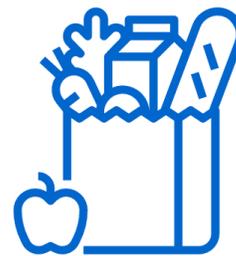


**Promising Practices:
Scaling Delivery and No Contact Models for Food Assistance
to Older Adults During the COVID-19 Crisis**



July 2020

Prepared for the COVID-19 CBO Senior Food Delivery Local Operations Work Group
by Diana Jensen

Table of Contents

Background	3
How to Use This Document	4
SECTION 1: RESOURCES & IDEAS	5
Delivery Infrastructure Resources	5
Vehicles & Drivers	5
Routing Software	7
Scaling Food Production Resources & Ideas	7
Kitchens	7
Volunteers/Human Resources	8
Disaster Recovery Dislocated Worker & Employment Recovery Dislocated Worker Grants	8
COVID-19-Related Protocols and Practices	8
Social distancing practices	8
Safe food handling and social distancing protocols	9
Examples of guidance and training resources	9
Delivery driver instructions	10
Client communication on receiving food safely	10
Nutrition Requirements under Supplemental Funding Due to the COVID19 Emergency	10
Program Design, Communications & Funding Resources	10
Public-Facing Food Resource Sites	10
Intake & Client Communication Resources	10
State Guidance & Funding Information	11
CARES Act - Coronavirus Relief Fund	11
Emergency resource mechanisms	12
FEMA Public Assistance Funding	12
Great Plates Delivered	13
Data Sources and Tools to Assess Gaps & Plan for Future Needs	13
State and county data on older adults and related services	13
Local analyses and planning templates	13
SECTION 2: PROGRAM MODELS & CASE STUDIES	15
Delivery Program Models	15
Delivering free groceries to existing food pantry clients - Volunteer delivery	15
Case study - San Francisco Marin Food Bank	15
Case study - Food Bank of Santa Barbara County	16
Case study - Yolo Food Bank	17

Delivering free groceries to newly at-risk people	17
Case study - Yolo Food Bank	18
Case study - Orange County	18
Case study - Central California Food Bank, BitWise, & Neighborhood Industries	18
Shifting senior-focused social services staff and vehicles to food delivery	18
Case study - Dignity Health Connected Living, Shasta County	19
Case Study- Second Harvest Food Bank of Orange County - Senior Center/Senior Housing Partnerships	19
Case Study - Satellite Affordable Housing Associates	20
Case Study - Collaborations between senior services, meal providers, and the food bank in Amador County	20
Congregate meal programs - shifting to delivery	20
Case Study: Serving Seniors in San Diego County	21
Case Study - City of Berkeley Aging Services	21
Case Study - Meals on Wheels Diablo Region	21
Case Study - PSA 18 Ventura County - Volunteer Delivery of Congregate Meals	21
Home delivered meals - operational changes to support scaling	21
Case study - Meals on Wheels of San Francisco (MOWSF)	22
Coordination of free meal delivery with free groceries	22
Case Study - PSA 18 Ventura County	22
Case study - Los Angeles Regional Food Bank	22
Case study - San Francisco's Coordinated Planning for Food Response	23
Generalized delivery support	23
Case study - County delivery program - Los Angeles County Critical Delivery Service Program	23
Case study - Neighbor Express volunteer delivery support, Coordination with local CBOs	24
Case study - University-based delivery support - Ball State Athletics Department	24
Drive-Thru Models	24
Grocery drive-thru distributions	24
Case study - Second Harvest Food Bank of Orange County	24
Case Study - San Diego Food Bank CSFP Program Drive-Thru, Proxy, and Delivery	25
Case study - Dignity Health Connected Living, Shasta County - Drive Thru Meals w/ Groceries	25
Congregate meal programs - shift to pick up/drive through	25
Case-study - PSA 9 Congregate Meal Drive Thru or Walk-Thru, Plus Delivery	25
Case study - Serving Seniors in San Diego	25
Case Study - Meals on Wheels Diablo Region	25

Background

In March 2020, as the state of California issued stay at home orders in response to the Coronavirus crisis, the California Department of Aging (CDA) and the California Department of Social Services (CDSS) recognized the unprecedented need to address the food security implications for older adults sheltering in place. They formed a COVID-19 CBO Senior Food Delivery Local Operations Work Group with representatives from a diverse set of community based organizations (CBOs)¹ to identify how local CBOs could coordinate and get support for food delivery, both grocery and meal, especially for aging and at risk adults, and how the state departments could best and quickly support that critical work.

This document is a product of that work group. It is a repository of promising practices and helpful resources to provide safe food delivery and no contact distribution models to low income older adults during the crisis. It includes examples of models being rolled out throughout the state, specific case studies, and resources to support community based organizations and public entities to quickly, safely, and effectively scale services to meet the need.

How to Use This Document

Information included here is based on resources and services as of May 2020. They are subject to change and may no longer be available as the COVID-19 response evolves.

The first section includes [RESOURCES & IDEAS](#) to support scaled delivery and drive-thru food distribution to older adults:

- *Delivery Infrastructure Resources*: vehicles, drivers, local delivery platform networks, routing software
- *Scaling Food Production Resources & Ideas*: kitchens, volunteers/human resources
- *COVID-19-Related Protocols & Practices*: social distancing practices, safe food handling, training, driver/client instructions
- *Program Design & Funding Resources*: example intake/client communication materials, state guidance, funding information, emergency resource mechanisms
- *Data Sources and Tools to Assess Gaps & Plan for Future Needs*: State data sources, population estimates of older adults needing food assistance and delivery, and templates for gap analyses.

The second section includes [PROGRAM MODELS & CASE STUDIES](#) of home delivery, drive-thru distributions, and pick-up models currently being implemented in California for both meal and grocery programs for older adults.

¹ The CBO Senior Food Delivery Local Operations Work Group included participation by representatives from CDA, CDSS, the California Governor's Office of Emergency Services, the California Association of Area Agencies on Aging, the California Association of Food Banks, Meals on Wheels of California, the United Way of California, the San Francisco Department of Disability and Aging Services, the Ventura County Area Agency on Aging, City of Los Angeles Department of Aging, the Los Angeles Regional Food Bank, Food Bank of Contra Costa and Solano, Meals on Wheels of San Francisco, Meals on Wheels Orange County, and St. Vincent Meals on Wheels.

