

Proposal for a new Food Structure in SF

Presentation to the Food Security Task Force
on behalf of the FSTF Subcommittee
on Reimagining Food Coordination

June 5, 2024



FSTF Food Structure Recommendations: Process

- ✓ 1. Background research on food structures used in other U.S. cities or counties
- ✓ 2. Development of a list of criteria for evaluation strength of potential structures
- ✓ 3. Prioritization of criteria to focus on those most important to FSTF members
- ✓ 4. Development and presentation of draft structures that San Francisco could adopt in whole, part, or combination
- ✓ 5. Subcommittee discussion of pros/cons of various structures and creation of a proposed path forward for San Francisco's food security structure
- ✓ 6. Presentation of the draft proposed recommended structure to the full FSTF for discussion
- ✓ 7. Subcommittee refinement of the recommended structure based on FSTF feedback
- 8. Final FSTF vote on the recommended structure to be put forth



Current Food Security Landscape

Policy, food security, and lived expertise exist but are not coordinated

Policy expertise



LOCAL GOVERNMENT

LEGISLATION



Such as:

- Farmer's Market Ordinance
- Biennial Food Security and Equity Report
- Good Food Purchasing Policy

CITY ENTITIES



Such as:

- Department of Disability and Aging Services
- Agriculture Commissioner
- Office of Racial Equity

INDIRECT INFLUENCE



Food security expertise

PUBLIC BODIES

Such as:

Food Security Task Force

Sugary Drinks Distributor Tax Advisory Committee

WEAK LINK



COALITIONS AND CBOS (COMMUNITY-LED WORK)

Such as:

- Food and Agriculture Action Coalition Toward Sovereignty (FAACTS)
- Food as Medicine Collaborative
- Tenderloin Food Policy Council
- Leah's Pantry

