

BEFORE THE METRO COUNCIL

FOR THE PURPOSE OF APPROVING	)	RESOLUTION NO. 97-2518
A SOLE SOURCE GRANT CONTRACT	)	
WITH THE OREGON FOOD BANK TO	)	Introduced by Mike Burton
ASSIST WITH A PRODUCE RECOVERY	)	Executive Officer
AND REDISTRIBUTION PROGRAM	)	

WHEREAS, Metro has developed a waste minimization program for the grocery industry in the interest of increasing waste reduction and recycling; and

WHEREAS, Metro has developed community partnerships with governments, businesses, citizens, interest groups and non-profit agencies to promote commercial sector waste reduction and recycling; and

WHEREAS, the Oregon Food Bank has developed a collection and redistribution program for unsellable yet edible fresh produce in the Metro area; and

WHEREAS, these efforts have kept 26.5 tons of food waste out of the landfill in less than three months; and

WHEREAS, over 20% of the region's waste is comprised of food; and

WHEREAS, Metro recognizes the opportunity to support such valuable waste reduction and community enhancement programs; and

WHEREAS, the Oregon Food Bank is the only agency in the Metro region currently implementing a fresh produce redistribution program of this size and scope;

WHEREAS, the Waste Reduction, Planning & Outreach Division of the Regional Environmental Management Department has \$13,200 in unused funds available to be redirected to a grant to the Oregon Food Bank to support this program; now therefore,

BE IT RESOLVED, That the Metro Council authorizes the Executive Officer to enter into a sole-source grant contract with the Oregon Food Bank to assist with a produce recovery and redistribution program.

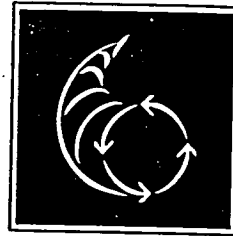
ADOPTED by the Metro Council this 12<sup>th</sup> day of June, 1997.

  
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Jon Kvistad, Presiding Officer

Approved as to Form:

  
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Daniel B. Cooper, General Counsel

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From the Wholesaler  
to the Hungry

## **Fighting Hunger and Improving Nutrition**

### **Ten Commonly-Asked Questions about From the Wholesaler to the Hungry**

**1. What is From the Wholesaler to the Hungry?**

It is a team, based at the School of Medicine at the University of Southern California, that helps cities across the country develop systematic and large-scale programs to distribute fresh fruits and vegetables to poor and hungry people.

**2. How did the program get started?**

It began in Los Angeles in 1987, when retired produce wholesaler Mickey Weiss realized that there were millions of pounds of "edible but not sellable" product being dumped into landfills each day.

Mickey Weiss's Charitable Distribution Facility continues to be a success, distributing more than two million pounds of produce throughout the Southern California area each month. Weiss has received citations for his work from Presidents Reagan and Bush.

**3. How does this differ from what Food Banks already do?**

In each new city, we work with an existing food distribution programs—either a Food Bank or a restaurant-recovery program. In the past, food relief organizations have relied on dried and processed products (e.g. breakfast cereal, snacks, soda, etc.) because that was what was available from manufacturers, and because handling processed food is much easier than perishable items.

**4. How does the food get distributed in each new city?**

Each food distribution organization that launches a produce program is a 501(c)3 agency. It, in turn, works through a network of hundreds of authorized agencies in its community, which have pledged to distribute the produce free-of-charge.

**5. How many cities now have programs up-and-running?**

In 1991, there were only two full-scale produce programs (Los Angeles and Houston). Now there are more than thirty, and another 23 cities are in developmental stages.

**6. What are some of the cities with programs, and how much produce do they distribute?**

Cities of almost any size can support a produce program. There are successful operations in large metropolitan areas such as New York, Chicago, Dallas, Baltimore, Kansas City, Miami, and Pittsburgh. Smaller places capture significant amounts of fresh produce, too--such as in Annapolis, Raleigh, and Columbus. Large cities with mature programs typically channel 4-6 million pounds of nutritious produce a year to the needy. Small cities, or programs just starting, may handle 1-3 million pounds. Nearly all programs increase their poundage with experience, and improve the quality and variety of foods they capture as well.

**7. Why is fresh produce so important in the diets of the needy?**

Actually, everyone should eat at least five servings of fruits and vegetables every day. Hungry and poor people can't even approach this kind of balanced diet. Produce costs more in their central-city markets than suburbanites pay, and is of lesser quality and variety. Some produce requires preparation skills or utensils that the underserved do not have, or that congregate feeding programs need help in developing.

The number of hungry and needy people continues to grow, in this richest nation on earth. The latest statistics show that 16 percent of Americans live below the official poverty line, and this number is rising. Children and the elderly figure heavily in this group. In every city the USC team visits, charitable agencies report a sharp increase in the number of people and community groups requesting food assistance.

Hundreds of studies in the medical literature show that a lack of fresh fruits and vegetables in U.S. diets is a major risk factor for coronary heart disease, stroke, diabetes, many cancers, infectious illnesses, pre-natal abnormalities, and other conditions that lock the poor into a cycle of dependency.

**8. What services does the project provide to interested cities?**

**From the Wholesaler to the Hungry** helps with staff training to organize and manage a produce program. The team helps each city cultivate the produce donor community. The project also helps shape proposals for local financial support to defray the additional costs (usually between 3-6 cents per pound) that produce programs incur. The project has produced a series of technical training materials covering many issues dealing with how to launch and manage a produce program, as well as ways to promote produce consumption to community agencies and households.

**9. What are the costs for this consulting and advice?**

All materials and consulting are free-of-charge. A partnership of foundations supports **From the Wholesaler to the Hungry**.

**10. Are there licensing fees, or is there a national organization that cities join?**

No. Once the project helps a city launch its produce program and secure operating funds, the team moves on to work with other places seeking help.

For further information, call:

Susan Evans or Peter Clarke  
Co-directors, **From the Wholesaler to the Hungry**  
USC School of Medicine  
213-342-2613

# FOOD FOR THOUGHT: AN INTERVIEW WITH MICKEY WEISS

*Witnessing the disposal of edible berries inspired this retired produce wholesaler to find a fresh approach for distributing food to the needy. His organization, The L.A. Charitable Food Distribution Project, is producing healthful results.*

**E**very day, 10 million people in the United States go hungry.

Just a few years ago, enough food to feed 30 million was thrown away every day.

Today, some enterprising people have made bold strides toward ending the wasteful practice of discarding valuable fresh produce.

