ANCHORS IN RESILIENT COMMUNITIES:

HOSPITALS INCREASING COMMUNITY HEALTH, WEALTH, AND RESILIENCE

A National Good Food Network Webinar
May 17, 2018
Webinar Overview

- Tech Orientation
- Welcome
- Introducing the Healthy Food Playbook
- Anchors in Resilient Communities (ARC)
- Evaluating ARC
- Q & A
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Jeff Farbman
Wallace Center at Winrock International
About the Wallace Center

The Wallace Center develops partnerships, pilots new ideas, and advances solutions to strengthen communities through resilient farming and food systems.

- National Focus • Systems Change
- Multi-Sector Partnerships • Market-Based Solutions

Key Strategies
- Peer Networking and Outreach
- Capacity Building, Training and Technical Assistance
- Documenting and Sharing Replicable Models and Innovations
- Applied Research and Knowledge Development
HOW TO FIND US

- Wallacecenter.org
- NGFN.org
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Amber Hansen
Healthcare Without Harm
“Delivering community benefit: Healthy food playbook”

Addressing social and environmental determinants of health to create resilient communities

Amber Hansen, Southwest Regional Coordinator
Healthy Food in Health Care Program
Our mission is to transform health care worldwide so that it reduces its environmental footprint, becomes a community anchor for sustainability and a leader in the global movement for environmental health and justice.
A broken food system

The connection between public health and our broken food system is clear, impacting lives, families and the cost of our health care system:

- DIET-RELATED DISEASE
- FOOD INSECURITY
- TOXIC INPUTS AND EXPOSURES
- THE FOOD-CLIMATE CONNECTION
Not All Apples Are Created Equal

Environmental Nutrition Redefines What Constitutes Healthy Food

**TRADITIONAL NUTRITION**
Focuses on biochemical components of food and individual food consumption

*Asks:*
- How much Vitamin C?
- How many calories?
- How much fiber?

**ENVIRONMENTAL NUTRITION**
Accounts for social, political, economic, and environmental factors related to the food system as a whole

*Also asks:*
- Was it grown with harmful pesticides or synthetic fertilizers?
- What labor standards were used?
- Were toxic chemicals used in packaging?
A Healthy food system

What does a healthy, sustainable and equitable food system look like?

- Healthy food access for all
- Localized food economies
- Reduced agricultural impact on natural systems
- Agriculture and food policy that promotes all of the above
What is Community Benefit?

- NONPROFIT HOSPITALS
- REGULATED BY THE IRS
- TAX BENEFIT ↔ PUBLIC BENEFIT
New opportunities for community benefit

**Affordable Care Act (ACA)**
Shift toward community health promotion and disease prevention.

**Changes to IRS regulations**
Promote addressing social determinants of health, including increasing access to quality, affordable food.

“The health needs a tax-exempt hospital may consider in its community health needs assessment (CHNA) include not only the need to address financial and other barriers to care but also the need to prevent illness, to ensure adequate nutrition, or to address social, behavioral, and environmental factors that influence health in the community.” (79 Fed Reg 250, pg 78969)
Purpose: To examine hospital community benefit landscape and identify promising practices to promote healthy food access, healthy eating, and healthier food environments to address the risk of diet-related health conditions.
THE APPROACH

- National survey of community benefit programs
- In-depth interviews with community benefit, public health and other stakeholders
- Case studies
- Playbook of resources to inspire and support community benefit professional
THE TRIPLE WIN

Improve access to healthy, affordable food, and at the same time

Support economic and workforce development in low-income communities

Strengthen local and sustainable food systems

These “win-win-win” initiatives support local and sustainable food production while working to eliminate health disparities and empower and improve the lives of community residents.
CHNA findings

- Health needs identified:
  - 71% - Obesity
  - 13% - Food insecurity or healthy food access
- 57% utilized food environment measures
- 40% included data on diet-related behaviors
- 45% of hospitals included at least one food-related organization on steering committee
Implementation strategy findings

- **Staff time/expertise** (e.g., staff hours to conduct diabetes screenings or nutrition education at a community center): 89%
- **Other in-kind contributions** (e.g., donated food or materials; use of equipment or hospital facilities): 68%
- **Financial support for an event** (e.g., funds to support a particular healthy cooking and tasting demonstration): 58%
- **Financial support for an organization or ongoing program** (e.g., grant to support a community food bank): 42%

