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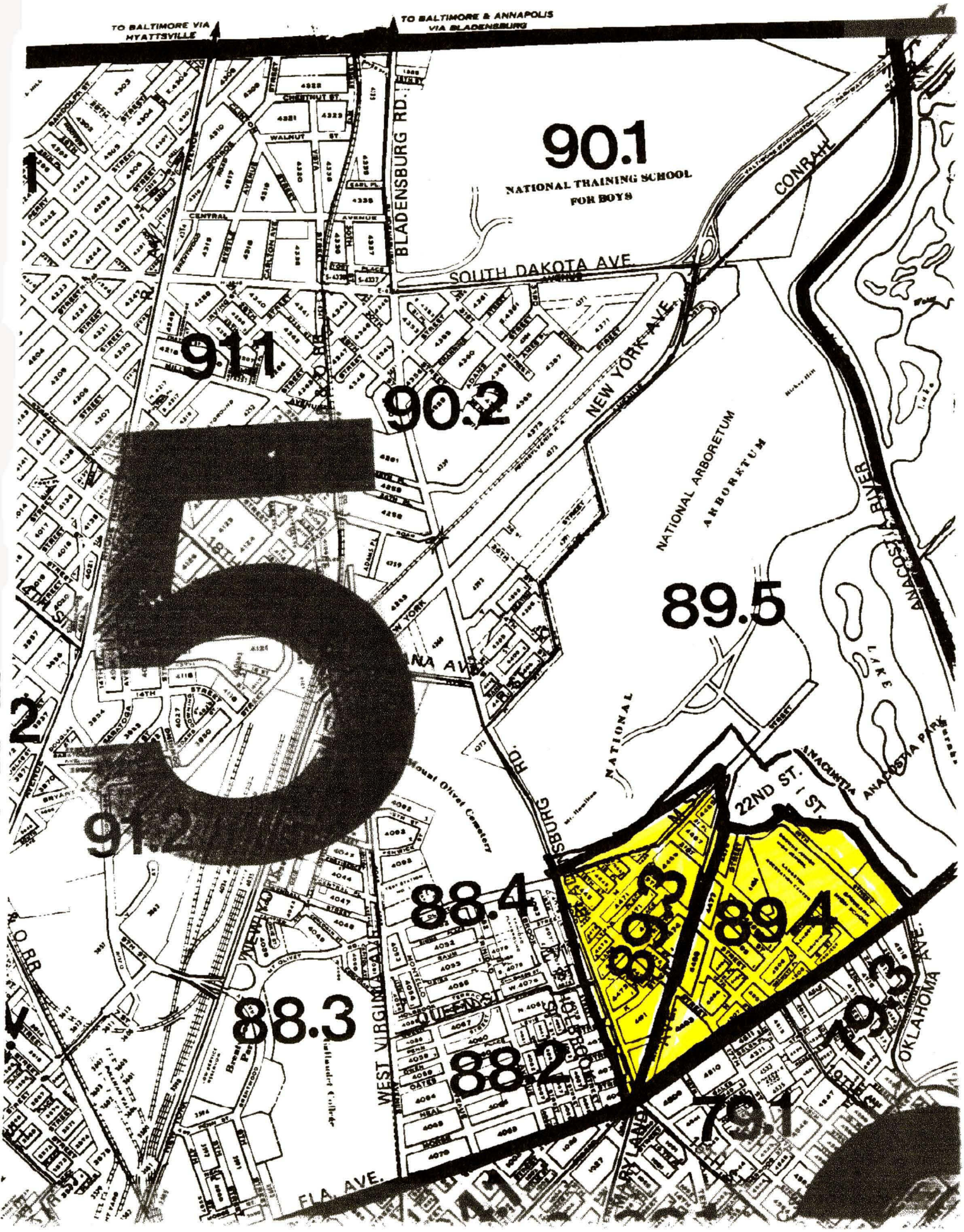
TO BALTIMORE VIA HYATTSVILLE
TO BALTIMORE & ANNAPOLIS VIA BLADENSBURG
90.1
NATIONAL TRAINING SCHOOL FOR BOYS
CONRAIL
BLADENSBURG RD.
SOUTH DAKOTA AVE.
NEW YORK AVE.
911
90.2
NATIONAL ARBORETUM
ARBORETUM
89.5
ANACOSTIA RIVER
LAKE
ANACOSTIA PARK
22ND ST.
I ST.
88.4
89.4
88.3
88.2
79.1
WEST VIRGINIA AVE.
OKLAHOMA AVE.
FLA. AVE.
Mount Olivet Cemetery
Hallaudet College
CHESTNUT ST.
WALNUT ST.
CENTRAL AVENUE
14TH STREET

A Facilitated Organizational Assessment of Carver/Langston Coalition, Inc.

July 1998

Submitted by:
Abubakr Muhammad Karim

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Attachments:

A. The Carver/Langston Food Program

Introduction and Background

The Carver/Langston Coalition, Inc., (CLC, Inc), serves approximately 1700 apartment units divided throughout two communities. One, a low income residential neighborhood, the other a public housing community. The two community resident representative groups have formed a coalition that seeks to address issues concerning the welfare of both its constituents. CLC, Inc. utilizes an all volunteer staff comprised of working board members and local residents. It's present focus has been in food security and youth development.

CLC, Inc has been identified as a candidate for a facilitated organizational assessment because of the unique stages of development this organization has evolved and because it is in a crucial growth cycle, representative of the stage two example presented in the reading handout entitled, "Evolution and revolution as organizations grow", by Larry E. Greiner, Harvard Business Review No. 72407. Consequently, as implied in the article, timely adjustments within the organization, at this time, can either make or break it.

As a newly formed Community Development Corporation, CLC, Inc. had already begun various phases of organizational structuring and implementation during it's preceding years. There is available planning information from a 1996 Local Community Development Support Collaborative Foundation proposal that documents CLC, Inc.'s previous stages of development and list proposed future development strategies with some of the task that will accompany them. This new 1998 assessment, in cooperation with the NHC CED organizational management class will provide an update to CLC, Inc.'s previous assessment of 96 and provide data that will give an indication of the levels of progress that have or have not been obtained. It also provides an excellent measurement tool and refinement plan that is within the capacity of the existing human resources available to complete the recommendations herein.

The initial chapters and handout readings for this course provide a starting point that will focus on life cycles, mission statement adjustments and capacity building efforts with the board of directors. As Executive Director of CLC, Inc., my relationship with the board of directors has been one of advisor and facilitator of organizational development. The present workload encompassing my personal life includes three schools; New Hampshire College, CED; George Washington University, Computer Support Specialist; and Howard University, Small Business Development. A plan is being prepared that will transfer the executive directorship

of CLC, Inc. into the hands of a candidate who will have more time to devote to the stages of organizational development that lay ahead. It would greatly please me, and be of great assistance to the next administrator, to have a detailed, task orientated organizational development strategy laid out and ready to implement. I would continue to serve as a member of the Board of Directors but only in an advisory capacity. The proposed facilitated organizational assessment would allow me to make a smooth transition from the present duties of executive director and to provide the incoming director with a smooth continuance of the corporations objectives.

History and Developmental Stage

Carver Terrace and Langston Dwellings launched it's "Community Development Strategy" in 1993. The president of Carver Terrace Tenant and Civic Association, the president of Langston Dwellings Resident Council and a local non profit resource development group called the Ward 5 Community Coalition organized the leadership and residents of Carver Terrace, a privately owned low income community and Langston Dwellings, a District of Columbia public housing community. This coalition was formed to concentrate on building strong collaborative strategies, directed from the grass-root, "bottoms-up", community leadership, that would ultimately improve the quality of life in their neighborhoods.

CLC, Inc. was evaluated by weighing and observing the following key dimensions of its structure:

1. The age of the organization is reasonably young (incorporated 1996), although it existed even in the un-incorporated coalition stage several years prior to incorporation (1993). The founding participants have developed new attitudes about community development and are more willing to accept responsibility of resources.
2. The size takes the same shape of the organizational structure in that many collaborators and volunteers are not officially registered as members, yet they exist and supply substantial energy to its mission and goals. Although, seemingly small with only 16 board members, if the unregistered collaborators and volunteers were counted it would present a much stronger picture. With more members, collaborators and volunteers, regular communication has become a issue. Now, a more formal structure, like letters, flyer announcements and special invitations are necessary to keep everyone informed.
3. The stages of evolution have come from informal casual membership, to semi-organized smaller community groups working together, to a structurally sound, incorporated organization. During the third year of incorporation, activity stood still. Only recently has a renewed sense of urgency emerged, and that, primarily is due to available new resources.

4. The stages of revolution include a combination of ***phase 1*** and ***phase 2*** of the Harvard Business Review model of organizational development. Traditional management practices, which were appropriate for a smaller and less informal size are no longer sufficient.
5. The industry growth rate, as compared to profit making structures, can be defined as the service area and its political popularity. With welfare reforms impacting the community, organizations with missions such as CLC, Inc. have become sought after by sponsors with community development funds.

In describing the crisis point CLC, Inc. finds itself in today, Phase 1 of the Harvard Review, in its focus on *creativity* and leadership, seem to mirror this organization. The founders, in the past, were technically involved with getting clients and identifying resources. They communicated informally on a regular basis. They worked long volunteer hours, and they saw results for their efforts almost immediately.

The *leadership crisis*. As new members interact and the organization strives for greater impact in the community, requirements for greater efficiency in management, organizational "paper correctness", and financial accountability have become priorities. The crises is that the old members do not have the skills, and do not want to handle the management functions required to make growth efforts necessary to expand. The founders do not understand their need to step aside, to bring in new board members and to hire a professional manager to take over the next stage of development.

