Public Health Objectives

Address health equity

Reduce unhealthy influences, increase access to healthy influences

Research: These healthy retail programs show promise

Comprehensive Approach
Economic Development
Healthy Retail Pilot Efforts – Community Coalitions
Healthy Food Retailer Incentives Program Legislation
HRSF Structure

POLICY AND STRUCTURE
Healthy Retail Model Pilot Efforts – Community Coalitions

Southeast Food Access (SEFA Coalition)
www.southeastfoodaccess.org

Tenderloin Healthy Corner Store Coalition
www.healthyTL.org
www.facebook.com/healthyTL
Healthy Retail Model Pilot Efforts – Community Coalitions

Tenderloin Healthy Corner Store Coalition (TLHCSC)

History
Collective Impact & Collaboration
• Food/Alcohol/Tobacco/Safety organizations and city departments
• Academia
• Small Business & Economic Development
• Resident Nutrition/Healthy Cooking Education and Store Tours

Resident Food Justice Leaders
• Workforce Development
• Leadership, Advocacy & Community Organizing
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.

Adopted October 2013
HealthyRetailSF - Framework
3 Legged Stool Model

Community Engagement
CFAs (Food Justice Leaders & Food Guardians)
- Branding, shelf talkers, signs etc.
- Market Research, Community Surveys
- Build relationships (residents, cbos, faith orgs, schools etc)
- Monitor adherence to Standards
- Shadow & assist with store redesign
- Report card & ongoing TA
- Promotional events and activities
- Taste testing, cooking demos
- Health promotion in/out store
- Build demand (marketing campaigns, media, pro community ads)
- Marketing materials: store & neighborhood specific
- Launches

Redesign & Physical Environment
Consultant & CFAs
- Store design, layout
- Schematics and product placement
- Inventory and merchandising needs
- Equipment
- Façade Improvements
- Signage: pricing & shelf talkers
- American’s with Disabilities (ADA)
- Art and Murals

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

HRSF Advisory Committee

Office of Economic & Workforce Development (OEWD) SF Department of Public Health (SFDPH) Staff

Physical Store Redesign
Sutti Associates (Private Company)
Larry Brucia & Scott Shaffer

Business Operations
Small Business Development Center (SBDC)
Gabriela Sapp & Others

Community Engagement Coordinator
Jessica Estrada & Others
TLHCSC & SEFA
Office of Economic & Workforce Development
Invest In Neighborhoods Program
SF Shines Program

Vision
San Francisco’s neighborhood commercial districts will be economically thriving, safe, resilient, sustainable, and meet the needs of local residents.
HealthyRetailSF Advisory Committee

Avni Desai, TURF Coordinator, Youth Leadership Institute

Christina Goette, Director, Shape Up San Francisco

Kenneth Hill, SEFA Food Guardian

Michael Janis, Manager, SF Wholesale Produce Market

Kamel Karajah, Arab American Grocers Association

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
1) Outreach
2) Assessment
3) Individual Development Plan
4) Implementation
5) Evaluation

HEALTHY RETAIL SF
PROGRAM ELEMENTS
1) Outreach

Existing Partnerships
Information Sessions
Interest Forms
Assessments
IDP
Implementation
Evaluation

**Partners:***
Coalitions, resident leaders, Tenderloin Economic Development Project (TEDP), Arab American Grocer’s Association, OEWD, other community groups

**Ordinance & Program targets**
low-income neighborhoods/food deserts in SF

**Referrals to/from**
Small Business Development Center, Word of Mouth

**Looking to Expand**
Outreach

2) Assessments

Business Operations
Community
Physical

IDP
Implementation
Evaluation

Assessments in the 3 Areas

Community Store Assessments & Community Input

Physical Assessments

Business Operations Client Needs Assessments

CLIENT NEEDS ASSESSMENT

Do you own the business or do you have partners?

Do you own the property your business is located in? If not, go to next question YES NO

When does your current lease expire? Do you have any options on the lease for extensions?

How long have you been at your existing location?

What is the size of your store?

Do you have additional store locations? If so, where?

Are you managing the store on a daily basis or do you have a manager running the store?
Individualized Development Plan (IDP)

Details Work in the 3 Areas

3) IDP

What is it?

