

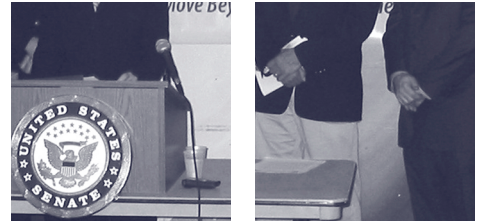


# Emergency Food Program Starter Kit

A guide to starting and operating nonprofit food pantry and hot meal programs for low-income New Yorkers



New York City Coalition Against Hunger



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## Acknowledgements

This kit is dedicated to the one million low-income New Yorkers forced to depend on charitable food and the 1,200 programs - with dedicated staffs and volunteers - who work tirelessly on their behalf. If you are working with one of these programs, or are learning how to do so, your commitment, compassion, and desire to help hungry New Yorkers is an inspiration to us all. Thank you.

The Starter Kit is produced and distributed by the New York City Coalition Against Hunger. Funding for the first edition was provided by the New York State Hunger Prevention and Nutrition Assistance Program (HPNAP).

Our thanks to the Emergency Food Programs that contributed experience and expertise to this project, the citywide organizations that support the emergency food network, and all the funders of the Coalition

Against Hunger. The New York City Coalition Against Hunger gratefully acknowledges the vital support it has received from the following foundations, corporations, and government programs: Altman Foundation, Altria, HBO Foundation, Lily Auchincloss Foundation, JP Morgan Chase Foundation, Common Cents Penny Harvest Program, Food Research and Action Center, Louis and Harold Price Foundation, New York Community Trust, New York Foundation, New York Mercantile Exchange, Scherman Foundation, Share Our Strength - Great American Bakesale, United Way of New York City, Verizon Foundation, WOWZE Foundation, Community Food Resource Center - Food Force Program, Corporation for National Service, HHS - Community Food Nutrition Program, Manhattan Borough President, Catholic Charities, MAZON: A Jewish Response to Hunger, Presbyterian Hunger Program, Trinity Grants, Westside Campaign Against Hunger.

**Writers:** Joel Berg, Bill Burns, Seth Prins, Alissa Schwartz, Mohan Sikka, Judith Walker

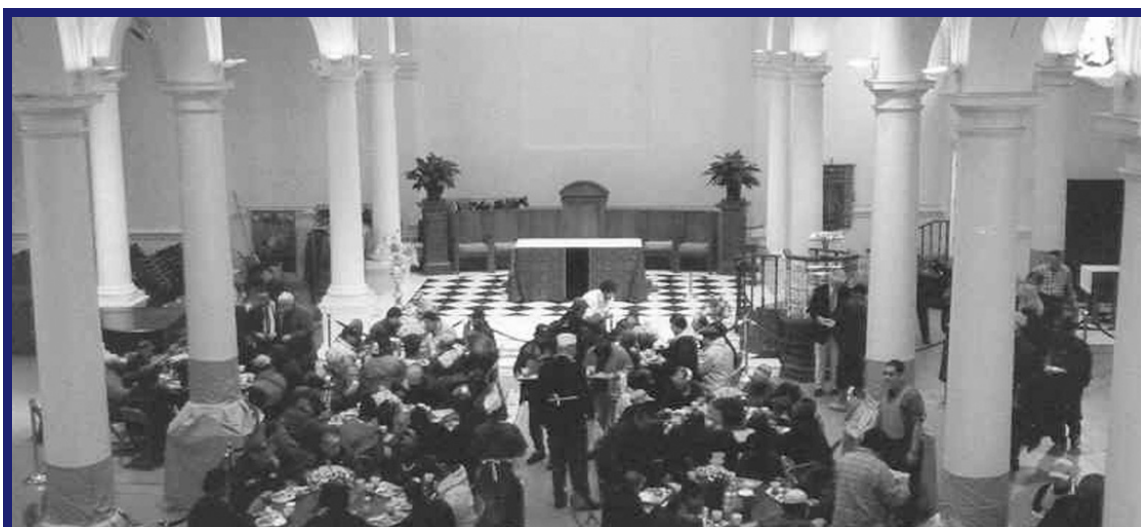
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Revised and edited by Seth Prins, 2004-2005

Design and layout by David Wachsmuth

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At Holy Apostles, the beautiful sanctuary is converted into a dining area during kitchen hours.

## Purpose of the Starter Kit

**A**s you have probably discovered, helping hungry New Yorkers is no simple task. In the words of Rev. Carl Baldwin, who spent years feeding hungry people in South Jamaica, Queens: “Hunger is a symptom of everything that’s wrong with our society.” When you decide to feed hungry people, you take on issues, problems, and responsibilities beyond your wildest dreams: the

### What is an EFP?

An EFP is any program that provides food to a general, low-income population. EFPs include hot meal and pantry programs (commonly known as soup kitchens, food pantries, and brown bag programs). They are sometimes referred to as Community Food Programs, Feeding Agencies, Food Programs, Emergency Food Relief Organizations, and Social Service Agencies. For the sake of simplicity and consistency, we will use ‘EFP’ throughout the Starter Kit to refer to all of these different agencies, and use ‘food pantry’ or ‘kitchen’ when more specificity is needed. We do not generally include programs that serve only senior citizens or only residents of a particular shelter or program in our definition of EFPs, although these programs serve a vital function.

painful dilemmas that force individuals and families to depend upon Emergency Food Programs, the organizational challenges for your place of worship or nonprofit organization, and the stress from trying to work miracles on a shoestring (or non-existent) budget.

Despite these challenges, thousands of religious groups and nonprofits run Emergency Food Programs, which we abbreviate in this publication as ‘EFPs.’ People like you provide tens of millions of emergency meals each year in New York City alone! It can be done! But to do it well requires sharing resources and learning from experienced EFPs that have accumulated up to two decades’ worth of experience. Documenting this knowledge in order that more EFPs can use it, and more hungry people can benefit from it, is the main purpose of this Starter Kit.

We want to know what you think! Your feedback will help us improve and expand the Starter Kit in the future. Please contact us at:

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## Section 1: Introduction

### Hunger in a city of plenty

Over the last few decades, under-funded private charities have increasingly been asked to handle many responsibilities traditionally performed by government, a trend that is particularly strong in anti-hunger work. In the 1980s, there were roughly 35 EFPs in the five boroughs of New York City. Today, there are over 1,200. Even before 9/11, more than one million low-income New Yorkers were forced to depend upon these agencies - and the number has skyrocketed since then.

According to an annual survey conducted by the New York City Coalition Against Hunger, New York City's EFPs have been unable to obtain enough additional food and resources to feed the increasing numbers of low-income New Yorkers at their door - even after 9/11 - causing a record number of agencies to turn people away.

The survey, completed by 232 of the city's 1,298 EFPs, found that hunger and food insecurity in New York City, which had already increased 48 percent from 2000 to 2003, rose another nine percent in 2004. Fully 81 percent of the agencies indicated that they had increased demand in the last year (2003 to 2004), with 52 percent saying their demand had increased "greatly." The report indicates that the people who run the city's EFPs believe the situation for low-income New Yorkers will actually worsen over the next six months. Eighty-two percent said the need for food would likely increase over the next six months, with 45 percent saying the need would likely increase "greatly."

Recently, the Human Resources Administration of New York City acknowledged for the first time that the number of people using EFPs is soaring - after years of denying similar data from nonprofit organizations. They found that the number of monthly meals served at EFPs rose 17 percent from November 2003 to November 2004.

New York City's EFPs are serving more people who have worked hard and played by the rules but no longer earn enough money to feed their families. Fifty-two percent of agencies said they were feeding an increased number of working people; 26 percent of the people they serve are in working families. Why does the number of *working* people utilizing pantries and kitchens in New York City continue to rise? The most likely explanation for this counterintuitive statistic is that two trends have occurred simultaneously: 1) Many people who were working before 9/11 needed to use pantries and kitchens even then because their wages were so low, but after 9/11 lost their jobs and needed pantries and kitchens even more; and 2) an even greater number of families in the last few years continue to maintain some employment, but their wage growth did not keep up with skyrocketing costs for housing, food, health care, transportation, and child care in New York City, thus forcing them to use pantries and kitchens for the first time.

**"New York City's EFPs are serving more people who have worked hard and played by the rules but no longer earn enough money to feed their families!"**

Most of the city's EFPs (two-thirds of which are faith-based) are staffed by volunteers - but even the agencies with paid staffs are finding it harder to keep up with the growing crowds at their facilities. While 81 percent of EFPs reported that they served more hungry people from 2003 to 2004, only 22 percent of the agencies obtained more food and funding, only 15 percent hired more staff, and

only 27 percent obtained more volunteers. In fact, more than twice as many agencies faced cuts in food and money as obtained increases.

This “food distribution resources gap” forced a record 48 agencies to shut down entirely between 2003 and 2004, forcing their clients to either go hungry or look elsewhere for food. Of the agencies that were able to stay in business, limited resources forced more than half (53 per-

cent) to ration their food by either turning away hungry New Yorkers, reducing portion sizes, and/or cutting hours of operation - a 20 percent increase since 2002 in the number of agencies forced to ration food. While it is very difficult to determine the exact number of people turned away, NYCCAH estimates that operational agencies were forced to turn away 67,700 New Yorkers in 2004, a 60 percent jump in turn-aways over 2003.

### Other facts about hunger in New York City

- ◆ The number of the city’s families, senior citizens, and immigrants who were forced to depend on food from EFPs continued to rise dramatically: in 2004, 81 percent of EFPs reported serving more families with children than the year before, 69 percent reported serving more senior citizens, and 71 percent reported serving more immigrants.
- ◆ While the public and the media often use the terms ‘hungry’ and ‘homeless’ interchangeably, a number of studies show that up to 90 percent or more of the people who use EFPs across the country do have some sort of housing - they simply don’t have enough income to purchase all the food their families need.
- ◆ In a NYCCAH policy survey conducted of 91 agencies in the summer of 2004, 95 percent of the agencies said government had the “lead responsibility” for ending hunger and that government should raise wages, make Food Stamps more available, expand child nutrition programs, and enact programs to help low-income families learn, work, and save their way out of poverty.
- ◆ Twenty-four percent of EFPs believe that “most hunger and poverty is caused by economic conditions and cuts in government programs.” Seventy-one percent believe that “economic conditions and cuts in government programs are the prime causes of hunger and poverty, but substance abuse, mental illness, and other personal problems also contribute.” Thus, the overwhelming number said that a mix of economic conditions, government policies, and personal problems contribute to poverty.
- ◆ Eighty-one percent of EFPs had no full-time paid staff, 60 percent had no paid staff at all, and only about five percent had three or more employees. About 89 percent had annual budgets of less than \$100,000. Twelve percent of the agencies are so small they had no full-time paid staff and annual budgets of less than \$1,000. Yet these agencies feed hundreds, even thousands of clients each year. At 67 percent of the agencies, staff members sometimes spend their own money to buy food for their clients. Because agencies with larger staffs and budgets were more able to respond to this survey, a typical agency in the city probably has even fewer resources than these averages.
- ◆ Most agencies are willing to feed more people and diversify their services, but they need more resources to do so. They seek more funding from the government and more technical assistance from organizations such as the New York City Coalition Against Hunger.



## The solution to hunger: not just food, but food security

More and more, EFPs are learning to think and work in terms of “food security.” According to the US Government Action Plan on Food Security, ‘food security’ is defined as: “When...people at all times have physical and economic access to sufficient food to meet their dietary needs for a productive and healthy life.” Aid that results in food security can come from connecting people with places in the community where they can get jobs and job training, helping people apply for Food Stamps, WIC, and other benefits, and referring them to other vital social services.

What does this mean for you? It means recognizing that the problem of hunger cannot be solved by simply feeding people. A free meal or bag of food may help for a day or two, but to really help hungry people, you need to offer more than food. You need to address the problems that bring people to your door.

Your goal should not just be to relieve hunger, but to reduce it permanently.

The city’s EFP directors believe that the government has the lead responsibility to end hunger and should ensure a strong social safety net. But they also say that government should work in partnership with - and provide more resources to - nonprofit groups, faith-based organizations, businesses, and individuals fighting hunger and poverty. The EFPs believe the top five solutions to hunger are: (1) passing “living wage” laws, (2) focusing economic development strategies on increasing earnings for the lowest-wage workers, (3) providing more funding for EFPs, (4) increasing and simplifying access to government assistance programs such as Food Stamps, and (5) increasing the ability of people to count education and training towards workfare requirements.

This kit will give you ideas and resources not just for feeding people, but for increasing their long-term food security and moving them “beyond the soup kitchen.”



Public Advocate Betsy Gotbaum speaks at a NYCCA press event.

## How the Coalition Against Hunger's Emergency Food Action Center can help

The Emergency Food Action Center was founded in 2000 by the New York City Coalition Against Hunger to strengthen EFPs' ability to help hungry New Yorkers. The Action Center's aim is to help you feed people and to help you address the needs that bring clients to your door. The Action Center's services include:

- Workshops to help you build skills and capacity to run stronger EFPs and to develop new services that go beyond emergency relief
- A quarterly newsletter, *Beyond the Soup Kitchen*, which contains resources, profiles of model programs, and tips on various aspects of emergency food
- Our website, [www.nyccah.org](http://www.nyccah.org), which has press releases, policy updates, and action alerts
- One-on-one consulting services on management, fundraising, and programmatic issues
- Assistance to link providers with funding opportunities

The Emergency Food Action Center helps EFPs apply to obtain more food and funding and improve their operations in areas such as, but not limited to, fundraising, financial management, nutrition education, technology, client service, and board and program development.

The **Benefits Outreach Program** trains EFPs to connect their clients with key anti-hunger and anti-poverty programs, including: Food Stamps; Women, Infants, and Children (WIC); Child and Family Health Plus; School Meals; After-School

Snacks; Summer Meals; and the Earned Income Tax Credit (EITC).

The **AmeriCorps\*VISTA Project** places developing leaders at EFPs in all five boroughs of New York City. This project provides day-to-day assistance to agency staff to improve the professionalism of their agencies, organize cooperative neighborhood networks, and effectively tackle social problems in their communities. VISTA participants also develop professional skills necessary to take on future management roles in nonprofit groups and neighborhood initiatives.

The **Technology Project** helps EFPs use computers to feed more people, track clients, conduct benefits outreach, improve nutrition, link clients to jobs, and perform many other vital functions. To date, the Coalition Against Hunger has provided 12 agencies with donated hardware, software, and the training to use it for important tasks such as accounting, client tracking, communications, and job training.

The **Volunteer Matching Center** places hundreds of volunteers at EFPs to help meet basic needs like stocking shelves and serving customers. The Coalition Against Hunger also recruits long-term, professionally skilled volunteers to help EFPs perform tasks essential to their program development, such as fundraising, computer skills training, graphic design, and accounting.

For more information on the Emergency Food Action Center, contact:

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(212) 825-0028, x 206, [spatton@nyccah.org](mailto:spatton@nyccah.org)

## Section 2: Do I Need to Start a New Program?

**B**efore you start a new program, it is vital that you carefully consider whether your neighborhood really needs a new EFP, or whether it would be more beneficial to team up with and strengthen an existing program.

The hard truth is that it is **not** always feasible or wise to start a brand-new EFP; the city already has over 1,200 such programs, many of which are struggling to stay in business.

