

Sugar-Sweetened Beverage Community Advisory Board

Regular Meeting

March 11th, 2019 • 6:30pm-8:30pm
Oakland City Hall, Hearing Room #1
1 Frank H. Ogawa Plaza, 1st floor • Oakland California

AGENDA

1. **Welcome and Call to Order**
 - Roll Call, Introductions & Announcements
 - Agenda Review and Adoption
2. **Open Forum**
3. **An Informational Report from the Human Services Department on Preliminary Recommendations for Proposals for the Community Grants Program in Response to the Reducing Consumption of Sugar-Sweetened Beverages Community Grants Request for Proposals (RFP)** Informational
4. **Recommendation for Allocation of Sugar-Sweetened Beverage Tax Funds** Discussion/Action
5. **Board Committees Updates** Discussion/Action
6. **Administrative Update**
 - **Request for Qualifications (RFQ) Seeking Professional Services Release** Informational
7. **Adjournment**

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.

City of Oakland-Human Services Department

Sugar-Sweetened Beverage Tax Fund



To: Sugar-Sweetened Beverages Community Advisory Board
From: Sandra Taylor, HSD Manager
Date: March 7, 2019
Re: Human Services Department Funding Recommendations in Response to the Community Grants Program - Reducing Consumption of Sugar-Sweetened Beverages 2019-2020 Request for Proposals (RFP)

Summary

This memo is informational. The Department received 29 proposals in response to the Request for Proposals – Reducing Consumption of Sugar-Sweetened Beverages Community Grants Program. The Human Services Department is recommending **14** proposals with high recommendation for funding from **\$2 million** allocated for this purpose with Council approval. The revenue source for these grants is FY2017-2018 Sugar-Sweetened Beverage Distribution Tax Fund revenue. Additional proposals may be recommended from the RFP if funds are identified and available. Five grants are not recommended.

Analysis

The RFP (pages 5 – 9 attached) included the SSB Board’s vision and principles and directed funding in four areas:

- 1) Prevention through Education and Promotion
- 2) Healthy Neighborhoods and Places
- 3) Health Care Prevention and Mitigation
- 4) Policy and Advocacy.

The RFP identified target areas for funds to include many parts of West Oakland, East Oakland, San Antonio and Fruitvale that are disproportionately impacted by disease related to the consumption of sugar. Populations for prioritization of services include children and their families; pregnant mothers and family members who play a key role in infant nutrition decisions; households with limited resources; individuals who are at greater risk of health impacts of sugar-sweetened beverages; groups with higher than average population indicators

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for diabetes, obesity, and tooth decay; and groups/communities disproportionately targeted by the beverage industry.

The preliminary recommendation is based on proposal ratings and other critical criteria -- strategic alignment with the Advisory Board's intentions as described in each of these funding areas, prioritization of resources for neighborhoods most affected by the consumption of sugar sweetened beverages, expertise in serving local communities, and innovative or emerging practices focused on changing food systems or community practices. Equity analysis examined the demographic information submitted focused on race/ethnicity of population served, age range proposed to be served, and the location of residents and programming. Equity is also considered in the examination of agency history and board composition, past partnerships in the community being served, target population, staff description, and program design.

The fourteen (14) proposals with high recommendation to be forwarded for approval of funding from the \$2,000,000 already approved by City Council are provided in Attachment 1. Additional proposals under this RFP may be forwarded if funds are identified and approved by City Council.

The following proposals are not being recommended for funding:

1. Walk Oakland Bike Oakland
2. Designing Justice Designing Spaces
3. Best Weigh of Life
4. Prescott-Joseph Center for Community Enhancement
5. Preventive Care Pathways

Over the next few months, pending Council approval in April, staff will proceed with 1) working with the selected agencies to support their timely submission of documents needed to establish contracts and 2) negotiating scopes of work where modifications are needed. This effort is coinciding with the effort to solicit outside professional services for establishing effective data reporting and evaluation of community grants programs.