Food security expertise and Lived expertise

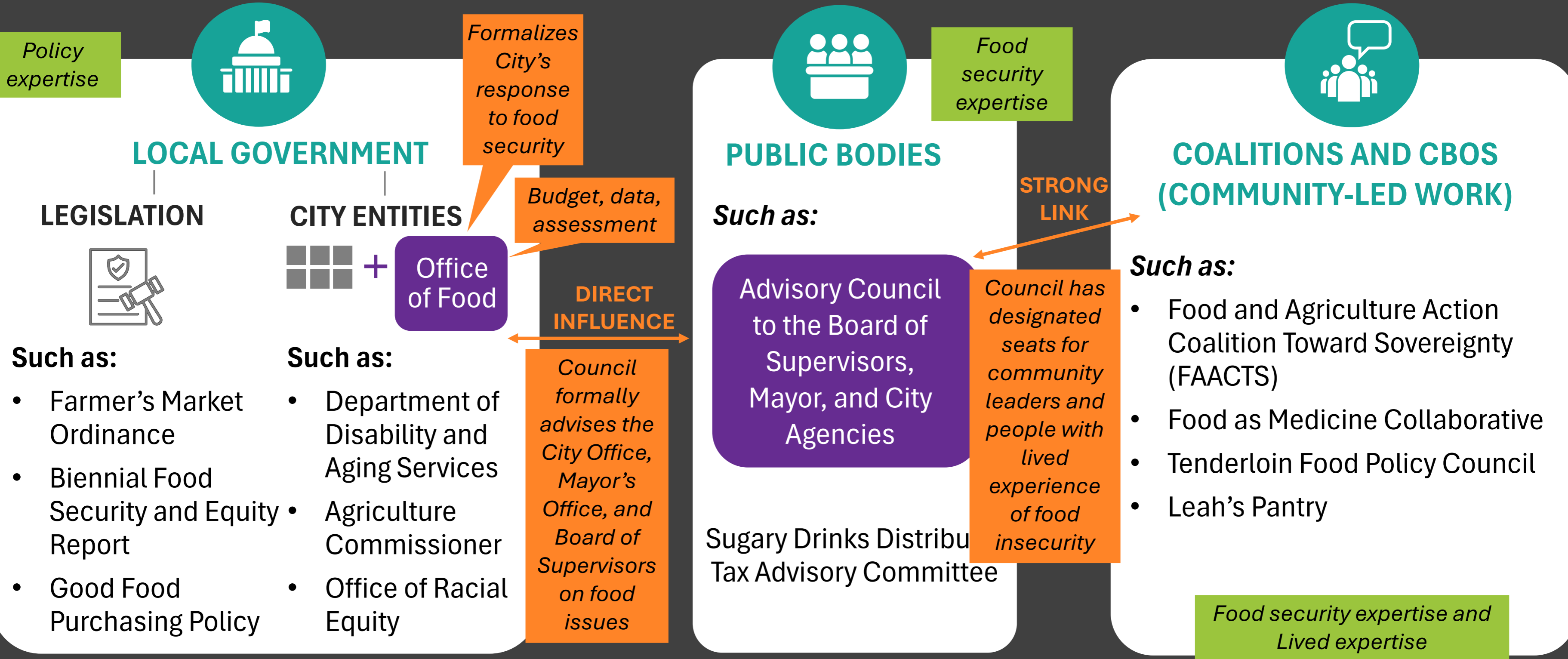


LOCAL INITIATIVES

Such as: Hellman Foundation Food for Health Initiative, Stupski Foundation Food Justice Cohort

Proposed Food Security Landscape

Policy, food security, and lived expertise work together; budget, data, and program oversight are added.



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FSTF Food Structure Models

Goal: Develop recommendations for a new structure for food organizing which addresses food insecurity in San Francisco based on qualitative data from 8 U.S. cities or counties.

Rank	Criteria
1	Community engagement. The ideal food organizing body effectively engages and incorporates the perspectives and input of community members, particularly those who have directly experienced food insecurity, ensuring their voices are heard and considered in the decision-making process and honored through mechanisms like stipends.
2	Diverse membership. The new body's membership should include a broad range of individuals and organizations, representing various backgrounds including those with lived experience of food insecurity, roles, and interests within the food system, ensuring a comprehensive and inclusive pool of expertise, perspectives, and knowledge from different stakeholders. Membership include representation from each district and reflect the cultural diversity of SF.
3	Inclusive membership structure. The body should actively encourage and welcome diverse participation, ensuring representation from a wide range of backgrounds, perspectives, and demographics to foster inclusivity and equity in decision-making processes. It should promote diverse contributions to the organization's goals and activities.
4	Ensures culturally-appropriate accessibility to resources and information. The body should ensure resources and information are accessible and offered in a culturally-appropriate way. Resources and information should be shared in multiple languages and collaborating with CBOs to guarantee accommodations for people with disabilities.
5	Ensures consistent funding to support community-led ideas/solutions/innovations. The body should support a reliable and continuous financial support system to sustain initiatives and projects initiated by the community, fostering ongoing development and implementation of creative solutions. Solutions should address a variety of issues and ideas, e.g. community kitchen space, community markets, food vouchers, and community-owned grocery co-ops.
6	Able to influence policymakers and therefore local policies and regulation related to food. The body should have the ability to effectively shape and impact the development, implementation, and enforcement of local policies, laws, and regulations that pertain to various aspects of the food system, including production, distribution, access, and sustainability, through the education of policymakers and advocacy efforts. It should make substantial policy recommendations that are often accepted by policymakers and implemented.
7	Addresses food sovereignty. The body should uphold the principles of food sovereignty, which include local control over food systems, the right of communities to define their own agricultural and food policies, and access to culturally responsive, nutritious, and sustainably produced food.
8	Strengthens local food economy. The body should enhance access to local foods produced by our regional food system, enhance the food supply chain, distribution, and contribute to economic development and healthy retail. It should be committed to prioritizing investments in local vendors and infrastructure over external, remote, or corporate solutions.
9	Assesses the current status of food (in)security on a regular basis. The body should have the ability to conduct a comprehensive evaluation of the existing conditions and factors related to food security. This includes the ability to gather information about food insecurity from a wide range of sources, like the Biennial Food Security and Equity Report , and stakeholders ensuring a holistic understanding of food security. Sources can include, but are not limited to, government agencies, community-based organizations, academia, and individuals with lived experiences of food insecurity.
10	Autonomy over decision making. The body should have the authority and independence to make decisions, set goals, and recommend policies related to food governance without undue external influence or constraints.
11	Reduces silos across city agencies. The body should promote collaboration and coordination between various city departments and agencies that support food programs to create a more holistic and integrated approach to addressing food-related issues. (e.g., DPH, HSA, HSH, MTA)
12	Addresses food sourcing and worker's rights. The body should prioritize and support action to ensure fair labor practices and ethical sourcing in the production, distribution, and supply chains of food products, promoting the welfare of food industry workers and sustainable food sources. It should prioritize sourcing of food and related resources from the local/regional foodshed.
13	Addresses the dignity of the food shopping and acquisition process. The body should be empowered to hold stakeholders in the food system accountable for the quality of goods and the dignity of services, proactively addressing and preventing discrimination and potential risks at various points of food access.
14	Convenes stakeholders. The body should create space for educational/informational sessions for CBOs and City agencies to share their work. It should facilitate access to information about what works and how to communicate better across organizations.
15	Leverages potential synergies between cross-sector programs/opportunities. The body should address cross-sector or cross-city department opportunities such as Food as Medicine and Housing. It should explore and encourage potential collaborations that span different sectors, to break down silos and encourage cooperation between diverse entities to develop solutions that address interconnected challenges.

