SAN FRANCISCO DEPARTMENT OF PUBLIC HEALTH
Grant Colfax, MD
Director of Health

City and County of San Francisco
London N. Breed
Mayor

Sugary Drinks Distributor Tax Advisory Committee
Infrastructure Subcommittee

DRAFT MINUTES
October 5, 2021 – 9:00AM
Join Online Via Zoom
https://sfdph.zoom.us/j/95788949256?pwd=TkdjdUxQeWI5Qko0UVJtYzNmQTQyQT09
Meeting ID: 957 8894 9256 Passcode: 851890
Join via mobile: +1(669) 900-6839

*Please note that public comment will be held after every agenda item. If a member of the public would like to comment on a topic that is not on the agenda, they may do so during general public comment at the start of the meeting. Please see the Notes section of this document for additional information.

Order of Business:
1. Call to Order / Roll Call [discussion and action] - Meeting called to order at: 9:11am
   Present: Linda Barnard, Maureen Guerrero, Michelle Kim, Larry McClendon, Christina Goette, Melinda Martin
   Absent: Rita Nguyen
2. Approval of September Meeting Minutes [discussion and action]
   Page 2 #7 second sentence = staff “will” follow up with chair.
   Michelle motions to approve minutes with edit. Linda seconds.
3. Approval of Agenda- [discussion and action]
   Maureen motions to approve agenda. Linda seconds. Agenda is approved.
4. General Public Comment – No Public Comment
5. House Keeping [discussion and possible action]
   a. SDDTAC Legislation Update
   Through discussions with SDDTAC co-chairs, there will be discussion at October SDDTAC meeting whether for the legislation amendments to go to the ballot or address some of the other concerns through other means. There were other ideas that had come up regarding youth stipends But it doesn’t look like there are ways to change it, so really it still remains making no changes and until the SDDTAC sunsets or going back to the ballot. Staff shared that the City attorney responded that if SDDTAC is going after funding and it still looks like it is still being compensated, creative approach but more than likely will not pass legal muster. The point about the SDDTAC being aware that it happened and it is not under SDDTAC control and BOS makes the decisions. Discussions with chairs, would be to improve the process, how we do the recruitment and marketing of the available seats.
Co-chairs will wrap things up and finalize and finding the next step or we are somewhat limited by having to go back to the ballot and coming up with scenarios are there some informal ways to adhere to what the needs are and plan. Based on previous SDDTAC discussions, it felt left open and would like to finalize next steps. Member suggested to work with Rules Committee to help walk through the process moving forward. Member suggested in respect to recruitment of open seats specifically seats 1-3 to host webinar for those interested in applying. Also it is important to note that selection of appointees are decided by the Board of Supervisors and for the SDDTAC members to support all members and encourage specific seats to apply and mention during public comment. Member adds that it is important to inform community as it might have looked as if the SDDTAC gave up on community seat without consulting with community. Member adds that Board of Supervisors can constitute a new body when the legislation/SDDTAC sunsets in 2028. Staff shared that they check in with seat 2 representative to ensure seat representative is reaching out to Asian/Pacific Islander community and encourages to report out to SDDTAC.

b. Future Committee Make Up - No Update

c. Planning for In Person Meeting Transition

Each city department is doing different timelines. Staff shared that in person meeting transition, it is not specific to community meetings and DPH is awaiting on DHR, other than to come into office twice a week in November. Health commission and board meetings are still virtual. No other information as of yet. Member suggested to plan for in person meetings or pay attention to other bodies of when they are in person. Member suggests that meetings be on zoom for efficiency and possibly meet in person quarterly. One of the areas is less of implementation but the planning, previous discussion of RPD center to be able to spread out and should probably survey members about this. Staff shared that due to the legislation is bound by Sunshine and Brown Act, meetings were not previously allowed but everyone has seen that it can be done and maybe will allow for a hybrid, not sure, we cannot make that decision and will be made for us and not sure who to appeal to and many other groups have found similar success. Possibly ask city attorney if virtual meetings are a possibility moving forward and who would we talk to about this process. Member will follow up to see if an RPD center can be available for in person meetings.

6. Review of Draft Budget Timeline [discussion and possible action]

a. Budget Training Outline Development

Staff share that the subcommittees will be reviewing budget training outline and will be discussed at October SDDTAC meeting.

