

San Francisco Food Security Task Force (FSTF)

Strategic Plan for Multi-Sector
Collaboration to Ensure Food Security
in San Francisco

Prepared by Charmaine Kyle and Emily Leys: April, 2019



Strategic Planning Background/Context

From 2018 to 2019 the FSTF embarked on a Strategic Planning process. This presentation is broken into two parts:

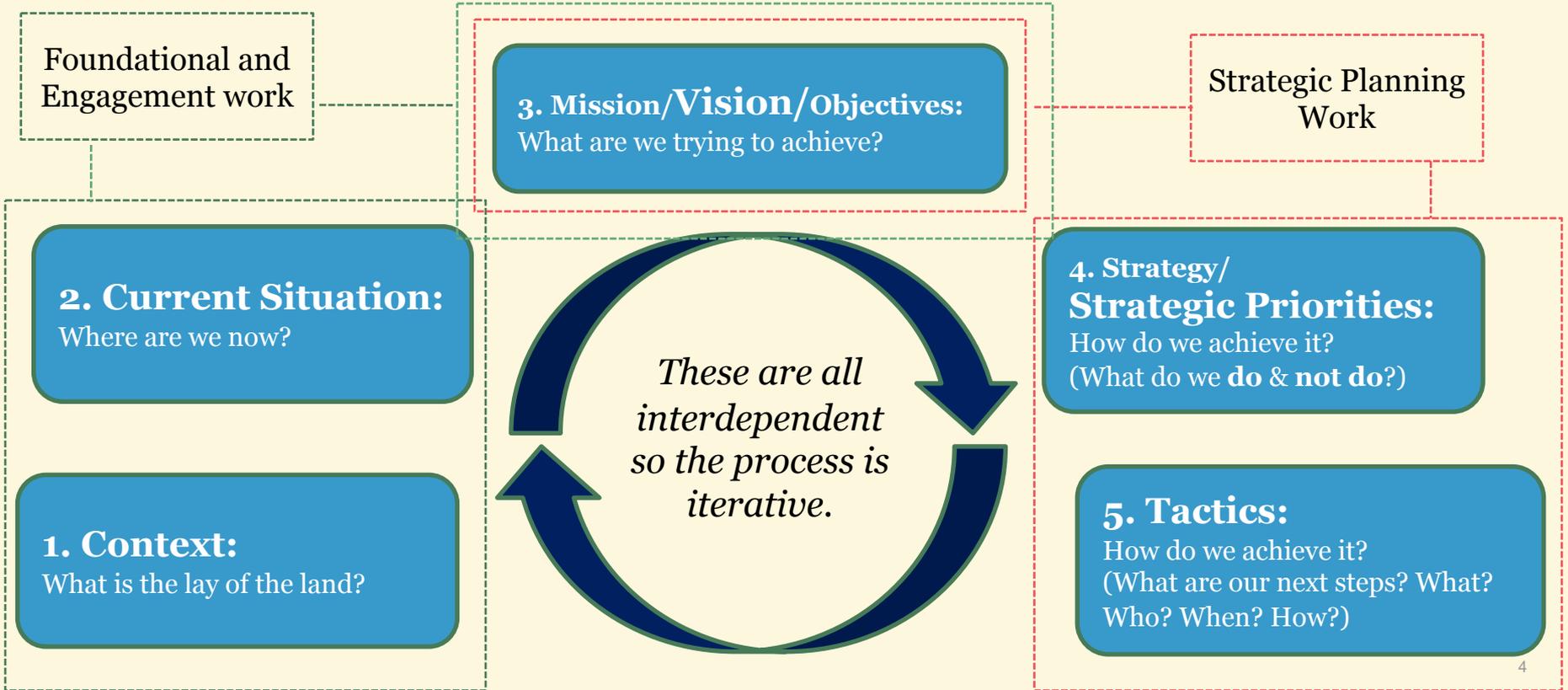
1. Summary of the process and findings
2. Summary of the Strategic Planning recommendations for FSTF moving forward



