

## ABC Food Recovery – Project Overview

The client for this example is ABC Food Recovery (anonymized at their request.) ABC, a 501-C3, coordinates food recovery from restaurants, grocers and distributors and redistributes the food to food banks and food pantries.

The goal of this project was to support development of a strategic plan for regional expansion of food recovery operations.

The work products below were created in the fall of 2020, during 2.5 two-hour online workshops.

ActionMap subsequently provided additional consulting to the ABC management team around how to utilize these findings for identifying and selecting a high-level strategy.

Three major strategic alternatives were identified: operator, franchisor and consultancy. Consultancy was decided on.

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Area Title: ABC Main Operations

ID:

OG1NZ56X

Map Title: ABC Main Operations

Map ExtID:

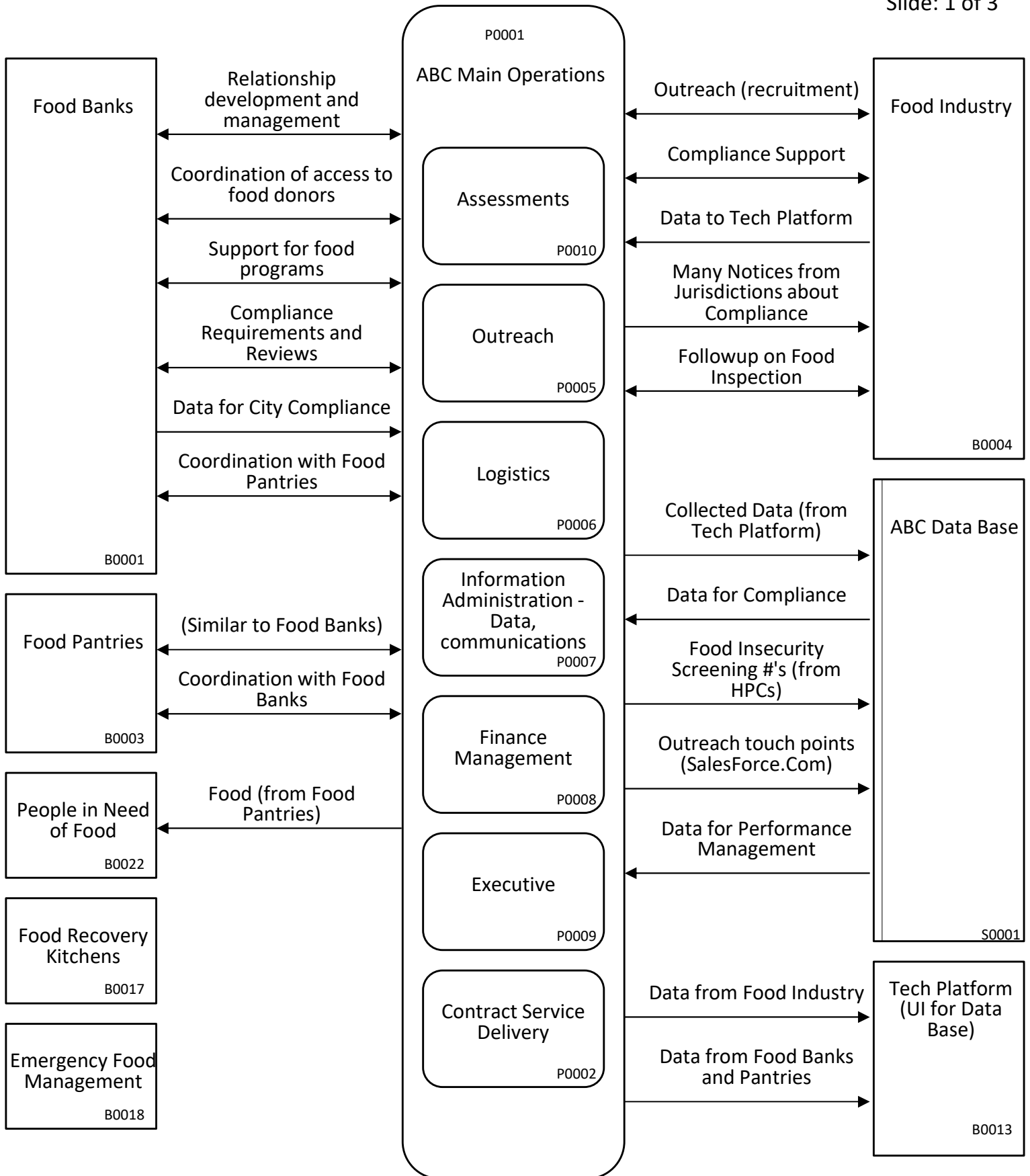
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Area Title: ABC Main Operations

