



AGENDA REPORT

TO: Edward D. Reiskin
City Administrator

FROM: Joe DeVries
Deputy City Administrator

SUBJECT: Arroyo Viejo Recreation Center Food
Hub Lease

DATE: October 12, 2022

City Administrator Approval 

Date: Oct 13, 2022

RECOMMENDATION

Ordinance Authorizing The City Administrator To Negotiate And Execute A Lease Agreement With The Alameda County Deputy Sheriffs' Activities League (DSAL), A California Nonprofit Corporation, For A Term Of Three Years With Three 2-Year Options In Exchange For Tenant Improvements Estimated At Approximately Seven Hundred Thousand Dollars (\$700,000) For The Leasing Of Approximately 1,600 Square Feet Of Space At The Arroyo Viejo Recreation Center Located At 7701 Krause Avenue, Oakland, For Food Distribution And Rentable Commercial Kitchen (Food Hub) To Be Operated In Partnership With The Black Cultural Zone Community Development Corporation (BCZ); And Adopting California Environmental Quality Act (CEQA) Findings

EXECUTIVE SUMMARY

This report and the proposed ordinance is a formal agreement between the City of Oakland (City), Alameda County Deputy Sherriff's Activity League (DSAL) and the Black Cultural Zone Community Development Corporation (BCZ) to execute a lease agreement for use of the space in the Arroyo Viejo Recreation Center. The space will be leased for food distribution and will serve as a rental commercial kitchen in exchange for tenant improvements. The Arroyo Viejo Food Hub project is a City, County, State, and non-profit collaboration to bring fresh food to the community and support local food entrepreneurs through the construction of a commercial kitchen and food distribution center at the Arroyo Viejo Recreation Center.

BACKGROUND / LEGISLATIVE HISTORY

The Arroyo Viejo Recreation Center located at 7701 Krause Avenue (Property) is owned and managed by the Oakland Parks, Recreation, and Youth Development Department. The Property is approximately 18.75 acres and considered one of the largest and most beautiful parks in the City. The Property features a creek, picnic areas, and a community garden. The property is also located next to East Oakland Pride Elementary School. The center is equipped with a football/soccer field, tennis courts, play area for toddlers, patio area, social hall, craft and game room, computer lab, and recently renovated baseball field. The Property has two kitchen spaces, one which is currently used for programming for recreation center activities and one

that is currently underutilized. Another portion of the property has historically been used for county and community food distribution but currently not suitable for food distribution or storage. The social hall, meeting rooms, industrial kitchen, and patio have historically been made available for rent but need renovation and updating.

History of Capital Improvement Project and Interagency Efforts

In November 2014, the City of Oakland adopted ***Resolution No. 85338 C.M.S.*** and hired Stantec Consulting Services, Inc. to evaluate, update, and develop conceptual master plans and costs for the City of Oakland's FY2015-17 Park Capital Improvement projects. In February 2017, the Arroyo Viejo Project Prioritization Development plan was released by the Oakland Parks, Recreation and Youth Development Department as part of a Capital Improvement Project. Among the improvements suggested for the Property was the addition of an industrial kitchen that could serve as a commercial kitchen space. (***Attachment A***)

According to the 2019 Capital Improvement Program for Arroyo Viejo Recreation Center, which included commercial kitchens, the property was slated for over \$14,000,000 in investment. Councilmember Loren Taylor's office, City staff, Alameda County staff, and community members have been in discussions for a potential commercial kitchen located at Arroyo Viejo. The discussions included the County's ALL IN Eats program and mutual goals of the City and Alameda County in expanding the healthy food economy county-wide.

ALL IN Eats is a coordinated effort by Alameda County to create a whole food economy countywide. Alameda County is a diverse community of approximately 1.6 million residents including the City of Oakland. The goals of this effort are to grow food locally to be more environmentally sustainable, support local food entrepreneurs to increase local wealth, and create employment opportunities for those who have experiences barriers to employment. In order to demonstrate the feasibility of these goals as a replicable model across Alameda County, DSAL commissioned a business plan for significant expansion of the food economy by increasing the quantity of commercial kitchens, food hubs, farms, and reclaimed food which includes potential layout and design of the Arroyo Viejo Food Hub (***Attachment B***)

On October 19, 2021, the City Council adopted ***Resolution No. 88876 C.M.S.*** recognizing that a commercial kitchen at the recreation center is part of a larger ecosystem of food economy that currently exists in Oakland. The Council accepted a gift of commercial kitchen equipment and in-kind services valued at up to \$100,000 from Google. The City Council allocated \$25,000 towards a commercial kitchen at Arroyo Viejo Recreation Center.

The late Alameda County Supervisor Wilma Chan and her staff including current Supervisor Dave Brown spearheaded investments into this project with support from Supervisor Nate Miley and his staff who have attended regular meetings for this project. These discussions included City staff and potential community partners such as the BCZ.

The BCZ works with a coalition of residents, government agencies, churches, and grass roots organizations to direct dollars to empower the residents living in East Oakland. BCZ applied for and was awarded a \$600,000 grant from the Stupski Foundation to support the BCZ's vision of

bringing together thriving economic opportunities, entrepreneurship, and healthy local connections with East Oakland residents. BCZ currently operates a farmer's market at Liberation Park, near the Arroyo Recreation Center. The farmer's market also provides a space for food entrepreneurs to sell to the community.

The Alameda County Department of Environmental Health conducted a site visit of the proposed commercial kitchen in June 2022 and provided guidance on plans for the project (**Attachment C**).

Councilmember Taylor's office hosted a town hall meeting at Arroyo Viejo Recreation Center during Summer 2022 to discuss the commercial kitchen and other activities and programs at the recreation center.

On August 9, 2022, the Alameda County Board of Supervisors authorized a fourth amendment to an existing community-based organization contract with DSAL for the purpose of funding the capital expansion and construction management of food hubs at the West Oakland Mount Zion Multipurpose Center and the East Oakland Arroyo Viejo Food Hub. (**Attachment D**) This established funding for four out of six proposed new food hubs in Alameda County with \$700,000 allocated to the Arroyo Viejo Food Hub.

The funding from DSAL (\$700,000) will be used for capital expenses and construction management for tenant improvements to the property, and funding from BCZ (\$600,00) will be used to operate and manage the rentable commercial kitchen. DSAL will partner with BCZ, who will carry out community-based events for the public, highlighting local food vendors working out of that space and serve as a Food Hub at the Arroyo Viejo Recreation Center.

City's Food Distribution and Climate Goals

This project will further the City's efforts to increase healthy food distribution and help the City further with SB 1383, which seeks to reduce emissions of climate pollutants by diverting surplus edible food from businesses and organizations that would otherwise have been disposed of for consumption by members of the community.

DSAL and BCZ will report to StopWaste/City of Oakland the amount of edible food recovered from Oakland food generating businesses and the amount of the recovered food that was redistributed to Oaklanders from the Arroyo Viejo Recreation Center. DSAL/Black Cultural Zone will also comply with SB 1383 requirements and the City's own Environmentally Preferable Purchasing Policy by purchasing paper products (such as bags, plates and napkins) that contain at least 30% post-consumer recycled content for all paper products distributed from Arroyo Viejo Recreation Center.

ANALYSIS AND POLICY ALTERNATIVES

This project supports several of the citywide priorities. It promotes holistic community safety by providing fresh food, while also supporting vibrant, sustainable infrastructure through job creation and capital improvements to the recreation center.

Alternatively, the City does not currently have another source of funding to meet the goals of the Capital Improvement Plan.

FISCAL IMPACT

The investments from both the County and BCZ amount to a nearly \$1.3 million dollar investment into the Arroyo Viejo Recreation Center Food Hub. Revenue received from activities at the facility will offset the cost of operations for BCZ staff who manage the kitchen, with a small percentage being paid to DSAL for backend costs, with tenant improvements provided in lieu of rent paid to the City. The lessee will be responsible for all utilities and related expenses associated with operating the Food Hub at the Property. The City will not incur any out-of-pocket costs from the leasing of the Property. The anticipated annual income is \$420,000 from this facility. It is anticipated that the commercial kitchen will produce approximately \$20,000 per year in net profit. A portion of this amount will be returned to the City of Oakland to cover the utilities used. This is also an opportunity for the City to use outside funds from a state allocation to the County and philanthropic funds to BCZ to improve City property.

SUSTAINABLE OPPORTUNITIES

Economic: It will provide opportunities for local Oakland vendors to earn income by using the commercial kitchen space to provide food to the community. The proposed project will activate a currently underutilized City asset, and tenant improvements will be provided in lieu of rent with a portion of estimated profits returned to the City for utility expenses.

Environmental: The proposed Food Hub complies with the California Environmental Quality Act (CEQA) because this action on the part of the City is exempt from CEQA pursuant to Section 15301 (existing facilities). The food recovery portion of the project will help the City meet its SB 1383 Food Recovery Goals and will reduce the amount of Methane, a Greenhouse Gas, being released into the atmosphere.

Race and Equity: The Food Hub will improve food security and remove barriers to healthy food in communities that have historically been denied access. In addition to healthy food options food entrepreneurs will have the opportunity to prepare their food, support their businesses, and provide employment to members of the community.

ACTION REQUESTED OF THE CITY COUNCIL

Ordinance Authorizing The City Administrator To Negotiate And Execute A Lease Agreement With The Alameda County Deputy Sheriffs' Activities League (DSAL), A California Nonprofit Corporation, For A Term Of Three Years With Three 2-Year Options In Exchange For Tenant Improvements Estimated At Approximately Seven Hundred Thousand Dollars (\$700,000) For The Leasing Of Approximately 1,600 Square Feet Of Space At The Arroyo Viejo Recreation Center Located At 7701 Krause Avenue, Oakland, For Food Distribution And Rentable Commercial Kitchen (Food Hub) To Be Operated In Partnership With The Black Cultural Zone

Community Development Corporation (BCZ); And Adopting California Environmental Quality Act (CEQA) Findings

For questions regarding this report, please contact Michael Akanji, City Administrator Analyst, at 238-6454.

Respectfully submitted,



Joe DeVries
Deputy City Administrator

Prepared by:
Michael Akanji
City Administrator Analyst

Attachments (4):

- A. "City of Oakland Park Project Prioritization Development: 7701 Krause Avenue, Oakland Public Works Department & Oakland Parks & Recreation Department" prepared by Stantec Architecture, Inc. dated February 24, 2017
- B. "ALL IN Eats Business Plan" Report prepared by Plan F Solutions dated July 15, 2022, see pages 28-30 for Arroyo Viejo Recreation Center
- C. "Requirements for Remodeling a Commercial Kitchen at Arroyo Viejo Recreation Center, 7701 Krause Ave, Oakland, CA" letter to DSAL by Alameda County Department of Environmental Health dated June 14, 2022
- D. Alameda County Board of Supervisors "Approve Amendment No. 4 to the Community-Based Organization Contract with Alameda County Deputy Sheriffs' Activities League for Capital Expenses and Construction Management For . . . West Oakland Mount Zion Multi-Purpose Center and East Oakland Arroyo Viejo Food Hub for the ALL IN EATS Circular Food Economy" dated August 9, 2022 (Regular Meeting)

CITY OF OAKLAND PARK PROJECT PRIORITIZATION DEVELOPMENT

ARROYO VIEJO PARK

OAKLAND PUBLIC WORKS DEPARTMENT

OAKLAND PARKS AND RECREATION DEPARTMENT



7701 Krause Avenue



Prepared for:
CITY OF OAKLAND
Public Works Department
250 Frank H. Ogawa Plaza Suite 4344
Oakland, CA 94612
(510) 238-3389

Prepared by:
STANTEC ARCHITECTURE INC
1383 North McDowell Boulevard, Suite 250
Petaluma, California 94954
707-658-4707

February 24, 2017

CITY OF OAKLAND PARK PROJECT PRIORITIZATION DEVELOPMENT ARROYO VIEJO

Executive Summary

Stantec Architecture Inc has been hired by the City of Oakland to evaluate, update, and develop conceptual master plans and costs for the City of Oakland's FY2015-17 Park Capital Improvement projects. The parks shown below are included in this scope.

PARK LOCATION WITHIN THE CITY



Data gathering meetings were held with Oakland Public Works Department (OPW) and Oakland Parks and Recreation Department (OPR) on 9-16-16 and 9-29-16. Stantec conducted a site review on 10-11-16 and a Community Meeting was held 11-17-16. The following OPW and OPR staff participated:

Parks and Recreation Director: Nicholas Williams

Complex Manager-Facilities and Environment: Steven Curiel

Building Services Manager: Derin Minor

Parks Services Manager: Brian Carthan

Electrical Engineer II: Pete Fong

ADA/BRT Programs Manager: Christine Calabrese

Park Manager: Maribel Corral

Project Manager Project Delivery Division: Lily Soo Hoo


CIP Coordinator Project Delivery Division: WooJae Kim

ARROYO VIEJO LOCATION MAP



NORTH
Not-to-Scale

ARROYO VIEJO PARK DATA

	<p>7701 Krause Avenue Council District 6</p>	<p>18.75 Acres APN No. xxxxxxxxxxxxxxxxxxxxxx</p>
Documentation Available	Current Park Program	Existing Facilities List
<ul style="list-style-type: none"> • Ballfield Renovation 3-15-93 • Children's Theater 3-8-68 • Recreation Center Play & Parking April 1958 • Recreation Center Improvement 8-14-02 	<ul style="list-style-type: none"> • Sports • Computer Lab • Tennis • Dance • Arts • Kitchen • Laundry Room 	<ul style="list-style-type: none"> ▪ Concession/Restroom ▪ Tot Lot ▪ Baseball Fields ▪ Tennis / Basketball Courts ▪ Picnic areas ▪ Mature Trees and Lawn ▪ Parking Lot

CITY GOALS FOR ARROYO VIEJO

- All lighting to be energy conserving LED lighting.
- Sports field lighting to be new to meet current structural and footing requirements and codes.
- Irrigation system to have flow sensor shut off valves for leak detection and new weather tracking-tie to CalSense central control system.
- ADA: Existing primary program areas (recreation facilities) and all new recreation facilities within each park are to be made compliant with current Americans with Disabilities Act (ADA) and California Building Code (CBC) accessibility standards, unless it is technically infeasible to do so. Pursuant to the ADA and CBC, the path of travel (POT) to all new and altered recreation facilities shall also be made accessible. The following facilities were reviewed for compliance:
 - Parking: provide accessible on-or-off street parking and or passenger loading facilities pursuant to current Caltrans standards and Public Right of Way Access Guidelines (2011).
 - Public Transit: provide a POT from the nearest bus or BART stop to the primary facility entrance.
 - Restrooms: shall be made accessible and, where possible, at least one single user Gender Neutral restroom shall be provided.
 - Drinking Fountains: if provided, shall be made accessible pursuant to the ADA and CBC.
 - Pay Telephones: if provided, shall be made accessible pursuant to the ADA and CBC.
 - Neighborhood Access: While not strictly required by the ADA or CBC, provide accessible routes from neighboring communities to park entries.

NOTE: Per the California Building Code projects under the Valuation Threshold are allowed 20% over and above the engineer's estimate for all other improvements to be used for barrier removal.

EXISTING PARK CONDITIONS: 11-14-16



Recreation Center



Path around the open field.



Picnic Near the Creek



Amphitheater



Parking at Concession/Courts Area



Baseball Backstop and Bleachers

SITE OBSERVATIONS: 10-11-16

Public Safety

- Turf areas are well maintained.
- The pavement on all the paths is cracked and poses a trip hazard.
- Many internal areas of the park are unlit and not easily patrolled from the streets.

Resource Conservation and Protection

- Reduced pressure backflow preventer needs a flow sensor/shut off valve.
- Vegetation along the creek needs clearing. Larger shade trees could allow better visibility and shade of the creek channel.
- Irrigation heads and nozzles should be replaced with low flow water conserving nozzles.

Facility Repairs and Upgrades

- All paving and courts require re-surfacing.
- The parking lot at the concession building needs re-configuration and striping.
- Ballfield backstops and bleachers near 80th Ave. are in dis-repair.
- Fencing fabric needs replacement around the fields off 80th Ave.
- There is no pathway from the basketball courts to the recreation center along the new baseball field.
- There is no accessible spectator seating provided at the baseball fields near 80th Ave.
- There is no accessible path of travel to the two smaller baseball fields.
- Detectable domes are needed in the parking lot where the path of travel crosses vehicular drive.
- Accessible furnishings are needed throughout the park including the following:
 - Benches
 - Picnic tables
 - Play facilities
 - Spectator seating
- Cardboard trash receptacles should be replaced with permanent trash receptacles.

Community Meeting Input 11-17-16

The highest priorities to the community in descending order, as expressed at the community meeting, include the following:

1. Creek Improvements
2. Sports, Dance, and Exercise
3. Recreation Center Improvements-Culinary, Recording and Technology

4. Landscaping
5. Paving
6. Fencing
7. Lighting

The following improvements for the park were suggested during the meeting:

- Repair Splash Pads
- Add/Fix tennis Court Lights
- Create a Hub at the Snack Bar
- Renovate the interior of the center with new flooring and painting
- Add intercom system to the center
- Create a Kiosk sign up structure
- Integrate technology into the entire center
- Commercial kitchen
- New HVAC
- New Washer and Dryer
- Improve the Dance Studio
- Add Exercise stations and more paths for walking through the park
- Add a Dog Park
- Beautify the Park with colorful plantings
- Security Cameras
- Swings for Mother/Baby combined use
- Swings with Musical Swinging
- Re-design the pantry for accessibility
- Upgrade the Mac Lab Music Studio and the Computer Lab
- Preserve the creek and limit access to the creek with a fence at the top of bank and provide overlooks and Interpretive Signage
- Label all the plants in the park
- Create a Stewardship Program for the creek
- Create a combination of sculpture, art, and plantings to create a barrier to prevent ATV's from entering the park
- Add lighting to the interior of the park
- Create a stronger entry at the recreation center and a stronger connection to the neighborhood
- Provide areas for games at the parking lot concession area
- Repave the parking lot
- Provide a security system for the parking lot
- Light all the fields
- Replace outfield fence

- Close off the picnic area near the creek
- Re-surface tennis courts
- Secure bridge entry near head start-bar gates not effective
- Correct sewage infiltration

PROPOSED IMPROVEMENTS

Health and Safety

The park would better serve the community and increase revenue from rentals if the following health and safety improvements:

ADA IMPROVEMENTS-Add the accessible facilities and equipment as follows:

- 48" x 30" Spectator seating adjacent to bleachers at both ballfields at 80th. Ave.
- Play Panels and other Accessible Play Features to the tot lot
- Benches
- Picnic Tables
- Path of Travel from the baseball field/basketball court area to the recreation center.
- Accessible path of Travel from the parking lot to the concession/restroom at the ball field
- Accessible path of travel from the new ballfield to the two small baseball fields off 80th Ave.
- Add signage, spaces, and detectable domes per current codes in the parking lot for new ADA stalls.
- Remodel pantry in the recreation center for accessibility.
- Provide accessible parking at concession building with a sign for the park entry at 80th. Ave.

PARK INTERIOR-Add the following improvements to the park interior:

- Safety Lighting (Yard/parking Light Pole)
- Creek clearing for visibility and lighting

Use and Program Services

The park would better serve the community and increase revenue from rentals if the following improvements which will maximize the use and program services are made:

PICNIC-Add the following furnishings to the existing picnic area including:

- Picnic Tables
- Grills
- Trash / Recycling Receptacles

- d. Shade Structures

PARK, PLAY AND EXERCISE EQUIPMENT-Add the following equipment to the park including:

- a. Add fitness clusters off existing paths around the recreation center and fields.
- b. New synthetic multi-purpose lit athletic/football field in turf area near the recreation center.
- c. Add lights to the existing pathway that encircles the park.
- d. Bike Racks
- e. Drinking Fountains
- f. Security Cameras
- g. Replace Slides
- h. Repair splash pads.
- i. Add swings (Mother-Baby and Musical)
- j. Add a Dog Run area.

RESTROOM/CONCESSION-Replace existing building with a new restroom concession building:

- a. New Parking Lot
- b. Provide Storage
- c. Lighting
- d. Outdoor Eating Area as a Hub for support of adjacent activities.
- e. Add game tables and games to area to create an activity node.
- f. Add a new restroom near the new football field.

BALLFIELDS-Complete the following work and replace equipment including:

- a. Backstops, dug outs, benches, and bleachers
- b. Replace irrigation nozzles for water conservation
- c. Renovate turf with aeration and re-seeding
- d. Install New Field Lights
- e. Replace fence fabric on fields at 80th. Ave.

COURTS-Complete the following at the sports and play courts:

- a. Resurface tennis courts
- b. Replace benches

PARK ENTRY-Complete the following at the entry to the parks:

- a. Add a parking area closer to the park entry near the recreation center.
- b. Provide entry from the adjacent lot with pedestrian improvements, parking, and loading.
- c. Secure all entry areas with new security gates.

- d. Develop a system of attractive barriers to prevent ATV's and other unwanted vehicles and access from outside the park from entering and damaging park facilities.
- e. Add security cameras to recreation center, all parking areas and interior of park.

CREEK-Complete the following improvements:

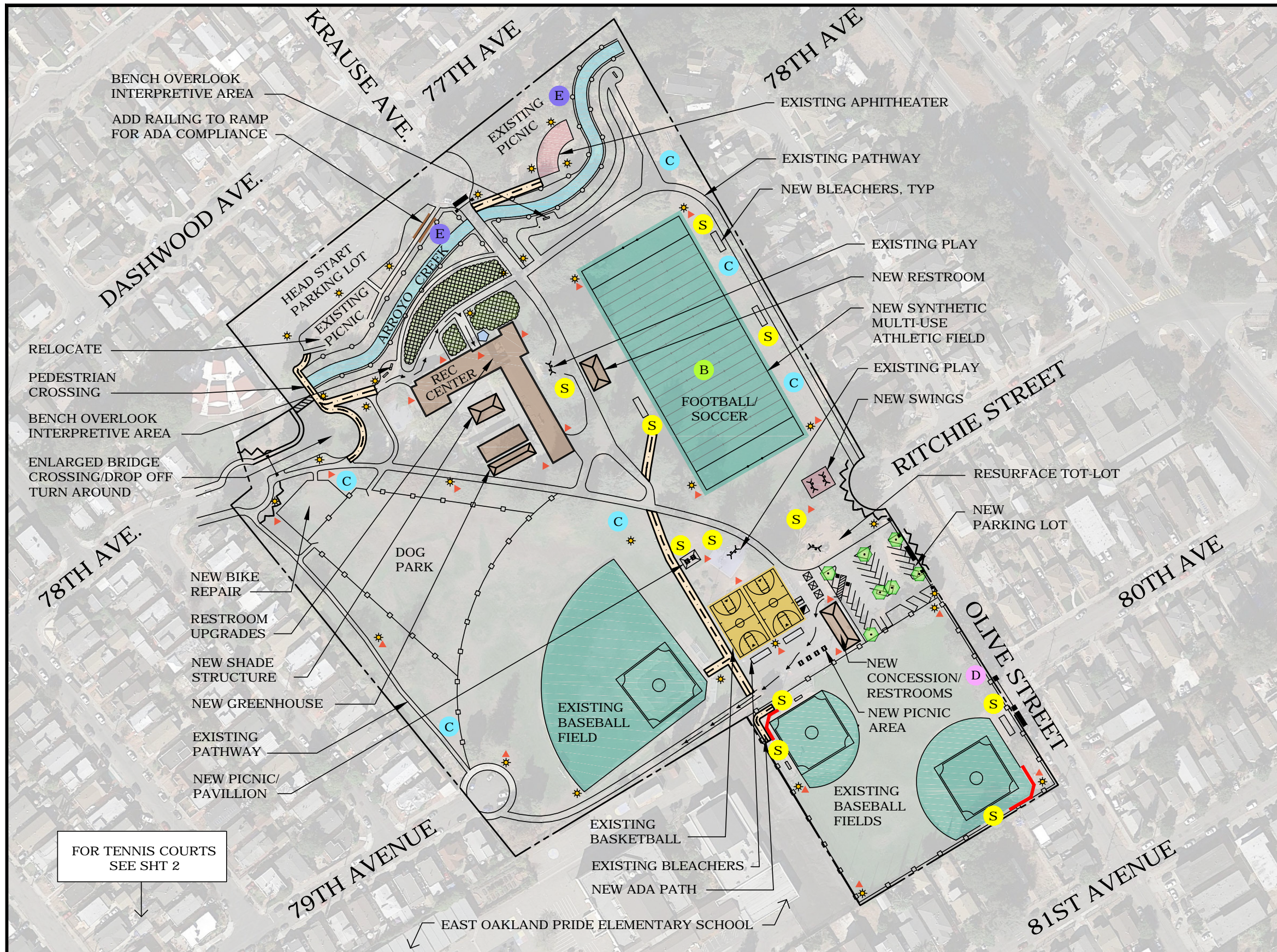
- a. Clear vegetation for visibility across and down to the creek.
- b. Add a path on the upper banks with interpretive and educational signage/viewing spots.
- c. Fence off the creek channel at the edge of this pathway to limit access.
- d. Relocate picnic areas near the creek to locations above the upper bank and outside the fenced area.
- e. Work with the city and local organizations through a Stewardship Program to clean up the creek including the capturing of sewage and runoff into the creek and re-directing this runoff appropriately.
- f. Provide a guide to the plantings along the creek and in the park.
- g. Provide a new greenhouse.

RECREATION CENTER-Complete the following improvements:






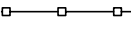
















- a. Remodel the pantry for accessibility.
- b. Upgrade the Mac lab.
- c. Upgrade the music studio.
- d. Upgrade the computer lab.
- e. Integrate technology into entire center.
- f. Upgrade to a Commercial Kitchen.
- g. Upgrade the HVAC system.
- h. Upgrade the washer and dryer.
- i. Add an intercom system.
- j. Create a class sign in kiosk.
- k. Paint the interior.
- l. Repair the ceilings.
- m. Replace all flooring.
- n. Create a Bike Repair Area/Shop

LANDSCAPE-Complete the following landscape and irrigation improvements:


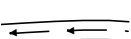
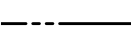
- a. Replace existing irrigation controller with a new Calsense Central Controller
- b. Add flow sensing and shut off.
- c. Retrofit low flow irrigation nozzles
- d. Add colorful planter beds to several areas in the park.




CAPITAL IMPROVEMENTS LEGEND

-  NEW PATHWAY
-  NEW ADA PATH OF TRAVEL
-  NEW BACKSTOP/DUGOUT BENCHES
-  NEW VIDEO SECURITY
-  NEW ACCESSIBLE SEATING
-  NEW FENCING FABRIC
-  CREEK BARRIER/FENCE
-  NEW DRINKING FOUNTAINS
-  NEW LOCKING HOSEBIBB/ FAUCET
-  RE-SURFACE TENNIS COURTS
-  NEW SYNTHETIC FIELD
-  FITNESS STATIONS
-  IRRIGATION LEAK DETECTION/SHUT-OFF
-  CLEAR UNDERBRUSH, PLANT HIGH-BRANCHING TREES & LOW SHRUBS/GROUNDCOVER HABITAT PLANTINGS
-  NEW FIELD LIGHTS
-  NEW SIGNS
-  NEW ENTRY SECURITY
-  NEW GAME TABLES
-  NEW SUSTAINABLE /EDIBLE/ BUTTERFLY GARDEN
-  NEW SWINGS - MOTHER/CHILD & MUSICAL
-  ELECTRONIC KIOSK - CLASS SIGN UP
-  NEW COMBINATION ART/LANDSCAPE BARRIER


EXISTING FEATURES

-  EXISTING PATHWAY
-  EXISTING ADA PATH OF TRAVEL
-  PROPERTY LINE

0 75' 150' 300'



SCALE: 1"=150'-0"



NORTH

FOR TENNIS COURTS SEE SHT 2



CITY OF OAKLAND

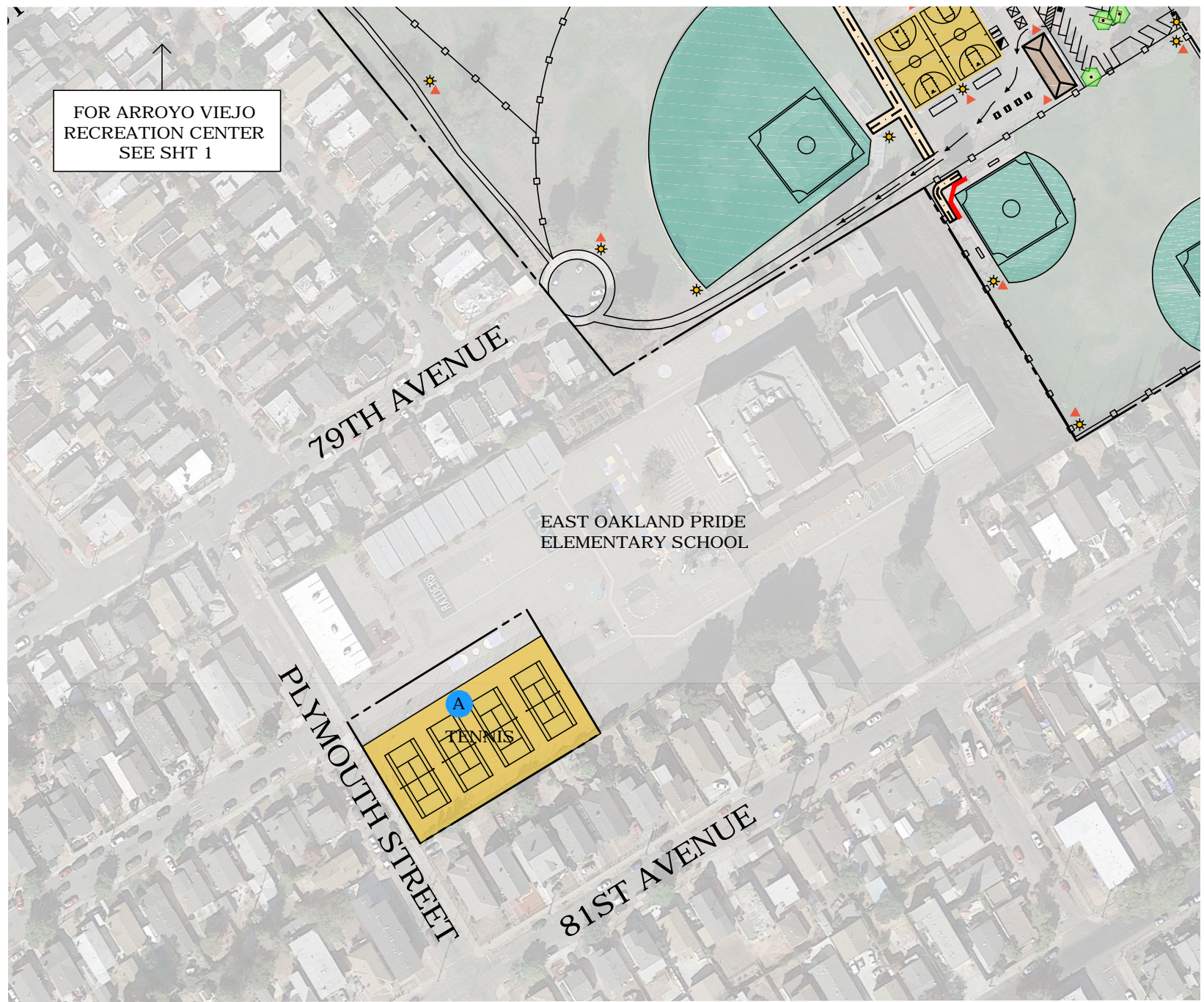
ARROYO VIEJO RECREATION CENTER
7701 KRAUSE AVE, OAKLAND, CA 94605

RCE NO. _____ EXP. _____	No.	DATE	BY	REFERENCE
CHECKED BY _____				
DESIGNED BY _____				
DRAWN BY _____		MM/DD/YY	MR	SUBMITTED TO CITY






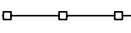
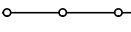
















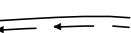
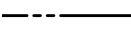

PARK PROJECT PRIORITIZATION DEVELOPMENT PLAN

PROJECT NO.	SHEET NO.
SCALE: AS SHOWN	1 OF 2
DATE: 10/13/16	

DRAWING NAME: V:\2016\active\2017\760009\landscape\design\drawing\ARROYO VIEJO.dwg
PLOT DATE: 01-31-17
PLOTTED BY: gmadlock



CAPITAL IMPROVEMENTS LEGEND

-  NEW PATHWAY
 -  NEW ADA PATH OF TRAVEL
 -  NEW BACKSTOP/DUGOUT BENCHES
 -  NEW VIDEO SECURITY
 -  NEW ACCESSIBLE SEATING
 -  NEW FENCING FABRIC
 -  CREEK BARRIER/FENCE
 -  NEW DRINKING FOUNTAINS
 -  NEW LOCKING HOSEBIBB/ FAUCET
 -  RE-SURFACE TENNIS COURTS
 -  NEW SYNTHETIC FIELD
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 -  NEW SWINGS - MOTHER/CHILD & MUSICAL
 -  ELECTRONIC KIOSK - CLASS SIGN UP
 -  NEW COMBINATION ART/LANDSCAPE BARRIER
- EXISTING FEATURES**
-  EXISTING PATHWAY
 -  EXISTING ADA PATH OF TRAVEL
 -  PROPERTY LINE
- 0 75' 150' 300'
- SCALE: 1"=150'-0" 
- NORTH



CITY OF OAKLAND

ARROYO VIEJO RECREATION CENTER
7701 KRAUSE AVE, OAKLAND, CA 94605

RCE NO.	EXP.	No.	DATE	BY	REFERENCE
CHECKED BY					
DESIGNED BY					
DRAWN BY		MM/DD/YY	MR		SUBMITTED TO CITY

PARK PROJECT
PRIORITIZATION
DEVELOPMENT PLAN

PROJECT NO.	
SCALE: AS SHOWN	SHEET NO.
HOR.	
VERT.	
DATE: 10/13/16	2 OF 2

DRAWING NAME: V:\2016\active\2016\1776009\landscapes\design\drawing\ARROYO VIEJO.dwg
PLOT DATE: 01-31-17
PLOTTED BY: gmadlock