From 331 community benefit programs reported by 215 respondents. Respondents could select more than one support type for each program.
Evaluation findings

From 331 community benefit programs reported by 215 respondents
Respondents could select more than one evaluation method for each program
SUPPORT FOR LOCAL FOOD SYSTEMS

43% “including local or organic producers in the program was very important”

48% “very or somewhat likely that their facility would provide community benefit support in the next 3 years to an initiative involving community agriculture”
Delivering community benefit: Healthy food playbook

- Community health needs assessment resources
- Implementation strategy resources
- Evaluating, reporting, and communicating results
- Case studies
Featured resource: Engaging the community to understand food-related needs

- Assessing landscape of community food resources
- Engaging stakeholders and community members during CHNA and health improvement planning
Featured resource:
Fruit and vegetable incentive programs

- Program components and implementation resources
- Community benefit strategies and hospitals examples
- Community collaboration and sustainable funding
Evaluation objectives and questions

Recommended evaluation frameworks

Resources for indicators and validated data collection tools

Featured resource:
Evaluating community health impact
RECOMMENDATIONS

- Include data on food insecurity & food environments and food advocacy organizations in the CHNA
- Engage hospital leadership
- Build strong community partnerships
- Utilize shared, established evaluation metrics
- Adopt “triple win” strategies
Acknowledgments

This study was conducted by Health Care Without Harm’s national Healthy Food in Health Care program, which harnesses the purchasing power and expertise of the health care sector to promote a healthy, equitable & sustainable food system.

Visit www.healthyfoodinhealthcare.org for more information.
Support for this project was provided in part by the Robert Wood Johnson Foundation. The views expressed here do not necessarily reflect the views of the foundation.
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Tara Marchant
Emerald Cities Oakland
ARC’S Mission

What is ARC?
A table of representatives from key anchor institutions in the health care and education sectors, non-profit orgs, lenders, foundations, community leaders, and cities and counties in the Bay Area.

Who sets the table?
Emerald Cities Collaborative and Health Care Without Harm

ARC Mission:
To address the social (both economic and environmental) determinants of health by leveraging the assets and capacities of Bay Area anchor institutions and community-based partners, with a focus on expanding community wealth and ownership, improving health outcomes, and strengthening the capacity of communities of color and low and moderate-income residents to be resilient in the face of climate and economic disruption.
Most Impacted Communities: Richmond and Oakland

This map shows the CalEnviroScreen 2.0 score for each census tract in California. The scores are calculated by combining the scores for 19 individual indicators that make up CalEnviroScreen. These indicators relate to pollution exposures, environmental conditions, and population characteristics such as poverty, linguistic isolation, asthma, and unemployment.
According to the Resilient Design Institute, factors that contribute to a resilient community are:

- Locally available, renewable resources like food, water, and energy
- Diverse, simple systems for electricity, water, and transportation, which are easier to get back online after a disaster
- Foresight into future conditions: plans of action in the event of extreme weather events
- Social equity, creating a community where people know and care for each other

*The ability to meet our human needs and human rights, sustainably and equitably, and thrive even with the impacts of climate change.*
ARC research process
Identifying & Researching Anchors

**Methodology**

- Identification of anchors of interest in E. Oakland and Richmond
- Identified Best Practices
- 200 + Interviews with key leadership:
  - Human Resources
  - Procurement
  - Community Engagement
  - Published Research
- Identify sustainable new business opportunities anchored by the needs for goods and services starting with anchor institutions and growing to include regional clients

- Kaiser Permanente
- UC Berkeley
- UCB & LBL Richmond Campus
- Oakland and Contra Costa School District
- Community Colleges
- Alameda County
Identifying & Research Supply-side

Methodology

• Assess existing local community capacity to meet anchor demand

• Hosted Public Learning Sessions
  – Community Knowledge
  – Food, Energy, Community Ownership

• Held Regular Advisory Check-in meetings & Calls

TCE/Building Healthy Community Representatives
Minority and Community Business Organizations
Community Service Organizations
Workforce Training Organizations
Technical Assistance Organizations
Public/Private Finance Programs

ARC: Anchor in Resilient Communities
Key Findings
Combined East Bay Anchor Corridor Procurement (Millions)

- **Hospitals**: $2,866
- **Local Government**: $2,221
- **Universities**: $1,717

$6.8 Billion a year
Mobilizing Anchor Potential Regionally; Aggregating Up

**Healthy Food**
Local food system provides business and economic opportunities, that improve community health and mitigate climate change.

