

Healthy Retail San Francisco

Food Security Task Force
February 3, 2016



Office of the Mayor
San Francisco
Edwin M. Lee, *Mayor*



San Francisco
Department of Public Health



Healthy Retail SF Mission

Make available and promote the consumption of healthy, fresh and affordable food in low-income neighborhoods by encouraging small corner stores to become healthy food retailers while increasing their long term sustainability and strengthening community cohesion.



Objectives

Public Health

- Increase access to healthy influences
- Reduce unhealthy influences

Economic Development

- Increase small business sustainability
- Provide workforce development opportunities

Community Strengthening

- Connect neighborhood residents to local businesses
- Increase awareness of neighborhood healthy food



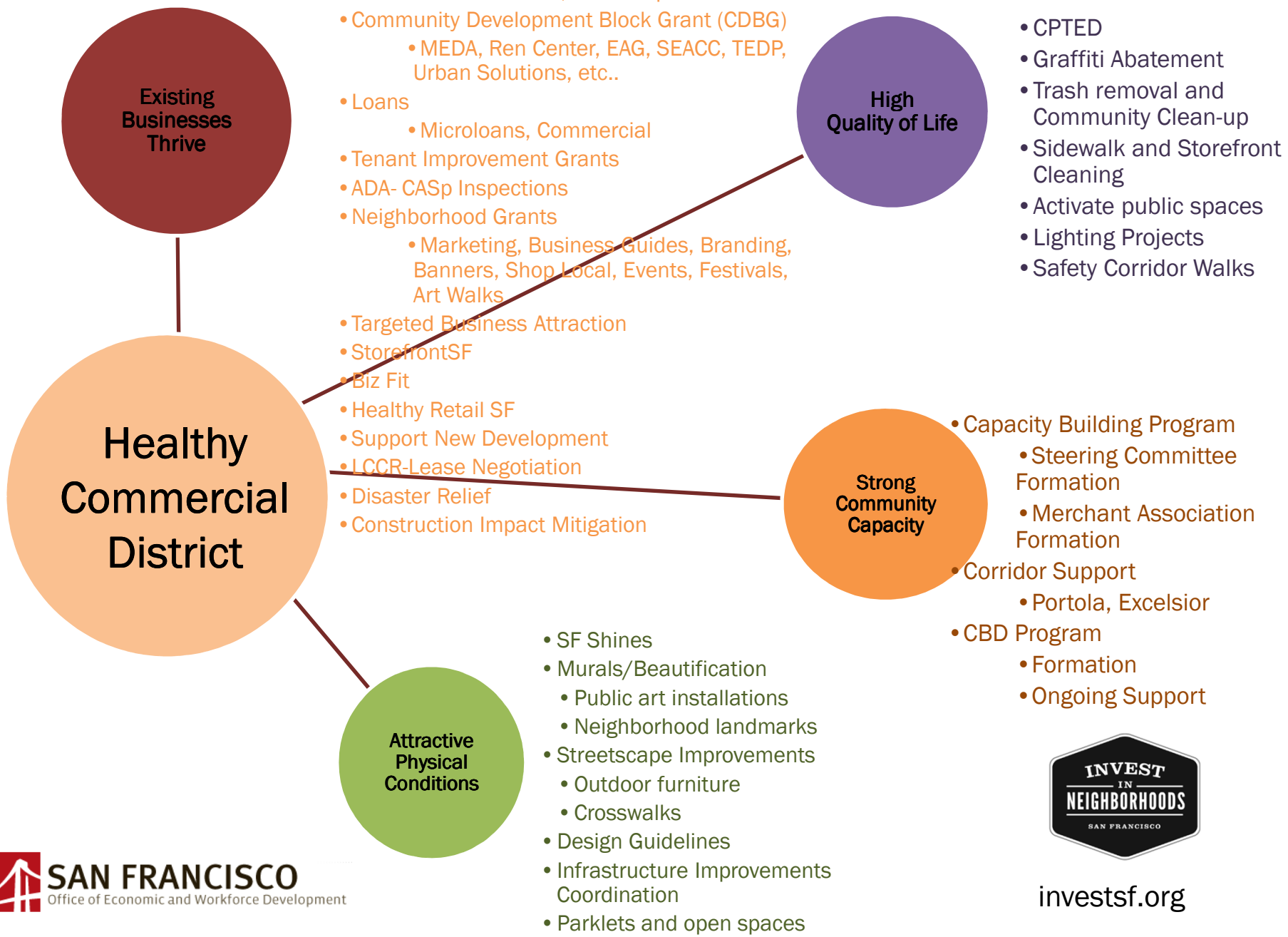
City of San Francisco Ordinance

FILE NO. 120966

ORDINANCE NO.

- 1 [Administrative Code - Healthy Food Retailer Incentives Program]
- 2
- 3 **Ordinance amending the San Francisco Administrative Code by adding Chapter 59**
- 4 **(Sections 59.1-59.9) to establish a Healthy Food Retailer Incentives Program to oversee**
- 5 **and coordinate the City's incentive and assistance programs for Healthy Food**
- 6 **Retailers.**






HealthyRetailSF builds on previous and Healthy Retail Pilot Efforts

TLHCSC
Tenderloin Healthy Corner Store Coalition


COMMUNITY GATHERING about Healthy Retail & Food Access in the Tenderloin
201 Turk Community Room



Thursday July 11th, 2013 from 4pm – 6pm

THERE WILL BE...

- **FREE** Food and Drinks
- Special Guest Speakers
- **FREE** copy of a HEALTHY Tenderloin shopping guide
- Store Research Results
- Raffle Prizes




This Event is brought to you by the Tenderloin Healthy Corner Store Coalition (TLHCSC) and Team LST at the Vietnamese Youth Development Center. We welcome residents, community partners and anyone interested in getting involved & learning more about healthy retail in our community.

If you have any questions about this event, please feel free to contact the TLHCSC program coordinator, Jessica Estrada at Jessica@vydc.org or at 415-771-2600 ext. 104.

SEFA SOUTHEAST FOOD ACCESS

Contact

SEFA Overview • SEFA Profiles • Food Access • Urban Ag • Policy • News • **food guardians**



Improving Food Access

Increasing availability of healthy and fresh foods

Access to healthy food is a basic human right. SEFA is a coalition that works to ensure that healthy, fresh, sustainable, and affordable food is accessible to all residents of Bayview Hunters Point. SEFA focuses on the whole food system with an emphasis on retail food access, urban agriculture and raising awareness about food and food systems.

www.southeastfoodaccess.org
healthyTL.org



Community Food Advocates



Healthy Retail SF- Structure

HRSF Advisory Committee



OEWD & SFDPH Staff



Store Redesign- Healthy Food Consultants

Sutti Associates
Larry Brucia &
Scott Shaffer

Business Operations Consultants

Small Business Development
Center, Gabriela Sapp,
& Others

Community Engagement Coordinator

Jessica Estrada, Ryan Thayer
Kenny Hill, Monique Douglas
TLHCSC & SEFA



Healthy Retail SF Advisory Committee

Christina Goette,
Director, Shape Up San Francisco

Kenneth Hill,
SEFA Food Guardian

Michael Janis,
SF Wholesale Produce Market

Miriam Zouzounis
Arab American Grocers Association
Small Business Commission

Hannah Burton Laurison
Healthy Retail Expert

Merry Minkler,
UC Berkeley, School of Public Health

Leo O'Farrell
San Francisco Human Services Agency

Nick Pagoulatos,
Aide to Supervisor Mar

Diane Sokolove
San Francisco Planning Department

Pedro Vidal Torres
National Council on Alcoholism and other Drug
Addictions, Bay Area

Consultants:

Gabriela Sapp, Small Business Development Center
Larry Brucia, President, Sutti Associates
Jessica Estrada, Coordinator, Tenderloin Healthy
Corner Store Coalition

Staff:

Jorge Rivas,
Office of Economic and Workforce Development
Susana Hennessey Lavery,
Community Health Equity & Promotion Branch,
SFDPH



HealthyRetailSF Framework

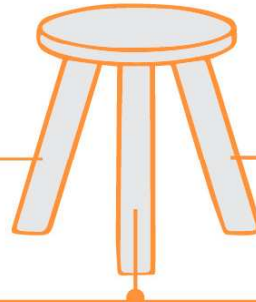
A three-legged stool



COMMUNITY ENGAGEMENT

Community Food Advocates (CFAs)

- Market research & community surveys
- Branding, shelf talkers, signs, etc.
- Assist with store redesign & launch
- Monitor adherence to standards
- Report card & ongoing TA
- Promotional events and activities
- Taste testing & cooking demos
- Health promotion in/out store
- Marketing materials



REDESIGN & PHYSICAL ENVIRONMENT

Consultants & CFAs

- Store design and layout
- Schematics and product placement
- Inventory and merchandising needs
- Equipment
- Facade Improvements
- Signage: pricing & shelf talkers
- Americans with Disabilities (ADA)
- Arts and Murals



BUSINESS OPERATIONS

Office of Economic & Workforce Development and Consultants

- Business Model/Plan Development
- Produce distribution & Maintenance
- Sourcing of healthy products
- Tax and Debt Planning
- Credit Building
- Access to capital
- Lease assistance
- Point of Sale (POS) Systems



Outreach
Assessment
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HEALTHY RETAIL SF PROGRAM ELEMENTS



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The Invest in Neighborhoods vision is to strengthen San Francisco's neighborhood commercial districts so that they may be economically thriving, safe, resilient, sustainable, and meet the needs of local residents.

