



EDUCATION ADVISORY BOARD
Altamont Landfill Settlement Agreement
Final Report Guidelines for grants \$3,000 or more

Please keep this form in your files. Return it completed to the Altamont Education Advisory Board on the Report Due Date noted below. Please read these guidelines carefully at the start of your grant period to better address the points below at the grant's conclusion. Attach this sheet as the cover for your report.

Grant #: 19-33

Amount: \$30,000

Agency Name: Food Shift

Grant Contact: Yuka Nagashima (formerly Dana Frasz)

Purpose of Grant: The Food Shift Kitchen

Grant Objectives:

Funds from this grant will be used to focus on the four main goals which are: strengthen job training pathways, recover 200,000 pounds of food, smooth out peaks and valleys in the revenue stream and capture data for all goals to facilitate infrastructure development.

Grant Period: July 1, 2019 - June 30, 2020

Reports(s) Due By: June 30, 2020

Board Contact: Ruth C. Abbe, Chair

Please submit a narrative report (approx. 2-4 pages) addressing the following questions for the project or activities. This grant report may be used to keep the Altamont Education Advisory Board informed about your activities and the impact of our support. If you have any questions concerning these guidelines, please contact the Board Contact person indicated above.

1. Please report the outcomes of the funded project. In doing so, please refer to the grant objectives included above.
2. Describe what you did to accomplish your objectives and any significant course changes you have made along the way.
3. What methods were used for evaluating and documenting progress towards these outcomes?
4. What were the most important things you learned?
5. Please outline any significant changes in your organization since the grant was made. In particular, please describe any changes in key leadership positions in the organization and/or program.
6. In addition to measuring the outcomes of the funded project, we are interested in how grants directly improve the lives of the people in your community. Please share one or more stories or quotes that show how this project has made a difference in the lives of the people your program serves.
7. Include an updated copy of your grant budget with actual expenditures and all sources of revenue.
8. Include any press releases, news clippings, magazine articles or other media associated with this project, as well as any related examples of flyers, brochures, publications, etc.

1. Please report the outcomes of the funded project. In doing so, please refer to the grants objectives included above.

Successful Outcomes:

- Strengthened job training pathways
 - Developed a new job training module on food recovery, to help trainees access sustainable livable wage jobs post-graduation.
 - Began development of a new online food recovery module, which allows for increased flexibility of student learning from home, and makes our training accessible to more students. This curriculum will be shared with the Catalyst Kitchen member network, which reaches over 8K individuals.
 - Built a pathway for graduates to rise into leadership positions within Food Shift, by promoting our graduate turned catering production staff to Assistant Chef. We aim to open up more opportunities for graduates to be hired directly into Food Shift staff, as our organization is a known entity and offers a supportive environment to facilitate their continued employment.
- On track to recover 200,000 pounds of food this year, and increased our weekly recovery capacity by 2.5X during the COVID-19 pandemic
 - Increased our van capacity, allowing for larger hauls per recovery trip
 - Added Oakland wholesaler food recovery service at Oakland Produce Market
 - Began outreach to individual grocers as there is no consolidated point of contact nor an established food recovery program
- Captured data for all goals to facilitate infrastructure development
 - During the COVID-19 pandemic we have actually captured much more detailed data than previously (fine-grained data on food type and weight, broken down precisely by food donor and recipient, along with partner data on the demographics served by our COVID relief program, Operation Together). As we continue to adapt our COVID relief to support our community beyond the pandemic, we plan to continue this level of data collection.

2. Describe what you did to accomplish your objectives and any significant course changes you made along the way.



Our Catering and Office Manager, Chandler Henry, facilitates Operation Together food pick-ups.

The most significant course change during the grant period was pivoting from our normal operations to COVID relief via Operation Together. We suspended our culinary training program and our catering program due to shelter-in-place order. We also lost reliable and consistent use of our kitchen, as the Alameda Unified School District was using the site for meal distribution. We were, however, able to reboot our food recovery and distribution services formally by the beginning of April after assessing the community need, organization capacity, and identifying the gap in the food ecosystem. COVID was an unexpected crisis that disrupted our entire food system overnight, and threw supply chains into disarray as bulk food buyers like hotels, restaurants, and schools closed for business even while so many individuals lost income and faced food insecurity. Food Shift launched Operation Together, our COVID-19 relief effort, to fill gaps in the food supply chain and recover surplus food from bulk suppliers that was needed for emergency food distribution to food insecure members of our community. Through Operation Together, we work with two wholesale produce markets and a variety of other food donors to recover surplus food donations. Food Shift serves as a food hub, where our twelve food distribution partners pick up the type and quantity of produce that they need, to meet the specific needs of their constituents.

