

Trends & Best Practices in Food Distribution Systems: A Focus on Food Banks & Partner Agencies

Report for the Kate B. Reynolds Charitable Trust



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October, 2014

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Background

The prevalence of household food insecurity in North Carolina increased from 14.8 percent in 2007-09 to 17 percent, in 2010-12 according to the Food Research and Action Center.ⁱ And, as reported in the *Winston-Salem Journal* in 2011, the Center ranked the greater Winston-Salem area as the worst metro area in the United States in having families with children that had a hard time putting food on the table.

Nearly 35 percent of households with children in the Winston-Salem metropolitan statistical area said "yes" in a 2010 study when asked whether there were times during the course of a year when they did not have enough money to buy food.ⁱⁱ

Locally, Second Harvest Food Bank of Northwest North Carolina (a member of the Feeding America network) works in 18 counties with 400 partner agencies (60 in Forsyth County) to acquire and distribute food to those in need.

According to the agency's websiteⁱⁱⁱ, from 2000-2007, national food insecurity numbers remained fairly steady, ranging between 34 and 36 million people. In 2008, national food insecurity numbers leapt to 49 million individuals and has hovered around 50 million for the past four years, based on USDA numbers released in September 2013.

Numbers for Second Harvest Food Bank of Northwest North Carolina:

	<u>July 2007-June 2008</u>	<u>July 2012-June 2013</u>
People Served	135,000+	300,000+
Meals Provided	6.6 million	18.1 million
Pounds of Food Distributed	7.9 million pounds	21.8 million pounds

Throughout the United States, food banks and emergency food providers are looking to funders—individuals, foundations, and corporations—for help in meeting the need. *Food Funder Compass: Navigating Your Path to Impact*^{iv} recommends supporting programs that:

- Offer client choice to avoid waste
- Provide mobile food pantries
- Link households to available benefits
- Test new models such as hybrid grocery stores in underserved communities
- Help schools produce and serve healthier food
- Provide incentives for healthier food choices under SNAP (formerly food stamps)
- Support healthy food retailers to expand food choices in low-income neighborhoods
- Improve nutrition education programs

Local funders—the Kate B. Reynolds Charitable Trust, the Winston-Salem Foundation and the United Way of Forsyth County—receive numerous proposals from Forsyth County organizations providing emergency food services. In an effort to better understand these requests and build momentum for a comprehensive approach to addressing hunger in Forsyth County, the three organizations, along with Second Harvest Food Bank of Northwest North Carolina and Forsyth Futures, convened a Community Hunger Response Conversation on March 26, 2014. Representatives from the food bank and emergency food assistance providers came together for the meeting.

Forsyth Futures, in its report^v of the Community Hunger Response Conversation, recorded participants' perceptions of barriers to effectively providing emergency food assistance. The top three were as follows:

- Financial support/funding amounts
- Quantity of food
- Cold storage (refrigerators & freezers)

Other barriers identified, in order of number of votes, were the following:

- Volunteer recruitment/coordination
- Help with fundraising (e.g. writing grants, special events)
- Transportation of food from Food Bank and other sources
- Equipment and facilities (e.g., hand trucks, dry storage, shelving etc.)
- Staff/volunteer training and development
- Technology
- Board of Directors' training and development
- Other: Quality of food, Coordination and connectivity of various programs, and Rules and regulations/bureaucracy

At the same time Forsyth Futures was developing an Initiastape© to document the landscape of initiatives around emergency food assistance in Forsyth County. The report, *Emergency Food Assistance Efforts in Forsyth County*, provides point-in-time information about who is providing emergency food assistance, when, to whom and how. Forsyth Futures sorted programs by day of the week, by zip code and by whether they are for specific populations, such as children. Forsyth Futures also created a table that shows when emergency food assistance is available for every half hour of a month.

Subsequently, the Kate B. Reynolds Charitable Trust engaged Marty Edwards to identify four to five food banks in North Carolina and five outside the state that are considered leaders in food distribution. The purpose of the study was to document developing trends and best practices in food distribution beyond this region.

Trends & Best Practices in Food Distribution

Marty Edwards interviewed representatives of the Blue Cross/Blue Shield Foundation, Feeding America, the UNC School of Government, and Forsyth Futures to identify food banks that are considered leaders in food distribution. A list of those representatives is provided at the end of the report.

Food Banks recommended for their best practices are as follows:

Four in North Carolina

- MANNA FoodBank (Asheville)
- Second Harvest Food Bank of Metrolina (Charlotte)
- Food Bank of Central and Eastern North Carolina (Raleigh)
- Inter-Faith Food Shuttle (Raleigh)

Five outside North Carolina

- Second Harvest of South Georgia (Valdosta, GA)
- Food Bank of Maryland (Baltimore, MD)
- Hunger Task Force of Milwaukee County (MN)
- Food Bank of the Southern Tier (Elmira, NY)
- Food Bank of Central New York (Syracuse, NY)

Detailed information about each of the food banks, gathered from their websites and agency staff interviews, follows this section.

Trends in food distribution are numbered and highlighted in blue below. Agencies that exemplify best practices are listed below each trend.

1. Build partner agency capacity through tier ratings and contracts

MANNA FoodBank (Asheville, NC)

The Capacity Improvement Project is a three-year program to strengthen partner agency capacity, the “weakest link” in the food distribution system. The tier system was developed to identify agencies that need assistance increasing capacity and those that may need to close.

Food Bank of Central New York (Syracuse, NY)

The Food Bank began in 2004 to consider itself a public health organization. Improving partner agency capacity was the first priority and led to a tier rating of agencies. Higher tier agencies receive more cases of food and extra funding as incentive for them to build their capacity.

Hunger Task Force of Milwaukee (MN)

A non-Feeding America food bank, the Hunger Task Force contracts with agencies that receive the food bank’s free food. Two staff members focus on developing food pantries so they achieve the Task Force’s *Standards of Excellence*.

2. Encourage better agency coordination through zone and council organization

MANNA FoodBank (Asheville, NC)

MANNA grouped agencies in three zones. Zone coordinators live and work in their zone. Zone coordinators and VISTA volunteers encourage partner agencies to learn from each other and collaborate.

Maryland Food Bank (Baltimore, MD)

The Food Bank developed Network Partner Area Councils (NPACs) by facilitating monthly meetings with groups of partner agencies in a particular geographic location. NPAC leaders have emerged in each region and are now accountable to the Food Bank. Councils are encouraging their agencies to work collectively and share resources. Mature councils have increased distribution by 20,000-50,000 pounds a month.

3. Secure and distribute more fresh produce and protein to improve health outcomes

Inter-Faith Food Shuttle (Raleigh, NC)

The Food Shuttle specializes in produce and protein. It is located next to the state Farmers Market. Fifteen refrigerated trucks recover and deliver food from the Farmers Market and local stores Monday-Saturday. NC Hunters for the Hungry provides venison to the Food Shuttle.

Mobile Clinic Market Project – The Food Shuttle holds mobile food markets at community and rural health centers, and doctors give vouchers for food at the markets to patients with chronic diseases.

The Food Shuttle has a new partnership with Urban Ministries to transform its food pantry to an all produce and protein model.

Second Harvest of South Georgia (Valdosta, GA)

Farm to Family program – Second Harvest picks up and distributes produce from farmers that is graded out or not worth shipping. This resulted in 3 million pounds being distributed last summer.

Food Bank of Central and Eastern North Carolina (Raleigh)

An early adopter of fresh produce, the Food Bank reports that one third of food distributed in FY13 was fresh produce (18 of 52 million pounds).

Hunger Task Force of Milwaukee (MN)

Since 2004, the Hunger Task Force has operated a 200-acre farm, distributing over 1 million pounds of produce from the farm in 2013.