That story began in 1987 with Mickey Weiss. He had retired after 40 years in the produce business and was visiting his son's firm at the Los Angeles Wholesale Market one morning. At a neighboring dock, a forklift driver hoisted a towering pallet of succulent raspberries and nonchalantly tipped them into a dumpster brimming with garbage. Weiss could see that the produce retained several days of nutritious life, but the berries had begun to spoil. Buyers for retail outlets had shunned the goods, looking for product with longer shelf life.

The dumping reminded Weiss of an industry custom: Get rid of distressed fruits and vegetables quickly to make room for the stream of perishable products arriving hourly.

A light bulb snapped on in Weiss' mind. "Why are we trucking nutritious fruits and vegetables to landfills," he puzzled, "when so many hungry people nearby are desperate for wholesome food?" That morning, he vowed to figure out how to collect surplus fruits and vegetables from wholesalers and speed these goods to the poor. Amazingly, no one—including Weiss himself—had thought of this before and actually done something about it.



"I DIDN'T ASK FOR ANY MONEY, AND THAT MAKES IT A LOT EASIER TO ASK PEOPLE FOR HELP. TO TELL YOU THE TRUTH, EVERYBODY WINS. THE WHOLESALERS WHO DONATE THE FOOD GET A TAX DEDUCTION INSTEAD OF HAVING TO PAY TO DUMP THE FOOD."

Seven weeks later, Weiss' wholesale charitable distribution facility opened on a corner of unused dock space in the Los Angeles Market, fueled with operating funds from the Edna and Mickey Weiss Foundation. Mickey had canvassed his former competitors and friends in the industry. Would they donate produce that was edible but not sellable? He had recruited students to phone community agencies serving the needy throughout Southern California. Would they use fruits and vegetables that became available? Could they come to the dock with their own vehicles to collect the food?

In his first month, Weiss distributed 60,000 pounds of produce free of charge. The volume climbed with each succeeding month. A new idea had been born.

The story's second chapter opened in early 1991. By then, Weiss's charitable distribution program had grown to nearly 1.5 million pounds per month. Two presidents, Ronald Reagan and George Bush, had invited Weiss to the White House to receive citations acknowledging his pioneering work fighting hunger. Press coverage had showered attention on the Los Angeles operation. But only one other city, Houston, had copied Weiss' example. Saving surplus produce to feed the hungry remained an orphan innovation.

Weiss wondered why. Then two strangers, academics from the University of Southern California, appeared at his door. Susan H. Evans and Peter Clarke had learned about

ILLUSTRATION: GARY OVERAGER, USA

the charitable produce effort. They wondered whether the facility's work meshed with their own research into communication and public health.

They visited the dock and saw volunteers load produce onto aging cars and pickups. They watched Weiss slice into vegetables and fruits to reveal their nourishing insides, even where a tinge of outer mold or decay would discourage picky supermarket shoppers. A hastily arranged tour that morning turned into an all-day planning session. Evans and Clarke saw a way to transplant the veteran wholesaler's idea nationwide. They quickly decided to pitch in.

The two understood that awards and publicity cannot substitute for a concerted training program, so they designed a systematic, city-by-city method of consultation for helping new places start their own produce operations. Evans is a research scientist and Clarke is a professor in USC's School of Medicine at the Institute for Health Promotion and Disease Prevention. They were passionate about promoting the value of fresh produce as a preventive health measure. They were intrigued with the challenge of trying to transplant a novel service to other communities.

Since the three joined forces that morning, the number of operating programs has grown from 2 to 27, at last count. Cities as diverse as Chicago, Baltimore, Kansas City, Dallas, Miami, Annapolis, Columbus, San Francisco, Raleigh, and a dozen others are now reclaiming 100 million pounds of fresh produce each year. The team has programs in 22 other cities under development and has introduced produce reclamation to Australia.

Latest statistics show that levels of hunger and poverty in the United States continue to climb. Ample research proves that fresh produce in the diet can help prevent or control cancer, cardiovascular disease, diabetes, infectious illnesses, high blood pressure, and a host of other chronic conditions. Children who eat fresh produce develop more fully, physically and mentally.

Older people on a healthy diet that includes fresh produce are more likely to escape crippling falls.

Weiss still goes to the dock occupied by his program nearly every day.

**Q:** *You had been in the wholesale food business for 40 years when you came up with this idea. What made that light bulb go off over your head?*

**A:** On the day I watched 200 flats of berries get thrown away, I knew that, not five minutes away, 600 people were going hungry at Tent City (a Los Angeles homeless shelter). It seemed like such a waste. I just wanted to find

*A cornucopia of giving, the philanthropic program started small but has spread to 27 U.S. cities and is currently under development in another 22.*



a way to get these thousands of pounds of food into the hands of the people who could really use it.

**Q:** *What were your first steps?*

**A:** First, I talked to the Los Angeles Produce Market. These are the wholesale produce distributors. It's their food that was being thrown away. They contacted the county department of agriculture. Their inspectors decide what produce is edible but not sellable. Everyone agreed it was a great idea, but the county conceded that they didn't have any money to help launch such a program. The Produce Market jumped in right away and donated dock space so we could operate. And the program began.

**Q:** *It seems like such an obvious concept, but your project was the first in the country. Did you have many obstacles?*

**A:** Not one. A lot of things worked for us on this. I didn't ask for any money, and that makes it a lot easier to ask people for help. To tell you the truth, everyone wins. The wholesalers who donate the food get a tax deduction now instead of having to pay to dump the food. It's literally less expensive for them to donate it than to dump it.

Now the Los Angeles Charitable Food Distribution Project is supported by funds from World Opportunities and my foundation.

**Q:** *What was your secret for getting others involved, especially those you'd been competing against in business?*

**A:** People saw that I was contributing time and money. And we all began to understand more about hunger. It's children and the elderly who are affected most. The nutrition in fresh fruits and vegetables fights diseases that often hit low-income people.

Also, when I'm doing this kind of work, who can give me a hard time? When I'm telling wholesalers that they'll save money by donating, who can argue? I've been in this business for 40 years. I've known most of the people I was going to for help for years. When they saw the simplicity of the idea, I got no resistance.

**Q:** *What were your plans for this project when you began eight years ago? Did you have it in your mind to go beyond Los Angeles?*

**A:** At the start I was just interested in setting up Los Angeles. I didn't dream of doing this anywhere else. But after working it for a couple of years I knew it could work anywhere.

**Q:** *How did it evolve that now there are projects like yours throughout the country?*

**A:** The real turning point came when two professors from the University of Southern California visited my dock. Susan Evans and Peter Clarke checked out how we worked and were floored to learn that only one other city had copied our example.

**Q:** *What did it take to move beyond your initial operation?*

**A:** Susan and Peter developed a set of training materials. They work one-on-one with organizations in each

## MAKING A DIFFERENCE

*Continued from Page 18*

new city, adapting the basic ideas to local situations. Now 27 places, large and small, have started programs across the country. We're working in another 22 cities, too.