SECTION 1: RESOURCES & IDEAS

Delivery Infrastructure Resources

This section includes resources that can be leveraged to increase last-mile delivery infrastructure: potential sources of drivers, vehicles, routing software, and local delivery platform networks.

Vehicles & Drivers

During the COVID-19 pandemic, it may be necessary to build capacity quickly to meet the urgent needs of the community. Additional vehicles may be needed to distribute a higher volume of meals to nutrition program participants while meal sites are closed. Purchasing vehicles can be an expensive option that may not support the timely response necessary to meet the needs identified.

Vehicles/fleets that could be temporarily used for food delivery during COVID-19 crisis	Example of where this already happening, how to access
Senior services vehicles: <ul style="list-style-type: none"> - E.g. Senior center vans, ADHC vans 	Case Study: Dignity Health Connected Living
Paratransit fleets: According to the CA Department of Transportation , “FTA 5310 funds may be used to coordinate and assist in regularly providing meal delivery service and essential care needs for homebound individuals, as long as the delivery service does not conflict with providing public transportation service or reduce service to public transportation passengers.” DHCS has a list of approved Non-Medical Transportation Providers by county here .	County Connection in Contra Costa is partnering with local Meals on Wheels to leverage this flexibility to deliver meals, they are open to additional partnerships to do similar services.
Other local transportation services <ul style="list-style-type: none"> - E.g., buses, vans 	Case Study: Yolo County
Parks & Recreation staff/vehicles	Ventura County PSA
Volunteers with cars <ul style="list-style-type: none"> - E.g. mid-size or larger open bed trucks - Neighbor Express is a platform that can connect local volunteers with people in the city who need deliveries of food. 	Orange County Harvest Truck Brigade Walnut Creek & Concord

<p>Rental vehicles - CA Department of General Services (DGS) Statewide Travel Program</p> <p>CDSS and CDA recognize that service providers look to balance their immediate needs to build capacity during “response” and reduce those resources during “recovery”. If additional vehicles are needed for service delivery, be advised the Department of General Services (DGS) Statewide Travel Program has contracted vehicle rental rates through Enterprise-Rent-A-Car and National Rental Car. Rates apply to nonprofits that serve as contractors for state programs.</p>	<p>See here for details.</p>
<p>Local delivery platform networks (e.g. GrubHub, DoorDash, Postmates, Lyft, etc.)</p> <ul style="list-style-type: none"> - DoorDash is developing a model to partner with CBOs to deliver to clients “at cost.” - Lyft - currently working on an on-platform delivery model, which would support an A to B pick up and drop off model (not one pick up with multiple deliveries) of essential items, as well as mechanisms to get passengers to grocery stores in partnership with United Way. - Amazon 	<p>DoorDash: Interested organizations can reach out to them using this form. Details of the model and an example standard agreement, including costs per delivery, can be found here.</p> <p>Lyft has a form for those interested in Essential Delivery services and passenger services. See LyftUp blog post for detail.</p> <p>Amazon is currently providing home delivery of Commodity Supplemental Food Program boxes in various counties throughout CA, and using Amazon FLEX drivers to do additional deliveries of free groceries in San Francisco.</p>
<p>Self-driving car companies</p> <ul style="list-style-type: none"> - During testing, these cars have a human driver present, who can support delivery work. 	<p>Cruise is partnering with various entities in San Francisco to support food delivery. (See article.)</p>
<p>Other ideas of places that may reallocate fleets at low or no cost during the crisis:</p> <ul style="list-style-type: none"> - School vehicles/drivers: public school buses/vans, after school program vans/staff? (e.g. school bus meal distributions to families in CT. In VT, school buses are also being leveraged in a similar way, and there is some consideration of extending through the summer because bus contracts are under-utilized due to only doing one rather than two routes per day.) 	

- Universities?
- YMCAs?
- Religious organizations?
- Catering companies
- Auto and Truck rental companies
- Businesses that aren't doing as many deliveries (e.g. office supply? Beverage suppliers? ...)
- Goodwill and other similar organizations
- Food rescue organizations²

Routing Software

- [OnFleet](#) - Offering a fee waiver for the basic level feature set of its routing software to nonprofits and public entities providing services in response to the COVID-19 crisis. Email Joe Kennedy, Director of Operations at joe@onfleet.com to get set up.
- [Routific](#) - Announced publicly [via Twitter](#) that they are offering the product for free to any non-profit organization helping with COVID-19 efforts.
- Many home delivered meals providers use ServTracker for routing purposes. It has a variety of other features, including the capacity to connect clients to different billing sources.

Scaling Food Production Resources & Ideas

Kitchens

As funding to increase availability of meals emerges, creative use of local resources may be necessary in order to scale operations quickly. Information on FEMA funding to support these types of efforts is forthcoming.

Ideas for kitchens and staff that may be leveraged to achieve those goals include:

- Local restaurants (e.g., in Vermont, one restaurant has partnered with a local food systems-focused nonprofit and philanthropy to provide meals delivery on request - see [ShiftMeals](#))
- University food service kitchens
- Private sector company kitchens
- Public school kitchens
- Casino kitchens

² [Food Runners](#) [San Francisco, CA], [ExtraFood](#) [Marin County, CA], [Food Shift](#) [Berkeley/Oakland, CA], [Peninsula Food Runners](#) [San Mateo/Santa Clara Counties, CA], Sonoma County Food Runners [Sonoma County, CA], [White Pony Express](#) [Contra Costa County, CA]

