rooted in justice and sustainability, where everyone has equitable opportunity to produce, distribute, prepare, serve, and eat nutritional and culturally appropriate food.

In our vision, producers and food workers are treated fairly, sustainable and regenerative practices are prioritized, people are engaged, communities are empowered, and farms, fisheries, and food businesses are thriving and contributing to local economies.

We dream of a world where we live in harmony with each other and nature, where we honor our sacred relations, and where we fully embody love.

WHO WE ARE

The San Diego Food System Alliance is a diverse community of leaders in San Diego County—farmers, fishermen, food business owners, workers, organizers, policymakers, funders, and residents—committed to creating a food system that works for everyone.

Community is at the heart of the Alliance’s approach to transforming our food system. Local communities, especially those most impacted by inequities, hold infinite wisdom to imagine, create, lead, and nurture solutions that work for all. The Alliance’s work is guided by a **26- member Food Vision 2030 Stewardship Committee**, composed of organizers, small producers, immigrant business owners, and residents from historically disinvested communities.



OUR PLATFORM

The Alliance's work is guided by San Diego County Food Vision 2030.

San Diego County Food Vision 2030 is a shared vision, plan, and movement for transforming our region's food system.

It was shaped through a participatory process engaging over 250 organizations and 3,000 individuals—primarily residents who have been deeply impacted by inequities in our current food system, including food producers and workers.

With three goals, ten objectives, and detailed strategies to inform policy, programs, planning, and investment opportunities, San Diego County Food Vision 2030 is our collective roadmap for transforming our region's food system.

The Halfway Point

We now find ourselves at the halfway point of this ten-year journey. What began as a shared community vision has blossomed into a powerful movement. Over the past five years, farmers, fishermen, food workers, organizers, policymakers, funders, and residents across San Diego County have come together to bring this vision to life.

In 2025, we gathered reflections from the Stewardship Committee, offering a glimpse into the milestones and community progress made over the past five years.

[Read the Midpoint Reflections](#) →



Our Tools for Transformation ▶



The Alliance stewards San Diego County Food Vision 2030 forward as weavers, organizers, storytellers, capacity builders, and resource mobilizers.

We center the needs and aspirations of those most impacted by inequities in the food system, working to shift narrative, political, and economic power through our two complementary strategies:



Community Mobilization

We mobilize, connect, and empower communities to support one another and shape just, resilient, and sovereign food systems.

How? The Alliance nurtures relationships, seeds connections, builds coalitions, hosts community gatherings, advocates for policy changes, and cultivates intergenerational leadership.

- ✓ Annual Gathering
- ✓ Community Building
- ✓ Policy & Advocacy

Resource Mobilization

Through the Local Food Economy Lab, we mobilize capital, land, and technical assistance to ensure small-scale farmers, fishermen, and food business owners have the resources they need to build thriving businesses aligned with their values and community needs.