Second Harvest Food Bank of Metrolina (Charlotte, NC)

Over one third of the food distributed by the Food Bank is produce, meat and dairy. They have worked to increase supplies of fresh produce and protein by calling on local farmers and trading with other food banks that are produce rich.

Maryland Food Bank (Baltimore, MD)

The statewide Food Bank has increased the distribution of fresh produce from 200,000 pounds in 2007 to 6.5 million pounds in 2013. In the past two years their partnerships with farmers have grown from two to 55.

4. Provide client choice to increase client satisfaction and decrease waste

MANNA FoodBank (Asheville, NC)

Pantry-to-Pantry mentoring encourages client choice as one pantry demonstrates how to display fresh produce so it will be attractive.

Maryland Food Bank (Baltimore, MD)

The Food Bank encourages agencies to provide client choice pantries. Agencies working together in Network Partner Agency Councils have encouraged this trend through modeling and collaboration.

Food Bank of the Southern Tier (Elmira, NY)

A core requirement of partner agencies is to practice client choice, a proven way to prevent people taking home items they will not use. Clients choose the food as if they were shopping in a grocery store, or they are provided with a list and an agency representative picks the items they checked.

Food Bank of Central New York (Syracuse, NY)

Client choice is an important part of tier recognition for agency partners. When agencies that have converted to client choice share their experience with other agencies, the approach becomes contagious.

5. Develop mobile and school pantries**Food Bank of the Southern Tier (Elmira, NY)**

In 2007, the Food Bank developed the first Mobile Food Pantry with a side-loading Budweiser truck. Their deliveries of produce, dairy, bread and meats to high need communities are so popular that the Food Bank has added two more trucks. Nearly 60 percent of the people who come to the Mobile Pantries, and 88 percent of the seniors who come, do not go to existing pantries.

Inter-Faith Food Shuttle (Raleigh, NC)

The Food Shuttle has started six school pantries. Enloe High School is an example. Families from all the feeder schools to Enloe can go to the pantry to get food. The Food Shuttle purchased refrigeration for the food pantries with Feeding America grants. The director feels this is a better way to get food to families than making the children be responsible for obtaining food through a backpack program.

Maryland Food Bank (Baltimore)

The Maryland Food Bank's MFB Kids program, sponsored by Giant Food Corporation, provides school pantries that provide weekend survival kits and serve as hosts for mobile pantries.

Second Harvest Food Bank of Metrolina (Charlotte, NC)

Metrolina operates year-round, school-based mobile pantries for inner city Charlotte schools that have 95 percent of their students on free and reduced lunch. The programs are a popular way for corporate donors to support food-insecure children.

6. Distribute food equitably**Second Harvest of South Georgia (Valdosta, GA)**

Through the use of Survey Monkey, Second Harvest surveyed agencies about what is working and what is not with food distribution. Results of the survey, anecdotal information, and reference to Pounds per Person in Poverty, helped the food bank identify high need areas. The food bank began delivering to these areas via mobile food pantries referred to as "Manna Drops." Often these "Manna Drops" result in the identification of volunteer support and development of a partner agency in the area.

Food Bank of Central and Eastern North Carolina (Raleigh, NC)

The Food Bank created the *Fairshare* program shortly after Hurricane Floyd hit eastern North Carolina in 1999, and it changed the organization's food distribution model forever. The Food Bank uses readily available poverty rates in each county to provide a blueprint of the areas in greatest need. This data is used to move donated food product to and through its six warehouses.

7. Gain efficiencies by utilizing government programs

Food Bank of the Second Tier (Elmira, NY)

Staff representatives of *Just Say Yes to Fruits and Vegetables* and SNAP Outreach are located in-house at the food bank.

Second Harvest of South Georgia (Valdosta, GA)

The food bank gets seamless year-round federal funding to provide meals for school children. The Child and Adult Care Food Program (CACFP) of the US Department of Agriculture (USDA) subsidizes Kids Café meals. Food bank kitchens in Albany and Valdosta prepare and deliver 425,000 meals and snacks (2013). The new facility located in Thomasville will also have a kitchen to produce 10,000 meals a day. There is no charge for CACFP-authorized sites. If a site is not authorized, the food bank charges them.

MANNA FoodBank (Asheville, NC)

MANNA FoodBank Helpline personnel help individuals fill out food stamp applications over the phone, providing more anonymity for the individuals. Helpline personnel then send the applications to the individuals, highlighting instructions on how to complete the applications and enclosing stamped return envelopes. This has been a more effective way to register individuals than sending staff to partner agencies for enrollments.

Food Bank of Central New York (Syracuse, NY)

For 15 years the Food Bank has operated *Food\$en\$e*, which is like a buying club. People can use food stamps at the beginning of the month to pay \$15.50 for a \$30 box of food that they pick up in the middle of the month. This helps families whose benefits usually last them only 2½ weeks into a month.

Food Bank of Central and Eastern North Carolina (Raleigh, NC)

Reimbursable USDA summer feeding program provides Kid Summer Meals (breakfast and lunch in 65 sites serving 120,000 meals to 3,400+ children).

8. Encourage cash donations

MANNA FoodBank (Asheville, NC)

A Virtual Food Drive webpage encourages people to donate cash, which the FoodBank can use to buy food much more cheaply than donors can purchase at a grocery store.

Second Harvest Food Bank of Metrolina (Charlotte, NC)

Second Harvest created a virtual food drive system on its website, which has increased donations.

Food Bank Information

Templates of information for each food bank and summaries of interviews with staff members are attached and searchable. For consistency, information in the templates is based on FY13 annual reports and/or audits unless indicated otherwise.

The summaries of interviews with agency staff are especially informative.

A template of information for the local Second Harvest Food Bank of Northwest North Carolina, as well as a summary of the interview with Executive Director Clyde Fitzgerald, is included for reference.

Name	MANNA FoodBank (Asheville, NC)
Website	http://mannafoodbank.org/
Contact	Cindy Threlkeld, Exec. Director; Jen Waite, Food Sourcing Manager
Phone	828.299.3663 x226 for Cindy; x237 for Jen
Email	cthrekeld@mannafoodbank.org / jwaite@mannafoodbank.org
Mission	Involving, educating, and uniting people in the work of ending hunger in Western North Carolina.
Charity Navigator	4 Star
Counties Served	16
Partner agencies	211
Pounds Distributed	12.8 million lbs.
Pounds per Person in Poverty	103.31 lbs.
Revenues	\$19.1 million
Expenses	\$19 million
Food Distribution Methods	<ul style="list-style-type: none"> • Collects, stores, warehouse and distributes food to Manna-accredited non-profits. Partner agencies distribute food directly to families. • Limited direct service: <ul style="list-style-type: none"> ○ MANNA Packs for Kids – 4,600 packs slipped into backpacks on Fridays ○ Food Stamp Outreach – assisted 997 households with FNS applications • MANNA Market Program- distributes fresh fruits/vegetables for free in farmers market-type settings (15) in community centers, soup kitchens, etc.
Food Storage	Need more refrigeration capability at agency partners
Food Transportation	<ul style="list-style-type: none"> • Partner agencies pick up food or MANNA delivers their orders • Delivery schedule listed on MANNA website
Partner agency relations	Agency partners must be MANNA-accredited; uses agency satisfaction survey (See Capacity Improvement Program below in Agency Comments) See http://mannafoodbank.org/agency-access-and-information/
Evening and weekend access	Food Bank open 6 days a week Those in need of assistance, call United Way's 211 First Call for Help listing of organizations
Staffing	48 (46 FTE)
Volunteers	6,935 volunteers/56,754 hours
Helpful materials	Food Safety and Code Date Guide Virtual Food Drive
Other	National Association of Letter Carriers Drive resulted in 82,000 lbs.+ of food (May 2014)

Best Practice Recommendation:

Progressive food bank, good historically, cooking education

Agency Comments:

Food Sourcing Manger Jen Waite said 24 percent increase in food distributed in FY14 due to:

- Food banks up and down East Coast bartering excess produce – treats them like potential sales
 - Show your are reliable, will pick up when you say you will
 - Getting into fresh produce takes a real commitment throughout the system; volunteers have to want to do it and agencies be able to store it
- Local donors (business is growing fast); one opened up new category of food they were donating
 - Two produce packaging facilities for Wal-Mart, etc.

