COUNTY OF VENTURA

EDIBLE FOOD RECOVERY CAPACITY STUDY

PREPARED BY ABOUND FOOD CARE

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1.0 Introduction

Abound Food Care (Abound) was contracted by Ventura County to complete an Edible Food Recovery Capacity Study, to fully assess the regional capacity of edible food recovery for the jurisdictions located in Ventura County as required in the Short-Lived Climate Pollutants regulation (SB 1383). The Capacity Study is an in-depth survey of local non-profits, including Food Share Ventura County, a survey of Tier 1 and 2 generators, and a detailed roadmap and recommendations for Ventura County to assist their member jurisdictions in compliance with SB 1383 and build a resilient food recovery model in the region.

Approach to Meeting Contract Tasks

Abound approached this task with three clear goals in mind:

1. To identify the resources needed to meet requirements of SB 1383;
2. To effectively recover excess edible food to reduce food insecurity; and,
3. To provide a roadmap for all stakeholders in the region that ensures the transparent and responsible use of funds.

Abound worked to gather as much information as possible through surveys, interviews, data requests, and site visits. This report represents a snapshot of the current programs that are in flux from the significant impacts of the COVID-19 pandemic and the current SB 1383 regulations. The stakeholders in the County should view this report as a starting point and revisit these recommendations in accordance with the guidelines provided and measure them against the proposed metrics of success to continue to build upon the program as necessary to meet these fundamental goals as the region adapts and changes.

1.1 Contract Tasks and Deliverables

Task	Task Description	Deliverable
1	Number of Tier 1 and Tier 2 Commercial Food Generators by Jurisdiction	List of Generators and Call Log in Appendix C
2	Identify Generators that have “extraordinary circumstances” making compliance impracticable	List of Generators and Call Log in Appendix C
3	Identify Generators that a contract or written agreement with a food recovery organization or a food recovery service	List of Generators and Call Log in Appendix C
4	Calculate the amount of edible food that will be disposed by Commercial Food Generators	Summary of Data Provided in Section 5
5	Identify a list of food recovery organizations located in and serving Ventura County	List of Food Recovery Organizations in Appendix B
6	Identify existing capacity at food recovery organizations	List of Food Recovery Organizations in Appendix B
7	Identify plans for new, or expanded, capacity, if any, at food recovery organizations and food recovery services necessary to recover the edible food estimated to be disposed by commercial edible food generators.	List of Food Recovery Organizations in Appendix B
8	Recommendations for increasing edible food waste recovery.	Summary of Recommendations Provided in Section 4

2.0 Short-Live Climate Pollutants – Edible Food Recovery Regulations

In 2016 Californians decided to act against global warming and the greenhouse gases that cause it. The State passed SB 1383, which is a bill designed to reduce methane emissions, which are produced in large part from the decomposition of organic waste in our state's landfills. The goal of SB 1383 is to reduce the amount of organic waste to 25% of what was buried in 2014 by the year 2025. Some of the most ambitious and important considerations of the law are the food rescue requirements. The law mandates that 20% of all edible food that is being sent to landfills be intercepted and used to feed those who are food insecure. This not only provides nutrition, especially for those who are most in need, but it also prevents food from entering landfills and creating methane.

Generators Must be "Primarily Engaged" in Sale of Food

p. 54 of SLCP Regulation (30) "Grocery store" means a store primarily engaged in the retail sale of canned food; dry goods; fresh fruits and vegetables; fresh meats, fish, and poultry; and any area that is not separately owned within the store where the food is prepared and served, including a bakery, deli, and meat and seafood departments.
Primarily engaged can be determined through the percent of the total square footage dedicated to the sale of food or the percent of total revenue generated through the sale of food.

SB 1383 Edible Food Recovery Guidelines

Under SB 1383, CalRecycle has set a goal of intercepting 20% of the edible food that is currently being taken to landfills, and instead, ensuring that it reaches people[1]. To meet this goal, SB 1383 regulations have placed requirements on businesses that generate sufficient amounts of edible food waste and require them to establish food rescue programs. The food rescue regulations start in 2022 with the largest generators, known as "Tier 1" generators, which include large food distributors, larger grocery stores, and supermarkets. By 2024, the regulations expand to cover large restaurants, hotels, schools, large events, and hospitals. This second wave of covered businesses are known as "Tier 2" generators. As a first step toward compliance, CalRecycle has asked each jurisdiction to evaluate the 'capacity' of current food recovery infrastructure and its ability to manage bringing Tier 1 and Tier 2 businesses into compliance. This evaluation is due to CalRecycle in August 2022 but has been completed here to ensure that the Ventura County can take the important steps necessary to meet the compliance requirements of SB 1383.

Tier 1 Donors Required to Send Surplus Food to Food Organizations Starting January 1, 2022 including;

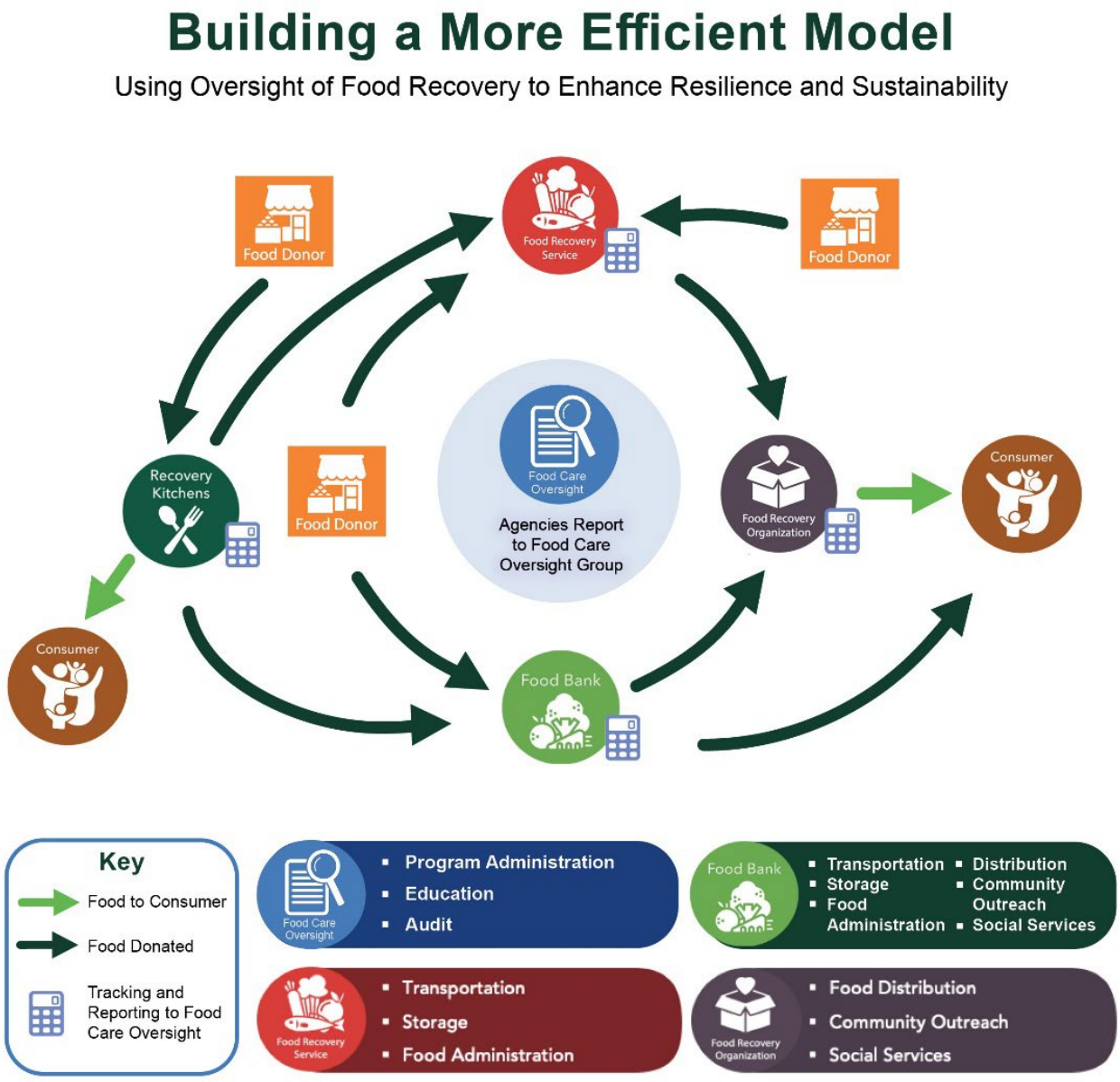
- Supermarkets with revenue ≥ $2 million;
- Grocery Stores with Facilities ≥ 10,000 sq. ft.;
- Food Service Providers;
- Food Distributors; and
- Wholesale Food Vendors.

Tier 2 Donors Required to Send Surplus Food to Food Organizations Starting January 1, 2024 including;

[1] Note that Edible Food Recovery targets are not based on a 2014 baseline. Instead, targets are measured from existing disposal estimates.

- Restaurants with Facilities ≥ 5,000 sq. ft. or 250+ seats;
- Hotels with an On-Site Food Facility and 200+ Rooms;
- Health Facilities with an On-Site Food Facility and 100+ Beds;
- Large Venues and Events;
- State Agency Cafeterias with Facilities ≥ 5,000 sq. ft. or 250+ seats;
- Local Education Agency with an onsite Food Facility; and
- Non-Local Entities.

Edible Food Recovery Network:



Non-profit organizations have historically been responsible for edible food recovery from businesses who have voluntarily chosen to donate their food. At the center of the organizational networks are large food banks, operating as the main distribution centers, moving pallets of food in and out of their operations. Food banks help support the bulk of the logistics for the network, conducting or coordinating most food collection and contracting with major chain businesses for the collection of their food. Smaller non-profits depend, sometimes exclusively, on the food banks for food to provide to their patrons. Although food recovery has been in practice for many years, it does not represent the bulk of the food that moves through these networks. Adding a layer of complexity to this network is the competitive nature that exists between the organizations, who all rely on the same pool of resources (funding, volunteers, and food).
Instead, Abound has been working to build a more resilient, efficient and sustainable model for food recovery. Central to the approach is building relationships, shared logistics and greater levels of collaboration between the organizations. This can be achieved by providing oversight of the network through an independent organization, that brings non-profits together, standardize reporting expectations and providing strategic funding to assist the network in achieving recover goals. Below is an image of the recommended model for building an efficient and sustainable food recovery network, where Ventura County with Abound Food Care would fill the role of Food Care Oversight.

2.1 Jurisdictional Requirements

The jurisdictions must be prepared to comprehensively meet the requirements of SB 1383. The key points of the food rescue requirements are monitoring, outreach, program deployment, and reporting.

Monitoring: A list of businesses that must comply with the edible food recovery requirements are presented in this report. These businesses fall into the "Tier One" and "Tier Two" categories, which must begin rescuing food by 2022 and 2024 respectively. These lists will become the basis for outreach and implementation of food rescue plans. For businesses that assert they do not require compliance, the jurisdictions must require some burden of proof from the generator why they do not fall into the definitions of Tier One or Two.

Outreach: Jurisdictions must work with Tier One and Tier Two businesses to ensure that all the businesses required to donate food under this law are well-equipped to do so. The jurisdictions must see to it that all these businesses receive print, verbal, and digital outreach informing them of how to comply with the law, where to find food rescue partners, and potential penalties for refusing to participate in the program. There could be an opportunity for Ventura County's Health Department to conduct the enforcement/inspections on Tier One and Tire Two generators, which should be further explored.

Reporting: Jurisdictions must be fully prepared to track its efforts, as well as capacity planning reporting, and all other reporting requirements under SB 1383. Reporting programs must be developed by working closely with food banks, pantries, businesses, and the local community to acquire the needed information for its reports to CalRecycle.

CalRecycle's SB 1383 regulations provide key definitions as follows:

California Code of Regulations
Title 14, Division 7, Chapter 3
Article 6.0. Transfer/Processing Operations and Facilities Regulatory Requirements

(24) "Food recovery" means actions to collect and distribute food for human consumption which otherwise would be disposed.
(25) "Food recovery organization" means an entity that engages in the collection or receipt of edible food from commercial edible food generators and distributes that edible food to the public for food recovery either directly or through other entities including, but not limited to:
(A) A food bank as defined in Section 113783 of the Health and Safety Code;
(B) A nonprofit charitable organization as defined in Section 113841 of the Health and Safety code; and,
(C) A nonprofit charitable temporary food facility as defined in Section 113842 of the Health and Safety Code.
(26) "Food recovery service" means a person or entity that collects and transports edible food from a commercial edible food generator to a food recovery organization or other entities for food recovery.