- Conferences centers
- Catering companies

Volunteers/Human Resources

- Social media campaigns requesting volunteers have been incredibly successful at the [San Francisco Marin Food Bank](#), [Yolo Food Bank](#), and [Second Harvest Food Bank of Orange County](#).
- National Guard, CA Conservation Corps, and Team Rubicon can be requested through county emergency operations centers (see [Emergency Resource Mechanism](#) for details on how to request, see [San Diego Food Bank](#) for a Team Rubicon implementation example). If those requests are not fulfilled at the local level, it is possible to elevate requests to CalOES.
- Local COVID-19 volunteer entry points (e.g. [Oakland At Risk: Home](#))
- County emergency operations centers can allocate disaster services workers and other local human resources. They can also elevate unfulfilled human resources requests to the state Emergency Operations Center for potential fulfillment by the California National Guard or CalVolunteers Program, as appropriate. See [here](#) for more information.
- Nursing students
- Get creative! Support to do deliveries is emerging in the most creative of places. Things we hear from around the country include:
 - Volunteers from pet shelters are dropping off pet food - they partner with local food providers to include free food for the family!
 - Volunteers from local political parties

Disaster Recovery Dislocated Worker & Employment Recovery Dislocated Worker Grants

These grants provide ~\$23 million for temporary employment opportunities during the COVID-19 crisis. Funds are administered through local workforce development boards. More details about these grants, including the allocation amounts to specific local project operators are included in this [press release](#).

COVID-19-Related Protocols and Practices

Social distancing practices

Common practices being implemented at meal and grocery programs to maximize social distancing:

- ✓ Increase number of meals provided at each touch (using frozen meals, if appropriate), reduce frequency of delivery
- ✓ Partner with staff at senior housing buildings to do the individual deliveries to reduce the number of different people engaging with at-risk communities
- ✓ Shift welfare checks to phone calls
- ✓ Add free groceries with free meals if the client could make use of them - coordinate with local food pantry/food bank.

- ✓ Spread out delivery route start times to reduce number of people picking up loads at the same time
- ✓ Physically mark locations for people to stand, six feet apart during meal pick up and return of supplies, whenever possible
- ✓ Drive-through pick up models

Safe food handling and social distancing protocols

Older adults are sheltering in place because they are an at-risk population. If food deliveries are not handled with the most strict protocols, food programs could be delivering the virus to their doorstep.

Good practices include:

- ✓ Vehicles and meal storage containers are cleaned and disinfected.
- ✓ Meal components and items should not be coming into contact with drivers' personal items.
- ✓ Gloves and/or hand sanitizer should be used during meal delivery - if a glove comes in contact with any surface it needs to be changed.
- ✓ Sanitize between each delivery. Each time a stop is made, after the car door/ hatch / delivery cooler is open, this is the time to apply hand sanitizer. Right before grabbing the clients' food package.
- ✓ Drivers should wear masks and be careful not to fiddle with them.

Examples of guidance and training resources

- US Food and Drug Administration
 - [COVID-19 - Latest Updates Site](#)
 - [Best Practices for Retail Food Stores, Restaurants, and Food Pick-Up/Delivery Services During the COVID-19 Pandemic](#)
- The California Department of Public Health (CDPH) is regularly updating [COVID-19-related guidance for various sectors](#), including:
 - [Food Delivery Services and Food Banks](#)
- San Francisco Department of Public Health - [Tips and Official Guidance](#) on food preparation, packaging, and practices for food delivery workers.
- [Training Video - Disaster Relief Food Safety Relief](#)
- [Video - Grocery cleaning at home](#)
- Meals on Wheels of Orange County materials (current policies may have adjusted since these materials were shared - to be used as examples only):
 - [Policies and procedures for social distancing](#)
 - [Social distancing for take home meal delivery](#)
 - [Emergency procedures for drivers](#)
 - [Face mask policy](#)
 - [Glove use policy](#)

[Delivery driver instructions](#)

Some examples of instructions and guidance that food banks and meal programs are providing to delivery drivers can be found [here](#).

[Client communication on receiving food safely](#)

Providing clients with information about how to safely receive meal and food box deliveries can add another layer of protection. See examples [here](#) and [here](#).

The US Department of Agriculture also has some [client-facing materials](#) regarding food planning during the pandemic (how much to buy, fresh/frozen/non-perishables, what to cook).

Nutrition Requirements under Supplemental Funding Due to the COVID19 Emergency

The National Resource Center on Nutrition and Aging released answers to frequently asked questions related to [nutritional requirements for meals funded through Disaster Relief Funds](#).

Program Design, Communications & Funding Resources

Public-Facing Food Resource Sites

Some communities have consolidated food resource links and connected them to COVID-19-focused public websites. It is important for those sites to direct people to locally appropriate information sources that will be regularly updated (e.g. 211, Aging Information Lines, CalFresh, etc.). Examples:

- [State site](#) - “Getting Food”
- [San Francisco’s](#) “Get Food Resources” site

Intake & Client Communication Resources

- Robocalling:
 - [DialMyCalls](#) is robocalling technology being used by the Los Angeles Regional Food Bank & the San Francisco Marin Food Bank. It is a paid service, but both food banks find it to be reasonably affordable, and cheaper and faster than snail mail.
 - Multilingual [robocall script](#) to potential home delivered grocery clients (multilingual) from San Francisco Marin Food Bank.
- Message on temporary services for most at risk:
 - Multilingual [flier](#) for temporary home delivered grocery clients from SF-Marine Food Bank.

- Public-facing [messaging](#) - clarifying that drive through food pantry clear is targeting “households that are facing the deepest need for food—those who have no other resources.”
- Intake and assessment materials and instructions:
 - The [TakeCare](#) is a Salesforce-based platform for intake and delivery or pick-up operations support. See [this case study](#) for more information on how it was used by the Central California Food Bank.
 - Online [intake form](#) for new grocery delivery program enrollees from Yolo Food Bank.
 - [Questions](#) used to assess the need for home delivered groceries in Orange County.
 - [Instruction for triaging service needs](#) and connecting inquiries to the right food service from Riverside Office on the Aging.

State Guidance & Funding Information

The California Department of Aging (CDA) website has additional information for individuals, program administrators, and caregivers [here](#). This site includes:

- State COVID-19 funding information
- CDA program guidance, including [detailed responses](#) to frequently asked questions related to congregate and home-delivered meal program delivery during the COVID-19 crisis.
- Resources for Older Adults, Family, Friends, and Caregivers.

CARES Act - Coronavirus Relief Fund

What is the Coronavirus Relief Fund? How is it relevant to food for older adults?

