

(d)2 San José Food Distribution Update

Smart Cities and Service Improvement Committee
August 6, 2020

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Dolan Beckel, Civic Innovation Director, EOC Food Branch Co-Lead
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Today's Agenda

- EOC Roadmap
- Countywide Food Insecurity
- Innovating Countywide Food Distribution
- Grants and Contracts Status
- Success Stories
- Challenges and Lessons Learned
- Interagency Agreements, Transition, and Next Steps

Slow and reduce the spread of COVID-19, and support our most at-risk people

Roadmap through the Epidemic: City Response – Highest Priority Actions

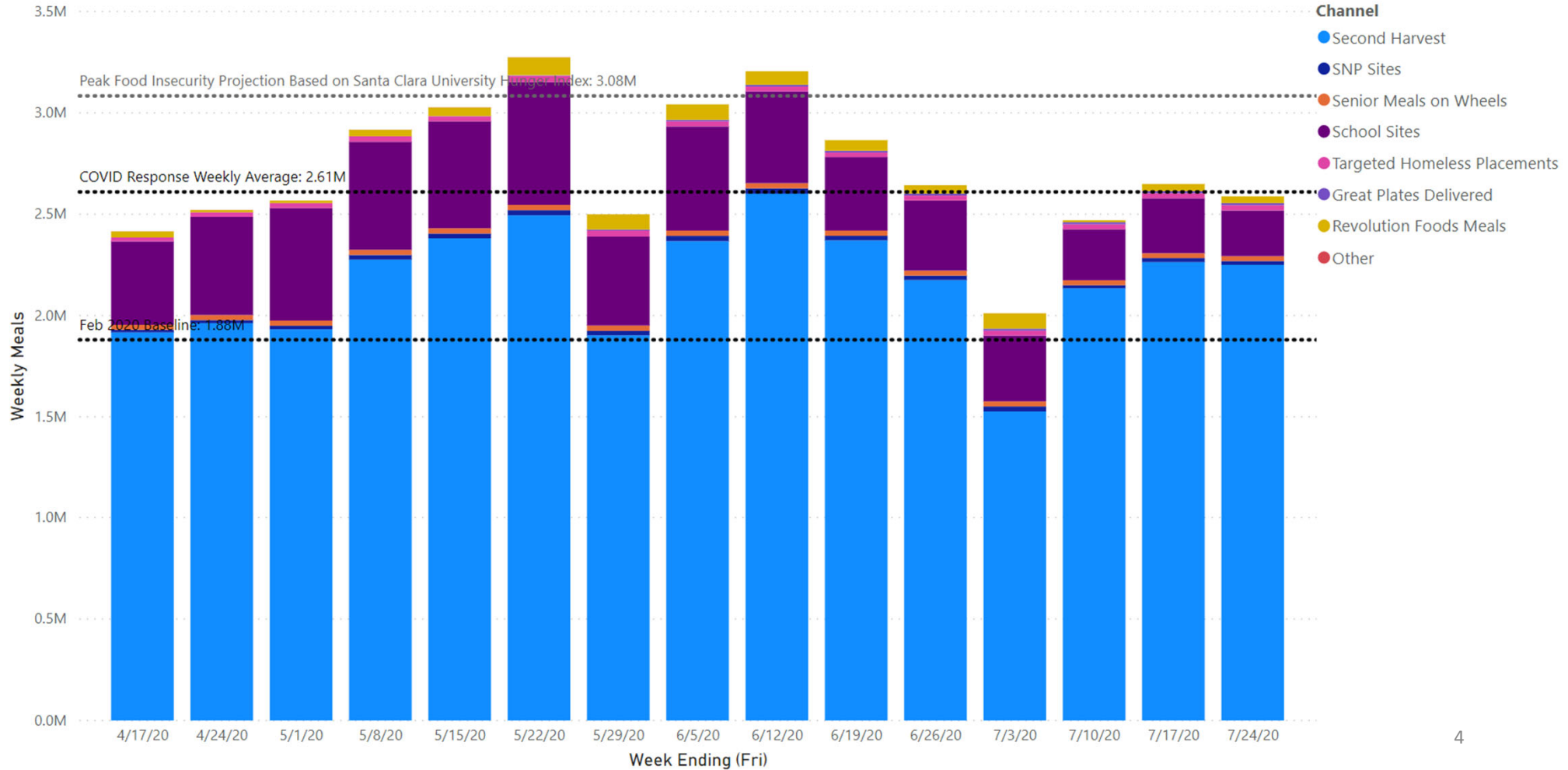
1. Compliance with Public Health Orders ("Shelter in Place")	+ Education, enforcement and engagement
2. Continuity of Essential City Services	+ Ensuring essential services are provided safely for the duration of the epidemic
3. Support for At-Risk Communities and Populations <ul style="list-style-type: none"> ▪ Food & Necessity Distribution and Feeding <ul style="list-style-type: none"> – Senior Support and Services – Medically At-Risk Support and Services ▪ Homeless Support and Services (Shelter Delivery and Quarantine) ▪ Local Assistance for: <ul style="list-style-type: none"> – Individuals and Families – Small Business and Non-Profit Support 	+ County wide food distribution, focusing first on the most at-risk and then, scale and sustain + Support seniors in isolation + Support medically at-risk populations in isolation + Increase shelter, hygiene services and health support to homeless population + Local assistance for individuals and families + Support small businesses and develop understanding of new forms of assistance (e.g. SBA) and begin to operationalize
4. Powered by People – Support our people so they can act <ul style="list-style-type: none"> ▪ Ensure Safety of City Staff Performing Essential Services ▪ Families Support for City Staff Performing Essential Services (including childcare) ▪ Redeploying Staff to Essential Services and Response 	+ Support safety of City Staff performing essential services + Prioritize testing, child care, and other support services for staff performing essential services + Temporarily re-assign staff in non-essential services to essential or emergency management functions

