Apples & Wages Fresh Food and Economic Independence in the Tenderloin

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Thesis A combined mobile fresh food system and transitional job training program can increase economic independence and food security in the Tenderloin.

High Poverty and Unemployment

Poverty
US Census Bureau ACS DR02-05-09

39.4% of Tenderloin residents live below the federal poverty line

Percent below Poverty Level

0-10% 10-20% 20-30% 30-40% 40-53%

% of Population by Income
US Census Bureau ACS DR02-05-09

30%

Tenderloin San Francisco

Unemployment
US Census 2000 SF 3

Tenderloin Rate: 9.5%
SF County Rate: 4.6%

Number Unemployed
US Census Bureau ACS B23001 05-09

Number Unemployed
Female Male
547 335
30-44 45-54 55+ 66 90

Age 16-21 22-29 30-44 45-54 55+

Access to Cooking Equipment at Home among Tenderloin Residents

TNDC Food Store Survey 2008

70% of Units are Single Residency Occupancy

According to a survey taken by the Tenderloin Neighborhood Development Corporation, residents would prefer a new food store that is not too large, “gives back” to the neighborhood, and employs neighborhood residents.

Fresh Food in the Tenderloin: High Scarcity and Price Variability

Tenderloin Basket of Goods

1 Orange $0.68
1 Banana $0.55
1 Dozen Eggs $2.22
1 Loaf of Bread $2.41
1 Tomato $1.00

Price Index

Produce-O-Meter

Unbalanced Balanced

Where Tenderloin Residents Buy Groceries

TNDC Food Store Survey 2008

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Barriers to a Balanced Diet

Housing: SROs Dominate

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How Mobile Food Vendors Can Provide Food Security

**Peaches and Greens: Detroit, MI**
Mobile Produce Market Replenishes Food Desert

*Program goal:* Replenish Detroit’s massive food desert.

*Method:* Solve food accessibility with a mobile produce market.

*Food source:* Community Gardens.

*Origin:* Created as part of Healthy Neighborhoods Initiative by the Central Detroit Christian Community Development Center.


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How Food Jobs Can Provide Economic Independence

**CHEFS Program**
Food Service Job Training

*Program Goal:* Conquer homelessness through food employment.

*Method:* Clients participate in a 6 month program that includes classroom education, and a 3 month cooking internship.

*Outcome:* 75% of students have secured full time employment.


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How Government Entities Can Implement Its Food & Job Goals

**NYC Green Carts**
Public Health + Economic Initiative

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**La Cocina, San Francisco**
Incubator Kitchen for Low-Income Entrepreneurs

*Program Goal:* Cultivate low-income food entrepreneurs who are attempting to formalize their business.

*Method:* Each small business owner uses a central kitchen to prepare food and bring to their place of business to sell.

*Outcome:* Keeping to code at central location allows for low cost to creating diffuse food market.


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**Mission Pie, San Francisco**
Locally Hires + Locally Sources

*Program Goal:* Create successful for-profit café/bakery.

*Method:* Use high quality food made affordable through direct purchasing from local wholesale farmers.

*Important Attribute:* Hires half of staff from non-profits that work with disadvantaged individuals. These interns gain transferable job skills.


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**Pennsylvania Fresh Food Financing Initiative**
Community + Economic Impact of Supermarket

*Program Goal:* Increase the grocery stores in underserved communities.

*Method:* Create public-private partnership with Pennsylvania food, economic development, and urban affairs organization to utilize $85 million grant and loan program.

*Success:* Led by PA Dept. of Community and Economic Development, FFFI increased access to affordable healthy foods and created/retained 2,442 jobs.


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**Holton Farms Truck, NYC**
Mobile CSA Truck + Central Kitchen

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**Eat Street Smart**
Bring healthy foods and jobs to your neighborhood Green Cart

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Proposal: Apples & Wages - The Tenderloin Food Security and Independence Plan

**Phase 1: Review, Plan, Analyze**
- Identify Stakeholders
- Engage Community and Stakeholders

**Phase 2: Development & Refinement**
- Prepare Basic Plan
- Create partnerships with relevant organizations
- Leverage Community Assets

**Phase 3: Build & Begin**
- Pool of Potential Employees
- Successful Training Program
- Deliver money and legal/tax benefits

**Phase 4: Evaluate, Refine, Expand**
- Assess Results

**Engage Community and Stakeholders**
- Mobile Food Vendors
- Food Security
- Employment

**Leverage Community Assets**
- Existing Food Justice Organizations
- Existing Job Training Services

**The city is committed to economic vitality in the Tenderloin**
- Neighborhood Marketplace Initiative
- Identified Enterprise Zone
- Central Market Partnership
Pilot Program: Apples & Wages

