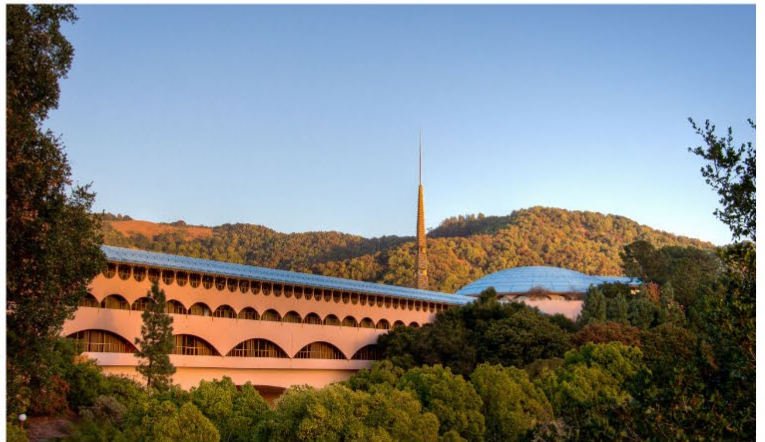


ZERO WASTE MARIN



Zero Waste Marin

Edible Food Recovery Capacity Report



May 2024

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TABLE OF CONTENTS

Executive Summary	1
Section 1: Introduction.....	2
Report Organization.....	2
Key Assumptions and Limitations	3
Section 2: Tier 1 and Tier 2 Outreach	4
Key Findings	4
Recommendations	5
Methodology.....	7
Section 3: Food Recovery Organizations and Services	9
Key Findings	9
Recommendations	14
Section 4: Capacity Analysis and Future Opportunities.....	16
Current and Future Capacity Results.....	16
Recommendations	17
Methodology.....	19
Conclusion	20

LIST OF ATTACHMENTS

Attachment A: Complete Tier 1 and Tier 2 Edible Food Generator List
Attachment B: Food Permit List Codes
Attachment C: Health Permit License Application
Attachment D: Generator Call Script
Attachment E: Technical Assistance: Best Practices and Recommendations
Attachment F: FDP Sample Survey
Attachment G: Reporting Schedule Tracker

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EXECUTIVE SUMMARY

Zero Waste Marin (ZWM) engaged HF&H Consultants (HF&H) to support their compliance with the edible food recovery capacity requirements of SB 1383 and assist in identifying potential improvements to their current food recovery programs. For both the baseline capacity analysis, covering the time period of 2022-2024, and the future capacity analysis, spanning the time period of 2025-2034, HF&H found that Marin County (County) demonstrates a surplus in available edible food recovery capacity. Although the County is able to demonstrate a capacity surplus, primary research conducted by HF&H provides a more nuanced look at the County's food recovery landscape and identified existing limitations and vulnerabilities within the current system that must be considered.

HF&H engaged with the County's Tier 1 (large-scale) and Tier 2 (mid-scale) generators (Generators), Food Recovery Organizations and Services (FROs/FRSs), and related Food Distribution Partners (FDPs). It is clear from all of our interactions throughout the food recovery system, that the current system is heavily reliant on two main Food Recovery Organizations: the San Francisco-Marin Food Bank (SF-MFB) and ExtraFood. These FROs have a strong working relationship with one another and the network of Community Based Organizations (CBOs) that serve as Food Distribution Partners (FDPs) throughout the County. To increase and stabilize food recovery efforts, ZWM should focus its support on building the resiliency of the FROs through targeted support that leverages their existing programs to increase efficiencies, including, but not limited to, the following:

- Funding for on-call staff to alleviate operational gaps when full-time staff is unavailable or to account for irregular increases in recovery demand
- Trainings for Tier 1 and Tier 2 Generators to maximize quality donations and ensure their recovery practices meet the needs of the FROs and their FDP communities
- Developing alternative approaches to recovering food from low-volume and infrequent donors to meet SB 1383 compliance without compromising the operational effectiveness of SF-MFB and ExtraFood.

While the intent of SB 1383 is supportive of the food recovery networks already in place in Marin County, the prescriptive requirements of the regulations has increased the demand for food recovery resources while simultaneously placing more of an administrative burden on the organizations available to meet that demand. It is essential that ZWM continue to engage regularly with its key recovery partners including SF-MFB and ExtraFood to alleviate this burden and ensure they can continue operating to their fullest capacity. With the tools and resources described in this report to continuously monitor edible food recovery stakeholders in the County, ZWM can serve as the lynchpin to streamlining recovery services and closing any gaps within the system.

SECTION 1: INTRODUCTION

While Marin County dispose of 91.3 million pounds of food in landfills each year¹, 6.9% of County residents are experiencing food insecurity². SB 1383 aims to address both issues by requiring jurisdictions to implement food recovery programs to support the recovery of commercially generated edible food for human consumption. SB 1383 mandates that entities categorized as Tier One (Tier 1) and Tier Two (Tier 2) Commercial Edible Food Generators (Generators) must implement a food recovery program by January 1, 2022 and January 1, 2024 respectively (see figure to the right for definitions). SB 1383 sets requirements for both jurisdictions and Generators of edible food. These requirements include:

EDIBLE FOOD GENERATORS DEFINED

Tier 1: January 1, 2022

- Supermarkets
- 10,000+ SF Grocery store
- Food service provider
- Food service distributor
- Wholesale food vendor

Tier 2: January 1, 2024

- Restaurants with 250+ seats or 5,000+ SF
- Hotel with onsite food and 200+ rooms
- Health facility with onsite food and 100+ beds
- Large Venues and Large Events
- Local education facility with on-site food facility
- State agency with cafeteria and 250+ seats or 5,000+SF

County Requirements

- Implementing an edible food recovery program that includes education of Tier 1 and Tier 2 Generators at least annually with information about the available edible food recovery program, information on Generator requirements, and information about food recovery organizations and services (§18991.1)
- Implementing an edible food recovery program that increases access to food recovery organizations and services (§18991.1)
- Developing a list of food recovery organizations and services operating within the jurisdiction, including name, physical address, contact information, collection service area, and hours of operation, which is updated annually (§18985.2.a)
- Conducting edible food recovery capacity planning studies and developing an implementation plan if the County finds that food recovery capacity is insufficient (§18992.2)

Generator Requirements

- Arranging to recover the maximum amount of edible food that would otherwise be disposed (§18991.3.b)
- Providing proof to demonstrate extraordinary circumstance if an enforcement action is commenced against a Generator for noncompliance (§18991.3.d)
- Maintaining a record of each food recovery service and organization that collects and receives its edible food and a copy of all contracts or written agreements with the food recovery service/organization (§18991.4)

Report Organization

This report describes the County's current edible food recovery landscape and details actions ZWM can take to remain in compliance with SB 1383 on an ongoing basis. ZWM is a Joint Powers Authority (JPA) among 12 jurisdictions of the County responsible for ensuring residents and businesses meet the County's

¹ CalRecycle. "Solid Waste Characterization Home." <https://www2.calrecycle.ca.gov/WasteCharacterization/>

² Healthy Marin County. "Food Insecurity Rate." [Healthy Marin :: Indicators :: Food Insecurity Rate :: County : Marin](#)

Zero Waste goals and that the County maintains compliance with state laws. ZWM is the informal name for the Marin Hazardous and Solid Waste Joint Powers Authority.

This report focuses on how ZWM can support the success and growth of current food recovery efforts to meet the intent of the SB 1383 regulations and is structured in the following manner:

- Section 2 evaluates and recommends practices for Generators.
- Section 3 evaluates and recommends practices for FROs and FRSs and their FDPs.
- Section 4 evaluates the County's edible food recovery capacity and future edible food recovery needs.

Each section addresses how HF&H approached each evaluation and highlights recommendations that can improve ZWM's food recovery efforts.

Key Assumptions and Limitations

Every engagement has certain limitations and key assumptions that constrain its scope. This engagement relied on the following assumptions and limitations:

- The original Tier 1 and Tier 2 Generator list provided by ZWM was used as basis for reverification of each Generator.
- HF&H only verified the original list of FROs and FRSs provided by ZWM to confirm if they were accepting food directly from Tier 1 and Tier 2 Generators and thereby regulated as an FRO or FRS under SB 1383.
- HF&H recognizes there are a large number of community-based organizations and services that support the FROs in distributing food to the community. HF&H performed initial outreach to 77 organizations identified by ExtraFood to confirm if they could potentially be regulated as an FRO or FRS under SB 1383. HF&H was only able to confirm that a small number of these Generators were not FROs or FRSs as defined in SB 1383. However, further research and verification was outside the scope of this engagement. Therefore, this analysis assumes those organizations working directly with SF-MFB or ExtraFood are not separate FROs or FRSs.

SECTION 2: TIER 1 AND TIER 2 OUTREACH

Key Findings

HF&H supported ZWM in verifying the number of regulated Tier 1 and Tier 2 Generators within the County. HF&H performed a verification process, described in the “Methodology” section below, that resulted in the recommended addition of two Generators from the food permit list to the Tier 1 list and the removal of seven businesses from the Tier 1 list and 19 restaurants from the Tier 2 list that had a maximum occupancy of under 250 seats. A summary of the number of verified Tier 1 and Tier 2 Generators by jurisdiction is included below. A full list including addresses and Generator type can be found in Attachment A.

Table 1: Summary of Generators by Jurisdiction

Jurisdiction	Tier 1	Tier 2
Corte Madera	5	3
Fairfax	2	1
Larkspur	2	3
Mill Valley	4	2
Novato	20	4
Ross	0	2
San Anselmo	5	1
San Rafael	50	12
Sausalito	6	2
Tiburon	2	1
Unincorporated	<u>9</u>	<u>11</u>
County Total	105	42

One attribute that makes the County’s Tier 1 and Tier 2 landscape unique is the plethora of boutique wholesalers. As determined through the Generator outreach described in the “Methodology” section below, many of these wholesalers produce or otherwise wholesale drinks, nutritional supplements, coffee beans, or tea leaves in small batches. Per the California Health and Safety Code section 113781, food means a “raw, cooked, or processed edible substance, ice, beverage, an ingredient used or intended for use or for sale in whole or in part for human consumption, and chewing gum,” thereby subjecting these Generators to the regulations of SB 1383. However, the majority of wholesale vendors are small producers and reported generating little to no edible food waste available for recovery. This is a significant finding as it is assumed by CalRecycle that wholesale vendors in most jurisdictions are responsible for a majority of surplus food available for recovery.

Tier 1 and Tier 2 Edible Food Generator Annual Survey

As part of the verification and outreach campaign to Tier 1 and Tier 2 Generators, HF&H supported ZWM in gathering information on current edible food recovery practices, informing Generators of the 1383 requirements, and identifying the amount of edible food generated that was available for recovery. A survey was developed and administered to Generators via email, phone, and in-person site visits.