HealthyRetailSF provides individualized attention to businesses by providing concentrated and tailored technical assistance to corner stores to increase healthy food options, and in doing so, help their community and their business.

PROGRAM ELEMENTS

MERCHANT ENGAGEMENT & REFERRALS

HealthyRetailSF is for corner store owners interested in becoming healthy food retailers*. Workshops, orientations, and one-on-ones can be arranged. Corner stores will have access to technical information and referrals to business resources.

ASSESSMENTS & INDIVIDUAL DEVELOPMENT PLANS

A business accepted into the program will have access to a rigorous assessment of their operations and healthy food offerings. A select few will have access to a suite of consultants, business tools, and programs to strengthen their operations and work towards becoming a healthy food retailer.

*Healthy Food Retailer: a food retailer operating in a fixed location whose business is primarily comprised of sales of food and non-food grocery products intended for preparation, use or consumption off the retailer's premises that (1) devotes at least 35 percent of its Selling Area to fresh produce, whole grains, lean proteins, and low-fat dairy products, (2) devotes no more than 20 percent of its Selling Area to tobacco and alcohol products, and (3) satisfies the minimum wage requirements for employees set forth in Administrative Code Chapter 12R.

HOW DO I GET STARTED?

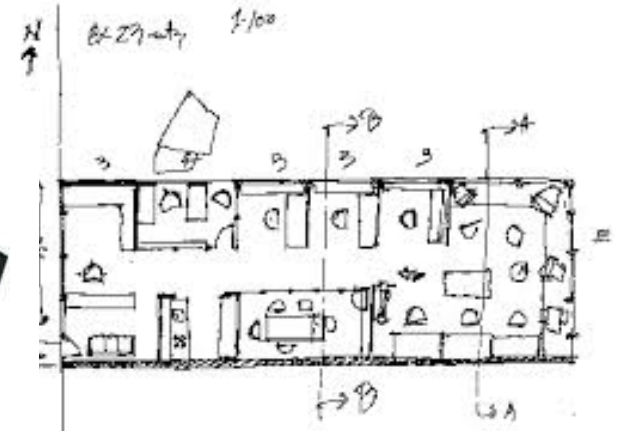


OR CONTACT:

Gabriela Sapp
 Small Business Development Center (SBDC) Consultant
 (p) 415.254.5094 | (e) mybizadvisorsf@gmail.com



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SMALL BUSINESS DEVELOPMENT CENTER
SAN FRANCISCO



CRITERIA TO SELECT HRSF PARTICIPANTS

	Support Documentation
Business Criteria (50 points)	
Number of Years in Business (q4)	Biz License
Does the business carry liability insurance? (q13)	Insurance Policy
How many years do you have left on your lease? (q3)	Lease Agreement
Does the business have all the permits and licenses to operate? (q14)	Client Needs Assessment
Do you have a way to track you product sales i.e. POS system? (q18)	Client Needs Assessment
Has the owner filed Income Tax Returns in the last 3 years? (q47)	Last 3 years Tax Returns
Does the store have current violations on citywide regulations? (waste management, health code, loitering, alcohol/tobacco?)	City of SF information??
Does the store have employees or family members assisting the biz owner? (q10)	Client Needs Assessment
If the store has employees, are they paid min wage? (q9)	Client Needs Assessment
Is the business owner current in all personal and business debt? (q48, 49)	Client Needs Assessment
Store Motivation and Commitment (25 points)	
Why are you interested in being part of HRSF? (q54)	Client Needs Assessment
Is the owner/manager is present in store at least 2/3 times week? (q11)	Client Needs Assessment
Would you be willing to go to the Produce Market at least twice a week? And maintain your produce daily? (q27, q28)	Client Needs Assessment
Would you be willing to rearrange the store to place healthy products at a highly visible location? (q29)	Client Needs Assessment
Would you be willing to share your financial information with us? (q56)	Client Needs Assessment
Location Issues (15 points)	
Proximity to other corner stores that currently offer produce/proximity to high concentration of families w/children, seniors (q33)	Gabriela's visit to stores
Is the store ADA compliant? (q17)	Client Needs Assessment
Size of store (q5)	Owner's self report (Gabriela's visit/phone
Community Engagement/Reputation (10)	
Community Ratings	Food Advocates input

to the self



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FINAL DRAFT
Ana's Market
Individual Development Plan
June 2014

Contact: Thelma Orozco/Bayardo Talavera
105 Broad Street, San Francisco, CA 94112
415-337-9435
bayardotalavera@yahoo.com

Lead Consultants: Gabriela Sapp and Larry Brucia

To build on your commitment and partnership with the City of San Francisco, the Healthy Retail SF team is providing you with this customized Individual Development Plan (IDP) for your small business. The plan sets forth measurable and attainable goals that you created through your answers to the business assessment and conversations with the Small Business Development Center (SBDC) Sutti Associates, and Community Food Advocates. It is important to keep in mind that each action taken and completed, will help guide your business to achieve sustainability and create a healthier community. You are the lead in all activities and partners have been identified to help you implement activities.

The purpose of Healthy RetailSF program is to increase access to healthy food options in low income communities by providing individualized technical assistance to corner stores and addressing concerns around community health and wellbeing. The overall

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FINAL DRAFT

Goal	Objective	Activities	Completion Date	Lead	Budget
Design and physically prepare store for healthy food retailing.	Design more linear and square footage space in the store for healthy merchandise.	Measure the footprint of the store, locations of equipment/fixtures. Visit Ana's Market to measure the space availability and current set up.	May 15-30, 2014 2 weeks	Sutti	\$560.00
		Complete a new schematic design (layout) of the store. Use AutoCAD to develop the design and suggest a new layout.	May 30- June 30, 2014 2 weeks	Sutti	\$560.00
		Review the schematic and make adjustments (if any) with the owner of the store.	June 13 th – Early July, 2014 1 week	Sutti, Antonio,	\$200.00



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Goals, tasks, cost, responsible party timing , deliverables: What the store commits to...

FINAL DRAFT				
Evaluation and follow up	Produce and healthy products using WFPB recipes, soups or dips and other store favorites. Cook one POS product per quarter and post costs. POS data should be collected prior to store redesign to measure the increase / change in sales related to purchase or sales of produce. Store management will provide quarterly post sales produce starting pre redesign continuing throughout the program. These documents are confidential and will be used only to track changes in produce sales.	Every quarter	Produce consultant SUSC	\$1,000.00
Evaluation and follow up	Conduct bi-weekly (3 days) then monthly/quarterly report card visits to evaluate performance on follow up items.	October 10, 2024 ongoing	SUSC/visit Owner	\$1,800.00

Food

Expectations: Ane's Market will adopt their business plan to meet organizational store standards for health and sustainability and maintain the following items for a period of at least 1 year with potential revisions considered annually based on progress reports over the 3 year period.

I. Food

- Stock at least 1 type of low-fat (2% or skim milk) (not-fat milk). Stock at least two lactose-free or non-dairy options, such as lactose-free milk, soy, rice, or almond milk.
- Continue to stock a variety of eggs, in a variety of sizes.
- Stock at least 4-6 varieties of high-fiber cereals (>20% daily value of fiber/serving). 33% of cereals must be low-sugar cereals (low-sugar cereals < 4g sugar/serving).
- Stock at least 2 types of 100% whole grain bread (>100 daily value of fiber per serving), as well as 1 type of whole wheat or corn tortilla.
- Stock 1 type of other whole grain products such as pasta, brown rice, quinoa, and/or oats.

Alcohol & Tobacco

- No violations of alcohol or tobacco laws in the duration of the 3-year project.
- No resources from this project (including schematics, technical assistance, shelving or refrigeration) may be used to introduce or expand any sales of tobacco products or product displays in the store.
- No displays of any exterior alcohol or tobacco ads outside egg, interior alcohol/tobacco ads near kids (below 3 feet).
- Over time, agree to take down tobacco and alcohol ads and replace with positive healthy promotion posters/ads or similar items (i.e. shelf talkers).
- "No Smoking" sign posted
- No single cigarette sales
- Within the 3 years, consider reducing the tobacco product sell space by 50% based on the hopeful improved sales of other healthy products

Security, Loitering, Access

- Maintain daily a clean interior & exterior (including doors, windows, gates, and sidewalks) - clear of clutter, litter, graffiti, and odor.

