

# FOOD RESCUE ASSESSMENT CONSULTANT SCOPE OF WORK

## Tasks and Deliverables

**Task 1:** Provide a brief overview of the food rescue landscape in Baltimore. Specifically:

- Identify the leading food rescue organizations and rescue-related initiatives and coalitions in Baltimore city, including mission, role and scale of operation, founding date, primary constituencies served, priority food donor sectors, and annual tonnage as appropriate.
- Characterize the extent of current food donation activity in Baltimore City in the following sectors: retail grocery, restaurants, K-12, healthcare, universities/colleges, event centers, hospitality, convenience stores, food distribution and food processing/manufacturing. Briefly identify the key growth trends or inhibitors for food donation in each sector.

Deliverable: Memo outlining findings from the above analysis.

**Task 2:** Assess the degree and channels through which recipients of rescued food currently participate in and inform community dialogue about how the hunger relief system needs to evolve in Baltimore. Provide recommended ways that the voice of end-users could be enhanced in Baltimore's hunger relief system. Methods should include:

- Conduct intercept surveys with 20 end-users on location at host food pantries;
- In conjunction with NRDC, coordinate with city staff to gather input from members of the Baltimore Food Policy Action Coalition. This should include coordination with city staff on the design and conduct of up to two input-gathering sessions at regularly scheduled Food PAC meetings, and recording and synthesis of input received.

Deliverable: Internal memo summarizing key findings and recommendations for strengthening the voice of end-users in the future development of Baltimore's hunger relief system.



**Task 3:** Identify enhancements to Baltimore’s food donation and rescue ecosystem that could reduce wastage of surplus food, enhance the food rescue system’s overall effectiveness, and increase its responsiveness to community needs. Based on input received from community stakeholders, this could encompass (but need not be limited to), aims such as:

- improvements to the type, quality and cultural appropriateness of donated foods;
- increased geographic accessibility of charitable food distribution locations in under-served areas of Baltimore and improved hours of availability;
- opportunities for rescue activities to provide meaningful employment for populations served;
- increased voice for and responsiveness to food insecure populations themselves;
- other key aspirations / avenues for more effectively rescuing and using donated food to address food insecurity.

Identify action strategies for enhancing the human and physical infrastructure of Baltimore’s rescue and distribution system that would be needed to advance the aims identified above. Prioritize the types, purpose and rough scale of financial investments and related capacity-building strategies that would be needed to optimize the system’s effectiveness over the coming five years. Areas to address should include, but not be limited to:

- recommended innovations in food rescue methods;
- coordination among rescue organizations;
- aggregation and processing needs for donated food;
- strengthening of brick-and-mortar food distribution operations (e.g. paid staff, volunteers, equipment, facilities, outreach capacity, record-keeping, etc.);
- mobile/pop-up food distribution models;
- other investment and innovation needs in the donation, rescue and distribution system as appropriate.

Methodologies should include:

- interviews with 8-10 relevant organizational stakeholders, including priority members of the Baltimore Food Policy Action Coalition (with list of interviewees to be agreed in advance with NRDC).
- incorporation of input gathered in Tasks 2 and 5.
- identification and review of other related data and analyses where available.



Deliverable:

1. submit notes / audio recordings for interviews above.
2. internal memo outlining recommended action strategies for innovation and improvement that are most important to the future effectiveness and responsiveness of Baltimore's food rescue ecosystem. This should include underlying priorities/aspirations to be addressed, the rationale for recommended strategies, community assets that could be leveraged to pursue them (such as related efforts by existing stakeholders and alignment with City of Baltimore goals, plans and funding streams), noteworthy barriers to success that NRDC should be aware of, and recommended action steps. The memo should also identify 4-5 specific areas for strategic financial investment and, where feasible, rough cost estimates.

**Task 4:** Prepare a memo for NRDC outlining programs and policy strategies that do not require legislative action that could potentially be taken to more fully support enhanced food donation, rescue and distribution efforts in the community and in government operations. This should incorporate possible policy changes, innovations in city programming, city outreach to prospective donors, and other possible avenues for city action as appropriate. Research methods should include obtaining input from relevant city staff in conjunction with NRDC representatives and leveraging the other research methods outlined in this scope of work.

Deliverable: Internal memo to NRDC outlining a prioritized set of 5 – 8 potential non-legislative strategies emerging from the above research, including the rationale for each, associated assets and barriers to the proposed city actions, key stakeholders/allies, and suggested strategies for catalyzing action by city government. Where feasible, the analysis should include potential costs and suggested funding / financing mechanisms.

**Task 5:** Identify and interview 4-5 relevant trade associations and other sector-level organizations (e.g. hospital association) that could potentially serve as allies in mobilizing food donations among their members. Priority sectors would include hospitality, healthcare, universities & colleges, convenience stores and the local agricultural sector, with specific organizations to be agreed in advance with NRDC.

Deliverable: List of high-priority sector-level / trade associations and an assessment of their interest level and how they could potentially help foster food donation among their members. Include contact information and job title for key contact person at each association.



**Task 6:** Prepare a written report summarizing the key observations, finding and conclusions and a summary Powerpoint from the above research. The summary should be provided to NRDC in draft, followed by discussion of and incorporation of NRDC feedback prior to submission of final report. The various stakeholder interviews conducted above will be recorded and audio files will be uploaded within one week of each interview to an agreed electronic platform over the course of the project.

Deliverables:

1. A summary report of the key observations, finding and conclusions from the above research. A list of individuals / organizations who contributed to the research should be included. The report may include supplemental appendices containing information not intended for public distribution.
2. A Powerpoint slide deck of roughly 15-20 slides summarizing key findings and conclusions of the research for use with outside audiences. The Powerpoint should include appropriate supporting information in the “notes” section for each slide.
3. Audio recordings uploaded following each interview.

**Task 7:** The consultant may also be asked to present the research at up to 2 meetings in Baltimore, including co-designing dialogue process and co-presenting research findings with NRDC. As Project Lead, Cheryl Kollin will participate in person at both meetings.

Deliverable: Present research results at up to two meetings.

**Task 8:** Schedule, prepare draft agendas and participate in a 1.5 hour kick-off call with NRDC at the outset of the research and one-hour check-in phone calls approximately every-other-week through the duration of the project.

Deliverable: Kick-off meeting and check-in calls completed.



## Anticipated Timeline

<b>Deliverable</b>	<b>Week delivered</b>
Kick-off meeting with NRDC	Week 1
Task 1	Week 6
Task 2, Deliverable 1	Week 8
Task 2, Deliverable 2	Week 10
Task 3	Week 10
Task 4	Week 10
Task 5	Week 6
Task 6	Week 12
Task 7	TBD