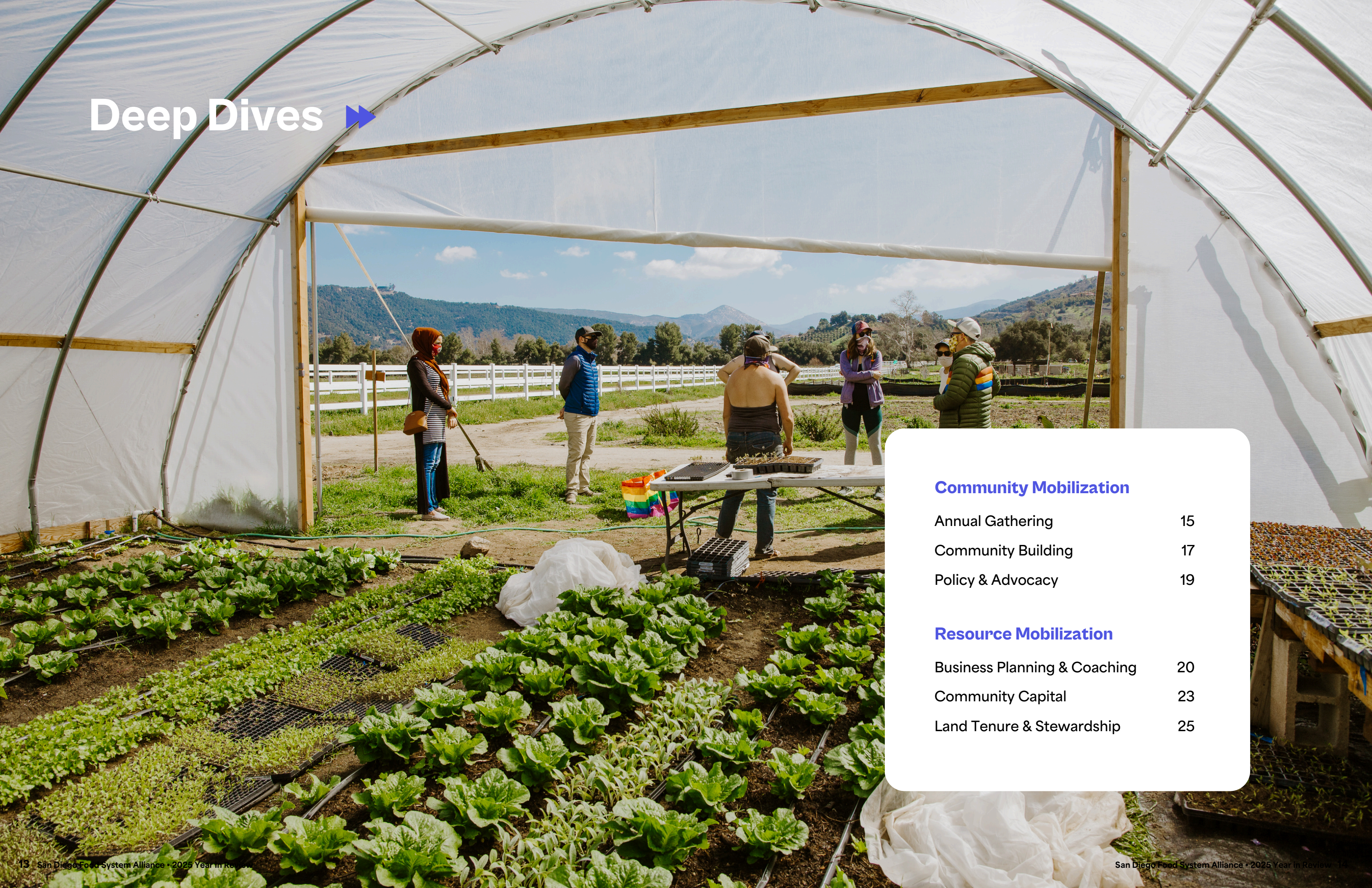
How? The Alliance provides holistic business planning and coaching, creates spaces for shared learning, and expands access to capital and land through community wealth building strategies including cooperative development, community-governed funds, and a community land trust.



- ✓ Business Planning & Coaching
- ✓ Community Capital
- ✓ Land Tenure & Stewardship



Deep Dives



Community Mobilization

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Resource Mobilization

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Annual Gathering

5th Annual Gathering for San Diego County Food Vision 2030

Date: August 16, 2025
Location: Morse High School in Southeastern San Diego



Watch the Full Program →

A powerful act of resistance inspired by the historic “teach-in” movement, the 5th Annual Gathering invited participants to **engage deeply with intersectional issues**, while grounding action in care, solidarity, and love for one another **as we organize for the future we want and deserve.**

400 people registered for our **5th Annual Gathering** for San Diego County Food Vision 2030

80% of registrants were from communities most impacted by inequities in the food system, including **communities of color and essential food system workers**

81% of survey respondents rated the event “**great**” or “**the best they’ve attended in a long time**”



1



2



3



4



5



6



7

1. This Year’s Theme: Mobilization

Our theme, **Mobilization**, recognized the urgency of organizing people, resources, and relationships in response to converging crises.

2. A Poetic Call To Action

The day began with a powerful opening poem and performance by Kelsey O. Daniels.

“It is our duty to fight for our freedom.
It is our duty to win.
We must love and protect one another.
We have nothing to lose but our chains.”
– Kelsey O. Daniels

3. Learning from Movement Leaders

The program featured four inspiring speakers – Mejgan Afshan ([Borderlands for Equity](#)), Brisa L. Johnson ([San Diego Black Worker Center](#)), José T. Bravo ([Just Transition Alliance](#)), and Khea Pollard ([Black Women’s Resilience Project](#)) – and a panel discussion moderated by Dr. Derrick Robinson ([UC Cooperative Extension](#)) on how interconnected movements shape the path toward a more just and resilient future.

4. Nourished by Local Food

The morning began with breakfast bites from [The Delicate Squash](#), a Pollinator program participant, with coffee and tea served by [The Mental Bar](#). Later, we gathered in the Morse High School courtyard for a joyful community picnic with local food vendors – [Baraka & Bilal](#) (another Pollinator program participant), [Empanadas Argentinas](#), [Tamales Oaxaqueños](#), and [Sibee in the Kitchen](#) – creating space to connect, share a meal, and continue conversations.

5. Culinary Arts Students in Action

Students from Morse High School’s Culinary Arts Program served a variety of delicious bites, including a fresh local rockfish ceviche from [Tunaville](#).

“It’s our collective annual gathering. **It reinvigorates us and really makes us feel powerful.** It’s a reminder that we are doing the work.”

— Jenny Barajas, Olivewood Gardens



6. Touring the Morse High School Garden

Ian Moreland of [Project New Village](#) led a tour of the new Morse High School garden and agricultural program.