Business Sustainability and Increase Healthy Food Options

Redesign and Remodel Build Community Awareness Business Sustainability

Design for Health Living Space Meet Local Increase Awareness Evaluate Current Product Offerings Assess Customer Preferences Marketing Increase Sales Increase Business Productivity Increase Productivity to the Bottom Line Develop Products, Marketing and Merchandising Tools Evaluate and Follow-up

Product & Produce Quality Maintenance

FINAL DRAFT

- Agree to a store design to allow for wheelchair accessibility to all ends and corners of the store, with ability for a 360 degree turn.

IV. Evaluation: Ane's Market will participate in the evaluation activities as outlined in the IDP.

V. Product and Produce Quality Maintenance:

- No products sold at Ane's Market will be damaged, expired, or of poor quality.
- Ane's Market will follow the store exhibits outlined in the schematic provided by SusC Associates. This includes recommended merchandising of metro shelves for the efficient use of space as established by SusC Associates. Community Engagement Consultants and O&As will be involved in the design for **access one year** before store for any rearrangements.
- Ane's Market and maintain at least 10 produce products and remove wilted, old produce every 7 days a week, and clean inside and out **twice a week**.
- Store owner and staff responsible for produce management will be present at scheduled meetings, visits & trainings as time permits.

Partnership Agreement: This IDP outlines activities and deliverables that Ane's Market agrees to adhere to in exchange for all of the services and incentives provided by **HealthyRateUS**. Failure to meet these activities, timelines and deliverables will result in the end of this partnership and related **HealthyRateUS** services and incentives. We have read and understand this IDP.



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Business Sustainability

- Access to Capital
- Debt Management Courses
- Produce Handling and Sourcing Workshops
- Merchandising Training (1 on 1)
- Business Planning
- Visit Wholesale Produce Market
- Etc....

Market Produce Order Guide			On Hand					
Vendor			Date	Date	Date	Date	Date	Date
ITEM#	DESCRIPTION	PACK						
33157	Apples Fuji	10 lb.						
	Apples Granny Smith							
	Apples Red Delicious							
	Avocados							
	Bananas							
	Broccoli							
	Cabbage Green							
	Cabbage, Red							
	Cantaloupes							



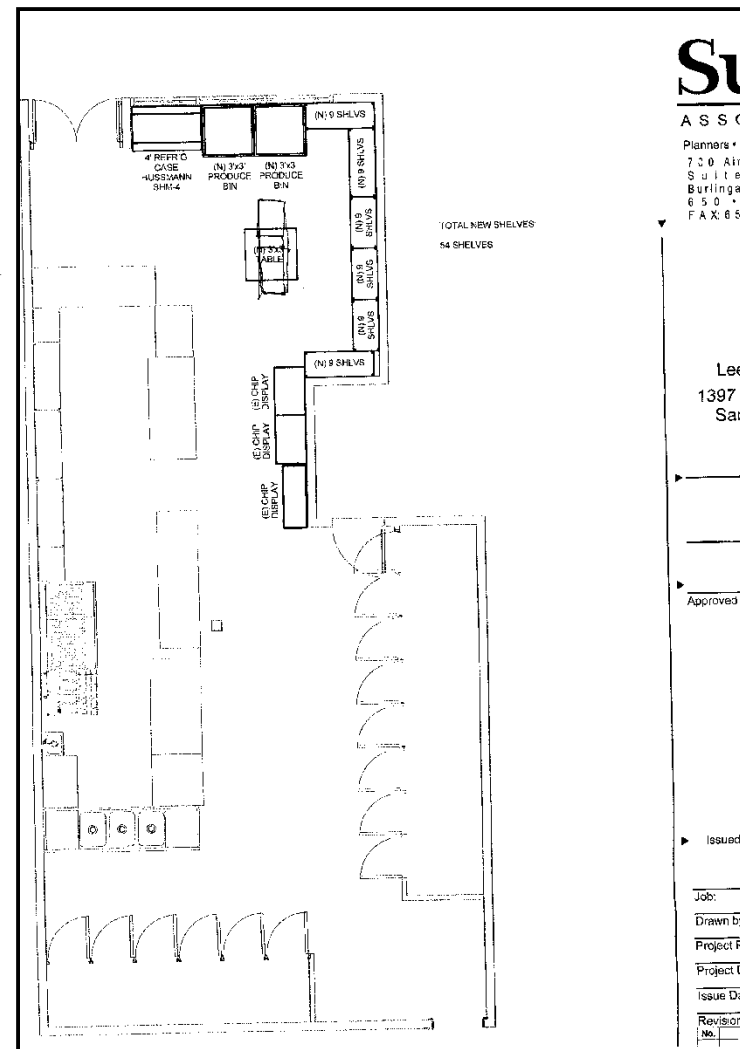
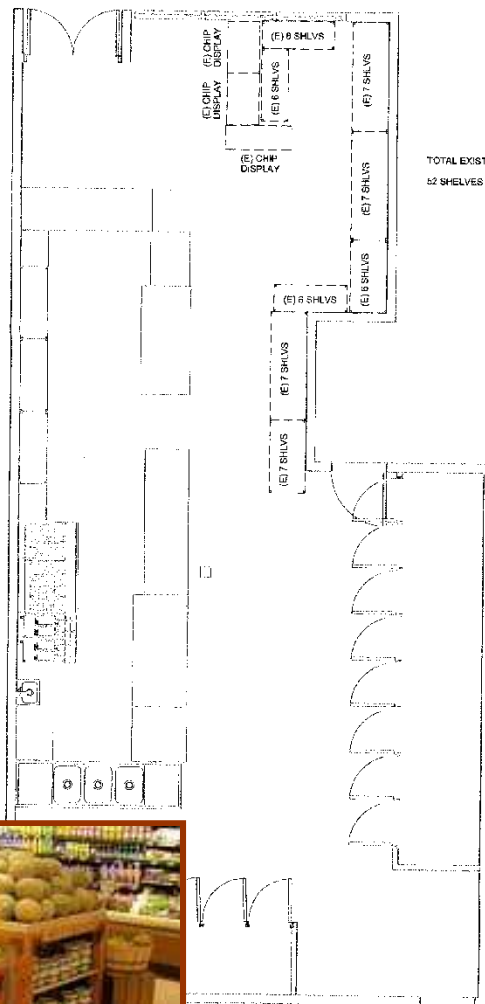
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Store Redesign: Before & After



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ASSO

Planners • De
700 Airp
Suite
Burlingam
650 • 3
FAX: 650

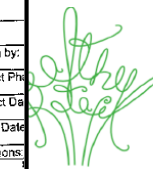
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San

Approved by

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Job:
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Project Ph
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Issue Date

Revisions
No. _____



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Inventory, Merchandising & Resetting the store



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SF Shines: Façade Improvements

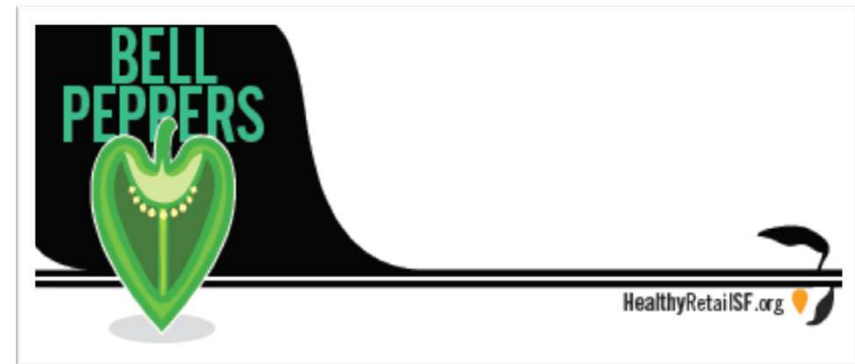
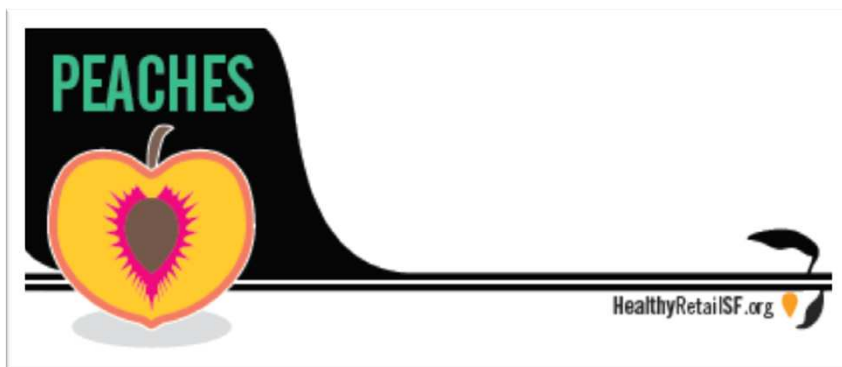
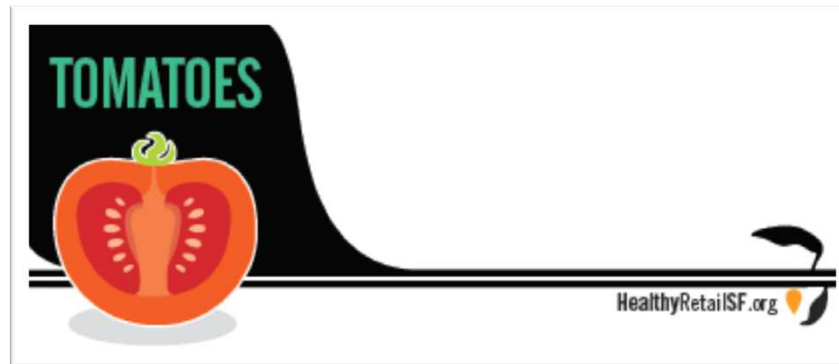


