

# **(d)2 San José Food Distribution Update**

Smart Cities and Service Improvement Committee  
August 6, 2020

Angel Rios, Deputy City Manager, Emergency Operations Center (EOC) Ops Lead  
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

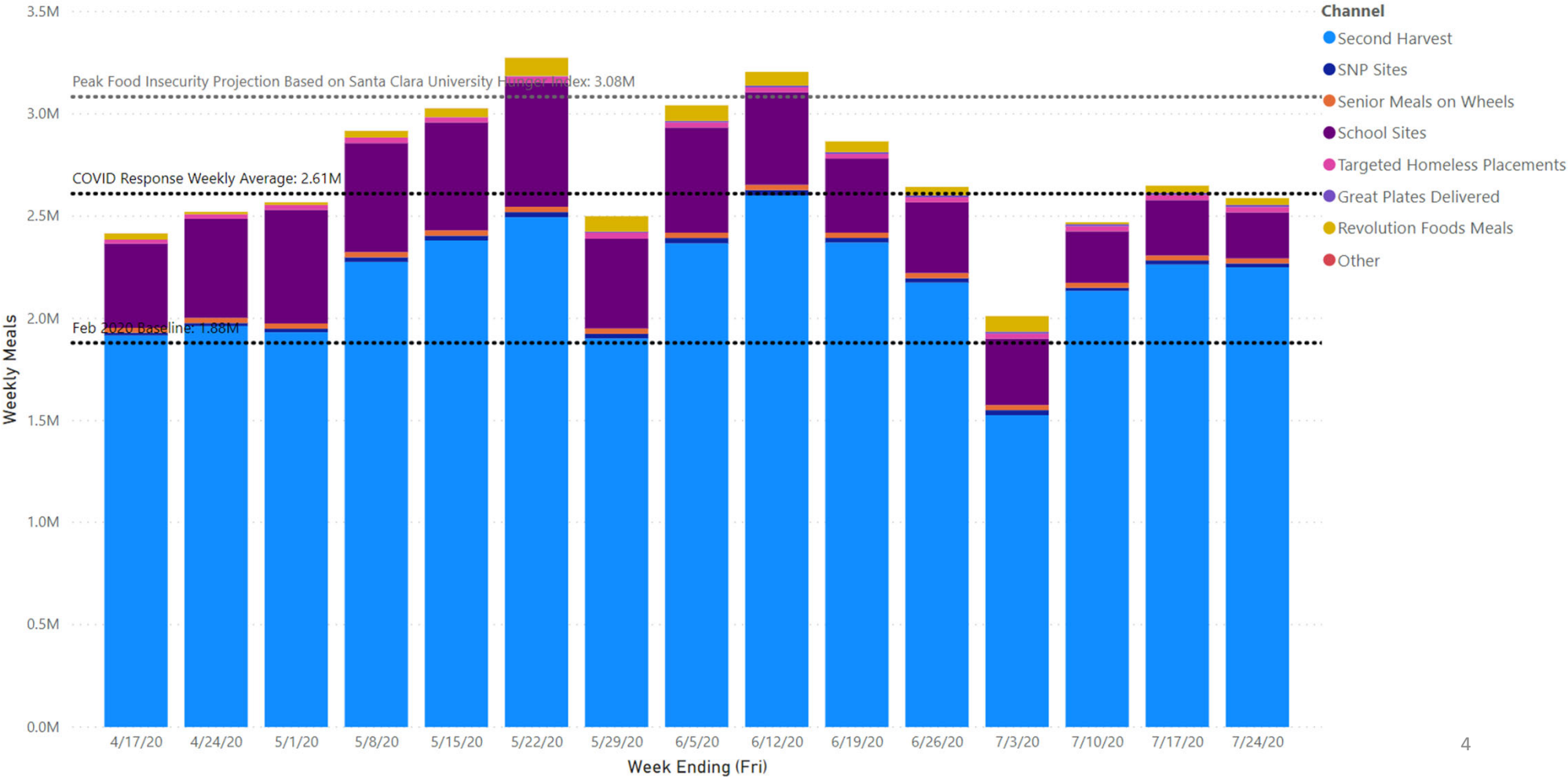
1. Compliance with Public Health Orders ("Shelter in Place")	+ Education, enforcement and engagement
2. Continuity of Essential City Services	+ Ensuring essential services are provided safely for the duration of the epidemic
3. Support for At-Risk Communities and Populations <ul style="list-style-type: none"> <li>Food &amp; Necessity Distribution and Feeding               <ul style="list-style-type: none"> <li>Senior Support and Services</li> <li>Medically At-Risk Support and Services</li> </ul> </li> <li>Homeless Support and Services (Shelter Delivery and Quarantine)</li> <li>Local Assistance for:               <ul style="list-style-type: none"> <li>Individuals and Families</li> <li>Small Business and Non-Profit Support</li> </ul> </li> </ul>	+ 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"> <li>Ensure Safety of City Staff Performing Essential Services</li> <li>Families Support for City Staff Performing Essential Services (including childcare)</li> <li>Redeploying Staff to Essential Services and Response</li> </ul>	+ 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"> <li>Maximizing Cost-Recovery (CalOES and FEMA)</li> <li>Securing Funding State, Federal and Private Grants</li> </ul>	+ 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