Consistent with the language in the RFP, the Human Services Department supports the recommendation that subject to HSD review, funding availability, Board support for continued funding of the proposals from this RFP, and City Council approval, the well performing grants may be recommended for a second year of funding.

Attachments:

- **Attachment 1:** Recommended proposals
- **Attachment 2:** Demographics of proposals recommended

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- **Attachment 3:** Description of proposals recommended
- **Attachment 4:** RFP pages 5 - 9

Sugar-Sweetened Beverages RFP
Recommended Proposals

Agency Name	Project Title	Funding Area	Funds Requested
Alameda County Public Health Department- Nutrition Services	Rethink Your Drink Oakland	Prevention through Education and Promotion	\$ 250,000.00
Youth Employment Partnership, Inc.	Peer-to-Peer Nutrition	Prevention through Education and Promotion	\$ 150,000.00
LaClinica de La Raza, Inc.	H2Oakland Education Program	Prevention through Education and Promotion	\$ 90,575.00
Tides Center, Fiscal for HOPE Collaborative	Youth Action to Reduce Sugar-Sweetened Beverage Consumption	Prevention through Education and Promotion	\$ 150,000.00
Total Funding Area 1: Prevention through Education and Promotion			\$ 640,575.00
Oakland Lacrosse Club	East Oakland Lacrosse Outreach and Team Experience	Healthy Neighborhoods and Places	\$ 75,000.00
Service Opportunity for Seniors	Health Improvement for Homebound Seniors	Healthy Neighborhoods and Places	\$ 93,052.00
Roots Community Health Center	East Oakland Food Matters	Healthy Neighborhoods and Places	\$ 250,000.00
Fresh Approach	VeggieRx Program for Healthy Food and Beverages	Healthy Neighborhoods and Places	\$ 58,378.27
Planting Justice	Sustainable Agriculture for a Healthier Oakland	Healthy Neighborhoods and Places	\$ 150,000.00
Mandela Marketplace	Mandela Hubs for Health	Healthy Neighborhoods and Places	\$ 150,000.00
East Bay United Soccer Club	EBU Healthy Oakland Initiative	Healthy Neighborhoods and Places	\$ 148,842.00
Total Funding Area 2: Healthy Neighborhoods and Places			\$ 925,272.27
Alameda County Public Health Department-Office of Dental Health	Preventive Dental Services for Children at WIC	Health Care Prevention and Mitigation	\$ 150,000.00
Native American Health Center, Inc.	Healthy Oakland Families	Health Care Prevention and Mitigation	\$ 150,000.00
Total Funding Area 3: Health Care Prevention and Mitigation			\$ 300,000.00
Bay Area Community Resources	Healthy Options at Point of Sale (HOPS)	Policy and Advocacy	\$ 149,997.00
Total Funding Area 3: Health Care Prevention and Mitigation			\$ 149,997.00
Total of 14 Proposals Recommended			\$ 2,015,844.27