ID: OG1NZ56X

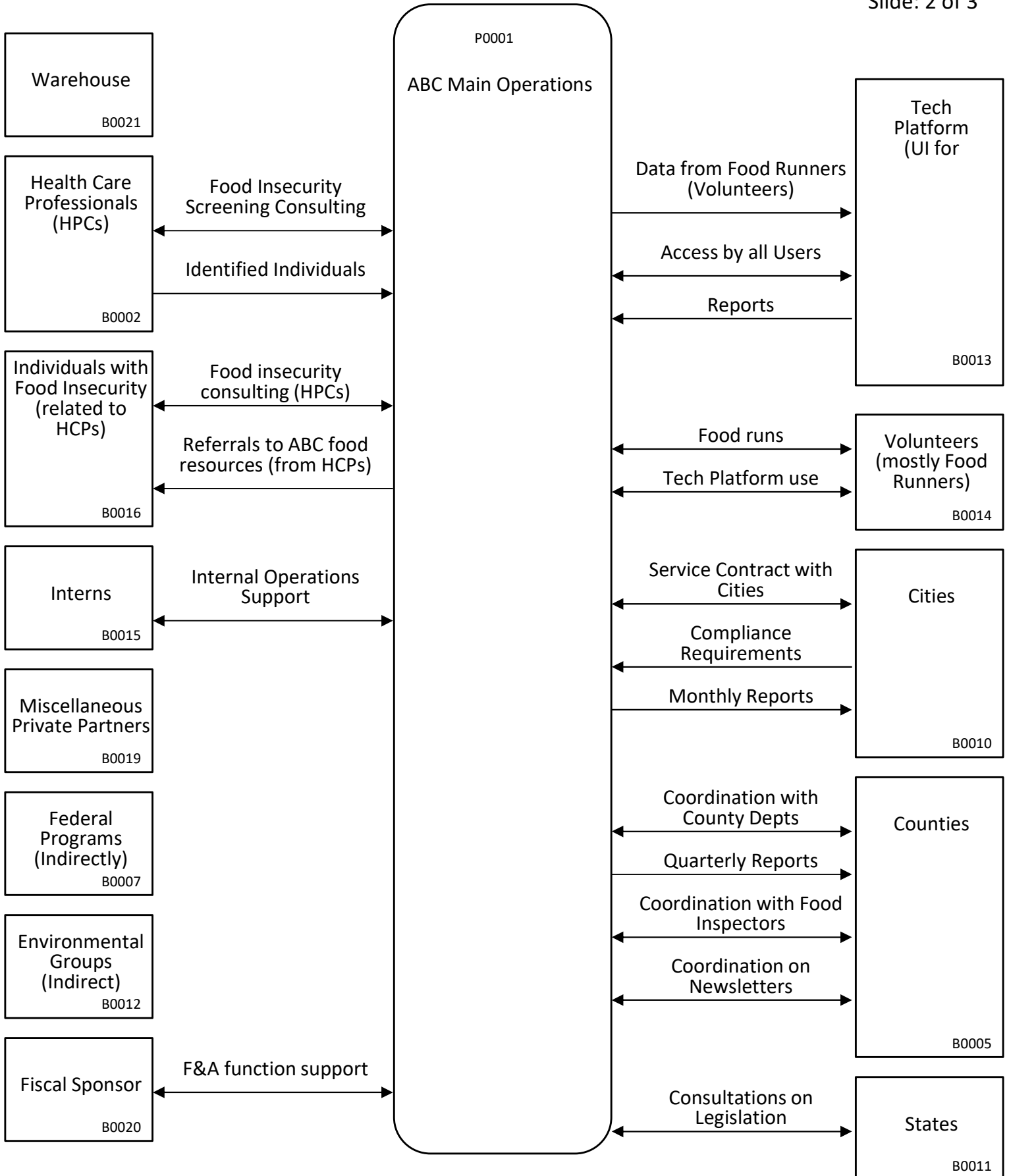
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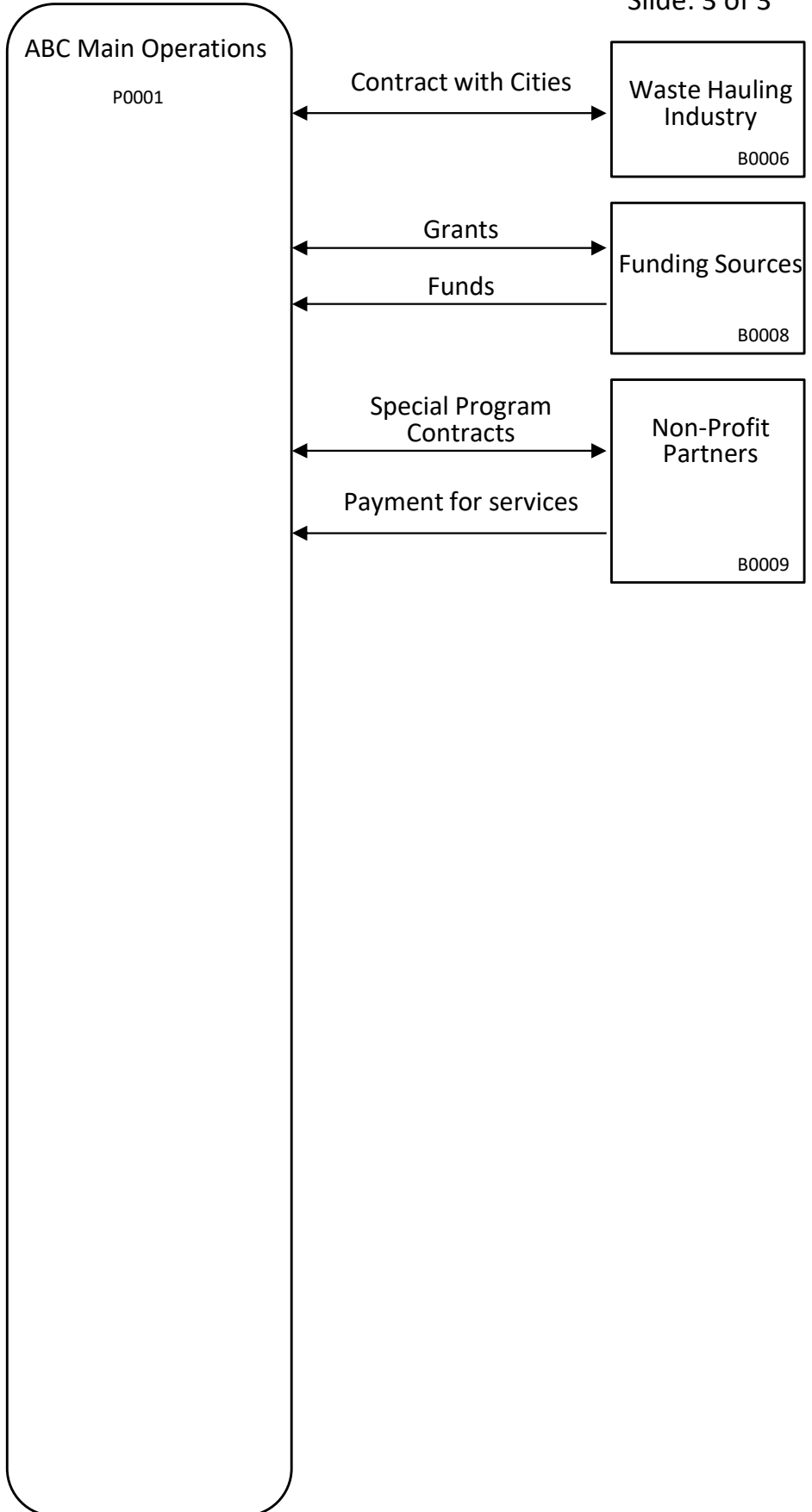
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Map and Plan Area: **ABC Main Operations**  
 Map and Plan Area ID: **OG1NZ56X**  
 Map Title: **ABC Main Operations**  
 List Title: **Map Parts, Evaluations, Priorities**  
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<b>Main Text</b>
<b>ABC Main Operations</b> <i>Map and Plan Area Name</i>
<b>ABC Main Operations</b> <i>Map Central Process</i>
<i>Major Goal Reduce food insecurity</i>
<i>Major Goal Facilitate food recovery and distribution logistics, without material food handling</i>
<i>Major Goal Provide Support for entities in overall food recovery system</i>
<i>Major Goal Support compliance in the overall system with respect to food safety, recovery and disposal</i>
<i>Goal Extension of current services in current territory</i>
<i>Goal Improving operations to be able to support higher volume of operations</i>
<i>Issue Is the SB1383 "driver" adopted in other states? The drivers of cost benefit and PR is still there in all geographies. Coastal governments are moving toward SB1383</i>
<i>Issue Are there other components of the system that would not extend to other states?</i>
<i>Note Mississippi: don't have environment concerns;</i>
<i>Note Challenge is to do a "needs assessment": to identify resource and tailor the model to each situation</i>
<i>Change Idea How to move forward beyond "non-profit"?</i>