While the CARES Act included a variety of different food support expansions (e.g. home delivered meals,³ TEFAP FDPIR), it also includes the Coronavirus Relief Fund (CRF). The CRF is intended to help state, tribal, and local governments address “necessary expenditures incurred due to the public health emergency with respect to the Coronavirus Disease 2019” that are incurred between March 1 and December 30, 2020. Treasury has issued [guidance](#) and a [Q&A](#) document about allowable uses of the fund. It’s flexible as long as the spending is new (not accounted for in the last budget) and is required by the virus. Notably for the purposes of this group, the guidance explicitly includes “Expenses for food delivery to residents, including, for example, senior citizens and other vulnerable populations, to enable compliance with COVID-19 public health precautions.” as an allowable expense “to facilitate compliance with COVID-19-related public health measures.”

How large is the Coronavirus Relief Fund in California?

California’s allocation of the CRF is approximately \$15.3 B.⁴ According to a recent Legislative Analyst's Office report, \$9.5 billion of the \$15B goes to the state government, leaving \$5.5B to

³ Health and Human Services Agency, [HHS Announces Nearly \\$1 Billion in CARES Act Grants to Support Older Adults and People with Disabilities in the Community During the COVID-19 Emergency](#), April 21, 2020.

⁴ Governor Gavin Newsom [May Budget Revision](#), May 14, 2020.

tribal and local governments. It goes on to describe that the administration “proposes using \$3.8 billion of the total CRF funding to offset underlying state costs. This includes \$2.6 billion to address increased CalWORKs caseload from March 1 to December 30, 2020 \$750 million for homelessness, and \$405 million in other areas such as public safety and public health.” The proposal would then remit \$4B of the state allocation to schools, \$1.3B to counties, and \$450 million to cities.⁵ This would bring the total allocation for tribal and local governments to approximately \$7.1B. Total allocations by county and selected cities can be found on page 20 of the [Governor’s May Budget Revision](#).

How might the Coronavirus Relief Fund get used locally?

[This article](#) from the Center for Budget and Policy Priorities provides additional detail on the likely allocation formulas for local governments, as well as some analysis on the kinds of costs they may seek to mitigate with the CRF.⁶ To the extent that food delivery to vulnerable populations might also address larger community-level impacts of the virus and its economic fall-out, there may be opportunities to leverage the CRF to maintain or expand services through 2020. [This brief](#) from the National Association of Counties provides another summary of how CRF funds can be used in local jurisdictions, regardless of whether the funds were allocated there directly from Treasury or passed through from the state’s allocation.

Emergency resource mechanisms

Local CBOs responding to the COVID-19 crisis should make every attempt to secure resources (food, volunteers, disaster services workers, supplies, etc.) through their existing systems and agreements. If the CBO can not secure the necessary resources they need they can request resources through their local county emergency operations center (EOC). If the county is unable to fulfill those requests locally, requests can be elevated through the state emergency management system mission request process. However, some resources throughout the state are becoming scarce, so if it can be obtained locally it should be obtained locally.

FEMA Public Assistance Funding

In order to receive FEMA funding reimbursement, local CBOs need to have an MOU in place with their county Emergency Operations Coordinator. According to [FEMA’s official guidance](#) to the ten FEMA Regional Offices stating that the purchase and distribution of food as part of COVID-19 response is eligible for Category-B Public Assistance as follows:

“Legally responsible State, local, tribal, and territorial governments may enter into formal agreements or contracts with private organizations, including private nonprofit (PNP) organizations such as food banks, to purchase and distribute food when necessary as an

⁵ CA Legislative Analysts’ Office, [Initial Comments on the Governor’s May Revision](#), May 17, 2020.

⁶ Center for Budget and Policy Priorities [How will State and Localities Divide the Fiscal Relief in the Coronavirus Relief Fund](#), March 27, 2020.

emergency protective measure in response to the COVID-19 Public Health Emergency. In these cases, Public Assistance funding is provided to the legally responsible government entity, which would then reimburse the private organization for the cost of providing those services under the agreement or contract."

More resources on FEMA Public Assistance Funding:

- [CalOES COVID-19 FEMA Site](#)
- [Coronavirus \(COVID-19\) Pandemic: Purchase and Distribution of Food Eligible for Public Assistance - FEMA Policy FP 104-010-03](#)
- [Information on FEMA Public Assistance from CalOES](#)
- [FEMA Public Assistance FAQs from CalOES](#)
- [Example MOU](#) template between a county and a food bank
- [Examples of all FEMA contractual provisions](#)

Great Plates Delivered

California has also launched the Great Plates Delivered Program, which leverages FEMA funding to provide meals to older adults. All program details, as well as a list of local administrators, are available [here](#).

Data Sources and Tools to Assess Gaps & Plan for Future Needs

State and county data on older adults and related services

- California Department of Aging's [COVID-19 Data Dashboard](#) - includes statewide and county level data profiles, including Older Americans Act nutrition programs, CalFresh, as well as other senior services programs.
- Population estimates of the number of seniors (65 and older) who will be in need of delivery of food assistance during the early months of the COVID19 crisis. These were prepared for a statewide CBO Food Delivery Local Ops Work Group by an economist at UC Berkeley. They include estimates for California as a whole, and for each county in California.
 - This [memo](#) provides a detailed methodology
 - This [spreadsheet](#) provide the estimates
 - See the next section, Local analyses and planning templates, for a guide to using the estimates

Local analyses and planning templates

Local communities are working to analyze population and service data quickly in order to identify trends and gaps. For example:

- This [Guide for Using UC Berkeley's Estimates of Demand for Delivery of Free Food to Older Adults to Identify Local Gaps](#) to identify ways to fold UC Berkeley estimates of demand for delivery of food assistance to older adults into local planning work.

- This memo: [Estimating Demand for and Supply of Delivered or No-Contact Pick Up Food Assistance for Older Adults During the COVID-19 Crisis in California](#), provides a back-of-the-envelope set of estimates statewide. It may be a useful template for assessing gaps locally.
- Sourcewise Community Resource Solutions is the Area Agency on Aging office that covers Santa Clara County. They have shared their [Food Resilience Report](#), which was created in partnership with Google and the Food Distribution Network in response to COVID-19. They are using these data to ensure their efforts and resources are aligned with the need. Their robust analysis revealed service gaps - e.g. fewer available dinner and weekend meals - that may be opportunities for scaling.