Member provides overview of budget timeline and its purposes to orient new members about budget process and get handle on Mayor’s Office decision flow. There has been previous friction on how those priorities are decided on and then may possibly change when budget is released from the Mayor’s Office, especially when we are having conversations when making budget recommendations and understanding how other departments are making their decisions as well. Co-chair shares that staff from Controller’s Office will be presenting at the October SDDTAC meeting however the timeline to report out the revenue will be in mid-November. Members agree to shift budget timelines to other months to accurately align with when the city begins it budget process. Member adds the importance of having all documents available as much as the SDDTAC can before the Board of Supervisors go on break in December. Staff will provide overview of budget template to SDDTAC at October meeting.

7. Review of General Statement for Received Letters of Support and Timeline [discussion and possible action]

Chair provides overview of previous discussions and to review draft general statement to plug into
letters when necessary. This should live on the SDDTAC webpage so that requestors can be informed of the process. The letter will not be personalized and if requestor organizations can personalize as they see fit and is open for future discussions. Member agrees to having statement be general and possibly a month turnaround may not be feasible for requestors. Chair responded that requests should go to subcommittees that are meeting closely to the time for submission and move forward to the SDDTAC. Member suggested to create criteria for denials/approvals when making the assessment for providing letters of support. Chair will work on criteria based on SDDTAC values and goals and present to SDDTAC.

8. SDDTAC Newsletter Content [discussion and possible action]

Staff provided overview that SDDTAC decided to relaunch the work of creating quarterly newsletter to inform the Mayor’s Office, Board of Supervisors and others about the work and impact of SDDT. Staff is currently rolling off of COVID 19 activation duty and will provide staff more time to work on. Members decided to having larger discussion about next steps of identifying content from the Infrastructure subcommittee, such as the budget timeline process and to identify if an intern is needed to assist with the creation of a quarterly SDDT newsletter.

9. Discuss possible agenda items for November 2, 2021 Meeting [discussion and possible action]

- Follow up general statement of letter
- Budget Timeline

10. Announcements

- DCYF will be conducting community needs assessments. If anyone is aware of events where they can reach out to families, please let Michelle know.
- SDDT grantees will be convened virtually at the end of October and hoping to do one in the Spring.

11. Adjourn

Michelle motions to adjourn. Linda seconds. Meeting is adjourned at 10:56am.

General Public Comment: At this time, members of the public may address the SDDTAC Advisory Committee on items of interest to the public that are within the subject matter jurisdiction of the Committee but do not appear on the agenda.

With respect to agenda items, the public will be given an opportunity to address the Committee when the item is reached in the meeting. Each member of the public may address the Committee for up to three minutes.

The Brown Act forbids a Committee from taking action or discussing any item not appearing on the posted agenda, including those items raised at Public Comment. In response to public comment on an item that is not on the agenda, the Committee is limited to:

- Briefly responding to statements made or questions posed by members of the public, or
- Requesting staff to report back on a matter at a subsequent meeting, or
- Directing staff to place the item on a future agenda. (Government Code Section 54954.2(a.).)

Each action item will hold public comment before a vote is made.

Explanatory documents are available at the 25 Van Ness Ave, Suite 500 during regular business hours. If any materials related to an item on this agenda have been distributed to the SDDTAC after distribution of the
agenda packet, those materials are available for public inspection at the address above during normal business hours.

RINGING AND THE USE OF CELLPHONES
The ringing of and use of cell phones, pagers and similar sound-producing electronic devices are prohibited at this meeting. Please be advised that the Chair may order the removal from the meeting room of any person(s) responsible for the ringing or use of a cell phone, pager, or other similar sound-producing electronic devices.

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Government’s duty is to serve the public, reaching its decisions in full view of the public. Commissions, boards, councils, and other agencies of the City and County exist to conduct the people’s business. This ordinance assures that deliberations are conducted before the people and that City operations are open to the people’s review. For information on your rights under the Sunshine Ordinance (Chapters 67 of the San Francisco Administrative Code) or to report a violation of the ordinance, please contact: Sunshine Ordinance Task Force Administrator City Hall – Room 244 1 Dr. Carlton B. Goodlett Place, San Francisco, CA 94102-4683; 415-554-7724 (Office); 415-554-7854 (Fax), E-mail: SOTF@sfgov.org

Copies of the Sunshine Ordinance can be obtained from the Clerk of the Sunshine Task Force, the San Francisco Public Library and on the City’s website at www.sfgov.org. Copies of explanatory documents are available to the public online at http://www.sfbos.org/sunshine or, upon request to the Commission Secretary, at the above address or phone number.

