

Sugar-Sweetened Beverage Community Advisory Board

Regular Meeting

December 14, 2020 ■ 6:30pm-8:30pm

Zoom Teleconference

Please click the link to join the teleconference: <https://us02web.zoom.us/j/84288286924>

Pursuant to the Governor's Executive Order N-29020, all members of Sugar-Sweetened Beverage Community Advisory Board as well as City staff will join the meeting via phone/video conference and no teleconference locations are required.

TO OBSERVE:

<https://us02web.zoom.us/j/84288286924>

Or iPhone one-tap :

US: +16699009128, 84288286924# or +12532158782,,84288286924#

Or Telephone:

Dial (for higher quality, dial a number based on your current location):

US: +1 669 900 9128 or +1 253 215 8782 or +1 346 248 7799 or +1 646 558 8656 or +1 301 715 8592
or +1 312 626 6799

Webinar ID: 842 8828 6924

International numbers available: <https://us02web.zoom.us/j/84288286924>

TO COMMENT:

1) To comment by Zoom video conference, you will be prompted to use the "Raise Your Hand" button to request to speak when Public Comment is being taken on the eligible Agenda item. You will then be unmuted, during your turn, and allowed to make public comments. After the allotted time, you will then be re-muted.

2) To comment by phone, you will be prompted to "Raise Your Hand" by pressing "* 9" to request to speak when Public Comment is being taken on the eligible Agenda Item. You will then be unmuted, during your turn, and allowed to make public comments. After the allotted time, you will then be re-muted.

ADDITIONAL INSTRUCTIONS:

1) Instructions on how to join a meeting by video conference is available at: <https://support.zoom.us/hc/en-us/articles/201362193%20-%20Joining-a-Meeting#>

2) Instructions on how to join a meeting by phone are available at: <https://support.zoom.us/hc/en-us/articles/201362663%20Joining-a-meeting-by-phone>

3) Instructions on how to "Raise Your Hand" is available at: <https://support.zoom.us/hc/en-us/articles/205566129-Raising-your-hand-In-a-webinar>

Public Comment:

The SSB Advisory Board welcomes you to its meetings and your interest is appreciated.

· If you wish to speak before the Board, please fill out a speaker card and hand it to the staff supporting the Board.

· If you wish to speak on a matter not on the agenda, please sign up for Open Forum and wait for your name to be called.

· If you wish to speak on a matter on the agenda, please approach the Committee when called, give your name, and your comments.

Please be brief and limit your comments to the specific subject under discussion. Only matters within the SSB Board's jurisdiction may be addressed. Time limitations shall be at the discretion of the Chair.

In compliance with Oakland's policy for people with chemical allergies, please refrain from wearing strongly scented products to meetings. In compliance with the American Disabilities Act, if you need assistance to participate in the meetings for the Sugar-Sweetened Beverages Community Advisory Board, please contact the Human Services Department at 510-238-3088. Notification 48 hours prior to the meeting will enable the City of Oakland to make reasonable arrangements to ensure accessibility. If you have questions regarding this agenda or related materials, please contact our office at the number above.

Sugar-Sweetened Beverage Community Advisory Board

AGENDA

1. Welcome and Call to Order
 - Roll Call, Introductions
 - Announcements
 - Agenda Review and Adoption
2. Open Forum
3. Adoption of Prior Meeting Minutes: November 9, 2020 Action
4. Update from the City Administrator's Office on the Measure HH Revenue Status Informational
5. Discussion and Recommendation on the proposals for the remaining \$500K in funding from FY20 Discussion/Action
6. Update from Colectivo on the Reducing SSB Campaign Informational
7. Discussion about 2021 Strategic Planning Retreat Discussion
8. Board Updates Discussion
 - Committee Meetings
9. Administrative Update Informational
10. Agenda Items for the Next Board Meeting Action
11. Adjournment

Sugar-Sweetened Beverage Community Advisory Board

MINUTES TO BE APPROVED

Regular Meeting

November 9, 2020 ■ 6:30pm-8:30pm

Zoom Teleconference

Board Members present: Justin Watkins, Pamela Alton, Raphael Brienens, Michael Hammock, Julia Liou

1. Welcome and Call to Order

- Roll Call, Introductions
- Announcements
- Agenda Review and Adoption

The Meeting was called to order at 6:32pm.