Rank	Criteria
16	Financial sustainability/independence. The ability to secure funding from a diverse range of sources, including government grants, private donations, and philanthropy, to sustain its initiatives and operations effectively.
17	Evaluates the impacts of City-funded solutions on the broader food system. Responsible for assessing the environmental and economic impacts of grant-funded solutions/proposal/innovations on the larger system, including applying an equity lens to funding, impact, and outcomes. The evaluation process functions as a mechanism for accountability, ensuring that the provided funding is effectively driving meaningful change.
18	Reduces silos across non-city entities. How well a food organizing body promotes collaboration and coordination between food justice entities outside of local government. Ex: CBOs, private companies, philanthropy, etc.
19	Connection to local power structures and institutions. The extent to which a food organizing body has established connections, partnerships, and effective working relationships with local power structures and institutions that can influence food related policies, regulations, and resource allocation. Ex: Tech philanthropy representatives serve as members of the body; members include grocery store representatives, farmers, or market organizers
20	Administrative feasibility. The practicality and ease with which the new food organizing structure can be established and effectively operated with the confines of administrative and legal frameworks. It involves assessing the logistical, regulatory, and legal aspects of initiating and sustaining the new body. Details can include the ease of obtaining necessary approvals and support from relevant authorities and identifying legal hurdles or requirements.
21	Political feasibility. The amount of support and willingness of governmental entities needed to establish and operate a new food organizing structure. The degree to which political buy-in and engagement and availability of stakeholders is required to establish the new structure and ensuring its legitimacy
22	Promotes urban agriculture and supports local food production. Foster self-reliance by creating educational opportunities for people to learn how to grow their own food. Develop and implement policies that facilitate urban agriculture, including zoning regulations. Identify and designate spaces for urban ag. Protects existing urban farms, community gardens, and other productive landscapes and the people who tend to them.
23	Close connection to local government. The extent to which a food organizing body has established connections, partnerships, and effective working relationships with local government entities to influence food-related policies, regulations, and resource allocation. Examples include local government employees serve as members of the organization, members are appointed by government officials, or the food organizing body receives logistical and administrative help through their local government.
24	Engages with broader power structures and institutions. Engages and collaborates with influential entities at various levels of government and governance. Examples include federal institutions (FDA and USDA), state-level institutions (CDFS, CDS, CDPH), educational institutions (UCANR), food policy coalitions (Nourish CA), and farmers' associations (CAFF). Engaging with these institutions ensures alignment with broader governmental strategies, creates opportunities to leverage academic expertise, and improves access to resources.
25	Addresses emerging issues rapidly and nimbly. How quickly and effectively a food organizing body responds to and addresses constantly evolving community needs. This must include a mechanism for ongoing community input, concerns, needs, and suggestions, and may include staffing available to quickly pivot to new projects, and/or public/private influence to get things done.
26	Manages and distributes funding for community-led food innovations/solutions. Oversees financial resources and allocates them to initiatives and projects driven by the community, supporting the development and implementation of innovative solutions within the food system.
27	Coordinates pre-disaster emergency food planning with CBOs and city agencies. Develops and manages an emergency food plan with CBOs and city agencies in advance of a disaster. Activities can include: cataloging existing food resources (i.e., food banks, distribution centers, CBO programs, etc.) and map their locations; developing communication strategies; evaluating potential disaster risks and their impact on SF's food system.
28	Oversees food-related programs. Has the big picture overview of all food related projects and programs occurring in the city. An entity that oversees all food-related programs should help establish and maintain a consistent vision and strategy for addressing food justice. Centralized oversight promotes effective coordination and streamlines the implementation of consistent funding and programs, reducing redundancy and ensuring efficient use of resources that reflects food sovereignty/food justice values and facilitates community-led solutions.

