Distributing More Produce

Barbara Gehlen
Second Harvest Food Bank
of Santa Clara and San Mateo Counties

September 21, 2011
Second Harvest Food Bank
Overview

• Services two counties: Santa Clara and San Mateo
• Distributed over 46 million pounds of food in FY2011
• Fed an average of 240 thousand individuals per month
• 2 Distribution facilities:
  – Santa Clara – 60K sf. (50K sf. warehouse)
  – San Mateo – 22K sf. (18K sf. Warehouse)
• Product mix: 75% donated and 25% purchased
• Produce represents 20 million pounds of food distributed
• Programs include Brown Bag, Family Harvest, Mobile Pantry, Produce Mobile, KidsNow
Total Pounds Distributed
5 Year Trend

FY 07: 7.8
FY 08: 11.4
FY 09: 14.5
FY 10: 18.0
FY 11: 20.2

Produce
Non Produce

Millions
- 
5 
10 
15 
20 
25 
30 
35 
40 
45 
50 

FY 07 FY 08 FY 09 FY 10 FY 11
## Produce Pounds Distributed
### FY 07 vs FY 11

<table>
<thead>
<tr>
<th></th>
<th>FY 07</th>
<th>FY 11</th>
<th>Increase</th>
<th>% Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>Direct Service</td>
<td>4,906,315</td>
<td>10,817,583</td>
<td>5,911,268</td>
<td>120%</td>
</tr>
<tr>
<td>Hybrid</td>
<td>1,672,600</td>
<td>4,823,735</td>
<td>3,151,135</td>
<td>188%</td>
</tr>
<tr>
<td>Other</td>
<td>1,203,189</td>
<td>4,567,000</td>
<td>3,363,811</td>
<td>280%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>7,782,104</td>
<td>20,208,318</td>
<td>12,426,214</td>
<td>160%</td>
</tr>
</tbody>
</table>
What We Know

• California is the top producer of fresh produce
• Produce is lower in cost compared to non-produce
• Produce is healthy and nutritious
• Produce availability and variety are dictated by seasonality with the most abundance in the summer months
• Clients like the freshness and the varieties
How We Move More Produce

• Increase VAP budget
  – FY 2011: increase by 20% from FY 2010
  – FY 2012: increase by 33% from FY 2011

• Increase produce mobile and mobile pantry distribution sites
  – FY 2007: 23 sites
  – FY 2011: 71 sites
  – Increased produce distribution sites by 209% in 5 years

• Increase availability for online agencies
  – More bagging and boxing
  – More volunteers working on the produce (FY 2011 - 143 FTE)
How We Move More Produce

Produce Mobile Distribution
How We Move More Produce

- Utilize incoming produce calendar to match distribution

<table>
<thead>
<tr>
<th>Date</th>
<th>Day</th>
<th>Delivery</th>
<th>PO / DO#</th>
</tr>
</thead>
<tbody>
<tr>
<td>9/1/11</td>
<td>Thu</td>
<td>Pears (28 lg totes)</td>
<td>21422</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Stone Fruit - CANCELLED</td>
<td>21428</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Potatoes (480 sacks)</td>
<td>21406</td>
</tr>
<tr>
<td>9/2/11</td>
<td>Fri</td>
<td>Onions (850 sacks)</td>
<td>21419</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Potatoes (840 Sacks)</td>
<td>21519</td>
</tr>
<tr>
<td>9/3/11</td>
<td>Sat</td>
<td></td>
<td></td>
</tr>
<tr>
<td>9/4/11</td>
<td>Sun</td>
<td></td>
<td></td>
</tr>
<tr>
<td>9/5/11</td>
<td>Mon</td>
<td>LABOR DAY</td>
<td></td>
</tr>
<tr>
<td>9/6/11</td>
<td>Tue</td>
<td>Ag Against Hunger</td>
<td>21462</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Cabbage (32 lg totes)</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Onions (600 sacks)</td>
<td>21478</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Stone Fruit (34 bins)</td>
<td>21498</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Celery (960 trays)</td>
<td>21527</td>
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</tbody>
</table>
Challenges/Opportunities

• Balancing variety and volume
  – Turnips and summer squash require nutrition education and recipes
Challenges/Opportunities

• Space constraint
  – Handling over 600,000 pounds of produce a week during the peak months; max capacity
  – Utilizing reefer trailers as interim storage space
  – Moving produce through produce pilots