- Ingles Reclamation Center located in Asheville – all returns for Ingles come back to food bank; food bank gets scanning fees and donated foods
- Nearly 3 million pounds of fresh produce distributed in FY13
- Federal and state donations are trending upward

Executive Director Cindy Threlkeld said weakest link is agency capacity—as more food becomes available, strengthening agencies is a major initiative that Board supports.

The Capacity Improvement Project – three-year program to strengthen agencies

- Agencies divided into 3 zones
- Zone coordinators live and work in their zone
- Zone coordinators encourage agencies to talk with Ag Extension, local farmers, Chamber, county health department, Rotary clubs to explore collaborations and counsel on how to use MANNA strategically; spend 25% of time staffing new food bank helpline to do SNAP enrollment
- 3 VISTA Volunteers work with zone coordinators
- Food Bank is establishing tiers for agencies, determining which ones can move up; top don't need help, bottom are not ready to receive it or may close down
- Pantry to pantry mentor/collaborations within zones help partner agencies learn rather than food bank being the messenger
 - Client choice –demonstrate how to display fresh produce so it will be attractive
 - Social media - Pantry shared how their face book page helped them to get volunteers – not so hard, how it worked well – they listened and were excited; pantry coordinator can help them set it up
- Helping agencies build grant writing skills so can tap into resources on their own

SNAP enrollment – new approach with Helpline – promote through United Way

- Now will have MANNA Food Helpline staffed by zone coordinators (25% of time) and FNS outreach staff; also use volunteers to staff line so people don't get a voice mail
- Helpline staff helps individuals fill out food stamp application (have the software) and then send it to them, highlighted with instructions on how to complete it, with stamped envelope to return. This has been so much more efficient and effective.
- More anonymous because can do by phone
- Promotion: United Way; Radio station public service announcements; medical community - when doctor gives diabetes diagnosis, doctor gives patient 1 800 number to call and get food stamps

Future Needs:

- Maintain existing relationships
- Grow apple program
- Expand cooler and freezer space
Thermo Fisher Scientific, Inc. gives dented and surplus coolers to partners
- Make deliveries on Saturdays
- Expand donations of protein
- Get more volunteers

Name	Second Harvest Food Bank of Metrolina (Charlotte, NC)
Website	http://www.secondharvestmetrolina.org
Contact	Kay Carter, Executive Director
Phone	(704) 375-9639 ext. 16
Email	kcarter@secondharvest.org
Mission	Feed hungry people by soliciting and distributing food and other grocery products through partner agencies. Educate people in the community about the nature of and solutions to the problems of hunger.
Charity Navigator	4 stars
Counties Served	19 in NC and SC
Partner agencies	600
Pounds Distributed	40 million lbs.
Pounds per Person in Poverty	96.15 lbs.
Revenues	\$70 million
Expenses	\$62.8 million
Food Distribution Methods	<ul style="list-style-type: none"> • Regional distribution warehouse and 3 branches that supply food and grocery items to charitable agencies that assist people in need • Backpack Programs in 13 counties (also provided to year-round schools) • Kids Café – 37 sites in 10 counties • Mobile pantry program conducting 250 mobile pantries to rural areas • Second Helping Program – to homebound seniors
Food Storage	Food Bank has agency appliance grant program for refrigerator and freezer purchases (we need them to be able to do more to move the perishable items that we are interested in)
Food Transportation	<p>Rarely deliver food to partner agencies</p> <p>If donor in branch area, we keep food in that area</p> <p>TEFAP commodities are delivered to some counties</p> <p>Do mobile pantries, but subscribe to the shopping model</p> <p>Using trucks to pick up food</p> <p>Community food rescue – 5 million pounds (they pick up where there is perishable food and deliver same day to partner agencies)</p>
Partner agency relations	<ul style="list-style-type: none"> • No partner fee, do have shared maintenance fee • Feeding America requires monitoring agency partners every 18 months; but they do it once a year or more frequently if needed • Some counties have group that works together – Food Bank encourages this but does not direct this
Evening and weekend access	Food Bank open Monday-Friday
Staffing	10 part-time, 46 full-time*
Volunteers	100,057 hours

Best Practice Recommendation:

High performing food bank based on their numbers

Agency Comments:

Executive Director Kay Carter said perishable foods as overall percentage has gone up appreciably. Likely to be over 45 million distributed in FY14, and over a third is meat, produce and dairy.

They have worked to increase fresh produce and protein by:

- Calling on local farmers
- Trading with other food banks that are produce rich
- Good relationship with Tyson and Smithfield
- Grocery donors are good

Food Bank is extremely donor driven and permeates everything we do –

- Make donors happy and always follow through with donors from executive director to drivers; quick turn-around on donations (24 hours) and tell donor if can't be there
- Very open-minded about what we accept – person who gives Coke, may give orange juice next; handle non-foods like pet food & over the counter medicines, opening doors to food items
- Fill board with people that can help us, i.e. top leaders in food industry
- Build good relationships with trucking companies, so if they have to dump a load (juice for instance – grocer may decline the food), driver will deliver load to a nearby food bank

Created virtual food drive system on website, which has increased donations - much rather people give money so food bank can purchase food wholesale

School-based mobile food pantries operated year-round

- All in inner-city Charlotte schools that are 95% free and reduced lunch
- Provide 12-14 non-perishable items (peanut butter, pasta, canned tuna, vegetables, fruit, rice) and fresh produce, meat, diapers, milk, yogurt, juice, and fresh bread, if available.
- Food Bank loads trucks and sets up site – market-like to provide choice
- Make it a shopping, social neighborhood event, fun for children who are there
- 15 volunteers, staff and school personnel help out
- Very popular program with corporate funders that have taken on new schools
- 10 schools that are getting pantries from once a quarter to once a month.

Kids' Café

- Agencies can shop and procure food from Food Bank
- Johnson and Wales Culinary School students prepare, year-round, food in giant frozen trays for children that attend Kids Café (healthier dishes with pureed vegetables, chicken baked spaghetti)
- Encourage Kid's Café to have backpack programs in the summer

* Kay noted that Metrolina has the distinction of distributing more pounds per staff than any Feeding America food bank. Branches are operated part-time with part-time staff.