Sugar-Sweetened Beverages RFP
 Recommended Proposals
 Demographic Projections

Agency Name	Race/ Ethnicity									Participants' Council District							Gender Identity			Youth Age				Adult Age	
	African American	Latinx	Caucasian	Asian	Middle East/ N. Africa	Native American/ Alaskan Native	Native Hawaiian/ OPI	Some Other Race	Multiracial Or Biracial	D1	D2	D3	D4	D5	D6	D7	Female	Male	Transgender	Youth 0-5	Youth 6-10	Youth 11-15	Youth 16-20	ADULT 21-54	ADULT 55-Older
Alameda County Public Health Department-Nutrition Services	5200	9200	2000	2600	200	200	200	200	200	100	3500	3200	3000	3500	3200	3500	10000	9800	200	200	6000	4000	4000	4000	1800
Oakland Lacrosse Club	150	270	0	80	0	0	0	0	0	0	0	0	0	0	250	250	250	250	0	2	0	500	0	0	0
Service Opportunity for Seniors	762	50	134	54	0	0	0	0	0	0	0	0	0	0	590	410	770	230	0	0	0	0	0	0	1000
Youth Employment Partnership, Inc.	149	30	0	19	0	0	0	0	0	4	22	36	28	30	61	17	103	93	2	0	0	30	168	0	0
LaClinica de La Raza, Inc.	258	1109	117	220	0	3	23	43	63	588	445	0	0	686	117	0	1002	829	5	41	211	944	538	86	16
Bay Area Community Resources	194	194	50	52	11	6	3	0	52	50	103	103	50	103	50	103	284	274	4	0	0	10	133	279	140
Alameda County Public Health Department-Office of Dental Health	992	1131	202	558	0	0	0	15	202	100	620	520	100	620	620	520	1806	1274	20	1500	0	0	50	1500	50
Native American Health Center, Inc.	72	498	5	40	5	13	13	4	5	10	10	20	20	330	25	240	393	260	2	6	20	450	175	3	1
Roots Community Health Center	548	39	12	4	4	4	4	4	11	0	0	0	0	0	114	516	320	308	2	30	30	15	15	390	150
Tides Center, Fiscal for HOPE Collaborative	960	740	120	180	0	0	0	0	0	0	400	0	0	0	700	900	1200	800	0	0	0	0	560	1040	400
Fresh Approach	224	268	89	14	0	75	0	0	75	0	0	0	0	0	223	522	595	150	0	0	0	0	75	372	298
Planting Justice	1950	3450	750	975	75	75	75	75	75	0	975	600	1650	0	4275	0	3750	3675	75	0	0	750	3500	2500	750
Mandela Marketplace	650	550	30	105	0	0	5	0	10	0	550	0	0	0	0	800	750	600	0	125	325	100	0	600	200
East Bay United Soccer Club	50	50	10	15	5	2	2	1	15	0	20	35	10	20	30	35	60	89	1	20	100	20	10	0	0
Total	12159	17579	3519	4916	300	378	325	342	708	852	6645	4514	4858	5289	10255	7813	21283	18632	311	1924	6686	6819	9224	10770	4805
Percentage	30%	44%	9%	12%	1%	1%	1%	1%	2%	2%	17%	11%	12%	13%	25%	19%	53%	46%	1%	5%	17%	17%	23%	27%	12%

Sugar-Sweetened Beverages RFP
Recommended Proposals
Program Descriptions

Agency Name	Project Title	Program Description
Alameda County Public Health Department- Nutrition Services	Rethink Your Drink Oakland	Stipend peer champions to provide workshops and educational materials. Health promotion and education to occur at schools, parks, cooking academies, retail outlets and community based health fairs. Champions will work with managers and owners of food retail outlets to market water over sugar beverages and develop youth leaders at 10 schools to educate their peers.
Youth Employment Partnership, Inc.	Peer-to-Peer Nutrition	Will provide 198 high-risk youth with summer enrichment and after school training to become advocates for healthy Oakland communities. Nutrition science, meal prep, increase water consumption and educate peers.
LaClinica de La Raza, Inc.	H2Oakland Education Program	Promote health by implementing evidence-based, culturally and developmentally appropriate workshops and health fairs
Tides Center, Fiscal for HOPE Collaborative	Youth Action to Reduce Sugar-Sweetened Beverage Consumption	Youth -led events at corner stores, schools and other public spaces
Oakland Lacrosse Club	East Oakland Lacrosse Outreach and Team Experience	Provide opportunities to learn and play lacrosse, eat nutritious snacks and staying fit and healthy education.
Service Opportunity for Seniors	Health Improvement for Homebound Seniors	Provide access to healthy and affordable food, water and active living through nutrition training and recycling education and provide produce.
Roots Community Health Center	East Oakland Food Matters	Increase knowledge and access to healthy foods, local produce, budget friendly recipes and increase informed choice making of food and beverages
Fresh Approach	VeggieRx Program for Healthy Food and Beverages	Connect families and youth with access to affordable farm fresh produce, cooking and nutrition education
Planting Justice	Sustainable Agriculture for a Healthier Oakland	Provide sustainable agriculture, garden training and education to choose healthier food.
Mandela Marketplace	Mandela Hubs for Health	Increase availability of fruits and vegetables with produce stands, integrate nutritional education, cooking demonstrations and workshops
East Bay United Soccer Club	EBU Healthy Oakland Initiative	Expand soccer school and increase the number and dollar amount of financial aid awards for players
Alameda County Public Health Department-Office of Dental Health	Preventive Dental Services for Children at WIC	Double capacity to provide oral health education , screening and preventive services to families with children ages 0 - 5.
Native American Health Center, Inc.	Healthy Oakland Families	Provide nutrition and wellness education opportunities, Food Farmacy / Food as Medicine health fair programs
Bay Area Community Resources	Healthy Options at Point of Sale (HOPS)	Engage transitional-aged youth in a community action research project to determine the prevalence of and attitudes toward sugar-sweetened beverages and products
Total of 14 Proposals Recommended		

