Healthy Retail
San Francisco

Food Security Task Force
February 3, 2016
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.
SAN FRANCISCO
Office of Economic and Workforce Development

Invest in Neighborhoods

Existing Businesses Thrive
- Small Business Development Center
  - One on One TA, Workshops
- Community Development Block Grant (CDBG)
  - MEDA, Ren Center, EAG, SEACC, TEDP, Urban Solutions, etc..
- Loans
  - Microloans, Commercial
- Tenant Improvement Grants
- ADA-CASp Inspections
- Neighborhood Grants
  - Marketing, Business Guides, Branding, Banners, Shop Local, Events, Festivals, Art Walks
- Targeted Business Attraction
- StorefrontSF
  - Biz Fit
  - Healthy Retail SF
  - Support New Development
  - LCCR-Lease Negotiation
- Disaster Relief
- Construction Impact Mitigation

High Quality of Life
- CPTED
- Graffiti Abatement
- Trash removal and Community Clean-up
- Sidewalk and Storefront Cleaning
- Activate public spaces
- Lighting Projects
- Safety Corridor Walks

Healthy Commercial District
- SF Shines
- Murals/Beautification
  - Public art installations
  - Neighborhood landmarks
- Streetscape Improvements
  - Outdoor furniture
  - Crosswalks
- Design Guidelines
- Infrastructure Improvements Coordination
- Parklets and open spaces

Strong Community Capacity
- Capacity Building Program
- Steering Committee Formation
- Merchant Association Formation
- Corridor Support
  - Portola, Excelsior
- CBD Program
  - Formation
  - Ongoing Support

Attractive Physical Conditions
- Investsf.org

SAN FRANCISCO
Office of Economic and Workforce Development
HealthyRetailSF builds on previous and Healthy Retail Pilot Efforts

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 (TLHSC) and Team LSFT 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 TLHSC program coordinator, Jessika Estrada at jessika@vycf.org or at 415-771-2600 ext. 104.

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
Individual Development Plan
Implementation
Evaluation

HEALTHY RETAIL SF PROGRAM ELEMENTS
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 food desert whose business is primarily comprised of sales of food and non-food grocery products intended for preparation, use or consumption on the retailer’s premises; the retailer processes at least 25 percent of its Selling Area to fresh produce, whole grains, low-produce, and low-fat dairy products; 3/4 of the company’s food sales are made at the Selling Area; no tobacco and alcohol products; and (C) satisfies the minimum wage requirements for employees celibate in Administrative Code Chapter 129.

**How Do I Get Started?**

START BY VISITING SFSBDC.ORG

**Or Contact:**

Gabriela Sapp
Small Business Development Center (SBDC) Consultant
(p) 415.254.3094 | (e) mybizadvisorsf@gmail.com
CRITERIA TO SELECT HRSF PARTICIPANTS

<table>
<thead>
<tr>
<th>Business Criteria (10 points)</th>
<th>Support Documentation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of Years in Business</td>
<td>No license</td>
</tr>
<tr>
<td>Does the business carry liability insurance?</td>
<td>No possibility</td>
</tr>
<tr>
<td>How many weeks do you have left in your lease?</td>
<td>Lease agreement</td>
</tr>
<tr>
<td>Does the business have all the permits and licenses to operate?</td>
<td>Client needs assessment</td>
</tr>
<tr>
<td>Do you have a plan to track your product sales i.e. POS system?</td>
<td>Client needs assessment</td>
</tr>
<tr>
<td>Has the owner filed income tax returns in the last 3 years?</td>
<td>Last 3 years I filed tax return</td>
</tr>
<tr>
<td>Does the store have current violations on city/county regulations? (climate management, health code, licensing, alcohol/liquor?)</td>
<td>City of SF information?</td>
</tr>
<tr>
<td>Does the store have employees or family members assisting the biz owner?</td>
<td>Client needs assessment</td>
</tr>
<tr>
<td>If the store has employees, are they paid minimum wage?</td>
<td>Client needs assessment</td>
</tr>
<tr>
<td>Is the business owner current on all personal and business debts?</td>
<td>Client needs assessment</td>
</tr>
</tbody>
</table>

Store Motivation and Commitment (25 points)

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Support Documentation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Why are you interested in being part of HRSF?</td>
<td>Client needs assessment</td>
</tr>
<tr>
<td>Is the owner/manager present in store at least 2/3 times week?</td>
<td>Client needs assessment</td>
</tr>
<tr>
<td>Would you be willing to go to the Produce Basket at least twice a week?</td>
<td>Client needs assessment</td>
</tr>
<tr>
<td>Would you be willing to license the store to place healthy products at a highly visible location?</td>
<td>Client needs assessment</td>
</tr>
<tr>
<td>Would you be willing to share your financial information with us?</td>
<td>Client needs assessment</td>
</tr>
</tbody>
</table>

Location Issues (25 points)

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Support Documentation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Proximity to other corner stores that currently offer produce (proximity to high concentration of families w/children, seniors)</td>
<td>Client needs assessment</td>
</tr>
<tr>
<td>Is the store 404 compliant?</td>
<td>Client needs assessment</td>
</tr>
<tr>
<td>Size of store</td>
<td>Owners self-report Gabriela's store size/phone</td>
</tr>
</tbody>
</table>

Community Engagement/Reputation (10)

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Support Documentation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community Rating</td>
<td>Food Advocates Input</td>
</tr>
</tbody>
</table>
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 plan devotes no more than 15% to any one area as an ongoing period.