Name	Food Bank of Central and Eastern North Carolina (Raleigh, NC)
Website	http://www.foodbankcenc.org
Contact	Earline Middleton, VP Agency Services & Programs
Phone	919.865.3035
Email	emiddleton@foodbankcenc.org
Mission	No one goes hungry in Central and Eastern North Carolina
Charity Navigator	Four Star
Counties Served	34 counties
Partner agencies	855
Pounds Distributed	52 million pounds
Pounds per Person in Poverty	97.66
Revenues	\$99.4 million
Expenses	\$99.3 million
Food Distribution Methods	<ul style="list-style-type: none"> • Distribution centers in Durham, Greenville, New Bern, Raleigh, the Sandhills (Southern Pines) and Wilmington • Kids Café (26 programs serving 1,465 kids) • Weekend Power Pack (backpack program in 55 sites providing 412,800 meals) • Kid Summer Meals (breakfast and lunch in 65 sites serving 120,000 meals to 3,400+ children) - reimbursable USDA summer feeding program in place • Three Squares for CENC – outreach to provide application prescreening and completion assistance with FNS applications (assisted 1,445 applications) • Fresh Produce Program – 18 million pounds
Food Storage	See storage requirements for food bank re dry and refrigerated/frozen storage
Food Transportation	<ul style="list-style-type: none"> • Donated food is stored in the distribution centers (branches) • Mobile Food Pantry to deliver food to agencies in rural communities that lack substantial infrastructure, such as public transportation. • Two refrigerated box trucks serve 38 sites in 10 counties, averaging 6,000 pounds at each distribution.
Partner agency relations	Food partners selected based on location, type and community need
Evening and weekend access	Food Bank branches are open during the weekdays, not weekends.
Staffing	Depends on branch
Volunteers	15,000+ volunteers (170,153 hours) equivalent to 80 FTEs
Helpful materials	Feeding America Network awarded the <i>Excellence in Food Banking Award</i> in April 2013 for the Food Bank's Fairshare Program. Food Bank created program shortly after Hurricane Floyd hit eastern NC in 1999, and it changed the organization's food distribution model forever. The Fairshare program uses readily available poverty rates in each county to provide a blueprint of the areas in greatest need. This data is used by the organization's Operations Team to move donated food product to and through its six warehouses.

Best Practice Recommendation:

- Early adopter of receiving food produce (on nutrition bandwagon for a number of years)
- Fairshare Program – they allocate food proportionate to need in each county; this gave rise to the branch system; they manage the high need areas by locating brick and mortar facilities there
- Very stable leadership team that is progressive

Agency Comments:

Earline Middleton said that Food Banks and Food Pantries are interdependent and it is often a balancing act to get them to work well together:

- Food banks have good relationships with large retailers and can solicit and store large donations of food (as well as locally grown food).
- 90-95% of food pantry food in Central and Eastern NC food pantries comes from the food bank
- Food banks provide food safety and customer service training for food pantries. They help insure that food is provided in safe, equitable, and dignified manner.
- Donors are more likely to donate food to pantries that are associated with food banks because they feel that the food will be safely handled and equitably distributed (to people who really need it).
- Food pantries are the food bank's ears to the community: they know how businesses are doing and how people are being affected.
- Local pantries may know local donors better than the food banks.
- Problems have occurred in counties that don't have a lot of infrastructure, and no one wants to take the leadership to become a partner with the food bank. The food bank may then step in to provide food pantries where they are needed.

Name	Inter-Faith Food Shuttle (Raleigh, NC)
Website	http://www.foodshuttle.org
Contact	Jill Staton Bullard
Phone	(919) 250-0043 ext. 3875 & (919) 256-3875 (Jill)
Email	jill@foodshuttle.org
Mission	Pioneer innovative, transformative solutions designed to end hunger in our community
Charity Navigator	Not rated
Counties Served	7
Partner agencies	187
Pounds Distributed	7 million lbs. recovered food (40% fresh produce)
Pounds Per Person in Poverty	32.54
Revenues	\$2.9 million
Expenses	\$3 million
Food Distribution Methods	<ul style="list-style-type: none"> Rescue food from grocery stores, State Farmers Market, and field gleaning Distribute food to partner agencies and directly to families through food truck, 1440 free mobile markets annually, 7 School Pantries, 19,951 Grocery Bags for Seniors, Backpack Buddies serving 1832 children
Food Storage	Store overnight for mobile market and for backpacks
Food Transportation	They are a food bank on wheels. More cost effective.
Partner agency relations	<ul style="list-style-type: none"> Inter-Faith does certify, monitor, train in safe food handling (NC ServSafe Certification with train the trainer model) all of its agency partners, and agencies have to have refrigeration. Inter-Faith helps them get refrigeration. Two staff members focus on training and monitoring. We host trainings several times a month. Monitor every 18 months. Inter-Faith delivers food to agencies, free of charge. Because we go to the agencies, they know us. We are partners with our agencies. We are friends. Some do not qualify – if they don't have infrastructure or duplicate populations we are serving.
Evening and weekend access	<ul style="list-style-type: none"> Inter-Faith picks ups and delivers food 6 days a week: <ul style="list-style-type: none"> Monday-Friday, 8 am – 4 pm Saturday, 8 am – 2 pm Grocery bags for seniors - using volunteers from faith communities, deliver door to door on Saturdays Very few agencies open on weekends
Staffing	35 full time; 15-20 part time who receive a pay check (pay minimum wage to culinary graduates who go through training and cannot yet earn an income)
Volunteers	8,759 volunteers; 43,665 volunteer hours
Helpful materials	<ul style="list-style-type: none"> Share our Strength's nutrition education programs: <i>Cooking Matters</i> and <i>Cooking Matters at the Store</i> shared with Urban Ministries in partnership serving 24,000 low –income individuals Medical Mobile Markets operated at medical clinics (Benson Medical Center and Freedom Hill Clinic in Princeville, NC)

Best Practice Recommendation:

Innovative model, especially for

- Focus on perishable products and prepared foods
- Cooking education
- Running own farm to teach gardening skills and produce food
- Encouraging community gardens

Agency Comments:

CEO and Co-founder Jill Staton Bullard, says the food bank, affiliated with Feeding America, is non-traditional model that focuses on nutritionally correct food that will alleviate obesity and hypertension in low-income neighborhoods.

- Do not have a large warehouse (1800 square feet) – specialize in produce and protein (22,000 eggs a week and NC Hunters for the Hungry providing venison) – facility located contiguous to state Farmer’s Market so has food year-round.
- 15 refrigerated trucks on road M-Sat, recovering and delivering food from local stores (NC Farmers Market is biggest provider)
- No shared maintenance fee charged to partner agencies
- Operate teaching farm on south side of Wake County –to teach people to grow and use produce in food deserts (Will Allen’s Growing Power program in Milwaukee is model)
- New partnership with Urban Ministries- transforming food pantry to all produce and protein
- Nutritional education programs –6,590 participants in programs about using fresh foods; educate through shared meals and utilizing older “champions” who remember farm foods
- Culinary Job Training Program/Community kitchen – Trains unemployed and underemployed adults with culinary skills to obtain jobs in commercial kitchens - 21 students in FY13
- Teach recipients skills to purchase and prepare nutritious food through cooking classes, grocery store tours, food demonstrations

Focus on programs for children:

- 1800-2000 children take backpacks home year-round
- Started 6 school pantries (Enloe High School) – purchased refrigeration with Feeding America grants – all feeder school families can go to pantries to get food
School pantries are better way to operate than backpack
- Mobile Tasting Machine (MTM) – do nutrition education with food truck (think ice cream truck with cooked food served on site with nutrition games)

Food distributed in collaboration with doctors (approach featured in Jan/Feb 2010 *NC Medical Journal*, “Mobile Clinic Market Project”) <http://www.ncmedicaljournal.com/wp-content/uploads/NCMJ/Jan-Feb-10/SpotlightSafetyNet.pdf>

- Inter-Faith distributes food in same places that people are going to community and rural health centers (Benson is good example)
- Doctors prescribe fresh foods and give vouchers to patients with chronic disease for food at Inter-Faith mobile food market located at the medical clinic

