

A woman with glasses and a floral top is sitting on a porch, looking thoughtfully to the side. The porch has a white railing and is surrounded by green plants. The background shows a blue house.

Home Delivery **Playbook for Food Banks**

Version 2.0 | Updated October, 2022

Home Delivery Playbook

The goal of this playbook is to help Food Banks identify program goals and to determine the home delivery partnerships that will best serve your needs.

Considering the complexity and diversity of each Food Bank's unique situations, this playbook aims to be interactive and includes worksheets for you to work on with your team. By the end, we hope that you find the confidence and resources to start a successful home delivery program or create a plan to make your existing program more sustainable. The content is based on research and collaboration with nine Food Banks and builds on the Home Delivery Guidance from 2020 and Home Delivery Playbook from 2021, created in Collaboration with Feeding South Florida, Feeding Tampa Bay and Humana.

In order to create this playbook, **we collaborated with nine Food Banks**, as well as doing additional research

The Food Banks in the working group represent a mix of geographies and sizes and reflects different delivery models and delivery partners. A range of learning methods were used to create the content in this Playbook.

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Distinct Food Banks across the country participated in the research in various ways	In depth interviews with Food Bank Employees	In depth interviews with delivery drivers	In depth interview with Agency/Community partners	In depth interview with 3rd party facilitator	Observation of Amazon pickup, and home deliveries	Focus/working group sessions with representatives from our 9 Foodbanks



What do you need to do to **get started now?**

TO BEGIN, ASK YOURSELF...

Are you building a brand-new home delivery program? Begin with this document and continue through module 5 to get started.

Or are you looking to improve your existing home delivery program? Do you want to enhance the experience for the neighbors you serve or ensure the sustainability of your program? Modules 6 will help you expand your program.

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Get started

The next page will help you determine how you'll use this playbook. If your organization is implementing a new program, you'll want to start at the beginning. If you have an established program, you can skip to a more advanced section or use the document to review content and make smaller, incremental improvements.

Before you get started, you should determine: **is a home delivery program right for your organization?**

Why do you want to implement a home delivery program? Are you looking to **leverage government programs** like CSFP or **utilize grant funding**? Are you wanting to **serve neighbors that are homebound** or trying to **reach the unreached**?

Home delivery programs cost more than traditional programs but can enable Food Banks to serve their neighbors that might not otherwise be served.

*Larger Food Banks (\$5 million+ of revenue) run their home delivery programs more efficiently, averaging 1,000 to 2,000 deliveries a month, at a cost of \$5 to \$10 per delivery. Food Banks with less than \$5 million of revenue average 300 to 500 deliveries a month, at a cost of \$10 to \$30 per delivery.**

* Source: Helping Hands via Food Bank News, Jan 7, 2022

NOTE: Each state and local government has their own evolving regulations about who can deliver government commodities. Consult your local authorities for guidance.



Looking at your community, **who do you hope to better serve** with a home delivery program?

Who do you want to serve and how do you define that population? **What is your target group?** Is this a new or expanded area of service? Having clear criteria can help with planning, streamline intake, enhance fundraising and provide important transparency to neighbors and partners.

Most commonly, home delivery programs are developed to serve:

- Neighbors who have a hard time accessing charitable food, including seniors that are homebound
- Neighbors who lack adequate transportation

Other common criteria include:

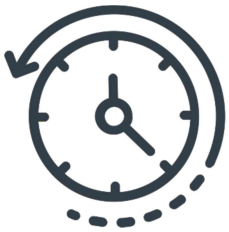
- Neighbors who recently underwent surgeries/ medical emergencies
- Neighbors screened as in need of home delivery by referral partners
- Immunocompromised neighbors
- Targeted geographies (e.g. certain distance from closest Food Bank)
- Lack access to (affordable) transit options without a car

“If someone is about to use their last bit of gas to get to a pantry, I would rather they save that money and get food delivered.”

- *Food Bank of Delaware*

A home delivery program can help you **serve your community in a few different ways**

Home delivery programs can serve different neighbors, in different ways, over varying durations of time. **Common goals include one or more of the following (each with different implications for the resources a Food Bank will need to be successful):**



MEET A CHRONIC, ONGOING NEED

You can use home delivery to serve a broad or specific populations until they no longer need the service



BE A TEMPORARY TRANSITION

You can use home delivery to serve a specific population until they can be referred to longer term support options



ASSIST IN AN EMERGENCY

You can use home delivery to serve one-off emergency food needs

Based on the specifics of your program, you may utilize one or more **different methods of home delivery**

Depending on who you hope to serve, for how long and in what contexts, you'll want to utilize a different method (or methods) of delivery. **Your home delivery program delivery might include:**

TYPE OF DELIVERY		PROS	CONS
Local agencies	Partners in the local Food Bank network <i>Example: Food Bank Pantry</i>	Already integrated and trusted in the community	Inconsistent access to technology and availability to provide deliveries, can take a while to get started
Courier Trucking Services	Established companies that already have the necessary equipment to perform large scale food delivery <i>Examples: Windjammer (St Mary's Food Bank), Eagle Transportation Company (Second Harvest Food Bank of Central Florida)</i>	Already invested equipment with the ability to go far from initial pick up point	Expensive and incentivized to delivery fast, not as mission aligned, lack of clarity about training
Delivery App Platforms	Tech companies in adjacent space crowdsourcing drivers on app <i>Examples: Doordash, Amazon, Uber, Lyft, Hungry (SF Marin Food Bank)</i>	App does the routing and sources drivers that will go to any neighborhood	Drivers are inconsistent and incentivized to deliver fast, not as mission aligned, lack of clarity about training
Anchor Non-profits	Established partners, often providing services beyond food, with a relationship in the community and the ability to make deliveries (typically a paid service) <i>Examples: Nine13sports (Gleaners Food Bank of Indiana), Catholic charities (Second Harvest of Silicon Valley)</i>	Community driven mindset capitalizing on something that is already being done	Often more expensive than other delivery services
Volunteers	Unpaid people, typically living in the community, donating time for as long as they want/is needed	Invested and willing to go the extra mile, no/low delivery costs	Difficulty recruiting and retaining long term volunteers
Food Bank Staff	Staff dedicated to delivering food as part of their primary responsibilities	Dedicated to mission, reliable and predictable	Difficult to find the right person: people and logistics driven, staff costs

Building the foundation of your home delivery program

The next section reviews the core elements of a good home delivery program. This can help a Food Bank to align the resources you need to your goals and context.

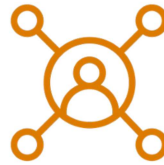
You will need to make some **baseline decisions** around **various dimensions** of home delivery

As you are building out the foundation of your home delivery program, **you will need to make some decisions around the following:**



VOLUME

How many neighbors are you trying to serve with this program? Is it a big step change from your current services?



REFERRALS (out of a Food Bank/Agency)

Are you trying to connect neighbors to other services? How will you assess their needs and connect them to other wrap-around programs/services? With whom will you partner?



DISTANCE

How far are you willing to deliver? Are you trying to reach more rural neighbors?



ELIGIBILITY

Who qualifies to receive services? How will you assess eligibility? How will you get the word out?



DURATION

How long will neighbors be eligible to receive these services?



FOOD TYPE / SOURCE

Will you use perishable foods? Will government commodities be included?

These dimensions will dictate which delivery methods/partners you should consider, as well as the people, processes, and tools that you will need in order to be successful. These decisions will have an impact on the cost and effort to maintain your program, which will need to be balanced with funding and right mix of internal and external support. **SEE SLIDE 17 FOR DETAILS AROUND THESE DECISIONS.**

The combination of the various dimensions can generally show up **in four different scenarios***

Each scenario shows how program dimensions vary and in turn, which delivery partners, people, processes and tools are most needed to be successful.

**These scenarios are not exhaustive and can vary slightly depending on the different combinations. These scenarios reflect common models in the network. Depending on your goals and unique situations, it is possible to combine elements of each scenario.*

SCENARIO 1

You want to serve a chronic, ongoing need for all neighbors within a **densely populated area**

SCENARIO 3

You want to serve a need for eligible neighbors for a **limited amount of time and provide referrals**

SCENARIO 2

You want to serve a chronic, ongoing need for **eligible neighbors within a rural community**

SCENARIO 4

You want to serve the **emergency needs** that exist throughout your local community



Home Delivery Playbook // Building a foundation

You want to serve a chronic, ongoing need for all neighbors within a densely populated area

Your Food Bank seeks to serve as many people as possible, across 1-2 counties. You have a no-questions-asked-policy, meaning whoever calls in need of food, will receive food. Neighbors can stay on this program for as long as they need.

BUILDING OUT YOUR DELIVERY PROGRAM

DELIVERY PARTNERS | a diverse portfolio of delivery partners with redundancy and capacity to flex volume as needed, including Delivery App Platforms who focus on speed; efficiency and just-in-time availability

PEOPLE | Community partners for referrals, and dedicated staff for partner management; neighbor intake and management, and staff and volunteer time for picking and packing, pick-up process, managing volunteers

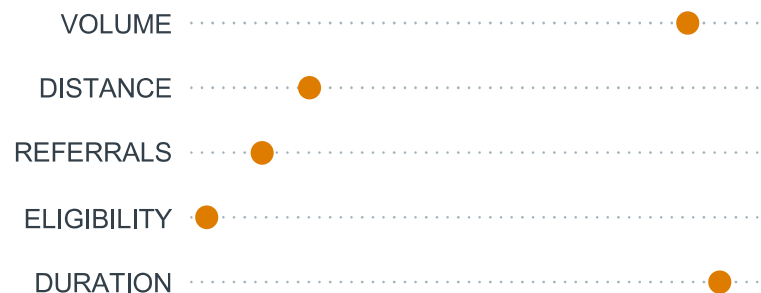
PROCESSES | Dedicated pickup/loading space; building hubs to manage volume; delineate pickup types and days by program or delivery partner

TOOLS | CRM system; automatization of partner allocation; sophisticated routing tools for volunteer or staff use; neighbor referrals from partners

PROGRAM DIMENSIONS

Less focus

More focus



THINGS TO CONSIDER

This program design can create some unique challenges

- Managing multiple delivery partners during pickup
- Being prepared for changes in driver supply or neighbor demand
- A steady stream of neighbor intake and managing records
- Retaining consistent volunteers

Home Delivery Playbook // Building a foundation

You want to serve a chronic, ongoing need for eligible neighbors within a rural community

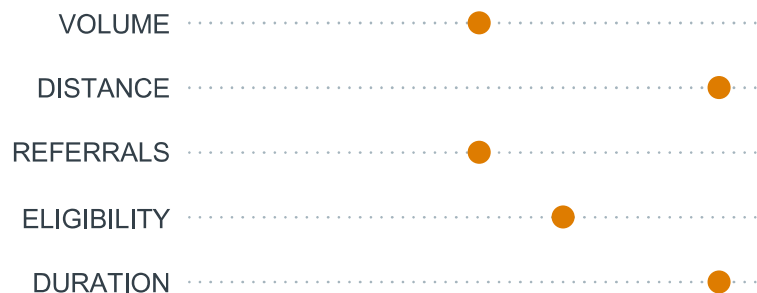
Your Food Bank seeks to serve as many people as possible, across multiple counties, as long as neighbors fit certain eligibility requirements. You're focused on serving rural communities lacking transportation and social outlets, as well as neighbors with physical mobility challenges.

When possible and if necessary, the program will try to connect neighbors with other appropriate resources.