• Donated building (approx. 75K sf.)
  – Dedicated produce facility in the new year
  – Will help distribute 22 million pounds in FY2012
Challenges/Opportunities

• Pilots to move more produce
  – “Push” model with large agencies that can take bins
    • Identify agencies with capacity
    • Determine the minimum and maximum bins and varieties they can take per delivery
    • Piloted with 5 agencies in June and saw an increase of 128% more produce pounds distributed compared to May (82K to 186K pounds)
    • Adding 2 more large agencies to the mix
  – “Hub & Spoke” model with small to medium size agencies
    • Piloted with one site with limited success
    • Will launch a second phase with 4 hubs with a backup plan
Questions?

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Food Sourcing and Operations
San Francisco Food Bank
Andrew McClelland, Inventory & Allocation Manager
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• Tripled distribution in 10 years – from 15 million pounds to 44 million.

• Developed a “Push Model” made possible by building a network of over 200 weekly distributions run entirely by community partners.

• This pantry network distributes 75% of our product, 60% of which is fresh produce.
Identifying the need

- We gather poverty statistics by zip-code to target highest need areas.
- We continue to identify who is being served at pantries so we can determine who we are missing.
Identifying the best distribution strategy

We identify a community agency and work with them to set up a weekly farmers-market style distribution program.

Agencies (which include schools, churches, low-income housing sites, etc.) conduct outreach to clients, recruit and organize volunteers, set up and take down the distribution. Food Bank Staff provide training and ongoing technical assistance.

Right before the distribution time, we deliver enough product to serve the agency’s clients.
We control all the produce
Product is selected based on the number of people served, household size, and general client preferences at each pantry.

Include additional staple items
Some agencies come to our shop floor and select the product for their clients.
If they can’t shop, then we select the product for them using a combination of USDA, fresh rescue, donated items and purchased product.
• Weekly **pantry distributions** grew from a handful to 200
• **Produce** grew from 3 million pounds to 23 million pounds (60% of distribution)
• **Volunteer hours** grew from 15,000 to 110,000 (over 22,000 volunteers annually)
Before a load arrives at the FB, we know which volunteer shifts are going to sort and repack it, and exactly where it is going to go.

Food Resources, Operations, and Programs need to be in constant communication and all goals need to be aligned.
# Measure of Success for FY10/11

<table>
<thead>
<tr>
<th>Measure of Success (SF and Marin)</th>
<th>Unit</th>
<th>SF (5)</th>
<th>Marin (4)</th>
<th>Current YTD</th>
<th>Goal</th>
<th>Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Open nine new pantries</td>
<td>New Pantries</td>
<td>7</td>
<td>2</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Maintain or improve our overall nutrition score (CHOP) of 2.66 (with 3.0 being the highest possible score)</td>
<td>Chop Score</td>
<td>Current YTD</td>
<td>2.74</td>
<td>Goal</td>
<td>2.66</td>
<td>3.1%</td>
</tr>
<tr>
<td>Provide 11 products per distribution at pantries that do not shop, but receive Food Bank-purchased staples</td>
<td>Items/UOS</td>
<td>Current YTD</td>
<td>11.79</td>
<td>Goal</td>
<td>11</td>
<td>7.2%</td>
</tr>
<tr>
<td>Increase pounds of food distributed by 11% (39.2 million to 43.5 million)</td>
<td>Total Lbs</td>
<td>Current YTD</td>
<td>40,087,721</td>
<td>Prior YTD</td>
<td>37,793,364</td>
<td>6.1%</td>
</tr>
<tr>
<td>Maintain pounds distributed per household to support increased demand (anticipating a 10% increase in pantry UOS)</td>
<td>Pantry Lbs/UOS</td>
<td>Current YTD</td>
<td>22.4</td>
<td>Goal</td>
<td>25.1</td>
<td>-11.0%</td>
</tr>
<tr>
<td>Provide nearly two-thirds produce at pantry distributions</td>
<td>% Produce of Pantry Distribution</td>
<td>Current YTD</td>
<td>59.4%</td>
<td>Goal</td>
<td>66.6%</td>
<td>-10.8%</td>
</tr>
<tr>
<td>Maintain prior year average of 1.9 pounds of protein/household/week at our pantries</td>
<td>Protein Lbs/UOS</td>
<td>Current YTD</td>
<td>2.39</td>
<td>Goal</td>
<td>1.9</td>
<td>25.6%</td>
</tr>
<tr>
<td>Expand morning snack program to 6 new schools, serving a total of 10,000 students/week (a 50% increase)</td>
<td>New Schools</td>
<td>SF</td>
<td>9</td>
<td>Marin</td>
<td>1</td>
<td></td>
</tr>
</tbody>
</table>
Jacobs & Cushman
San Diego Food Bank

Don’t Store Your Produce - Distribute It!