**Q:** *What have you seen as the biggest impact on the people you're serving?*

**A:** By far it's the impact on nutrition. Many people don't have any access to fresh produce. Often, low-income people can only get packaged and processed foods, which can have salt, fat, and sugar. The nutritional value of fresh fruits and vegetables can't be topped. Fresh produce is so important to our diets, especially in fighting heart disease, cancer, and diabetes. To see that families are getting the nutrition they need, and wouldn't otherwise get, is unbelievable.

**Q:** *What is your involvement now?*

**A:** Mostly, I handle fundraising so that Susan and Peter can help new cities start new programs. I also talk to local produce people to get them to buy into their local projects.

**Q:** *What do you think about how your project has grown?*

**A:** Never in my wildest dreams did I expect that we would have made such progress. Just in the past year, programs gave away 100 million pounds of produce that a few short years ago would have been thrown away. What started with 200 flats of berries is now a million times larger and growing.

**Q:** *Where is the project headed?*

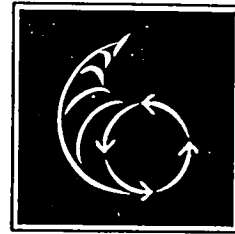
**A:** We're going to try to make produce programs work everywhere that we can, wherever local nonprofit groups and the food industry will collaborate. We're getting calls from new cities, and we will go to help people whenever we're invited.

**Q:** *What have you learned from all this?*

**A:** A handful of folks can make a difference. People from different backgrounds can work successfully together. I'm a businessman at heart; Susan and Peter are academics. We look on this as building a business. Instead of making a financial profit, we feed a lot of people with healthful food.

That's our bottom line. ☉





From the Wholesaler  
to the Hungry

## List of Publications

1. **From the Wholesaler to the Hungry: Developing a Charitable Food Distribution Program.** This manual describes the two pioneer programs in produce distribution, Los Angeles and Houston, in penetrating detail. The basics in these two cities continue to frame many of the operational decisions that new places face. This report includes an Appendix with tax and liability information, forms, examples of receipting, and much more.
2. **Food Link's Produce People Care Program: From the Wholesaler *Directly* to the Hungry.** This efficient and cost-effective program delivers 1.5 million pounds of produce per year on a budget of \$19,914. Food Link has no warehouse or centralized distribution site, but arranges to deliver directly to community sites that serve as re-distribution centers for other agencies. This report includes color photographs and Appendix material.
3. **Promoting Produce: The Hows and Whys.** This manual lays out the job responsibilities required for a produce program, tools and techniques for displaying product, and tips on marketing and promoting fruits and vegetables to recipient agencies. Includes color photographs and Appendix.
4. **Community-Based Nutrition Education: A Case Study of Project STRENGTH.** STRENGTH in Kansas City (and a similar effort in Pittsburgh) is a far-reaching program in community-based nutrition education by a Food Bank. STRENGTH improves nutrition, teaches economics of food purchase, and influences lifestyles through modules on stress management, health screening, childrearing skills, household finances, etc. Includes Appendix material with nutrition curriculum, sample proposal for funding, and more.
5. **Case Studies in the Development of Wholesale Produce Programs.** This report includes an analysis of programs in San Mateo and Santa Clara, Columbus (Ohio), and San Francisco. These programs have succeeded despite the lack of a central wholesale market (Columbus), or where there was no permanent dock space allocated to produce donation. Includes Appendix material and articles about the importance of fruits and vegetables for good health.

6. **Case Study: The St. Louis Salvage Produce Giveaway Program.** This produce reclamation program is run by an independent Mission and the St. Louis Wholesale Market, on a shoestring budget. Includes Appendix material.

7. **The Produce People Care Program in Maryland: The Generosity of Wholesalers Reaches the Needy.** This report describes the Baltimore program (at the Maryland Food Bank) which underscores the extraordinary generosity and commitment of wholesalers—who have donated product, space, equipment, and labor. Appendix includes media coverage and Salute to Excellence from the Governor.

8. **Charitable Produce Distribution in Dallas: From the Wholesaler and *Retailer* to the Hungry.** In Dallas, three major retailers and two wholesalers have "pledged" to donate Grade A produce each work. This helped develop the backbone of a program that now receives product from many sources, and regularly distributes more than 40,000 pounds of produce per week. Appendix includes first-year progress report, media coverage, produce manger job description, and sample flyer advertising produce.

9. **Orphan Innovations: Lessons for Improving the Adoption of Human Services Nationwide.** This report recounts our experiences in transplanting a novel and effective human service to new cities across the country. The paper shares early mistakes and lessons learned that can help other organizations providing innovative services to the needy spread their programs to new sites and accomplish their own goals more effectively.

For further information:

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1540 Alcazar Street, CHP 207  
Los Angeles, CA 90033  
TEL: 213-342-2613  
FAX: 310-395-4078



June 14, 1996

Jennifer Ness  
METRO Waste Reduction and Planning  
600 NE Grand Avenue  
Portland, OR 97232

Dear Jennifer,

Thank you for your interest in Oregon Food Bank's Produce Recovery Program. We appreciate your support and look forward to working with you to recover wholesome produce and reduce the food waste stream.

Enclosed is a preliminary proposal for consideration by METRO for our funding needs. As you will see, I have tried to identify several partners that will be needed. While we did not know what your funding capabilities are, we decided to establish the entire budget for your review. We look forward to your support at whatever level possible.

Please call me if I can provide additional information, clarification, and/or revision as you see necessary. As this is our first proposal for the project, I'd appreciate any suggestions or omissions that you identify.

Thank you, again, Jennifer.

In Health,

A handwritten signature in black ink, appearing to read "Deb", written in a cursive style.

Deb Lippoldt, Coordinator  
Cooperative Food Programs

**PROPOSAL**

**PRODUCE RECOVERY PROGRAM  
OF OREGON FOOD BANK**

Submitted by  
Deb Lippoldt  
Oregon Food Bank

**PROBLEM STATEMENT:**

Emergency food programs in the Portland metropolitan region feed more than 87,000 people each year. Oregon Food Bank (OFB) provides over 3 million pounds of food to over 155 local, non-profit agencies to provide temporary help. Dependent on donations, fresh produce is generally missing in emergency food boxes. Much of this donated food is canned goods and staples with minimal amounts of fresh fruits and vegetables. In contrast, METRO estimates that tons of produce ends up in regional landfills each year<sup>1</sup>.