### Assessing existing community resources

Before starting a new EFP, talk to the ones that already exist in your neighborhood. Most neighborhoods in New York City have at least one EFP. For a list of EFPs in zip codes near you, contact The Food Bank of New York City (referred to as The Food Bank in this document; 1-866-NYC-FOOD, [www.foodbanknyc.org/go/agency-network/agency-directory](http://www.foodbanknyc.org/go/agency-network/agency-directory)) or the Coalition Against Hunger (212-825-0028, [www.nyccah.org](http://www.nyccah.org)). When you find EFPs in your neighborhood, you might ask some of the following questions:

- ◆ What days and hours do they operate?
- ◆ Do they serve a particular group or type of people?
- ◆ Do they have enough food for their program?
- ◆ Where do they get food, funds, and volunteers?
- ◆ What public transportation are they near?

- ◆ Are they physically accessible to people with disabilities?
- ◆ Do they think there is a need for another EFP in the community?
- ◆ Do they have relationships with any other organizations in the community to help people with needs other than food?
- ◆ What successes and advice can they share with you?

You should then carefully consider and answer two questions:

- ◆ Are the existing programs in my neighborhood currently meeting the community's emergency food needs?
- ◆ If the existing programs in my neighborhood are **not** currently meeting the community's emergency food needs, would it be most effective for me to devote my energies to improving the existing programs rather than starting a new one from scratch?

If the answer to either of the above questions is "YES," you probably should **not** start a new food program. Instead, you should collaborate with existing agencies in your neighborhood.

### Collaborating with other neighborhood agencies

Starting your own, brand-new program is always difficult - and often not even the best course of action for the hungry people you want to serve. A great alternative is forming a partnership with an existing EFP to expand the number of people served and the quality of service offered. Examples of such partnerships include:

- ◆ Help an agency receive more food and money from an additional community group in exchange for expanding services to that group.

- ◆ Help the agency advertise its services to other community members in need
- ◆ Help the agency obtain more food, money, and volunteers
- ◆ Assist the agency in helping their clients obtain the government benefits (Food Stamps, WIC, Earned Income Tax Credit, etc.) to which they are legally entitled
- ◆ Help the agency help its customers move “beyond the soup kitchen” to increased food and economic security by starting community gardens, job training programs, nutrition education classes, assets development projects, etc.
- ◆ Start a different kind of program that members of your community have identified as a need: a clothing closet, an English as a Second Language (ESL) course, etc.

### **Assessing your resources for starting an Emergency Food Program**

If collaboration with an existing agency will not be enough for your community, it is vital to answer all of the following questions honestly before thinking about starting your own EFP:

- ◆ Will the program manager and clients/customers have access to a clean, safe, accessible physical facility which can be used on a regular basis at either no cost or a very small cost?
- ◆ Even without help from any other entity, will you immediately have enough good food, or money to buy food, to stay open for three to six months? It is important to note that key sources of food in New York City - The Food

Bank, City Harvest, and government agencies - do **not** provide food to new programs. You **must** have enough initial food to last three to six months depending on your program type.

- ◆ Will both the leadership and regular members of your religious group or other sponsoring group give your program consistent, long-term support, even if the “going gets tough”?
- ◆ Will you have enough staff and/or volunteers to run the program at set, regular times each week or month?
- ◆ Will you be able to raise enough money to meet your other operating expenses? If you get all your food donated for free, you still need to pay for the light bills and other basic expenses.

If the answer to any of these questions is “NO,” you probably should **not** start a new EFP and reconsider collaboration with existing agencies in your neighborhood.

Please use **Worksheet I** on page 13 as a planning tool for determining whether or not you have adequate resources to start a new program. Before starting a food program, think about your resources: people, space, time, talent, funding, and energy. Be as specific as possible. If your resources don’t match your needs, go back to the planning table. Plan your program for a level of service that you can maintain even if some of your anticipated resources don’t materialize.

To identify sources for the additional resources that you will need, start with your parent organization. Houses of worship and nonprofits are filled with people who want to give, especially if they know their gifts will be well used.

## Worksheet 1: Assessing Your Resources for Starting an EFP

	1 Resources required to run EFP	2 Resources we have now	3 Resources needed (1 minus 2)	4 Potential sources for needed resources
<b>Paid Staff</b> (hours/week)				
<b>Volunteers</b> (hours/week)				
<b>Facility space</b>				
<b>Food</b> (pound/case per week/month)				
Locally donated				
Government- supplied				
Food Bank of NYC				
City Harvest				
Other				
<b>Money</b> (\$/month)				
Congregation				
Government				
Businesses				
Foundations				
Individuals				
Other				

**Note: If you are unable to access resources, you should collaborate with an existing agency!**

## Section 3: Starting an Emergency Food Program

Planning is serious work. It takes time and energy, but it also prevents many headaches. The planning needed to start an EFP is best done by a committee of people who report to the house of worship or nonprofit of which they are members. This process can seem cumbersome, but it will keep your project from becoming an “orphan” that gets little or no support from its parent organization. You should allow three to six months for the planning process.

Before starting a new program, spend some time thinking about and researching the following areas:

- The need(s) of the population you wish to serve
- The existing resources in your community for meeting those needs
- The resources your parent organization can provide
- The EFP model (see below) you will use for serving hungry people

Again, as explained in the previous chapter, you may very well decide that you will better serve low-income community residents by teaming up with an existing program rather than starting your own from scratch.

### Choosing your clients/customers

Do you want to serve everyone in need, or a special group such as the elderly? Talk to people in need of emergency food in your community to get a broader picture of their situation. Ask them the following questions:

- ◆ What is causing their hunger?

- ◆ When do they need emergency food? (For example, many people need food at the end of the month when Food Stamps run out.)
- ◆ What kind of food do they need? (For example, people with health problems may require special foods; mothers may need infant formula.)
- ◆ When can they come for food? (For example, people who work may be free only at night or on weekends; mothers may only be free while their children are in school.)

**“Talk to people in need of emergency food in your community to get a broader picture of their situation.”**

As you get to know people’s needs, you may find that you need to investigate further. You can call your Community Board (see the New York City blue pages of the phone book) or other community groups to learn more about particular groups’ needs. You may have to answer some tough questions. For example, is it better to provide a lot of help to one family or a little help to many families? As you learn more, you may find that your ideas about what you want to do change. That’s good - it means your understanding of hunger is growing.

### Which Emergency Food Program model makes the most sense for you?

**Hot meal programs** (commonly known as “soup kitchens”) serve cooked meals on-site and are open at least once a week. Often these EFPs focus on serving a larger percentage of homeless people than food pantries, because people struggling to find a place to stay often lack the means to cook for themselves. This model is the most labor-intensive of EFPs, because serving and cleaning demand a great deal of time. If you plan to rely only on volunteers, consider this option carefully. (Please see **Section 8, Working with Volunteers**.) You will need cooking facilities (stove, refrigerator/freezer, and storage space), sup-



A volunteer arranges bags full of unprepared groceries for food pantry clients.

plies, and equipment to prepare and serve the food. **Food pantries** distribute groceries, mostly for people who have cooking facilities. They are generally open at least once per week and are usually easier to run than kitchens. You will need a facility with shelves to store food. Some programs pre-bag food and use volunteers to pass it out. Other food pantries arrange the shelves like a grocery store, allowing guests to choose their own groceries (Please see the section about “client choice” pantries on page 27.)

**Sandwich and brown bag programs** serve sandwiches or give out individually bagged meals, also at least once per week. They are less demanding to run because preparation and clean-up is easier and less equipment and supplies are needed. These programs can be “mobile,” enabling you to reach a particular group, such as homeless people congregating in city parks.

### **What service model is right for your program and community?**

There are different ways that organizations include the provision of emergency food into their

overall work with clients/customers. Multi-service programs, for example, require more resources than organizations focused only on providing food, but they are able to meet - on-site - the other needs their clients/customers may have. This list of service models does not exhaust the possibilities for how you may want to establish your EFP; it only suggests various ways in which EFPs can be set up.

**An independent food program** is run by a single group.

A program that provides **food and referrals to other services** serves food and also has a system in place to send (refer) its clients/customers to other services and resources.

A program that provides **food and another on-site service** serves food and also offers its clients/customers another specific, regular service, such as clothing or a GED program.

A program that provides **food, referrals, and another on-site service** combines the above models, offering food, a second service, and referrals to additional services and resources that it does not offer on-site.

A program that provides **food as one element of a multi-service program** offers a comprehensive set of on-site services that address the basic needs of people who come for food (housing, health care, job training, public benefits advocacy, etc.).

## Characteristics of successful Emergency Food Programs

As the past two decades have shown, EFPs alone can never end hunger. How can these volunteer-based programs cope with such a huge problem? Realistically, no one house of worship or nonprofit can hope to end hunger all by itself. But by working in a way that (1) centers around the needs of the people you serve, (2) builds on assets (strengths, resources) rather than deficits (weaknesses, needs), (3) builds community partnerships, (4) has a strong infrastructure that supports the program, and (5) provides and/or gives referrals to services that go beyond feeding and works toward helping people attain self-sufficiency, your program can work toward permanent solutions. Below we'll discuss each of these factors in turn:

- ◆ **Successful EFPs focus on the needs of hungry people.** Successful programs are designed with the needs of those who are hungry in mind. They are client-centered. This can mean many things. It can include arranging hours to accommodate more people, allowing people to choose what they eat or take home, and serving people with dignity and respect. Such work begins with talking - and listening - to the people you serve. A great way to gauge the needs of your clientele is with a **Customer Advisory Board (CAB)**. A CAB is a group of five to 10 representatives who use your EFP and meet to discuss important topics affecting your community, receive leadership training, and work with your agency to improve services. A CAB can work with the agency and NYCCA staff to develop a specific mission and operating policies to guide its activities. Most

importantly, CABs provides a link between your agency and its customers and will pass community feedback and recommendations to the agency.

- ◆ **Successful EFPs focus on strengths, not weaknesses.** Looking at individuals and communities in terms of their assets and strengths (as opposed to their deficits or problems) enables EFPs to facilitate positive change. For instance, many hungry people are currently working or have work experience. Helping them find stable, well compensated jobs may keep them from needing emergency food. Similarly, low-income neighborhoods have strong community organizations and active houses of worship. Your program can build on and access these community strengths.
- ◆ **Successful EFPs build community partnerships.** Community partnerships can help in many ways. A local physician may provide well-baby checks once per month, a local job training program may be willing to work with your guests, the local credit union or civic organization may provide financial support, or a local teacher may provide GED tutoring during the summer months.
- ◆ **Successful EFPs have a strong infrastructure.** Like all social service agencies, EFPs need to have systems in place that allow them to function smoothly and interface well with other agencies, staff and volunteers, and funders. This includes having well-developed systems in place for accounting, budgeting, fundraising, and volunteer and staff management.
- ◆ **Successful EFPs help move people “beyond the soup kitchen.”** Successful EFPs provide more than food - they provide services that increase the self-sufficiency of their clients/customers. This includes both directly providing social services and referring people to other agencies. Successful EFPs are able to help their clients/customers access public benefits, including Food Stamps.



## Section 4: Referrals, Partnerships, and Community Resources

### Using referrals to better target whom you will serve

Some EFPs decide to help only a particular group in need, such as families, seniors, people in a certain zip code, or people with HIV/AIDS (please note that you may not be able to limit your program if you receive food and/or funding from certain sources.) Make sure you have a way to enforce these limits that is fair, sensible, and courteous.

- ♦ **Make sure your limits reflect community needs and priorities.** For example, if unemployment is high in your neighborhood, think twice before choosing to serve only working people.
- ♦ **Publicize who is served and how often.** Nobody should waste their time waiting in line only to find out that they are not eligible for help. Post your rules where people can see them. Make sure everyone at your nonprofit or house of worship knows your basic eligibility rules so they do not misinform people.
- ♦ **Post the kinds of documentation you require.** When you decide which groups you will serve, determine what - if any - proof of eligibility you will accept. Some examples of forms of proof you may want are: identity, income, family size, and address. Some pantries will only serve people who have referrals from churches or social service agencies. See below for more about referrals.
- ♦ **Be consistent and courteous.** Make sure your staff and volunteers follow the same rules.

### The Hunger Hotline

In the past, some EFPs only served people referred to them by the Human Resources Administration's Hunger Hotline (1-866-888-8777; for more information on EFAP, see **Section 6: Finding Food for Your Program**). This is no longer the case: callers do not need referrals to use the Hotline or the agencies to which they are referred, and can simply walk in. The Hunger Hotline is a number that people anywhere in New York City's five boroughs can call to find out where they can get food that day. The Hunger Hotline will provide a caller with the location of a kitchen or food pantry close by. The Hunger Hotline assumes that if an organization registers with the hotline, it will have food available. In order to register with the hotline, agencies are required to be open once per week and have food.

### Should you require your clients/customers to have referrals in order to receive your services?

To try to serve the people with the greatest need, many pantries require people seeking food to have written referrals. The idea is that another group will have done the job of establishing that the person really needs help. Unfortunately, it does not always work this way. The people in greatest need are often not clients of referring agencies, and it takes time to become a client.

There are several ways of dealing with this issue:

- You can eliminate the referral requirement, and trust that people who come to you for food are in great need
- You can document people's needs yourself

Whatever your choice, it is a good idea to have a list on hand of other food programs in your neighborhood where you can send the people you cannot help. The list should include their hours of operation, groups they serve, and the

kinds of documentation they require. If possible have people call first to make sure food is available.

### **Partnering with other programs to expand your services**

Many of the people who come to your EFP will have multiple needs. You may wish to offer more assistance than food. In fact, some programs use their EFPs as a hub around which they have developed other services such as medical screening, housing and legal assistance, job training, and GED and English as a Second Language (ESL) programs. People come for the food, and stay to improve their lives in other ways.

*Some ways to expand your services include:*

- ◆ **Work with other EFPs to share information and coordinate your services.** (You can get a list of Emergency Food Programs in your zip code by contacting The Food Bank, 1-866-NYC-FOOD, [www.foodbanknyc.org/go/agency-network/agency-directory](http://www.foodbanknyc.org/go/agency-network/agency-directory) or the Coalition Against Hunger at 212-825-0028, [www.nyccah.org](http://www.nyccah.org).) The New York City Coalition Against Hunger Americorps\*VISTA team is involved with organizing neighborhood networks. These networks bring different service agencies and EFPs in the same neighborhood together in order to coordinate resources and avoid service duplication. Find out if other agencies in your neighborhood have NYCCA/VISTA's working on neighborhood networks, or contact the NYCCA office if you're interested in setting one up on your own.
- ◆ **Research other social services in your community and develop new partnerships to strengthen services for your hungry neighbors.** Resources that you can explore to learn more about local programs include:
  - **Elected officials** (Go to [www.nypirg.org](http://www.nypirg.org) and type in your zip code, or look in the New York City



Volunteers serve hot meals to kitchen clients.

blue pages of the phone book. City Council Members, State Assembly Members and Senators, and United States Representatives and Senators usually have lists of community groups.)