SSB ADVISORY BOARD VISION AND GUIDING PRINCIPLES

The Sugar Sweetened Beverage (SSB) Tax Community Advisory Board adopted a Vision Statement and Guiding Principles which will inform the “Reducing Consumption of Sugar Sweetened Beverages Community Grants RFP”.

Vision

Ensuring the right to a healthy life by investing in the health of Oakland children and families, building hope for a better tomorrow.

Guiding Principles

We are committed to achieving the highest level of health and well-being for Oakland children and families, particularly those who are most affected by the impacts of sugar sweetened beverages including but not limited to the following:

- a. Social justice through food system change*
- b. Dental disease prevention and overall health promotion*
- c. Addressing health disparities and inequities for low-income and our most vulnerable communities*
- d. Healthy eating and active living for all*

We will strive for systemic change, strategic coordination, and community based collaboration among key stakeholders.

We will ensure that the community voice is included integrated and upheld.

We will strive to increase our community’s ability to create change and our community members’ self-capacity to live a healthy life.

We are committed to ensuring a culturally appropriate and ethnic lens to the funding work.

We are committed to equity, fairness, transparency, and high impact.

The City of Oakland seeks to support services and programs that align with the SSB Board’s principles. Grant-making efforts are guided by the intention to prioritize resources for neighborhoods most impacted by the consumption of sugar-sweetened beverages. Applicants should consider the priorities below in their proposals:

- **Prioritize resources for neighborhoods where the effect of sugar-sweetened beverage consumption is most prevalent, as indicated by highest incidences of obesity, diabetes, and other related chronic diseases.**
- **Use evidence-based programs and/or promising practices.** To promote successful outcomes, the City of Oakland will prioritize programs that demonstrate expertise and effectiveness in serving local communities.

- **Support efforts towards innovation and improvement.** Opportunities for innovative and emerging practices focused on changing food systems and/or community practices are encouraged where appropriate.

Target Area and Priority Populations:

The target area includes many parts of West Oakland, East Oakland, San Antonio and Fruitvale that are disproportionately impacted by disease related to the consumption of sugar. The target areas include census tracts in Oakland that have equal or greater than 10% diabetes, obesity, mortality or hospitalization rates as identified by the Community Assessment, Planning, and Evaluation (CAPE) Unit at the Alameda County Public Health Department.