7. Energized by Music, Art, and Movement

Throughout the day, participants enjoyed a range of interactive activities and creative experiences, including a movement corner from [Movement Matters Collective](#), art activities from [heART Space](#), a groovy DJ set by [Plants & Nourish](#), and a soulful guitar performance by [Giovanni Mejia](#).

“Even in very trying times, the Alliance has once again brought us all back and you all did it with such grace and generosity.”
— Annual Gathering Attendee

Community Building

We facilitate spaces of belonging, solidarity, and interconnectedness where diverse communities come together to build relationships and shape shared priorities.

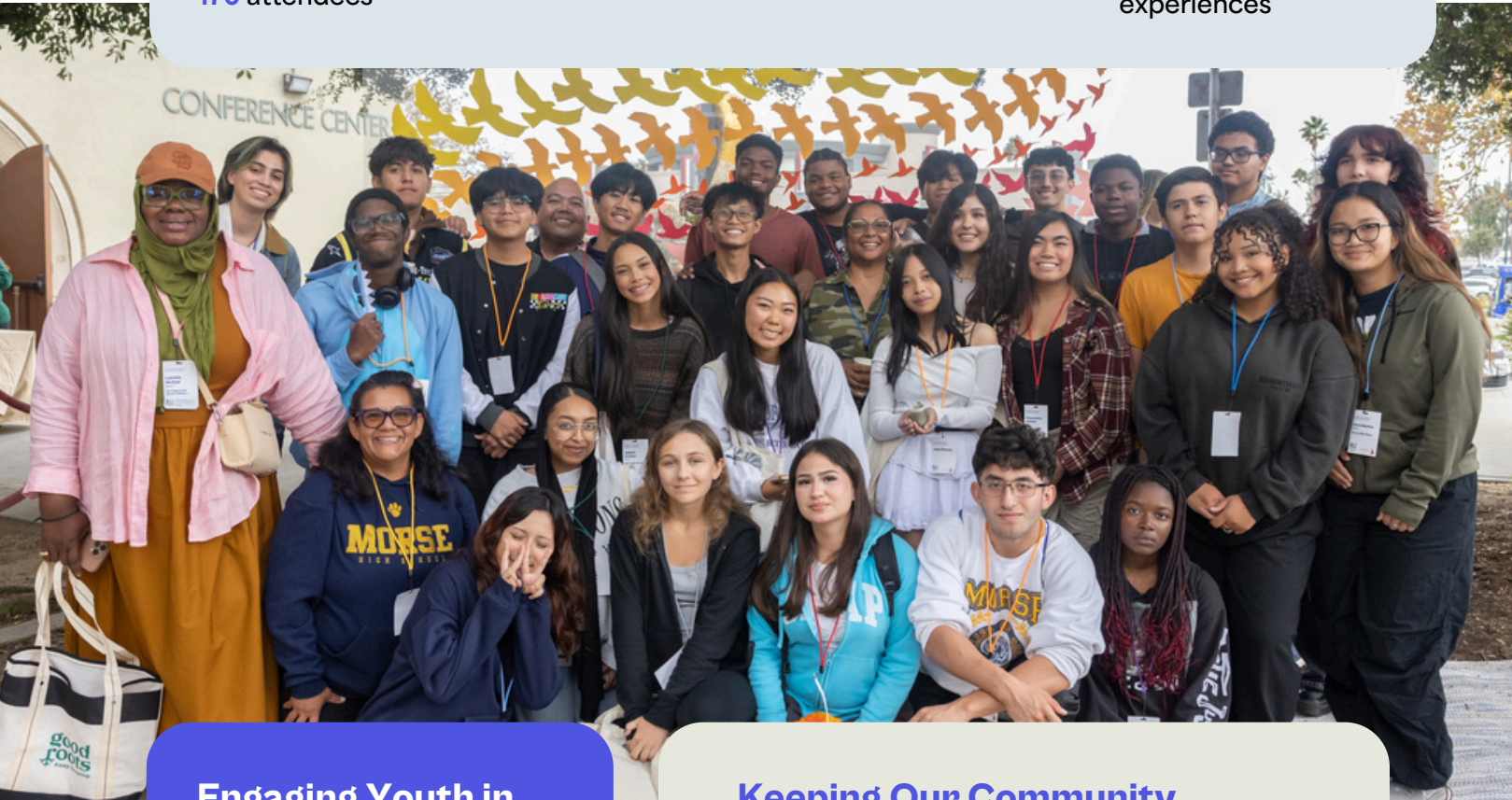
7 free community events

12% growth in Rooted Relations newsletter audience

107 new subscribers to the Rhizome listserv (community of farmers, fishermen, and food businesses)

6 local schools and youth-focused organizations connected with local food system experiences

170 attendees



Engaging Youth in the Food System

Students learned about and explored the local food system through field trips and classroom presentations facilitated by the Alliance.