It is my opinion that the board needs to be educated on the requirements necessary to sustain a non-profit organization. With knowledge of the formal stages of development, perhaps they will be better adept to make decisions for the good of the organization...even if it meant stepping down from the board themselves. Also, by building up it's capacity through board expansion and board training, new ideas will emerge inspiring the minority old board members to except change. Phase 2, autonomy and direction, bridges the crisis identified in phase 1. The organization has begun to allow those board members with personal initiative to operate with some autonomy. However, those same individuals have found the reporting requirements and approval process too cumbersome and politically strangling. They complain and withhold their energies when it appears that their idea or project is not enthusiastically supported. This is a crucial stage of growth development and the organization now faces a challenge that could "make or break it".

Fortunately, by using the management skills and materials obtained through the NHC CED program, a plan of action is being developed that will address all the pertinent issues that pose barriers to the organizations successful development. The outline for an organizational audit, supplied in this class, is seen as a valuable tool and has been proposed to the CLC, Inc. Board of Directors as a means of evaluating the administrative and financial condition of the organization.

Mission and Mission Focus

Historically, the Carver/Langston Coalition, Inc. (CLC. Inc.) was founded to focus on strategies aimed at correcting some of the many similar problems faced by low income residents, (in particular, public assistance recipients), their families and communities. CLC, Inc. brings together resources from the Executive Branch and the Legislative Branch of District Government, the private sector, the non-profit sector, the school system, community leadership, and other interested resources. CLC, Inc. provides these targeted families and their communities with the technical assistance and coordination for resource development, program development, leadership training, and coalition building strategies necessary to achieve their goals.

The mission statement of CLC, Inc. remains reasonable and "do-able". It serves as a clear definition of the organizations target and boundaries. It has the ability to motivate. Both the donor, staff, and clients are affected by the mission statement. Although we believe it will serve as a guideline in the process of evaluation, a more thorough evaluation will still be necessary. Additionally, the corporation has taken on the role of a Community Development Corporation and has initiated a direction toward creating an asset base. No word of this expanded goal has yet been added to the mission statement. This addendum should be considered to keep up with the increased purposes. This adjustment of mission statement will be necessary to provide clear understanding of the organizations direction to new members and interested collaborators that may have little or no knowledge of past developments.

Board of Directors

JAMES BOOZE (ANC 5B Commissioner, Chairman, Carver Tenant and Civic Association).
TRAVIS H. HARDMON (Dir. Nat. Child Day care Program)
VERONICA HARTSFIELD (President Carver Terrace Tenant and Civic Asso.)
CORBETT MC CLURE (Property Manager/MWM properties of Carver Terrace)
JANICE MC CREE (President, Langston Dwellings Resident Council)
MARGARET PRESSON (Vice Pres. Langston Dwellings Resident Council)
WILLIAM STOKES (Case Mang. Specialist/Comm. Organizer, resident Carver)
BEVERLY LANGFORD-THOMAS (Head Start, D.C. PS) community service provider)
ABUBAKR M. KARIM (Exec. Dir., CLC, Inc., ANC 5B11 Commissioner, resident Carver)
GOLDINIA RICHARDSON (Board Secretary, Langston Resident Council)

Board of Directors Designates

SABRINA MC RAE (Board Treasurer, Langston Dwellings Resident Council,
CHERYL CLARKE (Community Org. staff, resident Langston)
RONNIE TINSLEY (Community Org. staff, resident Langston)
LISA WEST (Case Mang. staff, resident Langston)
ERNESTINE WASHINGTON (Community Org. staff, resident Langston)
LINDA STRATHORN (Community Org. staff, resident Langston)
JONATHAN ANDERSON (Teacher, Langston/Carver schools on the Hill, resident Carver)
CAROLINE ROLLINS (Community Activist, resident Langston)

Working Advisors to the Executive Director

TRACIE ROBERTS (Attorney, Community Development Planner)
ABDUS SALAAM AHMAD (Attorney, non-profit financial management consultant)

Board Composition

The present board of directors is composed of 95% residents of either Carver or Langston. The core of board and primary staff members have all served as members of the now dissolved Langston/Carver Case Management and Community Building Program. They were trained, in case management and community building skills during the implementation of a two year contract. During1995-1996, they worked side by side implementing a most extraordinary and successful community building and case management program. The goals of the LCCMCBP were in tandem with the goals of Carver/Langston Coalition, Inc. In fact, the outcome was the creation of CLC, Inc. The organization, now a CDC, operates its own administrative and program offices with computerized filing and reporting methods.

A **program development committee** is in place and has, in the past, been responsible for writing, developing and submitting over two million dollars in program grants.

An **economic development committee** composed of two board members and three advisory members seeks to establish an asset base that fulfills the bricks and mortar component of the organization.

The CLC, Inc. **executive committee** is made up of previous LCCMCBP supervisors and advisory committee members. Two of the executive committee members have been working together developing and operating local and federal programs as well as for-profit businesses for 25 years. The executive committee has surrounded itself with staff and board advisors composed of resident community development specialist, politicians , community service providers, legal advisors, banking executives and property developers.

Board Effectiveness

With a lot of time and effort, the administrative process has taken on an appearance of "paper-correctness" that is attractive to donors and collaborators.

The 501c3 status, current tax filings, mission statement, goals, objectives, administrative filing system, financial accounting and desktop publishing ability carries the organization through application processes with successfulness that has not yet been exploited to its potential. Almost any proposal or donation request CLC, Inc. submits will have a great likelihood for approval if the board of directors could agree on assuming the responsibilities that come with project management.

CLC, Inc. garners respect and support from political and legislative sources. It has a structure that is politically correct and it includes the level of community participation demanded by today's funding sources. The Executive Director has been able to remain impartial between the two communities and enjoys cooperation and respect from the co-chairs. In this regard, the board of directors *had been* effective.

Board ineffectiveness

Although there does exist astounding potential in this structure to become a dynamic force for empowerment and community improvement, this board *is not effective* in its present state.

Reasons vary from **lack of participation** to **political separation**, continued **infighting** and **competition for resources.**

The dynamics of how the organization was created may be an important factor in its inability to move forward. The two communities that make up CLC, Inc.'s constituency have presidents that have been used to controlling their individual neighborhood turf. Now that they are sharing power in the coalition as co-chairpersons, the rest of CLC, Inc. is often paralyzed by their disunity in territorial purpose and projects.

Closer observation reveals that perhaps the mission of CLC, Inc has been too much like the mission of the two rival community organizations. It is often hard to differentiate between what initiatives should be taken up by which organization.

A solution might be to re-evaluate the mission of CLC, Inc. and perhaps facilitate a dialogue towards changing it to one that focuses on clearly different purposes. The new purposes however, must remain holistic and serve the needs of both communities equally. Additionally, continued purging of non-participating board members while searching for committed new replacements is highly recommended.

Planning

The Carver Langston Coalition has a plan, but as a group, the board has not studied or followed it's own plan. The major problem is that the individuals on the board at present, did not participate in the development process of the plan. Therefore, the controlling body of the organization has not "bought in" to the previously set plans. This does not preclude that they will not follow the plan, it merely indicates that they are not familiar enough with it to carry out its goals or to make adjustments that forward the plans within current community service demands.

The plans began very informally as the presidents of the two communities that make up Carver Terrace and Langston Dwellings sat down to discuss similar community problems. A firm, consisting of community development specialist, facilitated the organizing of the coalition through focus group dialogues, training workshops and empowerment programs. Many of the formal workshops were comprehensive and provided the community with professional lecturers, study material and the opportunity to construct their ideas during an organized process. This ultimately produced documented results. The presidents were always too busy to participate in the workshops leaving the community residents to become the voice of direction and goal setters. The goal setting process was successful during the initial stages of development because a funded grant program was on going at the time and provided salaries for 13 community residents to engage in community development initiatives. Even though the staff of residents represented a adequate sample of leadership and through the workshops established a set of goals and a mission statement, ensuring the forwarding of those goals, once the funding expired, was never guaranteed.

Now, without the funding, the staff and membership has dwindled. The presidents, who now are the board chairs, never really understood what the priorities of the coalition were, and so, they persist, even now, in forwarding priorities toward their individual and separate community. The concept of unity between the two communities, although still valid, has not been fulfilled.

Some challenges and benefits include:

- **Convincing the present board of directors that there is a problem** and that it can be fixed.

- **Bringing on new board members.** Without the help of the present board, efforts to bring in new members has become an individual task for the Executive Director. This task has had little support from the existing board members but will require their vote to be carried out.

- **Removing non-participating board members.** Seemingly, this effort has lost support from the board, although they have not opposed the idea. The task has been embarked upon by the executive director by sending each member a registered letter asking if he/she would be continuing to work as a member of the board during the coming year. The letter states that if no reply is received, it would be assumed that they no longer wished to serve on the board. The letters were sent to all board members however, few responded. The results are sufficient to hold a meeting and vote to eliminate the non-participating, non-responding board members. The present board has not had the will to carry out the meeting and the elimination process.

- Assuming that the above challenges can be overcome, **revisiting the present mission, goals and vision with "new blood" on board will benefit the organization** by establishing new direction and utilizing new energies to forward newly developed goals.

- Carver/Langston Coalition, Inc. **could benefit from an adjusted strategic plan,** primarily because the existing plan has not been "bough" into by it's leadership. A clear mission with goals developed by new energies that have the time and will to carry them out will allow this "paper correct" organization to maximize its potential to draw and harness more resources.

There is still hope yet! Because the internal disorganization of the organization is not widely known, this provides an opportunity to clear up problems and take action to move forward before a bad reputation is acquired. There is hope in surviving this crisis through the process of *revolution.* As indicated in the Harvard Review's report on organizational management, this stage is typical in the growth of non-profits and, with proper attention, can be managed successfully.