3.0 Current Food Recovery Landscape in Ventura County

To provide an accurate and useful assessment on how to improve the current food recovery network, it is critical that we understand the current landscape of the food recovery network and dynamic between the food recovery agencies, the food bank and the county. Important to our understanding is which nonprofit pantries should be highlighted as potential "stand outs" in Ventura County. This is assessed the discussions with the non-profit pantries, food bank and through data gathering surveys. Ventura County has 62 pantries and one large food bank, Food Share of Ventura County. There are several large pantries that identified they can increase their capacity if support was given. Additionally, several smaller pantries expressed they could increase their efficiency with additional support. We have detailed a list of the pantries that participated in the surveys in Appendix B. 16 pantries can receive more food donations and 46 indicated they are currently at capacity.

Food donors that have a relationship with the Food Share Food Bank are serviced in two ways. The first being that Food Share will pick up from the donor and bring the food back to their location for sorting.

Food pantries can shop at the food bank's location with no shared maintenance fees[2]. The other method of service includes coordination with the nonprofit food pantries to pick up food donations directly from the donor. This is usually on a set schedule, where the pantry will sort and distribute the food donation to their clients. It was identified that 65% of food collected through grocery rescue is picked up directly from the pantries. Additionally, most of the food donations in the County are coordinated through the food bank, who assists with the administration, tracking and agreement components of the operations.

The food bank identified that they will not be servicing Tier 2 edible food generators except for school districts in which they either have existing agreements with or are working to establish agreements[3]. This is consistent with the food bank operations as they primarily handle pallet sized quantities of food, whereas Tier 2 quantities are typically donated by the case. There is a large number of Tier 2 generators that need to be brought into compliance based on our data gathering surveys. There are opportunities in the County for food repurposing kitchens and some pantries have indicated that are able to take prepared foods, the required compliance lift for Tier 2 generators is significant. This makes supporting those pantries that have expressing willingness to participate and looking into building repurposing kitchens essential to assisting Tier 2 generators.

Additionally, there is a percentage of food that is donated to a food pantry that is not coordinated through the food bank. While the many of the pantries have an agreement with Food Share, they do not have an agreement for any donations that take place outside of that relationship. Often, the pounds of food donated is estimated by the food pantries based on the typical weights of certain types of donations. Many of these food pantries did identify scales would assist them in their recordkeeping and tracking operations.

Some food pantries are currently servicing Tier 2 generators but did identify some needs to expand this Tier 2 recovery including the need for more space, volunteers and logistics assistance. There was a large number of food pantries that closed recently (past 24 months) due to various factors with the most obvious being the COVID 19 pandemic. More details are provided in Section 8.2.

Abound did identify pantries that show an ability to recover more excess edible food and are especially poised to assist with the additional Tier 1 and Tier 2 edible food generators. The table below summarizes pantries with existing logistics capabilities, space and have expressed an ability to increase their recovery efforts with some additional support detailed in Section 8.3.

[2] Some food banks charge a 'shared maintenance fee' to pantries that receive food from their operations. This is used to cover the cost of collecting and sorting the food at the food bank. Food Share does not charge its' pantries a shared maintenance fee or delivery fees.

[3] It should be noted that food banks across the state are expressing they will not collect from Tier 2 donors as it does not fit within their existing operations and would cause a significant disruption to their model, in addition to adding consequential challenges to maintaining food safety requirements.

Summary of Pantries with Existing Capacity

Name of Pantry	Location
Moorpark College: RC Charities	Moorpark
Salvation Army Oxnard	Oxnard
Salvation Army Ventura Hope Center	Ventura
Camarillo Community Church	Camarillo
St. Rose of Lima Church Christian Services	Simi Valley
Project Hope St. Columba's Episcopal Church	Camarillo
Food Share (Ventura County Food Bank)	Oxnard
First Assembly of God Church	Ventura
Sacred Heart Food Pantry at Cabrillo Village	Ventura
Catholic Charities: Ventura	Ventura
Rescue Mission Alliance (Food Bank) & Ventura County Rescue Mission	Oxnard
The River Community Church	Ventura
Community Action Network	Oxnard
Spirit of Santa Paula Food Pantry & USDA Plus	Santa Paula
Spirit of Santa Paula USDA Plus	Santa Paula
Oxnard College Sociology Club FY 17/18	Oxnard

4.0 Summary of Program Recommendations

Edible food recovery with the expressed goal of reducing food waste and food insecurity is still in its infancy within the state of California and Ventura County, with several factors and variables to be determined over time. Some of these variables include possible future regulatory interpretation and additional regulations that may further increase stringency around food waste disposal. It is Abound's goal to assist Ventura County with meeting SB 1383 requirements now and establish a long-lasting program that will tackle food insecurity within the county. It is important to develop the infrastructure, tools, and solutions needed to protect the planet and make excess edible food an effective resource in the effort to reduce the costs and chronic health effects associated with food insecurity. Additionally, developing a sustainable edible food recovery model now will allow for Ventura to prepare more stringent regulations in the future, which are in line with the current trend of how California is mitigating greenhouse gases.

Effective planning in the near-term should focus on achievable short-term goals that help to build resilience and metrics of the program, with a focus on SB 1383 compliance requirements. Long-term goals can be better identified over time, through the analysis of metrics and response of the food recovery networks to the investment in infrastructure and support. Until long-term goals are fully established, Abound recommends focusing on near-term planning and goal setting to meet the initial requirements of SB 1383 and develop a regional program. The goals and recommendations in this report should be viewed as a 'living' portion of the document that can be updated over specific intervals of time to meet the long-term goals.

Through our research, survey responses, field visits, and an analysis of the available data provided to us, Abound has identified a number of challenges that exist in developing a strategic path to edible food recovery and an associated shared cost. These factors and challenges included the following:

Factors and Challenges

1. Ventura County has a mix of urban and rural areas creating some unique challenges. Many pantries are located in the more densely populated areas of the County. However, there are several populated regions of the County that do not have pantries with additional available capacity. Additionally, rural areas of the County have limited pantry locations or need expanded pantry services to service all demographics and businesses.

2. We feel there is a need for further detailed data to better identify where the pockets of food insecurity exist in the County by neighborhood. This goes beyond the generic data provided in common regional food insecurity data such as Feeding America's "Map the Meal Gap[4]." Infrastructure requirements for pantries will be different in regions where food must be stored for longer periods of time. For example, turnover of food will be faster in neighborhoods that have higher levels of food insecurity. This information would assist in defining the best areas for a potential food recovery kitchen and augmentation of the existing logistics infrastructure and goes above and beyond.

3. Food recovery administration is an area that both Abound and Food Share has identified as a significant gap. Food recovery administration for Tier 2 generators is not a role Food Share sees themselves playing in the county for a variety of reasons. It is important for the County to clearly identify potential entities that could administer a food recovery program.
    a. Through discussions with Food Share they indicated they would be open to a conversation with the County regarding the administration of Tier 1 generators. Conversations should include if funding is available for this administration and a detailed description of roles and responsibilities.

4. Generators reported that they 'had no available food for donation'. Although this could be true, it could also be indicative they need a higher level of training and confidence on what might be donatable to a non-profit. A generator, such as a grocery store, will have excess food at some point in its supply chain that can be donated for food recovery. For example, product that is delivered in error to a store location cannot be returned to the distributor. Even if a store has achieved 'zero waste' in their own operations, likely there will still be opportunities to donate food through these circumstances. Additionally, SB 1383 requires robust documentation of a qualifying generator's food waste, and the jurisdiction is required to monitor commercial edible

[4] Although widely used, Feeding America's Map the Meal Gap provides general information, but is not kept up to date nor does it provide details needed to understand food insecurity, by City or neighborhood, within a County.

food generator compliance. Should a generator claim they 'had no available food for donation', they would need to provide proof in their enforcement audit, where their compliance cannot be based off of a response to a survey question.

5. The overwhelming amount of food recovery efforts are currently being conducted and/or coordinated by Food Share, using their trucks, personnel, and distribution center. Food Share will not be able to assist in Tier 2 recovery, as it is outside their operational scope, except for some school donation programs. Tier 2 (prepared food) typically cannot be managed through food banks. Even pantries associated with food banks are limited in their ability to manage prepared foods because of the higher food safety risk.

6. Although several pantries have expressed they can add more food donors to their routes, the total amount of capacity that can be increased is relatively limited. The pantries will need additional support to manage an increase in donations, through a variety of means, that could help streamline their operations and expand donations further. (For example, Spirit of Santa Paula is driving to Los Angeles to receive a large weekly donation of food. This could instead be completed through a third-party logistics company, allowing Spirit of Santa Paula to collect more food from qualifying generators in the local region[5].) Specifically, food recovery organizations expressed needing the following logistics and infrastructure: scales, pallet jacks, supplies like produce bags, storage space for dry goods, cold storage, trucks, drivers, volunteers, and staffing.

7. The 31 actively confirmed non-profit pantries that identify as currently conducting food distribution or food services vary in capacity. They range from managing 135 pounds to 75,000 pounds a month and work out of a range of locations including a closet, a church, community center, or warehouse. All food recovery organizations are non-profits and listed 501(c)(3)s.

8. Non-profit pantries are often working with limited staff and are heavily reliant on a volunteer base contributing to challenging communication and inconsistent degrees of effectiveness. This has been made more challenged by COVID that upended their operations.

9. In general, current donors seem satisfied with Food Share and existing non-profit services.

10. Overwhelmingly pantries are not using scales to weigh their food. There is a desire for the pantries to receive scales and enhance their tracking abilities. Additionally, pantries responded favorably to receiving software to enhance their operations. Software requests varied from programs that assisted with their operations, recordkeeping, client management and donor management.

11. Food pantries report very limited on-site storage and refrigeration space, some stating they must distribute the same day as receiving the food.

12. 39% of non-profit pantries have plans for expansion, but overall, the plans are relatively small compared to the required new capacity needed for the County. Barriers to expansion include a lack of dry storage, cold storage, staffing, volunteers, food donation opportunities, space, and funding.

    a. Food Share is entering escrow on their new facility and planning a capital campaign. They are planning to use funds from state which will cover a portion of the expansion. They have additionally made a request for the County to match the $3,000,000 using ARPA funds.

[5] As the program develops it is our hope that this large donation will be replaced with food recovered more locally.

13. Food recovery from Tier 2 donors is disproportionately more difficult than food recovery from Tier 1 donors and yields less usable product. For example, there are more prepared food items which significantly limits the number of non-profits that can provide service to them. There is also less food per pick-up, where the logistics burden is higher (see page 15) for less total food received.

14. Additionally, Tier 2 food donations pose a significantly higher food safety risk because much of this food is hot and it is more difficult to maintain food safety through the hot food chain. This will require more training and outreach to staff on how to safely manage the food. Along with the reality that there is comparatively higher staff turnover in Tier 2 establishments, which leads to the need for greater education and outreach than that of Tier 1 donors, Tier 2 compliance will be a challenge.

15. Several pantries and Food Share expressed concerns about the increase in organic waste that will result from expanded recovery programs. This is of particular concern as the implementation of SB 1383 will require these organics to be collected and separated from non-compatible materials. As these are volunteer networks, they are concerned about having the back of the house support to separate organics from non-organic materials, and potential fines resulting from contamination in their organics.

Given the phased SB 1383 requirements and the reality that pantries and the community are in a state of adjustment from COVID back to regular business operations, a phased goal setting approach allows Ventura County to evaluate the program, track metrics for success and adjust as needed. (Our funding suggestions match these strategies and are presented in Section 10.) Abound has determined that a short-term plan (12-24 months) with the expressed focus of bringing Tier 1 generators into compliance and preparing for Tier 2 compliance, and a long-term program (post 24 months) is the most prudent next steps.

Short-Term Strategy (12-24 months)

Food Share

- Abound recommends supporting Food Share in the administration and onboarding Tier 1 and schools in Tier 2s, on-site evaluation of pantries that are required to service the Tier 1 generators and general donor management.
- In addition, Abound recommends providing wages for a driver to assist in onboarding these generators.
- Food Share is working to consolidate their facilities, where our long-term funding program and earmarked items will support their efforts.