Keeping Our Community Connected

Over 4,000 community members stayed connected to opportunities, resources, and each other through the Alliance's growing communications networks, including the Rooted Relations newsletter and Rhizome listserv.



Creating Spaces for Community

1. Community Coworking Days

Hosted 3 community co-working sessions at local cafés:

- Cafe X: By Any Beans Necessary
- TERI Common Grounds Cafe
- Cafeina Cafe

2. Mondragón Cooperative Shareout

Helped convene a gathering to share reflections on cooperative development after Co-Executive Director Sona Desai participated in a study trip to Mondragón, the world's largest worker cooperative network.

3. Joint Stewardship Committee and Pollinator Gathering

Convened 40+ Stewardship Committee members and Pollinator participants at MAKE Farm for a gathering focused on relationship-building and shared knowledge, described by participants as a chance to take a "collective breath."

Community Resilience Office Hours

Hosted two virtual office hours where community members connected, shared resources, and supported one another in response to federal attacks impacting our food system.

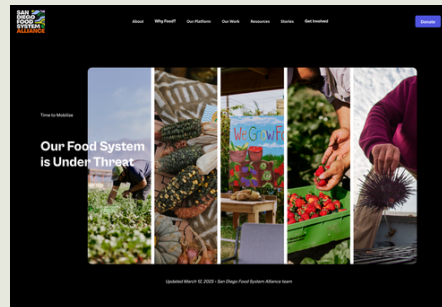
"Thank you for providing a safe space for me to grow and be involved in. This is very special for me."
— Event Attendee

Policy & Advocacy

Through our policy and advocacy work, we supported community-led campaigns and initiatives that advance equitable, community-driven transformation in the food system.

Mobilizing Our Network When Our Food System Is Under Threat

When federal programs supporting farmers, food workers, and communities came under threat, we mobilized to document impacts and advocate for protection of critical resources. We conducted surveys and interviews with over 30 organizations to gather insights on local impacts and shared the results in meetings with 4 federal representatives.



Our advocacy alert was shared over 150 times on social media, with 485 visits to our specially created webpage.

[Read the Call to Action](#) →

24 federal & state advocacy letters supported

13 letters of support written for partner organizations

29 advocacy and strategy meetings attended, including meeting with elected offices

Elevating Community Priorities

The Alliance continued to mobilize our network to engage with the San Diego County Food Justice Community Action Plan, providing critical feedback and elevating community rooted solutions.

We also supported our partners and community through advocacy meetings and strategy sessions. Across 29 meetings, we engaged on local and state policy issues, including:

- Gardens in Parks Policy,
- Emergency Operations Plan Update,
- Tijuana River Valley Community Garden,
- SALC 2.0,
- SB18 Opposition, and more.



Business Planning & Coaching

We support local farmers, ranchers, fishermen, and food business owners with holistic business planning and coaching and nurture spaces for collaboration and shared learning.



Pollinator Program: Helping Businesses Thrive

Pollinator is a tailored business planning and coaching program. Through this program, we provide deep support to our region's small-scale food businesses and help them build a strong foundation for viability and success.

The program is focused on uplifting businesses led by individuals and/or communities that have been historically disinvested and face systemic challenges to achieving profitability and success. We center equity and community ownership, and prioritize beginning and small-scale enterprises.

Pollinator Program Outcomes

26 businesses supported through Pollinator since inception

100% increased confidence in long-term business viability*

100% gained tangible business skills*

100% would recommend the program*

*Feedback from surveyed Pollinator participants

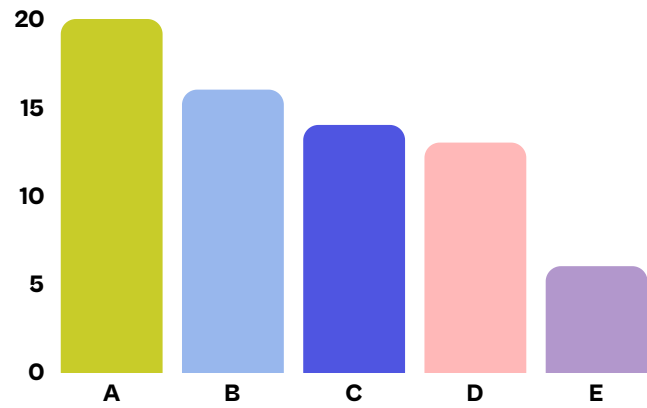


Resource Mobilization — Business Planning & Coaching (continued)

Individualized, Tailored Support to Meet Businesses Where They Are

Pollinator is intentionally designed as a flexible, tailored program rather than a one-size-fits-all model. Each participating business receives support across a range of topics based on their specified needs—from business planning and marketing to bookkeeping, legal services, and more. **On average, Pollinator businesses receive assistance across four different topical areas.** The list below reflects the support most frequently requested by and provided to businesses.