**ARROYO VIEJO RECREATION CENTER AND PARK CAPITAL
IMPROVEMENTS 2017 BUDGET ESTIMATE**



01/31/17

DESCRIPTION	QTY	UNIT	UNIT PRICE	Total
PICNIC / FURNISHINGS				
Picnic Tables	8	EA	4,500.00	36,000.00
Barbecue Grills-Individual Family	4	EA	600.00	2,400.00
Shade Structure	2	EA	17,000.00	34,000.00
Game Tables	4	EA	2,600.00	10,400.00
Bike Racks	4	EA	1,000.00	4,000.00
Drinking Fountains-water/storm drain	3	EA	5,000.00	15,000.00
Security Cameras	1	LS	8,000.00	8,000.00
Relocate Picnic at Creek	1	LS	3,500.00	3,500.00
Trash/Recycling Bins	12	EA	1,900.00	24,600.00
PICNIC AREA SUB-TOTAL				137,900.00
PLAY AREA / EXERCISE EQUIPMENT / ATHLETIC FIELDS				
Exercise Equipment	3	EA	1,200.00	5,400.00
Poured in Place Surface	1 000	SF	40.00	37,500.00
Replace Slides	2	EA	1,200.00	3,600.00
Repair Splash Pad	1	EA	25,000.00	25,000.00
Swings	2	EA	2,400.00	6,600.00
Synthetic Turf Football Field	52 500	SF	15.00	1,050,000.00
Dog Run-Fence, signs, surface	1	LS	22,000.00	22,000.00
PLAY AREA SUB-TOTAL				1,150,100.00
COURT/PARKING/LOADING				
Re-surface AC/Stripe-Concession	3 300	SF	6.50	21,450.00
Resurface Tennis Courts	1	LS	15,000.00	15,000.00
Benches	2	EA	1,800.00	3,600.00
New Entry Road and Loading	1	LS	125,000.00	125,000.00
COURTS SUB-TOTAL				165,050.00
FENCING				
New Fence Along Creek Bank	1 500	LF	30.00	45,000.00
FENCING SUB-TOTAL				45,000.00
PATHWAYS				
New AC Pathways/Picnic Pad	1 380	SF	7.00	9,660.00
Repair/Overlay AC Pathways	40 000	SF	1.50	60,000.00
WALLS AND PATHWAYS SUB-TOTAL				69,660.00
ADA IMPROVEMENTS				
Play Panels	4	EA	47.50	190.00
New Hardware/Signs-Restrooms Ct.	1	LS	2,800.00	2,800.00
Benches	4	EA	2,800.00	11,200.00
POT	2,400	SF	12.25	29,400.00
Accessible Parking at Concession	850	SF	30.00	25,500.00
Accessible Picnic Tables	3	EA	5,300.00	15,900.00
Railing on Path to Picnic at Creek	1	LS	2,300.00	2,300.00
Paving for Companion Seating	1	LS	9,200.00	9,200.00
ADA IMPROVEMENTS SUB-TOTAL				96,490.00
LIGHTING				
Interior Park Yard Lights	12	EA	6,000.00	72,000.00
Athletic Field Lights (4 Fields)	4	EA	85,000.00	340,000.00
LIGHTING SUB-TOTAL				412,000.00
RECREATION CENTER REMODEL / STRUCTURES				
New Flooring/Paint	12 278	SF	12.50	153,475.00
Ceiling Repair	12 278	SF	6.00	73,668.00
Kiosk Sign in-Electronic	1	LS	12,000.00	12,000.00
Intercom System	1	LS	3,600.00	3,600.00
Washer/Dryer	1	LS	1,800.00	1,800.00
Upgrade Computer / MAC labs	1	LS	30,000.00	30,000.00
Upgrade Music Lab	1	LS	30,000.00	30,000.00
Upgrade HVAC and Ducts	1	LS	12,000.00	12,000.00
Wifi Upgrades for Center	1	LS	6,000.00	6,000.00
Bike Repair Area/Shop	1	LS	8,000.00	8,000.00
New Greenhouse	1	LS	16,000.00	16,000.00
New Restroom at new Football Field	1	LS	95,000.00	95,000.00
Upgrade Kitchen-Comm./Sprinklers	1	LS	14,400.00	14,400.00
RECREATION CENTER SUB-TOTAL				455,943.00
LANDSCAPE				
Cal Sense Controller	1	EA	12,000.00	12,000.00
Renovate Turf	100 000	SF	0.15	15,000.00
Replace Irrigation Nozzles	60	EA	18.50	1,110.00
Flow Sensor Shut off	1	EA	1,710.00	1,710.00
Prune Trees	1	LS	14,000.00	14,000.00
New Plantings	6 000	SF	4.50	27,000.00
New Art/Plantings Barrier	1 150	SF	12.00	13,800.00
Tree/Plant Tags	1	LS	3,000.00	3,000.00
LANDSCAPE SUB-TOTAL				87,620.00
CAPITAL IMPROVEMENTS SUB-TOTAL				2,619,763.00
TOTAL CONSTRUCTION COST (INCLUDES 2-YEAR ESCALATION OF 8%)				2,829,344.04
Soft Costs 35%(Design, Engineering, Project Management, Advertisement and Bidding, Construction Management, Compliance and Public Arts)				990,270.41
Contingency 20%				565,868.81
Arroyo Viejo Recreation Center and Park Total Capital Improvements C				4,385,483.26

PARK CAPITAL IMPROVEMENT PROJECT PRIORITIZATION EVALUATION SYSTEM

DEPT:	DATE: 1-30-17	PREPARED BY: STANTEC ARCHITECTURE INC.
FINAL RANKING NO:	PROJECT NAME: ARROYO VIEJO PARK	TOTAL POINTS (OUT OF 97 AVAILABLE): 90

PROJECT SCOPE DESCRIPTION:	ESTIMATED PROJECT COSTS:
Add sports facilities, repair sports facilities	Construction Cost \$2,829,344.04
Upgrade computer labs and kitchens	Pre-design/Planning \$141,467.20
Repair and repaint recreation center	Design \$282,934.40
Provide Accessible furnishings and pathways.	Construction Management \$141,467.20
Provide accessible restrooms and repave pathways.	Inspection/Permits/General Provisions \$141,467.20
	Project Management/Admin. \$282,934.40
	Project Contingency \$565,868.81
	Estimated Project Costs \$4,385,483.26

Type	Project	Existing Available Funding Sources	Increase or decrease in operations and maintenance
Buildings		Grants	Expected annual increase:
Parks		Bond Measures	\$xxxx.00
Fields		General Fund	
Playgrounds		Other	Expected annual decrease:
			\$xxxx.0000

CRITERIA: The project will / has	MAX. POINTS	RATING/POINTS
PUBLIC HEALTH OR SAFETY RISKS	25	
SAFETY: Correct conditions that are safety and code deficiencies (e.g. seismic).	10	10
HEALTH: Remediate environmental health hazard (e.g. lead contamination, asbestos etc.).	5	0
ACCESS: Insure access to persons with disabilities.	5	5
SECURITY: Provide safety and security of the property and users (e.g. lighting, fence, gates).	5	5
SUB-TOTAL POINTS:		20
MAXIMUM USE AND PROGRAM SERVICES	25	
Project will improve or expand services/programs for an underserved neighborhood.	10	10
Project will improve or expand services/programs to at risk youth.	5	5
Project will improve or expand services/programs for the citywide community.	5	5
SUB-TOTAL POINTS:		20
COLLABORATIVE OPPORTUNITIES	25	
Provide new collaborative programs with outside public agencies (e.g. OUSD).	10	10
Provide new collaborative programs with non-profit organizations.	5	0
SUB-TOTAL POINTS:		10
OPERATION AND MAINTENANCE	25	
Provide major repairs/improvements to an existing facility.	10	10
Provide major repairs and/or preventative maintenance to an existing facility	5	5
Improvements are expected to reduce on-going maintenance costs	5	5
Improvements are expected to generate increased revenues for the city.	5	5
SUB-TOTAL POINTS:		25
PROTECTION OF EXISTING RESOURCES	25	
Preserve cultural/historic/natural resources.	10	10
Improve/enhance cultural/historic/natural resources.	5	5
Create new cultural/historic/natural resources.	5	0
SUB-TOTAL POINTS:		15
PROJECT FUNDING STATUS	25	
Full Project funding available, or	10	0
Between 50%-100% funding available, or	5	0
Funds available up to 50% of project cost, or	5	0
No funding	5	0
SUB-TOTAL POINTS:		0
TOTAL POINTS		90

**ALL IN Eats
Business Plan
Report Created On July 15, 2022**



INTRODUCTION

Plan F Solutions is engaged by ALL IN Eats, a coordinated effort by Alameda County to create a whole food economy countywide. Alameda County is a diverse community of 1.6 million residents including the city of Oakland. This engagement is to develop a business plan for the significant expansion of the whole food economy by increasing the quantity of commercial kitchens, food hubs, farms, and reclaimed food. This proposed business plan will increase the number of food hub locations from the existing facility and less than an acre of urban farmland to a proposed seven food hubs and over 120 acres of farmland. Included in this analysis are multiple suggested strategies to financially and sustainably create this expanded whole food network over the next five years. This report is intended for the use of the client, as well as its strategic partners.

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ABOUT ALL IN EATS

ALL IN Eats is a multi-partner initiative for Alameda County's efforts to develop a whole food ecosystem. The goals of this effort are lofty, with many strong goals all interlocking together.

Goals of this effort include (but are not limited to):

1. Growing food locally to be more environmentally sustainable,
2. Supporting local food entrepreneurs to increase local wealth and employment,
3. Offering high-quality, nutrient rich vegetables as part of an integrative approach to treating chronic illnesses, and
4. Creating employment opportunities for those recently released from incarceration and others who have experienced historical/ current barriers to employment.



All of these goals (and more) have been demonstrated as feasible through the nascent efforts of ALL IN Eats and existing community partners. With an acre of urban farmland, seven health clinics, one food hub, and approximately a dozen food delivery vehicles, ALL IN Eats and its partners have proven that this concept is readily available for broad county-wide deployment.

While many of the above efforts have been deployed by a lead partner for ALL IN Eats, this business plan conceptualizes a replicable model for each of Alameda's diverse communities.

Plan F Solutions wants to congratulate the late County Supervisor Wilma Chan (District 3) and the Alameda County Deputy Sheriffs' Activities League (DSAL) for leadership and vision thus far. The work already completed to bring the ALL IN Eats Circular Food Economy from dream to reality is a nationally relevant effort. Plan F Solutions is honored to be a small part of the effort to grow this movement into a county-wide initiative.

EXECUTIVE SUMMARY

The following business plan is detailed and intricate. There are several different business functions considered in the Circular Food Economy. Detailed plans are included in each of the business areas.

Full (and on-time) deployment of this Business Plan will have significant results. The business plan examines the annual growth of the Circular Food Economy through the end of 2026.

- Once fully installed, approximately 150 employees will be added throughout the various business functions.
- Over 4.3 million pounds of fresh produce will be grown locally.
- Approximately 2,700 patients will receive "doses" of this fresh produce to combat chronic diseases such as diabetes and high blood pressure.
- Nearly 260 food entrepreneurs can bring their products to market by renting the commercial kitchens at the six additional Food Hubs.



In addition, the recovery of food and growing food locally will make the county more environmentally sustainable and resilient.

Each of the five areas of activity have their own income and expenses contributing to the overall business impact of the proposed expansion. This business plan estimates the financial modeling that will result from adding over 120 acres of farmland, constructing and managing six additional Food Hubs, and conducting food recovery efforts in line with new statewide legislation. Nearly all these efforts are successfully tested currently and (as discussed throughout this report) will expand significantly over the next five years.

Business Area	Annual Revenue	Annual Expenses	Net Profit
Urban Farming	\$4,535,200	\$4,261,081	\$274,119
Food as Medicine, CSA	\$1,245,228	\$920,800	\$324,428
Food Hubs	\$5,319,193	\$5,118,309	\$200,884
Food Delivery	\$201,600	\$185,472	\$16,128
Food Recovery	TBD	TBD	TBD
Total	\$11,301,221	\$10,485,662	\$815,558

Once the entire expansion is complete in 2026, ALL IN Eats will experience \$11.3 million in annual revenue with total expenses anticipated at \$10.5 million. The above table assumes that all program activities contemplated in this business plan are installed on-time and are fully realized. If ramped up on-schedule, ALL IN Eats can anticipate approximately \$816,000 in annualized net revenue to redeploy for programming and/or areas where actual financial outcomes were below estimates.

To install these business activities, ALL IN Eats needs to expend \$29.7 million over the next five years. This one-time capital expense will primarily be for the start-up costs of the over 100 acres of farmland and the six additional Food Hubs. To accomplish this task, ALL IN Eats should engage or employ two project managers for the next four years. The following is a summary of the capital expenses necessary to install all aspects of this business plan.

Site	Development Costs	Potential Investment/Loan	Funds Needed
Urban Farming	\$8,438,250	\$0	\$8,438,250
Food as Medicine	\$0	\$0	\$0
Food Hubs	\$21,051,715	\$5,820,000	\$15,231,715
Food Delivery	\$250,000	\$0	\$250,000
Food Recovery	\$0	\$0	\$0
Total	\$29,739,965	\$5,820,000	\$23,919,965

The table shows the total cost of installing the full business plan at nearly \$29.7 million. Approximately \$8.5 million will be expended preparing the 110 acres of farmland that ALL IN Eats (and its partner Dig Deep Farms) will have access to over the next five years. These costs include equipment, irrigation, materials, farm facilities, and the associated labor necessary for this endeavor.

The remaining \$21.3 million will be incurred installing the six new Food Hubs. It should be noted that one Food Hub will not be a renovation of an existing structure. Instead, this Food Hub will be a new construction structure on a site that has limited infrastructure. As such, this Food Hub will require the most significant investment.

The table above also references the ability for the Food Hubs to pay back some of their construction cost via an investment (or loan). Many of the proposed Food Hubs have sufficient cash flow to repay an investment through ongoing operations. The total investment that can be satisfied through operations would be approximately \$5.8 million. These investments would likely need to be guaranteed and/or collateralized by a nonprofit organization. Once the actual operator of these Food Hubs is determined, a follow-up discussion about borrowing capacity would be germane.

ALL IN Eats needs to secure the remaining \$23.9 million in Alameda County (or alternative) support to proceed with the full business plan. This entire \$23.6 million does not need to be expended immediately. Instead, these funds must be available based on the schedule of when the farmland or Food Hub is to come on-line over the next five years. Each year, ALL IN Eats will need to receive a commitment equal or greater than what is necessary in the coming year. The following table shares the annual capital funding needs to proceed with the business plan.

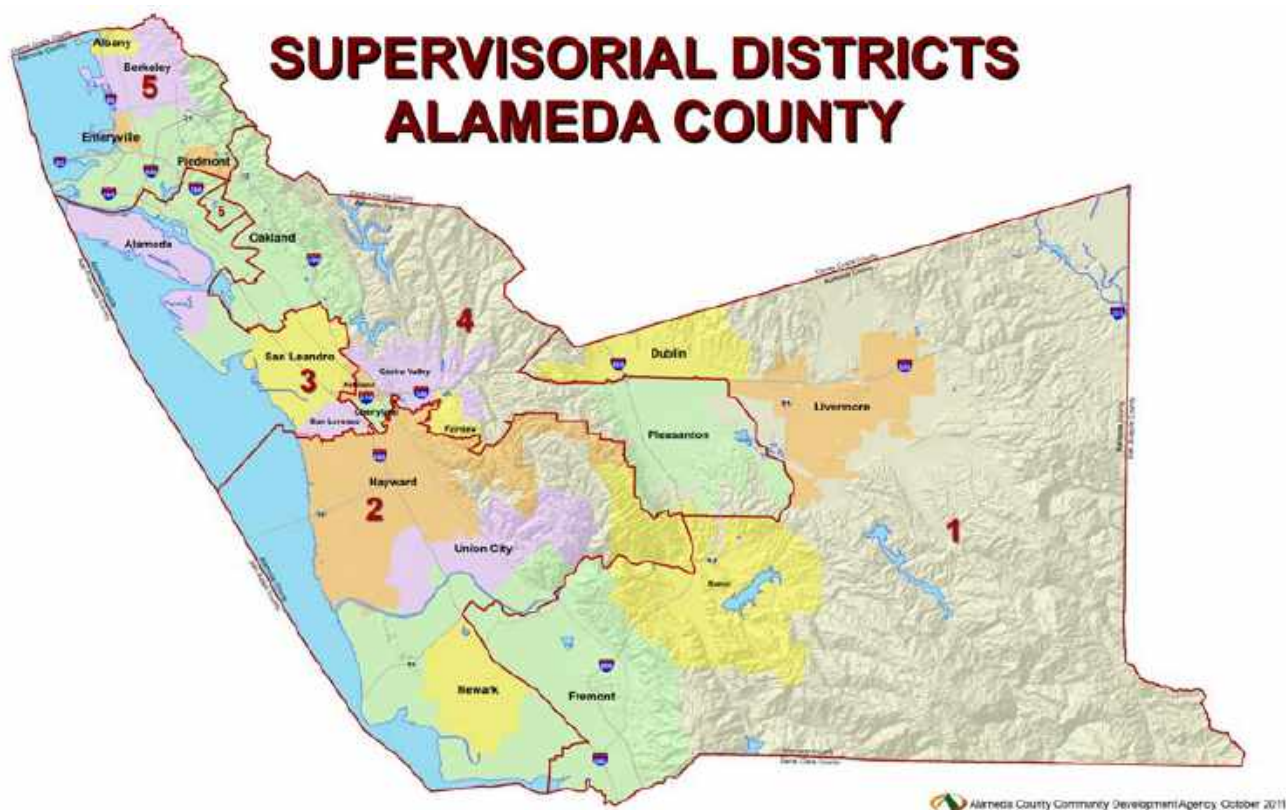
Total Capital Funds Needed By Year						
Site	2021	2022	2023	2024	2025	Total
Urban Farming	\$863,250	\$3,975,000	\$2,850,000	\$375,000	\$375,000	\$8,438,250
Food as Medicine	\$0	\$0	\$0	\$0	\$0	\$0
Food Hubs	\$100,000	\$1,272,715	\$2,534,000	\$3,067,500	\$8,257,500	\$15,231,715
Food Delivery	\$250,000	\$0	\$0	\$0	\$0	\$250,000
Food Recovery	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$1,215,271	\$5,249,737	\$5,386,023	\$3,444,524	\$8,634,525	\$23,919,965
Committed to Date	\$1,215,271	\$4,899,022	\$0	\$0	\$0	\$6,114,293
Remaining to Raise	\$0	\$350,715	\$5,386,023	\$3,444,524	\$8,634,525	\$17,805,672

ALL IN Eats needs immediate access to \$1.2 million for activities that are already underway. To complete the necessary capital work to stay on schedule in 2022, ALL IN Eats should have access to an additional \$5.2 million. It should be noted that Alameda County has committed \$6.6 million towards ALL IN Eats efforts through 2022. Therefore, the first two years of investment are nearly fully funded. During 2022, ALL IN Eats will need to secure an additional \$5.3 million to continue with the business plan development for construction activities that will occur in 2023. By the end of 2025, ALL IN Eats should have received the aforementioned \$23.9 million to complete the business plan as anticipated.

ABOUT ALAMEDA COUNTY

Alameda County is a diverse community located along the Bay in California. Current statistics count the county as 1.6 million residents living in both incorporated cities as well as unincorporated areas. During a recent site visit, Plan F Solutions was struck by the wide range of diversity not only in population but also in topography and built environment. Each of the communities of Alameda County has a distinct identity and story.

Alameda County government is overseen by five elected County Supervisors. Each of the County Supervisors represents approximately 330,000 residents located in their district. While the districts are relatively equally divided by population, each district has a significantly different geographic size. Please see the below map that shows the entirety of Alameda County and the borders of each supervisors' district.



ALL IN Eats intends to expand the Circular Food Economy into all five districts to ensure that more residents have access to program benefits.

Before exploring the business model and the individual considerations/characteristics of each proposed location, it is important to better understand the demographic and market forces in each of the five districts.

Category	DISTRICT					
	One	Two	Three	Four	Five	Total
Population	339,432	333,249	319,885	331,398	322,957	1,646,921
Households	114,168	103,080	117,102	115,388	140,590	590,328
Average Household Size	2.91	3.2	2.69	2.83	2.18	2.79
Median Income	\$148,258	\$108,228	\$81,803	\$103,459	\$93,103	\$105,545
Median Home Price	\$946,599	\$799,189	\$735,600	\$865,025	\$1,063,112	Unavailable
Population 65+	46,079	48,056	51,712	53,014	51,986	250,847
Population Under 18	79,437	78,957	66,419	77,190	49,290	351,293
Households w/o Vehicle	4,871	4,798	12,950	8,071	23,760	54,450
Households below Poverty Level	4,985	5,948	14,310	11,622	18,425	55,290
Percent Below Poverty Level	4%	6%	12%	10%	13%	9%
Total Businesses	14,221	12,164	13,991	11,720	18,077	70,173
Total Employees	178,695	130,853	129,383	104,500	219,194	762,625

As demonstrated above, the five districts have a range of income levels and people in need of assistance. District One has the highest median income and the lowest percentage of households living in poverty. District One also has the highest number of school-age children.

District Five has the highest percentage of households living in poverty, but also boasts the greatest number of businesses and employees. District Five also has the greatest number of households living without a vehicle, showing a strong dependence on public transportation and walkable, pedestrian amenities.

This business plan is intended to greatly increase the Circular Food Economy and show how Alameda County efforts may influence healthier, more local choices. As such, it is germane to review the status of the local food economy.

Category	DISTRICT					
	One	Two	Three	Four	Five	Total
Food & Beverage Store Employment	3,563	3,113	3,536	2,678	3,317	16,207
Food & Beverage Sales Revenue	\$876,751,637	\$675,147,018	\$1,059,195,080	\$667,005,885	\$908,074,380	\$4,186,175,000
Food Service & Drinking Place Employment	11,068	8,172	9,476	6,501	11,403	46,620
Food Service & Drinking Place Sales Revenue	\$960,071,705	\$723,288,403	\$876,692,023	\$563,354,050	\$1,079,807,817	\$4,203,214,000
Total Food Economy Employment	14,631	11,285	13,012	9,179	14,720	62,827
Total Food Economy Revenue	\$1,836,823,342	\$1,398,435,421	\$1,935,887,103	\$1,230,359,935	\$1,987,882,197	\$8,389,389,000

The above table provides a distinction between grocery stores and convenience stores, which are defined as “Food & Beverage” versus restaurants and bars, which are defined as “Food Service & Drinking Places”.

Alameda County has nearly 63,000 employees working in the retail food sector currently. These employees are working at grocery stores, convenience stores, restaurants, and bars. All combined, the retail food economy has \$8.3 billion in annual retail food sales.

As demonstrated in the above, each supervisorial district may have nearly equal population, but the local food economy is not evenly distributed. District Five has the largest local food economy with \$1.9 billion in annual revenue and 14,720 employees. Adjacent District Four is the smallest local food economy with \$1.2 billion in revenue and 9,120 employees. Since District Four does not have the lowest median income, it is surmised that District Four residents are the most likely to be leaving the district to purchase groceries and meals.

While a full comparison of district-to-district demographics is outside the capacity of this analysis, the above illustrates that Alameda County is not homogenous. Each district has its own opportunities, challenges, and needs. Also, each district has a significant (but varying) number of seniors and households living in poverty. The local food economy is also not evenly distributed amongst the five supervisorial districts.

Please see Appendix One for additional demographic and economic information about the five supervisorial districts and the local food economy.

CIRCULAR FOOD ECONOMY

The Circular Food Economy is exactly as it sounds – a full-system food creation, delivery, and recovery model. With multiple moving and inter-related pieces, the Circular Food Economy has many related activities including food creation, meal preparation, Recipe4Health, food/meal delivery, and food recovery. It is the direct expectation of ALL IN Eats (and, hence, this business plan) that the current efforts be replicated throughout Alameda County so more residents can participate.



The initial task of Plan F Solutions was to breakout the various interrelated activities of the Circular Food Economy into their core business components. While each piece of the system is part of a whole, the actual daily operations, revenues and expenses can be compartmentalized.

This simplified system is explained in the following to make each part more easily manageable and measurable. In addition, breaking the overall system into its core components also allows individual activities to measure outputs as well as associated revenue and expenses. Plan F Solutions strongly suggests that ongoing bookkeeping follows this same business structuring so that operation managers can more easily determine the profitability of their operations and can adjust accordingly.

The following are the five primary business activities of the Circular Food Economy:

- **Urban Farming:** ALL IN Eats is growing nutritious edible vegetables on previously unoccupied land. The food is grown by Dig Deep Farms then sold to food aggregators or deployed to other components of the Circular Food Economy.
- **Recipe4Health:** ALL IN Eats trains healthcare providers to prescribe healthy, nutritious produce and meals that will combat chronic health conditions such as high blood pressure and diabetes. Patients are connected with this effort through partner community health clinics.
- **Commercial Kitchens:** Produce grown on the farms is added to other raw ingredients to make prepared meals in a commercial kitchen setting. Private food entrepreneurs create the meals in a shared rented commercial kitchen. These meals are distributed for private consumption, catering, and directly to needy families.
- **Food/Meal Delivery:** Most of the above steps are directly delivered to residents via a fleet of vans that are deployed daily.
- **Food Recovery:** Leftover institutional meals and unwanted produce are picked up and returned to the commercial kitchens to be sorted, saved, and prepared for community distribution.

The following business model will go into a deep discussion on each of these five items as individual business efforts, including the monetary ramifications anticipated from full systems deployment.

While the details, impacts, and considerations for below are considerable and elaborate, Plan F Solutions anticipates that the total cost of deployment is approximately \$24 Million and will take an estimated five years to complete.

It should be noted that Plan F Solutions universally uses the term ALL IN Eats when discussing the organization that will be completing various business aspects. Plan F Solutions is not implying that ALL IN Alameda County will take on these activities. Plan F Solutions is implying that a community partner involved in ALL IN Eats will be the lead actor in each expansion component.

Before this detailed analysis can proceed, a significant workforce matter requires explanation and discussion.

CIRCULAR FOOD ECONOMY INTERN

A critical component of the Circular Food Economy is the employment and job training of men and women currently on probation. In an effort to reduce recidivism, Probation Department provides employment opportunities in the Circular Food Economy as full-time temporary employees. Since these employees are deployed throughout various business functions, Plan F Solutions will refer to them as “Interns” as that term is commonly used by ALL IN Eats management and staff. (It should be noted that these employees are not technically completing an internship in the more traditional educational definition of the term.)

For the initial twelve weeks of employment, the Interns learn on-the-job training at a farm and Food Hub. During the entirety of the time, the Interns are paid \$20 per hour. As such, the Interns earn \$800 per week which annualizes at \$41,600. While a rather unnecessary point to the remainder of this analysis, a full temporary period of employment provides \$49,920 to the participant over the 15 months of employment.

A significant goal for this temporary employment is to evidence both job skills and renewed work activity for future employers. Since Interns could be deployed in farming, food preparation, or meal delivery, Plan F Solutions concurs this employment history could be transitioned to the consistently hiring industries of agriculture, restaurants, catering, hospitality, logistics, and transportation.

Plan F Solutions acknowledges that the end of temporary employment is rather abrupt. Intentional promotions to permanent full-time employment within the components of the Circular Food Economy are reasonable expectations. Please review each section for where potential permanent employment for former Interns are incorporated into business operations.

INTERNS AND AB 109

The last critical component of the use of Interns is understanding that their wages are not a “true” cost to ALL IN Eats and its partners. Hiring and paying individuals on probation is funded by the State of California. This outcome of AB 109 went into effect in 2011. Alameda County government receives over \$21 million annually from this funding source.

While the Circular Food Economy is not the only place where individuals are deployed, it is a critical function of business operations. Even at full usage at the end of year five, Plan F Solutions anticipates engaging 88 Interns which is far less than Alameda County’s annual allocation. This business plan contains no true program expense for Intern employment.



Thus, this workforce development effort and funding support is the critical backbone to the entire Circular Food Economy. If, for whatever reason, the ongoing funding for AB 109 is ended or significantly altered, it will have major implications on nearly all Circular Food Economy business operations. A disruption to AB 109 funding could end the Circular Food Economy immediately as the entire economic structure of this business model is built upon the premise that this labor force remains available at no true operational expense to ALL IN Eats.



URBAN FARMING

As demonstrated currently by Dig Deep Farms on two mature growing sites, environmentally friendly food production can be a reality throughout Alameda County. Using permaculture (and soon, hydroponics), Dig Deep Farms is producing a bounty of leafy greens, vegetables, gourds, and fruits. With a substantial growing season, Dig Deep Farms can create this produce to support the following Circular Food Economy efforts – Recipe4Health, CSA, and Commercial Kitchens as described in their specific sections below.

The business model for Urban Farming is growing produce that should be internally “sold” to the three related business lines with excess produce added to the wholesale organic agriculture economy. The major initial expense for Urban Farming is the labor required to start up a farm site. Additional expenses incurred include seedlings, equipment, and irrigation efforts.

Plan F Solutions found the current internal financial documentation for Dig Deep Farms to be complicated by a number of external factors not directly related to the business activity at hand. There are many grant sources with financial implications embedded in these financial statements that create difficulties in reviewing the core business structure of the Urban Farming component. For example, these financial statements also include the Recipe4Health efforts that are a separate business activity.

As a business, Dig Deep Farms must measure the pounds of produce grown and internally charge various business components for said produce. It is crucial that Dig Deep Farms track and measure produce production and to which business segment it was deployed. By doing so (and measuring by each farm site), Dig Deep Farms will better understand each sites’ profitability.

The current financial modeling includes other business segments and various accounting aspects that distract from agricultural production tracking and management. Since no distinct internal accounting exists for farm production, Plan F Solutions explored the going rate for retail organic produce at both farmers’ markets and retail grocery stores. Plan F Solutions found the following data about retail produce pricing:

Produce Pricing Comparison				
Type	Price	How Sold	Price Per Pound	Source
Carrots - Organic	\$2.99	Bunch	\$2.99	Safeway
Collard Greens - Organic	\$2.99	Bunch	\$4.27	Safeway
Cucumbers - Organic	\$1.79	Individual	\$2.05	Safeway
Nectarines - Organic	\$3.49	Pound	\$3.49	Safeway
Yellow Onions - Organic	\$2.79	Pound	\$2.79	Safeway
Peaches - Organic	\$3.49	Pound	\$3.49	Safeway
Red Kale - Organic	\$2.99	Bunch	\$2.49	Safeway
Spinach - Organic	\$2.99	Bunch	\$2.99	Safeway
Sweet Peppers - Organic	\$4.99	Pound	\$4.99	Safeway
Swiss Chard - Organic	\$2.99	Bunch	\$2.99	Safeway

As shown, the average retail price is \$3.25 per pound for organic produce. As any grocery shopper can attest, different fruits and vegetables account for a moderate distinction in per pound pricing.

Based on the above market information (which fluctuates regularly), Plan F Solutions suggests that Dig Deep Farms internally price their produce at a universal \$3.25 per pound.

Of course, this is an over-simplification as Dig Deep Farms is growing a wide range of produce that has a diverse amount of maturation periods, initial seed costs, and associated staff stewardship to bring to maturation. If Dig Deep Farms wishes to price specific produce distinctly, Plan F Solutions finds that acceptable if the average price is retained at \$3.25 per pound or more.

After conducting this external research, Plan F Solutions discovered that internal Dig Deep Farms accounting prices produce at \$2 per pound. As mentioned throughout this report, this business pricing is nearly hidden in the spreadsheets as there are several grant funding sources and Alameda County budget line items that mask this business decision. With recent inflationary pressure, Dig Deep Farms should increase its internal pricing to match the current market price of \$3.25 per pound. Please review the Recipe4Health section of this business plan for financial ramifications of how this pricing is demonstrated to the produce consumer.

It is difficult to find good data on crop yields utilizing the permaculture method. Lettuce typically has one of the most average crop yields at 9,100 pounds per acre. Meanwhile, onions have one of the highest at 19,800 pounds per acre, but snap peas have one of the lowest yields at 4,600 pounds per acre. These are general crop yields with little control for climate or farming technique/expertise. Adding to this complexity is that each vegetable has a different cultivation period (thus resulting in different crop yields overall each year).



Different organic fruits and vegetables have different per acre crop yields. It is anticipated that each Dig Deep Farms site will continue to have a diverse range of produce. Also, it is noted that both the training of Interns as well as ongoing efforts to provide urban agriculture education to the community is a distraction from daily farm activities. As such, Plan F Solutions discounts the per acre production for Dig Deep Farms by thirty percent due to training, meetings, education events and other distractions from focusing strictly on crop growth and cultivation.



When the above is combined, 6,730 pounds of produce grown on an acre of farmland at \$3.25 per pound should result in \$12,740 of produce per acre per cultivation period. If most plants have three growths per year, that will result in an acre producing \$41,452 per year. Again, Plan F Solutions fully admits this is an intentionally simplified economic model of a complex series of assumptions. Going forward, Plan F Solutions assumed farm production to be \$40,000 per acre per year to further simplify a very complex matter.

How does this hypothetical production per acre compare to internal financial considerations? According to an internal spreadsheet from Dig Deep Farms, the mature and productive Firehouse site produced \$28,495 on 0.57 acre. The mature and productive Greenhouse site produced \$15,540 on 0.30 acre. That crop income results in a per acre amount of \$49,991 and \$50,513 respectively. As such, Plan F Solutions computations and Dig Deep Farm internal crop yield data matches closely with Plan F Solutions conservatively estimating \$10,000 less income per acre than Dig Deep Farms produced recently.

Therefore, it can be presumed that future farm production will follow similar financial outcomes. The following table demonstrates the current and under development farming efforts of Dig Deep Farms.

Produce Pricing Comparison				
Site	Supervisory District	Acres	Annual Revenue	Status
Firehouse	4	0.57	\$22,800	Existing
Greenhouse	4	0.3	\$12,000	Existing
Cityview	4	1.1	\$44,000	Under Development
San Leandro Food Hub	4	0.41	\$16,400	Under Development
Masonic	2	10	\$400,000	Under Development
Ardenwood - Phase 1	2	53	\$2,120,000	Under Development
Ardenwood - Phase 2	2	38	\$1,520,000	Predevelopment
Corica Park Golf Course	3	5	\$200,000	Predevelopment
Crosswinds Church Site	1	5	\$200,000	Predevelopment
Total		113.38	\$4,535,200	

Within five years, Dig Deep Farms will have over 110 acres of farmland in production. Based on above estimates, an estimated 3 million pounds of fresh, nutritious produce will be created – all grown locally in Alameda County. The cash value of this crop will exceed \$4.5 million annually.

This income is not generated without its share of associated expenses. The cultivation of crops requires a significant investment in staff, seedlings/seeds, water, and maintenance. For an average California farm, it costs approximately \$15,357 in annual expenses per acre to grow lettuce. This total includes labor, water and seeds but does not include the cost of acquiring the land or equipment. This is an annualized average which disregards the size of the farm. According to Dig Deep Farms records, it is not possible to discern what is ongoing farm management versus farm creation costs as discussed below.

Therefore, Plan F Solutions has determined the following per acre expenses for Dig Deep Farms. It should be noted that this amount is specific to farm operations that are into cultivation and not in the labor-intensive start-up phase. Plan F Solutions believes that a staff of eight (including Intern Urban Farmers) can manage ten acres of fully developed and producing farmland.

Dig Deep Farms - Produce Pricing Comparison	
Item	Annual Expense
Staff Costs	\$47,229
"Intern" Staff Reimbursement	-\$21,840
Seeds	\$4,166
Water	\$2,777
Maintenance	\$2,750
Dig Deep Farms Admin Fee	\$2,500
Total (per Acre)	\$37,582

As shown, a “stabilized” urban farm operation has expenses below the annual income that will be produced. However, it is critical to note that is only possible due to State of California AB 109 funding for Interns that are staffing farming operations. If that funding source were to change significantly (or be eliminated) Dig Deep Farms would be unable to proceed with operating existing and proposed farm sites.

As demonstrated above, Dig Deep Farms is above break even on a per acre basis. With per acre revenues at \$41,452 and expenses at \$37,582, the farm operations are nearly equal. Therefore, it is critical that the farm revenue match the \$3.25 per pound discussed earlier in this section. Please review the following section on Recipe4Health & Excess Produce for a discussion on how this per pound sales price is paid to Dig Deep Farms.

It should also be noted that the expenses above include a Dig Deep Farms administrative fee of \$2,500 per acre each year. This administrative fee covers Dig Deep Farm’s “back-office” needs including managerial, accounting, and human resources staff. Once the entire farm operation is up and producing, this administrative fee will produce \$283,450 for this staffing effort. The final section (titled ALL IN Eats Administration) includes a discussion on these fees.

FARM CREATION

A significant distinction that needs to be reviewed is the cost of farm start-up costs. To convert an acre of vacant urban land into productive use, an intensive amount of effort and labor is necessary. This development period should not be counted against farm production as it is (for lack of a better term) the “construction phase” of permaculture.

Historically, Dig Deep Farms has inaccurately counted this “construction” phase against the overall financial expenditures of its operations. The staff and Intern cost plus various equipment, greenhouses, and irrigation installation all should be considered an investment in the farming site. When combined, Dig Deep Farms must account for these efforts but then make a date decision on when this development phase moves to actual farming.