Our rebooted food recovery and distribution program focused on providing food to organizations and grassroots program serving people who are overcoming the most barriers to food access. Careful not to compete, we aimed to recover food that can't be recovered by others. For example, food banks often cannot accept bulk donations that require labor to re-package into smaller portions. As described later in the below community stories section, our

partners in the Maya Mam community face high barriers to food access that make them a priority partner.

Smaller scale course changes include conducting a comprehensive diversity, equity, and inclusion (DEI) audit of our entire organization's internal and external practices. Inclusion is now the guiding principle that shapes internal decisions such as hiring practices and all external interactions with our partners and community. Some immediate results from this perspective shift include hiring graduate Carolyn Young as Assistant Chef, to begin paving a path for our leadership to be representative of the people we serve, and to create pathways to rise through the organization. We also prioritized the participation in decision-making processes of historically lower-level and lower-pay positions such as the Food Recovery Specialist, to acknowledge the crucial role that our Specialist, Robert Mills, plays in our organization. Our DEI lens has also guided Operation Together's network-based, collaborative approach.

3. What methods were used for evaluating and documenting progress towards these outcomes?

We collected a combination of quantitative and qualitative data to document our progress towards the stated outcomes. Here are some highlights from Operation Together, our pivot to COVID relief. We recorded our activities and outcome for food recovery and distribution onto Google Sheet for collaboration between off-site management and on-site coordinators:

- 20+ tons of food redistributed since early April
- 10K+ food insecure people reached
- 12+ frontline distribution partners
- 2.5X regular weekly recovery capacity achieved during the pandemic
- Food distribution prioritized for people who are houseless, low income, disabled, immunocompromised, non-English speaking, and elderly

We solicited feedback from our food providers and recipients/distributors on a weekly basis to continue iterating our program and processes. Our survey included questions about the demographic they served, what products were most appreciated and preferred, as well as specifics on logistics (e.g., scheduling, amount of food to be recovered/distributed). We received testimonials on how appreciative this program was to our neighbors fighting to stabilize their source of healthy food supply.

We also kept a record of all inquiries made, even if some were not a match to continue with our program so that we can better understand how the food system failed and where it was resilient, what gaps were exacerbated by COVID and what new gaps emerged due to the pandemic. We have a dedicated intern taking note of connections we are making through Operation Together and beyond, tracking what program or organization is serving where, what demographics, so that we may serve as a hub of information and help build relationships through introductions even if we aren't presently able to serve them.

4. What were the most important things you learned?

Over the course of this grant period, we realized we had to re-orient our idea of “scaling” to focus on scaling impact rather than scaling all the verticals of our operation (of which there are many). The course correction showed us that we could create an SB 1383 Technical Assistance Center (TAC), which would leverage what was previously an overlooked opportunity: SB1383. This long-term project will allow us to take greater leadership and involvement in upcoming SB 1383 implementation. To that end, we pivoted from sinking in significant recurring cost to expanding our kitchen capacity.

In taking on the COVID crisis, we learned how to be adaptable and responsive by being intentional about filling gaps in our ecosystem. When the shelter-in-place directive was put in place, we took the time to assess the food supply chain, to see where it was fragmented and how we could help reconnect it. We saw that many grassroots programs and volunteer networks sprung up to offer soup kitchen type services and meal or grocery deliveries. We did not want to offer redundant services, or compete with other nonprofits. Instead, we aimed to go where others couldn't or wouldn't.

We were careful to also take inventory of our own capacity, as an organization as well as individual team member's comfort level: From our apprentices and our volunteers to our clients and partners, many of the people we serve or serve with are in risk categories. We took the time to be intentional about seeing where our skills and resources could be helpful to our community, even if that required a pivot to focusing solely on food recovery rather than kitchen programming.

5. Please outline any significant changes in your organization since the grant was made. In particular, please describe any changes in key leadership positions in the organization and/or program.



Yuka Nagashima, Food Shift's Executive Director

In November of 2019, Yuka Nagashima took on the Executive Director position from Food Shift's founder. With 20+ years of experience as a senior executive, Yuka possesses skills from several domains that are rarely found in the same person: diversity, equity, and inclusion

(DEI); nonprofit leadership; organizational management; policy/government; innovation strategy; entrepreneurship; and education.