**Clean Energy/Green Building & Construction**
Utility and construction business that generates health benefits and promote climate mitigation and adaptation.

**Green Enterprise**
Demand for ZERO-WASTE, Net Zero bldgs., recycling, green cleaning and other business services can build community wealth and promote resiliency.
POLICY: Kaiser’s Total Health 2025

environmental targets

- **Climate Action**: Net positive carbon (remove more carbon dioxide from the atmosphere than we emit)
- **Water Conservation**: 25% reduction in water use intensity
- **Waste Reduction**: 100% of total solid waste is reused, recycled or composted
- **Sustainable Food**: 100% of purchased food is sustainable and, in the case of meat and poultry, produced without antibiotics or from sources that use antibiotics responsibly
- **Safer Products**: 50% of total spend for all products, building materials, and furnishings meets "environmentally preferable" criteria

**Sustaining Sustainability**
Meet international standards (ISO 14001) for environmental management at all of our hospitals

**Collaboration**
Engage with others to reduce environmental risks in our watersheds, foodsheds, air basins, chemical-intensive and waste intensive economies
ARC Regional Food Project

Food Service Partners
30+ yrs institutional food production/distribution, local, union wages, ESOP

ARC – coordination, aggregated food volume procurement, creative financing, economic and workforce development, community ownership and engagement
Market Transformation in Northern California
Health Care Without Harm, Emerald Cities Collaborative, Kaiser Permanente

ARC LOGIC MODEL SUMMARY

<table>
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<tr>
<th>ARC Activities</th>
<th>Outcomes 0-5 years</th>
<th>Outcomes 5-10 years</th>
<th>Outcomes 10-20 years</th>
<th>Vision</th>
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<td>Decreased demographic disease rates and increased well-being for people experiencing health inequities.</td>
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<td>Increased evidence that ARC model supports anchor missions and bottom line and community health, wealth, and resilience.</td>
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<td>Regions across the United States adopt the ARC model for anchor community partnerships for health, wealth, and resilience.</td>
<td>Climate Resilience</td>
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<tr>
<td>Scale the model.</td>
<td></td>
<td></td>
<td></td>
<td>Market and Institutional Transformation</td>
</tr>
</tbody>
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REGIONAL FOOD SYSTEM

MyCultiver - Richmond, CA

- My-Cultiver: Richmond FPC, Inc., a subsidiary of Food Service Partners (FSP), is building a state-of-the-art food production center in Richmond, CA, sharing goals with ARC for positive social, economic, and environmental impacts to strengthen the regional food system and local economy. The My-Cultiver: Richmond FPC will source locally and sustainably-grown food to produce fresh meals for distribution to local ARC members institutions, healthcare, long term care schools, and retail clients.

- The My-Cultiver: Richmond FPC is designed to grow and sustain a local, food economy and improve access to fresh food for low-income communities of Oakland and Richmond, CA.

- My-Cultiver: Richmond FPC expects to employ up to 200-250 local residents with high wage jobs and benefits, including a commitment to employee equity and ownership.

Why Food?

- During Phase 1 of ARC, input from community stakeholders highlighted that the East Bay food system offers a unique opportunity for anchors to positively impact economic, nutritional and environmental outcomes for both their internal beneficiaries (i.e. patients, students) and the broader communities they are rooted in. For example, cooperatively owned regional distributors looking to grow their capacity may benefit from anchor investments that could help them bring in higher volumes from farmers. Additionally, ARC can help anchors develop relationships with farmers which they could eventually create forward growing contracts, allowing farmers to reduce food waste and improve their economic outcomes.

What is a Regional Food System?

- Among other definitions, a regional food system can be considered in contrast with a conventional food system, which involves globalized producers and consumers. A regional food system intentionally links locally grown food with eaters within a localized geographic area.