Programs Assessment

1. A brief description of CLC, Inc.'s programs.

Program #1 Carver/Langston Food Program

- Purpose - *As an ongoing priority to answer the needs of the community,* the Carver/Langston Food Program *seeks to establish a community wide initiative to reduce hunger, increase food nutrition, and provide savings on food supplies for many of it's residents.*

- Staff size - Carver/Langston Food Program has two part-time staff workers
- Budget - The current budget is approximately $6,500 annually
- Funding potential/profitability - Potential for funding is very good. In a cost benefit analysis, it has been found to be very profitable.
- Fit to mission - The charitable nature of food donations fits into the social and economic help areas of the parent organizations mission.
- Longevity - The food program has been with the organization since its inception. It's continuance is probable
- Public image - Everyone likes the Food Program. It is the type of program that fulfills the desires and intentions of all.
- Trends - Competition for donations is increasing. The future promises to bring on increased need due to current welfare reform.
- Other significant issues - Carver/Langston Food Program staff participated in the US Department of Agriculture's national food recovery initiative. As a result, we hope to attract more contributors and get favorable response from a number of grants and donors.

Program #2 Organizational Development and Capacity Building

- Purpose - To improve the organizations ability to deliver it's mission.
- Staff size - No staff necessary to carry out this program, however, board member participation is required. Presently, only three of the sixteen member board are functioning.
- Budget - There is approximately $1,100 available for capacity building efforts.
- Funding potential/profitability - It is believed that many sources of funding are available for funding if the organization would come together and go after it.
- Fit to mission - Capacity building is a necessary component and fits accordingly.
- Longevity - This program should continue throughout the life of the organization.
- Public image - The public will benefit from the capacity building efforts. The image will follow.
- Trends - Locally, and nation wide, capacity building efforts are in trend.
- Other significant issues - Ironically, the organization has participated in an intense capacity building workshop lasting several months. During that time, a strategic plan

was promulgated, a high level of paper correctness was achieved, and the organization looked as if it would prosper. The present condition reflects a *revolution* and hopefully will evolve into new members with fresh ideas and interest.

2. Do you have brochures, or other accessible information that describe these?
(See attached Food Program Introduction)

3. Are there any programs in the developmental stage? If so, please describe these.
Computer Technology.

There has been several small computer programs in our community. Now, our organization wants to provide more specific skills training in the areas of Internet usage and computer support systems management. These programs would seek to give more residents of public housing an opportunity to engage in on-line communications with other housing complexes both locally and around the nation.

4. Are there other services or activities the organization should be engaged in?

A. Youth Development

With so much violence plaguing the nation, youth programs in public housing is a necessary. Funding sources are available if the present board builds its capacity to handle the programs requested.

B. Asset Based Development

The organization has included in its mission the establishment of community owned properties. Its first attempt to head-up a purchase and development was thwarted by distrusting elements of the community. The amount of money involved proved to be too large for the unorganized body that now exist.

C. Computer Repair Technology

Many residents need to own computers. A program that would teach computer repair would put them in a position to acquire many donated older model units. This would enable many persons to begin exploring the world of hands on computer technology using basic equipment. There are income producing possibilities also.

Programs Summary:

Primary activity now centers around the Food Program. It has proven to be less political and produces immediate gratification and success. Other programs, many of which are full of potential, cannot be forwarded until the issue of capacity is solved. The capacity building program has thus become the priority for further strategic planning. Other programs are being developed informally and when the capacity issues are resolved, greater emphasis will be placed on their future development.

Personnel

Although present funding levels do not provide for paid personnel, previous operations did help to employ and establish meaningful personnel goals. Future funding proposals will seek to provide the following positions:

1 Executive Director

1 Social Service Coordinator

2 Social Service Assistants

2 Administrative Assistant

1 Community Development Coordinator

6 Community Organization Specialist

Job descriptions are on file for all the above positions, where funding cannot be obtained, several positions will be filled by utilizing AmeriCorp volunteers.

Financial management

The Following represents an assessment of the financial reporting condition of the Carver/Langston Coalition, Inc. A process of questions and answers was used to conduct a examination of pertinent areas of financial management. It is concluded with a written report on the findings and recommendations

1. How does CLC, Inc. develop the annual budget?

The organization discusses the current programs and their budgets as they dissolve throughout the year. New programs and the funding requirements are entertained at board meetings by all its members. The operating budget and the program budgets are separated and amounts are determined through table discussion and arguments for need. Based on the information on hand at the time of tax reporting, a budget is compiled.

2. How does CLC, Inc. do bookkeeping?

Each quarter, the executive director, who also serves as the organizations treasurer, prepares a set of financial statements. During the year, a simple business checkbook is used to keep account of spending. From the checkbook journal, T accounts are drawn up, the books are balanced, then closed and the resultant figures are transferred to a income statement and balance sheet.

3. What method of accounting?

The accrual method is utilized, although, with the small amounts of money involved in this organization, not much difference would occur even if we used a cash method. Accrual method is primarily established for future budgets when the organizations grows and larger, more complicated budgets are in place.

4. Do you have an audit completed every year?

No formal audit has ever been completed for CLC, Inc. However, an internal assessment such as this is examined periodically. The executive director has taken audit training for federal non-profit managers. When the financial statements are submitted they are presented with a letter indicating the completion of a *compiled* standard of review. When the organization submitted its application for 501c3 to the IRS a certified public accountant certified the compiled review.

5. Is an auditor helpful and active?

Since the executive director does the internal auditing, it has been extremely helpful for both the organization and the CPA who prepared the final reports. His ability to pre-empt federal requirements and problem areas in reporting systems has allowed this organization to establish a position of potential that, with meaningful funding could forward this organizations goals significantly.

6. What financial reports do you produce?

Presently, CLC, Inc. Produces a Statement of Activity and Functional Expenses; Statement of Financial Position, Pro Forma Annual Budget, and the annual IRS short form 990-EZ. Since there are no paid staff, the quarterly 941's are sent in with a statement of "no employees" and there is no requirement for further information.

7. Do Board members review these and discuss these?

The board of directors do review the yearly statements but do not participate substantially in a critical examination. The bulk of the responsibility has been on the executive director/treasurer. As learned through the CED organizational management course and echoed throughout other financial courses, this is a dangerous position and action is currently being taken to properly spread this responsibility to the board as it should be.

8. Finance committee active?

No finance committee presently exist. There is a proposal being considered to hold board financial management workshops. Not only for the members of CLC, Inc. but for other neighborhood organizations who also share the same deficiency in board participation.

9. Deficit?

Although there is always need for more money in the budget, because of tight control on the bank account, CLC, Inc. does not over spend its budget. To the contrary, even with the small amount of funding it does receive, CLC, Inc. has managed to come up with a 15% surplus.

10. What plans are being made to strengthen CLC, Inc.'s accounting system?

(See internal processes and systems below)

Internal Processes and Systems

In its early development, the financial accounting and fiduciary responsibility for CLC, Inc. was under the control of a parent organizations comptroller and accounting staff, therefore, no financial responsibility was required. However, during the spin off from this parent organization, CLC, Inc. has established its own banking account and is developing its own accounting system. Under the advice of its present executive director, internal financial controls will be maintained using one of several grants management systems he has reviewed that operate on computerized non-profit accounting and management software programs. The appropriate system to satisfy the special needs of CLC, Inc. will be recommended through an on going process of courting the various software companies, testing their product for compatibility with CLC, Inc. hardware and then selecting the best choice, with the assistance of a experienced non-profit CPA firm. The selected system will track financial data and demographic information required for federal grant and private non-profit management. Installation, instruction and maintenance will be provided for in the final contract. CLC, Inc. will continue to utilize standards set forth in OMB Circular A-122, Cost Principles for Nonprofit Organizations and OBM Circular A-133 Audits of Nonprofit Institutions. Management of administrative information is now and will continue to be in accordance with OMB Circular A-110, Uniform Administrative Requirements for Grants and Agreements with Non Profit Organizations.

Personnel policy will conform to federal wage and hour law and the Federal Labor Standard Act. A written personnel manual is being developed utilizing guidelines developed by Master Guide Information Systems Inc., a leading federal grants management and training audit firm.

Private grant funds will be used to support the planned accounting system and legal services necessary to set up the corporations internal controls. Resource development and fund raising efforts are presently provided in-house by planning consultants and members of the resource development and executive committees.

Financial Summary, findings and recommendations:

- *Bookkeeping - Although adequate for present level funding, the present manual accounting must be upgraded to utilize the broad functioning of a computerized accounting program. A determinant selection of the many systems reviewed must be made and action must be taken towards obtaining funding and getting the system in place by years end.*

- *Budgeting - Previous budgets have overlooked the need for greater operational monies. The need for paid staff, computerized accounting, office venue and supplies are underestimated. Program goals*

are relevant, but do not take in consideration the administrative responsibility and the budgets necessary to accomplish daily task.

- *Auditing - Yearly audits conducted by an impartial outside certified accounting firm must be included in the budget. This type of objective view will verify suggestions made by the present executive director and give credibility and a sense of priority to the recommendations made.*

- *Financial Reports - Accounting through computerization will assist in producing not only the current reports of CLC, Inc., but also more complex cost accounting breakdowns. Anticipating increased funding through fund-raising plans, CLC, Inc. should develop Cash Flow projections with actual and projected figures. The status of all proposals and fund-raising efforts should be made available in report form to the board of directors each month. It should create individual program and department account numbers in the chart of accounts that allow separate financial reports to be created or integrated into a consolidated statement.*

Fund-raising

The Carver/Langston Coalition, Inc. which is the parent organization to the Carver/Langston Food Program has been plagued with polarization of the two major communities that make up its members. Consequently, lack of participation has resulted. Historically, the development of the organization took place under and out of a federal funding initiative. At that time, funding support enabled the organization to finance a community building effort that included staff salaries for thirteen residents and operating capital to conduct many local projects. The community leadership, at that time, supported all initiatives and worked together to accomplish the goals and objectives of the funding grant. Unfortunately, after a few years, the grant was discontinued. Alternative funding was identified and a very well prepared spinoff plan was developed to take over the funding requirements of the organization. Again, misfortune fell upon the organization and its spinoff funding attempt did not materialize. Undaunted, the more active members continued to hold strategy sessions and explore many new ways of obtaining funding. Meanwhile, the members of the organizations board of directors, most of whom hold leadership positions in their own respective neighborhoods, directed their focus on individual neighborhood issues and projects. This polarized the board and CLC, Inc. participation decreased drastically. The most successful funding area, to date, has been the CLC Food Program. Through the efforts of a few volunteers, yearly funding has been obtained and the delivery of vital food assistance continues. The food

program has been the thread that holds the organization together. Through it, the organizations operations budget is financed.