Enabling Actions Supporting the Response

5. Silicon Valley Strong Campaign	+ A public campaign amplifying public health messages, raising funds, and volunteers
6. Communications and Engagement with Community	+ Messaging to broader community with focus on engaging our most at-risk communities in multiple languages
7. Funding and Cost-Recovery <ul style="list-style-type: none"> ▪ Maximizing Cost-Recovery (CalOES and FEMA) ▪ Securing Funding State, Federal and Private Grants 	+ Coordinated approach to federal, state, local, and privately raised funds with a focus on effective response and cost recovery for the City organization
8. Future Planning	+ Understanding future trajectory and impacts of COVID-19

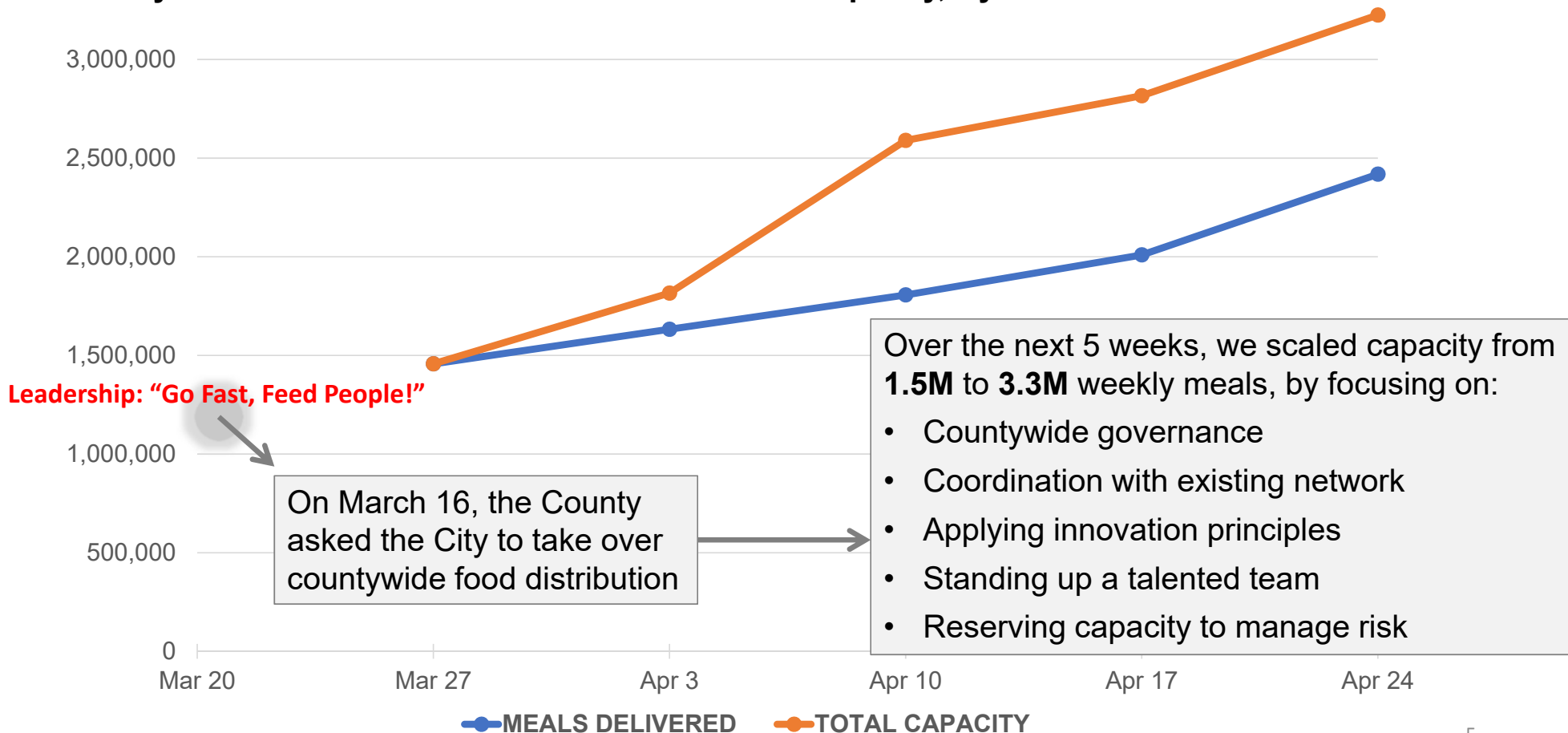
Countywide Food Insecurity

Weekly Meals by Channel



