



Single Source Justification Form

Complete and submit this form to the Purchasing Division when requesting exception to the competitive procurement process.

Single source procurement refers to those purchases where there is only one supplier that can provide the product/service to the City. Please be as thorough and detailed with explanations to assist in the evaluation process.

Date:	10/31/2025	Division:	Administration
Department:	Housing and Human Services	Title:	Director
Name:	Michelle Davis	Vendor ID:	Pending
Requisition No:	TBD		
Vendor Name:	The Salvation Army		

Item Description/
Scope of Work:

Expand existing emergency food access program to assist SNAPs and federal employees impacted by federal shutdown.

1. Why is the acquisition restricted to this good/service/supplier? (Explain why the acquisition cannot be competitively bid, and Include consequences that would occur from not contracting with this supplier.)

The Salvation Army is uniquely positioned to provide immediate expansion of emergency food access services to support residents impacted by the ongoing federal government shutdown, including households experiencing interruptions in Supplemental Nutrition Assistance Program (SNAP) benefits and federal employees facing temporary loss of income. This acquisition is restricted to The Salvation Army due to its existing infrastructure, operational capacity, and established partnerships within the City of Riverside. The organization currently administers an emergency food distribution program in the city while maintaining an active client base and established supply chains for food procurement and distribution. As a result, The Salvation Army can immediately scale up operations to meet the increased demand for food assistance without the delays associated with identifying, contracting, and mobilizing a new service provider. A competitive solicitation process would significantly delay the City's ability to respond to the urgent needs of residents affected by the federal shutdown. Given the time-sensitive nature of this emergency, the continuity of service, and The Salvation Army's proven record of reliable performance in delivering food assistance within the community, staff has determined that this procurement meets the criteria for a single source justification.

2. How was the price offered determined to be fair and reasonable? Explain what the basis was for comparison and include cost analyses as applicable. (Compare to vendor's previous or current offer to the City or to another agency/company, market research – or any other method of comparison that will substantiate fair and reasonable pricing in the absence of competition). Attach back-up documentation for reference.

While there is no published statewide average cost per household for emergency food distribution in California that includes both food and administrative costs, available data (e.g., San Diego Food Bank – \$166 per individual food value) suggest a typical cost of roughly \$550–\$600 per household, assuming an average household size of three persons and including 10–20% administrative overhead. Using that benchmark, our plan to allocate \$100,000 to serve 500–700 households results in a unit cost of approximately \$143–\$200 per household, which is significantly below typical industry benchmarks. The Salvation Army was selected because of its established capacity and proven efficiency in delivering emergency food services. Comparable programs in Los Angeles County and Riverside County demonstrate similar or higher costs per household when accounting for both food value and administrative expenses. For example: Los Angeles Regional Food Bank distributes millions of pounds of food valued at \$1.66 per pound, with program overheads comparable to typical nonprofit administrative rates. Inland Empire Food Bank and other local providers demonstrate similar food distribution and administrative cost ratios. Additionally, the unit cost offered by The Salvation Army for this program reflects its operational efficiencies, including existing facilities, volunteer workforce, and bulk purchasing agreements, which reduce per-household costs compared to establishing a new service provider. Based on these comparisons and internal cost analyses, the proposed funding amount is considered fair and reasonable, as it allows the City to maximize the number of households served while maintaining program quality and reliability.

3. Describe any cost savings realized or costs avoided by acquiring the goods/services from this supplier. Include consequences that would occur from not contracting with this supplier.

Partnering with The Salvation Army provides significant cost savings and efficiencies due to their existing infrastructure, volunteer base, and established food distribution network. As a long-standing community partner with proven capacity, The Salvation Army can leverage current storage, transportation, and staffing resources to deliver emergency food assistance. By utilizing their existing emergency food access program, the project avoids the expenses associated with developing new distribution systems and conducting new outreach efforts. The Salvation Army's partnerships with local food banks such as Feeding America and suppliers also allow bulk purchasing and donated goods to stretch program dollars further—maximizing the impact of the \$100,000 investment to serve between 500–700 households. If this supplier were not contracted, the program would face delays in implementation, higher operational costs, and reduced service capacity. Establishing a new provider or distribution system would increase overhead and limit the number of households reached during the federal shutdown, leaving vulnerable SNAP participants and affected federal employees without timely access to essential food support.

Certification of Responsibility:

I am aware of the City of Riverside requirements for competitive bidding and the established criteria for justification of single source purchasing. As an authorized Department representative, I have gathered the required technical information and have made a concentrated effort to review comparable/equal vendors or equipment. I hereby certify the validity of the information and feel confident this justification of single source meets the City's criteria and would withstand audit or vendor protest.

Michelle Davis Digitally signed by Michelle Davis
Date: 2025.10.31 12:13:35 -07'00'

10/31/2025

Signature

Date

Department Head

Date

Julie Nemes

10/31/2025

Purchasing Manager (Up to \$50,000)
Over \$50,000 - Must be submitted for City
Council Approval with Purchasing Manager
concurrence.

Date