Key findings from the survey included:

- Ten wholesale vendors reported that they had a food recovery program. These same wholesale vendors reported they donated between 70 and 13,300 pounds of food in 2023. An additional nine wholesale vendors reported that they, “Never have surplus edible food.” CalRecycle’s current estimate for wholesale vendors is an average of 128,000 pounds per Generator per year. These Generator’s responses account for nearly 40% of the wholesale vendor population in the County and suggest that the County’s wholesale vendors may generate significantly less food waste than CalRecycle estimates for wholesale vendors. This is likely due to the size of the vendors. Many of the wholesale vendors contacted indicated that they were one- to two-person operations, or that they only produced food to order.
- In the survey, Generators were asked, “How much food have you donated?” The phrasing of this survey question may have confused respondents as it alludes to current practices and does not capture needed capacity. As a result, we believe there is significant under-estimation of food available for recovery. One respondent who was visited in person initially stated they did not have anything to donate but after further discussion elaborated that they had approximately 100 pounds of food annually that could not be sold but was still safe to consume. This demonstrates the need to provide Generators with tools and resources to properly evaluate their food programs and identify areas of potential food recovery.

Recommendations

Ongoing Generator Verification

Annually, as new businesses are opened, HF&H recommends ZWM identify whether the business is potentially regulated under SB 1383 using the criteria and process described in the “Methodology” section below. ZWM can begin by excluding the business from the list of regulated entities if it falls under any of the food permit list codes originally used to exclude non-regulated entities, as further described in Attachment B. As an added assurance, ZWM cross referenced grocery stores and supermarkets found on the food permit list with the Convenience Zone and grocery store lists to confirm all new businesses are captured.

The food permit list used for this analysis identified general groups of businesses such as those above 150 seats for a restaurant and above 6,000 square feet for markets, creating additional work to verify applicable Generators. The Health Permit License Application, however, found on the County’s Environmental Health Services website (see Attachment C), includes questions identifying the exact number of seats for restaurants and square footage for markets. To streamline the verification process, HF&H recommends ZWM request from the Environmental Health Services Department a detailed food permit list that includes the exact number of seats and square footage for restaurants and food generating businesses. Maintaining the integrity of this data collected via the application will cut down on the time required to follow-up with potential Generators to confirm seating capacity and/or size and verify regulatory status.

HF&H recommends that ZWM work with the County Environmental Health Services Department to establish a notification process for new food permit application approvals to allow ZWM to verify potential Generators on an ongoing basis. ZWM could request notification each time a new business is approved for a food permit and provided with the approved application. Alternatively, ZWM could request this information on a monthly or quarterly basis. The application in Attachment C would provide sufficient information for ZWM to determine if the Generator is considered a regulated Tier 1 or Tier 2 Generator.

Setting up a process for routinely verifying regulated entities can help ensure ZWM stays in compliance with SB 1383.

Collecting Food Recovery Data from Generators

Nearly 50% of Generators responded to the digital survey sent by ZWM. This proved an effective strategy to determine the overall level of engagement, knowledge, and concern Generators had with the edible food recovery requirements and to establish a prioritization process for conducting in-person outreach.

ZWM can use information from the survey to provide relevant and targeted information to each Generator based on their needs. For example, if a Generator states they do not yet have a system for food recovery in place, HF&H recommends including guidance on next steps and best practices to establish a food recovery program. Refining the survey to focus on gathering data on the amount of edible food donated utilizing a consistent methodology for both Tier 1 and Tier 2 Generators will additionally provide ZWM with more dependable representation of capacity needs, allowing them to focus resources and technical assistance where it is needed most. Utilizing the same survey every year will allow ZWM to track data over time and provide a sense of predictability for Generators making it easier to report year after year. The annual survey can also serve as a valuable pre-inspection tool. By focusing site-visits and inspections on survey respondents that report no edible food was donated, or those that do not respond at all, ZWM can more efficiently allocate resources to those who need the most support or are most likely to be out of compliance. The survey also provides an opportunity for Generators to proactively reach out to ZWM for technical assistance, questions, or concerns making them more accessible to Generators and allowing ZWM to further prioritize how it allocates resources.

For Generators requiring site visits, either for further Generator verification, technical assistance, or enforcement efforts, HF&H recommends ZWM capitalize on these interactions by following the best practices described below.

1. Select a subset of all Generators to complete site visits for (the smaller the list the easier it is to organize).
2. Document operating hours and any information gleaned from phone calls on when management staff might be working.
3. Plan a route by loosely grouping businesses that are close to each other and open at similar times.
4. Create an outreach script or checklist to document all talking points. A sample call script, developed by HF&H is included in Attachment D.
5. Be prepared to share educational information on SB 1383 and contact information for a food recovery organization the Generator can contact. This may include printing Generator survey's, printing educational materials, and ensuring you have sufficient business cards and Generator letters to leave with staff if management is not available.
6. Be prepared to conduct annual surveys with Generators, as needed, during site visits and phone calls.
7. For technical assistance, follow the best practices described in Attachment E.

Navigating the County's Wholesale Vendor Landscape

As the reality of the County's wholesale vendor community may be significantly different than the assumptions made by CalRecycle, an accurate account of edible food generated by this community is essential to accurately assess the County's need for food recovery capacity. HF&H recommends ZWM continue outreach to this community to further refine the estimated amount of edible food generated for recovery. It is recommended ZWM additionally establish a policy on how these types of wholesalers are addressed going forward in order to avoid unnecessary and costly enforcement and recordkeeping processes for those generating no edible food for recovery. Implementing a streamlined and consistent process for documenting the lack of edible food available for donation and recovery will save both the Generators and ZWM time in monitoring compliance and providing adequate documentation to CalRecycle.

Methodology

HF&H performed a quality check on ZWM's original data sources to reverify their current list of Tier 1 and Tier 2 Generators. HF&H reviewed the following source data provided by ZWM: food permit list, California Department of Public Health (CDPH) Wholesale Food Vendor list, grocery store list, and CalRecycle's Beverage Container Convenience Zones within the County. Together, these lists provide a comprehensive view of the food generating businesses throughout the County. However, not all the identified businesses are regulated under SB 1383. To identify regulated and potentially regulated entities, HF&H filtered each list based on the following criteria:

- All markets above 6,000 square feet, from the food permit list
- All wholesale vendors from the CDPH list
- All restaurants with more than 150 seats, from the food permit list

After the initial filtering, HF&H cross-referenced the markets identified in the food permit list with the Convenience Zone and grocery store lists and confirmed no potentially regulated businesses were excluded.

After the initial re-verification, HF&H recognized further refinement to the list was required to remove duplicate Generators, and businesses unrelated to food processing or sales. To achieve this, HF&H conducted a thorough desktop review, confirming business addresses and Generator types. Utilizing Google Maps Street View and online research, HF&H was able to verify shared locations and identify non-food-producing businesses, including a welding supply store. It was also necessary to call and email Generators to verify if they are a regulated Generator based on square footage or seating capacity. As Generators were contacted to verify if they would qualify as a regulated business, HF&H gathered current contact information, hours of operation, and data related to each Generator's food recovery efforts. During the phone calls, HF&H was additionally able to identify if there were unique needs or preferences of the business. For example, HF&H identified businesses that required Spanish and Chinese translation.

While much of the needed information can be gathered via phone and email, many of the Generators on the Tier 1 and Tier 2 Generator lists did not have contact information that contained a direct phone number or email to management staff. Additionally, some Generators were unwilling to provide information over the phone because they could not verify the legitimacy of the call. For these reasons, it was necessary to provide site visits to Generators. This type of direct outreach is resource intensive; therefore, HF&H allocated an extended timeframe for these preliminary phone calls and emails to narrow

the list of Generators requiring site visits. Each Generator was contacted a minimum of three times via phone and email before they were added to the site visit list.

To facilitate the site visits, HF&H used RoadWarrior, a professional routing web service created by MapQuest. The tool helped organize the 37 planned site visits. The web service organized the route by proximity but did not account for hours of operation. Consequentially, the route needed to be manually updated. While conducting the site visits some changes had to be made to the routes to account for hours of operation and availability of business managers, proving that much of the planning was inefficient. HF&H recommends selecting five or fewer Generators to visit at one time and organizing them manually by proximity and hours of operation.

Although it is unlikely that ZWM will need to conduct a full reverification of all Tier 1 and Tier 2 Generators, the process utilized by HF&H provides insight into how to best verify and engage with new businesses on an ongoing basis. The process described throughout this methodology provides a process for ZWM to follow that eases the burden of staff time by utilizing available data and the developed survey to reduce the amount of direct, in-person outreach required. Implementing the lessons learned and recommended practices described under “Recommendations,” ZWM can benefit from a seamless and dependable method of tracking and updating the County’s Tier 1 and Tier 2 Generator lists annually.

SECTION 3: FOOD RECOVERY ORGANIZATIONS AND SERVICES

Key Findings

The food recovery landscape in the County is dominated by two major FROs, the San Francisco-Marín Food Bank (SF-MFB) and ExtraFood. These two FROs complement one another in their reach, operations, and donation distribution partners. Through a coordinated effort and long-standing partnership, SF-MFB and ExtraFood have managed to provide recovery opportunities to both large and small donors throughout all of the County.

SF-MFB primarily focuses on large donors able to donate items in bulk, allowing them to capitalize on opportunities from large Generators such as Costco and Whole Foods. Conversely, ExtraFood operates with a smaller and more nimble approach, cultivating a wide and integrated local network of groups, organizations, and entities (Food Distribution Partners) who are able to accept prepared foods and smaller scale donations. While there is overlap in the types of foods they accept, each organization manages its donations differently. One key difference is that ExtraFood does not have a storage or warehouse facility and therefore focuses on moving donations quickly and directly from donors to recipients. Alternatively, SF-MFB operates a large, central donation warehouse and storage facility and sustains a number of “pantry” sites dependent on SF-MFB’s ability to provide a “menu” of weekly groceries to individuals that includes fresh produce, grains, and a protein. SF-MFB and ExtraFood maintain consistent communication with each other to effectively rescue food and deliver it when and where it is needed, including ExtraFood taking on additional loads during public holidays while SF-MFB is closed for operation.

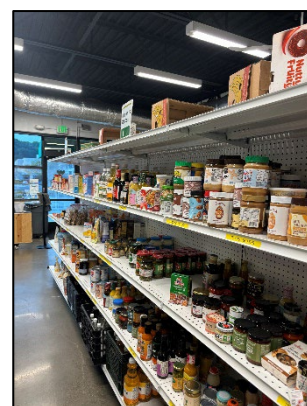


Photo: SF-MFB pantry

The benefit of ExtraFood and SF-MFB’s collaboration is that a wider variety of foods can be recovered efficiently and delivered quickly to those in need. Below we have outlined the key characteristics of each organization and the communities they serve.