<i>Change Idea What are different motives for participation by different entities? How do these differ by geo?</i>
<i>Note Private = bottom line; government = risk reduction, compliance (threat of litigation)</i>
<i>Note ABC gets the ones who understand the model; others want to wait</i>
<i>Note SB1383 has three tiers; Tier 1 and 2 need to be compliant sooner. Tier 3 = smaller restaurants =&gt; more focus on cost savings, PR, community</i>
<i>Note Focus on food donations outside of Federal programs</i>
<i>Note Food recovery is approx 50% less expensive than food disposal (~\$60/ton vs ~\$126/ton)</i>
<i>Note All elements of the model are important to achieving the overall objective; leaving any element out can affect other elements</i>
<i>Note Food recovery hierachy: 1st - avoid waste; 2nd - for people in need, 3rd - industry, 4th - compost; 5th - landfill</i>
<i>Note There is a cost benefit for all players in the cycle; SB1383 pulls in the waste haulers; they cannot simply dispose; this increases other cost benefits</i>
<i>Note Millennials are important audience for PR related to food recovery</i>
<b>Assessments</b>
<i>Goal The assessment process and tool set is an important instrument for strategic expansion</i>
<i>Note Where is the food? Where is the need? What are the resources to bring them together? (Fair ground = food storage/refridgeration)</i>
<i>Note Key component of growth =&gt; enhanced resources from combining geographies (e.g. Santa Barbara and Ventura Counties)</i>