Pantries

- Based on our initial analysis of the pantry responses Community Action Partnership of Ventura County, Spirit of Santa Paula, Ventura County Rescue Mission, RC Charities and River Community Church are likely to be valuable participants that could be used quickly and efficiently to enhance food recovery in the region. Abound recommends supporting these pantries in their efforts.
    - Notably RC Charities is looking to expand their location in Moorpark. It is important for the County to discuss how to support this expansion as capacity in that region of the County will be very important to SB 1383 compliance.

- Specifically, the County should consider funding programs that assist with third-party cold storage funding, logistics funding and operations, to include refrigerated vans, pallet jacks, scales, and supplies.
- Additionally, the County should invest in a third-party, on-site food safety training and auditing program. This will further enhance food safety efforts as the pantries are responding to an increase in tonnage from the Tier 1 and 2 donors in a responsible and safe way. This has proven to be an effective strategy to update pantry needs that are identified when the auditors are on-site.
- We recommend working with the pantries to connect the network and maximize transportation resources. For example, Abound has suggested funding of several refrigerated vans that can be utilized, for a fee, by other pantries to assist in their pick-ups. This fee would be subsidized by the regional funding approach.
    - Food Share currently has Agency Enhancement Grant program. They have completed two rounds of grants in recent years totaling $500,000. One consideration for the County is to utilize Food Share's grant program as a to distribute funds to the non-profits. However, more discussion here is needed to understand this role particularly with Tier 2 compliance, how the process of allocating funds would be completed, the role of the County in this program and if an administration fee would be required.

Food Repurposing Kitchens

- We recommend exploring kitchen location options in the cities of Oxnard and Ventura since the majority of available excess edible food is located in these regions. There is potential for a repurposing kitchen in the City of Moorpark, however there is an absence of a culinary program in this area. Implementing a repurposing kitchen in this City would require more development and communication with a potential partner.
- Abound recommends earmarking $125,000 per food repurposing kitchen location. Funding for this program includes kitchen equipment such as a blast chiller, vacuum packaging equipment, and speed racks.
- In order to manage the kitchen operations, a food repurposing kitchen coordinator is necessary to oversee the receipt of food, dietary guidelines, ensure food safety procedures are followed, and recipes are developed in order to maximize the use of the available food.
- Saticoy Food Hub was raised as an option for a repurposing kitchen. Various community centers in and around Saticoy show community kitchens, which could potentially be used as repurposing kitchens to assist with SB 1383 compliance.

Overarching Program – Short Term

- Abound recommends the County identify an independent Food Recovery Administrator to manage the Food Donation Program and assist with onboarding Tier 1 and Tier 2 food generators as well as identifying needs of the food recovery network as the program expands. The Food Recovery Administrator will also be responsible for the education of the food pantries as to why tracking and reporting is important, not only for SB 1383 compliance but also for their operational efficiencies. They will also be responsible for facilitating the collaboration between the public, private, and nonprofit partners to ensure maximum program effectiveness.
- A Food Safety Program is a critical component of a successful program. This training ensures that the product Tier 1 and Tier 2 generators donate is handled safely to avoid any damage to the

program and partner's brands, due to a potential foodborne illness from the mishandling of excess edible food.

- Abound has identified that there is a need for cold storage capacity in the food pantry network. We recommend providing on- site refrigerators and freezers, however there is also a need for 3rd party cold storage facility solutions due to the limited space at food pantry locations. This stopgap will assist pantries in recovering the increase of edible food from Tier 1 generators.
- The County should consider engaging in dialogue between the non-profit agencies and waste haulers to discuss programs that will reduce the burden of sorting organics from non-organics, or fines related to organic contamination. Programs could include funding depackaging programs to process the material and eliminate contamination, finding consistent and reliable volunteer groups to assist with back of the house waste sorting or other programs that would relieve the concern of contamination in organics or non-compliance with SB 1383.

Long-Term Strategy (+24 months)

Food Share

- The funding strategy for Food Share is contingent on the funding and building of the expanded cold storage capacity at their new consolidated location.
- Abound recommends earmarking funds for a Program Coordinator to administer contracts, coordinate the donations from Tier 1s and Tier 2 schools, and communicate with the pantry network on their operations as new food donors implement their Food Donation Programs.
- Additionally, providing funding for a driver to assist in the increased logistical aspect of the program will relieve pressure from the food pantry network.
- An investment in supplies including pallet jacks with scales and sorting materials will increase the food bank's ability to operate efficiently.

Abound recommends that Ventura County support the food bank's expansion to enhance their efforts in bringing the remaining Tier 1 generators into SB 1383 compliance.

Food Repurposing Kitchens

- As onboarding of Tier 2 generators expand, the need for a location to accept the prepared product will become critical. The development of additional food repurposing kitchens will fill the gaps of Tier 2 prepared product and Tier 1 bulk product which is expected to increase. Locations for the expanded kitchen program will need to be identified based on the areas of need and willing kitchen partners.
- An investment of $125,000 per additional kitchen location will be necessary to provide the kitchen with the equipment and supplies needed to begin production of nutritious meals.
- Each Food Repurposing Kitchen will need a coordinator to oversee the operations, assist in procuring product, communicate with the existing kitchens and manage the distribution to the food pantry network.

Overarching Program – Long Term

- While Food Recovery Software is critical in the development of a successful food recovery program, more research and development are needed to assess which platform will fit the County of Ventura's needs the most. The software will focus on the recovery from Tier 2 generators and

provide coordination and logistical assistance for the higher volume of businesses that must participate in food donation. The 24-month timeline to implement a food recovery software will allow for appropriate vetting and perhaps time for the industry to move to a user base fee structure which will allow more flexibility in the system.

- The implementation of logistics solutions, expanded cold storage capacity, both through refrigerators and freezers as well as 3rd party cold storage facilities, are essential to the long-term success of a food donation program and adds to the ability to increase the capacity to recover more food.

5.0 Capacity Evaluation

The capacity evaluation aims to address two questions: 1) What is the projected amount of edible food produced from all Tier 1 and Tier 2 generators?[6] 2) Does the current network of food recovery agencies have the available infrastructure to manage the edible food? If the assessment determines there is a gap, and that the current infrastructure will not be sufficient to collect all available edible food from Tier 1 and Tier 2 generators, based on these calculations, then jurisdictions must provide a plan to ensure that gap is closed.

5.1 Estimation #1 Disposal Based Method

The most straightforward means of estimating the amount of edible food available for recovery within a jurisdiction is to extrapolate from disposal figures using a waste characterization. Specifically, this estimation uses the most recent CalRecycle Disposal Reporting Service[7] records of tons of material disposed, and the "2018 Facility-Based Characterization of Solid Waste in California[8]" released in May 2020. From these figures the following food waste estimates are obtained:

In 2019, the most recent year for which data is available, Ventura County Disposed of **1,003,051 tons**[9] of waste. This figure is provided by CalRecycle and is based off the most up-to-date information from Electronic Annual Reports.

The 2018 Waste Characterization finds **2.84% of** waste is edible food. As such, Ventura County is disposing of **28,512 tons** of edible food. CalRecycle is seeking to recover 20% of the potentially donatable tons from current disposal by 2025. At current rates, this would suggest rescuing at least **5,702 tons, or 11,404,000 pounds, of food per year.**

5.2 Estimation #2 – Business Based Method

Another approach to estimating the amount of food waste considers the individual businesses that would be subject to SB 1383 edible food requirements. These businesses are identified, then the amount of food waste each may generate is estimated using sector-specific waste characterizations. Currently, this analysis is done using publicly available data from several different sources. We have performed this evaluation and provided the number of Tier 1 and Tier 2 generators.

[6] Note that the 20% food recovery goal is not used to assess capacity. Capacity is assessed based on the number and type of Tier 1 and Tier 2 generators in the jurisdiction.
[7] https://www2.calrecycle.ca.gov/LGCentral/DiversionProgram/JurisdictionDiversionPost2006
[8] https://www2.calrecycle.ca.gov/Publications/Details/1666
[9] https://www2.calrecycle.ca.gov/LGCentral/DisposalReporting/Origin/CountywideDetail

This method suggests that Ventura businesses generate **84,779 tons** of food waste of which **18,567 tons** are edible. Commercial Food waste is estimated to be slightly more donatable than the overall food waste stream at **21.9%** recoverable.

5.2.1 Estimation #2 – Methodology

The CalRecycle Commercial Sector Waste Characterization provides sector-specific estimations of how many pounds per employee of waste is produced by each business type. The results of this analysis are provided in the table below. Food waste is the waste type used for this analysis. **Appendix A** provides the complete list of each of these generators and their estimated generation.[10]

Table 3: Food Waste Generation by Business Type

Business Type	Pounds per Employee per Week
Arts and Education	33.07
Durable Wholesale/Trucking	2.31
Education	5.59
Hotels	21.25
Electronic Equipment	1.35
Food and Nondurable Wholesale	18.63
Manufacturing	1.21
Medical and Health	5.57
Public Administration	2.11
Restaurant	46.89
Food Stores	19.33
Retail Trade	14.79
Services (Management & Administration)	7.07
Services (Professional)	5.92
Services (Repair and Personal)	2.69
Other	3.08

CalRecycle's 2018 Waste Characterization provides an update to the earlier waste characterization and suggests that 22% percent of food waste is edible. This percentage is applied to the amount of food waste generated, based on the number of employees.[11]

Businesses are listed under the North American Industry Classification System (NAICS). This data is sourced through ReferenceUSA, which aggregates NAICS data with employment statistics from the Employment Development Department. This data provides contact information for each business in a jurisdiction, the type of business it is (e.g. grocery store, restaurant, wholesale food distributor), and an

[10] CalRecycle - 2014 Generator-Based Characterization of Commercial Sector Disposal and Diversion in California – September 10th 2015.

[11] CalRecycle - 2018 Disposal-Facility-Based Characterization of Solid Waste in California – 5/15/2020. https://www2.calrecycle.ca.gov/Publications/Details/1666

estimated range of the employees at the location. The employee count is the basis for estimating the size of the business.[12]

5.2.2 Calculation of Tonnages – CalRecycle Guidance Documents

To determine the availability of new tonnages of edible food waste, the employment numbers are estimated for each Tier 1 and Tier 2 generator, using data provided by the NAICS. These employment numbers are multiplied by the pounds per person per week waste generation data provided by the CalRecycle Commercial Sector Waste Characterization Study. The edible food waste from each eligible Tier 1 and Tier 2 business is summed. Each businesses' eligible food is calculated as follows:

1) **Estimate Employees at Business:**

$$Estimated\ Employees\ =\ (Employee\ Range\ Low\ +\ Employee\ Range\ High\ )\ \div 2$$

(e.g. Employee Range: 10-19: 2(10+19) ÷2 = 14.5 employees)

2) **Calculate Annual Food Waste at Business:**

$$Food\ Waste\ (TPY) =\ Employees\ x\ Food\ Waste\ Pounds\ per\ Employee\ Per\ Week\ x\ 52\ \div\ 2000$$

3) **Estimate Amount of Edible Food Waste at Business:**

$$Edible\ Food\ Waste\ (TPY)\ =\ Food\ Waste\ \times\ 22\%$$

4) **Repeat and Sum for each Tier 1 and Tier 2 Business:**

Once summed, this is the estimate for edible food waste generated by SB 1383 covered businesses. Note this amount will be affected by participation rates of each business. In addition, the Waste Characterization analysis is based on a statewide level and may not accurately represent the individual member jurisdiction. Using the CalRecycle calculator guidance, it estimates the generators produce the **18,567 tons** of edible food per year:

5.3 Estimation #3 – Food Bank Data

Abound has interviewed and submitted data requests to Food Share to better understand their current operations and gather baseline food recovery data. Food Share is currently collecting, or administering the collection, food from a number of Tier 1 and Tier 2 generators. Through this data collection effort Food Share estimated that annually 7 million pounds of food was collected from approximately 79 Tier 1 and Tier 2 generators. This equates to an annual collection of 88,607 lbs. per donor per year. This data can be extrapolated by multiplying it against the number of Tier 1 and 2 donors that require compliance to estimate the total potential pounds of food that must be recovered. It is important to note that this method has inherent conservancies as many Tier 2 donors will be donating significantly less food than its Tier 1 counterparts.

[12] Reference USA - https://referenceusa.com/Account/LogOn

Estimated Pounds of Additional Recovered Food from Tier 1 and Tier 2

Tier	Number that Require Compliance	Estimated Edible Food
Tier 1	98	8,683,544 pounds
Tier 2	360	31,898,734 pounds
Total	458	40,582,278 pounds

5.4 Summary of Capacity

These data do not provide exact numbers, however CalRecycle provides jurisdictions the ability to use best available information to estimate these numbers where the CalRecycle tool is provided as a guide. The table below provides a summary of the data.

