



San Francisco Department of Public Health

Dr. Grant Colfax
Director of Health

City and County of San Francisco
London N. Breed
Mayor

Sugary Drinks Distributor Tax Advisory Committee *Subcommittee: Data and Evidence (D/E)*

DRAFT NOTES

October 13, 2021 – 10:00AM

Join Via Zoom

<https://sfdph.zoom.us/j/92705994996?pwd=RIVzRUtBalh3Vk9GaXNpYTJGR0lZUT09>

Meeting ID: 927 0599 4996; Passcode: 269275

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* 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 – Meeting called to order at 10:07am.**

Present: Abby Cabrera, Saeeda Hafiz, Marna Armstead, Diana Lau, Christina Goette, Melinda Martin

Absent: Irene Hilton

2) **Approval of Meeting Minutes** - [discussion and action]

Marna motions to approve meeting minutes. Abby seconds. Motion unanimously approved.

3) **Review and Consideration of Agenda** – [discussion and action]

Marna moves to approve agenda. Abby seconds. Motion unanimously approved.

4) **General Public Comment**- [discussion] - No Public Comment

5) **Housekeeping** – [discussion and possible action]

Staff provide information on legislation for SDDTAC: co-chairs determined concern that going to ballot might put soda tax at risk. With respect to youth seats, trying to be creative about funding but regardless of funding sources, the legislation states that members shall not be compensated.

Youth can sit in any of the seats, not just youth seats. Member suggests that SDDTAC could suggest questions for the Board of Supervisors Rules Committee to ask during the nomination process; either for specific seats or for all seats, possibly 3 questions. Member adds that those questions could help Board of Supervisors ensure that there is diversity on the SDDTAC and can help with outreach. Member adds that she joined the API Health Parity Coalition as a way to keep connected with that group and ensure that perspective is at the table. Member describes paid youth interns that could be invited to the SDDTAC meetings and engage them in the process and ultimately to apply to SDDTAC seats. Saeeda will reach out to student interns to invite them to participate.



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6) **Review of SDDT Budget Timeline** [discussion and possible action]

Staff shared the SDDT budget timeline developed by the Infrastructure subcommittee. Member asked when are the opportunities to go to Board of Supervisors on a regular basis? There's a cycle of SDDTAC not being seen, heard, or followed. Can SDDTAC present to the Board of Supervisors regularly to present about the budget. Biannually, that they hear budget or recommendations. Seems reasonable to ask for 10-15 minutes 2x a year – SDDTAC budget recommendation in March/April/May and outcomes and again in November for example.

In past Co-chairs met with Board of Supervisors individually. It's not in current outline because preference is to meet with the full body. Should be on radar throughout the year. Main point is to get before the Board of Supervisors, ideal to have them see the recommendations in a public recorded session to share how the recommendations align with priorities of Mayor and Board of Supervisor members. Regular meetings before the Board of Supervisors would keep dialog going and stay in public eye. Opportunity to tell people that going to Board of Supervisors and have public comment. Opportunity to showcase/leverage the work. Intent is to get two meetings on the books. Co-chairs can set up those meetings with the Board of Supervisors. Focus right now could be setting up a March/April 2023 meeting, and possibly this year as well.

Member suggests that the main point be that there be a tailored presentation to the Board of Supervisors where members can indicate alignment and priorities and be included as public record with general public, in order to support what has been happening and overtime SDDTAC can show trends. It is an opportunity we can use to leverage and make sure to have 2 meetings on the books. Staff adds that a regular newsletter will also help to keep updates on SDDT for the community, Board of Supervisors, and other relevant people. It was suggested by DPH liaison to Board of Supervisors to schedule meetings so that SDDTAC can be heard. Member suggests having the scheduled meeting possibly be bi-annual, in March/April and October/November and include information on the evaluation report for the latter meeting.

7) **SDDTAC Newsletter Content** [discussion and possible action]

Staff provides high level overview of the development of a quarterly newsletter from SDDTAC to inform community, Mayor's Office, and Board of Supervisors of SDDT updates and seeks members suggestions for topics that the data and evidence subcommittee can submit.

Member suggests that the data and evidence subcommittee can submit information on its literature database that would support what the subcommittee is doing and to translate how the subcommittee supports the SDDTAC. Each month can have a targeted focus in relation to chronic disease and prevention. Member added to highlights disease focus areas that have specific months tied for awareness, with local statistics to highlight how the soda tax helps to solve that issue.