Top Support Areas For Pollinator Businesses:



- A. **Business Planning** - 20 businesses (77%)
- B. **Professional Development & Mentorship** - 16 businesses (62%)
- C. **Operational Improvements** - 14 businesses (54%)
- D. **Marketing** - 13 businesses (50%)
- E. **Bookkeeping & Accounting** - 6 businesses (23%)

250+ businesses supported across all Lab programs

Other services provided:

- Legal Support
- Permitting/Regulations
- Access to capital, land, or markets
- Cooperative Development
- Infrastructure/Equipment
- Grant Writing
- and more

Centralizing Resources for the Local Food Economy

Navigating the resources needed to start and grow a food business can be complex, especially for small-scale producers and entrepreneurs.

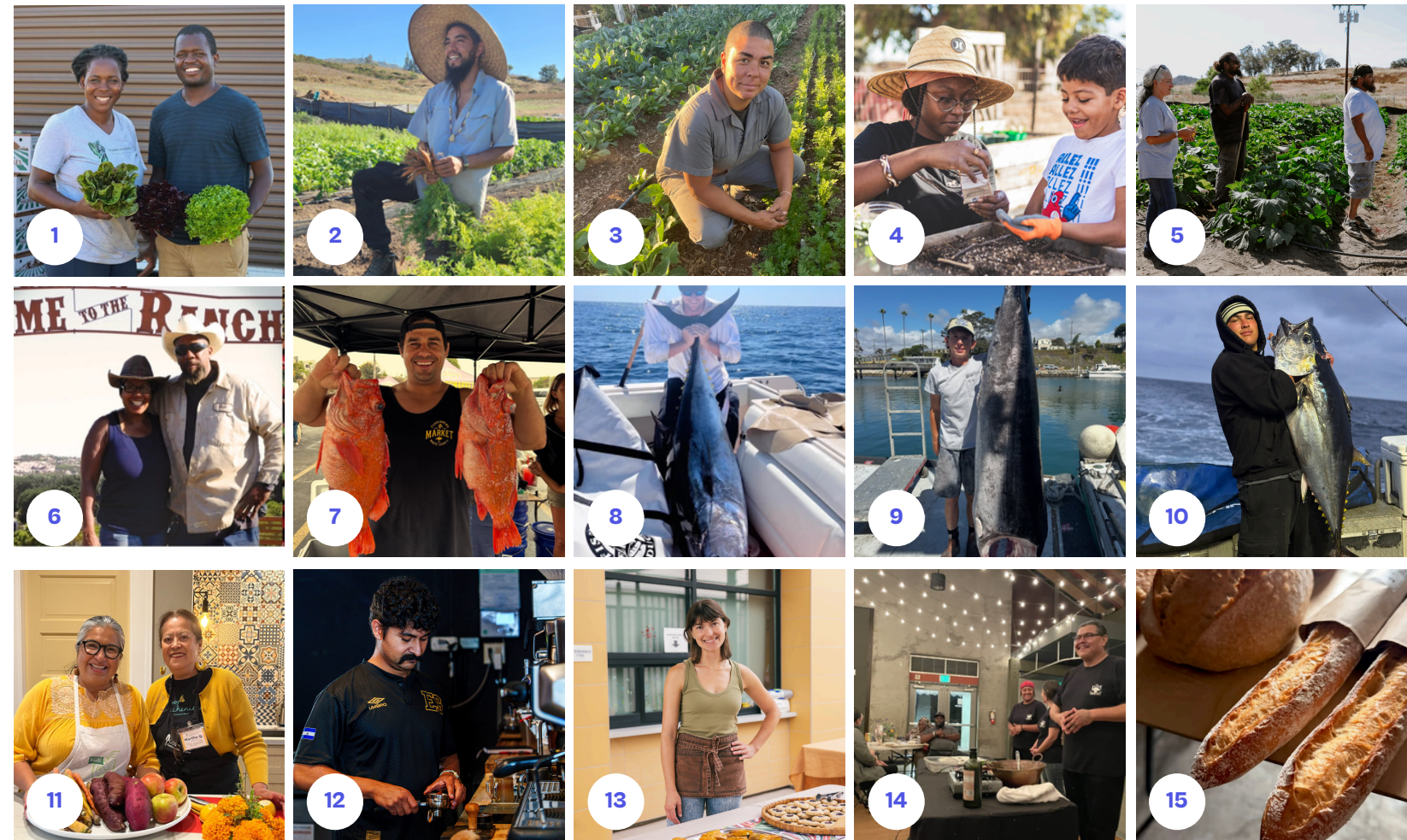
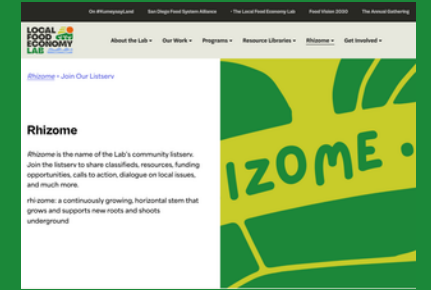
To make trusted information easier to find, the Alliance curated and published 8 **Resource Libraries** – centralized hubs of vetted tools, directories, and guidance for local farmers, fishermen, and food business owners