Summary of Total Estimated Edible Food from all Generators

Calculation Option	Source of Calculation	Estimated Edible Food from all Generators
Option 1	Based on Disposal Amounts	57,024,000 pounds
Option 2	Generator Based Tonnage Assessment	37,113,000 pounds
Option 3	Food Bank Collection Data Extrapolation	8,683,544 pounds (Tier 1 only) 40,582,278 (Tier 1 and 2)

Ultimately each jurisdiction must use a number that best reflects the actual amount of edible food within the jurisdiction, to best plan for SB 1383 compliance. CalRecycle has stated that this is in initial assessment of capacity, and these numbers may be updated each year as more data becomes available.

6.0 Baseline of Tier 1 and Tier 2 Generators

The survey of the Tier 1 generators showed that as many as 98 will require new programs to become compliant with SB 1383. The survey results showed that many of the nonparticipating Tier 1 generators either were not aware of the SB 1383 regulations, compost their excess edible food or mentioned that they have very little waste. Many of these generators would benefit from targeted outreach and education on SB 1383 and the benefits of donating their excess edible food.

Examples of Current Barriers to Participation

Abound's Survey Question: If you do not donate, what are the barriers or extenuating circumstances?		
Generator	**Survey Answers:**	**Infrastructure Needed**
Amar Ranch Market	*"We were not aware of SB 1383."*	Targeted education to nonparticipating generators
Ladera Fruit Co	*"Everything we do not use is composted."*	Education on the benefits of food donation of edible food.
You are Loved Foods, Inc.	*"Were closed down for the past 2 years"*	Food donation onboarding assistance, scheduled pickups

There were several Tier 1 donors that did not have food that was suitable for excess edible food donation such as coffee roasters, vitamin and supplement companies, olive oil production, breweries and animal feed producers. Several food distributors are housed out of small locations but will require compliance as SB 1383 does not discriminate among distributors based on size.

Example Generators Not Suitable for Donation

Company Name	Company Description
Calpure Foods	Olive Oil
Chagit Products Inc.	Health Product Manufacturer from Mushrooms
Emergen Brewing Co LLC	Brewery
General Research Laboratories, Inc.	Vitamin Seller
Ginco International	Supplements
International Coffee & Tea, LLC	Coffee Rosters and Tea Producers
JH Biotech, Inc.	Animal Feed Producers
Olde Thompson, Inc.	Spice Manufacturer

The survey of Tier 2 generators showed that 129 generators are participating in edible food donation program as detailed in Appendix C. Although there are a number of school district not participating in food donations, Food Share did identify that they are working with Oxnard Union School District, Oxnard School District, and Pleasant Valley School District. They are also working on targeted outreach to Ventura Unified School District, Conejo Valley Unified School District and Simi School District. Port Hueneme School District also identified that they were working with Waste Free VC prior to the COVID pandemic. They have identified that they are interested in implementing a food donation program and have a goal to open a school pantry to provide their students with nutritious excess food. With education and support from the food bank, we anticipate that these school districts will be brought into compliance before the 2024 Tier 2 compliance deadline as long as the outreach efforts continue.

360 Tier 2 generators were identified as not participating in a food donation program. The majority of these establishments included schools and restaurants. There were 143 Tier 2 generators that confirmed that they are not participating in a food donation program and 217 that were non- responsive. During our outreach efforts to the initially identified Tier 2 generators, we were also able to refine the list and remove generators that do not meet the SB 1383 tier requirements as well as remove the businesses that have closed their operations. To be conservative, non- responsive businesses we assumed to not be participating in a donation program. In order to accurately capture qualifying generators, all generators that did not respond to the survey must be considered as qualifying and non-participatory, until demonstrated otherwise. Traditionally, when establishments are participating food donation, we have found that they are more likely to be responsive to surveys. Many of those responding Tier 2 generators, who are identified as not participating, do not see the importance of beginning food donation in 2022, as the SB 1383 regulations do not take effect for Tier 2 generators until 2024. This lack of urgency made it challenging to gather the necessary information from the Tier 2 generators.

7.0 Ventura County Stakeholder Engagement

Abound has identified various public and private stakeholders we feel could be beneficial in the development of an effective and successful food donation program. These stakeholders have either provided assistance to the food recovery network or have been highlighted as possible partners capable of optimizing the food recovery process. Partnerships with these stakeholders would likely increase the ability for food pantries to more effectively receive, store, process and distribute food to those in need. These stakeholders include, logistics companies, cold storage facilities, healthcare providers, education and vocational training programs, technology companies, solid waste services and jurisdiction departments.

7.1 Logistics Partnerships

Logistics is one of the primary challenges the food recovery network faces in their food donation operations. The nonprofit food recovery network is heavily reliant on the ability to purchase refrigerated vehicles. In addition to that capital expense, the agencies then must fund drivers, vehicle insurance, vehicle maintenance and fuel which is a drain on their limited and often unstable financial resources. While we have identified the need for additional refrigerated vehicles, we do not want to discount the substantial cost benefits associated with utilizing existing logistics assets from both the nonprofit sector and the food industry. Foodservice distribution companies rarely own their fleet of vehicles opting instead to lease their vehicles which provides consistent cost and virtually uninterrupted service. Often, there is greater value in allocating funds for services as opposed to the procurement of assets that, in many cases, go underutilized. By partnering with a business that could assist with logistics, the food pantry network can use this professional service to pick-up large-scale or regularly scheduled deliveries to their agency. We have identified the following logistics partners that have existing relationships with nonprofit organizations in Ventura County that could be further expanded.

Established Logistics Partners

Business Name	Business Address
Lineage Logistics	800-1300 E 3rd St, Oxnard, CA 93030
Door Dash	N/A
Sysco	3100 Sturgis Rd, Oxnard, CA 93030
The Berry Man	1720 Mountain View Ave, Oxnard, CA 93030

We have also identified potential logistics partners listed below that could assist in a food donation program. These partnerships would need to be developed but the service they provide is consistent with their core competency. Some of these foodservice providers are themselves Tier 1 generators.

Potential Logistic Partner Development

Business Name	Business Address
Jordano's Foodservice	550 S Patterson Ave, Goleta, CA 93111
Boskovich Farms	600 Richmond Ave, Oxnard, CA 93033
Pablo's Produce	3300 Pidduck Rd, Oxnard, CA 93033
Vesta*	13527 Orden Dr, Santa Fe Springs, CA 90670
Amazon	Various Ventura County Locations

**Note: Preliminary conversations have taken place with Vesta where they expressed a willingness to assist Ventura County pantries when possible.*

7.2 Cold Storage Facilities

Another area pantries identified as having insufficient capacity is access to cold storage. While refrigeration and freezers are necessary resources for food pantries, there is a benefit to having access to additional large scale cold storage facilities as a means of increasing throughput and capacity. Specifically, these facilities can be utilized to store larger quantities for short periods of time while product is distributed throughout an expansive area. We have detailed potential cold storage facilities that may be able to provide this service for the non-profits.

Potential Cold Storage Partnerships

Business Name	Business Address
Port Hueneme Cold Storage Facilities*	Various Locations
Western Precooling/ Driscoll	1560 Mountain View Ave, Oxnard, CA 93030
Artic Cold Storage	2600 Sakioka Dr, Oxnard, CA 93030
Channel Island Cooling	761 Commercial Ave, Oxnard, CA 93030
Terminal Freezers Inc	908 E 3rd St, Oxnard, CA 93030
Lineage Logistics*	800-1300 E 3rd St, Oxnard, CA 93030
Superior Cooling	541 Mountain View Ave, Oxnard, CA 93030
Sunkist	7560 Bristol Rd, Ventura, CA 93003

**Note: Port Hueneme and Lineage Logistics are currently service providers to the Food Share Food Bank and could possibly assist other food pantries with their short-term cold storage needs.*

7.3 Healthcare Providers

Based on Food Share's experience, 1 in 6 people in Ventura County suffer from food insecurity. Food recovery and food donation helps to increase access to nutritious foods for those who are food insecure, low income or live in disadvantaged communities. The ability to identify those that are food insecure in Ventura County is not only socially and medically beneficial, but it can also assist in ensuring pantries in the most disadvantaged regions receive more food. If a healthcare provider incorporates food insecurity screening into their intake procedures and direct those who screen positively to local food pantries, we are not only providing those in need with a resource to receive food, but we are also facilitating the distribution to more people and allowing more space to be available for food donations.

Another program that ties into healthcare partnerships is the medically tailored meal program. Utilizing food repurposing kitchens, under the guidance of dieticians, patients that are identified as food insecure during the healthcare screening process who additionally have dietary requirements, can receive medically tailored meals at either their healthcare provider location or family resource center. Often, patients find themselves in situations where they do not have the means to purchase foods that fit their dietary requirements and need to visit a pantry where these foods are not consistently available. Through the medically tailored meal program, a patient would be given the opportunity to receive a meal that fits their required diet during periods of food insecurity. We have listed potential locations that could conduct food insecurity screening and participate in the medically tailored meal programs below:

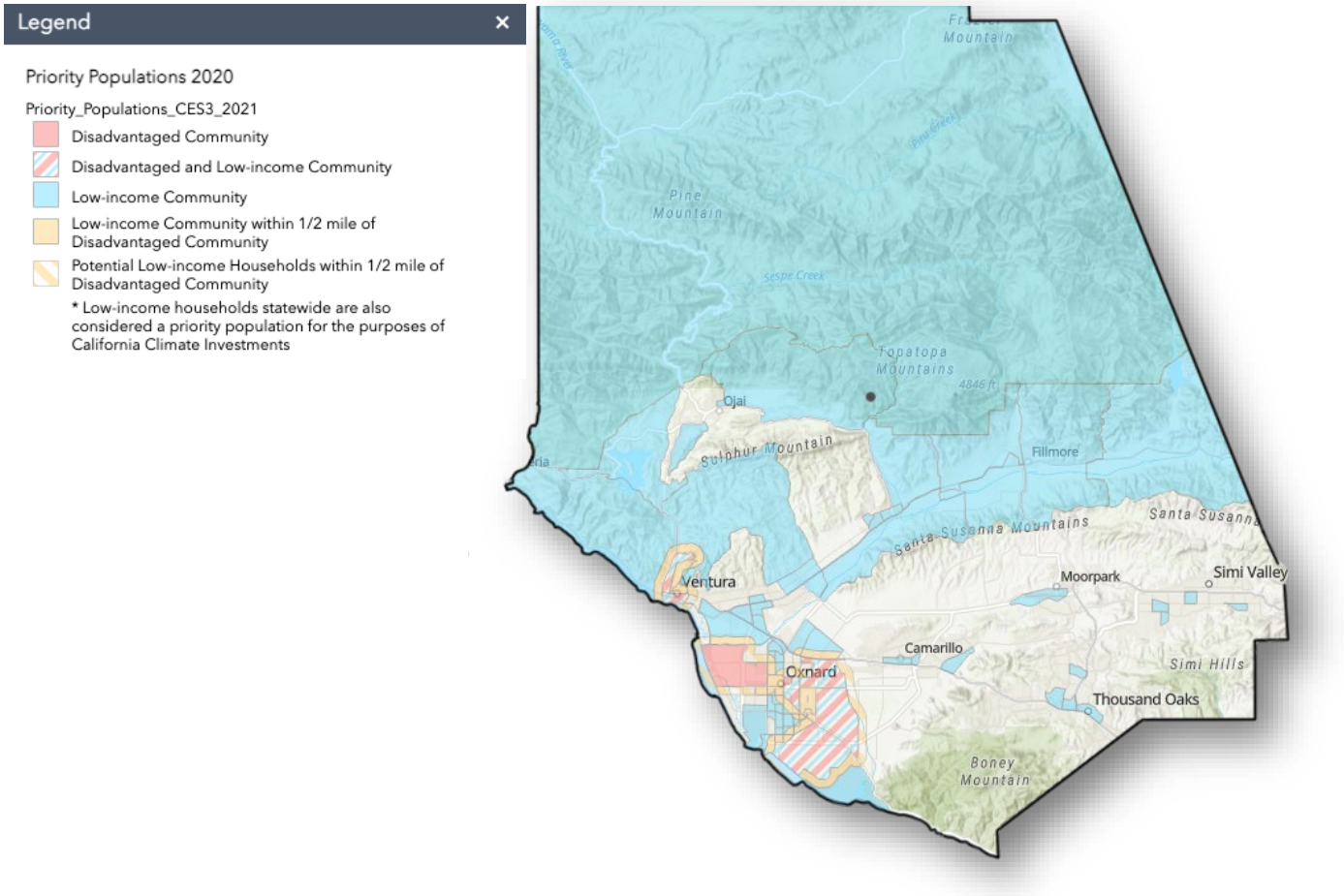
Potential Healthcare Provider Partners

Business Name	Agency Address
Kaiser Permanente Ventura*	4949 Market St, Ventura, CA 93003
Blue Shield	1000 Paseo Camarillo, Camarillo, CA 93010
Blue Cross	Various Locations
Ventura County Medical Center	300 Hillmont Ave, Ventura, CA 93003
Gold Coast Health Plan	711 E Daily Dr # 106, Camarillo, CA 93010
Santa Paula Hospital	825 N 10th St, Santa Paula CA 93061
Resource Centers	Various Locations

**Note: Abound Food Care spoke with the Regional Manager, Government Relations at Kaiser Permanente regarding participating with the food pantries in Ventura County. They said they would be happy to assist in various volunteer opportunities. Kaiser Permanente also has experience at other facilities with food insecurity screening.*

The map below shows priority populations in Ventura County including low income and disadvantaged communities.