There were no changes to the agenda.

During the Call to order, Dwayne Aikens was introduced as the newest member of the Board. He, along with Michelle Wong were scheduled to be appointed by the City Council on the following evening so although he could not vote, he was given the opportunity to join the conversation. Mr. Aikens recently served on the City Parks and recreation Advisory committee and also just joined the board of the Oakland Parks and Rec Foundation.

2. Open Forum

There were no Open Forum Speakers.

3. Adoption of Prior Meeting Minutes: October 12, 2020

Member Hammock made a motion to approve the minutes, it was seconded by Member Alston and they were approved unanimously.

4. Update from the City Administrator's Office on the Measure HH Revenue Status

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Joe DeVries provided an overview of revenues over the past two years noting that they have continued to decline. In FY19 the City collected \$9.2 million. In FY20 the City budgeted for \$10.6 million but revenues actually dropped to \$8.9 million. The chart (attached) showed revenue decline each of the last six months of FY20, to be prudent the City budgeted \$9.2 again for FY21.

Informational

Action

In July and August, the revenue appeared to be on track but there was a significant decline in September that the City will need to track carefully. The decline could be due to the pandemic and a real decrease in consumption but also could be due to people purchasing their sugary beverages outside of Oakland. However, this is just speculation, there is no tracking data.

The drop in revenue from \$680,643 in August to \$228,904 in September is the largest monthly drop seen yet and fiscal staff do not see any collection issues so this will need to be monitored carefully.

Member Brienens noted that OUSD is no distributing food at 20+ sites that may account for the decline. Member Watkins thought with people at home the amount purchased would have at least stayed the same since people are not frequenting restaurants and Member Hammock speculated that people are going shopping less and that may account for the decline.

Chairperson Liou asked that monthly revenue reports be provided moving forward.

There was one public speaker: Katie Ettman from SPUR noted the monthly update info will be helpful.

5. Update on the process to distribute the remaining \$500K in funding from FY20

Joe DeVries reported that he met with HSD staff and they agreed to bring forward a proposal without needing to conduct a full RFP process since there are already good programs in place. The framework is to provide the Sugar Freedom Project the \$150k and then split the remaining funding between the Saba Grocers Association to continue their work providing debit cards to purchase produce at local stores, and the Mandela Partners proposal which also provides direct support to allow the purchase of produce as well. Both proposals also provide additional support to the corner stores. The goal is to bring the authorization to expand these projects to the City Council in January.

The Board asked that the proposals first come to the Board in December for review.

There was one public speaker: Ciara Segura with Mandela Partners spoke about her organization's work and the fact that East Oakland has been a food desert for a long time. Even so, there is an abundance of independent retailers in East Oakland that have been

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supporting the community for years. She provided an overview of their proposal to support those stores, improve product quality, and customer satisfaction.

Chairperson Liou asked if the Sugar Freedom Project funding would also go to Council in January and Joe DeVries confirmed that to be the case—December is coming up too fast to get a report and resolution scheduled.

6. Discussion about 2021 Strategic Planning Retreat

Chairperson Liou noted that there have been three strategic planning meetings thus far and they are a chance to look at what the Board has accomplished and to plan next steps as they move forward into the new year. Traditionally they have been in December and she wanted to pose the question to the board as to how they want to move forward this year. Typically, the group met on a Saturday morning and skipped the December meeting.

The group discussed using the second Monday in December in place of the usual public meeting but some were concerned there would not be enough time in a two-hour meeting to cover everything. The in-person retreats were longer but included time to get to know each other and were a more relaxed set-up with more discussion. Also, it was acknowledged that long Zoom meetings are difficult.

Among the topic areas, Chairperson Liou listed: time for the board to get to know each other (Icebreaker), the goals for the Board, strategic planning for future funding and scenarios in regard to the impact of the recession. Member Brienes added a desire for some guest speakers to speak about trends around the state, and what successes and failures have been happening. Also, discussing Grantee Evaluation and how to build more formal, quantifiable evaluation of where money is best spent. Chairperson Liou suggested Mathematica, who is about to be under contract to conduct evaluation, could present on some of these topics. Also, the group would like to revisit the Vision Statement that was agreed to last year.