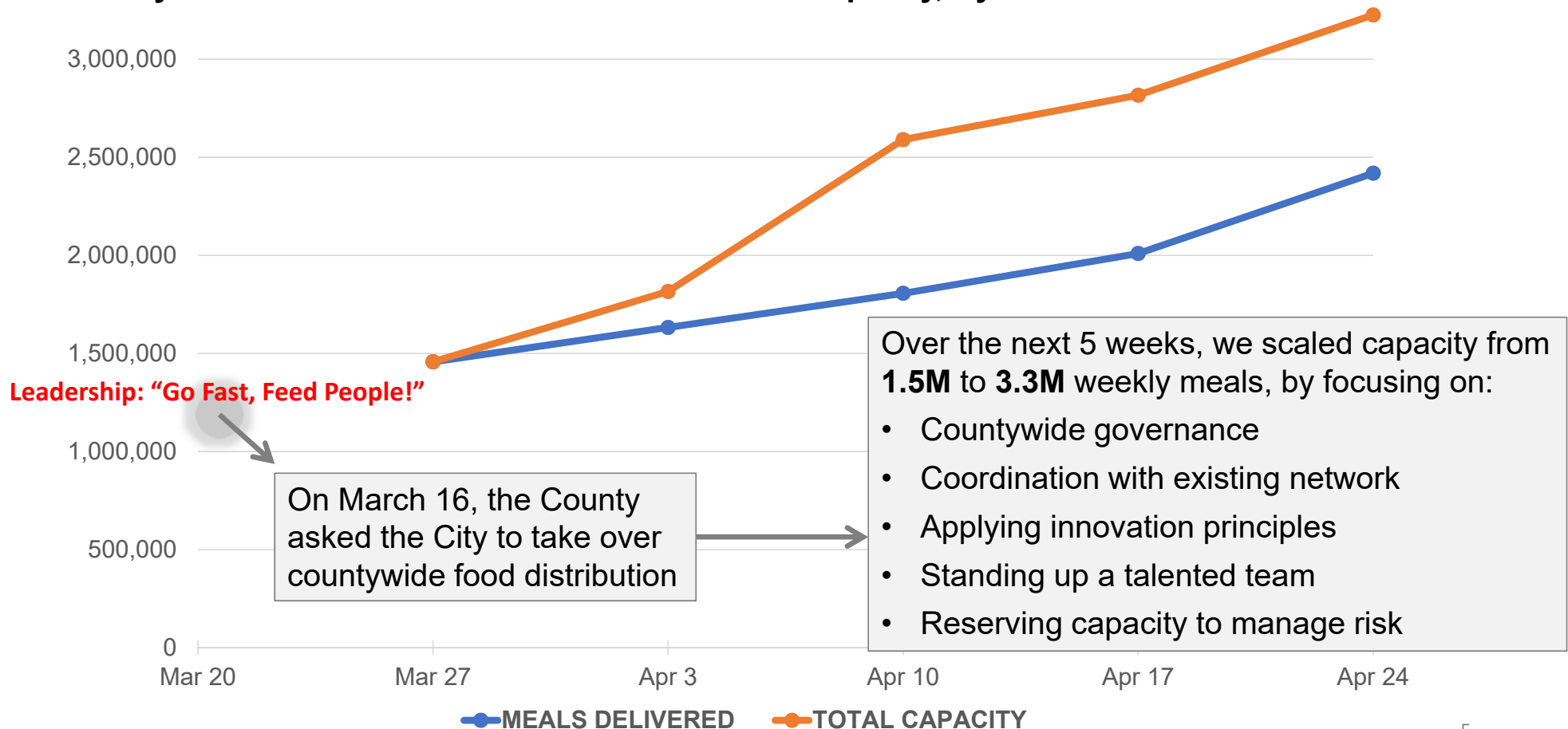
# Countywide Food Insecurity

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

