

January 7, 2013

City of Chattanooga
City Council Office
1000 Lindsay Street
Chattanooga, TN 37402



RE: City of Chattanooga Nonprofit Funding Request

Dear Chattanooga City Council Members:

The Chattanooga Area Food Bank (CAFB), a 501 (c)(3) nonprofit organization, respectfully submits this application to request nonprofit funding from the City of Chattanooga in the amount of \$49,874 for the FY2014. Funding is requested for a pilot project titled, "Promote Self-Sufficiency and Eliminate Barriers to Emergency Food Access". This project is a collaborative effort led by the CAFB and piloted by the following partner agencies: The Salvation Army, Partnership for Families, Children and Adults, and Metropolitan Ministries.

The CAFB is located at 2009 Curtain Pole Road, Chattanooga, TN 37406. The funding request contact person is Linda McReynolds, V.P. of Development for the CAFB. Mrs. McReynolds can be reached at the same address listed above and at telephone number (423) 622-1800 ext. 218.

The mission of the CAFB is "to gather and share groceries and fresh food with our neighbors in need".

The goal of this project is to promote self-sufficiency and remove transportation barriers to food access. A detailed description of the project is found in the enclosed executive summary and required attachments. I look forward to working with you to meet this community need.

Respectfully Yours,

A handwritten signature in blue ink that reads "L. Maeghan Jones". The signature is written in a cursive, flowing style.

L. Maeghan Jones
President & CEO
Chattanooga Area Food Bank

MJ/ha

EXECUTIVE SUMMARY

I. Description of Request The funding request for “Promote Self-Sufficiency and Eliminate Transportation Barriers to Emergency Food Access”, hereafter referred to as the *project*, is put forth by the Chattanooga Area Food Bank (CAFB) to fund a pilot effort between the CAFB as lead agency and the following nonprofit organizations as pilot partners: Salvation Army; Partnership for Families, Children and Adults; and Metropolitan Ministries. This pilot is for one year, commencing July 1, 2013. Funding requested is \$49,854.

The pilot project seeks to address two primary issues:

1. Connecting emergency food box approval to self-sufficiency goals
2. Elimination of transportation barriers to emergency food access

The CAFB’s Emergency Food Box program, also known as the “food voucher” program, is the focus of this request. The CAFB serves a 20 county service area through several programs, but the Emergency Food Box program primarily services citizens of the City of Chattanooga. The CAFB and its nonprofit member agencies distributed a total of 19,155 emergency food boxes last year, with the majority going to Chattanooga residents. Each box contains 50 lbs. of shelf-stable and fresh food and provides emergency food to individuals and families who are referred by United Way 211 and determined by a community partner that they cannot provide for themselves.

Issue 1: Connecting emergency food box approval to self-sufficiency goals. The pilot seeks to connect the emergency food box approval to client self-sufficiency goals. Each pilot partner will accept the “food box” referral from United Way 211; evaluate the request for food; assess the need; and determine an appropriate plan to address self-sufficiency. The CAFB’s mission is to share groceries and fresh food with our neighbors in need and the Emergency Food Box program fulfills this mission well; however, clients need further assistance to determine how to avoid dependency on the food vouchers. The proposed pilot model will permit the organizations to provide self-sufficiency service as well as food boxes on-site.

Per United Way 2-1-1 data, Metropolitan Ministries and Salvation Army are, respectively, the 4th and 6th most commonly referred agencies for emergency food boxes. In 2008 United Way launched Building Stable Lives, a community-wide effort to address self-sufficiency in a targeted area. Partnership for Families, Children and Adults became the lead agency using Building Stable Lives Life Coaches. All three pilot partners have the services and experience to promote self-sufficiency. As a result, clients will have face-to-face interaction with staff who can personally assess other possible client needs before distributing the emergency food box.

