INDIGESTION OR THRIVING METABOLISM?

PEOPLE OF COLOR-OWNED RESTAURANTS DIGESTING SUSTAINABILITY

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Keywords: sustainability, DC, people of color, restaurant, contested development

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Abstract (Academic)

This study explores people of color-owned (POC) restaurants under the governance of Washington, DC (DC) who provide community programming. Since 2009 'sustainable' legislative changes have affecting DC's food industry, causing a change in operational costs and allowable materials to serve food. DC government's acknowledgment of racial has informed its urban plan: racial equity is embedded throughout the approach to further develop the city. With documented barriers to success experienced by racial minority business owners and the potential for upcoming legislation to place additional constraints on restaurants, it warrants investigation to see what POC owners are doing in community programming and their experiences concerning recent urban policy which has affected DC's food industry. A pragmatist approach complemented with Nadler & Tushman's theory of organizational behavior and McMichael's theory of contested development informed a content analysis and a case study design, the latter which employed observations and semi-structured interviews to gain insight on participants' experiences. 19 POC-owned restaurants fit the study's criteria: 12 displayed community programming within the scope of DC's sustainability plan; 17 displayed community programming outside of the scope. The case study demonstrates the significance of businesses ownership of POC in DC, reflected contested development theory, and offered insights on how DC's urban plan is understood by the staff of one restaurant. This work may inform practice to analyze the effects of environmental-focused policy on POC and equity goals, particularly within

DC. Recommendations for future research, theory, and practice within equitable urban planning are included.

Keywords: sustainability, DC, people of color, restaurant, contested development

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Abstract (Public)

This study explores the presence and experiences of people of color-owned (POC) restaurants under the governance of Washington, DC (DC) who provide community programming. A series of 'sustainable' legislative changes affecting DC's food industry have occurred since the year 2009, resulting in changes in operations and what materials are allowed to serve food to customers. These changes include a fee on the use of disposal bags, a ban on the use of expanded polystyrene, commonly known as Styrofoam™, and in 2018, a ban on plastic straws. DC's urban plan Sustainable DC 2.0 acknowledges disparities along lines of race in the city and aims to embed racial equity in its approach to further develop the city. With documented barriers to success experienced by racial minorities in the United States; DC's uneven prosperity growth of white people compared to people of color, gentrifying conditions, and high property taxes; and DC Council's introduction of a new policy which would further affect what is allowable to restaurants for serving, but also how and what food is to be prepared for organics collections; it warrants investigation to see what people of color are currently doing in the area of community programming and what their experiences are concerning recent urban policy which has affected DC's food industry. A pragmatist approach complemented with a theoretical framework of Nadler & Tushman's organizational behavior model and McMichael's theory of contested development and sustainable transformation informed this work. Content analysis investigated the community programming of POC-owned restaurants and a case study employed observations and semi-structured interviews to gain insight on participant experiences. 19 restaurants were

found in the content analysis: 12 restaurants displayed community programming within the scope of DC's sustainability plan; 17 displayed community programming outside of the scope. The case study demonstrates the significance of businesses ownership of POC in DC, reflected McMichael's contested development theory, and provided insights on how DC's urban plan presents opportunities, successes, and challenges to one restaurant. Both the content analysis and case study showed a significant emphasis on engaging and supporting people of color, particularly the black community. This work may inform practice to analyze effects of environmental-focused policy on POC who own restaurants, and considerations of approach to working equitably in the area of urban planning, particularly within DC. Recommendations for future research, theory, and practice within equitable urban planning are included. This thesis provides insights to individuals engaging in equitable urban development in practice and research. It also will be useful to those engaged in qualitative research methodologies, as it describes how the focus and timeline of this study pivoted due to the occurrence of the 2020 coronavirus pandemic.

Keywords: sustainability, DC, people of color, restaurant, contested development

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Dedication

I dedicate this work to the loved ones who passed away at what feels like too soon: Skittles, Keem, W. Lee. Mom, I know you are proud of my accomplishments. I've felt your presence with me all this time. I love you all.

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List of Abbreviations

COVID-19	coronavirus disease
CP	community programming
DC	District of Columbia; Washington, DC
DMV	District of Columbia, Maryland, and Virginia
DMVBRW	District of Columbia, Maryland, and Virginia Black Restaurant Week
LMI	low- and moderate-income
NBCC	National Black Chamber of Commerce
POC	people/person of color
SDC	Sustainable DC
SDGs	United Nations Sustainable Development Goals
U.S.	United States
ZWOA	Zero Waste Omnibus Amendment Act of 2019

Chapter One: Introduction

Food service establishments in the District of Columbia (DC) have a history of providing community programming to the public. The scope and frequency of this programming vary. Examples include partnering on poetry readings (Irvin & Frederick, 2016), accommodating hip-hop forums (Thomas, 2009, see p. xi), hosting meetups on environmental issues and educational series on sustainable living (*Case Study - Busboys and Poets | DDOE*, n.d.), and organizing for neighborhood planning (Bell Julian Clement, Capital Dilemma, pp. 50). Food establishments such as restaurants aim for or sustain safe and efficient operations, manage their internal stakeholders, and prioritize generation of profits, all while being subject to external governance of social opinion, the concerns and buying power of their customers, as well as local policy. In DC some of this restaurant-impacting policy and planning can be identified in its urban plan, such as charges on the use of plastic bags and a ban on the use of expanded polystyrene (Sustainable DC, 2018). Additional changes that would affect restaurants in DC, including those owned by people of color (POC) who provide community programming to the public, may be forthcoming (Sustainable DC, 2018). In this thesis, I investigate POC-owned restaurants in DC who provide community programming to the public: their presence, what types of programming they provide, and their experiences.

Problem Statement

Issues of race, equity, and local governance demonstrate the need for inquiry in the area of people of color-owned restaurants in DC who do community programming. The Government of the District of Columbia has identified challenges its people of color (POC) residents face and is exploring opportunities to support; however, it appears that there may be forces opposing those aims. In DC, POC experience disparities in wealth, health, and employment (Sustainable DC,

2018), and appear to migrate out of the city due to rising costs (Gathright, 2019; Kurzius, 2019; Richardson et al., n.d.).

As part of its Sustainable DC 2.0 urban plan, the Government of the District of Columbia declared its commitment to embed racial equity in its efforts to achieve sustainability (Sustainable DC, 2018). The plan says, "Sustainability is about balancing the environmental, economic, and social needs of the District of Columbia today as well as the needs of the next generation, and the one after that" (Sustainable DC, 2018). Recognized within the plan as being responsible to provide annual recommendations and "opportunities for equitable and inclusive growth of the food economy" (Government of the District of Columbia & Department of Energy & Environment, 2018, p. 90), DC's Food Policy Council proposed support for "small food producers, particularly minority and female business owners and those maintaining ethnic food traditions, by increasing engagement and promotion of these types of businesses through targeted programming and marketing" (DC Food Policy Council et al., 2019, p. 49).

Several changes have occurred or may be forthcoming which would affect the food service industry in DC. Sustainable DC 2.0 includes suggestions for future legislation which will further affect restaurants, such as collecting food waste and increasing the charge amount on bag fees (Sustainable DC, 2018). Moving forward with legislation may require special attention on the effects on POC who own restaurants, as they experience less access to credit and capital from financial institutions as compared to their white counterparts, even if they have a similar financial history (Bates & Robb, 2013). Also, the coronavirus (COVID-19) pandemic reached the United States during the recruitment phase of this study: DC government officials took action to halt dine-in service, enforce the wearing of masks, and institute minimum distancing requirements between people; and when dine-in service resumed, reduced the number of people

allowed in restaurants at the same time (*Celebrate Responsibly*, n.d.; *Mayor's Order 2020-080: Wearing of Masks in the District of Columbia To Prevent the Spread of COVID-19 | Coronavirus*, n.d.; *Phase Two | Coronavirus*, n.d.)

It is not clear from the literature what the experience or impact is of DC's recently implemented policy and urban planning on people of color-owned restaurants who provide programming to DC communities. In this problem statement, I have drawn connections between realities of race, business ownership, as well as local sustainability aims to inform the need for study in this area. This is important as there are gaps in the literature focusing on people of color-owned restaurants that do community programming, especially as the Government of the District of Columbia documented its intent to purposefully take action on additional policies in its sustainable development plan. Incorporation of the voices of the POC being targeted for equity development, who may also contribute to District sustainability goals via their community programming, is worthwhile to explore.

Research Purpose and Questions

This study's purpose is to explore the presence and experience of community program-providing food establishments owned by people-of-color, which are affected by DC's urban sustainability governance. With recent and upcoming urban policy changes and planning in DC which directly affect the food industry, the migration of people of color towards eastern DC and beyond, and DC's prioritization in 2018 to increase programming and promotion of minority-owned businesses to support entrepreneurship (DC Food Policy Council, District of Columbia Office of Planning, & Government of the District of Columbia, 2018), it warrants a moment to explore what people-of-color food establishments are experiencing in this time of change.

Webb et al. (2018) describe that in order to advance sustainable urbanization, comparative case studies across multiple cities can be initiated to "yield insights on potential solutions, and on the extent to which or context in which they may be transferable" (p. 71). In that effort I initially processed a multiple case study; however, due to the public health emergency, the design shifted to content analysis and case study.

The following research questions (R) are explored:

- R1: What food establishments exist in DC and neighboring urban areas that are owned by people of color and do community programming, are governed by DC sustainability policies?
- R2: How does the community programming of food service establishments owned by people of color reflect or not reflect the sustainability goals of DC?
- R3: What are the lived experiences of an organization governed by DC sustainability policy, that is owned by people of color, and does the work of community programming in DC and neighboring urban areas?

This study aims to contribute to sustainability practice in DC by 1) describing the work POC-owned restaurants may contribute to the scope of the district's urban plan, and 2) the understandings and potential effects of sustainability planning and policy of DC's urban plan on POC, the population the urban plan looks to equitably-support. Specifically for this study, the focus is on POC who own restaurants. This research may be of interest to urban planners, environmentalists, community organizers, and various stakeholders within DC to consider the effects of sustainable policy and planning on people of color-owned restaurants, as well as the mutual efforts of people of color-owned businesses to achieve city goals.

Theoretical Framework

In this section, I will describe the theoretical underpinnings of the study. These concepts can instigate questions on how sustainability programming and policy is *digested* by a food service establishment, owned by a person of color, who may already do the work of sustainability through community programming. These concepts include open systems theory and contesting conventional concepts of development and sustainability.

Contesting Development and Sustainability

The concept of development can and should be critiqued, as well as its offshoot of sustainability. Development theories reflect the positions of their adherents, "their place of construction, their philosophical perspective, and whether they are predominantly economic, sociological, anthropological, historical, geographic, and so on" (Peet & Hartwick, 2009, p. 23). An ideal concept of development has evolved from notions of "how the modern, scientific, and democratic mind can best intervene to improve human existence" (Peet & Hartwick, 2009, p. 3). This concept is utopian and optimistic: "it means changing the world for the better, starting at the bottom rather than the top" (Peet & Hartwick, 2009, p. 3). The top, meaning the few and most powerful people. Peet & Hartwick (2009) state that conventional development (not ideal) is deficient because it is disciplined by conventional economics. Statistics in terms of economic growth do not necessarily reflect quality of life. For example, at a certain threshold of annual living costs ($20,000), more money does not necessarily correlate with increased feelings of happiness (Peet & Hartwick, 2009).

McMichael (2007) critiques and frames development's metamorphosis across history, beginning at its origins in European colonialization to its surface transformation as a sustainable approach to address climate change. In European colonialist philosophy, development was an

idea to improve mankind, particularly those who appear to be backward and stuck in cultural traditions (Cowen & Shenton, 1996). Decisions to plunder or civilize non-European native peoples were accompanied with a systematic process to privilege certain tribes or castes, resulting in novel tensions around race (McMichael, 2017, see p. 27). As colonists gained power through the process of extracting labor and resources, "European domination came to be understood as superiority and leadership along a development axis" (McMichael, 2017, p. 2). After colonization, development became linked to the "ideal of sovereignty, the possibility of converting subjects into citizens, and the pursuit of economic development for social justice" (McMichael, 2017, p. 42). Then in the 1940s, a distinction was made between the developed (First World) and underdeveloped (Third World), and the insistence of the role of the First World is to develop the Third World (McMichael, 2017, see p. 46). Later, when globalization entered the picture, the creation of from national economies toward a unified global economy was another form of development, where individuals in nations poorer than conventionally considered wealthy continued primarily as workers, subject to poor living conditions and other disparities (McMichael, 2017). (McMichael, 2017) draws connections between colonial- and the subsequent development-, and globalization- projects as the rule of the market through social mobilization:

> The colonial project, accompanying the rise of capitalist markets, yielded to the development project, as social and decolonialization countermovements challenged the ascendancy of the market in their respective territories. Then the development project yielded to a globalization project installed by a global power-elite to restore market sway and reduced the power of states and citizens to the status of servants and consumers respectively. (p. 14)

The sustainability project is an "an emergent set of quite diverse political, social, and economic initiatives in the 21st century driven by the recognition and/or urgency of reducing biodiversity loss, environmental harm, human exposure to pollutants, and greenhouse gas emissions" (McMichael, 2017, p. 389). To McMichael (2017), even sustainability is considered a continuing crisis of humankind. The transition of subjects to citizens and consumers has resulted in a "growing population of high-mass consumers requiring ever-more unconventional oil exploration and a high-risk environment of deep uncertainty" (McMichael, 2017, p. 253). The emergence of the sustainability project in response to this issue is a race for green technology and various environmental and justice movements (McMichael, 2017). It's a situation where market-based impacts are naively, or perhaps deliberately, touted as being the solution t0 market-based problems. Harvey's (2005) description of this neoliberal state highlights: the systemic contradictions of a free market which encourages loose regulation, monetary support, and the recurring resurrection, of 'individual' corporations and businesses at the expense of real people whose well-being deteriorates and their opposition to neoliberalism is suppressed.

I have briefly described how the conventional concept of sustainability, and thus development, is a term to be contested due to its foundation in European colonialism. By considering this theory of sustainable development and its roots in classism, racism, exploitation of people (labor) and resources, and the gospel of the markets and economic growth, it is reasonable to pause when an urban plan is labeled term "sustainable," with equitable aims while emphasizing economic growth. It brings additional pause as DC's Food Policy Council's 2018 assessment of the food system recommendation to support racial minority producers in DC through increased marketing (DC Food Policy Council et al., 2019) is sufficient or even desirable

by POC. Familiarization with these critiques may provide some insightful benefits to learning what POC in DC, who are participating in the DC economy and providing programming, are affected, and how, be an urban plan labeled 'equitable' and 'sustainable.'

Open Systems Theory

An additional theoretical concept to include is that of open systems theory related to organizational behavior. Nadler & Tushman (1980) recognized basic systems theory is too abstract for everyday analysis of organizational behavioral problems, thus they provide their model of congruence based on the paradigm (see more p. 39). According to Nadler & Tushman (1980):

> A system is a set of interrelated elements—that is, a change in one element affects other elements. An *open system* is one that interacts with its environment; it is more than just a set of interrelated elements. Rather, these elements make up a mechanism that takes input from the environment, subjects it to some form of transformation process, and produces output. (p. 37)

Nadler & Tushman's (1980) major premise for their congruence model, is "that for organizations to be effective, their subparts or components must be consistently structured and managed—they must approach a state of congruence" (pp. 36-37). The theory of organizational behavior describes an organization down into parts, including the entities and forces and individuals which affect an organization, and has some guiding questions to analyze those components (Nadler & Tushman, 1980). This theory demonstrates basic components of an organization (e.g. a restaurant); inputs of available resources, history, and environmental factors (such as policy); which inform and are configured in a strategy to be transformed (*or digested)* by the organization in the aim of achieving desired goals (Nadler & Tushman, 1980). The

theory includes guiding analysis questions that can be applied in data collection methods to investigate inputs like sustainability policy, such as "What demands does the environment make on the organization?" and "How does the environment put constraints on organizational action?" (p. 38). It also demonstrates that an individual working inside the organization, their inherent work, and their desired goals, can be affected by external factors such as local policy.

Methodology

In this section, I provide a summary of my methodology. This study utilizes a single case study and on-line content analysis design as a way to explore the proposed research questions. Content analysis has been defined in several ways: as "a research technique for the objective, systematic and quantitative description of the manifest content of communication" (Berelson, 1952); further, as a way to analyze message handling and message content (Budd et al., 1967), and to make valid and replicable inferences from data to their context (Krippendorff, 1980). Potential advantages of content analysis include unobtrusive and context-sensitive analysis, accepting unstructured material, and the ability to cope with large data volumes. Holsti (1969) described one of the primary purposes of content analysis is to make inferences to antecedents of communication. McMillan's (2000) review of content analysis how-to guides found five main steps to conducting content analysis: formulating the research question(s), selecting the sample, defining coding and context categories, coding, and analysis and interpretation.

The case study is a common method used in sociology, as a way to understand "why" or "how" a social phenomenon works; this requires in-depth description, explanation, and/or exploration of a social phenomenon (Yin, 2009). As empirical inquiry, the case study is an thorough examination of a phenomenon within its real-life context, "especially when the

boundaries between phenomenon and context are not clearly evident" (Yin, 2009, p. 18). Case studies are like experiments: they are not generalizable to populations or universes but can be generalized to theoretical propositions (Yin, 2009). Five components are necessary for case study design: the study's questions, propositions, units of analysis, linking data to propositions, and criteria to make sense of the findings (Yin, 2009). This section briefly introduced methods and approaches I used to understand the presence and experience of POC owned restaurants in DC as well as the need to investigate their experiences to local sustainability policy. More information is provided in Chapter Three: Methodology.

Significance of the Research

Sustainable DC 2.0, the urban plan of the District of Columbia, affirms sustainable cities must incorporate racial equity as an integral element as communities of color are more vulnerable to persistent gaps in education, employment, health, and income (Government of the District of Columbia & Department of Energy & Environment, 2018). This research reflects the need for a study of the experiences of POC-owned businesses that are subject to sustainable development governance. This study has theoretical significance as there is a conflict with the racial equity focus embedded in DC's urban plan and the colonialist origins of development philosophy and practice. There is may also be practical value as the act of conferring with POC on their community programming and understanding of urban policy and planning may inform decision-making by those with sincere determination to design urban plans for positive transformation.

Exploration of the presence of POC-owned restaurants in DC who do community programming in DC, and which of those do community programming occurs through online content analysis. The online analysis method describes the community programming as being

within or outside of the scope of urban 'sustainability' plan. Another method employed is a case study, in which the experiences of organization members of one POC-owned restaurant are interviewed to gain their insights, concerns, and recommendations related to the urban plan as well as what they consider sustainability to be. The framework informing the inquiry is based on theories of contesting development and sustainable transformation (McMichael, 2017), open systems (Nadler & Tushman, 1980).

Definition of Terms

The terms relevant to this study are described in this section. Please consider these definitions as you review this thesis.

Colonialism is the "subjugation by the physical and psychological force of one culture by another--a colonizing power--through military and economic conquest of territory and stereotyping the subordinated cultures" (McMichael, 2017, p. 27).

Community development in this paper should be considered separate from the terminology of "development" as described in **contested sustainable development theory** and that of the **development project.** It "is a planned effort to build assets that increase the capacity of residents to improve their quality of life" (Green & Haines, 2012, p. 8). "Community development occurs when people strengthen the bonds within their neighborhoods, build social networks, and form their own organizations to provide a long-term capacity for problem solving" (Rubin & Rubin, 2001, p. 3).

Community organizing "involves bringing people together to combat shared problems and to increase peoples' say about decisions that affect their lives (Rubin & Rubin, 2001, p. 3).

Community programming refers to educational or other types of events that engage the public to learn or engage in an activity that supports community development.

DC policy and planning refers to the policy described in the Sustainable DC 2.0 plan (Sustainable DC, 2018), DC's food service ware polices, and the Zero Waste Omnibus Amendment Act of 2019 (*B23-0506 - Zero Waste Omnibus Amendment Act of 2019*, 2019).

Decolonization is a "broad movement beginning with the American Revolution through to the present where colonized people bring colonial rule to an end" (McMichael, 2017, p. 366).

Development paradoxes are "contradictory relations that question the claims of, and express the various social inequalities, environmental impacts, rights conflicts, cultural/aesthetic outcome and practices crystallized in, the development process" (McMichael, 2017, p. 366).

The **Development Project** is an "organized strategy of national economic growth including an international system of alliances and assistance established within the competitive and militarized terms of the Cold War " (McMichael, 2017, p. 367).

Wong describes "racial and ethnic categories in the U.S. have historically been shaped by the political and social agendas of particular times" (Paul Wong, 1998, p. 26). Omi & Winant (2015) discuss people of color identified in various ways: from DuBois's description of the "Negro" being within the "physical evidence of color and hair and racial type" (Du Bois, 1973, 149-150) and early 20th-century biologistic race understandings which elevated white features as superior. Those having white skin were considered as being the most advanced manifestation of the human body, with "other nonwhite corporeal features, such as dark skin color, nappy hair, or variations in eye shape, had to be explained in respect to the white norm," and evolutionary theory which equate race with distinct hereditary characteristics (Omi & Winant, 2015, p. 23). **Minority** in this thesis refers to people of color, unless otherwise explicitly stated.

People of color refers to phenotypic characteristics which may shape racial classification (Feliciano, 2016). An observer may look for medium to dark skin color to perceive someone as a

person of color, while lighter skin color may be a characteristic of individuals fitting a white classification (Feliciano, 2016). Other phenotypic characteristics such as a relatively broad nose, full lips, and hair texture may also lead to an observer identifying another as a person of color (Feliciano, 2016).

The **Sustainability Project** is "an emergent set of quite diverse political, social, and economic initiatives in the 21st century driven by the recognition and/or urgency of reducing biodiversity loss, environmental harm, greenhouse gas emissions, and human exposure to pollutants" (McMichael, 2017, p. 389).

Chapter Two: Literature Review

This literature review will draw on various topics from a macro- to micro-level to discuss the case. The case's focus is on people of color (POC) who are at the nexus of sustainable development, community development, business ownership, and doing business in Washington, DC. A review of the literature resulted in the realization of a possible problem, and thus a purpose to do research. Critique of the literature led to the identification of the problem statement for this research and realization of a gap in the literature which is the intent of this work to fill. After discussing the case, I will synthesize the literature and discuss to some depth the literature on theories of systems and contested development which were also influential to the study's development. Contested sustainable development instigated me to consider the voices of POC at the nexus, and to also consider if they were contributing to that contested development. If they were not, then what community programming work are they doing?

Urban Sustainable Development

There have been numerous calls at various levels of society, including at the national and global levels, to make significant improvements in ecological (environmental) and social (political and economic) conditions to meet the current and future needs of society (United Nations, n.d.-c). Poverty, hunger, discrimination, climate change, and declining biodiversity are just a few of many issues that sustainability movements work to correct, working not just for economic improvement but also for social justice and environmental equity (United Nations, n.d.).

The United Nations prioritizes the advancement of its Sustainable Development Goals (SDGs), with an effort to accelerate sustainable solutions to the world's biggest challenges by 2030 (United Nations, n.d.-b). The 17 goals are no poverty, zero hunger; good health and well-being;

quality education; gender equality; clean water and sanitation; affordable and clean energy; decent work and economic growth; industry, innovation, and infrastructure; reduced inequalities; sustainable cities and communities; responsible production and consumption; climate action; life below water; life on land; peace, justice, and strong institutions; and partnerships for the goals (United Nations, n.d.-a).