PROGRAM DIMENSIONS

Less focus

More focus



BUILDING OUT YOUR DELIVERY PROGRAM

DELIVERY PARTNERS | Partners with experience in long-distance trucking and logistics, including Courier Delivery Partners, dedicated staff drivers with trucking licenses willing to build relationships with neighbors, Agencies able to complete deliveries; Delivery App partners with rural presence (like DoorDash) picking up at hubs

PEOPLE | Community partners for referrals; Agency partners as delivery hubs

PROCESSES | Build hubs at agencies to cut down on distance and access more people; piggyback on existing deliveries to agencies; approach to determine frequency that balances need and resources available

TOOLS | Refrigerated trucks to keep food fresh over long delivery routes; local food storage; packing to secure cold chain

THINGS TO CONSIDER

This program design can create some unique challenges

- Outreach and spreading awareness in rural communities
- Balancing logistics and time spent with neighbors to understand core need
- Getting local agencies setup to support delivery can take time
- Recruiting staff drivers with the right mix of skills can be challenging

You want to serve a need for **eligible neighbors for a limited amount of time and provide referrals**

Your Food Bank seeks to serve a defined maximum number of neighbors, across multiple counties, as long as neighbors fit certain eligibility requirements.

Your program has an end date with the goal of connecting neighbors to necessary and other longer term resources. If needed, neighbors have the option to re-enroll.

BUILDING OUT YOUR DELIVERY PROGRAM

DELIVERY PARTNERS | Regular staff drivers (or volunteers, anchor non-profits or agencies) willing and able to spend time building relationships

PEOPLE | 3rd party doing the intake process; Community Partners (to identify neighbors and to refer to); dedicated staff member providing referrals to other organizations

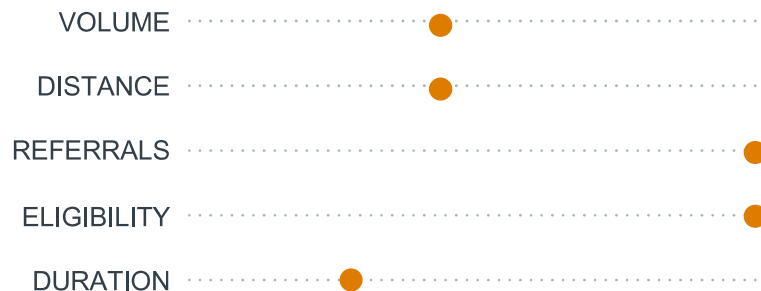
PROCESSES | Check ins with option to re-enroll; defined eligibility requirements; determined program intent, assessing needs

TOOLS | CRM system to keep track of neighbors and referrals; referral partner lists; routing tools

PROGRAM DIMENSIONS

Less focus

More focus



THINGS TO CONSIDER

This program design can create some unique challenges

- Needing a process to deny someone access to home delivery
- Maintaining visibility into referral ecosystem
- Dedicating time and staff to do referral case management
- Cultivating a constant and steady pipeline of neighbors
- Setting the right criteria to balance available resources with need
- Considering and accounting for different levels of need

You want to serve the **emergency needs that exist throughout your local community**

Your Food Bank seeks to serve neighbors who have emergency needs. Any neighbor can receive food if stating not having had access to food for multiple days. You typically have a very small time window (~24h) to get the food to the neighbor. Ideally, this happens as few times as possible.

When needed, you can refer the neighbor to another program

BUILDING OUT YOUR DELIVERY PROGRAM

DELIVERY PARTNERS | On demand delivery partners e.g. app platform partners; staff drivers or agency hubs where food can be pre-staged

PEOPLE | Dedicated staff member(s) for call center / managing pickups

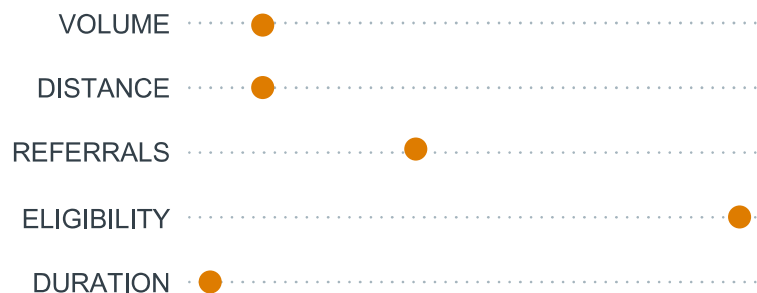
PROCESSES | receive request and create on-demand orders; simplified process to add new and take off people; prepackaged food ready to go for emergencies; clear definition of emergency situation

TOOLS | Quick way to assign to drivers

PROGRAM DIMENSIONS

Less focus

More focus



THINGS TO CONSIDER

This program design can create some unique challenges

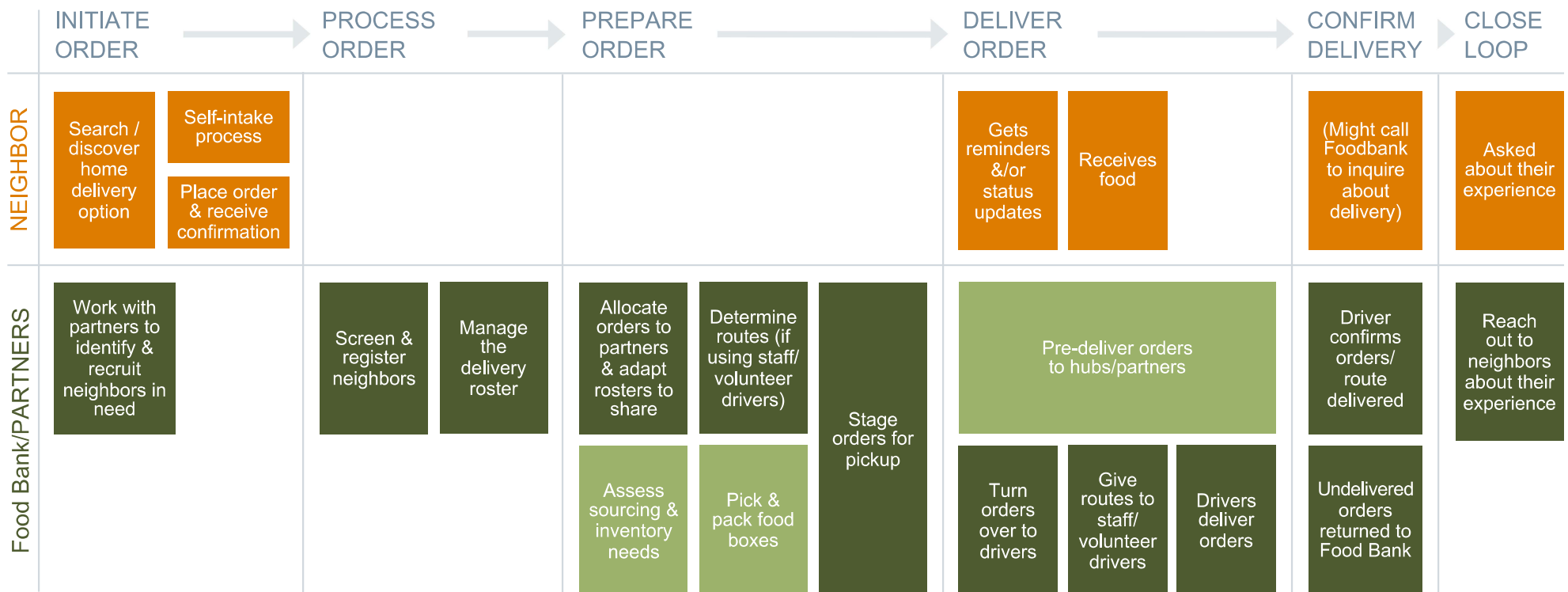
- Manageable ways to assign orders to delivery partners
- Managing high cost of emergency deliveries
- Finding time to fit in emergency deliveries around regular operations
- Managing unpredictability of driver supply and neighbor demand
- Staff or volunteer capacity for call-center

Home Delivery Playbook // Building a foundation

	VOLUME Serving as many people as possible	DISTANCE Serving rural areas	REFERRALS Revolving and steady pipeline of people; efficiency in making referrals	ELIGIBILITY Serving a specific population	DURATION Serving people for a set period of time	FOOD TYPE/ SOURCE Serving perishable foods and/or including govt commodities
DELIVERY PARTNERS Who will deliver the food?	A diverse portfolio of delivery partners with redundancy and capacity to flex volume as needed, including Delivery App Platforms	Partners who have experience with long distance trucking and logistics (e.g. Courier Delivery Partners, dedicated staff drivers)	Regular staff drivers (or volunteers, anchor non-profits or agencies) willing and able to spend significant time building relationships	Regular staff drivers (or volunteers, anchor non-profits or agencies) willing and able to spend time building relationships	Delivery partners with the capability to be available on-demand	Trained to deliver TCS foods. Drivers allowed to deliver government commodities if included.
PEOPLE Who else do you need to help do this well?	Community partners for referrals dedicated staff for partner management neighbor intake and management volunteer for pick/pack & delivery	Community partners for referrals Agency partners that can act as delivery hubs	Community Partners (to identify neighbors and to refer to); dedicated staff/ volunteers/ agencies providing referrals to other organizations	3rd party doing the intake process to distribute the workload	Staff members, volunteers and agencies connecting neighbors with other resources when appropriate	Food safety and inventory management staff.
PROCESSES What will you do? What processes will need to be implemented?	Dedicated pickup/loading space; building hubs to manage volume; delineate pickup types and days by program or delivery partner	Build hubs at agencies piggyback on existing deliveries to agencies	Check ins with option to re-enroll determined program intent, assessing needs	Defined eligibility requirements determined program intent, assessing needs onboarding assessment	Periodic neighbor check-ins with option to re-enroll	Time and temperature controls, ability to confirm recipient can receive delivery, local requirements for delivering government commodities.
TOOLS How will you do it? What tools will help you accomplish your goals?	CRM system automatization of partner allocation sophisticated routing tools for volunteer or staff use	Refrigerated trucks Local food storage	CRM system to keep track of neighbors and referrals referral partner lists routing tools	Delivery App platform Call center	CRM-type system to track neighbor enrollment Delivery App platform portals	Temperature control equipment.

Despite all home delivery programs looking just a little bit different, **most follow a similar journey**

Below you'll see a basic, illustrative home delivery journey for neighbors and Food Banks. You can find a more complex view of this journey—one that includes third-party drivers, as well as a list of common operational challenges—in the appendix.



Start to envision your home delivery program—what would work for your Food Bank?

Let's put the information in this section to use designing the right home delivery program for your organization. The worksheets on the following slides will help walk you through making decisions about how to do things—goals to set, who to work with, and tools you'll need.

Home Delivery Playbook // Building a foundation // GOALS WORKSHEET

TARGET GROUP(S)	VOLUME	DISTANCE
Who do you want to serve? Is this a new or expanded area of service?	How many (more) people do you want to serve? How much more food do you have to distribute?	How far will you go to deliver? How will you serve rural communities?
DURATION How long do you need to serve them for? (Check any that might apply) <ul style="list-style-type: none">Meet chronic, ongoing need (no end date)Specialty or specific programEmergency relief	REFERRALS How important are referrals to the program you're developing? How will you do them?	ELIGIBILITY CRITERIA What will you look for in eligible households (if any)? What information will you collect from applicants? How will you do that?

GOALS WORKSHEET

Use the previous slides to help inform your decisions about the kind of program you want to build. Do any of the scenarios resonate or do you envision your program differently? How is it unique?

Use page 20 to outline the dimensions that will determine what your program looks like and what you hope to achieve.