Priority Population Map Ventura County



Source: California Climate Investments Priority Populations 3.0 by census tract

7.4 Education and Vocational Training Programs

According to the survey results, many of the food pantries do not have the resources to receive prepared food, with the exception of a few pantries that have co-located kitchens. One way to increase the ability to receive prepared food from Tier 2 generators and grocery services is to develop Food Repurposing Kitchens. These kitchens also can repurpose bulk food items into nutritious vacuum sealed meals for easier distribution throughout the food pantry network. These kitchens also provide an opportunity for vocational training through existing education systems. Local education agencies with kitchens and culinary programs can utilize recovered food to teach basic culinary skills to students preparing them for the foodservice job market. This program will not only increase the amount of bulk and prepared food recovery but also provide job training and education opportunities to the community. We have listed potential locations for food repurposing kitchens where further discussion can take place.

Ventura County Education Agency Training Program Options

Education Agency Name	Agency Address
Oxnard College*	4000 S Rose Ave, Oxnard, CA 93033
Cal Lutheran	60 W Olsen Rd, Thousand Oaks, CA 91360
Moorpark College *	7075 Campus Rd, Moorpark, CA 93021
Ventura School District	255 W. Stanley Ave., Ventura, CA 93001
Oxnard School District	1051 South A Street, Oxnard, CA 93030
Oxnard Union High School District	1800 Solar Dr., Oxnard, Ca 93030
Royal High School (Simi Valley School District)	1402 Royal Ave, Simi Valley, CA 93065

**Note: These education facilities have been contacted regarding the potential to implement a training program. More discussion is necessary to evaluate the resources required to implement the vocational training and food repurposing kitchen model. Oxnard College, through the California Restaurant Association, is part of the Prostart Kitchen Program which could be a natural fit for a food repurposing kitchen and culinary training program. Abound also communicated with Ventura College but given then current program they will not be an appropriate fit for a repurposing kitchen.*

7.5 Technology

Access to, and use of, food recovery technology will ultimately be a vital part of a successful food recovery program that not only helps to coordinate logistics but also allows staff and volunteers to be more efficient. While there are many food recovery technology platforms on the market, there is no single perfect solution. Some key components to consider when choosing a food recovery software platform includes ease of use, tracking and reporting mechanisms, food safety features such as tracking time and temperature, administrative permissions, cost and pantry and volunteer connections. This will be essential to the services of Tier 2 generators that will require a much higher level of coordination due to the types of food that must be managed. We have included a list of food recovery software programs below.

Food Recovery Software Examples

Software Name	Description
Food Rescue Hero*	Developed by 412 Food Rescue: Focusing on the logistical challenges of retail food recovery, Food Rescue Hero addresses both problems through technology-coordinated, community-powered networks. Through the app, volunteer drivers are alerted when surplus food is available to be picked up near them. Since its launch in 2016, the app has redirected more than 73 million pounds of perfectly good food from landfills to the people who need it.
Food Rescue US	Uber-style on-demand and prescheduled food rescue app enables partners to list and track food available for donation. Receiving agency portal enables organizations to list their specific needs. Provides award recognition programs for volunteers.
Careit*	Careit is an easy-to-use mobile app that seamlessly connects any organization with surplus food to a nearby nonprofit looking for food to distribute. Hungry Americans can open the app at any time to find a meal at a local nonprofit and pick it up that day
ChowMatch*	Connects food donations with nonprofits using food runners. Nonprofits will create a profile on the types of food they can receive and their receiving hours. The donor will post their donation and based on the information given will match with a nonprofit feeding agency who can either accept or reject the donation. Food runners can also post their availability and travel radius. Will generate reports.
Goodr	The Goodr App merges food rescue with mobile technology, provides economic opportunity to drivers, saves families struggling with food security money and reduces waste in our community. While informing the donor of their impact in pounds donated and meals provided.
Copia*	Uber-style on-demand and prescheduled food rescue app enables partners to list and track food available for donation. Also provides some insurance coverage
Meal Connect	Feeding America food donation app.
RePlate	Uber-style on-demand and prescheduled food rescue app enables partners to list and track food available for donation.

**Note: Abound, Food Rescue Hero, and the County, has had preliminary conversations. All of these technology platforms have expressed an interest in implementing their software program in Ventura County. More in-depth evaluations need to be done to determine which platform(s) are best suited for the County's food recovery networks needs and budget.*

7.6 Solid Waste Partnerships

Ventura County has several key stakeholders that have expressed willingness to support the edible food recovery program. Partnerships with solid waste companies are important for several reasons. Firstly, these companies are typically visiting generators as part of their education and outreach programs, where it is an important opportunity to ensure clear and consistent messaging on how to donate and what available pantry partners can be contracted with for compliance. By creating an outreach message that can be communicated consistently across all stakeholders (county, city, environmental health, logistics partners and solid waste companies), it is possible to expand the number of outreach points for one generator to encourage participation.

Importantly, solid waste companies, through their franchise contracts, can play an important role in creating sustained funding programs for edible food recovery. Historically solid waste companies have included philanthropic support of local organizations as part of the normal business operations. It has been viewed as a responsible part of any business operation and a way to develop positive rapport with community stakeholders. This well-intentioned practice can be formalized and made more strategic by linking the philanthropic donations through a strategic plan, such as the one presented in this report. Additionally, these funding programs are the backbone of sustainable funding, which assists to transform non-profit organizations who can focus on their missions of feeding people, instead of finding financial resources to continue their operations. There is potential to create funding sources in several mechanisms which are currently being considered throughout the state. These include:

- Apportioning a percent of the franchise fee toward food recovery programs. This could be assessed on a collection program in addition to a facility.
    - This can be included as an "SB 1383 Franchise Fee" for each Jurisdiction
- Including food recovery funding as a requirement of a collection contract
    - Similar to a franchise fee this could be a percentage of the rate or a flat funding requirement each year.

Ventura County has several engaged solid waste companies that have expressed initial support for a regional edible food recovery program. These include:

- Agromin, LLC's has expressed a desire to assist and develop funding mechanisms to support food recovery in Ventura County.
    - The County and Agromin should engage in conversations regarding how the management of organics throughout the region could be tied to funding edible food recovery.
- E.J. Harrison Company's consideration of funding opportunities through franchise fees or direct funding programs.
    - The County and E.J. Harrison should engage in conversations regarding how their collection programs could help to support edible food recovery programs.
- Waste Management can be approached for opportunities to participate in funding edible food recovery as a part of their operations of the Simi Valley landfill and their collection operations.
    - The County and Waste Management should engage in conversations regarding how their collection programs could help to support edible food recovery programs.
- Athen's Services has recently committed $200,000 annual funding to be allocated at the City Council's discretion.

7.7 Public Partnerships

Engagement with the City and the County as a partner in assisting with the onboarding of Tier 1 and Tier 2 generators is an effective way to inform the foodservice industry about SB 1383 regulations and compliance steps. Abound has identified a multi-platform approach that public agencies can participate in edible food recovery.

1. Planning Departments have the opportunity to educate new businesses on SB 1383 when a new business submits plans for a foodservice operation.
2. Parks and Recreation can monitor large events at various park locations and inform the organizers of the requirement to participate in food donation program. They could

additionally provide them with the contact information of the food bank or local food pantries to receive the event's excess edible food.

3. Building Departments, upon final inspection of a foodservice facility, also presents an opportunity to offer materials on food donation programs to those that need to comply with SB 1383.
4. County Environmental Health can provide food safety training to local food pantries which will mitigate foodborne illnesses through improper food safety practice.
5. Environmental Health may also include information on the Bill Emerson Good Samaritan Act addressing liability concerns of the foodservice operator. In addition, the ability to donated excess edible food can be printed on the establishment inspection form in accordance with Cal Code California retail food guidelines.

8.0 Survey of Food Recovery Participants and Generators

An important part of the evaluation of a region's capacity to recovery edible food is understanding the current food recovery program, where there is availability to do more, and where infrastructure is needed to expand capacity. This is of particular importance to ensuring SB 1383 targets are met and for reducing waste to landfill and tackling food insecurity within the region. Abound surveyed all the food recovery non-profits within Ventura County, understanding that non-profits do not work within the boundaries of a jurisdiction and a broad understanding of the current network was vital to our programmatic recommendations offered in this report.

8.1 Survey Approach

Food recovery non-profits were identified through two primary means. 1. Research of the County non-profits through publicly available sources, and 2. Through word-of-mouth interactions with the pantry agencies, we identified additional agencies that recover excess edible food. Abound developed survey questions that covered a broad range of topics including how much food each agency managed, where that food was sourced, what is the current infrastructure available, what infrastructure would be most helpful, and other notes pertaining to the non-profit operation. Additionally Abound surveyed generators, where questions for the generators were kept simple as to gather important information, set a positive tone for future collaboration, and to not be overly burdensome. A full list of survey questions is provided in Appendix C.

The surveys were conducted through phone interviews to guide participants through the questions, answer any questions they may have, and ensure there is adequate follow-up should the participant require multiple phone calls. Notes were made about each participant, where as much information as possible was gathered about the participants to assist in the assessments and final recommendations.

8.2 Summary of Generator Results

Abound reached out to 327 Tier 1 generators and 742 Tier 2 generators, as summarized in the following table.

Summary of Generator Results

TIER 1:		TIER 2:	
Yes Participating	**82**	Yes Participating	**95**

Not Participating	31	Not Participating	135
Non-Responsive	69	Non-Responsive	217
Total Tier 1 Generators	**182**	**Total Tier 2 Generators**	**447**
Did Not Qualify	103	Did Not Qualify	228
Closed	42	Closed	67
Total Generators Called	**327**	**Total Generators Called**	**742**

When Abound surveyed the Tier 1 and Tier 2 generators, certain generators explained that they did not qualify under the SB 1383 Tier definitions. Some examples of Tier 1 generators that did not qualify included nutritional supplement facility's, dispensaries, nurseries, animal feed distributers, etc. Examples of nonqualifying Tier 2 generators include restaurants under the square footage and seating capacity threshold, hotels with not enough rooms, hotels with not enough beds or education agencies with no on-site kitchen facilities. Additionally, businesses must be 'primarily engaged' in the retail sale of food. Businesses such as Target, CVS, Rite Aid and Walgreens sell food, but there are not primarily engaged in the sale of food. (Note that locations such as Costco meet the requirements because the sale of food and food products is over 50% of their total building.)

Full responses to the survey and their answers have been provided in Appendix C. Abound made a minimum of 4 calls to the nonresponsive food generators to gather their food donation data. The results of the survey determined several key items.

1. Generators that were not complying said they were not aware of the SB 1383 regulations, they composted their excess edible food or mentioned that they have very little waste.
2. Many generators that are participating in edible food recovery have written contracts through Food Share.
3. Generators that have food recovery programs have reported a high degree of reliability and satisfaction.
4. Generators stated that there was little excess waste, including several Tier 2 generators who explained food was made to order. Additionally, generators are composting their waste with some use of animal feed programs.
5. Many generators are concerned with staffing, low staff and additional pressures on their operations that could be caused by a donation program.
6. It is likely that all generators that are participating in edible food recovery are not donating all available food, where better reporting, education and infrastructure availability are necessary to confirm.
    a. This was confirmed through Food Share interviews, who estimated grocery rescue program could potentially grow 10-15%.