The United Nations goal of sustainable cities and communities includes the target to substantially increase the number of settlements and cities that adopt and implement integrated plans and policies towards inclusion by the year 2020 (*#Envision2030 Goal 11: Sustainable Cities and Communities | United Nations Enable*, n.d., p. 11). In 2020, during the time of the global coronavirus pandemic, the United Nations emphasized the need for sustainable cities that are inclusive, safe, and resilient, as inequality can lead to unrest and insecurity (United Nations, 2020). United Nations goals had already trickled down to be incorporated at the urban level. Before the onset of the coronavirus, United Cities and Local Governments (2015) responded to the SDC goals by providing a corresponding guide as a resource for city governments in various nations to incorporate into their development plan. Indicators began to be created and used to create a sustainable policy (Hezri & Dovers, 2006). Used to demonstrate government efficiency and legitimacy, indicators may be referenced in deliberative communication between community representatives and urban planners, to inform technical appraisal with and uncertainty of officials and experts in the environmental sector (Hezri & Dovers, 2006). In one example of the use of indicators, the 100 most populated cities the U.S. were ranked to advocate for civic leaders to "examine and track the status of sustainable development" across cities and metropolitan statistical areas, to "spur local level action" (Prakash et al., 2017, p. 2).

Owen (2009) presented damning remarks about early American and European cities, citing poor sewage management and crime, resulting in urban sprawl as people fled squalid conditions and disease. Owen (2009) contends the attractiveness for suburbia exists to this day and describes its wastefulness, strip malls, and expressways. So, why should there even be a consideration from the United Nations and researchers to consider the work of urban sustainability? Is it not more ideal for people to live in more agrarian settings? Owen (2009) goes on to report the opinion of Daniel Lazare, who wrote *America's Undeclared War: What's Killing Our Cities and How We Can Stop It*, in which the modern American environmental movement's negative appraisal of urban life was critiqued:

> Manhattan seems to be a supremely unnatural place because of all the concrete and glass and steel, but the paradox is that it's actually more harmonious and more benign, in terms of nature, than ostensibly greener human environments, which depend on huge energy inputs, mainly in the form of fossil fuels. In order to surround ourselves with nature, we get in cars and drive long distances, and then build silly pseudo-green houses in the middle of the woods—which are actually extremely disruptive, and very, very wasteful. (p. 20)

Urban environments are far from perfect. They may be vulnerable to biological and terrorist attacks, susceptibility to loss of life from natural disasters, and problems of air pollution, noise, crampedness due to high density, and dreariness of public transit (Owen, 2009). Owen (2009) goes on to argue the superiority of cities:

> dense urban centers offer one of the few plausible remedies for some of the world's most discouraging environmental ills, including climate change. To borrow a term from the jargon of computer systems, dense cities are scalable, while sprawling suburbs and

> isolated straw-bale eco-redoubts are not. Anti-urban naturalists like Thoreau and Muir make poor guides for anyone struggling with the increasingly urgent problem of how to support billions of mobile, acquisitive, hungry human beings without triggering disasters that can't be contained. The environmental problems we face, at the current stage of our assault on the world's nonrenewable resources, is not how to make our teeming cities more like the countryside. The problem we face is how to make other settled places more like Manhattan, whose residents currently come closer than any other Americans to meeting environmental goals that all of us, eventually, will have to come to terms with. (pp. 31-32)

People of Color Care About the Environment

Mohai's (2003) article in the scholarly peer-reviewed magazine *Environment: Science and Policy for Sustainable Development* presented the results of various studies refuting the assumption that African Americans in the United States are not concerned, or concerned as much, about the environment as white people. African American environmental concerns of the environment have existed for some time; however, there was a lack of literature to investigate their interest. Mohai (2003) presents a possible reason for this assumption: applying Maslow's hierarch of needs to (stereotypes) of African Americans. Maslow's theory states that needs such as clothing, food, and shelter are more important than aesthetics, meaning that African Americans are likely to prioritize economic needs over a clean environment (Maslow, 2019) (see more p. 12).

Data from 1992 to 2000 shows African Americans are concerned about similar environmental issues of white Americans, and they are even more concerned than white Americans about pollution and environmental quality. "Furthermore evidence indicates that

racial differences in such concerns are a function of the disproportionate environmental burdens that exist in African American communities." (Mohai, 2003, p. 24-25). This might be supported by a sponsored study by the Commission for Racial Justice of the United Church of Christ, which identified that identified "hazardous waste facilities were placed disproportionately in people of color communities" (Mohai, 2003, p. 12)

African Americans and other people of color work on various environmental issues reflective of issues of concern to the general U.S. population; however, they will build their environmental movement and organizations because their concerns have not been important to "traditional" environmentalists (Mohai, 2003, see more p. 25). Consistently, African American legislators are among the strongest supporters of their environmental concerns (Mohai, 2003). Mohai encourages national environmental groups to extend themselves to connect more to African Americans and other people of color, even if they are already potentially strong allies, to focus and lend support on environmental issues of particular concern to them (Mohai, 2003).

People of Color-owned Businesses in the United States

Small business has been the largest source of wealth generation and job creation in the U.S. economy (Greenhalgh & Lowry, 2001). Though minorities are projected to become the majority in the U.S. entrepreneurial economy and workforce, they struggle to overcome centuries-old remnants of institutionalized discrimination (Greenhalgh & Lowry, 2011). "Access to capital has always been more difficult for minorities and women" (Greenhalgh & Lowry, 2011, p. xi). Successful creation and operation of small businesses require the involvement of capable, skilled entrepreneurs, investment and access to sufficient equity and debt capital to take advantage of business opportunities and reach efficient scale, and access to market the enterprise's products (Bates et al., 2017). Bates et al. (2017) understand these prerequisites as

barriers to minority entrepreneurship, as they have traditionally been more cumbersome for minorities than white entrepreneurs. Unfortunately, even though nascent entrepreneurship prevalence rates are higher for African Americans and Hispanics, they disproportionately experience barriers affecting their success (Bates et al., 2017).

Multiple studies show even with comparable traits and risk profiles, minority business enterprises have significantly less access to bank financing than those that are white-owned (Blanchflower, 2009; Blanchflower, Levine, & Zimmerman, 2003; Cavalluzzo & Cavalluzzo, 1998; Cavalluzzo & Wolken, 2005). Studies have also shown minority business owners were charged greater interest rates than white borrowers when they did receive bank loans (Blanchflower 2009; Hu et al. 2011; Bates and Robb 2013).

Greenhalgh & Lowry (2011) stress the importance to develop U.S. minority entrepreneurship for the sake of the nation's recovery from economic stresses and to compete in the global marketplace:

> unless we unleash the potential of the minority population, the past success of the U.S. economy—and the unprecedented wealth it has bestowed on U.S. residents—can not be sustained in the coming decades. This means not only will minorities continue to be denied a fair share of wealth and opportunity, but all Americans will also face a bleaker future. Whites entering their careers will have decreased opportunity as the competitive advantage of U.S. corporations erodes in the global economy and the spending power of U.S. workers shrinks. Midcareer whites will continue to experience a plateau or an erosion of their standard of living. And whites approaching the end of their careers will be disappointed in the yields of their equity-based pension plans, which depend heavily

> on the success of large U.S. corporations with global reach. Look around you. It is already happening. (p. 16)

This bleak economic vision disturbingly advocates for equity of racial minorities by elevating the effects on white people, who are already experiencing disproportionate access to capital. Recognizing that the time and effort to reverse systemic inequities would be inefficient to the more immediate need to support minority business owners, Greenhalgh & Lowry (2011) suggest fostering networks where minority owners can learn from others' experiences and get exposure to business opportunities.

Proposed Changes to Community Reinvestment Act. The Federal Deposit Insurance Corporation is an independent agency created by Congress "to maintain stability and public confidence in the nation's financial system by insuring deposits, examining and supervising financial institutions for safety and soundness and consumer protection, making large and complex financial institutions resolvable, and managing receiverships" (Federal Deposit Insurance Corporation, n.d.). The mission of the Office of the Comptroller of the Currency is "to ensure that national banks and federal savings associations operate in a safe and sound manner, provide fair access to financial services, treat customers fairly, and comply with applicable laws and regulations" (Owen, 2009).

On December 12, 2019, the Federal Deposit Insurance Corporation and the Office of the Comptroller of the Currency announced proposed revisions to the Community Reinvestment Act. The Community Reinvestment Act of 1977 required federal bank agencies to examine the records of banks to see if they were meeting the credit needs of their whole community, including low- and moderate-income (LMI) neighborhoods; this was partly in response to a history of state-sanctioned redlining (Lloyd, 2014). The FDIC states the proposed rules are

intended “to further encourage lending to LMI borrowers living in underserved communities, such as rural areas and tribal lands far removed from urban centers where bank branches are concentrated,” and to increase bank participation in CRA activities “to those areas with the greatest need for financing, investment, and economic development” (Federal Deposit Insurance Corporation, 2019).

Small businesses are touted as being vital to the United States’ economy, yet research has shown minority-owned business are likely to receive loans from banks at a rate lower than their white counterparts, even if their qualifications are superior (K. S. Cavalluzzo & Cavalluzzo, 1998; Lee et al., 2019). It appears changes to banking regulations are forthcoming with focus on providing loans to low- and middle- income areas in the United States; though it is not clear if the proposed rules will monitor outcomes of based on the race of applicants. Minorities are mentioned in the proposed rules regarding the compliance of those who own financial institutions like banks, but explicit equitable guidelines for the preference of minority applicants are not. The comment period for the Federal Register Notice regarding proposed changes to the Community Reinvestment Act closed on September 28, 2020 (*FDIC: Federal Register Citations*, n.d.).

State of Washington, DC

This section of the literature review speaks to the governance, economic and social environment of people of color business owners in the Washington, DC area, speaking to their practices of community education and development with each other as a network of professionals and also their work within their larger geographic community in the DC area. Through the process of explaining this environment, some context will be made through the description of federal and local development policies.

Sustainable Policy and Planning

Recognizing disparities along demographics of race and the desire for equitable communities, the Government of the District of Columbia created its Sustainable DC 2.0 plan, informed by engaging thousands of residents in public meetings and surveys (Sustainable DC, 2018). The original plan "Sustainable DC" was created in 2013 and was updated as the "2.0" version under new city leadership (Government of the District of Columbia & Department of Energy & Environment, 2018). Sustainable DC 2.0 (SDC 2.0) was created after government officials held extensive engagement sessions with community members, of which 3,000 residents attended (Government of the District of Columbia & Department of Energy & Environment, 2018; Sustainable DC, 2018). SDC 2.0 brands itself as a plan to "balance the environmental, economic, and social needs of DC today as well as the needs of the next generation, and the one after that" (Government of the District of Columbia, 2018, p. 3).

DC policy employs bans and fees which affect the food service industry: there is a bag fee for disposable plastic and paper bags (Department of Energy & Environment, n.d.-a) and a foam ban on expanded polystyrene (expanded polystyrene is commonly known as Styrofoam™ (Department of Energy & Environment, 2015) and plastic straws (Department of Energy & Environment, n.d.-b). The justification provided by the City of the District of Columbia for these bans and fees is to improve the conditions of the watershed and reduce harm to wildlife (Department of Energy & Environment, n.d.-a, n.d.-b, 2015). Both the plastic bag fee and the foam ban, which were enacted before 2018, are mentioned in SDC 2.0 (Government of the District of Columbia & Department of Energy & Environment, 2018). The foam ban is described as a product of legislative packages originating from the original Sustainable DC plan (Government of the District of Columbia & Department of Energy & Environment, 2018).

SDC 2.0 describes its intent and actions to embed culture within its plan to support the development of the food industry, particularly mentioning minorities. Defining equity as giving people what they need to be successful, the plan focuses to make DC the most livable city for all its residents. (Sustainable DC, 2018). See Figure 1 Scope of the Sustainable DC 2.0 plan for the different sections included in SDC 2.0, including governance, equity, built environment, climate, economy, education, energy, food, health, nature, transportation, waste, and water (Government of the District of Columbia & Department of Energy & Environment, 2018). Its actions to enact equity include creating an equity impact assessment tool in the creation of its plans and policies to address the challenges of underserved residents, using holistic solutions (Government of the District of Columbia & Department of Energy & Environment, 2018). Recognizing equity considers characteristics such as age, ethnicity, gender, language, sexual preference, and social class, the plan prioritizes its focus on race, providing data on disparities experienced by its black population and reducing the forces that cause those trends (Government of the District of Columbia & Department of Energy & Environment, 2018). "The vision is for agencies to equitably distribute their resources to residents through the adoption of policies that do not perpetuate inequities (Government of the District of Columbia & Department of Energy & Environment, 2018, p. 24).

A section of the SDC 2.0 plan emphasizes food, intending to support and develop the food industry as an equitable and vibrant sector of the local economy (Sustainable DC, 2018). The economic importance of DC's food sector is demonstrated through its 2016 data. That year it generated $3.64 billion in wages and tax revenue of $579.3 million, of which $244.5 million of that amount is from property tax and $182.2 million from sales tax (DC Food Policy Council, District of Columbia Office of Planning, & Government of the District of Columbia, 2018).

More data and analysis are needed to determine if existing workforce development programs are adequate for the "growing food sector, and what other training programs or resources would be helpful in further strengthening the food sector" (DC Food Policy Council, District of Columbia Office of Planning, & Government of the District of Columbia, 2018, p.47). A food-related goal of Sustainable DC (2018) goal 3.1 is related to completing:

> a comprehensive study of the District's food system and recommend policies to improve the current system. In accordance with the "DC Food Policy Council and Director Establishment Act of 2014," the DC Food Policy Council will publish an annual analysis of Washington, DC's food system. The report will include an assessment of the food-related policies, programs, and emerging trends within the District and provide recommendations to address opportunities for equitable and inclusive growth of the food economy, which contributes $5.47 billion to the District's economy." (p. 90)

The DC Food Policy Council's assessment of the local food system for 2018 (the same year the SDC 2.0 plan was released) communicates some goals related to supporting local entrepreneurs, business, and the food workforce (DC Food Policy Council et al., 2019). Among these goals includes a 2019 priority to "support local food producers that promote and preserve DC culture and food traditions" (DC Food Policy Council, District of Columbia Office of Planning, & Government of the District of Columbia, 2018, p. 49):

> The District already promotes local makers and producers through successful programs such as Made in DC. The District could further support small food producers, particularly minority and female business owners and those maintaining ethnic food traditions, by increasing engagement and promotion of these types of businesses through

> targeted programming and marketing. (DC Food Policy Council, District of Columbia Office of Planning, & Government of the District of Columbia, 2018, p. 49)

However, the 2019 priorities laid out by the DC Food Policy Council had no explicit mention of minorities (DC Food Policy Council, 2019), nor did its 2019 food system assessment mention the recommendation to support them as described in their 2018 assessment ("2019 DC Food Policy Priorities," 2019). That same year the first DMV Black Restaurant week occurred, where its founders described its focus is to black food culture alive (*DMBvrw-Our Story*, n.d.). Curator sponsors of the DMV Black Restaurant Week include the Government of the District of Columbia under Mayor Muriel Bowser (current mayor of DC at the time of this study) and the Department of Small & Local Business Development (*Partners & Sponsors*, n.d.). It appears that all work done to do equitable development within the food system, including supporting the marketing of people of color-owned restaurants who keep ethnic food traditions alive, are documented in the DC Food Policy Council's priorities and assessments.

SDC 2.0 states intent for future District of Columbia policy and planning which could directly affect the food service industry. Examples include expanding the foam ban to additional points of sale such as suppliers; increasing the current five-cent fee per plastic bag, expanding food assistance programs; and providing incentives to business to provide food donations, education on unused food recovery with associated liability protection, and financial support to "mobile food vendors to offer healthier, culturally appropriate food options" (Government of the District of Columbia, 2018, p. 88). After the creation of the SDC 2.0 plan, the Government of the District of Columbia imposed a ban on single-use plastic straws (Department of Energy & Environment, n.d.-b). SDC 2.0's ambitious goal of 80% waste diversion rate from landfills by 2032 (Government of the District of Columbia, 2018) would also impact on the food service

industry, as this could include requirements for infrastructure and updated food safety guidelines for organics collection (*B23-0506 - Zero Waste Omnibus Amendment Act of 2019*, 2019). In this section, I discussed sustainability efforts by the Government of the District of Columbia in its urban plan.

It appears extensive 'urban sustainability' governance, in the forms of policy, projects, and programming is forthcoming which would affect operations and costs to the food service industry in DC. I will describe this in the next section regarding potential policy and planning within DC.

Potential Policy and Planning. In October 2019 DC Council, the city's legislative body, introduced the Zero Waste Omnibus Amendment Act of 2019 (ZWOA) which, if enacted, would affect food service establishments. The bill requires food establishments, based on their size, operations, and services, to provide only reusable food service ware to dine-in unless the customer requests otherwise; to compost pre-service food, and to use only compostable food containers. The establishments required to comply would have to do so by the year 2022. The abstract of the bill is as follows:

> To amend the Sustainable Solid Waste Management Act of 2014 to require the Mayor to prepare plans for comprehensive organics site management and for recycling infrastructure in the public space, create training and outreach guides on source separation, and establish a uniform labeling scheme, to require large commercial food waste generators to source separate commercial food waste, to require waste collectors to address contamination in recyclables and compostables, to require certain private collection properties to separate glass, to require private collection properties to adopt a waste management plan, to require the Mayor to impose a surcharge on recycling

> disposed of at District transfer stations when recycling loads exceed a contamination threshold, to establish a reuse and donation program to reduce needless waste and increase diversion of reusable materials from landfills and incineration, to establish an extended producer responsibility program for batteries, and to establish an extended producer responsibility program for home-generated sharps waste; to amend the Sustainable DC Omnibus Amendment Act of 2014 to require food service entities providing compostable disposable food service ware to source-separate and process compostable materials, to require that food service entities only provide accessory disposable food service ware upon request by the customer or at a self-serve station, and to require that food service entities, when selling or providing food for consumption on premises, only use reusable food service ware; and to repeal section 704.2 of title 21 of the District of Columbia Municipal Regulations. (*B23-0506 - Zero Waste Omnibus Amendment Act of 2019*, 2019, p. 1)

The repeal mentioned in the abstract is significant because 21 DCMR §704.2 states "unless food waste (garbage) is disposed of by grinding and flushing to the sanitary sewerage system, it shall be drained, wrapped, and stored for collection with rubbish" (*21 WATER AND SANITATION*, 1978). This removes the option for food service establishments with more than 75 employees to include a portion of its food waste with garbage collection. 21 DCMR §704.3 allows for food establishments that generate food waste and are serviced by a sanitary sewer to utilize garbage grinders located on-site to disposable of grindable food waste (*21 WATER AND SANITATION*, 1978).

Food service establishments with at least 75 employees are classified by ZWOA as large commercial food waste generators; other criteria for retail food stores, colleges and universities,

schools, hospitals, arenas, hotel-located food service establishments are also included (*B23-0506 - Zero Waste Omnibus Amendment Act of 2019*, 2019). In addition, any facilities added by DC's Department of Public Works "by rule, based on an evaluation of the available processing capacity of all organic waste processing facilities within 25 miles of DC and the cost of processing organic waste" may be classified as "large commercial food waste generators" (*B23-0506 - Zero Waste Omnibus Amendment Act of 2019*, 2019). These generators would be required to separate food waste produced by the preparation and production of human or animal food for composting on-site or to arrange for its transport to an organic waste processing facility (*B23-0506 - Zero Waste Omnibus Amendment Act of 2019*, 2019). This food waste excludes that disposed of by the food establishment's customers (*B23-0506 - Zero Waste Omnibus Amendment Act of 2019*, 2019).

Gentrification

Prince (2016) describes gentrification as the result of "an influx of capital and concomitant goods and services" in areas "where those resources were previously non-existent or denied" (p. 2). Gentrification differentially affects diverse populations, with race and class issues being significant factors in the demographic changes that occur (Prince, 2016). Residents complain gentrification has negative effects on businesses that were previously able to exist in less expensive locations in the DC-Maryland-Virginia (or DMV) area and contribute to loss of community (Rotondaro, 2019). Aristotle Theresa, a lawyer in the DMV, discussed work he discovered economic growth and social capital:

> "When I researched Richard Florida, I learned all kinds of things," he said. "When you read his work, his actual articles, he says that there are different kinds of communities, 'close-knit' communities and 'low-social value' communities. And what he says is that

> communities that are good for the economy are 'low-social value' communities. Plug-and-play communities. You come in, just move in, no one has to know who you are, you can share your workspace, no one questions you. Conversely, "places that are bad for the economy are places like Anacostia," Theresa said, "where people want to know who your cousin is, you know?'" (Rotondaro, 2019)

Florida was exploring the work of Cushing, who systematically compared the effect of social, human, and creative capital on economic growth (Florida, 2003). In the discussion of Robert Cushing's unpublished work on creative capital and regional economic growth of U.S. cities, Florida (2003) stated social isolation is preference for high social capital communities, while low social capital communities had highest rates of population growth and diversity. 15).

In 2018, Aristotle Theresa sued the Government of the District of Columbia for unlawful discriminatory practices in violation of the DC Human Rights Act; the claim stated DC favored millennials at the expense of the city's low- and middle-income, historically African American residents (Rotondaro, 2019; Wang, 2018). The complaint specifically highlights the Government of the District of Columbia's Creative Action Agenda and Creative Economy Strategy from past mayoral administrations which have, according to the lawsuit, pushed out low and middle-income African Americans (Rotondaro, 2019; Wang, 2018). The DC government filed a motion to dismiss Theresa's case, contending the suit failed to support a claim of conspiracy (Rotondaro, 2019). The case was sent to a magistrate for a report and recommendation; Theresa and the city government await outcome" (Rotondaro, 2019). Later in 2019, a bill was introduced by DC council members which would require racial equity-related performance measures to be included in annual performance accountability reports; however, it seems that progress has slowed since a public hearing in April 2019 (Council of the District of Columbia, 2019).

DC's Black owned Business and Food Economy

This section briefly describes the earnings of DC's food industry from 2017 to 2019, with data organized by race. A study analyzing 2017 American Community Survey and 2018 US Census Bureau data together provided some data on business density and the role of black and minority-owned businesses (Center City District & Central Philadelphia Development Corporation, 2020). Out of 11,845 total businesses, the District of Columbia has 1,596 black-owned businesses (Center City District & Central Philadelphia Development Corporation, 2020). There are 5 black-owned businesses per 1,000 DC residents. In comparison, there are 60.3 Asian-, 29.8 White, and 7.8 Hispanic businesses per 1,000 residents (Center City District & Central Philadelphia Development Corporation, 2020). Concerning revenue in the millions of dollars (M), in the District of Columbia, the highest earned revenue is that of the White population gaining $3.1M; Hispanics earned $2.9M, Black people earned $1.9M, and Asian earned $1.6M (Center City District & Central Philadelphia Development Corporation, 2020). The average number of employees per business by racial-ownership from highest to lowest is as follows: Hispanic 17.9, White 16.9, Black 16.4, and Asian 9.2 (Center City District & Central Philadelphia Development Corporation, 2020).