<b>Outreach</b>
<i>Note Key activities: gain participation in the program; provide customer service to other entities in the ecosystem</i>
<b>Logistics</b>
<i>Note Key activities: Support getting products from donor to recipient, all points in between (e.g. cold storage)</i>
<b>Information Administration - Data, communications</b>
<i>Note Key activities: Food Recovery Administration, Data Management; and other admin tasks; communication with Cities; general information support</i>
<b>Finance Management</b>
<i>Note Key activities: keep track of grants &amp; grant requirements; forecasting, budget, finances in general</i>
<b>Executive</b>
<i>Note Key activities: Oversight and coordination (Rachel and Mike)</i>
<b>Contract Service Delivery</b>
<i>Note Support for Food Banks and Food Pantries - data management; compliance</i>
<i>Note Expansion Activities (under contract agreements)</i>
<b>Left Side Column</b>
<b>Food Banks</b>
<i>Issue Food banks are reluctant to engage; resist sharing information, resources, control</i>
<i>Note 2 in OC, approx. 15 total</i>
<i>Note Food Bank =&gt; distributor to Food Pantries</i>
<i>Note There is an agreement document with Food Banks; projects, programs, distribution of grant money, performance, etc (MOU or contract)</i>
<i>Note Food banks see themselves as center of system; they are distributors; not good at xxx, boots on the ground, food recovery; disregarded food recovery</i>
<i>Note Food banks will compete with each other; OC fortunate that they cooperate</i>
<i>Note Food banks have made lots of money during pandemic, other non-profits have paid attention</i>
<b>Flow, To-From Central Process: Relationship development and management</b>
<i>Note Free signup to the Tech Platform</i>
<b>Flow, To-From Central Process: Coordination of access to food donors</b>
<b>Flow, To-From Central Process: Support for food programs</b>
<i>Note Grants, food safety, supplies, inventory management (supporting and augmenting)</i>
<b>Flow, To-From Central Process: Compliance Requirements and Reviews</b>
<b>Flow, To Central Process: Data for City Compliance</b>
<b>Flow, To-From Central Process: Coordination with Food Pantries</b>
<b>Food Pantries</b>
<i>Issue Conflict of goals with "Feeding America"</i>
<i>Note 400 in OC, total approx 600</i>
<i>Note Food Pantries =&gt; food to people in need</i>
<i>Note Generally there are not written agreements; they need to be compliant (e.g. food safety); verbal understanding to solve problems together</i>
<i>Note ABC wants to be support system for Food Pantries</i>
<i>Note Mom and Pop operations, dependent on Food Banks, love/hate relationship;</i>
<b>Flow, To-From Central Process: (Similar to Food Banks)</b>