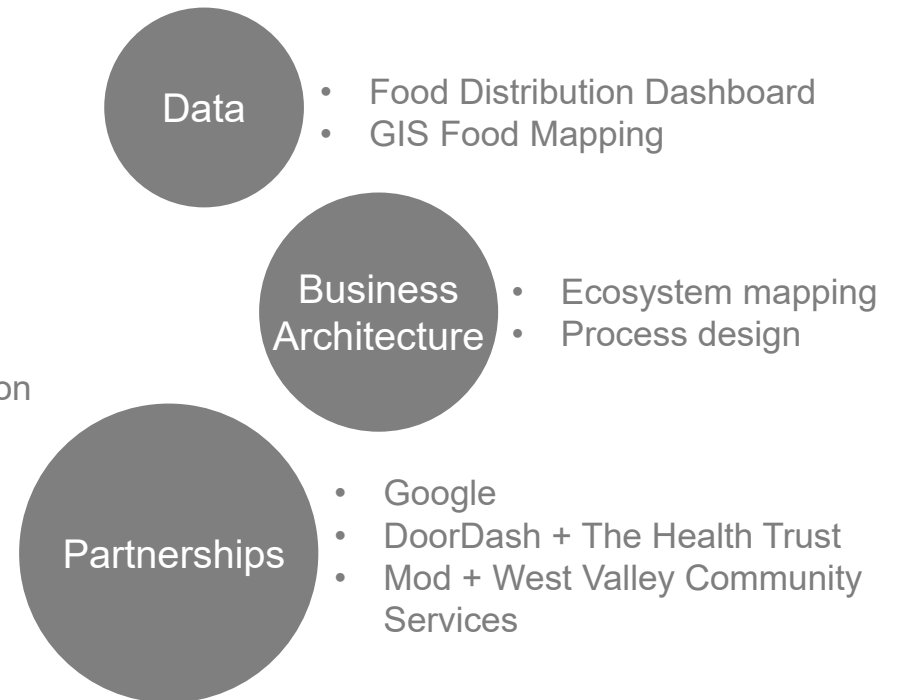


# Applying Innovation

## Methods



## Tools



# 