- Resources for Farmers & Ranchers
- Resources for Fishermen
- Resources for Food Business Owners
- Cooperative Development Resources
- Lender Directory
- Grants Directory
- Community Capital Glossary
- Consultant Directory

[Explore Resource Library](#) →

Rhizome: A New Space for Connection

Rhizome is a community listserv for local food entrepreneurs to share classifieds, resources, funding opportunities, calls to action, dialogue on local issues, and more. Launched in March 2025, the Rhizome listserv grew to 107 members by the end of the year.



15 businesses supported through Pollinator in 2025

Farms (6)

1. Hukama Produce
2. La Chispa Farm
3. Kind Folk Farm
4. S&S Friendly Ranch
5. Golden Eagle Farm
6. Big Rock Ranch

Fishermen (4)

7. Fishermen’s Market of North County
8. Seabo Seafoods
9. Hemstreet Fisheries
10. Solidarity Fish Co

Food Businesses (5)

11. Olivewood Kitchenistas Catering
12. Cafeina Cafe
13. Delicate Squash
14. POC Fungi Community
15. Sam’s Bread

Community Capital

We increase equitable access to capital for local farmers, ranchers, fishermen, and food business owners in our region.

What We Heard: Capital Needs in Our Network

To better understand capital access needs among small-scale farmers, fishermen, and food businesses, we conducted a **Capital Needs Assessment Survey**. The findings reinforced that while grant funding remains highly valued, **there is meaningful interest among small-scale food businesses to appropriately structured, mission-aligned debt, particularly when interest rates are low, repayment terms are flexible, and loans are paired with grants and technical assistance.**

Key Findings:

- 25 businesses surveyed
- ~50% reported annual sales under \$30,000

All respondents indicated some level of comfort with taking on debt, with most preferring loans between \$25,000 and \$100,000 at affordable interest rates of 0-4%. These findings are helping inform our community capital strategy and potential offerings moving forward.



Building Pathways to Equitable Capital

We helped small-scale farmers, fishermen, and food business owners move closer to securing equitable capital by providing **capital access education, guidance on loan selection, and support with loan applications.**

Through our partnership with the IRC Center for Economic Opportunity, a values-aligned lender, we supported 5 businesses in preparing applications for Digital Accelerator Business Loans, Business (Microenterprise) Loans, and Credit-Building Ladder Loans. In addition, we supported the development of an **“Introduction to Credit” online course** (available in English and Spanish) and promoted it to 100+ community members through the Rhizome listserv.

9 businesses received one-on-one coaching on capital access and loan opportunities

5 businesses supported in preparing loan applications

“This experience makes me feel more comfortable in case I ever need to apply for a larger loan, which I now know I could qualify for after receiving the short-term cash flow.”

— Cris Juárez, Inecui Farm, Received a \$2,500 Digital Accelerator Business Loan in 2025



Designing Community-Governed Funds

Plans for the \$700k Farmer Fund—co-designed with farmers in 2024—were paused this year due to a federal funding freeze. In response, we began exploring a **Community Food Fund strategy** that could combine zero-interest loans and grants through a blended, community-governed capital model.

\$125,000 in Business Builder Grants for Community Food Initiatives

With support from the Alliance, three local organizations—Project New Village, Heal The Earth, and SunCoast Market Co-op—**secured a total of \$125,000** in Business Builder Grants through the USDA Regional Food Business Center program.



“The access to capital for small farms feels very limited. If it wasn’t for SDFSFA I wouldn’t have found IRC. **With that loan I was able to get some breathing room with all the investing that was going towards the farm.”**

— José Alcaraz, La Chispa Farm, Received a \$5,000 Business Loan in 2024

Land Tenure & Stewardship



By 2050, San Diego County is projected to lose nearly **60% of its farmland.**

— San Diego County Food Vision 2030, SANDAG data

Supporting Farmers With Securing Equitable Land Tenure

We worked alongside farmers navigating land access issues, providing technical assistance to help them assess land opportunities and navigate lease negotiations. This work also included exploring opportunities to leverage public land for agriculture, including supporting **Foodshed Cooperative** with lease negotiations for an 1,800-acre property at the San Pasqual Agricultural Preserve owned by the City of San Diego.