Member asked what is the distribution method of the newsletter, so that SDDTAC has a better understanding of the pathway of dissemination and who the target audience is? Member responded that it is to inform the Mayor's Office, Board of Supervisors, grant recipients and community. Member adds that it should not be



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too long and to add links for those who want to read further about the topic. Member suggested to highlight grantees and to inform community of when any action is needed, such as SPUR or Budget Justice to add some updates, if any. Member suggested to have a press release for when the newsletter is targeted for a community audience if necessary.

8) **SDDT Literature Database** [discussion and possible action]

Co-chair provides a high level overview of the literature database. She intends to review the existing Google spreadsheet with literature and identify key points of each and add to the database. Her hope is to take key takeaways that exist in current database and include as part of newsletter for dissemination. Member recommends that the literature should reflect the alignment of the times, specifically digital libraries. It is important to keep in mind who our audience of this databased and its purpose, such as sharing with SDDT grantees and community partners as they apply for grants, etc. Chairs will discuss plan for literature database.

9) **Healthcare & Pipeline Program** [discussion and possible action]

a. Key Questions for Healthcare Pipeline Programs

Co-chair asked member if this were something the subcommittee would still like to consider for the SDDTAC budget recommendations. Unsure of full next step and due to COVID 19, it was put on pause. Should we ask SDDTAC what we can do next? Either ask Don Woodson to come back and present and/or revisit the white paper research done by former co-chairs Joi and Jonathan.

Staff provided recollection of idea of key questions for key person for pipeline programs from previous discussions. Member added that questions can be what you do in your program, who does it affect and why, what impact or success has your program had, etc. By asking these types of questions, a presentation may not be needed in hopes to build out this a potential program. Member asked if there are other specific questions such as thinking of the trend of the industry, are we supporting a trend that needs more women, people of color, etc. Another key piece to consider is training, are individuals not being paid enough despite training/vocation, consider questions as well. Diversity and language within the healthcare workforce is needed as well. There are programs available however the salaries are not sustainable to living in SF, thus people leaving the area or state. For a potential program, member recommends to looking at it with a multi-dimensional so that the community benefits and if this discussion fits within this subcommittee or the SDDTAC. Members agree to table this topic for a while, as it is not a top priority as of yet and will need to organize funding for it. Subcommittee will keep in close contact with Marna and Maureen as the subcommittee research data on pipeline programs.

10) **Review of Data & Evidence Work Plan** [discussion and possible action]

Co-chairs shares with members that it should be common practice for the data and evidence subcommittee to review the work plan at every meeting, to ensure that the subcommittee is meeting its objectives and goal. Member noted that are many outside factors that delay activities, is there a way to keep the subcommittee on track in order to support the SDDTAC, such as the data report due to staff activation. Staff will be meeting



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with leadership to identify next steps to hire epidemiologist for SDDT. Member suggests for when epidemiologist is hired to look at city and national data to identify if the what the city is doing is in parallel to what the trends are. Staff is also working with the evaluation team to ensure that they have all the information they need to complete the evaluation report to support the SDDTAC budget recommendations. The evaluation team will be sharing with the SDDTAC the outline of the evaluation report.

Members suggest adding language to work plan that includes healthy eating and active living. Member asks to review the end points of the evaluation report and identify the criteria that is being used for the effectiveness of the soda tax revenue. Staff recommend that members review last year's evaluation report.

11) Proposed Agenda Items for Next Meeting [discussion and possible action]

- Discussion on Raimi & Associates evaluation report status
- Newsletter content – literature database
- Budget timeline: review of previous year subcommittee recommendations with focus on categories of priority areas

12) Announcements - No Announcements

13) Adjournment

Abby motions to adjourn meeting. Diana seconds. Meeting is adjourned at 12:02pm.

PUBLIC COMMENT

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.) 10.

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



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agenda packet, those materials are available for public inspection at the address above during normal business hours.

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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.

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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.

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to the meeting will help to ensure availability.