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Strategic Planning Process



Foundational and Engagement Work Completed

Stakeholder survey

- 49 respondents

Stakeholder interviews

- 24 one-hour stakeholder interviews conducted

Focus group

- 10 participants from community, CBOs, DPH

Research on collective impact

- Case studies of five relevant collective impact initiatives

Working Group Meetings

- Meeting 1: Foundational work findings; Strategic priorities discussion
- Meeting 2: Strategic priorities discussion, cont.; Task force resources / structure discussion

Foundational/Engagement Work Outcomes

- **Strengths**/what the Task Force is doing well
- **Opportunities**
- **Context**/Environment that we are working in
- **Strategic Priorities**

These are highlighted in more detail in the following slides

Findings from Foundational Work

FSTF Strengths/What is the FSTF doing well?

- **Elevating the Importance of Food Insecurity:** Keeping issue of hunger top of mind in the public discourse, particularly for city agencies & city officials.
- **Staying Informed/Educating:** Keeping a finger on the pulse of what is going on in departments and CBOs related to food insecurity and then keeping all TF members informed.
- **Serving as Consistent Convener:** Providing a consistent, centralized, and collaborative locus to convene and address food insecurity.
- **Budget Advocacy Work:** Securing much needed funds for food security programs in the city.
- **Reports/Quantitative Data:** Providing the critical food assessment reports and supporting data that help raise awareness around hunger in our city.
- **Supporting/Informing Action:** EatSF, SRO work, food security screening, SSI work, etc.
- **Rallying Volunteer Resources:** Getting volunteer TF members to go the extra mile (e.g. around budget add-back work and the reports.

Findings from Foundational Work, cont.

FSTF opportunities/recommendations fall into two overarching themes

1. *A call for FSTF to “step up” & “turn up the heat” even more if possible to end hunger*
2. *Needing more staff/resources to do so...*

Also, some specific/tactical recommendations related to budget advocacy work, supporting collaboration, reports, communication, and stakeholder engagement that are detailed out in a separate appendix document.

Findings from Foundational Work, cont.

Context for FSTF Work:

- **Measuring Food Security:** Food security status is **never static** for individuals, populations, or the city in general making it very difficult to measure and track over time.
- **Set-asides** including funds from the Dignity Fund and the Sugary Drinks Distributor Tax Advisory Committee (SDDTAC) **add resources** to fund food security work in San Francisco.
- The **anticipated recession** is expected to have a negative impact on rates of food security. Existing, community-based programs may be required to fill the gaps that public entitlement programs can't cover.
- **Shifting landscape:** The landscape of food security in San Francisco continues to shift due to possible changes to the definition of public charge, the waiver expiration of Able-bodied Adults Without Dependents (ABAWDs), federal government shutdown(s), and the fact that people receiving Supplemental Security Income (SSI) are now able to enroll in CalFresh/SNAP.
- **Cost of Living:** The cost of living continues to increase which is a root cause that continues to exacerbate food security.

Possible Task Force Strategic Priorities

Nine possible strategic priorities emerged from the foundational work:

1. Shared Solution/Plan/Agenda
2. Shared Measurement
3. Outreach/Communication
4. Collaboration
5. Expanding Stakeholders
6. Driving Accountability/Efficiency
7. Information Referral
8. Sustainable Funding
9. Health Angle



These possible strategic priorities were discussed and narrowed to four as part of the working group process.

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Strategic Plan Context

- The Strategic Plan for the FSTF is grounded in the [2018 Assessment of Food Security Report](#), which are the **overall recommendations on how to end hunger** in San Francisco.
- The strategic recommendations in the SF Food Security Task Force 2019-2021 Strategic Plan focus on the optimum and **specific focus and priorities of the Task Force** and future **multi-sector collaboration** in ending hunger.



Strategic Plan Recommended Components

The Working Group took all of the emergent foundational work to build-out:

- **Vision**
- **Strategic Priorities**
- **Strategic Framework/Approach**

Each of these is now described in this remaining section.