Building the Supply Chain Ecosystem

- ARC’s role in this regional food system project is to identify and coordinate the assets of local (Oakland and Richmond) and regional stakeholders to build the capacity of the existing supply chain ecosystem of locally owned community enterprises, food producers, and aggregators/processors so that it can better meet the aggregated demand of institutional contracts, such as KP’s contract with FSP, for healthy, sustainable and local foods. It will do so in partnership with other players in the area.
Anchors in Resilient Communities
“Localizing the Food Economy”

1) Aggregate demand for healthy food products
2) Increase community access to healthy foods
3) Create high wage jobs for community residents
4) Increase markets for local producers

Production: Farms, ranches, and fishing boats
Processing: Processing plants, slaughter-houses, and dairies
Aggregation & Distribution: Warehouses, trucks and other infrastructure
Retail/Institutional Markets
Food Services: Mobile food vendors and commercial kitchens

ARC: Anchor in Resilient Communities
Community Value, Economies and Resiliency

- Community engagement
- Seasonal, healthy meals
- Workforce development
- Support of sustainable, regional food production
- Incubator for small and mid-scale food processing
- Cooperative ownership (greenhouse, aquaponics)

ARC: Anchor in Resilient Communities
ARC Regional Food Systems Project

Guiding Questions:

What's needed to build a regional food system capable of meeting institutional demand?

How can ARC influence the development of that system, while building health and wealth in Oakland and Richmond?
Mapping Region’s Ecosystem

Who are we missing?

ARC: Anchor for Resilient Communities

GAP Certified Farms

<table>
<thead>
<tr>
<th>Label</th>
<th>Name</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>GC1</td>
<td>Cathma, Inc.</td>
<td>Diverse veggies, herbs</td>
</tr>
<tr>
<td>GC2</td>
<td>Carmanedes Produc</td>
<td>300 acres, conventional produce</td>
</tr>
<tr>
<td>GC3</td>
<td>Vail Quality</td>
<td>Organic veggies, herbs</td>
</tr>
<tr>
<td>GC6</td>
<td>4 Star Tomatoes</td>
<td>GAP certified potatoes</td>
</tr>
<tr>
<td>GC7</td>
<td>Bruce Riker &amp; Sons</td>
<td>Apples</td>
</tr>
<tr>
<td>GC8</td>
<td>Cal Valley Oats</td>
<td>Oranges</td>
</tr>
<tr>
<td>GC9</td>
<td>Chiru Martinez</td>
<td>Diverse veggies</td>
</tr>
<tr>
<td>GC13</td>
<td>Cermat Family Farms</td>
<td>Diverse veggies</td>
</tr>
<tr>
<td>GC11</td>
<td>Redwood Farms</td>
<td>100 acres, Organic &amp; conventional diverse veg</td>
</tr>
<tr>
<td>GC12</td>
<td>Jacobo Farms</td>
<td>300 acres, Organic &amp; conventional diverse veg</td>
</tr>
<tr>
<td>GC13</td>
<td>Diane Organic</td>
<td>Diverse produce</td>
</tr>
<tr>
<td>GC14</td>
<td>Rando da Rodey</td>
<td>Organic produce</td>
</tr>
<tr>
<td>GC15</td>
<td>Andy’s Orchard</td>
<td>Sustainable stone fruit 30,000 acres (multiple</td>
</tr>
<tr>
<td>GC16</td>
<td>Tumuru &amp; Andris</td>
<td>Conventional &amp; Organic</td>
</tr>
<tr>
<td>GC17</td>
<td>Koda Farms Inc.</td>
<td>Conventional &amp; Organic Grains, legumes</td>
</tr>
<tr>
<td>GC18</td>
<td>Pareda’s Berries</td>
<td>Organic berries</td>
</tr>
<tr>
<td>GC19</td>
<td>Finesat’s (brothers</td>
<td>Organic berries</td>
</tr>
<tr>
<td>GC20</td>
<td>Pareda &amp; Juan</td>
<td>Organic berries</td>
</tr>
<tr>
<td>GC21</td>
<td>Fuel Fairy Farms</td>
<td>Organic diverse veg</td>
</tr>
<tr>
<td>GC22</td>
<td>8 &amp; 8 Organic</td>
<td>Organic diverse veg</td>
</tr>
<tr>
<td>GC23</td>
<td>Golden Rule</td>
<td>Organic diverse veg</td>
</tr>
<tr>
<td>GC24</td>
<td>Lee Ventures G.C.</td>
<td>32 acres, Organic diverse veg</td>
</tr>
<tr>
<td>GC25</td>
<td>Manoosa Farms</td>
<td>12 acres, Organic produce</td>
</tr>
<tr>
<td>GC26</td>
<td>Rando Family Farms</td>
<td>19 acres, Organic produce</td>
</tr>
</tbody>
</table>