LANGUAGE ACCESS
Per the Language Access Ordinance (Chapter 91 of the San Francisco Administrative Code), Chinese, Spanish and or Filipino (Tagalog) interpreters will be available upon requests. Meeting Minutes may be translated, if requested, after they have been adopted by the Family Violence Council/Mayor’s Task Force on Anti-Human Trafficking. Assistance in additional languages may be honored whenever possible. To request assistance with these services please contact the Minouche Kandel 415-252-3203, or minouche.kandel@sfgov.org at least 48 hours in advance of the meeting. Late requests will be honored if possible.

DISABILITY ACCESS
Family Violence Council meetings are held in room 617 at 400 McAllister Street in San Francisco. This building is accessible to persons using wheelchairs and other assistive mobility devices.

Mayor’s Task Force on Anti-Human Trafficking meetings are held in Room 305 at City Hall, 1 Dr. Carlton B. Goodlett Place in San Francisco. City Hall is accessible to persons using wheelchairs and other assistive mobility devices. Ramps are available at the Grove, Van Ness and McAllister entrances.

Assistive listening devices, American Sign Language interpreters, readers, large print agendas or other accommodations are available upon request. Please make your requests for accommodations to Minouche Kandel (415) 252-3203, or minouche.kandel@sfgov.org. Requesting accommodations at least 72 hours prior to the meeting will help to ensure availability.

LOBBYIST ORDINANCE
Individuals and entities that influence or attempt to influence local legislative or administrative action may be required by the San Francisco Lobbyist Ordinance [SF Campaign & Governmental Conduct Code 2.100] to register and report lobbying activity. For more information about the Lobbyist Ordinance, please contact the San Francisco Ethics Commission at 25 Van Ness Avenue, Suite 220, San Francisco, CA 94102, (415) 252-3100, FAX (415) 252-3112, website: sfgov.org/ethics.

SDDTAC Recommendations and Mayor’s Allocations FY 19-20
Description of intended purpose from Mayor's Budget

Community-Based Grants: Funding to issue grants to CBOs for programs and services in the following areas (1) Health Education, (2) Physical Activity, (3) Food Access, and (4) a Media/Awareness Campaign.

School Food, Nutrition Education, student-led action: Funding to (1) improve the quality of school meals, (2) support nutrition education, and (3) support student-led efforts to decrease consumption of SSBs and increase awareness around students.

Food Access: Healthy Food Purchasing Supplement

Healthy Retail: Will provide Healthy Store makeovers to 2 additional stores and continue ongoing providing support to 10 stores.

Oral Health school-based: Funding to support oral health in schools, including the cost of sealants.

Oral Health: Funding for Community Task Forces

Infrastructure: To fund a contract through DPH for facilitation and strategic support for the SDDTAC. Will also support research needs, including purchasing of data, and costs at DPH related to the administration of CBO grant program.

Water Access: One-time for the installation of water refilling stations in schools. Also can be used to purchase refillable water bottles for students.
### SDDTAC Recommendations FY 21-22 and FY 22-23

<table>
<thead>
<tr>
<th>Community-Based Grants</th>
<th>FY 21-22</th>
<th>%</th>
<th>FY 22-23</th>
<th>%</th>
<th>Department</th>
</tr>
</thead>
<tbody>
<tr>
<td>Health education, food security, physical activity</td>
<td>$3,500,000</td>
<td>36.84%</td>
<td>$3,500,000</td>
<td>32.11%</td>
<td>DPH/CHEP</td>
</tr>
<tr>
<td>CBOs working with SFUSD</td>
<td>$300,000</td>
<td>31.6%</td>
<td>$300,000</td>
<td>2.75%</td>
<td>DPH/CHEP</td>
</tr>
<tr>
<td><strong>TOTAL COMMUNITY BASED GRANTS</strong></td>
<td><strong>$3,800,000</strong></td>
<td><strong>40%</strong></td>
<td><strong>$3,800,000</strong></td>
<td><strong>34.86%</strong></td>
<td></td>
</tr>
</tbody>
</table>