Vision

Vision Statement: A food secure San Francisco in which all people at all times are able to obtain and consume enough nutritious food to support an active, healthy lifestyle.



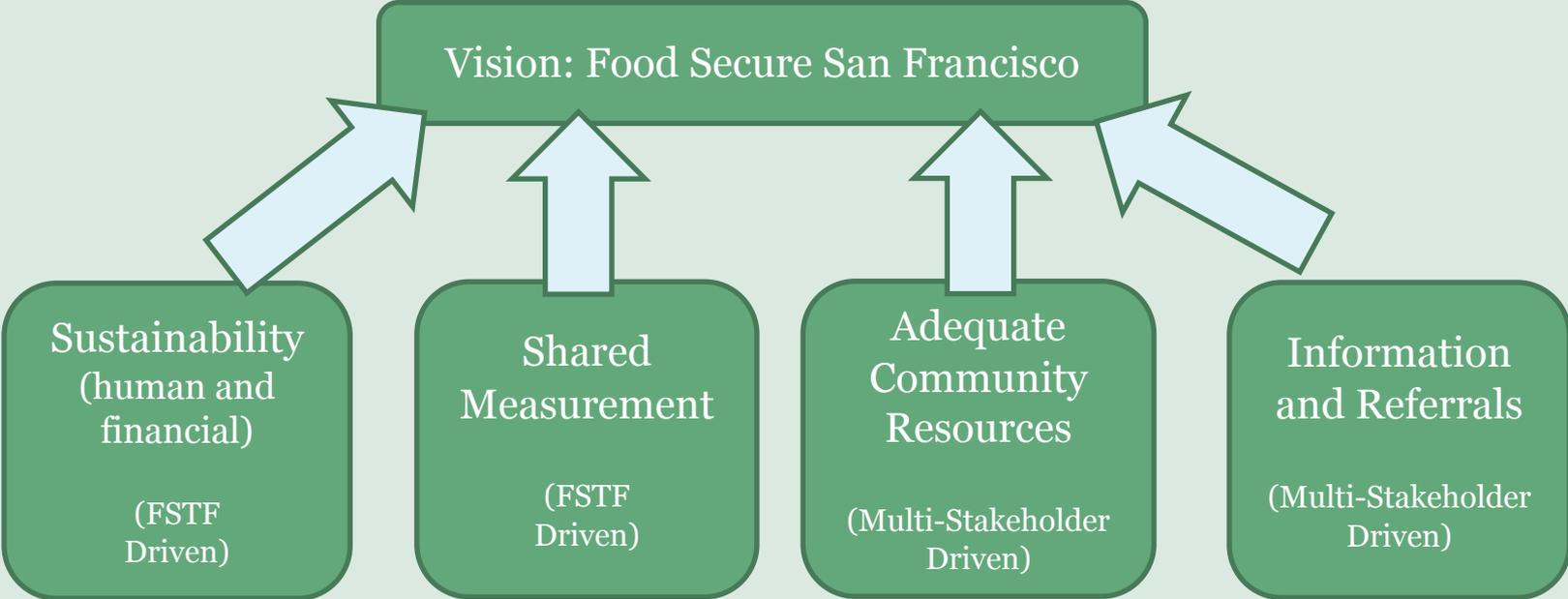
Perspective on Root Causes: *The Food Security Task Force (FSTF) acknowledges that the root causes of hunger and food insecurity are poverty, inequality, racism, and all forms of injustice. Eliminating these root causes is a long-term endeavor that requires action from a broad coalition of actors. The FSTF will work to contribute to this endeavor even as we recognize that we have limited ability to affect this kind of change on our own.*

2019-2021 4 Key Strategic Priorities for FSTF (detail)