The NHC CED program has provided an excellent source of knowledge resource to develop problem solving strategies for communities like CLC, Inc. Through an on-going organizational assessment, the findings confirmed that Capacity Building is among the high priority issues for our organization. Using the Food Program as a unifying factor is one strategy being used to solidify the strengths and increase the capacity of the organization. CLC Food Program objectives create activities that allow residents access into the development process of the organization. Volunteers, once active in the food projects, can easily be approached to provide input into the larger corporate organizational goals. The fund-raising efforts for the CLC Food Program can evolve into the fund-raising efforts of the parent corporation. In fact, recent discussions with present board members suggest that the mission of the parent organization be adjusted to concerns that focus on Food Security issues for all of the adjoining communities that make up the Carver/Langston Coalition, Inc. Such a suggestion would propose an exciting and dynamic shift that could possibly dissolve the present boards polarization and encourage new membership. The focus on a viable fund-raising plan works hand and hand with attempts to better manage organizational funds. CLC, Inc.'s ability to develop a strong financial management system is connected to its ability to develop a viable fund raising plan.

Management Information Systems

Computer systems have been the backbone of the Carver/Langston Coalition. Owing to the small staffing, limited volunteers and low board participation, the Executive Director has had to maintain all corporate operations via a home computer support systems. A Help Desk Computer Support Specialist, the executive director facilitates technical training workshops on computer systems management, networking, repairs, trouble shooting and application usage.

Computers were purchased for both communities during the early stages of the Langston Carver Community Building Program. At that time, 1996, the latest equipment was obtained and used primarily for administrative office and case management task. A thorough research was performed investigating over nine popular computer accounting systems for non-profit organizations.

Recent 1998 donations that included five laptop computers were received and each significant board member received one. To date, communications take place via computer e-mail and voice mail retrieval. Accounting

is managed utilizing spread sheet files and proposals are prepared with the help of word processing. Newsletters, brochures and business cards are produced with desk publishing applications. Information is backed up and stored on 3.5 floppy disk and Zip Drive storage disk.

A computer systems organizational plan that includes systems for both communities as well as training labs, sales and service is being developed in-house with the input of community residents and board members. The executive director continues to increase personal development and maintains constant review of new technology and its application for the organization.

Facilities and Space

Both Carver Terrace and Langston Dwellings have their separate community offices. The CLC, Inc. Office is located in Carver Terrace. One of the board members owns several of the apartment units in Carver and has agreed to allow one unit to be taken off line and utilized as the corporate office. Another unit has been designated for use as a food programs office.

There is no budget for space rental. Both units are not charged to the corporation, however, there is a plan to develop a store front for cooperative food purchasing and it will include in its business plan a budget for a suitable location.

Note: This report is only good...to the degree the information contained in it is utilized. More complex reporting would not serve a greater purpose without serious consideration of the following issues.

Assessment Evaluation

Capacity Building, Capacity Building, Capacity Building

The Carver/Langston Coalition, Inc.'s board of directors must make a commitment to take responsibility for it's organizational development. It must seek out training and education for its members that will qualify them to interpret financial records, conduct strategic planning and evaluate the delivery of services that it conducts. It must develop the will to expand its capacity to include "new blood" with motivation towards community development and possession of skills that can be honed and harnessed for the benefit of its neighborhoods.

As a volunteer Executive Director, with limited time and resources, my present focus will be capacity building and resource development. Prior to this, the focus was operations where during this period a "paper correct" structure was crafted and implemented. The task involved required little hands on assistance from board members. Their participation consisted mostly of approval signatures. Now, with a new focus to accomplish a goal of strong community participation, a higher priority for capacity building, resource development, evolution and delegation of task is required.

Today, the strategy used must be both dynamic and responsive. It must diplomatically encourage the present board members and volunteers to put in more effort at developing board skills. It must provide the opportunity for other residents to express their concerns and ideas about the direction of the organization and take responsibility in its operation until sufficient staff capacity can be established to manage it day by day. To all members it must set the stage for the expression "Give, Get or Get Out". It must do this in a soft, imperceptible and subtle manner that is sensitive to individual deficits. It must meet the needs of not only CLC, Inc.'s organizational development but to the social objectives of individual and community empowerment.

Fund Raising Plan

$$$ $$$

for

Carver/Langston Coalition, Inc.

(CLC, Inc.)

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Overview

The purpose of this document is to lay out a comprehensive Fund Raising Plan that will assist CLC, Inc. in strengthening its membership, redefining its present mission, goals and objectives, stabilizing its operating and administrative ability and raising the capital to operate and carry out present and future developments. Carver/Langston Coalition, Inc. is in a critical stage of organizational development. *It's need is for greater community participation.* Therefore, this Plan begins it's focus on board, staff and volunteer capacity building efforts. As capacity is developed, new skills and techniques learned in organizational and financial management will be put to the test. Specific fund-raising strategies are scheduled to be implemented with full participation from board, staff and volunteers. Finally, a budget, depicting the plans *cost* and *net funds raised*, is included followed by an evaluation used in monitoring progress and completion.

To all board, staff, volunteers, hopeful members and supporters of Carver/Langston Coalition, Inc. Your suggestions, agreements or disagreements with this fund raising plan is the life blood which enables it to succeed or fail. At the root of it's content, is a call for your participation. CLC, Inc.'s foundation was created and put in place with the sweat equity of many caring residents and community supporters. Now together, *with a plan*, we can shape the future events to harness the resources our neighborhoods so greatly need and deserve.

Mission

Historically, the Carver/Langston Coalition, Inc. (CLC. Inc.) was founded to focus on strategies aimed at correcting some of the many similar problems faced by low income residents, (in particular, public assistance recipients), their families and communities. CLC, Inc. brings together resources from the Executive Branch and the Legislative Branch of District Government, the private sector, the non-profit sector, the school system, community leadership, and other interested resources. CLC, Inc. provides these targeted families and their communities with the technical assistance and coordination for resource development, program development, leadership training, and coalition building strategies necessary to achieve their goals.

Introduction

The Carver/Langston Coalition, Inc., (CLC, Inc), serves approximately 1700 apartment units divided throughout two communities. One, a low income residential neighborhood, the other a public housing community. Approximately ten thousand residents live in the two adjoining neighborhoods, identified as census tracks 89.3 and 89.4. They consist of multi unit apartments, town house style flats and single family residential housing. The two community resident representative groups have formed a coalition that seeks to address issues concerning the health and welfare of both its constituents. CLC, Inc. utilizes an all volunteer staff comprised of working board members and local residents. It's present focus has been in food security and youth development.

CLC, Inc. brings together resources from the Executive Branch and the Legislative Branch of District Government, the private sector, the non-profit sector, the school system, community leadership, and other interested resources. CLC, Inc. provides these targeted families and their communities with the technical assistance and coordination for resource development, program development, leadership training, and coalition building strategies necessary to achieve their goals. Carver Terrace and Langston Dwellings launched their "Community Development Strategy" in 1993. The president of Carver Terrace Tenant and Civic Association, the president of Langston Dwellings Resident Council and a local non profit resource development group organized the leadership and residents of Carver Terrace, a privately owned low income community and Langston Dwellings, a District of Columbia public housing community, into a coalition to concentrate on building strong collaborative strategies directed from the grass-roots, "bottoms-up" community leadership. Although previously separate, deeply divided and often opposed communities, the coalition has now formally organized into a unified body and was incorporated in 1995 as Carver/Langston Coalition, Inc. (CLC. Inc.). By establishing an organized body between residents and strengthening their leadership to effectively participate in the development and management of self sufficiency, revitalization and empowerment programs, CLC, Inc. has been instrumental in developing more than 20 innovative programs for these two communities.

Background

The Carver/Langston Coalition, Inc. has been plagued with polarization of the two major communities that make up its membership. Consequently, a lack of community participation has resulted. In 1994, the strongest development of the organization took place. The Langston/Carver Case Management and Community Building Project was deployed under and out of a federal funding initiative. It was the first "real money" received. At that time, robust funding support, (approx. 135K per year), enabled the organization to finance a community building effort that included staff salaries for thirteen residents and operating capital to conduct many local projects including a weekend farm stand that produced a small income stream. The community leadership, at that time, supported all initiatives and worked together to accomplish the goals and objectives of the funding grant. Unfortunately, after a few years, the grant was discontinued. Alternative funding was identified and a very well prepared spinoff plan was developed to continue the funding requirements of the organization. Again, misfortune fell upon the organization and its spinoff funding attempt did not materialize. Undaunted, the more active members continued to hold strategy sessions and explore many new ways of obtaining funding. Meanwhile, the members of the organizations board of directors, most of whom hold leadership positions in their own respective neighborhoods, began to direct their focus on individual neighborhood issues and projects. This eventually polarized the two respective communities and CLC, Inc. participation subsequently decreased drastically.

Through an on-going organizational assessment, the findings confirmed that Capacity Building is among the high priority issues for the organization. The board supports the concept of a coalition, but does not clearly understand their responsibilities as directors such as financial accountability, giving and raising money, board meeting attendance and strong participation in all organizational activities. This board must establish the will to purge itself of non participating members, to recruit additional members who have the interest and time to contribute to its development and to spend time training itself to achieve the operation and management skills necessary to perpetuate its mission and goals. It is recommended that CLC, Inc.'s present board roster of ten members be purged to seven immediately, then, an additional eight members should be aggressively recruited and voted in, bringing the refreshed membership to thirteen by this year's end.

Board of Directors

The present board of directors is composed of 95% residents of either Carver or Langston. The core of board and primary staff members have all served as members of the now dissolved Langston/Carver Case Management and Community Building Program. They were trained, in case management and community building skills during the implementation of a two year contract. During1994-1996, they worked side by side implementing a most extraordinary and successful community building and case management program. The goals of the LCCMCBP were in tandem with the goals of Carver/Langston Coalition, Inc. In fact, one of the outcomes was the creation of CLC, Inc. The organization, now a Community Development Corporation, operates its own administrative and program offices with computerized filing and reporting methods.