Name	Second Harvest Food Bank of NW North Carolina (Winston-Salem, NC)
Website	http://www.hungernwnc.org
Contact	Clyde Fitzgerald, Executive Director
Phone	336.784.5770
Email	cfitzgerald@secondharvest.org
Mission	To reduce hunger and malnutrition in Northwest North Carolina.
Charity Navigator	4 Star
Counties Served	18
Partner Agencies	400
Pounds Distributed	21.8 million
Pounds per Person in Poverty	71.3
Revenues	\$36 million
Expenses	\$35.2 million
Food Distribution Methods	<p>Childhood Hunger Programs</p> <ul style="list-style-type: none"> • Backpack Program grew from 63 to 81 schools in FY13, serving 4,500 children • Weekend meal assistance to 4940 children/family members through partner agencies • Kids Cafe – 54,632 meals provided • Second Harvest-sponsored 11 summer meal sites – 785 children • Summer meal boxes through selected partner programs – 18,000 children and family members received summer meal boxes in 18 counties • School Pantry Program, launched in 2011, assisted 274 families each month <p>Food & Nutrition Services (FNS) Outreach - provides training for Agency Relations staff and partner program staff/volunteers to guide potentially eligible individuals and families through the FNS application process. 90 volunteers trained in 10 counties.</p> <p>Nutrition Education Services - provides partner agencies with materials to use and distribute; leverages Share Our Strength's Cooking Matters® and Cooking Matters at the Store® curricula to empower families with practical nutrition information and strategies for shopping for and preparing healthy, affordable meals.</p> <p>Triad Community Kitchen Program - intensive culinary and life skills training program, offering pathways to employment for unemployed/underemployed individuals. 54 graduates; 67% one-year-retention rate in job placements compared to 30% national avg. for non-profit culinary training programs.</p> <p>Friday deliveries of produce and bread to public housing neighborhoods in collaboration with Winston-Salem Recreation and Parks Department.</p> <p>Disaster Relief - active participant in disaster response in collaboration with other local and national organizations</p>
Food Storage	Provided 24 agencies with new or added commercial freezer and cooler space
Food Transportation	Agencies primarily pick up food from food bank; some delivery of produce and bread on Fridays in Forsyth County; increasingly agencies in other counties get direct deliveries from food donors in their areas
Partner agency relations	Region-wide capacity building initiatives include annual conference, targeted trainings and workshops, county-level networking meetings, agency capacity grants, and grant writing assistance to partner agencies
Evening and weekend access	Food bank open to agencies Monday-Friday; partner agencies have varying s

Staffing	55 authorized positions (2 are part-time); 50 filled at end of FY13
Volunteers	36,000 hours - equivalent to 18.5 full-time staff positions

Agency Comments:

Executive Director Clyde Fitzgerald shared:

- Recent Feeding America study indicates that the need for Second Harvest's services has increased at twice the rate of that for other food bank service areas in the state, due to under/unemployment in a region that is heavily manufacturing and displaced workers lack high tech job training
- Pounds distributed in FY14 grew to 25 million, compared to 21.8 million in FY13, due to the following:
 - Focus on retail partnerships
 - New Food Lion reclamation center in Butner, NC (1 million pounds received in FY14)
 - Increase in fresh produce (from 3% of total food distributed in FY13 to 9% in FY14)
- Goal is to get to 20% produce of total food distributed; reliant on produce from eastern (potatoes) and western (apples) regions of the state since NW North Carolina not a major farming region
- Want to get more protein, but retail partners are getting better at discounting meat and have less to donate
- With an increasing emphasis on good nutrition, Second Harvest has hired a full-time nutritionist who has educated staff at food bank and partner agencies
- During FY14, the good bank has grown the following programs:
 - Summer meals sites from 11 to 15
 - Number of children and family members receiving summer meal boxes has more than doubled to 36,250 from 18,000 in FY13
 - Number of graduates from Community Kitchen Program increased by 4 to 58 in FY14
 - Volunteer hours grew from 36,000 to 36,644
 - Fundraising grew by \$665,751 to \$5,072,120 in FY14
- The number of Kids Café programs declined from 14 to 8 programs (7 in Forsyth) in FY14 and decreased in number of meals served by 12,771, but most of those children are being served through other programs not associated with the food bank
- Looking to future, Second Harvest is focusing on the following:
 - Meeting the needs of children and seniors
 - Increasing the amount of food available
 - Building awareness in community of food-insecurity among its population
 - Purchasing more nutritious food (less salt and sugar)
 - Providing more nutrition education programs
 - Increasing percent of food distributed that is fresh produce that the agencies say they can use: lettuce, tomatoes, potatoes, fruit (especially pineapple)
 - Building capacity of partner agencies to handle fresh produce; Second Harvest can provide more than the agencies can handle

Name	Second Harvest of South Georgia (Valdosta, GA)
Website	http://feedingsga.org
Contact	Eliza McCall, Chief Marketing Officer
Phone	1 (888) 453-4143 ext. 207
Email	emccall@feedingsga.org
Mission	Feeding those in need
Charity Navigator	Not rated
Counties Served	30
Partner agencies	400
Pounds Distributed	18.6 million
Pounds per Person in Poverty	87.62
Revenues	\$25.9 (2012)
Expenses	\$24.9 (2012)
Food Distribution Methods	<ul style="list-style-type: none"> • 4 branches • Kids Café – Albany and Valdosta kitchens prepare and deliver 425,000 meals and snacks (2013) • Farm to Family (3 million pounds in summer of 2013); use locally, then offered to other regional food banks (grants help offset transportation), then to Feeding America Choice System (swaps of food can occur here)-receiving food bank pays transportation to get the produce • Mobile food pantry (migrant camp areas especially helpful) • Product Recovery (4 million pounds from stores) • Teachers’ Harvest – free school supply store for area teachers (new and gently used) • Regional Disaster Relief staging for FEMA; Food Bank stores for FEMA: Meals ready to eat (MREs), bottle water, blankets, bleach, etc. and can be on site in their service area within 30 minutes to an hour.
Food Storage	10 million lbs. storage capacity in all branches
Food Transportation	<ul style="list-style-type: none"> • Partners do pick up reclaimed and case products • Food Bank also delivers case product • Mobile food pantry
Partner agency relations	\$50 application fee and a \$25 renewal fee to cover annual inspections
Evening and weekend access	<ul style="list-style-type: none"> • 8-4 M-F; general public cannot access food from food bank; they must go to agencies • 2 afternoons and 1 Saturday per month for teachers for school supplies • On-line agency finder tells people where the programs are located and hours of operation
Staffing	<ul style="list-style-type: none"> • 20 full-time hourly staff, 14 full-time salaried staff (2 development – fundraising, food donations, marketing) • Use temp agency for drivers
Volunteers	21,752 hours; 11 FTEs
Helpful materials	Agency survey

Best Practice Recommendation:

- increased their distribution numbers despite serving one of the highest need areas (most recent food insecurity rate in their service area was 21% v. 14.5% nationally)
- Equitable food distribution across service area

- Integrating technology in every component of operation

Agency Comments:

Eliza McCall, chief marketing officer for the Food Bank, said three years ago the Food Bank absorbed 20 new counties, bringing total to 30 counties in a 13,000 square mile area. This is partial reason food distribution jumped by 8-9 million to 14 million pounds, then to nearly 19 million in 2013. This growth is also due to:

- Farm to Family program: 3 million pounds last summer. Food Bank picks up from farmers and distributes food that is graded out or not worth shipping. Food Bank has more food than agencies are capable of handling, due to lack of refrigeration capability.
- Food bank's increasing and locating partner agencies more strategically, following successful "Manna Drops" in a community (see below)

Equitable food distribution:

Through use of Survey Monkey, the Food Bank surveyed agencies about what working and what not – both with food distribution and Teacher's Harvest. As a result of survey, anecdotal information, and some reference to Pounds per Person in Poverty, they identified high need areas (such as migrant workers) and began delivering food to high need areas via mobile food pantries referred to as "Manna Drops." Sometimes the Food Bank will establish a partner agency for the area following initial "Manna Drops."