<b>Flow, To-From Central Process:</b> <i>Coordination with Food Banks</i>
<b>People in Need of Food</b>
<b>Flow, From Central Process:</b> <i>Food (from Food Pantries)</i>
<b>Food Recovery Kitchens</b>
<i>Note</i> <i>Packaged meals from recovered food</i>
<i>Note</i> <i>About five different kitchens, strategically placed around the County</i>
<i>Note</i> <i>Important component in the model, in terms of addressing food distribution; this is integral to overall, should not be left out</i>
<b>Emergency Food Management</b>
<i>Note</i> <i>Solar powered freezer management (storage for Food Recovery Kitchens); and inventory when supply chain is disrupted</i>
<i>Note</i> <i>Earthquake, power outages, roll-over of inventory re: end dates</i>
<b>Warehouse</b>
<i>Note</i> <i>Not used for distribution to those in need; that comes from Food Banks and Pantries; ideally where would be no warehouse; = logistics helper</i>
<b>Health Care Professionals (HCPs)</b>
<i>Goal</i> <i>More Hospitals engaged</i>
<i>Note</i> <i>20+, 15 Family Resource Centers, Kaiser, CHOC, UCI Medical</i>
<b>Flow, To-From Central Process:</b> <i>Food Insecurity Screening Consulting</i>
<b>Flow, To Central Process:</b> <i>Identified Individuals</i>
<b>Individuals with Food Insecurity (related to HCPs)</b>
<b>Flow, To-From Central Process:</b> <i>Food insecurity consulting (HCPs)</i>
<b>Flow, From Central Process:</b> <i>Referrals to ABC food resources (from HCPs)</i>
<b>Interns</b>
<i>Note</i> <i>For internal ABC operations support</i>
<b>Flow, To-From Central Process:</b> <i>Internal Operations Support</i>
<b>Miscellaneous Private Partners</b>
<i>Note</i> <i>Cold storage; logistics and transportation; supplies; etc.</i>
<b>Federal Programs (Indirectly)</b>
<i>Note</i> <i>Through the food banks, due to pandemic (there has been only limited work with Federal programs outside of pandemic)</i>
<b>Environmental Groups (Indirect)</b>
<i>Note</i> <i>ABC provides awareness to other entities: environmental groups may pursue litigation against cities based on state reports of non-compliance</i>
<b>Fiscal Sponsor</b>
<i>Goal</i> <i>Become standalone 501C3 (no longer need ONEOC)</i>
<i>Note</i> <i>ONEOC - (like a non-profit incubator - help non-profits get set up): HR, bookkeeping accounting, contract management, line of credit</i>
<b>Flow, To-From Central Process:</b> <i>F&amp;A function support</i>
<b>Expansion Strategy</b>
<i>Issue</i> <i>Jurisdictions are very territorial; task forces; cities, counties, state level - the name OC got in the way</i>
<i>Issue</i> <i>For Food Industry: not large enough, not enough geo scope to appeal to large food entities</i>
<i>Issue</i> <i>Non-profits: what is the benefit of collaboration? Where are added resources?</i>
<i>Issue</i> <i>"Too soon", "ahead of the game"; "pre-Milenial"; now coming around</i>
<i>Goal</i> <i>What is ABC's financial capacity to expand? Money in NorCal, program in SoCal?</i>
<i>Change Idea</i> <i>Grant to provide medically tailored meals</i>