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

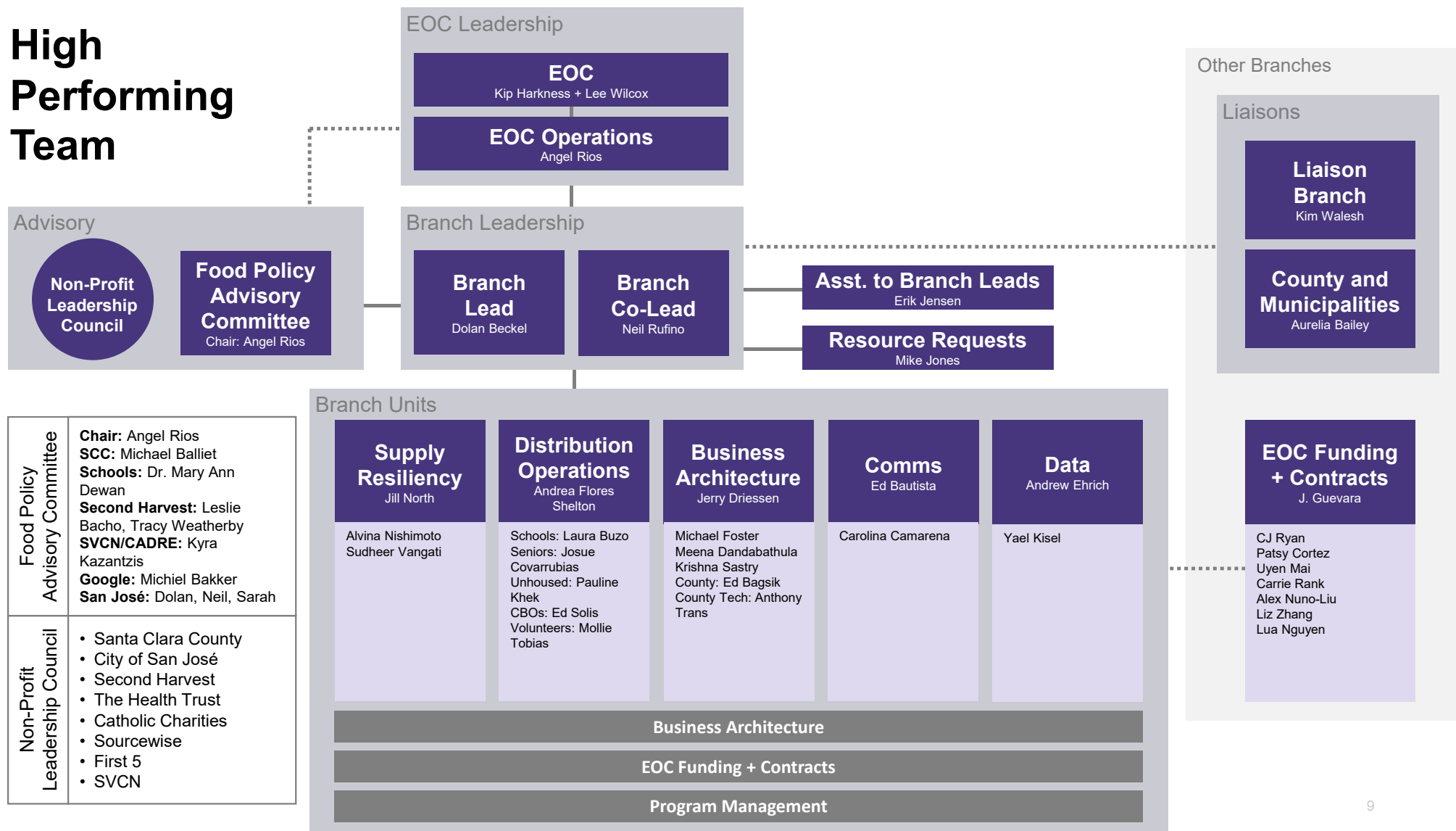
■ 100% goal met
 ■ > 65% goal met
 ■ < 65% goal met