Use of technology includes the following:

- GPS in all trucks
- New Thomasville facility will have
 - keycards to make fork list go and monitor use
 - video footage to monitor safety in warehouse
 - APP to control new facility temperature, freezer temp, etc.
 - alarms to monitor refrigeration/freezers

New approach to backpack program has been successful. Food Bank has a turnkey program now – the Food Bank packs plastic bags that can be inserted in back packs. Bus drivers keep the backpacks on the bus and load them with the plastic bags. Share fee is a little higher because individually packed; adds 2-3 cents per pound for this pre-packed food.

Efforts to increase fresh produce and prepared foods: As retailers are seeing people buying more prepared, partially prepared, fresh and non shelf-stable foods, the stores are donating more perishable foods to the food bank. Increasingly there are opportunities to get fresh produce into the food distribution system. So, again, food banks and partner agencies need more cooler and freezer capacity.

They currently have an animal feeder program offering foods that cannot be used by humans. Trying to move to zero waste facility.

Name	Maryland Food Bank (Baltimore, MD)
Website	http://www.mdfoodbank.org
Contact	Deborah Flateman, President and CEO; Laura Urban, Director of Foundation Relations & Funded Projects; and John Shaia, VP Programs & Network Relations
Phone	410.737.8282 x 202
Email	flateman@mdfoodbank.org ; lurban@mdfoodbank.org ; shaia@mdfoodbank.org
Mission	To lead the movement and nurture the belief that together we can improve the lives of Marylanders by ending hunger
Charity Navigator	Four star
Counties Served	22 counties
Partner agencies	975 (includes school pantry and mobile drop sites)
Pounds Distributed	34.6 million
Pounds per Person in Poverty	90.3
Revenues	\$53.1 million
Expenses	\$53.1 million
Food Distribution Methods	<ul style="list-style-type: none"> • Secure and distribute food to partnering agencies • Retail rescue, collect salvage from retail stores; purchase food wholesale • Farm to Food Bank Program - work with farms across the state • Pantry on the Go – temporary sites to provide food assistance for food-insecure areas, reducing burden on local agencies struggling to transport/store large quantities of food • MFB Kids programs – school pantries on site providing weekend survival kits and can serve as host for mobile pantries • FoodWorks program – culinary training program where participants prepare meals using fresh ingredients for flash-frozen meals for network partners • Baltimore City Emergency Food Distribution Program –Vouchers for 3-day supply of emergency food, available from the city’s Family Investment Centers.
Food Storage	MFB offers Capacity Building Grants to our partners and school pantries to help equip them with the needed equipment to handle this food.
Food Transportation	MFB transports food with a fleet of refrigerated trucks and trailers that we own and lease. We also own 3 small vans, which we use to deliver hot meals to youth Supper and Summer meal sites .
Member structure& cost	<p>Use Network Partner Area Councils to work together to eliminate food insecurity in a specific geographic area:</p> <ul style="list-style-type: none"> • coordinating hours of operation to minimize overlap and ensure that clients have access to food-assistance as many days of the week as possible; • providing gateway services, including health, housing, and employment. NPAC collaboration ensures that clients can be directed to the appropriate agency to receive help. • gaining insight on how food bank can better support/serve their communities • sharing best practices
Evening and weekend access	MFB is open from 8:00 am to 4:00 pm, Monday to Friday. Closed for 1 week in June for year-end inventory. We do not distribute food on-site, but refer people in need to agency partners.
Staffing	1part-time, 114 full-time
Volunteers	30,176 hours

Best Practice Recommendation:

- organizing Network Partner Agency Councils (NPACs) to promote geographic partnerships, and using agency assessments to help agencies build capacity
- offering cooking demonstrations at food pick-ups so recipients from different cultures know how to use the fresh produce

Agency Comments:

President and CEO Deborah Flateman and John Shaia, VP for Programs and Network Relations, said six years ago they saw need to enhance agency program activity. The capacity of the network could not handle the volume and type of food the Food Bank has to distribute. Food Bank has increased fresh produce from 200,000 lbs. in 2007 to 6.5 million in 2013.

- First the Food Bank worked on getting the right partners, i.e. narrowing list and ranking the remaining agencies
- Worked with lower ranked agencies to help them improve
- Out of this effort grew commitment to form Network Partner Agency Councils (NPACs), which are facilitated by the Food Bank.
- They needed strategic way to look at their service area – the entire state of Maryland less two counties near Washington, D.C.
- They identify need in zip code and overlay agencies they work with, with the number of meals that go out in that zip code; then sit down with agencies and get them to talk to each other. Sometimes it's the first time they have talked to each other. Ultimately they find strength and support in working together.
- Food Bank has checklists of what they like to see in a developing NPAC and what they would like NPACs to do
- Now have 15 NPAC leaders (most are volunteers) representing 105 agencies.
- Most councils take a year to fully mature.
- Food Bank has grant program every year (up to \$100,000 annually) and lets network agencies compete for grants to build their capacity; \$2,000 for a small agency goes a long way
- Partners that attend NPAC Council meetings increase their eligibility for grants
- Flateman would like to see them pool their resources and consolidate to have one really great food pantry per zip code. For now NPACs raise money to have mobile food pantry come to their neighborhood, advertise the food drop, provide the volunteers, get educated about other services so they become gateway agencies for their clients, and set up client choice pantries (not putting food in bag or box for clients).
- The Food Bank has seen significant impact on pounds distributed, 20,000-50,000 pounds more per month in some areas

To encourage use of fresh produce, they

- Have recipes/cooking demonstrations at mobile pantry drops and at Food Bank when agencies pick up orders
- Sometimes send recipe with load of produce being shipped out

In eastern Maryland especially - To increase fresh produce supply, the Food Bank started working with farmers two years ago. Began with two and now 55 farmers partner with the Food Bank as follows:

- Farmers contribute unsalable food
- Second harvest – State Department of Corrections sends low impact offenders to pick unpicked produce and put it on Food Bank's refrigerated trailer
- Food Bank raises money to encourage farmers to farm extra acreage

To make produce available year-round, the Food Bank is raising money for a clean room for produce processing equipment; they will be able to wash, bag and freeze produce to distribute year-round.

Name	Hunger Task Force of Milwaukee (MN)
Website	www.hungertaskforce.org
Contact	Sherrie Tussler, Executive Director
Phone	414.238.6481
Email	sherrie@hungertaskforce.org
Mission	Hunger Task Force believes that every person has a right to adequate food obtained with dignity. Hunger Task Force works to prevent hunger and malnutrition by providing food to people in need today and by promoting social policies to achieve a hunger free community tomorrow.
Charity Navigator	Not rated
Counties Served	Milwaukee County
Partner agencies	80
Pounds Distributed	10.3 million
Pounds per Person in Poverty	Do not calculate PPIP. "It goes against our nutrition guidelines. Lemon frosting weighs a pound, as does a bag of chips. Neither is food! We also assume that people visit a pantry more than once or get three meals a day at a shelter. As such, dividing people by pounds is a misrepresentation of impact."
Revenues	\$18.8 million
Expenses	\$15.4 million
Food Distribution Methods	<ul style="list-style-type: none"> • Food Task Force brings schools together with community partners. One major partner, Kohl's, provides supper for kids in the summer. • Since 2004, Hunger Task Force has operated a 200-acre historic work farm in Franklin, Wisconsin. Distributed over 1 million pounds of fresh produce from farm in 2013. • "Free & Local" food bank assures emergency food pantries, soup kitchens and homeless shelters all have sufficient supplies of nutritious foods to serve their clientele. All foods are supplied for free; there are no membership fees or delivery costs. Breakfast, lunch and supper foods are combined to provide a 3-5 supply of food at pantries and healthy foods at congregate meal sites.
Food Storage	All agency partners are required to have commercial grade refrigeration and freezers. Groups lacking resources are assisted by Hunger Task Force to obtain new equipment.
Food Transportation	Delivery is provided to all food to agency partners free of charge with a 97% on-time delivery schedule.
Partner agency relations	<ul style="list-style-type: none"> • Distribute food to network of food pantries, shelters, and soup kitchens. • Food provided free of charge; no membership, service or delivery fees. • Program partners meet quarterly for training and information exchange.
Evening and weekend access	Hunger Task Force maps poverty and schedules service delivery hours to avoid duplication of effort and meet all local need. Partner organizations are not allowed to duplicate operating hours and are encouraged to serve when others are closed.
Staffing	3 part-time seasonal, 57 full-time
Volunteers	Nearly 10,000
Helpful materials	<ul style="list-style-type: none"> • The Warshafsky Deck bridges language barriers allowing staff to help people faster. See Deck information in the Hunger Task Force 2013 Annual Report at www.hungertaskforce.org. • Standards of Excellence (https://www.hungertaskforce.org/food-bank/vision-and-standards/) are provided for agency partners