SECTION 2: PROGRAM MODELS & CASE STUDIES

Delivery Program Models

Delivering free groceries to existing food pantry clients - Volunteer delivery

Many food pantries participants are older adults for whom picking up food from food pantries is no longer safe. These are the key features for home delivery of free groceries using a brigade of volunteers.

The basics of a volunteer-based delivery model:

- ✓ Identify the target population for delivery
- ✓ Recruit, screen, and enroll volunteer drivers
- ✓ Create delivery routes - this is easier with mapping our routing software
- ✓ Call clients with details about delivery - when, where, what to expect, how to receive the food
- ✓ Educate volunteers on safe delivery methods & how to handle common issues (e.g., no one home)
- ✓ Be prepared to supplement with other paid staff if needed

Case study - San Francisco Marin Food Bank

The San Francisco Marin Food Bank (SFMFB) is currently ramping up home delivery of groceries to as many existing older adult food pantry participants as possible. The goal is 12,000 weekly deliveries during the crisis.

Identifying a test group

The SFMFB started this initiative by running a list of active food pantry participants as of 3/25. They prioritized for first deliveries the oldest participants (age 80+) with household sizes of one or two.

Recruiting volunteers

The SFMFB engaged in social media marketing, funneling responses to a volunteer page. There has been tremendous interest among potential volunteers for delivering groceries. Before the pandemic, the food banks would receive approximately 10 volunteer inquiries per month for home delivery. In March, they received more than 1,000.

Enrolling volunteers for home delivery

Potential home delivery volunteers receive an email with instructions for completing a background and driving record check through [Sterling Volunteers](#), as well as completing a liability waiver. Generally, volunteers are asked to pay for the background check costs themselves, though it is possible to provide a code to cover the cost if needed. Background check timing and prices vary by volunteer, depending on the number of other places where they have lived. If background checks are taking a long time, the background check company may be able to provide details on what is outstanding - your organization may feel comfortable moving ahead while some details are pending.

Use routing software to create delivery routes for deliveries a few days ahead

For the purposes of this initiative, the SFMFB started using [OnFleet](#) software for delivery routing. Volunteers use the app to get all the information they need for their deliveries. SFMFB sets the delivery units of service a couple of days ahead of time in order to facilitate planning for just-in-time packaging of food boxes with produce. Destinations are uploaded into the software, which optimizes routes that will take no longer than 3.5 - 4 hours and will include no more than 15 deliveries. The food bank posts available shifts using [SignUpGenius](#) and enrolled volunteers sign up.

Call people who will be receiving delivery

For large numbers of deliveries, robocalling software ([DialMyCalls](#)) makes it possible to call participants ahead to let them know to expect delivery instead of going to a food pantry until further notice. The SFMFB finds that the success rate on Robocall is 80%-90%. [Here's the multilingual script they used.](#)

The food bank provides multilingual call support for troubleshooting delivery issues.

Provide volunteers with specific safe delivery instructions

For example:

- Set the bag at the door
- Knock loudly, and/or ring the doorbell, and step back at least 6 feet.
- Wait for acknowledgement - be patient, as older adults may take longer than you expect to get to the door.
- If no answer, try calling (OnFleet provides scrambling of phone numbers in the app to do this while maintaining privacy of both parties).
- Wait for acknowledgement of the receipt of food. (So far, this has been successful 85% of the time. Here's a [multilingual flyer](#) that goes with the box.)
- If there is no acknowledgement, don't leave the food! Leave the bag with someone else on the route, or pass along to someone who is "in need" including an elderly neighbor they know is in need.

Managing traffic as drivers come to pack bags and pick up deliveries has been a challenge. The food bank has worked with the local transit agency to provide temporary no parking areas and to support management of traffic issues.

Case study - Food Bank of Santa Barbara County

During its normal operations, Foodbank of Santa Barbara County (Foodbank SBC) provides a Brown Bag program for older adults in which local seniors convene at distribution locations once every two weeks to pick up a two-week supply of food/nutritional support. This program typically serves 1,500 Santa Barbara County seniors at any given point.

To keep seniors and other vulnerable populations safe and to adhere to the shelter-in-place directive initially for adults over 60 and expanded to include all community members, Foodbank SBC immediately transitioned the Brown Bag program to a home delivery model. They:

- extended the invitation for emergency home food delivery to all seniors in our county by removing the low-income qualification.

- created a rapid response partnership with our local 211 Helpline and established a food-specific option for anyone to get information about our food access services and open distribution locations.
- Partnered with the City of Santa Maria provided five employees trained by Foodbank SBC staff to serve as initial intake specialists collecting information needed to get people enrolled and identify special needs and unmet needs.
- Expanded staff resources to manage and coordinate the effort, including the time intensive work required to utilize new advanced mapping software that optimizes multiple driver delivery routes for any region of our county.
- Continually recruiting and training volunteers to communicate with clients, safely handle food, assist in establishing safe food distributions, and provide safe food supplies to home delivery clients. In total, about 75 volunteers per day are coordinated and led by Foodbank SBC staff.

Case study - Yolo Food Bank

Yolo Food Bank has been providing weekly home delivery of a box of food containing about 40 lbs of produce and shelf-stable items to anyone who self-certifies that they are a low-income senior or have a pre-existing respiratory or health issue that puts them at risk. As of early April, the food bank was serving about 2,300 households through this delivery program (including expansion to citywide requests).

- Existing pantry clients - The program includes people who are opting out of their normal food distributions due to high risk of exposure. The food bank is actively encouraging food pantry participants to sign up for a home delivery if they have any concerns at all. (See [below](#) for expansion to newly at-risk clients countywide.)
- Creating delivery routes. Yolo County controls the database but has provided a temporary employee (Robb Davis, former Mayor of Davis who was seconded to us from his day job at UCD) and his volunteers who help manage the client info. They use the ArcGIS program that the city already had to match clustered groups of clients with a nearby volunteer to ensure all delivery routes are close by. Delivery volunteers/drivers fill out a similar form that includes their location and where they are willing to drive.
- Volunteers, private partners, and local transportation services complete deliveries. Most deliveries are handled by volunteers who have been recruited through social media. One business with an existing partnership with the food bank - Farm Fresh to You - has been handling deliveries, too. Also [West Sacramento's public RideShare program \(Via\)](#) has been doing deliveries in some areas where there are fewer volunteers.
- Delivery logistics and protocols. Drivers use the Workforce ArcGIS app that shows how many boxes to pick up, where to deliver them, and instructions for dropping the box at the door and calling to let the client know that food has arrived.