In September 2019 a study of the state of DC's food economy found that DC's food economy grew 72% from 2001 to 2016, outpacing general economic growth, and nearly 8% of DC's workforce, approximately 71,300 people, working in its food industry (District of Columbia Food Policy Council et al., 2019). Restaurants had the largest growth in this sector, increasing by 81% between 2001 and 2016, providing about 75% of jobs within the food economy (District of Columbia Food Policy Council et al., 2019). The study, the fiscal year 2017 requirement to DC's Office of Planning, asserts that its "food economy is a significant

driver of economic growth and employment in the city and region" ((District of Columbia Food Policy Council et al., 2019, p. 6). The food economy contributed $579.3 million through tax revenue from businesses, consumers, and workers (District of Columbia Food Policy Council et al., 2019). The largest portion of this tax revenue came from property tax on the buildings and land occupied by the food businesses accounting for 42% (District of Columbia Food Policy Council et al., 2019) of the approximately $243.3 million.

Recommendations of the study include targeting resources and assistant to low-income entrepreneurs of color and other firms serving underserved areas in DC (District of Columbia Food Policy Council et al., 2019). These recommendations were made upon finding from survey respondents that they found it challenging to navigate complex processes and application to start and maintain business, identify requirements, and the responsible agencies for the time-consuming process of starting a business (District of Columbia Food Policy Council et al., 2019). The study concludes by stating there have not been equal opportunities for ownership in DC's food economy and there is an opportunity to strengthen the "food economy while enhancing equity and prosperity within the food workforce through strategic policy changes and investments" (District of Columbia Food Policy Council et al., 2019).

Networks and Marketing Environment

The social environment of food service establishments in DC can be explored through various perspectives, that of professional associations, their efforts to support and collaborate with the local community, and also dealing with forces that threaten the existence of their establishments and culture. DC has several networks where black food service establishment owners are encouraged to join, including the National Black Chamber of Commerce®, the Greater Washington Area Black Chamber of Commerce, and DMV Black Restaurant Week.

The mission of the National Black Chamber of Commerce® (NBCC) is to economically empower and sustain African American communities "through entrepreneurship and capitalistic activity within the United States and via interactions with the Black Diaspora" (*About Us*, n.d.). As a 501©3 corporation, it educates and trains Black communities "on the need to participate vigorously in this great capitalistic society known as America" (*About Us*, n.d.). NBCC Members get access to relevant publications, its annual business convention, participation in international trade missions, sessions on corporate and federal procurement, legislative updates, Title VI training, and a membership certificate (*Membership Benefits*, n.d.). Interestingly, the NBCC site includes a page on its site titled *18 Ways to Kill Your Chamber* which lists activities and approaches detrimental to the establishment of a viable Black Chamber of Commerce, including concentrating "on particular trades and not business in general", not focusing specifically on Black issues but to "be a minority chamber," and electing "not to dialogue or collaborate with the Black church establishment" (*You and Your Chamber*, n.d.). It appears from this list, that with their strong capitalist leanings, this network of black entrepreneurs emphasizes the importance of social ties not only amongst other black entrepreneurs but other culturally-significant institutions within the black community as being key to its survival.

The Greater Washington Black Chamber of Commerce launched in the summer of 2019, with Sweetpea's Classic Soul Food in Northeast DC recognized as its first official chapter member (Teare, 2019). The Greater Washington Black Chamber of Commerce recognizes itself as part of the national U.S. Black Chambers, Inc., with a purpose to promote the growth of black business in DC by facilitating business opportunities and education (*Greater Washington Black Chamber of Commerce*, n.d.).

The first DMV Black Restaurant Week occurred in fall 2019, where its founders referred to local restaurants as custodians of community culture: “when these restaurants thrive, the neighborhoods and cities prosper and the community's overall culture flourishes” (*DMV Black Restaurant Week*, n.d.). The DMV Black Restaurant Week’s (DMVBRW) purpose is to support and promote black-owned businesses and to ‘keep alive black food culture’ (*DMBvrw-Our Story*, n.d.). Resources provided by DMVBRW include not only promotional but education events such as panels related to building intergenerational wealth to others who hope to own restaurants, providing information related to securing proper permits and licenses, creating a business plan and structure, determining business inheritance, and how to find available city resources and loans (Adkins, 2018).

People of Color-owned Restaurants Don’t Mute DC

Washington, DC (DC) is undergoing significant change in its population demographics which has implications for its residents. Known as “Chocolate City” for decades because of the race of its majority population, DC’s population is now 47% black, with a median income in Ward 3 of $110,000 (72% white) compared to $32,000 in Ward 8 (80% black) (Sustainable DC, 2018). Reese (2019) discussed the industrialization of food distributions and production in the United States changed the food landscape of the historically black Deanwood community in Washington, DC:

> White and middle-class flight, changing consumer culture, and the growth of supermarkets—all touched by anti-Black racism in one way or another—influenced the structure of neighborhood, local, national, and global food systems.[1] American

[1] Odomos-Young, Zenk, and Mason, “Measuring Food Availability and Access in African-American Communities”’ Morland and Filomena, “Disparities in the Availability of Fruits and Vegetables between Racially Segregated Urban Neighbourhoods”’ Zenk, “Neighborhood Racial Composition, Neighborhood Poverty, and the Spatial Accessibility of Supermarkets in Metropolitan Detroit.”

> exceptionalism and a meritocracy that favors those who are already privileged create conditions under which accessing food, and the barriers to accessing food, can be viewed as individual concerns--not systemic ones. However, contemporary cities across the United States reflect the effects of racial segregation on the food system. When supermarket access if mapped according to the racial composition of neighborhoods, it shows that predominately Black neighborhoods have less access than their white counterparts.[2] On a day-to-day basis, these macro-level inequities in the food system create everyday challenges for those navigating the local food system. (p. 45)

With these efforts of the DC government to put structures in place to support this community, understanding better the environment that racial minorities in the food industry exist in may help to gain a picture of the equitable goals being planned may be sufficient to give them what they need to succeed. This literature explores some of the social, historic, and economic conditions of people of color business owners in DC, and their involvement in community programming, with particular focus on that of the black community.

Don't Mute DC is a collective of cultural activists working to amplify the voices of marginalized and displaced Washingtonians (*HOME*, n.d.). The Don't Mute DC movement gained widespread attention in spring 2019 when a resident from a luxury condo building complained about the loud Go-Go music emanating from the loudspeakers of the Metro PCS at the corner of Florida and 7th St in Northwest DC in the Shaw neighborhood near Howard University (WUSA9, n.d.). Go-Go music is a unique music genre originating from DC's black community. It's described as "a fusion of musical forms, drawing inspiration from funk, blues, soul, and salsa, blending them seamlessly with its syncopated polyrhythms and multiple percussion instrument" (Go-Go Official Music of the District of Columbia Designation Act of

2019, n.d.). A pillar to the local community, the Metro PCS had played Go-Go from store's speakers into the street for over 20 years and was suddenly silent after the resident threatened to sue the store for the noise (WUSA9, n.d.). This sparked upset from long-standing residents who saw connections with gentrification, their displacement, and the potential erasure of their culture (WUSA9, n.d.). After spreading the word through social media and organized Go-go concert on U St which crowded the surrounding block and then resulted in T-Mobile's executive deciding to allow the music to play and to compromise volume with the neighbors (WUSA9, n.d.).

Cultural anthropologist Sabiyha Prince sees the connection between the Don't Mute DC movement and the issues experienced by long-standing people of color-owned restaurants, speaking to how their presence in DC is of cultural significance to DC natives. Both Go-Go and food service establishments 'serve up DC culture' and the antagonism they face from newcomers and gentrifying forces could be understood as signs of erasure and silence (S. Prince, personal communication, November 1, 2019). Prince provides insight that the owners of The Islander, a longtime Caribbean restaurant on DC's U St., were also receiving complaints from transplants about noise and the clientele common to the establishment (S. Prince, personal communication, November 1, 2019). News reports stated that The Islander; closed due to the rent becoming unaffordable (Frederick, 2015).

The Horace and Dickie's restaurant location on H Street, the northeast corridor on 12th St. was a location of cultural significance to some individuals in DC's black community (Summers, 2019). While many of the eateries along H street had a wide culturally diverse option of cuisines, Horace and Dickie's was a familiar location (Summers, 2019). Horace and Dickie's open in the 1990s; it provided fried fish and other traditional comfort foods that were historically essential to black people as they migrated from the South. Summers (2019) describes how the

preparation and consumption of soul food were linked symbolically to the impropriety of blackness and thus, black southerners' eating habits were established as a matter of difference to white southern food choices, then used as justification for segregation. The Horace and Dickie's location has since moved away from the H St location; it appears the only other location is in Maryland (*Where to Find Black Chefs and Black-Owned Restaurants & Bars in Washington, DC*, 2019).

People of color-owned restaurant owners in DC employ various ways to engage with and support people and community, such as fostering cultural sites and providing various types of programming. Ben's Chili Bowl is a historic DC restaurant that has provided sustenance for groups working for social justice and a sense of normalcy in times of unrest. The restaurant has donated food to activists and protesters including the Southern Christian Leadership Conference's Poor People's Campaign in May 1960 and the March on Washington in 1963 (*Our History*, 2020). When Dr. Martin Luther King Jr. was assassinated in April 1968, the historically black community in the U Street area, where Ben's Chili Bowl is located, vented their anger and frustration out on the businesses in their neighborhood through rioting and violence (Walker, 2018). Though this destruction was extensive, Ben's Chili Bowl was one of few that survived (Nelson, 1988). It remained open throughout the riots: Stokely Carmichael requested Ben's Chili Bowl ownership to remain open to feed activists, to which they agreed (Nelson, 1988). "As one of the only businesses to maintain normal hours, the Bowl became a constant during a period of instability. During the turmoil and uncertainty occurring on U Street, the Bowl weathered the storm and instilled a sense of comfort within its patrons" (Mirpuri, 2020, p. 50).

People of color-owned restaurants have had their issues related to taxes and ownership of the space in which they operate. Tate, an entrepreneur and chef, operated his restaurant Inspire BBQ for 18 years on H Street Northeast until the property owner sold it to a developer (Adkins, 2018). Sankofa Video Books & Café, a small business rooted in black intellectualism, was under financial stress from the rising property values and sought a 10-year tax abatement from D.C. Council; taxes owed were $30,000 alone in 2019 (Gathright, 2019). Sankofa asked for the local community to support their request to the D.C. Council, which was accepted by an initial vote of the council, requiring a second vote of the council and then approval by the mayor before becoming permanent legislation (Kurzius, 2019). Virginia Ali, founder of Ben's Chili Bowl with her husband Ben, shared that the property taxes on the restaurant tripled the moment construction began to build the Metro near their site (Walker, 2018). People of color-owned restaurants, which are considered by the DC government and residents alike to be vital to DC's goals of equity and fostering of culture, appear to have a history of being under significant financial stress due to rising economic costs, all while the city continues to support economic growth.

People of color owned restaurants also provide a space of tradition, culture, and provided opportunities for other people to get started in careers. B. Smith's is one such restaurant. Closed in 2020 after she passed away from early-onset Alzheimer's, Barbara Smith provided chances for individuals to develop their craft at her soul food restaurant, one of few fine dining locations owned by a black person in the District (James, 2020). Some of these individuals went on to become notable chefs and restaurant owners (James, 2020). Though a fine dining restaurant, there was not a dress code, and politicians, musicians, and members of notable black organizations would patron the space (James, 2020).

Owners of POC-restaurants and their upper management worked to maintain symbols of cultural significance in the city. The Lincoln Theatre opened in 1922 in DC as a silent and vaudeville theory; however, it spent most of its life as a movie house (Ruble, 2010). After struggling in the 1950s and the 1968 riots, it closed (Thomas, 2012). Community anchors "serve as touchstones of a neighborhood's cultural identify, social network hubs, and local economic engines" (Heck, 2016, p. 293). An attempt to revitalize the theatre in the early 1990s failed; however, during this time a group of concerned citizens organized and established the Lincoln Theatre Foundation (Dedman, 1990). The Foundation operated the Lincoln for roughly 20 years (Heck, 2016). Board members of long-running Black-owned businesses, included Kemal Ben Ali, the son of Ben's Chili Bowl's founder and current restaurant co-owner (Heck, 2016). There were issues with the management of the theatre, which after a public meeting showed that these were long-standing issues that bringing in a new entity to the operate it would not solve the issues with fundraising and generation of theatre revenue (Heck, 2016). Eventually the It's My Party (I.M.P.) group was able to take over as the theatre's new operator, the same entity operating the 9:30 club on V St NW (Heck, 2016). Heck criticizes the city under former city leadership as an "ongoing transition of power, culturally, and economically, from long-term African American residents to first- and second-wave gentrifiers" (Heck, 2016, p. 292).

Kazi Mannan, an immigrant from Pakistan, operating a restaurant on K Street in Northwest DC, has given away meals to the hungry, homeless, and poor since 2013, perhaps providing over 16,000 free meals in 2018 alone ("This DC Restaurant Serves Free Meals to Poverty-Stricken and Homeless Every Day," 2019). Player's Lounge, a restaurant and bar in Ward 8, was known to lend money for rent and utilities to neighbors as well as donate to local basketball teams for uniforms (Rose Barras, 1995). Busboys and Poets, a popular restaurant

chain in DC, provides various events with the DC community, such as hosting open mic poetry nights, discussion series on race, film screenings related to social justice, peace, art, and community value, and hosting discussion circles around topics of creating ideal food systems, society, resiliency, and markets that are desirable to the local community ("In House Series," n.d.).

Community Capitals Approach to Community Development

The community programming of POC owned restaurants in DC may be described in terms of community capitals theory. Beaulieu (2014) states that the community capitals framework offers organizations, residents, and local leaders an understanding of the approach required for a community to develop a foundation to "survive and thrive over the long term" (p. 6).

These assets may include several forms of community capital: physical, human, social, financial, environmental, political, and cultural. Human capital is a community asset that includes artistic appreciation and development, general education background, health, labor market experience, and other experiences and skills (Green & Haines, 2012). Social capital is the norms, trust, shared understandings, and other factors that make collective action productive and feasible (Green & Haines, 2012). It "enables members of a neighborhood or social network to help one another, especially in terms of economic opportunity and social mobility" (Green & Haines, 2012, p. xiii). Physical capital refers to immobile infrastructures, such as buildings, roads, and other physical features; a key characteristic of physical capital is that it is rarely moved from one place to another and, if so, is costly (Greene & Haines, 2012). Financial capital can come in the form of financial institutions like community development banks, micro-enterprise loan funds, and revolving loan funds (Green & Haines, 2012). Environmental capital

is the community's natural resources that affect economic development, community satisfaction, and quality of life (Green & Haines, 2012).

Political capital is related to power, central to community development (Green & Haines, 2012). It is associated with several dimensions including people with influence and power in the community affecting private and public resources within the community (Flora & Flora, 2008), gaining access to organizations and individuals with the resources to influence important decisions (Flora, Flora, & Fey, 2004), and work to create new community leadership or expand citizen engagement in important community issues through various strategies (Beaulieu, 2014). Cultural capital gives reference to understanding community life; this 'fabric' is "often connected by a common language, symbols, gestures, benefits, values, and resources" (Beaulieu, 2014). (Rubin & Rubin, 2001)

In considering the arrangement of populations within cities, what is the role of relationships in development? Though primarily discussing the pros of urbanization Owen (2009) advocates for sustainability in terms that hints towards that may support the development of social capital:

> The crucial fact about sustainability is that it is not a micro-phenomenon: there can be no such thing as a "sustainable" house, office building, or household appliance, for the same reason that there can be no such thing as a one-person democracy or a single-company economy. Every house, office building, and appliance, no matter where its power comes from or how many of its parts were made from soybeans, is just a single small element in a civilization-wide network of deeply interdependent relationships, and it's the network, not the individual constituents, on which our future depends. Sustainability is a context, not a gadget or a technology. This is the reason that dense cities set such a critical

example: they prove that it's possible to arrange large human populations in ways that are inherently less wasteful and destructive. (p. 40).

In this exploration, the social capital theory may speak to how people of color-owned restaurants may be doing development work within the urban environment of DC.

Theoretical Framework

In this literature review, I have demonstrated key issues by describing the common concept of sustainability, theories and practice of community development, and drawing connections to the existence of POC who may participate in community programming within District of Columbia's -food system, -manifest gentrification, and -sustainable development governance. In this section, I will describe concepts of contesting sustainable development and open systems theory which inform the methodology and associate it to the problem statement of the study. I will begin to describe how I tailored the framework to answer the research questions and provide detail in Chapter Three: Methodology.

Contesting Development and Sustainability

Urban planning which emphasizes economic development is critiqued as economic growth can be reliant on the extraction of labor and resources for goods and serviced to be utilized by those who are wealthier than their poorer counterparts. When urban planning focuses on the aim of being equitable for those who have been underserved for centuries describes itself as being sustainable, this can signify a shortcoming of epistemological blindness and approach.

Development's origins in European colonialism were not only connected to actions but to belief: development was a philosophy focused on improving mankind (McMichael, 2017). This improvement of mankind had two options: to plunder or civilize those who were considered to be backward or primitive (McMichael, 2017). Though colonialism and imperialist approaches

came to be frowned on, the underlying value of economic growth and the standard to achieve the Westernized standard of 'developed' continues to force those with less power into situations of exploitation and for nature to be depleted (McMichael, 2017).

Open Systems Theory

Nadler and Tushman's (1980) model can be used to describe the interaction of DC with a restaurant's performance toward achieving its goals. Their model adopts the theory of open systems to describe an organization as a tool for transforming its inputs into outputs (Nadler & Tushman, 1980). By identifying the system's inputs, it's produced outputs, major transformation components, and the manner in which the components interact, the framework provides a means to identify behavior patterns and thus organizational performance:

> The different parts of an organization can fit well together and function effectively, or fit poorly and lead to problems, dysfunctions, or performance below potential. Our *congruence model of organizational behavior* is based on how well components fit together—that is, the congruence among the components; the effectiveness of this model is based on the quality of these "fits" or congruence." (Nadler & Tushman, 1980, p. 39)

Inputs. Inputs are described as "givens" and include the factors outside of the organization which is engaged by the organization to inform its strategy. Inputs include an organization's environment, which for this study would include SDC 2.0 plan and related policies, the state of Washington, DC, and other forces which may speak to the experiences of POC and people of color-owned enterprises in the United States, and the organization's resources, and organization history which are used to inform its strategy to achieve its goals (Nadler & Tushman, 1980). See Figure 2 Key Organizational Inputs (Nadler & Tushman, 1980) for more information.

Outputs. "Outputs are what the organization produces, how it performs, and how effective it is" (Nadler & Tushman, 1980, p. 43). Outputs can be identified at different levels of the organization, for example, the organization's groups, units, or individual members. At the organizational level, factors assessing performance include (1) how well the organization meets its goal(s), (2) how well the organization utilizes its resources, and (3) its capability to adapt (Nadler & Tushman, 1980).

Organization as Transformation Mechanism. Organizations and their components are the means to transform strategy (information and energy) from inputs into outputs (Nadler & Tushman, 1980). Key organizational components include (1) basic work or the 'task' conducted by the organization in light of its strategy, (2) the individuals who perform organizational tasks, (3) formal arrangements which are deliberately developed "to get individuals to perform tasks consistent with organizational strategy," and (4) informal arrangements, which may be implicit and emerge over a period of time (Nadler & Tushman, 1980, p. 44). See Figure 3 Key Organizational Components.

Included as part of the transformation mechanism in the conceptual framework for research question R3, Field's (2004) theory of organizational learning can speak to the different interests with an organization, e.g. the various perspectives in how the restaurant understands and navigates urban sustainable policy, such as the restaurant owner compared to other organizational members of the business (employees). Field's (2004) theory honors the different perspectives and interests of organization members; thus, this theory acknowledges that though organization members may speak to everyone in the organization thinking or behaving a particular way, that there will be different opinions and realities related to a person's interests and status within the organization.

Utilizing this theory, the study would benefit from getting insights from organization members in different roles to gain knowledge of the experiences and understanding of the organization's navigation of sustainable policy and their community programming. The different roles of interest would be that of the restaurant owner or their identified upper management representative, an event or community programming planner, and an individual whose main focus of their job is food service. As part of understanding the organization members, gaining some foundational information from each individual regarding what they believe sustainability means and what community programming occurs at the food service establishment, may inform how they understand and navigate sustainable policy in their work.

By viewing Nadler & Tushman's model for organization analysis (see Figure 4 A Congruence Model for Organization Analysis) and considering the various forces at work which may speak to the experience of POC and people of color-owned owned restaurants in DC, the potential for a different experience to be realized amongst people working in the same organization, I sought to see what the experiences of a restaurant owned by people of color-owned that does community programming in an environment where a dominant governing entity emphasizes sustainable development. To honor Field's theory of organizational learning, I considered the method of the case study. More information on the case study design in Chapter Three: Methodology. In the following sections, I go deeper in describing the content of Nadler & Tushman's model.

Summary of the Literature

If increased urbanization is the answer to reducing the environmental footprint of civilization as described by (Owen, 2009), it is not sustainable, I argue, if it overlooks historical, theories and practices which have contributed to unequal treatment, access, and stability for

those who have historically struggled for basic human rights. Summer warns "how market-driven narratives of unified neighborhood identities work to exclude disempowered voices" (Summer, 2018, p. 24). No doubt, urban planners have to manage competing interests. Though it can be argued that those well-intentioned officials should consider if their approach is equitable if there is a lack of sufficient policy to structure and fund opportunities for DC to be livable for all residents, including those who are more susceptible to experience disparities because of how society treats them due to the color of their skin. This emphasizes the need for city officials and urban (community) development practitioners to consider their philosophical approach to sustainability, including if the economic growth goal can actually support an equitable transformation. This study seeks to answer that question, and the work of this study supported by a public institution that advocates for research and serving can support theory and practice.

It appears that there are POC-owned businesses in the Washington, DC area which are doing the work of community development in Washington, DC and operate in a paradox to succeed in an economic system based on colonialist ideals which may be contributing to the displacement of their business and/or POC in general. The approach to do community development work may be through the use of social capital: engaging a network to preserve culture and seek opportunities for success and livelihood within a capitalistic system. (Keefe, 2009) mentions that power "is diffuse and changing, and the empowerment of one does not necessarily mean the disempowerment of others" (p. 25). This diffuse of power can be seen in the DC environment of people of color business owners, that even though they may participate in the practice of economic development, their programming's purpose may be focused on equity and positive urban transformation.

Limitations of this literature review include lack of access to information that may not be found in literature or online resources, such as real-life informal demonstrations of social capital between people of color business owners in mutual support. In addition, the Community Reinvestment Act data does not include the requirement for banks to report out on small business loans disseminated by race, so it is not clear what the trend has been for lending to black business owners in the DC area since the time redlining was declared illegal (Lee et al., 2019).

The social capital aspect of community capitals may describe the networking and community programming and organizing of people of color-owned restaurants in DC. "Social capital is a key foundation to other forms of capital, such as cultural, environmental, financial, human, physical, and political, because individual actions are limited in solving collective problems (Green & Haines, 2012). Social capital may be organized into two categories: bonding and bridging. Bridging capital brings together people who previously did not know each other with the purpose to create "new social ties to provide new information, access additional social networks, and fill the 'structural holes' in the system of networks in the community (Burt, 1992)" (Green & Haines, 2012, p. 147). Bonding capital brings people together who already know each other with the purpose to strengthen existing relationships (Green & Haines, 2012). This may be further explored through a case study to see the approach of POC-owned food establishments to explore their approach in doing the work of community programming.