<i>Change Idea</i> Where is highest chances of success? NorCal, Ohio, 3rd = WA or MN? WA is further along, might have state bill (regional proximity)
<i>Note</i> Lots of competition in NorCal, less in Ohio (undeveloped for food recovery)
<i>Note</i> Ohio: best opportunities are in larger cities; how to prioritize? based on who has best set of resources / results of assessment
<i>Note</i> Western Region seems to be paying more attention to food recovery
<i>Issue</i> Does a jurisdiction choose a single partner to fill the role? Typically ABC represents government to the public; one ==> DATA aggregator
<i>Goal</i> Funding
<i>Note</i> Contracted, paid services: starts with Assessment; similar to consultancy
<i>Issue</i> Is there a constraint on operational capacity?
<i>Note</i> Where is difference between consultancy and operations coordination and operations management?
<i>Note</i> ABC does not want to leverage national partnerships unless they have sufficient
<i>Issue</i> Staffing constraints?
<i>Note</i> Ventura and SB combined staff with one Project Manager, overloaded
<i>Note</i> ABC will train project managers
<i>Note</i> Operations guides, other documentation, leverage national partners
<i>Issue</i> Franchise model: hard to replicate
<i>Change Idea</i> Can 10x expansion focus on West Coast jurisdictions that are already identified as similar to ABC's environment in OC?
<i>Change Idea</i> Expansion guidelines (on the table)
<i>Note</i> Choose the locations that have all the resources needed
<i>Note</i> Other area might have different cultural factors, however similar resources
<i>Change Idea</i> "Meta-Assessment" - what are the elements needed to succeed?
<i>Change Idea</i> Assessment creates opportunity for later; assessment educates; wait for elements come together
<i>Note</i> Ventura, San Bernardino
<i>Note</i> It's a "Not Yet", not a "No"
<i>Note</i> Starting success with Mississippi; did not follow through (\$); they were looking for hub; food security is a major spoke. State went faith-based, lost support
<i>Note</i> Minnesota, WA, OR are receptive; benefit to Health Care;
<i>Note</i> Mississippi was not a failure, but too much stretch.
<b>Right Side Column</b>
<b>Food Industry</b>
<i>Goal</i> More donors - how to increase participation
<i>Issue</i> Entities did not want to participate because it would stain brand; but universal phone cameras can damage PR
<i>Note</i> Restaurants, Groceries Stores, Distributors, Manufacturers, Schools, Processors, etc.
<i>Note</i> Total entities: 16K in OC, 1500 enrolled (restaurants impacted by pandemic)
<i>Note</i> Benefits for donors: tax deductions; reduced waste hauling; purchasing adjustments (visibility to surplus); good PR - community engagement
<i>Note</i> Some may want a written agreement; large entities, school districts, corporate entities; maybe 10%
<i>Note</i> Educate about hierarchy of food re-use
<i>Note</i> 40% of food created is subject to disposal; 15% of recovered food is wasted