Delivering free groceries to newly at-risk people

Many meal and grocery distribution programs are currently focused on shifting operations to maintain services to their existing clients. These are several examples of how programs are starting to create mechanisms for accommodating the growing number of at-risk older adults who now require home delivery.

Case study - Yolo Food Bank

Yolo Food Bank expanded weekly home delivery of a food box from pre-existing food pantry participants to anyone who self-certifies that they are a low-income senior or have a pre-existing respiratory or health issue that puts them at risk.

- Finding newly at-risk people. The food bank has also partnered with the Area on Aging, Yolo County Children's Alliance, and several other organizations to create a merged database of clients in need of services. Those partner organizations are promoting the home delivery program to those who might need it. 211 and Yolo County have promoted the program as well.
- Registration process. There are several ways to register. Most folks just simply use the [intake form](#) on the food bank's website (no longer live due to funding limitations).
- Delivery personnel, logistics, and protocols are the same for this program as [above](#).

Case study - Orange County

The Second Harvest Food Bank of Orange County expanded weekly food box delivery to individuals on a "critical needs list" using volunteer drivers.

- *Finding newly at-risk people.* Referrals must come from a social worker or from 211. The person must have "no other option" for accessing food. [These are the questions](#) they are using to assess need.
- *Volunteers deliver the boxes.* The food bank's new [Harvest Truck Brigade](#) delivers the boxes, using the same [delivery protocol](#) in place for other distributions.

Case study - Central California Food Bank, BitWise, & Neighborhood Industries

In response to COVID-19 shelter-in-place orders, a Central Valley-based tech company, BitWise, developed a Salesforce-based public platform called [TakeCare](#) to handle requests for home deliveries in several counties. They partnered with the Central California Food Bank for food, and a workforce development organization, Neighborhood Industries, to manage the deliveries themselves. BitWise provided an initial funding investment to pay Neighborhood Industries staff for the delivery work. (~1,000 per week as of June). The food bank was able to integrate requests for curbside pick-up into the same platform as well.

Shifting senior-focused social services staff and vehicles to food delivery

Many public and nonprofit services are no longer operating at all or at full capacity. In many cases, employees from those services have experience working with older adults, and have already completed background checks, flu shots, and TB tests as a part of their employment arrangements. Temporarily shifting employees to food delivery meets a service need while keeping them employed!

Types of senior-focused programs where staff and vehicles (indicated with *) may be available:

- Adult Day Health Care*
- Transportation Services* (Known examples where these partnerships are happening already - Orange County Meals on Wheels is leveraging, also Ventura County, Sacramento Food Bank, Yolo Food Bank)
- Congregate meal programs
- Senior centers*
- Senior housing buildings

Case study - Dignity Health Connected Living, Shasta County

In Redding, CA, Dignity Health Connected Living has been utilizing the following existing staff and vehicles in currently under-utilized services:

- Meals on Wheels vehicles/drivers to deliver food before/after their regularly scheduled deliveries
- Adult Day Healthcare employees to coordinate transportation/volunteers efforts and potential food delivery (since their program is closed and they are well versed in serving vulnerable populations)
- Consolidated Transportation Service Area (CTSA) vehicles and/or personnel for home deliveries - loading up with food bank boxes and doing a route. The regional transportation agency provided approval to transition to “reverse transportation” for the duration of the COVID-19 shelter-in-place.
- OAA congregate meal program employees to assist with coordination and delivery
- Voluntary Organizations Active in Disaster (VOAD) - usually non-profit groups and faith-based organizations that coordinate emergency readiness. They are providing food deliveries to people who need food, referrals coming through 211 systems. They pre-screen and train delivery volunteers, they get a food box delivered to their home. Food includes items from the food bank, local Salvation Army grant-funded food, etc. This helps expand service beyond the organization's existing clients.

Case Study- Second Harvest Food Bank of Orange County - Senior Center/Senior Housing Partnerships

The Second Harvest Food Bank of Orange County is currently connecting food bank volunteers and once a week food boxes with staff from senior centers and senior housing to distribute food boxes to homebound older adults. The partnership first



focused on locations that had previously been food pantry sites, but has since expanded to include other senior centers and housing locations..

- *Identifying clients:* The partner organization (senior center/housing site) identifies the clients who need services.
- *Expanding sites by recruiting volunteer vehicles:* The food bank launched a [Harvest Truck Brigade](#) to bring food from the food bank to expansion sites.
- *Delivery logistics:* Food bank field distribution team (volunteers) meet at the senior center/senior housing, where the partner agency provides all delivery lists for home delivery.
- *Protocols:* The partner organization provides the personal protective equipment. Volunteers receive PPE protocols, and safe delivery instructions (e.g. , place at the door, back away). Clients also receive a [client receipt protocol](#) with information about how to safely receive the box.

Case Study - Satellite Affordable Housing Associates

Satellite Affordable Housing Associates (SAHA) operates affordable housing properties in northern California. Food distribution has emerged as one of the most important things they can do to continue to support residents during the COVID-19 crisis. At most properties, resident services coordinators are fielding requests for delivered food. At locations that have van services, transportation staff have begun using those vehicles to pick up food donations and bring them to the building. SAHA has chosen to handle all grocery deliveries using existing staff in order to minimize the number of outside people that could spread the virus. Staff bring the bags or boxes, knock or call through the door, and back up to confirm the resident received the food. Frequency of deliveries varies by site and availability of food.