- **Community boards** (Look in the New York City blue pages of the phone book.)
- **Hospitals** (Ask to speak with their social workers.)
- **Police precincts** (Every precinct has a Community Relations Officer.)
- **Settlement houses**
- **YMCA's and other community-based nonprofits**
- **Social work departments in colleges or universities**
- **Churches, synagogues, mosques and other houses of worship**
- **Boys and girls clubs**
- **Block and neighborhood associations**

### **Providing referrals to expand your services**

If you are limited in space, time, and resources you may wish to consider providing referrals to your clients/customers. The quality of a referral can vary greatly from agency to agency, and even within agencies. Keep these guidelines in mind when considering referrals to other programs:

- ◆ **Access:** A referral source is useless if the person in need is not able to get to the program. You may know of a great organization in Queens, but if a single mom from the Bronx has to take her three children on the subway and a bus to get there, it is highly unlikely that the referral will be utilized.
- ◆ **Relationships:** People you trust, whose skills and empathy you do not have to question, make good referral sources.
- ◆ **Monitor referrals:** If you monitor the referrals you make and then follow-up on the feedback you receive from a client, you are likely to quickly develop a strong referral base. While some agencies will not welcome your call

regarding a client who was treated poorly, others will thank you for informing them of a problem. A thank you letter to an organization is a great way to reinforce a compassionate response. This monitoring will improve the quality of care that everyone receives - not just your client.

### **Using the Self-Sufficiency Calculator to help your clients/customers**

Any agency with a computer can help low-income working families determine the full scope of government programs for which they may be eligible. Using this program could help many of your clients/customers obtain hundreds of dollars worth of additional benefits per month or thousands of dollars each year in tax refunds.

Created by the Women's Center for Education and Career Advancement - and funded by the United Way of New York City - the Self-Sufficiency Calculator, according to the Women's Center, "is an internet-based tool designed to help low-income working families get access to the supports and subsidies they need to have a more stable foothold in the workforce and build paths out of poverty. This easy-to-use tool estimates a family's income eligibility and calculates the benefit amount for 12 supports including Welfare, Food Stamps, and Tax Credits. In addition, it provides information pages about how low-income families can access these benefits and tells a family how well a given wage meets their current expenses given the subsidies they are eligible for and the taxes owed on earnings. Counselors and caseworkers can use this as a tool to help clients access all the supports they might be eligible for and to evaluate clients' wages given their real costs and circumstances."

The Calculator is available on the Women's Center website at [www.wceca.org](http://www.wceca.org) or call 212-964-8934. If your agency would like to use this tool but does not yet have Internet access, please contact the New York City Coalition Against Hunger at 212-825-0028.

## Referral sources

What follows is a partial listing of referral sources available in New York City. The list that follows is intended as a resource for agencies, and will not be helpful for individuals and families who need services immediately.

**Coalition for the Homeless Reference Manual**  
[www.right2shelter.org](http://www.right2shelter.org)  
212-964-5900

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The Coalition for the Homeless is the nation's oldest advocacy and direct service organization helping homeless men, women, and children. They provide crisis intervention, a mobile food van, summer camp for homeless children, a rental assistance program, job readiness, and community voice mail. Their reference manual contains information and referrals on the following topics:

- Housing
- Legal services
- Medical services
- Public and citywide organizations
- Resources outside New York City
- Rights and benefits
- Shelters and homeless services

**FoodChange (formerly known as Community Food Resource Center) Food Force**  
[www.cfrnyc.org/index.php?name=foodforce](http://www.cfrnyc.org/index.php?name=foodforce)  
212-894-8060

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Food Force is a group of eight multilingual (Spanish, French, Haitian Creole, Mandarin and Cantonese) specialists equipped with laptop computers who travel to more than 500 EFPs, unemployment offices, senior centers, health clinics, WIC centers, and other community-based sites citywide to provide information about the Food Stamp program and other benefits as well as computerized eligibility pre-screenings. Food Force provides direct Food Stamp information to more than 35,000 house-

holds annually and generates computer analyses of potential Food Stamps program eligibility for more than 7,000 households. Food Force also provides training to hundreds of advocates on basic Food Stamp eligibility.

**Public Benefits Resource Center Manual**  
[pbrcmanual.cssny.org](http://pbrcmanual.cssny.org)  
212-614-5578

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*Print Version :*

\$125 (discount for 10 or more), 900 pages, two vols. The Third Edition of the Public Benefits Resource Center Manual is revised, updated, and expanded, and contains comprehensive information on over 70 government benefit programs including Public Assistance, Medicaid, Medicare, Food Stamps, SSI, Social Security retirement and disability insurance programs, Family Health Plus, fair hearings, immigrants' eligibility for benefits, public housing, Section 8, eviction procedures, child care, and more. Quarterly updates free through calendar year of purchase, by subscription thereafter.

Programs are organized into 15 sections, Advocacy/Appeals, Child Care & Support, Crime Victim Services, Emergency Assistance Grants, Employment & Training, Food & Nutrition, Housing, Immigrant Services, Insurance Based Income Programs, Means Tested Income Programs, Medical Coverage, Tax Credits, Transportation, Utilities, and Veterans Services. The text covers an explanation of benefits, eligibility criteria, application and recertification procedures, advocacy tips, local offices, and much more, including web sites.

*Online Version:*

Cost is pro-rated. Orders placed: January - March \$125.00, April - June \$100.00, July - September \$75. Orders placed in October or later should wait for new subscription year. Quarterly updates free through calendar year of purchase, by subscription thereafter. Same information as print version. Free budget calculators.

## Directory of Community Services

[www.nypl.org/branch/services/cis.html#DCS](http://www.nypl.org/branch/services/cis.html#DCS)

The Directory of Community Services, compiled by the New York Public Library, is available online only. Available in both Spanish and English, it lists hundreds of neighborhood non-profit organizations.

## United Way of New York City CARES online database

[www.unitedwaynyc.org/?id=65](http://www.unitedwaynyc.org/?id=65)

The United Way of New York City's Cares Manual is available online and is a searchable database of social service organizations. Searches can be conducted using the following fields:

- Agency name
- Program
- Target group
- Language
- Borough
- Zip code

## Community sources of food

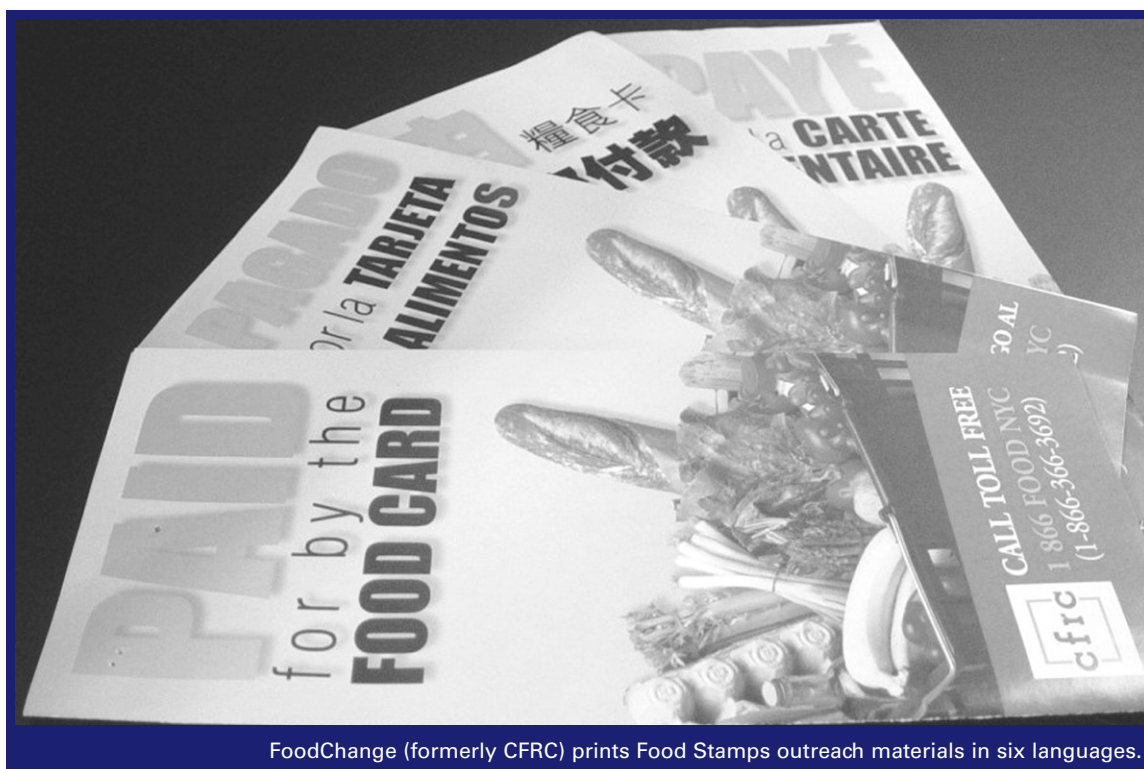
The following list contains resources for people who need food and other services. Your agency can help people obtain these resources.

### Food Stamps

Food Stamps are **the** most important source of food for people using EFPs, and many more people are eligible for this public benefit than are currently accessing it. The Food Stamp Program provides credits to individuals to buy food from any participating vendor. Food Stamps are no longer issued as paper coupons. Instead, credits are now issued on Electronic Benefit Transfer (EBT) Cards, which look and work like bank debit cards.

**"Food stamps are *the* most important source of food for people using EFPs!"**

To locate the Food Stamp Office closest to your agency, call FoodChange (formerly known as Community Food Resource Center) at 1-866-FOODNYC.



FoodChange (formerly CFRC) prints Food Stamps outreach materials in six languages.

Contact the New York City Coalition Against Hunger (212-825-0028, [www.nyccah.org](http://www.nyccah.org)) to order free, borough-specific materials that can be distributed to clients/customers. They provide information on how and where to apply for the Food Stamps program.

### **Community Supported Agriculture**

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A Community supported agriculture (CSA) farm provides fresh produce to a group of subscribers who pay in advance to become members and then receive a share of the harvest. Typically, members receive their share once per week, sometimes coming to a farm to pick up their share; other farms deliver to a central point. A “share” is usually enough to feed a family of four meat-eaters, or two people on a vegetarian diet. Sometimes “half shares” are available. The price of a share for a season varies widely, depending on each farm’s costs of operation, total months of distribution, variety of crops available, and productivity of the soil. Many CSA farmers encourage members to get involved so that subscribers can work alongside the farmer to learn more about how he or she grows food. For farmers, a CSA offers a fair, steady source of income and a chance to talk directly with their customers. Most CSAs offer a diversity of vegetables, fruits, and herbs in season. Some provide a full array of farm produce including shares in flowers, eggs, meat, milk, honey, and baked goods. Some CSAs are dedicated to serving particular community needs, such as helping to enfranchise homeless persons. Some CSAs also donate produce that has not been picked up by members to local EFPs.

For more information about CSAs, including how to find and join one near you, contact Just Food, [www.justfood.org](http://www.justfood.org), 212-645-9880 or go to [www.nal.usda.gov/afsic/csa](http://www.nal.usda.gov/afsic/csa).

### **Community gardens**

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A community garden is any shared space where people come together to grow produce, flowers, or plants. The most direct benefit of community gar-

dening is the production of fresh, nutritious produce; however, many gardens become centers for education, food assistance programs, local marketing, and small business development - in addition to beautifying neighborhoods. Community gardens often come in three forms: public community gardens, school gardens, and special-use gardens. Examples of special-use gardens include gardens in senior or community centers, AIDS housing facilities, public housing developments, etc. If you want to start or expand a community or school garden, the USDA and your state Cooperative Extension System Master Gardener program can help you find a garden location, test the soil, select plants, and provide training on how to engage volunteers. The USDA can also integrate your garden into other programs and connect you to sources for funding, seeds, and other resources.

To obtain help with community gardening, contact Just Food at [www.justfood.org](http://www.justfood.org), 212-645-9880 or Green Guerillas, [www.greenguerillas.org](http://www.greenguerillas.org), 212-594-2155.

### **Farmers’ Markets**

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The Farmers’ Market Nutrition Program (FMNP) is associated with the Special Supplemental Nutrition Program for Women, Infants, and Children, popularly known as WIC. WIC provides supplemental foods, health care referrals, and nutrition education at no cost to low-income pregnant women, breastfeeding and non-breastfeeding post-partum women, and to infants and children up to five years of age, who are found to be at nutritional risk. The WIC FMNP was established by Congress in July 1992.

Women, infants, and children who are certified to receive WIC program benefits, or who are on a waiting list for WIC certification, are eligible to participate in the FMNP.

FMNP coupons are issued to eligible recipients, separately from their regular WIC food allotments. These coupons can be used to buy produce (fresh, unprepared fruits and vegetables) from

farmers who have been authorized (directly or through their operation in an established farmers' market) by the State to accept them. The Federal benefit under the FMNP ranges from \$10 to \$20 per recipient per year, based on the State's discretion.

Nutrition education is provided to FMNP recipients by the State agency, often through an arrangement with the local WIC agency, to encourage them to improve and expand their diets by adding fresh fruits and vegetables, and to advise them in preparing the foods that are bought with their FMNP coupons.

Each state agency is responsible for authorizing farmers and/or markets to accept FMNP coupons. The FMNP contact person for New York is Robert A. Lewis, 718-722-2830, [bob.lewis@agmkt.state.ny.us](mailto:bob.lewis@agmkt.state.ny.us).

### **Seniors Farmers' Market Nutrition Pilot Program**

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The Seniors Farmers' Market Nutrition Pilot Program (SFMNPP) is a new program established by the USDA's Commodity Credit Corporation (CCC). Under the program, CCC makes grants to States and Indian tribal governments to provide coupons to low-income seniors that may be exchanged for eligible foods at farmers' markets, roadside stands, and Community Supported Agriculture programs.

On January 4, 2001, the USDA CCC announced the award of almost \$15 million in grants to 31 states and five Indian Tribal Organizations for the SFMNPP. Benefits were provided to eligible recipients for use during the 2001 harvest season to purchase fresh, nutritious, unprepared locally grown fruits, vegetables, and herbs; these products were available from 3,500 farmers at 950 farmers' markets as well as 560 roadside stands and nearly 90 Community Supported Agriculture programs. This program has recently been reauthorized to continue. The SFMNPP contact person for New York is Robert A. Lewis, 718-722-2830, [bob.lewis@agmkt.state.ny.us](mailto:bob.lewis@agmkt.state.ny.us).

### **School Meals, Summer Meals programs**

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The National School Lunch Program and School Breakfast Program both provide nutritionally balanced low-cost or free meals to children in both public and nonprofit private schools and residential care institutions. The Summer Food Service Program ensures that children in lower-income areas can continue to receive nutritious meals during long school vacations, when they do not have access to lunch or breakfast at school. Schools, public agencies, and private nonprofit organizations that sponsor the program receive payments from the USDA for serving healthy meals and snacks to children at approved sites in low-income areas. All sponsors receive training before starting the program to learn how to plan, operate, and monitor a successful food service program.

For more information about School Meals, contact: New York Coordinator, Child Nutrition Program Administration, Room 55, State Education Building, Albany, NY 12234, 518-473-8781.

For Information about Summer Meals, contact: New York Coordinator, Child Nutrition Program Administration, Room 55/II9, State Education Building, Albany, NY 12234-0055, 518-432-5068.