**PROPOSAL:** OREGON FOOD BANK PROPOSES TO ESTABLISH A PRODUCE RECOVERY PROGRAM TO DISTRIBUTE THE 6-8 MILLION POUNDS OF PRODUCE<sup>2</sup> POTENTIALLY AVAILABLE IN THE METRO REGION. (3,000 - 4,000 TONS)

Produce Recovery Programs across the country are finding that wholesome but unsaleable produce can be recovered and distributed to people in need. Working with the University of Southern California's School of Medicine, "Wholesalers To The Hungry" is a national effort to establish systematized produce recovery programs through food bank systems.

Last, but not least, the average American eats 1.5 to 2.5 servings per day of fruits and vegetables. This falls far short of the recommended 5 to 9 servings per day. Low income people are less likely to purchase fresh produce due to the perceived high costs, limited accessibility and other factors. Thus, low income families are at increased risk for malnutrition. A produce recovery program has many potential benefits for our people and our region.

**BENEFITS**

Benefits of direct and membership produce recovery programs include:

- Increase in fresh produce accessible by low income people--  
A value of \$3 to 4 million (nominally est. @\$0.50 per #)
- Decrease in amount of food waste entering waste stream--  
A reduction of 15% to 20% of produce waste
- Decrease costs to wholesalers/growers/retailers for dumping fees--  
A savings of \$500,000 per year (@\$125 per ton)
- Support community relationships through volunteer service

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<sup>1</sup>Jennifer Ness, METRO Waste Reduction and Planning, estimates our region generates 200,000 tons of food waste each year. This includes all produce, restaurant/institutional food, other food waste, etc. I conservatively estimate that one tenth is produce waste (20,000 tons).

<sup>2</sup>Susan Evans, USC School of Medicine, from "Wholesalers to the Hungry", estimates this potential for our region.

Critical to the program's success are several factors:

- ◆ Rapid distribution of recovered product: limit storage as much as possible
- ◆ Rapport with produce industry: hire ex-produce person to secure/evaluate/monitor donations and serve as liaison to produce industry
- ◆ Regular, systematic pick-up schedule at wholesalers' warehouses
- ◆ Reliable, easy to use information about nutrition, storage and preparation of fresh produce for agencies and participants.

OREGON FOOD BANK PROPOSES TO ESTABLISH A PRODUCE RECOVERY PROGRAM FOR THE PURPOSES OF MAXIMIZING THE AVAILABILITY OF NUTRITIOUS FRESH PRODUCE TO LOW INCOME PEOPLE WHILE MINIMIZING THE AMOUNT OF FOOD WASTE ENTERING THE WASTE STREAM.

Goal: to decrease the amount of produce entering the waste stream by 15-20% over the next three years while increasing the amount of fresh, wholesome produce consumed by low income people.

- Objectives:
- 1- Pilot produce recovery program by enlisting two to four wholesalers/brokers to participate in produce recovery program.
  - 2- Establish at least two direct distribution sites.
  - 3- Add "brown bag"- membership site.
  - 4- Evaluate capacity for further expansion.

#### **OFB ASSETS**

EXPERIENCE The Oregon Food Bank network distributes 20 million pounds of food annually across Oregon through 20 regional coordinating agencies. At least 3 million pounds are distributed in the Metro region. Two warehouses serve the Portland region and Washington County; an additional statewide warehouse located in Portland, serves the rest of the state.

FUNDRAISING Oregon Food Bank successfully solicits donations from the food industry. Chart A (page 8) shows the ability of OFB to increase industry donations in the face of decreasing federal food donations. Clearly these efforts are providing a substantial amount of food to hungry people while keeping a considerable amount of food out of the landfills across Oregon.

FOOD WASTE REDUCTION Our Food Recovery Center salvages well over one million pounds of food every year that would otherwise be discarded. Volunteers sort through damaged products for edible, safe foods and grocery items that are then re-boxed and distributed to member agencies across the state.

Our experienced warehouse and operations staff manage four trucks for donation pick-up and delivery, two locally and two statewide. Our two statewide trucks are refrigerated semi-trailers. We receive a significant amount of frozen vegetables in bulk which must be repackaged before distribution to regional and local agencies.

COMMUNITY RELATIONSHIPS Staff support is provided to assist regional and local agencies to maximize their limited resources. Agency Relations has strong community connections to support distribution location and volunteer development. Our Administrative and Fiscal staff are respected in the community for their professionalism and skill.

CURRENT EFFORTS Oregon Food Bank has received and distributed 290,000 pounds of fresh produce in the Portland Metro region during the last fiscal year. In addition, 75,011 pounds of frozen fruits and vegetables have been handled through our Portland warehouse. Our state warehouse has received/distributed 121,867 pounds of fresh produce to the statewide network and nearly 1 million pounds of frozen produce have been distributed or warehoused.

In April, 1996, OFB staff and Board of Directors met with Drs. Susan Evans and Peter Clarke, with "Wholesalers to the Hungry" to learn about produce recovery programs across the country. An additional meeting with METRO, our regional government responsible for waste management, identified a mutual compatibility for efforts to increase the nutritional quality of emergency foods and decreasing the food waste stream.

Oregon Department of Agriculture Marketing Specialist Cathi McLain has been instrumental in identifying several local influential and respected produce wholesalers. The Alberta Farmers Market manager has been informed of our program and interest in supporting the farmers market rather than competing with it. St. Vincent de Paul, a local agency with current produce broker relationships has been involved in discussions about our efforts in order to collaborate rather than compete for local produce.

OFB is ready to proceed with the development of a pilot program of produce recovery. During the next six months, OFB will:

- Secure necessary equipment, funding and staff
- Enlist at least two influential wholesalers to spearhead the effort
- Implement workplan and begin systematic pick-up by September 1996.

#### **OFB NEEDS-SHORT TERM**

FREE FOOD ISN'T FREE! In order to receive and distribute recovered fresh produce, dollars and equipment are needed. In general, agencies are reluctant to receive large amounts of perishable product due to storage constraints. The key aspects for this produce recovery program is to receive the produce as soon as it is no longer deemed saleable and distribute it just as quickly.

PRODUCE LIAISON The key to identify prime produce is a respected member of the produce industry to serve as liaison to the program. With his or her expertise and standing in the industry, donors can understand why a particular donation may not be accepted if it is not wholesome. In addition, the liaison is more likely to be able to encourage a donor to make a donation rather than wait until the last minute. Typically, such a person is recently retired and works as a volunteer or on a stipend. **COST:** Stipend \$50/week X 52 wks = \$2,600/year

**TRUCK** In order to implement a produce recovery program, OFB needs to purchase a refrigerated truck. Critical to the success of a produce recovery program is the rapid distribution of the produce. Rather than increasing our capacity to store this perishable product, which would require additional warehouse cooler space, we propose to increase our capacity to move the product quickly using a refrigerated, 22-24 ft. truck. **COST:**

Purchase-	\$76,000
Lease-	\$22,500/YR

**DRIVERS** At the beginning of the program, our current staff of drivers will be able to accommodate initial pick-up and deliveries, as one local driver is currently ½ time pick-up and ½ time warehouse. This schedule could be supplemented with the possibility of volunteers, especially if needed for Saturday distributions, through UPS or other trucking companies. When the program expands to require full-time driver, an additional driver will be hired. **COST:** (Salary and Benefits) 1/5 FTE (\$5,200/year) 1 FTE (\$26,000/year).