| SFUSD | |
| School Food, Nutrition Ed | $1,000,000 | 10.53% | $1,000,000 | 9.17% | SFUSD via DCYF |
| Student Led Action | $500,000 | 5.26% | $500,000 | 4.59% | SFUSD via DCYF |
| Educational Investments | - | 0% | $150,000 | 1.38% | SFUSD via DCYF |
| **TOTAL SFUSD** | **$1,500,000** | **15.79%** | **$1,650,000** | **15.14%** | |

| Food Access | |
| Healthy Food Purchasing Supplement | $1,200,000 | 12.63% | $1,500,000 | 13.76% | DPH/PHD |
| Healthy Retail | $150,000 | 1.58% | $150,000 | 1.38% | OEWOD |
| **TOTAL FOOD ACCESS** | **$1,250,000** | **14.21%** | **$1,150,000** | **15.14%** | |

| Oral Health | |
| Community task forces | $450,000 | 4.74% | $450,000 | 4.13% | DPH/MCAH |
| School-based sealant application | $350,000 | 3.68% | $350,000 | 3.21% | DPH/SF Health Network |
| School-based education and case management | $200,000 | 2.11% | $200,000 | 1.83% | SFUSD via DCYF |
| **TOTAL ORAL HEALTH** | **$1,000,000** | **10.53%** | **$1,000,000** | **9.17%** | |

| Infrastructure | |
| DPH Infrastructure | $800,000 | 8.42% | $450,000 | 4.13% | DPH/CHEP |
| **TOTAL INFRASTRUCTURE** | **$800,000** | **8.42%** | **$450,000** | **4.13%** | |

| Water Access | |
| Water Access - SFUSD | - | - | $400,000 | 3.67% | SFUSD via DCYF |
| Water Access - Public Spaces | $95,000 | 1% | - | - | PUC via RPD |
| **TOTAL WATER ACCESS** | **$95,000** | **1%** | **$400,000** | **3.67%** | |

| SF Recreation & Parks | |
| Peace Parks | - | - | $650,000 | 5.96% | RPD |
| SVIP Funding – Peace Parks Transportation | - | - | $225,000 | 2.06% | RPD |
| REQUITY: Outreach, Scholarships, Equity in Recreation | - | - | $900,000 | 8.26% | |
| **TOTAL SF RECREATION & PARKS** | **$780,000** | **8.21%** | **$1,775,000** | **16.28%** | |

| Breastfeeding | |
| $175,000 | 1.84% | $175,000 | 1.61% | DPH/MCAH |
**Budget Descriptions: SDDTAC recommends investing in strategies that support mental health and wellbeing and workforce pathways for impacted/priority populations.**

| COMMUNITY-BASED GRANTS | **Health education, food security, physical activity**
City Departments should contract directly with CBOs through an RFP process managed through the Community Health Equity and Promotion (CHEP) Branch of the Department of Public Health. CBG should support community-based programs and services that address the health inequities of those most targeted by the beverage industry. Funding should go to Community Based Organizations (CBOs) and Faith Based Organizations (FBOs) for the following strategies:
1. Health Education activities including, chronic disease prevention, healthy eating and active living, tap water promotion, oral/dental health
2. Physical Activity opportunities, including: a) Dance and movement, sports, yoga, walking groups, biking, etc.; b) Efforts to influence changes to the built environment (ie sidewalks, streets, parks, buildings, etc) or safety of the built environment that facilitates increased physical activity and walking and biking for utilitarian trips, sometimes referred to as active transportation; and c) pursuit of institutional or local policies that facilitate physical activity and active transportation (such as adequate PE time and instructors, commuter benefits for active transportation, etc)
3. Healthy Eating/Food Security*, including: a) Community-based pantries, community-based hot meals, community kitchens and community home delivery services; b) Increased financial resources (i.e. wages, income, government nutrition supplements, vouchers, etc.); c) Changes to the built environment that facilitate food security; and d) Pursuit of institutional or local policies that facilitate food security.
4. Water Promotion, such as support for Spa Water Supplies, station maintenance/beautification, refillable water bottles to distribute to communities, water testing
5. Community Based Participatory Research

| CBOs working with SFUSD | **7% of all CBO funding (eg 7% of approximately $4.3 million) should go towards CBOs implementing programs/initiatives that take place in school settings. Funding to issue grants to CBOS should follow the guidelines above.**