Elements

Structure

Implementation

Evaluation

Outreach Assessments

<table>
<thead>
<tr>
<th>Goal</th>
<th>Objective</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>
</tr>
<tr>
<td></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>
</tr>
<tr>
<td></td>
<td>Complete a new schematic design (layout) of the store. Use AutoCAD to develop the design and suggest a new layout.</td>
</tr>
<tr>
<td></td>
<td>Review the schematic and make adjustments (if any) with the owner of the store.</td>
</tr>
</tbody>
</table>

Activities

<table>
<thead>
<tr>
<th>Completion Date</th>
<th>Lead</th>
<th>Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>May 15-30, 2014 2 weeks</td>
<td>Sutti</td>
<td>$560.00</td>
</tr>
<tr>
<td>May 30 - June 30, 2014 2 weeks</td>
<td>Sutti</td>
<td>$560.00</td>
</tr>
<tr>
<td>June 13th – Early July, 2014</td>
<td>Sutti, Antonio</td>
<td>$200.00</td>
</tr>
</tbody>
</table>
Outreach Assessments
3) IDP
What is it?
Elements
Structure
Implementation
Evaluation

Deliverables: What the Store Commits to...

Food
Alcohol & Tobacco
Security, Loitering, Access

Product & Produce
Quality Maintenance

Partners: Sutti Associates, National Council on Alcoholism, Safe Passage, SF Tobacco-Free Project, STARS Program / Police Advisory Board, Good Stuff Distributor, Veritable Vegetable Distributor, Food Justice Leaders Point Persons
Outreach Assessments
IDP
4) Implementation
Business Operations
Physical Community Marketing Evaluation

Implementation
in the 3 Areas

Community Engagement
CFAs
- Branding, shelf talkers, signs etc.
- Market Research, Community Surveys
- Build relationships (residents, cbos, faith orgs, schools etc)
- Monitor adherence to Standards
- Shadow & assist with store redesign
- Report card & ongoing TA
- Promotional events and activities
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- American’s with Disabilities (ADA)
- Art and Murals

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

---
Business Operations

(Five Goals)

- Decrease Business Risk
- Increase Business Fundamentals
  - i.e. POS system
- Obtain Capital
- Develop Produce Handling & Merchandising Skills
- Connect with the Wholesale Produce Market
Develop Produce Handling & Merchandising

- **Partners:** Feeling Good Project/Maternal, Child & Adolescent Health, Sutti Associates, Wholesale Produce Market, Small Business Development Center, Renaissance Center
- Produce Handling Workshops
- Merchandising Training (1 on 1)
- Merchant Tip Sheets
- Visit Produce Distributors

### Table: What to Look For vs. What to Avoid

<table>
<thead>
<tr>
<th>Category</th>
<th>What to Look For</th>
<th>What to Avoid</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Grains</strong></td>
<td>Fiber more than 10% Daily Value per serving</td>
<td>Enriched flour</td>
</tr>
<tr>
<td></td>
<td>Whole Wheat</td>
<td>Wheat flour</td>
</tr>
<tr>
<td></td>
<td>Whole Grain</td>
<td>Partially hydrogenated oil</td>
</tr>
<tr>
<td></td>
<td></td>
<td>High fructose corn syrup</td>
</tr>
<tr>
<td><strong>Cereal</strong></td>
<td>Fiber more than 10% Daily Value per serving</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Snacks</strong></td>
<td>Fat less than 10% Daily Value per serving</td>
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</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Juice</strong></td>
<td>No sugar added</td>
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</tr>
<tr>
<td></td>
<td>100% juice</td>
<td></td>
</tr>
<tr>
<td><strong>Milk</strong></td>
<td>Low Fat (1%)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Non-Fat (0%)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Unsweetened Non-Dairy Milk</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Soy, almond, rice</td>
<td></td>
</tr>
<tr>
<td><strong>Frozen Fruits &amp; Vegetables</strong></td>
<td>No sugar added</td>
<td></td>
</tr>
<tr>
<td><strong>Canned Fruit</strong></td>
<td>No sugar added</td>
<td></td>
</tr>
<tr>
<td><strong>Desserts</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>R,, and Sides</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Dairy</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Soy Milk</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Eggs</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Peanut Butter</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Beverages</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Soda</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Sugar</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Fruit Juice</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Syrup</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Added Sugar</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Outreach Assessments IDP