In construction, this moment can be receiving a “certificate of occupancy” or when the keys are handed over to the operator/tenant. In farming, such an obvious moment is more nebulous. Regardless, the staff and materials/equipment investment needs to be measured and then counted over a period against a farm’s productivity. To lump all that investment on the first year of farm production will cause any Dig Deep Farms effort to look financially outrageous in the short term.

For example, agricultural media sites put the cost of starting a farming operation between \$3 million to \$5 million in equipment and structures alone. This cost does not consider staff costs, technical assistance, or the cost of land. The list of equipment necessary to start a true farming operation is extensive and beyond the scope of this analysis. The important point from this section is that Dig Deep Farms has currently been growing on small acreage in a truly urban setting.



While it has been stated earlier, it bears repeating in this section for emphasis. The transition of Dig Deep Farms from three urban agriculture sites to over 120 acres within five years is an enormous undertaking of equipment, investment and staffing.

Each year for the next five years, ALL IN Eats should anticipate expending an average of \$1.8 million annually on urban farming start-up costs. Dig Deep Farms can determine the best breakdown of how much of that amount should be expended on staffing versus how much should be allocated for equipment and farm structures. This annual allocation is assuming an average development of 24 acres each year for the next five years.

Converting 112.5 acres of land across Alameda County into irrigated agricultural land will cost approximately \$8.4 million over five years. Most of this capital expense will occur at Ardenwood as that location alone accounts for 91 acres of proposed farmland. Ardenwood represents 80% of the total Dig Deep Farms expansion. It is anticipated that \$6.8 million will be invested at Ardenwood over the next five years. This number includes equipment and machinery, as well as an allowance to build a washing and refrigeration facility. To reduce the burden on the proposed commercial kitchens (discussed below), a “barn” with running water and refrigeration should be erected. This facility will be critical for reducing potential contamination necessary to meet various organic agricultural standards.

INSTITUTIONAL PROCUREMENT SUGGESTION

A significant effort by ALL IN Eats leadership and Dig Deep Farms is to convince large, local institutions to place produce orders with the farm. The reasons for this are two-fold. The first purpose is that these institutions are a significant component of daily food for hospital patients, school-age children, prisoners, and college students. Impacting the quality and nutritional content of these meals could dramatically improve the health of Alameda County by increasing the number of people fed by local farms. Secondly, an institutional buyer may be a significant source of revenue for the farming component of the Circular Food Economy.

All institutions are budget driven and the daily offering of food in cafeterias, prisons and hospital rooms is a very real expense that needs to be managed. These institutions are accustomed to paying wholesale rates for food that is delivered by large commercial food operations. The original growing location, working conditions, and quality of this food is (in most circumstances) invisible to the institutions.



Institutions are financially equipped to elect locally sourced, high quality, values compliant produce. The Circular Food Economy and its role in growing locally is structured on a straight to consumer pricing structure, as articulated above. While the advocacy arm of ALL IN Eats may continue to advocate for institutions to buy produce from Alameda County farms, it is not a good use of staff resources for Dig Deep Farms to maintain this dialogue.

The gap between what institutions pay for wholesale quantities of produce can't be matched by the operation considered in this analysis. ALL IN Eats leadership should advocate to the philanthropic and/or government relations departments of these institutions. Hypothetically, these departments may be able to tap an institutional line item to make the Circular Food Economy “whole” on selling to the institutions at a bulk, wholesale rate. Until institutional leadership is willing to internally pay the pricing structure outlined above, continuing to meet solely with the purchasing arms of these institutions will be fruitless.

RECIPE4HEALTH

A major effort of ALL IN Eats is to have local clinics prescribe local, fresh and nutritious vegetables to patients battling an ongoing chronic illness (such as diabetes or high blood pressure). A participating clinic prescribes a 16-week dose of Recipe4Health to help these patients learn better food decisions. In addition, ALL IN Eats educates participating clinics to engage patients through a nutritionist and discuss exercise improvements.

The goal is by the end of the 16 weeks, patients will learn and decide to make healthier food choices to manage their chronic conditions. Weekly, ALL IN Eats delivers a diverse bag of produce along with a suggested recipe. Prior to delivery, the bags are stored at the commercial kitchens (aka Food Hubs). The produce is from Dig Deep Farms sites or is brought to the Food Hub for sorting and packaging by Food Hub staff and Interns.

Historically, Dig Deep Farms charges \$10 per week (or \$160 per patient) for Recipe4Health. This equates to approximately \$2.00 per pound – as each bag is a little over five pounds of produce each week. This level of support from Alameda County is sufficient to support the Dig Deep Farms business model but creates zero cost recovery for the delivery component.

Currently, Dig Deep Farms is paid \$160 per patient through a pilot program funded and sponsored by Alameda County. ALL IN Eats is actively advocating for insurance carriers to fund the Recipe4Health initiative. So far, the most progress is with Kaiser Permanente but that discussion has not yet resulted in a funding commitment. A major effort is underway to add MediCal to the participating insurance providers. MediCal is the common nomenclature for the sole insurance provider licensed to manage Medicaid with the California Department of Health Care Services. See the Additional Suggestions section for a related opportunity via Medicare.



CalAIM is an initiative for the State of California to make Medicaid (aka MediCal) more preventative and well-rounded. Very recently, ALL IN Eats entered into an agreement with CalAIM to provide Recipe4Health to its four clinic locations starting in September, 2022. This agreement is significant because CalAIM agreed to pay \$23 per dose (aka bag) , which allows for much better cost recovery for the program. Besides the cost of food and delivery, the rate of \$23 allows for recovery of nutritionist and health coaching program expenses.

As shared in the previous section, Dig Deep Farms needs to sell its produce at \$3.25 per pound to remain sustainable. Alameda County is subsidizing this ongoing operation and delivery significantly. With the recent CalAIM agreement, Dig Deep Farms can receive its full food reimbursement and Recipe4Health can get some cost recovery for its programming efforts.

Plan F Solutions strongly suggests each patient create a charge of at least \$303.80 over the sixteen weeks. This modest difference lands the per week cost at \$28.99 which allows for cost recovery for most segments of Recipe4Health. (It should be noted that similar efforts nationwide are promoted at \$20 per week and are in metropolitan areas with a far lower cost of living than the Bay Area.)

As shown below, each weekly dose will result in \$16.25 going to Dig Deep Farms to support Urban Farming. In addition, the food delivery work by ALL IN Eats will recover \$2 per delivery.

An online app fee of \$0.49 will support that vendor for all the technology being used in the customer ordering process. Finally, \$0.25 per order will be divided amongst administrative costs and communications efforts.

The financial ramifications of these three income buckets are explored fully in the Urban Farming, Food Delivery, and Additional Considerations section of this report.

Recipe4Health Weekly Share	
Item	Annual Expense
Five pounds of DDF produce	\$16.25
Delivery Fee	\$2.00
Processing Fee (3%)	\$0.49
ALL IN Eats Admin	\$0.25
Per Week	\$18.99
16 Week Prescription	\$303.80

It is also critical to note that fixing the Food is Medicine pricing structure per the above suggestions still provides minimal revenue for funding the Recipe4Health dedicated staff, including the chief medical officer and nutritionists. The purpose of this business plan is to assist ALL IN Eats in developing a sustainable business model as it expands dramatically. Of all areas contemplated for growth, this business segment is found to be the area that will require the greatest amount of recalibration. As ALL IN Eats engages insurance providers to fund this initiative, proper pricing will be crucial. Recent internal explorations put the true delivery costs at \$31 per dose (aka bag). The opportunity presented by CalAIM to recover \$23 per dose (aka bag) is above the minimum suggested in our report but still below the internal costs recently calculated.

COMMUNITY-SUPPORTED AGRICULTURE (CSA)

Dig Deep Farms is already packaging and delivering Recipe4Health weekly to patients from participating clinics. A major “chicken egg” situation exists for the entire Urban Farming operation as the supply side and Recipe4Health representing the demand side of the economic equation. Plan F Solutions learned that it is unclear whether participating clinic onboarding will outpace Urban Farming production. Or vice versa – where the farms are growing far more than Recipe4Health patients need. Plan F Solutions presumes the latter. With over 100 acres of farmland coming onboard, it is most likely that farm production will out-supply Recipe4Health.

With delivery already logistically resolved and a ready produce delivery product already conceived in weekly produce bags, Plan F Solutions strongly suggests that home delivery Community Supported Agriculture (CSA) be added to ALL IN Eats offerings. Plan F Solutions believes there are a significant number of Alameda County households that would happily pay \$18.99 per week for locally sourced produce to be delivered to their doorstep. Besides strong interest in locally sourced food and the convenience of home delivery, several potential CSA subscribers will also be moved by knowing they are supporting efforts to employ those returning to the workforce.



ALL IN Eats can accept CSA orders through its smartphone application, currently under development. As described in the Food Delivery section below, both CSA customers and Recipe4Health patients can begin their produce delivery using the smartphone application. CSA customers will include their credit card information. Recipe4Health patients will be provided a discount code by their participating clinic which will track to their insurance provider. The 3% processing fee charged covers credit card processing costs and matches industry standards.

ALL IN Eats will need to hire one public-facing sales associate for the CSA. This individual will attend farmers' markets, community events, and other gatherings to promote the CSA's availability. When not at a sales event, this employee will be responsible for responding to customer inquiries/complaints and ensuring that the CSA has a high customer satisfaction rating. This employee should also be considered semi-available for bag creation, if necessary, at one of the Food Hubs.

EXCESS PRODUCE SALES

With over 4 million pounds of produce being grown annually by the end of 2025, ALL IN Eats can safely assume that the Recipe4Health clinic model and newly proposed CSA will be insufficient demand to absorb farm production. Therefore, excess produce should be added to the general wholesale organic market. Dig Deep Farms has engaged Bay Cities Produce, which is regional food wholesaler located in San Leandro.

Bay Cities Produce has provided important information to Dig Deep Farms about their farm procurement process and food safety requirements. Dig Deep Farms is receiving this information in anticipation that produce not used for Recipe4Health will be sold to Bay Cities Produce.

Plan F Solutions received a buying sheet from Bay Cities Produce. This buying sheet lists current pricing for what this wholesaler is willing to pay for organic produce. The below shares a few items listed on the buying sheet.

Bay Cities Produce Pricing			
Type	Packaging	How Bought	Price Per Pound
Carrots - Organic	Bunch	72/case	\$1.17
Collard Greens - Organic	Bunch	24/case	\$1.19
Cucumbers - Organic	Pound	80/case	\$1.18
Red Kale - Organic	Bunch	40/case	\$0.83
Spinich - Organic	Bunch	40/case	\$1.00
Sweet Peppers - Organic	Pound	49/case	\$0.80
Squash - Summer	Pound	64/pallet	\$1.09

As shown above, selling Dig Deep Farms produce will bring an even lower return to ALL IN Eats than current pricing for Recipe4Health. On average, the above shows sales averaging \$1.04 per pound. This is not a surprising figure as these numbers represent wholesale pricing. It also bears noting that the packaging requirements for Dig Deep Farms is significantly different than Recipe4Health. As such, this potential sales gateway creates different logistical challenges and reinforces the need for a washing, packaging, and storage facility right on the Ardenwood site.

SALES SUMMARY

As discussed throughout this section, produce sales created by Dig Deep Farms have three distinct revenue scenarios. Existing Recipe4Health revenue is almost sufficient compensation to ALL IN Eats for programming costs, production and delivery costs. The proposed CSA would cover expenses and demonstrates a limited extension of the current Recipe4Health operation. Meanwhile, wholesale revenue creates the lowest price per pound revenue but eliminates the significant expense from direct-to-consumer home delivery.

At the time of this report, Recipe4Health currently has four clinics that are prescribing Recipe4Health to their patients. On average, each clinic is prescribing 1,000 pounds per month. If each bag weighs approximately five pounds, a clinic would be delivering Recipe4Health to 50 clients per month. As discussed, these clients are receiving the weekly shares for sixteen weeks and Dig Deep Farms is paid \$23 per delivered bag. The goal of the Recipe4Health operation is to grow the number of clinics each year.

While there are aspirations to grow by as many as three clinics per year, Plan F Solutions chooses a more conservative growth plan of an additional two clinics each year. Therefore, the number of Recipe4Health clinics grows from its current four to twelve by the end of 2026. In order to have eight additional clinics, Recipe4Health will need to employ two additional program coordinators. The personnel costs for this additional staff are included in the expense line.

The proposed CSA delivery model has no current subscription base. For estimating purposes, Plan F Solutions assumes that the CSA delivery model will match the Recipe4Health deliveries pound for pound starting in 2023.

While the above two sales outlets both reimburse Dig Deep Farms at its asking \$3.25 per pound rate, the wholesale (or potential institutional sales) will not pay this organic produce. The remaining produce will be bundled and sold through wholesale channels at approximately \$1.04 per pound. Plan F Solutions assumes that all produce harvested but not used for Recipe4Health or the CSA will be sold at wholesale rates. This wholesale rate is the least profitable of the three outlets but also eliminates program management and delivery costs.

Total Produce Distribution										
Year	2022		2023		2024		2025		2026	
Pounds Produced	33,251		90,964		2,498,824		3,917,932		4,333,384	
Sales Portal	Pounds	Revenue	Pounds	Revenue	Pounds	Revenue	Pounds	Revenue	Pounds	Revenue
Food As Medicine	48,000	\$220,800	79,200	\$364,320	115,200	\$529,920	156,000	\$717,600	201,600	\$927,360
CSA	0	\$0	79,200	\$300,802	115,200	\$437,530	156,000	\$592,488	201,600	\$765,677
Wholesale	0	\$0	0		2,268,424	\$2,359,161	3,605,932	\$3,750,169	3,930,184	\$4,087,391
Total	48,000	\$220,800	158,400	\$665,122	2,498,824	\$3,326,610	3,917,932	\$5,060,257	4,333,384	\$5,780,428
Expenses		(\$131,568)		(\$762,637)		(\$2,954,731)		(\$4,751,170)		(\$5,181,881)
Net Income		\$89,232		(\$97,515)		\$371,879		\$309,088		\$598,547

As shown in the above table, the overall sale of produce to the three sales channels will result in overall net profit of \$598,547 in 2026. In the first two years, demand from Recipe4Health and the CSA outstrip farm production but this changes dramatically in 2024 when the first phase at Ardenwood brings in its significant bounty. In three of the five years, produce sales exceed expenses. Please note that these estimates presume an efficient growth trajectory. Moving from 35,000 pounds of produce growth currently to over 4 million pounds is a massive growth trajectory that will require significant program oversight to accomplish successfully.

COMMERCIAL KITCHENS

The most crucial component of the Circular Food Economy is the commercial kitchen, food storage and produce aggregation spaces that are referred to as Food Hubs throughout this report. Food Hubs are critical real estate that makes the entire Circular Food Economy run. These commercial kitchen and food storage facilities have multiple duties. These locations allow grown produce to be sorted, packaged, and stored for Recipe4Health. Food Hubs also allow for recovered food to be received stored for re-use, and then distributed back into the community. In addition, these facilities are the distribution center for food delivery as well as the parking areas for delivery vans when not on the road.

The most important, expensive, and most profitable activity at these Food Hubs is their critical commercial kitchens. Licensed commercial kitchens are expensive to develop and are a critical next step for nascent food entrepreneurs. From catering to food packagers, commercial kitchens are a base legal requirement to bring their products to market. Because of the large capital outlay needed to build a commercial kitchen, many food entrepreneurs prefer to rent these facilities on an hourly basis. Food entrepreneurs also pay a monthly rate for both cold storage and dry storage. These monthly storage rates allow food entrepreneurs to leave their items secured on-site between periods when they are actively renting the commercial kitchen.

At a basic level, shared-use commercial kitchens reduce or remove a food entrepreneur's need for capital investment in kitchen equipment and food storage space. A shared-use commercial kitchen within a food hub is often a space that offers its tenants, in addition to periodic access to fully equipped commercial kitchen facilities, one or more of the following services in exchange for paid-use fees:

- Business incubation: Support with distribution, branding, marketing, accounting, insurance, and/or financing
- Co-packing/food processing: Offering manufacturing and/or food packaging services to food hub suppliers and/or local food entrepreneurs
- Culinary training programs: Robust training programs in various aspects of the food industry in order to prepare participants for a career in the culinary arts



A commercial kitchen's profitability depends heavily on the ability of the kitchen to meet the needs of its tenants. Ideally the space will include—at a minimum—the following components:

- Gas griddle
- Dish washer
- Six-burner stoves
- Convection ovens
- Proofing cabinets
- Industrial meat slicers
- Industrial mixers
- Prep tables
- Canning machine
- Cleaning and prep sinks (dedicated to the commercial kitchen)

Most food hub facilities have sufficient space for office space, processing facilities, warehouse space and parking for trucks and other relevant vehicles. Ideally, they will also have space that can be rented to other businesses and potential retail space that can add to the potential revenue generation capacity of the facility.

Food Hubs require dedicated staff. Each Food Hub that is created will need a mix of both salaried and hourly staff in the following roles:

- Facility Director
- Warehouse/Storage Facility Manager
- Administrative Manager
- Sales/Marketing Manager
- Client Manager
- Accountant/Bookkeeper
- Dishwashers

It should be noted that the Dishwasher position will be filled by multiple hourly staff workers. For each hour that the Food Hub is in operations, users will expect a Dishwasher on premises to clean dishes and cutlery that was used. Therefore, the Food Hub will hire several dishwashers to accommodate the need to have someone available for each of the 16 hours daily that the Commercial Kitchen is available for rental. Plan F Solutions has assumed that dishwashers will always be Interns as discussed throughout this report.

Plan F Solutions also believes that some economies of scale may be possible by having several small Food Hubs supported by shared staff. The only way that will work is if ALL IN Eats will be able to control, market, and manage multiple sites regardless of who is the true owner of the overall facility.



FOOD HUB REVENUE

Plan F Solutions assumes that all proposed Food Hubs will charge hourly commercial kitchen rental fees equal to the existing DSAL-managed operation in San Leandro. The following are the rental rates for this facility, which are the rental levels used throughout the remainder of this business plan.

Commercial Kitchen Rents		
Income Area	Charge Rate	Rental Rate
Kitchen - Daytime Use	Hourly	\$24
Kitchen - Nighttime Use	Hourly	\$21
Prep - Daytime Use	Hourly	\$21
Prep - Nighttime Use	Hourly	\$12
Storage - Refrigerator	Monthly	\$80
Storage - Freezer	Monthly	\$72
Storage - Dry	Monthly	\$72

The primary income for the Food Hub comes from the calculation of hourly commercial rental and monthly storage rates. These rates are charged hourly or monthly depending on what category of usage. The ability to charge these rates multiple times each hour is dependent on the size of the facility and each site’s capacity to host more than one user at a time.



The Food Hub may also receive income from two additional sources. As mentioned before, the Food Hub is also acting as a storage and distribution hub for the county’s new food recovery program. While this activity has expenses that are explained below in the “Proforma” and “Staff Levels” sections, the Food Hub is anticipating no payment for these activities at this time. The use of the Food Hubs to process, sort, and store Recipe4Health is a transaction installed on top of a Food Hub’s ability to rent to food entrepreneurs.

The second potential income source is for event revenue. Two of the additional Food Hubs have the possibility of attracting on-site events. Plan F Solutions strongly suggests that a third-party event planner be engaged to attract and manage these events (in coordination with Food Hub managers).

FOOD HUB EXPENSES

Each Food Hub will have several ongoing expenses once operating. These expenses will need to be satisfied from sufficient kitchen rental income to remain sustainable. The following are the various expenses that a Food Hub will experience.

ADMINISTRATIVE AND GENERAL

- **Management Fee:** ALL IN Eats is accepting organizational risk for launching each Food Hub. In addition, the expenses below this line do not reimburse ALL IN Eats for the time that will be expended by leadership to launch each project and continue operations smoothly. Therefore, ALL IN Eats will collect a five percent management fee for overseeing the Food Hub. The five percent is calculated off the rent that is collected.
- **Staff Expense:** This line is calculated based on the staffing needs that each Food Hub will experience running a commercial kitchen and food entrepreneur program. A separate spreadsheet exists for each facility's staffing levels.
- **Office Expenses:** This line is for office supplies associated with operating the Food Hub.
- **Bookkeeping/Accounting:** This line represents the salary and expenses for a bookkeeper to track income and expenses, including invoicing and bill payment.
- **Legal:** While boilerplate rental and use agreements will be created during the Food Hub's development phase, the operating budget contemplates a limited ongoing need for legal expenses. Since these legal needs are unanticipated, the operating budget has an allowance for legal expenses equal to 0.25% of Total Gross Income.

RENT/LEASE

- **Rent:** Some proposed Food Hubs are in locations where the property owner has expressed an expectation of monthly rent to occupy the space. When such an expectation was shared with Plan F Solutions, it was inserted in this line item of the proforma.

MARKETING & LEASING

- **Advertising:** Each Food Hub will need to regularly inform potential clients about its availability and offerings. An allowance equal to 1.5% of Total Gross Income is included in the operating budget. These funds are discussed briefly in the Additional Considerations section of this business plan.
- **Credit & Criminal Records:** DSAL is accustomed to engaging members of the public in its activities and operations. While a criminal record does not eliminate someone from being allowed to participate, it is reasonable to research whether its potential clients and volunteers have a criminal history. Existing contractual arrangements charge DSAL a fee of \$60 per background check. The operating budget anticipates conducting background checks each year which is likely exaggerated as it is unlikely that there will be so many multiple new users.

MAINTENANCE & REPAIR

- **Trash Removal:** Each week, the Food Hub dumpster will need to be emptied of food wastes that can't be composted as well as other trash. It is anticipated that Food Hubs will be charged \$1,000 per month for trash removal services.
- **Exterminating:** Given the volume of food materials and the environment surrounding the Food Hubs, it is anticipated that the operation will need consistent exterminating to remove and/or reduce unwanted pests and rodents. It is anticipated that the pest control company will be \$500 per month.
- **Maintenance, Painting & Decorating, and Repairs & Landscaping:** Combined, the Food Hub proformas will have an expenditure allowance to keep the Food Hub in great condition once operations commence. Since Food Hubs will be operating 16 hours per day, Plan F Solutions want to ensure that Food Hubs are financially prepared to respond to any damage or maintenance issues that may arise.
- **Security:** Each Food Hub will have an alarm system to protect the equipment and building from vandalism and break-ins. The Proforma anticipates this monitoring service will cost \$285 per month based on other facilities.
- **Contract Cleaning:** With so many users and activity in the Food Hub, it will be important for the Food Hub to be cleaned regularly. To conduct this activity, ALL IN Eats will engage a contract cleaner for these services.
- **Supplies:** Each year, bowls, measuring cups, knives and other commercial kitchen equipment will need to be replaced due to loss, breakage and wear. The Proforma anticipates these items will be replaced at a cost of 0.75% of Total Gross Income. This percentage is considered a typical allowance for the hospitality industry.

TAXES & INSURANCE

- **Real Estate Taxes:** The Food Hubs are operated by nonprofit organizations located within county- or city-owned facilities. Therefore, Plan F Solutions does not believe any real estate taxes will be owed since the properties are tax exempt.
- **Insurance:** The Food Hubs will be required to carry liability insurance for operations. An allowance equal to one percent of Total Gross Income is inserted into this line at the time of this analysis. In the future, ALL IN Eats will receive a more exact quote from its insurance carrier.
- **License/Fees & Other Taxes:** To be a licensed commercial kitchen, each Food Hub will have a variety of annual inspections from the Health Department and other governmental agencies. It is anticipated these annual licenses will vary from site to site depending on size.

ENERGY COSTS

- **Electric, Gas, and Water & Sewer:** Each Food Hub will be operating at a high level of occupancy daily. Therefore, it is anticipated that operations will experience significant monthly utility bills. Plan F Solutions notes in the narrative of each Food Hub those locations where tracking utilities will be difficult.

- **Replacement Reserves:** At the time of launch, each Food Hub will acquire hundreds of thousands of dollars in commercial kitchen equipment. The Proforma anticipates that the lifespan of this equipment varies but will all need to be replaced within ten years. Therefore, the proforma banks 10% of this equipment cost for each of the ten years in the analysis. It is anticipated that the Food Hub will deposit these funds into an interest-bearing account so that operations can respond quickly when a piece of equipment needs to be replaced.

These expenses will change for each site depending on the scale, capacity, and usage of a Food Hub. The appendices to this report retain the income and expense calculations for each proposed Food Hub.

FOOD HUB BUSINESS ASSUMPTIONS

Plan F Solutions is aware that ALL IN Eats was paying \$15 per meal to food entrepreneurs during the Covid epidemic. This federally funded activity was installed during the stay-at-home orders to make sure that fragile households still maintained access to ready, nutritious prepared meals.

From a business plan perspective, this activity was short-lived as federal funding is winding down. In addition, this was a transaction between meal providers and ALL IN Eats that does not impact the actual revenue and expenses of the Food Hubs. While entrepreneurs may be using the Food Hub commercial kitchen to prepare said meals, these small businesses should still be paying the hourly kitchen rates. As such, the Food Hub's financial operations should be agnostic of this temporary Covid response activity. Plan F Solutions is aware that the federal grant money that supported this activity flowed through the San Leandro Food Hub, but it should not be incorporated in an actual measure of financial profitability to the operation.

EXISTING FOOD HUB - PROPOSED TO EXISTING

In September 2018, Plan F Solutions co-authored the business plan for the launch of the San Leandro Food Hub. The client for that report was DSAL. At that time, the total project cost was estimated at \$3 million with proposed annual operating revenue of \$1.1 million. This initial business plan was successfully utilized to complete fund development efforts, including a \$1 million loan to DSAL so that construction could be completed. After funds were received, the Food Hub was constructed in 2019 and opened immediately prior to the Coronavirus pandemic.

During the Coronavirus pandemic, the Food Hub (located at 2700 Fairmont Drive in San Leandro) became a hyper-critical component of community response. The Food Hub quickly went from launch into a food pantry, food entrepreneur commercial kitchen, and distribution facility for home delivery of food and meals. What was a concept just a few months earlier - the San Leandro Food Hub quickly became the important core of how Alameda County would pivot and survive the health crisis that gripped the world.



This massive ramp up was completed with disregard for the financial business model that was developed to create the facility. The goal was to feed as many households as possible with the effort backstopped by significant federal stimulus funds made available. DSAL did not install all the revenue sources during this crisis period to provide additional support to food entrepreneurs and other users of the Food Hub.

It should be noted that the original 2018 business plan did not anticipate a stabilized income until year three, which is the breakeven point where Food Hub revenue would exceed expenses. Because of the incredible demands upon the Food Hub, DSAL was able to immediately fill the commercial kitchen aspect of the Food Hub, which was not anticipated during Food Hub business plan modeling.



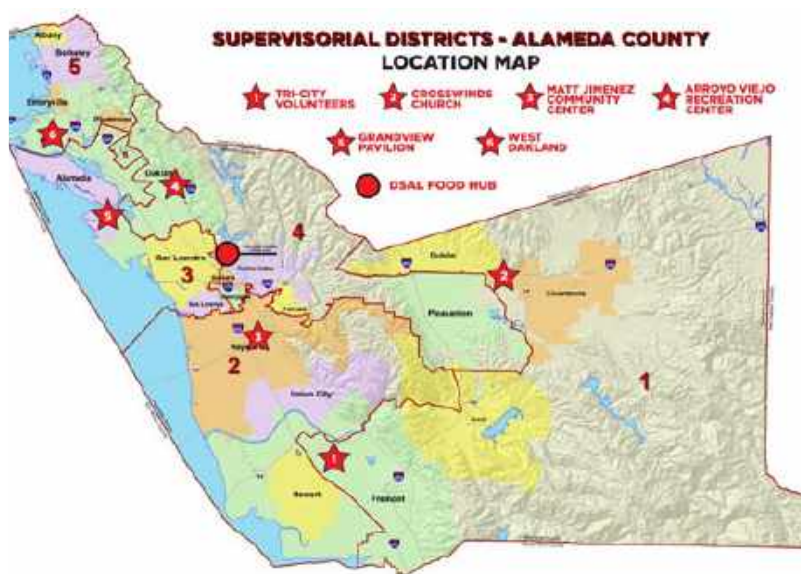
Plan F Solutions participated in recent management discussions to transition from the Covid crisis to the planned business model. It is anticipated that during the fourth quarter of 2021, the Food Hub will commence charging all users the rates anticipated prior to the pandemic. As such, Plan F Solutions was unable to ascertain whether the revenue levels anticipated during the 2018 business modeling were realistic. The only information that DSAL was able to share about income and expenses was significantly distorted by Covid response. The data was not useful for a comparative analysis.

However, it is clear is that the full Circular Food Economy was critically important to the people of Alameda County during this unprecedented health crisis. All four components of the Circular Food Economy are being deployed masterfully. It is time to replicate this model throughout all five districts of Alameda County.

EXPANSION SITE ASSESSMENTS

ALL IN Eats is anticipating a significant increase in the number of Alameda County Food Hubs. The Food Hub in San Leandro was constructed in 2019 but opened in 2020 just prior to the Covid pandemic. Upon opening, the Food Hub has far exceeded all expectations on demand and has become a critical component of the local food economy.

For the Circular Food Economy to succeed, the number of Food Hubs needs to expand greatly. Plan F Solutions conducted site visits for multiple locations that can increase the availability of these important facilities throughout the county. In the following section, this business plan provides an analysis for each of the six locations that were explored.



In summary of the following section, Plan F Solutions estimates that it will cost \$21 million to bring all six of these additional Food Hubs online. Of that total, approximately \$5.8 million can be repaid via investment vehicles such as loans, mortgages or other financing. The remaining \$15.2 million should be funded in some form of grant, whether that is philanthropic or a government source.

In addition, Plan F Solutions anticipates that the installation of these six Food Hubs over the next five years should occur in the following order:

Commercial Kitchen Rents						
Location	Site	Supervisorial District	Opening Year	Total Cost	Investment Amount	Grant Needs
City of Oakland	Arroyo Viejo Recreation Center	Four	2022	\$782,715	\$0	\$782,715
City of Hayward	Matt Jimenez Community Center	Two	2022	\$290,000	\$0	\$290,000
City of Fremont	Tri-City Volunteers	One	2023	\$1,400,000	\$400,000	\$1,000,000
City of Alameda	Grandview Pavilion	Three	2023	\$2,079,000	\$795,000	\$1,284,000
City of Oakland	Mt. Zion	Five	2024	\$3,692,500	\$725,000	\$2,967,500
Sub-Total without Livermore				\$8,244,215	\$1,920,000	\$6,324,215
City of Livermore	Crosswinds Church Site	One	2025	\$12,807,500	\$3,900,000	\$8,907,500
Total				\$21,051,715	\$5,820,000	\$15,231,715

As noted above, the proposed Livermore Food Hub will be the most expensive, but also the highest capacity of the proposed sites. This volume of expansion will require an intentional, concerted effort by all partners of the Circular Food Economy. It will be necessary to add additional temporary, multi-year consultants or staff members whose sole responsibility is keeping all of these potential Food Hub expansions on schedule and within budget.

FOOD HUB EXPANSION - CITY OF OAKLAND - ARROYO VIEJO RECREATION CENTER

Of the six sites visited, the potential Food Hub most ready for deployment is two rooms at the Arroyo Viejo Recreation Center. This site's address is 7701 Krause Avenue in Oakland, California. While located in eastern Oakland, this location is along the western edge of Supervisorial District Four.

The Arroyo Viejo Recreation Center is owned and managed by the City of Oakland Department of Parks, Recreation, and Cultural Services. When Plan F Solutions conducted the site visit, two distinct spaces along the southern edge of the building are available for a small Food Hub.



On the southeast end of the building, there is a room currently used for food distribution. This location is already being used to receive food for giveaways to needy community members. From a Recipe4Health perspective, this room could easily be converted into an area for packaging produce and preparing for Food Delivery. This location is also close to existing staff parking, so food delivery vehicles could hypothetically access this area in the building easily.

The only missing component for this portion of the Circular Food Economy is sufficient refrigeration. In addition, the room will need an updated washing station, ceiling grid, and more tables for where people work.

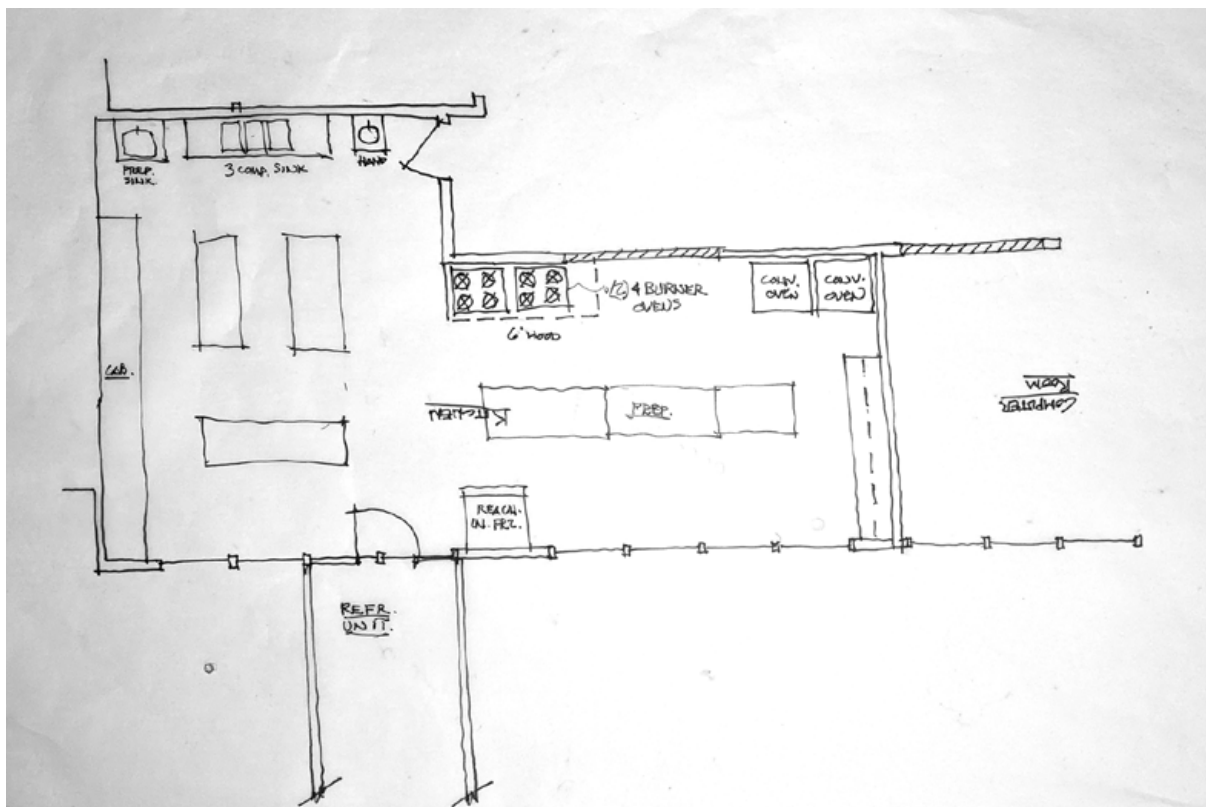
The exterior refrigeration unit can sit perpendicular to the building and the room would also benefit from an additional exterior metal door. Since the room is lined with windows currently along this same wall, making these structural changes will be relatively affordable.

Meanwhile, a larger investment is necessary in the second area. During the site visit, Plan F Solutions visited an existing small commercial kitchen. The intent of the tour was to determine how to make this space productive for potential commercial kitchen rental for food entrepreneurs. Plan F Solutions has determined that a moderate floorplan conversion will be necessary to install a modern, rentable commercial kitchen.



The biggest matter at hand is replacing the existing five-foot hood with a more compelling vapor ventilation system. This kitchen improvement also requires a significant reconfiguration of the room. Plan F Solutions proposes that the commercial kitchen expand into what is now the community computer lab. As shown on the following diagram, ALL IN Eats can install the more competitive 12-foot hood and create an additional food preparation area with this expansion. It should be noted that the existing hood provides cost savings, because critical roof penetrations have already been created. A mechanical engineer will need to assess whether these penetration locations can be reused for the proposed larger hood.