Home Delivery Playbook // Building a foundation // JOURNEY WORKSHEET

INITIATE ORDER → PROCESS ORDER → PREPARE ORDER → DELIVER ORDER → CONFIRM DELIVERY → CLOSE LOOP

	INITIATE ORDER	PROCESS ORDER	PREPARE ORDER	DELIVER ORDER	CONFIRM DELIVERY	CLOSE LOOP
DELIVERY PARTNERS						
PEOPLE	Who will manage the delivery process?	Who will manage the delivery process?	Who is responsible for preparing orders to be delivered to customers?	Who is responsible for delivering orders to customers?	Who manages customer inquiries and feedback?	Who will track and report on delivery performance?
PROCESSES	How will you receive and register orders?	How will the delivery order be managed?	What is the process for preparing orders to be delivered to customers?	How are orders delivered to customers?	What is the process for confirming delivery?	How will you track and report on delivery performance?
TOOLS	What tools will you use to register orders?	What tools will you use to manage the delivery process?	What tools are needed for preparing orders to be delivered to customers?	What tools are needed for delivering orders to customers?	What tools will you use to confirm delivery?	What tools will you use to track and report on delivery performance?

JOURNEY WORKSHEET

Start to think through what a journey might look like for your home delivery program. What delivery partners might you work with? What other people, processes, and tools will you need across the home delivery journey?

Use page 21 to help you start to think through the basics of your program. Use page 22 to capture these decisions.

TARGET GROUP(S)

Who do you want to serve? Is this a new or expanded area of service?

VOLUME

How many (more) people do you want to serve?
How much more food do you hope to distribute?

DISTANCE

How far will you do deliveries? How will you serve rural communities?

DURATION

How long do you want to serve them for? (check any that might apply)

- Meet chronic, ongoing need (no end date)**
Serving a specific or broad population until they no longer need the service
- Transitioning to longer-term support**
Serving a specific population until they can be referred to longer term support options
- One time emergency**
Serving one-off emergency food needs

REFERRALS

How important are referrals to the program you'll develop? How will you do them?

ELIGIBILITY CRITERIA

What will you set as your eligibility requirements (if any)? What information will you collect from neighbors? How will you do this?

FOOD TYPE / SOURCE

What TCS product will you include and how will you maintain food safety along the entire delivery process?

Home Delivery Playbook // Building a foundation // JOURNEY WORKSHEET

	INITIATE ORDER	PROCESS ORDER	PREPARE ORDER	DELIVER ORDER	CONFIRM DELIVERY	CLOSE LOOP
DELIVERY PARTNERS				Which delivery partners will you use? Does it vary by context/duration/etc?		
PEOPLE	Which partners can you work with to identify & recruit neighbors in need?	Who will screen/register neighbors? Who will manage the delivery roster?	Who is responsible for allocating orders to partners/adapting rosters? For routing? For assessing sourcing & inventory needs? For picking & packing orders? For staging orders for pickup?	Who is responsible for getting orders to hubs/delivery partners? Who is responsible for giving routes to staff/volunteer drivers?	Who manages confirming & closing out delivered orders? Who manages receiving & processing undelivered orders?	Who will reach out to neighbors about their experience?
PROCESSES		How will you screen & register neighbors? How will the delivery roster be managed?	What is the process for allocating orders to partners/adapting rosters? For determining routing? For assessing sourcing & inventory needs? For picking & packing orders? For staging orders for pickup? TCS product?	How are orders turned over/delivered to hubs/partners? How are routes communicated? What is process for order delivery? How is time and temp tracked for TCS product?	What is process for confirming delivery? What are the processes for undelivered orders?	How will you follow up with neighbors to learn about their experience?
TOOLS		What tools will you use to screen & register neighbors? And to manage the delivery roster?	What tools are needed for allocating orders to partners/adapting rosters? For routing? For assessing sourcing & inventory needs? For picking & packing orders? For staging orders for pickup? TCS product?	What tools are needed for releasing orders? And for disseminating routes? What tools are needed for the delivery of an order? TCS product?	What tools will you use to communicate with the driver & confirm delivery? To confirm availability to receive orders when offering TCS product? What tools are needed for accepting returned orders?	What tools will you use to extend communication with neighbors?

Home Delivery Playbook // Building a foundation // JOURNEY WORKSHEET

	INITIATE ORDER	PROCESS ORDER	PREPARE ORDER	DELIVER ORDER	CONFIRM DELIVERY	CLOSE LOOP
DELIVERY PARTNERS						
PEOPLE						
PROCESSES						
TOOLS						

Establishing the minimum considerations

The next section reviews critical elements of a home delivery program. Several important resources are referenced to provide more specific guidance. These investments can help to make your program successful and compliant.

Develop a plan for **safely packaging and transporting food to neighbors**

Maintaining safe food temperatures

can be achieved by conducting a time/temperature study or by manually documenting the time/temperature of the food throughout the delivery route.

Tools & processes

- For deliveries: Refrigerated trucks for long distance, coolers for shorter distances
- Communication systems: instructions with neighbors, delivery confirmation (e.g. “Link2Feed,” “Oasis Insight”)
- Agreements: previously agreed upon processes with 3rd parties to handle food safely, routine self-assessments,
- Equipment: temperature data logger, other equipment like temperature monitoring devices for food products, hot and cold holding equipment, insulated carriers.

Considerations

Cost; length or duration of delivery routes; the size and weight of the packages being delivered; the vehicle’s reliability, historic performance, and maintenance needs

Safe food packaging is also critical to a safe home delivery process. Different equipment and safety measurements are needed for different types of foods, meals, or boxed goods.

Tools & processes

- Equipment: first-use food grade packaging; packaging should be customized based on the specific product; to function as an insulator, clear wrapping and packaging to prevent chemical and physical contamination; ice packs, frozen gel packs, dry ice, frozen water bottles; dunnage: extra packing to fill voids in the package, to secure contents and assist in maintaining food temperature; inventory management
- Processes: routine self-assessments

Considerations

Cost; inventory management; package lifecycle

IMPORTANT RESOURCES

Feeding America has developed [Guidance on Food Safety for Home Delivery](#), which is a high-level summary of the information presented in the Conference for Food Protection’s detailed [Guidance Document for Direct-to-Consumer and Third-Party Delivery Service Food Delivery](#).

The latter is not federal guidance but it was developed by the CFP which is made up of food safety professionals from industry, academia, regulators (State & Federal), and consumer food safety advocacy groups.

Develop a plan for **safely packaging and transporting TCS food & commodities**

Adopt best practices for TCS Foods and consider additional protocols when working with third party delivery services.

Tools & processes

- Setup operations so deliveries can be made in 45 min, using passive devices to maintain temperature controls
- Track delivery time manually or use App Delivery service dashboards to automatically track
- Leverage communication tools or third party services to confirm neighbors are home to receive deliveries
- Develop protocols for when time is exceeded or neighbors cannot be reached
- Deploy validated temperatures control strategies when delivery windows exceed 45 min

Considerations

Creating routes and using hubs to keep delivery windows to under 45 min when using passive temperature control devices.

Confirm local regulations is also critical to a safe home delivery process. Different equipment and safety measurements are needed for different types of foods, meals, or boxed goods. Confirm who is allowed to deliver government commodities in your area.

Tools & processes

- Equipment: first-use food grade packaging; packaging should be customized based on the specific product; to function as an insulator, clear wrapping and packaging to prevent chemical and physical contamination; ice packs, frozen gel packs, dry ice, frozen water bottles; dunnage: extra packing to fill voids in the package, to secure contents and assist in maintaining food temperature; inventory management
- Processes: routine self-assessments

Considerations

Cost; inventory management; package lifecycle

IMPORTANT RESOURCES

The Hazard Analysis and Critical Control Points certification (HACCP) is an international standard defining the requirements for effective control of food safety. It is built on seven principles that help organizations to systematically identify where hazards are by setting up control limits at critical points during the food delivery process.

Adopt shared practices to **protect neighbor privacy**

Create agreements with partners to set expectations about how data is used and protected to make sure that shared information is current, valuable, and protected.

Tools & processes

- Create an agreement with a third-party delivery provider for a specific period of time that outlines client privacy and confidentiality, including means of and frequency of collection
- HIPPA and data privacy-compliant data sharing tools;
- Develop standards to not discuss home delivery participants with volunteers, staff and partners

Considerations

How data sharing plans aligned with project activity, implementation, and evaluation goals

Provide transparency about how a neighbor's information will be shared and provide some control over how to opt-out, so neighbors can decide what is best for themselves.

Tools & processes

- Capture informed consent from neighbors about how their data is being used, shared and by whom
- Follow-up with email, texts or flyers explaining what they have consented to

Considerations

How will you track and record a neighbor's preferences

KEY DATA PRIVACY CONSIDERATIONS

- What neighbor information is captured in intake?
- How neighbor information is transferred between partners. Is there HIPAA compliance or other requirements that must be adhered to?
- What personal information is visible to drivers?
- What happens with neighbor information available to a driver once a delivery is made?
- How is neighbor data being used by all parties and what neighbors are consenting to provide?

GOOD PRACTICE IN MAINTAINING PRIVACY FOR DELIVERY PARTNERS

- Drivers only see the first name and last initial
- Data is not stored locally to the drivers' phone
- When calling a neighbor, phone number goes through a central database using a generic phone number so driver will not be able to store number on phone
- If rosters are printed, limit information displayed and enforce a post-delivery safe disposal policy

Center neighbors and **provide a better experience**

Be clear about expectations and what they are consenting to, including eligibility, duration, and how their information is being shared with 3rd parties. Setting and meeting expectations is critical to providing a good experience.

The Akron Canton Regional Food Bank sends a flyer in the mail that highlights enrollment information and when the program will end for them.

Tools & processes

Eligibility criteria, program introduction, consent procedures, CRM or other way to track neighbor participation, program overview materials/flyers/emails, MOU defining expectations with 3rd parties

Considerations

- Obtaining client's consent – written or verbal with date/time logged – that client is sharing their address and other personal information for home delivery purposes.
- Convey who the program is intended to serve, how long someone can remain in the program, what partner(s) they can expect to making deliveries

Partner with agencies and non-profit anchors to help focus on relationships and engage with neighbors better in order to extend reach

Tools & processes

MOUs and guidelines for assessing agency readiness, transition onboarding and intake to agencies and community partners

Considerations

Can be time consuming to get setup; can support as delivery partners, hubs and/or intake screening and referrals; Meals on Wheels serve people who need a prepared meal and can also be a delivery partner

What Food Banks are saying

“It's a big commitment for agencies and we want to make sure they feel ready and comfortable.”

Gleaners Food Bank of Indiana

SCREENING QUESTIONS

The screening questions may need to be developed for the specific program, or Food Banks could use a standardized tool, such as the [USDA food security module](#). Food Banks can also outsource screening to a 3rd party, such as a pantry or community organization to alleviate time and effort.

Gleaners co-created an addendum to their member agency agreement to help agency partners set up home delivery

Define processes for **what to do when something goes wrong**

Some common issues will come up when establishing and running a home delivery program

What happens in case of missed delivery?

- Encourage volunteers, staff and agencies to try again if a neighbor can be reached
- Contact neighbor and delivery partner to understand what caused the missed delivery
- Schedule if for the next day/ time
- Create agreements to drop at local pantry for re-delivery
- Pictures of drop-off can help to ease neighbors

What happens if a delivery partner does not return food from a missed delivery?

- Create policies in agreement for what to do with unsuccessful deliveries

What happens if delivery partner/ volunteer does not show up?

- Use on-demand delivery partners or staff drivers to deliver the remaining foods
- Reallocate deliveries to other drivers if possible

What happens if there is suddenly more demand for the day than anticipated?