### **After-school care snacks, child and adult care food program**

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The Child and Adult Care Food Program (CACFP) provides nutritious meals and snacks to children and adults, and plays a vital role in improving the quality and affordability of day care. Nutritious snacks for children in after-school care programs are available to public or private nonprofit community organizations through the CACFP. After-school care programs must provide educational or enrichment activities for school-age children in a structured, supervised environment.

In the CACFP program, public or private nonprofit centers, Head Start programs, family day care homes, and some for-profit centers and homeless shelters

receive cash subsidies and donated commodity foods from the USDA for serving meals and snacks.

New York's CACFP is administered by the New York State Department of Health. For more information, contact: New York State Department of Health Division of Nutrition, 150 Broadway, 6th Floor West, Albany, New York 12204-2719, 518-402-7400 or 1-800-942-3858. Contact them via email at [cacfp@health.state.ny.us](mailto:cacfp@health.state.ny.us), or visit their web page at [www.health.state.ny.us](http://www.health.state.ny.us).

### Kids' Cafes

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Kids' Cafes are the country's largest charitable meal service and nutrition education program exclusively for children in need. The program helps to alleviate the problem of childhood hunger by providing safe havens where kids can go to get a square meal. Kids' Cafes serve children of all ages and are located in places where they naturally congregate after school, such as Boys & Girls Clubs, religious institutions, and community recreation centers.

Contact The Food Bank, 718-991-4300, [www.foodbanknyc.org](http://www.foodbanknyc.org) for more information on starting a Kids' Cafe. You can also contact New York CACFP, New York State Department of Health Division of Nutrition, 150 Broadway, 6th Floor West, Albany, New York 12204-2719, 518-402-7400 or 1-800-942-3858. Contact them via email at [cacfp@health.state.ny.us](mailto:cacfp@health.state.ny.us), or visit their web page at [www.health.state.ny.us](http://www.health.state.ny.us).

### Nutrition Program for the Elderly

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The Nutrition Program for the Elderly (NPE) provides elderly persons with nutritious meals through Meals-on-Wheels programs or in senior citizen centers and similar settings. Each recipient can contribute as much as he or she wants toward the cost of the meal, but meals are free to those who cannot make any contribution. Under NPE, the USDA provides cash reimbursements and/or commodity foods to organizations that provide meals.

For more information contact: New York City Department of Aging, [www.nyc.gov/html/dfta](http://www.nyc.gov/html/dfta) 212-442-1000.

### Gleaning

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Food recovery and gleaning is the collection of wholesome food for distribution to poor and hungry people. It follows a basic humanitarian ethic that has been part of societies for centuries. We know that "gleaning," or gathering after the harvest, goes back at least as far as biblical days. Today, the terms "gleaning" and "food recovery" are often used interchangeably and cover a variety of different methods of food collection. The four most common methods are:

- ◆ **Field gleaning:** Field gleaning is the collection of crops from farmers' fields that have already been mechanically harvested or on fields where it is not economically profitable to harvest. This term can also be used to describe the donation of agricultural products that have already been harvested and are being stored at a farm or packing house.
- ◆ **Perishable produce rescue or salvage:** Perishable produce rescue or salvage is the collection of perishable produce from whole-sale and retail sources, including wholesale markets, supermarkets, and farmers' markets.
- ◆ **Perishable and prepared food rescue:** Perishable and prepared food rescue is the collection of prepared foods from the food service industry, including restaurants, hospitals, caterers, and cafeterias.
- ◆ **Nonperishable, processed food collection:** Nonperishable, processed food collection is the collection of processed foods, usually with long shelf lives, from sources such as manufacturers, supermarkets, distributors, grocery stores, and food drives.

Before undertaking any large-scale, new food recovery and gleaning activities, it is important to assess



current needs and existing resources in the community. It is critical to ensure that new efforts never duplicate already-existing efforts. That is why the first step in starting or expanding community efforts should be to identify partner organizations already involved in such activities or related activities. In New York City, you should contact City Harvest, [www.cityharvest.org](http://www.cityharvest.org), 917-351-8700.

Collection and transportation of recovered food are usually the most expensive and logistically dif-

ficult aspects of food recovery and gleaning projects. It is critical to ensure food safety in all aspects of collecting food. (Please see **Section 5** on food safety.)

(Note: Much of the text for “Community Sources of Food” is adapted from the USDA’s website for Community Food Security, [www.reeusda.gov/food\\_security/foodshp.htm](http://www.reeusda.gov/food_security/foodshp.htm) and from its publication “Community Food Security Resource Kit.”)

**Table 1: Public Benefits**

The following table outlines information on public benefits that many EFP clients/customers will be eligible for. A useful tool for determining whether or not your clients/customers are eligible for these benefits is the Self-Sufficiency Calculator, developed by the Women’s Center for Education and Career Advancement. Go to [www.wccca.org](http://www.wccca.org) or call 212-964-8934 for more information.

<b>Benefit or program</b>	<b>What it does</b>	<b>Eligibility of US citizens</b>	<b>Eligibility of undocumented immigrants</b>	<b>Eligibility of legal immigrants</b>	<b>General income limits</b>	<b>Where to apply</b>
<b>Food Stamps</b>	Food stamps provide credits to buy food, and are no longer paper coupons - they are Electronic Benefit Transfer cards, which look and work like bank debit cards.	Eligible	Not eligible	Some adults and seniors are eligible; many children are eligible.	A family of four can earn up to \$1,994 per month and be eligible for the Food Stamps program.	Call the Human Resource Administration (HRA) toll-free hotline at 1-877-472-8411 to find the Food Stamp office near you.
<b>Women, Infants, Children Program (WIC)</b>	WIC provides vouchers to obtain certain nutritious, free foods for pregnant women, nursing mothers, infants, and children under age five.	Pregnant women, nursing mothers, and children up to age five are eligible.	Pregnant women, nursing mothers, and children up to age five are eligible.	Pregnant women, nursing mothers, and children up to age five are eligible.	A family of four can earn up to \$1,790 per month and be eligible for WIC.	Call the toll-free WIC Hotline at 1-800-522-5006 to find the WIC Clinic nearest you.
<b>School Meals</b>	School Meals provides free meals for children, available at their schools.	Virtually all children from low-income families are eligible.	Virtually all children from low-income families are eligible.	Virtually all children from low-income families are eligible.	A family of four can earn up to \$1,961 per month and be eligible to receive free school meals for their children.	Apply at your children’s schools.
<b>Earned Income Tax Credits</b>	EITC provides cash refunds to working people with children.	Eligible	Not eligible	Workers who paid US Federal income taxes, must have valid Social Security numbers that permit legal work in the US	A household with two or more children can earn up to \$32,111 and be eligible for the Earned Income Credit.	File form with the US Internal Revenue Service. Call Money Central at 1-866-924-3758 for free tax filing and more information.
<b>Soup Kitchens / Food Pantries</b>	EFPs provide free prepared meals or distribute food for preparing at home.	Eligible at virtually all sites	Eligible at virtually all sites	Eligible at virtually all sites	Most have no income guidelines. Some sites require referrals.	For a referral to a program near you, call the toll-free Hunger hotline: 1-866-888-8777.

## Section 5: Physical and Social Environment, Nutrition, and Food Safety

### Physical and social environment

The physical space in which you provide food, and the manner in which you provide it, affects people on a deep level. A dreary, unkempt space can be depressing, and long lines can sometimes make people feel uncomfortable and undignified. Some EFPs have created inspiring, inviting places for their guests.

*Consider whether your food program can do any of the following:*

- ◆ **Eliminate lines** by extending hours of operation, or bring lines indoors to a cheerful waiting area with chairs. If lines are necessary, try to think of ways to “humanize” them: talk to people in line, give out useful information, play music that people enjoy, have a VCR showing nutrition education and Food Stamps outreach information, etc.
- ◆ **Refurbish your space** with bright paint, posters, and curtains. (Mini-grants from the Citizens Committee for New York City can help with refurbishing costs. Call 212-989-0909 or go to [www.citizensnyc.org](http://www.citizensnyc.org) for more information.)
- ◆ **Decorate** tables with flowers or pretty tablecloths.
- ◆ **If you are a faith-based program, hold community meals** where guests and congregation members eat together.
- ◆ **If you run a kitchen, consider letting guests serve themselves and help plan menus.** As an alternative, consider serving them restaurant-style.

- ◆ **Address your guests by name**, and as respectfully as possible.
- ◆ **Ask your guests to volunteer in your program.** If they do, treat them like any other volunteer - give them responsibility and hold them accountable. Try to give them stipends to cover their transportation costs. The work experience could also help them find a job.
- ◆ **If you feel the need for security, try asking your guests to enforce the rules.** Try to foster a spirit of respect among everyone at your program, from guests to security guards.

**“Because there is less waste when people take only what they know they can use, client choice is a more economical way to run a food pantry!”**

- ◆ **Try “client choice.”** In most EFPs, hungry people are supposed to take whatever food is offered to them, as if they had no special needs, tastes, or pride. Luckily, this is starting to change. Client choice is a way of setting up a food pantry so that people can choose the foods they want. More and more food pantries are using this concept. Because there is less waste when people take only what they know they can use, client choice is a more economical way to run a food pantry.

### It’s your environment, too

Make sure you also take care of yourself and your staff/volunteers. This is an essential - but often overlooked - necessity for those who serve people struggling to get by. You will come into contact with people whose experiences and daily lives are much different, and maybe much more difficult, than your own. Some good ways to avoid burning yourself out are:

- ◆ **Work within your limits.** Set realistic levels of work for yourself and your co-workers. It’s essential to serve people with respect and dig-

nity - and you'll be less likely to treat people this way if you and your staff are exhausted and overworked.

- ◆ **Support your staff and volunteers and let them support you.**
- ◆ **Network with other food programs to share experiences and information.** You can locate them through The Food Bank, 1-866-NYC-FOOD, [www.foodbanknyc.org](http://www.foodbanknyc.org), or the Coalition Against Hunger, 212-825-0028, [www.nyccah.org](http://www.nyccah.org).
- ◆ **Know where you can refer your guests for food or services beyond your capabilities.** The New York City Coalition Against Hunger can help you identify resources.

## **New York City Department of Health regulations and permits**

Kitchens and brown bag programs (but not pantries) are required to meet New York City Health Code regulations. Health Department inspectors may visit your program without warning and issue violations if you do not meet regulations.

Food Pantries are not required to have a permit because food is not prepared on site, - it is given to clients to prepare on their own. There is no fee for the permit, but you must complete an application, show confirmation of your EIN number (employee identification number), and provide proof of your not-for-profit status.

The Department of Health offers a four hour food protection course free to all fraternal, charitable, and religious organizations. If you would like to attend the food protection course or have any questions about the Health Department Code Regulations, please contact the Health Department's Bureau of Inspections at 212-676-1600 and ask for James Middleton.

### **Applying for Department of Health permits**

If you prepare and serve food to the public once per week or less, you just need to register with the Department of Health.

Religious, fraternal, and charitable organizations that operate an Emergency Food Program should submit applications and other documentation to:

*Office of Field Operations/Inspections  
253 Broadway, 13th Fl  
CN 59A  
NY, NY 10007*

### **Before you fill out your permit application**

The Office of Field Operations/Inspections (OFOI) provides application screening and is available to answer all questions regarding those establishments that have not yet qualified for a DOH permit. These sessions ensure that all applications are filled out correctly and that a copy of your 501(c)3 letter is submitted.

You must provide your Employer Identification Number (EIN), which should be listed on the corner of your 501(c)3. If it is not listed there, call the Internal Revenue Service Office of Exempt Organizations at 877-829-5500, and they should be able to get it for you.

OFOI staff will submit your completed application and a copy of your 501(c)3 to the Citywide Licensing Agency. You will not be charged a fee for this permit.

### **When you receive your permit**

Your DOH permit will be mailed to your organization at the mailing address designated on your application. Make sure that you list the mailing address that you use to receive the mail for your food program.

The permit must be kept and displayed at all times to the public on the premises where you operate

your facility. It must be shown to representatives of the Department of Health when requested.

## **Food safety**

A critical consideration for all EFPs is maintaining the safety and quality of donated food while it is stored. The following guidelines were prepared by the chef at the Child Foundation of the American Culinary Federation, and can be found in the workbook *Understanding Prepared Foods*. They should be helpful for agencies receiving donated food:

### **Food-borne illness**

The most commonly reported food-borne illnesses are caused by bacteria, but these are also the easiest types of food-borne illness to prevent. Thousands of people contract some form of food-borne illness each year. Symptoms may include an upset stomach, nausea, diarrhea, fever, or cramps. Some people are more vulnerable than others to the effects of food-borne illness, particularly infants, the elderly, those with underlying health problems, and the malnourished.

The bacteria that cause food-borne illnesses don't necessarily make foods look, taste, or smell unusual. Bacteria tend to grow very quickly under certain conditions: in temperatures between 40 and 140 degrees Fahrenheit (the "Danger Zone"), in high-protein foods, milk, dairy products, meat, fish, and poultry, and when moisture is present. Additionally, bacteria can easily spread through inadvertent cross-contamination, like when you touch other food after handling raw meat without first washing your hands.

### **Preparing and re-processing food**

To avoid cross-contamination, remember to:

- ◆ Avoid touching your face or hair when working with foods.
- ◆ Avoid using the same knife, spoon, or tongs on different foods.

- ◆ Clean and sanitize cutting boards and counter space between tasks when working with different foods. Use an industrial cleaning product or a mixture of bleach and water.
- ◆ Avoid reuse of disposable containers. The aluminum pans food is delivered in should not be used again. Recycle them instead.
- ◆ Avoid storing washed and unwashed food together.
- ◆ Separate raw and cooked. Do not let juices from raw meat, poultry, or fish come in contact with other foods, surfaces, utensils, or serving plates.
- ◆ Wash hands thoroughly with soap and water before handling food or food utensils and after handling raw meat, poultry, or fish.

## **Receiving and storing donated food**

Receiving and storing your donated food can greatly help reduce the risk of food-borne illness.

- ◆ Make space in the refrigerator or freezer for the donated food.
- ◆ Consider using the "FIFO" (First In, First Out) method; rotate the food to be sure the newest food is to the back or bottom.
- ◆ Clean all surfaces that you will be using before the food arrives.
- ◆ Evaluate the food:
  - Is the food discolored?
  - Is it moldy?
  - Does it have a sour odor?
  - Does frozen food look as if it has been thawed and refrozen?
  - Has anything leaked onto the food from another container?
  - Is the food at the correct temperature?
- ◆ When in doubt, throw out or compost the food.

## Legal issues: the Emerson Good Samaritan Food Donation Act

When citizens volunteer their time and resources to help feed hungry people, they are rightfully concerned that they are putting themselves at legal risk. Fortunately, recent legislation provides uniform national protection to citizens, businesses, and nonprofit organizations that act in good faith to donate, recover, and distribute excess food.

The Bill Emerson Good Samaritan Food Donation Act is designed to encourage the donation of food and grocery products to nonprofit organizations that provide emergency food.

The Act promotes food recovery and gleaning by limiting the liability of donors to instances of gross negligence or intentional misconduct. The Act further states that - absent gross negligence or intentional misconduct - volunteers, nonprofit organizations, and businesses shall not be subject to civil or criminal liability arising from the nature, age,

packaging, or condition of apparently wholesome food or apparently fit grocery products received as donations.

(Note: the text for “Food Safety” is adapted from *A Citizen’s Guide To Food Recovery*, a publication of the USDA’s Food Recovery and Gleaning Initiative, February 1999.)