It should be noted that this change of configuration will eliminate the currently “grandfathered” wood cabinets. It is suggested that these cabinets be replaced with lockable stainless-steel cabinets. From a plumbing perspective, it appears the existing configuration has the three sinks that are required for a commercial kitchen. What appears to be missing is an eye washing station, but this can be accomplished opposite the new hood and can be gravity fed as it is only for emergency use.



Besides these permanent improvements, the commercial kitchen will also need an exterior walk-in refrigeration unit. As discussed above, this room is also along the southern facade of the facility so a wall can be penetrated for the installation of an exterior walk-in refrigeration unit. Plan F Solutions suggests that a standalone freezer be used in this space, as that should be sufficient for commercial kitchen rental.

Overall, this location will also need to assess the existing commercial cooking equipment and acquire critical equipment that is missing. Plan F Solutions was impressed with ongoing efforts to accept donated equipment for the space. Once an architect is engaged in further development, the importance of this equipment versus critical missing equipment can be more thoroughly determined. Anything onsite that will not be used should be sold as used commercial kitchen equipment to offset the new equipment purchase. If advocates for this site want to continue seeking equipment donations, a review of the list shared earlier in this section would be a helpful guide.

In total, this commercial kitchen would cost approximately \$782,715. Due to this Food Hub’s location inside of an operating municipal building, Plan F Solutions believes seeking an investment may more challenging than it is worth given the low capital cost required to proceed.



Once installed, the primary purpose for this commercial kitchen will be for hourly rent as a commercial kitchen. Commercial kitchens are rented hourly while cold and dry storage is rented monthly. Plan F Solutions believes this location can be used 16 hours per day but only by one to two users at a time. Since the commercial kitchen will not be used by multiple users at a time due to size, Plan F Solutions assumes 1.5 users for 16 hours per day.

Because of the limited size of this site, the Food Hub does not require full-time managerial and operating staff.

Instead, Plan F Solutions presumes that ALL IN Eats managerial and operating staff can split time for this site between here and the other 2022 expansion in the City of Hayward. Plan F Solutions splits that staffing evenly at 50% in Oakland and 50% in Hayward. The only exception to that is the dishwashing staff which needs to be onsite during each rental hour. But this staffing comes from an Intern and is not a true full cost to the site's operations.

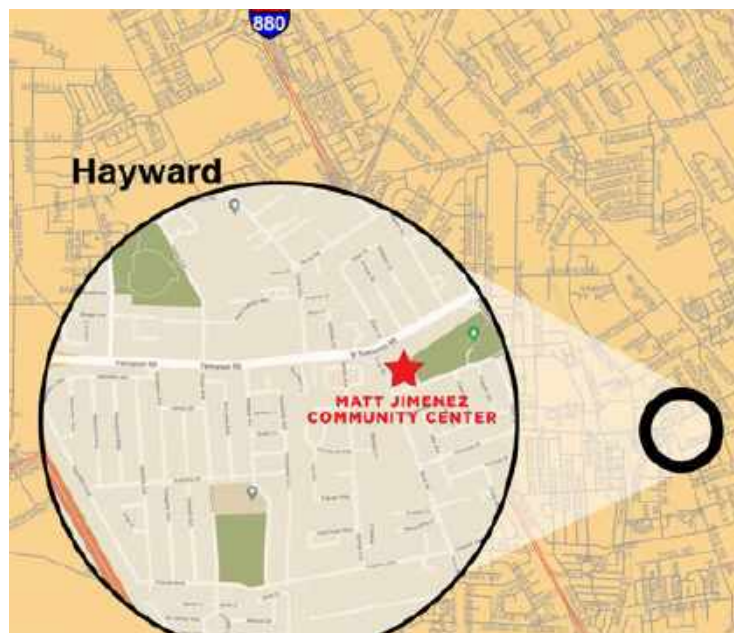
As shown in the proforma for this site, the anticipated annual income is \$420,000. Expenses are anticipated to be fully covered by this rent. It should be noted that this important outcome is only possible because of the offsetting state funds to cover the Intern dishwashers. It should also be noted that the project anticipates no rent or utility recovery to the City of Oakland for access to the space. However, it is anticipated that the commercial kitchen will produce approximately \$20,000 per year in net profit. This amount might be returned to the City of Oakland to cover the utilities used by the Circular Food Economy in the two rooms.

See Appendix Two for a full proforma for this Food Hub.

FOOD HUB EXPANSION - CITY OF HAYWARD - MATT JIMENEZ COMMUNITY CENTER

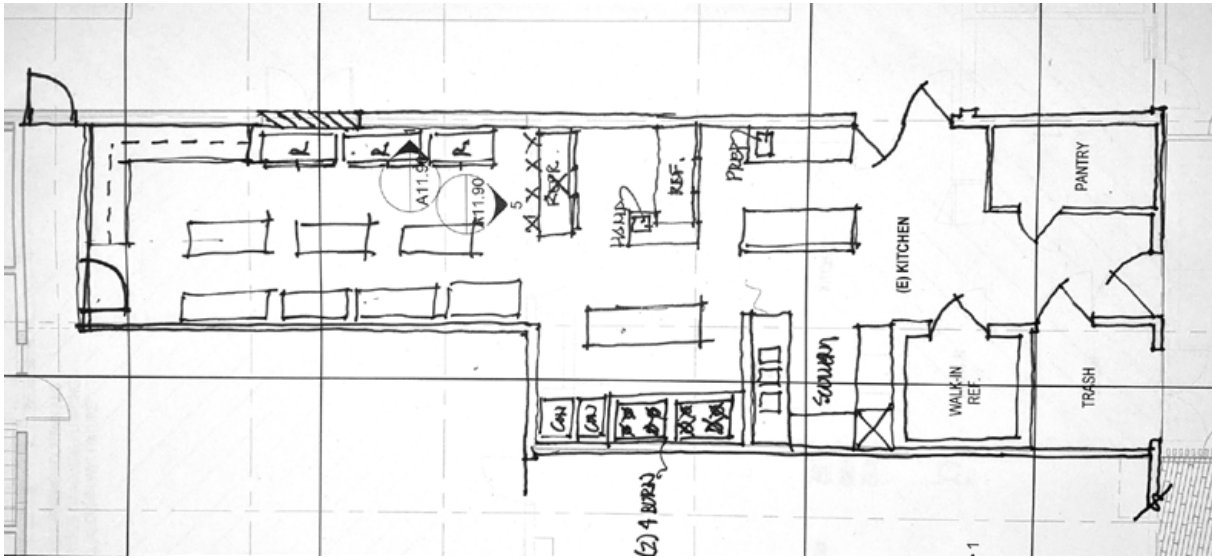
Plan F Solutions also believes a small Food Hub can be accomplished in 2022 by expanding the commercial kitchen in the Matt Jimenez Community Center. This community center is located at 28200 Russ Road, Hayward, California. This site is in the center of the city and located in Supervisory District Two. The community center is managed and owned by the City of Hayward.

The city is currently in the fundraising stage for a significant renovation of both the Matt Jimenez Community Center and the Stack Youth & Family Center. Both facilities are located immediately adjacent to the 10-acre Tennyson Park.



When combined, these facilities create an incredible recreation and community campus for Hayward residents and other adjacent communities.

Plan F Solutions was shown an existing commercial kitchen located in a room next to the indoor gymnasium at the Matt Jimenez Community Center. The commercial kitchen had previously been rented by a food entrepreneur but is currently fully vacant.



Plan F Solutions found the commercial kitchen to be rather tight as a rentable commercial kitchen. Therefore, Plan F Solutions is suggesting that the commercial kitchen be expanded into what is currently a large hallway that leads from the entrance to the gymnasium. Plan F Solutions discussed this suggestion with city staff, and they approved that decision as the gymnasium can still be accessed through other means.

Plan F Solution suggests this new expansion be for food preparation and possibly a minimal amount of Recipe4Health produce packaging. The biggest constraint for this location is the very limited amount of refrigeration and freezer storage. While there is a small walk-in refrigeration unit currently, this cooling space is insufficient to host multiple food entrepreneurs and other elements of the Circular Food Economy. There is no room on the site for the installation of an exterior refrigeration unit.

Plan F Solutions suggests this kitchen can host one food entrepreneur at a time and one other person completing food preparation. The good news is this kitchen has an existing dedicated exterior entrance. This door can be adjusted for electronic code access so that multiple food entrepreneurs can access the commercial kitchen using a security code.

The commercial equipment currently onsite is relatively modern and in good condition. Therefore, the only additional equipment that may be useful will be additional plug-in refrigeration and freezers. The other equipment needed will be several additional stainless-steel tables for the new expanded food preparation area.

In total, this Food Hub will be the least expensive project contemplated at approximately \$290,000. The proposed operations have sufficient revenue to pay for an equal investment (or loan) that will cover the entirety of that amount.

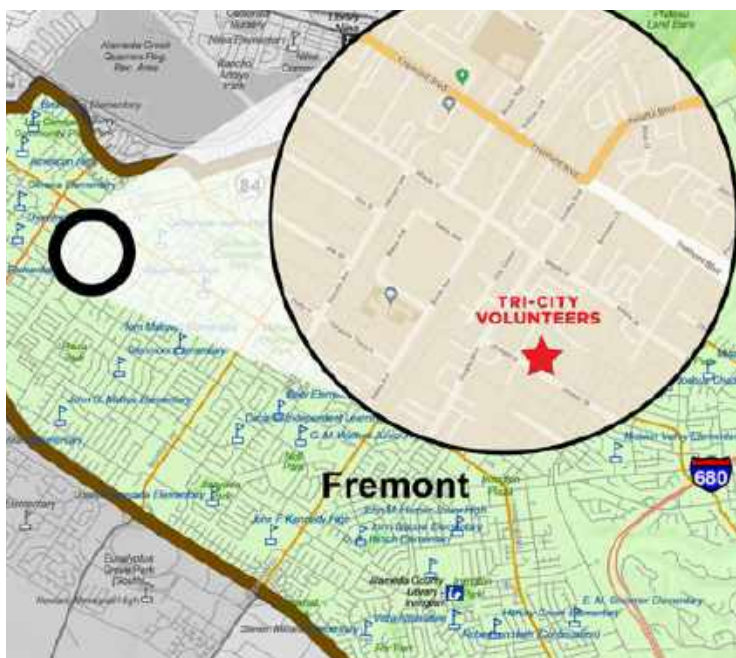
As shown in Appendix Three, the Hayward Food Hub will have annual income of approximately \$322,798. Of this amount, \$220,704 comes from food entrepreneurs paying the hourly kitchen rates and the monthly storage fees. The remaining annual income comes from the California grant that will reimburse the operations for the dishwasher “Intern” that will be on-site during each hour of the kitchen operations.

After all expenses are covered by commercial kitchen rental revenue, a net profit of approximately \$5,000 is realized. This profit could be returned to the city in lieu of a monthly rent expectation.



FOOD HUB EXPANSION - CITY OF FREMONT - TRI-CITY VOLUNTEERS FOOD BANK

The following section was written at the time of initial business plan creation. It was recently discovered that this Fremont location will not be the location for the Food Hub. At the time of this revised report, no replacement location was selected.

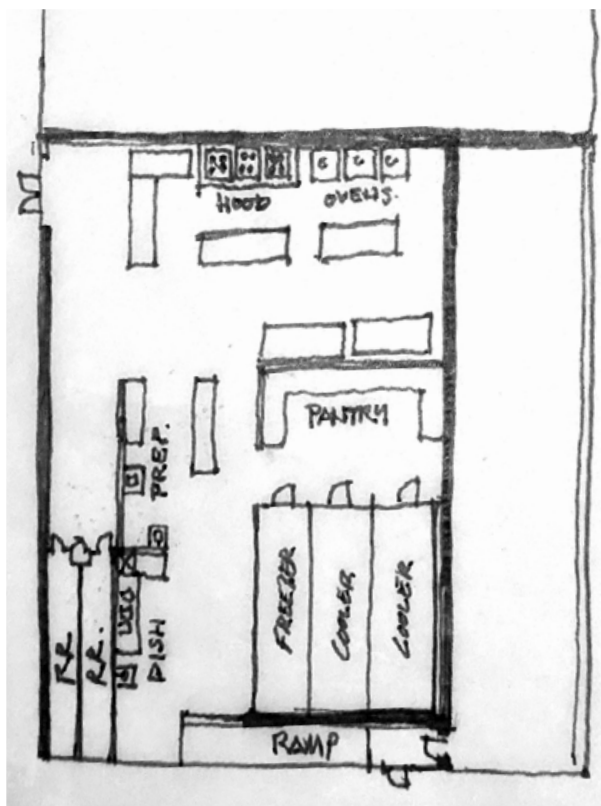


The first fully functioning Food Hub that can be brought online is the redevelopment of 3,500 vacant square feet at the Tri-City Volunteers Food Bank in Fremont, California. Tri-City Volunteers is running a food pantry in part of the building, which includes both on-site produce pickup and delivery. Tri-City Volunteers is located at 37350 Joseph St in Fremont. This location is in Supervisory District One.

During the site visit, Plan F Solutions was shown a former retail thrift store that is now vacant. The room is fully open with no posts and maintains access to plumbing through two gender-specific restrooms. Plan F Solutions believes a robust commercial kitchen operation could be installed in this space at a total cost of

approximately \$1.4 million. While it should be noted this amount is substantially higher than the previous two examples, this room is completely empty and there is no existing kitchen infrastructure to leverage. The building is good shape and construction should be relatively easy to complete.

The entire capital investment of \$1.4 million can be covered by a grant and an investment (or loan). A grant amount of approximately \$400,000 will be necessary for the project to proceed. The investment will be paid off out of commercial kitchen operations as the space is sufficient for three to four food entrepreneurs producing out of the kitchen simultaneously. This significant commercial kitchen will produce gross income of approximately \$800,000 annually from hourly kitchen rental plus storage fees. Plan F Solutions believes it will take the entirety of calendar year 2022 to create architectural/engineering plans and complete Food Hub construction. Therefore, it is anticipated this Food Hub will commence operations in calendar year 2023.



To manage the proposed Food Hub, Plan F Solutions believes it will require three full-time dedicated staff plus two dishwashing Interns during operating hours. As stated before, the wages for these Interns are covered by the State of California through AB 109. These three staff will support the food entrepreneurs and assist with Recipe4Health options coming through the facility.

While this site has the promise to be fully self-sufficient, it does have several operational challenges that should be considered. Each one has a measurable impact on the financial viability of the location as a successful commercial kitchen.

- Farm Storage Pressure - The Tri-City Volunteers site will be a strong and competitive commercial kitchen if the food entrepreneur renters have regular, easy access to the site. With the existing San Leandro DSAL Food Hub already beyond capacity, there will be immediate pressure on this site to absorb the food storage needs for the produce coming out of the Ardenwood Historic Farm (discussed above in the Urban Farming section of this report). The Ardenwood Historic Farm is physically closet to this Food Hub and it is likely that both this Food Hub and significant Ardenwood food productions will be brought online nearly simultaneously.

With robust produce coming from Ardenwood, it will be an easy decision to accept all that produce at the Tri-City Volunteers Food Hub. If that occurs, there will be insufficient food preparation space and cold storage for the food entrepreneur renters. Plan F Solutions does not have a clear solution for this but wants this noted strongly as this future conflict is evident.

- **Cold Storage Pressure – Tri-City Volunteers** already maintains insufficient refrigeration and freezer space for their current operations. As their efforts merge with the Circular Food Economy, there will be even more pressure to add cold storage. Add that to the above point and ongoing conflict about cold storage between Recipe4Health, excess produce, and the needs of the food entrepreneurs is inevitable. While Plan F Solutions could be convinced that additional cold storage could be installed in the parking lot, this will further challenge the off-street parking needs for both Tri-City Volunteers and the Food Hub. Plus, it is unlikely the City of Fremont wants to allow the precedent that building facades are blocked by food storage units as other commercial operators may want to do the same.



- **Traffic Concerns –** Between the ongoing operations of Tri-City Volunteers plus the new parking and site needs for the Food Hub, the ability to easily move vehicles through the site and allow parking for current Tri-City staff/volunteers plus new Food Hub traffic will put a significant strain on the site's ability to manage its visitors and staff. While off-street parking does exist nearby, it is mostly along a residential street. The future project architect and City of Fremont staff will need to creatively consider how all users of the expanded Tri-City Volunteers site can safely and successfully navigate the site.



- **Food Hub Management –** Tri-City Volunteers currently and successfully manages a food pantry in the remainder of the building. Will the Circular Food Economy provide technical assistance for Tri-City Volunteers to add the Food Hub to their operations or will the Food Hub be a tenant user at the site? Plan F Solutions presumed the latter and installed a monthly rent of \$5,000 to the proforma that would be paid to Tri-City Volunteers. In addition, the proforma can pay its share of utilities associated with the commercial kitchen usage above and beyond the proposed rent.

It is critical that the above points be discussed and decided by Tri-City Volunteers and ALL IN Eats. The decisions made about the above may significantly change assumptions made by Plan F Solutions about how this Food Hub will operate and, therefore, its ability to be sustainable long-term.

A full Proforma is included in Appendix Four of this report.

FOOD HUB EXPANSION - CITY OF ALAMEDA - GRANDVIEW PAVILION

Plan F Solutions conducted a site visit to the vacant Grandview Pavilion, located at 300 Island Drive, Alameda, California. The catering facility is fully vacant and owned by the City of Alameda. This location is in Supervisorial District Three.



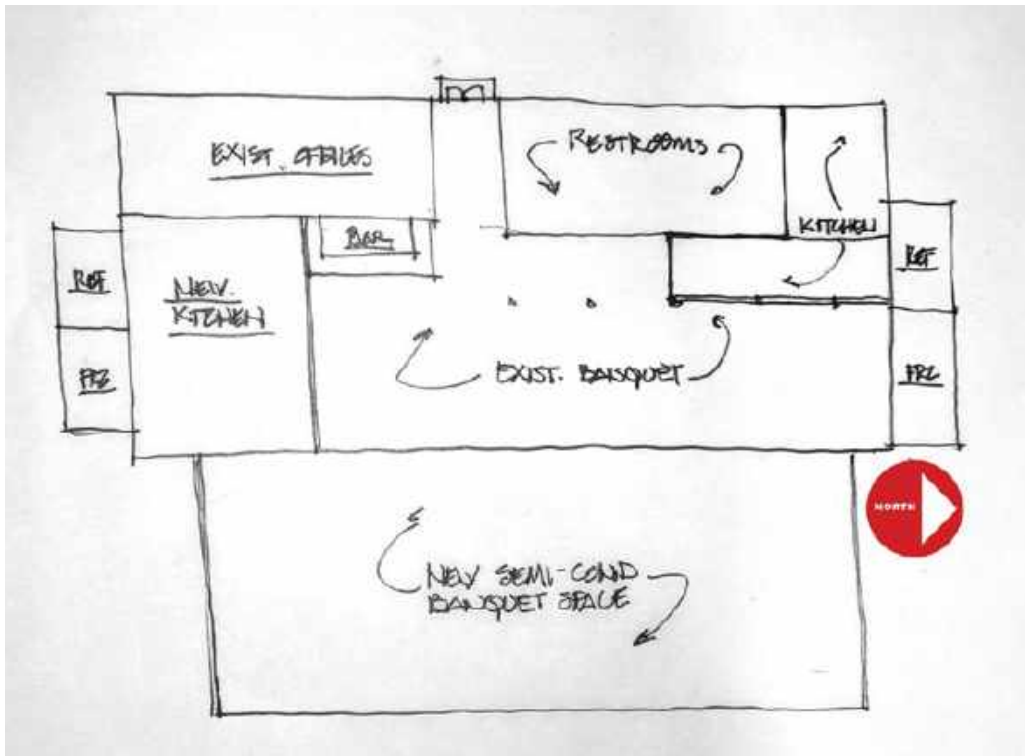
The vacant Grandview Pavilion was presented as a potential Food Hub to Plan F Solutions. During the site visit, Plan F Solutions discovered a floorplan too disjointed to be only a Food Hub but also too small to return to its original use as a catering facility. The facility lacks sufficient commercial kitchen space to be converted into a restaurant. If converted to a restaurant, the floor layout is no longer considered “modern” by restaurant standards. Considering all these options, Plan F Solutions suggests that the facility have a moderately significant layout redesign that can accommodate the needs of a Food Hub and commercial kitchen.

The entire facility is approximately 6,000 square feet with a central entrance and hallway that opens into the main room. This central hallway divides the building in two halves. On the southern half of the building are management offices, restrooms, bar, table storage room, and staging area. The northern half of the building retains a medium-sized commercial kitchen, public restrooms, and a coatroom.

Existing site improvements include a 2,100 square foot tented area that was previously used as a dance floor during events. This tented area is in fair condition and retains no ongoing value to the proposed Food Hub concept. To accommodate necessary refrigeration as proposed below, this tent should be demolished to allow space for exterior refrigeration units. The southern facade of the building also requires exterior refrigeration units. There is moderate foliage, brush and mounding that must be eliminated to accomplish this installation.



Plan F Solutions proposes a substantial redevelopment of the floor plan to create two commercial kitchens and a reorientated public seating area. It is proposed that the southern commercial kitchen be dedicated to supporting a golf/catering operation and that an exterior refrigeration unit be installed. The southern commercial kitchen will require a substantial amount of interior construction to capture enough of the existing ballroom space for food preparation. It should also be noted that some plumbing and mechanicals exist on the southern end but there is no evidence that a substantial commercial kitchen was part of the building's previous history. Therefore, a significant mechanical engineering effort is necessary.



The northern portion of the building will retain its existing commercial kitchen. This use will need to expand into a portion of the ballroom. The current commercial kitchen is too small for a modern commercial kitchen and retains insufficient area for food preparation. The one small walk-in refrigeration unit in this space is too small for a modern commercial kitchen operation. Therefore, exterior refrigeration units should be installed for this side of the building as well.

Once the two commercial kitchens are installed, there is sufficient remaining ballroom space that a public catering facility is still a practical consideration. Plan F Solutions proposes that a new semi-conditioned space be installed along the eastern side of the site. This new area should extend by 100 feet along the building and can capture approximately fifty feet of space to the east before infringing on the neighboring golf course.



Plan F Solutions estimates that all these capital improvements will result in a \$2 million construction project. Appendix Five maintains a breakdown of what portion of this cost is allocated to the commercial kitchens versus the onsite catering expenses. As discussed in this section below, most of this investment cannot be supported by an investment (or loan).



It is the adjacent neighboring use that is the primary reason for this level of investment, given the “white elephant” condition of the current facility. Adjacent to the former Grandview Pavilion is another City of Alameda-owned property. Corica Park is a public golf course that is owned by the city and privately operated. Established in 1927, Corica Park is a large golfing facility that boasts 45 holes, driving range, and a disc golf course. The facility has ample parking, a clubhouse, and a restaurant—Jim’s on the Course.

Given the number of golf tournaments that occur at Corica Park, there is an opportunity for the Grandview Pavilion to be an active site for catering and tournament hospitality. ALL IN Eats leadership is in active conversations about Grandview Pavilion becoming a significant component in the facility’s capacity to host events and tournaments. There is also the possibility of providing fresh meals to players on the course via snack shacks and hospitality carts.

The Grandview Pavilion is located along the third hole of the North Course. The entirety of the North Course is currently under a full remodel with the front nine planned for a late 2021 opening and the back nine slated for reopening in 2022. Plan F Solutions was unable to determine whether the North Course or South Course is more challenging.



The primary conversations between ALL IN Eats and Corica Park operators have centered around potentially farming excess lands (potentially five acres) and integrating the Grandview Pavilion into tournament hospitality efforts. Located along the third fairway is a particularly challenging location for a hospitality center as a destination. Golfers are accustomed to food and restrooms being available every nine holes. It would take a significant signage effort for golf course users to understand that food and beverage is available in the middle of the third hole.

Another concept floated and dismissed is that tournaments end at the Grandview Pavilion. If done by golf cart, this on-course traffic will be disruptive to play along the North Course. The alternative is that tournament players visit the Grandview Pavilion by their personal automobile after packing up their clubs and changing their shoes.

Once in their personal vehicles, tournament attendees are likely to skip the Grandview Pavilion and head to their next destination regardless of the amenities or activities planned. A golf tournament can take five to seven hours to complete. In today's busy society, a golfer returning to their vehicle is apt to return to their personal and professional lives once in their automobile.

Therefore, ALL IN Eats and the Corica Park operator should enter into an exclusive agreement for food service to occur through the Grandview Pavilion. ALL IN Eats will sell the food at wholesale pricing to Corica Park, which will then offer it at retail for golfers and tournaments on the course. Plan F Solutions has developed the following retail sales outlets available at Corica Park, as well as their occurrence.

Revenue Sources	BEVERAGE CARTS - FOOD HUB REVENUE SCENARIOS				
	Count	Hours	Days	Sales/hr	Rev/Yr
Beverage Carts	4	8	312	\$50	\$ 499,200
Snack Shacks	2	6	260	\$60	\$ 187,200
Food Pop Ups	2	6	312	\$60	\$ 224,640
Tournaments	2	6	260	\$50	\$ 156,000
Other Events	2	1	312	\$50	\$ 31,200
Banquet Events	1	4	104	\$600	\$ 249,600
TOTAL	\$ 1,347,840				

As shown above, Corica Park will purchase a total of \$1.3 million annually in prepared food from ALL IN Eats. It is anticipated that Corica Park will sell the prepared food in six different manners.

- Beverage Carts - The largest sales outlet will be sandwiches and prepared foods that are available for purchase on beverage carts. The carts are constantly driving throughout the two 18-hole courses providing food and beverages to golfers. It is anticipated that there will be four beverage carts driving for eight hours nearly every day that Corica Park is open for operations. Each beverage cart will sell \$50 of food hourly. Corica Park is responsible for the staffing of the beverage carts.
- Snack Shacks - Located at distances away from the clubhouse, Corica Park will install two small snack shacks to offer food and beverage on the courses. The two snack shacks will operate five days a week for six hours each day. It is anticipated that the snack shacks will sell an average of \$60 per hour. Corica Park is responsible for the staffing, operations, construction, and maintenance of the snack shacks.
- Food Pop-Ups - The existing clubhouse restaurant, Jim's On The Course, is currently open for breakfast and lunch. The operator of the restaurant has a contract with the City of Alameda for this space, separate from the Corica Park operator's agreement. Under both agreements, Jim's On The Course has the sole opportunity to provide food and beverage at the clubhouse during operating hours. However, the golf courses are active well after lunch operations cease. The Corica Park operators will

develop two pop-up dining opportunities that will operate six days a week for six hours each day. The average hourly food sales will be \$60 per hour. One of the pop-ups will be in the courtyard at the clubhouse. The second pop-up will be at the driving range. Corica Park is responsible for the staffing of this operation. ALL IN Eats will be preparing and selling the food wholesale to Corica Park, which will then sell it at retail.



- Tournaments – Corica Park holds over 600 tournaments each year. At a golf tournament, it is customary that tournament fees include breakfast and/or lunch while golfing eighteen holes. Upon discussions with Corica Park operators, ALL IN Eats will be the meal supplier for these tournaments. Typically, tournament meals are offered in a buffet style and kept warm as golfers prepare to start in the morning and then stop for their lunch when they return to the clubhouse after the initial nine holes of golf. Plan F Solutions anticipates that annually 520 tournaments will purchase meal service as a part of their outing. Each tournament, on average, will purchase \$300 of food.
- Other Events – Besides tournaments and recreational golfers, Corica Park is a regular gathering destination for the community. People gather at Corica Park for all types of civic, business, and personal meetings. Regularly, Corica Park operators field inquiries about whether these meetings can be reserved with a meal offering. For example, a morning meeting where coffee with breakfast and/or pastries may be pre-ordered. Plan F Solutions estimates that two of these meetings will occur six days each week. Each meeting will purchase an average of \$50 in food. Corica Park is responsible for scheduling and other operation considerations associated with these events.
- Banquet Events – All of the above sales outlets occur on Corica Park and directly support golf activities. As discussed earlier in this section, a revised layout for the Grandview Pavilion will allow for the facility to include an events center function that will seat approximately 100 attendees. This facility may be rented for corporate luncheons, wedding receptions, family reunions or other similar gatherings. The revised layout and opportunity for outdoor seating will be an idyllic location as an event venue and meeting facility. While it is possible that the Grandview Pavilion could be used for these purposes up to fourteen times in each week, Plan F Solutions conservatively estimates that an average of two functions per week will occur. It is estimated that each of these events will result in the sale of \$2,400 in food. In addition to this food purchase from Corica Park, a facility rental fee payable directly to ALL IN Eats is considered later in this analysis.

When combined, the one commercial kitchen dedicated to servicing the needs of Corica Park and the Grandview Pavilion will have \$1,347,840 in food sales annually.

Plan F Solutions anticipates that ALL IN Eats will execute an exclusive contract with the Corica Park operators that all of the above wholesale prepared foods will be procured solely through ALL IN Eats. While ALL IN Eats will be responsible for contractually fulfilling the food needs of Corica Park, the organization should not staff and manage this obligation as an internal operation. ALL IN Eats has enough activities and revenue sources that contract fulfillment for preparing food would be a distracting outlier.

Instead, Plan F Solutions suggests that ALL IN Eats sub-contract with one (or potentially multiple) food operators to fulfill this contract. A strong small business could meet this obligation and would welcome the opportunity to serve the needs of Corica Park. Having ongoing daily preordered meals is a strong business opportunity. ALL IN Eats should be careful to screen which small business (or multiple) are offered this opportunity. Food quality, consistency, and timely response will be critical to successfully maintain this contract with Corica Park.

The \$1.3 million in food sales to Corica Park is not all cash flow to ALL IN Eats or its sub-contracted small business. Fulfilling Corica Park’s wholesale meal needs is a substantial business operation. The below table provides a breakdown of how this food sale revenue may be experienced annually.

Gross Sales	\$1,347,840	
Cost of Goods Sold (COGS)	\$539,136	40%
Labor Costs	\$458,266	34%
Occupancy	\$202,176	15%
Other	\$67,392	5%
Profit	\$80,870	6%
Total	\$1,347,840	100%

- Cost of Goods Sold (COGS) will be the ongoing need to purchase raw ingredients such as meats, cheeses, fruits, vegetables, breads, etc. to prepare the meals for Corica Park. The opportunity for the food operator to procure some of these raw ingredients from produce at Dig Deep Farms should be explored.
- Labor Costs cover this operation’s staffing needs to cook, package and deliver the meals to Corica Park. This operation will require significant dedicated staffing. ALL IN Eats should explore whether Interns or a similar hospitality training program may be installed to further increase outcomes from this operation. Of course, this exploration must be done in concert with the selected small business (or possibly multiple) that will be selected to subcontract this operation.
- Occupancy will be the expense that the small business will pay to ALL IN Eats for access to the commercial kitchen and to cover utilities. This amount of funds flows through to ALL IN Eats and is where the “Golf Course Vendor” revenue line item in this project’s proforma is sourced. ALL IN Eats will accept these funds (invoiced monthly) to cover Grandview Pavilion’s project expenses and debt.
- Other is installed to cover the small business’ internal business operating needs including accounting, legal, liability insurance and more.
- Profit is what the small business operator(s) will receive as a return for their efforts and risk. Any for-profit enterprise anticipates having a business profit and a six percent return is reasonable for a commercial food operation.





Plan F Solutions has included some catering revenue into its proforma for the Alameda Food Hub. Plan F Solutions is assuming that, on average, two events per week would pay a usage fee of \$750 to have an event at the Grandview Pavilion. This fee would strictly be for usage, with the participating food entrepreneur seeing the bulk of the income from their food service with the event.

The Grandview Pavilion should maintain its own retail liquor license for these events, but it remains unclear who should be the management of that onsite activity. If ALL IN Eats accepts this potentially lucrative responsibility, it will trigger an obligation to carry liquor liability insurance (also known as dram shop insurance). This insurance expense is significant and will be further complicated by the number of “Interns” that are onsite and active in ALL IN Eats daily programming.

With the catering business considered, the operations return to the two commercial kitchens (and the monthly cold and dry storage). Plan F Solutions suggests that the south commercial kitchen be exclusively for the food and hospitality needs of Corica Park. The north commercial kitchen will likely be used by both food entrepreneurs but also ALL IN Eats food recovery efforts and Recipe4Health produce separation and packaging. Plan F Solutions believes the two kitchens plus facility rentals will result in approximately \$622,000 in annual revenue.

To manage the Alameda Food Hub, ALL IN Eats will need to employ two full-time “Intern” dishwashers (that are supported by State of California AB 109 funds). Business operations will also need to cover maintenance, utilities and rent.

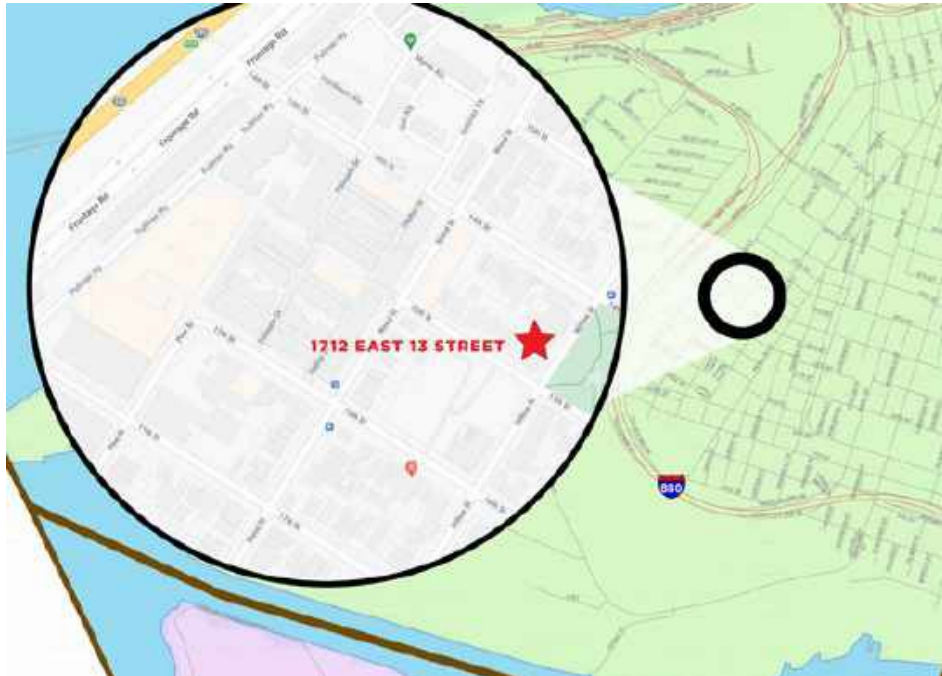
With ALL IN Eats absorbing all building expenses, staff costs, and utilities, little remains to cover an investment (or loan). While the business operation is cash flow positive, the Net Operating Revenue can only support \$795,000 of the \$2 million construction cost.

If successful, this laudable programming effort will have incredibly positive optics for Corica Park, ALL IN Eats, Alameda County, and the City of Alameda. A golf course that is co-integrating farm efforts would be a national news story alone. Once the program support regarding reintegration of ex-felons learning food entrepreneur efforts are added, leaders for this change would find themselves in several golf trade publications.

A full Proforma for the Alameda Food Hub is available in Appendix Five.

While Plan F Solutions is familiar with golfing, golfing tournaments, and catering facilities, it is not an expert in this niche industry. The golfing industry maintains its own field of architects, course designers, and hospitality experts. ALL IN Eats may need to engage third-party golf industry experts on creative ways to accomplish this programming goal.

FOOD HUB EXPANSION - CITY OF OAKLAND - MT. ZION



Plan F Solutions received a tour of 1712 13th Street in Oakland as a potential future Food Hub location. The building is located directly across the street from the owner - Mt. Zion Missionary Baptist Church. The church has acquired multiple properties in its immediate vicinity so that it can spread its efforts to impact the surrounding community.