**SFUSD**

| School Food, Nutrition Ed | **To improve the quality and appeal of school meals and support nutrition education to increase participation in school meal programs (for example: cooking and serving equipment, staff professional development, and innovative procurement and menu strategies to increase freshly prepared food). Funding will target schools with the largest populations of high-risk students that are disproportionately targeted by the sugary drinks industry.**

| Student Led Action | **Support student led efforts to decrease consumption of sugary drinks and increase awareness of sugary drinks consumption among students, with focus on schools with the largest populations of high-risk students that are disproportionately targeted by the sugary drinks industry. SFUSD should provide to SDDTAC a proposal of how funding will be spent through student led action.**

| Educational Investments | **Educational investments that support and strive for professional development in health and wellness across lifespan. Scholarships and other supports in higher education in medical technology and health field careers for Priority Populations and including para professionals.**

**FOOD ACCESS**

| Healthy Food Purchasing Supplement | **Support programs that increase financial resources to purchase healthy food such as vouchers and food purchasing incentives. This investment is meant to support both the communities most impacted by the health consequences of sugary beverage consumption and to support the local economy including local merchants. These funds should be RFPed out to CBOs and FBOs according to the Community Based Grants guidelines.**

| Healthy Retail | **Supporting small business to increase healthy food access in high risk and impacted communities and neighborhoods by: 1) supporting business operations; 2) promoting community engagement; and 3) improving the retail environment.**

**ORAL HEALTH**

| Community task forces | **Support development of community infrastructure such as oral health community task forces that incorporate diverse stakeholders for outreach, education, and interventions to address the oral health needs**
of children in high risk populations.

<table>
<thead>
<tr>
<th>School-based sealant application</th>
<th>Support school-based and school-linked preventive oral health programs within SFUSD schools serving high risk target populations. This should also support SFUSD dedicated oral health staffing.</th>
</tr>
</thead>
</table>

**INFRASTRUCTURE**

**A. Personnel**
1) Backbone staffing to support SDDTAC a. A program manager to provide backbone staffing to the SDDTAC, including: i) Staffing full committee and 3 subcommittees in compliance with Sunshine and Brown Acts; ii) Coordinating among city agencies and funded CBOs to promote collective impact; iii) Help guide vision and strategy of SDDTAC, support aligned activities; manage SDDTAC work and timeline; and iv) Working with evaluation team to establish shared measurement practices b. As necessary, manage citywide/soda tax impact media c. Develop/Compile and Manage completion of SDDTAC Annual Report d. Manage SDDTAC biennial nominations process
2) Staffing to support DPH SDDT implementation of community based grants a. Manage work of contractors, including: i) develop and implement CBO RFP process; ii) provide technical assistance for CBOs and merchants; iii) promote collective impact in coordination with SDDTAC backbone staff and City Agencies; and iv) work with evaluator and SDDTAC backbone staff to develop and implement evaluation plan and evaluation technical assistance.
3) Staffing to support research and evaluation of SDDT impact, including data purchases as necessary a. At least 1.0 FTE epidemiologist; b. Support data analysis for annual report; c. Manage data purchases; d. participate in development and implementation of SDDT evaluation

**B. Professional services** including: i) technical assistance for funded CBO and FBO; ii) evaluation - to implement evaluation framework and evaluate funded city agencies, CBO and FBO, and process evaluations from applicants, and provide evaluation technical assistance; iii) city attorney to provide ongoing technical consultation

**C. Materials/Supplies** for meetings and printing costs

**D. Training** to support staff development

**E. Data** for collection (pricing), analysis (Nielsen) and purchase (IRI)

**Evaluation**

Additional funds for evaluation may:
- a. support community based participatory research (ex. street intercept, merchant interview, focus groups)
- b. develop a system to collect data
- c. expand technical assistance
- d. conduct more qualitative evaluation that can help develop stories that describe impact of tax

**WATER ACCESS**

**Water Access - SFUSD**
To install hydration stations at low income schools serving students with health disparities (ex. Bayview, Chinatown, Mission), to elevate the schools to the Silver or Gold standard for hydration stations (i.e. one on each floor, centrally located, and conduct water education). Funds may support purchase of Spa Water Supplies, station maintenance and beautification, refillable water bottles to distribute to students, water testing.