Hyper Local Farms (not GAP certified)

<table>
<thead>
<tr>
<th>Label</th>
<th>Name</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>F1</td>
<td>City Slick Farms</td>
<td>Markets</td>
</tr>
<tr>
<td>F2</td>
<td>West Oakland Farm</td>
<td>Seed bank</td>
</tr>
<tr>
<td>F3</td>
<td>Top Leaf Farms</td>
<td>Educational urban farm</td>
</tr>
<tr>
<td>F4</td>
<td>South Abilene Park</td>
<td>Urban farm youth project</td>
</tr>
<tr>
<td>F5</td>
<td>Alta Nova Versa Youth Farm</td>
<td>Urban farm youth project</td>
</tr>
<tr>
<td>F6</td>
<td>South Eastern Parks</td>
<td>Permaculture/Rooftop farm, no balance education</td>
</tr>
<tr>
<td>F7</td>
<td>Urban Tides</td>
<td>Urban farm lodging, 5 acre orchard</td>
</tr>
<tr>
<td>F9</td>
<td>Happy Acres Farm</td>
<td>1 acre, diverse veggies</td>
</tr>
<tr>
<td>F10</td>
<td>Locavore Acres</td>
<td>Organic, diverse veg</td>
</tr>
<tr>
<td>F11</td>
<td>The Young Family</td>
<td>Urban farm</td>
</tr>
<tr>
<td>F12</td>
<td>Convent High School Farm</td>
<td>Interested in supplying CMSS</td>
</tr>
<tr>
<td>F13</td>
<td>Farm Fresh To You</td>
<td>Delivers to offices &amp; homes</td>
</tr>
<tr>
<td>F14</td>
<td>Look/View Farm</td>
<td>6 acre educational orchard/farm</td>
</tr>
<tr>
<td>F15</td>
<td>Painting Junior Nursery</td>
<td>2 acre orchard, 5 acre orchard</td>
</tr>
<tr>
<td>F16</td>
<td>Deep Forks</td>
<td>8 acres diverse veg, value-added products</td>
</tr>
</tbody>
</table>

Legend:
- ARC Anchor Institutions
- GAP Certified Farms
- Hyper Local Farms
- Local Distributors
- Mainstream Distributors
- Incubator Kitchens
- Regional Convenors
- Anchor Institutions
- Local Distributors
- Incubator Kitchens
- Regional Convenors

Sources: GAP Certified Farms - USDA, AMS | Cross Counties, Roads - US Census
Food Service Workforce Assessment Initial Findings:

The food economy in the Bay Area produces $113 billion of annual revenue and employs close to half a million people, which accounts for around 13% of the region’s workforce.

Average wages in the food sector, however, are 64% lower than the regional average.

Source: SAGE
ANCHOR VALUE SUMMARY
Value of ARC platform

MOVING REGIONAL MARKETS TO BE SUSTAINABLE AND INCLUSIVE

DEMAND
- Advance/Test New Models of Community Wealth, Health/Climate Resilience

SUPPLY
- Increasing Community Access to Markets & Major Employers

AGGREGATING DEMAND
- Increase Community Jobs, Businesses, Health & Resilience

LEVERAGING CAPITAL/Financing & Policy
- Bring Capacity & Knowledge to Build Community Relationships

ARC: Anchor in Resilient Communities
Anchors in Resilient Communities (ARC) is a multi-sector initiative comprised of representatives from anchors institutions in the San Francisco Bay Area such as Kaiser Permanente, Dignity Health, UC Berkeley, and others, along with non-profit organizations that have both national and local affiliations, namely Healthcare Without Harm and Emerald Cities Collaborative. The partnership aims to connect these institutions with stakeholders rooted in the communities they serve in order to address the social determinants of health for local populations by building more resilient, sustainable, and equitable local economies.