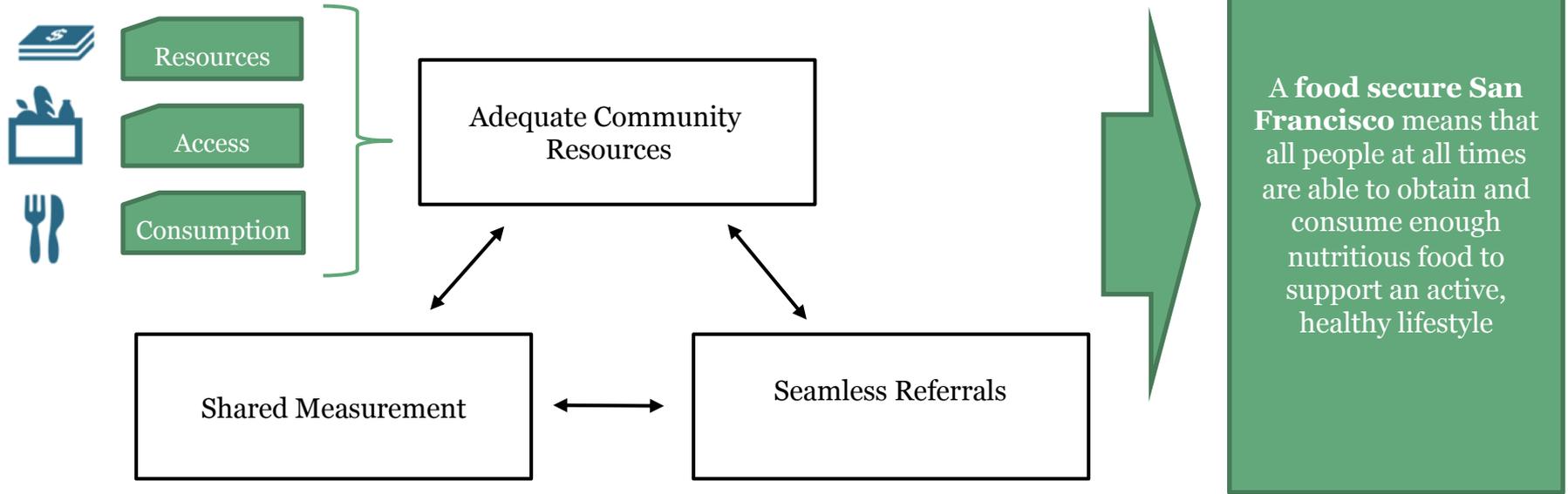
The FSTF will focus on four strategic priorities in order to work toward a food secure San Francisco.

- 1. Sustainability**– toward increased resources (human and financial) to enable the FSTF to deliver on its mandate and achieve on all of its strategic priorities
- 2. Shared Measurement**– toward a set of common, shared metrics to inspire action, track progress, and inform change
- 3. Adequate Community Resources**– toward realization of the recommendations included in the 2018 Assessment of Food Security Report
- 4. Information and Referrals**– toward seamless access and a fully integrated system with “no wrong doors”

2019-2021 4 Key Strategic Priorities for the FSTF (visual)



Approach/Framework/Theory of Change



Foundational Threads/Principles: Sustainability, Equity, Collaboration, and Communication

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Strategic Priorities Detail

Context for each strategic priority and detailed next steps can be found in the Appendix.

But highlights & timeline of key next steps are as follows... *(see next slide)*



2019 to 2020 Highlights

2020 to 2021 Highlights

Sustainability Action Items

- 1. Funding/Consulting Support:** Work to secure funding for an independent consultant to staff the TF for next 2 years
- 2. Hiring/Onboarding:** Hire and onboard TF staff person
- 3. Additional Resource Outreach:** Conduct outreach with other city agencies and CBOs to determine viability of allocating additional dedicated resources

- 4. Follow-on Strategic Planning for next iteration of Task Force:**
 - Secure **additional funding** for follow-on strategic planning
 - Conduct **follow-on strategic planning** process for emerging FSTF models beyond 2021
 - Engage FSTF membership in assessing and determining best long-term FSTF structure options (with pros/cons)

Shared Measurement Action Items

- 1. Pre-Work/Landscape Analysis:** Have individual conversations to determine who is measuring what, how, when
- 2. Key Actors:** Select key actors to collaboratively develop shared measurement system
- 3. Review of Measurement Tools:** Review/analyze current measurement tools/methodologies