**PROGRAM MANAGER/PROMOTER** The final element to a successful program is to ensure that people receiving the produce know how to handle the fruits and vegetables. This applies to the agencies coming to the warehouse to pick-up produce for distribution as well as the customers who receive the produce through agencies or direct distribution. Agencies must be encouraged to receive produce through attractive displays, informative signs and accurate information. Individual customers may not be familiar with some types of produce. Nutrition information, taste testing and educational efforts will be important to ensure that the recovered produce is consumed and not wasted. Since the produce is at the end of its lifespan, it is important that agencies and customers know how to handle the produce for speedy use. **COST:** ½ FTE: \$19,000/year up to 1FTE (\$39,000) by year one.

For a draft of the full budget, see Attachment B (page 9).

**POTENTIAL SOURCES OF FUNDING:**

*Dollars*

- Waste Reduction: METRO, Local Wholesalers
- Nutrition and Health: Five-A-Day Campaign (National Cancer Institute), Wholesalers to the Hungry, Kaiser Permanente, OHSU, PACC
- Anti-Hunger: Public Welfare Foundation, Kraft General Foods
- Agriculture: Kellogg, Food Marketing Institute (FMI), United Fresh Fruit and Vegetable Association

*Equipment or In-Kind*

- Trucks: Local trucking companies, local trucking association
- Produce Expert: Local wholesalers, Fresh Market Growers Assoc.
- Display Equipment: Local wholesalers/retailers
- Educational Materials: Five-A-Day, FMI, local and national dietetic associations, OSU Cooperative Extension; local printers; OR Health Division
- Drivers: United Parcel Service



## IMPLEMENTATION:

The implementation of a produce recovery program involves several basic steps to recover the produce with many options for produce distribution. Oregon Food Bank will explore at least three avenues of distribution to meet a variety of needs. In the following outline, Steps I, II and III are central to any recovery program. Step IV will explore several distribution scenarios, each with different infrastructure- costs and benefits.

### Outline of Program Development

- I. Identify team to coordinate program development
  - A. Core produce group to include: Produce Wholesaler, Retailer, Grower, Metro, Farmers' Market and OFB
  - B. Core advisory group: Neighborhood Association in target area, OFB, Oregon State University Extension and/or Portland Dietetics Association
  - C. Establish OFB Staff Team for implementation
  - D. Operate overall team out of OFB
- II. Enlist support of produce industry
  - A. Market idea to wholesalers, emphasizing waste management benefits and tax advantages; survey brokers for ways to meet their needs
  - B. Create operating plan that will meet the needs of the wholesalers
  - C. Develop systematic pick-up schedule for two days per week to start
  - D. Determine equipment needed and/or available for donation by wholesalers
  - E. Hire retired produce person on stipend if needed or as volunteer to manage liaison relationships between wholesalers
- III. Develop process for Recovery- Systematic Pick-up Days and Times
  - A. Produce Liaison Inspects Docks at Produce Brokers, Tags and Receipts Donations
  - B. Truck picks-up donations
  - C. Truck delivers donations
- IV. Develop Distribution Process\*\* Needs will differ from A to B to C\*\*
  - A. "Free Farmers' Markets": direct distribution sites where produce is delivered
    1. Lease/Purchase refrigerated truck for pick-up/delivery and short-term storage.
    2. Obtain recyclable distribution crates
    3. Procure basic packaging materials- boxes, bags, netting, etc.
    4. Resource materials- newsletters, recipes, storage tips
    5. Primarily volunteer driven with staff needed to identify sites and volunteers
    6. Identify direct distribution sites (churches, housing areas, community

- centers, health clinics) for end of week delivery
- 7. Volunteers receive and operate direct distribution sites on Fridays or Saturdays
- 8. Monitor pounds donated, distributed, and to hog farmer

B. "Brown Bag Programs": membership surplus food distribution programs

- 1. Items A.1-5 apply.
- 2. Establish record keeping system.
- 3. Train volunteers.
- 4. Additional staff needed to assist in identifying product for distribution and warehousing.
- 5. Consider income guidelines (185% of poverty level)
- 6. Identify host site coordinators
- 7. Recruit participants to purchase a "share" for \$15 per year
- 8. Use membership funds to develop educational and promotional materials to increase skills for produce preparation and storage.

C. "Emergency Food Box Agencies": non-profit agencies providing emergency food

- 1. Items A.1-4 apply.
- 2. Obtain display case (one or two) for Williams Warehouse
- 3. Install Signage and Lighting Improvement for Display Area
- 4. Provide Tasting Table to Market Produce to Agencies
- 5. Develop record keeping system.
- 6. Hire nutrition/promotion person to assist agencies with use of product
- 7. Survey agencies for interest in pick-up early/mid week and end of week
- 8. Provide ongoing support to agencies to maximize produce distribution and limit agency storage

V. Develop Marketing Plan

VI. Evaluate Program Quarterly

- A. Vendor Satisfaction/Impact on Dumping Fees/ Tax Advantages
- B. Pounds Recovered
- C. Amount to Hog Farmer
- D. Amount Dumped
- E. Participant Satisfaction/Impact on Produce Consumption/Ability to Prepare/Store/Waste