It is anticipated that ALL IN Eats will be a tenant of the building and pay rent directly to the church. However, ALL IN Eats intends to have a deep partnership with the church and its community efforts so that Food Hub programming can augment current church activities. It should also be noted that Willow Park is located adjacent to the proposed site. Food Hub programming may also periodically occur at this community gathering space.



Located at the corner of 13th Street and Willow, the proposed building is a one-story industrial building with high ceilings. The total square footage of the structure is approximately 7,150 square feet. The building is masonry construction with wood posts. Current ceiling height is 15 feet. The only entrance on 13th Street is a one-bay overhead door. Along Willow, the building has one man door and three one-bay overhead doors. The proposed Food Hub will use approximately 6,000 square feet of the facility, as a portion is already occupied.

The northeast corner of the building is currently rented to AT&T for back-up cellular tower servers. This use occupies approximately 858 square feet. The servers are in a locked structure built internally to the building. The only access point for this tenant is via the northernmost overhead door. AT&T commenced this lease in 2014. This use will need to be accommodated around Food Hub operations. However, it is an unmanned operation with no discernable noise or smell emanating from this current use. It should be noted that AT&T made a significant investment in the building's electrical infrastructure, which is helpful given the amount of power draw the Food Hub's commercial kitchen requires.



The only other existing improvement to the building is an aged partial second floor. This second floor leads to an office and storage area. The second-floor construction is completely made of wood and is of below standard construction grade. Even if this partial second floor was useful, the floorplan of the building requires that the Food Hub's commercial kitchen be installed in this area. Based on where overhead doors are located as well as accommodating the existing tenant's space allocation leaves this section of the interior as the only reasonable location for the installation of the commercial kitchen. As such, the entirety of this partial second floor will be demolished to accommodate the Food Hub's needs.

Another critical component for the installation of the Food Hub is the need for refrigerated storage space. As noted throughout this report, ALL IN Eats regularly uses exterior mounted refrigeration units to meet its needs for cold storage. Thankfully, this structure has a small exterior area to the west of the existing building. It is proposed that two refrigerated units be installed along the western wall to accommodate cold storage needs. As such, two exterior wall penetrations will be required as a component of construction.

Regarding dry storage, the existing AT&T tenant leaves an area approximately 750 square feet to the west of their rented area. This area is away from the overhead doors and should be sufficient for all dry storage needs.

Once construction is complete on the Food Hub, this location should accommodate between two to three commercial kitchen rentals simultaneously. Individual food entrepreneurs will rent the commercial kitchen hourly to create their products for off-site consumption. These food entrepreneurs will rent the commercial kitchen for both their prep work and hot line cooking. It is anticipated that the Food Hub will be available sixteen hours per day for the kitchen rental. Plan F Solutions believes that approximately ten different users of the kitchen can be accommodated weekly. It is estimated that annual revenue will be around \$830,000.



The operations of this Food Hub are similar to other sites contemplated. A staff of two (plus Intern dishwashers) will manage the facility. These two staff members will be responsible for scheduling and accommodating the needs of both kitchen renters, as well as efforts to deploy Recipe4Health produce. The operating expenses for this Food Hub will be approximately \$810,000.

The total construction cost for building this Food Hub is estimated at \$3.7 million. The existing space is very rough and requires a significant construction investment to make the facility conducive to a commercial kitchen operation. The cash flow from the Food Hub can satisfy a \$725,000 mortgage. A significant reason for this small mortgage amount is that this Food Hub is just large enough to require its own dedicated staffing.

Plan F Solutions may be convinced after speaking with ALL IN Eats that two full-time staff may be too much but alternately only one staff member appears insufficient. Therefore, a review of operational needs throughout the expanded Food Hubs may find sufficient staffing to reduce this location's needs so more cash flow is available to satisfy an investment (loan).

See Appendix Six for a full proforma for this Food Hub.



FOOD HUB EXPANSION - CITY OF LIVERMORE - CROSSWINDS CHURCH SITE

The last Food Hub that will be installation would be the Livermore Food Hub located on a site just east of CrossWinds Church. The site is vacant and on a former dairy farm. The closest mailing address is the owner of the site, which is CrossWinds Church located at 1660 Freisman Road (in Livermore, California). The site is visible from Interstate 580 and is within Supervisorial District One.

Plan F Solutions attended a multi-partner conversation at CrossWinds Church and then was given a tour of the site. Building improvements on the site include the church, a housing campus for the formerly homeless, a daycare, two artisan manufacturing facilities, and a barn converted into an open-air reception hall. The majority of the site is undeveloped, and the church retains a quality site map for future development.

The proposed plan for the site is a 15,000 square foot one-story Food Hub located on the eastern edge of the property. The majority of the building will be a commercial kitchen at 12,000 square feet. The remaining 3,000 square feet will be rented to multiple non-profit organizations as their primary office space. No existing layout exists for the proposed building.



It should be noted that the site is currently inaccessible by vehicle as it is across a small tributary. CrossWinds Church confirms the site will require a vehicular bridge and that all utilities need to be brought to the project. The church desires a second bridge to connect the full campus, but Plan F Solutions considers this desire unnecessary to develop the proposed site.

Another key consideration for this development is that the proposed 15,000 square foot Food Hub would be the first true onsite construction. Other property improvements include conversions of historic farm structures and other buildings that were either assembled offsite or from modular construction. For example, the church is the largest structure, and it is a steel barn building with a false facade and beautiful finished wood. The daycare is constructed of shipping containers and the housing campus are tiny houses built offsite that are on temporary foundations.

Plan F Solutions was told to estimate for a 15,000 square foot building. Plan F Solutions anticipates typical construction methods for the site. In addition, there will be significant capital expense to provide site access with a bridge over the tributary. Plan F Solutions therefore had to estimate road infrastructure and utility expenses.

Plan F Solutions estimates the entire construction cost to be \$12.8 million. The initial construction cost will be site access. It is estimated that the site work, infrastructure, bridge, and utility access will total \$4.8 million. Given the high cost of construction in 2021, that amount may not be sufficient. These funds will need to be secured and the work will need to be approved prior to construction commencement on the Food Hub. Given the approval complexities of building bridges over waterways, Plan F Solutions believes it will take three years to resolve site access.

CrossWinds Church is developing the former farm actively. As such, renting the site to ALL IN Eats for the development of the Livermore Food Hub demands ongoing monthly rent. Currently, land in Livermore is selling for around \$1 million per acre. Since the church and ALL IN Eats have similar goals and the site is not accessible without significant upfront investment, Plan F Solutions presumes the church will rent the site at a discount. Plan F Solutions has installed a \$10,000 monthly rent in the operating costs, which is below market but may still be sufficient for the project to proceed.

Once site access is established, the construction of the Food Hub can commence. Plan F Solutions estimates that the building itself will cost \$6 million. This amount is calculated at 15,000 square feet multiplied by \$400 per square foot. The actual construction cost will not be known for several years as a construction contract will not be executed until 2025 at the earliest.

After construction, the commercial kitchen and equipment will need to be installed. Plan F Solutions estimates an additional \$700,000 in kitchen equipment and finishes. Finally, a project of this magnitude will require significant soft costs such as project management and architectural/engineering plans. Total soft costs are estimated at approximately \$2 million. All combined, the total project cost will be \$12.8 million as outlined in the “Sources & Uses” estimate in Appendix Seven.

The Livermore Food Hub will be able to absorb approximately \$4 million of this development cost, via investment (or loan). The investment amount leaves a \$8.9 million project gap that requires additional funding for the Livermore Food Hub to proceed. Plan F Solutions notes that amount and proceeds with the operating plan accordingly.

The first floor of the building will boast 12,000 square feet of commercial kitchen space. This massive commercial kitchen can absorb Recipe4Health needs but also allow up to 10 food entrepreneurs to use the Food Hub. The site is also the first Food Hub that can charge for food truck storage monthly. When combined, the Food Hub commercial kitchen rent will be approximately \$2 million per year.

An additional 3,000 square feet will be rented as below market office space to non-profit organizations. A scan of the Livermore office market determined that office space is



currently renting for \$2.25 per square foot per month. Since the Food Hub will not be ready for occupancy for five years, Plan F Solutions extrapolated that rental figure as increasing three percent annually. Therefore, the market rent for office space in 2025 may be \$2.61 per square foot per year. An important goal for this effort is that the office space being rented below market. Therefore, Plan F Solutions assumes that a rental rate of \$1.75 per square foot per year will be charged. If hallways and other common areas will eat up 20 percent of the floorplan, the rentable space on the second floor will be 2,400 square feet. When multiplied, monthly rent will be \$4,200 per month (or \$50,400 annually).

For operations, the Food Hub will require six full-time staff in addition to three dishwashing Interns during all operating hours of the commercial kitchen. The Food Hub will also have maintenance, utilities, and other operating costs. As outlined in the Proforma in Appendix Seven the operations will have approximately \$1.7 million in annual expenses. The remaining Net Operating Income can satisfy a \$3.9 million investment (or loan).

If ALL IN Eats intends to proceed with the CrossWinds Church site, there are additional considerations that should be addressed.

- Full-time Project Coordinator:** As shown in the project's proposed "Sources & Uses" (see Appendix Seven), Plan F Solutions allocates \$500,000 of the soft costs to a full-time project coordinator for the next five years. Developing a \$12.8 million project will require a professional's full attention from now through opening. This professional will need to be experienced in public utilities, infrastructure, commercial kitchens, construction, and public subsidies. Because of the approval complexities associated with the proposed building program, Plan F Solutions believes five years is ambitious and someone that is sufficiently competent will need to make this project their full-time professional obligation. Therefore, Plan F Solutions believes the very first steps in this project will be hiring this project coordinator and allocating sufficient architectural and engineering funding support to proceed with the initial steps of program development and bridge access approval.
- On-site Dining:** During the site visit, Plan F Solutions was informed that CrossWinds Church expects an on-site dining capability to be a component of the building's programming. Plan F Solutions has conceived of a concept where the food entrepreneurs could also do a contactless market hall experience via the ALL IN Eats smartphone application, but CrossWinds Church leadership may expect a more robust dining experience. If that is the case, the entire business model for the Food Hub would need to be redesigned so that onsite full-service dining can be a significant portion of the floorplan. It should be noted that there are over twenty food-service establishments already located to the west of the proposed site.
- All Electric Facility:** During the site visit, Plan F Solutions discovered that the new



building will only be served by electric service. Gas lines will not be run to the building. While the elimination of fossil fuels (including natural gas) is laudable, some commercial kitchen operators (as well as food trucks) will balk at an all-electric facility. Plan F Solutions understands this policy will be county-wide. As such, grandfathered facilities with natural gas stoves and equipment will maintain a competitive advantage until the palette of the average American diner grows accustomed to this change in food presentation.

FOOD DELIVERY

Prepared meals, Recipe4Health and CSA orders are currently distributed directly to households using Interns driving from the existing (and growing) fleet of vehicles. Currently, Interns are deployed daily to deliver Recipe4Health as well. It is approximated that the current delivery efforts result in nearly 400 deliveries daily by ten Interns.



Alone, this effort by ALL IN Eats is compelling and will only be more impressive with additional Food Hubs, more Recipe4Health patients, the newly created CSA program outlined in this report, and meal delivery options discussed below.

Each day, Interns arrive at the San Leandro Food Hub, load up a delivery vehicle, download their distribution route and head out to help feed Alameda County. Currently, this effort happens with zero cost recovery to ALL IN Eats.

Plan F Solutions strongly suggests that a \$2 delivery fee be added to the cost for all Recipe4Health doses, CSA produce orders, and meal delivery. This \$2 delivery fee will be inclusive to the price seen by direct customers (or the insurance providers that will be paying for Recipe4Health). As such, it is just an accounting task to demonstrate this herculean delivery effort has a true financial model.

	Daily Trips	Delivery Fee	Per Van Daily	Per Week Income	Annual Income
Food Delivery	40	\$2	\$80	\$400	\$20,800

When combined, each driver should produce \$80 daily (annualized to \$20,800). This income will be used in multiple ways to cover the true expenses for food delivery. First and foremost, Interns are the sole source of driver labor. Today, food sits ready for delivery with no other source of driver labor if Interns are unavailable or unable to work. The \$2 delivery fee will create an internal accounting that will allow ALL IN Eats to hire drivers outside of the operational subsidy that funds Intern drivers.

These additional drivers could be from Interns that are near the end of their probationary period and wish to remain with ALL IN Eats or they can be from a general pool of applicants. Regardless of the source of these employees, ALL IN Eats is in desperate need to augment their delivery capabilities and the biggest point of constraint is Interns skipping work or showing up unable/unwilling to drive.

In addition, the \$2 delivery fee will offset organization costs for both distribution management and insurance expenses. Currently, ALL IN Eats is fully absorbing the very real costs for logistics software, Intern management and drivers' insurance.



Even with this new pool of funds, the reliance on Intern drivers remains strong. As illustrated above, one delivery vehicle per year will create \$20,800 in annualized delivery fee revenue. An Intern is paid \$20 per hour, which equates to \$41,600 in annual income (before benefits or any other management/administrative considerations). As such, it will take three Intern drivers to generate enough revenue for one ALL IN Eats delivery driver not covered by AB 109 dollars.

Plan F Solutions was unable to gain a full understanding of how delivery vehicles are procured and maintained. The current fleet of ten delivery vehicles were purchased by the Sheriff's Office using AB 109 funds. In addition, these vehicles are fueled and maintained on that office's budget at the annual cost of \$10,000 per vehicle. It is unclear to Plan F Solutions whether a portion of the \$2 delivery fee should be allocated to offset this significant ongoing expense.

As discussed in the Recipe4Health section, the delivery effort will ramp up to deliver 403,200 pounds of fresh produce annually. This increase will require approximately eight more vehicles and sixteen more daily drivers.

ALL IN Eats shared that these vehicles are purchased and maintained by the same State of California funding source that supports the hiring of the Interns used throughout this business plan. If that funding source was to change or be eliminated, it would have a massive effect on the entire business model as the Circular Food Economy is as dependent on delivery as it is on the initial growing of the produce. Since vehicle procurement and ongoing fueling/maintenance is not currently a shown organizational expense, Plan F Solutions does not calculate this ongoing financial obligation. However, readers of this business plan should note this is a critical ongoing expense that is both significant and unaccounted.

ALL IN EATS ONLINE FOOD PURCHASING PORTAL

Recipe4Health, meal delivery, and the CSA program are all direct consumer initiatives that require an interface for accepting and managing incoming orders. ALL IN Eats leadership is working with PayNow Direct, a software developer on an online food purchasing portal that Alameda County households can use to order their Recipe4Health, CSA shares, or meal delivery. This portal will accept both credit card payments as well as SNAP benefits (also known as CalFresh). This last payment option is a major accomplishment as this portal will be one of only a handful of national vendors that has convinced the USDA to allow home delivery during the new pilot program.



Once deployed, the online food purchasing portal will need to be downloaded by households and used for ordering. The payment portal will allow customers to select payment by credit card and/or by SNAP EBT. For patients being prescribed Recipe4Health, a discount code will be provided by the participating health clinic that will internally inform ALL IN Eats to charge Alameda County for the delivery for the fresh produce.

This payment portal is a major backbone to the customer interface critical for county residents to select delivery of fresh produce and locally prepared meals. The processing fee for SNAP and/or credit card payment will be three percent of each transaction. For this nominal fee, all credit card processing is included.

While the three percent is previously discussed and absorbed in the Recipe4Health section of this report, that portion of the business plan presumes a fully functioning ready-to-download application. At the time of this report, the smartphone application is well underway but not yet complete.



Plan F Solutions cannot imagine a scenario where everything discussed throughout this report comes to fruition without this smartphone application being complete and ready in 2022. As such, Plan F Solutions strongly suggests that the software developer's application development costs be funded immediately.

Currently, the software developer has requested and received \$250,000. The payment portal is in the development phase and should be complete during the summer of 2022.

FOOD RECOVERY

The final stage of the Circular Food Economy is the recovery of still edible but unwanted produce and prepared foods. This food can be from near end of shelf life produce and non-perishables and from prepared meals from institutions and restaurants. It is estimated that California residents dispose of 6 million tons of food waste per year. Food waste and food scraps are measured at 18% of all landfill disposals.

With environmental stewardship front of mind, this significant waste of edible food puts a strain on our planet. Much of this food can be reinserted into the food economy and re-sold or given to the needy and homeless. To accomplish this component of the Circular Food Economy, ALL IN Eats currently accepts unwanted produce from food aggregators and retail grocers. ALL IN Eats is currently working toward accepting institutional food for re-use.

Currently, these sources of food recovery are directly delivering the food to the San Leandro Food Hub. Sometimes, the ALL IN Eats staff is going to the source and picking up the unwanted food items and then bringing them to the San Leandro Food Hub for sorting. Plan F Solutions was made aware that this component of the Circular Food Economy has true staff expenses as these donated food items need to be assessed and then either reentered into the food cycle or disposed of as they are no longer fit for human consumption. When disposed, the non-recovered food becomes a Food Hub burden as it takes up space in the dumpster after already expending precious staff time reviewing and determining the edible suitability of the food.

For the Circular Food Economy to truly function, ALL IN Eats needs to continue its food recovery efforts but also needs some cost reimbursement for the effort. Hypothetically, that cost recovery and funding source may be coming.

Recently, California adopted mandatory statewide composting rules. By 2022, all local governments will be required to divert food waste from the landfill, by turning it into compost or processing it. At the time of this report (which is very close to the end of 2021), how this will occur is still under consideration.

It is unclear what these new rules will require but, more importantly, how punitive non-compliance will be. If fines are charged, who will be collecting these monies and how will they be used to encourage future compliance?

Food recovery elsewhere collects a fee for residential and commercial pickup. These foods are then assessed for their remaining edible shelf life or composted. The majority of this effort is picking up unwanted food at its source - whether that is a residence or business. Then, returning it to the Food Hub to be either remade into edible food or turned into compost. The national average for residential pickup is \$360 per year for this service. Commercial rates are more varied depending on the scale and complexity of the effort.

The entire effort is fairly personnel intensive but could be income positive with sufficient customers in a tight enough geographic area. This activity could also be integrated into the delivery efforts of Recipe4Health and CSA. However, a significant educational effort is critical so that truly usable food (or compostable materials) are collected. Plan F Solutions is hesitant to design a business model for this effort prior to more established local rules about the new state law. Regardless of that hesitancy, this activity is definitely worth considering as it likely has a strong financial possibility of being income positive.

To accept existing food, it will be critical that trained staff monitor the food from its donated location to its final destination. Staff will need to receive the food where it is unwanted. Then the food needs to be driven back to one of the Food Hubs for it to be assessed for suitability of human consumption.

Food Recovery Operating Expenses			
	Cost	Quantity	Total Expense
Drivers	\$57,000	4	\$228,000
Gas/Maintenance	\$10,000	4	\$40,000
Supervisor	\$60,000	1	\$60,000
Recovery Manager	\$45,000	2	\$90,000
Indirect	\$7,800	4	\$31,200
Pest Control	\$3,600	4	\$14,400
Cold Storage	\$4,800	4	\$19,200
Final Disposal	\$6,000	4	\$24,000
Liability Insurance	\$5,500	4	\$22,000
Total	\$199,700		\$528,800

Food that is deemed to be suitable for re-use then needs to be cooled and determined where it needs to be delivered to reduce countywide waste and hunger. Food that can't be reused needs to either be composted or unfortunately added to a Food Hub dumpster for it to be hauled to a landfill.

It is estimated that one refrigerated van can transport 50,000 pounds of recovered food each month. The goal of Food Recovery is to have four of these vans resulting in 200,000 pounds per month. Dedicated refrigerated vehicles will be purchased for food recovery. These food recovery vans will be staffed by drivers. Once driven to the Food Hubs, additional dedicated staff need to review this food and then determine and coordinate the recovered food's destination.

Plan F Solutions proposes this will require four drivers plus two recovery managers. These six staff will be overseen by the program supervisor. In addition to these staff costs, the Food Hubs will need to be compensated for the additional costs of cold storage, pest control and trash hauling. Finally, this entire operation creates liability that will need to be insured annually.

With those costs considered, it is estimated that the break even point for food recovery will be approximately \$0.22 per pound (assuming 2.4 million pounds of recovery food each year).

As stated above, food recovery as a business option is a nascent activity. It is unknown whether the penalties for not complying with the law will be significant enough to create institutional or municipal customers. It is also unknown what other actors may also be

considering starting food recovery businesses. While this new market takes shape, ALL IN Eats should be aware that pricing below \$0.22 per pound will require ongoing operating subsidies.

ALL IN EATS PROJECT ADMINISTRATION

The business plan contemplates a significant expansion of ALL IN Eats and their programming around the Circular Food Economy. While each individual business area has staffing allocated to their business operations, the overall system still requires management and financial support to be effective. Plan F Solutions installed administration fees into most of the business activities contemplated. These administrative fees should be used to hire additional support staff to manage ALL IN Eats.

As shown, the various business activities will result in over \$500,000 in annual administrative fees. It is important to note this amount is after the entire business plan is installed in 2026. ALL IN Eats will need to add management and financial staff over the five years to keep up with business expansion. Plan F Solutions believes that these fees should support staff where needed regardless of which business segment created this organizational revenue.

New Administrative Fees	
Business Area	Annual Revenue
Urban Farming	\$283,450
Food Delivery	\$20,160
Food Hubs	\$256,629
Food Recovery	\$0
Total	\$560,239

Embedded in the Food Hub development costs is an allocation for project management. The six additional Food Hubs will require \$29.7 million in capital expenditures to be realized. ALL IN Eats should engage two project managers to oversee these six projects to keep them on track and under budget. Not associated with the above administrative fees, Plan F Solutions has allocated \$690,000 for project management.

Determining the proper management structure for ALL IN Eats with an accompanying organizational chart is beyond the scope of this report. Plan F Solutions suggests that a nonprofit management consultant be engaged by the end of 2022 to start mapping where management and administrative staff should be added for all efforts to be successful.

ADDITIONAL CONSIDERATIONS

MARKETING CONSULTANT

The various components of the ALL IN Eats business model are both nuanced and wrapped in several goals simultaneously. As such, messaging about the initiative has an incredibly large number of focused audiences. Residents, businesses, parolees, county employees, philanthropic foundations, farmers, voters, and institutional decision makers are just some of the specific audiences that ALL IN Eats needs to message and compel on a regular basis.

Therefore, Plan F Solutions suggests that a professional and dedicated communications consultant be added to the administrative efforts for ALL IN Eats. This consultant will develop strategies and efforts to communicate distinctly and directly with the various target

audiences for ALL IN Eats efforts. It is recommended that this consultant be independent to any specific county government office to maximize their autonomy and ability to message various efforts as an informed professional outsider.

In each of the business models presented in this report, Plan F Solutions has set aside a reasonable marketing and advertising budget as an ongoing operational expense. In each business model “silo”, these funds are relatively meager to the communications outlay necessary. When combined, these line items add up to approximately \$113,000 annually to retain a competent marketing/consulting firm and fund a moderate advertising effort.

MEDICARE ADVANTAGE PLAN PARTNERSHIP

ALL IN Eats (and its partners) are successfully making progress in allowing Medicaid dollars to be used for Recipe4Health. By accessing Medicaid dollars for Recipe4Health, ALL IN Eats is getting to the root causes of health by improving families’ diets which has an impact on so many other components of health.

In addition, families that can use their limited SNAP benefits for locally grown fresh produce are also making an important contribution to their household health. ALL IN Eats is making great inroads so that SNAP (aka CalFresh) recipients can use their food card to access meals and produce developed by ALL IN Eats.

A third and significant potential source of household buying power also exists in Alameda County’s Medicare population. Measured at approximately 250,000 individuals, Medicare is a larger potential market in Alameda County than its 131,000 SNAP recipients. Before getting into how Medicare benefits may benefit ALL IN Eats, a brief primer in Medicare is in order.

Medicare is a federally backed benefits program available to United States citizens that have more than 10 years of qualified work experience. When a qualified individual turns 65 years of age (or is permanently disabled for more than two years), “original” Medicare is made available to them. “Original” Medicare (or stand-alone Medicare) covers 80% of hospital stays and doctors’ visits. But seniors (and the disabled) are still financially responsible for the remaining 20% (with no annual limits) as well as prescription drug coverage, dental, vision, and hearing aids.

There are primarily two significant but distinct paths a Medicare recipient can take to cover what “Original” Medicare doesn’t pay. Medicare Supplement with Prescription Drug Plans are available for a monthly premium to seniors with retirement income sufficient to pay monthly premiums. Plan F Solutions believes these seniors are not a significant component of the population served by ALL IN Eats.

Instead, Plan F Solutions focuses its attention on the other option that Medicare recipients use to cover what “original” Medicare doesn’t – Medicare Advantage. Medicare Advantage plans are health insurance plans managed by private health insurance companies that have low to zero monthly premiums with a maximum annual out-of-pocket expense. Enrolling in a Medicare Advantage plan technically replaces “original” Medicare but usually also includes prescription drug coverage, dental, vision, hearing aids and other additional benefits.

Most Medicare Advantage plans are structured as health maintenance organizations (HMOs) where private insurance companies are responsible for the healthiness of its policyholders. Where Alameda County is a national thought leader in the social determinants of health,

Medicare Advantage plans are also showing a growing awareness and engagement around the social determinants of health for seniors.

Medicare Advantage plan participants are primarily seniors that are past their prime earning years. As such, Medicare Advantage insurance companies are concerned that limited income policyholders may not have sufficient monthly income to buy their prescription drugs, buy food, and meet other ongoing obligations. In addition, the Medicare Advantage marketplace is quite robust with eligible seniors having multiple options.

It is not surprising that Medicare Advantage plans are starting to offer additional food benefits to both improve the health of their policyholders but also to differentiate their benefits from competitors. These food benefits are in addition to and unrelated to SNAP or other food benefit programs available to the Medicare population.

At the time of this report, Plan F Solutions has determined that the following health insurance organizations are currently offering Medicare Advantage plans in Alameda County: Aetna, Blue California, HealthNet, Kaiser Permanente, Stanford, and United Healthcare.

Relative to other states, these additional benefits appear to be less robust. Plan F Solutions anticipates that the national trend to increase offerings and more competitive plans has not yet reached Alameda County. As such, the possibility that ALL IN Eats may be able to increase benefits through its offerings of Recipe4Health and healthy prepared meals is strong.



It is also critical to note that Medicare is an unrelated benefit to Medicaid. While Medicare is available to the seniors and the disabled, Medicaid is state-funded health insurance for limited income households and families. It certainly is true that Alameda households could qualify for both Medicare and Medicaid.

In other states, these seniors (and the disabled) qualify for a robust connection where income-qualified Medicare individuals can qualify for merging their Medicaid and Medicare benefits into a population-specific special needs Medicare Advantage plan. This specific category of Medicare Advantage is referred to as Dual Special Needs Plan (DSNP) individuals. Because of the specific income challenges these seniors face, these plans typically have the deepest level of benefits including additional food benefits.

Plan F Solutions suggests that ALL IN Eats leadership meet with health insurance providers that currently offer Medicare Advantage plans in Alameda County. ALL IN Eats can delay this engagement safely until the first quarter of 2023, due to the impending annual open enrollment period. Each October through December, all Medicare-eligible individuals have an opportunity to retain or change their plans for the upcoming calendar year.

This is a once-a-year opportunity where there is a lot of policyholder movement, advertising efforts, and associated coordination necessary. As such, Medicare Advantage insurance companies are significantly deployed during this time. Meetings about anything not related to the immediate open enrollment period will likely be difficult to schedule.

DOCUMENTATION PROCESS

ALL IN Eats is planning for what will quickly become an internationally significant effort. As such, it is anticipated that both news outlets and, more importantly, potential replicators will attempt to understand the ALL IN Eats journey. Plan F Solutions witnessed several meetings, phone calls, and community conversations that each are an iterative step in the process to expand a completely different way of deploying food access, preventative diet efforts to curb chronic disease, and developing a workforce pipeline for the recently paroled.

Each of these efforts alone are worthy of documentation and communication. When intertwined as already demonstrated by current efforts, ALL IN Eats should quickly become a compelling and important news story.

ALL IN Eats needs to somehow manage and “own” this narrative. While a full communications, documentation, and archival process is well beyond its scope of services, the principals of Plan F Solutions have participated in three short-form and full-length film documentaries.

With that previous experience, Plan F Solutions emphatically suggests that some intentionality around professional third-party documentation be deployed immediately.

Plan F Solutions cannot speak to the cost recovery of such an intentional documentation process. Regardless, decisions and conversations are occurring in live time that should be documented as these efforts are incredibly compelling and will be difficult to explain as plans quickly turn into reality.

Plan F Solutions commends all of the leadership of this effort. Every partner/leader is part of a larger effort that will be the envy of communities across humanity.



ABOUT PLAN F SOLUTIONS

Plan F Solutions is a consulting firm led by Brian A. Friedman. Over the last twenty years, Mr. Friedman and his team have developed and implemented programs to increase commercial and residential investment in mixed income, mixed race neighborhoods all across the country.

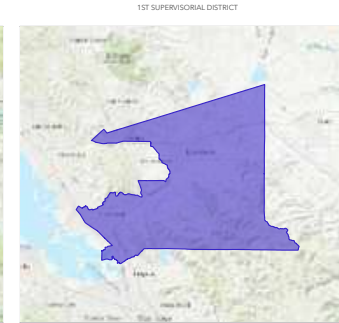
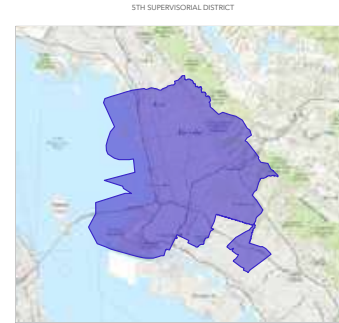
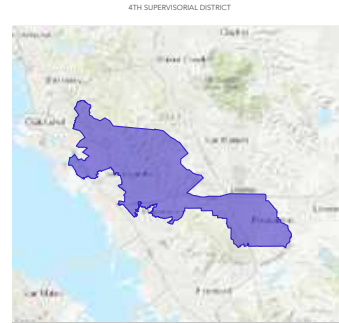
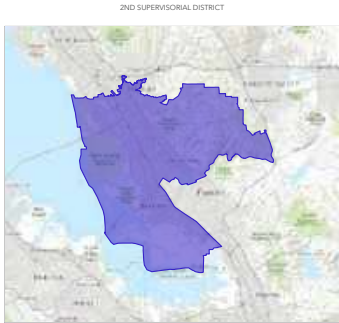
A significant success was the redevelopment of the Waterloo Business District in Cleveland, Ohio from a 40% vacant urban commercial corridor into a regional arts and entertainment district with a 6% vacancy rate. Mr. Friedman and his dedicated team raised over \$9 million in public and philanthropic support to move this initiative forward.

A key outcome of this transformative undertaking was that the neighborhood organization's efforts shifted from traditional community development activities into focused, data-driven creative placemaking, drawing significant recognition from across the country. The processes and programs developed during this initiative played a pivotal role in positioning Mr. Friedman as a highly sought-after expert in the field.

Plan F Solutions has developed over \$58 million in real estate over the last two decades. The firm and its principal agents have worked on complicated projects including mixed-use developments, historic rehab, commercial redevelopment, land development, multifamily rehab and single-family homeownership projects. Nearly all of these projects were funded by a wide range of philanthropic and public funding sources. In addition, these projects occurred in the urban built environment where existing building conditions and security considerations were present on every project.

In each scenario, Plan F Solutions carried these projects from concept to completion while working with the necessary team of grant makers, architects, engineers, contractors and building officials to get it done. Plan F Solutions understands what it takes to navigate the complexities of these programs and projects.