The City Launched and Scaled a New Business in 5 Weeks

Countywide Total Meals Delivered and Total Meal Capacity, By Week



Applying Innovation

Methods



- Goal setting
- Tracking outcomes
- Measuring what matters



- Weighted Shortest Job First prioritization
- Roadmaps
- Scrum teams

Tools



- Food Distribution Dashboard
- GIS Food Mapping



- Ecosystem mapping
- Process design

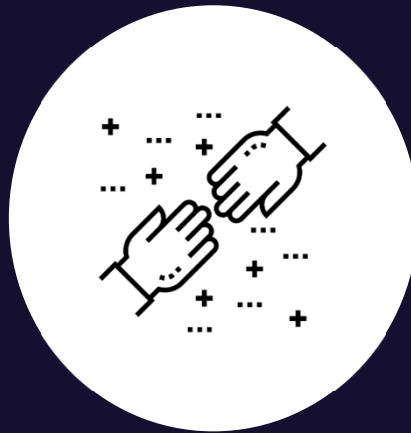


- Google
- DoorDash + The Health Trust
- Mod + West Valley Community Services

Food + Necessities Distribution Objectives



**Feed Our Most
Vulnerable**



**Maximize
Existing Food
Networks**



**Scale for a
Widespread
Food Crisis**

OBJECTIVES

12-week

Feed Our Most Vulnerable



Maintain 1,500,000 "meals" per week*
for grocery and prepared meal production and distribution