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Comparison between SDDTAC Recommendations and Mayor's Allocations FY19-20

Item	SDDTAC Rx Amount	SDDTAC Rx %	SDDTAC Rx Agency	Mayor's Budget	% of Mayor's Budget	Mayor's Proposed Agency	Variance
Community-Based Grants	\$4,290,000	41.25%	DPH/CHEP	\$2,995,000	26.76%	DPH	
				\$300,000	2.68%	SFUSD via DCYF	
			Comm Engag	\$50,000	.45%	Total	-\$345,000
School Food, Nutrition Education, Student Led Action	\$1,000,000	14.42%	SFUSD	\$1,500,000	14%	SFUSD via DCYF	\$0
	\$500,000		SFUSD	\$500,000		SFUSD via DCYF	
Food Access	\$1,000,000	9.62%	DPH	\$1,000,000	10%	DPH	\$35,000
Healthy Retail SF	\$150,000	1.44%	OEWD	\$150,000	1%	OEWD	\$0
Oral Health	\$1,000,000	9.62%	DPH – Task Force	\$450,000	4.02%	SFUSD via DCYF	
			Sealant Pgm	\$450,000	3.13%	DPH	
			Edu/Case Mg	\$200,000	1.79%	Total	\$0
Infrastructure	\$1,000,000	11.92%	DPH/CHEP	\$1,000,000	8%	DPH	-\$240,000
Water Access - SFUSD	\$0	2.88%	SFUSD	\$0	0%	SFUSD via DCYF	\$0
Water Access - Public Spaces	\$300,000		PUC/DPH	\$300,000	2.68%		
SF Recreation & Parks	\$520,000	5%	RPD	\$2,895,000	5%		\$2,375,000
HOPE SF Peer Enhancements	\$400,000	3.85%	N/A	\$400,000	0%	DPH	\$400,000
Total	\$10,400,000	100.0%		\$11,190,000	100%		



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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.
SFRPD: Funding to Rec Park to provide continued support of the Peace Parks program.
Hope SF Peer Enhancements: Fund training and peer wage increases.





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SDDTAC Recommendations FY21-22 and 22-23

	FY21-22	%	FY22-23	%	Department
COMMUNITY-BASED GRANTS					
Health education, food security, physical activity	\$3,500,000	36.84%	\$3,500,000	32.11%	DPH/CHEP
CBOs working with SFUSD	\$300,000	31.6%	\$300,000	2.75%	DPH/CHEP
TOTAL COMMUNITY BASED GRANTS	\$3,800,000	40%	\$3,800,000	34.86%	
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%	OEWD
TOTAL FOOD ACCESS	\$1,250,000	14.21%	\$1,650,000	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%	RPD
TOTAL SF RECREATION & PARKS	\$780,000	8.21%	\$1,775,000	16.28%	
BREASTFEEDING	\$175,000	1.84%	\$175,000	1.61%	DPH/MCAH
Total Proposed	\$9,500,000	100%	\$10,900,000	100%	



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	Budget Descriptions: SDDTAC recommends investing in strategies that support mental health and wellbeing and workforce pathways for impacted/priority populations.
COMMUNITY-BASED GRANTS	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:
Health education, food security, physical activity	<ol style="list-style-type: none"> 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	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.
School Food, Nutrition Ed	
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	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 Food Purchasing Supplement	
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.



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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.
School-based sealant application	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.
School-based education and case management	
INFRASTRUCTURE	
DPH Infrastructure	<p>A. Personnel</p> <p>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</p> <p>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.</p> <p>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</p> <p>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</p> <p>C. Materials/Supplies for meetings and printing costs</p> <p>D. Training to support staff development</p> <p>E. Data for collection (pricing), analysis (Nielsen) and purchase (IRI)</p>
Evaluation	<p>Additional funds for evaluation may:</p> <ul style="list-style-type: none"> 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.



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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	
Peace Parks	Peace Parks programming to serve priority populations
SVIP Funding: Peace Parks Transportation	Transportation for Peace Park participants
REQUITY: Outreach, Scholarships, recreation equity	Scholarships and programming for priority populations
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: to engage community stakeholders in a strategic planning and engagement process to develop a framework for short and long terms goals embedded 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.

* 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

PROGRAM	DEPARTMENT	DESCRIPTION	
Food Security – Healthy Food Purchasing Supplement	DPH	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.	50,000
Healthy Corner Store Retail	ECN	Promoting corner stores and markets to sell healthy products as opposed to sugary beverages, etc.	60,000



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Food Security – Home Delivered Meals (HDM)	HSA	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.	477,000
Food Security – Congregate Lunch Meals	HSA	Address current waitlist: Daily, hot, nutritious meals for seniors/adults with disabilities	220,000
Senior Fitness	HSA	Senior fitness programming at IT Bookman and George Davis	200,000
Congregate Meal Program	HSA	Congregate Meal Program A	75,000
Congregate Meal Program	HSA	Congregate Meal Program B	75,000
		TOTAL	1,157,000

*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.

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