



SAN FRANCISCO  
HUMAN SERVICES AGENCY

# Food Empowerment Markets

Food Coordination Team- SF Human Services Agency



# Agenda

- Today's purpose and guidelines for discussion
- Food Empowerment Market Ordinance Overview
- Research on Food Empowerment Market components
- Discussion Topics
- Next Steps



# Purpose & Guidelines

## Purpose

- To understand specific community needs and preferences on the “Food Empowerment Market” model outlined by ordinance
- To share the research conducted by Food Coordination Team so that we are all informed as a community on feasibility and best practices

## Guidelines for our discussions today:

- We are focusing on the pilot- not all four
  - Pilot focusing on BVHP
    - Food desert, high need
- Cannot give anyone advantage in the RFP process so we will not be discussing every aspect of the pilot and might not be able to answer every question.
- No site for the market has been pre-determined; respondents to the RFP will include sites in their proposals
- Respect that we might have different perspectives
- Format of our discussions- FSTF then Public Comment
  - Email [cindy.lin@sfgov.org](mailto:cindy.lin@sfgov.org) to share other feedback or questions



# Overview of the Ordinance

- Passed July 20, 2021
- Amends the City's Administrative Code to include a Food Empowerment Market Fund
- Human Services Agency to use the Fund to provide grants to nonprofits to operate and establish the Markets
- Subject to funding but calls out D6, 9, 10 and 11 though can be expanded to other districts
- To respond to community's desire for more choice-based food programming, higher quality of food, and the lack of affordable, high quality markets in certain areas of the City



# Ordinance: Components

Within the Market:

1. The facility has a free **food market** for the distribution of donated or discounted food and other supplies related to cooking and dining from commercial grocery retailers, food suppliers, and community food banks, as well as from any other sources;
2. The facility has a free **delivery service** for people who, by reason of their age, underlying health conditions, or other factors, would have difficulty accessing the market and its programs;
3. The facility has a **community kitchen** onsite or is in partnership with an offsite community kitchen that **teaches** healthy cooking, restaurant skills, and culinary education, using, in whole or in part, the donated food and supplies;
4. The facility provides **referrals** to government and community social services addressing food security, nutrition, and related issues;

As a part of the model: includes advisory board and district food liaison



# Ordinance: Eligibility

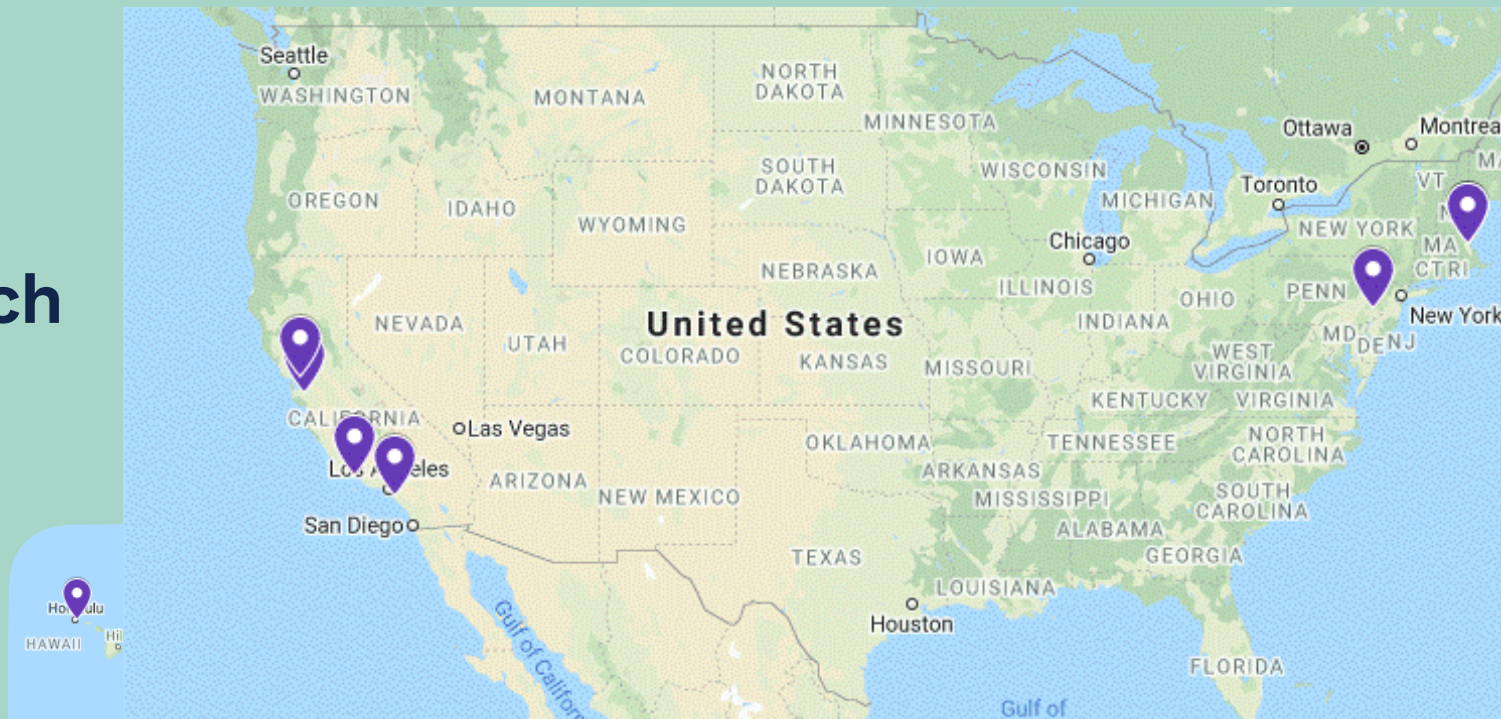
- The facility provides food and services to any San Francisco resident who is:
  - Receiving public assistance, including programs such as Calfresh, Medi-Cal, and Cash-Aid; or
  - A member of the undocumented community; or
  - An occupant of a Residential Hotel unit as defined in Administrative Code Section 41.4; or,
  - An individual ineligible for government assistance but affiliated with or sponsored by a San Francisco community-based agency