Committees:

- **Program development committee**; In place and has, in the past, been responsible for writing, developing and submitting over two million dollars in program grants.
- **Economic development committee;** Composed of two board members and three advisory members seeks to establish an asset base that fulfills the bricks and mortar component of the organization.
- **Executive committee;** Made up of previous LCCMCBP supervisors and advisory committee members. Two of the executive committee members have been working together developing and operating local and federal programs as well as for-profit businesses for 25 years. The executive committee has surrounded itself with staff and board advisors composed of resident community development specialist, politicians , community service providers, legal advisors, banking executives and property developers.

Overall Effectiveness

With a lot of time and effort, the administrative process has taken on an appearance of "paper-correctness" that is attractive to donors and collaborators. *It is the organizations greatest* ***strength***. The 501c3 status, current tax filings, mission statement, goals, objectives, administrative filing system, financial accounting and desktop publishing ability carries the organization through application processes with successfulness that has not yet been exploited to its highest potential. Almost any proposal or donation request CLC, Inc. submits will have a great likelihood for approval if the board of directors could agree on assuming the responsibilities that come with project management.

CLC, Inc. garners respect and support from political and legislative sources. It has a structure that is politically correct and it includes the level of community participation demanded and sought by today's funding sources. ***Opportunity*** *is at an all time high.* The Executive Director has been able to remain impartial between the two communities and enjoys cooperation and respect from the co-chairs. In this regard, the organization has been effective.

Although there does exist astounding potential in this structure to become a dynamic force for empowerment and community improvement, the board, through a process of capacity building and refinement, must focus on solving it's ***weakness***...lack of participation, political separation, infighting and competition for resources. The dynamics of how the organization was created may be an important factor in its inability to move forward. The two communities that make up CLC, Inc.'s constituency have presidents that have been used to controlling their individual neighborhood turf. Now that they are sharing power in the coalition as co-chairpersons, the rest of CLC, Inc. is often paralyzed by their disunity in territorial purpose and projects. This represents a serious ***threat*** to further development. Closer observation reveals that perhaps the mission of CLC, Inc has been too much like the mission of the two rival community organizations. It is often hard to differentiate between what initiatives should be taken up by which organization.

Programs

Current:

1. A brief description of CLC, Inc.'s programs.

Program #1 Carver/Langston Food Program (See attached Food Program Introduction)

- Purpose - *As an ongoing priority to answer the needs of the community,* the Carver/Langston Food Program *seeks to establish a community wide initiative to reduce hunger, increase food nutrition, and provide savings on food supplies for many of it's residents.*
- Staff size - Carver/Langston Food Program has two part-time staff workers
- Budget - The current budget is approximately $6,500 annually
- Funding potential/profitability - Potential for funding is very good. In a cost benefit analysis, it has been found to be very profitable.
- Fit to mission - The charitable nature of food donations fits into the social and economic help areas of the parent organizations mission.
- Longevity - The food program has been with the organization since its inception. It's continuance is probable
- Public image - Everyone likes the Food Program. It is the type of program that fulfills the desires and intentions of all.
- Trends - Competition for donations is increasing. The future promises to bring on increased need due to current welfare reform.
- Other significant issues - Carver/Langston Food Program staff participated in the US Department of Agriculture's national food recovery initiative. As a result, we hope to attract more contributors and get favorable response from a number of grants and donors.

Program #2 Organizational Development and Capacity Building

- Purpose - To improve the organizations ability to deliver it's mission.
- Staff size - No staff necessary to carry out this program, however, board member participation is required. Presently, only three of the sixteen member board are functioning.
- Budget - There is Presently approx. $1,100 available for capacity building efforts.
- Funding potential/profitability - It is believed that many sources of funding are available for funding if the organization would come together and go after it.
- Fit to mission - Capacity building is a necessary component and fits accordingly.

- Longevity - This program should continue throughout the life of the organization.

- Public image - The public will benefit from the capacity building efforts. The image will follow.

- Trends - Locally, and nation wide, capacity building efforts are in trend.

- Other significant issues - Ironically, the organization has participated in an intense capacity building workshop lasting several months. During that time, a strategic plan was promulgated, a high level of paper correctness was achieved, and the organization looked as if it would prosper. The present condition reflects a ***revolution*** and hopefully will evolve into new members with fresh ideas and interest.

In a 1972 Harvard Review, (pg 40) Stages of Revolution, Larry E. Greiner states;

Smooth evolution is not inevitable; it cannot be assumed that organization growth is linear. Fortune's "500" list, for example, has had significant turnover during the last 50 years. Thus we find evidence from numerous case histories which reveals periods of substantial turbulence spaced between smoother periods of evolution.

I have termed these turbulent times the periods of revolution because they typically exhibit a serious upheaval of management practices. Traditional management practices, which were appropriate for a smaller size and earlier time, are brought under scrutiny of frustrated top managers and disillusioned lower-level managers. During such periods of crisis, a number of companies fail--those unable to abandon past practices and effect major organization changes are likely either to fold or to level off in their growth rates.

The critical task for management in each revolutionary period is to find a new set of organization practices that will become the basis for managing the next period of evolutionary growth. Interestingly enough, these new practices eventually sow their own seeds of decay and lead to another period of revolution. Companies therefore experience the irony of seeing a major solution in one time period become a major problem at a letter date.

2. Programs on the drawing board:

Computer Learning Center

There have been several small computer programs in our community. CLC, Inc. wants to provide more specific skills training in the areas of basic computer literacy and Internet usage. These programs would seek to give more residents of Carver and Langston an opportunity to obtain a higher degree of job readiness and allow them to engage in on-line communications that take advantage of the many resources available throughout the world wide web.

Computer Repair Technology

Many residents need to own computers. A program that would teach computer repair would put them in a

position to acquire many donated older model units. This would enable many more persons to begin exploring the world of computer science technology with an outlook toward the increasing job market. There are income producing possibilities within this program area that will assist in making its operation cost effective.

Youth Development

With so much violence plaguing the nation, youth programs in public housing is a necessary. Funding sources are available if the present board builds its capacity to handle the programs requested.

Alternative Health Care

As a expansion of the existing Food Program services, CLC, Inc. seeks to establish stronger correlation between poor health and nutrition. Informing it's community about various food products and their relationship to specific health benefits while providing these products so that residents can consume them on a consistent basis is an attempt to decrease health care cost and reduce many nutrition related health deficiencies.

Asset Based Development

The organization has included in its mission the establishment of community owned properties. Its first attempt to head-up a purchase and development was thwarted by distrusting elements of the community. The amount of money involved proved to be too large for the unorganized body that now exist. Once capacity is strengthened, more attempts should be made.

3. Programs Summary:

Primary activity now centers around the Food Program. It has proven to be less political and produces immediate gratification and success. Other programs, many of which are full of potential, cannot be forwarded until the issue of capacity is solved. The capacity building program has thus become the priority for further strategic planning. Other programs are being developed informally and when the capacity issues are resolved, greater emphasis will be placed on their future development.

4. Recommendations

The most successful funding area, to date, has been the CLC Food Program. Through the efforts of a few volunteers, yearly funding has been obtained and the delivery of vital food assistance continues. The food program has been the thread that holds the organization together. Through it, the organizations operations budget is financed. In addition to "paper correctness", as mentioned earlier, the food program is a recognized strength.

Using the Food Program as a unifying factor is one strategy being used to solidify the strengths and increase the weakening capacity of the organization at the same time. CLC Food Program objectives create activities that encourage participation and allow residents access into the development process of the organization. Volunteers, once encouraged to become active in the food projects, can easily be approached to provide input

into the larger corporate organizational goals. The fund-raising efforts for the CLC Food Program can provide a catalyst that will evolve into the larger fund-raising efforts of the parent corporation. In fact, recent discussions with present board members suggest that the mission of the parent organization be adjusted to concerns that focus on Food Security issues for all of the adjoining communities that make up the Carver/Langston Coalition. Such a suggestion proposes an exciting and dynamic shift that could possibly dissolve the present boards polarization and encourage active new membership from both communities.

An additional solution might be to re-evaluate the mission of CLC, Inc. and perhaps facilitate a dialogue towards changing it to one that focuses on clearly different purposes. The new purposes however, must remain holistic and serve the needs of both communities equally. Additionally, continued purging of non-participating board members while searching for committed new replacements is highly recommended.

The present co-chairman structure should be replaced by one chairperson who has equal sympathy and concern for the problems in both communities. A fund raising committee should be created and composed of community members who have the skills and the active time to contribute. All board members should be required to be on the fund raising committee.

The Plan

A. Capacity Building Methods

Capacity building will start with a full assessment and analysis of the organization and its financial condition. A purge of non participating board members will be conducted then the process of recruitment and selection of new board members will begin. A new board of thirteen members is the goal for this planning period. Staff trainers and instructors will be identified and hired. Board training workshops are to be conducted to assist the board in understanding their rolls and responsibilities.

With the participation and approval of the board of directors, financial and operational plans for each component program will be developed with management needs and job descriptions designed to meet the capacity levels of residents. Long term funding sources will be identified. A training curriculum for food handling, budget lessons, cooperative buying and classes on nutrition and health issues will be promulgated. Next, the establishment of a Fund Raising Committee and a drive for volunteer recruitment will be implemented. New acceptable levels of organizational capacity will be in place within six to seven months.

B. Public Relations

The image and perception of CLC, Inc. is based on what is seen by the community. The food program services both neighborhoods regularly. Trucks unloading fresh produce and boxes of food or household supplies, crowds of neighborhood residents filling bags, socializing and giving thanks is the picture that comes to mind when CLC, Inc. is mentioned. Some remember it as the group of residents that held community meetings, conducted surveys and provided case management service for the previously homeless population of Langston Dwellings public housing.