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

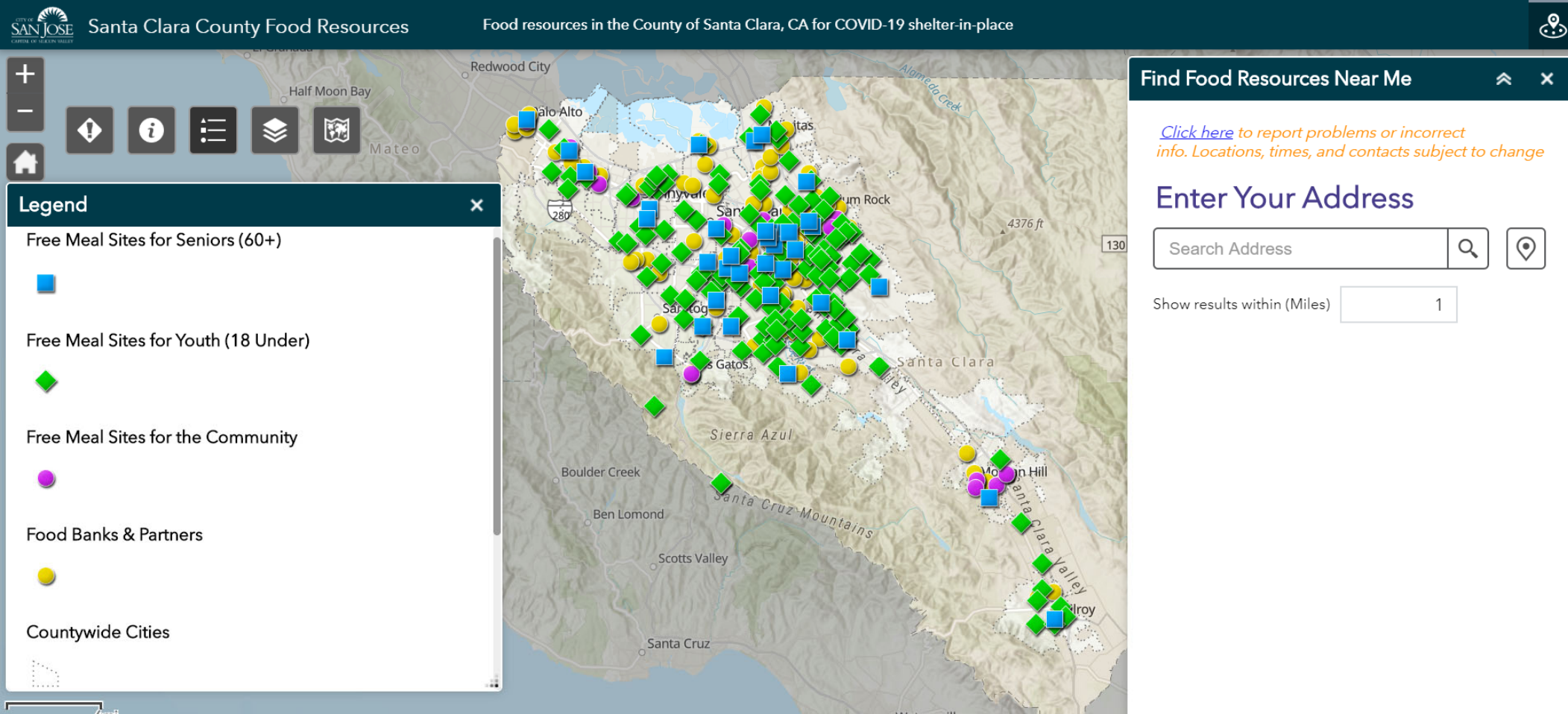
**Food + Necessities Distribution Branch**  
**Apr 14 – May 12, 2020 OKRs**