Table 2: Summary of Key Characteristics

	SF-Marín Food Bank	ExtraFood
Address	<ul style="list-style-type: none"> 2250 Kerner Blvd, San Rafael, CA 94901 	<ul style="list-style-type: none"> Administrative address only: 907 Sir Francis Drake Blvd, Kentfield, CA 94904
Operating Days/Hours	<ul style="list-style-type: none"> Fresh Rescue: 7 a.m. – 3:30 p.m. Monday – Friday and 8 a.m. – 1:30 p.m. on Saturday Distribution: 4:30 a.m. to 1:00 p.m. Monday - Saturday Pantry days and hours vary by location Closed during federal holidays 	<ul style="list-style-type: none"> All operations: 8:00 a.m. – 4:00 p.m. every day (365 days) Takes on SF-MFB overflow during days SF-MFB is closed, especially during the holiday season

Edible Food Recovery Capacity Report

	SF-Marin Food Bank	ExtraFood
Communities Served	<p>SF-MFB has 21 pantry locations distributed in the following jurisdictions:</p> <ul style="list-style-type: none"> • San Rafael • Bolinas • Sausalito • Fairfax • Tiburon • Novato • San Geronimo • Tomales • Point Reyes Station 	<ul style="list-style-type: none"> • San Rafael • Novato • Larkspur • Tiburon • Sausalito • Point Reyes Station • Corte Madera • Mill Valley • Bolinas • Marin City • San Anselmo • Fairfax • Belvedere • San Geronimo
Main Donor Types	<ul style="list-style-type: none"> • Grocery stores (Safeway, Trader Joe's, Whole Foods, Target, Mollie Stones, Lucky's etc.) • Bulk grocers (Costco, etc.) • SF-MFB additionally receives donations from outside the County through a California Association of Food Banks program that rescues produce directly from farms that is safe to consume but not marketable due to cosmetic abnormalities. • In addition the USDA provides the food bank with about 20% of all the food they distribute. 	<ul style="list-style-type: none"> • Grocery stores • Local grocery / convenience stores • Wholesale food vendors (on occasion) • Restaurants (on occasion) • Caterers • Schools • Farmer's Markets
Foods Accepted	<ul style="list-style-type: none"> • Most Preferred Donations: <ol style="list-style-type: none"> a. fresh produce b. meat / poultry c. eggs and dairy d. seafood e. prepared foods (Cold or frozen, in original packaging, labeled with ingredient list) f. Shelf stable, packaged foods • Other Accepted Donations <ol style="list-style-type: none"> a. bread b. baked goods 	<ul style="list-style-type: none"> • Most Preferred Donations: <ol style="list-style-type: none"> a. fresh produce b. meat / poultry c. eggs and dairy d. seafood e. cold or frozen prepared foods f. shelf stable, packaged foods g. coffee h. bottled water i. Bulk prepared foods with a minimum of 10 servings • Other Accepted Donations

Edible Food Recovery Capacity Report

	SF-Marin Food Bank	ExtraFood
	<ul style="list-style-type: none"> c. milk d. unopened and undamaged household items e. Coffee f. Juice (50% juice +) • Not Accepted <ul style="list-style-type: none"> a. Hot prepared foods are not accepted b. alcohol (including kombucha) c. soda d. energy drinks 	<ul style="list-style-type: none"> a. bread b. baked goods c. milk d. juice e. unopened and undamaged household items • Not Accepted <ul style="list-style-type: none"> a. alcohol b. soda c. hot prepared foods (unless made specifically for ExtraFood)
Main Recipients	<ul style="list-style-type: none"> • While SF-MFB provides home delivery services to low-income elderly populations, its main recipients are those that visit its multiple pantry locations. Therefore SF-MFB's reach includes a range of age and cultural backgrounds • Member organizations like the Boys and Girls Club where they can order food of their clients • Support and partner with Not-for-Profit Community Groups 	<ul style="list-style-type: none"> • Church groups • Affordable housing • Senior housing • Youth groups • Community based organizations and local non-profit organizations (such as Canal Alliance that works with immigrant populations) • Elementary schools
Workforce	<ul style="list-style-type: none"> • Average of 15 volunteers working 2-hour shifts, with 2 shifts per day. Volunteers sign up using an internal volunteer software • 1 full time staff dedicated to food recovery operations • 3 drivers dedicated to Marin food recovery operations 	<ul style="list-style-type: none"> • 250 active volunteers with an average of 24 volunteers on a daily basis • 12 full time staff dedicated to all ExtraFood operations inclusive of food recovery • 2 drivers
Key Features	<ul style="list-style-type: none"> • Once donations are picked up volunteers and staff sort on site • 300 lbs minimum donation unless there is an agreement otherwise • Purchases eggs, meat, and grains as not enough of these types of foods are donated • Feeding America member and therefore receives connections to donors and funding from the network 	<ul style="list-style-type: none"> • 10-20% of produce donations are directly composted as they are not desirable. However, no additional food is purchased and works with 100% donations only • 10 serving minimum donation • Pick up and deliver within 30 minutes. The intent is not to store food or prepare. It is to transfer as quickly as possible to give perishables the longest longevity as possible

Edible Food Recovery Capacity Report

SF-Marin Food Bank		ExtraFood
	<ul style="list-style-type: none"> Recipients must enroll with SF-MFB and allowed to visit one pantry once a week 	

During HF&H's research into FROs and FRSS operating in the County, we discovered a large network of FDPs that support edible food recovery efforts within the County. However, the only additional organization that we confirmed actively collects edible food from Tier 1 and Tier 2 Generators is Respecting Our Elders (ROE). ROE has been operational in the County for over 18 years and primarily focuses on serving elderly populations that are home bound. It is an entirely volunteer run organization with a targeted approach that does not wish to expand operations beyond their current capacity but is willing to collaborate with other FROs and FRSS under the right circumstances. As such, this report primarily focuses on the two dominant FROs, SF-MFB and ExtraFood, and how ZWM can best support their efforts.

Food Distribution Partners

Through our engagement with FDPs, HF&H learned that the majority of FDPs are either Community-Based Organizations, faith-based organizations such as church groups, or elderly care facilities that primarily serve low-income populations that struggle with access to fresh produce and nutritious food. While most FDPs expressed similar concerns around staffing, funding, and lack of infrastructure, most do not feel the need to expand operations and prefer to focus on their established distribution networks. The primary concerns around expansion are space constraints and operational costs. Additionally, these partners do not feel confident in searching for additional funding because of capacity issues and the fact that funding is typically focused on infrastructure needs or on larger non-profits rather than local FDPs. One partner stated, "What is the point of getting a new fridge if we can't pay for bills?"

In addition to cost concerns, our outreach efforts showed an overwhelming need for nutritious food donations such as produce rather than baked and prepared goods. FDPs who primarily work with low-income communities that do not have access to fresh produce or have health and dietary restrictions are concerned about distributing baked and prepared/packaged foods that can exacerbate health concerns related to pre-existing conditions such as diabetes. While shelf-stable foods are easy to donate, they can often be high in salts, sugars, preservatives, and starch. This highlights the need to educate and inform Generators on how to reduce potential food waste of baked goods and processed foods and effectively separate and store fresh foods for donation. The survey used to gather information from the FDP community can be found in Attachment F.

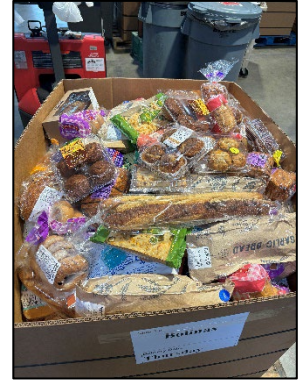
Challenges and Limitations

Despite their significant success in receiving and distributing rescued food, SF-MFB and ExtraFood still face challenges that affect their impact. These challenges are primarily centered around:

- Food quality and nutrition
- Food safety including turnaround time and proper food handling training
- Capacity and effective use of resources

Food Quality and Nutrition

Both SF-MFB and ExtraFood receive a range of prepared perishable foods and preserved packaged foods that are neither fresh nor nutritious. They both strive to provide food that is respectful of the recipient's needs. As such, they filter food options by quality (only provide foods that they would want to eat as an individual), its cultural and age appropriateness, and safety. There is an imbalance in the amount of baked goods and canned or cupped fruits and vegetables received versus the actual need for nutritious foods like produce, dairy, eggs, frozen meat, or dried foods such as grains. This imbalance is primarily due to nutritious food selling faster and its ability to keep longer if frozen. Baked goods have a shorter lifespan and are over produced, leading to a higher donation rate. However, most are considered to be less nutritious if consumed in large amounts and are therefore less desired by both SF-MFB and ExtraFood. Similarly, canned and cupped foods often have preservatives as well as higher sugar and sodium levels, making them a less nutritional option for donation.



Food Safety

According to ExtraFood, roughly 10-20% of food donations are not up to distribution standards and must be composted or left with the donor. This lack of donatable produce is often a result of markets mixing donatable produce they can no longer sell with other spoiled produce, increasing contamination by simply tossing the produce rather than sorting it into a viable donation box. Another issue results when staff from a donor site do not keep items refrigerated and instead place them outside cold storage for pick-up. This reduces SF-MFB and ExtraFood's ability to collect items such as dairy or meats because they cannot guarantee the food has been kept at a regulated temperature to ensure food safety. SF-MFB's adjusts for this gap in desired donations by supplementing donations with purchased shelf-stable bulk goods and their partnership with the USDA.

Photo: Bread and baked goods donated to SF-MFB

Capacity and Resource Limitations

Another challenge both organizations experience that has been further exacerbated by the implementation of SB 1383 is balancing the increased donation requests with the capacity limitations of administrative staff and drivers. ExtraFood has a lower minimum donation requirement and is struggling with an increased volume of requests to pick up low quality or one-off donations from smaller and less centralized locations. These types of requests do not offset costs as they do not fall within an existing route or are not large enough quantities to warrant the resources of a full driver and truck. Furthermore, when donation sites are spread out it challenges ExtraFood's 30-minute turnaround goal. This goal is designed to increase efficiencies and protect food safety by scheduling donations so they can reasonably be pickup up from the donor and dropped-off to the recipient within 30-minutes. While purchasing more trucks to service more locations may seem like a plausible solution, limited funding prevents ExtraFood from hiring and training new drivers. This budgetary limitation also means that ExtraFood does not have the flexibility to keep staff on call to replace someone who may be unavailable for a shift or to pick up additional shifts as needed. One way that ExtraFood manages requests in the more rural areas of the County is to directly connect Generators with local FDPs. By removing themselves as the middleman, edible food can be recovered without burdening ExtraFood's limited resources. This model is a testament to the strong network ExtraFood has developed over time and serves as a valuable example of the benefits of supporting a strong centralized organization that can tap into that network.

Success Factors

Volunteer time is what keeps operations functional at both FROs, providing essential support to their limited funding and staff. ExtraFood has 250 active volunteers that help with delivery while SF-MFB volunteers often manage and stock the pantries. Their involvement helps these FROs keep operational costs down because they are trained to recognize and filter acceptable quality donations rather than relying on donors knowing what can be donated, by when, and how.

These FROs have been successful at managing their volunteers and pick-up and delivery routes through effective data tracking and technology, including the following:

- Real time systems to capture donor information, amounts and types of donations, jurisdiction of donation origin, and where donations were delivered to
- Efficient tracking and management of volunteer shifts and delivery routes while communicating through a virtual dispatcher and automated texting
- Real time GPS of all trucks and volunteer vehicles, tracking temperatures in case they need to dispatch a replacement vehicle
- Robust data system increasing efficiencies, allowing the FROs to utilize their resources to their fullest capacity and ensuring more efficient and simple reporting to ZWM.

One of the less obvious and most important success factors is the long-standing and robust community networks developed by both organizations. ExtraFood's integrated network of FDPs are able to reach portions of the population that may not be connected with larger, social welfare organizations. Additionally, ExtraFood can serve as a common voice to relay the concerns and needs of their FDPs to other food recovery partners, such as SF-MFB, ZWM, and the County. Alternatively, SF-MFB serves as a one-stop-shop for staples and is an essential and reliable resource for families that utilize its pantries.