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

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

- **Food**
- **Alcohol & Tobacco**
- **Security, Loitering, Access**
- **Product & Produce**
- **Quality Maintenance**

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Business Sustainability and Increase Healthy Food Options

- Redesign and Remodel
- Build Community Awareness
- Business Sustainability
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....
Outreach Assessments
IDP Implementation
Physical Improvements Evaluation

Store Redesign: Before & After
Inventory, Merchandising & Resetting the store
SF Shines: Façade Improvements

- Matching Grant (75%-25%)
- Façade
- Tenant Improvements
- ADA Improvements
Outreach
Assessments
IDP
Implementation
  Physical Improvements
Evaluation

In-Store Signage

- Tomatoes
- Peaches
- Bell Peppers
- Whole Grains
Daldas Grocery
Friendly Liquor Market

BEFORE

AFTER
Mid City Market

BEFORE

AFTER
Community Engagement and Marketing

Outreach Assessments
IDP Implementation
Community Engagement Evaluation
Cooking Demos, Taste Testings & Shopping
Healthy on a Budget
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
Outreach Assessments IDP
Implementation
   Community Engagement
Evaluation

Store Launches, Marketing, Media ....

Corner store the first in Tenderloin to get a healthy makeover
By Jessica Kwong @JessicaEKwong

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

On Wednesday afternoon, 60-year-old Augusto Reguiadon 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.
Healthy Retail Working?
HRSF Evaluation Framework

Impact

Community Resiliency, Cohesion, Power & Health

Outcomes

Store Business Development & Growth
Community Access to Healthy Foods

Outputs

Redesign & Physical Environment
Community Engagement
Business Operations

Input

Healthy Retail SF Program & City-wide Partnership
Is HRSF meeting community needs?

Resident input integrated into neighborhood store planning & store offerings
Are Stores Complying with Program Deliverables?

### Monthly Store Report Cards

<table>
<thead>
<tr>
<th>SEFA Corner Store MONTHLY Progress Report</th>
<th>Store name:______</th>
<th>FG Point:______</th>
</tr>
</thead>
</table>

#### Healthy Retail Goal

Score each of the following from 1-5

<table>
<thead>
<tr>
<th>Food</th>
<th>Mo 1</th>
<th>Mo 2</th>
<th>Mo 3</th>
<th>Mo 4</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Stock low fat or skim milk: Include a lactose-free or non-dairy option if possible.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Has at least 2 varieties of high-fiber cereal: Cereal with &gt;10% DV of fiber/serving. Ideally, cereal is also low-sugar (&lt;7 g/serving).</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Has 100% whole wheat bread</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. Has at least 2 types of frozen vegetables/fruit: Frozen veggies and fruit with no added fat or sugar</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. Has 5 options of fresh fruit available: Top quality; not including lemons and limes</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6. Has 5 options of fresh vegetables available: Top quality, not including potatoes and onions; at least one vegetable must be a dark leafy green (not including iceberg lettuce)</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>7. Stocks at least one type of dried whole grain such as brown rice, oatmeal, etc.</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>8. Reduced presence of candy at the checkout counter: Goal is to remove 30% of candy items away from checkout counter, either by reducing stock or moving to a less visible location</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9. Variety of non-sugar sweetened beverages available (water, 100% juice, unsweetened teas, etc.)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10. 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 healthier snacks next to checkout stands and water at eye level in the beverage coolers.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### Alcohol & Tobacco

<table>
<thead>
<tr>
<th>Product &amp; Produce</th>
<th>Quality Maintenance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Sustainability and Increase Healthy Food Options</td>
<td>Redesign and Remodel</td>
</tr>
</tbody>
</table>

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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)

<table>
<thead>
<tr>
<th></th>
<th>At Baseline # items/month</th>
<th>produce items/month</th>
<th>Now # items/month</th>
<th>produce items/month</th>
<th>Timeframe</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>0</td>
<td></td>
<td>1865</td>
<td></td>
<td>36 months to 9/15</td>
</tr>
<tr>
<td>A</td>
<td>1498</td>
<td></td>
<td>5550</td>
<td></td>
<td>15 months to 6/15</td>
</tr>
<tr>
<td>D</td>
<td>0</td>
<td></td>
<td>1616</td>
<td></td>
<td>8 months to 9/15</td>
</tr>
<tr>
<td>B</td>
<td>16,874</td>
<td></td>
<td>17,641</td>
<td></td>
<td>5 months to 9/15</td>
</tr>
<tr>
<td>H</td>
<td>362</td>
<td></td>
<td>656</td>
<td></td>
<td>7 months to 9/15</td>
</tr>
</tbody>
</table>
Produce Sold - Pilot Stores

Store I

<table>
<thead>
<tr>
<th>Month</th>
<th>YR 1</th>
<th>YR 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2223.75</td>
<td>2573.9</td>
</tr>
<tr>
<td>31</td>
<td>1865.92</td>
<td></td>
</tr>
</tbody>
</table>

From zero to consistent ~2000 produce/mo

Store A

<table>
<thead>
<tr>
<th>Month</th>
<th>YR 1</th>
<th>YR 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>0</td>
<td>1498.5</td>
<td>5550.42</td>
</tr>
</tbody>
</table>

Increase produce sales from baseline of ~1500 produce

Construction & Permitting Issues
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!

% change Total Sales

Combined Total Sales continue to be greater than Baseline Sales.
Centralize Resource Center

HealthyRetailSF.org

HealthyRetailSF.org

HealthyRetailSF.org

HealthyRetailSF.org

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

Jorge Rivas
Invest In Neighborhoods
Office of Economic & Workforce Development
415-554-7613
Jorge.rivas@sfgov.org

Susana Hennessey Lavery
Community Health Equity & Promotion
Department of Public Health
415-581-2446
Susana.Hennessey-Lavery@sfdph.org

HealthyRetailSF.org