Based on the number of good topics, and the short timeline leading up to December (with the Thanksgiving break) the group agreed to use January for a facilitated retreat and to receive updates on Marketing and Evaluation in December.

7. Board Updates

- **Committee Meetings**

Member Hammock reported back that he spoke with Nicolas Williams about his new staffer coming on board but had no other updates.

Member Watkins noted that with monthly finance updates to the board, there wouldn't be a need for a finance committee update

On the Wellness Policy Committee Member Watkins also noted that they need to meet first with Nicolas Williams and they want to look at wellness policies from other jurisdictions.

There were no Communications Updates.

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Chairperson Liou created an ad hoc planning committee that included new member Aikens along with the co-chairs to help plan the January retreat.

8. Administrative Update

Joe noted that the Mathematica and City Data Scopes of Work are now in hand and being reviewed. Staff are processing these contracts but with one critical person missing, it is moving slower than we would like.

9. Agenda Items for the Next Board Meeting

The Board agreed to hearing the new proposals for the remaining \$500K, the Finance Update, the Update from Colectivo, and Mathematica.

Member Brienes asked if the group needs to set the meeting calendar in December for the new year. The group agreed to stick with the current regular time slot of the second Monday of each month at 6:30.

10. Adjournment

The meeting adjourned 7:46pm.

See below for Attachment 1 regarding SSB Revenue

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Attachment
1—SSB
Revenue
Report

Fund 1030 Measure HH (SSBT) Revenue YTD		
Fiscal Year	Month	Revenue
FY19-20	Jul-19	\$1,030,148
	Aug-19	\$824,284
	Sep-19	\$830,988
	Oct-19	\$794,701
	Nov-19	\$852,715
	Dec-19	\$709,157
	Jan-20	\$614,077
	Feb-20	\$635,157
	Mar-20	\$748,123
	Apr-20	\$516,750
	May-20	\$643,201
	Jun-20	\$672,418
Total YTD		\$8,871,718

Fund 1030 Measure HH (SSBT) Revenue YTD		
Fiscal Year	Month	Revenue
FY20-21	Jul-20	\$734,484
	Aug-20	\$680,643
	Sep-20	\$228,904
Total YTD		\$1,644,030

Sugar-Sweetened Beverage Community Advisory Board

Detail Balances (OAKLAND OPERATIONS) - 1.1030.08721.41522.1003817.IP59

Balance Type: Actual Currency Type: Total

Period	Currency	PTD	PTD Converted	YTD	YTD Converted
P01-20	USD	(2,479.36)		(2,479.36)	
P02-20	USD	(999,844.85)		(1,002,324.21)	
P03-20	USD	(472,630.86)		(1,474,955.07)	
P04-20	USD	(995,843.15)		(2,470,798.22)	
P05-20	USD	(708,034.03)		(3,178,832.25)	
P06-20	USD	(845,968.41)		(4,024,800.66)	
P07-20	USD	(937,652.73)		(4,962,453.39)	
P08-20	USD	(470,475.34)		(5,432,928.73)	
P09-20	USD	(835,952.84)		(6,268,881.57)	
P10-20	USD	(229,960.11)		(6,498,841.68)	
P11-20	USD	(639,529.66)		(7,138,371.34)	
P12-20	USD	(1,733,347.06)		(8,871,718.40)	



Healthy Grocery Initiative Overview

The Healthy Grocery Initiative (HGI), a program of Mandela Partners (MP), works with Oakland corner store owners to support business growth, build customer loyalty, and increase healthy food options, such as fresh fruits and vegetables, in their communities. MP has been a leader in the healthy retail movement for nearly 15 years, beginning with the West Oakland Youth Standing Empowered (WYSE) program in 2006. WYSE explored food through the lens of social justice so that young people were informed and inspired to transform the health of their communities. Youth delivered fresh fruits and vegetables directly to West Oakland corner stores, laying the groundwork for MP's current program. Today, we aim to build the capacity of corner store owners to sell healthy foods more profitably and promote healthful eating within the community through fruit and vegetable vouchers, recipe sharing, and virtual customer engagement activities.