**APPENDIX 1
ALAMEDA COUNTY
DEMOGRAPHIC
& FOOD ECONOMY DATA**



333,249 Population	103,080 Households	3.20 Avg Size Household
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319,885 Population	117,102 Households	2.69 Avg Size Household
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331,398 Population	115,388 Households	2.83 Avg Size Household
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322,957 Population	140,590 Households	2.18 Avg Size Household
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339,432 Population	114,168 Households	2.91 Avg Size Household
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36.9 Median Age	\$108,228 Median Household Income	\$799,189 Median Home Value
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38.9 Median Age	\$81,803 Median Household Income	\$735,600 Median Home Value
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39.3 Median Age	\$103,459 Median Household Income	\$865,025 Median Home Value
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37.2 Median Age	\$93,103 Median Household Income	\$1,063,112 Median Home Value
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38.7 Median Age	\$148,258 Median Household Income	\$946,599 Median Home Value
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156 Wealth Index	77 Housing Affordability	85 Diversity Index
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116 Wealth Index	62 Housing Affordability	85 Diversity Index
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178 Wealth Index	67 Housing Affordability	85 Diversity Index
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143 Wealth Index	49 Housing Affordability	77 Diversity Index
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211 Wealth Index	88 Housing Affordability	75 Diversity Index
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AT RISK POPULATION		
19,421 Households With Disability	48,056 Population 65+	4,798 Households Without Vehicle

AT RISK POPULATION		
25,610 Households With Disability	51,712 Population 65+	12,950 Households Without Vehicle

AT RISK POPULATION		
24,608 Households With Disability	53,014 Population 65+	8,071 Households Without Vehicle

AT RISK POPULATION		
25,959 Households With Disability	51,986 Population 65+	23,760 Households Without Vehicle

AT RISK POPULATION		
18,459 Households With Disability	46,079 Population 65+	4,871 Households Without Vehicle

POVERTY AND LANGUAGE		
6% Households Below the Poverty Level	5,948 Households Below the Poverty Level	722 Pop 65+ Speak Spanish & No English

POVERTY AND LANGUAGE		
12% Households Below the Poverty Level	14,310 Households Below the Poverty Level	922 Pop 65+ Speak Spanish & No English

POVERTY AND LANGUAGE		
10% Households Below the Poverty Level	11,622 Households Below the Poverty Level	444 Pop 65+ Speak Spanish & No English

POVERTY AND LANGUAGE		
14% Households Below the Poverty Level	18,425 Households Below the Poverty Level	204 Pop 65+ Speak Spanish & No English

POVERTY AND LANGUAGE		
4% Households Below the Poverty Level	4,985 Households Below the Poverty Level	153 Pop 65+ Speak Spanish & No English

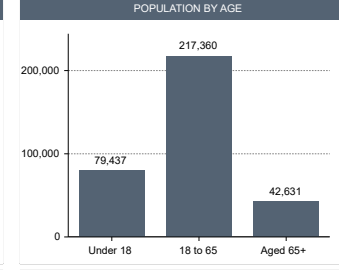
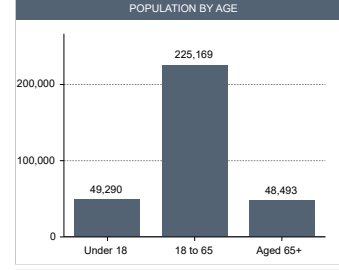
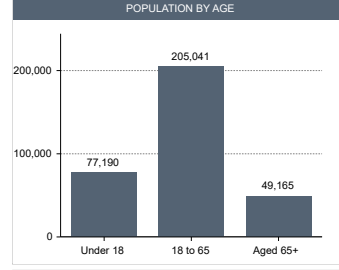
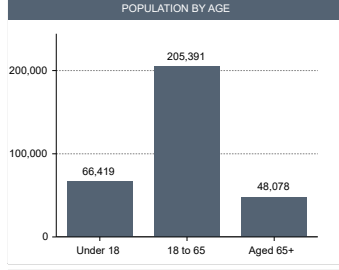
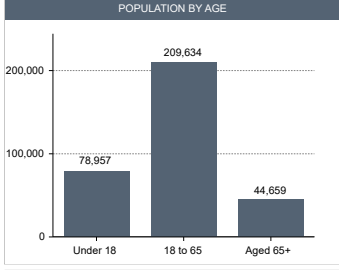
POPULATION AND BUSINESSES		
313,328 Daytime Population	12,164 Total Businesses	130,853 Total Employees

POPULATION AND BUSINESSES		
298,834 Daytime Population	13,991 Total Businesses	129,383 Total Employees

POPULATION AND BUSINESSES		
305,542 Daytime Population	11,720 Total Businesses	104,500 Total Employees

POPULATION AND BUSINESSES		
362,430 Daytime Population	18,077 Total Businesses	219,194 Total Employees

POPULATION AND BUSINESSES		
358,790 Daytime Population	14,221 Total Businesses	178,695 Total Employees



Language Spoken (ACS)	Age 5-17	18-64	Age 65+	Total
English Only	23,886	81,997	18,419	124,312
Spanish	18,372	50,715	6,301	72,988
Spanish & English Well	15,588	41,562	4,117	60,767
Spanish & English Not Well	418	7,144	1,462	9,024
Spanish & No English	66	2,009	722	2,797
Indo-European	4,549	26,383	4,600	35,532
Indo-European & English Well	4,424	24,436	3,204	32,064
Indo-European & English Not Well	117	1,948	878	2,979
Indo-European & No English	8	363	537	908
Asian-Pacific Island	7,862	55,622	14,589	78,043
Asian-Pacific Isl & English Well	7,611	49,791	9,474	66,876
Asian-Pacific Isl & English Not Well	207	4,775	3,263	8,245
Asian-Pacific Isl & No English	44	1,066	1,823	2,923
Other Language	376	2,765	232	3,373
Other Language & English Well	367	2,661	200	3,228
Other Language & English Not Well	9	103	11	123
Other Language & No English	0	1	21	22

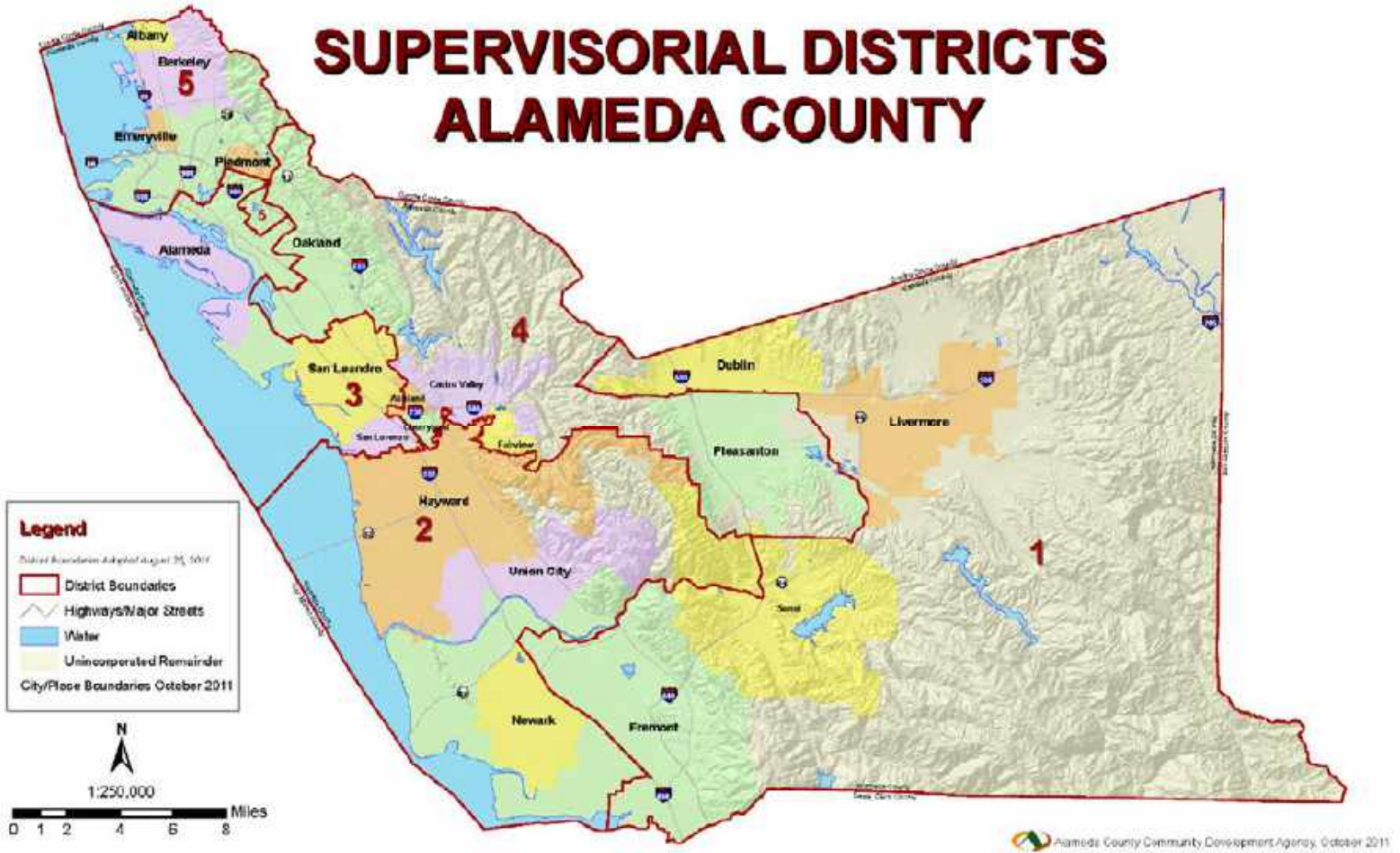
Language Spoken (ACS)	Age 5-17	18-64	Age 65+	Total
English Only	24,068	105,216	23,535	152,819
Spanish	13,032	45,229	4,544	62,805
Spanish & English Well	12,837	33,650	2,243	48,360
Spanish & English Not Well	524	7,724	1,378	9,626
Spanish & No English	71	3,825	922	4,818
Indo-European	1,194	7,318	1,851	10,333
Indo-European & English Well	1,129	6,608	1,510	9,247
Indo-European & English Not Well	29	567	256	852
Indo-European & No English	6	143	85	234
Asian-Pacific Island	6,441	42,990	15,005	70,436
Asian-Pacific Isl & English Well	6,060	33,973	6,182	46,215
Asian-Pacific Isl & English Not Well	312	11,077	4,948	16,337
Asian-Pacific Isl & No English	69	3,941	3,876	7,886
Other Language	1,284	3,963	464	5,701
Other Language & English Well	1,053	3,014	389	4,456
Other Language & English Not Well	141	656	19	816
Other Language & No English	90	283	56	429

Language Spoken (ACS)	Age 5-17	18-64	Age 65+	Total
English Only	34,369	125,259	34,988	194,216
Spanish	18,016	44,831	3,542	63,399
Spanish & English Well	14,254	31,933	2,432	48,589
Spanish & English Not Well	663	8,580	666	9,889
Spanish & No English	110	4,348	444	4,902
Indo-European	2,232	12,425	2,705	18,362
Indo-European & English Well	2,160	12,562	2,380	17,023
Indo-European & English Not Well	72	518	314	904
Indo-European & No English	0	315	111	426
Asian-Pacific Island	5,392	27,216	6,045	38,653
Asian-Pacific Isl & English Well	5,106	22,619	3,247	30,972
Asian-Pacific Isl & English Not Well	286	3,547	1,744	5,577
Asian-Pacific Isl & No English	0	1,050	1,054	2,104
Other Language	701	3,684	351	4,636
Other Language & English Well	648	2,963	256	3,767
Other Language & English Not Well	98	415	6	519
Other Language & No English	55	206	89	350

Language Spoken (ACS)	Age 5-17	18-64	Age 65+	Total
English Only	24,525	157,169	34,464	216,158
Spanish	4,470	22,295	2,298	29,023
Spanish & English Well	4,328	18,889	1,556	24,722
Spanish & English Not Well	142	2,237	499	2,878
Spanish & No English	0	1,139	204	1,343
Indo-European	1,851	15,172	2,396	19,218
Indo-European & English Well	1,850	14,629	1,889	18,378
Indo-European & English Not Well	1	395	274	670
Indo-European & No English	0	138	32	170
Asian-Pacific Island	2,963	28,675	6,122	37,460
Asian-Pacific Isl & English Well	2,403	25,061	2,427	29,971
Asian-Pacific Isl & English Not Well	124	2,814	2,013	4,951
Asian-Pacific Isl & No English	46	810	1,681	2,537
Other Language	1,495	6,159	643	8,297
Other Language & English Well	1,419	5,003	557	6,979
Other Language & English Not Well	70	905	57	1,032
Other Language & No English	6	251	29	286

Language Spoken (ACS)	Age 5-17	18-64	Age 65+	Total
English Only	33,444	104,158	23,525	161,127
Spanish	5,133	19,381	2,412	26,926
Spanish & English Well	4,916	16,445	1,711	23,072
Spanish & English Not Well	217	2,485	548	3,250
Spanish & No English	0	451	153	604
Indo-European	6,203	32,207	5,101	43,611
Indo-European & English Well	6,084	31,250	3,696	41,030
Indo-European & English Not Well	158	998	988	2,144
Indo-European & No English	0	69	419	488
Asian-Pacific Island	11,101	58,580	10,216	79,877
Asian-Pacific Isl & English Well	10,726	52,519	5,734	68,979
Asian-Pacific Isl & English Not Well	305	4,775	2,964	8,104
Asian-Pacific Isl & No English	10	1,265	1,517	2,792
Other Language	449	2,359	247	3,056
Other Language & English Well	428	2,250	202	2,880
Other Language & English Not Well	21	57	31	109
Other Language & No English	0	52	14	66

SUPERVISORIAL DISTRICTS ALAMEDA COUNTY



Demographic/Economic Factor	Supervisory Districts					Alameda County
	1 st	2 nd	3 rd	4 th	5 th	
Estimated Square Miles*	416	138	48	124	42	739
2021 Population	339,432	333,249	319,885	331,398	322,957	1,646,826
2026 Population	355,272	343,788	334,279	338,225	336,459	1,707,926
2021-2026 Population Annual Growth Rate	0.92%	0.62%	0.88%	0.41%	0.82%	0.73%
2021 Households	114,168	103,080	117,102	115,388	140,590	590,285
2021 Median Household Income	\$148,258	\$108,228	\$81,803	\$103,459	\$93,103	\$105,545
2021 Per Capita Income	\$59,938	\$43,027	\$42,431	\$50,322	\$61,322	\$51,450
Crime Index (USA = 100)	84	108	189	131	257	153
% Receive Food Stamps	2.3%	7.0%	9.0%	7.0%	6.0%	6.3%
% Receive Public Assistance Income	2.8%	6.7%	3.5%	3.4%	2.3%	3.5%
% Below Poverty Level	4.5%	5.9%	12.5%	9.9%	13.9%	9.6%
No Internet Access	5.5%	7.4%	12.7%	9.9%	8.1%	8.8%
Residents per Employee Ratio	53	39	40	32	68	46
Food & Beverage Store Employment	3,563	3,113	3,536	2,678	3,317	16,208
Food Services & Drinking Places Employment	11,068	8,172	9,476	6,501	11,403	46,619

*Square miles by district are approximate and are based on shapefile data.

Estimated resident spending and food sales revenue within Alameda County and its five supervisorial districts are compared in the following analysis to identify underserved areas with food sales gaps. ESRI, Incorporated and the 2017 Economic Census are the sources for the data.

Food and beverage stores typically have neighborhood-scale trade areas within a five- to seven-minute drive time. Restaurants are also commonly assessed at neighborhood levels, often one and two-mile radii, but unlike grocery stores, draw higher shares of employees, visitors and residents from outside the neighborhood. Political areas rarely match trade or market areas, which is the case with the supervisorial districts. However, political boundaries have been used to compare local food economies.

Alameda County, CA

NAICS Code	Industry Type	Resident Spending	Sales Revenue	Food Sales Gap
445	Food & Beverage Stores	\$4,271,525,087	\$4,186,175,000	\$85,350,087
4451	Grocery & Convenience	\$3,642,231,857	\$3,833,723,000	(\$191,491,143)
44511	Grocery/Supermarket		\$3,702,346,000	
44512	Convenience		\$131,377,000	
4452	Specialty	\$301,941,103	\$142,211,000	\$159,730,103
44521	Meat Markets		\$31,564,000	
44522	Fish & Seafood*		\$11,652,000	
44523	Fruit & Vegetable*		\$40,497,000	
445291	Baked Goods		\$6,059,000	
445292	Confectionary & Nut		\$14,459,000	
445299	All Other		\$37,980,000	
4453	Beer, Wine & Liquor	\$327,352,127	\$210,241,000	\$117,111,127

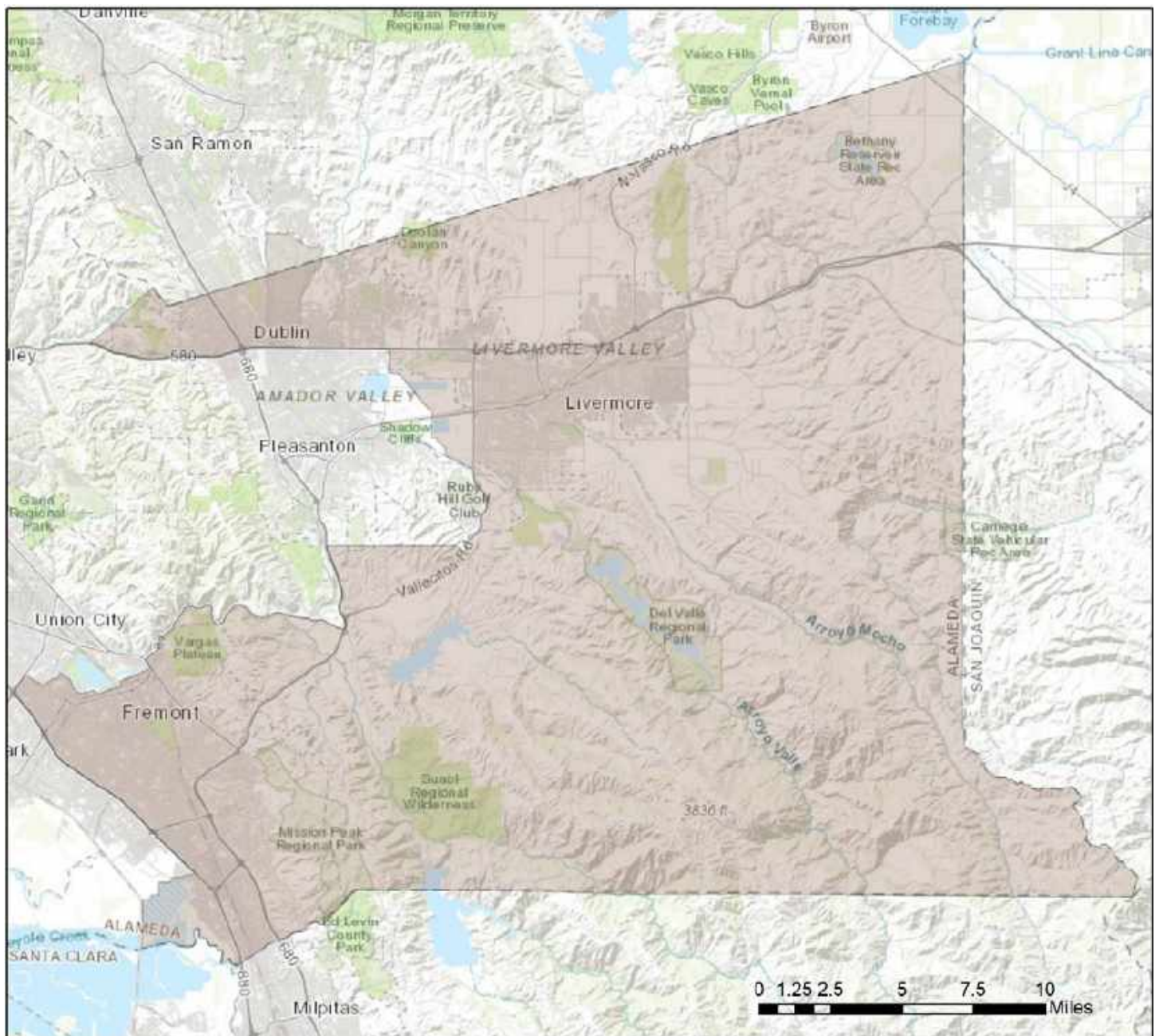
722	Food Service & Drinking Places	\$2,943,113,020	\$4,203,214,000	(\$1,260,100,980)
7223	Special Food Services	\$59,770,179	\$409,312,000	(\$349,541,821)
722310	Contractors		\$268,111,000	
722320	Caterers		\$117,289,000	
722330	Mobile		\$23,912,000	
7224	Drinking Places	\$65,059,885	\$106,701,000	(\$41,641,115)
7225	Restaurants & Other Eating Places	\$2,818,282,956	\$3,687,201,000	(\$868,918,044)
722511	Full-Service Restaurant		\$1,848,489,000	
722513	Limited-Service Restaurant		\$1,419,765,000	
722514	Café & Buffets		\$33,231,000	
722515	Snack & nonalcoholic beverage bars		\$385,716,000	

*Revenue distribution was not disclosed by Economic Census. Statewide shares were used to estimate distribution.

Note: Detailed sales are only available at the county and place level. Supervisorial district estimates are based on an application of Economic Census data to ESRI’s less reliable sales estimates. Estimated spending and sales data are for 2017.

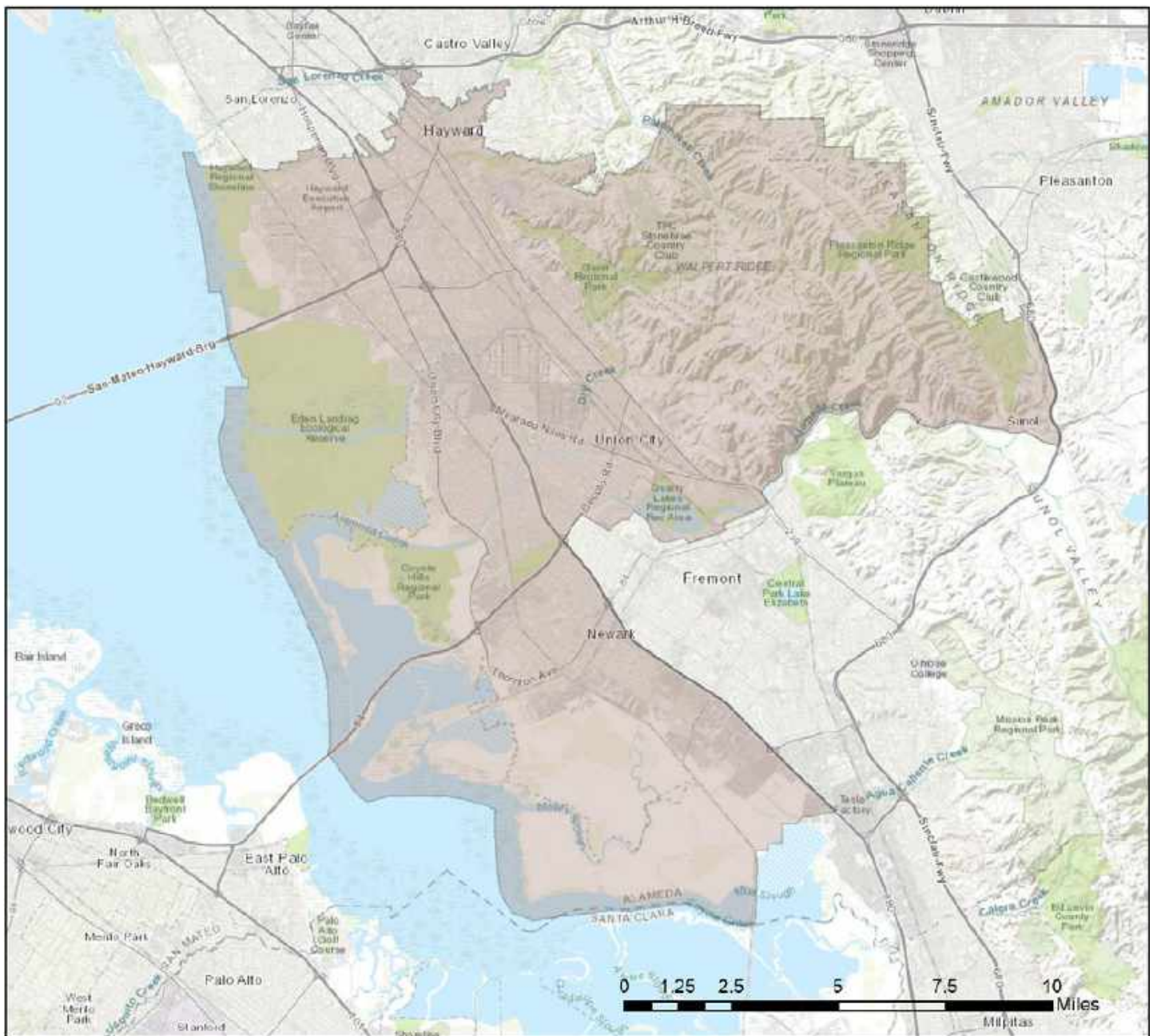
NAICS Code	Food Industry Type	Resident Spending	Sales Revenue	Food Sales Gap/(Surplus)
445	Food & Beverage Stores	\$1,005,169,068	\$876,751,637	\$128,417,431
4451	Grocery & Convenience	\$857,091,996	\$845,789,889	\$11,302,107
4452	Specialty	\$70,880,903	\$10,240,249	\$60,640,654

722	Food Service & Drinking Places	\$703,507,671	\$960,071,705	(\$256,564,034)
7223	Special Food Services	\$14,554,026	\$42,218,129	(\$27,664,103)
7225	Restaurants & Other Eating Places	\$673,539,863	\$854,907,535	(\$181,367,672)



NAICS Code	Food Industry Type	Resident Spending	Sales Revenue	Food Sales Gap/(Surplus)
445	Food & Beverage Stores	\$708,990,497	\$675,147,018	\$33,843,479
4451	Grocery & Convenience	\$605,131,737	\$577,763,817	\$27,367,920
4452	Specialty	\$50,204,468	\$59,498,726	(\$9,294,258)

722	Food Service & Drinking Places	\$485,810,614	\$723,288,403	(\$237,477,789)
7223	Special Food Services	\$9,629,482	\$36,621,955	(\$26,992,473)
7225	Restaurants & Other Eating Places	\$465,621,518	\$647,374,844	(\$181,753,326)



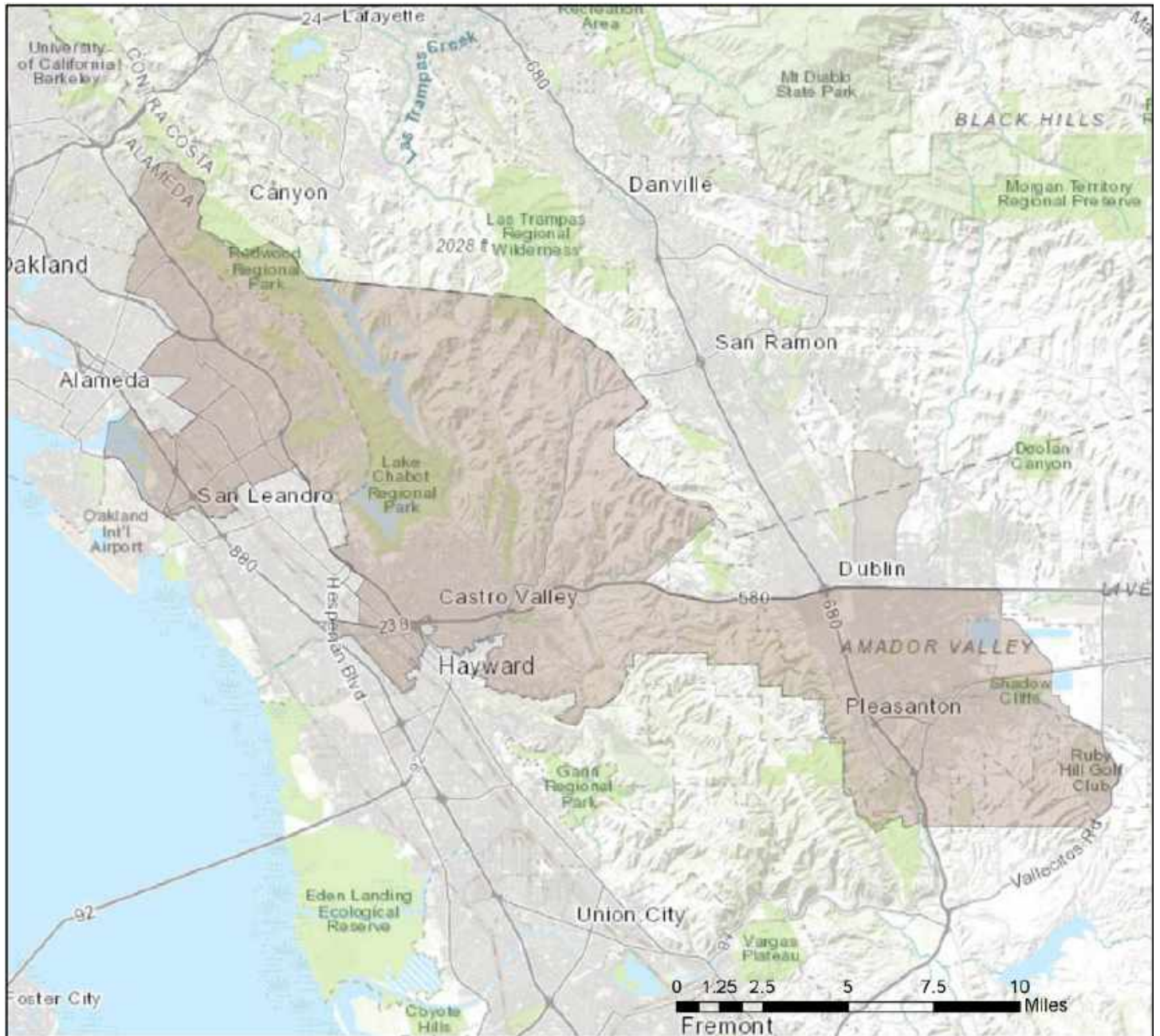
NAICS Code	Food Industry Type	Resident Spending	Sales Revenue	Food Sales Gap/(Surplus)
445	Food & Beverage Stores	\$711,369,938	\$1,059,195,080	(\$347,825,142)
4451	Grocery & Convenience	\$606,796,424	\$1,001,480,383	(\$394,683,959)
4452	Specialty	\$50,463,343	\$27,646,556	\$22,816,787

722	Food Service & Drinking Places	\$482,311,006	\$876,692,023	(\$394,381,017)
7223	Special Food Services	\$9,263,542	\$93,757,226	(\$84,493,684)
7225	Restaurants & Other Eating Places	\$461,976,995	\$775,954,781	(\$313,977,786)



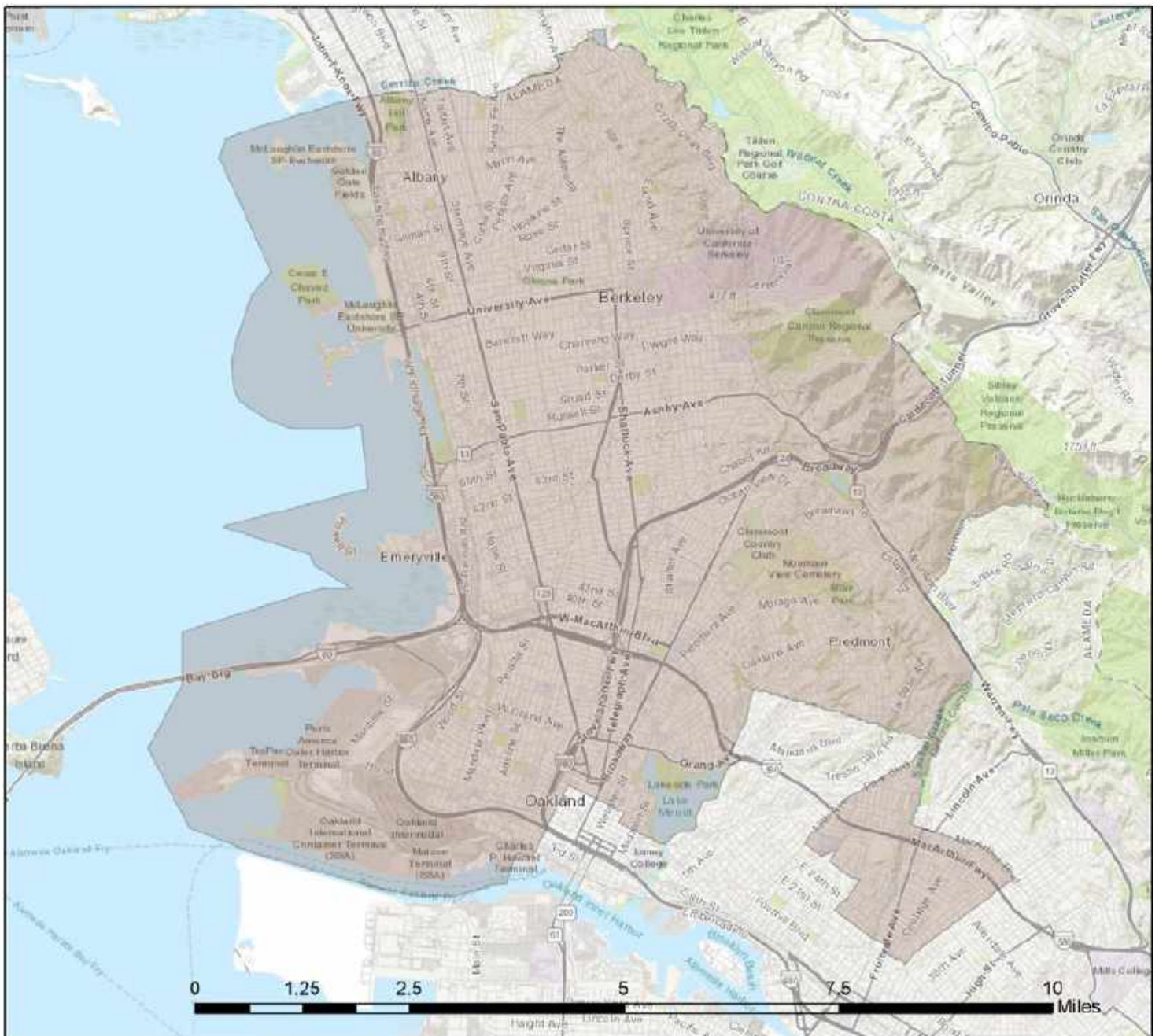
NAICS Code	Food Industry Type	Resident Spending	Sales Revenue	Food Sales Gap/(Surplus)
445	Food & Beverage Stores	\$866,973,835	\$667,006,885	\$199,966,950
4451	Grocery & Convenience	\$739,302,276	\$608,578,434	\$130,723,842
4452	Specialty	\$61,162,416	\$14,556,528	\$46,605,888

722	Food Service & Drinking Places	\$596,019,910	\$563,354,050	\$32,665,860
7223	Special Food Services	\$12,379,948	\$79,870,300	(\$67,490,352)
7225	Restaurants & Other Eating Places	\$570,508,416	\$488,207,247	\$82,301,169



NAICS Code	Food Industry Type	Resident Spending	Sales Revenue	Food Sales Gap/(Surplus)
445	Food & Beverage Stores	\$979,508,914	\$908,074,380	\$71,434,534
4451	Grocery & Convenience	\$834,324,435	\$800,110,477	\$34,213,958
4452	Specialty	\$69,264,029	\$30,268,941	\$38,995,088

722	Food Service & Drinking Places	\$675,804,166	\$1,079,807,817	(\$404,003,651)
7223	Special Food Services	\$13,589,933	\$156,844,389	(\$143,254,456)
7225	Restaurants & Other Eating Places	\$646,962,277	\$920,756,592	(\$273,794,315)



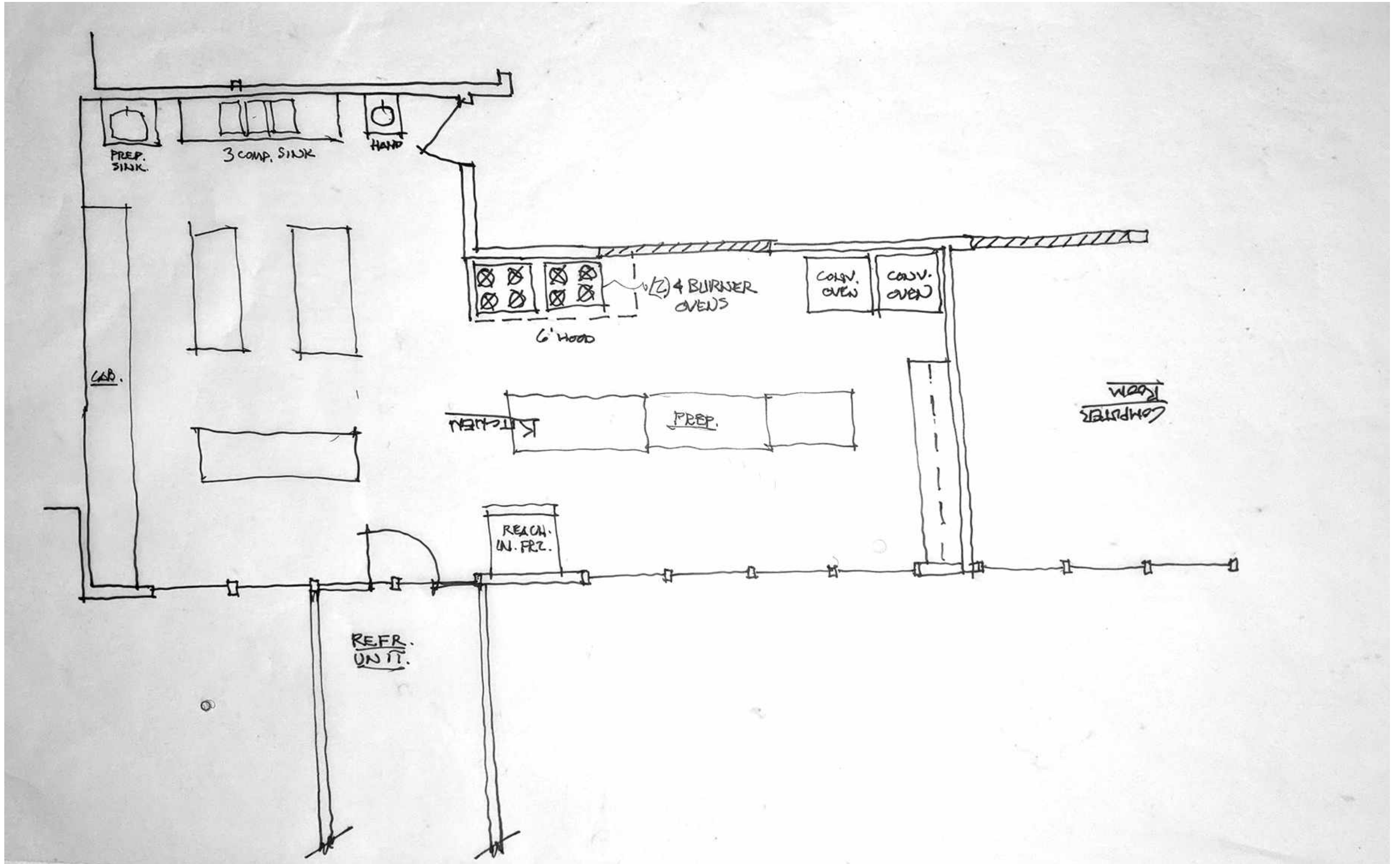
Grocery & Convenience Store Spending v. Sales Revenue
Economic Census Places within Alameda County
Descending Order by Retail Gap Dollars