Case Study - Collaborations between senior services, meal providers, and the food bank in Amador County

As a rural community, social service providers of every stripe in Amador County are accustomed to wearing multiple hats and collaborating closely across social service providers to get the job done. That has been even more true during the COVID-19 crisis. For example:

- The *Meals on Wheels* Common Ground Senior Services collaborated with the local food bank, Amador Interfaith Food Bank, to start delivering USDA food boxes on an ongoing basis to their clients. The Meals on Wheels program already knows the clients' circumstances, so they were able to rapidly identify which ones would be unable to get groceries picked up by family members.
- The *local senior center* shifted both their congregate meal program and then expanded their regular food pantry distribution, using a drive-through pick up model for both. The grocery distribution increased by 50% - the food bank provided the food, while the senior center did outreach to their clients and encouraged them to invite others who were not able to safely get food from the grocery store.
- *County behavioral health staff* from Amador County Health and Human Services have ramped up delivery of food boxes on their behavioral health in-home visits and Adult Protective Services

welfare checks, based on assessed need. While this relationship between the county and the food bank pre-dated the COVID-19 crisis, referrals and deliveries have increased notably.

- Additional requests for food box deliveries are largely able to be handled by smaller scale community volunteer efforts.

Congregate meal programs - shifting to delivery

Many congregate meal programs are shifting to home delivery. Here are a few examples:

Case Study: Serving Seniors in San Diego County

[Serving Seniors](#) in San Diego shifted many congregate meals to delivery and scaled the level of service dramatically, recruiting and hiring new drivers and expanding the fleet of delivery vehicles through purchase and rentals. Nutrition clients can also access telephonic case management support. [This video](#) and this [summary document](#) provide details on the scale of this and related operations shifts. In addition, Serving Seniors is also providing a week's supply of food (breakfast, lunch and dinner) to both seniors 65+ and others who are quarantined in hotels/motels in the coming weeks.

Case Study - City of Berkeley Aging Services

The City of Berkeley Aging Services shifted congregate meal program clients from local senior centers to twice a week delivery. They deliver three meals on Monday and four meals on Thursdays. Most meals are delivered by city staff from the department.

Case Study - Meals on Wheels Diablo Region

Meals on Wheels Diablo Region is delivering 7 frozen meals to congregate clients that are worried and don't want to leave their homes.

Case Study - PSA 18 Ventura County - Volunteer Delivery of Congregate Meals

In three of Ventura County's districts, the Area Agency on Aging had an existing relationship with a Park & Recreation program for services for older adults (e.g. senior centers, RSVP program, etc.). In one city, the Park & Recreation department provided the staff to the senior center where there was a congregate meal program pre-COVID. Initially, that program switched to a meal pick-up model, but that model was limited in capacity. A volunteer recruitment effort through the Park and Recreation department, in collaboration with a local non-profit Adult Day Care program, provided the capacity to flesh out a meal delivery model that could serve some pre-existing congregate meal clients along with an influx of new requests. At that program, delivery is mostly being completed by volunteers driving their own vehicles.

Home delivered meals - operational changes to support scaling

Demand for home delivered meals has skyrocketed during the shelter in place order. Ventura County saw client counts more than double by mid-April, Meals on Wheels of San Francisco had 20 percent weekly increases in demand during the first weeks of the crisis. Some strategies that have been employed by existing home delivered meals providers to rapidly scale services have included:

- ✓ Tapping existing restaurant vendor relationships to scale meal production (e.g., Ventura County AAA had an existing vendors for direct service of home delivered meals);
- ✓ Reducing the frequency of delivery to each client (e.g. switch from deliveries 5 days a week to 2 days per week, providing more meals per delivery);
- ✓ Working with staff at senior housing buildings to meet drivers at the front door and complete the delivery to the client

Case study - Meals on Wheels of San Francisco (MOWSF)

Since the start of the COVID19 crisis, MOWSF has seen a 20-percent increase, weekly, in requests for home-delivered meals. The program is scaling to meet that need, while adjusting protocols to protect staff, volunteers, and program participants. In order to keep clients safe, MOWSF drivers have adopted social distancing practices to include no contact deliveries.

Creative new delivery practices have supported scaling and client safety. In some cases, the program has worked with staff at senior housing partners to meet deliveries at the front door and complete the delivery to the client, with safety checks done remotely by phone. Some delivery schedules have shifted from five days a week to two days a week, including more meals at each delivery. MOWSF has also begun preparing shelf-stable boxes of meals that can last one individual for a week in the event of staff or volunteer shortages due to illness and/or safety concerns.

Coordination of free meal delivery with free groceries

Case Study - PSA 18 Ventura County

Throughout the AAA, demand for food has more than doubled as of the week of April 20th. New requests are referred through Ventura 211. Disaster services workers are supporting delivery with county vehicles and phone assessments.

The AAA is providing a one-time delivery of 14 days worth of food that can include hot meals, weekly frozen meals, and/or groceries depending on the needs of the client. Groceries are supplied from the AAA's supply of bulk purchased items. Approximately 300-400 people a day were requesting this service - some were recurring from previous weeks, some were new.

Case study - Los Angeles Regional Food Bank

The Los Angeles Regional Food Bank was already partnering closely with a variety of congregate and home-delivery meal programs to provide clients with monthly grocery distributions. Depending on the program, the food bank would provide either individually pre-boxed shelf stable items, cases of shelf-stable items, and/or produce. These partnerships have continued with social distancing during the COVID-19 crisis. Their typically distribution models are:

- Congregate meal programs provide clients with the pre-packed 10 lb box (and sometimes added produce) at the same time as meal pick-up.
- Home delivered meals programs would either provide a uniform pre-boxed set of grocery items with the meal delivery, or they may receive shelf stable cases and produce so they can make dietarily customized boxes to meet the individual dietary restrictions of each client.

Case study - San Francisco's Coordinated Planning for Food Response

The County of San Francisco has created a “Feeding Unit” as a part of their Emergency Operations Center. There are approximately 40 people involved in the team in some capacity or another, focused on coordinating food response work to make sure that they understand where the gaps are, and create solutions for filling them. The team includes representatives from the Department of Public Health, the Controller’s Office’s City Performance staff, various data and human services analysts, contracts support, and account managers who are working directly with local CBOs, including meal providers and the food bank to find out what their needs are. Analyses at the feeding unit are focused on various sectors that may need support during the crisis (e.g. older adults, people with underlying conditions, children & families, people living in SROs, etc.). Out of that coordinating structure, the county is supporting dramatically increased home delivered meals programming, [home delivered groceries](#) through the food bank, an “In Quarantine” home delivery program (see below), and implementation of the [Great Plates Delivered](#) program.