Specific populations for prioritization of services include:

- Children and their families; preschool through high school or 0 to 18 years (Infants, children, and youth) in Oakland
- Pregnant mothers and family members who play a key role in infant nutrition decisions
- Households with limited resources
- Individuals who are at greater risk of health impacts of sugar-sweetened beverages
- Groups with higher than average population indicators for diabetes, obesity, and tooth decay
- Groups/communities disproportionately targeted by the beverage industry

DESCRIPTION OF FUNDING AREAS

The City of Oakland will direct funding in four areas which together promote goals and objectives for a healthy and resilient Oakland community which include the following:

- Reduce the consumption of sugar-sweetened beverages
- Improve access to safe drinking water
- Increase health equity by reducing obesity, diabetes, dental caries, and related health disparities
- Increase the number of healthy, resilient Oakland residents
- Promote vibrant neighborhoods (i.e., opportunities for physical activity, healthy food access and choice, community gardens, farmer’s markets and healthy retail outlets)
- Increase community engagement and community initiated participatory decision making around strategies to reduce consumption of sugar-sweetened beverages
- Promote community economic empowerment through expansion of food systems
- Promote comprehensive interventions that include wellness, nutrition education and awareness campaigns, environmental changes, organizational change, policy advocacy and systems change

Funding Area 1: Prevention through Education and Promotion

This funding area includes projects to increase access and consumption of water and will include social marketing and educational campaigns focused on culturally relevant and linguistically accessible media to promote the consumption of water rather than soda, as well as promote nutrition and physical activity and increased access to parks and open spaces.

Programs, projects and activities funded could include:

- **Water Consumption Campaign:** Promote water consumption and awareness to ensure potable drinking water is easily accessible to children and adults in homes and public facilities, including parks, playgrounds, schools, public buildings, worksites, and clinics.
- **Public Health Outreach and Mitigation:** Prevent and address factors related to the evidenced based impacts of sugar-sweetened beverages (i.e., obesity, diabetes, heart disease, tooth decay, etc.) through promotion, education and civic engagement.
- **Community Leadership:** Develop community leadership to help communicate the impact of health disparities and inequities due to sugar-sweetened beverages impacts on a community level through culturally relevant, linguistically accessible, community driven and participatory designed prevention promotional initiatives.
- **Media and Public Education Campaign:** Engage in advertising and education to counter advertising campaigns for sugary products sponsored by the distributors of sweetened beverages; develop marketing and messaging of healthy alternatives and lifestyle; target advertising and packaging of sugary drinks.

- **Education:** Provide nutrition and wellness education in schools, worksites, and community settings.

Funding Area 2: Healthy Neighborhoods and Places

This funding area invests in neighborhood initiatives that increase access to healthy and affordable food and active living. It should include community driven initiatives to promote individual/family knowledge, attitude and behavior change, advance nutrition education and physical education, and promote drinking water. Funding in this area may also address systemic changes as related to food access, systems and consumption.

Programs, projects and activities funded could include:

- **Healthy Food and Beverages/Alternatives to SSBs:** Increase consumption, access to and the spread and/or creation of healthier alternatives to sugar-sweetened beverages, including access to healthy, culturally appropriate, high quality food. Create and increase healthier drink alternatives to sugar-sweetened beverages.
- **Neighborhood Food Enterprise:** Engage community based organizations and business establishments to support sugar-sweetened beverages reduction strategies. Address local economy and food system gaps in access to healthy equitable and sustainable alternatives to sugar-sweetened beverages. Innovative projects to develop local enterprise, expand cooperative or local ownership of food systems, urban farms and gardens.
- **Healthy Retail/Food Systems:** Increase healthy food access and healthier drink alternatives in neighborhood stores, especially in neighborhoods defined as food deserts (i.e., no grocery store within one mile). Healthy retail program strategies could include one or more the following elements: 1) increase availability of fresh, healthy, culturally appropriate and affordable food; 2) purchase equipment and fixtures to increase visibility of healthier choices to shoppers; 3) implement a marketing and promotional campaign to increase awareness of healthier food and drink options available in the store; and 4) support partnerships with local food justice champions and urban farmers to increase sales of healthier food and drink in neighborhood stores.
- **Movement and Physical Activity:** Deliver programming that provides opportunities to engage in movement and physical activity; promote active lifestyles.
- **Nutrition and Meal Programs:** Improve the nutritional quality of the food and access to food of high quality nutritional value for children, families, and low-income residents in priority areas, and support learning and cultural practices supporting healthy eating.
- **Wellness and Nutrition:** Programming to increase gardening, nutrition education and physical activity for children and families, adults and seniors in neighborhoods.