- Consider having Just In Time delivery partners at your disposal, such as Uber, Lyft, DoorDash or Amazon. Make sure to have tested partnership with them in advance.
- Plan for extra budget as short term notice for on-demand delivery partners tend to be more expensive.
- Stage extra food boxes at agencies in the region that can be re-assigned if needed
- Consider assigning regularly scheduled days for delivery when neighbors sign-up

What happens if drivers can't find a neighbor's location?

- Consider a call center to support drivers
- Use shared notes associated with a neighbor to provide guidance about delivery nuances
- Encourage opportunities for repeat drivers on the same routes, as they are more likely to know about local delivery drop off nuances

Start to **refine your home delivery program** and add in some crucial capabilities

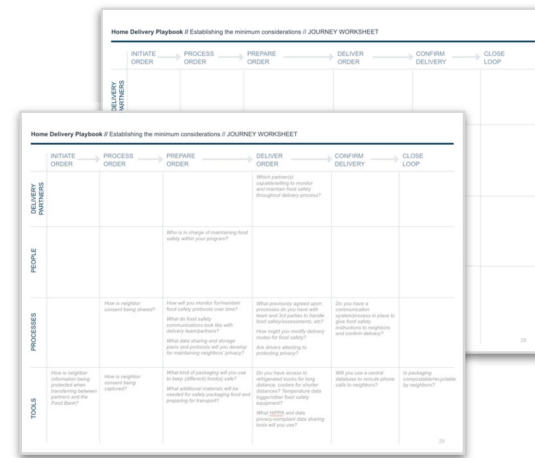
Now that you've learned more about food safety, PII, and program support, let's put that information to use in this section to refine the home delivery program you will develop for your organization.

How do these things change the decisions that you've made? What new/different processes, people, and tools will you need to develop/buy/employ?

The journey worksheets on the following slides will help walk you through making these decisions.

.....

In the following sections, we will begin to look at growth and optimization.



REVISED JOURNEY WORKSHEET

Think through how what you've learned in this section impacts the home delivery journey. What new or different delivery partners might you work with? What other people, processes, and tools will you need across the journey?

Use page 30 to help you think through the nuances of your program. Use page 31 to capture these decisions.

Home Delivery Playbook // Establishing the minimum considerations // REVISED JOURNEY WORKSHEET

	INITIATE ORDER	PROCESS ORDER	PREPARE ORDER	DELIVER ORDER	CONFIRM DELIVERY	CLOSE LOOP
DELIVERY PARTNERS				Which partner(s) capable/willing to monitor and maintain food safety throughout delivery process?		
PEOPLE			Who is in charge of maintaining food safety within your program?			
PROCESSES		How is neighbor consent being shared?	How will you monitor for/maintain food safety protocols over time? What do food safety communications look like with delivery team/partners? What data sharing and storage plans and protocols will you develop for maintaining neighbors' privacy?	What previously agreed upon processes do you have with team and 3rd parties to handle food safety/assessments, etc? How might you modify delivery routes for food safety? Are drivers attesting to protecting privacy?	Do you have a communication system/process in place to give food safety instructions to neighbors and confirm delivery?	
TOOLS	How is neighbor information being protected when transferring between partners and the Food Bank?	How is neighbor consent being captured?	What kind of packaging will you use to keep (different) food(s) safe? What additional materials will be needed for safely packaging food and preparing for transport?	Do you have access to refrigerated trucks for long distance, coolers for shorter distances? Temperature data logger/other food safety equipment? What HIPPA and data privacy-compliant data sharing tools will you use?	Will you use a central database to reroute phone calls to neighbors?	Is packaging compostable/recyclable by neighbors?

Home Delivery Playbook // Establishing the minimum considerations // REVISED JOURNEY WORKSHEET

	INITIATE ORDER	PROCESS ORDER	PREPARE ORDER	DELIVER ORDER	CONFIRM DELIVERY	CLOSE LOOP
DELIVERY PARTNERS						
PEOPLE						
PROCESSES						
TOOLS						

Guidance for 3rd party home delivery partners

The next section goes over setting expectations with your partners to ensure a good experience for all stakeholders. With Food Bank input, we have identified a number of themes that help create successful home delivery partnerships.

Setting expectations with your partners can help to ensure a good experience for all stakeholders

Food Banks in Feeding America's national network serves every county in the United States. As part of the pandemic response to meet the unprecedented need for charitable food assistance, Food Banks recognized a need to provide home delivery services to individuals who were sick, at high risk of becoming gravely ill if infected, or unable to leave their homes. Food Banks across the country have innovated in their communities to provide this service as safely and efficiently as possible by partnering with 3rd party organizations to provide home delivery.

The following guidance is a summary of feedback from Food Banks that work with different types of partners.



Transparency & Clear Communication

It is of utmost importance that Food Banks reliably provide neighbors the food they need, and that programs deliver on their promises to the community. Successful home delivery partnerships with Food Banks require transparency and clear communication.

MINIMUM EXPECTATIONS

- Partners should be clear about partnership duration and associated costs, in the near term and into the future.
- Partners and drivers should share service orientation toward providing neighbors the food they need.

BETTER

- A written service level agreement outlining quality, availability & responsibilities of each partner, and process for addressing problems.
- Partner has a dedicated point-of-contact who is, or will be, familiar with the program and can help troubleshoot technology, delivery, or driver issues.
- Regular check-in meetings to ensure needs and objectives are being met.

Food Safety

Food safety is foundational to our efforts to alleviate hunger. Feeding America Food Banks adhere to the same stringent requirements that grocery retailers, food manufacturers and restaurants in the United States must follow.

MINIMUM EXPECTATIONS

- We expect that delivery partners and drivers practice health and safety standards that align with the Food Bank and all applicable federal, state, and local regulations, and that they stay abreast of new and changing guidelines for food and food delivery safety.

IMPORTANT RESOURCES

Feeding America has developed [Guidance on Food Safety for Home Delivery](#), which is a high-level summary of the information presented in the Conference for Food Protection's detailed [Guidance Document for Direct-to-Consumer and Third-Party Delivery Service Food Delivery](#).

The latter is not federal guidance but it was developed by the CFP which is made up of food safety professionals from industry, academia, regulators (State & Federal), and consumer food safety advocacy groups.

Service Orientation

People facing hunger are at the center of everything we do. In every case, our goal is that food reaches its intended recipients. Food Banks and neighbors value having repeat drivers because they can be more aligned with the mission, can be more likely to build a relationship with neighbors and are more likely to know the nuances of making a delivery to a specific location, saving time and improving the success rate for home deliveries.

MINIMUM EXPECTATIONS

- Partners and drivers share our goal for food to reach its intended recipient(s). In some cases, this will involve face-to-face contact with a neighbor.
- Drivers are aware of Food Bank partnership and of partners' commitment to ensuring people facing hunger are provided with the food they need.
- Drivers follow Food Bank and neighbor instructions to ensure delivery of food to its intended recipient.
- Driver support staff are aware of Food Bank partnership and know how to support drivers if they have problems.
- Drivers adhere to Food Bank instructions about what to do if they are unable to deliver the food as directed.

BETTER

- Partners assist in identifying ways to make it easy for drivers that want to recurrently make deliveries for Food Banks to do so, and to match drivers to neighbors when possible. This helps to build better relationships and gain efficiencies.

Driver & Driver Support Staff Training

Proper driver training helps to ensure that charitable food reaches its intended recipient, and that neighbors have positive experiences with the home delivery program.

MINIMUM EXPECTATIONS

- Drivers are aware of Food Bank partnership and of partners' commitment to ensuring people facing hunger are provided with the food they need.
- Drivers follow Food Bank and neighbor instructions to ensure delivery of food to its intended recipient.
- Driver support staff are aware of Food Bank partnership and know how to support drivers if they have problems.
- Delivery partners and drivers have health and safety standards that align with the Food Bank, and that they stay abreast of new and changing guidelines.

BETTER

- Dedicated support staff for drivers completing Food Bank deliveries.
- Drivers and support staff participate in training provided by the Food Bank that:
 - Orients them to the Food Bank home delivery program.
 - Shares the impact of their contribution to the food bank's work.
 - Covers food safety topics such as personal health and hygiene, keeping food at safe temperatures, vehicle sanitation, and preventing contamination during delivery.
 - Underscores the importance of following delivery instructions and ensuring that food reaches the intended recipient.
 - Provides instructions from the Food Bank about what to do if a delivery can't be completed.

Reliability, Accountability & Follow Through

People facing hunger are at the center of everything we do. In every case, our goal is that food reaches its intended recipients. Driver reliability, accountability and follow through are critical. Partnerships should include a way to help ensure a positive experience for the neighbor.

MINIMUM EXPECTATIONS

- Drivers should show up on time.
- Drivers should complete the delivery as instructed by the Food Bank and the neighbor.
- If a delivery cannot be delivered as instructed, that should be communicated with the Food Bank.
- The driver should follow Food Bank instructions about undeliverable food.
- If a driver demonstrates poor performance or customer service, the performance issue should be addressed and resolved. If this is not possible, the driver should not be assigned to the Food Bank.

BETTER

- Dedicated support staff for drivers completing Food Bank deliveries.
- Verification of delivery with pictures and any delivery notes.
- The ability for Food Bank staff and neighbors receiving food to block drivers if there is a bad experience.

Safeguarding Personally Identifiable Information (PII)

Protection of PII is of the utmost importance to Feeding America and its member Food Banks. The Feeding America Network and its partners have an ethical and legal obligation to respect the privacy of our neighbors, and to protect and maintain the confidentiality of all information that we obtain about neighbors, their friends, acquaintances and family members. The loss or compromise of PII can result in embarrassment, inconvenience, reputational harm, emotional harm, financial loss, unfairness, and in rare cases, a risk to personal safety.

MINIMUM EXPECTATIONS

Partners and Food Banks should create a data sharing plan to determine how data would be shared and stored to ensure the protection of client information by each partnering organization. ***The plan should:***

- Ensure that data sharing plans align with home delivery activity, implementation and evaluation goals
- Clarify how the information collected will be shared, and at what frequency (e.g. weekly, monthly, quarterly, etc.)
- Determine if multiple agreements are needed between each party regarding their data sharing needs and abilities
- Neighbors should be informed about how their information will be used/shared
- A mechanism should be put in place for neighbors to consent to their information being used/shared
- Partners and drivers agree that it is unethical to discuss home delivery participants with family or friends, unless ordered to do so by a court or otherwise required by law

Offering Neighbor Choice

Historically, people facing hunger have not had much choice in what food they receive from the charitable food system. As we continuously strive for a more dignified experience for our neighbors and to be responsive to their needs, we aim to improve choice.

MINIMUM EXPECTATIONS

.....> Historically, people facing hunger have not had much choice in what food they receive from the charitable food system. As we continuously strive for a more dignified experience for our neighbors and to be responsive to their needs, we aim to improve choice.

BETTER

.....> Partners work with Food Bank to integrate a platform with Food Bank operating systems to enable neighbors to choose from a menu of options.

Transparency About Delivery Status

When neighbors call the Food Bank to ask about undelivered orders, a lack of confirmation that the order was delivered results in a more difficult call and a worse neighbor experience overall.

MINIMUM EXPECTATIONS

- Drivers deliver the right product(s) to the right neighbor(s) as instructed.

BETTER

- Partners should provide a way for Food Banks to see the status of deliveries.
- Partners should provide a way to verify deliveries have been made (e.g. pictures).