In their work of addressing the complexity of cities as social-ecological-technical systems (Webb et al., 2018) presented a co-design and framing process for urban sustainable development that speaks to the worth of case studies to understand experience to inform policy development. This process emphasizes collaboration among the public, private, community sector, and individuals to understand context and goals and to frame and identify priorities (Webb et al.,

2018). Gaps in the literature may be filled by engaging in a case study of POC-owned food service establishment owners and employees of the establishment to collect data on their experiences and understandings on doing community programming and to understand their challenges, opportunities, and successes.

Chapter Three: Methodology

Introduction

For the study's design, I employed mixed methods with a pragmatic approach to inquiry. Online content analysis was used to answer research questions R1 and R2 and a case study with constant comparative analysis was deemed appropriate for research question R3. In this chapter, I will describe my methods for answering the research questions using the design methods I mentioned with associated rationale. For reference, the questions are below:

- R1: What food establishments exist in DC and neighboring urban areas that are owned by people of color and do community programming, are governed by DC sustainability policies?
- R2: How does the community programming of food service establishments owned by people of color reflect or not reflect the sustainability goals of DC?
- R3: What are the lived experiences of an organization governed by DC sustainability policy, that is owned by people of color, and does the work of community programming in DC and neighboring urban areas?

Philosophical Stance

My pragmatic approach to inquiry focuses on research outcomes; it understands reality as being what is practical, useful and will work to identify solutions to a problem (Creswell & Poth, 2018, see more p. 462). A primary sampling method used for this approach is purposeful sampling as the researcher can purposefully inform understanding of the research problem and the phenomena central to the study (Creswell & Poth, 2018). It is common practice for pragmatic researchers to use several data collection methods to answer the research questions, focus on practical research applications, and emphasize conducting research which best

addresses the research problem (Creswell & Poth, 2018); this could include both quantitative and qualitative approaches to data collection (LeCompte & Schensul, 1999). Research tools can reflect " both deductive (objective) evidence and inductive (subjective) evidence" (Creswell & Poth, 2018, p. 102). In the theory, knowledge arises from the active adaptation of the individual to their environment (R. Field, n.d.). This was most definitely my case in the study. There were repeated instances where I had to adjust, consider, confer, and confirm with my committee, and decide what information would be useful to include in the study. This included my recruitment process, adjusting the study when in-person research was no longer deemed safe, and determining what data determines an individual's status as a person of color. The latter refers to the growing number of COVID-19 cases occurring in the Washington, DC area; self-isolation and self-quarantine measures by District and surroundings state governments were in place (*Coronavirus in DC, Coronavirus in Maryland, Coronavirus Virginia | Wusa9.Com*, n.d.).

The adoption of a relativist ontology values the various lived realities (Creswell and Poth, 2018) of participants who are experiencing a common phenomenon; understanding that in each moment, each person brings their unique considerations, emotions, experiences, and perspectives. This relativist ontology reflects Field's (2004) theory of organizational learning of my conceptual framework: I valued the individual views of the research participants' contributes within the unique context of their organization and their interaction with urban sustainable policy and planning within the Washington, DC area. This also recognizes that a universal explanation of all people-of-color food establishments in DC in the results and discussion of findings of this research, online content analysis or otherwise, is inappropriate.

Methods and Study Design

Though research questions R1 and R2 refer to restaurants in DC and surrounding areas, I understood that though a restaurant may exist physically outside of DC, they are affected by sustainability governance when they do business inside of the DC. To frame the data collection, only food service establishments that have at least one physical restaurant location within the boundaries of DC were included in the online content analysis. There were additional criteria specific to each research question which I will mention in the following sections within this chapter.

Method A: Online Content Analysis

Online data as opposed to field exploration was employed to investigate the presence of community programming-providing POC-owned restaurants in Washington, DC, as the study occurred during a historic global public health emergency (*Coronavirus in DC, Coronavirus in Maryland, Coronavirus Virginia | Wusa9.Com*, n.d.). The questions the online content analysis sought to answer include:

- R1: What food establishments exist in DC and neighboring urban areas that are owned by people of color and do community programming, are governed by DC sustainability policies?
- R2: How does the community programming of food service establishments owned by people of color reflect or not reflect the sustainability goals of DC?

To identify what data provided meaning to these questions, I had to determine the criteria to include before collecting data. In the following section, I will describe the criteria I determined for the content analysis.

Propositions. Propositions direct the researcher's attention to where to begin to look for evidence and what should be examined within the study, potentially reflecting theoretical issues (Yin, 2009). How does one determine if a restaurant is people-of-color owned and what is meant by community programming? To identifying people of color owners in this study, I sought data such as language which described the owner as a person of color or an image of the owner as being a person of color, having medium to dark skin (see People of color in Definition of Terms). For example, there might be a description of a restaurant being a black-owned business and the visual of a person of color may show a person as having a hue of skin being darker than a lighter skin color of what is commonly considered as white in the United States. Though names of owners and distinct ethnic themes of restaurants might be assumed as indicators of non-white ownership, I found this to not always be the case.

In considering the community programming of restaurants, there is a search for online content which meets the description of events hosted, perhaps in partnership with other organizations, to engage the public in education, information sharing, and creation of items for their use, which may include community organizing and community development. Community organizing concerns bringing people working together to address "shared problems and to increase peoples' say about decisions that affect their lives" (Rubin & Rubin, 2001, see p. 3). "Community development occurs when people strengthen bonds within their neighborhoods, build social networks, and form their own organizations to provide a long-term capacity for problem solving" (Rubin & Rubin, 2001, p. 3). Evidence of community programming of restaurants was found on their public-facing Facebook posts, dated from January 2019 to April 2020. This gives an idea of what events may occur seasonally and may also account for disruptions that have occurred due to the COVID-19 pandemic.

Data Collection and Analysis. There were various stages of analysis to get from R1 to R2. Quantitative and qualitative content analysis occurred, where descriptive statistics are used to describe the data, such as the number of restaurants doing community programming, and determining whether the community programming reflects or does not reflect SDC 2.0 goals.

This section describes the gathering and selection of online material for inclusion in the various stages of analysis. This includes: (1) identifying lists of people of color-owned restaurants online and verifying if they had locations in DC, (2) searching for information supporting the restaurants are owned by people of color, (3) identifying if those restaurants have community programming, and (4) analyzing that community programming data to see if it reflects of does not reflect the Sustainable DC 2.0 goals. Table 1 Online Content Analysis Steps describes the various levels of inquiry to answer the two research questions. The first and second levels of analysis seek to understand research question R1 and the third through fifth levels of analysis answered R2.

Step 1: Identifying Data Sources of POC-Owned Restaurants. At the first level of analysis, I was concerned with identifying what potential POC owned restaurants exist by identified websites via a Google Search.

Step 2: Confirming Person Of Color Status of the Data Sources. In the second level of analysis, I asked myself, are they indeed POC-owned? At this level, I verified this by searching on the restaurant's website and, if needed, subsequent searches of the restaurant owner's name. I looked for data such as images or words mentioning the owner being other than white and documented this in an Excel workbook.

Step 3: Confirming Community-Programming. To determine community-programming, I searched for mention of community programming events on the restaurant's Facebook Public

Page by scrolling down their page, viewing posts one by one. If there was no mention of community programming on the Page within January 2019 to April 2020, then I marked in the Excel workbook that no community programming occurred. If there was representation of community programming during that timeframe of January 2019 to April 2020, then I highlighted the name of the restaurant in the spreadsheet and then searched for the next restaurant to note that they met the requirements for inclusion in the data study. I also archived the instance of the community programming by downloading it as a PDF or screenshotting it. Even if a business had a location outside of DC, specifically in Maryland and/or Virginia, it was acceptable if the programming occurred outside of the District; however, the business had to have at least one physical location within the District of Columbia.

Step 4 and 5: What is the community programming? At the fourth level of analysis, I asked 'what is the community programming?' To describe their programming as being within or outside of the scope of SDC 2.0, I coded the community programming represented using qualitative data analysis software, Atlas.ti. At the 5th level of analysis, I was concerned with coded them as being within or outside of the scope of the SDC 2.0.

Method B: Case Study

"How" research questions are likely not well-served using a simple survey instrument (Yin, 2009), thus this complex description of people of color-owned owned restaurants doing community programming in DC might be best investigated via a case study, which provides a model to observe temporal operational links and analysis of multiple data sources. The execution of a case study will utilize constant comparative analysis to explain what and how a subset of people-of-color owned food establishments in DC are experiencing urban sustainable policy in their work.

Case studies contain five main components: the study's questions, its propositions (if any), unit(s) of analysis, the logic linking data with propositions; and criteria to interpret findings. As empirical inquiry, the case study is an in-depth investigation of a phenomenon within its real-life context, "especially when the boundaries between phenomenon and context are not clearly evident" (Yin, 2009, p. 18). Yin's rationale for single case studies are to (1) to test a well-formulated theory, (2) represent an extreme or unique case, (3) represent conditions and circumstances of a commonplace situation, (4) explore an opportunity present to observe and analyze phenomena previously not accessible to social science research, and (5) to study a single lapse at more than one point in time (longitudinal) (Yin, 2009). See Table 2 Logic Linking Data to Propositions for additional information.

The unit of analysis defines the boundary of the case (Yin, 2009). The unit of analysis for this study is the restaurant. Items within the restaurant, such as the owner, its employees, its operations, and inner culture are its transformation mechanism as described by Nadler and Tushman's model. The policy and planning related to SDC 2.0 and complementary legislation is its environment, an input of the organization. The reality of DC governance affecting the organization's behavior reflects the theoretical framework, that of open systems theory of organizational behavior (Nadler & Tushman, 1980). This study explores the food establishment's work and the connection to urban sustainable policy and planning as the unit of analysis.

Data collection. This case includes observation of the food establishment's physical site messaging (see Figure 5 Observation Data Sheet – Physical Space Observation), observation of food establishment personnel, and their reaction to consumers/customers, during business hours (see Figure 6 Observation Data Sheet –Staff Participant Observation), interviews and/or focus

groups of select staff, and public online communications of-, and concerned with-, the participating food establishment. Data collection of select staff will be coordinated through the food establishment's owner or upper management. Focus groups are ideal; however, due to constraints of the food establishment, groups of up to four select staff may occur. Familiarity with the SDC 2.0 plan and related District policy and planning informed the creation of data collection instruments.

Once a participant has agreed to participate in the interview or focus group, I sent individual fact sheets of the Sustainable DC 2.0 plan and the food service ware policies document. This provided the participant with some background information on the content described in the session before the interview began. The fact sheets were also presented during data collection for the participant's reference. In addition, during data collection, a pseudonym was created for each participant to aim for confidentiality and a demographic sheet was provided to get some base information. This information will help provide some additional context to analyze the data. See Figure 7 Demographics Sheet – Owner / Upper Management and Figure 8 Demographics Sheet – Staff. See Figure 8 Owner Interview Questions and Figure 9 Staff Interview Questions. Including the various forms of data allows for the complexity of the 'how' nature of research question R3 to be meaningfully explored by triangulating the data.

Identifying and selecting cases and participants. Rossman & Rallis (2003) identify proposals should describe the population of interest and the plan to sample from that population. The population of interest for this study are organizations which fit the basic case criteria: being owned by people of color, have a restaurant which sells food in DC or neighboring areas, has 250 or fewer employees, provides community programming to the public, participate in the food

service ware policies while doing business in DC, and are open for business during the time of the study. See Table 3 Recruitment Selection Criteria.

This study includes businesses which may have locations in neighboring areas of the DC, the Government of the District of Columbia (2018) mentions: “Sustainability is a regional issue—topics such as air and water quality, transportation, and food systems are particularly important to address at the regional level” (p. 7). Policy decisions on food service ware may affect food service establishments who are physically located in a neighboring urban area but may do business within DC, for example via a satellite location, use of a food truck, or delivery service.

Purposeful sampling was employed as there were reasons I would want to select specific food establishments and participants for the study (Rossman & Rallis, 2003). Initial business contacts were determined from my knowledge of organizations which fit qualifying parameters, and also through an online search for relevant potential participants. For each business contacted, they will be asked if the owner or their designated representative (upper management) would be interested in being interviewed for a confidential interview, and if they would be open to having employees interviewed during their work hours. Whether the upper management contact was interested or not, they would be asked if they would like to refer the researcher to another food establishment, which fits the research study’s population criteria, which might be inquired to participate. This ‘chain referral’ or ‘snowball’ sampling method yields a “sample of referrals made among people who share or know of others who possess some characteristics that are of research interest” (Biernacki & Waldorf, 1981, p. 141). From the offering organization, I coordinated with the owner for single interviews with three individuals, as well as a site and participant observation session. The restaurant would need to be in operation during the span of

data collection for this study, so I could observe and interact with organization members in their work environment.

Data Analysis. Constant comparative analysis is "a continuous process of identifying conceptual categories and their properties emerging from data by consistent comparison of the data" (Halaweh, Fiedler, & McRobb, 2008, p. 5). In constant comparative analysis researchers compare data with data, ideally sequentially (Charmaz, 2006). "At first, you compare data with data to find similarities and differences. For example, compare interview statements and incidents within the same interview and compare statements and incidents in different interviews" (Charmaz, 2006, p. 54). The researcher should look for how participants understand their realities before judging their actions and attitudes through the researcher's assumptions, which may be informed by their wealth of knowledge amassed before beginning the study (Charmaz, 2006).

The major phases of coding are initial, focused, and theoretical. Initial coding allows researchers to learn what study participants understand as problematic, which can be treated analytically (Charmaz, 2006). "Initial coding should stick closely to the data," with the researcher aiming to identify actions in each data segment rather than utilizing a priori coding (Charmaz, 2006, p. 47). "This method of coding curbs our tendencies to make conceptual leaps and to adopt extant theories *before* we have done the necessary analytic work" (Charmaz, 2006, p 48). Focused coding uses the most significant and/or frequent initial codes to examine large amounts of data (Charmaz, 2006, see more p. 57). The researcher condenses data, allowing them to make comparisons across observations and interviews (Charmaz, 2006). "Focused coding requires decisions about which initial codes make the most analytic sense to categorize your data incisively and completely" (Charmaz, 2006, p. 57). Focused coding checked my preconceptions;

an event or response may make explicit what was hidden earlier, prompting to study data anew (Charmaz, 2006). Axial coding links subcategories with categories and asks how they are related (Charmaz, 2006). "Axial coding relates categories to subcategories, specifies the properties and dimensions of a category, and reassembles the data you have fractured during initial coding to give coherence to the emerging analysis" (Charmaz, 2006, p. 60). It specifies the dimensions and properties of a category, proving a frame for application. Axial coding is useful to the researcher who prefers working within a frame; but for the preference of flexibility may limit, "depending on your subject matter and ability to tolerate ambiguity" (Charmaz, 2006, p. 61). Theoretical codes "specific possible relationships between categories you have developed in your focused coding" (Charmaz, 2006). Being integrative, they may help share a coherent analytic story if they fit the researcher's data and substantial analysis (Charmaz, 2006). Theoretical codes can help researchers sharpen analysis, though imposing a forced framework should be avoided; researchers should question themselves if the theoretical codes interpret all the data (Charmaz, 2006).

My process of analysis for the interview data included reading through all the interview transcripts. Each individual's transcript was sectioned by organizing sections of text, then using comments to describe each section. I then went back through each quotation and coded the data, based on their descriptive labels (called "comments" in Atlas.ti software) which were sorted based on an a priori code table. This a priori coding served to sort the quotations in a manner informed by the theory, e.g. the theory of organizational behavior codes of 'inputs' and 'outputs' (Nadler & Tushman, 1980). I went back to the data and coded again to answer the research questions, specific to describing the understandings and experiences of the organization members

related to DC policy and planning. I then grouped the codes to derive themes of the study. See Table 4: Data Collection Timeline.

Trustworthiness. Some steps were included in the research design to strive for the trustworthiness of the results, as much of the work is qualitative and depends on language and visual criteria. Lincoln & Guba mention various techniques for the credibility of research, which include intensive and lengthy contact with respondents to identify salience and assess sources of distortion; insistent observation of elements understood to be especially meaningful through extended engagement, triangulation, engaging a professional peer to review the work, analyze instances which are contrary to developing insights; and member checks which request research participants reactions to the researcher's analysis of participant data (p. 77). Case studies rely on converging data in a triangulating fashion from their multiple data sources (Yin, 2009). Triangulation employs various collection procedures, as just one method will be insufficient in response to the research question(s) (Jick, 1979). It increases researcher confidence in results, can create new ways of exploring a problem while balancing traditional data collection methods, and helps reveal a dimension of a phenomenon that may not fit a model or theory (Jick, 1979). Validity for the case study includes triangulation, member checks with participants who participate in interviews and focus groups, and the engagement of the master's thesis committee to review the work.

Limitations

There are limitations to the study which should be considered. Limitations to the study relate to POC- and community programming- identification for the online content analysis, generalizability of the case study, and my status as a POC. The POC limitation refers to identifying owners of restaurants who are POC. Identifying someone as being POC can be

considered as contentious, as my observation of someone being a person of color may be based upon my valuation of a person of color if a clear description of the owner being a POC is not provided.

The results of the case study are not generalizable to POC, one should keep in mind that white-owned establishments are not included in the study. I do not believe the experiences of one organization speaks to all of the experiences of people working at other food establishments meeting the base criteria: they may have different motivations, goals, priorities, resources, organization structure, etc.

Reflexivity

Regarding my characteristics, I am someone who identifies as a black 'non-native' resident of DC; however, I am the child of a DC native (a black man). My lack of historical and cultural experiences in DC may affect my understandings of the case, as well as what I value to be important to include in the study. I may have a diminished understanding of the true significance of DC's urban plan.

As someone who considers their race daily, even more so during a time of social conflict in the United States concerning the Black Lives Matter Movement; there is a likelihood for bias along the lines of race. Also, I have never been a business owner; thus, there is a lack of speaking from experience which may contribute to meaning in the writing of this literature review and my methodology for the study.

Chapter Four: Findings

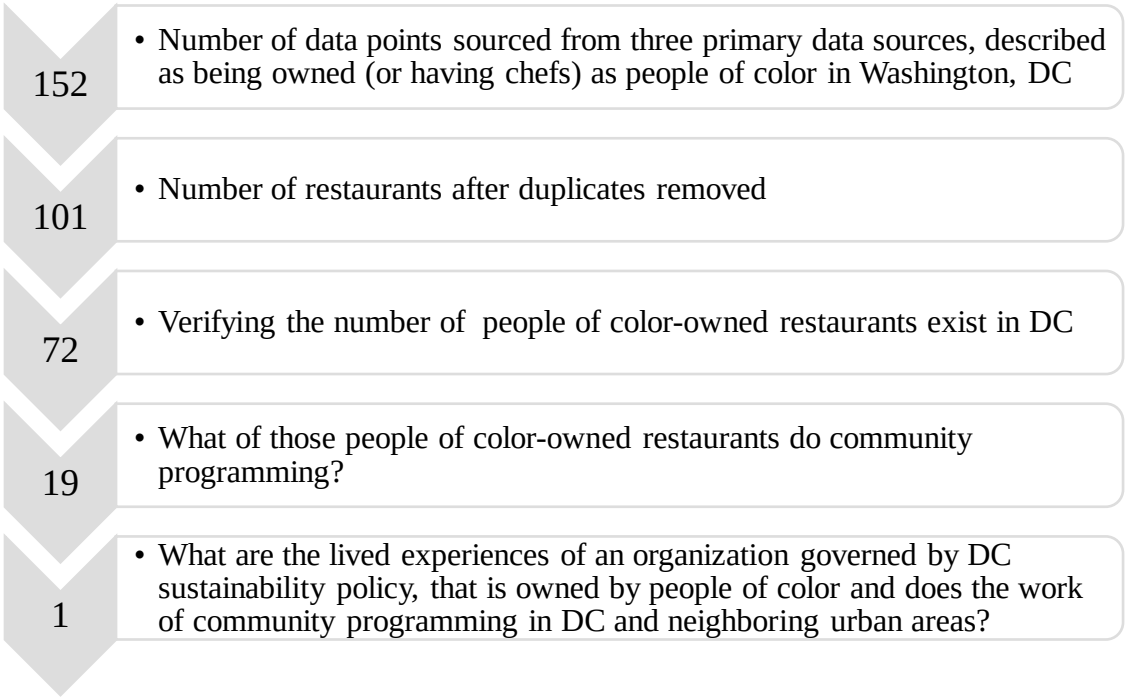
The purpose of the study was to explore the experiences and understandings of restaurants owned by people-of-color who do community programming. To this aim, three main questions guided inquiry to describe a macro- to micro-level understanding of people of color-owned restaurants affected by the District of Columbia's sustainable policy and urban plan:

- R1: What food establishments exist in DC and neighboring urban areas, that are owned by people of color and do community programming, are governed by DC sustainability policies?
- R2: How does the community programming of food service establishments owned by people of color reflect or not reflect the sustainability goals of DC?
- R3: What are the lived experiences of an organization governed by DC sustainability policy, that is owned by people of color, and does the work of community programming in DC and neighboring urban areas?

For research questions R1 and R2, I conducted a systematic analysis of online content to see what POC-owned restaurants exist in DC, which of those do community programming, and finally, how that programming relates to Sustainable DC 2.0. For research question R1, 19 restaurants were found to be people of color-owned and have community programming. Research question R2 describes the 19 restaurants having a range of programming in categories both within and outside of the scope of the Sustainable DC 2.0 plan. For research question R3, themes presented include the significance of people of color-ownership, their descriptions of sustainability successes and challenges, and other notable insights considering development. Figure 11 Number of Restaurants Meeting Criteria describes the number of restaurants meeting analysis criteria undergirding the research questions.

Figure 13

Number of Restaurants Meeting Criteria



Note. The number of restaurants meeting the criteria are based on the methodology for conducting the study.

This chapter reports the results applicable to their corresponding research question. This consists of describing: 1) for research questions R1 and R2, my observations at the various stages of analysis; and 2) for research question R3, the case study restaurant and participants, the community programming they do, and their insights.

R1 Results: Presence of People of Color-owned Restaurants in DC

To research question R1 (What food establishments exist in DC and neighboring urban areas, that are owned by people of color and do community programming, are governed by DC

sustainability policies?), I analyzed online data corresponding to the first three levels of inquiry described in Table 1 Online Content Analysis Steps:

- 1st Level of Analysis: What people of color-owned restaurants exist?
- 2nd Level of Analysis: Are they indeed people of color-owned?
- *3rd Level of Analysis: Are they doing community programming?*

These three questions were explored and answered via a deductive process to identify which restaurants fit the criteria described in Table 2.

1st Level of Analysis: What people of color-owned restaurants exist?