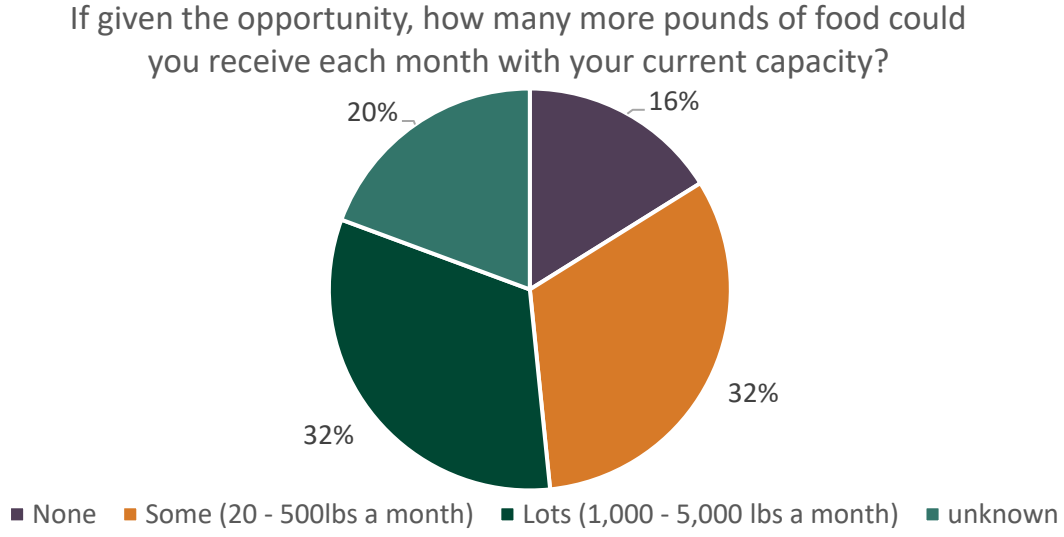
8.3 Summary of Food Recovery Agency Results

In total, Abound surveyed 121 food recovery agencies, where 39 were nonresponsive and 50 were closed, discontinued pantry operations or do not have a food pantry. The remaining 32 pantries provided responses to the surveys, which have been summarized in Appendix B (Please note that documentation

and detailed answers to the surveys have not been provided to protect the confidential nature of some of the responses). The survey was designed to not only measure the current infrastructure of the food recovery agencies, but also to provide a more in-depth understanding of the relationship of these food agencies to Food Share, and how the network could prepare for the requirements of SB 1383 (both Tier 1 and Tier 2 recovery programs) in addition to using any funds in the most efficient and impactful way.

There are several key points that were gleaned from the survey that have helped provide important recommendations for how Ventura County can best move forward with maximizing food recovery and make significant strides in capturing greater levels of food recovery in the region.

1. There is no accurate way to track how much food is being moved by the recovery agencies, as the majority do not have scales or software to measure their collection and distribution. Many of the agencies did note that the number of pounds recovered was either unknown or an estimate by the organization.
    a. Food Share highlighted the need for scales across the pantry network.
2. Food recovery agencies are collecting food from a range of sources including grocery stores, restaurants, schools, food distributors, growers, the food bank, individual donations, community gardens/gleaning and farmers markets. This represents a versatile network of pantries that are not exclusively dependent on Food Share for their product.
    a. However, although food recovery agencies receive food from a variety of sources the majority of food is coordinated by Food Share.
    b. Food Share estimated that pantries are responsible for picking up 65% of current grocery rescue programs. 4% of food donations are delivered to the non-profits. The balance, 31%, is collected by Food Share.
3. A majority of the food recovery agencies reported they could accept more food using their existing



infrastructure. However, given not all pantries have scales, it was challenging to assess the exact amount of additional food that could be managed by these pantries.
4. Although the food recovery agencies did identify that they could receive more food, many did note that they would not have the logistical capacity to pick up or the storage space to hold the

food for any extended period of time. This means that additional investments need to be made to fully expand this capacity.

   a. Food recovery agencies reported requiring additional logistical assistance, more volunteers, staff, supplies, trucks, scales and storage.
   b. Agencies that reported they could receive more pounds each month showed an even split between perishable and non-perishable product.
   c. The food recovery agencies accept all types of food within the required safety guidelines. Of note that while they may be able to receive all types of products, they may not be able to safely store/hold all types of products for distribution on a future date.

5. Most of the nonprofit agencies did identify that COVID affected their operations regarding changes to their distribution programs, increases and decreases in the number of clients served and challenges getting volunteers and drivers.
   a. Food Share additionally noted there were significant closures of pantries due to COVID.
6. Several College distribution locations are currently purchasing their food and not integrated into the food recovery process. These locations present an opportunity to assist College pantries in gaining access to more free food for their clients.
7. Port Hueneme School District is looking to site a pantry location at each of its campus locations. This would be a new expansion of distribution opportunities that can be further supported in this effort.
8. Pantry staff collects a large percentage of donated food. The majority of pantries expressed a need in staff, volunteers, drivers and cold storage. This is an opportunity for third-party logistics and cold storage solutions through engaging additional stakeholders to relieve some of this pressure.
9. Pantries expressed a broad need of support to expand operations to include, additional space for storage and operations, volunteers, cold storage and vehicles.
10. The survey identified several key partners for initial investment, to include Community Action Partnership of Ventura County, Spirit of Santa Paula, Ventura County Rescue Mission and River Community Church. Additionally, more dialogue is required to understand opportunities with the college campus pantry locations and Port Hueneme School District who have identified they would like more pantry locations.
11. The City of Ojai has specific challenges for compliance. Ojai is rural and particularly isolated. Although there are current collection programs of existing Tier 1 donors, bringing the remaining Tier 1 and Tier 2 donors into compliance will be difficult. It is recommended that Tier 1 generators be onboarded as practical for the existing non-profits, then additional logistics support should be considered for third-party logistics to transport food to Oxnard or Ventura. Should there be remaining generators that require compliance they should consider other methods of meeting SB 1383 including providing food to employees to avoid disposal.

These results provide detailed insight into the current landscape of food recovery in the region, where food recovery networks are complex. The specific regional differences need to be considered when approaching food recovery programs, in order to ensure funding can be used most effectively. The survey asked three specific questions regarding the ability for donors to expand current capacity. 1) Could your recovery more food each month with your current capacity? 2) Do you have current plans to purchase or expand new infrastructure? 3) Can you add new food donors to your route? Food recovery agencies that responded favorably to any of the three questions were listed in the table below.

These food recovery agencies that met those parameters have been identified as key pantries that could meet both the objectives of SB 1383 and to catalyze a broader, more sustainable network of food recovery.

Pantries with Available Capacity

Name of Pantry	Location	Have Available Current Capacity?	Plans to Expand?	Can you add new donors to your route?
Moorpark College: RC Charities	Moorpark	Yes	Yes	Yes
Salvation Army Oxnard	Oxnard	Yes	Yes	Yes
Salvation Army Ventura Hope Center	Ventura	Yes	Yes	Yes
Camarillo Community Church	Camarillo	Yes	No	Yes
St. Rose of Lima Church Christian Services	Simi Valley	Yes	Yes	No
Project Hope St. Columba's Episcopal Church	Camarillo	Yes	Yes	Yes
Food Share (Ventura County Food Bank)	Oxnard	Yes	Yes	Yes
First Assembly of God Church	Ventura	NA- But expanding soon	Yes	NA- But expanding soon
Sacred Heart Food Pantry at Cabrillo Village	Ventura	Yes	No	Yes
Catholic Charities: Ventura	Ventura	NA- But expanding soon	Yes	Yes - more after expansion
Rescue Mission Alliance (Food Bank) & Ventura County Rescue Mission	Oxnard	Yes	Yes	Yes
The River Community Church	Ventura	Yes	No	Yes
Community Action Network	Oxnard	Yes	Yes	Yes
Spirit of Santa Paula Food Pantry & USDA Plus	Santa Paula	Yes	Yes	Yes
Spirit of Santa Paula USDA Plus	Santa Paula	Yes	Yes	Yes
Oxnard College Sociology Club FY 17/18	Oxnard	Yes	Yes	Yes
Manna Conejo Valley Food Bank	Thousand Oaks	Yes	Yes	Yes

Most importantly, these pantries represent an initial snapshot of the current programs, where there are key objectives to strengthening these pantries. Providing strategic funding for these pantries would serve several important purposes:

1. Allow the pantry partners to expand existing collection of current Tier 1 and Tier 2 donors and onboard nearby Tier 1 and Tier 2 donors for SB 1383 compliance specifically where the food bank is unable to provide the recovery service.
2. Provide resources that will enhance food recovery operations ahead of the Tier 2 compliance start date. Supporting these types of pantries will be required in order to service the Tier 2 generators, of which Food Share will not be servicing.
3. Our initial analysis on the pantry responses did show that Community Action Partnership of Ventura County, Spirit of Santa Paula, Ventura County Rescue Mission and River Community Church are likely to be valuable participants that could be used quickly and efficiently to enhance food recovery in the region.
    a. Our recommendations include a closer review of these pantry operations in order to finalize the funding proposal.
    b. Additionally, more dialogue is required to understand opportunities with the college campus pantry locations and Port Hueneme School District who have identified they would like more pantry locations.

Ventura County should make the additional following steps to address the challenges that were identified in the surveys, to support pantries beyond the identified partners above.

1. Invest in scales for measurement of food both at a pantry level (bench scales) and for volunteers (briefcase scales).
2. Several pantries requested pallet jacks for their operations, in addition to supply requests (boxes, gloves, bags etc.)
3. There are various types of software currently being used as well as a variety of software needs among the pantries.
    a. Software program requests include internal logistics programs, client tracking (i.e., internal coding system to track client pick-ups), food recovery software (i.e., generator to pantry matching)
4. Increase Cold-storage Capacity (refrigerators and freezers). In consideration of limited space and electrical capacity, it is recommended that Ventura County consider funding for third party cold storage solutions including but are not limited to solar powered cold storage containers.
5. Fund an organization to specifically manage donor on-boarding, contracts and administration. Food Share has expressed they may be open to conversations regarding the administration of Tier 1 generators but would not hold an administrative role for Tier 2 generators.

8.4 Survey Findings

The survey identified food recovery agencies that have existing capacity to onboard new donors and manage more food, but this existing capacity should be further strengthened to support the compliance requirements of SB 1383. Without additional support, it is unlikely the existing capacity will be sufficient to meet the compliance requirements for Tier 1 or Tier 2 donors. To further assist in the analysis of the regional capacity Abound has provided maps of Tier 1 and 2 donors that require compliance, and the pantries that have expressed available capacity. County maps can be found on the following pages, and maps by City can be found in Appendix E. Schools have been mapped as separate data points as their compliance will likely be found through support of Food Share, as further described in Section 9. Other Tier 2 donors will require more infrastructure support of pantries.

The maps demonstrate several important considerations for the County. There are several Cities (Ojai, Fillmore, Moorpark, and Thousand Oaks) that do not have local pantries with existing capacity to manage additional donors. In addition, several larger Cities (Simi Valley and Camarillo) have pantries that have relatively little available capacity. These findings overwhelmingly point to the need for Ventura jurisdictions to work together on a regional approach for edible food recovery. Without collaborative participation between the Jurisdictions, bringing the number of Tier 1 and Tier 2 donors into compliance will be significantly challenging.