The marketing and publicity strategy for the Carver/Langston Coalition will incorporate the shift to a Food Security focus. Since the organization is primarily known by its works in feeding the needy, we will employ a strategy that builds on this strength. Later, when the organization is filled with new members, new ideas will emerge and the dynamics may change.

- The neighborhood organizations each have community newsletters. We will provide articles to those mediums that will present CLC, Inc. as a Food Security focused organization. We will include mention of our past involvement in food distribution and our continuing future commitment to optimum health and nutrition.

- A new organizational brochure will be promulgated specifying the areas of food program concentration, where they will be located and who to contact for more information.

- New program flyers will be produced and issued throughout the community monthly

- The opening of a new food program facility for Carver Terrace and the renovation of the present facility in Langston Dwellings will be presented with grand opening and open house events.

- The donors and supporters of past food related initiatives will all be notified and thanked for their contributions that brought about the evolution into a food security focused mission.

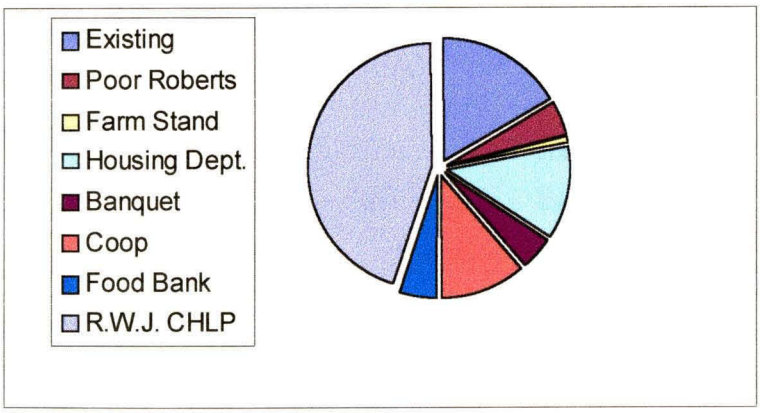
- A no-banquet, banquet will be held via web-page production to raise funds.

- A food collection and distribution undertaking for Thanksgiving and Xmas will culminate the year end fund-raising efforts.

C. Funding:

The first period of funding will be $222,000. Of that $37,000 is in-kind contribution from existing funds. $10,000 to pay for a van will be raised from a grant by the Poor Roberts Foundation. Also included is $2,000 derived from sales generated by the local farm stand project. The local Housing Department is funding $27,000 for our youth development program. Many of the kids will assist in the summer farm project. $10,000 will be raised from the no-banquet, banquet initiative. $25,000 will be generated through cooperative purchasing for members. And another $11,000 will be obtained from the contributions received from the local Food Bank and area merchants. $100,000 will be sought from the Robert wood Johnson Community Health Leadership Program..

The second period funding goals are expected to increase to $275,000. Through accelerated capacity building efforts internalized within the strategy that produces this proposal, marketing, sales, grants, merchant contributions, foundation contributions, and volunteer staff time combine to predict substantial returns.



1. $37,000 is in-kind contribution from existing funds.

2. $10,000 to pay for a van will be raised from a grant by the Poor Roberts Foundation.

3. $2,000 derived from sales generated by the local farm stand project.

4. $27,000 Housing Department is funding for our youth development program. Many of the kids will assist in the summer farm project.

5. $10,000 will be raised from the no-banquet, banquet initiative.

6. $25,000 will be generated through cooperative purchasing for members.

7. $11,000 will be obtained from the contributions received from the local Food Bank and area merchants.

8. $100,000 will be sought from the Robert Wood Johnson Community Health Leadership Program.

Second planning period funding goals are expected to increase to $275,000. Through accelerated capacity building efforts internalized within the this plan and continued development of the identified funding sources we predict substantial returns.

D. The Plan Summary:

Capacity Building Activities	**Responsibility of:**
Assessment of present financial status	Board and Executive Director
Analysis of Org. Assessment	Board and Executive Director
Purge non participating board members	Board
More board training workshops	Board and Executive Director
Recruitment and selection of new board members	Board
Establishment of Fund Raising Committee	Board and Executive Director
Volunteer Recruitment	Board and Executive Director
Capacity Strengthened, new structure in place	Board and Executive Director

Public Relations Activities	
Newsletters	Executive Director and Volunteers
Brochure	Executive Director and Volunteers
Flyers	Executive Director and Volunteers
Program facility Grand Opening	Board, Executive Director and Volunteers
Donor Letters Promulgated	Executive Director and Volunteers
Phone solicitations to Organizations	Board and Executive Director
Web page put on line	Executive Director and Volunteers
Holiday Food Distribution	Board, Executive Director and Volunteers

Funding source Activities

37k In-Kind Contributions	Board and Executive Director
10k Poor Roberts foundation	Board and Executive Director
2k Farm Stand Market sales	Board, Executive Director and Volunteers
27k DC Housing Department	Board, Executive Director and Volunteers
10k No-banquet, banquet	Board, Executive Director and Volunteers
25k Cooperative Purchasing	Board, Executive Director and Volunteers
11k Food Bank	Board, Executive Director and Volunteers
100k RW Johnson CHLP	Board and Executive Director

E. Budget:

What are the cost involved in producing this plan and what is the final yield of operating revenue?
(See Attached Spreadsheet Fund Raising Budget)

F. Evaluation:

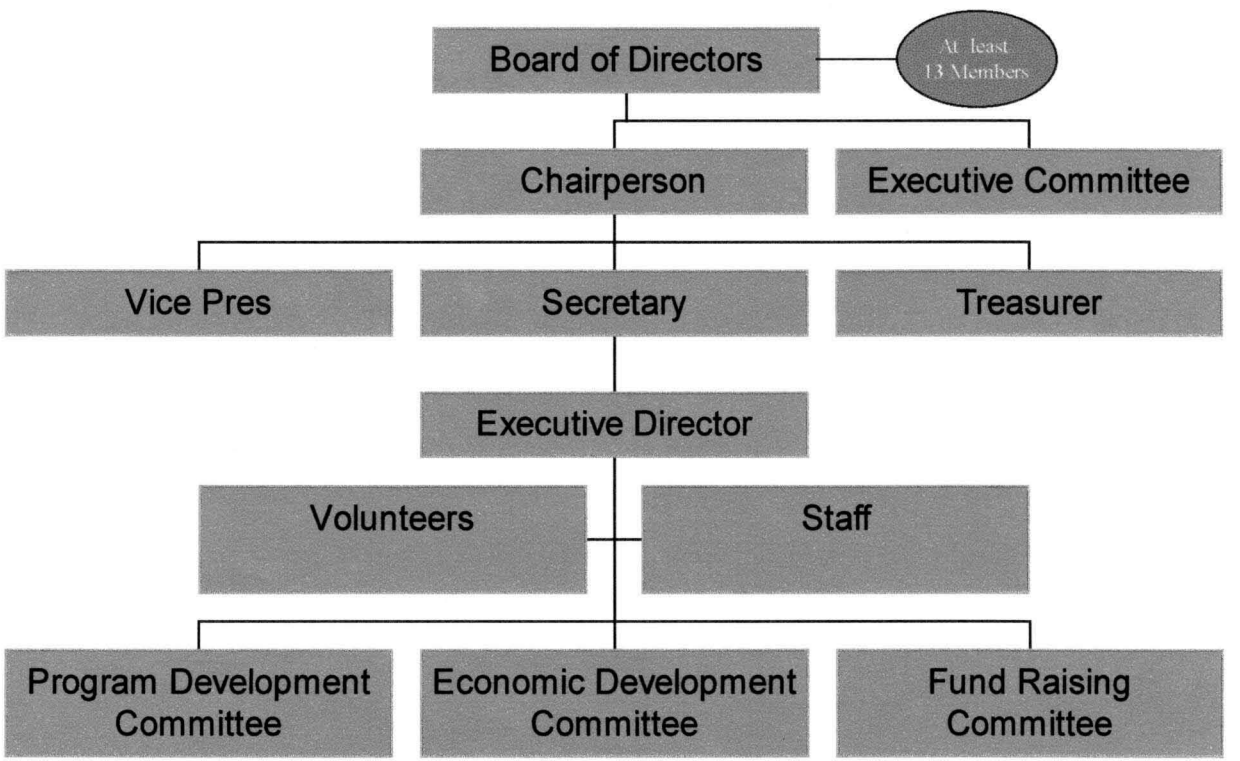
1. Capacity Building; Benchmarks have been set for financial and organizational assessments, purging non participating board members and recruitment of new members. Through board training workshops, members will learn to conduct meaning full board meetings that will address whether or not these benchmarks are being met. Recruitment of new board members and volunteers will stress the importance of planning and follow-up. February 1, 1999 marks the most critical date of evaluation. Capacity levels must be established at this point or the fund-raising plan content will have to be adjusted in order for success to be expected.

2. Programs; Each program component will submit a quarterly service report consisting of: total number of households served; total number of people served; total number of pounds of food distributed; total number of meals served; total number of snacks served. A relationship between the total target population served each quarter and comparisons to other similar communities will be examined to determine progress and impact. The local community food bank has agreed to assist in the evaluation of data obtained. Program components will only be continued if supported by cost/benefit analysis.

3. Funding; Dates of expected revenues are marked in the attached time line. Board meeting will be held each quarter. Financial records will be evaluated by the board as a regular part of their training process. The boards effectiveness will be measured by its ability to stick to and implement the plan.

Carver/Langston Coalition, Inc.

Proposed Organizational Structure



Calendar - Gross scheduling areas that prevent fund-raising

AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN
Bad	Bad	Ok	Ideal	Ideal	Ok	Ok	Ok	Ok	Ok	Bad	Ok	Bad	Bad	Ok	Ideal	Ideal	Ok

- June - Community residents involved in post school personal schedules
- August - Community residents involved in pre school personal schedules
- September - Back to school adjustments in parent and child schedules
- November and December provide the optimum opportunities for fund-raising
  Employing the theme "Feeding our needy Families"
- Months marked Ok indicate marginal opportunity, but no obstructions.