Integration With Food Bank Systems

Integration of home delivery technology with Food Bank inventory and/or CRM databases helps make home delivery programs more efficient and reduce the burden on Food Bank staff. Technology solutions across the Network are highly individualized by each Food Bank. Feeding America offers Food Banks the option to use OrderAhead, but they are not required to do so. Feeding America will work with third-party partners for OrderAhead integration if requested by member Food Banks.

MINIMUM EXPECTATIONS

- > Partners should work directly with Food Banks to determine appropriate, secure methods for sharing necessary data.

BETTER

- > Partners should work with the Food Bank to determine how/if integration with Food Bank inventory and/or CRM databases is possible.
- > Integration with Food Bank inventory and/or CRM or Service Insight databases.

Summary of Minimum Expectations

TRANSPARENCY & CLEAR COMMUNICATION

- Partners should be clear about partnership duration and associated costs, in the near term and into the future.
- Partners and drivers should share service orientation toward providing neighbors the food they need.

FOOD SAFETY

- Delivery partners and drivers expected to practice health and safety standards that align with the Food Bank and all applicable federal/state/local regulations and to stay abreast of new and changing safety guidelines.

SERVICE ORIENTATION

- Partners & drivers share goal for food to reach its intended recipient(s). In some cases, this'll involve face-to-face contact with a neighbor.
- Drivers are aware of Food Bank partnership and of partners' commitment to ensuring people facing hunger are provided with the food they need.
- Drivers follow Food Bank and neighbor instructions to ensure delivery of food to its intended recipient.
- Driver support staff are aware of Food Bank partnership and know how to support drivers if they have problems.
- Drivers adhere to Food Bank instructions about what to do if they are unable to deliver the food as directed.

DRIVER & DRIVER SUPPORT STAFF TRAINING

- Drivers are aware of Food Bank partnership and of partners' commitment to ensuring people facing hunger are provided with the food they need.
- Drivers follow Food Bank and neighbor instructions to ensure delivery of food to its intended recipient.
- Driver support staff are aware of Food Bank partnership and know how to support drivers if they have problems.
- Delivery partners and drivers have health and safety standards that align with the Food Bank, and that they stay abreast of new and changing guidelines.

RELIABILITY, ACCOUNTABILITY & FOLLOW THROUGH

- Drivers should show up on time.
- Drivers should complete the delivery as instructed by the Food Bank and the neighbor.
- If a delivery cannot be delivered as instructed, that should be communicated with the Food Bank.
- The driver should follow Food Bank instructions about undeliverable food.
- If a driver demonstrates poor performance or customer service, the issue should be addressed / resolved. If not possible, driver should not be assigned to the Food Bank.

SAFEGUARDING PERSONALLY IDENTIFIABLE INFORMATION (PII)

- Ensure data sharing plans align with home delivery activity, implementation and evaluation goals.
- Clarify how the information collected will be shared, and at what frequency (e.g. weekly, monthly, quarterly, etc.).
- Determine if multiple agreements are needed between each party regarding their data sharing needs and abilities.
- Neighbors should be informed about how their information will be used/shared.
- A mechanism should be put in place for neighbors to consent to their information being used/shared.
- Partners and drivers agree that it's unethical to discuss home delivery participants with family or friends, unless ordered to do so by a court or otherwise required by law.

OFFERING NEIGHBOR CHOICE

- As we continuously strive for a more dignified experience for our neighbors and to be responsive to their needs, we aim to improve choice.

TRANSPARENCY ABOUT DELIVERY STATUS

- Drivers deliver the right product(s) to the right neighbor(s) as instructed.

INTEGRATION WITH Food Bank SYSTEMS

- Partners should work directly with Food Banks to determine appropriate, secure methods for sharing necessary data.

Balancing costs and funding for your program

The next section reviews the costs, sources of funding and metrics used to track your home delivery program. This can help Food Banks to align expected program costs to available sources of funding.

IMPORTANT RESOURCES

The **Network Fundraising Services (NFS)** team is a resource to all network members and is focused on helping Feeding America network members achieve their missions by strengthening fundraising programs through services targeted to the unique needs and goals of network members. NFS offers Hot Topic webinars and customized services. To learn more visit

[The Network Fundraising Services HN page.](#)

How do you **estimate the costs** of your home delivery program?

Weigh the right mix of partners, technology investment and other resources to meet your goals within the unique constraints of your Food Bank. Delivery partners have different tradeoffs of availability, scalability and mission alignment.

Tools & processes

Consider using the worksheet on the next page to estimate the cost of a home delivery program for your Food Banks, track time and cost in your pilot phase to recalibrate your expected costs.

Considerations

- Does my Food Bank have the proper staff, volunteers, and facilities to process, prepare, and store meals or boxed goods intended for delivery?
- What are the costs of investing in the staff, processes and tools you need to offer your program? How does that compare to working with external partners who can provide some technology?
- At what level of orders will it be more cost effective to bring some or all deliveries in-house (staff and volunteers) or allocated to your network?
- Weigh the potential resources required when involving outside organizations that may have different storage and transportation safety standards or costs.
- Consider using different types of food. Using mix of purchased, donated, and food from other streams can be a creative way to save on food costs.

What Food Banks are saying

Knowing the right mix of when and how much to rely on 3rd parties or staff or agencies or volunteers is really important to making a program financially sustainable.

Expect \$5 to \$10 per delivery for more than 1000 orders a month and investments made to increase efficiency and \$10 to \$30 per delivery for less than 800 orders a month with few investments made.

Source: Helping Hands via Food Bank News, 1/7/22

DELIVERY PARTNER COSTS

For many Food Banks, delivery partners provide a way to start offering home delivery quickly, without having to make too many investments in staff, technology. Over time many Food Banks have sought to find the right mix of paid/for-profit delivery partners to provide consistent volume and just-in-time deliveries with a balance of staff, volunteers and agency partners who are more missing aligned and provide economies of scale.

CONSTRAINTS

Consider the unique constraints for your Food Bank and how that affects how/if you offer a Home Delivery program:

- What is the current capacity of employee and volunteer time?
- If utilizing volunteers for home delivery, who will conduct food safety training and ensure volunteers have signed a waiver outlining neighbor confidentiality?
- Do you have access to needed facilities?
- Do you have access to transportation to deliver food safely?
- Do you have access to items such as a commercial kitchen for food preparation, refrigeration for storage, and a delivery vehicle?

The average cost of implementing a home delivery program varies a lot, particularly by volume

		Average (7 Food Banks)	Average <1000 orders / month	Average >1000 orders / month
REACH	# of people served/week	2246	594	5550
OUTREACH (TAKING NEIGHBOR ORDERS)	Hours/week	33	32	35
MANAGING WAREHOUSE OPERATIONS	Picking/packing orders (hours/week)	20	7	33
	Food purchasing/sourcing (hours/month)	7	8	5
	Processing inventory & returns (hours/week)	21	36	5
	Recruiting/managing volunteers (hours/week)	20	8	50
MANAGING DELIVERY ROUTING & ALLOCATION	Developing routes (hours/week)	5	4	9
	Average orders per hour (urban)	8.9	9.3	8.4
	Average orders per hour (rural)	4.7	5.7	2.8
	Managing re-delivery of undelivered orders (hours/week)	5	6	3
PROGRAM ADMINISTRATION & GENERAL OPERATIONS	Technology costs	\$1K-\$34K	\$1,000.00	\$33,750.00
	Delivery partner expenses (per month)	\$37K-\$45K	\$45,000.00	\$36,666.67
	# of staff (specifically focused on home delivery and estimated from non-dedicated teams)	4 FTE	3 FTE	5 FTE
OTHER COSTS	Food Costs, Vehicle access, bags, logistic supplies, grant reporting, staffing	Depends on Food Bank	Depends on Food Bank	Depends on Food Bank

Source: Food Bank estimates

How do you **fund your delivery program?**

While fundraising is expected to come down from early pandemic highs, home delivery programs are very fundable programs because it serves an underserved population, the impact can be quantified and can demonstrate innovation.

Tell a compelling story to funders that shows impact to the community, creates empathy and highlights key elements.

Tools & processes

Create a google voice line so that neighbors can leave a testimonial to use for fundraising campaigns; track key measures to report on impact

Considerations

- Cost of collecting stories (e.g. neighbor incentives; staff assigned to these efforts);
- Collecting stories in an ethical way;
- Operational processes of setting tracking and metrics goals and how the execution will work (see next slide)
- Connect this work to broader impact goals of improving access can resonate with funders
- In-kind donations available from App Delivery partners
- Consider start up costs, operating costs and investments to improve the efficiency and reach of your programs

What Food Banks are saying

“We look for consistency in our drivers so they can build trust with the neighbors and get good stories for our development team” - *Second Harvest Food Bank of Northeast Tennessee*

“To make a sustainable program, we need to get more stories for fundraising campaigns. So, if a neighbor invites you to come in and watch Judge Judy, go ahead.”
- **Second Harvest Food Bank of NE Tenn**

SOURCES OF FUNDING

- City and state if available
- Individual contributions can be more flexible
- Foundations are more rigid in their timelines and target
- Healthcare partners

WHAT RESONATES WITH FUNDERS

Highlight key elements to funders that will resonate, such as:

- serving an underserved population
- time sensitive and relevant need considering the pandemic
- the newness of the initiative
- the impact on the community
- the time saved and choice afford to neighbors

How will you create a plan for **program tracking and evaluation**?

Program tracking and evaluation is critical to understanding if program goals are being met, so that you can understand the impact you are having and so that you can identify the areas where continuous improvement efforts might be most needed. Program tracking can be very useful to identify

- where and how well your program is or is not working for your intended audience and for your ability to continue providing the service
- empowering you to make any necessary changes that will impact the sustainability and impact of your service
- report impact to funders
- how neighbors and your partners are experiencing the service
- the time, effort and cost to deliver the service

Tools & processes

- Process: Evaluation measures for Outcomes (what you expect to get out of this service for those you serve), track key operational measures and compare to benchmarks;
- Tools: Experience Measures in FACS to survey neighbors periodically; Neighbor Experience Module and User Guide; text message services linked to CRMs; shared excel sheets for tracking operations

Considerations

Cost to track and collect data; properly reading data to make informed decisions; internal vs. external evaluators (i.e. Internal evaluators would likely be less costly to your organization, and they have a deeper level of familiarity with how your program runs on a day-to-day basis. External evaluators will likely be more costly but may offer multiple benefits including having specific training in performing evaluations, conducting interviews, and asking effective questions of staff or project participants)

BEST PRACTICE

- Identify metrics and assign staff to evaluate progress and ensure project goals and objectives are being met
- Ideally, project implementers think about how to evaluate their program at the planning, implementation, and post-assessment phases
- Examine results early to see if any relevant patterns are emerging
- Have periodic check-ins with program planners, management staff, and “on-the-ground” staff such as cooks and delivery drivers, as each individual in the process may have observations or ideas for how the overall system can be improved

Start to **think about funding your home delivery program**—how and where will you find support?

Let's put the information in this section to use designing the right home delivery program for your organization. The worksheets on the following slides will help walk you through making decisions about how to do things—goals to set, who to work with, and tools you'll need.

Home Delivery Playbook // Balancing costs and funding for your program // FUNDING WORKSHEET

GOALS
Revised journal: what are the goals of your home delivery program? How many people do you expect to serve? How do you plan to measure? This report is an outline for the program you'll develop.

COST
How much do you think this program will cost to operate?

STORIES
What stories do you already have? How will you continue to collect stories?