Economic Census Place	Resident Spending Food & Beverage Stores	Estimated Grocery and Convenience Sales Revenue	Retail Gap/ (Surplus)	Supervisory District(s)
Fremont City	\$567,197,671	\$416,665,000	\$150,532,671	1 & 2
Piedmont City	\$59,276,500	\$2,756,891	\$56,519,609	5
Fairview CDP	\$24,410,504	\$1,930,000	\$22,480,504	4
Ashland CDP	\$31,347,431	\$9,277,000	\$22,070,431	3 & 4
Cherryland CDP	\$20,212,965	\$2,357,452	\$17,855,513	4
San Lorenzo CDP	\$38,797,667	\$20,946,000	\$17,851,667	3
Livermore City	\$239,640,747	\$230,132,000	\$9,508,747	1
Union City	\$136,723,444	\$135,252,000	\$1,471,444	2
Pleasanton City	\$245,700,621	\$253,468,000	(\$7,767,379)	4
Castro Valley CDP	\$152,280,361	\$163,522,000	(\$11,241,639)	4
Hayward City	\$255,861,262	\$278,501,000	(\$22,639,738)	2
Emeryville City	\$42,828,544	\$66,778,000	(\$23,949,456)	5
Dublin City	\$168,456,814	\$197,901,000	(\$29,444,186)	1
Newark City	\$82,517,369	\$118,401,000	(\$35,883,631)	2
Alameda City	\$200,599,061	\$271,474,000	(\$70,874,939)	3
Berkeley City	\$297,086,051	\$375,519,000	(\$78,432,949)	5
Oakland	\$845,187,205	\$930,044,000	(\$84,856,795)	3, 4 & 5
San Leandro City	\$159,125,100	\$317,587,000	(\$158,461,900)	3

CDP – Census Designated Place

Resident Spending Source: ESRI, Incorporated; Estimated Sales Revenue Source: 2017 Economic Census

APPENDIX 2
FOOD HUB EXPANSION
ARROYO VIEJO RECREATION CENTER



Sources	Total
Sale of Donated Equipment	10,000
Alameda County	772,715
Total Sources	782,715
Uses	
<i>Acquisition Costs</i>	
Acquisition Land	0
Acquisition Building	0
Holding Costs	0
subtotal	0
<i>Constr./Rehab Costs</i>	
Food Prep Room	200,000
Refrigeration	95,000
Kitchen Equipment	120,000
Walls, Electrical	75,000
Flooring	45,000
Ceiling	65,000
Cabinets	35,000
Contingency (10%)	47,500
subtotal	682,500
<i>Soft Costs</i>	
Utility Tap Fees	0
Architect/ Engineer Fees	35,000
Construction Insurance	6,000
Permit Fees	10,215
Constr. Mgmt Consultant	0
Loan Closing Fees	0
Survey	2,500
Accounting	2,500
Legal Fees	6,000
Project Management Cost	20,000
Leasing/Mktg Expenses	0
Operating Reserves	18,000
subtotal	100,215
Total Expenses	782,715
Surplus/(Deficit)	0

Weekly Catering Kitchen Income					
Item	Hourly Rate	At A Time	Hours Total	Total	Detail
Dayuse Kitchen	\$ 24	1.5	56	\$ 2,016	
Dayuse Prep	\$ 21	1.5	56	\$ 1,764	
Nightuse Kitchen	\$ 21	1.5	48	\$ 1,512	
Nightuse Prep	\$ 12	1.5	48	\$ 864	
Total Net Revenue Per Week				\$ 6,156	

Monthly Storage Income					
Item	Monthly Rate	(not used)	Total	Total	Detail
Cold Storage	\$ 80		8	\$ 640	
Dry Storage	\$ 72		8	\$ 576	
Total Revenue Per Month				\$ 1,216	

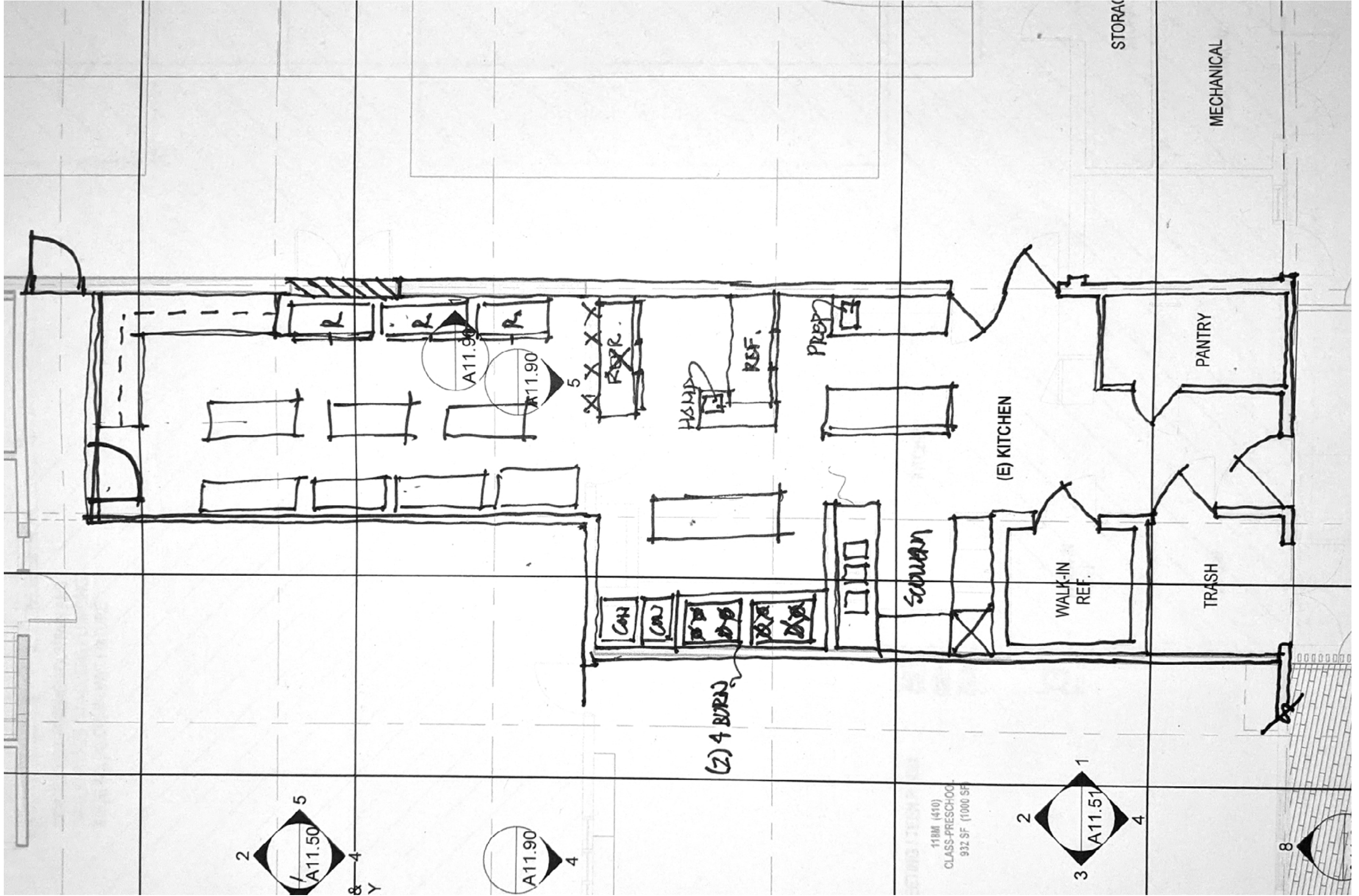
Annual Income Summary				
Activity	Number	Per Period	Subtotal	Notes
Dayuse Line	52	\$2,016	\$ 104,832	
Dayuse Prep	52	\$1,764	\$ 91,728	
Nightuse Line	52	\$1,512	\$ 78,624	
Nighuse Prep	52	\$ 864	\$ 44,928	
Large Storage	12	\$ 640	\$ 7,680	
Small Storage	12	\$ 576	\$ 6,912	
Total			\$ 334,704	Annual Gross Revenue

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Gross Income										
Operating Subsidy										
"Intern" Subsidy	135,200	139,256	143,434	147,737	152,169	156,734	161,436	166,279	171,267	176,405
Rental Income										
#ERROR!	334,704	344,745	355,087	365,740	376,712	388,014	399,654	411,644	423,993	436,713
Less:										
Vacancy	(50,206)	(51,712)	(53,263)	(54,861)	(56,507)	(58,202)	(59,948)	(61,747)	(63,599)	(65,507)
Total Gross Income	419,698	432,289	445,258	458,616	472,374	486,545	501,142	516,176	531,661	547,611

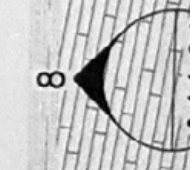
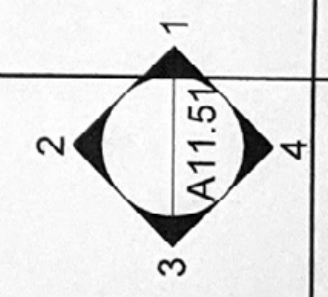
Expenses (escalator)		1.03									
<u>Admin & General</u>											
Management Fee	5%	20,985	21,614	22,263	22,931	23,619	24,327	25,057	25,809	26,583	27,381
Staff Expense		278,950	287,319	295,938	304,816	313,961	323,380	333,081	343,073	353,366	363,966
Office Supplies		1,500	1,545	1,591	1,639	1,688	1,739	1,791	1,845	1,900	1,957
Bookkeeping/Accounting		15,000	15,450	15,914	16,391	16,883	17,389	17,911	18,448	19,002	19,572
Legal	0.35% c	1,469	1,513	1,558	1,605	1,653	1,703	1,754	1,807	1,861	1,917
<u>Marketing & Leasing</u>											
Advertising	1.5% o	6,295	6,484	6,679	6,879	7,086	7,298	7,517	7,743	7,975	8,214
Credit & Criminal Records	\$60/per	1,500	1,545	1,591	1,639	1,688	1,739	1,791	1,845	1,900	1,957
<u>Maintenance & Repair</u>											
Trash Removal		12,000	12,360	12,731	13,113	13,506	13,911	14,329	14,758	15,201	15,657
Exterminating		6,000	6,180	6,365	6,556	6,753	6,956	7,164	7,379	7,601	7,829
Maintenance		12,000	12,360	12,731	13,113	13,506	13,911	14,329	14,758	15,201	15,657
Painting & Decorating		4,000	4,120	4,244	4,371	4,502	4,637	4,776	4,919	5,067	5,219
Security		3,420	3,523	3,628	3,737	3,849	3,965	4,084	4,206	4,332	4,462
Contract Cleaning		12,000	12,360	12,731	13,113	13,506	13,911	14,329	14,758	15,201	15,657
Repairs & Landscaping		6,000	6,180	6,365	6,556	6,753	6,956	7,164	7,379	7,601	7,829
Supplies	0.75%	3,148	3,242	3,339	3,440	3,543	3,649	3,759	3,871	3,987	4,107
<u>Taxes & Insurance</u>											
Real Estate Taxes		0	0	0	0	0	0	0	0	0	0
Insurance	1% of r	4,197	4,323	4,453	4,586	4,724	4,865	5,011	5,162	5,317	5,476
License/Fees & Other Taxes		4,500	4,635	4,774	4,917	5,065	5,217	5,373	5,534	5,700	5,871
<u>Energy Costs</u>											
Electric		0	0	0	0	0	0	0	0	0	0
Gas		0	0	0	0	0	0	0	0	0	0
Water & Sewer		0	0	0	0	0	0	0	0	0	0
Replacement Reserve	10yr lif	0	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000
Total Expenses		392,964	416,753	428,896	441,402	454,285	467,553	481,220	495,296	509,795	524,729
Net Operating Income		26,734	15,536	16,362	17,213	18,090	18,992	19,922	20,880	21,866	22,882
Perm Loan (TBD)		0	0	0	0	0	0	0	0	0	0
Total Debt Service		0	0	0	0	0	0	0	0	0	0
Net Cash Flow		26,734	15,536	16,362	17,213	18,090	18,992	19,922	20,880	21,866	22,882

Staff Position	Hourly/Salary (?)	Pay Rate	Hours Per Week	FICA/Benefit Escalator	Total Cost
Food Hub Director	Salary	\$25,000	n/a	25%	\$31,250
Warehouse/Facilities Manager	Salary	\$30,000	n/a	25%	\$37,500
Operations Manager	Salary	\$30,000	n/a	25%	\$37,500
Sales/Client Manager	Salary	\$30,000	n/a	25%	\$37,500
Dishwashers	Hourly	\$20.00	104	25%	\$135,200
TOTAL					\$278,950

APPENDIX 3
FOOD HUB EXPANSION
MATT JIMENEZ COMMUNITY CENTER



118M (410)
CLASS-PRESCHOC.
932 SF (1000 SF)



Sources	Total
Alameda County	290,000
Total Sources	290,000
Uses	
<i>Acquisition Costs</i>	
Acquisition Land	0
Acquisition Building	0
Holding Costs	0
subtotal	0
<i>Constr./Rehab Costs</i>	
Food Prep Room	56,000
Kitchen Equipment	55,000
Walls, Electrical	61,750
Flooring	25,000
Contingency (10%)	19,775
subtotal	217,525
<i>Soft Costs</i>	
Utility Tap Fees	0
Architect/ Engineer Fees	18,500
Construction Insurance	3,500
Permit Fees	6,975
Constr. Mgmt Consultant	0
Loan Closing Fees	0
Survey	0
Accounting	2,500
Legal Fees	6,000
Project Management Cost	15,000
Leasing/Mktg Expenses	0
Operating Reserves	20,000
subtotal	72,475
Total Expenses	290,000
Surplus/(Deficit)	0

Weekly Catering Kitchen Income					
Item	Hourly Rate	At A Time	Hours Total	Total	Detail
Dayuse Kitchen	\$ 24	1.0	56	\$ 1,344	
Dayuse Prep	\$ 21	1.0	56	\$ 1,176	
Nightuse Kitchen	\$ 21	1.0	48	\$ 1,008	
Nightuse Prep	\$ 12	1.0	48	\$ 576	
Total Net Revenue Per Week				\$ 4,104	

Monthly Storage Income					
Item	Monthly Rate	(not used)	Total	Total	Detail
Cold Storage	\$ 80		4	\$ 320	
Dry Storage	\$ 72		4	\$ 288	
Total Revenue Per Month				\$ 608	

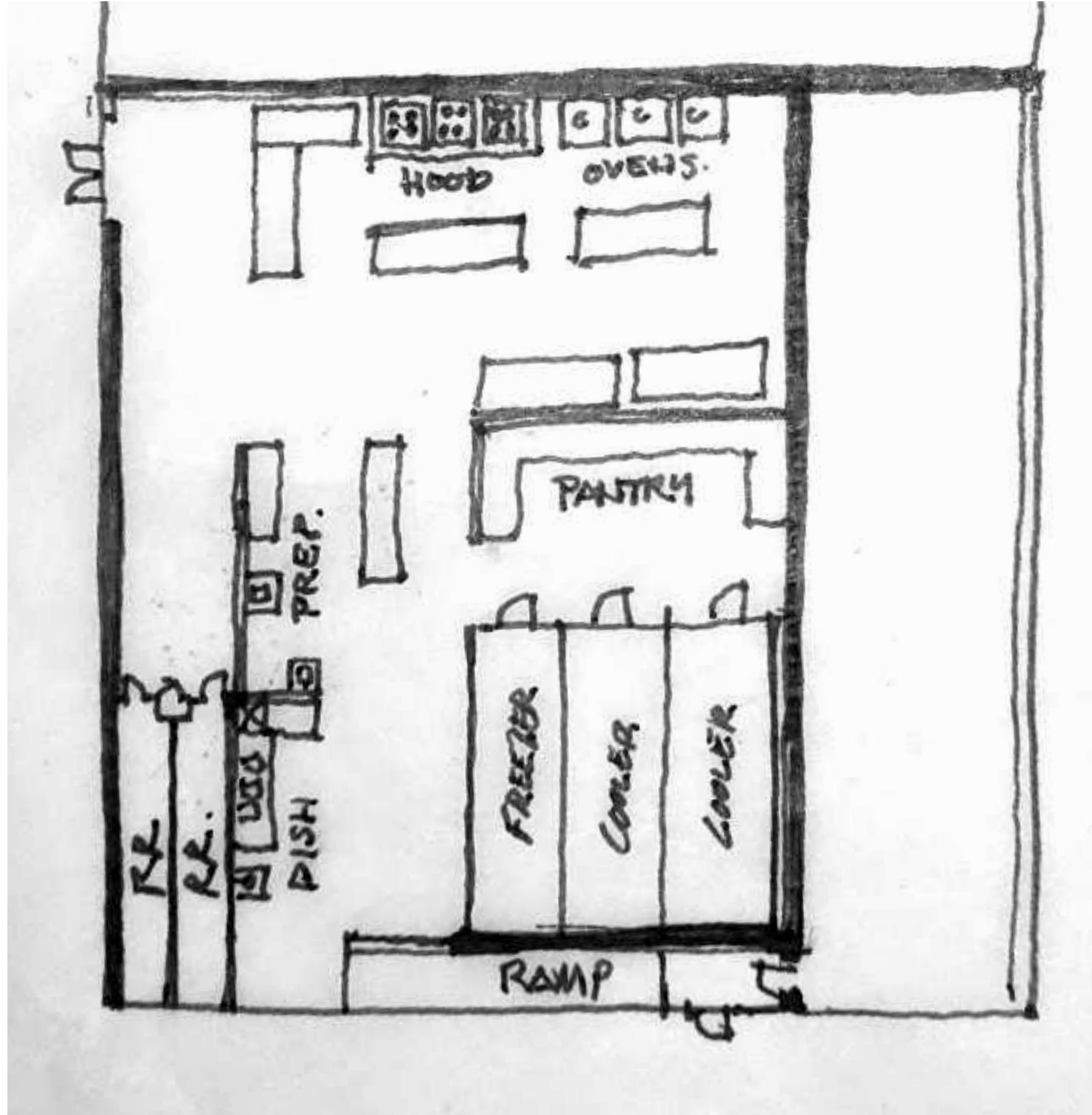
Annual Income Summary				
Activity	Number	Per Period	Subtotal	Notes
Dayuse Line	52	\$1,344	\$ 69,888	
Dayuse Prep	52	\$1,176	\$ 61,152	
Nightuse Line	52	\$1,008	\$ 52,416	
Nighuse Prep	52	\$ 576	\$ 29,952	
Large Storage	12	\$ 320	\$ 3,840	
Small Storage	12	\$ 288	\$ 3,456	
Total			\$ 220,704	Annual Gross Revenue

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Gross Income										
Operating Subsidy										
"Intern" Subsidy	135,200	139,256	143,434	147,737	152,169	156,734	161,436	166,279	171,267	176,405
Rental Income	220,704	227,325	234,145	241,169	248,404	255,856	263,532	271,438	279,581	287,969
Less:										
Vacancy	(33,106)	(34,099)	(35,122)	(36,175)	(37,261)	(38,378)	(39,530)	(40,716)	(41,937)	(43,195)
Total Gross Income	322,798	332,482	342,457	352,731	363,312	374,212	385,438	397,001	408,911	421,179

Expenses (escalator)	1.03										
Admin & General											
Management Fee	5%	16,140	16,624	17,123	17,637	18,166	18,711	19,272	19,850	20,446	21,059
Staff Expense		228,950	235,819	242,893	250,180	257,685	265,416	273,378	281,580	290,027	298,728
Office Supplies		1,500	1,545	1,591	1,639	1,688	1,739	1,791	1,845	1,900	1,957
Bookkeeping/Accounting		10,000	10,300	10,609	10,927	11,255	11,593	11,941	12,299	12,668	13,048
Legal	0.35% of	1,130	1,164	1,199	1,235	1,272	1,310	1,349	1,390	1,431	1,474
Marketing & Leasing											
Advertising	1.5% of	4,842	4,987	5,137	5,291	5,450	5,613	5,782	5,955	6,134	6,318
Credit & Criminal Records	\$60/per	1,500	1,545	1,591	1,639	1,688	1,739	1,791	1,845	1,900	1,957
Maintenance & Repair											
Trash Removal		12,000	12,360	12,731	13,113	13,506	13,911	14,329	14,758	15,201	15,657
Exterminating		6,000	6,180	6,365	6,556	6,753	6,956	7,164	7,379	7,601	7,829
Maintenance		9,000	9,270	9,548	9,835	10,130	10,433	10,746	11,069	11,401	11,743
Painting & Decorating		2,500	2,575	2,652	2,732	2,814	2,898	2,985	3,075	3,167	3,262
Security		3,420	3,523	3,628	3,737	3,849	3,965	4,084	4,206	4,332	4,462
Contract Cleaning		6,000	6,180	6,365	6,556	6,753	6,956	7,164	7,379	7,601	7,829
Repairs & Landscaping		6,000	6,180	6,365	6,556	6,753	6,956	7,164	7,379	7,601	7,829
Supplies	0.75%	2,421	2,494	2,568	2,645	2,725	2,807	2,891	2,978	3,067	3,159
Taxes & Insurance											
Real Estate Taxes		0	0	0	0	0	0	0	0	0	0
Insurance	1% of r	3,228	3,325	3,425	3,527	3,633	3,742	3,854	3,970	4,089	4,212
License/Fees & Other Taxes		2,500	2,575	2,652	2,732	2,814	2,898	2,985	3,075	3,167	3,262
Energy Costs											
Electric		0	0	0	0	0	0	0	0	0	0
Gas		0	0	0	0	0	0	0	0	0	0
Water & Sewer		0	0	0	0	0	0	0	0	0	0
Replacement Reserve	10yr lif	0	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500
Total Expenses		317,131	332,145	341,944	352,037	362,433	373,141	384,171	395,531	407,232	419,284
Net Operating Income		5,668	338	513	693	879	1,070	1,268	1,471	1,680	1,895
Perm Loan (TBD)		0	0	0	0	0	0	0	0	0	0
Total Debt Service		0	0	0	0	0	0	0	0	0	0
Net Cash Flow		5,668	338	513	693	879	1,070	1,268	1,471	1,680	1,895

Staff Position	Hourly/Salary (?)	Pay Rate	Hours Per Week	FICA/Benefit Escalator	Total Cost
Food Hub Director	Salary	\$15,000	n/a	25%	\$18,750
Operations Manager	Salary	\$30,000	n/a	25%	\$37,500
Sales/Client Manager	Salary	\$30,000	n/a	25%	\$37,500
Dishwashers	Hourly	\$20.00	104	25%	\$135,200
TOTAL					\$228,950

APPENDIX 4
FOOD HUB EXPANSION
TRICITY VOLUNTEERS



Sources	Total
Perm Debt	400,000
Federal Grant	1,000,000
Total Sources	1,400,000
Uses	
<i>Acquisition Costs</i>	
Acquisition Land	0
Acquisition Building	0
Holding Costs	0
subtotal	0
<i>Constr./Rehab Costs</i>	
Commercial Kitchen	675,000
Kitchen Equipment	180,000
Plumbing	100,000
Walls and Doors	150,000
Contingency (10%)	110,500
subtotal	1,215,500
<i>Soft Costs</i>	
Utility Tap Fees	0
Architect/ Engineer Fees	55,000
Construction Insurance	7,000
Permit Fees	15,000
Constr. Mgmt Consultant	0
Loan Closing Fees	10,000
Survey	0
Accounting	5,000
Legal Fees	12,500
Project Management Cost	45,000
Leasing/Mktg Expenses	0
Operating Reserves	35,000
subtotal	184,500
Total Expenses	1,400,000
Surplus/(Deficit)	0

Weekly Catering Kitchen Income					
Item	Hourly Rate	At A Time	Hours Total	Total	Detail
Dayuse Kitchen	\$ 24	4.0	56	\$ 5,376	
Dayuse Prep	\$ 21	4.0	56	\$ 4,704	
Nightuse Kitchen	\$ 21	3.0	48	\$ 3,024	
Nightuse Prep	\$ 12	3.0	48	\$ 1,728	
Total Net Revenue Per Week				\$ 14,832	

Monthly Storage Income					
Item	Monthly Rate	(not used)	Total	Total	Detail
Cold Storage	\$ 80		12	\$ 960	
Dry Storage	\$ 72		12	\$ 864	
Total Revenue Per Month				\$ 1,824	

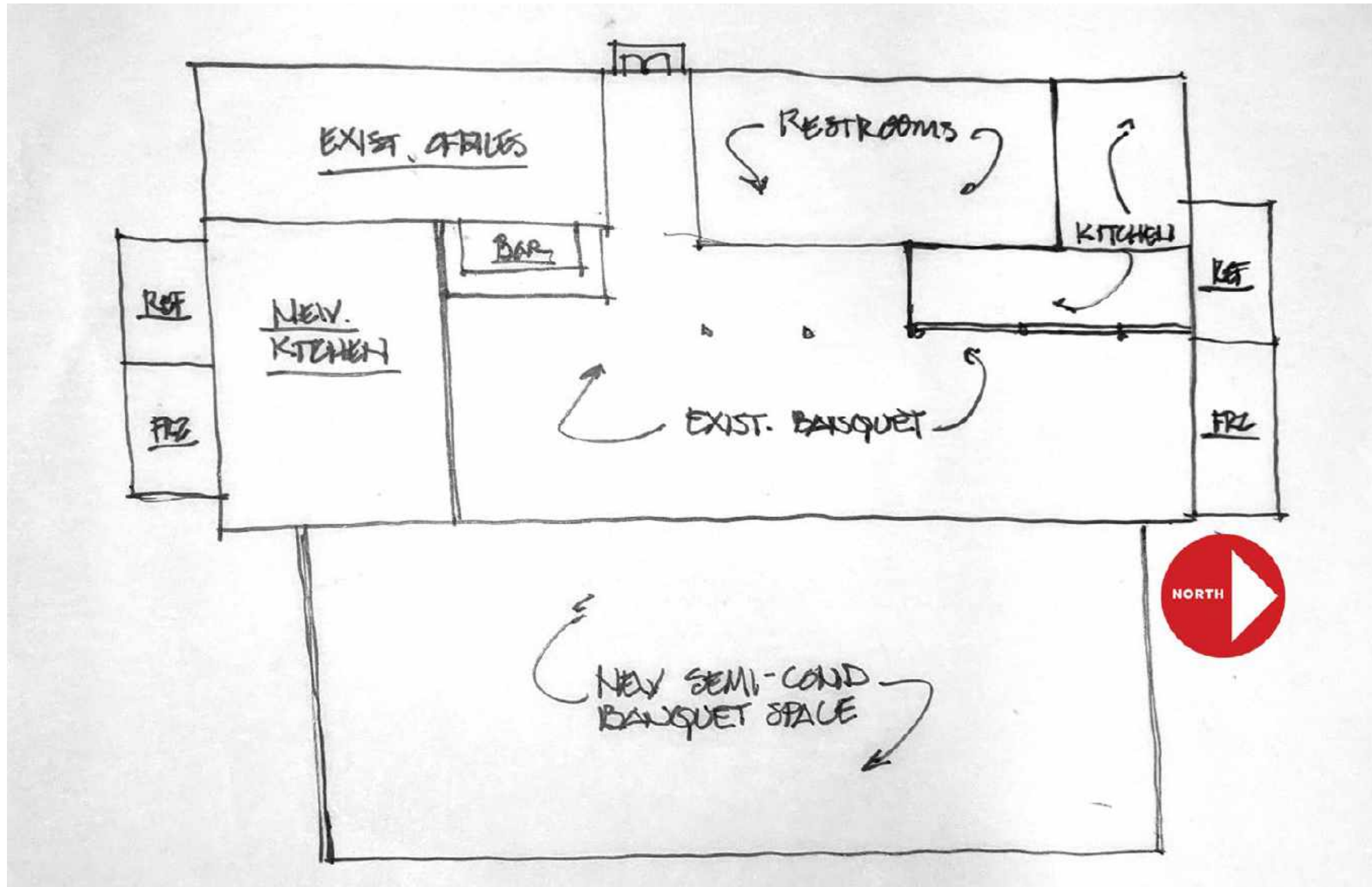
Annual Income Summary				
Activity	Number	Per Period	Subtotal	Notes
Dayuse Line	52	\$5,376	\$ 279,552	
Dayuse Prep	52	\$4,704	\$ 244,608	
Nightuse Line	52	\$3,024	\$ 157,248	
Nighuse Prep	52	\$1,728	\$ 89,856	
Large Storage	12	\$ 960	\$ 11,520	
Small Storage	12	\$ 864	\$ 10,368	
Total			\$ 793,152	Annual Gross Revenue

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Gross Income										
Operating Subsidy										
"Intern" Subsidy	270,400	278,512	286,867	295,473	304,338	313,468	322,872	332,558	342,535	352,811
Rental Income										
#ERROR!	793,152	816,947	841,455	866,699	892,700	919,481	947,065	975,477	1,004,741	1,034,883
Less:										
Vacancy	(118,973)	(122,542)	(126,218)	(130,005)	(133,905)	(137,922)	(142,060)	(146,322)	(150,711)	(155,233)
Total Gross Income	944,579	972,917	1,002,104	1,032,167	1,063,132	1,095,026	1,127,877	1,161,713	1,196,565	1,232,462

Expenses (escalator)		1.03									
<u>Admin & General</u>											
Management Fee	5%	47,229	48,646	50,105	51,608	53,157	54,751	56,394	58,086	59,828	61,623
Staff Expense		495,400	510,262	525,570	541,337	557,577	574,304	591,534	609,280	627,558	646,385
Office Supplies		3,000	3,090	3,183	3,278	3,377	3,478	3,582	3,690	3,800	3,914
Bookkeeping/Accounting		20,000	20,600	21,218	21,855	22,510	23,185	23,881	24,597	25,335	26,095
Legal	0.35% of	3,306	3,405	3,507	3,613	3,721	3,833	3,948	4,066	4,188	4,314
<u>Rent/ Lease</u>											
Rent		60,000	61,800	63,654	65,564	67,531	69,556	71,643	73,792	76,006	78,286
<u>Marketing & Leasing</u>											
Advertising	1.5% of	14,169	14,594	15,032	15,483	15,947	16,425	16,918	17,426	17,948	18,487
Credit & Criminal Records	\$60/per	4,500	4,635	4,774	4,917	5,065	5,217	5,373	5,534	5,700	5,871
<u>Maintenance & Repair</u>											
Trash Removal		12,000	12,360	12,731	13,113	13,506	13,911	14,329	14,758	15,201	15,657
Exterminating		6,000	6,180	6,365	6,556	6,753	6,956	7,164	7,379	7,601	7,829
Maintenance		18,000	18,540	19,096	19,669	20,259	20,867	21,493	22,138	22,802	23,486
Painting & Decorating		7,500	7,725	7,957	8,195	8,441	8,695	8,955	9,224	9,501	9,786
Security		3,420	3,523	3,628	3,737	3,849	3,965	4,084	4,206	4,332	4,462
Contract Cleaning		12,000	12,360	12,731	13,113	13,506	13,911	14,329	14,758	15,201	15,657
Repairs & Landscaping		10,000	10,300	10,609	10,927	11,255	11,593	11,941	12,299	12,668	13,048
Supplies	0.75%	7,084	7,297	7,516	7,741	7,973	8,213	8,459	8,713	8,974	9,243
<u>Taxes & Insurance</u>											
Real Estate Taxes		0	0	0	0	0	0	0	0	0	0
Insurance	1% of r	9,446	9,729	10,021	10,322	10,631	10,950	11,279	11,617	11,966	12,325
License/Fees & Other Taxes		6,000	6,180	6,365	6,556	6,753	6,956	7,164	7,379	7,601	7,829
<u>Energy Costs</u>											
Electric		45,000	46,350	47,741	49,173	50,648	52,167	53,732	55,344	57,005	58,715
Gas		30,000	30,900	31,827	32,782	33,765	34,778	35,822	36,896	38,003	39,143
Water & Sewer		20,000	20,600	21,218	21,855	22,510	23,185	23,881	24,597	25,335	26,095
Replacement Reserve	10yr lif	0	18,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000
Total Expenses		834,054	877,075	902,848	929,393	956,735	984,897	1,013,904	1,043,781	1,074,554	1,106,251
Net Operating Income		110,525	95,841	99,256	102,774	106,397	110,129	113,973	117,932	122,010	126,211
Perm Loan (TBD)		39,860	39,860	39,860	39,860	39,860	39,860	39,860	39,860	39,860	39,860
Total Debt Service		39,860	39,860	39,860	39,860	39,860	39,860	39,860	39,860	39,860	39,860
Net Cash Flow		70,666	55,981	59,397	62,914	66,538	70,270	74,113	78,073	82,151	86,351

Staff Position	Hourly/Salary (?)	Pay Rate	Hours Per Week	FICA/Benefit Escalator	Total Cost
Food Hub Director	Salary	\$70,000	n/a	25%	\$87,500
Operations Manager	Salary	\$60,000	n/a	25%	\$75,000
Sales/Client Manager	Salary	\$50,000	n/a	25%	\$62,500
Dishwashers	Hourly	\$20.00	208	25%	\$270,400
TOTAL					\$495,400

APPENDIX 5
FOOD HUB EXPANSION
GRANDVIEW PAVILION



Sources	Total
Perm Debt	795,000
City of Alameda	80,000
Alameda County	1,204,000
Total Sources	2,079,000
Uses	
<i>Acquisition Costs</i>	
Acquisition Land	0
Acquisition Building	0
Holding Costs	0
subtotal	0
<i>Constr./Rehab Costs</i>	
Commercial Kitchen	700,000
Kitchen Equipment	240,000
Refrigeration Units	200,000
Catering Space	350,000
Site Work	150,000
Contingency (10%)	164,000
subtotal	1,804,000
<i>Soft Costs</i>	
Utility Tap Fees	0
Architect/ Engineer Fees	65,000
Construction Insurance	7,500
Permit Fees	20,000
Constr. Mgmt Consultant	0
Loan Closing Fees	0
Survey	2,500
Accounting	5,000
Legal Fees	7,500
Project Management Cost	40,000
Leasing/Mktg Expenses	0
Operating Reserves	127,500
subtotal	275,000
Total Expenses	2,079,000
Surplus/(Deficit)	0

Gross Sales	\$1,347,840	
Cost of Goods Sold (COGS)	\$539,136	40%
Labor Costs	\$458,266	34%
Occupancy	\$202,176	15%
Other	\$67,392	5%
Profit	\$80,870	6%
Total	\$1,347,840	100%

Revenue Sources	BEVERAGE CARTS - FOOD HUB REVENUE SCENARIOS				
	Count	Hours	Days	Sales/hr	Rev/Yr
Beverage Carts	4	8	312	\$50	\$ 499,200
Snack Shacks	2	6	260	\$60	\$ 187,200
Food Pop Ups	2	6	312	\$60	\$ 224,640
Tournaments	2	6	260	\$50	\$ 156,000
Other Events	2	1	312	\$50	\$ 31,200
Banquet Events	1	4	104	\$600	\$ 249,600
TOTAL	\$ 1,347,840				

Weekly Catering Kitchen Income				
Item	Hourly Rate	At A Time	Hours Total	Total
Dayuse Kitchen	\$ 24	1.0	56	\$ 1,344
Dayuse Prep	\$ 21	1.0	56	\$ 1,176
Nightuse Kitchen	\$ 21	1.0	56	\$ 1,176
Nightuse Prep	\$ 12	1.0	56	\$ 672
Total Net Revenue Per Week				\$ 4,368

Monthly Storage Income				
Item	Monthly Rate	(not used)	Total	Total
Cold Storage	\$ 80		6	\$ 480
Dry Storage	\$ 72		6	\$ 432
Total Revenue Per Month				\$ 912