In Quarantine: Free meals and groceries delivered

The feeding unit has set up an “In Quarantine” (IQ) program to deliver meals to people who have been told by their health providers that they need to stay home related to COVID-19 and are food insecure. The intake line is run by directly the Emergency Operations Center and staffed by social workers, using a newly built intake database that is intended to be ready to scale. Working with the network of food trucks from Off the Grid, people receive the first two days of meals. If they are able to use groceries instead of prepared meals, they are shifted delivered free groceries packaged by a local community based organization and delivered with disaster services workers.

New infusions of funding have come from a combination of individual donations to the [Give to SF Fund](#), local county commitments, FEMA Great Plates Delivered, FEMA Public Assistance Funding (pending approval). The County created a [Request for Qualifications](#) that can be used to identify meal vendors and delivery mechanisms that can support both types of expanded meal delivery programs.

Generalized delivery support

Some local entities are creating programs to deliver a variety of items, including food, to people unable to leave their homes due to COVID-19. These programs may include free food resources, but also purchased groceries and other items.

Case study - County delivery program - Los Angeles County Critical Delivery Service Program

Through a grant provided by the Federal Transportation Authority (FTA) and administered by the Los Angeles County Metropolitan Transportation Authority (MTA), Workforce Development, Aging, and Community Services (WDACS) Department New Freedom Transportation has launched a temporary delivery program called [Critical Delivery Service \(CDS\)](#) to deliver food and other vital necessities (pre-paid, ready for pick up) to individuals who are unable to leave their homes due to COVID-19.

The Aging and Adult Services Branch initiated the program, shifting the transportation trips provided by taxi a local taxi coop from the existing grant to critical delivery services trips with approval from the MTA, the local funder. The drivers all already had background checks and were trained to provide trips to this vulnerable population. They are now shifting their work to pick up and drop off critical needed services to older and disabled adults. All drivers wear gloves and masks and leave all goods at the client's front door.

The program is designed for folks that can prepay for their goods online only. All large chain grocery stores offer delivery services for a fee. Therefore, the client chooses pick up at the store and the program coordinates pick-up and delivery to their homes. In addition, they also pick up at other stores where items are needed that are known to household items.

Case study - Neighbor Express volunteer delivery support, Coordination with local CBOs

Walnut Creek, CA and Concord, CA are using the platform [Neighbor Express](#) to directly connect local volunteers with people in the city who need deliveries of food. The website includes meal delivery as well - Meals on Wheels Diablo Region is providing the meal delivery for both cities, as well as grocery coordination in Concord.

Case study - University-based delivery support - Ball State Athletics Department

In Muncie, Indiana, the Ball State Athletics Department has launched a COVID-19 "[Cardinal Couriers](#)" program, where the school's athletics staffers help fans in at-risk populations whose health can be compromised to pick up pre-purchased items such as groceries and medical prescriptions. While this effort is far from California, it is a useful example of how human resources and vehicles that are part of local universities might be leveraged to support delivery work.

Drive-Thru Models

Drive through distributions can allow for no-touch distribution of groceries or meals. This is an efficient option for serving people with cars or connections to friends and family with cars. Many food banks and meal programs implemented some version of these models.

Grocery drive-thru distributions

Case study - Second Harvest Food Bank of Orange County

The Second Harvest Food Bank of Orange County's drive through distribution is open to the public on Saturdays. As of early April, they expected to serve anywhere from 5,000 - 7,000 cars.

- 211 is referring people to the program, as is the pantry network, social media, earned media pieces. [Messaging](#) is clear that it is targeting "households that are facing the deepest need for food—those who have no other resources."
- Distribution happens at the Honda Center parking lot.
- The city helps with traffic control
- Largely staffed by volunteers, plus food bank staff and some City of Anaheim workers on loan to the food bank
- Each car gets pre-packed bags - one with shelf stable items, one with produce
- Cars drive through, pop the trunk, 40 cars a minute, >4,000 cars.

Case Study - San Diego Food Bank CSFP Program Drive-Thru, Proxy, and Delivery

Thanks to the partnership with Team Rubicon running the food bank's CSFP call center, the San Diego Food Bank has been able to call seniors who missed their boxes and reminded them to send a proxy to an upcoming site or opt for a delivery. Most of CSFP sites in that area have moved to drive- thru.

Case study - Dignity Health Connected Living, Shasta County - Drive Thru Meals w/ Groceries

Drive through meals can be picked up for congregate meals programs. Clients who are nutritionally at risk can take an extra hot meal for dinner, as well. These sites are often co-located with drive-through groceries like Senior Brown Bag of CSFP.

Congregate meal programs - shift to pick up/drive through

Case-study - PSA 9 Congregate Meal Drive Thru or Walk-Thru, Plus Delivery

As demand for meals is growing, congregate meal sites are taking different approaches depending on the local setting.

- **Suburban drive thru model:** Several congregate meal sites in suburban locations in Livermore and Pleasanton have shifted to a drive-through distribution model. Many clients have vehicles, which makes it reasonably easy to pick up one meal per day. In some circumstances, a client will also pick up for their spouse. For clients who are unable to come to pick up the meal, city staff have taken on some door-to-door meal delivery.
- **Urban walk-thru model:** In Oakland, several sites have shifted to distributing congregate meals using a walk-through pick up model. Paratransit services are also providing delivery services to some clients, as needed.

Case study - [Serving Seniors in San Diego](#)

Serving Seniors in San Diego has shifted operations to provide “to-go meals” - breakfast, lunch, and dinner Monday through Saturday, as well as breakfast and lunch on Sundays. This service focuses on homeless individuals and those who do not have adequate means to heat and properly store food. Details available [here](#).

Case Study - Meals on Wheels Diablo Region

Through Meals on Wheels Diablo Region, congregate sites are providing pick up of seven frozen meals a week to congregate clients who can pick up.