Maximize Existing Food Networks



Unlock X addition "meals" per week*
for grocery and prepared meal production and distribution

Scale for a Widespread Food Crisis



Scale to over 3,000,000 "meals" per week*
for grocery and prepared meal production and distribution

KEY RESULTS

4-week

- Provide food support for school spring break gaps
- Meet the food supply needs at temporary shelters
- Assess and finalize traffic management plan for 7 food distribution sites
- Finalize Senior Nutrition Program shelf-stable plan for City and County

- Rank and execute top priority contracts across meal producers, distributors, and client agencies
- Seek to understand Second Harvest and other Non-Profit partners' business architecture and support any priority needs
- Benchmark, assess, and build a reporting dashboard of regional food safety net capacity

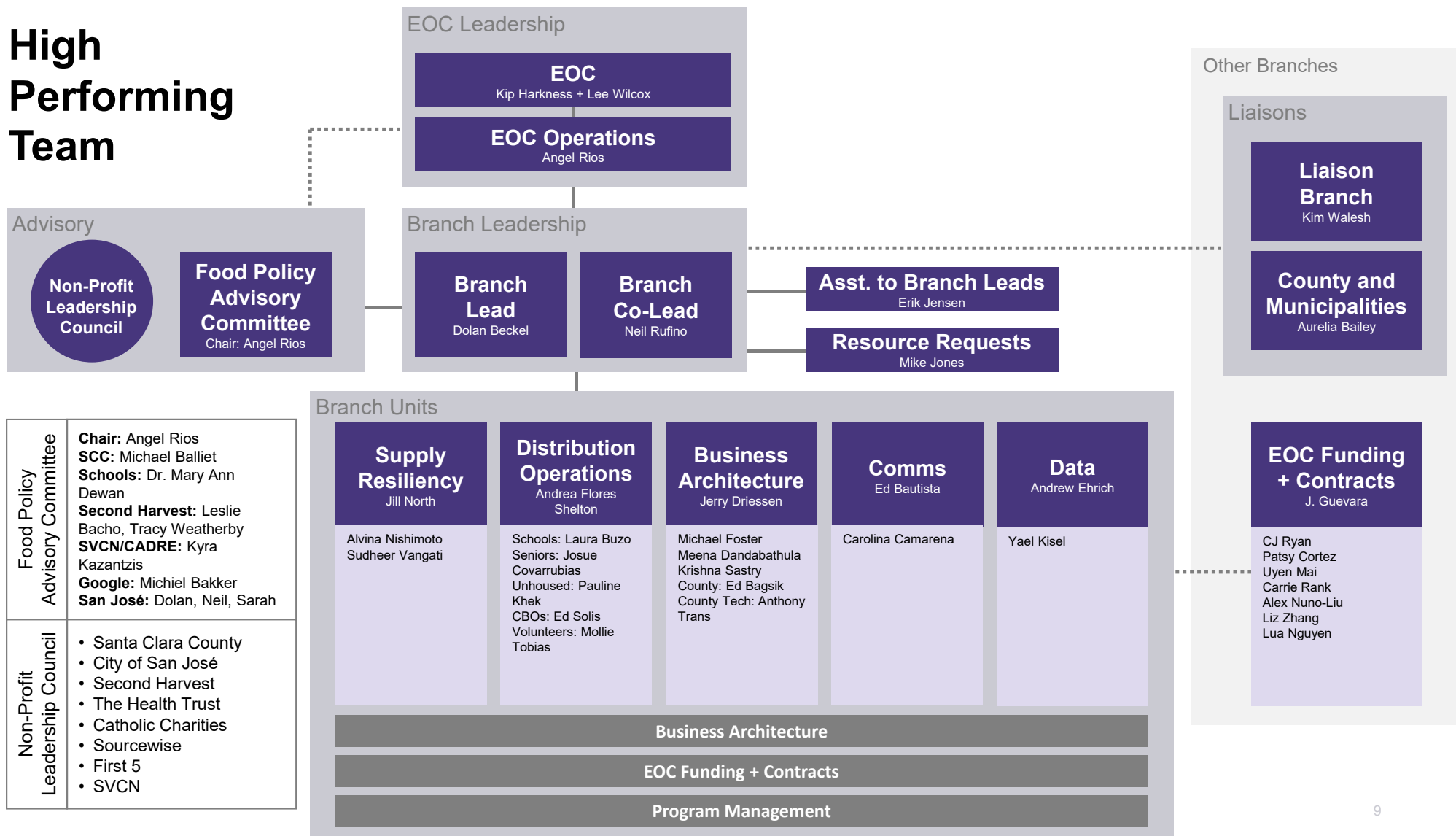
- Advance "At Scale" contracts with food supply partners
- Progress interagency reimbursement agreements
- Benchmark + Assess Capacity of Safety Net
- Advance Premise Use Agreements for San José Unified, Luther Burbank, Alum Rock, and Orchard School Districts