In addition to fresh produce, HGI provides complementary support services and technical assistance that benefits store owners and the surrounding community, which include: store environment improvements, marketing, nutrition education, and sourcing and procurement assistance. Our Fresh Creds program deepens the impact of our food access work by allowing us to offer CalFresh-enrolled customers a 50% discount on California-grown fruits and vegetables. We offer the discount and associated marketing materials to small and medium-sized independent grocers or cooperatives in addition to corner store partners. The Healthy Grocery Initiative has become a national model for building and sustaining healthy food access in under-resourced communities. We have been providing technical expertise and resources to other communities across the country to support them in strengthening food security by uplifting healthy retail options.

We are seeking **\$215,000** of Sugar-Sweetened Beverage Tax funding to support and incentivize healthy food and produce purchases at independent grocery stores in East Oakland.

Community Context

We have heard repeatedly that East Oakland is a food desert, almost as if this is an immutable fact. However, it is more accurately a *food apartheid*. Overtly racist government policies made East Oakland what it is today - like many inner cities, East Oakland was the victim of disinvestment that resulted from white flight and redlining post WWII. Businesses were deterred from developing in Black, Indigenous, and People of Color (BIPOC) communities because these areas were seen as bad investments. The void



of chain grocery stores and supermarkets and the poor economic outlook was filled by drugs, cigarettes, fast food and other quick, low-nutrition options.

What we do not hear about very often, however, are the independent grocers that *do* sell fresh foods in their communities, some of whom have been doing so for 20 years or more. There are several small, independent grocery stores and markets throughout East Oakland, particularly down International Blvd ([map](#)). Small retailers regularly share with our program team that they feel neglected by the City, especially by the Sugar Sweetened Beverage (SSB) tax ordinance. The tax in Oakland earned over \$25 million dollars as of December 2019, but in the 2019-2020 fiscal year, only 1% of SSB tax earnings was allocated to healthy retail. Grocers resoundingly say that they do not know where the money is going; only 9 of the 103 stores interviewed in this evaluation had heard anything about how the money would be used ([Science Direct](#), 2020).

While chain grocery stores and supermarkets in East Oakland are nearly nonexistent, the abundance of small, independent retailers throughout East Oakland present an exciting opportunity for investment from the City of Oakland. We are living in a pivotal time when the failure of large food systems is being recognized on a mainstream level. Early in the pandemic, these smaller stores were squeezed harder than their chain supermarket competitors and many could not receive products from their suppliers because the chains were prioritized ([Romero](#), 2020).

Another misconception worth dispelling is the idea of a grocery store. What most Americans consider to be grocery stores are actually supermarkets ([FMI](#), 2014). The terms are usually used interchangeably. The Pak-N-Sav that used to be on Hegenberger Rd was a supermarket. The former WalMart, also on Hegenberger, was a superstore. Safeway, Lucky and Gazzali's in the Eastmont Mall are all examples of supermarkets. Supermarkets are large stores that focus on a wide selection of groceries and may have service departments such as bakery, butcher, floral, or pharmacy. Superstores are mass merchandisers that sell groceries (as much as 40% of retail space) and non-food items ([Campbell](#), 2020). A grocery store is devoted to selling groceries (food), including fresh, convenience, and staple foods. They may sell non-food items as well, but grocery stores are not meant to be a one stop shop nor specialty shops.

This supermarket or superstore as the grocery store ideal is another example of disinvestment at work and it is an impossibly high standard to reach if there is no money to do so. **A better option is to invest in these independent stores that are already present in most East Oakland neighborhoods.** These store owners have an advantage over chains by knowing their customers and carrying culturally-relevant foods.



Program Assets

- ❖ *Grocery retail-focused technical assistance:* Program staff offer complementary technical assistance on energy-efficient equipment upgrades, store layout and design, merchandising, marketing, and healthy food sourcing and procurement.
- ❖ *Produce distribution infrastructure:* MP has a cold storage facility, a transportation fleet, and relationships with local farmers and distributors. We provide a consignment-based produce delivery service to partner stores interested in introducing or increasing their fresh produce inventory.
- ❖ *Healthy food subsidies:* The [Fresh Creds](#) program provides CalFresh customers a 50% discount on fruits and vegetables through a cloud-based redemption and tracking app.