San Francisco Office of Food

Primary roles and responsibilities:

- Create and oversee implementation of a citywide integrated plan that serves as a roadmap for improving food justice in SF
7, 8, 12, 13, 22, 27
- Facilitate systems coordination to address food insecurity in SF
 - Foster interdepartmental collaboration and coordination (de-siloing)
 - Build regional collaboration for food purchasing and distribution systems
 - Convene others (private companies, philanthropies, etc.) who can be partners in this work
11, 14, 15, 18, 24
- Influence city policy, resource allocation, and enforcement
 - Set citywide standards related to food policies
 - Advise on the citywide budget process
5, 6, 10, 26, 28
 - Support and/or oversee some city RFP processes for direct funding for food-related services
 - Develop shared city priorities for equitable resource allocation re food security



San Francisco Office of Food

Primary roles and responsibilities:

- Build infrastructure for information and referral for food services (*“any door is the right door” to address food insecurity*) 4, 28
- Track data about SF’s food systems 9, 17
 - *Collect data that helps us understand service successes and gaps*
 - *Share data that can be used to drive decision-making*
 - *(e.g. Biennial Food Security and Equity Report should lie with this office)*
- Staff new food public body in SF 1, 20
 - *Proposed to shift (when FSTF sunsets) to a permanent Food Advisory Council*



San Francisco Office of Food

11, 15, 19, 23

Critical partners who should be at the table when this office is formed, to help move its work forward:

- Board of Supervisors
- Mayor's Office
- HSA
- DPH
- SFUSD
- DAS
- OEWD
- DCYF
- Office of Racial Equity
- Department of Emergency Management
- HSH
- SF Environment
- SF Public Library
- Rec and Park
- Planning Department
- Dept of Early Childhood
- Sheriff's Office
- PUC
- Human Rights Commission
- City College?



San Francisco Office of Food

Proposed staffing:

- The office could be staffed by contributing departments throughout the city (helps with fiscal feasibility) 20
- Should also include 4 positions that staff the proposed Advisory Council:
 - *Politics/policy liaison*
 - *Community liaison*
 - *Data/evaluation specialist*
 - *Logistics support*

Potential funding sources:

- Have a discrete (protected) funding source, not tied to the local economy (*we don't want less money for food programming when people are more down and out!*) 16
- Look for private-public partnership opportunities
- Ask for funding through the city budget from CRV tax, SSB tax, etc.?





Food Advisory Council

Primary roles and responsibilities:

6, 12, 13, 17, 19, 23

- Advise on and ensure accountability of city plans and processes related to food security (review and discuss plans, implementation, and resource allocation)
- Make resolutions and recommendations for food-related policies or procedures 10
- Provide input and oversight into the City's food security data and reporting, as well as budget 9
- Advise policymakers in the City and County of SF (including on all food related legislation) 6
- Meet with the Mayor's Office quarterly 13
- Ensure community input into recommendations put forth 1, 2, 3
- Partner with community coalitions to advocate on issues related food security and food sovereignty 7



Food Advisory Council

Type of body:

- Task Force
- Commission
- Council

As an Advisory Council it could be established as a permanent and integral public body



- Advisory Council to the BOS, Mayor and other City Departments **6, 19, 23**

Report to:

- Director of the Office of Food

- Board of Supervisors and Mayor



Food Advisory Council

Ways to increase community influence and engagement:

1, 5, 25

- Seat designation to ensure community representation
- Compensation for community member participation
- Taking other steps to remove barriers to community member participation (meeting times and locations, childcare, etc.)
- Have multiple points of entry for community experts to give input, including but not limited to:
 - *Having a standing digital form or other mechanism for community input that people could access any time; available in multiple languages*
 - *Hosting topic-specific (and sometimes time-limited) workgroups open to community members who are not official Council members*



Food Advisory Council

Proposed seat and leadership structure (revised):


- Staffed by 4 staff from the City Office **20**
 - *Politics/policy liaison*
 - *Data/evaluation specialist*
 - *Community liaison*
 - *Logistics support*
- Led by one governmental co-chair (from the City Office or the Mayor's Office) and one community co-chair
- 1-2 appointed seats from the City Office and/or the Mayor's Office (one as a co-chair) **6, 19, 21, 23**
- 15-27 additional seats filled via streamlined application, with recommendation from the existing Council and final approval by the BOS: **1, 2, 3**
 - *5-7 seats for unaffiliated community members with lived experience of food insecurity*
 - *5-10 seats for people with specific expertise or representation (e.g. urban agriculture, nutrition, healthy retail, etc.)*
 - *5-10 seats filled by CBO or coalition staff*



Food Advisory Council

Proposed member compensation:

- No compensation
- Compensation only for community members with lived experience of food insecurity
- Compensation for all people not in one of the appointed governmental seats (the City Office or Mayor's Office employees) 3,5
 - *Consider establishing a cap (for budgeting reasons) but then letting the specifics of compensation be decided by community members once the public body is formed*
 - *If possible, consider consulting agreements and/or part-time employment for community council members, rather than simple honoraria or stipends (this is frequently done elsewhere)*
 - *Consider higher compensation (higher pay or more paid hours) for the community co-chair*



What did our background research find related to best practices for compensation of people with lived expertise?

Types of compensation may include:


- **Tokens of appreciation:** Gift cards, virtual gift cards, cash
- **Honoraria:** More formal, usually taxable income
- **Consulting agreements:** Higher rates of pay
- **Part-time or full-time work:** Best for integrating community voices long term
- **Reimbursements:** Travel, food, and childcare costs



What did our background research find related to best practices for compensation of people with lived expertise?

The Washington State legislature passed a bill in 2022 that requires compensation for people with lived expertise when they participate in public policy discussions...

"The legislature finds that asking community members with lower financial means to volunteer their time and expertise while state employees and representatives of advocacy organizations receive compensation from their respective agency or organization for their time and experience ultimately hinders full and open public participation...."




What did our background research find related to best practices for compensation of people with lived expertise?

California State Policy Advisory Committee for Persons with Lived Experience of Homelessness

COMPENSATION DETAILS

Minimum time commitment of 50 hours over a 15-month period and is expected to require a maximum of 88 hours per individual, at a compensation rate of \$75/hr, not to exceed \$6,600.



What did our background research find related to best practices for compensation of people with lived expertise?

State of Washington Office of Equity

COMPENSATION DETAILS

Compensation schedule is set at \$45 per hour.


Up to and including one hour = \$45.00

More than one hour and equal to two hours = \$90.00

More than two hours and equal to three hours = \$135.00

More than three hours and equal to four hours = \$180.00

Anything over four hours = \$200.00



What did our background research find related to best practices for compensation of people with lived expertise?

[Child & Family Policy Institute of California](#)

COMPENSATION DETAILS

\$81.25/hourly for consultation \$125/hourly for training with materials developed in house; Typically higher/negotiated rate for training with content that is individually developed or licensed



Food Security Advisory Council

Proposed non-monetary member compensation:

3,5

- Childcare during meetings
- Transportation vouchers
- Food during meetings

Plus, to make participation more possible for community members:

- Meeting timing needs to be considered (e.g., not holding meetings during the M-F 9-5 window, when community members are likely to be working)
- Language interpretation also needs to continue to be available during all meetings

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Thoughts? Questions?

Thank you!