The Regional Food Systems Project is the first action ARC is supporting in the Bay Area. Among other activities, it is aiding the ability of a new food production facility in Richmond, CA run by Food Service Partners, to better serve institutional clients such as Kaiser Permanente while driving investment into historically under-resourced communities in the East Bay. The facility aims to increase its sourcing from local farmers, create career-ladder jobs, support food business development in the East Bay, and transition to a worker-owned cooperative within 10 years. The ARC team will bolster these activities by fostering greater connectivity between community and anchor partners, and by leveraging investment toward building the capacity of the regional food supply chain.
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Lauren Poor
Healthcare Without Harm
ARC Evaluation
Review of process and outcomes

Presented by:
Lauren Poor, MPH
California Community Food Systems Coordinator, Health Care Without Harm
ARC Evaluation Overview

- Evaluation Workgroup
- Key Components
  - ARC Logic Model
  - ARC Participation and Collaboration Survey and Results
  - MyCultiver Richmond Food Production Center Indicator List and Dashboard
- Incorporating Recommendations in 2018
Evaluation Questions

**Process:**
To what extent and in what ways has the ARC table successfully collaborated to achieve its goals?

How has ARC been successful at achieving power sharing at the table among the anchor and community participants?

**Impact:**
How and to what extent is the ARC table shifting systems and building community health, wealth and climate resilience in the Bay Area?

What impact is the ARC table having on community wealth and ownership, health outcomes, and the capacity of communities of color and low and moderate-income residents to be resilient in the face of climate and economic disruption?
Evaluation Workgroup

- Pulled from ARC Advisory, asked for interested participants
- Primarily made up of Anchors (Kaiser and UCSF)
- Had first meeting in Spring 2017, and met quarterly in person with additional calls as needed
- Collectively developed the RFP; subset of workgroup helped to select the Evaluation consultant
- Hired Vital Research for 6 month contract
- Workgroup provided content expertise throughout the contract and will continue to support in 2018
Facilitate partnerships
- Convene anchors, community leaders, and other key stakeholders.
- Provide governance model for sustainable partnership.
- Nurture a network of organizations, businesses, and agencies to support anchor-community partnerships.
- Promote cross-sector collaboration for sustainable and equitable procurement.
- Identify and secure funding and financing to support partnership.

Create co-learning opportunities
- Host learning sessions on topics related to health, wealth, and climate resilience.
- Help anchors and communities understand each other’s opportunities and challenges.
- Promote an alternative definition of market success, which aligns equity, sustainability, and profit.
- Provide system thinking expertise.

Mobilize Projects
- Prioritize and select projects based on assets and capacities of anchor and community partners.
- Provide predevelopment support for projects to leverage hiring, purchasing, and investment for health, wealth and resilience.
- Identify and secure funding and financing to support projects.

Scale the model
- Document and evaluate regional projects to generate evidence for the model.
- Disseminate a model for anchor-community partnerships for health, wealth, and resilience.
- Promote a long-term vision for and commitment to anchor-community partnership for health, wealth, and resilience.
**Logic Model Summary**

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<th>ARC Activities</th>
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<td>Mobilize Projects.</td>
<td>Increased hiring, purchasing, and investing by anchors in community.</td>
<td>Decreased GHG emissions due to increased local procurement by anchors.</td>
<td>Creation of decentralized, community-owned regional networks for critical community needs (e.g., food, energy, water)</td>
<td>Climate Resilience</td>
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<td>Scale the model.</td>
<td>Increased evidence that ARC model supports anchor mission and bottom line and community health, wealth, and resilience.</td>
<td>Authentic, trusting relationships between anchors and communities.</td>
<td>Anchors become system integrators.</td>
<td>Market + Institutional Transformation</td>
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**Throughout the United States**

- Increased awareness among anchor leadership across the U.S. that community development can be part of their mission and support business goals.
- Regions across the United States adopt the ARC model for anchor-community partnership for health, wealth, and resilience.
ARC Participation + Collaboration Survey

● Designed to understand ARC participants’ impressions of the quality of participation and collaboration at the ARC Table

● Data + Methods:
  ○ Online Survey of 39 ARC participants (out of 99 invitations) in Fall 2017
  ○ Five follow-up semi-structured interviews with survey participants on areas of interest emerging from survey results
  ○ Survey and interviews focused on six domains:
    1. Vision
    2. Engagement
    3. Leadership
    4. Decision making
    5. Communication
    6. Progress and outcomes
WHOSE FEEDBACK IS REPORTED?