- Matching Grant (75%-25%)
- Façade
- Tenant Improvements
- ADA Improvements



- Outreach
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- Evaluation

In-Store Signage



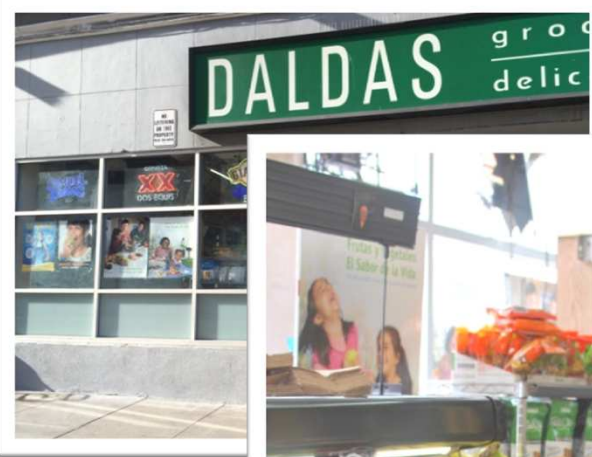

WHOLE GRAINS
HealthyRetailSF.org

"Whole" ingredients provide good energy,
 digestion, and blood sugar levels.

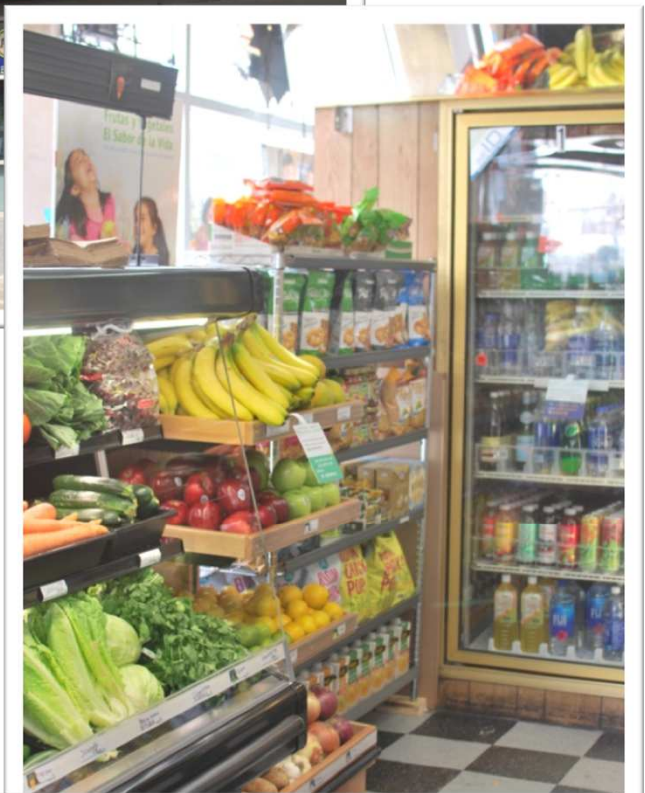
for **healthy weight**




BEFORE



AFTER

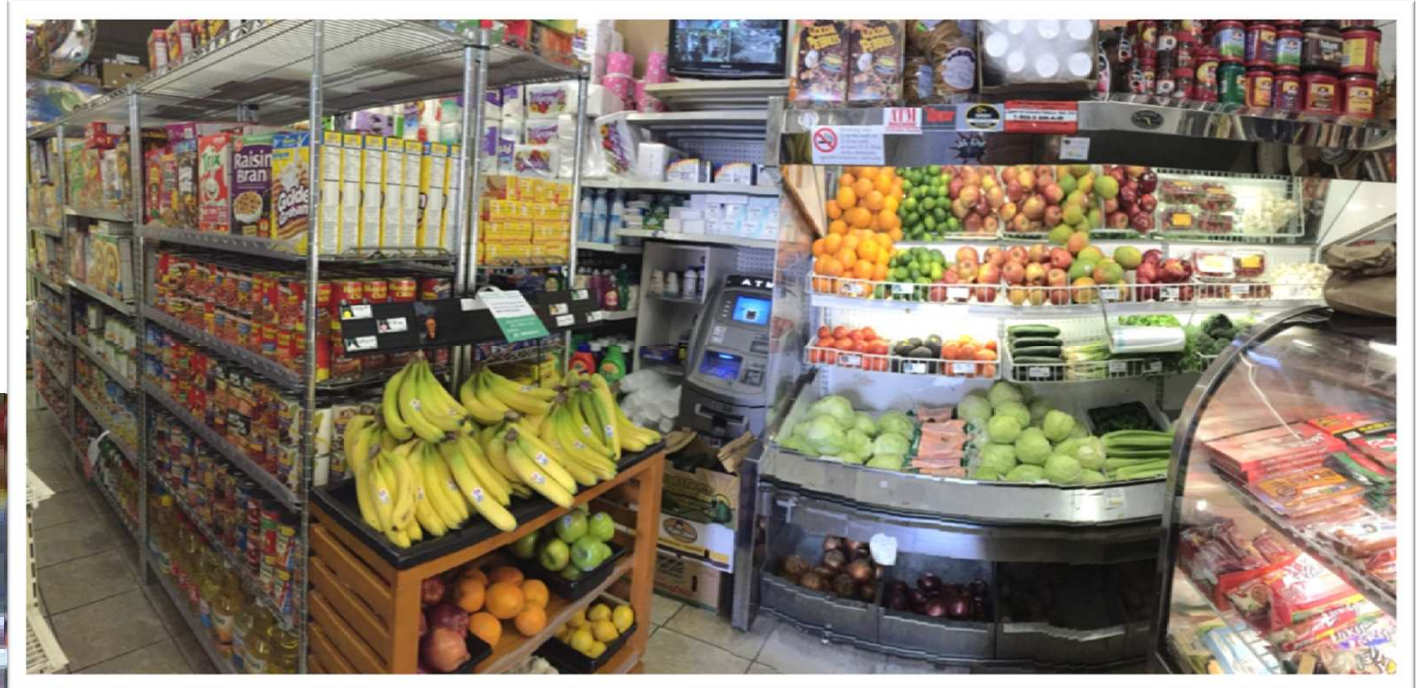


Daldas Grocery

Friendly ~~Liquor~~ Market

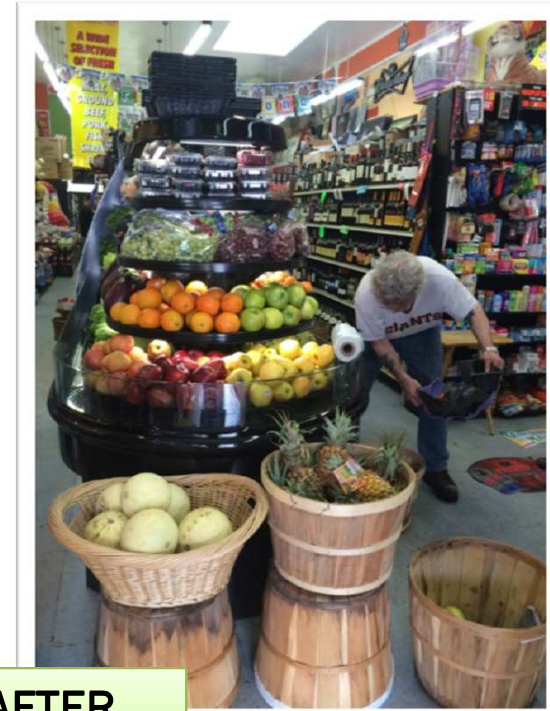
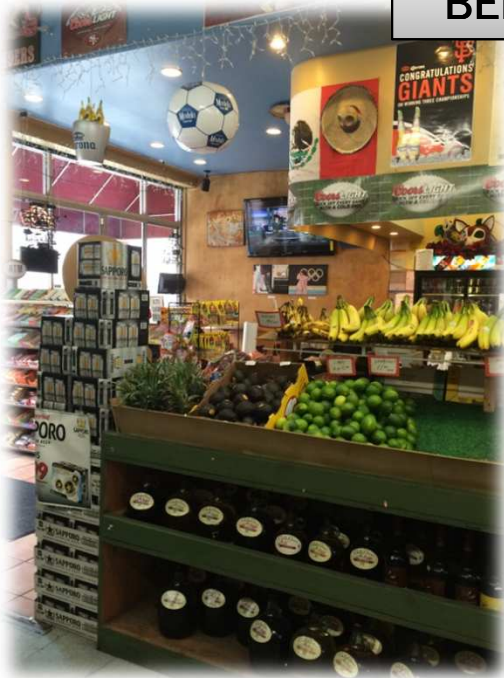
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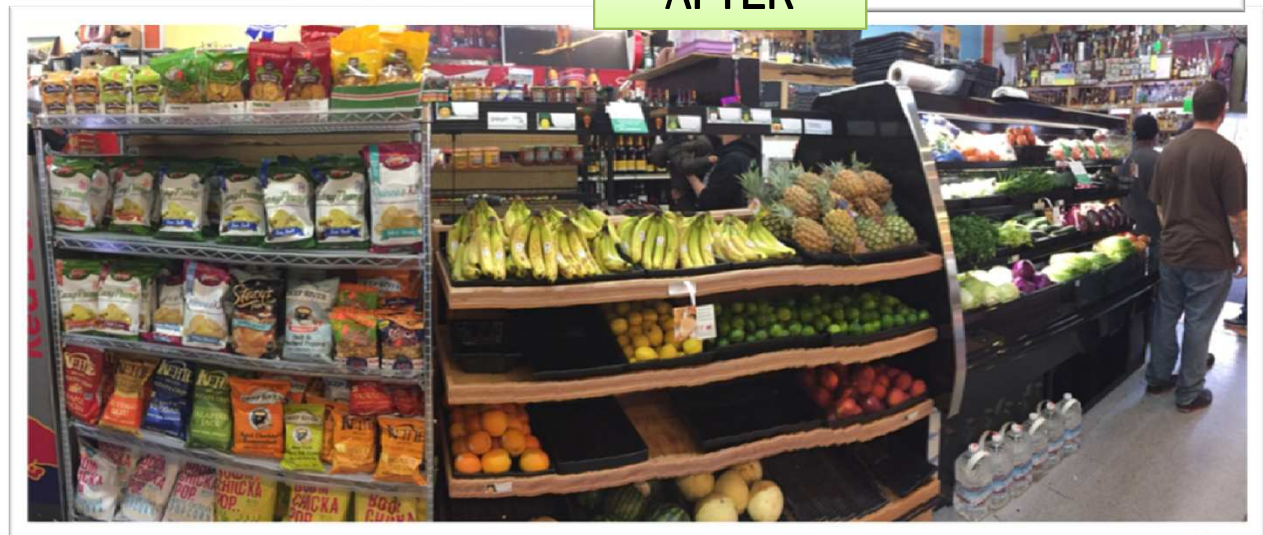


Mid City Market

BEFORE



AFTER



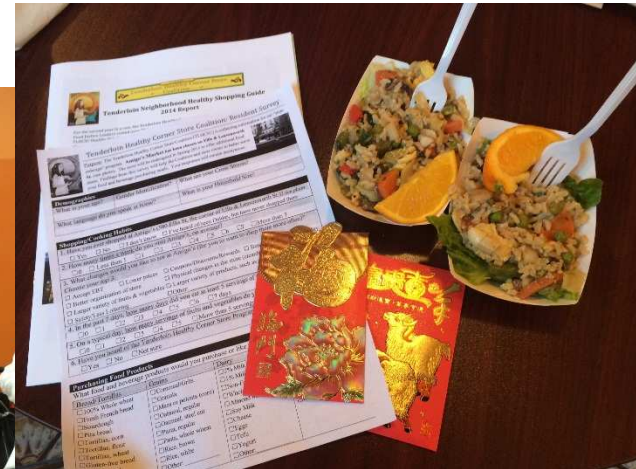
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Community Engagement and Marketing



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Cooking Demos, Taste Testings & Shopping Healthy on a Budget



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Vouchers for produce that are distributed in TL/Soma and redeemed at HRSF stores and others...

- 83% redemption rate at stores (of vouchers distributed)
