

# Development of Work Plan July 2019-June 2020

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- The [2018 Assessment of Food Security Report](#) includes **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 FSTF** and future **multi-sector collaboration**.
- The **FY 19-20 Work Plan** is based on the action items developed in the Strategic Plan.



# Vision

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**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.*

# Values

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**Equity:** We focus on eliminating inequities in food insecurity and on ensuring that the promise of a food secure San Francisco extends to all of our residents.

**Community partnership:** We work bi-directionally with communities experiencing food insecurity to amplify their voices, share information, and collaborate on solutions.

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

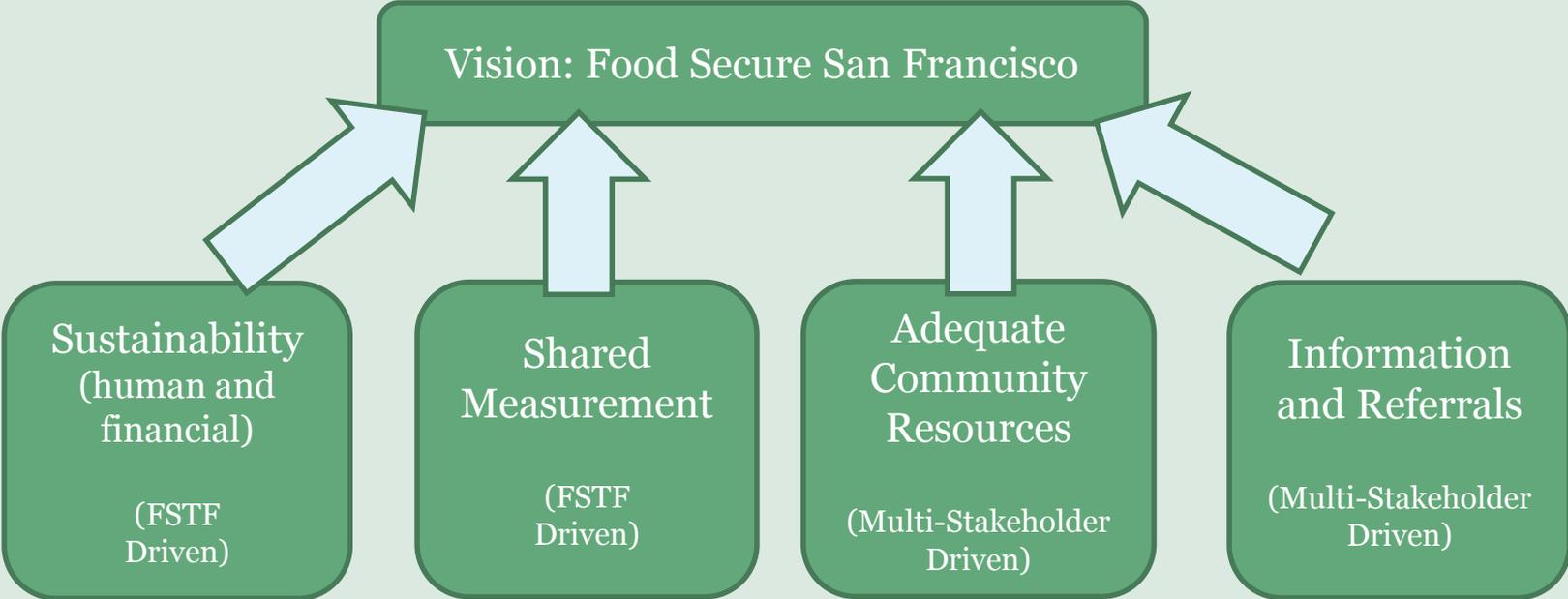
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The FSTF will focus on four strategic priorities in order to work toward a food secure San Francisco.

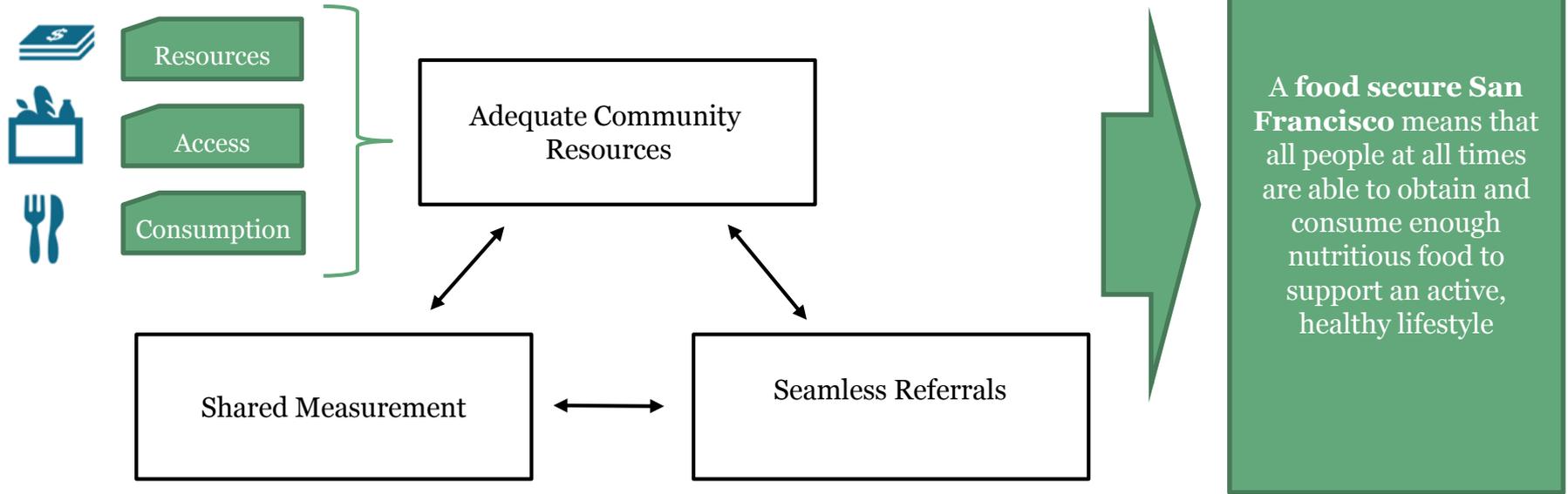
- 1. Sustainability**– toward increased resources (human and financial) to enable the FSTF to deliver on its mandate and achieve on all of its strategic priorities
- 2. Shared Measurement**– toward a set of common, shared metrics to inspire action, track progress, and inform change
- 3. Adequate Community 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 Key Strategic Priorities for the FSTF (visual)

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# Approach/Framework/Theory of Change



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

## 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.

# 1. Sustainability - Context

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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

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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

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*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

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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

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*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

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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

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***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

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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

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*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.

# Next Steps in Development of Work Plan FY 19-20

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**Establish Structure and Timeline for Action Items**

**Review FY 18-19 Work Plan**

**Add Other Priorities from 2018 Assessment Recommendations**

**New Developments**

## **Options:**

- Project Leads
- Ambassadors – Liaisons
- FSTF Meetings
- FSTF Work Groups



# Approach/Framework for Strategic Priorities (Detail)

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## **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.

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!**