After founding two tech-startups, she led the tech-based economic development agency of the State of Hawaii, where she oversaw tech park development and incubation, created policy frameworks, drafted innovation legislation, and implemented entrepreneurship and other business programs, including Innovate HI, as NIST's Manufacturing Extension Partnership Center Director for Hawaii. Most recently, based on her executive consulting work on DEI, and her experience with Astia, a non-profit operating globally to level the playing field for women entrepreneurs, she developed an inclusive leadership curriculum for Stanford Continuing Studies. Yuka was born and raised in Japan, educated in Canada and the U.S. Having spent most of her professional life in Hawaii, she moved to the San Francisco Bay Area via Denmark.

Yuka's diverse and deep experience at the executive level has helped guide Food Shift's strategic decision-making in the second half of this grant period. Her background in crisis management aided Food Shift in successfully pivoting to relevant COVID relief work through Operation Together, and maintaining the organization's financial health. Additionally, she has prioritized DEI practices internally and externally.

6. In addition to measuring the outcomes of the funded project, we are interested in how grants directly improve the lives of the people in your community. Please share one or more stories or quotes that show how this project has made a difference in the lives the people your program serves.



Henry Sales picks up recovered food for the Mam community.

Non-English speakers, like our partners in the immigrant Mam community, face language barriers to accessing food aid like SNAP. Food Shift prioritizes food for partners like

these. Here are some reflections from Henry, who coordinates and picks up food from Food Shift weekly, as well as a Mam community member.

“During a health crisis that forces all of us to take refuge in place, the last thing anyone should think about is "where am I going to find money to feed my family?", "How am I going to secure the income, gas, and electricity", "how am I going to buy my family's needs?" These are all common questions asked by many people, especially our Maya Mam immigrant community. We are very thankful that we're partnering with Food Shift because many of our people are getting fresh food. There is a high demand for food assistance in our community Maya Mam is growing quickly because of the pandemic, and the produce and supplies that Food Shift redistributes to us offers us tremendous support, as they relieve us of the burden of going out to source food donations ourselves. The food we receive from Food Shift helps make our operation more efficient so we can barely meet the needs of our community.”

—Henry Sales, community organizer with the Maya MAM community, one of Food Shift’s distribution partners that receives recovered food.

“Tonight I’ll have something on my table to eat with my little one. I don’t need to run to the store because I have food. Bless all of you”

— Anonymous father in the Mam community

7. Include an updated copy of your grant budget with actual expenditures and all sources of revenue.

Please see the attached updated budget.

8. Include any press releases, news clippings, magazine articles or other media associated with this project, as well as any related examples of flyers, brochures, publications, etc.

Food Shift Executive Director as Keynote speaker at National Association of State Energy Officials Energy Policy Outlook and Innovation Summit (DC, February 2020)

Topic: Developing a Diversity-informed Lens for Designing Policies and Programs

“[How Eating Ugly Food Reduces Food Waste](#),” a video from [Imperfect Foods](#), [BuzzFeed](#), and [Hyundai](#), features Yuka Nagashima. The video spotlights how Imperfect Foods is reducing waste in our food system, and what Food Shift does with the food we recover from them.

“[Born Out of Need, New Localized Food Networks are Emerging](#),” [Earth Island Journal](#). Our Operations Manager, Audrey Mei Yi Brown, wrote an op-ed reflecting on the simultaneous food waste and food insecurity in this pandemic, and the gaps in our food supply chain that Food Shift is working to fill.

[“How the coronavirus impacts food justice organizations and the communities they serve,”](#) *The Daily Californian*. Our Executive Director, Yuka Nagashima, speaks on how the coronavirus has affected how Food Shift operates.

[“How Covid-19 is Transforming Our Food System,”](#) *Terra Verde*. Yuka Nagashima also appeared on this weekly environmental radio program, to discuss how COVID-19 changed our food system at every step of the supply chain.

[“A Chance to Reimagine Food Distribution,”](#) *East Bay Express*. This op-ed was authored by Operations Manager, Audrey Mei Yi Brown, and a previous version appeared in Earth Island Journal (noted above).

[“Seeing a Miracle in Every Overlooked Grain of Rice: Working to fix our broken food system, one meal at a time,”](#) *Earth Island Journal*. Yuka Nagashima’s personal essay featured in their “Voice” segment where environmental activists from various backgrounds are invited to share a first-person perspective on their work.

Thank you for supporting our work!



Culinary Director, Jen Franco, and Food Recovery Specialist, Robert Mills, work together to sort recovered food. (This photo was taken pre-pandemic.)