Three websites and their relevant pages were used to source the initial list of restaurants: a Washington.org blog, Yelp results, and 'I Don't Do Clubs' website. I will provide a description of each site and the presentation of the data. The Washington.org blog listing the restaurants for this study is titled, "Black Chefs and Black-Owned Restaurants & Bars in Washington, DC" (*Where to Find Black Chefs and Black-Owned Restaurants & Bars in Washington, DC*, 2019). The Washington.org site describes itself as the official tourism site of Washington, DC (*Homepage*, 2016). Its home page has several pictures of landscapes, buildings, and people both inside and outside; the page states DC as: "your home away from home with free museums and America's front yard. Plan your trip to the nation's capital by checking out all the things to do, places to eat and ways to stay" (*Homepage*, 2016). The main tabs on the homepage are labeled: "Neighborhoods," "Things to Do," "Places to Stay," "Places to Eat," and "Events" (*Homepage*, 2016). The restaurant blog describes DC as having a strong African American history with a "thriving community of Black chefs and Black-owned restaurants and bars" (*Where to Find Black Chefs and Black-Owned Restaurants & Bars in Washington, DC*, 2019). It then lists 22 restaurants, including a profile including a description of the owner or supporting entrepreneur,

chef, and / or brief history; its featured cuisine; and an image of the restaurant's inner or outer space, its food, or the owner (*Where to Find Black Chefs and Black-Owned Restaurants & Bars in Washington, DC*, 2019). Though the blog describes the restaurants as having black chefs or being black-owned, some of the descriptions for the food establishment describe the cuisines and origins of the owners as being outside of the United States. Some of these descriptions include West African cuisine, "macarons, shortbread and eclairs," "Jamaican and Caribbean mainstays," and modern cooking melded with traditional Korean flavors.

The Yelp page had the longest list of restaurants listed. Yelp is a review site, describing itself as connecting "people with great local businesses" (*About Us*, 2004). Though titled "Best Black Owned Restaurant in Washington, DC", its initial generated restaurant list includes sites outside of Washington, DC. Using filter results on the side of the page, I only selected neighborhoods within the District of Columbia. This reduced the number of results pages from ten to three pages: from 281 results to 86. The results showed the name of the restaurant, an image of the restaurant/cuisine/drink, a rating, a description of the cuisine, a portion of a written review, icons about what offerings the restaurant had, the phone number of the restaurant, their address, and their neighborhood.

The last website "I Don't Do Clubs" describes its purpose is "to connect Black professionals who are looking for social experiences outside of the typical nightclub scene" (*About*, 2018). The 'I Don't Do Clubs blog where data was sited, is titled "45 Black-Owned Restaurants and Bars in Washington, DC;" however, it only lists 42 restaurants. Each mentioned restaurant is listed with physical and website addresses.

From these three websites, the number of data points (each listed restaurant page counting as one data point) totaled 151. After removing duplicates of restaurants on the three sites for data consideration, this reduced the number to 101.

- There were 22 restaurants on the Washington.org blog: 9 duplicates were on the Yelp list and 14 were also listed on the I Don't Do Clubs page. This left a difference of 7 restaurants being unique from the other two sites.
- There were 86 restaurants on the Yelp site: 11 duplicates were on the Washington.org list and 13 were also listed on the I Don't Do Clubs page. This left a difference of 70 restaurants unique from the other two sites.
- There were 42 restaurants on the I Don't Do Clubs site: 14 duplicates were on the Washington.org list and 11 were also listed on the I Don't Do Clubs page. This left a difference of 24 restaurants unique from the other two sites.

2nd Level of Analysis: Are they indeed people of color-owned?

The method to respond to the second level of analysis for research question R1 consisted of discovering and comparing data to support that the restaurants sourced from the Washington.org, Yelp, and I Don't Do Clubs are indeed people of color-owned. This method prioritized data from the restaurant's official site. My process of identifying POC-owned establishments prioritized the restaurant's official websites describing the owner as a POC. If that was not present, then I looked for an image of the owner to see if they had POC phenotypical characteristics. If the information was not available on the restaurant's websites, I then searched on additional sites describing or showing the owner as a person of color. If this information was not available, or I was unsure if the owner was a person of color, I omitted the restaurant as fitting criteria for the study.

An example of this process is the soul food restaurant Juice & Nectar (pseudonym used). Upon visiting their website's About Us page, there is a section titled "Meet the Owners." The two individuals displayed both meet the people of color phenotype, most immediately due to their medium skin range color. I was able to readily identify them being POC-owned.

In comparison, Sea Brine (pseudonym used) is another restaurant that appears to have multiple owners: a director of operations, executor and supervisor of quality food production, and manager. By viewing their images on the website, and their skin is relatively lighter compared to others I more clearly identify as having more medium and dark skin, I could not reasonably determine if Sea Brine is owned by people of color. Therefore, I removed the restaurant from fitting the criteria for research question R1.

Some restaurants, like the two previously shared, were easier to identify if they were people of color-owned, but some provided a challenge. One of these was Butter Bee's (pseudonym). The restaurant appeared to provide a type of southern soul food on its website. At the bottom of the webpage, the restaurant described itself as a concept of a private limited company. I then visited the company's website which described Butter Bee's as part of its family of restaurants. I found the CEO's name and a subsequent Google search of that individual revealed someone who did not meet the skin color requirements of being medium or darker on a skin color spectrum. So the restaurant did not meet the criteria to move forward in the study. For research question R1, 72 people of color-owned restaurants were found to have at least one location within Washington, DC's boundaries.

3rd Level of Analysis: Are they doing community programming?

The work of identifying the community programming on restaurant's social media posts involved visiting the restaurant's Facebook Public Page and searching their posts from 2019 to

2020 to see if there were language and images describing relevant events and activities. At times there I paused if an event occurring should be included or not. For example, a happy hour at a restaurant. If there was mention of activities occurring during the event, such as "game night' with individuals playing cards and playing the Twister game, I assumed there would be social activities and opportunities for social bonds to develop, so I included that in my programming

There is a possibility that restaurants owned by POC that do community programming were left out due to them not posting their work on Facebook, or online at all. I assumed if the community programming was posted on their Facebook page that it was actually carried out. Restaurants who did not have community programming included on their Facebook Public Page were not included, neither were restaurants who were listed as being permanently closed. Of the 71 restaurants identified from the 2nd level of analysis: 19 fit the criteria.

R2: Presence of POC-owned Restaurants in DC that do Community Programming

Research question (R2: How does the community programming of food service establishments owned by people of color reflect or not reflect the sustainability goals of DC?) involved carrying out the 3rd through 5th levels of inquiry as described in Table 2 Online Content Analysis Steps:

- 3rd Level of Analysis: Are they doing community programming?
- 4th Level of Analysis: What is the community programming?
- 5th Level of Analysis: How is the community programming related to SDC 2.0?

I will describe the data discovered from these levels of analysis.

4th Level of Analysis: What is the community programming?

Programming found on their 19 restaurants' Facebook posts ranged from being both related and unrelated to goals in Sustainable DC 2.0. Figure 12 Community Programming in

Relation to Sustainable DC 2.0 Categories describes how many restaurants provided programming within a particular category, and also if that programming was within or outside of the urban plan's scope. The events mentioned hereafter were hosted by the restaurants of this study or the restaurant acted as the location for individuals and other groups to lead the programming. Though the information was found on public sites, most of the restaurants were not aware of this, so their information remains unidentified in the description of the programming.

Programming within SDC 2.0 Scope. Categories within the scope of DC's urban plan which most restaurants had events included equity, economy, and food. Equity related events were much focused on addressing deficiencies within the black community, such as holding bake sales against racism, organizing to put on a black bar crawl, hosting a public drumming circle to honor George Floyd, providing food to protestors and marchers in the Black Lives Matter movement, and holding conversations on the balance between self-accountability and the realities of racism. Examples of economic events include activities where black vendors were able to provide a service or product. Some of these events included recurring marketplaces or pop-up shops, book signings, efforts to coordinate to address issues with property taxes of black-owned businesses, business workshops, and meetups focused on small and / or black women-owned business, job fairs, and courses on writing and using Microsoft Office Suite applications. The food programming seemed to be concentrated in the area of food security and providing food demonstrations, such as how to prepare vegan meals, activities specifically for kids, and providing food to protestors and marchers in the District as well as to employees when they were furloughed in the early part of 2019. There was also plenty of overlap when it came to programming. For example, one event was a cannabis industry event where the keynote

speaker's talk was to be on African American representation and social justice. This event overlapped in the equity and economy categories, and since there were food samples provided, also spoke to the food category of the urban plan. See additional examples of the community programming described on the restaurant's Facebook pages in Table 5 Community Programming within SDC 2.0 Scope. The restaurants' programming fit to the urban plan could refer to a general fit of the category's scope, or meeting a specific goal, target, or action within the plan.

Community Programming Outside of SDC 2.0 Scope. Community programming outside of the scope of Sustainable DC 2.0, but could be described by one of the categories of the urban plan, was concentrated in the areas of economy and food. The variety of programming in the various categories are expansive. Examples of economy programming included the organizing of locals to build a credit union; celebrating business ownership and entrepreneurship in DC; donating restaurant profits on specific days to District of Columbia Public School teachers to cover school supplies for students so they do not have to go out of pocket to cover classroom supplies, and hosting job fairs where the only featured employer is the hosting restaurant.

Examples of food programming include a themed dinner with entertainment for seasonal events such as Valentine's Day and the winter holidays. One restaurant had a photo contest where the individual who took the best photo of their food would win a gift card. One restaurant was a stop on the map for a neighborhood art crawl. An annual 'cocoa crawl' paired with a book fair in the Takoma neighborhood, means various hot chocolate treats are provided as participants chat with authors and purchase gifts for the holiday season. Sometimes one portion of an event would fit a category within the scope of the SDC 2.0 plan, but another element of the event would not. For example, one restaurant hosted a fitness workout inside its location, which

support a health goal of the urban plan to provide opportunities to exercise in unexpected places (Sustainable DC, 2018); at the same time, the restaurant would provide free complimentary tastings of its brunch menu to participants.

Community programming outside of categories mentioned in the Sustainable DC 2.0 plan was predominately focused in the arts: such as book signings for writers, providing space for local artists to perform, and hosting recurring open mics or talent showcases. The frequency of this programming was particularly high, which may describe an exceptional interest by the restaurants, and perhaps by their patrons, to engage or witness creative expression. There were several events identified within the category of governance, the effect of United States' presidents on black Americans, the discussion of the 1989 protests of Howard University students against school administration, and facilitated dialogue on if Christianity has enslaved or. Freed the black community. For more information, see Table 6 Community Programming Outside SDC 2.0 Scope.

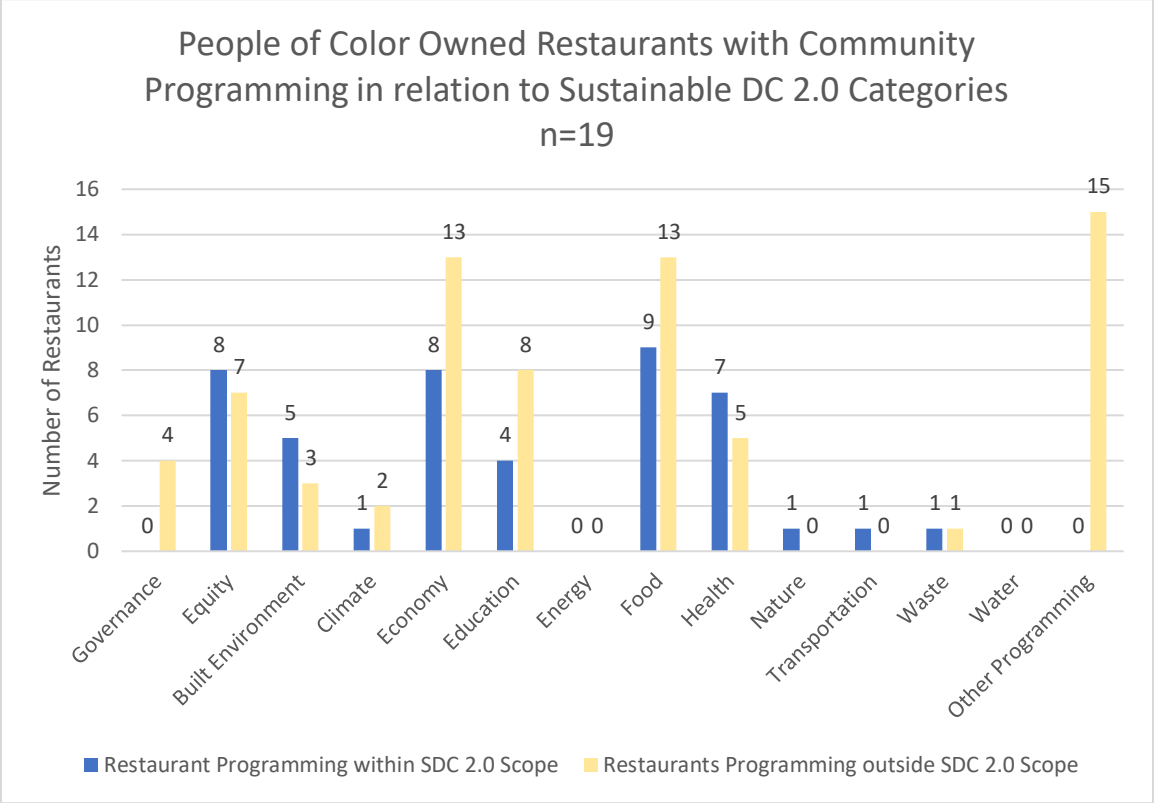
Much of the programming had an emphasis on people of color, especially black individuals. Supporting a pop-up shop hosted by a coffee shop used a hashtag "supportblackownedbusinesses" as well as "#supportsmallbusiness." Another restaurant hosted a wine tasting of black-owned wineries. A third restaurant hosted a poetry reading led by notable black poets. A fourth restaurant held a safe space for black women, inviting medical professionals to talk about the mental health of black women. A fifth restaurant held a mixer event for the public to engage with the Congressional Black Caucus. A sixth restaurant held conversations on the Black Panther Party and conversations on Christian and Muslim religious texts during Black History Month. Another provided an open call to the public to strategize on how to maintain the strength of the 'black book ecosystem.' These are just some of many events

which described concerning black: business, issues, interests, expression, health, history, business, literacy, and community.

It appears that much of the programming provided by people of color owned businesses identified via the methods of this study have a connection to SDC 2.0 goals as described in the urban plan. Even the other events which were not found to be within the scope of the plan can be within the scope of the plan because the analysis of the events was based on what was described on a Facebook post, as I lacked an emic orientation to this portion of the study. Much of the programming has focused on areas of the economy, food, and equity, with most instances of programming being within the 'other programming' category, predominately focused in the arts.

Figure 12

Community Programming concerning Sustainable DC 2.0 Categories



5th Level of Analysis: How is the community programming related to SDC 2.0?

Programming within the SDC 2.0 Scope. Community programming of the 19 restaurants was related to goals in Sustainable DC 2.0 focus areas of the economy, equity, food, health, built environment, education, climate, transportation, waste, governance, nature. Of the various goal areas, there was much variation in the types of programming provided, ranging from children and senior-appropriate safety events to financial seminars and vegan food provided at community health fairs. See Appendix Section B: Community Programming Within SDC 2.0 Scope for example.

Programming Outside SDC 2.0 Scope. What are restaurants doing when not in the scope of SDC 2.0 goals? These same organizations had programming which was outside of the

scope of the Sustainable DC 2.0 plan, though they could be grouped in similar categories including economy, equity, education, health, governance, food, built environment, and climate, and nature. "Other programming examples" was used to code and organize events that did not appear to be related to categories in the Sustainable DC 2.0 plan. See Appendix Section C: Community Programming Outside SDC 2.0 Scope for example.

R3: Experiences of One People of Color-owned Restaurant

Of the 19, restaurants identified in the content analysis, one food establishment's members consented to participate in interviews and observation for the case study. Research question R3 (What are the lived experiences of an organization governed by DC sustainability policy, that is owned by people of color and does the work of community programming in DC and neighboring urban areas?) was investigated via a case study.

Research participants were identified via purposeful sampling and pseudonyms for each person *and* the restaurant was assigned for anonymity. Using the purposeful sampling method, I called a restaurant that has a location in Washington, DC, and was able to connect with the owner. I informed him of the research study's purpose, the criteria, and the requirements to participate, and asked if he was interested. He agreed to participate and shared his email address to retrieve the consent form and additional fact sheets to inform the interview. He also recommended two additional restaurant employees to contact for potential recruitment: both agreed to participate. I visited the restaurant on three separate occasions to collect data. On the first visit, I interviewed the owner. In the second visit, I interviewed the event planner. On the last visit, I interviewed the food service work and observed that person on the job as well as signage within the restaurant.

INDIGESTION OR THRIVING METABOLISM?

PEOPLE OF COLOR-OWNED RESTAURANTS DIGESTING SUSTAINABILITY

Carmen Dasiana Young

Organization members provided their unique insight and experiences related to the food establishments' goals, how it gets work done, and how, if at all, their work and community programming are affected by DC's sustainable policy and planning. I reviewed the data retrieved via interviews and observations then used the process of sectioning the data into quotations in Atlas.ti, adding comments to describe the data. See Figures 5 and 6 for the observation memo format for observing the staff and the site. See Figures 9 and 10 for the interview script for the owner and staff, respectively. I then coded the quotations using an a priori codebook then went back to develop themes by coding again to get the meaning of the quotations, keeping the research question in mind. I was able to sort the data into different components based on Nadler and Tushman's (1980) theory of organizational behavior. I coded again to further describe the manifestation of that component of the open systems theory. The following section describes the case study and the findings from the data.

Nadler and Tushman's (1980) theory describes organizations using their resources, history, and environment to inform their strategy towards goal achievement. Key points of the interviews were to identify the goals of the restaurant and its community programming, and how they strategize to achieve their goals. By identifying their strategy, I would then be able to identify their inputs to their strategy; the inputs include the history (experiences), resources, and environment (policy and planning).

Description of the Case

Island Kitchen (pseudonym) is a restaurant that has been in operation since 1995 (25 years at the time of the study. The restaurant has a total of 30 employees and a total of 36 working at all the restaurant locations. Chad (pseudonym) is the owner of the restaurant who had been with the restaurant since its inception; Rose (pseudonym) is an event planner of community programming and has worked at Island Kitchen for 2 and a half years; and Alex's (pseudonym) main role is to prepare, cater, and serve takeout food to customers, working at the restaurant for 4.5 years. Alex was the only participant who agreed to be observed while working. Pseudonyms are provided to provide anonymity to the responses of the individuals and the restaurant.

Restaurant Ambiance: Black-centric and Emphasis on Community Programming

The thematic analysis of the site observation notes inside of the restaurants relates to themes of blackness and outreach for community programming. Comments used to describe my handwritten field note describe artwork along the walls of people of color. A sign describes Island Kitchen as proudly banking with a black-owned and community stakeholder bank. There was also signage of a "Black Wall Street" pop-up shopping event. A poster on the wall features a free cooking demonstration that attendees and their families will enjoy. My field note mentions again the artwork in the restaurant, resembling a layout like a gallery of black art.

Island Kitchen's Goals and Motivation of the Case

The goals of Island Kitchen varied depending on the participant I was talking with, though all the participants describing an understanding of community or family in the approach to doing not only the work but the programming that is provided. There is a particular focus on helping the underserved in their local community, clarifying that their community and target

population is people of color. The motivation for starting the business in the first place was to motivate, educate, and defend people of color who experience challenges and disparities along the lines of health and wealth. Chad, the restaurant owner, described the goals of the restaurant and its community programming:

> The goals would be to provide healthy nutrition for an underserved and disserved community. And the goals as it relates to my programming, events and activities at the restaurant, restaurants, are always geared towards education and empowerment, upliftment at some level. – Chad, restaurant owner

The restaurant's event planner, Rose, used similar language is her interview:

> …Everything that we do here is about educating and elevating our people. – Rose, event planner

Though the Island Kitchen's prioritization is on local POC, Chad described that all people are considered in the restaurants' community programming and that DC's urban plan reflects the restaurant's philosophy:

> This [my community programming work] is about a fight to support a community and supporting a community is not just about giving them healthy food, but there's so much more. And um, this whole environmentally friendly campaign is a part of that, you know. Your environment says a lot about yourself and your environment contributes a lot to who you are, and how you are, and what you're willing to, uh, allow and what you consider to be acceptable. So, um, yeah, I think it's a, I think, uh, yeah, I think that's, I think that relationship is significant. Our relationship with this whole new campaign of greening the earth is consistent with the philosophy of the business and the philosophy of the businesses is again, to serve the underserved and disserved, those that don't have a

> voice. And at some level that is, that speaks to the animals that are not having to be slaughtered so that people can eat. But that also speaks to an environment that doesn't have to get mowed down so that there can be more, um, more land, established for grazing of cattle or whatever else, all those other things that are negatively impacted by that environment. So when you bring it home, it's just a continuation of a, of an agenda that we have. And, and again, being that fighter, I'm fighting for the life and the quality of life of this concentration of people, but ultimately all people. – Chad, owner

Sustainability Requires Action Executed in Time

Sustainability is understood as a status achieved in the future or over time. When asked what sustainability means to them, Alex responded:

> It's definitely important in our business. Um, just from a standpoint that if we're able to, to use more sustainable, sustainable container or plastic ware maybe that will help us in the long term conserve, whether it be financial but also make people more aware of the importance of, of conserving the, to help whatever is needed to sustain our planet. -Alex, food service worker

This common concept of sustainability emphasizes the value of seemingly small decisions made in the present having significant effects over time:

> Future. without sustainability, there is no future… we should do our best now to make decisions that will affect us positively versus being careless as I know we all are. The majority of us are – Rose, event planner

Chad discusses sustainability when sharing the reaction of community members when they see him, a 'melanated' man, as the owner of the restaurant:

> And you know, and that um, and I think that does something for a child, or for an adult. Or, or, for all of us. We get a chance to see wow, you know, this is uh, this is a person who not only had an idea, but he took his idea, and he put energy and effort behind it. And turned it into something, that could, that, developed its own way of sustaining itself, and, and growing. And, um, ya know to be out here for twenty five years, and fought off, all of the various things that do come at a regular business, and i-, I think even more so or magnified, that come at me. For me being who I am and how I am. – Chad, owner

In summary, sustainability for Island Kitchen organization members is a desirable status that is achieved as a function of both action and time. This work of achieving sustainability may be conceptualized using specific examples, such as reducing waste or adopting a fighter's stance in making a person of color owned business succeed, or it may be understood as applying considerable value to seemingly small decisions made at moments in time.

Island Kitchen's Lack of Participating in the Sustainable DC 2.0 Meetings

A common theme amongst participants was the varying lack of participation in the public meetings which led up to the creation of the Sustainability DC 2.0 plan. I asked Alex and Rose why they did not participate in the meetings:

> I wasn't aware of it. I'm honestly not, um, I guess, well-versed in sustainability and it was something that, like I said before, I think is very important and if people don't bring it to the awareness of people who aren't aware, then uh, you know, it makes it more challenging. So I, I didn't know that it existed and, you know, it's not necessarily on my radar to look for such events. – Rose, event planner

> I just, I guess I didn't know about them. – Alex, food service worker

Chad, the owner, had a particularly interesting response. He did go to the SDC 2.0 meetings, but it wasn't to contribute, it was to be informed:

> Chad: I wasn't, I wasn't outspoken. I was moreso observing, in order that I would be able to prepare myself and our business for what was coming.