■ 100% goal met ■ > 65% goal met ■ < 65% goal met

*1 meal = 1.2 pounds of groceries OR 1 prepared meal, based on conversion by Feeding America

Food + Necessities Distribution Branch Apr 14 – May 12, 2020 OKRs

High Performing Team



Food Policy Advisory Committee	<p>Chair: Angel Rios SCC: Michael Balliet Schools: Dr. Mary Ann Dewan Second Harvest: Leslie Bacho, Tracy Weatherby SVCN/CADRE: Kyra Kazantzis Google: Michiel Bakker San José: Dolan, Neil, Sarah</p>
Non-Profit Leadership Council	<ul style="list-style-type: none"> • Santa Clara County • City of San José • Second Harvest • The Health Trust • Catholic Charities • Sourcewise • First 5 • SVCN

Applying Innovation: Online Free Food Tool

Santa Clara County Food Resources Food resources in the County of Santa Clara, CA for COVID-19 shelter-in-place

Legend

- Free Meal Sites for Seniors (60+)
- Free Meal Sites for Youth (18 Under)
- Free Meal Sites for the Community
- Food Banks & Partners
- Countywide Cities

Find Food Resources Near Me

[Click here to report problems or incorrect info. Locations, times, and contacts subject to change](#)

Enter Your Address

Search Address

Show results within (Miles)