TALKING POINTS
What are program impact that you would want to highlight to funders? Examples:

- 200 youth to reach 50 minutes a week
- 200 through home delivery
- 200 youth to reach 50 minutes a week

Home Delivery Playbook // Balancing costs and funding for your program // COST WORKSHEET

Use the information on this page to help you think through the staff hours and costs for your program

		Average (7 Food Banks)	Average +1000 orders / month	Average +1000 orders / month	What will it take for your Food Bank?	What cost is associated with each item?
REACH	# of people served/week	2245	594	550		
OPERATIONS (DELIVERIES BEFORE DELIVERY)						
	Hours/week	33	32	35		
MANAGING INVENTORY OPERATIONS						
	Picking/loading orders (hours/week)	20	7	33		
	Food purchasing/loading (hours/week)	7	5	5		
	Processing inventory & returns (hours/week)	21	30	5		
	Hours spent organizing volunteers (hours/week)	20	8	50		
MANAGING DELIVERY ROUTES & ALLOCATION						
	Developing routes (hours/week)	5	4	9		
	Average orders per hour (route)	8.9	9.3	8.4		
	Average orders per hour (route)	4.7	5.7	2.8		
	Hours spent in delivery of undelivered orders (hours/week)	5	6	3		
PROGRAM ADMINISTRATION & OTHER OPERATIONS						
	Technology costs	\$16,534K	\$1,000.00	\$33,750.00		
	Delivery partner expenses (per month)	\$176,545K	\$45,000.00	\$36,000.00		
	FTE	4 FTE	3 FTE	3 FTE		
OTHER COSTS						
	Food Costs, Vehicle leases, tags, logistic supplies, grant reporting, staffing	Depends on Food Bank	Depends on Food Bank	Depends on Food Bank		

Source: Food Bank estimates

COST AND FUNDING WORKSHEETS

Use the previous slides to help inform your thinking about the costs and funding options for the home delivery program you want to build. How much do you estimate it will cost? How will you pitch it? Who are potential funders/sources of funds?

Use page 50 and 51 to outline the costs and dimensions that will help you gain funding for your program.

Home Delivery Playbook // Balancing costs and funding for your program // COST WORKSHEET

Use the information on this page to help you think through the staff hours and costs for your program

		Average (7 Food Banks)	Average <1000 orders / month	Average >1000 orders / month	What will it take for your Food Bank?	What cost is associated with each item?
REACH	# of people served/week	2246	594	5550		
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	Food purchasing/sourcing (hours/month)	7	8	5		
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	Average orders per hour (urban)	8.9	9.3	8.4		
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	Delivery partner expenses (per month)	\$37K-\$45K	\$45,000.00	\$36,666.67		
	# of staff (specifically focused on home delivery and estimated from non-dedicated teams)	4 FTE	3 FTE	5 FTE		
OTHER COSTS	Food Costs, Vehicle access, bags, logistic supplies, grant reporting, staffing	Depends on Food Bank	Depends on Food Bank	Depends on Food Bank		

Source: Food Bank estimates

GOALS

Remind yourself, what are the goals of your home delivery program? How many people do you want to serve? How far will you do deliveries? How important are referrals to the program you'll develop

COST

How much do you think this program will cost in dollars?

STORIES

What stories do you already have?
How will you continue to collect stories?

TALKING POINTS

What are program impact that you would want to highlight to funders?

Examples:

- *We want to serve 50 seniors in 2022 through home delivery.*
- *We want to figure what the need is*

METRICS

What metrics will you be measuring throughout ? How will you be measuring these metrics?

SOURCES OF FUNDING

What types of funding could support the program?

POSSIBLE FUNDERS

What specific funders fit best for your program? Who specifically might support us?

(to be filled out by Funding Team)

Evolving your home delivery program

The next section reviews the challenges and opportunities for growing your home delivery program. It includes investments that other Food Banks have made as their home delivery programs have evolved—gaining efficiencies, improving the experience, and deepening impact. These investments can help to make your program more scalable and sustainable.

Now that you've established a home delivery program, **you might be looking to grow**

Maybe everything is working great and you simply want to scale or enhance your service. Or maybe you've hit some roadblocks or uncovered some inefficiencies and need strategies for improving your service. Just as when you built out the foundation of your home delivery program, **you may want to revisit your program goals and the way you intend to serve neighbors.** Are you looking to:



MEET A CHRONIC, ONGOING NEED?

You can use home delivery to serve a broad or specific populations until they no longer need the service



BE A TEMPORARY TRANSITION ?

You can use home delivery to serve a specific population until they can be referred to longer term support options



ASSIST IN AN EMERGENCY?

You can use home delivery to serve one-off emergency food needs

Will you make a change from how you've served neighbors in the past?

You will also want to **revisit decisions around the core dimensions** of your home delivery program

In order to evolve, you may want to increase or decrease (or change the processes for) **any of the following dimensions that make up your home delivery program:**



VOLUME

How many neighbors are you trying to serve with this program? Is it a big step change from your current services?



REFERRALS (out of a Food Bank/Agency)

Are you trying to connect neighbors to other services? How will you assess their needs and connect them to other wrap-around programs/services? With whom will you partner?



DISTANCE

How far are you willing to deliver? Are you trying to reach more rural neighbors?



ELIGIBILITY

Who qualifies to receive services? How will you assess eligibility? How will you get the word out?



DURATION

How long will neighbors be eligible to receive these services?



FOOD TYPE / SOURCE

Will you use perishable foods? Will government commodities be included?

These dimensions will dictate the resources you will need in order to be successful. **These decisions will have an impact on the cost and effort to maintain your program, which will need to be balanced with funding and right mix of internal and external support.**

SEE SLIDE 62 FOR DETAILS AROUND THESE DECISIONS. YOU CAN REVIEW MODULE 2 TO REFRESH YOUR UNDERSTANDING OF THESE DIMENSIONS.

As you try to grow and evolve, you may need to **address some existing challenges**

Throughout the journey, Food Banks may struggle with **some common operational challenges.**

0 PRE-ORDER STAGE

Securing stable and renewable funding, as well as recruiting and maintaining staff drivers, **can limit the scale and scope of a program** and its ability to improve.

MAIN PAIN POINTS

Lack of funds and funding partners

Staff drivers who build relationships with neighbors

“Needing to take on more caseloads to get more funding but needs more funding to serve the current caseload minimum.”

SH of Middle Tennessee

“The goal is to have agencies do 100% of deliveries because they have better relationships with neighbors.”

Gleaners

1 INITIATE ORDER

Food Banks struggle to know how to quantify who might be eligible for home delivery programs which **makes it difficult to set standards**, limiting their ability to plan and set goals for the future.

MAIN PAIN POINTS

Market sizing

Defining eligibility requirements

Finding the people that would be eligible

“We try to be accommodating [...] staff does not want to say no to anybody.”

NE Tennessee

“We haven't done marketing [or] market sizing.. Home delivery is word of mouth; I can only imagine what it would look like if we were marketing.”

Silicon Valley

2 PROCESS ORDER

Managing the neighbor rosters and allocating them to partners can get very time consuming for Food Banks and **puts a strain on operations.**

MAIN PAIN POINTS

Uploading information to partners in varying formats

Updating neighbor information

“Every day there’s a different list of folks. I downloads the most recent list, put them into OnFleet to build the routes. [Most] Corporate partners get a list the night before and send individual lists to individual drivers.”

SF Marin

As you try to grow and evolve, you may need to address some existing challenges

3 PREPARE ORDER

Agencies can be great mission aligned partners, but building their capacity and confidence takes time. Volunteers can be difficult to recruit and manage. For organizations that can't afford routing tools, the time to create routes creates **inefficient delivery operations.**

MAIN PAIN POINTS

Setting up Agencies for delivery is time consuming

Recruiting, managing and retaining volunteers is difficult

Routing is time consuming without the right tools

"When we have conversations with agencies, we need to have a strong relationship with the agency, and that they are comfortable, interested and willing to commit."

Gleaners Food Bank of Indiana

4 DELIVER ORDER

Delivery drivers are typically not aware of what to expect during a Food Bank pick up which makes it **difficult to streamline operations over time.**

MAIN PAIN POINTS

Managing expectations of new delivery drivers

Managing the driver pickup experience efficiently

Lack of visibility and transparency with App and Courier services

"With Amazon, there are always different drivers and they may not understand why they are at a Food Bank."

Gleaners Food Bank of Indiana

"We don't know what Amazon driver's training was. With [our courier trucking service], we are able to have consistent drivers."

Orlando

5 CONFIRM DELIVERY + 6 CLOSE LOOP

Food Banks do not always have the technology or transparency to see if the order was fulfilled or follow up with neighbors about their satisfaction which makes it **difficult to improve the neighbor user experience.**

MAIN PAIN POINTS

Managing neighbor communication and feedback

Managing delivery from a Food Bank and Neighbor perspective

Managing undelivered/lost boxes

"We had a robocall system that was antiquated and not user friendly."

St Mary's

"If a box is undeliverable, Amazon drivers may or may not come back to return product. Neighbors can't track orders with Amazon, but can with DoorDash. Food Banks can track deliveries with Amazon"

Delaware

One strategy for growing and/or scaling is to **increase efficiencies** through technology and processes

Alleviate the manual process of creating routes via Google Maps

Tools & processes

Routing software e.g. OnFleet, TrackRoad, RoadWarrior, Work Wave; Rely on delivery partners to do routing

Considerations

Cost; Number of people that can use the software, Privacy and information protection terms of use

What Partners are saying

“It used to take us all day but with the routing software it now takes us an hour to plan our routes.” **Catholic Charities, Silicon Valley**

Upgrade the neighbor database system, keep neighbor information up to date and provide referrals

Tools & processes

Salesforce CRM system, Service Insights tools integrations

Considerations

High initial investment cost and typically requires a consulting firm to implement

What Food Banks are saying

“I don’t know how we would manage our neighbor lists without the CRM system” - Second Harvest Food Bank of Central Florida

“Enrollment process is time consuming, if there's a typo someone might miss their delivery.” **Akron Canton Regional Food Bank**

Manage and retain volunteers effectively to diversify portfolio of partners and decrease cost over time

Tools & processes

Dedicated staff to managing volunteers; Developing programs such as adopt a building/ route to increase retention; gamifying mechanisms;

Considerations

Potential for liability issues with volunteers and inconsistency in service

What Food Banks are saying

“Adopt a Building (program) cuts down on time and makes it more efficient based on the other shifts”

SF Marin

Automate allocation to delivery partners to streamline the time to adapt rosters to different delivery systems.

Tools & processes

Helping Hands (outsource), automated process coded, manual spreadsheets

Considerations

The more partners and neighbors are served, the more difficult it will be to maintain a manual process

SF Marin Food Bank is working with several partners to provide redundancy and consistency and working to automate allocation

Another option for moving your program into the future is to **extend your reach and/or add capacity**

Create hubs to increase the reach that Delivery App Platforms initially provide, community engagement, reduce driver distance and bottleneck at Food Bank

Tools & processes

Setting up hubs at agencies or in large areas (e.g. parking lots)

Considerations

Set up and take down process can be lengthy. Infrastructure at agencies can differ making it difficult to have a consistent process.

Second Harvest of Silicon Valley does just-in-time deliveries to hubs

Streamline referrals from partners in order to get a list of Neighbors from partners

Tools & processes

Integrate with CRM, sending surveys to partners, Service Insights tools integrations

Considerations

Partners need clear and consistent eligibility regulations; Helps to reduce Food Bank staff time

What Food Banks are saying

“We created a standard enrollment form, shared with a variety of local partners (e.g. Children's Hospital, agencies, local schools) to get leads for the program”

Akron Canton Regional Food Bank

Second Harvest Food Bank of Central Florida partners with 29 community partners to refer people to the Food Bank which minimizes staff time

“It would be helpful to have third party to verify eligibility. That way, the program can be reserved for those who truly need it.”