<i>Note Shelf life is critical to the decision to throw food away; so a time component to the cycle</i>
<i>Note Food industry operators can receive a tax deduction for donations; sometimes this is misused</i>
<i>Note Anecdote: Pantry ended receiving from 2 food retailers and reduced their disposal by 50%</i>
<i>Note Food industries have compliance, tax, etc. constraints; these can be used to gain participations; Can be used at the individual store, store manager level</i>
<b>Flow, To-From Central Process: Outreach (recruitment)</b>
<i>Note One year, intern program to contact food service entities</i>
<i>Note Leverage the many notices from Jurisdictions, help entities be compliant</i>
<i>Note "Agreement" with Food Services is simply for them to sign up on the Tech Platform</i>
<b>Flow, To-From Central Process: Compliance Support</b>
<b>Flow, To Central Process: Data to Tech Platform</b>
<b>Flow, From Central Process: Many Notices from Jurisdictions about Compliance</b>
<b>Flow, To-From Central Process: Followup on Food Inspection</b>
<b>ABC Data Base</b>
<b>Flow, From Central Process: Collected Data (from Tech Platform)</b>
<b>Flow, To Central Process: Data for Compliance</b>
<b>Flow, From Central Process: Food Insecurity Screening #'s (from HPCs)</b>
<b>Flow, From Central Process: Outreach touch points (SalesForce.Com)</b>
<b>Flow, To Central Process: Data for Performance Management</b>
<b>Tech Platform (UI for Data Base)</b>
<i>Note Donors (donor, pounds, donated to, time, temperature, type of product)</i>
<i>Note Recipients: donors, when, how much, donation details</i>
<i>Note Volunteers: time spent, food delivered, etc.</i>
<b>Flow, From Central Process: Data from Food Industry</b>
<b>Flow, From Central Process: Data from Food Banks and Pantries</b>
<b>Flow, From Central Process: Data from Food Runners (Volunteers)</b>
<b>Flow, To-From Central Process: Access by all Users</b>
<b>Flow, To Central Process: Reports</b>
<b>Volunteers (mostly Food Runners)</b>
<i>Note Not too many volunteers other than Food Runners; volunteers are directed to Banks and Pantries</i>
<b>Flow, To-From Central Process: Food runs</b>
<b>Flow, To-From Central Process: Tech Platform use</b>
<b>Cities</b>
<i>Change Idea State legislation requiring 20% increase in food recovery (reducing food landfill; reduce methane emissions)</i>
<b>Flow, To-From Central Process: Service Contract with Cities</b>
<i>Goal By 2025 to have income from "tip fees"; related to recycling programs</i>
<b>Flow, To Central Process: Compliance Requirements</b>
<b>Flow, From Central Process: Monthly Reports</b>
<b>Counties</b>
<i>Issue SB1383 does not include County landfills, and landfills are revenue to Counties</i>
<i>Note State, County, City</i>

<i>Note</i> Cities need to reduce food going to landfills; donations are a way to do that; state goals are mandated
<b>Flow, To-From Central Process:</b> <i>Coordination with County Depts</i>
<b>Flow, From Central Process:</b> <i>Quarterly Reports</i>
<b>Flow, To-From Central Process:</b> <i>Coordination with Food Inspectors</i>
<i>Note</i> ABC receives list of inspections
<b>Flow, To-From Central Process:</b> <i>Coordination on Newsletters</i>
<b>States</b>
<i>Note</i> Bill SB1383 to reduce food disposal by 20% by 2025 - effective 1/1/2020 - currently in set up program; evaluation 2022; feedback; fines in 2024
<i>Note</i> State law puts onus on Cities + Haulers (Haulers have contracts with Cities, less so with Counties)
<b>Flow, To-From Central Process:</b> <i>Consultations on Legislation</i>
<b>Waste Hauling Industry</b>
<i>Note</i> Food recovery is more effective than recycling
<i>Note</i> Waste Hauler has a responsibility to Cities to be compliant with 1383
<i>Note</i> Benefit to the Waste Hauler in contract to City: "We work with ABC which can help you the City be compliant with 1383"
<b>Flow, To-From Central Process:</b> <i>Contract with Cities</i>
<b>Funding Sources</b>
<i>Note</i> County Programs; "Tip" fees (more in future); Contracts with Cities;
<b>Flow, To-From Central Process:</b> <i>Grants</i>
<b>Flow, To Central Process:</b> <i>Funds</i>
<b>Non-Profit Partners</b>
<b>Flow, To-From Central Process:</b> <i>Special Program Contracts</i>
<b>Flow, To Central Process:</b> <i>Payment for services</i>