- 3. Convene:** Convene to align around vision, tools and next steps for shared measurement system.
- 4. Staffing:** Review what staffing is needed to support a shared measurement effort

Adequate Community Resources Action Items

- 1. Prioritizing 2018 Assessment Recommendations:** Continue to prioritize and champion the recommendations from the 2018 Assessment
- 2. Community Education and Outreach:** Continue proactive education, awareness, and community building around the situation of food security in SF and the recommendations

- 3. From Recommendations to Action:** Getting individuals/orgs to become ambassadors and own/take action on recommendations

Information & Referral Action Items

- 1. Referral Advocate:** FSTF to champion the need for food to be included in all existing referral efforts and process(es) (i.e., DPH Resource & Referral), while advocating for bi-directional feedback, client evaluation, and multi-generational approach.

- 1. Best Practices Analysis:** FSTF/others to research best practices from other/current information referral efforts including: Our Children Our Families Council SF (OCOF), 211 in San Diego, DPH's efforts to update resources and referral, etc.
- 2. **Beyond 2021:** FSTF (or emergent structure) will participate in a multi-stakeholder I&R approach to optimize I&R.

We have a bold vision and bold strategic priorities. But we believe our work is achievable. And in doing so, we envision...

“A food secure San Francisco in which all people at all times are able to obtain and consume enough nutritious food to support an active, healthy lifestyle.”



**We hope you
join us in
this work!**

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1. Sustainability - Context

Toward increased resources (human and financial) to enable the Task Force to deliver on its mandate and achieve on all of its strategic priorities

- **Additional Resources Needed:** The TF needs additional human and financial resources to be able to deliver on the priorities of the Task Force
- **Prioritizing Sustainability:** Historically, the FSTF has prioritized securing funding for food programs, rather than raising funds to support its own functions
- **Context of Reauthorization:** The FSTF has been reauthorized through June 2021 when it will be up for reauthorization again. This structure has limitations and benefits. Other existing models and pros/cons should be assessed (i.e. Mayor's Long Term Care Coordinating Council, Our Children Our Families Council of San Francisco, etc.)

1. Sustainability- Context & Detailed Recommendations

Toward increased resources (human and financial) to enable the Task Force to deliver on its mandate and achieve on all of its strategic priorities

- **For short-term additional resources**, the working group proposed the following options:
 - 1. Consultants:** Fundraise (if needed) & hire 1 or more independent consultants
 - 2. Other City Agency Staff:** Have discussions around potentially engaging additional city agency staff (in addition to DPH's current staff contribution)
 - 3. Leveraging CBO support:** Continuing to leverage and bolster additional CBO staff/resources supporting the work of the FSTF
- **In the longer term**, the Task Force/organization may decide to evolve into a different entity. Pros/cons of various options need to be considered while keeping in mind the desire to continue to have city agencies at the table.

1. Sustainability Next Steps

FSTF-Driven next steps (based on working group initial brainstorm):

Year 1 (2019 to 2020):

- 1. Funding/Consulting Support:** Work to secure funding for an independent consultant to staff the TF for next 2 years
- 2. Hiring/Onboarding:** Hire and onboard TF staff person
- 3. Additional Resource Outreach:** Conduct outreach with other city agencies and CBOs to determine viability of allocating additional dedicated resources

Year 2 (2020 to 2021):

- 4. Follow-on Strategic Planning for next iteration of Task Force:**
 - Work to secure additional funding for follow-on strategic planning
 - Conduct follow-on strategic planning process for emerging FSTF models beyond 2021
 - Engage FSTF membership in assessing and determining best long-term options (with pros/cons) for continued multi-sector collaboration on food security

2. Shared Measurement - Context

Toward a set of common, shared metrics to inspire action, track progress, and inform change