## Planning nutritious menus

Poor nutrition can lead to heart disease, diabetes, cancer, obesity, and other common diseases among low-income people. For many of the people you serve, your program will be a primary source for their daily food intake. It is important, therefore, that the meal or pantry bag you provide is balanced and nutritious. The USDA offers a simple, practical guide to help you plan menus that are consistent with healthy eating and living. **Table 2**, on the next page, was taken directly from Dietary Guidelines for Americans, 2005, US Department of Agriculture, [www.healthier.us.gov/dietaryguidelines](http://www.healthier.us.gov/dietaryguidelines).



These volunteers are having fun *and* practicing good food safety, by wearing gloves and covering their hair.

**Table 2: Dietary Guidelines**

<b>Food group</b>	<b>USDA Food Guide amount (per day unless otherwise noted)</b>	<b>Equivalent amounts</b>
<b>Fruit group</b>	2 cups (4 servings)	½ cup equivalent is: <ul style="list-style-type: none"> <li>- ½ cup fresh, frozen, or canned fruit</li> <li>- 1 medium fruit</li> <li>- ¼ cup dried fruit</li> <li>- ½ cup fruit juice</li> </ul>
<b>Vegetable group</b> <ul style="list-style-type: none"> <li>- Dark green vegetables</li> <li>- Orange vegetables</li> <li>- Legumes (dry beans)</li> <li>- Starchy vegetables</li> <li>- Other vegetables</li> </ul>	2.5 cups (5 servings) 3 cups/week 2 cups/week 3 cups/week 3 cups/week 6.5 cups/week	½ cup equivalent is: <ul style="list-style-type: none"> <li>- ½ cup cut up or raw cooked vegetables</li> <li>- 1 cup raw leafy vegetables</li> <li>- ½ cup vegetable juice</li> </ul>
<b>Grain group</b> <ul style="list-style-type: none"> <li>- Whole grains</li> <li>- Other grains</li> </ul>	6 ounce-equivalents 3 ounce-equivalents 3 ounce-equivalents	1 ounce-equivalent is: <ul style="list-style-type: none"> <li>- 1 slice bread</li> <li>- 1 cup dry cereal</li> <li>- ½ cup cooked rice, pasta, cereal</li> </ul>
<b>Meat and beans group</b> (includes fish, eggs, nuts, seeds, beans, etc.)	5.5 ounce-equivalents	1 ounce-equivalent is: <ul style="list-style-type: none"> <li>- 1 oz cooked lean meat, poultry, fish</li> <li>- 1 egg</li> <li>- ¼ cup cooked dry beans or tofu, 1 Tbsp peanut butter</li> <li>- ½ oz nuts or seeds</li> </ul>
<b>Milk group</b>	3 cups	1 cup equivalent is: <ul style="list-style-type: none"> <li>- 1 cup low-fat/fat-free milk, yogurt</li> <li>- 1½ oz of low-fat/fat-free natural cheese</li> <li>- 2 oz low-fat/fat-free processed cheese</li> </ul>
<b>Oils</b>	24 grams (6 tsp)	1 tsp equivalent is: <ul style="list-style-type: none"> <li>- 1 Tbsp low-fat mayo</li> <li>- 2 Tbsp light salad dressing</li> <li>- 1 tsp vegetable oil</li> </ul>
<b>Discretionary calorie allowance</b> (example of distribution) <ul style="list-style-type: none"> <li>- Solid fat</li> <li>- Added sugars</li> </ul>	267 Calories 18 grams 8 tsp	1 Tbsp added sugar equivalent is: <ul style="list-style-type: none"> <li>- ½ oz jelly beans</li> <li>- 8 oz lemonade</li> </ul>

(For more information on the USDA's nutrition guide, go to: [www.usda.gov/cnpp](http://www.usda.gov/cnpp).)

The basic principles of a healthful diet for your clients/customers are:

- ◆ **Variety:** No single food supplies all necessary nutrients. A varied diet includes many different foods from the five major food groups which together meet nutritional recommendations.
- ◆ **Balance:** A balanced diet incorporates appropriate amounts of foods from all five food groups, providing needed calories and nutrients. At kitchens, you may be providing people with their only meal of the day.
- ◆ **Moderation:** Carefully selecting foods and beverages helps you control calories and the total amount of fat, salt, and sugar your guests receive. Keep in mind that your guests' age, sex, physical activity level, and medical condition make a difference in the amount of food they need to maintain a healthy weight.
- ◆ **Focus on the basics:** Pasta, rice, whole-grain-enriched breads and cereals, fruits and vegetables, low-fat dairy products, lean meat, poultry, fish, and beans provide the framework for a healthy diet.
- ◆ **Modify traditional recipes:** To cut back on fat, saturated fat, cholesterol, added sugars and/or sodium, try substituting plain, low-fat yogurt for sour cream, use two egg whites or an egg substitute instead of whole eggs in baked foods, use olive oil instead of butter, margarine, or salad oil for cooking, make a healthy dressing from olive oil, lemon juice, or vinegar and garlic and herbs instead of high-fat, high-additive dressings on salads.

- ◆ **Read food labels when you shop:** The information contained on food labels is your biggest weapon against poor nutrition. Contents are listed in order of quantity. Avoid foods with excessive fats, sugars, sodium, cholesterol and additives.

### Supporting other healthy habits

Your role in promoting good health is not necessarily limited to nutrition. EFPs can also encourage people to:

- ◆ **Quit smoking:** This expensive, unhealthy habit is a major source of preventable death and disease in this country.
- ◆ **Stop drinking and using recreational drugs:** Alcohol is often the deadliest drug. High levels of alcohol use are associated with cancer and heart disease, as well as violence in the home and the community. Other drug use frequently destroys individuals, families, and whole communities.
- ◆ **Exercise more:** Even moderate exercise, started late in life, can improve a person's health. One great example is walking: it's free, easy on one's bones and muscles, and gets you places. One food program offers a modified aerobics class prior to serving its noon meals. Others organize walks in neighborhood parks.
- ◆ **Pay attention to depression:** Depression is a treatable illness, and medication is available that has turned people's lives around. Homeless men participating in a support group at one kitchen identified depression as the main issue they needed to address.



## Section 6: Finding Food for Your Program

### Operational requirements

**F**or the first three to six months of operation of your new EFP, you must be able to get all the food and money you need to operate your program on your own. You cannot get food from the largest agencies that support EFPs (The Food Bank, City Harvest, United Way, and New York City's Emergency Food Assistance Program [EFAP], all of which are detailed below) until you have established that you have a viable food program that has been able to operate for a minimum of three to six months. After receiving funds from those primary sources, you can expand with a mix of other government and private support as well as continue to raise money and goods at a local level.

While each primary funding organization has different operational requirements, they are beginning to coordinate their rules, and the more important and common requirements are listed below. To qualify for support from the major organizations providing food, your program must:

- Have been in operation for at least three to six months before receiving support
- Operate year-round (or nearly) and have regular hours, serving people at least once per week
- Serve at least 100 meals per month
- Serve the general public
- Not require people to participate in worship or political activity to receive food
- Not charge money for food
- Be a tax-exempt, 501(c)3 nonprofit organization or an incorporated religious organization or be part of a 501(c)3 or religious organization that takes fiscal responsibility for the program

- Keep records of your food supplies
- Keep records of people served and submit monthly statistical reports
- Have an answering machine to facilitate food orders, scheduling deliveries, etc.
- Meet municipal food safety requirements
- Allow agency monitors to visit your program

### Finding food and money during the first three to six months

The best way to get your program up and running during the first three to six months is by getting donations of food and money from within your community and beginning on a very small scale. The easiest way to do this is through food and money drives in your own neighborhood, especially through your own congregation or other organizations located in your neighborhood. This will be most successful if the local leadership supports the project, and people are asked regularly to give - whether weekly, monthly, or quarterly.

Try to raise money rather than food - it will stretch a lot further if you shop at a place like the Harlem Pathmark store, the Brooklyn Terminal Market or the Bronx Hunts Point Co-Op. You will be able to buy the foods people need instead of having to offer them the unwanted cans from the backs of people's cupboards.

Local fundraising campaigns are often seasonal, focusing on times during the year when individuals in your community are most inspired to give funds or food to a local charity. Such times of the year include: Martin Luther King Jr.'s Birthday, World Hunger Day (October 16), Thanksgiving, Christmas, Hanukkah, Kwanzaa, and Eid al-Fitr. You can also center a fundraising campaign and food drive around a seasonal weather change, such as a big snow storm or as part of an anti-hunger initiative.

Careful planning is at the center of any fundraising campaign. Before you mobilize for fundraising or a food drive, you need to think ahead about what your program's needs are and what your approach to seeking resources will be. You should:



NYCCA Executive Director Joel Berg knows that networking is a great way to raise awareness and resources.

- ◆ **Assess your resources.** This includes creating a budget, conducting an inventory of food, supplies, and equipment, and noting what you receive “in-kind” (e.g. space, volunteer labor, and equipment).
- ◆ **Determine the amount of funds and other resources you need.** What is the gap between your projected budget and incoming funds? What kinds of food or equipment do you need? To avoid feeling overwhelmed or spreading your campaign too thin, focus on your one or two most critical needs.
- ◆ **Decide who will be directing and undertaking your fundraising and food drive efforts.** Do you have paid staff who can do it, or are you relying on board members and volunteers?
- ◆ **Determine how much time, space, transportation, and other resources you can devote to your campaign.** Remember: you want to maximize your returns and minimize your investment!
- ◆ **Choose fundraising methods that are most compatible to your particular situation.** Should you be approaching a local business, asking for money from individuals, and/or hosting a special event? (See below for tips.)
- ◆ **Draw up a list of who you will request funds and/or food from.** Start with all your possible contacts. Every single person you know is a potential donor. Your “donor prospects” include: board members, family, friends, neighbors, members of your congregation or other organizations you belong to, professional contacts, etc.
- ◆ **Decide how you will promote your program and drive.** Will you, for instance, write letters, publish an article in your newsletter, and/or call people? Have a mission statement and description of your goals that you can quickly adapt to any situation.
- ◆ **Plan how to thank and acknowledge your potential donors.** This is a crucial step that should not be ignored. Businesses, for example, will be more willing to give if they know they will receive public acknowledgment. Letters, cards, and certificates all work well. You can also list donors in your newsletters and other publications.

- ◆ **Follow up with thank-yous and continued contact.** If you are planning on using your fundraising campaign to develop an individual donor base, it is important that you record donors' names and contact information. Thank your donors and maintain contact with them, letting them know how your program is doing. Donors that you maintain steady contact with and thank often will be more likely to give to your cause on a regular basis.
- ◆ **Evaluate your efforts and plan for your next campaign!** Did you raise as much as you had hoped for? What can you do differently next time? What are the next steps you should be taking to improve your program?

### **Grassroots methods for raising funds and food**

Here are some tried-and-true strategies for fundraising and food drives that Coalition Against Hunger members have used with success. You may not be able to try all of them, but choose the ones that are most appropriate to your community.

- ◆ Ask for money as well as (or instead of) food. You can do more with it.
- ◆ If you do ask for food, be specific: ask for the things people really need, like baby formula, canned meat, etc.
- ◆ Ask spiritual leaders, local politicians, and other leaders to mention your drive in their sermons, speeches, and other public communications.
- ◆ Designate the funds from your congregation's collection plate for your drive.
- ◆ Include a blurb, article, or letter about your drive in your organization's newsletter or congregation's bulletin.
- ◆ Collect donations outside of a local supermarket, either in person or by having a designated bin or box available.

- ◆ Staff a table with your employees and/or volunteers at a local fair or event.
- ◆ Write a letter asking for donations and send it to members of your organization, local congregation, and other groups and individuals.
- ◆ Organize a phone-a-thon staffed by volunteers and/or employees. Call all your contacts.
- ◆ Go door-to-door and ask local businesses for contributions. (Local food vendors may give you unsold goods!)
- ◆ Local politicians and other leaders may be willing to "sponsor" your project with regular contributions of food or money.
- ◆ Ask members of a community garden to share their produce with your program.
- ◆ Ask vendors at a local farmers market to donate unsold goods and produce.
- ◆ Organize a fundraising event (it can be as simple as a bake sale or as elaborate as a sit-down dinner with entertainment).
- ◆ Establish a relationship with other congregations in your community and partner with them for fundraising and food drives.
- ◆ Ask other groups (such as Boy Scout and Girl Scout troops, classes of schoolchildren, block associations, fraternal organizations, etc.) to join in on your drive.

### **Government resources for food**

#### ***New York City***

The Emergency Food Assistance Program, or EFAP, is administered by the Human Resources Administration (HRA). While HRA purchases the food, the food is actually delivered by The Food Bank .

To apply to EFAP, an applicant must call 212-331-4600 to be prescreened and request an application. Upon receipt of a completed application packet, a review is done in order to determine the organization's eligibility. A Borough Coordinator will then contact the program to set up an initial site survey. The entire application process takes approximately six to eight weeks.

EFAP grants are determined semi-annually and awarded for a six-month cycle. These grants are given in the form of food allocations that equal the value of food that will be delivered by The Food Bank. Deliveries are scheduled once per month, which allows for even distribution of the allocation throughout the six-month cycle.

### **New York State**

The Hunger Prevention and Nutrition Assistance Program, or HPNAP, (formerly known as SNAP), is administered by the New York State Department of Health and its two New York City contractors, the United Way of New York City and The Food Bank.

To receive a HPNAP application, contact either The Food Bank (212-251-4117), or the United Way, (212-251-2419). Applications are mailed each year in late spring and must be returned within one month. Your organization must reapply each year. Workshops are available to help you understand the program and assist you with the application process.

The United Way and The Food Bank operate the HPNAP program differently. United Way's HPNAP program gives a program a "line of credit" for a certain amount of money to purchase foods through one vendor selected by United Way. United Way's HPNAP also allows your program to apply for a limited amount of funds for operations support (staff, space, utilities, disposables, transportation, and capital equipment such as shelves or refrigerators).

The Food Bank HPNAP awards are for food only: a program receives a line of credit for a certain

amount of funds that can be used to order HPNAP foods from The Food Bank. If your organization is a member of The Food Bank, it also receives a line of credit for The Food Bank's SMC Food Program, which is described in the next section.

### **Federal funds**

The Federal Emergency Management Agency (FEMA) funds the Emergency Food & Shelter Program (EFSP), which is administered by the United Way of New York City. Awards start at \$2,000 and are highly competitive. Awards are primarily for food, supplies (there is a \$300 limit for each item), and there is a small amount of funding available for administrative costs. With the EFSP program, unlike EFAP or HPNAP, organizations get cash awards and can order food directly from the vendor of their choice. Emergency assistance for rent, mortgage, and utilities is also available.

To receive an application, which is sent to all agencies in September, call Itala Rutter 212-251-4123 or Tewanna Sanders 212-251-4118. Applications must be returned to the United Way within one month, and organizations must re-apply for funding each year. Workshops are held in September in all five boroughs to help applicants understand the program and complete the application.

Once your program is accepted by EFSP, writing workshops are given in April and May to help improve your application and make it more competitive the next time your program applies.