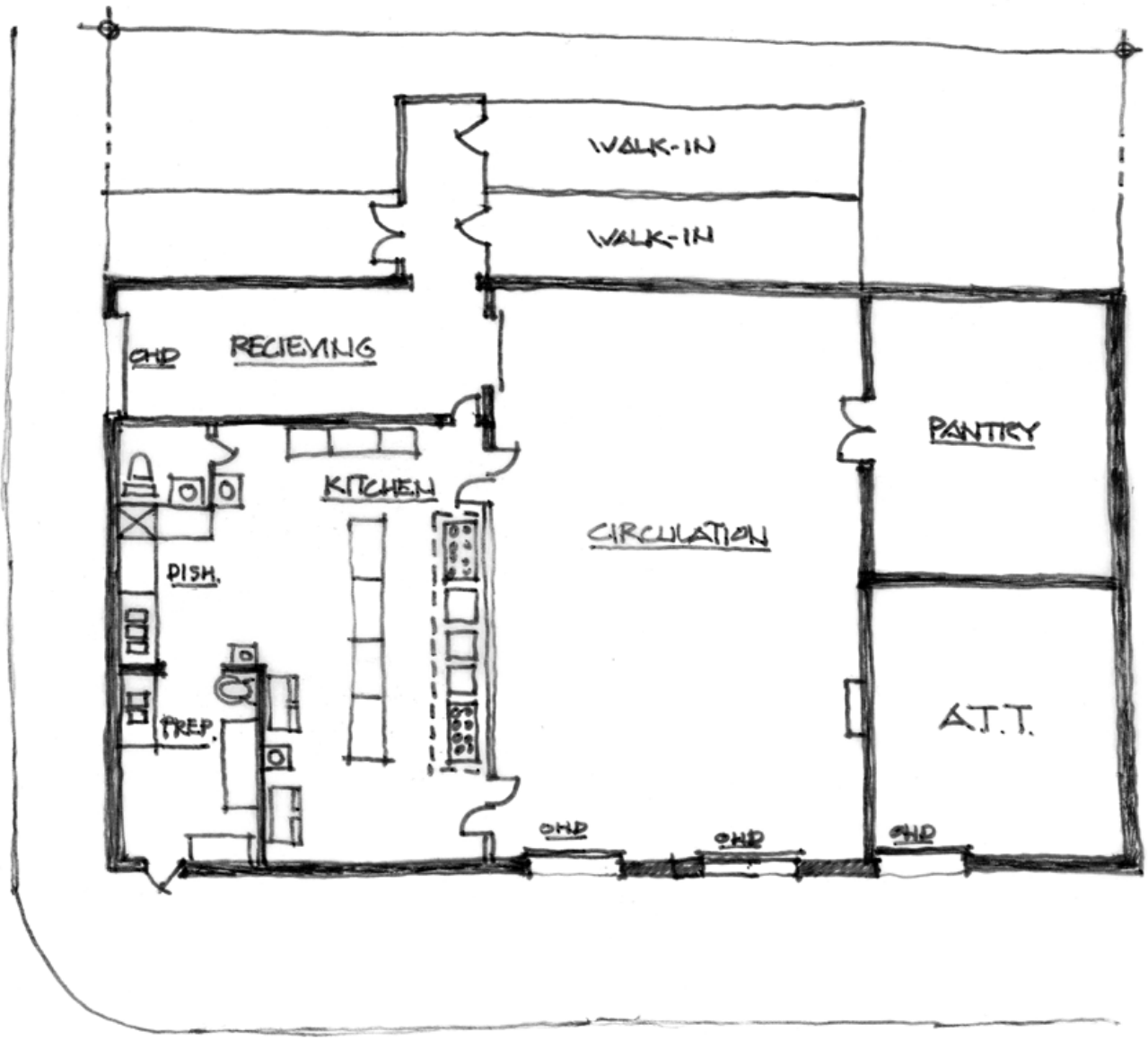
Annual Income Summary				
Activity	Number	Per Period	Subtotal	Notes
Dayuse Line	52	\$ 1,344	\$ 69,888	
Dayuse Prep	52	\$ 1,176	\$ 61,152	
Nightuse Line	52	\$ 1,176	\$ 61,152	
Nighuse Prep	52	\$ 672	\$ 34,944	
Large Storage	12	\$ 480	\$ 5,760	
Small Storage	12	\$ 432	\$ 5,184	
Total			\$ 238,080	Annual Gross Revenue

		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Gross Income											
<u>Operating Subsidy</u>											
Intern Subsidy		145,600	149,968	154,467	159,101	163,874	168,790	173,854	179,070	184,442	189,975
<u>Operating Reserves</u>		10,000	10,000	15,000	15,000	15,000	15,000	5,000	0	0	0
Rental Income											
Catering Events		78,000	80,340	82,750	85,233	87,790	90,423	93,136	95,930	98,808	101,772
Golf Course Vendor		202,176	208,241	214,489	220,923	227,551	234,377	241,409	248,651	256,111	263,794
Food Hub		238,080	245,222	252,579	260,156	267,961	276,000	284,280	292,808	301,593	310,640
Less:											
Vacancy		(51,826)	(28,858)	(29,724)	(30,616)	(31,534)	(32,480)	(33,454)	(34,458)	(35,492)	(36,557)
Total Gross Income		622,030	664,914	689,561	709,798	730,642	752,111	764,224	782,001	805,461	829,625
Expenses (escalator)											
	1.03										
Admin & General Management Fee	3.50%	21,771	23,272	24,135	24,843	25,572	26,324	26,748	27,370	28,191	29,037
Staff Expense		308,100	317,343	326,863	336,669	346,769	357,172	367,888	378,924	390,292	402,001
Office Supplies		3,500	3,605	3,713	3,825	3,939	4,057	4,179	4,305	4,434	4,567
Bookkeeping/Accounting		3,600	3,708	3,819	3,934	4,052	4,173	4,299	4,428	4,560	4,697
Legal	0.35% of revenue	2,177	2,242	2,310	2,379	2,450	2,524	2,600	2,678	2,758	2,841
Rent/ Lease											
Rent		10,000	10,000	20,000	20,000	30,000	30,900	31,827	32,782	33,765	34,778
Marketing & Leasing											
Advertising	1.5% of revenue	9,330	9,610	9,899	10,196	10,502	10,817	11,141	11,475	11,820	12,174
Credit & Criminal Records	\$60/person	900	927	955	983	1,013	1,043	1,075	1,107	1,140	1,174
Maintenance & Repair											
Trash Removal		12,000	12,360	12,731	13,113	13,506	13,911	14,329	14,758	15,201	15,657
Exterminating		6,000	6,180	6,365	6,556	6,753	6,956	7,164	7,379	7,601	7,829
Maintenance		15,000	15,450	15,914	16,391	16,883	17,389	17,911	18,448	19,002	19,572
Painting & Decorating		8,000	8,240	8,487	8,742	9,004	9,274	9,552	9,839	10,134	10,438
Security		3,420	3,523	3,628	3,737	3,849	3,965	4,084	4,206	4,332	4,462
Contract Cleaning		12,000	12,360	12,731	13,113	13,506	13,911	14,329	14,758	15,201	15,657
Repairs & Landscaping		8,000	8,240	8,487	8,742	9,004	9,274	9,552	9,839	10,134	10,438
Supplies	0.75% of revenue	4,665	4,805	4,949	5,098	5,251	5,408	5,571	5,738	5,910	6,087
Taxes & Insurance											
Real Estate Taxes		0	0	0	0	0	0	0	0	0	0
Insurance	1% of revenue	6,220	6,407	6,599	6,797	7,001	7,211	7,427	7,650	7,880	8,116
License/Fees & Other Taxes		3,500	3,605	3,713	3,825	3,939	4,057	4,179	4,305	4,434	4,567
Energy Costs											
Electric		40,000	41,200	42,436	43,709	45,020	46,371	47,762	49,195	50,671	52,191
Gas		30,000	30,900	31,827	32,782	33,765	34,778	35,822	36,896	38,003	39,143
Water & Sewer		18,000	18,540	19,096	19,669	20,259	20,867	21,493	22,138	22,802	23,486
Replacement Reserve	10yr lifespan of all equipment	0	24,000	24,000	24,000	24,000	24,000	24,000	24,000	24,000	24,000
Total Expenses		526,184	566,517	592,657	609,101	636,039	654,384	672,930	692,218	712,264	732,912
Net Operating Income		95,846	98,396	96,903	100,696	94,603	97,727	91,294	89,783	93,197	96,713
Perm Loan (TBD)		79,221	79,221	79,221	79,221	79,221	79,221	79,221	79,221	79,221	79,221
Total Debt Service		79,221	79,221	79,221	79,221	79,221	79,221	79,221	79,221	79,221	79,221
Net Cash Flow		16,625.00	19,175.00	17,682.00	21,475.00	15,382.00	18,506.00	12,073.00	10,562.00	13,976.00	17,492.00
DS Coverage After Reserve		1.21	1.24	1.22	1.27	1.19	1.23	1.15	1.13	1.18	1.22
DS Coverage Before Reserve		1.21	1.54	1.53	1.57	1.50	1.54	1.46	1.44	1.48	1.52

Staff Position	Hourly/Salary (?)	Pay Rate	Hours Per Week	FICA/Benefit Escalator	Total Cost
Food Hub Director	Salary	\$70,000	n/a	25%	\$87,500
Operations Manager	Salary	\$60,000	n/a	25%	\$75,000
Dishwashers	Hourly	\$20.00	112	25%	\$145,600
TOTAL					\$308,100

APPENDIX 6
FOOD HUB EXPANSION
MT. ZION

13th ST.



WILLOW

Sources	Total
Perm Debt	725,000
Alameda County	2,967,500
Total Sources	3,692,500
Uses	
<i>Acquisition Costs</i>	
Acquisition Land	0
Acquisition Building	0
Holding Costs	0
subtotal	0
<i>Constr./Rehab Costs</i>	
Commercial Kitchen	2,250,000
Kitchen Equipment	550,000
Plumbing	225,000
Walls and Doors	145,000
Contingency (10%)	317,000
subtotal	3,487,000
<i>Soft Costs</i>	
Utility Tap Fees	0
Architect/ Engineer Fees	80,000
Construction Insurance	7,000
Permit Fees	21,000
Constr. Mgmt Consultant	0
Loan Closing Fees	10,000
Survey	0
Accounting	5,000
Legal Fees	12,500
Project Management Cost	70,000
Leasing/Mktg Expenses	0
Operating Reserves	0
subtotal	205,500
Total Expenses	3,692,500
Surplus/(Deficit)	0

Weekly Catering Kitchen Income				
Item	Hourly Rate	At A Time	Hours Total	Total
Dayuse Kitchen	\$ 24	3.0	56	\$ 4,032
Dayuse Prep	\$ 21	3.0	56	\$ 3,528
Nightuse Kitchen	\$ 21	3.0	48	\$ 3,024
Nightuse Prep	\$ 12	3.0	48	\$ 1,728
Total Net Revenue Per Week				\$ 12,312

Monthly Storage Income				
Item	Monthly Rate	(not used)	Total	Total
Cold Storage	\$ 80		10	\$ 800
Dry Storage	\$ 72		10	\$ 720
Total Revenue Per Month				\$ 1,520

Annual Income Summary				
Activity	Number	Per Period	Subtotal	Notes
Dayuse Line	52	\$ 4,032	\$ 209,664	
Dayuse Prep	52	\$ 3,528	\$ 183,456	
Nightuse Line	52	\$ 3,024	\$ 157,248	
Nighuse Prep	52	\$ 1,728	\$ 89,856	
Large Storage	12	\$ 800	\$ 9,600	
Small Storage	12	\$ 720	\$ 8,640	
Total			\$ 658,464	Annual Gross Revenue

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Gross Income										
Operating Subsidy										
"Intern" Subsidy	270,400	278,512	286,867	295,473	304,338	313,468	322,872	332,558	342,535	352,811
Rental Income										
#ERROR!	658,464	678,218	698,564	719,521	741,107	763,340	786,240	809,828	834,122	859,146
Less:										
Vacancy	(98,770)	(101,733)	(104,785)	(107,928)	(111,166)	(114,501)	(117,936)	(121,474)	(125,118)	(128,872)
Total Gross Income	830,094	854,997	880,647	907,067	934,279	962,307	991,176	1,020,911	1,051,539	1,083,085

Expenses (escalator)

Admin & General

Management Fee	5%	41,505	42,750	44,032	45,353	46,714	48,115	49,559	51,046	52,577	54,154
Staff Expense		432,900	445,887	459,264	473,042	487,233	501,850	516,905	532,412	548,385	564,836
Office Supplies		3,000	3,090	3,183	3,278	3,377	3,478	3,582	3,690	3,800	3,914
Bookkeeping/Accounting		20,000	20,600	21,218	21,855	22,510	23,185	23,881	24,597	25,335	26,095
Legal	0.35% c	2,905	2,992	3,082	3,175	3,270	3,368	3,469	3,573	3,680	3,791

Rent/ Lease

Rent		40,000	41,200	42,436	43,709	45,020	46,371	47,762	49,195	50,671	52,191
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Marketing & Leasing

Advertising	1.5% o	12,451	12,825	13,210	13,606	14,014	14,435	14,868	15,314	15,773	16,246
Credit & Criminal Records	\$60/per	3,300	3,399	3,501	3,606	3,714	3,826	3,940	4,059	4,180	4,306

Maintenance & Repair

Trash Removal		12,000	12,360	12,731	13,113	13,506	13,911	14,329	14,758	15,201	15,657
Exterminating		6,000	6,180	6,365	6,556	6,753	6,956	7,164	7,379	7,601	7,829
Maintenance		18,000	18,540	19,096	19,669	20,259	20,867	21,493	22,138	22,802	23,486
Painting & Decorating		7,500	7,725	7,957	8,195	8,441	8,695	8,955	9,224	9,501	9,786
Security		3,420	3,523	3,628	3,737	3,849	3,965	4,084	4,206	4,332	4,462
Contract Cleaning		12,000	12,360	12,731	13,113	13,506	13,911	14,329	14,758	15,201	15,657
Repairs & Landscaping		10,000	10,300	10,609	10,927	11,255	11,593	11,941	12,299	12,668	13,048
Supplies	0.75%	6,226	6,412	6,605	6,803	7,007	7,217	7,434	7,657	7,887	8,123

Taxes & Insurance

Real Estate Taxes		0	0	0	0	0	0	0	0	0	0
Insurance	1% of r	8,301	8,550	8,806	9,071	9,343	9,623	9,912	10,209	10,515	10,831
License/Fees & Other Taxes		4,000	4,120	4,244	4,371	4,502	4,637	4,776	4,919	5,067	5,219

Energy Costs

Electric		45,000	46,350	47,741	49,173	50,648	52,167	53,732	55,344	57,005	58,715
Gas		30,000	30,900	31,827	32,782	33,765	34,778	35,822	36,896	38,003	39,143
Water & Sewer		20,000	20,600	21,218	21,855	22,510	23,185	23,881	24,597	25,335	26,095
Replacement Reserve	10yr lif	0	18,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000
Total Expenses		738,508	778,663	801,483	824,988	849,197	874,133	899,817	926,272	953,520	981,586

Net Operating Income

		91,586	76,334	79,164	82,079	85,081	88,174	91,359	94,640	98,019	101,499
Perm Loan (TBD)		71,086	71,086	71,086	71,086	71,086	71,086	71,086	71,086	71,086	71,086
Total Debt Service		71,086	71,086	71,086	71,086	71,086	71,086	71,086	71,086	71,086	71,086

Net Cash Flow

		20,500	5,248	8,078	10,992	13,995	17,087	20,272	23,553	26,932	30,413
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Staff Position	Hourly/Salary (?)	Pay Rate	Hours Per Week	FICA/Benefit Escalator	Total Cost
Food Hub Director	Salary	\$70,000	n/a	25%	\$87,500
Sales/Client Manager	Salary	\$60,000	n/a	25%	\$75,000
Dishwashers	Hourly	\$20.00	208	25%	\$270,400
TOTAL					\$432,900

APPENDIX 7
FOOD HUB EXPANSION
CROSSWINDS CHURCH SITE

Sources	Total
Perm Debt	3,900,000
Alameda County	8,907,500
Total Sources	12,807,500
Uses	
<i>Acquisition Costs</i>	0
Acquisition Land	0
Acquisition Building	0
Holding Costs	0
subtotal	0
<i>Constr./Rehab Costs</i>	
Commercial Kitchen	200,000
Kitchen Equipment	500,000
Building Construction	6,000,000
Bridge	2,000,000
Utilities	600,000
Site Work	850,000
Contingency (10%)	730,000
subtotal	10,880,000
<i>Soft Costs</i>	
Utility Tap Fees	200,000
Architect/ Engineer Fees	250,000
Construction Insurance	50,000
Permit Fees	125,000
Constr. Mgmt Consultant	200,000
Loan Closing Fees	97,500
Survey	35,000
Accounting	25,000
Legal Fees	125,000
Project Management Cost	500,000
Leasing/Mktg Expenses	120,000
Operating Reserves	200,000
subtotal	1,927,500
Total Expenses	12,807,500
Surplus/(Deficit)	0

Weekly Catering Kitchen Income				
Item	Hourly Rate	At A Time	Hours Total	Total
Dayuse Kitchen	\$ 24	10.0	56	\$ 13,440
Dayuse Prep	\$ 21	10.0	56	\$ 11,760
Nightuse Kitchen	\$ 21	8.0	48	\$ 8,064
Nightuse Prep	\$ 12	8.0	48	\$ 4,608
Total Net Revenue Per Week				\$ 37,872

Monthly Storage Income				
Item	Monthly Rate (not used)	Total	Total	Total
Cold Storage	\$ 80	24	\$ 1,920	
Dry Storage	\$ 72	24	\$ 1,728	
Food Truck Parking	\$ 250	8	\$ 2,000	
Total Revenue Per Month				\$ 5,648

Annual Office Space Rent				
Tenant Name	# Units	Rent Per Month	Rent Per Year	Rent/Sq Ft/Month
NonProfit Office Rent	2,400	\$ 4,200	\$ 50,400	\$ 1.75
Total Square Footage		9,600		
Gross Rent				
Total Gross Rent			\$ 50,400	\$ 1.75

Annual Income Summary				
Activity	Number	Per Period	Subtotal	Notes
Dayuse Line	52	\$ 13,440	\$ 698,880	
Dayuse Prep	52	\$ 11,760	\$ 611,520	
Nightuse Line	52	\$ 8,064	\$ 419,328	
Nighuse Prep	52	\$ 4,608	\$ 239,616	
Cold Storage	12	\$ 1,920	\$ 23,040	
Dry Storage	12	\$ 1,728	\$ 20,736	
Food Truck Parking	12	\$ 2,000	\$ 24,000	
Total			\$ 2,037,120	Annual Gross Revenue

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	
Gross Income											
<u>Operating Subsidy</u>											
Intern Subsidy	405,600	417,768	430,301	443,210	456,506	470,202	484,308	498,837	513,802	529,216	
<u>Rental Income</u>											
Office Rent	50,400	51,912	53,469	55,073	56,726	58,427	60,180	61,986	63,845	65,761	
Commercial Kitchen Rent	2,037,120	2,098,234	2,161,181	2,226,016	2,292,797	2,361,580	2,432,428	2,505,401	2,580,563	2,657,980	
Less:											
Vacancy	(313,128)	(322,522)	(332,197)	(342,163)	(352,428)	(363,001)	(373,891)	(385,108)	(396,661)	(408,561)	
Total Gross Income	2,179,992	2,245,392	2,312,754	2,382,136	2,453,600	2,527,208	2,603,024	2,681,115	2,761,549	2,844,395	
Expenses (escalator)											
1.03											
<u>Admin & General</u>											
Management Fee	5%	109,000	112,270	115,638	119,107	122,680	126,360	130,151	134,056	138,077	142,220
Staff Expense		899,350	926,331	954,120	982,744	1,012,226	1,042,593	1,073,871	1,106,087	1,139,270	1,173,448
Office Supplies		10,000	10,300	10,609	10,927	11,255	11,593	11,941	12,299	12,668	13,048
Bookkeeping/Accounting		45,000	46,350	47,741	49,173	50,648	52,167	53,732	55,344	57,005	58,715
Legal	0.35% of	7,630	7,859	8,095	8,337	8,588	8,845	9,111	9,384	9,665	9,955
<u>Rent</u>											
Annual Rent		120,000	123,600	127,308	131,127	135,061	139,113	143,286	147,585	152,012	156,573
<u>Marketing & Leasing</u>											
Advertising	1.5% of	32,700	33,681	34,691	35,732	36,804	37,908	39,045	40,217	41,423	42,666
Credit & Criminal Records	\$60/per	9,000	9,270	9,548	9,835	10,130	10,433	10,746	11,069	11,401	11,743
<u>Maintenance & Repair</u>											
Trash Removal		24,000	24,720	25,462	26,225	27,012	27,823	28,657	29,517	30,402	31,315
Exterminating		12,000	12,360	12,731	13,113	13,506	13,911	14,329	14,758	15,201	15,657
Maintenance		35,000	36,050	37,132	38,245	39,393	40,575	41,792	43,046	44,337	45,667
Painting & Decorating		20,000	20,600	21,218	21,855	22,510	23,185	23,881	24,597	25,335	26,095
Security		6,840	7,045	7,257	7,474	7,698	7,929	8,167	8,412	8,665	8,925
Contract Cleaning		24,000	24,720	25,462	26,225	27,012	27,823	28,657	29,517	30,402	31,315
Repairs & Landscaping		50,000	51,500	53,045	54,636	56,275	57,964	59,703	61,494	63,339	65,239
Supplies	0.75%	16,350	16,840	17,346	17,866	18,402	18,954	19,523	20,108	20,712	21,333
<u>Taxes & Insurance</u>											
Real Estate Taxes		0	0	0	0	0	0	0	0	0	0
Insurance	1% of r	21,800	22,454	23,128	23,821	24,536	25,272	26,030	26,811	27,615	28,444
License/Fees & Other Taxes		18,000	18,540	19,096	19,669	20,259	20,867	21,493	22,138	22,802	23,486
<u>Energy Costs</u>											
Electric		200,000	206,000	212,180	218,545	225,102	231,855	238,810	245,975	253,354	260,955
Gas		0	0	0	0	0	0	0	0	0	0
Water & Sewer		70,000	72,100	74,263	76,491	78,786	81,149	83,584	86,091	88,674	91,334
Replacement Reserve	10yr lif	0	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Total Expenses		1,730,669	1,832,589	1,886,067	1,941,149	1,997,884	2,056,320	2,116,510	2,178,505	2,242,360	2,308,131
Net Operating Income		449,323	412,802	426,686	440,987	455,717	470,888	486,515	502,610	519,189	536,264
Perm Loan (NCCLF)		388,632	388,632	388,632	388,632	388,632	388,632	388,632	388,632	388,632	388,632
Other Loan (N/A);		0	0	0	0	0	0	0	0	0	0
Total Debt Service		388,632	388,632	388,632	388,632	388,632	388,632	388,632	388,632	388,632	388,632
Net Cash Flow		60,691	24,170	38,055	52,355	67,085	82,256	97,883	113,978	130,557	147,632

Staff Position	Hourly/Salary (?)	Pay Rate	Hours Per Week	FICA/Benefit Escalator	Total Cost
Food Hub Director	Salary	\$90,000	n/a	25%	\$112,500
Operations Manager	Salary	\$70,000	n/a	25%	\$87,500
Kitchen Manager	Salary	\$60,000	n/a	25%	\$75,000
Sales/Client Manager (2 FTEs)	Salary	\$120,000	n/a	25%	\$150,000
Custodian	Salary	\$55,000	n/a	25%	\$68,750
Dishwashers	Hourly	\$20.00	312	25%	\$405,600
TOTAL					\$899,350

APPENDIX 8

GLOSSARY

The following terms/acronyms are used in this report and are defined as the following:

AB 109 – Public Safety Realignment Act or Assembly Bill 109 went into effect October 1, 2011. The act significantly reallocates state funds for prison reform and probation.

ACSO – Alameda County Sheriff’s Office

CAO – Alameda County Administrator’s Office

DDF – Dig Deep Farms

DSAL – Alameda County Deputy Sheriffs’ Activities League

EBT – Electronic Benefit Transfer

R4H – Recipe4Health

HMO – Health Maintenance Organization

MSM – Medically-Supportive Meals

“Original” Medicare – This term refers to Parts A and B of Medicare, as established in 1965

RDO – Redistribution Organization

SNAP -Supplemental Nutrition Assistance Program. Also, know as CalFresh throughout California.

SNP – Medicare Special Needs Plan

USDA – United States Department of Agriculture

June 14, 2022

To: Hilary Bass, Senior Program Specialist, Sheriff Department

From: Edwin Leonard, Senior Registered Environmental Health Specialist,
 Alameda County Department of Environmental Health

**Re: REQUIREMENTS FOR REMODELING A COMMERCIAL KITCHEN AT ARROYO
 VIEJO RECREATION CENTER, 7701 KRAUSE AVE., OAKLAND, CA 9460.**

A site consultation was conducted at the above referenced address on June 9, 2022 by representatives of this Department to discuss the requirements for commercial kitchen and food recovery hub installations. The California Retail Food Code (CalCode) requirements for structural finishes, ventilation and equipment installations were discussed. Though all corrections required to bring this prospective food facility up to code were not addressed during this meeting, some notable ventilation (lack of make-up air), structural finishes (need for required wall finishes in wet and high splash areas) and equipment (replacement of unapproved ware-washing and food preparation sinks) deficiencies were discussed. As agreed during the site consultation, prior to plan submission, representatives from the Department of Environmental Health (DEH) will meet with your team and your architect or plan designer at the Arroyo Viejo Recreation Center to provide feedback and guidance for your proposed vision and to assist you in navigating the required plan submittal process. Plans should include and meet the following criteria:

1. Use 1/4" = 1' scale on either ARCH D (24"x36") or ARCH E (36"x48") standard US Architectural drawing size sheet for the floor plan for ease of reviewing and ensuring adequate space is available for the proposed equipment.
2. Site plan showing outside refuse storage area.
3. Water heater worksheet and manufacturer specification sheet for a commercial water heater.
4. Floor plan of entire facility which includes the following:
 - Mechanical, plumbing and electrical layouts
 - Reflected ceiling plan,
 - Equipment layout details
 - Equipment elevations
5. New and old Equipment manufacturer specification sheets.
6. Total Square Footage of the Facility-indicate whether customer eating and drinking utensils will be single-service (all disposable) or multi-use.
7. A Finish Schedule specifying materials, finishes and colors for floors, bases, walls, ceilings, shelving and cabinets. Samples of proposed materials may be required. Give specific brands and manufacturer's specification numbers/model numbers.

For further questions, please don't be hesitated to call or email me at 510-567-6743/
edwin.leonard@acgov.org any time between 8:00am and 5:00pm Monday through Thursday.

Sincerely,



Edwin Leonard

Senior Registered Environmental Health Specialist

Cc: Jackie Greenwood, Acting Chief, Division of Environmental Protection

Ronald Browder, Director, Department of Environmental Health



Andrea Ford
Interim Agency Director

AGENDA ____ August 9, 2022

1111 Jackson Street, 1st Floor
Oakland, California 94607
510-271-9100 / Fax: 510-271-9108
ssadirector@acgov.org
<http://alamedasocialservices.org>

August 2, 2022

Honorable Board of Supervisors
County Administration Building
1221 Oak Street, Suite 536
Oakland, CA 94612

Dear Board Members:

SUBJECT: APPROVE AMENDMENT NO. 4 TO THE COMMUNITY-BASED ORGANIZATION CONTRACT WITH ALAMEDA COUNTY DEPUTY SHERIFFS' ACTIVITIES LEAGUE FOR CAPITAL EXPENSES AND CONSTRUCTION MANAGEMENT FOR THE LIVERMORE CROSSWINDS CHURCH FOOD HUB, WEST OAKLAND MOUNT ZION MULTI-PURPOSE CENTER, CITY OF HAYWARD STACK CENTER/MATT JIMENEZ FOOD HUB, FREMONT/NEWARK FOOD HUB AND EAST OAKLAND ARROYO VIEJO FOOD HUB FOR THE ALL IN EATS CIRCULAR FOOD ECONOMY

RECOMMENDATIONS:

- A. Approve Amendment No. 4 (Procurement Contract No. 18623; Master Contract No. 900849) with the Alameda County Deputy Sheriffs' Activities League (Principal: Hilary Bass; Location: San Leandro) for capital expenses and construction management for the Livermore Crosswinds Church Food Hub, West Oakland Mount Zion Multi-purpose Center, City of Hayward Stack Center/Matt Jimenez Food Hub, Fremont/Newark Food Hub and East Oakland Arroyo Viejo Food Hub, for the ALL IN Eats Circular Food Economy efforts of providing fresh produce to low-income communities, and providing employment opportunities for disadvantaged County residents and farmers, with no change in the term of 7/1/19 – 6/30/23, and increasing the contract amount from \$6,081,819 to \$7,906,819 (\$1,825,000 increase); and
- B. Authorize the Interim Social Services Agency Director, or designee, to execute the contract amendment under the Community-Based Organization Master Contract process and submit an executed copy to the Clerk of the Board for filing.

DISCUSSION/SUMMARY:

Alameda County Deputy Sheriffs' Activities League (DSAL) is a non-profit social enterprise founded in 2010 by the residents of unincorporated Ashland and Cherryland communities. Since 2013, DSAL has worked in collaboration with the Social Services Agency through the Dig Deep Farms (DDF) program. The Farming Workforce Employment Program provides internship and workforce development training for at-risk youth, formerly incarcerated individuals, and CalWORKs participants, who are referred by the Alameda County Social Services Agency (SSA). Through the Food as Medicine Model, DDF works in partnership with "All In Eats" to grow, harvest, and deliver food to clinics throughout Alameda County.

Approval of Amendment No. 4 would enable DSAL to fund the capital expansion and construction management of the Livermore Crosswinds Church Food Hub, West Oakland Mount Zion Multi-purpose Center, City of Hayward Stack Center/Matt Jimenez Food Hub, Fremont/Newark Food Hub and East Oakland Arroyo Viejo Food Hub. These expanded food hubs would increase outreach to CalFresh eligible participants and raise awareness about the food products offered by the ALL IN Eats/DSAL model. SSA funding for a marketing plan would increase demand for the model's food products once sufficient production/distribution capacity is established. Funding for Amendment No. 4 will support pre-development for four out of six new food hubs in Alameda County, open one new food hub by June 2023, and expand food recovery operations in collaboration with StopWaste and its partners. Amendment No. 4 will strengthen DSAL's capacity to deliver healthy produce to patients' homes in partnership with the County of Alameda Probation Department funded community-based organizations (CBOs) that provide transitional workforce programming for participants on probation.

The goal is to maintain 16 pre-existing food farmacy and farm positions, hire eight re-entry peer mentors, and up to 55 new farmers by the end of Fiscal Year (FY) 2022-23. In addition, ALL IN Eats/DSAL will screen and refer re-entry, CalFresh and CalWORKs recipients for employment within the food system's various worksites (i.e., Food Hub, farmers, food vendors, etc.). Through the development of these new food hubs, DSAL will establish the infrastructure to facilitate the incubation and support of hundreds of small food businesses and their employees, millions of pounds of food recovered and redistributed to thousands of low-income residents, hundreds of internships for participants on probation or experiencing other barriers to work, and thousands of food as Rx patients who will receive produce bags delivered to their doorsteps as part of their preventative healthcare plan. When completed, each Food Hub will employ at least 5 full-time staff and up to 15 staff. Dig Deep Farms currently grows food on approximately 50 acres. DSAL forecasts that it will harvest approximately 800,000 lbs. of produce for FY2022-23. In addition, DSAL anticipates delivering produce as medicine to over 3,000 patients in FY2022-23. Amendment No. 4 will provide \$2,916,061 in program and capital expenses, \$1,475,000 in new Food Hub predevelopment of the Livermore Crosswinds Church Food Hub, West Oakland Mt. Zion Church Food Hub, City of Hayward Stack Center/Matt Jimenez Food Hub, and Fremont/Newark Food Hub Predevelopment costs include environmental impact surveys, architectural designs, kitchen layout designs, permits, legal fees for contract development and review, and material/equipment procurement.

On June 18, 2019 (File No. 30312, Item No. 3.3), your Board approved a CBO contract (Procurement Contract No. 18623) with DSAL for the term of 7/1/19 – 6/30/21, in the amount of \$600,000. On August 10, 2021 (File No. 30676, Item No. 1), your Board approved Amendment No. 1 to Procurement Contract No. 18623, which increased the amount from \$600,000 to \$2,440,000 (\$1,840,000 increase) for the term of 7/1/2021 through 6/30/2022, to provide base funding for DDF and to expand the DDF program at Ardenwood and Masonic farms. On December 21, 2021 (File No. 30714, Item No. 4.1), your Board approved Amendment No. 2 to Procurement Contract No. 18623, which increased the amount from \$2,440,000 to \$5,781,819 (\$3,341,819 increase) for the term of 7/1/2021 through 6/30/2022, which provided additional start-up costs at Ardenwood and Masonic Farms. On June 7, 2022, (File No. 30842, Item No. 4), your Board approved Amendment No. 3 to Procurement Contract No. 18623), which provided funding to continue the development of Ardenwood and Masonic Farms, extended the term of 7/1/19 – 6/30/22 by an additional year through 6/30/23, and increased the contract amount from \$5,781,819 to \$6,081,819 (\$300,000 increase).

From April 30, 2022 through June 30, 2022, DSAL delivered 133,317 lbs. of food, 2,851 bags of groceries. Additionally, DSAL has provided over 2,898 internship and job training hours and has hired six new interns and job trainees. Over the past year from July 1, 2021 through July 1, 2022, DSAL delivered 552,858 lbs. of food, 166,106 prepared meals, and 12,850 bags of groceries. Also, DSAL provided 11,185 internship and job training hours and hired 44 new interns and job trainees. Delegation of authority is being requested to ensure the continuity of services, including employment opportunities for the expansion of the Alameda County Circular Food Economy to residents of County of Alameda.

SELECTION CRITERIA/PROCESS:

On June 6, 2019, SSA received Sole Source Approval No. 5915 from the General Services Agency (GSA) for the term of 7/1/19 through 6/30/21. On June 25, 2019, your Board authorized a Resolution to waive the County of Alameda's purchasing procedures for DSAL. On May 21, 2021, SSA received Sole Source Approval No. 7525 from GSA for the term of 7/1/21 through 6/30/22. On December 3, 2021, SSA received Sole Source Approval No. 7864 from GSA for the term 7/1/21 through 6/30/22. On May 17, 2022, SSA received Sole Source Approval No. 8257 from GSA for the term 7/1/22 through 6/30/23. As the only CBO that provides the Urban Farming Workforce Development Program, there is no equivalent organization that meets the needs of the ALL IN Eats Circular Food Economy. DSAL is a local non-profit CBO that provides services directly to County residents and is exempt from the County's Small, Local and Emerging Business (SLEB) requirements.

FINANCING:

Funding for the Dig Deep Farms program is included in the Social Services Agency FY 2022-2023 Approved Budget. Approval of this item will result in your Board having allocated \$1,825,000 of your Board's \$6,800,000 FY 2021-22 Budget Directive for the All In Eats expansion of the Alameda County Circular Food economy. To that end, DSAL has secured funding by the

Honorable Board of Supervisors

-4-

August 2, 2022

State of California through AB 109 funds for farming operations interns. In addition, DSAL has leveraged \$150,000 in matching funds from the City of Hayward and \$1,000,000 in U.S. Department of Housing and Urban Development funds. Approval of this item will result in no new net County cost.

VISION 2026 GOALS:

The ALL IN Circular Food Economy meets the 10X Goal Pathways of **Eliminate Poverty and Hunger** in support of our Shared Vision of a **Thriving and Resilient Population**.

Sincerely,

DocuSigned by:

Andrea Ford

CFBDBF387EBC493...

Andrea Ford

Interim Agency Director