Recommendations

Addressing Food Quality

A key to addressing the challenge of receiving poor quality food is to ensure that store managers and department managers receive training on what can and cannot be donated, how certain foods need to be handled and stored for pick-up to ensure safe temperatures are maintained, and packaging protocols. One of ExtraFood's drivers makes sure to sort the quality of the food donated at each grocery store he visits to avoid taking spoiled food that will eventually be disposed of at the distribution site. By doing this manual sort, ExtraFood staff has reported that not only can he ensure that the distribution sites have good food, but he can also help educate the store employees on what ExtraFood will and will not accept in real time. In fact, both FROs have had to train their drivers and volunteers on these protocols, increasing the amount of time spent at each location and preventing additional food waste from being picked up. This is a drain on both staff and volunteer time and capacity. It is recommended that ZWM work to alleviate this drain on the FROs by developing a comprehensive training program with grocers to help them understand that baked goods, non-nutritious, expired, overripe, or exposed foods are not desirable, and encourage them to source reduce this production (as described in Section 2). Training programs should include best practices and protocols to ensure donatable fresh foods are separated and stored properly to decrease accidental spoilage and exposure to health and safety concerns.

Although maximizing food recovery supports the State's mandate of reducing greenhouse gas emissions, an ill-considered food recovery program that does not carefully consider the needs of food recipients may

still lead to waste and have negative health impacts. Therefore, it is important for ZWM to consider working with other County departments engaged in related efforts to help assuage this imbalance. These departments may also provide insight into how to best support these FROs and FDPs on an ongoing basis.

Supporting Operational Efficiencies and Capacity

To further support the network of FDPs who are directly engaging with the community, ZWM may consider developing specific programs to support their needs such as targeted technical assistance and mini-grant programs to support enhancing efficiencies in their operations. ZWM may also consider supplementing the existing food recovery and distribution network by incorporating specific organizations that have an ability to contribute. For example, the Conservation Corps of the North Bay (CCNB)³ is an organization primarily focused on youth development through nature and vocational training. They have volunteers and potential infrastructure in the form of trucks (as a part of their training programs) that may be able to support the FROs when there is a route or donation overload. They may also be able to assist with implementing a robust Tier 1 and Tier 2 Generator training program. Furthermore, CCNB is familiar with the State's zero waste and food recovery requirements as they support similar programs in neighboring Sonoma County, thus reducing onboarding costs and time.

Another model ZWM may wish to further explore is that which is employed by ROE. ROE's completely volunteer-run organization sources from local donors as well as Food Donation Connection⁴, an organization that "manages food donation programs for food service companies interested in donating food." Through this partnership, ROE has also been able to source hot prepared meals from restaurants, which are then immediately delivered to their recipients based on need. Food Donation Connection coordinates donations from a number of name-brand, fast-causal and fast-food establishments. While most of these restaurants do not qualify as Tier 1 or Tier 2 Generators, this donation model may provide insights in how other restaurants can separate and store hot, prepared foods for donation and the logistics of getting the food to those in need.

Ultimately, the County has a strong foundation for successful edible food recovery through its engaged FRO community and vast network of distribution partners. ZWM can serve as the lynchpin by helping each FRO further integrate and coordinate their efforts and by supporting Generator training on how to optimize donations based on the requirements of each FRO. By focusing first on the needs of the FRO and FDP community, ZWM can further leverage their existing programs to increase efficiencies and ultimately recover more food.

³ [Conservation Corps North Bay \(ccnorthbay.org\)](https://ccnorthbay.org)

⁴ www.foodtodonate.com

SECTION 4: CAPACITY ANALYSIS AND FUTURE OPPORTUNITIES

Current and Future Capacity Results

HF&H analyzed data received from the County's FROs as well as information gathered through the surveys and outreach to Generators to calculate a baseline recovery analysis for the years 2022-2024 and a future recovery analysis spanning 2025-2034. The County currently has an edible food recovery capacity surplus of 749,780 pounds (about 375 tons), as demonstrated through the baseline analysis. The future analysis for years 2025-2034 shows a future capacity surplus of 765,329 pounds (about 383 tons).

Although the County will report a capacity surplus throughout the upcoming reporting period, responses provided by the two major FROs in the region made it clear that there are existing limitations and vulnerabilities within the current system that should be considered. Furthermore, neither FRO reported any plans to change or expand their operations in the next 10 years without the infusion of funding or other outside support. Current operational limitations and vulnerabilities include:

- I. Minimum donation specifications. SF-MFB requires that all packaged food be in its original container with the ingredients listed. Additionally, SF-MFB can only accept food for pick-up on or before its expiration date, or if frozen by expiration date. These specifications are necessary to ensure food safety and meet the needs of SF-MFB's food recipients who may have specific dietary needs or requirements. However, these requirements can provide barriers to smaller donors and donors of bulk goods that would require SF-MFB to subdivide into smaller containers.
- II. Fuel costs and operational efficiencies. Fuel costs and staffing costs require SF-MFB to limit who they can pick up donations from. Limiting pick-ups to donors who can commit to regular donations and/or those with a minimum donation of 300 pounds ensures SF-MFB can recover the most amount of food with their limited resources. Similarly, SF-MFB's current facility footprint could store more food, but the process to sort and distribute that food would require an additional operational shift of staffing and volunteers. Without a significant increase in reliable food donations, adding a third shift remains unviable financially.
- III. Replacement and on-call staff. Both SF-MFB and ExtraFood's edible food recovery operations are vulnerable to staff turnover or sick call outs. Current staff is limited to those supporting existing routes who have the operational knowledge of how to best streamline the donation pick-ups. The grocery rescue system is particularly fragile if any one driver is unable to work due to sickness, injury, or job turnover. Additionally, the level of donation and overall pick-up process is highly dependent on the relationships developed between the driver and the onsite staff. One grocery store employee reported that they are more enthusiastic about sorting out good food or mobilizing other department leads to immediately bring out their donatable food for pick-up when the driver had a positive and engaging "vibe" during each visit.
- IV. Demand. Demand for food has remained at COVID levels, but funding support for food recovery efforts is no longer available to meet that demand. To ensure that the SF-MFB is able to provide a balanced "menu" to its clients every week, SF-MFB has to purchase additional protein (either chicken or eggs) to add to each box. SF-MFB expressed a need for

more consistent funding opportunities that could help support this supplemental purchasing necessary to continue providing nutritious and balanced menus to each community they serve.

- V. Administrative burden. Administrative staff time spent on complying with SB 1383, including providing annual reports to ZWM and assisting Tier 2 Generators with demonstrating compliance, are some of the chief concerns voiced by ExtraFood. In particular, the time required to set up a Generator with a written agreement is an additional burden on staff resources without any guarantee of frequent or desired donations. Although ExtraFood's operations are nimble enough to perform one-off food donation pick-ups, the process of providing recordkeeping and reporting on behalf of each one-off donation is causing the organization to consider requiring a monetary deposit or start-up fee for new donors. To maintain operational efficiencies, they may have to refuse onboarding new donors who they do not anticipate having much edible food to donate. This tradeoff could lead to an operational capacity gap for those infrequent and smaller Generators within the County who mostly fall into the Tier 2 Generator category.
- VI. Available routing software. A lack of access to a routing software is another inefficiency that ExtraFood reported in their current operations. While driving staff have been able to operate without it, having access to a software would improve their ability to pivot destinations when a donor or food distribution location is unavailable and increase efficiencies.

Recommendations

Both FROs have implemented practices to mitigate the challenges described above. For example, ExtraFood is utilizing cross-trainings and ride-alongs with existing staff to build more institutional knowledge into paid and volunteer staff. ZWM can further support these efforts by providing financial resources and technical support to train current and new on-call drivers to improve the overall resilience of the FRO's operations.

Additional resources noted by each FRO that could aid in expanding food recovery operations in the future reporting term are summarized below. The table includes SF-MFB and ExtraFood's future needs and their estimates of edible food recovered in pounds:



Photo: Donated food ready for pickup at donation site.

Table 3: Resource Needs to Expand Edible Food Recovery Capacity

SF-MFB	Projected Food Recovered (lbs)	ExtraFood	Projected Food Recovered (lbs)
Boxes for distribution sites	Unknown	Routing Software	Unknown
Driver/Collection and Distribution Staff – only needed if the current available food to collect increases	Unknown	Tablets for Drivers	Unknown
Portable scales and digital thermometer	Unknown	Refrigerated Vehicles	Over 600 lbs/day
		Driver/Collection and Distribution Staff	Over 600 lbs/day
		Administrative Staff – Human Resources and Payroll Support	Unknown

Along with the infrastructure and staffing requests provided above, ZWM should anticipate creative solutions to improve the resilience of the current food recovery system in the County and ensure future reports of surplus capacity in each reporting timeframe. The below recommendations are provided to encourage a more sustainable and robust food recovery system, with the following steps:

1. Expand available edible food by increasing inspections and enforcement to minimally complying Generators, with a particular focus on grocery stores, to assist the FROs with getting more supplies from their current donors.
2. Set up site visits pre- or post-inspection with store management staff that is extended to the rest of store leadership.
3. Maintain consistent stakeholder engagement by routinely checking in with the SF-MFB and ExtraFood at least quarterly to stay engaged with current challenges and opportunities at each organization.
4. Build out ZWM's branding toolkit to promote simple and effective educational pieces that helps Generators learn how to participate in food recovery with the local FROs or FRSS.
5. Consider funding or providing administrative support for the written agreement requirements for Generators that do not anticipate much edible food supply to lessen the administrative burden currently felt by ExtraFood. Software solutions like Careit, Food Donation Connection, and Copia are some examples available.
6. Utilize additional donation pick-up staffing to account for the inconsistent supply of Tier 2 Generators with resources like the Conservation Corp. For additional details, consult Sonoma County.
7. Augment volunteer and Generator knowledge and training by hosting a workshop or retreat with staff members from ExtraFood and the SF-MFB present to train everyone on their specific best management practices.

Methodology

Prior to 2023, ZWM had an incomplete picture of the existing stakeholders and recovery operations occurring within the County as a whole. Updating this initial capacity report was necessary to both meet SB 1383 compliance and serve as a baseline of current available edible food recovery capacity within the County. To assist ZWM with meeting future reporting deadlines and requirements of SB 1383, HF&H generated a Reporting Schedule Tracker (Attachment G) that provides a clear reporting schedule for ZWM to follow.

For the 2022 Baseline Recovery Analysis, HF&H utilized CalRecycle's Recovery Capacity Planning Calculator Tool along with guidance provided by CalRecycle's Estimating Factors for Edible Food Disposed by Generators. HF&H employed a combination of disposal factors from the 2019 and 2021 CalRecycle Generator-Based Waste Characterization Studies, as well as data from the 2017 National Resources Defense Council food waste estimates, and reported tonnages provided by Generators within the County. The SF-MFB and Extra Food also provided the pounds of edible food recovered in 2021, which were fed into the Calculator Tool.

To obtain the most accurate data for the second capacity planning period (2025 to 2034), HF&H performed a comprehensive survey and analysis to best understand the current infrastructure and operation processes for recovering food within the County. Prior to starting the 2024 Capacity Analysis process, HF&H met with the two major food recovery organizations operating within the County (SF-MFB and Extra Food) to better understand their operational processes and what FDPs they were partnered with to receive and distribute food. Furthermore, HF&H staff developed a short questionnaire for the recipient FDPs identified by ExtraFood to understand their current and future food recovery capabilities. From these questions, it became clear that most were satisfied to continue receiving food through their existing relationships with SF-MFB and/or Extra Food, and thus the 2024 Capacity Analysis Survey was catered towards the operations of the two major food recovery organizations in the County.