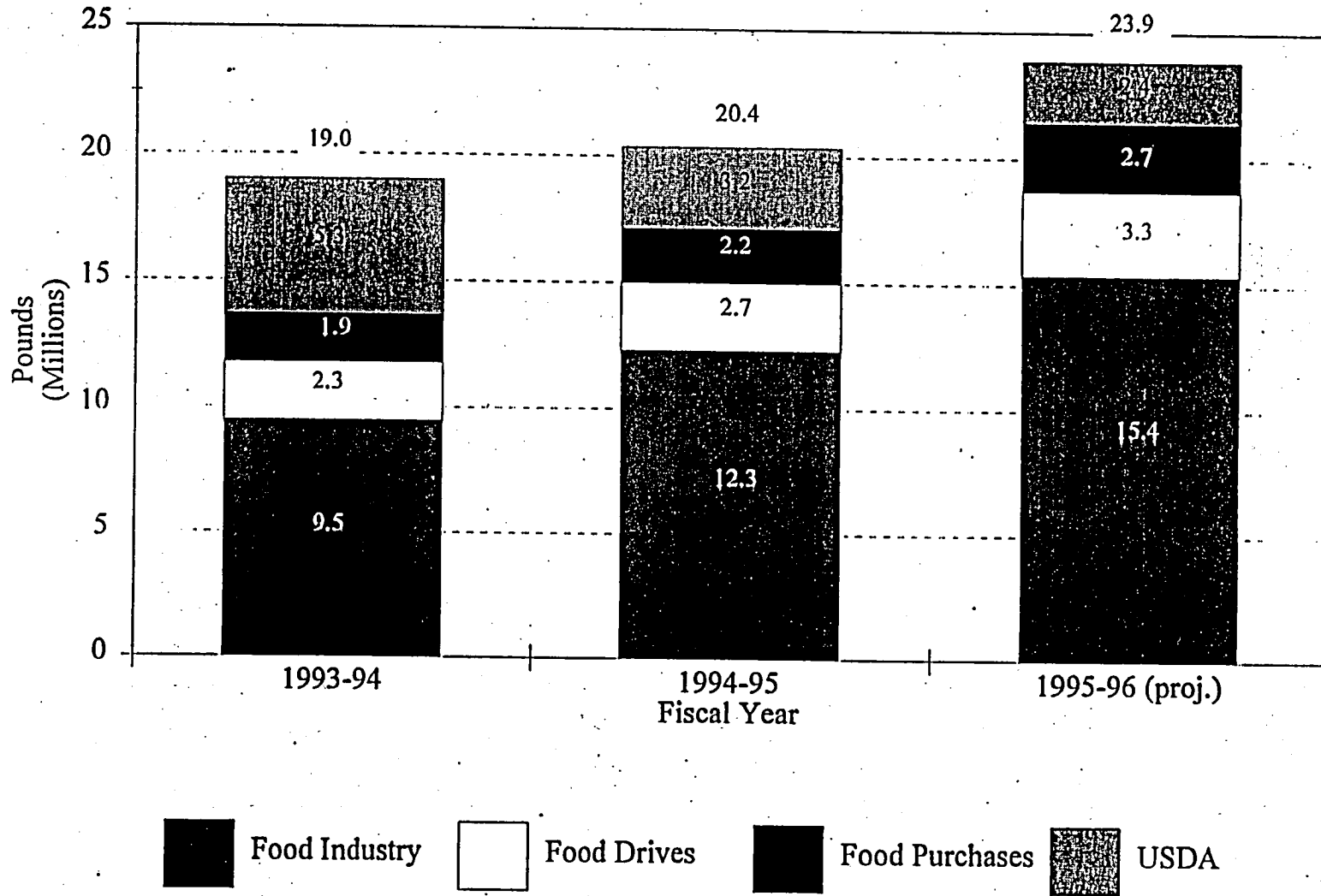
## SUMMARY

A produce recovery program will significantly improve the nutritional quality of emergency food assistance and decrease the amount of food waste. In order to implement this program, Oregon Food Bank seeks partners for funding and in-kind donations. Our greatest needs will be to quickly transport short-lived produce to distribution sites. OFB is able to allocate a part of existing resources to this program. Our greatest needs are a refrigerated truck suitable for in-city use and additional staffing to take on this new effort.

Given the high cost of dumping 6 to 8 million pounds of produce (estimated at \$500,000/year), the produce recovery program could run at one-fifth of the cost of dumping fees. The trade-offs in human health and nutrition are immeasurable and a substantial decrease in food waste is achieved.

# OFB Network Food Resources

Chart A



Attachment B- Draft Produce Recovery Program Budget: Fiscal Year 1996-1997

New Personnel:

Driver salary and benefits:	Months 1-4 (0.2 FTE)	\$ 1,733.00
	Months 5-12 (1 FTE)	\$13,000.00
Produce Liaison (stipend)	\$50/wk X 52 wks/yr	\$ 2,600.00
Program Manager salary and benefits:	Months 1-6 (0.5 FTE)	\$ 9,750.00
	Months 7-12 (1 FTE)	<u>\$19,500.00</u>
<b>SUBTOTAL NEW PERSONNEL:</b>		<b>\$46,583.00</b>

*OFB Allocated Personnel:*

Williams Warehouse Manager:	0.125 FTE	\$ 4,062.50
Inventory Staff	0.125 FTE	\$ 4,062.50
Distribution Coordinator	0.125 FTE	<u>\$ 4,387.50</u>
		<b>\$12,422.50</b>

New Equipment:

Refrigerated Truck (if purchased)	\$76,000.00*
(If leased)	\$22,500.00*
Insurance	\$ 1,000.00
Fuel (@\$0.13 per mile X 8,000 miles/year)	\$ 1,040.00
Display Case (if purchased)	\$ 1,000.00
Packaging Materials	<u>\$ 1,500.00</u>

(\* Truck would be used for other OFB programs also)

**SUBTOTAL EQUIPMENT** **\$27,040 to \$80,540**

*OFB Allocated Equipment:*

Office Furniture/Computer	\$ 3,350.00
Hand Carts	1,000.00
Pallet Jack	<u>500.00</u>
	<b>\$ 4,850.00</b>

**New Operating Costs and Materials:**

Legal Fees	\$ 500.00
Office Supplies	\$ 200.00
Printing/Duplicating	\$ 500.00
Postage	\$ 50.00
Telephone	\$ 2,500.00
Training	<u>\$ 1,800.00</u>
<b>SUBTOTAL OPERATING COSTS/MATERIALS</b>	<b>\$ 5,550.00</b>

**TOTAL**

*(OFB Allocated TOTAL)*

**\$79,173 to \$132,673**  
**\$17,272.50**

CONTRACT NO.

OREGON FOOD BANK PRODUCE RECOVERY PROGRAM GRANT CONTRACT

THIS Contract is entered into between Metro, a metropolitan service district organized under the laws of the State of Oregon and the 1992 Metro Charter, located at 600 Northeast Grand Avenue, Portland, Oregon 97232-2736, and The Oregon Food Bank, whose address is 2540 NE Riverside Way, Portland, OR 97211, hereinafter referred to as "Contractor."

THE PARTIES AGREE AS FOLLOWS:

ARTICLE I

SCOPE OF WORK

Contractor shall undertake the program and perform all activities described in the Scope of Work attached hereto as Attachment "A" which is incorporated in this contract by this reference as though set forth in full.

