FOOD BANKS AS GOOD FOOD PARTNERS

December 12, 2013
Presentation Outline

- Technical Orientation
- Welcome / Introduction
  
  **John Fisk**  
  *Wallace Center at Winrock International*

  **Jeff Farbman**  
  *Wallace Center at Winrock International*

- Sacramento Food Bank & Family Services
- Sacramento Area Council of Governments
- Foodlink, Inc.
- Questions and Answers
- Upcoming Opportunities, etc.
WALLACE CENTER at WINROCK INTERNATIONAL

• Market based solutions to a 21st Century food system
• Work with multiple sectors – business, philanthropy, government
• Healthy, Green, Affordable, Fair Food
• Scaling up Good Food
NATIONAL GOOD FOOD NETWORK: GOALS

Supply Meets Demand
• There is abundant good food (healthy, green, fair and affordable) to meet demands at the regional level.

Information Hub
• The National Good Food Network (NGFN) is the go to place for regional food systems stories, methods and outcomes.

Policy Change
• Policy makers are informed by the results and outcomes of the NGFN and have enacted laws or regulation which further the Network goals.

http://ngfn.org | contact@ngfn.org
Community of Practice

Networking
Conferences
Webinars
Peer to Peer

Research
New Info
New Audiences

Technical Assistance
Strengthen Food Hubs

StudyHubs
Regional Networks
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  **Blake Young**
  
  *President / CEO*

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Organization History
Serving Sacramento since 1976
Strategic Plan
What we discovered
Mobile Approach
Health & Nutrition Education
Unique Organization
Food with multifaceted programs
New Approach
Where We Are Headed
Bigger Picture

What is happening regionally

Farm-to-Fork Capital of America
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David Shabazian
*Project Manager, Rural-Urban Connections Strategy*

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Rural-Urban Connections Strategy
Enhancing Rural Economic Viability and Environmental Sustainability
RUCS Objectives

• Enhance rural economic viability and environmental sustainability
• Identify rural challenges and opportunities
• Test agricultural market changes, policies and economic development strategies
• Determine rural transportation and other infrastructure needs
Understanding the Regional Food Economy
Regional Food Systems

- Growers
- Rural Aggregation (Processing)
- Regional Food Hub (Processing)
- (Local) Market
Food System Analysis

Production
- Crop Map
- Landscape Types
- Viability Indicators/Pro Forma
  - Yield type and amount
  - Market prices/revenue
  - Cost of production
  - Return
- Farmer Training & Land Connecting

Infrastructure
- Roads
- Distribution
- Processing
- (Cold) Storage

Consumption
- Education & Marketing
- New Markets
- Amount & Type
- Land Needs
### Regional Consumption Data, 2012

**SACOG Population**

<table>
<thead>
<tr>
<th></th>
<th>Retail Weight (tons)</th>
<th>Primary Weight (tons)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fruits</td>
<td>307,862.17</td>
<td>384,827.72</td>
</tr>
<tr>
<td>Vegetables</td>
<td>441,014.87</td>
<td>668,204.35</td>
</tr>
<tr>
<td>Protein</td>
<td>153,460.90</td>
<td>225,677.80</td>
</tr>
<tr>
<td>Nuts</td>
<td>5,955.68</td>
<td>5,959.26</td>
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<tr>
<td>Eggs</td>
<td>47,455.48</td>
<td>48,178.15</td>
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<tr>
<td>Grains</td>
<td>114,877.21</td>
<td>114,877.21</td>
</tr>
<tr>
<td>Fats/oils</td>
<td>33,150.44</td>
<td>33,357.26</td>
</tr>
<tr>
<td>Dairy</td>
<td>311,832.63</td>
<td>311,832.63</td>
</tr>
<tr>
<td>Sugars</td>
<td>101,977.98</td>
<td>101,977.98</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>1,517,587.36</strong></td>
<td><strong>1,896,984.20</strong></td>
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</tbody>
</table>
Farmland Needs for Regional Consumption

Acres needed* (excluding meat and dairy production)

*Based on the USDA recommended diet
FOOD HUB PROJECT OVERVIEW

Focus – Feasibility & economics of local/regional aggregation, processing, packaging, distribution facilities (i.e., “hubs”)

Need – Lack of hub is major impediment to meet demand for locally grown foods

Goals - Develop products to capitalize on new market opportunities

Deliverables - Business models for hub, business plan for financially viable enterprises
Food Banks as Food Hubs

• Viable strategy for starting a local food system?
• Leverage existing assets and operations
• Serve food bank clients, wholesale, retail
• Larger food banks help smaller food banks procure fresh produce from region
**Facility Phasing/Cumulative Cost Estimate**

**PHASE I**
Incubation
Start up with existing facility/partner
**Year 1**

**PHASE II**
Scaling Up
Increasing market and operations, 1 ton per hour
**Years 2-3**
$4.1 MM

**PHASE III**
Full Scale Operation
With 3 processing lines, 2 tons per hour
**Years 4-5**
$5.2 MM

**PHASE IV**
Expansion
With 4 processing lines, 2 receiving stations, 4 tons per hour
**Year 6-7**
$6.9 MM

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Food Banks
Food Desert Analysis
Walk, bike or transit 15 minutes access to food outlet
For every food dollar, 16¢ goes to Ag

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Foodlink, Inc.