The 2024 Capacity Analysis Survey was developed to align with the CalRecycle Calculator Tool while also drawing on other less quantitative questions pulled from jurisdictions throughout the Bay Area to provide some regional consistency. The language used in the questionnaire was modeled after an internal survey conducted by a food bank in California, which was used to ensure ease of understanding and help facilitate further conversations around capacity needs. The survey was conducted with the SF-MFB and Extra Food in February 2024 through both an in-person visit and a virtual meeting. From the responses provided, HF&H was able to input the reported data into CalRecycle's Calculator Tool, along with the updated population projections provided by the California Department of Finance, and obtain a future capacity needs calculation.

CONCLUSION

The County has a strong foundation of edible food recovery programs that can exceed the County's edible food recovery capacity needs through 2034. However, as demonstrated through the research and analysis described in this report, this capacity surplus is reliant on the continued success of the County's key recovery partners, Extra Food and the SF-MFB. In order for these FROs to meet the rising demand of food recovery resulting from the implementation of SB 1383, they will require both financial and technical support to keep operations running at a cost-efficient scale. Our primary recommendation for ZWM is to, first and foremost, support the needs of the FRO community to effectively continue their work in a manner that complements their existing operations. Recommended actions ZWM can take include:

- Continuing to meet and engage with ExtraFood and the SF-MFB annually to understand their relevant challenges and potential solutions
- Supporting the FRO community with securing reliable and consistent funding
- Providing technical support to Generators to implement food recovery practices and policies that align with the needs of ExtraFood and the SF-MFB
- Formalizing a streamlined process for maintaining the County's Generator list and gathering required data and reporting

The edible food recovery landscape in the County is highly dependent on a coordinated and integrated network of Generators, FROs, CBOs, and FDPs. As a government partner, ZWM plays a key role in supporting this network and augmenting the work already being done. Through these recommended actions, ZWM can support the resiliency of the FRO community within the County and secure excess edible food recovery capacity into the future.

Attachment A:

Complete Generator List Organized by Jurisdiction

Generator Name	Generator Type	Tier	Jurisdiction	Address	City	Zip
Andy's Corte Madera Market	Grocery Store	Tier 1	Corte Madera	195 Tamal Vista Blvd	Corte Madera	94925
Nugget Market	Supermarket	Tier 1	Corte Madera	5627 Paradise Dr	Corte Madera	94925
Safeway Store	Supermarket	Tier 1	Corte Madera	137 Corte Madera Town Ctr	Corte Madera	94925
Williams Sonoma	Grocery Store	Tier 1	Corte Madera	1712 Redwood Hwy Suite A029	Corte Madera	94925
Trader Joes Market	Supermarket	Tier 1	Corte Madera	2052 Redwood Hwy	Greenbrae	94904
RESTORATION HARDWARE RESTAURANT	Restaurant	Tier 2	Corte Madera	1750 Redwood Hwy	Corte Madera	94925
San Quentin State Prison	State Agency	Tier 2	Corte Madera	San Quentin	Corte Madera	94964
THE CHEESECAKE FACTORY	Restaurant	Tier 2	Corte Madera	1736 REDWOOD HWY	Corte Madera	94925
Fairfax Market	Supermarket	Tier 1	Fairfax	2040 Sir Francis Drake Blvd	Fairfax	94930
Good Earth Natural Foods	Supermarket	Tier 1	Fairfax	720 Center Blvd	Fairfax	94930
FAIRFAX/S.A. CHILDRENS CENTER	School	Tier 2	Fairfax	199 Porteous Ave	Fairfax	94930
Mollie Stones Market	Supermarket	Tier 1	Larkspur	270 Bon Air Ctr	Greenbrae	94904
Lucky Store	Supermarket	Tier 1	Larkspur	570 Magnolia Ave	Larkspur	94939
Larkspur-Corte Madera School District	School	Tier 2	Larkspur	230 Doherty Drive	Larkspur	94939
PERRY'S	Restaurant	Tier 2	Larkspur	234 Magnolia Ave	Larkspur	94939
Tamalpais Union High School District	School	Tier 2	Larkspur	395 Doherty Drive	Larkspur	94939
Mill Valley Market	Supermarket	Tier 1	Mill Valley	12 Corte Madera Ave	Mill Valley	94941
Safeway Store	Supermarket	Tier 1	Mill Valley	1 Camino Alto	Mill Valley	94941
Whole Foods Market	Supermarket	Tier 1	Mill Valley	414 Miller Ave	Mill Valley	94941
Whole Foods Market	Supermarket	Tier 1	Mill Valley	731 E Blithedale Ave	Mill Valley	94941
Mill Valley School District	School	Tier 2	Mill Valley	411 Sycamore Ave	Mill Valley	94941
THE CANTINA	Restaurant	Tier 2	Mill Valley	651 E Blithedale Ave	Mill Valley	94941
ARIANA'S CUISINE OF MARIN	Wholesale Vendor	Tier 1	Novato	1385 N. HAMILTON PARKWAY	Novato	94949
BURKE'S NATURALS INC.	Wholesale Vendor	Tier 1	Novato	20 PIMENTEL COURT, SUITE B17	Novato	94949
COSTCO WHOLESALE CORPORATION	Wholesale Vendor	Tier 1	Novato	300 VINTAGE WAY	Novato	94945
FLAVORSOME, LLC	Wholesale Vendor	Tier 1	Novato	850 GRANT AVE	Novato	94945
Grocery Outlet	Supermarket	Tier 1	Novato	1535 S Novato Blvd	Novato	94947
Harvest Market	Supermarket	Tier 1	Novato	155 San Marin Dr	Novato	94945
JOHN & JILL'S, INC.	Wholesale Vendor	Tier 1	Novato	4 COMMERCIAL BLVD. STE. #2	Novato	94949
Lucky Store	Supermarket	Tier 1	Novato	1761 Grant Ave	Novato	94945
MARIN KOMBUCHA COMPANY, LLC	Wholesale Vendor	Tier 1	Novato	22 COMMERCIAL BLVD, SUITE F	Novato	94949
Nugget Market	Supermarket	Tier 1	Novato	470 Ignacio Blvd	Novato	94949
Original Legacy Foods	Wholesale Vendor	Tier 1	Novato	275 BEL MARIN KEYS BLVD. SUITE D	Novato	94949
PETTEY'S VENDING SERVICES LLC	Wholesale Vendor	Tier 1	Novato	118 HAMILTON DR. #C	Novato	94949
Safeway Store	Supermarket	Tier 1	Novato	5720 Nave Dr	Novato	94949
Safeway Store	Supermarket	Tier 1	Novato	900 Diablo Ave	Novato	94947
SAN FRANCISCO NUT CO, INC.	Wholesale Vendor	Tier 1	Novato	20 C PIMENTEL CT., UNIT 7 & 8	Novato	94949
SOLANOVA LLC	Wholesale Vendor	Tier 1	Novato	7110 REDWOOD BLVD. STE. A	Novato	94945
Target	Supermarket	Tier 1	Novato	200 Vintage Way	Novato	94945
Trader Joes Market	Supermarket	Tier 1	Novato	7514 Redwood Blvd	Novato	94945
TRANSITION NUTRITION INC.	Wholesale Vendor	Tier 1	Novato	20 PAMARON WAY	Novato	94949
Whole Foods Market	Supermarket	Tier 1	Novato	790 De Long Ave	Novato	94945
HAMILTON ELEMENTARY SCHOOL	School	Tier 2	Novato	5530 Nave Drive	Novato	94949
HOPMONK TAVERN	Restaurant	Tier 2	Novato	224 Vintage Way	Novato	94945
Novato Unified School District	School	Tier 2	Novato	1015 7th St	Novato	94945
PERRY'S	Restaurant	Tier 2	Novato	225 Alameda del Prado	Novato	94949
BRANSON SCHOOL	School	Tier 2	Ross	39 Fernhill Ave	Ross	94957
Ross School District	School	Tier 2	Ross	9 Lagunitas Rd	Ross	94957
Andronicos Market	Supermarket	Tier 1	San Anselmo	100 Center Blvd	San Anselmo	94960
HARDCASTLE CONFECTIONS LLC	Wholesale Vendor	Tier 1	San Anselmo	702 SAN ANSELMO AVENUE	San Anselmo	94960
K W BOTANICALS, INC.	Wholesale Vendor	Tier 1	San Anselmo	165 TUNSTEAD AVENUE	San Anselmo	94960
Safeway Store	Supermarket	Tier 1	San Anselmo	838 Sir Francis Drake Blvd	San Anselmo	94960
United Markets	Supermarket	Tier 1	San Anselmo	100 Red Hill Ave	San Anselmo	94960
Ross Valley Unified School District	School	Tier 2	San Anselmo	100 Shaw Drive	San Anselmo	94960
ADDICTIVE BRANDS, INC.	Wholesale Vendor	Tier 1	San Rafael	1945 FRANCISCO BLVD E SUITE 28	San Rafael	94901
ANDY'S LOCAL MARKET	Wholesale Vendor	Tier 1	San Rafael	2 CALIFORNIA AVENUE, SUITE B	San Rafael	94901
Andy's Local Market	Grocery Store	Tier 1	San Rafael	75 Loch Lomond Dr	San Rafael	94901
Andy's Sun Valley Market	Grocery Store	Tier 1	San Rafael	2202 5th Ave	San Rafael	94901
Asian Market	Grocery Store	Tier 1	San Rafael	5 Mary St	San Rafael	94901
BRAZILIAN BREAD	Wholesale Vendor	Tier 1	San Rafael	26 MEDWAY ROAD	San Rafael	94901
Bret Harte Supermarket	Grocery Store	Tier 1	San Rafael	93 Woodland Ave	San Rafael	94901
Cardenas Market	Grocery Store	Tier 1	San Rafael	330 Bellam Blvd	San Rafael	94901
CHANTELLE'S GRANOLA	Wholesale Vendor	Tier 1	San Rafael	4308 REDWOOD HIGHWAY, SUITE 100	San Rafael	94903
EQUATOR COFFEES LLC	Wholesale Vendor	Tier 1	San Rafael	115 JORDAN ST	San Rafael	94901
FOUR SWALLOWS, INC.	Wholesale Vendor	Tier 1	San Rafael	2980 KERNER BOULEVARD, SUITE A	San Rafael	94901
FOURAKIS FOODS, LLC	Wholesale Vendor	Tier 1	San Rafael	1201 ANDERSON DRIVE, SUITE I	San Rafael	94901
FOWLER BROTHERS	Wholesale Vendor	Tier 1	San Rafael	110 GARY PLACE	San Rafael	94901
FROM THE FIELDS' LLC	Wholesale Vendor	Tier 1	San Rafael	1945 FRANCISCO BLVD EAST, SUITE 47	San Rafael	94901
HANDSOME CARVER	Wholesale Vendor	Tier 1	San Rafael	60 BELVEDERE STREET, SUITE F	San Rafael	94901
JAM FOODS, LP	Wholesale Vendor	Tier 1	San Rafael	65 LOVELL AVENUE	San Rafael	94901
Jasmine Market	Grocery Store	Tier 1	San Rafael	307 3rd St #3547	San Rafael	94901
La Plaza Market	Grocery Store	Tier 1	San Rafael	3255 Kerner Blvd Suite B	San Rafael	94901
LA TARTE	Wholesale Vendor	Tier 1	San Rafael	633 DEL GANADO #6	San Rafael	94903
LAKSHMI LASSI	Wholesale Vendor	Tier 1	San Rafael	633 DEL GRANADO ROAD, #6	San Rafael	94903
LOST IN DA SAUCE LLC	Wholesale Vendor	Tier 1	San Rafael	1848 4TH STREET	San Rafael	94901
LOVESTICKS INC.	Wholesale Vendor	Tier 1	San Rafael	1241 ANDERSAN DR. #L	San Rafael	94901