## **Private resources for food**

### **The Food Bank of New York City**

EFPs that have been operating three months or longer, and that have nonprofit 501(c)3 status (or have a fiscal conduit with such status), can apply to become members of The Food Bank, [www.foodbanknyc.org](http://www.foodbanknyc.org), 718-991-4300. To receive an application, send The Food Bank a letter of interest describing your program. Before accepting your

program as a member, The Food Bank staff will conduct a review of your program, including a site visit during operating hours. The review process usually takes six to eight weeks. If you are accepted, you are required to attend an orientation in the Bronx, offered monthly.

As a Food Bank member you can order:

- Donated food through the Shared Maintenance Cost (SMC) program (Food in this program costs \$0.10 per pound, which covers distribution costs.)
- Free fresh produce and bread
- Free government surplus food through the TEFAP program
- Discount food through The Food Bank's bulk purchase program (costs vary)
- Other free foods based on availability

The Food Bank's Nutrition Education Program also offers free startup kits for new EFPs. This kit covers food safety, nutrition, and sanitation.

### **City Harvest**

City Harvest is a nonprofit organization that picks up unused and leftover food from restaurants and cafeterias, as well as produce from the Hunts Point Market. City Harvest delivers food to Emergency Food Programs for free. For more information, call 917-351-8700 or go to [www.cityharvest.org](http://www.cityharvest.org).

### **How to maximize your food budget**

Director Doreen Wohl turned West Side Campaign Against Hunger (WSCAH) into the city's largest

food pantry, tripling the number of people it serves on almost the same food budget.

How did they do it? To maximize food resources, Doreen recommends:

- ◆ **Think “business” and “grocery store”:** “You are running a business. You always have to know your income and expenses. You can't make rational decisions if you don't,” she says.
- ◆ **Keep an inventory of your food and keep it current:** Know when stock is low, what your customers prefer and what items are unpopular.
- ◆ **Order immediately when your Food Bank list arrives:** The Food Bank quickly runs out of popular items.
- ◆ **Seek free food first:** When ordering from The Food Bank, seek free TEFAP items first. Select donated food next. Order from the wholesale list last.
- ◆ **Buy in bulk:** It pays off over time. In one instance, a two-cent decrease in milk costs, through bulk purchasing, saved WSCAH \$700 over a year.
- ◆ **Just say no:** If donated food is not useable, or clients don't like it, turn it down.
- ◆ **Beware of false economics:** Cheapest isn't always best, especially if people reject low-quality food or items they dislike. Weigh all factors, not just price.

## Section 7: Finding Money to Run Your Program

### What you need before you start fundraising

**F**inding money was probably not the first thing you thought about when you started your program. You got into this business because you wanted to feed hungry people, not because you wanted to be a fundraiser. Very quickly you've probably found yourself wondering - or worrying - about how you are going to make ends meet. Even if the food you receive is free of cost (not always the case), you have to think about rent, utilities, supplies, and maybe paying for staff or volunteer stipends. In fact, you may have discovered that how much money you can raise becomes a limiting factor in what you can do with your program, and how fast your program can grow.

Before you begin your fundraising efforts, you need to have a few things in place, including:

- An accounting system that tracks your income and expenses
- A budget that projects your sources of income and expenses

### Developing an accounting system

While the world of accounting can seem intimidating, with its special language of debits and credits, you can implement a system for your program that is jargon-free and easy to use and understand. If your agency has a computer, you may want to consider using a simple accounting program, such as Quickbooks for nonprofits. The advantage of computerizing your bookkeep-

ing is that you will have a much easier time generating budgets and reports for yourself and for funders.

Many programs do not have access to computers, but it is also quite easy to set up a manual bookkeeping system. It will be helpful for you to purchase a ledger notebook, but really any notebook can be used as long as you keep clear, accurate records. If you are interested in learning more about accounting for nonprofits, contact one of the organizations that provides accounting or financial management training in **Section 8, "Useful Resources for Managing Your Emergency Food Program."**

The key to good accounting is to record all the money coming into and out of your program, providing as much detail as possible. That's all there is to it! The details you should include are:

- Amount of transaction
- Date of transaction
- Purpose of transaction

**"While the world of accounting can seem intimidating, with its special language of debits and credits, you can implement a system for your program that is jargon-free and easy to use and understand!"**

Often, funders will want you to separately track your use of the funds they've given you, but this is not very difficult if you have set up a clear system. The following page contains a sample ledger sheet, which has HPNAP funds separated and categorized into different expense categories. This page functions as an example only. As you begin to receive funding from different organizations, you will need to know from each: (1) what areas of your program they will fund, and (2) how they would like expenses tracked.



## Worksheet 2: Creating a Budget and Planning Your Funding Needs

In order to develop a coherent fundraising plan, it's important to first know where your organization stands in terms of current funding and expenses. If you do not have a projected budget for your current fiscal year, you can use the worksheet on the following pages to help you get started.

### Step 1. Determine your sources of income

List all the revenue your organization will receive for your current fiscal year. Do not include any funds that you have requested but are not sure you will receive.

<p><b>Private sources of support</b></p> <ul style="list-style-type: none"> <li>▸ Corporations _____</li> <li>▸ Foundations _____</li> <li>▸ Religious institutions _____</li> <li>▸ Individuals _____</li> <li>▸ In-kind* _____</li> <li>▸ Other _____</li> <li>▸ <b>Total private</b> _____</li> </ul>	<p><b>Public sources of support</b></p> <ul style="list-style-type: none"> <li>▸ EFSP _____</li> <li>▸ HPNAP _____</li> <li>▸ EFAP _____</li> <li>▸ TEFAP _____</li> <li>▸ Other _____</li> <li>▸ <b>Total public</b> _____</li> </ul> <p style="text-align: right;"><b>Total income</b> _____</p>
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(\*Note: In-kind sources of support are any items you receive for free. This can include rent, utilities, volunteer time, food donations, etc. To calculate the value of an in-kind donation such as volunteer time, figure out how much you would have to pay for someone to do the work you are receiving for free.)

### Step 2. List your expenses

List all the types and amounts of expenses your organization has had or will have for your current fiscal year. Make sure to include the cost of things that you receive as in-kind donations.

<p><b>Personnel</b></p> <ul style="list-style-type: none"> <li>▸ Salaries _____</li> <li>▸ Fringe* _____</li> <li>▸ In-kind labor _____</li> <li>▸ <b>Total personnel</b> _____</li> </ul> <p><b>Other than personnel (OTP)</b></p> <ul style="list-style-type: none"> <li>▸ Food _____</li> <li>▸ Supplies _____</li> <li>▸ Rent _____</li> </ul>	<ul style="list-style-type: none"> <li>▸ Utilities _____</li> <li>▸ Transportation _____</li> <li>▸ Postage _____</li> <li>▸ Insurance _____</li> <li>▸ Other _____</li> <li>▸ <b>Total OTP</b> _____</li> </ul> <p><b>Total expenses</b> _____</p>
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(\*Note: Fringe expenses include the employers portion of an employee's taxes, benefits, etc.)



**Step 3. Compare revenue to expenses**

Compare your total revenue to your total expenses. Are your expenses higher than your revenue? If so, you need to do some fundraising or modify your projected expenses for the year. Are you planning on expanding your services in the near future? How will you cover the costs associated with expansion? Once you have a better sense of how much revenue you still need to generate, you can begin to put together a fundraising plan.

If you have funding proposals for which you have heard no response or you plan to request funds from particular sources, you can use the following table to help assess where your organization is in its plan to raise more funds. You should always seek more funding than you will actually need, as you will probably not receive funds from every group you ask, and those who do give may give less than the requested amount.

Source	Amount requested	Amount to be requested	Likely to receive	Unlikely to receive
XYZ Foundation	\$10,000		X	
ABC Corporation		\$1,500		X

You can use a similar plan to help meet your goal in fundraising with individuals. For example, suppose you want to raise \$5,000. You need to figure out how many donations at different amounts you will try to receive. You also need to ask for donations from more people than will actually give to you. A good rule of thumb is to ask three to four times as many people as you hope to receive donations from at the higher end of what you're asking for, and two to three times as many people in the lower end. (You can ask fewer people in the lower end because some of the people who do not make a donation at the higher end will at the lower end.) This is what a plan for raising \$5,000 would look like:

Individual donation amount	# of people you need that amount from	# of people you need to ask	Total
\$1,000	1	4 (1 X 4)	\$1,000
\$500	3	9 (3 X 3)	\$1,500
\$250	6	18 (6 X 3)	\$1,500
\$100	10	20 (10 X 2)	\$1,000

## Calculating the dollar value of volunteer time

Most people volunteer because it makes them feel good and they like contributing to their communities. If a potential funder asked about the value of volunteers to your program, what would you say? Do you have a system to track the number of hours volunteers contribute? Have you assigned a monetary value to each job so your figures accurately reflect your program?

Compare these two statements regarding a program's use of volunteers:

- ◆ We saved lots of money by using volunteers.
- ◆ Because of our strong volunteer support, we were able to extend our resources and open a Saturday food program.

While both statements may be true, the first implies that the organization had resources it did not need because their volunteers were free. The second response makes the point that volunteers extend the budget beyond anything the organization could otherwise afford. The second response indicates to a potential funder that an organization is using every available resource to provide emergency food in their community.

Now compare these two statements from two different organizations:

- ◆ Volunteers are an important part of our work. They work every day and their energy and commitment make our work possible.
- ◆ In 1999, 349 different volunteers contributed 5,250 hours of volunteer service to our program. We estimate the value of their contributions to our work at \$47,250.

The first program has no tracking system and the second does. From a funders' perspective, the second program looks far more attractive.

If you are interested in learning more about assigning an average dollar value for volunteers, check out the Independent Sector at: [www.independentsector.org/programs/know.html](http://www.independentsector.org/programs/know.html).

## How to find funders for Emergency Food Programs

The five main sources for funding (individuals, private foundations, corporate foundations, religious sources, and government) are compared on the next page. Here are some other tips for securing funds for your EFP:

- ◆ **If you are faith-based, explore your national denominational affiliations.** Almost all have some designated funds for hunger missions. Is there a wealthy congregation in your denomination with room in their mission budget?
- ◆ **Collect the annual reports of organizations similar to yours.** See what foundations and corporations fund them and contact them.
- ◆ **Collect the annual reports of New-York-City-area foundations.** Find out who they fund and at what amount. Solicit those that fund EFPs.
- ◆ **Research funders through the Foundation Center,** [www.fdncenter.org](http://www.fdncenter.org), 212-620-4230.
- ◆ **Find out the national affiliations of your local food and restaurant distributors,** and what major distributors are in your area. Inquire about their philanthropic giving and how you can apply. Write to major food corporations about their philanthropy.
- ◆ **Look at all local businesses and their possible national affiliations.**
- ◆ **Ask yourself what other services your EFP provides.** Do you use other providers to expand services to your site or do you provide referrals? If so, you have more ways to pitch your services to funders. Who is the population you are feeding? (e.g., if you serve people with mental illness, research organizations that fund programs for the mentally ill.)

**Table 4: The Main Sources of Funds for Your Program**

Source	Strengths	Things to consider
<b>Individuals</b>	<p>Donations are usually unrestricted - that is, they can be used for any purpose</p> <p>If you build a strong individual donor program, this can be a more stable source of income than government contracts or private grants</p>	<p>Usually takes a few years to establish a donor base</p> <p>Important to develop tracking system for numerous small and large donations - either Excel or donation software like Raisers Edge.</p> <p>Try to work through your congregation or community to engage donors - people give to people they know</p> <p>Donors respond better if they have a chance to see and get to know your program (by volunteering, for example) - and if you thank them and keep in touch!</p>
<b>Private foundations</b>	<p>Foundation grants are relatively large compared to corporate foundations and individual contributions</p> <p>Tend to fund for 2-3 year cycles (sometimes longer - but not forever!)</p>	<p>Require strong, detailed proposals</p> <p>Generally take 6-9 months for response - longer if you're starting from scratch</p> <p>Prefer funding special projects to general support</p> <p>Usually not interested in hunger programs unless they also address long-term solutions to hunger</p> <p>Chances are better if you establish a working relationship, call the Program Director first to discuss your work and the funder's priorities</p>
<b>Corporate foundations</b>	<p>Applications are generally shorter and less time consuming than private foundation proposals</p> <p>Tend to fund for many years in a row once you establish a relationship</p>	<p>Usually difficult to "get in the door" - board or professional contact helps</p> <p>Grants usually smaller than private foundations</p> <p>Larger grants require as much work as private foundation proposals</p> <p>You may disagree with the politics of the corporation</p>
<b>Religious sources</b>	<p>Funding available from both local churches as well as national church organizations</p> <p>Good source for new, small programs</p>	<p>Tend to fund denominationally - easier to get funding if you have a relationship with the church, temple, or mosque you're approaching</p>
<b>Government</b>	<p>Government grants and contracts are usually (but not always) larger than those available from other sources</p>	<p>Need strong financial management system to monitor contract and provide detailed reports</p> <p>Risk of budget cuts - large contract cuts can be devastating if you rely on this source exclusively</p>

(This table is modified from *From Vision to Reality: A Guide for Forming and Sustaining Community-Based Efforts*, by Christina Smith. Published by Community Resource Exchange, [www.crenyc.org](http://www.crenyc.org) (212-894-3394).

## How to ask for money from individuals

You don't have to know wealthy people to succeed in raising money from individuals. Anyone with disposable income can contribute. Small and large gifts all count.

You also don't have to spend a lot of money cultivating donors. You can just show them what you do and who you help.

Spend some time getting to know your donors. Listen intently to see what they are interested in and how they would like to help. Think of your donors as investors and partners in your program, just as you do your volunteers and clients. Keep them informed of your successes and even your challenges.

Your donor prospects can be:

- Your family
- Your colleagues
- Your friends
- Your professional contacts
- Your pastor
- Your boss
- Your neighbors
- Your business associates
- Your high school or college buddies
- Your teachers from high school or college
- People you met in a training who liked your work
- People you exchanged cards with at a fundraiser

*What follows are tips for the various strategies used in individual fundraising:*

### **Face-to-face appeals**

Meeting someone face to face is the single most effective method for getting a donation from an individual. Basically, it is difficult for someone to look you in the eye and say "I can't do anything for you," and it is even harder for someone to say "no" to two people. Your chances of receiving a donation

are better if the person being asked knows the person doing the asking. People give to people they know. And remember, the more people you ask, the more donations you are likely to receive.

Getting over the fear of asking for money partly lies in understanding that it is fine if people say no. Another way to feel more comfortable about asking for money is recognizing that you are not asking for something for nothing, nor are you asking for something for yourself. You are simply asking the person to support the work you are doing to fight hunger in your community.

### **Personal phone calls**

Almost as effective as a face-to-face appeal is a personal phone call from a person to a prospective donor whom he or she knows. The strength of this method is that it is a very quick and easy process. You can speak to a lot more people in a lot less time. The weakness of this method is that since you are not face-to-face with someone, you have to hope that they actually write the check.

You can improve the return rate by sending a follow-up letter with a response card for them to return with their check. This letter should be sent immediately after the call.

You can also use the personal phone call to set up a meeting where you can make a face-to-face appeal. This will dramatically improve your chances of getting a gift.

### **Personal letters**

This method involves a letter written by a person fundraising for your organization (friend, board member, clergy, other community leader) to a prospective donor whom he or she knows. This method tends to be easier for those who are afraid to talk to their contacts and ask them for money. (But you should try your best to overcome this fear if you hope to become a successful fundraiser.)