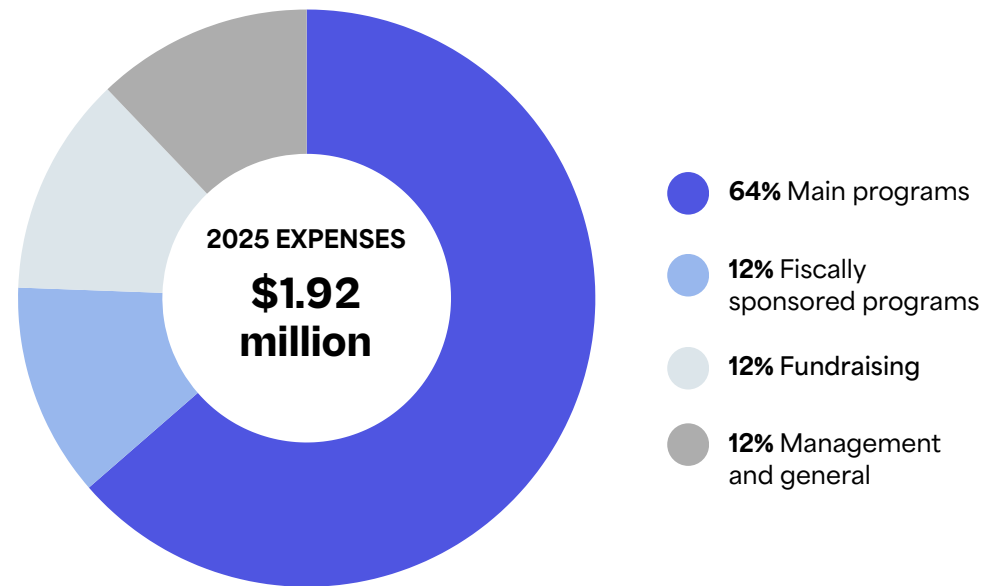
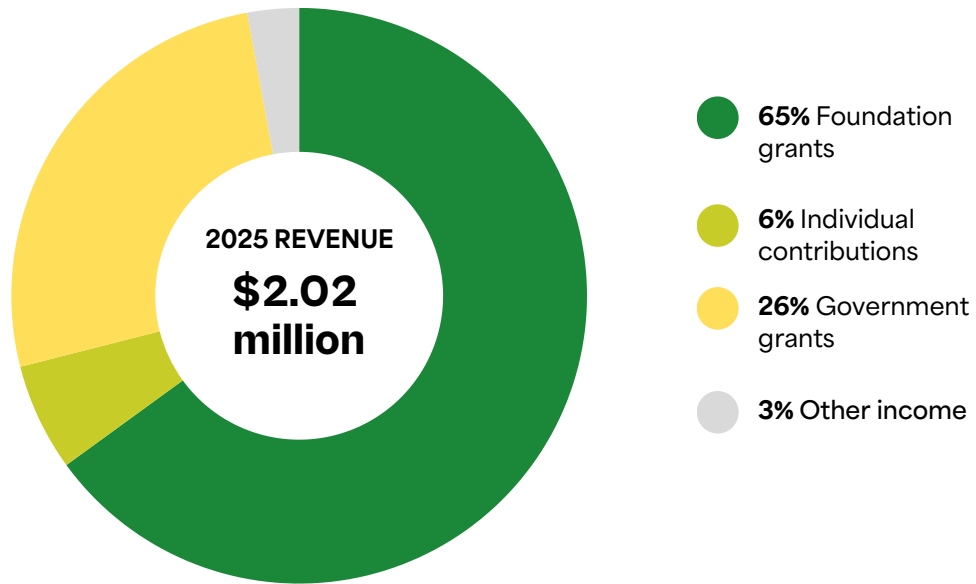
Seeding a Community Land Trust (CLT) for Farmers and Land Stewards

Momentum is growing to establish the region's first CLT for farmers and land stewards. **We secured funding for planning and co-design**, and began forming a 9-member Co-design Committee of small-scale farmers and land stewards to guide its development.

Financial Statement ▶▶



Financial Statement



Federal Funding Impacts

In mid-September 2025, the USDA Regional Food Business Center grant, a core funding source for Lab activities (\$1 million over five years), was terminated. The Alliance was approximately 2 years into the program, with \$646,354 remaining and defunded, representing a loss of about \$216,000 per year. More recently, the Alliance’s USDA Increasing Land, Capital, and Market Access grant (\$2.5 million over five years) was cancelled in March 2026, with \$2,005,279 remaining and defunded. A significant portion of these funds was earmarked for pass-through funding to local producers, including a \$700k Farmer Fund.