Strategy of Doing Community Programming

The evidence of the restaurant's community programming is made evident through the organization's various events from their presentations, cooking demonstrations and nutrition classes, seminars, and question and answer events regarding how to build wealth and qualify- and the process of purchasing- real estate, and hosting movement activities such as exercise and dance for participants:

> Some of the Mommy and Me play classes that are, they're kind of local in the area…we kind of do a Afrocentric theme, but they're singing and dancing and doing what they can at six and you know, or 18 months old, which is super cute…They're babies and just to see them smile is really the, the benefit of it.
>
> Mommy and Me classes are pretty much designed because uh little ones, they will, they're not going to sit in a circle and clap and do what you want them to do. They do what they want to do. So the mommy part of it is the mommy kind of helps them do whatever it is. So if it's a Mommy and Me art class, then mommy sits with the toddler and helps them do whatever the assignment is. So can you dance, it can be whatever. You know what- Mommy and Me is basically meaning the parent is participating in the class with the child.

In the following sections, I will provide some of the insights into who they do that community programming.

Role of relationships in strategy. The restaurant acts as a sort of hub where there are education and a recurring market feature black-owned businesses. These events rely on engaging other people to execute the intent of the business's programming. Subject matter experts are ideal for Island Kitchen to engage in their educational events:

> Some expert in some field: be it economics, health and nutrition, uh history and culture, um, entertainment even, relationships. Uh, if I didn't say it, finances. You know, all of those things we're working to bring that information, and 'cause we realize that we're deficient as a community of people. – Chad, restaurant owner

> We have speakers come in, so we have lectures. Nowadays we have them pretty much every weekend. So every Saturday we bring someone in who is an expert in their field. – Rose, event planner

When it comes to participating in events outside of Island Kitchen, there is a common practice where Island Kitchen is invited by outside groups to participate. In the case of participating in festivals and other events specific to Island Kitchen's cuisine, Alex shares the process in the process of preparing for engagement:

> Initially, someone reaches out to us and they ask if we want to participate. And then once we get the 'okay' then we put together what food that we're going to need and what staffing we'll need, how many people we'll need to work the event. And yea once that's together it's just a matter of having enough of everything on the food end. Cause sometimes we don't know what crowd we're gonna expect. So it's just communicating on that level, on the day of the event.

Island Kitchen's model to fund its community programing is, at least in part, dependent on its business success. To secure resources for programming, including planning, outreach, and

funding experts, Island Kitchen must engage those who can purchase food and products sold at the establishment.

> Ya know, in order for us to pay the bills, obviously we need people with money. So, by default we are advertising to a population of people who are gonna help us pay our bills, which are, a lot. But we do make it clear that our original aim, goal, and purpose was to educate and empower the people who had no voice and the people who were not being reached. The people who were very...easily, and–without, you know, a whole lot of fanfare–being left behind. So, we do that and I, I think that in doing that there are people who can relate to that story, because either that is them, that was them, or they know somebody. And they're like 'yea, ya know, I can relate to that.' – Chad, owner

Strategy to Do Community Programing

It appears that DC sustainability and policy have a complex relationship related to the restaurant's efforts to meet its organizational goals. Though there may not be direct impacts on the establishment's community programming, there can be impacts on the establishment's bottom line, e.g. costs of food service items and affects to customer experience, which may affect funding available for programming. In the description of some food security programming the owner desires to expand on, he describes the transient nature of how the programming is funded:

> To, to identify a budget, you know, um, I don't, I don't segregate or separate the business that way, but absolutely. If we had more money, we could do that every week. You know, we could take a day out of the week and bring some volunteers in and take the truck out and distribute the good food and the good information and um, probably get others to assist us and making people know that you're not just subject to the, to, to what your medical doctor or clinician or whoever it is that you're talking to is telling you: you need

> to do in order to overcome what you need to do in order to overcome your health challenges. One, that one, the first thing is to educate them to understand that they can overcome and then that they can go about doing these, you know, taking these steps to provide proper nutrition so that they can get there. So yeah, if we had more resources, we could touch more people and make a difference in more people's lives, but I don't know what that would specifically look like. – Chad, owner

Policy Challenges: Confusion, Stiffness, and Attitudes

In discussing DC policy and planning with food establishment members, there appeared challenges experienced in doing business. These are described in the following subthemes: understanding requirements, the adjustment to comply due to organization capacity and configuration, and the flexibility of both customers and existing staff to adapt to change.

Understanding Requirements. Though DC sustainable policy and planning and the restaurant's organization members have mutual goals, there are several issues related to the administration of the policy itself. One of those issues is understanding the language of the policy:

> all that technical government talk. You know, at the end of the day you just want to know: this is what I got to do. This is what it's going to cost me to do it. – Chad, owner

Flexibility to Comply. Business size affects how well the restaurant can comply with policy. There were recommendations on what could be done to support smaller business, such as provide education and extend the time to comply with changes which affect costs and supply, of which the establishment owner describes small restaurants may consider risky options to manage costs.

> All of a sudden now everybody shows up at a meeting and says, we're going to vote out this thing that everybody agrees is bad. But if, if you know, the mom and pop shop down the street doesn't have the capacity to do that, what happens to them? They got the choice: I'm gonna either keep buying Styrofoam™, which is cheaper than everything else or- and risk being fined, jail, or whatever else they got going on with that – or I'm going to now pass this cost on to my customers who are not going to accept it very well. – Chad, owner

The Zero Waste Omnibus Amendment Act of 2019, still a bill at the time of this writing would require only reusable food service ware be allowable for dine-in use; disposable ware could only be provided upon customer request (*B23-0506 - Zero Waste Omnibus Amendment Act of 2019*, 2019). The ZWOA includes a grant system to food establishments to cover costs such as dishwashing capacity or reusable food service ware (*B23-0506 - Zero Waste Omnibus Amendment Act of 2019*, 2019); however, small establishments may experience capacity challenges to apply and retrieve support:

> And the grants can't be this hurdle. Cause again, I'm the guy cooking, I'm the guy cleaning, I'm the guy saying hi to the customers. I'm the guy that turns the open sign on. And turns the closed sign on at night. And I'm the guy that does the delivery at four o'clock in the morning, I gotta go down to the open market or whatever market and get whatever. I got to get what we've got to prepare for that day. I'd take a snooze every once in a while, in the office. I'm not going to be aware of that stuff. And then now that I'm aware of it, I'm not even gonna know, okay you're giving me this 25-page grant application. It's not going to happen. It's not going to happen. So you know, yeah I'm

> eligible to receive $50,000 but who am I going to pay to do this? Cause I can't afford to pay anybody. – Chad, owner

In the mention of the Zero Waste Omnibus Amendment Act, there would be changes to what and how food scraps are disposed of. This particular policy, if enacted, brings up questions as to training staff and affects to workload:

> I think with any establishment that has, you know, young staffers just giving them more tasks to do, you know, initially, I'm sure it'll be a tussle. – Rose, event planner
>
> I guess that's an, especially for us, a lot of times it's when we're busy and we're trying to keep costs down, it's kind of hard to outsource employees to do something outside of what they are already or are supposed to do. And so that could, that could increase what we're, to, to find employees to solely make sure that's done. Um, that [would] be another cost that we would have to worry about. But I wouldn't know until it was something that we started. And then, cause a lot of times you don't know what problems would come up because they're unexpected or until you've actually implemented the process. – Alex, food staff
>
> I think with any establishment that has, you know, young staffers just giving them more tasks to do, you know, initially I'm sure it'll be a, uh, uh, a tussle. – Rose, event planner

Policy compliance affects the food establishment customer's experience. Food service ware policies can have other indirect impacts, such as the hospitality experience of customers. Food establishment members describe being confronted by customers who are unaware of changing regulations, such as DC's straw ban:

> So when they come in and the, the regular cashier says, we don't have straws. They're like, 'well, why wouldn't you have straws? You know, that I might need a straw. You're a

> business, you need to provide a straw.' It just makes us look bad, you know, because again, they're not, they don't have that education, you know, that that transfer of, you know, uh, regulations to, to customer, you know, it's not that smooth. So, um, you know, again, I think it just makes us, uh, it puts us in a position to not provide our customers with things that they find comfort in while they're dining. – Rose, event planner

In summary, policy and planning provide challenges within the restaurant related to understanding the policy, being able to comply with requirements, and dealing with disgruntled customers.

Policy Success and Opportunities: Enlightenment and Education

Though the DC Policy in programming comes with many challenges, there are also opportunities identified by organization members for DC government to explore and also opportunities for Island Kitchen to embark on. In contrast to the earlier instance of a customer being upset because of the lack of a plastic straw being offered, there are times when policy aligns with the restaurant's goals:

> When we do our community work here at the restaurant, I'm with the understanding of my relationship with the planet. So I, I think it, it assists us. Our alignment with it is, is indicative of, of a business that sees beyond the immediate, you know, 'let's just make some money and feed some people, feed some people, make some money'. But let's, um, let's again, let's make tomorrow better– Chad, owner

This shows how policy and planning labeled as being 'sustainable' can be looked at favorably. In response to Rose's comment about a customer's discomfort due to the straw ban, she describes how the organization responds:

> We have to give them that background, so they understand that we're not just being negligent or inconsiderate. So we have to because it's not necessarily our choice, but you know, that opens up the floor to have that conversation about the environment and sustainability. – Rose, event planner

Rose's responses show that within the tension of working with customers and the public through changes enacted by sustainability policies, it provides an opportunity to have that opportunity to engage in conversation and have a teaching moment. As elevation and uplift is part of the organization's goal, it seems that challenges presented in the daily work of the business (serving food) are addressed by the community programming philosophy Rose employs.

Alex's understanding of the policies is understood to contribute to sustainability, which she supports:

> But in terms of how I think about it, in reference to longevity um, you know, every little, every little bit helps, you know, and whatever we can do in our small circle or in our small business to contribute to the national effort to change things. It's just as important – Alex, food service work

It appears that Island Kitchen participants are overall supportive of the philosophy behind the sustainable plan as it contributes to goals as individually described by each person.

Significance of People of Color Ownership – Contested Development

A particular point of emphasis to include in the findings of the research refers to McMichael's contested development. When questioning Chad about the food service ware policies and his understanding of the Sustainable DC 2.0 plan, he had a rather poignant response:

> Chad: You know, when you found me on the West coast of Africa, you didn't find me with a straw, you didn't find me with a plastic bag. You didn't find me with stirrers, you didn't find me with all of the problems that we now have as a result of being civilized. And it's very interesting how many of my, uh, life- elements, so many of the elements of my lifestyle. And my culture of 500 years ago, 400 years ago, is now being reintroduced to me as this new thing and this better thing. We're moving forward as a people. Well, I think we knew this as a culture. We knew this as a people that, you know, this is where we needed to exist. We needed to exist in a world that, that, that supported its own life and would not be a detriment to its own life. So, um, I'm very much so in support of us going back to, uh, although it would never be identified as such, but our indigenous, our indigenous roots of having a regard for humanity, our fellow earthlings and the earth itself. So I'm on board with, uh, the changes that are being made.

When questioned on if and how his "melanated" identity informs his community work, Chad discussed the drive to defend his community against an unidentified foe:

> I believe in my heart of hearts that I do what I do because I saw that there was a population of people that were being unfairly untreated based on, be it demographics, or ethnicity, or segregation or, ya know, uh racism, and I just didn't think that that was fair. And I think that these, this population of people have a, a significant, um, a significant resource that they bring to this, the playing field called life on this planet, and I thought that it was unfair that they would be treated that way. And uh, so um, I, I, I'm sure I relate more so to those folk. I grew up in Southeast Washington, DC, born and raised. So I can relate to them, first. But then I could already see how we, at that time, but still are probably, even more so, are under attack. And being under attack, you know, it's one: I

> want to defend myself. I want to defend my community. I want to defend my children, my family. And I saw that it was going to take more than just me, kinda taking my children out of the inner city and, and isolating and insulating them. But, I needed to make a difference beyond the bounds of my own household. And um, realizing that these were the people that I related, related to, tsk and who related best to me, it uh, it became a fit for my efforts, uh to be focused on whatever I could do, to help them get it

It appears that particularly for Island Kitchen there is some significance to the owner being a POC of color and the approach to community programming. The extensive artwork collection which portrays people of color, the signage which mentions black-owned financial institutions, the description to support and elevate people of color, and the direct response of West African indigenous roots described as being a way forward to improve civilization: these themes support McMichael's contested development and sustainability transformation as they confront what 'sustainable' is. Though Island Kitchen staff describe being supportive of the Sustainable DC 2.0 plan, there is potential for their approach to social transformation to be a specialized and niche approach to improve conditions for present and future generations.

Case Study Summary

Results from the case study are not generalizable to the population of people of color-owned restaurants described in this study. From the case study, it was shown that participating members of the restaurant understand DC sustainable policy and planning as affecting more of the business operations than their community-focused programming. Though they see sustainable policy and planning and its challenging effects to be inevitable; they are not likely to engage, as far as actively participate in the design or challenge potential policy and planning, even when they are afforded the opportunity. It appears that for two of the participants in the

study, they were not aware that the community development meetings which informed SDC 2.0 even existed. As far as the DC Food Policy Council's recommendation to support small producers who are minorities in DC, additional marketing did not appear to be an expressed need or point of excitement to the individuals in the case study.

DC sustainable policy and planning have effects, varying on a spectrum from direct to indirect, on the goals of the food service establishment engaged in the case study. The requirements to comply with policy may place the organization in the position to educate the public on sustainable practices as they transition to using different materials to serve food, which might a mutual interest related to the food establishment's goal of educating and uplifting their target population. There is potential for tension, especially considering future policies, as orienting the POC-owned restaurant in a position to 'educate' a customer disgruntled with policy puts them in direct conflict with their bottom line. If a person is frustrated with their experience at a business, it is not unreasonable to consider this may inform decision making if they are to engage in the future with the restaurant as a customer. When organization members find themselves engaging with customers and community members who are not aware of policy that affects the way that the food establishment does business, they play a role in educating those individuals on the policy and their requirements in participating in the mandated sustainability practices.

Themes of the research study demonstrated that urban policy goes beyond changing just the operations of the restaurant, it can also result in sparking tensions between business employees and the consumer. For example, Rose mentioned a customer who was upset when there was not a straw available for use at the restaurant. Taylor (2017) describes how plastic straw bans regulate people's behavior and limits customer choices. Governments "enact policies

to incentivize consumers away from behaviors with negative externalities, at the expense of consumer convenience" (Taylor, 2017, p. 1). Ratifying environmental policies to reduce waste demonstrates that when the environment and consumer choice conflict, policymakers may value the environment over consumer convenience (Taylor, 2017). Though research participant Rose described the interaction with the customer at the restaurant as a teaching moment to the consumer, it is also an example of a possible negative effect on business. Learning more about the types of effects that sustainable policy or, more specifically, environmental policies have on people of color-owned businesses in DC, would be beneficial to understand the interaction with Sustainable DC 2.0 equity goals.

Chapter Five: Discussion

The purpose of this study was to explore the existence and experiences of restaurants owned by people-of-color who do community programming and are governed by the District of Columbia's sustainability policy and urban plan. Creswell & Poth, (2018) describe the purpose statement may act as a 'road map,' setting forth the main intent of the study. In this section, I will discuss further my understanding of the findings by the research question and then provide some recommendations for future research and practice.

R1 Discussion

Research question R1's first level of inquiry was concerned with seeing what people of color owned business. But what might be revealed by considering the restaurant's that do not meet the criteria? Butter Bee's (the restaurant example provided in Chapter Four: Findings regarding research question R1) included a description of their cuisine as being the result of a 'rich diverse history'. Some investigation deeper into the history and geography of the cuisine revealed a history of exploitation and development at the expense of people of color.

Butter Bee's says that the result of the multicultural efforts of the Barbadian planters; Africans, including those from West Africa; Native Americans, including the Powhatan Indians; the French Huguenots, and the Sephardic Jews from Portugal and Spain is that 'you can now experience the history-rich and diverse cuisine at Butter Bee's.' The 17th Barbadian settlers of the Low Country area were connected to the British colonial system and were essentially slavers. The West Africans who 'brought with them' their knowledge of particular foods, were forced to be there and work: they were enslaved. Butter Bee's is a puzzling entity, as its website shows a person of color playing a brass instrument, posts art of people of color, and has recurring jazz music events (which originated from Black culture); however, in their discussion of the origins

of the cuisine at their website; they overlook a particularly dark and inhumane period of Black / African history occurring during the origins of the cuisine they feature: slavery.

Debe and Menard (2011) describe the process of the 17th century intercolonial migration from Barbados: the Barbadian (British colonial) settlers brought to the Low Country area their ideas and institutions developed on the island, such as the preference to source labor from enslaved African peoples over that of British indentured servants. British colonialists in Barbados migrated to colonize the Low Country:

> By exploiting the agricultural skills of their West African-born slaves (Carney 2001), British colonists found that the Lowcountry environment "was tailor-made for the production of paddy rice" (Coclanis, 1985:252). This industry became the dominant sector of the economy by the second decade of the eighteenth century. (Ryden & Menard, 2005, p. 604)

This transition addressed the growing demand for labor and was cheaper than the cost to keep indentured servants (Debe and Menard, 2011, see more pp. 132-133). This theme of the need for more labor to aid development and lowering labor costs appears to be reflective of the Development Project as described by McMichael (2017). Large numbers of Barbadians, representing the British colonial system, created legal and institutional structures to guarantee property rights to enslaved peoples (Debe and Menard, 2011). Ryden and Menard (2005) go on to describe a large amount of land worked on by enslaved peoples in the Lowcountry as compared to other communities which depended on slavery for development:

> The most cost-effective rice plantations tended to be geographically large. Philip Morgan has highlighted the expansiveness of the typical Low-country estate as compared to other North American slave communities in the colonial period. He explains that a slave was

> expected to work between three to five acres of rice land. Because most estates tended to hold between 30 and 40 slaves, Lowcountry farms encompassed between 100 and 200 acres devoted to rice planting alone. This demand for large swaths of swampland produced median estimates of plantation size of between 200 and 900 acres (P. Morgan 1998:4). The land deeds reflect the fact that South Carolina's settlers had a large appetite for land. (Debe and Menard, 2011)

Sirmans (1962) article on the legal status of the enslaved peoples in South Carolina during the 1670-1740 time period describes how South Carolina as a colony was settled by Barbadians who likely brought their concept of enslaved people as freehold property (their labor was owned, not their entire bodies) with them. I deliberately use the term "enslaved people" as opposed to the term "slaves" used by Sirman, to emphasize these individuals were indeed human and had worth beyond their labor, even if they may not have been treated as such.

I expect there is a balance between talking about the history of the cuisine presented at one's restaurant without omitting considerable portions of the study which could enrich the dining experience even more. This work of Butter Bee's branding, to embed itself (online at least) with the portrayal of black people, black music, and the cuisine originating from the deliberate dehumanization of groups of people of color, while operating in a city which was until recently as Chocolate City, likely resulted in it being wrongly assumed, by the Yelp site moderator or algorithm, to be owned by a person of color. As this restaurant's data did not meet the criteria of POC-ownership I have not investigated to see if they do community programming, and if so, what that programming is.

R2 Discussion: Other Programming

Inquiry through the online environment provided an opportunity to consider the programming and the establishment from the purposively constructed image the restaurant wants to portray. This information was identified on their Facebook site, could potentially be posted in other location where my methods did not explore, such as Instagram, Facebook, or even physical fliers that might hang up inside of the restaurant's physical location.

The online content analysis revealed a scope of programming across several sections within the SDC 2.0 programming. Figure 12 Community Programming in Relation to Sustainable DC 2.0 Categories indicates programming presented by businesses on their social media may not be related to SDC 2.0 categories. Some of this programming came in the form of commemoration for people who passed away, but much of it was focused on the arts: spoken word, vision board creation, candle making, jewelry, and other hands-on crafts, and open mics and talent showcases. There was also programming of recuring 'straight pride' which appeared to champion relationships between heterosexual black people. Recurring community programming such as this may demonstrate a sustained interest by community members and the business hosting to have an idea of acceptable social relationship which is not open to goals within the Sustainable DC 2.0 plan. The community programming of food establishments related to Sustainable DC 2.0 goals might suggest the restaurant's organization members have similar values within particular categories to support the urban plan.

R3 Discussion: Power, Governance, and Contested Development

The significance of the study can be found in the shared experiences of organization members of one POC-owned restaurant who share their insights, concerns, and recommendations related to the urban plan as well as what they consider sustainability to be.

One possible vital revelation is the lack of power, real or perceived, engaged by participants of the restaurant in regard to DC government. Two of the individuals stated they did not participate in the community meetings (being held in DC which informed the creation of the urban plan) because they were not aware of them. In addition, the fact that the owner attended the meetings, but provided no contribution to the creation of the plan might be a significant concern. On the other hand, this lack of active participation could represent a low valuation of the urban plan or a manifestation of honoring priorities identified by the owner. This may be a concern as the participatory model to engage the public in the development of policy and planning was not exploited by a person who fits the criteria of the group the urban plan ultimately realized it wanted to prioritize in supporting. This concern may be more for those who are looking to do participatory still sustainability planning in the urban field. This may be a naïve concern, as Chad, the restaurant owner, described that he went to the meetings to prepare his business for what was coming. This leaves a trail of potential questions: What does it mean if a city holds a community meeting, but community members representing some of its most vulnerable do not speak up or even comes to participate because they were not aware of the meetings? What might that say about the quality of information DC government received in the creation of its plan? What does it mean if community members go to participatory meetings and don't participate, especially when the outcome could affect their finances (as a business owner)? What might that say about the impression that the POC restaurant owner has about DC's

approach or value system? How is it that DC government engaged thousands and thousands of residents, but there were still individuals who are directly affected by its plan and its ideas for future plans, that organization members were not aware of those meetings? Is that due to the configuration of the restaurant?

This insight raised so many questions, but the decisions made by the owner, Chad, might be explained by the theory of contested development, which Chad spoke to. Chad emphasized repeatedly the benefits of the urban plan as the 'greening' aspect of it reflected the philosophy of Island Kitchen. In addition, his comment about West African culture seeming to be uncivilized, and now decisions being made now are evolving back to older cultural practices, might be reflective of Chad's understanding that in some areas the restaurant is ahead of the curve and just needs to be informed. This may speak to the Development Paradox (Michael, 2017): the contradiction of economic growth being a burden to locals (as described by Alex) and the Island Kitchen when trying to determine how to comply with food service ware policies and the urban plan goals which support education and uplift philosophy of the food service establishment.

Recommendations for Future Research Methodology

As the Government of the District of Columbia looks to embed equitable social development in its work to make DC the "healthiest, greenest, most livable city for all District residents" (Sustainable DC, 2018) there are aspects of social, political, and economic conditions within DC which provide challenges for POC and people of color-owned restaurants to remain. I provide some recommendations for future research and practice regarding people of color-owned restaurants who do community programming.

Online Content Analysis Methodology

In the process of collecting data for the online content analysis, there were some methodological decisions which affected which restaurants on the websites were included and which were not. Including this information helps to provide some background that can inform future research related to the purpose of this study. This includes the words chosen to use to search for data of interest to the study, the choices made to determine if someone is a person of color or not, as well as the status of some restaurants being listed as permanently closed

Keyword search and terminology. The term people of color can go beyond someone's race but also be determined based on demographics such as gender. Some care should be taken in choosing words to search for online data, as this determines the search results, and thus the data collected, its analysis, and the resulting findings of the study. When searching for initial data via the Google search engine using keywords "dc people of color owned restaurants", the top popular results were "Where to Find Black Chefs and Black-owned Restaurants & Bars in Washington, DC" (*Where to Find Black Chefs and Black-Owned Restaurants & Bars in Washington, DC*, 2019) and Yelp site s "Best Black Owned Restaurant in Washington, DC" (*Top 10 Best Black Owned Restaurant in Washington, DC - Updated COVID-19 Hours & Services - Last Updated*, n.d.). What is interesting to note, is that though the search was not specific to race, the top two results were focused not just on race, but more specifically those which are Black owned.