Funding Area 3: Health Care Prevention and Mitigation

The City of Oakland is seeking to support programs that aim to reduce and prevent the impacts of sugar such as an increase in the risk of obesity, diabetes, heart disease and dental caries by engaging the medical and dental workforce to reduce disparities in nutrition related health

behaviors by gender, age, race, socioeconomic class, education, ability and geographical region. These health practitioners would be engaged to support Oakland residents to improve health outcomes across their lifespan through increased healthy eating (i.e., increase consumption of fruit, vegetables, and healthy drink alternatives), and physical activity, healthy weight, and diabetes prevention and control. Health practitioners would engage with community residents to improve community oral health by increasing education and access to preventative services and screening, as well as increasing behavioral and social supports for healthy lifestyle, integration of oral health assessment, prevention, and education into primary care. Health provider based programs should support the expansion of culturally sensitive and linguistically accessible nutrition screening and counseling and education regarding sugar-sweetened beverage consumption and provide healthy alternatives and strategies to decrease obesity, diabetes and oral health disparities.

Programs, projects and activities funded could include:

- **Increase Screening and Preventive Programs:** Support delivery of school-based dental services (e.g. dental sealants at schools), and expansion of dental services for low-income pregnant women. Expand dental health programs at WIC and early childhood development centers as relates to sugar-sweetened beverages reduction and prevention.
- **Provider Training and Engagement:** Equip health care providers in water promotion, nutritional counseling and screening skills development. Conduct educational and participatory strategies to decrease sugar-sweetened beverage consumption.
- **Screenings, Referrals and Other Early Prevention Programming:** Increase nutrition/BMI screenings and referrals, including breastfeeding, as required to increase nutrition and healthy lifestyles that can help decrease sugar-sweetened beverage consumption and mitigate sugar-sweetened beverage impacts.

Funding Area 4: Policy and Advocacy

Community led engagement and organizing to change policies and practices in public institutions and organizations affecting neighborhoods and the larger Oakland community, as relates to sugar-sweetened beverage consumption and access to healthy food, beverage alternatives and a built environment that supports a healthy lifestyle.

Programs, projects and activities funded could include:

- **Community Action Research:** Participatory research that will provide information and support evaluation of the promising practices and impacts of the SSB initiative.
- **Civic Engagement and Policy Advocacy:** Civic engagement around empowerment and resiliency, through health and policy education, and grassroots organizing focused on institutional, organizational or environmental change to remove barriers to providing healthy food and safe water, limit access to sugar-sweetened beverages and reduce the availability of sugary products.

Attachment 4

RFP – Pages 5 -9

- **Public Awareness and Education Campaign:** Launch public awareness, educational and action campaigns to limit and eliminate marketing of sugar-sweetened beverages and implement counter advertising campaigns targeting schools, work sites, and community settings.