- That's almost 6k vouchers at \$5 each.
- Or \$28k of produce purchased by community



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Store Launches, Marketing, Media



The Examiner

News » Neighborhoods April 11, 2014

← PREVIOUS NEXT →

Corner store the first in Tenderloin to get a healthy makeover

By Jessica Kwong [@JessicaGKwong](#)

[click to enlarge](#)

RELATED STORIES

San Francisco supervisor orders study on effects of sugary beverages on society
By Joshua Sabatini

S.F. aims to educate stores on healthy food options
By Joshua Sabatini

Grocers hard to find in San Francisco's poorer areas
By Erin Sherbert

MIKE KOZMIN/THE S.F. EXAMINER

The Tenderloin Healthy Corner Store Coalition helped Fadi Radman update his store and offer more produce. The City will soon give similar help to more shops.

On Wednesday afternoon, 60-year-old Augusto Reguindin walked across the street from his Tenderloin apartment with a shopping bag. He was heading to Radman's Produce Market for something that's hard to find in the neighborhood: fresh and healthy food.

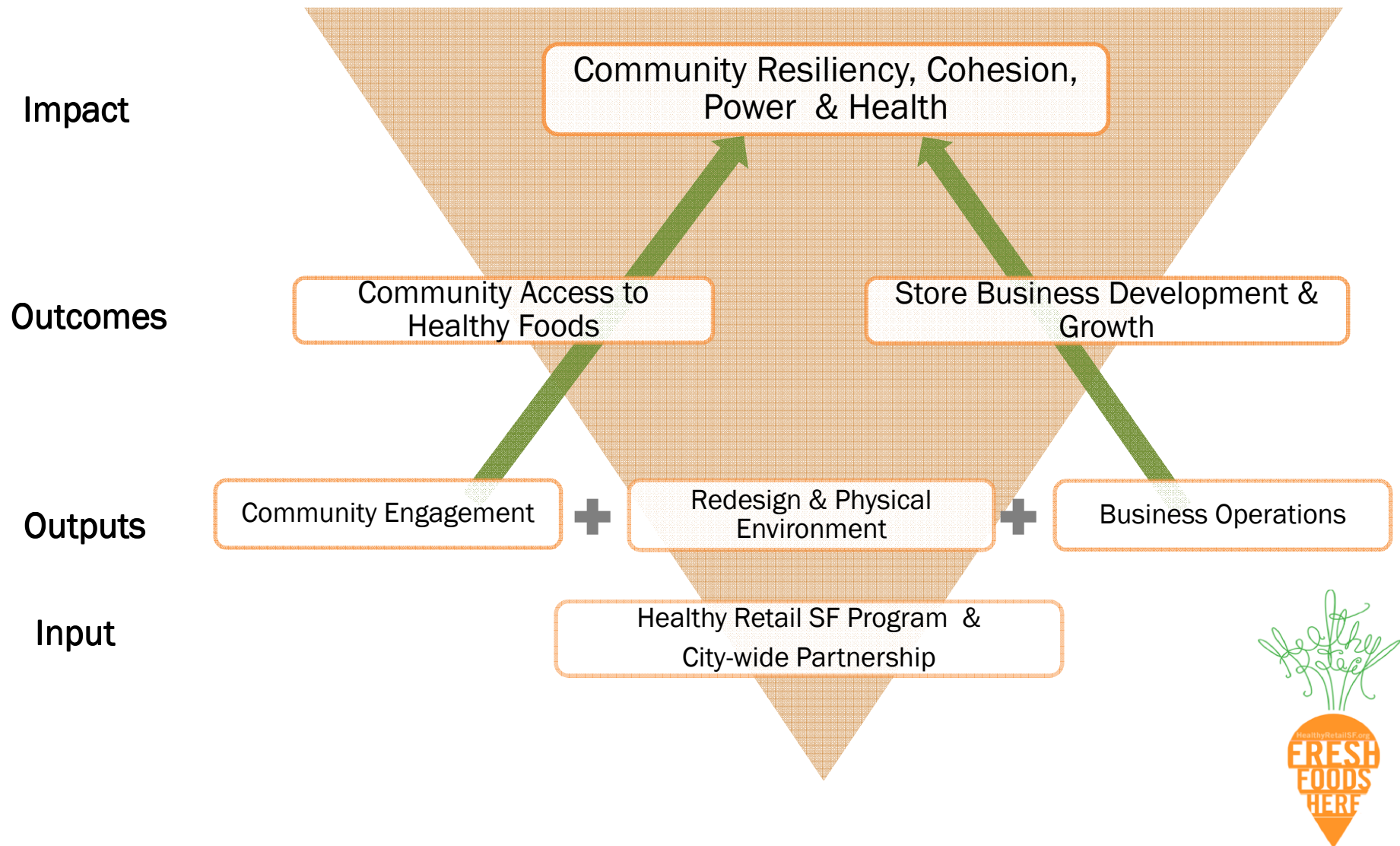


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Healthy Retail Working?