Attachment A:

Complete Generator List Organized by Jurisdiction

Generator Name	Generator Type	Tier	Jurisdiction	Address	City	Zip
MARIN BAKING CO. LLC	Wholesale Vendor	Tier 1	San Rafael	1512 FOURTH ST.	San Rafael	94901
MARIN CHEESE CO.	Wholesale Vendor	Tier 1	San Rafael	63 PAUL DR.	San Rafael	94903
MARIN GOURMET INC.	Wholesale Vendor	Tier 1	San Rafael	86 BELVEDERE STREET, UNIT #E	San Rafael	94901
MARLEE NEWMAN	Wholesale Vendor	Tier 1	San Rafael	4308 OLD REDWOOD HIGHWAY, SUITE 100	San Rafael	94901
Mi Rancho Market	Grocery Store	Tier 1	San Rafael	90 Belvedere St	San Rafael	94901
MILL VALLEY PASTA CO.	Wholesale Vendor	Tier 1	San Rafael	555 FRANCISCO BLVD E, SUITE #24	San Rafael	94942
More for Less	Grocery Store	Tier 1	San Rafael	141 Bellam Blvd	San Rafael	94901
NADIA'S DESSERT LLC	Wholesale Vendor	Tier 1	San Rafael	60 BELVEDERE STREET, SUITE F	San Rafael	94901
NOBLE HOUSE SPICE	Wholesale Vendor	Tier 1	San Rafael	999 ANDERSEN DRIVE, SUITE 140	San Rafael	94901
PALIO COFFEE	Wholesale Vendor	Tier 1	San Rafael	4288 REDWOOD HIGHWAY	San Rafael	94903
Safeway Store	Supermarket	Tier 1	San Rafael	700 B St	San Rafael	94901
Safeway Store	Supermarket	Tier 1	San Rafael	950 Las Gallinas Ave	San Rafael	94903
SAN KOREAN KITCHEN	Wholesale Vendor	Tier 1	San Rafael	2165 Francisco Blvd. E, Unit C	San Rafael	94901
Scotty's Market	Grocery Store	Tier 1	San Rafael	620 Manuel T. Freitas Parkway	San Rafael	94903
Smart & Final Extra	Grocery Store	Tier 1	San Rafael	935 Andersen Drive	San Rafael	94901
Sprouts Farmers Market	Supermarket	Tier 1	San Rafael	655 Irwin St Suite A	San Rafael	94901
Supermercado Mi Tierra	Grocery Store	Tier 1	San Rafael	175 Belvedere St	San Rafael	94901
SWEET JANE'S LLC	Wholesale Vendor	Tier 1	San Rafael	64 WOODLAND AVE	San Rafael	94901
SWEETMILL FOOD COMPANY, INC.	Wholesale Vendor	Tier 1	San Rafael	2915 KERNER BLVD. SPACE #H	San Rafael	94901
Target	Supermarket	Tier 1	San Rafael	125 Shoreline Pkwy	San Rafael	94901
TEA BY C	Wholesale Vendor	Tier 1	San Rafael	627 DEL GANADO ROAD	San Rafael	94903
THE SPECIALTY SAUCE COMPANY LLC	Wholesale Vendor	Tier 1	San Rafael	1505 FRANCISCO BLVD E SUITE V	San Rafael	94901
Trader Joes Market	Supermarket	Tier 1	San Rafael	337 3rd St	San Rafael	94901
United Market	Supermarket	Tier 1	San Rafael	515 3rd St	San Rafael	94901
UNITED WITH EARTH CORP	Wholesale Vendor	Tier 1	San Rafael	3135 KERNER BLVD	San Rafael	94901
UPPER CRUST BAKERY, INC.	Wholesale Vendor	Tier 1	San Rafael	1133 FRANCISCO BLVD E SUITE H	San Rafael	94901
Whole Foods Market	Supermarket	Tier 1	San Rafael	340 3rd St	San Rafael	94901
WOODBINE BAKERY	Wholesale Vendor	Tier 1	San Rafael	625 DUBOIS STREET, SUITE J	San Rafael	94901
Aldersly, Inc.	Health Facility	Tier 2	San Rafael	326 Mission Ave	San Rafael	94901
Embassy Suites San Rafael	Hotel	Tier 2	San Rafael	101 McInnis Pkwy	San Rafael	94903
EPICURIAN Group	Restaurant	Tier 2	San Rafael	100 Magnolia Ave, San Rafael, CA 94901	San Rafael	94901
Four Points by Sheraton San Rafael	Hotel	Tier 2	San Rafael	1010 Northgate Drive	San Rafael	94903
Kaiser Permanente San Rafael Medical Center	Health Facility	Tier 2	San Rafael	99 Montecillo Rd	San Rafael	94903
MARIN ACADEMY	School	Tier 2	San Rafael	1600 Mission Ave	San Rafael	94901
Miller Creek School District	School	Tier 2	San Rafael	380 Nova Albion Way	San Rafael	94903
PEACOCK GAP GOLF CLUB EVENT CTR	Restaurant	Tier 2	San Rafael	333 Biscayne Dr	San Rafael	94901
San Rafael City Schools	School	Tier 2	San Rafael	320 Nova Albion Way	San Rafael	94903
Smith Ranch Homes	Health Facility	Tier 2	San Rafael	500 Deer Valley Road	San Rafael	94903
Villa Marin	Health Facility	Tier 2	San Rafael	100 Thorndale Dr	San Rafael	94903
Pond Farm Brewing	Restaurant	Tier 2	San Rafael	1848 4th Street	San Rafael	94903
CALIFORNIA CAVIAR COMPANY, LLC	Wholesale Vendor	Tier 1	Sausalito	302 CALEDONIA STREET, SUITE 6	Sausalito	94965
CIBO OF SAUSALITO LLC	Wholesale Vendor	Tier 1	Sausalito	200 GATE 5RD, SUITE #107	Sausalito	94965
Driver's Market	Grocery Store	Tier 1	Sausalito	200 Caledonia St	Sausalito	94965
Mollie Stones Market	Grocery Store	Tier 1	Sausalito	100 Harbor Dr	Sausalito	94965
Sausalito Market	Grocery Store	Tier 1	Sausalito	46 Caledonia St	Sausalito	94965
Seven Eleven	Grocery Store	Tier 1	Sausalito	1901 Bridgeway	Sausalito	94965
SALITO'S	Restaurant	Tier 2	Sausalito	1200 Bridgeway	Sausalito	94965
The Trident	Restaurant	Tier 2	Sausalito	558 Bridgeway Blvd	Sausalito	94965
Nugget Market	Supermarket	Tier 1	Tiburon	1 Blackfield Drive	Tiburon	94920
Woodlands Market	Grocery Store	Tier 1	Tiburon	1550 Tiburon Blvd	Tiburon	94920
TIBURON TAVERN	Restaurant	Tier 2	Tiburon	1651 Tiburon Blvd, Suite B	Tiburon	94920
BODEGA COFFEE	Wholesale Vendor	Tier 1	Unincorporated	30 MONTEZUMA AVE	Forest Knolls	94933
Woodlands Market	Supermarket	Tier 1	Unincorporated	735 College Ave	Greenbrae	94904
HOG ISLAND OYSTER COMPANY, INC.	Wholesale Vendor	Tier 1	Unincorporated	20215 STATE HIGHWAY 1	Marshall	94940
Good Earth Natural Foods	Supermarket	Tier 1	Unincorporated	201 Flamingo Rd	Mill Valley	94941
Safeway Store	Supermarket	Tier 1	Unincorporated	800 Redwood Hwy Frontage Rd	Mill Valley	94941
Palace Market	Supermarket	Tier 1	Unincorporated	11300 St Hwy 1	Point Reyes Station	94956
MAD DANDY LLC	Wholesale Vendor	Tier 1	Unincorporated	200 NORTH SAN PEDRO ROAD	San Rafael	94903
Marinwood Market	Grocery Store	Tier 1	Unincorporated	155 Marinwood Ave #1521	San Rafael	94903
Target	Supermarket	Tier 1	Unincorporated	180 Donahue St	Sausalito	94965
Bolinas-Stinson Unified School District	School	Tier 2	Unincorporated	125 Olema-Bolinas Rd	Bolinas	94924
FLOODWATER	Restaurant	Tier 2	Unincorporated	152 Shoreline Highway	Mill Valley	94941
GOTT'S ROADSIDE	Restaurant	Tier 2	Unincorporated	302 Bon Air Center Dr	Greenbrae	94904
Kentfield Unified School District	School	Tier 2	Unincorporated	750 College Ave	Kentfield	94904
Lagunitas Unified School District	School	Tier 2	Unincorporated	1 Lagunitas School Rd	San Geronimo	94963
Marin Health General Hospital	Health Facility	Tier 2	Unincorporated	250 Bon Air Rd	Greenbrae	94904
Nicasio Unified School District	School	Tier 2	Unincorporated	5555 Nicasio Valley Rd	Nicasio	94946
Sausalito Marin City School District	School	Tier 2	Unincorporated	200 Phillips Dr	Sausalito	94965
Shoreline Unified School District	School	Tier 2	Unincorporated	10 John St	Tomales	94971
STATION HOUSE CAFE INC.	Restaurant	Tier 2	Unincorporated	11180 CA-1	Point Reyes Station	94956
TOMALES HIGH SCHOOL	School	Tier 2	Unincorporated	3850 Irvin Rd	Tomales	94971

ATTACHMENT B: FOOD PERMIT LIST CODES

The County's food permit list utilizes codes to identify various business types. These codes pertain to specific attributes of the business and can be used to determine if a business is regulated under SB 1383. This Exhibit highlights how ZWM can use food permit list codes to exclude non-regulated entities from their Generator list.

Businesses on the food permit list under the following Facility Type codes fall under the minimum size requirements to be considered a regulated entity:

1. "B&B" - Bed & Breakfasts that service less than 200 beds
2. "BAKERY" - Bakeries with fewer than 250 seats
3. "REST" - Restaurants with fewer than 250 seats
4. "MARKET" - Markets under 10,000 square feet

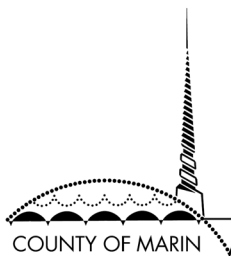
Businesses on the food permit list under the following Facility Type codes fall do not fall into any of the Tier 1 or Tier 2 Generator types:

1. "COMM" - Community-based organizations and non-profits
2. "INST" - Temporary food facilities
3. "BOOTH" - Food booths and stands*
4. "TRUCK" - Food trucks*
5. "CATER" - Catering*

*Food booths and stands, food trucks, and caterers are not considered regulated entities on their own but may be regulated when providing food at a large event or venue.