Objectives and Activities

<p>Objective 1: Offer comprehensive technical assistance assessments and tailored planning with up to 5 independent grocery stores in East Oakland. Topics may include: produce management, healthy inventory sourcing, marketing, merchandising, store layout and design, customer outreach, business education, and nutrition education.</p>		
Activity	Description	Timeline
1.a.	Identify and recruit up to 5 stores for program participation	January 2021 - February 2021
1.b.	Conduct pre-assessments to identify specific store needs, requested areas of support, and overall capacity to make/maintain improvements	February 2021
1.c.	Obtain signed MOUs with participating stores	February 2021
1.d.	Create tailored technical assistance plans with participating stores; Schedule 1:1 bimonthly advising meetings with each store	March 2021
1.e.	Implement TA plans with stores	April 2021 - June 2021
1.f.	Conduct post-assessments 6 months after initial pre-assessment	August 2021



Objective 2: Improve product quality and customer experience through equipment and store upgrades and healthy food incentives for limited-resource customers (CalFresh, WIC, SSI recipients, etc.)

Activity	Description	Timeline
2.a.	Train stores on the cloud-based application, Fresh Creds, that enables a 50% discount on healthy food items. All transactions will be tracked by the Fresh Creds application.	February 2021
2.b.	Distribute \$85,000 in incentive funding to up to 5 eligible stores. CalFresh, WIC, and/or SSI-enrolled residents will be eligible for the discount on healthy food items.	February 2021 - June 2021
2.c.	Assess equipment and store upgrade needs with participating stores, including refrigeration, freezers, lighting, counters, facades, shelving, flooring, etc.	March 2021-April 2021
2.d.	Identify stores eligible for grant support and/or financing with MP partner, Community Vision's California FreshWorks Fund, or other local CDFI. Each store will be eligible for up to \$4,520 in upgrade funding from MP, and will cover additional costs independently or through financing with the aforementioned CDFI partners.	April 2021
2.e.	For stores deemed eligible for grant investment and/or financing, create contractor work plan, budget, and schedule	May 2021-June 2021
2.f.	Carry out store and equipment upgrades	April 2021 - June 2021



Proposed Budget

Healthy Grocery Initiative Expansion Budget February 1, 2021 - June 30, 2021	
Personnel	Amount Requested
	\$49,450
Program and Policy Director	\$5,000
Healthy Grocery Initiative Coordinator	\$25,000
Healthy Grocery Initiative Associate	\$5,000
Finance Director	\$8,000
Total Personnel	\$43,000
Fringe	\$6,450
Other Direct Costs	\$102,500
<i>Materials, Supplies, and Equipment</i>	
Infrastructure fund (refrigeration, freezers, merchandisers, and shelving; interior/exterior upgrade costs; POS upgrades)	\$17,000
Produce incentive fund	\$85,000
<i>Miscellaneous</i>	\$500
Translation - Arabic, Chinese, Spanish	\$500
Indirect Costs	\$23,050
Total Budget	\$175,000



SSB Healthy Retail Proposal

11/28/2020

Budget: \$175,000

Program components:

1- Saba Food Cards: Distribute 100 of Saba's Food Cards at \$250/ea to be used at 7 of Saba's stores. We will reach non-EBT/SNAP or EDD eligible residents. *(\$25,000)*

2- Stores: Expand on 1st SSB allocation in East Oakland by deepening engagement with 7 corner stores to continue carrying and growing their produce departments. We will provide additional equipment, materials, infrastructure upgrades and marketing including the removal of existing advertising, reshifting store product locations to promote healthy items, and store owner/clerk training. We will continue our produce distribution, and subsidies essential grocery items for all residents shopping at these 7 stores. *(\$100,000)*

3- Staff: Project management, coordination, to carry out the program, conduct an internal evaluation and provide reporting on impact. *(\$50,000)*

Timeline:

Project Components:	Jan	Feb	Mar	Apr	May	Jun
Identify 100 residents	X					
Develop strategic plan per store	X					
Distribute 100 Cards		X				
Purchase Equipment		X	X	X		
Produce Distribution	X	X	X	X	X	X
Essential Grocery Subsidy	X	X	X	X	X	X

Reducing SSBs Awareness Campaign

Market Research / Concept Testing

City of Oakland Board Meeting
December 14, 2020



Campaign Development Review



Discovery:

Understand the landscape with a people first objective



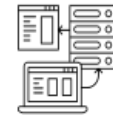
Design:

Establish the concept for breakthrough creative



Develop:

Create channel and audience specific assets and experiences



Activate:

The campaign and monitor performance



We are here!