Determining People of Color Status of Owners. As someone who considers herself as a person of color, I recognize that identifying someone's status as a person of color, without their input can be problematic. Issues of race and person of color status are fraught and messy, so for this study, I set particular markers to determine the person-of-color status of restaurant owners in

this study. In the aim of determining an owner's status of a person of color, it would not be appropriate to determine the race of the owner based on their name or the cuisine they provide. I have my own personal experiences of having my race and ethnicity mis-identified based on my first name and the sound of my last name. Also, going to these sites, it seems that the understanding of black-owned by two of the websites which were sourced included restaurants whose owners did not themselves as being black. There could be various reasons for this discrepancy, such as a change in ownership, but may also be due to the error(s) by the creators of the webpage. Just because someone perceives someone to be black or a person of color does not mean the individual will self-identify as such, and that matters. Further exploration into the literature on race and person of color identification, and perhaps self-identification in the United States, could justify future decisions made in determining POC status via online data collection in similar research.

Impacts of COVID-19 on Restaurants. For example, when data was initially collected data from the Washington.org site there were 29 restaurants listed. At the time of this writing, there were 20 on the page, it was retitled from "Black Chefs and Black-Owned Restaurants & Bars in Washington, DC" to "20 Black Chefs and Black-Owned Restaurants & Bars in Washington, DC," and mentioned some restaurants may only be open for carryout and / or delivery service due to the COVID-19 crisis (*Where to Find Black Chefs and Black-Owned Restaurants & Bars in Washington, DC*, 2019). This change in the site demonstrated the importance of archiving the website content in the process of collecting data, as Weare & Lin's (2000) review of methodological issues in online content analysis studies shows that this can assure consistent results as there is a possibility for changes in Web content in longitudinal studies.

What I found interesting and concerning was when looking on the Yelp site to source data, and at times when verifying or searching for data sourced the other two websites (such as identifying someone as a person of color status or presence of community programming), I found information that a restaurant was closed. Below is an excerpt from my field notes regarding the Nocturn and The Caged Bird restaurants:

> Searching for the Nocturn restaurant, there were notices online that it was permanently closed. A look onto their website said that the site was now private, it may possibly be a casualty to COVID-19 economic impacts.
>
> The Caged Bird is a restaurant that when Google searched a highly recommended Yelp page says is closed; however, the restaurant's Facebook page says they are open at 5 PM. (fieldnotes, May 11, 2020)

I found additional literature from Brooks (2020) and Fairlie (2020) which could support my assumption from the field notes:

> COVID-19 shutdowns have pounded Black-owned businesses particularly hard. Research at the University of California, Santa Cruz, and a report by the National Bureau of Economic Research found that 41 percent of Black-owned businesses—some 440,000 enterprises—have been shuttered by COVID-19, compared to just 17 percent of white-owned businesses" (Brooks, 2020)
>
> Most major industries faced large drops in the number of business owners with the only exception being agriculture. Construction, restaurants, hotels and transportation all faced large declines in the number of business owners due to COVID-19. Simulations reveal that the concentrations of female, black, Latinx and Asian businesses in industries hit hard by the pandemic contributed to why losses were higher for these groups than the

> national average loss. Overall, these first estimates of impacts of COVID-19 on small businesses from the April 2020 CPS indicate that losses were spread across demographic groups and types of business – no group was immune to negative impacts of social distancing policy mandates and demand shifts. (Fairlie, 2020)

According to the Economic Policy Institute, an independent, nonprofit think tank researching impacts of economic policies and trends on working people in the U.S. reports:

> "The disparate racial impact of the virus is deeply rooted in historic and ongoing social and economic injustices. Persistent racial disparities in health status, access to health care, wealth, employment, wages, housing, income, and poverty all contribute to greater susceptibility to the virus—both economically and physically." (Gould & Wilson, 2020)

As there were fewer people going to locations to eat due to mandated shutdowns, it is not unreasonable to agree the pandemic had a permanent economic impact on the sustainability and stability of people of color-owned businesses in the restaurant industry.

Case Study Methodology

In this section, I will describe additional methodological recommendations for future research regarding the case study methodology. Some concerns include issues of power regarding the relationships of the individuals in the case study that could have affected the data and the various issues with recruitment.

Issues of power. There is a likelihood that power relationships had effects on the recruitment as well as the responses of the study. I initially recruited the owner of the restaurant to participate in the study, who then recommended two restaurant employees to contact for potential recruitment. Those employees may have felt pressured to participate. In addition, the setting of the interview was in the restaurant, so there may have been additional pressures, which

may have influenced the participant's responses. Consideration on how to recruit multiple individuals in one case, and to provide a neutral space to engage, without providing undue burden on the participant to engage, might be beneficial in the future.

Recruitment. There were significant challenges in carrying out the study in full concerning the initial research design due to confusion overcapacity, consent requirements, and a lack of recruitment. The original study design was a multiple case study of three restaurants and a maximum of fifteen participants recruit. However, only one restaurant and three of its organization members were able to participate. Issues with recruitment appeared to be related to capacity and understanding of the consent process.

With one restaurant I attempted to recruit, the owner identified staff to connect with to see if they would represent as upper management in their stead, providing their study and their contact information. The upper management contact mentioned they were not sure if they had the time to participate in the study and to follow up with them at another time. When I followed up with them later, they mentioned they had 15 minutes immediately to participate in an interview. I explained I would need their documented consent, at which time they mentioned that they might be able to participate again at another time. This was a similar experience with another organization that had some of the most community programming out of the restaurants analyzed in my online content data. I also sought to get access to restaurant association and chamber of commerce geared towards POC-owned restaurants in their area; however, this too was unsuccessful.

Combining this with the oncoming COVID-19 pandemic, which hampered continuation due to IRB pause on human subjects research and bans on in-restaurant dining during the calls for social distancing and self-isolation, two separate restaurants in which one owner and one

event planner expressed interest in participating, were not able to be recruited. In one week hundreds of employees from the restaurant industry alone were laid off, with business owners saying this was the best way to help them, as being on unemployment provides the former employees to submit unemployment claims to the government as they did not have the need for staff to work restaurants empty of dine-in customers (Williams & Lefrak, n.d.). This was a burdensome time for the restaurant industry, thus focusing on additional time and effort to recruit participants, even just for virtual interviews, focus groups, and even if trying for virtual observations, is likely to have been seen as insensitive, without providing some substantial form of compensation for their time. Compensation was not available to participants for their involvement in the study. This resulted in a pivot in the research to not carry out a multiple case study, but to move into an online content analysis of secondary data.

Recommendations for Future Related Research

For future research, I recommended a deeper look at the experiences of POC-owned restaurants in the DC area, alterations to recruitment for the participants, and a deeper analysis within the case study using systems theory. To better answer research questions R1 and R2, a relationship with racial minority-focused restaurant associations/ chambers of commerce might be beneficial, as this could help to have a more systematic and vetted source of people of color-owned businesses. Consider a partnership with the association to get coordinate recruitment and data collection of association members. Include some form of remuneration for their participation, especially now during the time of COVID which will likely have lasting impacts.

Cushing suggests that strong social capital is not prevalent in U.S. cities with high economic growth (Florida, 2003) is an interesting theme that might be explored: if there are POC restaurant owners who are satisfied with the gentrifying conditions in DC *and* are engaging in

community programming to meet their goals. Exploration of this area would be better informed if I was able to locate Cushing's work in online database searches, which may still be an unpublished manuscript at this time.

Future Case Study

Related to research question R3, there were some issues in recruitment that I would intend to carry out differently if the study was replicated. Though it did not result in an issue, specifics in the participant selection criteria should include the age of and languages spoken by the research participants, beyond that of just the owner; e.g. be over the age of 18 and speak English.

The theory of organizational behavior includes sub-theories related to assessing congruence of components of an organization's system, e.g. identify causes and then action steps to solve problems (Nadler & Tushman, 1980). It would be an interest to carry out the full theory of organizational behavior on a food establishment meeting this study's criteria, to explore more deeply the potential interactions between DC sustainable policy and planning and the community programming, to describe in detail the synergies and challenges related to goals of SDC 2.0 vs. that of the restaurant. To carry out these steps fully, it would be worthwhile to do more in-depth qualitative data collection, e.g. additional interviews, more participant observation, perhaps via an ethnographic study of the process the organization does to plan and implement one community event in DC. There may also be interest to calculate the monetary value of the community programming provided by these establishments, complemented with what community services might decline if these restaurants stopped their programming. Finally, to conduct the study with a component to actually observe an event of the people of color-owned restaurant would provide a richer description of the restaurant's community programming. As

there are various events provided by the organization, coordinated with the organization's members to attend an event of priority to them for additional study, would be insightful.

Recommendations for Future Practice

As SDC 2.0 emphasizes equity along the lines of race in their urban plan as well as supporting local businesses, it may be worthwhile for additional research in considering the effects and interactions of these businesses who do community programming. These businesses may be supporting SDC 2.0 goals and at the same time, being slowed down economically due to efforts to be environmentally sustainable.

Practitioners should consider if they are striving for more immediate changes which may cause additional challenges to DC's prioritized goals, specifically if the structures and forces which they employ are contributing to the displacement of vulnerable communities they are prioritizing to help. The Government of the District of Columbia recognizes there is some conflict between growth and affordability, mentioning that for residents there is work being down to 'preserve' affordable housing in its Sustainable DC 2.0 plan (Government of the District of Columbia & Department of Energy & Environment, 2018, see more p. 35). For businesses, the urban plan mentions tax abatements being provided for private property owners that lease out their lands or rooftops to farmers and local residents (Government of the District of Columbia & Department of Energy & Environment, 2018, see more pp. 86). This leaves out a wide swath of individuals and groups who are leaving the district due to rising costs, namely, the racial group(s) the District of Columbia is targeting for equitable urban development practice.

Recommendations for sustainability practitioners in the DC area who advocate for and roll out legislation that impacts the food service industry is to actively reach out and explore the

community programming that people of color-owned restaurants do and how their business and community programming is affected by that legislation.

Consider these questions:

- How is the current SDC 2.0 policy and planning affecting its prioritized goal to advance racial equity for people of color in DC?
- If SDC 2.0 related policies which impact DC's food service industry has diminishing impacts on equity-focused community programming provided by people of color-owned restaurants, how can the intent of the policy be met without placing an additional burden on POC business owners and their community work?

A thorough analysis of the projected effects of legislation on people of color-owned businesses should include the impacts based on time to comply, opportunities to lower required documentation to apply for grant assistance, and plain language educational resources. Sustainability practitioners should consider the effects of their decision on POC, in which literature has shown experience disparities along axes of wealth, health, and education. The impacts on people of color-owned food establishments are not just on the economy of DC, but also its social conditions because of the various programming they provide.

Final Remarks

This study explored the presence and experiences of racial-minority owned business owners in the Washington, DC area who do community programming and are affected by local urban sustainability governance. The study was insightful to me as I was able to get a glimpse of the creative foresight and heart that restaurant owners, specifically people of color, and their staff have for communities in DC and surrounding areas. Some restaurants go beyond a common

focus to generate profits and are concerned with having a role in their local area, by participating in, hosting, and curating programming for their community.

The coronavirus pandemic had significant effects on this research. Multiple case study designs often offer more compelling evidence and are considered more robust than single case designs (Herriot & Firestone, 1983). A holistic case study has one unit of analysis and is related to the case study description (Yin, 2009). The original design for this research was a holistic multiple case study design; this has insight *"to consider multiple cases as one would consider multiple experiments*—that is, to follow a "replication" design" (Yin, 2009, p. 53). The use of the holistic multiple case study would have supported a significantly rich analysis of experiences of POC experiencing DC sustainability policy and programming; however, the onset of the coronavirus pandemic and complication with recruitment rendered that design unreasonable. So, a single case study was adopted.

Effects were particularly hard on the restaurant industry in DC. I saw the scope of community programming of some restaurants slow down or even come to a complete halt. The livelihoods of restaurant owners and workers diminished. I am concerned that public health responses to the pandemic may have long term consequences for people of color owned restaurants in DC and the people they were focused on uplift. In addition, the protests currently occurring in our country and the persistent narrative of violence and racism seemed to normalize black people being killed and in despair. This was a burden to navigate in real life while doing this research. While researching the presence of POC-owned restaurants in the online environment, I aimed to focus on the study and avoid seeing violent and murderous content. The work of describing a restaurant such as Butter Bee (pseudonym of a restaurant described in R2) was also a challenge, as it deliberately omitted the institutionalized exploitation and

dehumanization of people of color while embedding itself in black cultural symbols and oriented itself to profit from that imagery. The frustration is that the restaurant appears to benefit from the oppression of POC through selling the cuisine they contributed to develop, while failing to be frank about what was occurring historically during the time and using neutral words such as the 'West Africans brought' one food and the Native Americans and Powhatan Indians contributed something else. It spoke to the persistence to advance and gain at the expense of people of color, and diminishing or ignoring their mistreatment altogether for the benefit of those who can afford to exploit. It represented a microcosm of contested development I was not expecting to witness at that point of the research.

I would be remiss to disregard the ambition, capacity, determination, contributions, and effort of DC government's officials, partners, residents, and other stakeholders who took part in the creation and implementation of the Sustainable DC plan, as they are constantly weighing costs and benefits on decisions to make DC a better place to live. I believe there is genuine intent to be equitable in the District, yet I would encourage us all to learn more about the underlying value system that informed the origins of the Sustainability Project and the inequity we, perhaps unintentionally, continue to perpetuate. I hope this study sparks interest among researchers and practitioners in the areas of the (hospitality and food) industry, social justice, equitable social change, urban development and planning, sustainability policy, and community programming and development to continue to explore and strive for equitable and positive transformation in human civilization.

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Appendix

Table 1: Online Content Analysis Steps

Analysis Level	Inquiry	Data Source	Method	Data Collection Step
1st	What POC-owned restaurants exist?	Websites located via Google search	Search for "people of color owned restaurants." Compile a list based on three of the top sites.	Add restaurants to Excel workbook. Document website the restaurants were found
2nd	Are they indeed POC owned?	Primary: Restaurant's website Secondary: Sites searched via Google	Explore restaurant's official website for owner's POC status. Successive online search steps: A. If information on the restaurant website is not sufficient *and* the name of the owner is not on the restaurant site, search Google for "who owns [name of the restaurant]?" B. If insufficient from step A, search Google for "name of the owner" + "name of the restaurant." Investigate information on recommended sites to see descriptions and images of the owner(s); include links within the recommended sites	Add the restaurant's main website to the spreadsheet Supportive online data documented in Excel (e.g. POC status descriptions) and the appropriate online site pages or screenshots are archived in a folder.
3rd	Are they doing community programming?	Restaurant's Facebook Public Page	Look through the restaurants' Facebook to document what events occur over the course of one calendar year. Search Page for terms which may intimate community programming, such as: "club," "class," "workshop," "community," "events," "meeting," and "social." These are the prime terms; however, allow for emerging terms.	Supportive online data documented in Excel Screenshots are archived into a PDF document
After 3rd level, the list and number of POC-owned restaurants who do community programming is determined.				
4th	What is the community programming?	Restaurant's Facebook Public Page	Document the events by taking a screenshot of the post/ or PDF download to archive the post. Provide comments on quotations in Atlas.ti to describe programming	Supportive online data documented in Excel Appropriate online data are archived in a folder
5th	How is the community programming related to SDC?	[collected data in Excel]	Code quotations in Atlas.ti to code the events for being within or outside of the scope of SDC 2.0	N/A

Table 2: Logic Linking Data to Propositions

Construct	Supporting Literature	Research Question(s)	Method
External policy and planning by Government of the District of Columbia and other social forces as key inputs to the organization Minorities experience unique barriers in society as business owners, even with deliberate efforts in sustainable development	Contested development, roots in colonialism (McMichael, 2017) Minority business owners experience discrimination affecting business success (Bates et al., 2017); Systems theory (Nadler & Tushman, 1980)	R1: What food establishments exist in DC and neighboring urban areas that are owned by people of color and do community programming, are governed by DC sustainability policies?	Online content analysis; Archiving of web content can support review of coding due to changes on web sites (Weare & Lin, 2000).
External policy and planning by Government of the District of Columbia and other social forces as key inputs to the organization Minorities experience unique barriers in society as business owners, even with deliberate efforts in sustainable development	Assets-based approach to community development (Green & Haines, 1980, p. xi) Consider the organization as an open system made up of key elements: inputs, organization components, and outputs (Nadler & Tushman, 1980, p. 39)	R2: How does the community programming of food service establishments owned by people of color reflect or not reflect the sustainability goals of DC?	Online content analysis; Archiving of web content can support the review of coding due to changes on websites (Weare & Lin, 2000).
Understand the food establishment elements in terms of interests; Food establishment's internal navigation of sustainable policy and planning; Organization's stance regarding their goals, opportunities/successes, problems and barriers regarding sustainable policy and planning	Systems theory (Nadler & Tushman, 1980) Field's (2004) theory of organizational learning to consider technical-economic, political, and ontological interests	R3: What are the lived experiences of an organization governed by DC sustainability policy, that is owned by people of color and does the work of community programming in DC and neighboring urban areas?	Case Study Site and participant observation Interviews with owner and employees in various organization roles

Table 3: Recruitment Selection Criteria

Cases for selection must fit all of the following criteria:
Restaurant operations and location: • Majority owned by a person of color over the age of 18 • 250 or less employees • Relinquishes food directly to a consumer directly, or indirectly through a delivery service such as restaurant takeout orders or delivery service • Does not include convenience stores, retail food stores, or pharmacies • Located in Washington, DC or neighboring urban areas • Is under Washington, DC jurisdiction to comply with its bag fee, and the foam and plastic straw bans, e.g. if in a neighboring area to DC, uses compliant food service ware when delivering food to customers within DC • Is open or in operation for business during the time of data collection
Restaurant providers or partners with others to provide at least one of the following at no cost to the public within Washington, DC or its neighboring urban areas: • Community- education, engagement, or development projects/services • Programming such as workshops, speakers, interactive engagement • Work/efforts supportive or generative towards outcomes and objectives of the Sustainability DC 2.0 plan

Table 4: Data Collection Timeline

Date	Activity
November 2019	Submit research protocol to institutional review board for review
January 2020	Receive approved protocol from institutional review board Begin purposeful sampling / snowball sampling Set interview and focus group dates – aim to collect data on one food establishment per week
January – February 2020	Case Study data collection 1. Conduct field visits - begin physical site and participant observation; take field notes; 2. One interview with owner 3. One interview with event planner 4. One interview with food preparer/service
March – July 2020	COVID pandemic halts recruitment of additional two cases in original study design Case study analysis – constant comparative – for one case Transcribe interviews Code observation sheets Atlas.ti to analyze observation sheets and transcriptions
April – September 2020	Online content analysis – see Table 1

Table 5: Online Content Community Programming Within SDC 2.0 Scope

Area	SDC 2.0 Scope and Goals	Programming Examples
Economy	"EC1.3 Work with private partners to support new incubators and "maker spaces" with a focus on communities most in need." (p. 57)	Network with and learn from small business professionals Marketplace featuring Black vendors - environment promotes unity, self-reliance, healthy eating and trade.
Equity	"Racial equity is an integral element of a truly sustainable city. Communities of color are more prone to experience deep and persistent gaps in income, health, employment, and education. While DC's prosperity is growing, the benefits have not been widely shared" (p. 24)	Financial literacy - building generational wealth seminar focused to black community Black Health Matters 'take responsibility for and control of "our" health'
Food	"FD2.4 Support evidence-based nutrition and cooking education efforts across all populations to help residents make healthier choices (p. 89)	Cooking class Health presentations Vegan Cooking Class, health presentation
Health	"HE1.2 Prioritize community-driven strategies to support physical activity in unexpected but everyday spaces" (p. 99)	Belly dance, other movement focused events like Zumba Moon bounces for kids Afrocentric music and play meetups for babies and toddlers
Built Environment	"TARGET 1: By 2032, accommodate DC's projected population growth while maintaining quality and affordability for those who need it most" (p. 32)	Conversation on real estate trends; meetups on real estate trends for locals, beginners to real estate welcome to attend Free home buying seminar
Education	"Increase District residents' awareness of sustainable living…such as…eating less red meat" (p. 67)	Vegan food sold at community health fair
Climate	"Goal 1: Reduce greenhouse gas emissions from all local sources to put us on track to eliminate emissions by 2050" (p. 47)	Candle making workshop – candles are vegan, eco-friendly
Transportation	"TR2.5 Program crosswalks and traffic lights for improved safety and convenience of pedestrians, prioritizing children, older adults, and people with disabilities" (p. 125)	Events catered to seniors to learn how to keep safe in the home and when they are out in the city 'National Night Out' event for the whole family regarding safety tips and resources
Waste	"To address growing challenges in managing waste, DC will have to not only reduce waste at the source but also develop systems and infrastructure to recover the value of unwanted goods. Creating a more sustainable system will require a new perspective: unwanted goods are not waste but simply wasted resources" (p. 131)	"Foodie" event where participants donate gently used jeans to aid homeless lesbian, gay, bisexual, trans, and queer youth; Brunch where participants donate coats and blankets to aid those in need
Nature	"NA3.4 Provide informational resources on backyard wildlife habitats, native plant gardening, container and vertical gardening, and creating pollinator habitats" (p. 115)	Children's night where farmers teaches how to grow food Owner provides drinks and snacks, as well as teach how to grow edible plants, to youth after school

Note. Community programming examples represent instances of events of restaurants within the indicate category. Data was identified from restaurants' public Facebook page posts dated January 2019 to April 2020. Events from the posts may have elements of categories mentioned in SDC 2.0 that were both inside and outside of the urban plan's scope. All information in "SDC 2.0 Scope and Goals" heading is direct quote from Sustainable DC 2.0 (Government of the District of Columbia & Department of Energy & Environment, 2018).

Table 6: Online Content Community Programming Not Within SDC 2.0 Scope

Area	Programming Examples
Other programming	Book signings for authors local and beyond Providing space for local artists to perform Open mics
Economy	Proposed credit union Organizing: Businesses contracting or partnering with other businesses for events Proceeds from dine-in event go to DC Public Schools supplies compensation to artists participating in showcases Release and launch parties Proceeds from event support economic revitalization and historic preservation in Shaw
Equity	Black history month lecture series African sovereignty focused presentations Celebration of Martin Luther King Jr. Talks on race in the community Invited author's book on state violence and coerced labor Pop up performances on being black Transgender focused cancer screening information
Food	Best menu item photo context Celebrate 'Chocolate City' and economic development and entrepreneur empowerment Complimentary brunch food and mimosas to participants in group fitness activity Taste of the Nation event at The National Building Museum Valentine's Day event
Education	Events honoring and celebrating educators Funds to local high school alumni foundation College open mics Book fairs Critical reading series – 'learn how to read' Education-focused summer camps for kids
Health	Domestic violence resources Mental wellness and overcoming trauma – engagement with medical professionals DJ'd fitness experiences Holistic health workshops Empowerment focused programming
Governance	Public debates on voting Congresspeople invited to town halls Watch parties of political party debates Celebration of diversity in Congress
Climate	Lectures on US politics – expressing disdain for ecological threats

Note. Community programming examples represent instances of events provided by any of the 19 restaurants that were within a particular category. Data was identified from restaurants' public Facebook page posts dated January 2019 to April 2020. Events may have elements of categories mentioned in Sustainable DC 2.0 (Government of the District of Columbia & Department of Energy & Environment, 2018) that were both inside and outside of the urban plan's scope.