Planning Step 1 - Develop Program Structure

Entrance into Program

On the Job Training
6 - 12 months

Post Program Support

Outcomes

Unemployed Tenderloin residents in subsidized housing programs

Initial Assessment and Placement

Basic Skills Center
Litarcy
GED preparation
Basic Math

Food Carts
Sales
Budgeting
Inventory keeping
Marketing

Job Skills
Work Ethics
Job Behavior
Consistency
Confidence

Kitchen Training
Standard Cooking Methods
Nutrition
Food Sanitation and Safety
Menu Planning

Resume Preparation
Interview Techniques

Job Placement Help
Partner Organization Resources

Unsubsidized Employment/Economic Independence

Affordable, Healthy Food for Tenderloin Community

Planning Step 2 - Opportunities

- 6 min walk to Jones & Turk
- 12 min walk to Leavenworth & Eddy
- Brings a new economy to Market Street
- Expands the hub of non-profits to Market Street
- Enhances the public realm and identity of Market Street
- Large space for cart & produce storage and multiple kitchens

Planning Step 3 - Identify Potential Locations

1. Central Kitchen Location
2. Food Cart - Eddy & Leavenworth
3. Food Cart - Jones & Turk

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Optimizing for Demand

Determining Supply and Delivery Schedule by Understanding Target Segment Needs

Demographic Criteria

| Total Population in the Tenderloin | 24275 |
| % People living below poverty line | 28.30% |
| Population in Tenderloin living below poverty line | 6924 |
| Yearly Income (Weighted Average) ($) | 11139 |
| % Year Income Recommended for Food Spending | 15% |
| Amount spent per year on average on food | $1670.85 |
| Cart Capacity | 400 fruit pieces, 10 loaves of bread, 20 dozen eggs |

Total Payment Per Person/Week

| Weekend Strategy |
| On the weekend, there will be a stationary farmer's market on Eddy Street from Cyril Magnon-Taylor, and on Turk from Mason-Taylor. The reason for its strategic positioning is two fold: 1) By placing the farmer's market near market street, walker bys will be drawn to the space and be attracted to the market, encouraging further integration and a larger, more diverse customer base 2) There is a shortage of grocery stores on the west side of the area, and through the physical placement of these carts would help revitalize the area |

| Week Day Strategy |
| On the week day, 6 carts will circulate throughout the area in the morning and at night. The number of carts supplied during noon will double. |

Optimal Supply

| Total Pieces of Items Demanded/Week |
| Loaves of Bread | 6924 |
| Half Dozen Eggs | 3462 |
| Tomatoes | 13848 |
| Oranges | 20773 |
| Bananas | 20773 |
| Total Fruit Demanded Per week | $5394 |
| Cart Demand | 140 |
| Cart Capacity=400 fruit pieces, 10 loaves of bread, 20 dozen eggs |
| Cart Rates (Weekends) | Mobile |
| Morning 1 block=10 minutes | 6 |
| Lunch 1 block=20 minutes | 12 |
| Evening 1 block=15 minutes | 6 |
| Total Week Day Carts | 15 |
| Cart Rates (Weekends) | Stationary |
| Eddy, Cyril Magnon-Taylor | 20 |
| Turk, Mason-Taylor | 20 |
| Total Weekend Carts | 40 |

Organizational Behavior

Organizational Hierarchy is flat while ensuring the most effective management and mentorship culture

| *Per week work hours |
| *Hourly Wage |
| *Number of Positions |

The New Basket of Goods

| 1 Loaf of Bread | 2.4 |
| 1 Half Dozen Eggs | 2.22 |
| 2 Tomatoes | 1 |
| 3 Oranges | 0.37 |
| 3 Bananas | 0.15 |
| Suggested Basket of Goods/Week/Person Fair Price Values |

Program Costs and Revenue Projections

| Total Costs |
| $3,606,720 |
| Projected Revenue |
| $3,780,504 |
| Grant Request |
| $3,500,000 |

3 Managers

- Oversight-30 H*
- $25

5 Job Counselors

- Literacy -2 H
- GED Prep – 2 H
- Basic Math – 2 H
- $20

5 Kitchen Mentors

- Cooking -4H
- Nutrition-2H
- Food Handling -1H
- $20

30 Trainees

- Morning -10 H
- Noon -10 H
- Evening- 10 H
- Weekend-6 H
- $12-15
Apples & Wages in Action

Produce Carts at Jones & Turk

Street Festival on Ellis between Jones & Taylor