The effectiveness of this approach can be improved by following the letter with a phone call or, even better, with a face-to-face appeal.

### **Special events**

When people think about raising money from individuals, they often decide to throw a party or gala event. Unfortunately, with the substantial amount of money that must be paid up front for these events, an organization might end up losing money or just breaking even.

Special events, however, can be a good “point of entry” for people into your donor circle. You can also keep the events cheap. For example, a tour of your kitchen for prospective donors followed by a picture tour of all the work your program has done or a wine-and-cheese hosted by one of your board members can be quite effective.

Two things should happen at any event:

- ◆ Someone should provide the basic facts about what your program does.

- ◆ There should be an emotional hook (such as live or written testimony from your clients).

Be as imaginative as possible and you can do special events without spending much money. Follow up with people who attended to ask for their feedback and financial support.

### **Direct mailing**

Nonprofit groups who use direct mail do it with the knowledge that it is not very lucrative, but is an effective way to educate donors and find a few regular ones who can then be asked for more money. Large groups like the Red Cross maintain substantial databases that they update regularly. Direct mail appeals can make some money if letters are mailed to many thousands of people. The cost per letter then comes down to a point where a profit becomes possible even with a small rate of response (typically not more than one or two percent).

The amount of time and energy required to make a direct mail solicitation work are rare in the emergency food world. Such an impersonal and resource-



Press conferences raise awareness and increase your program’s recognition among potential donors.

intensive fundraising is not very effective for most EFPs. What may be more cost-effective are targeted mailings to people closer to your organization, such as mailings to previous donors, people who receive your newsletter (include a brief appeal in every issue), and volunteers.

### **Establishing a strong individual fundraising system**

One of the keys to raising money from individuals is to think of asking for money as only one part of a larger cycle of cultivating your donors. In order to increase the number of people supporting you each year, and in order to convince some of your current donors to give more money in the future, you need to do more than just ask for a donation. You will have to cultivate the relationship and develop a system for keeping track of your donors.

#### ***Finding likely donors***

Before you can ask for money using any of the methods described earlier, you need to identify who is likely to give you money.

Your individual donors could be people who are connected with the organization, whether as board members, staff members, volunteers, or friends of volunteers. Many agencies do brainstorming sessions with their key stakeholders (board, staff, volunteers, consumers) to generate potential supporters. Another good way to build a list of potential supporters is to always have a sign-in sheet at any event or open house you sponsor.

Again, your community - the people most impacted by the issue of hunger in their neighborhood - should be your first step in generating this list.

#### ***Cultivating likely donors***

Regardless of whether you are approaching an individual or foundation, your chances of getting a gift (and of getting a larger gift) improve if you have established a professional relationship with

the donor, and if the donor knows and sees what you are doing.

For cultivating individual donors, design an inexpensive “point of entry” event (as discussed in “Special Events”) to show donors the wonderful things you do in your community.

#### ***Asking for donations***

You know who you want to ask, now comes the asking. After deciding what approach you will take, have your documentation ready in case anyone asks questions. Work in partnership with others - have an experienced volunteer or board member look at your proposal or go with you to a donor meeting.

#### ***Receiving donations***

Here’s where you reap the fruit of your labor! The work’s not over though. It is essential that you:

- Log checks as they come in (it’s often a good idea to make a copy)
- Record them as revenue in your bookkeeping system
- Deposit checks promptly
- Record donations in your donor filing system

#### ***Acknowledging donations***

Sending a postcard or letter thanking donors for their contributions serves an important purpose. It helps you build a relationship with the people who have donated money. By letting your donors know that their gifts are truly appreciated, you can help ensure that they will donate again in the future.

By law, you are required to acknowledge in writing gifts over \$250. However, it is a good idea to acknowledge all gifts.

All acknowledgements should contain some form of the following language: “XYZ Food Kitchen is a 501 (c) 3 approved organization, and your contribution is tax-deductible to the full extent allowed

by the law. Please note that no goods or services were rendered in exchange for this contribution. In accordance with state law, you may request a copy of our last annual report either from us or from the Attorney General at State of New York, Office of the Attorney General, Charities Bureau, 120 Broadway, New York, NY 10721.”

### **Recording donor information**

You don't need to be very computer savvy to know how to do this. Using index cards will get you started. Note the donors' names, addresses, phone and fax numbers, date of donation and amount. Transferring this data to a spreadsheet format like Excel or Access will make it even easier for you to stay on top of the donations you will be receiving. You can also use a free, web-based service, such as [www.ebase.org](http://www.ebase.org), to help you track your donors.

### **Keeping donors informed**

Between fundraising campaigns, it is a good idea to keep your funders informed of what's going on with your organization. The traditional newsletter works well, particularly if you include stories about or by people who have benefited from your service, or you describe experiences with volunteers.

## **How to ask for money from foundations and corporations**

Writing grant applications to foundations or a letter to a corporation asking for support will be easier if you've done the work of developing an organizational plan and a fundraising strategy. The Foundation Center in New York ([www.fdncenter.org](http://www.fdncenter.org), 212-620-4230) has a very good proposal writing seminar, as do several other resource centers. (Please see resources listed in **Section 8**.)

Brainstorming with your stakeholders can help you identify potential sources for funding, especially if one of your board members or volunteers has a contact. Do your homework before you spend

any time writing a grant. In particular, make sure your program fits the funder's guidelines.

Grant writing is only part of the process of raising money from foundations or corporations. Cultivation of an ongoing professional relationship with a funder is the other part of the equation that equals success. Funders need to know you and what you do in order to be your partners and allies. They need to be kept informed and acknowledged for their support on a regular basis.

When cultivating relationships with foundations and corporations, try to speak to someone (such as a program officer or a community relations manager) at a foundation or corporation before and after you submit a proposal. Prepare your questions and information very carefully. Offer a site visit if appropriate. Get your board members or their contacts to open doors.

## **Organizations making grants to hunger groups**

There are relatively few organizations who fund programs only fighting hunger and not offering other services. Here's a list of those with a strong record of supporting EFPs:

### **New York Community Trust**

Two Park Avenue  
New York, NY 10016  
212-686-0100  
[www.nycommunitytrust.org](http://www.nycommunitytrust.org)

### **Altria**

120 Park Avenue  
New York, NY 10017  
1-800-883-2422  
[www.altria.com/responsibility/04\\_05\\_03\\_00\\_whoefund.asp](http://www.altria.com/responsibility/04_05_03_00_whoefund.asp)

### **MAZON: A Jewish Response to Hunger**

1990 S. Bundy Dr., Ste. 260  
Los Angeles, CA 90025-5232  
310-442-0030  
[www.mazon.org](http://www.mazon.org)

**Evangelical Lutheran Church in America/  
Division for Church in Society**

Domestic Hunger Program  
8765 West Higgins Road, 9th Floor  
Chicago, IL 60631  
I-800-638-3522 ext. 2693  
773-380-2700  
[www.elca.org/grantinghope/](http://www.elca.org/grantinghope/)

**United Methodist Committee on Relief**

General Board of Global Ministries of the United  
Methodist Church  
Room 330, 475 Riverside Drive, New York, NY  
10115  
Voice Phone: 212-870-3816  
[www.gbgm-umc.org/umcor/hunger.stm](http://www.gbgm-umc.org/umcor/hunger.stm)

**United Way of New York City**

Hunger Prevention & Nutrition Assistance  
Program (HPNAP)  
2 Park Avenue  
New York, NY 10016  
212-251-2500  
[www.uwnyc.org](http://www.uwnyc.org)

**America's Second Harvest**

Program Officer  
America's Second Harvest  
35 Wacker Dr., Suite 2000  
Chicago, IL 60601  
[www.seconddharvest.org/default.asp](http://www.seconddharvest.org/default.asp)  
[www.fdncenter.org/grantmaker/starr/](http://www.fdncenter.org/grantmaker/starr/)

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## Section 8: Managing Your Program

### Working with volunteers

**V**olunteers are the lifeblood of the nonprofit world. They provide the human power that enables thousands of organizations to fulfill their missions. This section is designed to help you find, train, and retain the kind of volunteers that can make your EFP more effective.

Before you begin recruiting people to help, be sure you know what you want them to do. Spend time organizing the tasks involved in either preparing a meal or running a food pantry. Ask yourselves some questions: How many people do you need and how long will you need them? Do you need people for one-time jobs or will you need to schedule volunteers on an ongoing basis? What special skills are required?

#### Where to look for volunteers

Volunteers can be found throughout your community. The following list should give you some ideas about where to look. Just like fundraising, the first rule is to ask!

- People who use your food program
- Business and professional organizations
- Chambers of Commerce
- Churches and other religious groups
- Community service restitution programs
- Families and friends
- Job training programs in food service
- New York Cares and other organizations that recruit volunteers (Please see **Section 8, Useful Resources for Managing Your Emergency Food Program**)

- Military units and retired military personnel
- Rehabilitation agencies/programs
- Retired executives and teachers associations
- Schools
- Scout troops or other youth groups
- Senior citizens groups/Senior Corps Program
- Service organizations like Kiwanis, Rotary Club
- University/college/community college organizations
- Sororities and fraternities
- Students seeking internships and service opportunities

#### Getting and keeping volunteers

- ◆ **Seek diversity.** Volunteers have a range of abilities and come from all backgrounds, races, nationalities, religions, and generations. If you limit yourself to a preconceived notion of who is likely to volunteer, you may find yourself scrubbing a lot of pots and pans alone!
- ◆ **Recruitment is a year-round responsibility.** Once you have a steady pool of people helping you, be sure not to rely on them so often that you burn them out. Keep looking for opportunities to add to your talented group of volunteers. Cultivate friends, network, and keep written materials about your volunteer needs up-to-date and visible.
- ◆ **Keep good records.** Add the names, addresses, and phone numbers of volunteers to your mailing list. Be sure they get your newsletter and offer them an opportunity to support your program with a contribution. Volunteers can also be loyal financial supporters! If they like your program enough to give you their time, they may also give you their money.
- ◆ **Make volunteers comfortable.** Provide the proper tools and a comfortable workplace for your volunteers. Easy access to coffee and snacks will make them feel at home. Most importantly, make sure they understand the job they are being asked to do.

## Using computers to improve your program

You may have never used a computer in your food program. Alternatively, you may have an obsolete machine that you have been working on for many years. If you have the funding, you may have bought a new machine with Windows. In any of these situations, you probably have questions about what computers can do for you, how to make decisions about which computer to buy, what software programs to use, how to get training, why you need regular maintenance and how much it costs, and where you can turn for help.

Using computers effectively will involve some time, effort, and resources on your part. It's good to be clear about how much you are willing to invest in technology and what you expect to get in return.

Computers are useful for many tasks, including:

- Calculations
- Record keeping
- Letter and memo writing
- Mailing lists and labels
- Inventory and control
- Flyers and calendars
- Newsletters
- Brochures
- Communications (fax, email, internet)
- Contacts and clients/customers database
- Client tracking
- Funding reports and proposals

*Some tips for choosing hardware and software:*

- ◆ Consult one of the resources listed in “Technological Assistance” in the Resources section below.
- ◆ Consult someone in your religious or parent organization or on your Board of Directors who has made a computer purchase.
- ◆ Ask another provider that you know for advice.

## Useful resources for managing your Emergency Food Program

The following resources, sorted by area of assistance, can be of real use to you. We have also sorted the resources in each area by whether they're available locally or only on the internet.

Many of the local organizations listed have on-site training and other resources available to you, sometimes for free.

In addition, many of these organizations' websites provide other useful links and have listservs or newswire services to which you can subscribe.

### **General nonprofit resources available in New York City**

These local organizations provide trainings, workshops, and individualized technical assistance in many different nonprofit management areas. Often articles, resources, and additional links are available on their websites.

#### **Community Resource Exchange**

[www.crenyc.org](http://www.crenyc.org)

212-894-3394

Individualized technical assistance in various areas

#### **Federation of Protestant Welfare Agencies**

[www.fpwa.org](http://www.fpwa.org)

212-777-4800

Trainings in various areas including nonprofit management, clinical work, computer skills  
Individualized technical assistance available to member agencies

#### **Foundation Center**

[www.fdncenter.org/newyork](http://www.fdncenter.org/newyork)

212-620-4230

Trainings in various areas, with a focus on fundraising. Many of the trainings are free



From Food Stamps pre-screening to nutrition classes, there are always workshops going on in New York City.

### **National Executive Service Corps**

[www.nesc.org](http://www.nesc.org)

212-269-1234

Consultants available in many different areas of nonprofit management

### **New York City Coalition Against Hunger**

[www.nyccah.org](http://www.nyccah.org)

212-825-0028

Technical assistance, trainings, individualized assistance in various nonprofit management areas for Emergency Food Programs

### **Nonprofit Connection**

[www.nonprofitconnection.org](http://www.nonprofitconnection.org)

212-230-3200

Workshops in various nonprofit management areas, also provides individualized technical assistance

### **Nonprofit Coordinating Committee of New York**

[www.npccny.org](http://www.npccny.org)

212-502-4191

Great checklist for start-up nonprofits, some articles available to non-members

### **Support Center for Nonprofit Management**

[www.supportctr.org](http://www.supportctr.org)

212-924-6744

Trainings in various nonprofit management areas (sliding fees based on agency budget,

some scholarships available), publications, individualized technical assistance

### **TA Clearinghouse**

[www.taclearinghouse.org](http://www.taclearinghouse.org)

212-633-2500

Guides about technical assistance and how to work with consultants, New York City TA provider database, funding alerts, list of organizations providing trainings in New York City in various social service areas

### **United Way - Management Assistance Program**

<http://www.unitedwaynyc.org/?id=46>

212-251-4109

Individualized technical assistance in various nonprofit management areas

### **General nonprofit resources available on the internet**

#### **Alliance for Nonprofit Management**

[www.allianceonline.org](http://www.allianceonline.org)

Various FAQs on board development, financial management, planning, fundraising, risk management

#### **Foundation Center**

[www.fdncenter.org/research/npr\\_links/](http://www.fdncenter.org/research/npr_links/)

Annotated links to nonprofit resources

**Internet Nonprofit Center**

[www.nonprofits.org](http://www.nonprofits.org)

FAQs on several different areas of nonprofit management.

**Innovation Network**

[www.innonet.org](http://www.innonet.org)

Free online workplans that nonprofits can create in the areas of program planning, evaluation, budgeting, and grant writing; links to various resources; data collection tools

**Management Assistance Program for Nonprofits**

[www.mapfornonprofits.org](http://www.mapfornonprofits.org)

The Management Library contains a great deal of information on nonprofit management. There's also a free, self-guided tutorial for a "nonprofit eMBA."

**Nonprofit Genie**

[www.genie.org](http://www.genie.org)

FAQs in various nonprofit management areas

**Nonprofit Management Information**

[nonprofit.about.com/careers/nonprofit/cs/managementinfo/](http://nonprofit.about.com/careers/nonprofit/cs/managementinfo/)

Annotated list of links to articles and FAQs covering many aspects of nonprofit management

**Peter F. Drucker Foundation for Nonprofit Management**

[www.pfdf.org](http://www.pfdf.org)

212-224-1174

Online articles, publications, conferences

**Board development - New York City**

These organizations help nonprofits with their board development, including recruitment of new members.