HRSF Evaluation Framework



Is HRSF meeting community needs?



HEALTHYRETAILSF

RESIDENT SURVEY
 Ana's Market (Broad & Plymouth) has been chosen to participate in a special "re-design" program and will soon be offering additional food products. Please fill out this survey to help the program and store owners better serve your food and beverage purchasing needs in the neighborhood. Your responses will remain anonymous.

Demographics			
Age	Gender	What are the Cross Streets of your Residence?	
What language(s) do you speak at home?		Household Size?	How many children (under 18)?

Shopping Habits

1. Where do you shop for your groceries? Please check all that apply and specify the name of the store.

Chain supermarkets, name(s): _____

Neighborhood Market/Convenient stores, name(s): _____

Farmers' markets, which one(s): _____

Other: _____

2. How often do you shop for groceries?

At a chain supermarket?
 Never 1x month 2x month Every Week 2x a Week Almost Everyday

At a neighborhood market/convenient store?
 Never 1x month 2x month Every Week 2x a Week Almost Everyday

At a farmer's market?
 Never 1x month 2x month Every Week 2x a Week Almost Everyday

3. Have you ever shopped at Ana's Market (105 Broad Street, between Plymouth & Capitol)?
 Yes No I don't know I've heard of/seen Ana's, but have never shopped there

4. How would you rate this store, in general, compared to other stores you shop at?
 (1= This store is the worst; 10= This store is the best)
 1 --- 2 --- 3 --- 4 --- 5 --- 6 --- 7 --- 8 --- 9 --- 10

5. What would you like to see at Ana's Market for you to shop there more often? N/A, I've never been.

Accept EBT Accept WIC Lower prices Coupons/Discounts/Rewards

Larger variety of meat & poultry Physical changes in the store (cleanliness, look of the store)

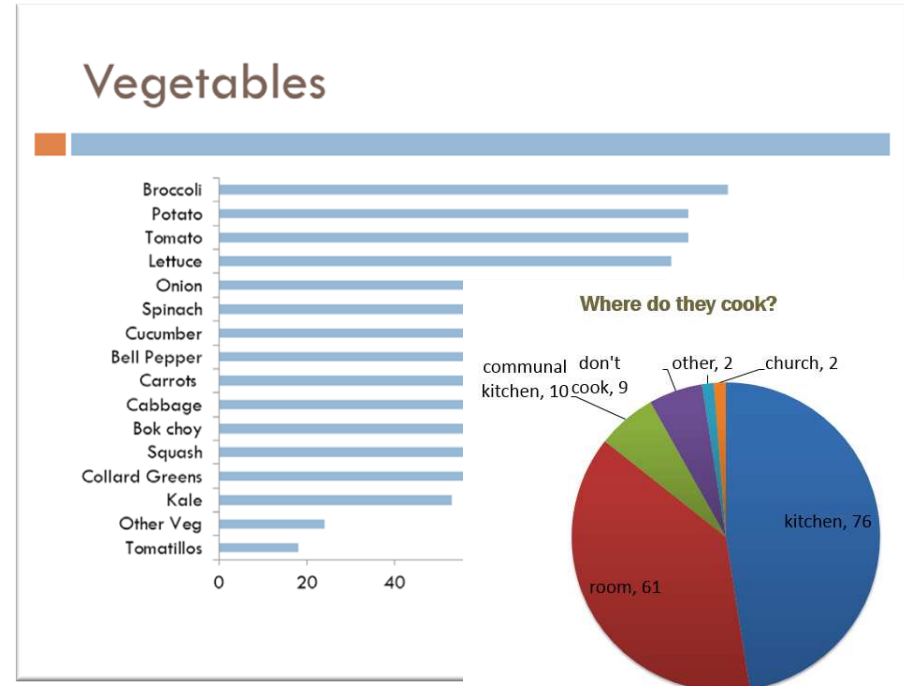
Larger variety of produce Better Customer Service

Better organization

The Invest in Neighborhoods thriving, safe, resilient, individualized attention increase healthy food

Secret Shopper Surveys





Resident input integrated into neighborhood store planning & store offerings



Are Stores Complying with Program Deliverables?

Monthly Store Report Cards

SEFA Corner Store MONTHLY Progress Report

Store name: _____

FG Point: _____

CFA
Point: _____

Healthy Retail Goal	Mo 1	Mo 2	Mo 3	Mo 4
Score each of the following from 1-5				

Food

- Stock low fat or skim milk: *Include a lactose-free or non-dairy option if possible.*
- Has at least 2 varieties of high- fiber cereal: *Cereal with >10% DV of fiber/serving. Ideally cereal is also low-sugar (<7 g/serving).*
- Has 100% whole wheat bread
- Has at least 2 types of frozen vegetables/fruit: *Frozen veggies and fruit with no added fat/sugar*
- Has 5 options of fresh fruit available: *Top quality; not including lemons and limes*
- Has 5 options of fresh vegetables available: *Top quality, not including potatoes and onion; least one vegetable must be a dark leafy green (not including iceberg lettuce).*
- Stocks at least one type of dried whole grain *such as brown rice, oatmeal, etc.*
- Reduced presence of candy at the checkout counter: *Goal is to remove 30% of candy it away from checkout counter, either by reducing stock or moving to a less visible location*
- Variety of non-sugar sweetened beverages available (water, 100% juice, unsweetened teas, etc.)
- Healthy food items above are well merchandised: *Healthier food products in high visibility locations throughout the store, with easy-to-read signage and eye-level placement, such as health snacks next to checkout stands and water at eye level in the beverage coolers.*

Alcohol & Tobacco

The collage displays four 'FINAL DRAFT' report cards, each with a yellow highlight on its title:

- Food:** Includes a table with columns for 'Metric/Action Item', 'Frequency', and 'Target'. It lists goals such as 'Stock at least 1 type of low-fat (2%) or skim milk (nonfat milk)', 'Continue to stock a variety of eggs, in a variety of sizes', and 'Stock at least 4-6 varieties of high-fiber cereal (≥10% daily value of fiber/serving)'. It also includes an 'Expectations' section and a 'Partnership Agreement' at the bottom.
- Alcohol & Tobacco:** Lists goals like 'No violations of alcohol or tobacco laws in the duration of the Byer project', 'No displays of any alcoholic or tobacco ads outside the store', and 'No smoking sign posted'.
- Product & Produce Quality Maintenance:** Lists goals such as 'Store staff will conduct daily produce merchandise checks, tag, trim, rotate and refill; remove recommended produce products and remove wilted and brown, dried produce' and 'Maintain and keep functional refrigeration units including maintain at required temperature, keep on 24 hours a day/7 days a week, and clean inside and out (duffets, etc.)'.
- Business Sustainability and Increase Healthy Food Options:** Features a central goal: 'Business Sustainability and Increase Healthy Food Options'. It includes sub-goals like 'Redesign and Remodel', 'Build Community Awareness', and 'Business Sustainability'.

Are merchants satisfied & benefiting?



POS data to be collected and analyzed

Track sales in 6 depts./
categories

- Produce
- Water
- Alcohol
- Tobacco
- Sugary Drinks/Soda
- Healthy Snacks/Grab & Go ?