Validating our Design thru Research

- Understand current consumption habits around soda / SSBs
- Determine where our audience is on the anti-soda/SSB spectrum
- Identify the strongest and most effective creative idea
- Identify preferred media channels/media habits



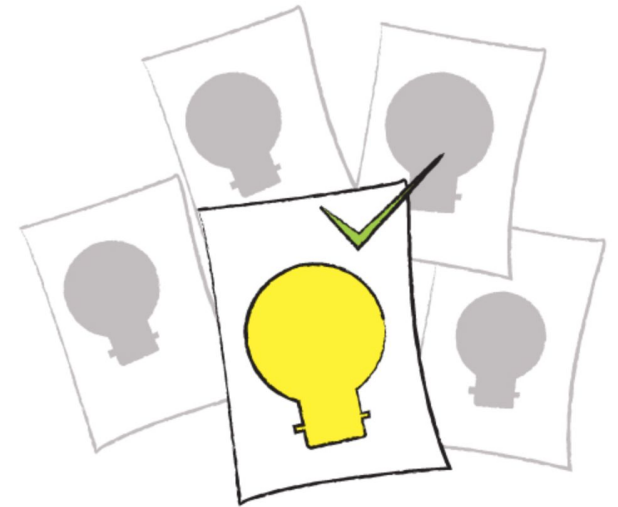
CONCEPT TEST

Online Surveys
Focus Groups

What is Concept Testing?

Concept testing is the process of sharing creative concepts with our intended audience to get their feedback and identify the best idea before designing materials.

Results from concept testing help our creative team revise concepts, identify ones that resonate with the target audience and what elements need improvement or clarity.



Concept Testing Goals

Attention

Does the idea attract audience attention? This is often measured as a person's ability to remember an idea, message or image.

Motivation

Does the idea inspire the audience to take a desired action? Is the concept personally relevant? Can the audience connect with the idea? Does it take their point of view into consideration?

Comprehension

Is the idea clearly understood?

Cultural Appropriateness

Is the idea consistent with the values, attitudes, beliefs shared by the intended audience?

Testing Methodologies: Online Surveys

Format: Questionnaire of mostly close-ended questions

Respondent Goal: 200 participants

Recruitment Process: Database purchase

Key Considerations

- Achieving an ideal cross section of participants is a challenge for any type of research or messaging campaign. We won't achieve a perfect result, but hope for something useful in helping us make a strategic decision.
- We will recruit from a representative audience using a set of screener questions that will cover key elements, such as: **level of income, zip code, primary language, current sugar consumption habits, household/family circumstances.**

Testing Methodologies: Online Surveys

Format: Questionnaire of mostly close-ended questions

Respondent Goal: 200 participants

Recruitment Process: Database purchase

Key Considerations

- If there are difficult to reach audiences, we may consider distributing the survey by other means, such as email distribution lists or using other techniques, like a phone interview.
- We will look at the data and compare it to known demographic statistics to check for representation.
- Our focus groups will allow us to pressure test online survey responses with a selective group. If there are any underrepresented groups noticeably absent in our survey, we will be able to obtain that perspective through our group discussion.

Testing Methodologies: Focus Groups

Format: Moderated Group Discussion

Respondent Goal: 1-2 groups; 6-8 participants

Recruitment Process: Outreach to SSB Partners

Key Considerations

- Our focus groups will include members of SSB community partner organizations. These community partners were involved in Colectivo's discovery work and can effectively help us to bring the campaign vision full circle.
- We will also engage SSB partners in conversations of how we can extend the reach of our campaign through their existing channels and resources.

Timing

- Recruitment for online surveys will begin the week of 12/14. Recruitment for focus groups has already started.
- It is expected that results from the online survey will be complete by the end of December 2020. Focus groups are expected to conclude by the first week of January 2021.
- Research report with findings to be completed by the third week of January 2021.



colectivo

Contact Us:

kimberly@teamcolectivo.com

darren@teamcolectivo.com

diana@teamcolectivo.com