A portion of clients calling United Way 2-1-1 for assistance are repeat callers. According to data collected by United Way, the top four zip codes where repeat calls originate from are 37406, 37404, 37411, and 37407. The pilot partners are located within the number one, two, and four locations, representing a geographic area that makes up 21% of all repeat calls. These neighborhoods, East Chattanooga, East Lake, and Alton Park have the greatest needs and will benefit from direct access to emergency food in their communities as well as the increased contact with social service agencies.

The pilot partners will work with the CAFB to identify a common set of service referrals and requirements for clients who make multiple service requests, using the Building Stable Lives matrix as a guide. Once these data inputs and parameters are finalized, all partners will receive training and support on reporting client information into Service Point, the community-wide, shared database. Additional services to support self-sufficiency and reduce dependency may include job training,

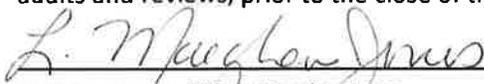
continuing education, medical assistance, legal assistance, or financial training. These services are not the core mission of the CAFB and would therefore be best delivered by organizations that can help clients become self-sufficient.

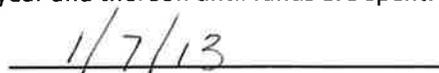
Issue 2. Elimination of barriers to emergency food access. The emergency food distribution process can be lengthy and result in undue hardship for clients who lack transportation. Currently, clients are required to first contact United Way 2-1-1 for referral to a voucher issuing agency, then pick up the voucher at that agency, and finally bring the voucher to the CAFB on Amnicola Highway to redeem it for an emergency food box. According to data compiled by United Way 2-1-1, of all unmet needs in the first three quarters of FY2013, 6% of callers had unmet needs due to a lack of transportation. Additionally, clients outside that 6% are using forms of transportation that present financial and health challenges. CAFB staff encounter clients on a regular basis who are trying to manage a 50# box of food but spend over an hour navigating bus transportation, often with young children, while attempting to maintain their meat at a safe temperature. Other clients without transportation or access to a bus line must use their limited resources to pay for cabs to the CAFB or pay individuals exorbitant rates for transportation.

This pilot project will remove the transportation barrier for 150 - 200 City of Chattanooga households each month, up to 2,400 next year, by allowing clients to access emergency food boxes directly from the three voucher issuing agencies. This will eliminate CAFB as the food box distribution point, will shorten the distance clients are required to travel for emergency food assistance, and as a result, the amount of money they spend on transportation. Instead, the CAFB will make weekly deliveries of emergency food boxes to the three pilot partners and they will distribute the food on-site, directly to clients. This keeps the service delivery community-based and centralized around agencies that can provide or refer clients to additional support services to put them on the path to self-sufficiency.

II. Usage of Requested Funds. The requested total of \$49,854 will be used for the administrative, capital, and program costs incurred by pilot partners to begin a city-wide improvement to the emergency food distribution process. Partner agencies will receive \$24,000 to cover program administration, data collection and occupancy costs due to storage of emergency food boxes. Of this \$24,000, Partnership and Metropolitan Ministries will each receive \$7,000 to distribute 600 boxes each and the Salvation Army will receive \$10,000 to distribute up to 1,200 boxes during the pilot period. The CAFB will utilize \$13,254 internally for staff costs required to manage the pilot project, including ongoing data review, community building and training with partner agencies, and transportation costs to deliver the boxes to pilot partners weekly. Additionally, \$3,000 will be allocated for education and outreach materials to be placed in the boxes, which will promote self-sufficiency services for clients; \$5,000 will be allocated to contract data analysis services for the review of all data collected through Service Point and to assist with final pilot recommendations; and \$4,500 will be used for capital expenditures such as coolers and freezers required to store meats and produce.

III. Commitment to Financial Reporting. The CAFB commits to providing a detailed accounting of how municipal funds were spent for this pilot project to the City of Chattanooga, including current financial audits and reviews, prior to the close of the City's fiscal budget year and thereon until funds are spent.


 CAFB President & CEO, L. Maeghan Jones


 Date