Second Harvest Food Bank of Middle Tennessee

Lastly, you can improve neighbor experience by offering options to **tailor the program to neighbors' needs**

Provide options for neighbors so they can meet their needs without having to make other tradeoffs, including providing food choice, predictable and reasonable delivery windows and easy ways to stop their service.

Tools & processes

OrderAhead, DoorDash Storefront, online survey, capture delivery instructions, capture dietary and delivery window preferences, regularly scheduled delivery windows, call center

Considerations

- Food needs and preferences including any allergies or other dietary restrictions, cultural and religious food needs
- Menus that meet important diet-specific and/or cultural or allergy needs
- Recipes and preparation tips for consuming food items provided
- Helpful notes for drivers (e.g., spoken language(s), preferred pronouns, hard of hearing, limited mobility, preferences for where food can be left, notes to gain access to the delivery destination, parking options, etc.)
- Operational requirements to provide different levels of choice such as, dedicating a specific day to a specific program or delivery partner pickup
- Provide opportunity to follow-up with neighbors to learn about their experience and re-evaluate their needs periodically

At the **Food Bank of Delaware**, Neighbors have access to DoorDash's "storefront" and orders are able to be fulfilled in 35 minutes from receiving the order to driver pickup.

ORDERAHEAD

OrderAhead is a click and collect tool that Food Banks can use for free to serve their communities. The tool continues to evolve to support the network including the development of API integrations with other tools to provide a seamless delivery experience.

ENROLLMENT PROCEDURES

Obtain and log neighbor consent—written or verbal with date/time logged—for participation in the program, as well as preferred communication method; Information may include: address, phone number, best time/spot for delivery, dietary allergies/other restrictions, other personal information (like preferred pronouns).

Review delivery instructions with neighbors: confirm their availability and where the product should be left upon delivery. Ask permission to leave a voicemail or send text messages as a reminder to neighbors for deliveries.

Providing neighbors **useful, supportive, consistent, and flexible information** can also boost engagement

Provide consistent, useful and timely notifications that feel like they are coming from the same team, including reminders, delivery notifications, advance notice about changes and clarity that a Food Bank and delivery partners are working together. Both direct and indirect methods (flyers, etc) can be helpful.

Tools & processes

Text message services, call services, co-branding; FAQs, call center and chat-bots for customer support

St Mary's Food Bank started using SimplyCast, an all-in-one communication system to automate and engage messages to neighbors throughout their experience

Considerations

- Provide enrollment confirmation, confirmation of their order and a way to opt-out if needed.
- Provide distribution reminders, the day before, be sure to remind recipients their food is coming via a phone call or text message. Include the time/window that food should arrive.
- Consider co-branding or other ways to clarify partners are working as a team to serve neighbors
- Make sure to note neighbors' spoken language(s) and provide materials/communication that meets those needs.

FLEXIBLE/VARIED COMMUNICATION

People experiencing food insecurity are often going through stressors and life events that may prompt phone number, address, or schedule changes and disruptions. Periodic check-ins and flexibility from the Food Bank can often help in meeting neighbor needs.

WORKING WITH PARTNERS/REFERRALS

A referral partner may be the first to make contact with possible program participants. Consider creating script that explains the program, so participants are hearing the same explanation.

EXTRA LAYER OF SUPPORT

Social interactions with delivery staff can add a layer of support to neighbors who are homebound or otherwise isolated. Some of the ways to achieve this level of support might be to:

- internally emphasize the importance of staff communicating with neighbors right from the beginning of the program;
- request that delivery staff call the neighbors on their route ahead of time to make sure they are home and confirm delivery details;
- leave notes in delivery boxes to keep neighbors up-to-date on the program's progress, so they can follow up with the Food Bank to ask for additional resources;
- reach out to neighbors with recipe ideas and food prep tips, feedback surveys, updates on rescheduled deliveries, & other community resources and/or when new programs or services become available to them.

Start to envision the future of your home delivery program and the unique capabilities you might add

Let's start to imagine the future of your home delivery program and how you will grow. What do you want to do and why? What would have to change? What capabilities will you add to help you optimize your operations? How will you better serve neighbors? What new/different people, tools and processes do you need to grow your program?

The worksheets on the following slides will help walk you through making these decisions.



GROWTH WORKSHEET: JOURNEY

Think through how what you've learned in this module impacts the home delivery journey. What new or different delivery partners might you work with? What other people, processes, and tools will you need across the journey?

Use page 64 to help you think through the growth of your program. Use page 65 to capture these decisions.

GROWTH WORKSHEET: GOALS AND FUNDING

Use the previous slides to help inform your decisions about the kind of program you want to evolve into. Use pages 62 and 63 to outline the dimensions that will determine what your program looks like in its next phase of growth.

Home Delivery Playbook // Evolving your program // GROWTH WORKSHEET

	VOLUME	DISTANCE	REFERRALS	ELIGIBILITY	DURATION	FOOD TYPE/ SOURCE	FUNDING
DELIVERY PARTNERS	A diverse portfolio of delivery partners with redundancy and capacity to flex volume as needed, including Delivery App Platforms	Partners who have experience with long distance trucking and logistics (e.g. Courier Delivery Partners, dedicated staff drivers)	Regular staff drivers (or volunteers, anchor non-profits or agencies) willing and able to spend significant time building relationships	Regular staff drivers (or volunteers, anchor non-profits or agencies) willing and able to spend time building relationships	Delivery partners with the capability to be available on-demand	Trained to deliver TCS foods Drivers allowed to deliver government commodities if included	Volunteers to keep costs low Donated delivery capacity Funding to hire staff drivers, pay for food costs and other operating expenses
PEOPLE	Community partners for referrals Dedicated staff for partner management Neighbor intake and management Volunteer for pick/pack & delivery	Community partners for referrals Agency partners that can act as delivery hubs	Community Partners (to identify neighbors and to refer to) Dedicated staff/ volunteers/ agencies providing referrals to other organizations	3rd party doing the intake process to distribute the workload	Staff members, volunteers and agencies connecting neighbors with other resources when appropriate	Food safety and inventory management staff	Staff member(s) dedicated to fundraising Important community connections that could lead to funding Dedicated volunteers to keep costs down
PROCESSES	Dedicated pickup/loading space Building hubs to manage volume Delineate pickup types and days by program or delivery partner	Build hubs at agencies Piggyback on existing deliveries to agencies	Check ins with option to re-enroll Determined program intent, assessing needs	Defined eligibility requirements Determined program intent, assessing needs Onboarding assessment	Periodic neighbor check-ins with option to re-enroll	Time and temperature controls, ability to confirm recipient can receive delivery, local requirements for delivering government commodities	Established procedures for tracking outputs and outcomes of your program to report progress Processes for collecting stories from neighbors to entice funders
TOOLS	CRM system Automatization of partner allocation Sophisticated routing tools for volunteer or staff use	Refrigerated trucks Local food storage	CRM system to keep track of neighbors and referrals Referral partner lists Routing tools	Delivery App platform portals Call center	CRM-type system to track neighbor enrollment Delivery App platform portals	Temperature control equipment	Tools for tracking outcomes and metrics to help show success, growth, and neighbor satisfaction in order to secure funding

TARGET GROUP(S)

Do you want to change who you serve? Do you want to expand to a new group/demographic?

VOLUME

If you plan to increase volume—how many more people do you want to serve? How much more food do you hope to distribute?

DISTANCE

How far will you do deliveries? How will you serve rural communities? Is this a change from earlier phase(s) of your home delivery program?

DURATION

Are you changing the length of time you will provide service to your target groups? (check any that apply)

- Meet chronic, ongoing need (no end date)**
Serving a specific or broad population until they no longer need the service
- Transitioning to longer-term support**
Serving a specific population until they can be referred to longer term support options
- One time emergency**
Serving one-off emergency food needs

REFERRALS

Will you introduce new/expanded processes for getting/giving referrals? How will you do them?

ELIGIBILITY CRITERIA

Will you change your eligibility criteria? What information will you collect from neighbors? How will you do this?

FOOD TYPE / SOURCE

Will you expand the food types you have on offer? How will you maintain food safety along the entire delivery process?

GROWTH STRATEGIES

Will you pursue any of the following strategies for growth? What will you specifically do? (check any that apply)

- STRATEGY 1: **Increase efficiencies**
- STRATEGY 2: **Extend your reach and/or add capacity**
- STRATEGY 3: **Provide a better experience**

COST

How much do you estimate this expanded program will cost? Is it a big jump from your established costs?

SOURCES OF FUNDING

What types (new) of funding could support the program?

POSSIBLE FUNDERS

What specific funders might be a fit for your expanded program?

Home Delivery Playbook // Evolving your program // GROWTH WORKSHEET

	INITIATE ORDER	PROCESS ORDER	PREPARE ORDER	DELIVER ORDER	CONFIRM DELIVERY	CLOSE LOOP
DELIVERY PARTNERS				<p>How will you get agencies setup quickly to take over deliveries?</p> <p>How will delivery partners communicate with neighbors?</p>		
PEOPLE	<p>What community organizations will you partner with to distribute the workload for enrollment?</p> <p>Who will manage neighbor enrollment?</p>	<p>Who will manage the neighbor roster and changes?</p>		<p>How will you recruit and retain the level of volunteers you need, to minimize costs and improve neighbor experiences?</p>		<p>Who will be in charge of following up with neighbors?</p>
PROCESSES	<p>What information do community partners need to make referrals?</p> <p>What screening questions will you use to determine eligibility?</p>	<p>What process will you use sustainability manage changes to your neighbor roster?</p>	<p>How will you communicate any changes with neighbors?</p>	<p>Where and how might you setup hubs to increase efficiency and extend your reach?</p> <p>How will you protect neighbor's privacy, especially if using 3rd party delivery services?</p>	<p>How will you confirm deliveries made by partners?</p>	<p>How will you get regular feedback from neighbors about their experience?</p> <p>In what other ways can you extend your support to neighbors to improve their experiences?</p>
TOOLS	<p>How will you streamline the referral process from community partners?</p> <p>How can you enable neighbors to complete their own intake?</p> <p>How will you offer neighbors choice?</p>	<p>How will you manage a large roster of neighbors across departments?</p> <p>What tools will you use for neighbor communication?</p> <p>What tool(s) might you use for routing?</p>	<p>How will you efficiently adapt your neighbor rosters to fit the requirements of different delivery partners?</p> <p>How will you coordinate, allocate and route delivery offers for drivers with higher numbers of deliveries to save time and increase efficiency?</p>	<p>How will non-app delivery partner drivers get their assigned routes?</p>	<p>What communications can you include with delivery to extend services and better support to neighbors?</p>	

Home Delivery Playbook // Evolving your program // GROWTH WORKSHEET

	INITIATE ORDER	PROCESS ORDER	PREPARE ORDER	DELIVER ORDER	CONFIRM DELIVERY	CLOSE LOOP
DELIVERY PARTNERS						
PEOPLE						
PROCESSES						
TOOLS						