ARTICLE II

TERM OF CONTRACT

This Agreement shall be effective on the last signature date below, and shall remain in effect through March 30, 1998, unless earlier terminated in conformance with this Agreement.

ARTICLE III

CONTRACT SUM AND TERMS OF PAYMENT

Metro shall compensate the Contractor for performance as described in Attachment "A." Metro shall not be responsible for payment of any materials, expenses or costs other than those which are specifically included in Attachment "A."

ARTICLE IV

LIABILITY AND INDEMNITY

Contractor is an independent contractor and assumes full responsibility for the performance of the program and the content of its work and performance of Contractor's labor, and assumes full responsibility for all liability for bodily injury or physical damage to person or property arising out of or related to this Contract. Contractor shall indemnify and hold harmless Metro, its agents,

officers, elected officials, department, and employees, from any and all claims, demands, damages, actions, losses, and expenses, including all attorney's fees at trial or upon appeal, arising out of or in any way connected with Metro's performance of this Contract. Contractor is solely responsible for paying Contractor's subcontractors. Nothing in this Contract shall create any contractual relationship between any subcontractor and Metro.

#### ARTICLE V TERMINATION

Metro may terminate this Contract upon seven (7) days written notice. In the event of termination, Contractor shall be entitled to payment for work performed to the date of termination. Metro shall not be liable for indirect or consequential damages. Termination of this agreement by Metro will not in any way waive any claim or any recovery of remedies Metro may have against the Contractor.

#### ARTICLE VI INSURANCE

If Contractor is a unit of federal, state or local government, or if such a government unit will be providing insurance coverage to Contractor, then Contractor shall comply with the provisions of section VI. A. In all other cases Contractor shall comply with the provisions of section VI. B.

A. Contractor shall maintain such insurance as will protect Contractor from claims under Workers' Compensation Acts and other employee benefits acts covering all of Contractor's employees engaged in performing the work under this Contract; and from claims for damages because of bodily injury, including death and damages to property, all with coverage limits satisfactory to Metro. Liability insurance shall have minimum coverage limits of at least the dollar amounts listed in ORS 30.270. Additional coverage may be required in the Scope of Work attached hereto. This insurance must cover Contractor's operations under this Contract, whether such operations be by Contractor or by any subcontractor or anyone directly or indirectly employed by either of them. Contractor shall immediately increase the amounts of liability insurance required to reflect any changes in Oregon Law so that the insurance provided shall cover, at a minimum, the maximum liability limits under the Oregon Tort Claims Act.

If required in the Scope of Work Attached hereto, Contractor shall provide Metro with a certificate of insurance complying with this section and naming Metro as an

insured within fifteen (15) days of execution of this Contract or twenty-four (24) hours before services under this Contract commence, whichever date is earlier.

Contractor shall not be required to provide the liability insurance described in this section if an express exclusion relieving Contractor of this requirement is contained in the Scope of Work.

B. Contractor shall purchase and maintain at the Contractor's expense, the following types of insurance, covering the Contractor, its employees, and agents:

- (1) Broad form comprehensive general liability insurance covering bodily injury and property damage, with automatic coverage for premises, operations, and product liability. The policy must be endorsed with contractual liability coverage; and
- (2) Automobile bodily injury and property damage liability insurance.

Insurance coverage shall be a minimum of \$500,000 per occurrence. If coverage is written with an annual aggregate limit, the aggregate limit shall not be less than \$1,000,000. Metro, its elected officials, departments, employees, and agents shall be named as ADDITIONAL INSUREDS. Notice of any material change or policy cancellation shall be provided to Metro 30 days prior to the change or cancellation. Contractor, its subcontractors, if any, and all employers working under this Agreement that are subject employers under the Oregon Workers' Compensation Law shall comply with ORS 656.017, which requires them to provide Workers' Compensation coverage for all their subject workers. Contractor shall provide Metro with certification of Workers' Compensation insurance including employer's liability. If Contractor has no employees and will perform the work without the assistance of others, a certificate to that effect may be attached, as Exhibit B, in lieu of the certificate showing current Workers' Compensation.

If required by the Scope of Work, Contractor shall maintain for the duration of this Agreement professional liability insurance covering personal injury and property damage arising from errors, omissions, or malpractice. Coverage shall be in the minimum amount of \$500,000.



Contractor shall provide to Metro a certificate of this insurance, and 30 days' advance notice of material change or cancellation.

ARTICLE VII  
PUBLIC CONTRACTS

Contractor shall comply with all applicable provisions of ORS Chapters 187 and 279 and all other conditions and terms necessary to be inserted into public contracts in the state of Oregon, as if such provisions were a part of ORS 187.010-.020 and 279.31-.430.

ARTICLE VIII  
ATTORNEY'S FEES

In the event of any litigation concerning this Contract, the prevailing party shall be entitled to reasonable attorney's fees and court costs, whether at trial or upon appeal.

ARTICLE IX  
SUBCONTRACTORS

Contractor shall contact Metro prior to negotiating any subcontracts. Contractor shall obtain approval from Metro before entering into any subcontracts for the performance of any of the services and/or supply of any of the goods covered by this Contract. Metro reserves the right to reject any subcontractor or supplier. All subcontracts related to this Contract shall include the terms and conditions of this agreement. Contractor shall be fully responsible for all of its subcontractors as provided in Article IV.

ARTICLE X  
RIGHT TO WITHHOLD PAYMENTS

Metro shall have the right to withhold from any reimbursements due Contractor such sums as necessary, in Metro's sole opinion, if contractor does not comply with all terms of this contract including eligibility requirements and all requirements in the Scope of Work. If a liquidated damages provision is contained in the Scope of Work, and if Contractor has, in Metro's sole opinion, violated such provision, Metro shall have the right to withhold from payments due Contractor such sums as shall satisfy that provision. All sums withheld by Metro under this Article shall become the property of Metro and Contractor shall have no right to such sums to the extent that Contractor has breached this Contract.

## ARTICLE XI

### SAFETY

If services of any nature are to be performed pursuant to this agreement, Contractor shall take all necessary precautions for the safety of employees and others in the vicinity of the services being performed and shall comply with all applicable provision of federal, state and local safety laws and building codes, including the acquisition of any required permits.

## ARTICLE XII

### INTEGRATION OF CONTRACT DOCUMENTS

All of the provisions of any proposal documents including, but not limited to, Requests for Proposals, Proposals and Scopes of Work that were utilized in conjunction with the award of this Contract are hereby expressly incorporated by reference. This Contract represents the entire and integrated agreement between Metro and Contractor and superseded all prior negotiations, representations or agreements, either written or oral. This Contract may be amended only by written instrument signed by both Metro and Contractor. The law of the state of Oregon shall govern the construction and interpretation of this Contract.