Summary of Generators by Jurisdiction

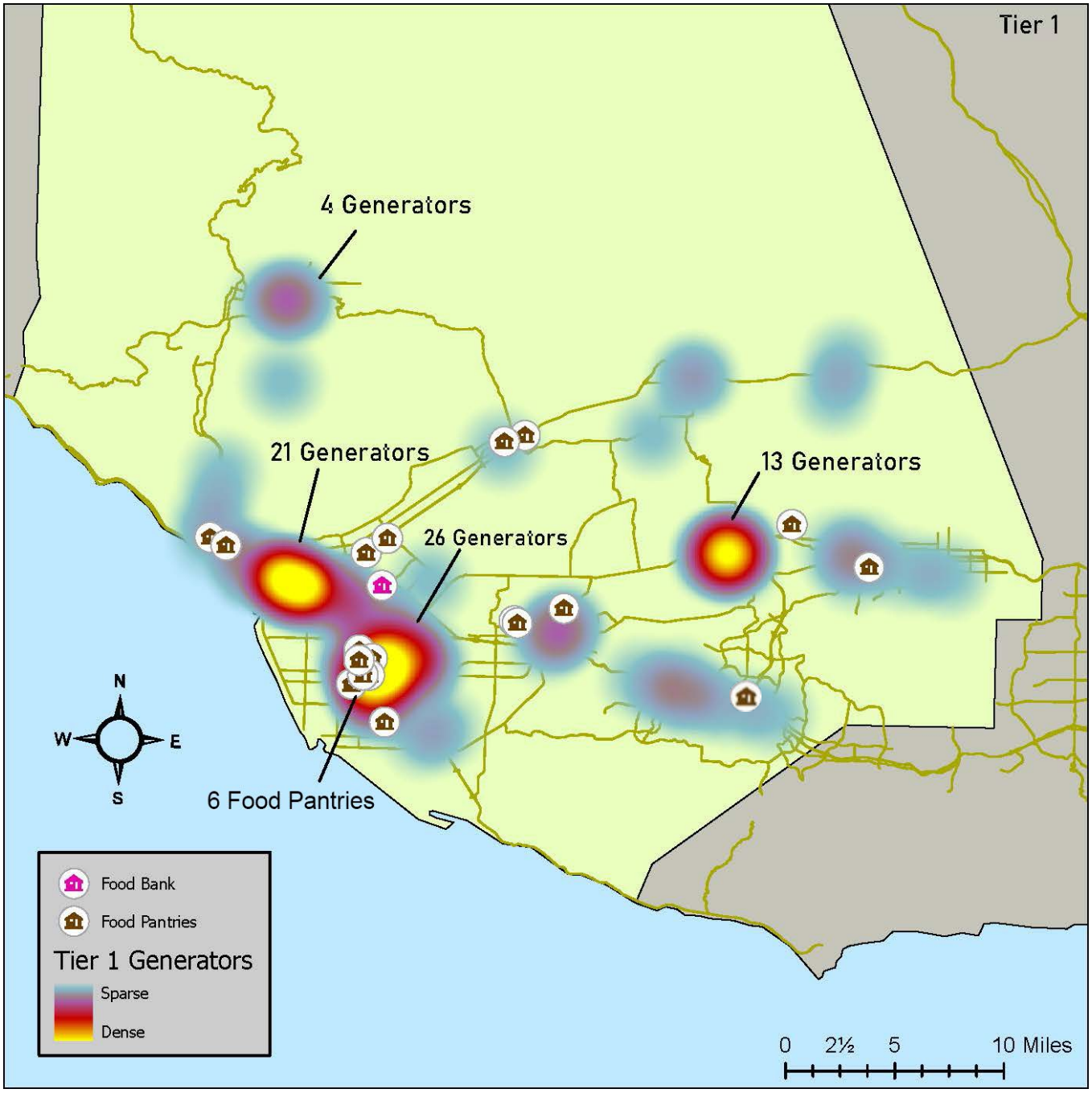
Jurisdictions	Tier 1	Tier 2 (no schools)	Schools
Camarillo	4	26	2
Fillmore	5	0	1
Moorpark	13	14	6
Thousand Oaks	6	64	17
Ojai	4	10	7
Oxnard	32	57	6
Ventura County Unincorporated	3	8	15
Santa Paula	1	6	0
Simi Valley	5	50	5
Port Hueneme	0	1	0
City of Ventura	27	58	24

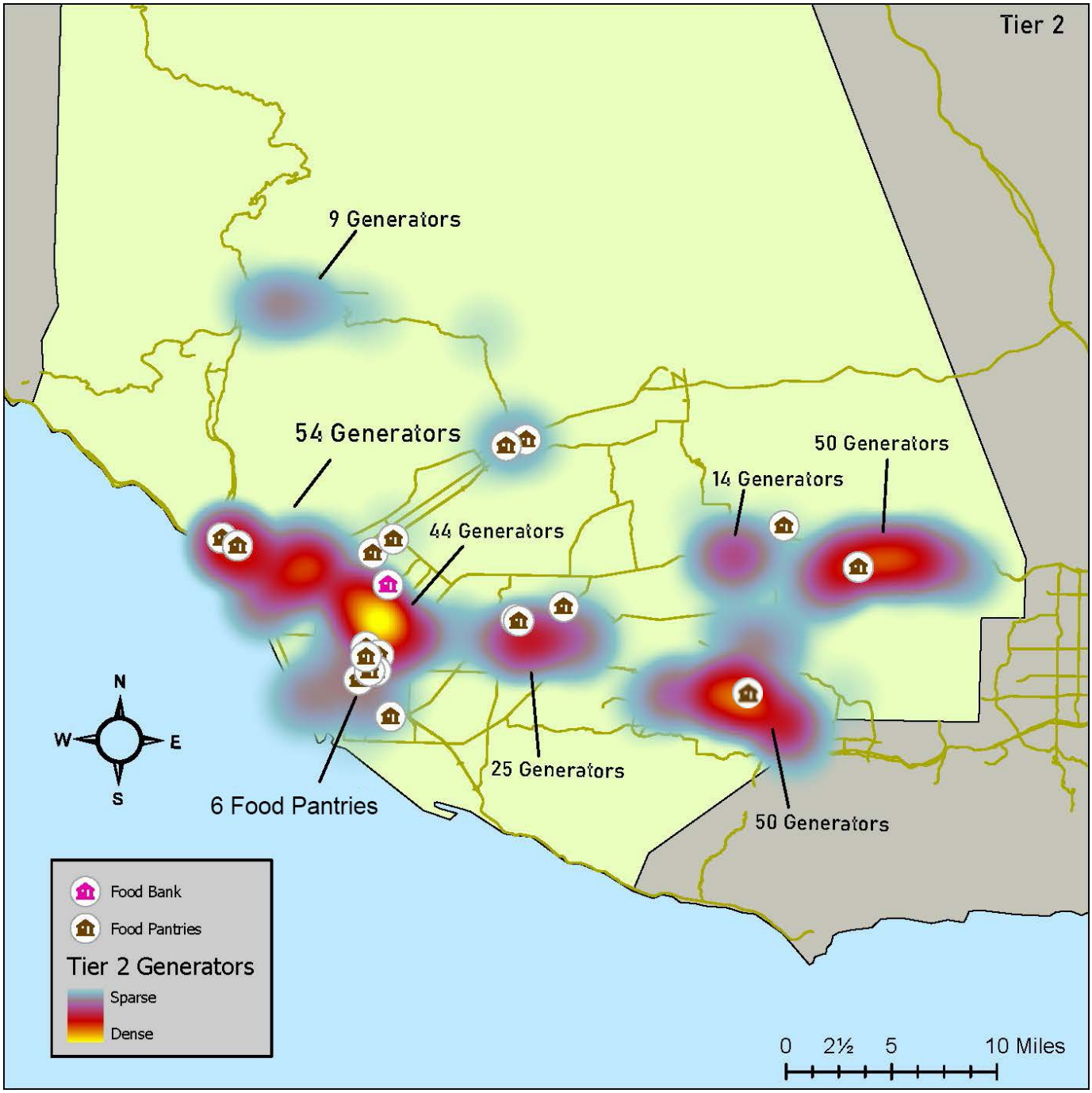
Interactive maps showing locations of Tier 1 and Tier 2 generators and interactive maps showing pantries in Ventura County are provided at the link below:

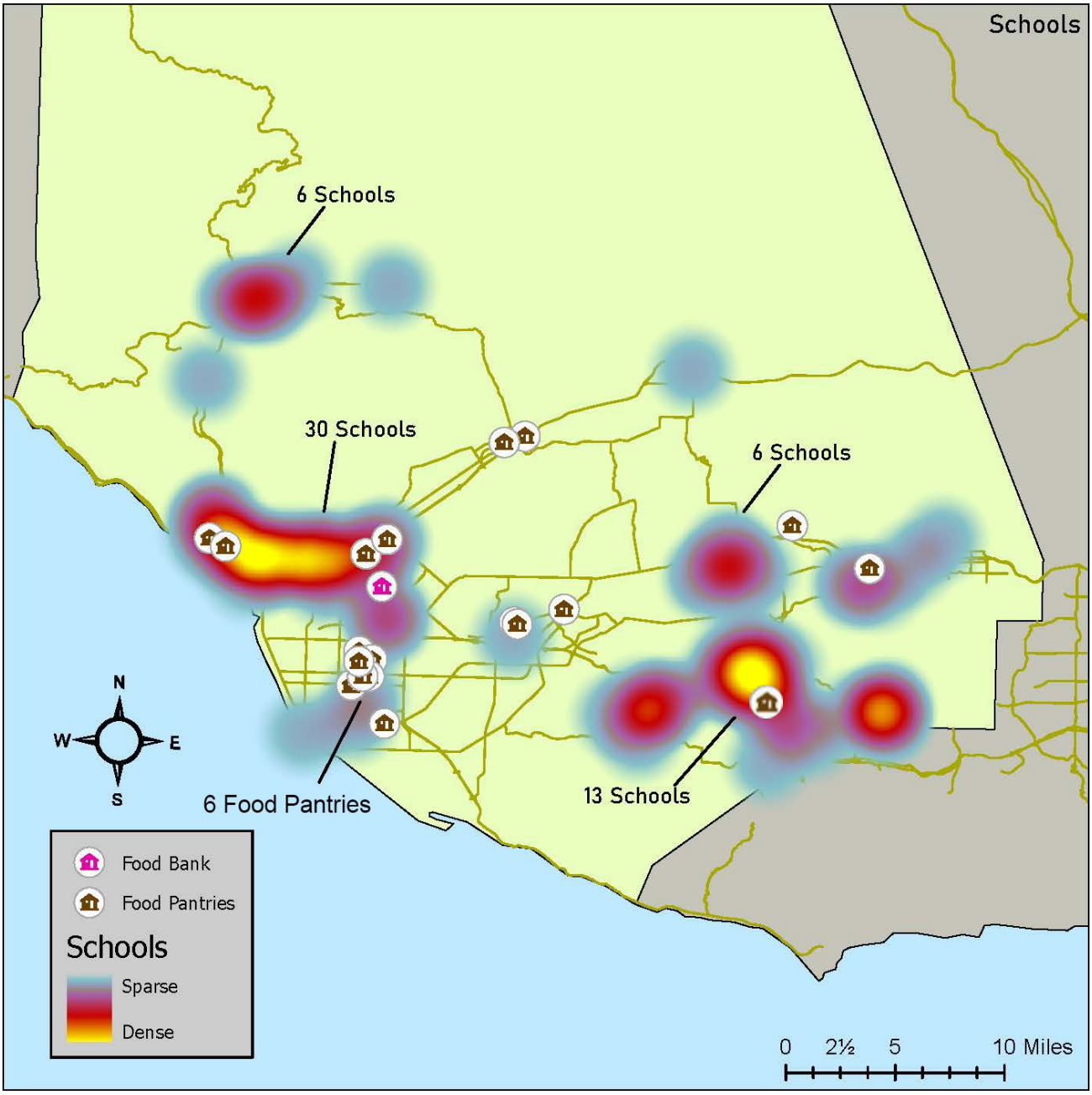
https://humboldtstate.maps.arcgis.com/apps/mapviewer/index.html?webmap=a594a4dad24446c3af844326b115114e

Please not you will need to zoom into the interactive map, then click the small gray map points to see the specific generator and panty names and company information.

Scan QR Code for Interactive Maps


Tier 1
4 Generators
21 Generators
26 Generators
13 Generators
6 Food Pantries
N
W
E
S
Food Bank
Food Pantries
Tier 1 Generators
Sparse
Dense
0
2½
5
10 Miles


Tier 2
9 Generators
54 Generators
50 Generators
14 Generators
44 Generators
25 Generators
50 Generators
6 Food Pantries
N
W
E
S
Food Bank
Food Pantries
Tier 2 Generators
Sparse
Dense
0 2½ 5 10 Miles


Schools
6 Schools
30 Schools
6 Schools
N
W
E
S
6 Food Pantries
13 Schools
Food Bank
Food Pantries
Schools
Sparse
Dense
0 2½ 5 10 Miles

9.0 Evaluation of Food Share Operations

Abound Food Care has worked with Food Share Food Bank periodically for several years in a collaborative effort to expand food recovery and access to nutritious food on a regional level. In a relatively short time, Food Share has experienced extraordinary growth, increased market participation and financial stability. Over the past several months, Abound has coordinated with Food Share staff and leadership for the purpose of gaining an understanding of identified Tier 1 generators and the nonprofit pantries in Ventura County to determine the current capacity and the potential to expand their operations in the future. As the only food bank in Ventura County, Food Share touches a large percentage of food that passes through the charitable feeding system. We feel they are in a position to expand in terms of the amount of food distributed, the amount of excess edible food recovered for distribution and the impact access to nutritious food can have on improving overall health conditions of the communities in Ventura County.