Home Delivery Playbook

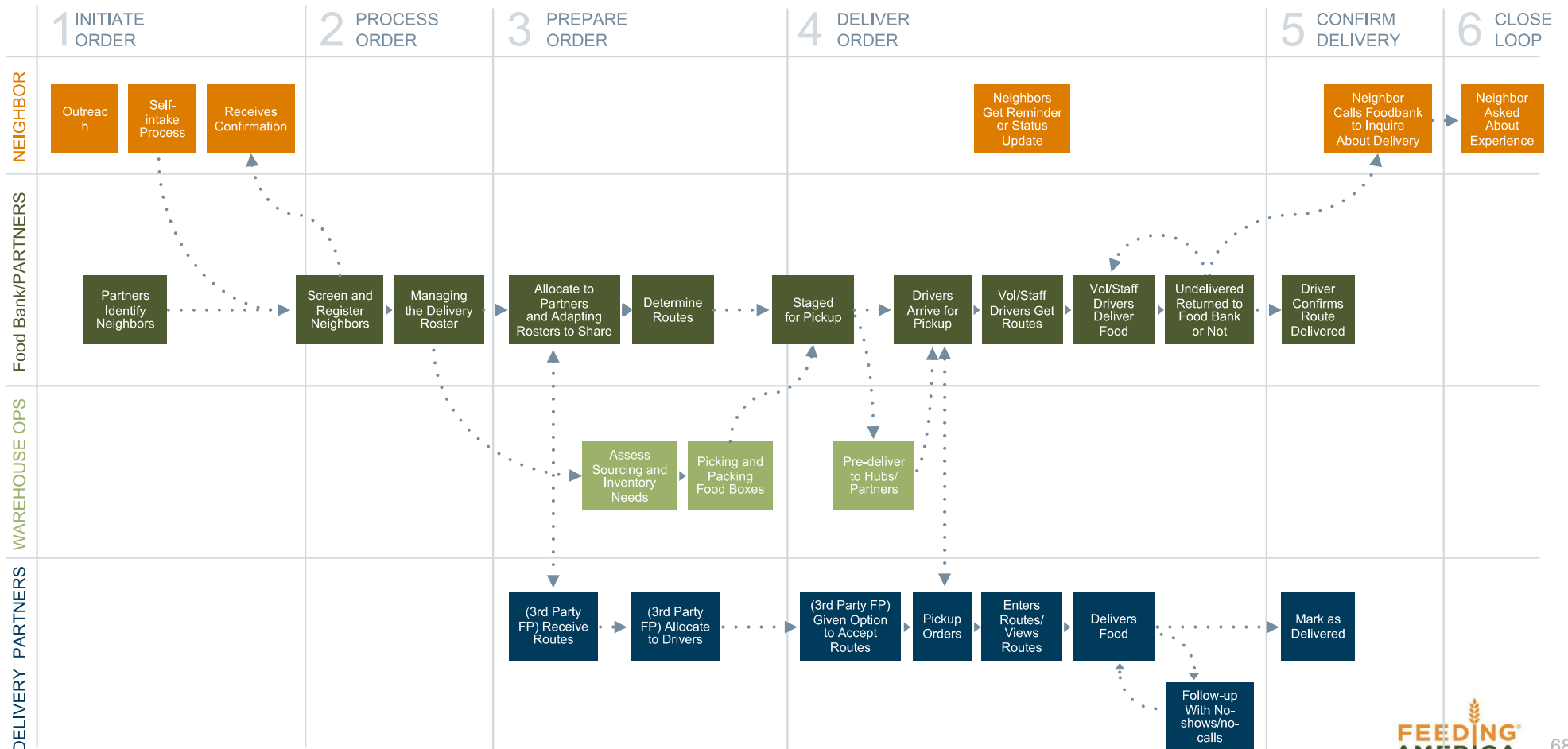
Appendix materials

Details for Food Banks that helped develop playbook

	Deliveries	Foodbank Staff	Volunteers	Local agencies	Anchor non-profits	Courier Trucking Services	Delivery App Platforms
Gleaners Food Bank of Indiana	500/ week	Yes	X	Multiple (helping make deliveries)	(9-13 Sports, early pandemic)	X	Amazon
SF-Marín Food Bank	8000/ week	X	Yes	X	X	Cruise, Hungry	Doordash, Amazon
Second Harvest Food Bank of Middle Tennessee	460/week	Yes (for CSFP)	X	X	X	X	Amazon
St. Mary's Food Bank	1000-1500/ week	Yes	X	Agency Area on Aging and other partners	X	Windjammer	Uber, Lyft, Amazon, Doordash
Akron-Canton Regional Food Bank	350-400/ week	X	X	Multiple (as pickup hubs)	X	X	Doordash
Food Bank of Delaware	350/week	X	X	X	X	X	Doordash, Amazon
Second Harvest Food Bank of Central Florida	1200/ month	X	X	X	Alzheimer's Association	Eagle Transport Courier	X
NE Tennessee	60/month	Yes	X	A church	X	X	X
Second Harvest of Silicon Valley	2150/week	X	Yes	X	Catholic Charities	X	Uber, Lyft (through helping hands)

The home delivery journey looks a little different depending on the makeup of your specific program

Below you'll see an illustrative home delivery journey for neighbors and Food Banks and 3rd parties (a more simple view can be found earlier in this playbook)



Delivery drivers also face **their own set of challenges** in daily operations

Platform delivery apps make it hard for delivery drivers to pick up from Food Banks because drivers:

- Are not able to become regulars
- Go to a Food Bank pick-up with no expectations and are often left surprised and confused
- Are incentivized to make fast deliveries

“I know the morning Food Bank routes go out at 8:45 so I get on the app close to that time to see if I can get a route from the Food Bank.” - DoorDash driver, Akron

Volunteers struggle to give their time consistently because:

- Shifts are inconvenient to fit in when volunteer has day job
- Volunteers are not recognized for their loyalty
- Unpredictability of routes causes inefficient volunteer shifts

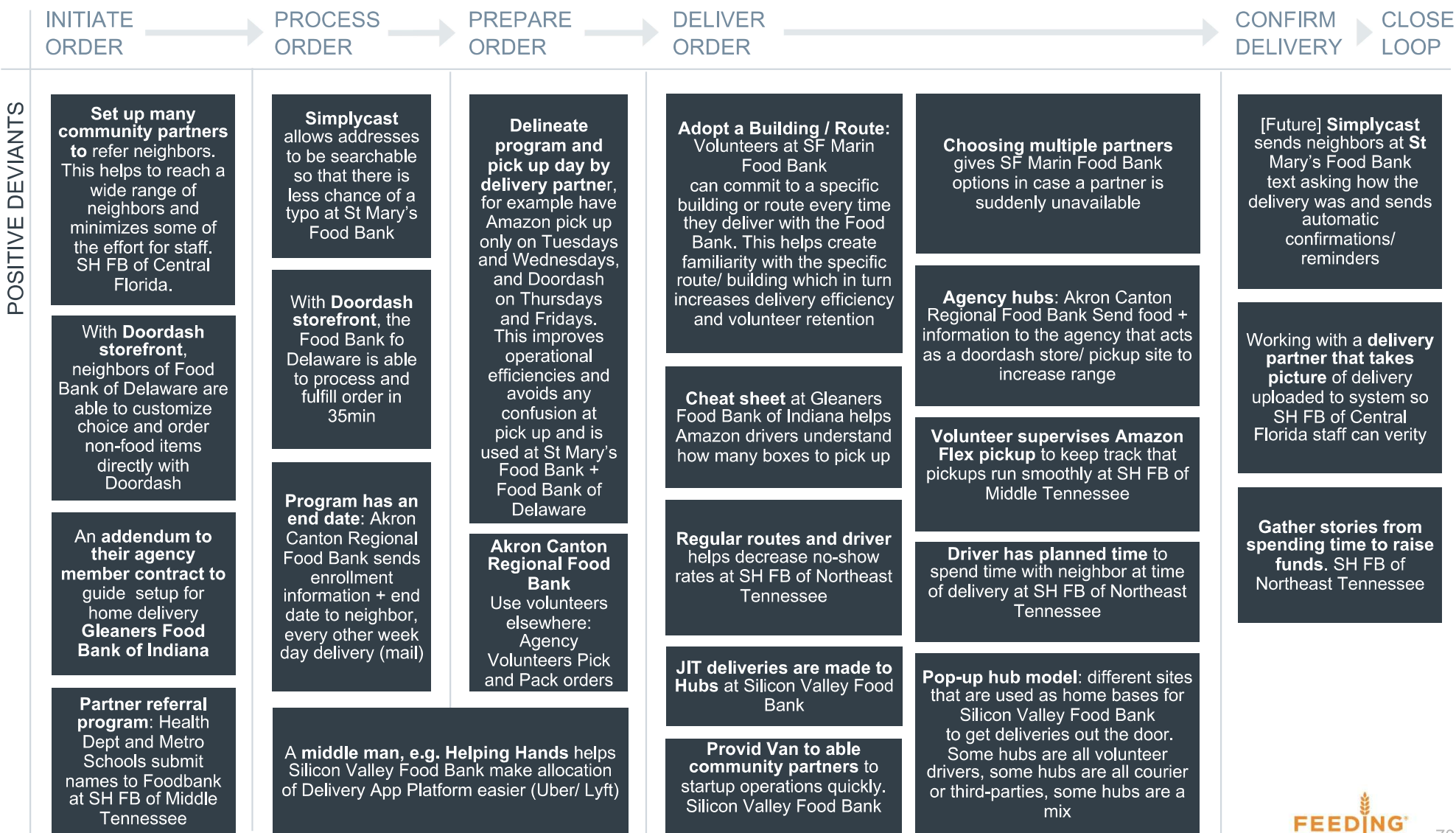
“Shifts during the work week are a little inconvenient because a lot of the volunteer opportunities are during working hours, so I need to shift things around and make priorities.” - Volunteer, SF Marin

“On regular routes you learn where to park, who to talk to, which neighbor takes longer to get to the door. I can finish my route in an hour and a half rather than the 3 allocated hours” - Volunteer, SF Marin



During our observations at Gleaners Food Bank of Indiana, Amazon drivers were confused and often did not have enough room in their car because they did not know what to expect

Many Food Banks have developed their own **innovative solutions**, along the delivery journey



Transferable strategies can be learned from trends in the private sector

Delivery time is everything—staging helps

Delivery drivers must complete a certain number of deliveries per hour to make the economics favorable for them. Staging Food closer to dense concentrations of where people live helps minimize delivery time.

Micro-fulfillment centers allows retailers to leverage existing stores (or partners) in order to increase fulfillment efficiency and enable same-day delivery with a small footprint.

Dark Stores create picking/packing efficiencies

Dark stores are traditional retail stores that have been converted to local fulfillment centers to maximize picking and packing orders. The efficiencies gained in setting up packing areas to maximize speed.

Smart routing and order batching to reduce times

New technologies (such as autonomous delivery robots), improved routing, and the ability to batch or “stack” multiple orders per delivery are helping with the increasing expectation of speed.

Generating more revenue

Branding on bags and charging for inserts is a creative way that companies are generating more revenue.

For-profit companies doing grocery home delivery have common **strategies to maintain food safety**

- Keep perishable items in **freezers or refrigerators for as long as possible** until driver pickup
- **Short delivery windows** (1-2 hours) reduce the amount of time neighbors need to wait, and the amount of time food sits out, reducing the risk of unsafe temperature changes.
- Provide **food safety training** to drivers
- **Instruct customers** to place chilled items in the refrigerator and frozen items in the freezer as soon as possible upon delivery.
- **Provide contact information** in case of spoiled or damaged items.
- Require or recommend **customers are home to receive deliveries** (but be sure to offer an option for contactless delivery).
- Provide drivers with **catering bags or insulated tote bags**.
- Use insulated boxes and/or freezer packs to pack perishables.
- **Refrigerated lockers** offer safe storage for customer pickup (see Refrigerated Food Lockers resource guide)