Applying Innovation: Food Constraints Survey

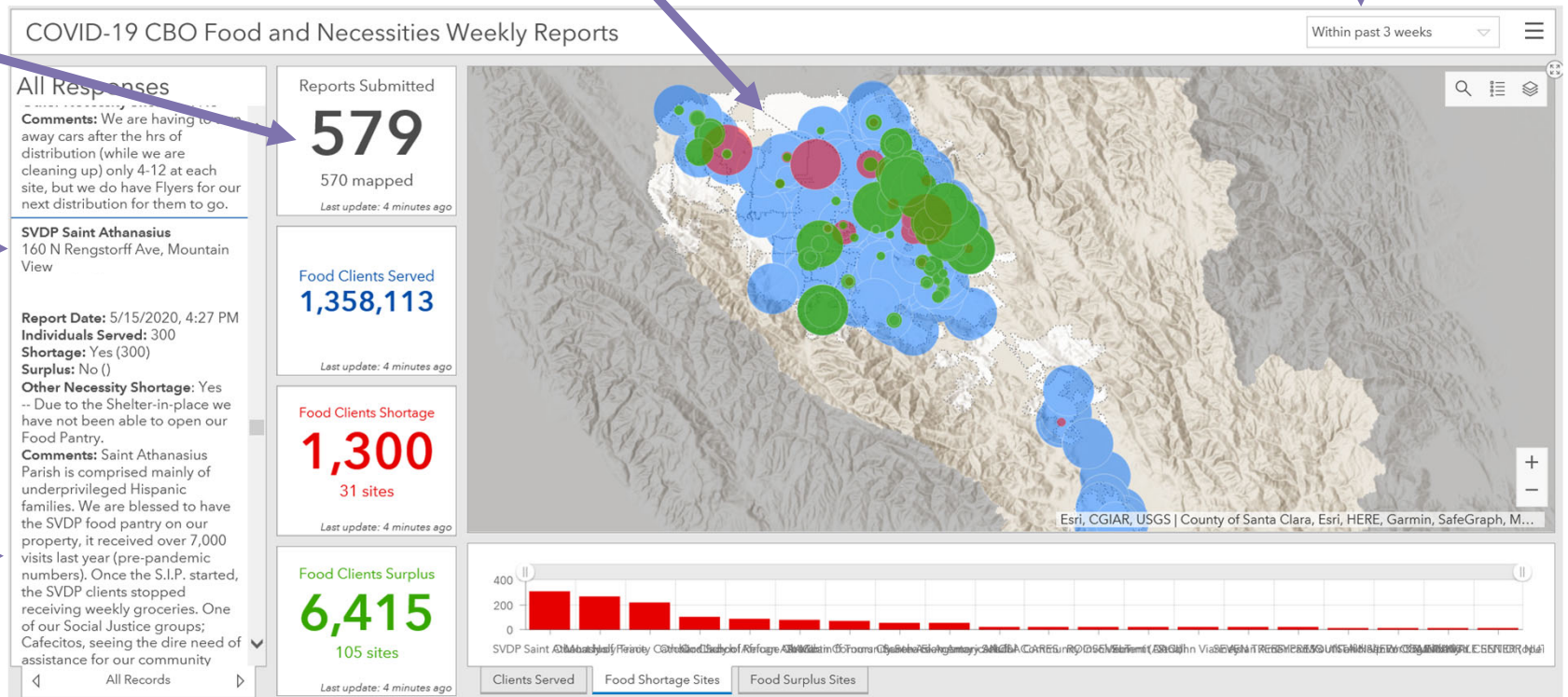
Distribution Metrics

Detailed Response Data

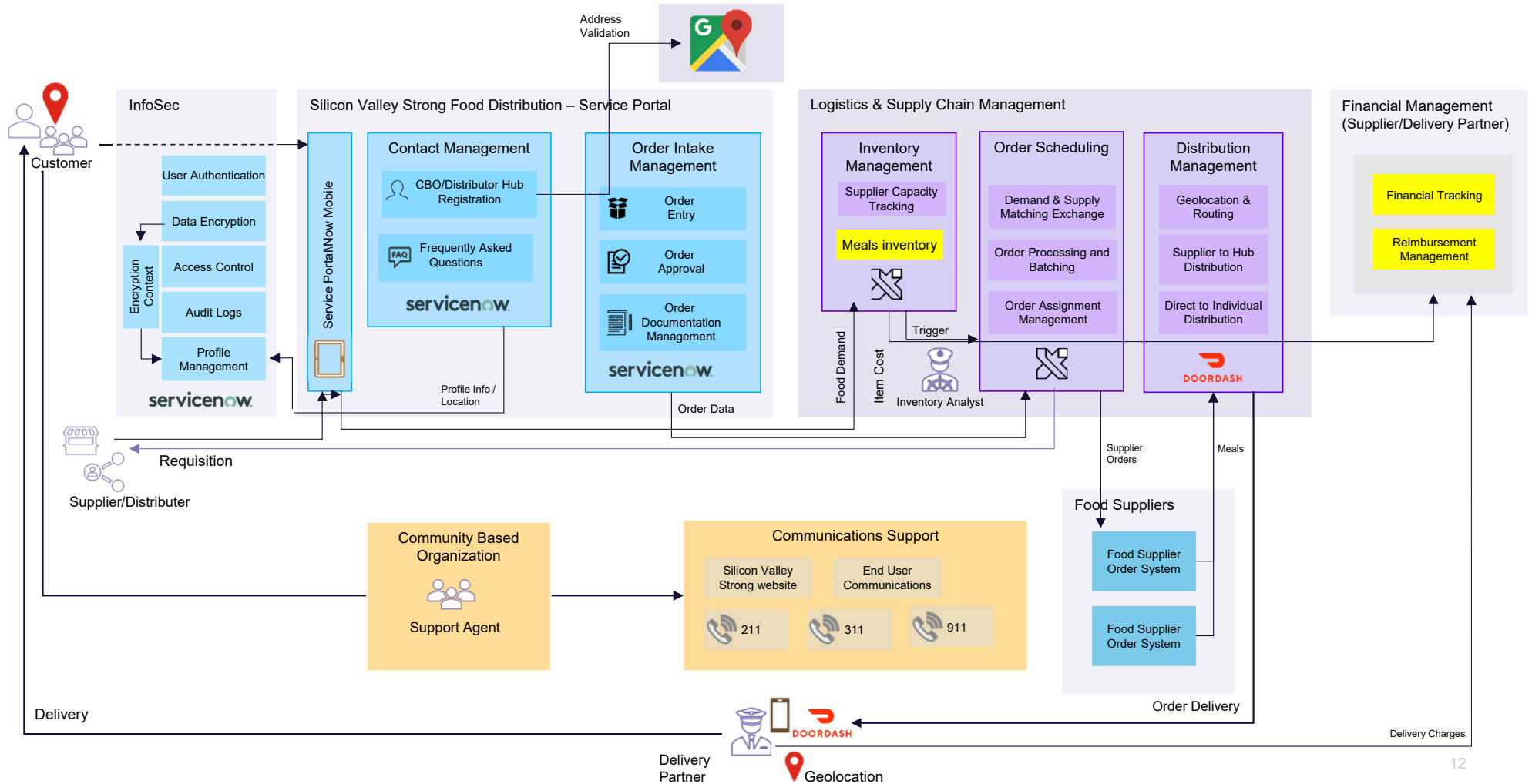