# High Performing Team



# Applying Innovation: Online Free Food Tool



## Applying Innovation: Food Constraints Survey

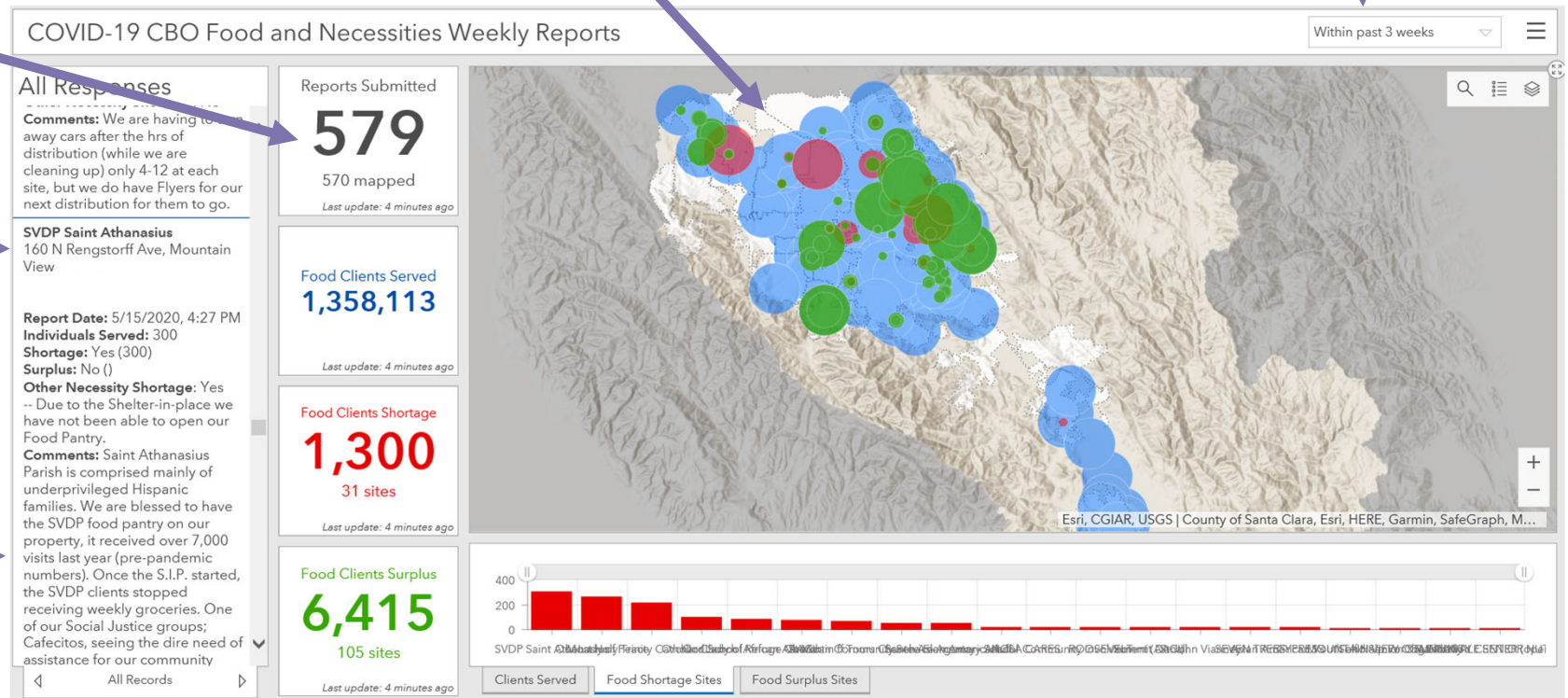
## Distribution Metrics

## Detailed Response Data

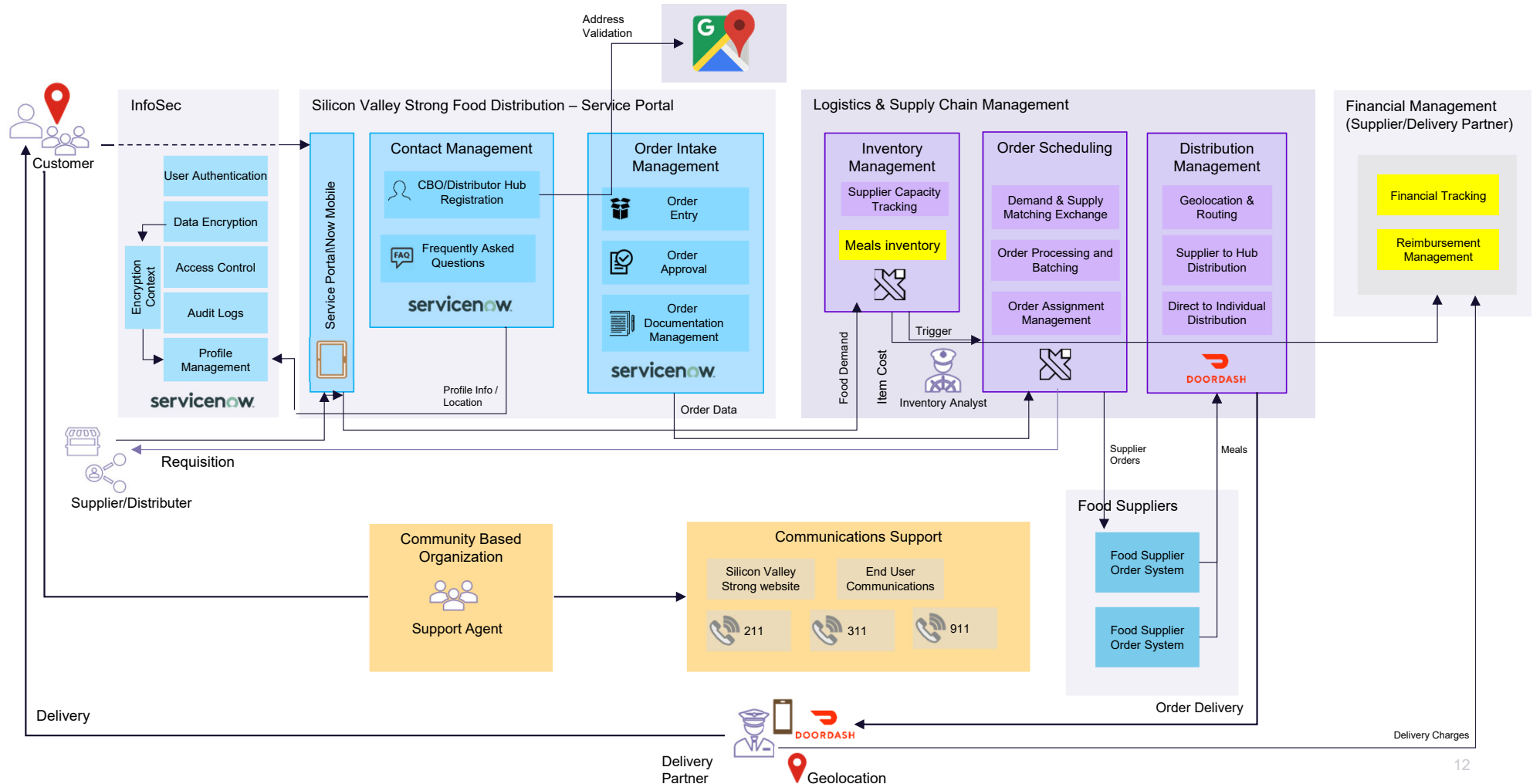
## Qualitative Data

## Distribution Map

## Time-based Reporting

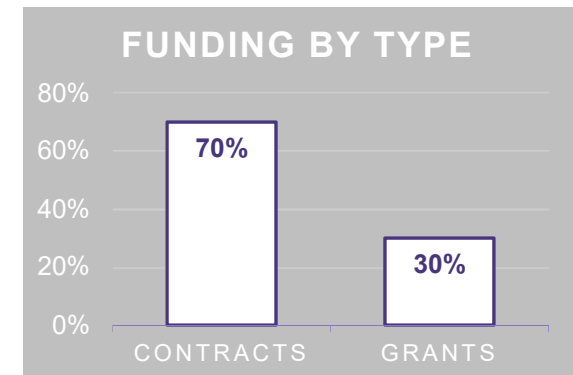
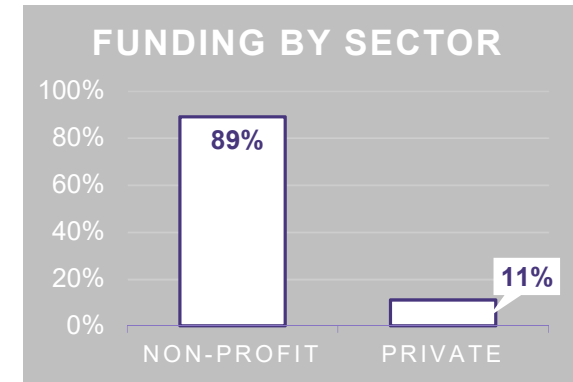


# Applying Innovation: Using Technology to Scale Home Delivery



# 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**

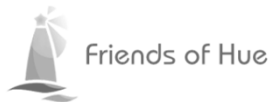
City Staff Deployed to Food + Necessities  
Distribution Sites at Non-Profits

**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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