Condensed Statement of Activities

Year ended December 31, 2025

REVENUES, GAINS, AND OTHER SUPPORT

Contributions and grants	\$1,455,599
Government grants	\$526,749
Earned income and other revenue	\$27,004
Investment earnings	\$11,005
TOTAL REVENUE	\$2,020,357

EXPENSES

Main programs	\$1,219,000
Fiscally sponsored programs	\$229,583
Fundraising	\$235,546
Management and general	\$232,356
TOTAL EXPENSES	\$1,916,485
NET OPERATING REVENUE	\$103,871
Net other revenue	\$280,920
NET REVENUE	\$384,791

Condensed Statement of Financial Position

December 31, 2025

ASSETS

Cash	\$1,366,284
Receivables (net)	\$210,071
Other assets	\$8,400
TOTAL ASSETS	\$1,584,755

LIABILITIES AND EQUITY

Accounts payable	\$21,729
Credit cards	\$2,558
Other current liabilities (payroll, accrued PTO, etc)	\$83,684
TOTAL LIABILITIES	\$107,971
Net assets without donor restrictions	\$70,239
Donor restricted net assets	\$1,021,753
Net revenue	\$384,791
TOTAL EQUITY	\$1,476,784
TOTAL LIABILITIES AND EQUITY	\$1,584,755

A glimpse at what's in store for 2026:

Host the 6th Annual Gathering!

Host Community Co-working Days — back by popular demand!

Strengthen relationships with local elected offices and coordinate engagement opportunities.

Convene and nurture the Stewardship Committee.

Uplift movement stories and perspectives.

Share community news, opportunities, and resources through the Rooted Relations newsletter and Rhizome listserv.

Pilot Community Field Trips to local farms and fishermen's markets.

Welcome 2 farmers, 2 fishermen, and 2 food businesses into the 5th Pollinator Cohort.

Support businesses with one-on-one capital access education and coaching.

Host educational workshops, trainings, and events for farmers, fishermen, and food business entrepreneurs.

Explore funding for \$100k Community Food Fund pilot.

Facilitate credit-building loans.

Co-design the CLT and prepare for launch.

Maintain and update the Local Food Economy Lab Resource Libraries.

Support cooperative ecosystem development.

Gratitude ▶▶



2025 Supporters

Thank you to our generous supporters.

- Angell Foundation
- Avila Fund
- Better Food Policy Fund, a fund of Tides Foundation
- Beyster Foundation for Enterprise Development
- Builders Initiative
- California Jobs First Catalyst Predevelopment Fund
- California Farmlink
- California Foundation for Stronger Communities
- County of San Diego Community Enhancement Program
- Dr. Bronner's
- Feeding America - Food Security Equity Impact
- Feeding San Diego
- Giv4 Climate San Diego Fund of the Jewish Community Foundation
- Globetrotter Foundation
- Good Roots
- HEAL Food Alliance
- Hervey Family Fund
- Jimbo's Naturally
- Juneshine
- Kaiser Permanente
- Mission Fed Credit Union
- Rancho Santa Fe Foundation
- Robin Pruitt
- San Diego Foundation
- Scisters Salon
- Schmidt Family Foundation 11th Hour Project
- Solar Rain Water
- The California Endowment
- Tomida Fund
- US Bank Foundation
- UNFI Foundation
- USDA FSA Increasing Land, Capital, and Market Access Program
- USDA AMS Regional Food Business Center Program
- W.K. Kellogg Foundation



Leadership

Stewardship Committee

- Alex White**
Produce Good
- Amanda Subish**
Pauma Band of Mission Indians
- Anchi Mei**
MAKE Projects
- Ariel Hamburger**
County of San Diego, PDS
- Bianca Bonilla**
Botanical Community Development Initiatives
- Casey Ng**
Foodshed
- Christina Ng**
Chinita's Pies, Berry Good Food Foundation
- Chuck Samuelson**
Heal The Earth at Wild Acres Farm
- Cris Juarez**
Inecui
- Cynthia Ajani**
Cafe X: By Any Beans Necessary
- Darian Schramm**
Paramount Fish Co.
- Derrick Robinson**
University of California Cooperative Extension
- Deysi Merino**
Vista Community Clinic, Farmworker CARE Coalition
- Diane Moss**
Project New Village
- Iana Castro**
BrightSide Produce
- Janice Reynoso**
Mundo Gardens
- Jeni Barajas**
Olivewood Gardens and Learning Center
- Juan Pablo Sanchez**
Super Cocina, Business For Good
- Kemi Pavlocak**
Oshun's Orchard, Savage Bee-Ches
- Khea Pollard**
Cafe X: By Any Beans Necessary
- Kimberly Ridout**
County of San Diego, OSEJ
- Meghan Murphy**
County of San Diego, HHSA
- Melanie Hall**
SDFSA Board
- Naomi Billups**
County of San Diego, HHSA
- Tanner Saraspe**
Saraspe Seafoods

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- Connie Winterstein**
Land Tenure & Stewardship Director
- Jordan Yonts**
Digital Operations Manager



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