Qualitative Data

Distribution Map

Time-based Reporting

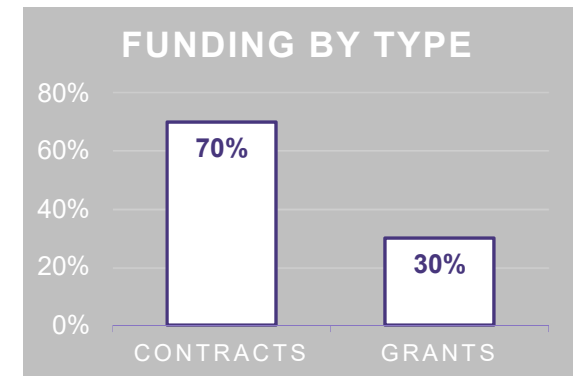
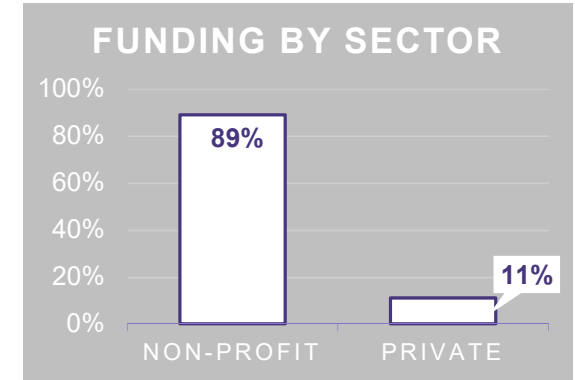