For each category per mo:

- # items, pieces, units sold
- Total sales
- % total sales for each category



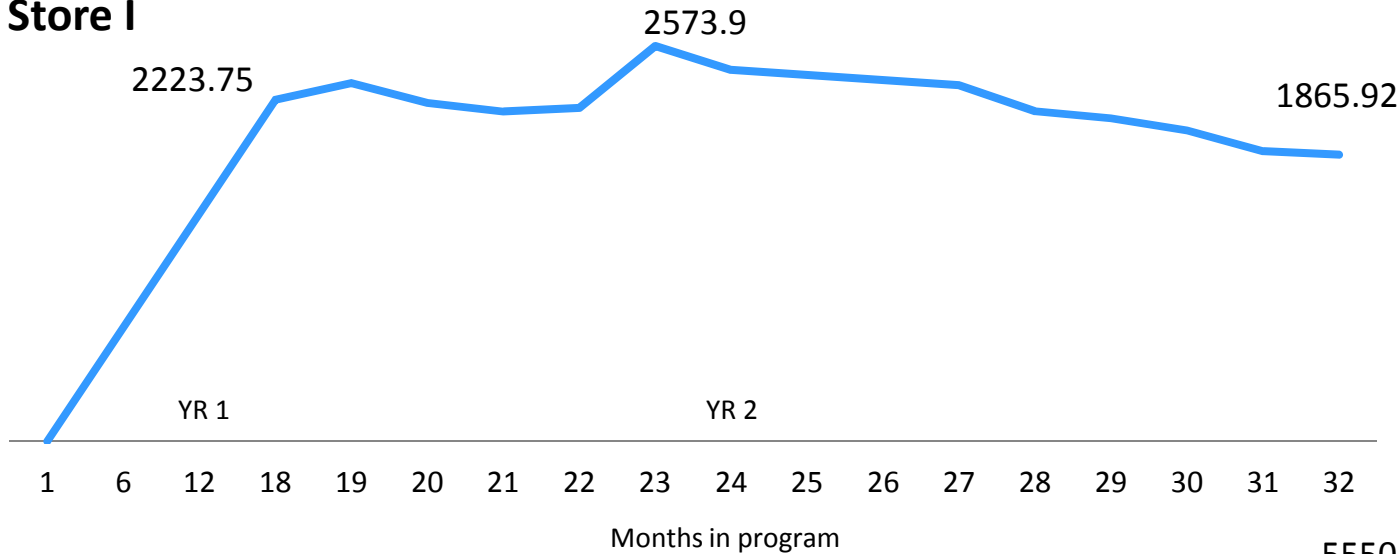
Snapshot of increase in # of produce items sold (redesign to present)

	At Baseline # produce items/month	Now # produce items/month	Timeframe
I	0	1865	36 months to 9/15
A	1498	5550	15 months to 6/15
D	0	1616	8 months to 9/15
B	16,874	17,641	5 months to 9/15
H	362	656	7 months to 9/15