Mitch Gruber
*Food Access Programs Manager*

- Questions and Answers
- Upcoming Opportunities, etc.
Shifting Our Model: Food Bank to Food Hub
Foodlink as a Food Bank

- Founded in 1978
- 5,700 square miles and 10 counties in Central/Western NY
- 500 community partners
- Emergency and “Non”-Emergency
- 16.7 million pounds/year
- 30+ food-related programs
- 65 FTE staff
Catalyst for Change

- 1.) Recession → Increase in hunger
- 2.) Decrease in Donated Product → 30% decrease from top donor

Silver Lining: *Responding to the spike in need and the decrease in resources made us a stronger organization.*
- Expanded services and staff to meet demand
- Moved to new building (outgrew old space)
- Renewed commitment to use our assets and resources 24-7 to impact on the cause (poverty), rather than JUST 8-5 to work on the symptom (hunger)

- Evolution to Food Hub with innovative programs
## Food Bank to Food Hub

**Consumer Driven**

<table>
<thead>
<tr>
<th>Food Bank</th>
<th>Food Hub</th>
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<tbody>
<tr>
<td>• Charity</td>
<td>• Social enterprise</td>
</tr>
<tr>
<td>• Passive (receive donated food, redistribute)</td>
<td>• Proactive (purchasing, growing, processing)</td>
</tr>
<tr>
<td>• Responding to symptoms, not causes</td>
<td>• Address root causes through innovative programs</td>
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Key Components of “Shifting Our Model”

1. Acknowledging that traditional food banking does not END hunger
2. Maximizing stewardship of our assets
3. Diversifying our customer base
4. Investing in the local economy
5. Embracing market-based solutions
6. Focusing on “Health” instead of “Hunger”
Stewardship of Assets

• 24/7 (cause) instead of 8/5 (symptom)

• Foodlink has accrued much infrastructure over 30 years of food banking
  - 80,000 sq. foot warehouse
  - 3,700 sq ft cooler
  - 5,200 sq ft freezer
  - 10,000 sq ft commercial kitchen
  - Fleet of 13 trucks incl. refrigerated
  - “Soft” infrastructure as well, like inventory system, workforce, and critical relationships
Diversified Customer Base

• Growing “non-emergency” base — (nonprofit organizations) can’t afford to continue to shop retail
  ▪ e.g., daycares, group homes, senior centers, etc.

• Increased purchased product to help menu-plan and budget accordingly

• Food Hub programs allow us to work directly with individuals (Curbside Market) and select For-Profits (corner stores)
Investing in the Local Economy

• Expansion of purchased product; emphasis on locally produced items
• Over $250,000 spent on local farms
• Stretch the food dollars of our partner agencies
• Offer storage capacity at below market value
• Commercial kitchen: pilot VAP program
Market-Based Solutions

• Increase in purchased product required a change in distribution model

• Create a Value Chain

• Cooperative purchasing

• Farm To Institution (FINYS)

• Food Access Programs

• *We believe ALL food banks should be involved in economic development work!*
Health Over Hunger

• HEART (CDC) as impetus

• Proactively purchase healthy foods and make them available and affordable

• Emphasis on produce, but not exclusive

• Menu Planning for agencies

• 5 unique Nutrition Education programs aimed at building food literacy
Example: Food Access Programs

• Farm Stands: 12 Sites with community partners
  ▪ 30,000 lbs, EBT, WIC, Fresh Connect

• Curbside Market: 30 Sites, mostly public housing
  ▪ Over 35,000 lbs, EBT, WIC, Fresh Connect

• Healthy Corner Stores: Pilot phase working with 3 stores
Future Steps

• Value Added Processing
  • Process for distribution within our network
  • Process for small/mid-sized farmers that lack infrastructure

• Continue to diversify customer base

• Expand our Farm to School and Farm to Institution capacity
Lessons for Food Banks/Hubs

• All Food Banks have millions of dollars of food-related infrastructure—they can leverage this infrastructure to be good partners in local food movements

• Food Banks already work with low-income, underserved populations—can make good, local food available to their large networks

• Charity alone will not end hunger; hunger prevention requires increasing food access via market-based solutions, fostering an equitable food system, and focusing on workforce and economic development.
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Webinars are Archived

TOPICS!

http://ngfn.org/webinars
NGFN Webinars

- 3rd Thursday of each month
  3:30p EST (12:30p PST)

- Jan 23 (fourth Thursday) – TBD
- Feb 20: Getting Your Bucks in a Row: Food Hub Due Diligence Toolkit

http://ngfn.org/webinars
Two Notable Websites

- **www.FoodHub.info**
  - Food Hub “hub”
  - Research, case studies, list and map of hubs across the country, much more.

- **www.FoodshedGuide.org**
  - Case study-based business and financial training
  - Includes a “One Page Business Plan” and a “One Page Financial Plan”
Get Connected, Stay Connected

http://ngfn.org/database

National Good Food Network Database

Search for: Wallace Center

YouTube

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