Applying Innovation: Using Technology to Scale Home Delivery



Food Distribution Funding Provided by the City

Completed		In Process	
The Health Trust	\$ 696,452	Catholic Charities	\$ 1,300,000
Loaves and Fishes	\$ 350,000	Revolution Foods #2	\$ 1,689,000
Martha's Kitchen	\$ 250,000		
First 5	\$ 722,348	Planned	
World Central Kitchen	\$ 3,564,000	RFB: Unhoused Meal Delivery	\$ 3,000,000
San Jose Unified School District	\$ 2,120,654	RFP: Meals/Grocery Delivery to Highly Impacted by COVID-19	\$ 5,000,000
Hunger@Home	\$ 1,300,000	Grant: Workforce Support*	\$ 4,000,000
Team San Jose	\$ 1,644,750	Bateman	\$ 500,000
Veggielution	\$ 69,000	First 5	\$ 750,000
Cathedral of Faith	\$ 36,015	City Labor Admin Costs	\$ 1,462,447
DoorDash	\$ 25,000	RFP: Collective Impact Non-Profit Grant and Unmet Needs Service*	\$ 7,500,000
Revolution Foods #1	\$ 1,900,000		
Mod Pizza	\$ 27,626		
		Total Spend	\$ 37,907,292



*Grant funding

Staffing and Volunteer Support

Completed Staffing and Volunteer Requests

5,809

Volunteers Matched to Food +
Necessities Distribution Sites

+50

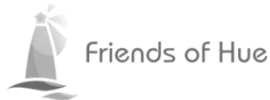
City Staff Deployed to Food + Necessities
Distribution Sites at Non-Profits

120

San Jose Conservation Corps
members deployed to Second Harvest

Deployed to:

- AACI
- Alum Rock School District
- Catholic Charities
- Campbell Union School District
- City of San Jose
- Community Services of Mtn View
- Friends of Hue Foundation
- La Comida of Palo Alto
- Loaves & Fishes
- Martha's Kitchen
- Portuguese Senior Center
- Sacred Heart
- Salvation Army
- San Jose Unified
- Second Harvest Food Bank
- Somos Mayfair
- St Isabel's Kitchen
- Sunnyvale Community Services
- Vietnamese Service Agencies
- West Valley Community Services



Success Stories



Franklin McKinley



Mexican Heritage Plaza



Great Plates Delivered



First 5



Bourne Blessed Food Give-Away

Challenges and Lessons Learned

Challenges

- Speed to launch and scale major social services coordination and operations
- Speed vs. risk:
 - Speed to understand funding and budget
 - Speed to understand reimbursement guidelines
 - Speed of internal business operations
 - Internal priority alignment
 - Empowering operations team
- Coordination across new partner relationships
- Language, culture, stigma around food insecurity
- Making decisions with imperfect data



Lessons Learned

- Rethink regional emergency response
- Rethink jurisdictional core competency, accountability, and responsibility
- Rethink ecosystem players, governance, accountability, and responsibility
- Stress test prior to next major emergency
- Establish roles, responsibilities, contracts, and initial budgets before next major emergency
- Rethink business operations support especially for social services programs
- Fund in-culture/in-language investments
- Risk Management – have contingencies and insurance policies

Interagency Agreements, County Transition, Next Steps

- City/County agreement is signed with an initial end date of August 31
- County has asked and City has granted one 30 day extension to fully plan and operationalize the transition by September 30
- City/cities agreement negotiations are in process and staff may bring back revised terms for Council approval
- Target end date for City/cities agreements is August 31 with flexibility to extend only to September 30 if mutually agreed
- City will competitively procure and contract food distribution services only within San Jose starting September 30
- City will continue food distribution at least through December 31 only within San Jose
- City will continue staff collaboration with Community Based organizations, County, and other stakeholders in a regional food insecurity program

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