**Water Access - Public Spaces**
To install or upgrade existing hydration station(s) in public spaces that target high-risk populations that are disproportionately targeted by the sugary drink industry (community identified public spaces). This funding should support high-quality, visually appealing, stations that can serve as a highlighted example of the potential for hydration stations. This can include beautifying and optimizing current station(s) or creating new one(s).

**SF RECREATION & PARKS**

<table>
<thead>
<tr>
<th>Peace Parks</th>
<th>Peace Parks programming to serve priority populations</th>
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<tbody>
<tr>
<td>SVIP: Peace Parks Transportation</td>
<td>Transportation for Peace Parks participants</td>
</tr>
</tbody>
</table>
Funding should support programs and services that increase financial resources to purchase healthy food; access to healthy fruits and vegetables while minimizing processed foods for high-risk communities; foods that are affordable and convenient; and programs that support the consumption of healthy foods including the ability to prepare and store meals and the knowledge of basic nutrition, food safety and cooking. Priority programs should incorporate a community-based food security perspective and have demonstrated increased ability of food insecure residents to purchase, access, and consume consumption of healthy, fresh, low-to-no cost and culturally appropriate foods, including but not limited to food vouchers/incentives, transportation and delivery and prepared foods.

**ONGOING ADDBACKS FROM FY 2017-2018**

<table>
<thead>
<tr>
<th>PROGRAM</th>
<th>DEPARTMENT</th>
<th>DESCRIPTION</th>
<th>AMOUNT</th>
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<tbody>
<tr>
<td>Food Security – Healthy Food Purchasing Supplement</td>
<td>DPH</td>
<td>Maintain current service levels: Vouchers and education to increase consumption and access to nutritious foods by increasing the ability of low income residents to purchase fruits and vegetables at neighborhood vendors and farmers’ markets in collaboration with DPH Healthy Retail Program.</td>
<td>50,000</td>
</tr>
<tr>
<td>Healthy Corner Store Retail</td>
<td>ECN</td>
<td>Promoting corner stores and markets to sell healthy products as opposed to sugary beverages, etc.</td>
<td>60,000</td>
</tr>
<tr>
<td>Food Security – Home Delivered Meals (HDM)</td>
<td>HSA</td>
<td>Address current waitlist: Delivery of nutritious meals, a daily-safety check/friendly interaction to homebound seniors/adults with disabilities who cannot shop or prepare meals themselves. Many providers offer home assessments/nutrition education/counseling.</td>
<td>477,000</td>
</tr>
<tr>
<td>Food Security – Congregate Lunch Meals</td>
<td>HSA</td>
<td>Address current waitlist: Daily, hot, nutritious meals for seniors/adults with disabilities</td>
<td>220,000</td>
</tr>
<tr>
<td>Senior Fitness</td>
<td>HSA</td>
<td>Senior fitness programming at IT Bookman and George Davis</td>
<td>200,000</td>
</tr>
<tr>
<td>Congregate Meal Program A</td>
<td>HSA</td>
<td>Congregate Meal Program A</td>
<td>75,000</td>
</tr>
<tr>
<td>Congregate Meal Program B</td>
<td>HSA</td>
<td>Congregate Meal Program B</td>
<td>75,000</td>
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<tr>
<td><strong>TOTAL</strong></td>
<td></td>
<td></td>
<td><strong>1,157,000</strong></td>
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*The Board of Supervisor’s made a series of addbacks in the FY 17-18 budget. When the Board of Supervisors makes changes to the Mayor’s budget, some of these changes are “addbacks” denoting the Board’s decision to add funds back for a particular service. Addbacks become part of an agency’s baseline budget.*

*Breastfeeding: To fund a breastfeeding coalition to organize collective efforts across San Francisco to enable increased breastfeeding among Priority Populations. This coalition will mobilize action on policy, systems and environmental (PSE) changes to increase breastfeeding rates and duration, leveraging community strengths, and tackling structural barriers to reduce inequities to breastfeeding support. This would include funding for backbone support to: engage community stakeholders in a strategic planning and engagement process to develop a framework for short and long term goals embedding in principles of equity; help align breastfeeding support services in San Francisco including hospital, outpatient, and community based services to improve access to breastfeeding support; and provide technical assistance to partnering agencies (such as child care centers and businesses with less than 50 employees) to operationalize and implement breastfeeding friendly policies and practices.*