**Figure 1. Participants’ primary representation at the ARC**

- Non-profit CBO: 38%
- Anchor Institution: 15%
- Foundation or…: 13%
- Other: 10%
- Business: 8%
- Public Agency: 8%
- ARC Convener: 8%

**Figure 2. Participants’ level of involvement at the ARC**

- Not Currently: 13%
- Minimally: 31%
- Somewhat: 36%
- Very: 20%
**MAJOR FINDINGS**

- Strong sense of commitment to and belief in ARC’s overarching vision
- Participants hold a mostly positive view of ARC staff and their skills, work ethic and commitment to equity. Concern with inadequate staff capacity to do the work necessary to accomplish ARC’s vision.
- Participants reporting higher level of involvement with ARC were more likely to agree with positive statements about ARC.
- Participants are ultimately hopeful about the potential impact of the ARC table in the communities of the East Bay.
- Participants have already experienced positive benefits of ARC participation via co-learning opportunities, new partnerships, and increased access to resources.
2018: Incorporating recommendations

- Governance - articulating ARC Governance structure to increase participation and facilitate leadership
- Communications – created workgroup to help clarify partnership roles and key messages
- Staff capacity – ARC hired a Project Manager to provide support for regional food system mapping and workforce opportunities
- Community engagement – all of the above will help ARC to better engage and planning for Public Forum in summer 2018
- Continued evaluation
MyCultiver Richmond Food Production Center Indicator List

- Prepared with Food Service Partners (FSP) staff
- MyC Indicator list aligned with ARC logic model outcomes
  - Current Data
  - Future Data (FSP Records)
  - Future Data (Annual Surveys) – including MyC Staff Survey, MyC Supplier Survey, and Survey of Anchor institutions contracted with MyC
### Current Data

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Community Wealth</th>
<th>Community Health</th>
<th>Climate Resilience</th>
<th>Market &amp; Institutional Transformation</th>
</tr>
</thead>
<tbody>
<tr>
<td>MyCultiver Richmond Food Production Center SUPPLY CHAIN</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pounds of produce sourced from farms within 250 miles</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Pounds of produce sourced from farms with sustainable practices</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pounds of produce sources from local (250 miles) AND sustainable practice farms</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pounds of sourced meat with allowed label claims</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pounds of sourced meat that is third party certified (as prioritized by HCWH)</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Dairy</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>% spending on locally produced dairy (out of total spending on dairy)</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>$ spent on locally produced dairy</td>
<td></td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>% spending on non-GMO project verified OR organic dairy (out of total spending on dairy)</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>$ spent on non-GMO project verified OR organic dairy</td>
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<tr>
<td><strong>Eggs</strong></td>
<td></td>
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<tr>
<td>% spending on locally produced eggs (out of total spending on eggs)</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>$ spent on locally produced eggs</td>
<td></td>
<td>X</td>
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<td></td>
</tr>
<tr>
<td>% spending on non-GMO project verified OR organic eggs (out of total spending on eggs)</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>$ spent on non-GMO project verified OR organic eggs</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>% spending on cage-free OR pasture-raised eggs (out of total spending on eggs)</td>
<td></td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>$ spent on cage-free OR pasture-raised eggs</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## Future Data (FSP Records)