ATTACHMENT C:
ENVIRONMENTAL HEALTH SERVICES PERMIT

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COMMUNITY DEVELOPMENT AGENCY

ENVIRONMENTAL HEALTH SERVICES DIVISION

HEALTH PERMIT LICENSE APPLICATION

PERMIT TYPE (CHECK ONE): <input type="checkbox"/> RESTAURANT # OF SEATS: _____ <input type="checkbox"/> MARKET OR BAKERY SQUARE FOOTAGE: _____ <input type="checkbox"/> CATERER <input type="checkbox"/> TEMPORARY FOOD FACILITY <input type="checkbox"/> MOBILE FOOD FACILITY <input type="checkbox"/> FARMERS MARKET VENDOR <input type="checkbox"/> COTTAGE FOOD OPERATOR <input type="checkbox"/> OTHER FOOD (DESCRIBE) _____ <input type="checkbox"/> PUBLIC POOL # OF POOLS: _____ # OF SPAS: _____ <input type="checkbox"/> BODY ARTS <input type="checkbox"/> MEDICAL WASTE <input type="checkbox"/> HOUSING* # OF UNITS: _____ APN # _____ - _____ <small>*APARTMENTS WITH 16 UNITS OR MORE OR HOTELS WITH 12 OR MORE GUEST ROOMS REQUIRE AN ON-SITE MANAGER NAME, ADDRESS, AND TELEPHONE:</small>		IF REQUESTING A CHANGE, CHECK ALL THAT APPLY: <input type="checkbox"/> BUSINESS NAME <input type="checkbox"/> BUSINESS CONTACT CHANGE <input type="checkbox"/> BUSINESS LOCATION CHANGE <input type="checkbox"/> BUSINESS MAILING ADDRESS <input type="checkbox"/> LEGAL OWNER CONTACT INFORMATION <input type="checkbox"/> LEGAL OWNER MAILING ADDRESS <input type="checkbox"/> OTHER:	
<div style="display: flex; justify-content: space-between;"><div>ON-SITE MANAGER NAME _____</div><div>ADDRESS (INCLUDE APT OR UNIT #) _____</div><div>TELEPHONE _____</div></div>			
FACILITY INFORMATION			
BUSINESS NAME (DBA)	HOURS of OPERATION		
BUSINESS ADDRESS <div style="display: flex; justify-content: space-between;"><div>STREET ADDRESS _____</div><div>CITY _____</div><div>ZIP CODE _____</div></div>			
BUSINESS TELEPHONE:	ALTERNATE TELEPHONE NUMBER:		
BILLING ADDRESS (TO BE USED FOR SENDING INVOICES AND ALL CORRESPONDENCE) IF YOU WOULD LIKE TO USE THE BUSINESS STREET ADDRESS ABOVE, CHECK THIS BOX: <input type="checkbox"/>			
ADDRESSEE NAME <small>(IF DIFFERENT THAN BUSINESS NAME):</small>			
BILLING TELEPHONE NUMBER			
MAILING ADDRESS _____ CITY _____ STATE _____ ZIP CODE _____			
LEGAL OWNERSHIP SELECT ONE: <input type="checkbox"/> SOLE PROPRIATORSHIP <input type="checkbox"/> PARTNERSHIP <input type="checkbox"/> INCORPORATED			
NAME			
MAILING ADDRESS <div style="display: flex; justify-content: space-between;"><div>MAILING ADDRESS _____</div><div>CITY _____</div><div>STATE _____</div><div>ZIP CODE _____</div></div>			
TELEPHONE AND EMAIL: TELEPHONE: _____			
EMAIL ADDRESS: _____			
I HEREBY CERTIFY THAT I AM THE OWNER OR AUTHORIZED REPRESENTATIVE OF THE PREMISES FOR WHICH A PERMIT IS APPLIED, AND THAT SAID PREMISES WILL COMPLY WITH ALL LAWS AND ORDINANCE IN EFFECT OR HEREAFTER ENACTED.			
<div style="display: flex; justify-content: space-between;"><div>SIGNATURE OF OWNER, PARTNER, CORPORATION OFFICER, OR AGENT</div><div>PRINT NAME AFTER SIGNATURE _____</div><div>DATE _____</div></div>			
FOR OFFICE USE ONLY			
FEE	CHECK OR CC AUTH #	RECEIPT #	RECEIVED BY:
LICENSE NUMBER	ACCOUNT NUMBER		

Revised November 2021

Environmental Health Services · 3501 Civic Center Drive, Room 236 · San Rafael, CA 94903 · 415 473 6907 T · 415 473 4120 F · 415 473 2255 TTY · marincounty.org/ehs
All County publications are available in alternative formats (Braille, Large Print, or CD), upon request. Requests for accommodations may be made by calling (415) 473-4381 (Voice) 473-3232 (TDD/TTY) or by e-mail at disabilityaccess@marincounty.org. Copies of documents are available in alternative formats, upon request.

GENERAL INFORMATION: Any person who conducts business without a valid permit is guilty of a misdemeanor and is subject to fine and/or imprisonment. Any application to construct or remodel a food establishment or public swimming pool must be accompanied by plans and specifications. Delinquent Health Permits are subject to a 20% per month penalty.

ATTACHMENT D: GENERATOR OUTREACH CALL SCRIPT

Introduction:

Hi, my name is (caller name), and I am calling on behalf of the County of Marin, can I please speak to a manager on duty *(for grocery stores, restaurants, or hotels)* / am I speaking to the owner of (business name) *(for wholesale vendors and food distributors)*.

Manager/Owner answers:

Hi, my name is (caller name), with HF&H consultants, and I'm calling on behalf the County of Marin with regards to Senate Bill 1383 which requires food generators to donate their surplus edible food.

Manager/owner unavailable:

When would be a good time to call back?

For Wholesale Vendors and Food Distributors:

We currently have your business listed as a Wholesale Vendor. Can you provide a brief description of your operations to help me ensure this classification is appropriate for your business?

For Grocery Store or Supermarket:

To confirm this bill applies to your business can you please confirm your stores square footage (roughly). If you are comfortable, would you describe your business as having an annual revenue over \$2 million dollars?

For Hotels:

Please confirm you have on site food services.
Please confirm the number of beds this facility has.
appropriate for your business?

For Restaurants:

To confirm this bill applies to your business can you confirm if the restaurant has more than 250 seats?

For Regulated Entities:

Thank you for providing those responses. Based on your response (business name) is considered a regulated business. This means that your business needs to have an agreement with a food recovery organization and be donating the maximum amount of edible surplus food. Do you have any questions so far?

Zero Waste Marin is starting this process by having regulated businesses respond to an internet survey. The survey will ask questions related to how your business handles surplus food and any existing relationships your business has with food recovery organizations. Can you please provide me an email address to send the survey to?

Thank you, the survey will be sent out in the next month. Can I answer any other questions for you?

For Non-Regulated Entities:

Thank you for providing those responses. Based on your response your business is not considered a regulated entity. I will recommend Zero Waste Marin remove your business from their list of potentially regulated entities for this bill. Please continue to review future communications you receive from Zero Waste Marin on this subject in case this status changes. Do you have any questions for me?

ATTACHMENT E: TECHNICAL ASSISTANCE - BEST PRACTICES AND RECOMMENDATIONS

As part of this engagement, HF&H staff provided technical assistance to Generators within the County who requested further information surrounding SB 1383 about how to best comply with the requirements. Both Tier 1 and Tier 2 businesses were offered technical assistance, which was provided through a virtual visit where HF&H staff spent time explaining the regulations, asking targeted questions surrounding the businesses' operations, and offering different food recovery recommendations. An important component of each virtual visit was to provide an opportunity to dispel fears around edible food donation, particularly for restaurants that were under the impression that SB 1383 required them to collect half-eaten sandwiches or salads from their customers' plates for donation. Following the limited number of technical assistance visits, HF&H recommends the following best management practices for technical assistance to covered Generators:

1. Notify Generators of the opportunity for technical assistance frequently through email blasts, during inspections, and by any physical notices sent to Generator's business addresses.
2. Focus first on Generators who request assistance or proactively reach out to ZWM. If the business agrees, ZWM can highlight successful and motivated Generators to others as an example of how to successfully implement edible food recovery programs.
3. Consider incentives to encourage Generators to take advantage of the technical assistance program and resources. Incentives may include mini grants, deference of enforcement measures, or recovery tools such as scales or recovery service subscriptions.
4. Create customized educational collateral for each Generator type that includes the specific recommendations and practices of the Food Recovery Organizations (FROs) operating within the County. Utilize consistent feedback from the FROs throughout the development and design process to ensure the information presented correctly aligns with the best management practices of the FROs. For an example of one-sheet guides for each generator type, the California Resource Recovery Association's Edible Food Recovery Technical Council has editable templates here: <https://www.crra.com/efr-technical-council>
5. Request from Generators that scheduled meetings include multiple decision makers, including owners, managers, and shift or department leads to ensure that everyone is equally aware of the regulatory requirements and food donation processes.
6. Align with the businesses' preferred hours for any in person or virtual meetings and site checks. If meeting in person, be sure to wear appropriate footwear to avoid slipping and keep hair covered or tied.
7. Include representatives from the FROs with ZWM staff at the site visits, whenever schedules allow, to best answer regulatory as well as food recovery pick-up questions that the Generator may have. This approach will additionally help deepen ZWM's understanding of both the Generators and the FROs processes and build trust between each stakeholder.
8. Clearly discuss SB 1383 and County regulatory requirements early in the visit to resolve any confusion or fears around compliance.

ATTACHMENT E: TECHNICAL ASSISTANCE - BEST PRACTICES AND RECOMMENDATIONS

9. Focus questions on each business' operations, including shift schedules, the differences in hours of operation versus hours staff are working onsite, and current and potential sources of food available to donate.
10. Follow-up with a documented list of specific recommendation for the Generator, any next steps discussed, and contact information for who the Generator can reach out to with further questions or concerns.

Utilizing these best practices, ZWM can implement a program that successfully supports Generator compliance while ensuring Generators are meeting the needs of the County's FROs.

ATTACHMENT F:

FOOD DISTRIBUTION PARTNER SAMPLE SURVEY

Instructions:

Introduce working for HF&H on behalf of Zero Waste Marin (ZWM) and why this specific organization is being contacted. Be conversational and try to get the responses from them naturally. State that these questions are to better understand their operations and if there are any areas of need. Their responses will be used to create a more comprehensive picture of the County's available edible food recovery capacity now and in the future. Individual answers will not be shared outside of ZWM staff.

1. Organization Name: [Click or tap here to enter text.](#)
2. Contact Person's Name and Job Title: [Click or tap here to enter text.](#)
 - a. Contact Person's preferred pronouns: [Click or tap here to enter text.](#)
3. Phone Number: [Click or tap here to enter text.](#)
4. Address: [Click or tap here to enter text.](#)
5. Email Address: [Click or tap here to enter text.](#)
6. Is the person responsible for Food Recovery Reporting the same as the Contact Person listed above?

☐ Yes ☐ No

If No, please provide their name, job title, email address, and phone number below:

- a. Reporting Contact Person and Job Title: [Click or tap here to enter text.](#)
 - i. Reporting Contact Person's preferred pronouns: [Click or tap here to enter text.](#)
 - b. Email Address: [Click or tap here to enter text.](#)
 - c. Phone Number: [Click or tap here to enter text.](#)
7. What are your days and hours of operation, and windows for receiving food?
- Hours of Operation: [Click or tap here to enter text.](#)
- Hours Food can be Accepted: [Click or tap here to enter text.](#)

ATTACHMENT F: FOOD DISTRIBUTION PARTNER SAMPLE SURVEY

Past and Current Food Donation/Recovery Program (2022 and 2023)

8. Please describe your food donation program and how you distribute food to your clients?

[Click or tap here to enter text.](#)

9. Please describe whether you are able to process or transform food at your facility through an onsite kitchen or kitchen staff?