- **City-Wide Dashboard:** Develop simple, citywide dashboard to support collective impact on level of food security – in close collaboration with Budget & Legislative Analyst and Controller's Office
- **Indicators:** 5-10 indicators reflecting problem and success/change
- **Key Factors:** Measurement needs to be collectively agreed to, consistent units of analysis, simple, flexible for changing conditions, and updated regularly
- **Collaboration & Common Goal:** Everyone is working toward the same goal

2. Shared Measurement Next Steps

FSFT-Driven next steps (based on working group initial brainstorm):

- 1. Pre-Work/Landscape Analysis:** Have individual conversations to determine who are the key “measurement” actors, what/how are they measuring, what/how are they updating measurements, and what would they need to align around a consolidated measurement system.
- 2. Key Actors:** Select key actors to collaboratively develop shared measurement system
- 3. Review of Measurement Tools:** Review/analyze current measurement tools/methodologies (i.e., missing meals, food security screening, percentage FPL, Controller’s Office method, etc.)
- 4. Convene:** Convene to align around:
 - **Vision:** What our vision is to have a unified city-wide measurement system
 - **Tools:** What measurement tool/methodology/indicators should be used to create a dashboard
 - **Next Steps:** What next steps are needed for implementation
- 4. Staffing:** Review what staffing is needed to support a shared measurement effort

3. Adequate Community Resources - Context

Toward realization of the recommendations included in the 2018 Assessment of Food Security Report

- **2018 Assessment:** FSTF to reinforce priority recommendations from the 2018 Assessment including, but not limited to:
 - >Attain sustainable funding & infrastructure investments to eliminate barriers to services
 - >Develop a client-centered approach to nutrition services
 - >Endorse food security values and accountability to secure the food safety net
 - >Work with the healthcare sector to ensure that food security is treated as a priority
- *Note: much of **FSTF's current work and work plan** — community education and outreach, spearheading key programs/working groups, spearheading outreach on key efforts or challenges (e.g. ABAWDs), etc. — is encompassed under this priority.*

3. Adequate Community Resources Next Steps

Multi-Stakeholder driven next steps (based on working group initial brainstorm):

- 1. Prioritizing 2018 Assessment Recommendations:** Continue to prioritize and champion the recommendations from the 2018 Assessment
- 2. Community Education and Outreach:** Continue proactive education, awareness, and community building around the situation of food security in SF and the recommendations.
 - Take recommendations to commissions, BOS, Mayor, Department heads, private funders
 - Passing resolutions and policy for commission (i.e. DPH)
 - Continue to inform set-aside funds (Dignity Fund, Soda Tax)
- 3. From Recommendations to Action:** Getting individuals/orgs to become ambassadors and own/take action on recommendations

1. Information and Referrals - Context

Toward seamless access and a fully integrated system with “no wrong doors”

- Clients have a better understanding of community resources/programs available and what they qualify for
- Frontline staff working with clients (including those responding to 211 calls) have an excellent and up-to-date understanding of what resources clients qualify for
- Metrics/data on referrals and impact of information and referrals to be included in citywide dashboard

1. Information and Referrals Next Steps

Multi-Stakeholder driven next steps:

Year 1 & 2:

- 1. Referral Advocates:** FSTF to champion the need for food to be included in all existing referral efforts and process(es) (i.e., DPH Resource & Referral), while advocating for bi-directional feedback, client evaluation, and multi-generational approach.
- 2. Best Practices Analysis:** FSTF/others to research best practices from other/current information referral efforts including: Our Children Our Families Council SF (OCOF) service inventory group, 211 in San Diego, DPH's efforts to update resources and referral around food, etc.

Longer-Term:

- 1. Seat at the Table:** FSTF (or emergent structure) will participate in a multi-stakeholder I&R approach to:
 - **Key Actors:** Determine key actors/stakeholders to structure the initiative
 - **Implementation Plan:** Engage actors/agencies to develop a user-journey for current I&R system, develop a vision for seamless I&R, prototype & iterate, secure funding.