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Frequency of Data Gathering</th>
<th>Tracking Data Begins</th>
<th>Community Wealth</th>
<th>Community Health</th>
<th>Climate Resilience</th>
<th>Market &amp; Institutional Transformation</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>MyCultiver Richmond Food Production Center STAFFING</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td># of total living wage jobs <strong>BY SECTOR</strong></td>
<td>quarterly</td>
<td>2018</td>
<td>X</td>
<td>X</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td># of new living wage jobs in previous quarter <strong>BY SECTOR</strong></td>
<td>quarterly</td>
<td>2018</td>
<td>X</td>
<td>X</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Employee retention (# and % of staff retained)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>&gt; 1 year</td>
<td>quarterly</td>
<td>2019</td>
<td>X</td>
<td>X</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>&gt; 3 years</td>
<td>quarterly</td>
<td>2020</td>
<td>X</td>
<td>X</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>&gt; 5 years</td>
<td>quarterly</td>
<td>2022</td>
<td>X</td>
<td>X</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td># of meetings engaging MyC staff on cooperative ownership</td>
<td>quarterly</td>
<td>2019</td>
<td>X</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td># of unique workers attending meetings on cooperative ownership</td>
<td>quarterly</td>
<td>2019</td>
<td>X</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>% cooperative ownership</td>
<td>annually</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td><strong>MyCultiver Richmond Food Production Center SUPPLY CHAIN</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>$ paid to farms within 250 miles (total)</td>
<td>quarterly</td>
<td>TBD</td>
<td>X</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>$ paid to farms within 50 miles with MyC contracts</td>
<td>quarterly</td>
<td>2018</td>
<td>X</td>
<td>X</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>$ paid to farms within 50 miles (total) with sustainable practices with MyC contracts</td>
<td>quarterly</td>
<td>TBD</td>
<td>X</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>$ paid to farms with sustainable practices</td>
<td>quarterly</td>
<td>TBD</td>
<td>X</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Facilities/ equipment support to incubated businesses</td>
<td>semi-annually</td>
<td>2019</td>
<td>X</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Incubated businesses retained</td>
<td>semi-annually</td>
<td>2019</td>
<td>X</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>&gt; 1 year</td>
<td>semi-annually</td>
<td>2019</td>
<td>X</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>&gt; 3 years</td>
<td>semi-annually</td>
<td>2019</td>
<td>X</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>&gt; 5 years</td>
<td>semi-annually</td>
<td>2019</td>
<td>X</td>
<td></td>
<td></td>
<td>X</td>
</tr>
</tbody>
</table>
## Future Data (Annual Surveys)

<table>
<thead>
<tr>
<th>Indicator</th>
<th>First Survey</th>
</tr>
</thead>
<tbody>
<tr>
<td>MyCultiver Richmond Food Production Center STAFF SURVEY</td>
<td>2018</td>
</tr>
<tr>
<td>Employee engagement in transition to cooperative ownership (multiple indicators)</td>
<td>2018</td>
</tr>
<tr>
<td>Employee satisfaction and wellness (various indicators including measures of satisfaction at work and general quality of life e.g. access to savings; average commute time)</td>
<td>2018</td>
</tr>
<tr>
<td>MyCultiver Richmond Food Production Center SUPPLIERS SURVEY</td>
<td>2018</td>
</tr>
<tr>
<td>Demographic information about suppliers (POC; justice-involved; gender; veteran; etc.)</td>
<td>2018</td>
</tr>
<tr>
<td>Increased economic security and capacity of MyC suppliers (various indicators about income for labor, economic security, equipment, access to new markets, etc.)</td>
<td>2018</td>
</tr>
<tr>
<td>Changes to practices of suppliers because of MyC contract (various indicators about operations planning, hiring, food waste - minimize through processing and aggregation, etc.)</td>
<td>2018</td>
</tr>
<tr>
<td>ANCHOR SURVEY</td>
<td></td>
</tr>
<tr>
<td># of people in anchor institutions with access to local, sustainable food via MyC meals</td>
<td>2019</td>
</tr>
<tr>
<td>amount or % of procurement $ directed toward sustainable or green businesses</td>
<td>2018</td>
</tr>
<tr>
<td>amount or % of procurement $ directed toward local-owned businesses</td>
<td>2018</td>
</tr>
<tr>
<td>LGBTQ, etc.</td>
<td>2018</td>
</tr>
<tr>
<td>Shifts in institutional goals around sustainable or green purchasing</td>
<td>2018</td>
</tr>
<tr>
<td>Increased ability to meet institutional goals around sustainable or green purchasing for food (various indicators)</td>
<td>2018</td>
</tr>
<tr>
<td>Shifts in institutional goals around percent of food procured locally</td>
<td>2018</td>
</tr>
<tr>
<td>Increased ability to meet institutional goals around percent of goods/services procured locally (various indicators)</td>
<td>2018</td>
</tr>
<tr>
<td>Shifts in institutional goals around inclusive or diverse procurement</td>
<td>2018</td>
</tr>
</tbody>
</table>
MyCultiver Richmond Food Production Center Dashboard

• ARC + FSP staff voted to select most meaningful indicators to report on quarterly basis
• Example of the Dashboard visual using dummy data
Supply Chain - Quarter: (All)

**PRODUCE**
- 528,436 lbs. local AND sustainable
- 501,903 lbs. local
- 2,628 lbs. sustainable

**ANIMAL PROTEINS**
- 166,833 lbs. with allowed label claims
- 105,278 lbs. third party certified
Questions?

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