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# Research



# Research of Similar Models

- To have a successful pilot, the Food Coordination Group embarked on a research journey to learn from similar models across the country
  - Core focus is to understand:
    - Costs involved
    - Staffing involved
    - Logistics required
    - Food rescue/recovery and food provision models
    - Food rescue vs. donated foods
    - Lessons learned and tips for success



Organization	Location	# of Staff	# of Volunteers	Client Criteria	Food Source (Donations/Purchased)	Client Choice Market	Free/Paid Market	Food Rescue	Kitchen/ Meals	Job Training	Benefits Linkage	Meal Delivery	Grocery Delivery
Aloha Harvest	Honolulu, HI	13	180	NA	Donations	X	NA	✓	X	X	X	X	X
Bracken's Kitchen	Garden Grove, CA	22	450	None	Both	X	NA	✓	✓	✓	X	✓	X
Daily Table	Dorchester, MA	109	1,010	None	Both	✓	Paid	✓	✓	X	X	X	X
Food for Free	Cambridge, MA	25	600	Varies by Service	Both	X	NA	✓	✓	X	X	X	✓
Loaves & Fishes	San Jose, CA	25	5,330	NA	Both	X	NA	✓	✓	X	X	X	X
Manna on Main Street	Lansdale, PA	35	1,952	Residence, Income	Both	✓	Free	✓	✓	✓	✓	X	X
Unity Shoppe	Santa Barbara, CA	26	1,754	Agency Referral	Both	✓	Free	✓	X	X	X	X	X
White Pony Express	Pleasant Hill, CA	28	400	NA	Donations	X	NA	✓	X	X	X	X	X



# Key Lessons Learned

- Never underestimate how much time and staffing resources it takes to procure free or donated food items
  - Many organizations have full teams dedicated to procuring food items
  - Logistics is key
  - Costs money to bring in the “free” food
  - Not all donated food is high quality food- be prepared to deal with bad food
- Leverage existing job training programs - don't design from scratch
- Free isn't always best because sometimes people want to pay what they can
- Volunteers are key resources!
  - Reduces labor costs, increases capacity
  - Consider the range of volunteers in the chart on page 9.





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# Discussion Questions



# Should the FEM be open to all community members?

- Things to consider:
  - Ordinance outlines who is eligible for the free items
  - Should residents outside of the stated categories be allowed to shop at the market or utilize the other services?
  - Should residents outside of BVHP be allowed to shop at the market?
  - What are the pros and cons to restricting who can access this market?



# How do we make sure that we uphold a dignified experience for shoppers?

- Is it all free or should it be a hybrid of some free items + low-cost items?
- How to confirm eligibility?
- How and how much should the FEM be reflective of the demographics of the neighborhood?
  - In food items
  - Language access
  - Program design
  - Staffing



# What should be unique about the FEM?

- What makes this experience different from existing food programs and how do we make sure we stay true to its uniqueness?
- What specific aspects of existing programs should be incorporated?
- What specific aspects of existing programs should not be incorporated?





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# Polls



# What would you prioritize within the FEM?

Let us know which components as outlined in the Ordinance would have most impact and should be considered as priority components

1. Free delivery service (doesn't specify meals or groceries)
2. Community kitchen that teaches healthy cooking, restaurant skills, and culinary education
3. Service connection to government and community social services





# How should customers “pay” for the food?

1. Free
2. Hybrid
3. Sliding Scale
4. Donations/Contributions via barter system



# How often can someone shop at the market?

1. Weekly
2. Every other week
3. Once a month

\*May differ between Pilot Phase and Full Operation



# What are the most important time windows of access?

- Appointment Only
- Weekday Mornings
- Weekday Evenings
- Weeknights
- Weekend Mornings
- Weekend Evenings
- Weekend Nights





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**Thank you!**

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