Best Practice Recommendation:

- Food bank and advocate for the people they serve
- Full spectrum operation including farm and fish hatchery
- Improve capacity and professionalism of food pantries

Agency Comments:

Executive Director Sherrie Tussler describes the Hunger Task Force of Milwaukee as an alternative model to food distribution:

- Forty-year-old food bank has dual purpose - Advocacy and Food Banking – As statewide anti-hunger leader, promoted annual letter carriers drive throughout the state.
- Food is provided free to food pantries. The Emergency Food Assistance Program requires federal commodities be matched by local community resources. Program partners match commodities with donated food obtained from Hunger Task Force or independent food drives/food purchases.
- They provide leadership for their partner agencies – Food bank contracts with agencies who receive free food. Two staff members focus on developing food pantries so that they achieve the [Standards of Excellence](#).
- It is not a member of Feeding America, but encourages its member food pantries to purchase inexpensive food from Feeding America Eastern Wisconsin, which is affiliated with Feeding America.
- With no United Way Funding and charging no fees, most of Hunger Task Force’s budget is raised through ongoing food and cash donations. Development and marketing team: 5 people raise \$7.2 million in cash gifts. Food donations are all local and they don’t come from grocers or suppliers who are always being asked: food comes from food drives
- Task Force’s goal is to give program partners all the food they need – so they can concentrate on providing a high quality direct services to the homeless and hungry. We seek to “level” food access so people in need get an ample short-term supply of healthy and nutritious food.
- Task Force brought people together because kids needed food in August. Harley Davidson Foundation gave \$2.5 million over three years.

Name	Food Bank of the Southern Tier (Elmira, NY)
Website	www.foodbankst.org
Contact	Natasha Thompson, President and CEO, Lyndsey Lyman, Agency Outreach Coordinator
Phone	(607)796-6061 ext. 4019 (Natasha)
Email	nrthompson@feedingamerica.org
Mission	Working together to build and sustain hunger free communities throughout the Second Tier.
Charity Navigator	Not rated
Counties Served	6
Partner agencies	165
Pounds Distributed	9.7 million pounds
Pounds per Person in Poverty	80.72
Revenues	\$ 13.1 million (calendar year 2013)
Expenses	\$ 13.7 million (calendar year 2013)
Food Distribution Methods	<ul style="list-style-type: none"> backpack program for 2,075 children hunger education for 1,336 youth from 34 area groups 3 mobile food pantry trucks distribute 35% of food (3.4 million pounds)
Food Storage	New food bank facility built three years ago, providing much more refrigeration and freezer storage capability
Food Transportation	<ul style="list-style-type: none"> 95% of agencies get direct delivery from food bank after making on-line order Fleet of 3 trucks delivers food every day Total fleet is 8 trucks
Partner agency relations	<ul style="list-style-type: none"> A core requirement for a partner agency is it offer client choice. Perspective new members are vetted – Do they offer client choice? Do they have letter of support from other community agency? What are their hours?
Evening and weekend hours	<ul style="list-style-type: none"> At annual agency conference, the food bank encouraged agencies to talk about ways to improve. Hours came up a lot. Food bank connects agencies with each other that have made progress on this issue. The food bank asks about hours of operation on their applications for grant support from agencies. Agencies that have evening and weekend hours get higher rankings.
Staffing	36 full-time, 2 part-time
Volunteers	8,000 volunteers; 47,508 hours
Helpful materials	Mobile food pantry evaluation, funded by three local foundations

Best Practice Recommendation:

- Accompanying food pick-ups with food demonstrations to increase acceptance of fresh foods
- Gaining efficiencies by becoming involved with programs like SNAP that go beyond your core program

Agency Comments:

Natasha Thompson, President and CEO, said the mobile food pantry program is one of their core competencies and strengths.

- One third of their food is distributed through mobile pantries
- They serve six rural counties with no primary city in 4000 square miles, with population of ½ million.

- Before mobile pantries, they would receive a truckload of fresh produce and it was too much for their agencies to handle; much was given to farmers to feed their pigs
- In 2007, the food bank developed the first Mobile Food Pantry with a side-loading Budweiser truck. Their deliveries of produce, dairy, bread and meats to high need communities are so popular that they have added two more trucks.

Recent evaluation of the mobile food pantry program indicates they have expanded people they serve and are increasing fruit and vegetable consumption. Their trucks provide good visibility for the food bank in rural counties and result in more donations.

- 58% of people who come to the mobile pantry do not go to existing pantries
- 88% of seniors who come to mobile food pantry are not going to another pantry.
- Over 60% of mobile food pantry participants find out about other services (SNAP, insurance, WIC) and sign up for services. The food bank invites outreach representatives to come to the mobile food pantries, and they reach out as people are waiting to choose their food. People line up 2-3 hours in advance for the mobile pantries.
- For the mobile pantries, the food bank partners with a local organization – church or fire hall – where a site coordinator takes responsibility to be the liaison with the food bank and to get volunteers.
- The food bank creates a schedule about a year in advance. They go once a month or every other month to a location.
- Now have 87 locations plus smaller pantries at senior housing facilities
- 80% of the food bank's fresh produce goes out through mobile pantries; 20% goes to partner agencies.
- A lot of our agencies have coolers and freezers, but it does not necessarily correlate with their ability to distribute more fresh produce. Natasha is not a fan of buying refrigerators for partner agencies; she thinks it is much more efficient to operate mobile pantries.

The food pantry has a fleet of 8 trucks:

- Mobile food pantry and delivery trucks provide the food bank with a physical presence and visibility in the counties, which has been helpful to their fundraising. This year they raised \$450,000 more than the year before.
- Direct delivery allows agencies to handle a lot more food than the agencies can handle when they pick it food up from the food bank.
- The year after the food bank began direct delivery in 1999, they increased their pounds distributed from 4 million to almost 6 million.

Grant funded nutritionist and SNAP educator/enroller are located at the food bank office:

- Through contract with state of New York, the food bank has \$92,000 a year to hire a nutritionist who is a Just Say Yes to Fruits and Vegetables (JSY program) staff representative. She is housed in the food bank office. The JSY nutritionist goes out to partner agencies and must offer a certain number of programs and reach a specified number of people each year.
- The food bank also has had a contract since 2003, through a statewide organization called Hunger Solutions, to pay for a staff person who enrolls people in SNAP.