Proposed Time Line for implementation of Fund Raising Plan

AUG SEP OCT NOV DEC JAN FEB MAR APR MAY JUN JUL AUG SEP OCT NOV DEC JAN

Capacity Building Activities

Assessment of present financial status
Analysis of Org. Assessment
Board Training Workshops
More board training workshops
Purge non participating board members
Recruitment and selection of new board members
Establishment of Fund Raising Committee
Volunteer Recruitment
Capacity Strengthened, new structure in place

Public Relations Activities

News Letters — 1st — 2nd
Brochure — Done
Flyers — Done
Program facility Grand Opening
Donor letters promulgated
Phone solicitations to Organizations
Web page put on line — On
Holiday Food Distribution

Funding Source Activities

37k In-kind Contributions — In Place
10k Poor Roberts Foundation
2k Farm Stand Market Sales
27k DC Housing Department
10k No-banquet, banquet
25k Cooperative Purchasing
11k Food Bank
100k RW Johnson CHLP

Carver/Langston Coalition, Inc. Fund Raising Budget

	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	otal Raised	Total Spent	Total Cleared
Fund Raising REVENUE																					
Poor Roberts Foundation								10,000											10000	200	9800
Farm Stand Market	555	555	555	555								555	555	555	555	560			5000	3000	2000
DC Housing Department											27000								27000	250	26750
No Banquet, Banquet										10000									10000	3000	7000
Cooperative Purshasing						9615	9615	9615	9615	9615	9615	9615	9615	9615	9615	9615	9620	9615	125000	100000	25000
Food Bank			2500	2500	500										2500	2500	500		11000	400	10600
RW Johnson CHLP						100000													100000	100	99900
TOTAL Raised	**555**	**555**	**3055**	**3055**	**500**	**109615**	**9615**	**19615**	**9615**	**19615**	**36615**	**10170**	**10170**	**10170**	**12670**	**12675**	**10120**	**9615**	**288000**	106950	181050
Fund raising EXPENSES																					
Poor Roberts Foundation					200														200		
Farm Stand Market	333	333	333	333								333	333	333	333	336			3000		
DC Housing Department						250													250		
No Banquet, Banquet							500	500	500	1500									3000		
Cooperative Purshasing						7692	7692	7692	7692	7692	7692	7692	7692	7692	7692	7692	7696	7692	100000		
Food Bank		200												200					400		
RW Johnson CHLP	100																		100		
TOTAL f/r EXPENSES	**433**	**533**	**333**	**333**	**200**	**7942**	**8192**	**8192**	**8192**	**9192**	**7692**	**8025**	**8025**	**8225**	**8025**	**8028**	**7696**	**7692**	**106950**		
NET Funds Raised	**122**	**22**	**2722**	**2722**	**300**	**101673**	**1423**	**11423**	**1423**	**10423**	**28923**	**2145**	**2145**	**1945**	**4645**	**4647**	**2424**	**1923**	**181050**		
	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	TOTAL		
Operating Revenue																					
All Funding Sources	555	555	3055	3055	500	109615	9615	19615	9615	19615	36615	10170	10170	10170	12670	12675	10120	9615	288000		
Operating Expenditures																					
Administrative Cost	400	400	400	400	400	1090	1090	2090	2090	2090	2090	2090	2090	2090	2090	2090	2090	2090	27170		
Staff						2500	2500	2500	2500	2500	2500	2500	2500	2500	2500	2500	2500	2500	32500		
Volunteer stipends						400	400	400	400	400	400	400	400	400	400	400	400	400	5200		
Capacity Building	300	300	500			3000	3000	3000	3000	3000	3000	3000	3000	3000	3000	3000	3000	3000	40100		
Food Programs	600	600	600	3400	3400	2112	2112	2112	2112	2112	2112	2112	2112	2112	2112	3112	3112	2112	38056		
Youth Program											7650	7650	7650						22950		
Fund Raising	433	533	333	333	200	7942	8192	8192	8192	9192	7692	8025	8025	8225	8025	8028	7696	7692	106950		
Depreciation						142	142	142	142	142	142	142	142	142	142	142	142	142	1846		
Other						1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	13000		
Total Operating Expenses	**1733**	**1833**	**1833**	**4133**	**4000**	**17186**	**17436**	**18436**	**18436**	**19436**	**25586**	**25919**	**25919**	**18469**	**18269**	**19272**	**18940**	**17936**	**274772**		
Net Income after Operating Exp	**-1178**	**-1278**	**1222**	**-1078**	**-3500**	**92429**	**-7821**	**1179**	**-8821**	**179**	**11029**	**-15749**	**-15749**	**-8299**	**-5599**	**-6597**	**-8820**	**-8321**	**13228**		
	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	TOTAL		
CASH IN																					
All Funding Sources	555	555	3055	3055	500	109615	9615	19615	9615	19615	36615	10170	10170	10170	12670	12675	10120	9615	288000		
TOTAL CASH IN	**555**	**555**	**3055**	**3055**	**500**	**109615**	**9615**	**19615**	**9615**	**19615**	**36615**	**10170**	**10170**	**10170**	**12670**	**12675**	**10120**	**9615**	**288000**		
CASH OUT																					
Administrative Cost	400	400	400	400	400	1090	1090	2090	2090	2090	2090	2090	2090	2090	2090	2090	2090	2090	27170		
Staff						2500	2500	2500	2500	2500	2500	2500	2500	2500	2500	2500	2500	2500	32500		
Volunteer stipends						400	400	400	400	400	400	400	400	400	400	400	400	400	5200		
Capacity Building	300	300	500			3000	3000	3000	3000	3000	1000	3000	1000	1000	3000	3000	3000	3000	34100		
Food Programs	600	600	600	3400	3400	1112	1112	1112	2112	2112	2112	2112	2112	1112	1112	3112	3112	2112	33056		
Youth Program											7650	7650	7650						22950		
Fund Raising	433	533	333	333	200	7942	8192	8192	8192	9192	7692	8025	8025	8225	8025	8028	7696	7692	106950		
Truck Purchase								8500											8500		
Equipment Purchases						5000		6000											11000		
Other						500	500	500	500	500	500	500	500	500	500	500	500	500	6500		
TOTAL CASH OUT	**1733**	**1833**	**1833**	**4133**	**4000**	**21544**	**16794**	**32294**	**18794**	**19794**	**23944**	**26277**	**24277**	**15827**	**17627**	**19630**	**19298**	**18294**	**287926**		
NET CASH FLOW FROM OPS.	-1178	-1278	1222	-1078	-3500	88071	-7179	-12679	-9179	-179	12671	-16107	-14107	-5657	-4957	-6955	-9178	-8679	74		
PLUS BEGINNING CASH	4100	2922	1644	2866	1788	-1712	86359	79180	66501	57322	57143	69814	53707	39600	33943	28986	22031	12853	4100		
ENDING CASH POSITION	**2922**	**1644**	**2866**	**1788**	**-1712**	**86359**	**79180**	**66501**	**57322**	**57143**	**69814**	**53707**	**39600**	**33943**	**28986**	**22031**	**12853**	**4174**	**4174**		

Carver/Langston Coalition, Inc.

Office of the Executive Director

P.O. Box 48370 - Washington DC, 20002

202 399 3736 Fax 202 396 8618

21 January 1998

Request for General Support

To: **Tides Foundation**
Attention: Shirley Huey
P.O. Box 29903
San Francisco, Calif.

First of all let me thank you again for your support to our 1997 budget. We have worked hard to utilize those funds to the maximum benefit for our community. Our board and volunteer staff anticipate a stronger effort in 1998. With your help, again we can make an impact that is greatly needed and appreciated by our residents.

This year, our community development activities have focused primarily on Feeding the Needy and Youth development. HUD sponsors our yearly Youth Camp Program and the funds from your generous organization, the Tides Foundation, coupled with donations from the Capital Area Community Food Bank enable our Food Program to be successful. Carver/Langston Coalition, Inc. is also engaged in membership and board capacity building efforts. As we have mentioned before, our organization utilizes an all volunteer staff to manage administrative and program operations.

With a donation of five thousand dollars ($5,000) from your organization, CLC, Inc. can continue to serve needy families in our neighborhoods for yet another year. With a donation of ten thousand dollars ($10,000), we can additionally serve summer lunches to our senior citizens and children who are out of school.

For your reference, we have enclosed a report on programmatic, financial and operational activities for the past year.

Again, we thank you for your continued interest in our organization and look forward to your favorable response to this years request.

Sincerely,

Abubakr M. Karim
Executive Director

The Carver/Langston Food Program.

The Langston and Carver Communities are located in Ward 5. Carver/Langston Coalition, Inc. services the geographic area known as census tracts 89.3 and 89.4. Approximately ten thousand residents live in the two adjoining neighborhoods. They consist of multi unit apartments, town house style flats and single family residential housing. Historically, (CLC. Inc.) was founded to focus on strategies aimed at correcting some of the many similar problems faced by low income residents, (in particular, public assistance recipients), their families and communities.

The mission of CLC, Inc. is to increase neighborhood education, socialization, and economic development through use of grant programs, contracts and innovative training methods. This strategy has been referred to as community-based, holistic, integrated and comprehensive. The major goals of CLC, Inc. are to move families towards self-sufficiency, their communities towards revitalization, and both towards community empowerment.

Door to door surveys performed in 1995 by the Langston/Carver Community Building Project, a HUD funded empowerment program utilizing residents as interns of community development, revealed that an overwhelming majority of the residents in both public housing and low income rental properties viewed food and hunger as a major barrier towards achieving self sufficiency. In 1995 and 1996, the Carver/Langston Food Program, while distributing over two thousand pounds of free food weekly observed that it only made a small dent in the total need and that regardless of how many truck loads of food were brought into the community to feed the needy, it was never enough. In 1997, with the help of grant funds obtained from non-profit philanthropic sources, the amount of food distributed was dramatically increased to 15 thousand pounds per month. With larger distributions the impact is substantial, however, the need still far outweighs the available supply.