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Timeline of Strategic Planning Work

- **1. Research on collective impact (May 2018)**

- Pre-conditions and best practices shared
- Case studies of five, relevant collective impact initiatives



- **2. Stakeholder survey (June 2018)**



- **3. Stakeholder interviews (Jul-Nov 2018)**



- **4. Focus group (Nov 2018)**

- 10 participants from community, CBOs, DPH, and Task Force members



- **5. Working group meetings (Nov-Dec 2018)**



- **6. Finalization of Strategic Plan (January-April 2019)**

Summary of Research on Collective Impact Findings

Three Collective Impact Pre-Conditions:

- Influential Champion
- Financial Resources
- Sense of Urgency for Change

Collective Impact Best Practices:

- Common Agenda
- Shared Measurement Systems
- Mutually Reinforcing Activities
- Continuous Communication
- Backbone Support Organizations

Maintaining a Collective Impact Campaign requirements for success:

- Governance and Infrastructure
- Strategic Planning
- Community Involvement
- Evaluation and Improvement

Stakeholder Survey Stats

Stakeholder survey

- 49 respondents

Affiliation

- 65% volunteers/community members
- 27% current or former task force members
- 8% other

Work association of respondents

- 19% government/public agency
- 50% CBOs/nonprofits
- 15% university
- 17% other (foundation, for-profit, etc.)

Time involved

- 60% 2 years or less
- 23% 3-5 years
- 17% 6 years or more

Stakeholder Interview List

- 24 one-hour stakeholder interviews conducted
 - Stakeholders included: Task Force members, City agencies, Community-based organizations (CBOs), and Community members
1. Orla O’Keefe, SFUSD
 2. Ashley McCumber, Meals on Wheels
 3. Veronica Shepard, DPH
 4. Paula Jones, DPH
 5. Shireen McSpadden, DAAS
 6. Noelle Simmons, HSA
 7. Paul Ash, SF Marin Food Bank
 8. Hilary Seligman, UCSF
 9. Barbara Garcia, DPH
 10. Anne Quaintance, Meals on Wheels
 11. Trent Rhorer, HAS
 12. Karen Gruneisen, Episcopal Community Services
 13. Maria Su, DCYF
 14. Sean Brooks, SF Marin Food Bank
 15. Susan Hirsch, Hirsch & Associates
 16. Pedro Arista, Hirsch & Associates
 17. Scott Wiener, CA State Senator
 18. Mark Ryle, Project Open Hand
 19. Deena Lahn, SF Community Clinic and Consortium
 20. Gina Fromer, San Francisco Education Fund
 21. Meg Davidson, SF Marin Food Bank
 22. Rita Nguyen, DPH, Food as Medicine Collaborative
 23. Tomas Aragon, DPH
 24. Cissie Bonini, EatSF

Working Group Members

1. **Paula Jones:** Director of Food Security, DPH Population Health Division
2. **Anne Quaintance:** Chief Government Affairs Officer, Meals on Wheels
3. **Hilary Seligman:** Assoc. Professor of Medicine & of Epidemiology & Biostatistics, UCSF
4. **Orla O'Keefe:** Chief of Policy and Operations, SFUSD
5. **Mary Adrian:** Director of Medi-Cal and CalFresh, HSA
6. **Gina Fromer:** Chief Executive Officer, San Francisco Education Fund
7. **Karen Gruneisen:** Associate Director, Episcopal Community Services
8. **Rita Nguyen:** Chronic Disease Physician Specialist, DPH & Assist. Clinical Professor, UCSF
9. **Sean Brooks:** Chief Program Officer, SF-Marin Food Bank
10. **Meg Davidson:** Associate Director, Policy and Advocacy, SF-Marin Food Bank

Approach/Framework for Strategic Priorities (Detail)

If the Food Security Task Force focuses on optimizing:

- **Adequate community resources** (including resources, access, and consumption),
- **Seamless referrals** for people who need the resources,
- **A shared system to measure success** and inform changes, and

And if the principles of **equity, collaboration, communication, and sustainability** drive all aspects of this approach...

Then San Francisco will achieve its vision of Food Security

Note: Further detail on what is needed to achieve a food secure San Francisco can be found in the 2018 Assessment of Food Security Report recommendations.