Name	Food Bank of Central New York (Syracuse, NY)
Website	http://www.foodbankcny.org
Contact	Kathleen Stress, Executive Director
Phone	(315) 437-1899, ext. 226
Email	kstress@foodbankcny.org
Mission	The Food Bank of Central New York is a not-for-profit organization working to eliminate hunger through nutritious food distribution, education and advocacy in cooperation with the community.
Charity Navigator	Four star
Counties Served	11
Partner agencies	365
Pounds Distributed	16 million
Pounds per Person in Poverty	67.2
Revenues	<u>\$9.3 million</u>
Expenses	\$9.3 million
Food Distribution Methods	<p>Child Nutrition Programs:</p> <ul style="list-style-type: none"> • Kids Cafe: Work with Boys & Girls Clubs and Parks & Recreation • Summer Food Service Program (SFSP): Sponsored by the New York State Education Department, provides free breakfasts and lunches to sites during the summer months for children. <p>Coordinate summer feeding sites at recreational sites – they serve two counties and want to expand</p> <p>Helping People in Need Transition to Self-Sufficiency</p> <ul style="list-style-type: none"> • Food \$en\$e: A buying club designed to increase self-sufficiency by helping individuals in need stretch their food dollars. • Nutrition Outreach and Education Program: increasing number of people enrolled in SNAP • Community Food Security: Improve access to fresh produce: <ul style="list-style-type: none"> ○ Invest dollars with local farmers ○ Establish gardens at member programs ○ Distribute container gardens to low-income individuals • Nutrition Education and Expertise: Registered dietitians provide recipes, food demonstrations and education sessions to increase consumption of healthier foods.
Food Storage	<ul style="list-style-type: none"> • Food distribution center is 74,000 square feet- 25,000 sq. ft. for refrigerated/frozen foods and 36,000 sq. ft. for dry goods
Food Transportation	<ul style="list-style-type: none"> • Deliver door-to-door to the emergency food network partners Monday through Friday • Deliver donated dairy, produce and bread on a daily basis to community-based organizations for immediate distribution to neighborhood residents • Grocery Rescue Program: Facilitates the continual donation and pickup of perishable food items from local retail grocers and wholesalers for redistribution within network.
Partner agency relations	See agency comments below about tier assessment system
Evening and weekend access	Searchable on-line map lists partner agency hours
Staffing	52 full-time

Volunteers	450 unduplicated
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Best Practice Recommendation:

High performing food bank, especially for work assessing partner agencies and helping them to build capacity

Agency Comments:

Executive Director Kathleen Stress said that in 2004, the food bank began to look at itself as a public health organization and needed to put more resources toward healthy foods.

- Implemented “no soda, no candy policy”
- Worked to acquire more fresh and frozen foods and vegetables and high quality cuts of meat.

They needed to make sure partner agencies could handle new approach.

- Capacity first priority – tier ratings of partner agencies
 - Agencies do self-assessment with Food Bank Program Coordinator
 - Client choice is important part of tier recognition
 - If program wants to move up tier, Food Bank helps them
 - Funding from NY Department of Health can provide refrigerators, freezers and shelving; top tier agencies are more competitive for these grants
 - Top tier agencies more competitive for extra cases of food
 - Secret Shopper to monitor agencies; goal to help agencies move up on tier rating; do inspections annually and would like to move to every 6 months
- Nutrition was second priority – 4 nutritionists
 - Focus on USDA My Plate initiative
 - All services have to have core items in package based on nutrition point system
 - Families can choose products but must meet point system

Resistance of Partners – some very resistant and some started before the food bank

- Partners required to come to orientation; opportunity to network with each other.
- When agencies that have converted to client choice share their experience, the approach becomes contagious

Food SenSe– Fifteen year old program is designed to increase self-sufficiency by helping individuals in need stretch their food dollars.

- Pay \$15.50 at beginning of month and pick up \$30 worth of food in the middle of month.
- Most families SNAP benefits last 2 ½ weeks, so program helps them get through the month
- Core items provided – meat and produce as well as frozen items
- Don’t have to be income eligible, but can use EBTs (SNAP benefits)
- 40 programs with 2600 families. Packages could feed family of 4 for 3 days; but some items will last much longer.
- Can buy more than one package and there will be specials.
- Since the Food Bank buys in bulk the price point for F\$ can remain stable at \$15.50

Changes in the future?

1. Service Delivery considerations: Greater use of school or community pantries and need larger trucks as food donations grow and partner agencies lose volunteers that are aging out
2. Building partnerships with local farmers through NYS Farm Bureau
 - Farmers will grow extra crops for pantries: grant opportunity of \$1000-\$3000/site
 - Keep migrant workers one more day and Food Bank will pay for gleaning that day
 - Enhance purchase/donate avenues: example is Food Bank purchases 4 totes of pears and then farmer will donate additional 4 totes

Non-Agency Interviews

1. Katie Eyes, BlueCross/BlueShield Foundation, Katie.Eyes@bcbsncfoundation.org
2. Jennifer MacDougall, BlueCross/BlueShield Foundation <mailto:Jennifer.MacDougall@bcbsncfoundation.org>
3. Feeding America (national)
 - a. Mark Biewald, Director of Program Evaluation, mbiewald@feedingamerica.org
 - b. Scott Akalis, Director of Distribution Innovation, sakalis@feedingamerica.org
 - c. Elaine Waxman, VP Research and Analysis, ewaxman@feedingamerica.org
 - d. Michelle Berger Marshall, Director of Nutrition, mbergermarshall@feedingamerica.org
4. Feeding America (NC)
Alan Briggs, Executive Director, abriggs@feedingamerica.org
5. Kathy Watts, Forsyth Futures, kathy@forsythfutures.org
6. Maureen Berner, UNC School of Government, mberner@sog.unc.edu

Reports and Websites

Community Hunger Response Conversation, Forsyth Futures, March 26, 2014.

Includes Forsyth Futures' presentation slides regarding *Emergency Food Assistance: Local Initiatives Mapping* and record of table conversations at meeting with ranking of perceived barriers to effectively providing emergency food assistance in Forsyth County.

http://www.forsythfutures.org/images/Initiascapes/Forsyth%20Futures_Community%20Hunger%20Response%20Conversation_FINAL_20140424_2003.USE%20THIS.pdf

Emergency Food Assistance Efforts in Forsyth County, Forsyth Futures, Spring 2014.

Provides point in time information about the location of organizations and their contact information. Also reflects needs expressed by direct service food programs at March 2014 Community Hunger Response Conversation.

<http://www.forsythfutures.org/images/PDFs/Emergency%20Food%20Assistance%20Initiastape%20Report%206.2.2014.pdf>

Food Funder Compass: Navigating Your Path to Impact, The Center for High Impact Philanthropy, School of Social Policy and Practice, University of Pennsylvania.

Synthesizes the best available information from three domains: research, informed opinion, and field experience to provide smart, practical advice for funders to maximize the social impact of their funds. Identifies promising approaches to reduce hunger and improve health.

<http://www.impact.upenn.edu/us-domestic-issues/reports/category/food>

Forsyth County's Community Food System: A Foundation to Grow, Forsyth Futures, and January 2013.

Assesses current local food system to serve as catalyst to maximize impact of local foods.

http://www.forsythfutures.org/images/PDFs/forsythcounty_communityfoodsystem_2013.pdf

“Hunger study calls area worst in U.S.,” *Winston-Salem Journal*, August 26, 2011.

Reports on Food Research and Action Center’s ranking greater Winston-Salem area as the worst metro area in the United States in having families with children that had a hard time putting food on the table. Nearly 35 percent of households with children in the Winston-Salem metropolitan statistical area said "yes" when asked whether there were times during the course of a year when they did not have enough money to buy food. Study was conducted in 2010.

http://www.journalnow.com/news/local/article_136ce0c7-6763-5cb9-9e39-3f23dd0113ec.html

Endnotes

ⁱFood Research and Action Center, September 4, 2013: www.frac.org

ⁱⁱ“Hunger study calls area worst in U.S.”

ⁱⁱⁱ Second Harvest Food Bank of Northwest North Carolina: <http://www.hungernwnc.org>

^{iv}*Food Funder Compass: Navigating Your Path to Impact*.

^v*Community Hunger Response Conversation*, report by Forsyth Futures, March 26, 2014.