## ARTICLE XIII

### ASSIGNMENT

Contractor shall not assign any rights or obligations under or arising from this Contract without prior written consent from Metro.

## ARTICLE XIV

### COORDINATION AND NOTICES

Coordination of this Agreement will be conducted by, and all notices shall be delivered to, the following designated Project Managers:

For Oregon Food Bank:

Deb Lippoldt  
Oregon Food Bank  
2540 NE Riverside Way  
Portland, OR 97211  
(503) 282-0555

For Metro:

Jennifer Erickson  
Metro  
600 NE Grand Ave.  
Portland, OR 97232  
(503) 797-1647

OREGON FOOD BANK

METRO

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Signature

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Signature

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Print Name and Title

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Print Name and Title

---

Date

---

Date

Approved as to Form:

METRO LEGAL COUNSEL

---

Name and Title

---

Date

**ATTACHMENT A**

**SCOPE OF WORK**

**1. Statement of Work.**

Contractor shall perform the following tasks:

- 1) Continue the collection of unsellable yet edible produce from produce wholesalers that have agreed to participate in the Oregon Food Bank's Produce Recovery Program.
- 2) Continue to provide avenues for the redistribution of the collected produce to needy families and the agencies that serve them.
- 3) Provide Metro with quarterly reports which include, but are not limited to, the following:
  - frequency of collection
  - monthly weight of produce collected and re-distributed
  - monthly weight of residual (waste) material and where disposed
  - methods of collection and re-distribution used

**2. Payment, Billing and Term.**

Contractor shall provide services for a maximum price not to exceed THIRTEEN THOUSAND TWO HUNDRED DOLLARS AND NO/100 (\$13,200.00).

Metro may, in its sole discretion and upon written notice to Contractor, extend the term of this contract for a period not to exceed 12 months. During such extended term all terms and conditions of this contract shall continue in full force and effect.

The maximum price includes all fees, costs and expenses of whatever nature. Metro shall pay Contractor in one lump sum within 30 days of full execution of this agreement and receipt of Contractor's invoice.

## STAFF REPORT

IN CONSIDERATION OF RESOLUTION NO. 97-2518 FOR THE PURPOSE OF APPROVING A SOLE SOURCE GRANT CONTRACT WITH THE OREGON FOOD BANK TO ASSIST WITH A PRODUCE RECOVERY AND REDISTRIBUTION PROGRAM.

Date: May 21, 1997

Presented by: Jennifer Erickson

### PROPOSED ACTION

Adopt Resolution no. 97-2518, approving a sole-source grant contract with the Oregon Food Bank to assist with a produce recovery and redistribution program.

### FACTUAL BACKGROUND AND ANALYSIS

As part of the Grocery Industry Waste Minimization ("Greener Grocer") Program that the Waste Reduction, Planning & Outreach division has been administering for the past three years, Metro has been developing partnerships with the grocery industry and other agencies involved in food distribution. During this time, we have examined the waste generated by grocery produce wholesale houses, and have found that it contains a tremendous volume of edible yet unsellable produce (up to 60% of a produce wholesaler's waste). As part of the Greener Grocer program, Metro developed and published a Food Donation Resource Guide to encourage grocers and warehouseers to donate usable food for redistribution. The program has multiple benefits: not only would landfilling be avoided, the redistribution of food to the needy is a preferred alternative to composting for these materials.

At the same time, the Oregon Food Bank (OFB), a non-profit charitable organization, was teaming up with the University of Southern California School of Medicine's *From the Wholesaler to the Hungry* program to design a network for the collection and redistribution of this same material in the Portland metropolitan area. The basic premise of the program is to provide a more balanced diet to those in need and to augment many of the packaged foods with fresh fruits and vegetables that are otherwise not available in food programs. Attachment A to this report provides more detailed information regarding the focus and intent of the *From the Wholesaler to the Hungry* program.

Last Autumn, when OFB was seeking outside support for its program, staff from Metro and OFB had preliminary discussions about potential funding options. Before soliciting new resources, OFB wished to test the program with a selected set of grocery warehouses and charities. Since the end of November, OFB has collected and redistributed 52,974 pounds of edible produce to the needy that would have otherwise been landfilled. The food bank and its partners have demonstrated the willingness and ability to make this program a success.

Seeing an excellent opportunity to promote an alternative to disposal or composting of these materials, Metro has provided technical assistance to OFB and has attended planning

sessions to help develop the produce redistribution program. The combined efforts of the project partners will help to improve the nutritional balance of those who receive aid, and find additional sources of food for the needy as the OFB faces reduced federal food donations and assistance. The OFB/From the Wholesaler to the Hungry program is an innovative approach that feeds the hungry, improves nutrition, bolsters public/private partnerships, keeps good food out of the landfill, and serves a purpose higher on the solid waste management hierarchy than composting.

Metro and OFB are confident in the stability and early successes of the program. The Oregon Food Bank links over 600 human services agencies that feed hungry people in Oregon and Clark County, Washington, and it is the only agency in the Metro region currently implementing a fresh produce redistribution program of this size and scope. This grant is a sole-source agreement with the Oregon Food Bank. Metro staff has determined that no other agencies are currently implementing, or planning to implement a program of this size and with this particular focus. Because the OFB has well-established networks and serves as an umbrella agency for human service programs, it is logical for Metro to partner with an organization that has infrastructure and allies in place.

The Oregon Food Bank has provided Metro with detailed project proposal and budget information included with this report as Attachment B. The OFB estimates that the costs for the first year of the program will be between \$79,173 and \$132,673. OFB is able to provide only \$17,272 of the total and is relying on its partners (listed below) to provide dollars and in-kind services to meet the balance of the program's needs. Metro's \$13,200 grant will provide assistance towards the staffing and equipment which comprise a portion of the overall program costs noted above. In return, the Oregon Food Bank will supply Metro with information including frequency of collection, weights of material collected and redistributed, methods of collection and redistribution, and weights of residual disposed.

Other partners in this program include the National Cancer Institute's Five-A-Day Program, Kaiser Permanente, OHSU, PACC Public Welfare Program, Kraft General Foods, Kellogg, Food Marketing Institute, the United Fresh Fruit and Vegetable Association, Fresh Market Growers Association, Oregon Health Division and United Parcel Service.

#### BUDGET IMPACT

No impact. The funds for this grant are currently available without diverting resources from other waste reduction projects. There is \$9,000 remaining in the Peer Grant program, and \$4,200 for organics waste management. These funds are available because the proposals for these projects came in under the budgeted amounts, and are not earmarked for other purposes.

#### EXECUTIVE OFFICER RECOMMENDATION

The Executive Officer recommends approval of Resolution No. 97-2518