**Volunteer Consulting Group**

[www.vcg.org](http://www.vcg.org)

212-447-1236

A project of the Harvard Business School Club of New York City, VCG helps with Board of Directors recruitment.

**United Way - Management Assistance Program**

[www.unitedwaynyc.org/?id=53](http://www.unitedwaynyc.org/?id=53)

212-251-4109

United Way's Linkages Program gives individual assistance to nonprofits with board development and recruitment.

**Board development - internet resources****National Center for Nonprofit Boards**

[www.ncnb.org](http://www.ncnb.org)

FAQs, publications

**Facilities development - New York City****Nonprofit Finance Fund**

[www.nonprofitfinancefund.org](http://www.nonprofitfinancefund.org)

212-868-6710

The New York City office has individualized technical assistance and training in facilities projects and financial planning. The website also gives you access to online articles and publications.

**Fundraising - New York City****Foundation Center**

[www.fdncenter.org/newyork](http://www.fdncenter.org/newyork)

212-620-4230

The organization for learning more about and researching fundraising! It provides workshops (many of which are free, although some charge a fee), a library, and researchable catalogs of funders.

**Greater New York Chapter - Association of Fundraising Professionals**

[www.nycafp.org](http://www.nycafp.org)

212-582-8565

Workshops, offers an annual one-day fundraising conference (scholarships available)

**New York Regional Association of Grantmakers**

[www.nyrag.org](http://www.nyrag.org)

212-714-0699

FAQs, resources

### **Fundraising: internet resources**

#### **Chardon Press**

[www.chardonpress.com](http://www.chardonpress.com)

Fundraising publications, grassroots fundraising journal articles online

#### **Foundation Center**

[www.fdncenter.org](http://www.fdncenter.org)

**The** website for foundation fundraising! Online tutorials, information on grant-making institutions, library, annotated links to nonprofit resources. (Also see the website for the Foundation Center's New York office, [www.fdncenter.org/newyork](http://www.fdncenter.org/newyork).)

#### **The Grantsmanship Center**

[www.tgci.com](http://www.tgci.com)

Trainings, publications, online articles, free subscription to their magazine

#### **Raising More Money**

[www.raisingmoremoney.com](http://www.raisingmoremoney.com)

Terry Axelrod's site on individual giving, can subscribe to a free weekly e-newsletter

### **Legal services - New York City**

#### **Lawyers Alliance of New York**

[www.lany.org](http://www.lany.org)

212-219-1800

Workshops, individualized assistance, publications on many legal issues important to nonprofits, including 501(c)3 incorporation and tax exemption.

### **Technological assistance - New York City**

#### **LINC (Low Income Network And Communications) Project**

[www.lincproject.org](http://www.lincproject.org)

212-633-6967

A project of the Welfare Law Center, LINC offers technological tips for nonprofits.

#### **Media Jumpstart (May First Technology Collective)**

[www.mediajumpstart.org](http://www.mediajumpstart.org)

718-303-3204

Provides technology consulting and training, website has an online technology needs assessment and information on the steps needed to create websites and databases

#### **New York Cares**

[www.nycares.org](http://www.nycares.org)

212-228-5000

New York Cares places individual volunteers who specialize in giving technological help to nonprofits.

#### **Nonprofit Computer Academy of the Fund for the City of New York**

[www.fcny.org](http://www.fcny.org)

212-925-6675

Computer classes, technical assistance to develop computer systems

#### **Npower New York**

[www.npowerny.org](http://www.npowerny.org)

212-564-7010

This is a membership organization that provides technology consulting, training, and support services to its members. Free guides are available on their website.

#### **Pers Scholas**

[www.perscholas.org](http://www.perscholas.org)

1-800-877-4068

718-991-8400

Located in the Bronx, Per Scholas provides low-cost hardware to nonprofits.

#### **Voluntech**

[www.voluntech.org](http://www.voluntech.org)

212-512-7666

New York City volunteers aiding nonprofits in their technological needs

### **Technological assistance: internet resources**

#### **CompuMentor**

[www.compumentor.org](http://www.compumentor.org)

San Francisco based organization that provides low-cost software and other resources. They also run [www.techsoup.org](http://www.techsoup.org), a website focused on answering technological questions.

**Npower Tools**

[www.npower.org/Cool\\_Tools/main.htm](http://www.npower.org/Cool_Tools/main.htm)

All kinds of information regarding technological literacy for nonprofits (Please also see the website for Npower New York, [www.npowerny.org](http://www.npowerny.org).)

**Share the Technology**

[www.sharetechnology.org](http://www.sharetechnology.org)

Helps nonprofits obtain free computers and software

**Tech Soup**

[www.techsoup.org](http://www.techsoup.org)

Articles, guides, worksheets, and resources in many technological areas

**Volunteers: New York City****Mayor's Voluntary Action Center**

Tel: 212-788-7550 (no website available)

Mobilizes individual and groups of volunteers, nonprofits can submit a volunteer request form

**New York Cares**

[www.nycares.org](http://www.nycares.org)

212-228-5000

New York Cares mobilizes groups of volunteers. They also coordinate individual volunteers who specialize in giving technological help to nonprofits.

**Retired & Senior Volunteer Program (RSVP) - Community Service Society**

[www.seniorcorps.org](http://www.seniorcorps.org)

Coordinates volunteer opportunities for people age 55 and older

**Volunteer Match**

[www.volunteermatch.org](http://www.volunteermatch.org)

Nonprofits can post available volunteer opportunities, and volunteers can search for potential matches. Postings are sorted into the following volunteer categories: kids, teens, seniors, and groups.

## Section 9: Glossary of Terms for Emergency Food Programs

**501(c)3:** A designation that signifies tax-exempt, nonprofit status granted by the IRS to qualifying organizations.

**Accounting:** Any system for setting up, maintaining, and analyzing an organization's financial and operating systems.

**Audit:** An audit is an official examination and verification of financial accounts and records, usually requested when applying for large sums of money. An audit is part of your organization's accounting system and is produced at the end of the fiscal year. Audits are required to maintain your tax-exempt status.

**Capital campaign/equipment:** A capital campaign is any intensive fundraising endeavor to finance major projects (like a building renovation) and meet other needs that require extensive outlays of capital. Capital equipment are items that require extensive outlays of capital and include costly items like refrigerators, freezers, stoves, ovens, steam tables, shelves, storage containers, sinks, exhaust hoods, and fire suppression systems. There is a special **HPNAP** application for these items.

**Case management:** The process of assisting and monitoring people (or "cases") who come to you to help them with their needs. Good case management stresses a client's participation in the process of solving their own problems.

**Clients:** The people you serve. Many words can be used in the place of 'client,' including 'customer,' 'consumer,' 'patron,' and 'guest.'

**Cold storage:** A program's ability to use products which will spoil or thaw if left un-refrigerated.

**Documentation:** The written information you keep on site. Many funders request client information like age, gender, race/ethnicity, language spoken, etc. Identifying changes in service utilization is impossible without a strong documentation system.

**Due date:** The date that a grant application is due. Very few funders will accept applications past the due date.

**EFAP (Emergency Food Assistance Program):** The city-run program to provide food to EFPs. It is also a source for covering administrative costs.

**EIN (Employer Identification Number):** Also known as your federal tax identification number, a nine digit number required on most grant applications. If you are a program of a church or have another fiscal agent, you can use their number.

**FEMA (Federal Emergency Management Agency):** A federal program whose emergency food component, the **Emergency Food and Shelter Program (EFSP)**, is administered locally by the United Way of New York City.

**Fiscal agent:** A legal entity empowered with fiscal responsibilities on your behalf. If you are not incorporated as a 501(c)3 (tax exempt organization) and are not a program of a sponsoring organization like a church or congregation, you may need to name a fiscal agent in order to get started.

**Food bank:** Any program that receives food in bulk quantities and redistributes it to EFPs. New York City's food bank is called The Food Bank of New York City.

**Food package:** A **unit of service** at a food pantry. In many programs, volunteers pack bags ahead of time to distribute to patrons when they come in. They can be tracked as pounds of food or as bags for families and single people.

**Food pantry:** Any program that distributes unprepared food (like groceries) for people who have cooking facilities.

**Food rescue organization:** An organization that picks up unused prepared food from several sources, including catered events, which would otherwise be thrown away. New York City's food rescue organization is City Harvest.

**Food service disposables:** Any disposable items used by your program, like paper plates, plastic utensils, garbage bags, and dishwashing powder.

**HPNAP (Hunger Prevention and Nutrition Assistance Program):** A New York State program that is a core funder of the emergency food network in New York City.

**Impact:** The degree to which it improves people's lives in the long run. Funders are interested in supporting programs that help people achieve economic stability.

**In-kind donation:** Anything your organization receives that is not cash, but to which you can assign a monetary value. (For example, a donated computer may be worth \$X, or 50 hours of volunteer time may be worth \$Y.) To many grantmakers, large in-kind donations reflect high levels of community involvement.

**Itemization:** A breakdown of expenses showing the amount spent per a given category. (For example, a category like utilities can be itemized into gas, water and electricity.)

**Labor:** The people-power that helps you do your work. Generally, labor is broken down into two categories: paid and unpaid. The unpaid hours that volunteers provide can be a significant in-kind donation.

**Mission statement:** A statement that describes who you are, what you do, whom you serve, and why you exist.

**NYSDOH (New York State Department of Health):** A government department that sponsors its own HPNAP program, separate from the program run by the United Way.

**Operating expenses:** What it costs to run your program.

**Outcomes:** The benefits or changes that your program produces. You can measure outcomes broadly in terms of your program's impact on an issue or community, or more specifically in terms of a single person or family who uses your services. Outcomes for a person or family can include positive changes in knowledge, attitudes, values, skills, behavior, condition, or status. Measuring outcomes is an increasingly important way to document the value of your program.

**Outreach:** Any method you use to inform people about your services, or any other services available to them. Outreach can include mailings and meetings with neighborhood leaders, an article in a church bulletin, posters, special events, etc.

**Parent organization:** The entity that is fiscally sponsoring you if you do not have your own 501(c)3 status. Parent organizations are often churches, but can also include large social service agencies. If you are incorporated as a 501(c)3 organization you don't need a parent organization.

**Purchased food program:** An option under HPNAP that allocates a line of credit to a qualified agency to order products from The Food Bank. This is available to both members and non-members of The Food Bank.

**Records:** Documentation that shows your activity over a given period of time.

**Referral:** The method by which agencies and organizations access each other's services. Sometimes referrals are formal agreements between organizations.



**Screening:** The process you set up to determine whether or not someone is eligible for your services. You may be asked to explain your screening process to a potential funder.

**Service site:** Where you actually distribute your food or other services

**SMC (Shared Maintenance Contribution):** A line of credit that allows The Food Bank agencies to purchase some items for \$.14 per pound.

**Soup kitchen:** An EFP that serves cooked meals on-site for those unable to cook their own food

**TEFAP (The Emergency Food Assistance Program):** The federal food surplus program,

administered locally by The Food Bank.

**Unit of service:** Any measurement of your food distribution or distribution of other service. For example, you might measure your distribution in terms of number of meals, number of pantry bags, number of pounds, or number of individuals served.

**Unit cost of service:** The monetary value per **unit of service**. This figure is determined by counting the number of **units of service** provided per month, then dividing it by the **operating expenses** per month.

**UWNYC (United Way of New York City):** The organization that administers the **EFSP** and **HPNAP** programs.

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## About the New York City Coalition Against Hunger

**T**he New York City Coalition Against Hunger (NYCCA) represents the more than 1,200 EFPs in New York City, as well as the one million low-income New Yorkers forced to rely on these agencies to feed themselves and their families. The Coalition Against Hunger works to meet the immediate food needs of low-income New Yorkers while enacting innovative solutions to help them move “beyond the soup kitchen” toward greater economic self-sufficiency.

Established in 1983, NYCCA is an umbrella group for the more than 1,200 EFPs citywide, most of which are small, faith-based, under-funded, and volunteer-led. NYCCA helps these agencies serve more and higher quality food, and also reduce the long-term need for such emergency assistance among their clients/customers.

The Coalition Against Hunger has developed a national reputation for pioneering effective new ways for these agencies to: build their capacities and expand their programming; advocate for improved governmental and economic policies that address the underlying causes of hunger; ensure that low-income families receive the government nutrition and tax benefits to which they are legally entitled; harmonize and coordinate services with each other; and develop the next generation of neighborhood anti-hunger and anti-poverty leaders.

NYCCA programs are dedicated to helping EFPs obtain more food, staff, volunteer and funding resources, and addressing the root causes of increasing hunger and poverty.

NYCCA currently runs eight programs:

The groundbreaking **Emergency Food Action Center (EFAC)** is one of the first programs in the nation to provide comprehensive technical assistance to EFPs, free of cost, to help them strengthen their infrastructures in order to provide more and better food, as well as to help their clients move toward self-sufficiency. Providing technical assistance through workshops and one-on-one



Multi-service agencies like Hour Children have the capacity to accept large donations, like the mattresses above.

training, EFAC helps pantries and kitchens obtain more food and improve their operations in fundraising, financial management, nutrition education, technology, client service, and board and program development.

The **Interfaith Voices Against Hunger Program (IVAHL)** engages religious and civic leaders, people of varied faiths, and hungry people themselves in addressing hunger and advocating for intensified government action to alleviate poverty. IVAHL works to expand and simplify access to Food Stamps and other government nutrition assistance programs, support the adoption of a living wage, increase government support for EFPs, improve child nutrition programs, and support the ability of low-income people to develop assets to move towards financial independence.

The **Policy Research and Development Project** determines the extent of - and the causes of - hunger in New York City and America and proposes innovative and practical ways to tackle the problem. NYCCAHL conducts extensive field research for its annual hunger survey, which is the city's most comprehensive annual study of hunger.

The **Communications Initiative** uses the mass media, the Internet, newsletters, and other creative means of message delivery to inform New Yorkers about the problems of hunger and poverty, and concrete ways they can help address it.

The **Benefits Outreach Program** trains pantries and kitchens to connect their clients with key anti-hunger and anti-poverty programs, including:

Food Stamps; Women, Infants, and Children (WIC); Child and Family Health Plus; School Meals; After-School Snacks; Summer Meals; and the Earned Income Tax Credit (EITC).

The **AmeriCorps\*VISTA Project** places developing leaders at pantries and kitchens in all five boroughs of New York City. VISTAs provide day-to-day assistance to agency staff by: improving the professionalism of their agencies, organizing cooperative neighborhood networks to diversify and reduce duplication of local social services, and tackling social problems in their communities. VISTA participants also develop professional skills necessary to take on future management roles in nonprofit groups and neighborhood initiatives.

The **Technology Project** helps EFPs use computer hardware and software to feed more people, track clients, conduct benefits outreach, improve nutrition, link clients to jobs, and perform many other vital functions. To date, the Coalition Against Hunger has provided two dozen agencies with donated technological hardware, software, and the training to use it for important tasks such as accounting, client tracking, communications, and job training.

The **Volunteer Matching Center** places hundreds of volunteers at EFPs to help meet basic needs such as stocking shelves and serving customers. The Coalition Against Hunger also recruits long-term, professionally skilled volunteers to help EFPs perform tasks essential to their program development, such as fundraising, computer skills training, graphic design, and accounting.

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