4) Implementation
Business Operations
Physical Community Marketing Evaluation

Pre- and Post-schematics
4) Implementation

Business Operations

Physical

Community Marketing

Evaluation

Inventory, Merchandising & Resetting the store
Façade Improvements

- Matching Grant (75%-25%)
- Façade
- Tenant Improvements
- ADA Improvements
Improve Aesthetics, Engage Community

4) Implementation
   Business Operations
   Physical
   Community Marketing

Evaluation

Partners: SF Shines (OEWD), Boys & Girls Club & other youth groups, art schools & organizations, local businesses
In-store signage

Partners: Feeling Good Project, Rise and Shine Studios

Whole grains

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

for healthy weight
In-store signage

Outreach
Assessments
IDP
4) Implementation
   Business Operations
      Physical
      Community Marketing
Evaluation
BEFORE

Lee’s Food Market
Ford’s Grocery
Kennedy’s Market

AFTER
Radman’s Produce Market

BEFORE

AFTER
Outreach
Assessments
IDP
4) Implementation
Business Operations
Physical
Community Engagement
Evaluation

Community Engagement and Marketing
Marketing and Outreach

Fliers / Door Hangers
Taste Testing
Cooking Demos
Outreach to Agencies
Store coupons & Promotions
Customer surveys
HRSF Decal
Shelf Talkers & Wobblers
Posters, Banners & Signage
Food correspondent articles
Store Launch Events
Media outreach INDIVIDUALIZED!
Store aesthetics (deliboard/murals)

INDIVIDUALIZED!
Customer/Community Survey

4) Implementation

Business Operations
Physical
Community Engagement
Evaluation

Partners: Tenderloin Neighborhood Development Corp, Central City SRO Collaborative & other housing organizations, AAIMS Project & other nutrition education community groups, Feeling Good Project
Cooking Demos, Taste Testings & Shopping Healthy on a Budget

Partners: Cooking Matters & Cooking Matters in the Store Tours, AAIMS Project & other nutrition education community groups
Outreach
Assessments
IDP
Implementation
Ana’s Market
Business Operations
Physical
Community Marketing
Evaluation

Store Grand Re-Opening / Launch Events
Corner store the first in Tenderloin to get a healthy makeover

By Jessica Kwong @JessicaGKwong

The Tenderloin Healthy Corner Store Coalition helped Fadhil 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.

Partners: Local elected officials (Board of Supervisors in SF), housing organizations, Cooking Matters, AAIMS Project & other nutrition education community groups, Feeling Good Project, youth centers like the Vietnamese Youth Development Center, Safe Passage
Evaluation
### SEFA Corner Store MONTHLY Progress Report

#### 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, this 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>
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</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>
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</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>
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<tr>
<td>7. Stocks at least one type of dried whole grain such as brown rice, oatmeal, etc.</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>
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<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>
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<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**
### Evaluation

**Tracking Sales: POS**

<table>
<thead>
<tr>
<th>BVHP Store</th>
<th>From no produce to 75 pieces a day. Percent sales in alcohol, tobacco, soda decreasing</th>
</tr>
</thead>
<tbody>
<tr>
<td>TL Stores</td>
<td>Average 34% increase in Produce from Baseline</td>
</tr>
<tr>
<td>OMI Store</td>
<td>Increase in overall sales: 4% Oct Dec &amp; Jan 23% Now establishing POS system</td>
</tr>
</tbody>
</table>
Four Stores: TL

Supplemental vouchers for produce (only) distributed in TL and redeemed at HRSF stores and others

Began April 1\textsuperscript{st}, 2015

Thousands of dollars of worth of produce purchased at participating stores. More data coming soon!

Expanding to South of Market and possibly Bayview/Oceanview neighborhoods; partnering with HRSF
Lessons Learned

• Timeline
  ✓ Ordinance Passes 2013
  ✓ Currently 9 Stores Redesigned ‘14 –‘15
  ✓ 3-5 Additional Stores in ‘15 –’16

• Store owners are incredibly busy!
• More user friendly website/resource center
• Distributor level: limited offerings of healthy snacks; need Produce Delivery Model to ease burden on store owners
• POS system consistency
• Community Engagement and Buy-in is VITAL
  ✓ Resident Investment & Pride
• Alignment of efforts/deliverables of community organizations, public agencies, and private groups/businesses provides a win-win-win: for community health, for health equity, and for vibrant independent small businesses