Figure 1: Scope of the Sustainable DC 2.0 Plan

SUSTAINABLE DC 2.0 SCOPE

To help you navigate this plan, we have created a short summary of what each section covers so you can decide which sections you wish to read in more detail.

GOVERNANCE
- Ensuring plan implementation and accountability by the District Government.

EQUITY
- Improving equity in District Government planning, starting with Sustainable DC

BUILT ENVIRONMENT
- Equitably accommodating population growth
- Strengthening existing neighborhoods
- Making existing buildings more sustainable
- Making new buildings more sustainable

CLIMATE
- Reducing greenhouse gas emissions (climate mitigation)
- Increasing resilience to climate change (climate adaptation)

ECONOMY
- Growing green jobs and economy
- Training residents for green jobs

EDUCATION
- Educating students about the environment
- Educating community members about sustainability

ENERGY
- Improving energy efficiency
- Increasing renewable energy
- Modernizing energy infrastructure

FOOD
- Expanding urban agriculture
- Increasing access to healthy food
- Growing the food economy
- Reducing wasted food

HEALTH
- Enabling active lifestyles for residents
- Increasing healthy places for residents
- Improving community-level health

NATURE
- Protecting and expanding aquatic wildlife and habitat
- Protecting and expanding land wildlife and habitat
- Improving residents' access to nature

TRANSPORTATION
- Increasing transit use
- Increasing the number of bikers and walkers
- Reducing dependency on single occupant vehicles
- Reducing emissions from transportation

WASTE
- Reducing the amount of waste created
- Increasing reuse and recovery of materials
- Increasing recycling and composting

WATER
- Making waterways fishable and swimmable
- Reducing the amount of stormwater runoff
- Reducing the amount of potable water used
- Ensuring safe drinking water

6 Sustainable DC 2.0 Plan

Source: (Government of the District of Columbia & Department of Energy & Environment, 2018)

Figure 2 Key Organization Inputs

Input	*Environment*	*Resources*	*History*	*Strategy*
Definition	All factors, including institutions, groups, individuals, events, and so on, that are outside the organization being analyzed, but that have a potential impact on that organization.	Various assets to which the organization has access, including human resources, technology, capital, information, and so on, as well as less tangible resources (recognition in the market, and so forth).	The patterns of past behavior, activity, and effectiveness of the organization that may affect current organizational functioning.	The stream of decisions about how organizational resources will be configured to meet the demands, constraints, and opportunities within the context of the organization's history.
Critical Features for Analysis	1. What demands does the environment make on the organization? 2. How does the environment put constraints on organizational action?	1. What is the relative quality of the different resources to which the organization has access? 2. To what extent are resources fixed rather than flexible in their configuration(s)?	1. What have been the major stages or phases of the organization's development? 2. What is the current impact of such historical factors as strategic decisions, acts of key leaders, crises, and core values and norms?	1. How has the organization defined its core mission, including the markets it serves and the products/services it provides to these markets? 2. On what basis does it compete? 3. What supporting strategies has the organization employed to achieve the core mission? 4. What specific objectives have been set for organizational output?

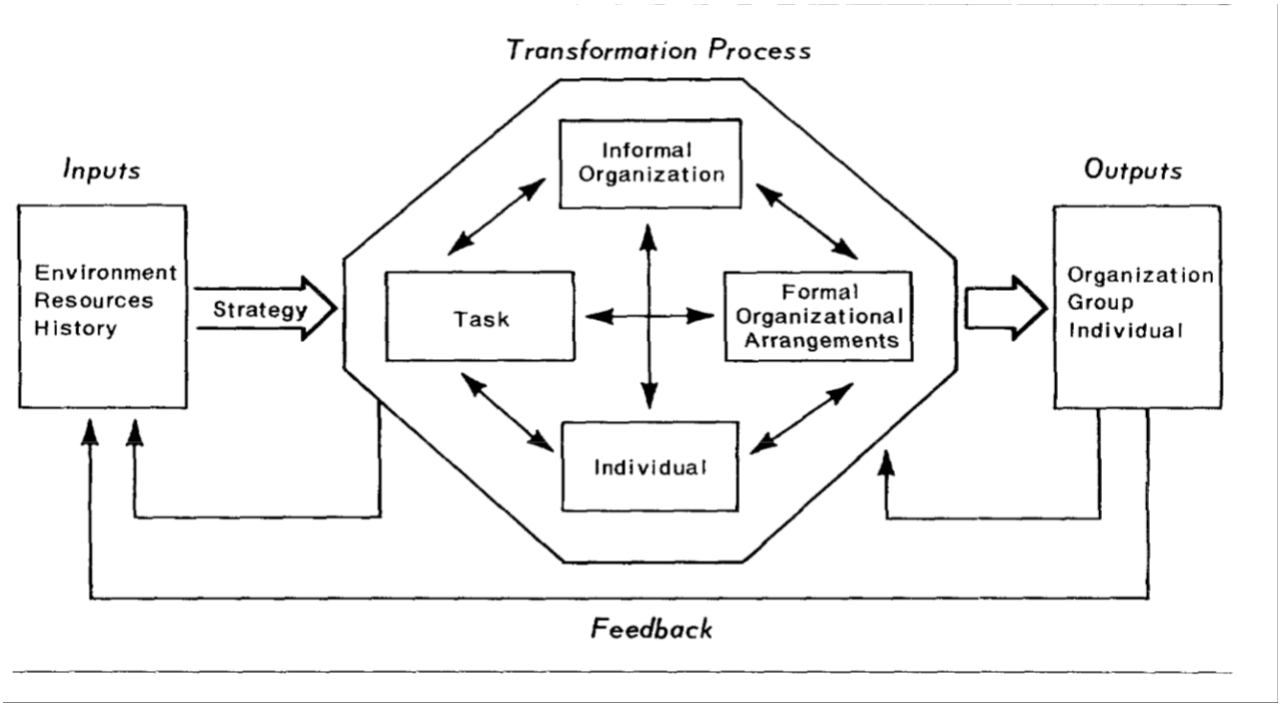
Note. An organization works with basic inputs, environment, resources, history, and their derivative input, strategy. Reprinted from Organizational Dynamics, Vol 9 /2 number, David A. Nadler and Michael L. Tushman, A model for diagnosing organizational behavior, 35-51, Copyright (1980), with permission from Elsevier.

Figure 3: Key Organizational Components

Component	*Task*	*Individual*	*Formal Organizational Arrangements*	*Informal Organization*
Definition	The basic and inherent work to be done by the organization and its parts.	The characteristics of individuals in the organization.	The various structures, processes, methods, and so on that are formally created to get individuals to perform tasks.	The emerging arrangements, including structures, processes, relationships, and so forth.
Critical Features for Analysis	1. The types of skill and knowledge demands the work poses. 2. The types of rewards the work can provide. 3. The degree of uncertainty associated with the work, including such factors as interdependence, routineness, and so on. 4. The constraints on performance demands inherent in the work (given a strategy).	1. Knowledge and skills individuals have. 2. Individual needs and preferences. 3. Perceptions and expectancies. 4. Background factors.	1. Organization design, including grouping of functions, structure of subunits, and coordination and control mechanisms. 2. Job design. 3. Work environment. 4. Human resource management systems.	1. Leader behavior. 2. Intragroup relations. 3. Intergroup relations. 4. Informal working arrangements. 5. Communication and influence patterns.

Note. The organization's components are the basic means for transforming information and energy from inputs into outputs. Reprinted from Organizational Dynamics, Vol 9 /2 number, David A. Nadler and Michael L. Tushman, A model for diagnosing organizational behavior, 35-51, Copyright (1980), with permission from Elsevier.

Figure 4: A Congruence Model for Organization Analysis



Note. Nadler & Tushman's model of congruence sees the organization as a transformation process which transforms input into outputs. Reprinted from Organizational Dynamics, Vol 9 /2 number, David A. Nadler and Michael L. Tushman, A model for diagnosing organizational behavior, 35-51, Copyright (1980), with permission from Elsevier.

Figure 5: Observation Data Sheet – Physical Space Observation

Case:

Date:

Time of day:

Length of Observation:

‘Sustainability’ messaging / policy displayed in physical space:

☐No; if no, what is displayed?

☐Yes; if yes, what?

Physical Space Observation Memo

Figure 6: Observation Data Sheet – Staff Participant Observation

Case:

Date:

Time of day:

Length of Observation:

‘Sustainability’ messaging / policy from staff participant:

☐No; if no, what is displayed?

☐Yes; if yes, what?

Staff Participant Observation Memo

Figure 6

Figure 7: Demographic Sheet – Owner

1. Your chosen pseudonym / alias:

2. Your pronouns:

3. Please indicate if you are (circle one): a) owner, b) upper management

4. Approximately how long have you been the owner / in upper management at this establishment?

5. Approximately how many employees work at this food establishment?

6. Concerning any other locations of this same business in the neighboring area, approximately how many employees do you have in total?

7. After today's interview, how would you prefer to be contacted to follow up on the interviewer's interpretation of your responses? Please provide any relevant contact information below.

Figure 8: Demographic Sheet – Staff

1. Your chosen pseudonym / alias:

2. Your pronouns:

3. Approximately long have you worked at this food establishment?

4. Approximately how long have you worked in the food service industry in DC?

5. After today's focus group, how would you prefer to be contacted to follow up on the interviewer's interpretation of your responses? Please provide any relevant contact information below.

Figure 9: Owner Interview Questions

Interview Introduction

Hi. I am Carmen. I'm glad you've agreed to be interviewed. I want to explain how this will work. We'll do about a 90-minute interview that will be recorded and transcribed.

With changes occurring in the District of Columbia which affect the food service industry within and outside its borders, and the DC Food Policy Council's priority to increase programming and promotion of small minority-owned businesses to support entrepreneurship, it warrants a moment to explore what minority-owned food service establishments are experiencing in this time of change.

In this interview, I will mention food service ware policies– this refers to the District of Columbia's bag fee, the plastic straw and foam bans, and the recent bill Zero Waste Omnibus Amendment Act of 2019 submitted by DC Council. This recent bill submitted by DC Council in October 2019, if enacted, would require commercial food service establishments with 75 or more employees to source separate food waste for organic waste processing on-site or at an organic waste processing facility. It would require all food service entities providing compostable disposable food service ware to source-separate and process compostable materials, provide disposable food service ware only upon customer request or at a self-serve station, and when selling or providing food for consumption on premises, only use reusable food service ware.

I have also provided here a document of the food service ware policies, as well as the Sustainability 2.0 plan.

There are no right or wrong responses to the questions I pose today. I want to understand what you do, think, and experience as the owner or upper management personnel of a food service establishment which is also involved in community projects. As a reminder this interview is confidential. The information received through this information is used to inform a study and any published results will be de-identified. At no time will I release identifiable results of the study to anyone other than individuals working on the project without your written consent. The pool of participants for this study are minority-restaurant owners and employees of minority-owned restaurants in the District of Columbia and neighboring urban areas. You are free to not answer any questions that you choose or respond to what is being asked of you without penalty. You are free to withdraw from this interview at any time without penalty. Please note there may be circumstances under which I may determine to discontinue the interview.

Shall we begin?

[Provide Demographic Stat Sheet – Owner / Upper management to participant.]

Please complete this short demographic sheet before we begin. Please include an alternate name you would like to be referred to – this will support the confidentiality of the research.

Interview Questions

1. How do you feel your identify informs your work as a small business owner engaged with your local community?
    a. Does this affect how you set values and goals for the business?

2. What are your personal values and goals for the community projects you do? The goals for [establishment name]?
    a. How do you communicate those values and goals to your customers?

b. What three resources do you need to achieve [establishment name's] values and goals?

3. Thinking of the values you've shared, please describe an experience where you felt [establishment name] was extremely successful in achieving those goals or values.

Transitioning into this set of the interview questions, I would like to focus on the events and projects which are at no cost to the local community.

4. The values and goals for [establishment name] I heard you share were [briefly state them]? Could you briefly describe some of the events and projects this establishment provides to the local community to support these values and goals?
    a. Who do you envision participating in these events and why?
    b. How would you describe the process for designing and implementing these events/projects to someone unfamiliar with integrating community work into their business?
    c. Specifically, what resources are needed to facilitate these events/projects?

5. How does this establishment promote and preserve DC culture and food traditions, if at all?
    a. How would you describe DC culture and its food traditions?
        - Social aspect of the culture?
        - Environmental aspect of the culture?
        - Economic aspect of the culture?

6. What changes, if any, have you identified in your clientele over the years?

In this last part of the interview, I will ask some questions about the Sustainable DC 2.0 plan and food service ware policies. The food service ware policies refer to the District of Columbia's bag fee, the plastic straw and foam bans, and the recent bill submitted by DC Council in October 2019.

7. How would you describe the Sustainable DC plan?
    a. How, if at all, do you feel that the SDC 2.0 contributes to [establishment's] vitality through environmental, social, and economic resiliency? Of [establishment's name] community work?
    b. Did you or someone else in this [establishment] participate in the District's community meetings to give input on DC's sustainability plan?
        - If no, why not?
        - If yes,
            1. Did you feel your voice was heard in the creation of the plan?
            2. What did you share?

8. How were you made aware of food service ware policies?
    a. Did you have sufficient resources to assist with implementing the policies? And if not, how did you manage the implementation with limited resources?
    b. What other policies are you anticipating that will affect [establishment name]?

9. What do you feel is challenging regarding the food service ware policies?
    a. How do these challenges affect business at [establishment]?
    b. How do these challenges affect your community work?
    c. Thank you for sharing. What, if any, other challenges have [establishment] experienced with DC policy?

10. What do you feel is beneficial regarding the food service ware policies?
    a. How do these benefits affect business at [establishment]?
    b. How do these benefits affect your community work?
    c. Thank you for sharing. What, if any, other challenges have [establishment] experienced with DC policy?

11. The District of Columbia has a goal to achieve 80% waste diversion by 2032. The recent bill submitted by DC Council in October 2019, if enacted, would require commercial food service establishments with 75 or more employees to source separate food waste to be processed as organic waste on-site or at an organic waste processing facility. It would require all food service entities providing compostable disposable food service ware to separate and process compostable materials, provide disposable food service ware only upon customer request or at a self-serve station, and when selling or providing food for consumption on premises, only use reusable food service ware. Provide reusable utensils to customers consuming food on premises and provide disposable food service ware only upon customer request. There is inclusion of a grant system for the Department of Energy and Environment to provide grants to comply with the reusable food service items.
    a. If enacted, what do you see as challenges of this policy to [establishment name]?
    b. If policy was enacted to require [establishment name]to separate food prep waste for collection would you have concerns? What are they?
    c. If you were asked by city officials for your input on this policy what would you say?
    d. Do you intend to provide public comment on the bill?

Wrap Up

Is there anything else you would like to share?

Thank you for your time today. I appreciate your answers to these questions, and I will follow up with you after a transcription of this interview has been made. If you have any questions you may contact me at carmendy@vt.edu.

Figure 10: Staff Interview Questions

Introduction

Hi. I am Carmen.

Please complete this short demographic sheet before we begin. Please include an alternate name you would like to be referred to – this will support the confidentiality of the research.

[Provide Demographic Stat Sheet – Focus Group sheet to participants as they arrive to complete].

I'm glad you've agreed to be interviewed. I want to explain how this will work. We'll do about a 60 to 90-minute interview that will be recorded and transcribed.

With changes occurring in the District of Columbia which affect the food service industry within and outside its borders, and the DC Food Policy Council's priority to increase programming and promotion of small minority-owned businesses to support entrepreneurship, it warrants a moment to explore what minority-owned food service establishments are experiencing in this time of change.

During his focus group session, I will mention food service ware policies– this refers to the District of Columbia's bag fee, the plastic straw and foam bans, and the recent bill Zero Waste Omnibus Amendment Act of 2019 submitted by DC Council. This recent bill submitted by DC Council in October 2019, if enacted, would require commercial food service establishments with 75 or more employees to source separate food waste for organic waste processing on-site or at an organic waste processing facility. It would require all food service entities providing compostable disposable food service ware to source-separate and process compostable materials, provide disposable food service ware only upon customer request or at a self-serve station, and when selling or providing food for consumption on premises, only use reusable food service ware document of the food service ware policies.

There are no right or wrong responses to the questions I pose today. I want to understand what you do, think, and experience as staff of a food service establishment which is also involved in community education and development projects. As a reminder this interview is confidential. The information received through this information is used to inform a study and any published results will be de-identified. At no time will I release identifiable results of the study to anyone other than individuals working on the project without your written consent. The pool of participants for this study are minority-restaurant owners and employees of minority-owned restaurants in the District of Columbia and neighboring urban areas. You are free to not answer any questions that you choose or respond to what is being asked of you without penalty. You are free to withdraw from this interview at any time without penalty. Please note there may be circumstances under which I may determine to discontinue the interview.

Throughout the focus group, I would ask that you state your pseudonym each time you respond to the prompt.

Shall we begin?

Focus Group Questions

1. Please state the pseudonym you would like to be called for this study.

2. The first question I would like to ask the group today, share a word or phrase on what "sustainability" means to you?

   a. What level of importance does it have for you?
   b. How do you see sustainability being incorporated into your work?
   c. What do you see as challenges to sustainability in the District?
   d. What do you see as points of success of sustainability in the District?

3. How would you explain the DC sustainability plan?
   a. Did you participate in the District's community meetings to get input on its sustainability plan?
      - If no, why not?
      - If yes,
         1. Did you feel your voice was heard in the creation of the plan?
         2. What did you share?

4. Please describe your involvement in community projects or events at [establishment name] if any.
   a. How would you describe the process for designing and implementing these events and projects? [note to self: only use if owner has not already answered this question]
   b. What are the community events and projects this establishment provides?
   c. Do you participate, and if so, in what way?

5. If you are comfortable sharing, how do your personal beliefs and values align with [establishment name]?
   a. With the Sustainable DC 2.0 plan?
   b. Thinking of those values you've shared, if any, please share an experience where you felt those goals or values were achieved
      - On the job?
      - As a resident/ interacting with the city?

6. Would you say [establishment] promotes and preserves DC culture and food traditions? If so, how?
   a. What would you say is the culture of DC and its food traditions? (Social/environmental/economic culture and traditions?)
   b. How do you view your work as an employee of a minority-owned small business?

7. What do you feel is most challenging regarding the food service ware policies?
   a. Thank you for sharing. Are there other challenges regarding the changes occurring in DC policy in general you have?
   b. How do you feel about the other changes occurring in DC? How do you view the larger sustainability initiatives being put forth by DC? In relation to social and economic changes in the District?
   c. How do these polices affect how do you do your job?
   d. What upcoming policies, if any, are you aware of which would affect this establishment?

8. When it comes to your work to comply with the food service ware policies, for example the plastic straw ban, how do customers react?
   a. If customer reaction occurs, what do you communicate to them?

9. What do you feel is most beneficial regarding the food service ware policies?
   a. Thank you for sharing. Are there another other benefits to DC policy in general you have?

10. The District of Columbia has a goal to achieve 80% waste diversion by 2032. The recent bill submitted by DC Council in October 2019, if enacted, would require commercial food service establishments with 75 or more employees to source separate food waste to be processed as organic waste on-site or at an organic waste processing facility. It would require all food service entities providing compostable disposable food service ware to separate and process compostable materials, provide disposable food service ware only upon customer request or at a self-serve station, and when selling or providing food for consumption on premises, only use reusable food service ware. Provide reusable utensils to customers consuming food on premises and provide disposable food service ware only upon customer request. There is inclusion of a

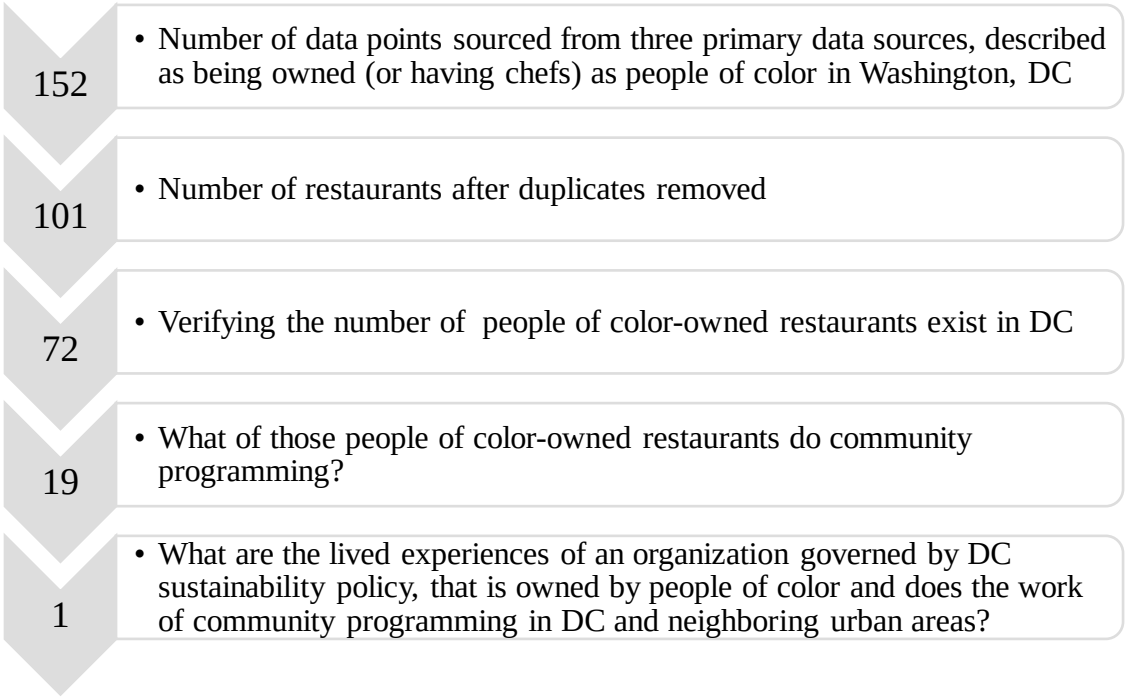
grant system for the Department of Energy and Environment to provide grants to comply with the reusable food service items.

a. If enacted, what do you see as challenges of complying to this policy at [establishment name]?
b. If [establishment]was required to separate food prep waste for collection would you have concerns? What are they? How would it affect your work?
c. If you were asked by city officials for your input on this policy what would you say?
d. Do you intend to provide public comment on the bill?

Wrap Up

Thank you for your time today. I appreciate your answers to these questions, and I will follow up with you after a transcription of this interview has been made. If you have any questions you may contact me at carmendy@vt.edu.

Figure 11: Number of Restaurants Meeting Criteria



Note. The number of restaurants meeting the criteria are based on the methodology for conducting the study.

Figure 12: Community Programming in Relation to Sustainable DC 2.0 Categories