Food Share provided a list of nonprofit food pantries that could help to expand capacity and increase Ventura County's ability to recover excess edible food from the remaining Tier 1 generators. Food Share also gave insight as to how the pantries could improve their efficiencies. Food Share staff shared food recovery data from previous years in addition to time studies and costs associated with onboarding Tier 1 generators and Tier 2 school districts not currently participating.

Food Share and their network of partner agencies recovered approximately 7 million pounds of excess edible food over the past year. Of that amount, an estimated 75% was recovered by partner agencies with 25% recovered directly by food bank staff. They identified the need for additional logistical support required to maximize service to existing Tier 1 generators along with currently non-participating Tier 1 generators and select Tier 2 generators (schools).

Food Share did articulate the generally adopted view that food banks serve the role of distribution centers most effective when moving pallets as opposed to boxes. This means that they will focus on servicing Tier 1 generators due to the type and volume of product. They do not see themselves participating with most Tier 2 generators due to the volume of food safety and the inherent food safety challenges associated with prepared, perishable foods.

The COVID Effect:

As a result of COVID, food banks have altered their operations. They are pivoting to greater emphasis on client choice and purchased product as opposed to donated or recovered product as a way of providing more nutritious food offerings. In Ventura County, Food Share was able to expand their reach during COVID increasing their 'direct to client' distribution services. It is expected that Food Share will continue to provide that general level of direct distributions post COVID while supporting and enhancing the throughput and capacity of their partner agencies. Food Share currently utilizes three facilities but is planning on consolidating operations into one larger Distribution Center that will take their combined refrigeration and freezer space from 2,900 sq ft to 7,200 sq. ft. This additional capacity could have a substantial logistics impact where Food Share expects to receive an additional 10-25% of food. This will likely be sourced from existing Tier 1 generators that that have been unable to participate thus far. Through enhancements to the existing infrastructure that includes Distribution Center operations as well as the network of partner agencies, Food Share estimates the ability to recover 750,000 pounds of additional food in 2023, 1mil pounds in 2025 and 1.2 mil pounds by 2027.

The consolidation of refrigeration space leads us to believe that, at a minimum, Food Share would be able to onboard and additional 20 Tier 1 generators who do not currently participate in a food donation program. Some of the Tier 1 generators, based on their operations, are likely to donate sporadically at best due to their product or scope of operations and should not affect the capacity of the Food Bank on a consistent basis.

9.1 Background

As recently as June of 2017, Food Share Food Bank was in a dire financial position. Under the leadership of Monica White, Food Share has not only become financially stable but has become a resounding success story that provides confidence in their ability to serve as a reliable and valuable partner for servicing Tier 1 generators and select Tier 2 generators. Ms. White's role as the Chair of the California Food Bank Association is an example of the esteem with which her peers view her and her ability to impact SB 1383 compliance.

9.2 Regional Considerations

Ventura County is part of a larger food industry market that includes Los Angeles and Orange County to the south and Santa Barbara/Central Coast to the north. Ventura County is a major food producer (farming). Specifically, food travels in and out of the Los Angeles and Orange County ports and through the central coast. The flow of food creates both opportunities and challenges. We feel Food Share is in a position to have an impact in a regional approach along with neighboring food banks and private food industry partners that will allow Ventura to not only comply with SB 1383 requirements but meet the state's targeted food recovery goals. For example, a few short years ago, produce grown in Ventura County was shipped to the L.A. produce markets with excess food seldom coming back to Ventura County. Food Share has cultivated relationships and leveraged partnerships with growers that now provides a substantial amount of locally grown produce to stay in Ventura. Additionally, food coming into Port Hueneme includes cold storage and logistics resources that Food Share has been able to utilize to service the needs of the county.

9.3 Food Share Recommendations

In light of the role Food Share Food Bank currently plays in recovering excess edible food both directly and through their network of partner agencies, we feel it is important to provide the food bank with additional resources needed to recover, warehouse, sort and distribute excess food from new donors as well as conduct the on-boarding of new Tier 1 and select Tier 2 donors not currently participating in an excess edible food donation program. Resources required by Food Share to service and on-board additional Tier 1 include additional staff funding, pallet jacks with scales and logistics assistance.

Food Share has also identified the need to provide resources to their network of partner agencies that participate in food recovery through the 'Grocery Rescue' program. Providing much needed cold storage, transportation and warehousing resources in the way of assets and access to service providers will go a long way in developing an effective county-wide food recovery program.

A non-profit pantry network that is effectively trained in food safety, sufficiently equipped with access to logistics resources will not only form a solid foundation to recover food from the largest sources (Tier 1 generators) but will also provide an opportunity to succeed at servicing the segment that presents the greatest challenges and risk (Tier 2 prepared food).

Resources required to develop a successful food recovery system include food recovery software, forklifts, pallet jacks, scales, thermometers, refrigerated vehicles, insulated food recovery materials and food repurposing kitchens that can repurpose the high levels of bulk excess food from growers, processors and distributors. Food Share could play an integral logistics role on behalf of the food repurposing kitchen network.

Food recovery administration is an area that Food Share has identified as a significant gap. Food recovery administration is not a role Food Share sees themselves playing in the county for a variety of reasons.

10.0 Funding Recommendations

The funding recommendations have been provided based on the surveys of the Tier 1 and 2 generators, the detailed assessment of the food recovery agencies, and the information and documentation provided by Food Share. Given the phased SB 1383 requirements and the reality that pantries and the community are in a state of adjustment from COVID back to regular business operations, a phased funding approach allows Ventura County to evaluate the program, track metrics for success and make adjustments as needed. Abound has determined that a short-term funding plan (12-24 months) with the expressed focus of bringing Tier 1 generators into compliance and preparing from Tier 2 compliance, and a long-term funding program (post 24months) is the most prudent next steps. It is our recommendation that Ventura County create a funding mechanism for annual expenditures. These funding recommendations are provided below.

Funding Programs to Support Food Recovery Agencies

Budget Item	Quantity	Approx. Price	Total	Notes	Quantity	Approx. Price	Total	Notes
Bench Scales	4	$579	$2,316	*Onetime costs		$579		TBD
Briefcase Scales	15	$111	$1,665	*Onetime costs		$111		TBD
Pallet Jacks	10	$6,000	$60,000	*Onetime costs		$6,000		TBD
Food Recovery Supply Kits	180	$150	$27,000	Thermometers ($65 each), freezer bags ($40), freezer blanket ($45) Two kits will be provided to each non-profit.	180	$150	$27,000	Thermometers ($65 each), freezer bags ($40), freezer blanket ($45) Two kits will be provided to each non-profit.
Smallwares and Supplies	Varied	Misc	$20,000	Hand carts ($120), tables ($60), canopies, boxes, shelving, bags, paper towels, gloves, etc.	Varied	Misc	$20,000	Hand carts ($120), tables ($60), canopies, boxes, shelving, bags, paper towels, gloves, etc.
Third-party Food Safety Audits	78	$275	$21,450	Audits to QC food pantry operations that provide training during the audit process.	78	$275	$21,450	Audits to QC food pantry operations that provide training during the audit process.

Budget Item	Quantity	Approx. Price	Total	Notes	Quantity	Approx. Price	Total	Notes
E-Food Safety Training	312	$7.95	$2,480	2hr online food safety training program, or 4-5 people per pantry.	312	$7.95	$2,480	2hr online food safety training program, or 4-5 people per pantry.
Third-Party Cold Storage	1,200	$25.00	$30,000	$25/pallet. Estimated 100 pallets a month.	1,200	$25.00	$30,000	$25/pallet. Estimated 100 pallets a month.
Increase Cold Storage Capacity - 3 door refrigerators	16	$4,500	$72,000	*Onetime costs. Based on pantry requests.		$4,500		TBD
Increase Cold Storage Capacity -3 door freezers	11	$5,600	$61,600	*Onetime costs. Based on pantry requests.		$5,600		TBD
Refer Sprinter Van	4	$30,000	$120,000	*Onetime costs. Based on pantry requests. Logistics services can be shared among pantries.		$30,000		TBD
Software Program	1	$30,000.00	$30,000.00	This would be used to assist in offsetting the cost of operations software and donor tracking to pantries that requested assistance.	1	$30,000.00	$30,000.00	This would be used to assist in offsetting the cost of operations software and donor tracking to pantries that requested assistance.
Third-party logistics	91,000	$0.70	$63,700.00	Would cover cost of third-party collecting food for example Spirit of SP in Bell, CA. In addition, this fund would be used to offset the cost of drivers and fuels from other non-profit members to provide third party logistics. (cost is $0.70 per mile, Funding	91,000	$0.70	$63,700.00	Would cover cost of third-party collecting food for example Spirit of SP in Bell, CA. In addition, this fund would be used to offset the cost of drivers and fuels from other non-profit members to provide third party logistics. (cost is $0.70 per mile, Funding will cover 40 miles per day,

Budget Item	Quantity	Approx. Price	Total	Notes	Quantity	Approx. Price	Total	Notes
				cover 40 miles per day, per pantry once a week)				per pantry once a week)
Program Administration Fee	1	$120,000.00	$120,000.00	Program Development and Oversight	1	$132,000.00	$132,000.00	Program Development and Oversight
Total Annual Short-Term Cost			**$632,211**		**Total Long-Term Cost**		**$326,630**	

Funding Programs to Support Food Share Operation. Note that the budget assumes the county will fund the $3m funding request to expand the Food Share Facility.

Budget Item	Quantity	Approx. Price	Total	Notes	Quantity	Approx. Price	Total	Notes
Program Coordinator	1	$88,500	$88,500	To assist in Tier 1 and Tier 2 school collection. - Administration of onboarding Tier 1s (contracting, site visits, donor management)	1	$88,500	$88,500	To assist in Tier 1 and Tier 2 school collection. - Administration of onboarding Tier 1s (contracting, site visits, donor management)
Pallet Jacks					2	$6,000	$12,000	For Expanded Refrigeration Facility.*one time cost
Sorting Supplies					1	$20,000	$20,000	For Expanded Refrigeration Facility.
Driver	1	$53,000	$53,000	To assist in Tier 1 and Tier 2 school collection.	1	$53,000	$53,000	To assist in Tier 1 and Tier 2 school collection.
Total Annual Short-Term Cost			**$141,500**		**Total Long-Term Cost**		**$173,500**	

Food Reprocessing Kitchen Pilot

Budget Item	Quantity	Approx. Price	Total	Notes	Quantity	Approx. Price	Total	Notes
Food Reprocessing Kitchen-Pilot	2	$125,000	$250,000	*one time costs. Locations in Oxnard and Ventura.	2	$125,000	$250,000	Locations TBD. Considerations are in rural areas of the County in addition to supporting higher density regions that do

Budget Item	Quantity	Approx. Price	Total	Notes	Quantity	Approx. Price	Total	Notes
								not have sufficient pantry capacity.
Food Repurposing Kitchen Coordinator - Pilot	2	$28,000	$56,000		4	$28,000	$112,000	
Total Annual Short-Term Cost			**$141,500**		**Total Long-Term Cost**		**$173,500**	

Total Annual Short-Term Cost: $1,079,711 **Total Annual Long-Term Cost: $862,130**

10.1 Metric of Success

Throughout this study key factors were identified that will determine the success of Ventura County's food donation program. While compliance with SB 1383's edible food recovery requirements was a large focus of this capacity study, Abound believes the recommendations in this report can provide a strong foundation for not only compliance but also in a long term successful program. In establishing a County-wide food donation program, there will be a determinable and sustainable avenue for excess edible food outside of the waste stream and landfills. Ultimately, the metric of success will be the positive environmental impact of reducing greenhouse gas emissions. Another main metric of success is the County's ability, through this program, to assist those suffering from food insecurity and their overall health conditions in partnership with the non-profit agencies and healthcare providers. It is our hope that the ability to support the food donation and recovery network through the recommendations and funding strategies provided will create an effective and sustainable program. Furthermore, we hope to set the foundation to increase the capacity to serve more people, receive more product otherwise destined for the landfill, support all entities with SB 1383 compliance, and assist those in the community impacted by food insecurity.

Appendices

Documents to follow separately.