**Sugar-Sweetened Beverage Community Advisory Board
Allocation Plan (Draft)
Key Funding Areas
Updated: March 8, 2019**

<p>City of Oakland</p> <ul style="list-style-type: none"> - Parks and Rec - Workforce Development - Oakland Public Libraries - Human Services Department (Food, Seniors, Homeless, Head Start) 	<p>20%</p>
<p>OUSD</p>	<p>10%</p>
<p>Grant Program</p> <p>We recommend an RFP to a third party foundation or financial institution with community grant experience to administer this grant program in partnership with the City of Oakland.</p> <p>Funding Areas</p> <ul style="list-style-type: none"> - Prevention through Education and Promotion - Healthy Neighborhoods and Places - Health Care Prevention and Mitigation - Policy and Advocacy - Healthy Food Business Technical Assistance <ul style="list-style-type: none"> o Obtain floor/shelving layout assessments to increase healthy food/beverage (not dietary supplements) inventory. o Layout to implement a floor plan to highlight healthy alternatives at the front of the store and other prominent positioning and/or shelving plan for increasing healthy food inventory. o Marketing support to highlight the alternatives to sugary sweetened beverages that they offer. o Business bootcamp, capital strategy, etc for direct to consumer business models that ensure affordable healthy foods reach low access neighborhoods. 	<p>40%</p>
<p>Special Initiatives</p> <p>We recommend that half of the Special Initiative Fund allocation go towards discretionary/rapid response funding, with the other half towards capital and community investments.</p> <ul style="list-style-type: none"> - Investment Strategies <p>Launch an RFP process to identify a Community Development Financial Institution (CDFI) to administer a "soda alternative" fund that would enable allocated Measure HH funds as risk capital to small businesses providing affordable culturally appropriate healthy food alternatives to communities impacted by SSBs. The following ideas are also based on the greatest needs and hard to come by capital for community driven interventions, such as:</p> <ul style="list-style-type: none"> o Mezzanine capital: Mezzanine capital is a form of financing that is part debt and part equity. It incorporates equity-based options, such as warrants, with 	<p>15%</p>

**Sugar-Sweetened Beverage Community Advisory Board
Allocation Plan (Draft)
Key Funding Areas
Updated: March 8, 2019**

<p>a lower-priority debt to provide flexible long term capital for use in buy-outs or growth financings. Frequently unsecured, it usually bears interest at a higher rate than secured loans and often gives the lender a stake in the equity of a project. Mezzanine debt is often used to finance acquisitions, buyouts and accelerated growth.</p> <ul style="list-style-type: none"> ○ Runway capital: Capital used to finance overhead before generating positive cash flow from operations of a project. ○ Microlending capital: Microloans are short-term loans with relatively low interest rates. Generally these loans are offered to small or developing businesses/projects with modest capital requirements and little-to-no revenue history. <p>*NOTE: An RFP for the CDFIs that would want to administer this fund would need to include the CDFIs experience with small business lending, their expertise in healthy food, their plan to additionally capitalize the program in the case of diminishing Measure HH funds, their proposed borrower requirements, their loan application requirements, the staffing of the fund administration.</p> <ul style="list-style-type: none"> - Capital Improvements This would involve a set aside for one-time capital improvements that are aligned with and in service to addressing the impacts of SSBs as defined below that would be in alignment with the SSB funding criteria. Capital improvements versus infrastructure repairs are definitions below. - Rapid Response Discretionary Funds Projects and initiatives in this area would need to meet the following criteria: <ul style="list-style-type: none"> ○ Be urgent and immediate ○ Have demonstrably far reaching capacity ○ Target high risk communities ○ Be equitable ○ Project ready 	
<p>Project Delivery + Evaluation</p> <ul style="list-style-type: none"> - Board administrative staffing - Communications - Community planning + engagement - Evaluation 	15%

**Sugar-Sweetened Beverage Community Advisory Board
Allocation Plan (Draft)
Key Funding Areas
Updated: March 8, 2019**

Definitions for capital improvements versus infrastructure repairs:

Capital	Repair
Improvements that "put" property in a better operating condition	Improvements that "keep" property in efficient operating condition
Restores the property to a "like new" condition	Restores the property to its previous condition
Addition of new or replacement components or material sub-components to property	Protects the underlying property through routine maintenance
Addition of upgrades or modifications to property	Incidental Repair to property
Enhances the value of the property in the nature of a betterment	
Extends the useful life of the property	
Improves the efficiency of the property	
Improves the quality of the property	
Increases the strength of the property	
Increases the capacity of the property	
Ameliorates a material condition or defec	
Adapts the property to a new use	
Plan of Rehabilitation Doctrine	

Recommended criteria

OPRYD

Criteria for OPRYD can be seen in the 2018 Oakland Parks and Recreation Foundation. Where a scoring system is provided. Given this scoring system, it is our recommendation that any allocated Measure HH funds focus on parks with D and F scores, as they are located within economically disadvantaged or gentrifying neighborhoods.