Vanessa Franco, VP Operations
Quick Facts!

Food Bank Facts

• 72,000 square foot warehouse

• Distribute over 20 million pounds per year

• 4,200 square mile service area

• Feed over 350,000 people per month
Cold Storage

Freezer: 72,000 cubic feet

Cooler: 72,000 cubic feet

Total 144,000 Cubic Feet
Distribution Outlets

- Neighborhood Food Distribution Program
- Food to Nonprofits Program – Food Center
- EFAP Program
- CalFresh Outreach
- CSFP Program
- Summer Lunch Program
- Food 4 Kids Backpack Program
Food Bank Programs

Food To Nonprofits Program

The Food Bank provides food to over 360 San Diego County nonprofits that operate feeding programs including:

- Food pantries
- Soup kitchens
- Shelters
- Low-income daycare centers
- Churches
- Schools
- Day centers for seniors & disabled
Food Bank Programs

Through our Food to Nonprofits Program, produce is one of the most highly desirable products.

Getting the word out!
• Weekly Scoop
• Produce Alerts

Our Food Center
• Our Food Center serves over 25 agencies each day.
• Distribute over XXX pounds each week.
• Agencies are in and out within 15-20 minutes
• Loading zones for large trucks.
• Dual invoicing stations

Barriers: Agencies do not bring enough help, or they do not have large enough vehicles.
Neighborhood Distribution Program

• The Food Bank partners with nonprofits to help distribute a minimum of 12 pallets of food each week averaging 14,000 lbs.

• Distributes food at twelve distribution sites throughout the county.

• Over 90% fresh fruits and vegetables.

• 10% assorted canned food items.

• There are no income or ID requirements to receive food at Food Bank neighborhood distribution sites.

Barriers: Need agencies that can manage a large distribution in a short period of time
Food Bank Programs

Emergency Food Assistance Program
This program provides food packages to low-income individuals and families.

- 75 partner agencies who distribute once a month (mass distributions)
- 25 partner agencies who distribute at least 3 times a week (emergency sites)
- 4 remote distributions

Barriers – Agencies do not have room for extra food aside from their commodities. No refrigeration capacity.

Over 100,000 individuals served per month
Food Bank Programs

Commodity Supplemental Food Program (CSFP)

The CSFP Program distributes monthly food packages to low-income seniors, pregnant women, women twelve months postpartum, breastfeeding mothers, and children age six and under.

• 52 distributions each month
• Serve over 8,500 individuals each month

Barriers: Seniors have trouble carrying both their food box (35lbs.) and produce.
As a way to draw in more clients, the Food Bank packs bags of produce and hands them out at CalFresh Outreach event. Typically there are 15-20 events each month.

Summer Lunch Cafés are programs run by the County to help provide children with a healthy lunch during the summer break. The Food Bank attends over 25 distribution sites and delivers fresh produce to the families receiving free lunch.

Barriers: Need lots of volunteers, no agency to do the work.
Food Bank Programs

Food 4 Kids Backpack Program

The Food 4 Kids Backpack Program provides food to children who receive free school meals during the week, but risk hunger during weekends when school meals are unavailable. The program serves 29 elementary schools throughout San Diego County.

- Fresh produce is delivered every other week to participating schools.

Barriers: With recent cuts to our education system, some schools are hesitant to bring on any extra work.
Future Goals

The Food Bank distributed over 20.3 million pounds of food this past fiscal year. Roughly 30% of that total was produce.

Our two year goal is to distribute 10 million pounds of fresh produce (50% of overall distribution). Our plan to accomplish that goal includes:

• Additional Funding e.g. match grants
• Add Neighborhood Distributions
• Preplan orders in advance. (order greater quantities)
• Reorganize the cooler to incorporated push racking
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