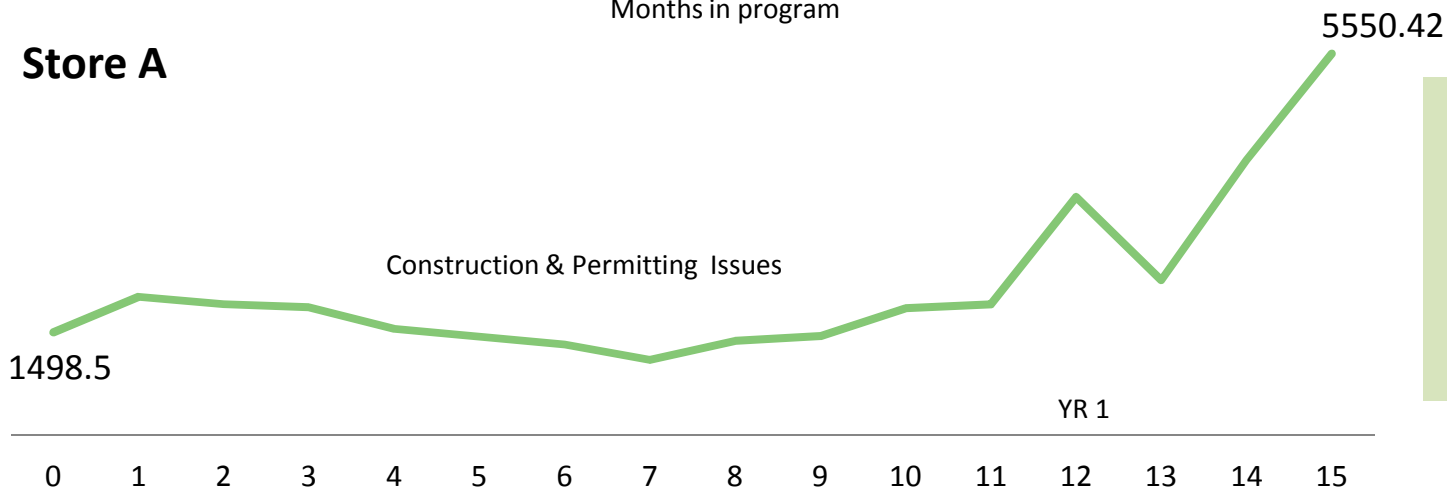
Produce Sold - Pilot Stores

Store I



From zero to consistent
~2000
 produce/mo

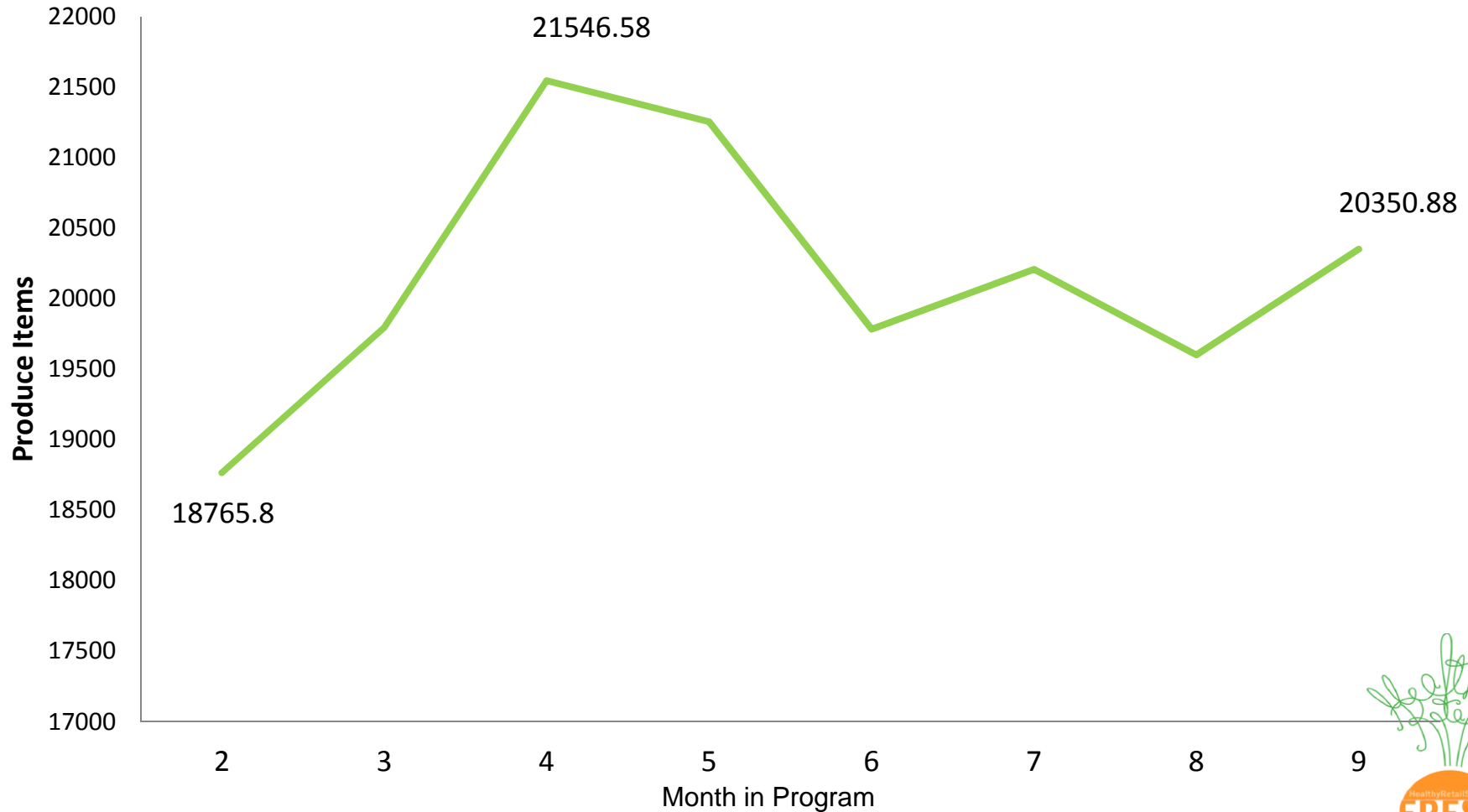
Store A



Increase
 produce sales
 from baseline
 of ~1500
 produce

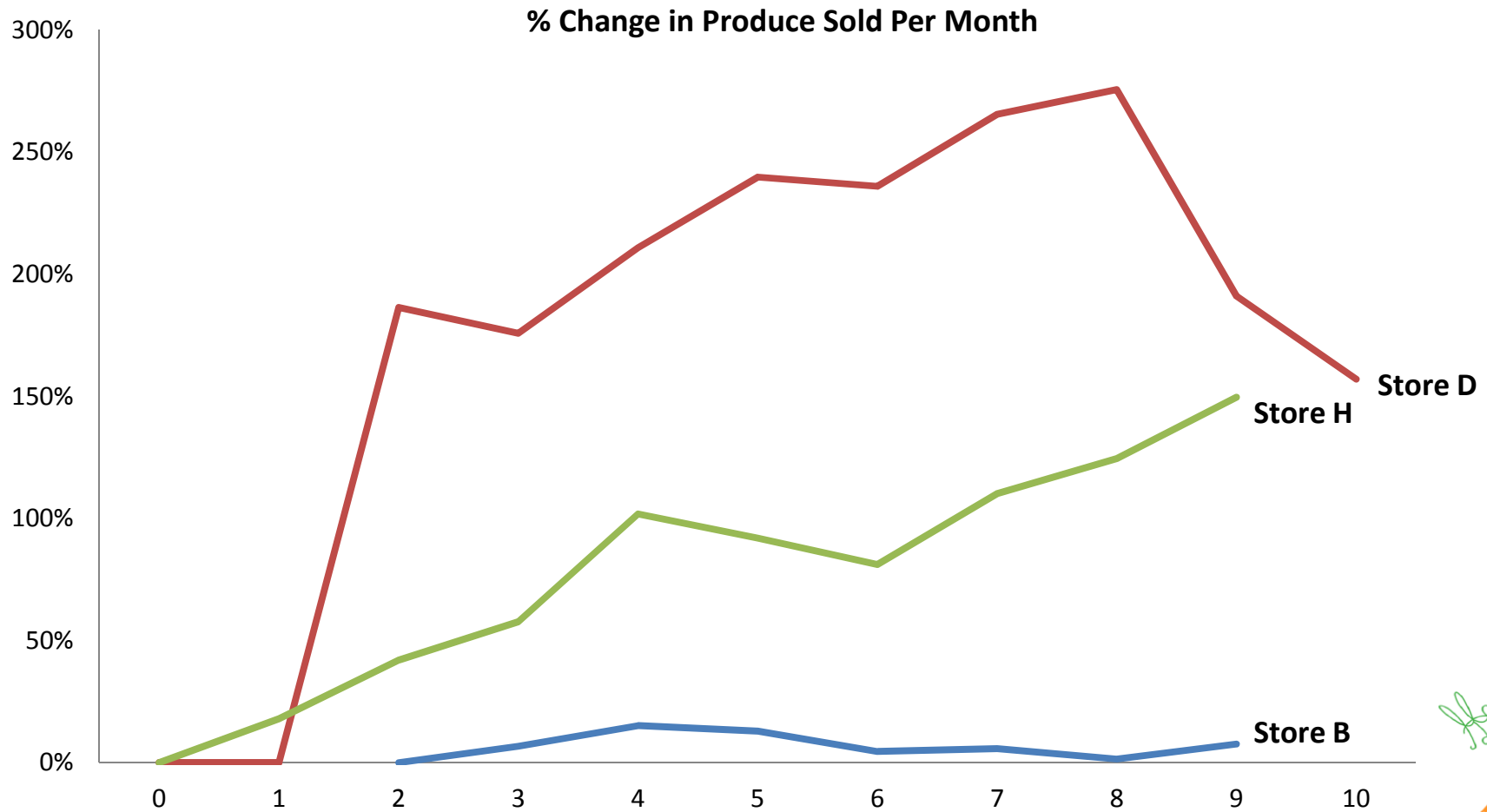


More Fresh Produce is Being Sold!



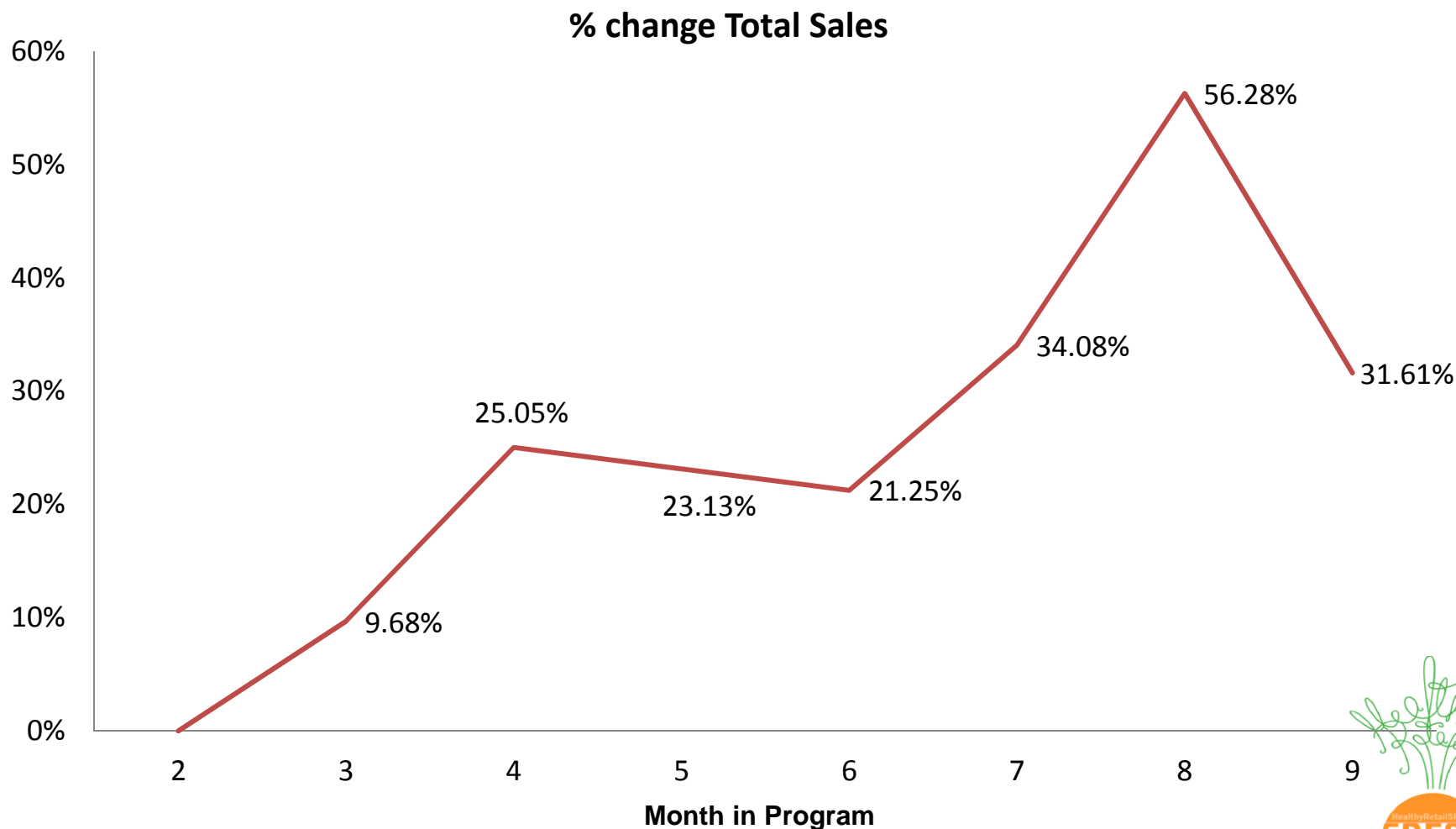
Average 8.5% increase in combined total produce sold compared to baseline

More Fresh Produce is Being Sold!



Store H & D are selling at least 2-3x more produce

Selling Healthy Foods Pays Off!



Combined Total Sales continue to be greater than Baseline Sales



Centralize Resource Center

HEALTHY RETAIL SF
Building Healthy Corner Stores
& Healthy Communities

HOME / SMALL BUSINESS RESOURCES / PROGRAM INFO / CONVERTED STORES / CONTACT

SMALL BUSINESS RESOURCES

Merchants, boost your business and your community by selling healthy foods. We design more retail space into your store, and provide technical and financial assistance.

- Store Conversion Process ›
- Directory of Merchant Resources ›

PROGRAM INFO

Practitioners, learn how to increase the ratio of healthy foods in your city's corner stores until tobacco and alcohol occupy less than 20% of shelf space.

- About Healthy Retail SF ›
- Other Programs ›

CONVERTED STORES

Residents, shop at your local Healthy Retail corner store. Bring money back into your community while improving your family's eating habits and health.

- Store Directory ›
- Before & After Photos ›

HealthyRetailSF.org



Budget & Policy Ideas

- Strengthen existing policy to provide a stable funding source for Healthy Retail SF

Current Mayoral Allocation \$60,000

- Ideal budget \$135,000 per year
 - \$60,000 for 3 Stores for Business Operations and Physical Improvements
 - \$35,000 for Part Time Community Engagement Coordinator
 - \$15,000 for Business Assistance
 - \$15,000 for Additional Consultants (ongoing support to ALL stores)
 - \$10,00 for updated and ongoing IDP implementation
 - OEWD/DPH HRSF staff – in kind
 - Food Advocates- CBO and DPH Grants



Thank You

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