[Click or tap here to enter text.](#)

10. How many pounds of food would you estimate that you receive each month from your FRO partner?

[Click or tap here to enter text.](#)

11. Do you ever need to purchase additional food other than what is donated to you?

☐ Yes ☐ No

If Yes, how often and about how much do you spend per month on additional food items for your recipients? [Click or tap here to enter text.](#)

12. Is there a food quantity threshold that must be met to accept donations, such as a minimum or maximum pounds of food?

[Click or tap here to enter text.](#)

13. Do you accept food donations from sources other than your primary FRO partner?

☐ Yes ☐ No

If Yes, please list the sources of donated food and the estimated frequency you receive food from each source.

Source of Donated or Recovered Food	Frequency of Donation or Recovery	Do you hold a written agreement or contract with this source?
Click or tap here to enter text.	Click or tap here to enter text.	<input type="checkbox"/> Yes <input type="checkbox"/> No
Click or tap here to enter text.	Click or tap here to enter text.	<input type="checkbox"/> Yes <input type="checkbox"/> No
Click or tap here to enter text.	Click or tap here to enter text.	<input type="checkbox"/> Yes <input type="checkbox"/> No
Click or tap here to enter text.	Click or tap here to enter text.	<input type="checkbox"/> Yes <input type="checkbox"/> No

ATTACHMENT F: FOOD DISTRIBUTION PARTNER SAMPLE SURVEY

If Yes, can you estimate the type of food and pounds per month you receive outside of what you receive from your primary FRO partner?

Category	Food Type	Accepted (Yes/No)	Estimated Pounds Per Month in 2022	Estimated Pounds Per Month in 2023
Perishable food	Fresh produce (fruits, vegetables)	<input type="checkbox"/> Yes <input type="checkbox"/> No	<u>Lbs/Month</u>	<u>Lbs/Month</u>
	Meat or Poultry	<input type="checkbox"/> Yes <input type="checkbox"/> No	<u>Lbs/Month</u>	<u>Lbs/Month</u>
	Eggs and Dairy (milk, cheese, yogurt)	<input type="checkbox"/> Yes <input type="checkbox"/> No	<u>Lbs/Month</u>	<u>Lbs/Month</u>
	Seafood	<input type="checkbox"/> Yes <input type="checkbox"/> No	<u>Lbs/Month</u>	<u>Lbs/Month</u>
	Bread, baked goods	<input type="checkbox"/> Yes <input type="checkbox"/> No	<u>Lbs/Month</u>	<u>Lbs/Month</u>
Prepared Foods	Hot prepared foods	<input type="checkbox"/> Yes <input type="checkbox"/> No	<u>Lbs/Month</u>	<u>Lbs/Month</u>
	Cold prepared foods	<input type="checkbox"/> Yes <input type="checkbox"/> No	<u>Lbs/Month</u>	<u>Lbs/Month</u>
	Frozen prepared foods	<input type="checkbox"/> Yes <input type="checkbox"/> No	<u>Lbs/Month</u>	<u>Lbs/Month</u>
Non-perishable food	Shelf stable packaged food (canned, boxed, packaged food)	<input type="checkbox"/> Yes <input type="checkbox"/> No	<u>Lbs/Month</u>	<u>Lbs/Month</u>
	Beverages	<input type="checkbox"/> Yes <input type="checkbox"/> No	<u>Lbs/Month</u>	<u>Lbs/Month</u>
Other	Click or tap here to enter text.	<input type="checkbox"/> Yes <input type="checkbox"/> No	<u>Lbs/Month</u>	<u>Lbs/Month</u>
	Click or tap here to enter text.	<input type="checkbox"/> Yes <input type="checkbox"/> No	<u>Lbs/Month</u>	<u>Lbs/Month</u>
Total Pounds Accepted			<u>Lbs/Month</u>	<u>Lbs/Month</u>

If No, why don't you accept additional food from sources other than your primary FRO partner (select all that apply)?

Enter the descriptive response and notes from the FDPs.

☐ Lacking Capacity to Receive Food Due to

☐ Cold storage space

☐ Vehicles

☐ [Other, please describe.](#)

☐ Logistical Challenges Due to

☐ Staffing

☐ Operations/Hours

☐ Inconsistent Supply

☐ [Other, please describe.](#)

☐ Administrative Concerns Due to

☐ Reporting Burden

☐ Exclusivity Agreement

☐ [Other, please describe.](#)

ATTACHMENT F: FOOD DISTRIBUTION PARTNER SAMPLE SURVEY

Future Capacity

1. Please indicate which of the following food recovery resources your organization already uses.

- | | | |
|--|--|--|
| <input type="checkbox"/> Refrigerators | <input type="checkbox"/> Tote Bags | <input type="checkbox"/> Administrative Staff |
| <input type="checkbox"/> Freezers | <input type="checkbox"/> Food Packaging Supplies | <input type="checkbox"/> Collection and Distribution Staff |
| <input type="checkbox"/> Unrefrigerated Vehicles | <input type="checkbox"/> Food Preserving Supplies | <input type="checkbox"/> Other, please describe |
| <input type="checkbox"/> Refrigerated Vehicles | <input type="checkbox"/> Technology Assets
(Computer, Tablet, Software, etc.) | <input type="checkbox"/> Other, please describe. |
| <input type="checkbox"/> Forklift / Pallet Jack | <input type="checkbox"/> Technology Services
(Software, Apps, etc.) | <input type="checkbox"/> Other, please describe. |
| <input type="checkbox"/> Boxes | | |
| <input type="checkbox"/> Crates | | |

2. Indicate which of the following resources your organization needs, or needs more of, and how many additional pounds of food you would be able to collect if you had this resource? (Note: If an item is currently in use but there is a need for additional resources, please include both here and above.)

Resource	Additional Lbs. org. can collect with this resource
Refrigerators	Click or tap here to enter text.
Freezers	Click or tap here to enter text.
Unrefrigerated Vehicles	Click or tap here to enter text.
Forklift / Pallet Jack	Click or tap here to enter text.
Food Transportation Supplies (Boxes, Crates, Tote Bags)	Click or tap here to enter text.
Food Packaging Supplies	Click or tap here to enter text.
Food Preserving Supplies	Click or tap here to enter text.
Technology Assets (Computer, Tablet, etc.)	Click or tap here to enter text.
Technology Services (Software, Apps, etc.)	Click or tap here to enter text.
Administrative Staff	Click or tap here to enter text.
Collection and Distribution Staff	Click or tap here to enter text.
Other, please describe	Click or tap here to enter text.
Other, please describe	Click or tap here to enter text.
Other, please describe	Click or tap here to enter text.

Thank you for providing such valuable context to the food recovery efforts in Marin County!

Would you like these responses shared with the Food Recovery Organization you currently work with at all? ☐ Yes ☐ No

ATTACHMENT G:
EDIBLE FOOD REPORTING SCHEDULE

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ELECTRONIC ANNUAL REPORT

Description	Regulation Section	Annual Reporting 8/1/2022-Ongoing 18994.2	Frequency	Update/Request Date	Due to the County	Reporting to CalRecycle	Notes
Number of edible food generators located within the jurisdiction	18994.2 (h)(1)	x	Annual	Ongoing	January 1	August 1	Updates to the list will occur throughout the year as new businesses are added or closed. It is recommended to confirm any changes to the list prior to sending out notifications or scheduling inspections.
Number of Food Recovery Organizations/Food Recovery Services operating in jurisdiction that contract or hold written agreements with commercial edible food generators for food recovery	18994.2 (h)(2-3)	x	Annual	Ongoing	December 31	August 1	Updates to the list will occur throughout the year as organizations change or close. It is recommended to confirm any changes to the list prior to sending out notifications or scheduling inspections.
FRO/FRS that are in contract with commercial edible food generators must report the total pounds of edible food (from the commercial edible food generators) to the jurisdiction they are located within.	18994.2 (h)(2-3)	x	Annual	March 1	June 1	August 1	FRO/FRS can only claim pounds of food donated to them directly from a commercial edible food generator, and only the jurisdiction where the FRO/FRS is located can claim the pounds received.
The number of organic waste generators and edible food generators that received information and a description of the type of education and outreach used (per jurisdiction).	18994 (e)(1)	x	Annual	April 1	June 1	August 1	
Distribute pre-inspection questionnaire to covered generators (Tier One and Tier 2), including educational materials about edible food recovery and inspection process	N/A		Annual	February 1	April 1	N/A	This effort is not required by the regulation to preform on an annual basis, but could be a method for notifying generators of education and inspection requirements, as well as a means of identifying inspection targets following review of responses For 2023/2024 recommend sending Tier 1 survey in October and Tier 2 survey in January with a six week reply deadline.
The number of inspections of Tier One (beginning January 1, 2022) and of Tier Two (beginning January 1, 2024) Commercial Edible Food Generators and food recovery organizations and services.	18995.1 (a)(2) 18994.2 (k)(3)	X	Annual	April 1	June 1	August 1	
The number of complaints, Notices of Violation, penalty orders issued, and enforcement actions resolved, categorized based on entity type.	18994 (k)(4-7)	X	Annual	Ongoing	June 1	August 1	

IMPLEMENTATION RECORD

Description	Regulation Section	Implementation Record 18995.2 (p 102)	Frequency	Update Date	Reporting to CalRecycle	Notes
List of commercial edible food generators in the jurisdiction that have a contract or written agreement with FRO/FRS	18991.2 (a)(1) 18995.2 (f)(8) 18998.4 (d)(3)	x	Annual and As Requested	Ongoing	Due 10 business days following request	Commercial Edible Food Generators are not required to provide their records (based on monthly pounds of food donated) on an annual basis but they must make them available during inspection by a jurisdiction
List of FRO/FRS in the jurisdiction/unincorporated county and their edible food recovery capacity	18991.2 (a)(2) 18995.2 (f)(8) 18998.4 (d)(3)	x	Annual and As Requested	Ongoing	Due 10 business days following request	
Documentation of actions taken by jurisdiction/unincorporated county to increase edible food recovery capacity	18991.2 (a)(3) 18995.2 (f)(8) 18998.4 (d)(3)	x	Annual and As Requested	Ongoing	Due 10 business days following request	

CAPACITY PLANNING

Description	Regulation Section		Frequency	Planning Time Periods	Reporting to CalRecycle
A jurisdiction shall report to the county edible food recovery capacity planning requirements. The county shall report to CalRecycle the amount of capacity verifiably available to the county and cities within the county, the amount of new capacity needed, the locations identified for new or expanded facilities, the jurisdictions that are required to submit implementation schedules, and the jurisdictions that did not provide information required to the county within 120 days.	18994.2 18992.3	(i)(1) (a)(1-4)	Every 5 years	January 1, 2022-December 31, 2024	August 1, 2022
				January 1, 2025-December 31, 2034	August 1, 2024
				January 1, 2030-December 31, 2039	August 1, 2029
				January 1, 2035-December 31, 2044	August 1, 2034