As an ongoing priority to answer the needs of the community, CLC, Inc. seeks to establish a community wide initiative to reduce hunger, increase food nutrition, and provide savings on

food supplies for many of it's residents. With the introduction of new welfare legislation in the District of Columbia, it is anticipated that many residents will face increasing food and nutrition related problems. When not addressed, these are real barriers that foster stress, perpetuate frustration, breed sickness and significantly hamper individual attempts to achieve self sufficiency.

The residents of Carver Terrace and Langston Dwellings have expressed the need and desire for innovative food programs. CLC, Inc. encourages and supports developing a network of food programs that, collectively, will address and fulfill many of the identified needs and concerns faced in feeding our residents and stimulating community economic development. Our hope is to eliminate hunger as a barrier to obtaining self sufficiency and see to it that no person in our community is hungry and in need of food.

Existing and Planned Food programs: Planned = (Pl) or On-Going = (Og)

Program title	Langston	Carver
CACFB Food Pantry	(Og)	(Pl)
CACFB Super Pantry	(Pl)	(Pl)
Food Chain Perishable Foods Program	(Pl)	(Pl)
Gleaning program	(Og)	(Pl)
Farm Stand	(Pl)	(Pl)
After School Meals and snacks	(Og)	(Og)
Shut in meals	(Pl)	(Pl)
Soup Kitchen	(Pl)	(Pl)
Food Cooperative	(Pl)	(Pl)
Private business food salvage	(Og)	(Pl)
Neighborhood Owned Food Bank	(Pl)	(Pl)

The planned food program initiatives will require additional resources such as; A truck to facilitate the pick up and distribution of food items, a permanent location to serve as headquarters and operating facility, adequate equipment to handle and store the food items and, trained resident volunteers to operate the food programs. CLC, Inc. has the capacity to teach

and instruct community residents in food handling techniques. Utilizing local and external resources, the community hopes to develop a comprehensive food program that will show the positive relationship between diet and communication skills, substance abuse, income management, parenting and individual social or educational development. Research conducted by the Department of Education has long since recognized the negative effect that hunger, missed meals and lack of nutrition have on individual development. Lack of concentration and general inability to maintain a normal attention span are but a few of the resulting problems for many school children.

CLC, Inc.'s implementation of comprehensive food programs can remove barriers that impact significantly on the ability of its residents that are unemployed or on welfare to successfully reenter mainstream society while minimizing the stress and worry that often accompany the daily responsibility faced by heads of household in providing and planning meals for their families. Often, the uncertainty and apprehension of not being able, or knowing where you are going to get food or how to provide proper nutrition within the limited means available has led families to miss meals or produce poorly prepared meals and subsequently fall victim to sickness directly related to diet. Responsible family members may then face additional problems, such as, not getting to work, not participating in training programs or simply not making appointments that are required to obtain employment or maintain public assistance. CLC, Inc. continues its research and development efforts to identify and provide resources that will *fulfill food and nutritional needs* and *enhance economic development* for Carver and Langston...both of which are essential in achieving self-sufficiency and empowerment.

THE FOOD SECURITY CONCEPT IN P.L. 480

P.L. 480 has been modified over the years to reflect changes in U.S. foreign and domestic policy, the latest being in the Federal Agriculture Improvement and Reform (FAIR) Act of 1996. The FAIR Act re-asserted the U.S. policy of using its agricultural productivity to enhance food security in the developing world.

"Food security exists when all peoples at all times have physical and economic access to sufficient food to meet their dietary needs for a productive and healthy life. Food security has three dimensions:

AVAILABILITY of sufficient quantities of food of appropriate quality, supplied through domestic production or imports

ACCESS by households and individuals to adequate resources to acquire appropriate foods for a nutritious diet

UTILIZATION of food through adequate diet, water, sanitation, and health care."

(Source: The U.S. Position Paper Prepared for the World Food Summit, July 1996)

DEFINING FOOD SECURITY

"Food security," as defined in the *U.S. Position Paper for the World Food Summit* (November 1996), has been accepted by most nations. It encompasses the three dimensions of access, availability and utilization of food for all, that are necessary to achieve food security. There is a recognition that nations must provide the social and economic conditions to enable their citizens to produce food and/or earn sufficient money to buy food to meet their needs, and the Declaration from the World Food Summit includes seven agreed upon commitments "to reinforce national actions to implement sustainable food security policies."

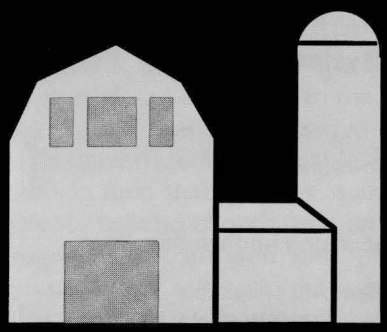
Linking food aid to food security and nutrition is critical. The "food security" concept now serves as a planning tool and framework for the conceptualization and design of food-aid programs and projects and for measuring their "people-level" impact. While there remains to be accomplished a great deal in terms of wedding all food-aid practitioners to the overall goals, objectives, focus, and strategy of U.S. food aid to promote food security, enormous strides have been taken. Significant progress has been made in the past several years to facilitate the use of food security as a framework for food aid programming, monitoring, evaluation and impact measurement; and in enhancing the management and monitoring capability of the cooperating sponsors and USAID.

"Food security" has gone through a number of iterations.

In the 1990 Farm Bill, it was defined simply as "access by all people at all times to sufficient food and nutrition for a healthy and productive life."

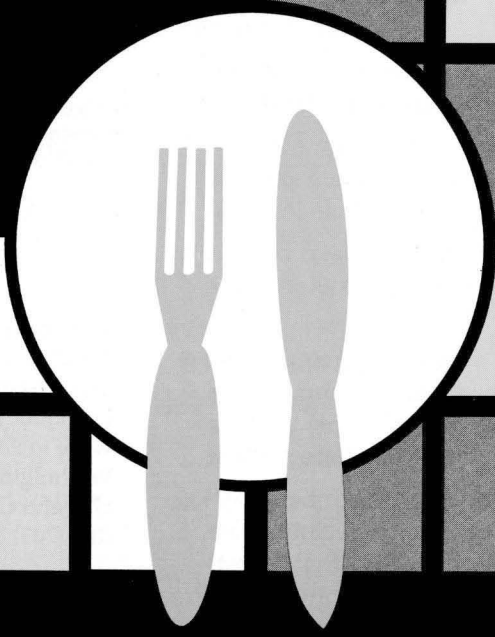
That definition was expanded by USAID in 1992 in PD-19; in its Food Aid and Food Security Policy Paper, 1995; and further refined in the U.S. Position Paper for the World Food Summit, November 1996

Economic Research Service
United States Department of Agriculture



Estimating and Addressing America's Food Losses

*A special advance article from **FoodReview** magazine*



Food Losses Occur Throughout the Food System

Some food losses occur at the farm and farm-to-retail level...

Farm and post-harvest

- Preharvest losses due to severe weather, disease, and predation.
- Harvest losses attributed to mechnization, production practices, and decisions.
- Storage, insects, mold, deterioration, shrinkage, and spoilage.

Processing and wholesaling

- Removal of inedible portions—bones, blood, peels, pits, etc.
- Discard of substandard products (bruised fruit, etc.)
- Shrinkage in storage
- Poor handling or package failure
- Transportation losses

ERS estimates only losses by retailers, consumers, foodservice[1]...

Retail

- 5.4 billion pounds of food were lost at the retail level in 1995.
- Retail losses were less than 2 percent of edible food supplies.
- Dairy products and fresh fruits and vegetables accounted for half of retail losses.

Consumer and foodservice

- 91 billion pounds of food were lost by consumers and foodservice in 1995.
- Foodservice and consumer losses accounted for 26 percent of edible food supplies.
- Fresh fruits and vegetables accounted for nearly 20 percent of consumer and foodservice losses.

[1] Foodservice and consumer losses include storage, preparation, and plate waste at the household and foodservice levels.
Source: Economic Research Service, U.S. Department of Agriculture.

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Estimating and Addressing America's Food Losses

Linda Scott Kantor, Kathryn Lipton, Alden Manchester, and Victor Oliveira

The U.S. food supply is the most varied and abundant in the world. Americans spend a smaller share of their disposable income on food than citizens of any other country and choose from an average of 50,000 different food products on a typical outing to the supermarket. In 1994, the food supply provided an estimated 3,800 calories per person per day, enough to supply every American with more than one and a half times their average daily energy needs. Given this abundance, few of the Nation's resources have traditionally been devoted to measuring or reducing food waste.

In recent years, growing concern about hunger, resource conservation, and the environmental and economic costs associated with food waste have raised public awareness of food loss. This in turn has accelerated public and private efforts to make better use of available food supplies by recovering safe and nutritious food that would otherwise be wasted.

Of course, not all food that is lost is suitable for consumption (fig. 1). Some losses—like the condemnation of diseased animals at the slaughtering house, or the discard of moldy fruit from the produce shelf at the supermarket—are necessary to ensure the safety and wholesomeness of the U.S. food supply. Such foods are not recoverable for human use.

Likewise, plate scraps are appropriately discarded at eating establishments out of health considerations. In addition, not all food that is lost is economically recoverable. Food recovery efforts are often limited by financial and logistical constraints that make it difficult to match recovered food with potential recipients.

Nevertheless, large quantities of wholesome, edible food, are lost at every stage of the marketing system. Examples of such losses include meats, bread, and other foods prepared by a restaurant or caterer but never served and the discard of blemished or overripe produce, which may be unmarketable for cosmetic reasons, but are otherwise nutritious and safe.

Even a modest increase in the recovery of such wholesome foods could reduce hunger by supplementing existing food-assistance efforts; provide tax savings to farmers, supermarkets, and foodservice establishments that donate food; and lessen the environmental impacts of waste disposal. Understanding where and how much food is lost is an important step in reducing waste and increasing the efficiency of food recovery efforts.

USDA's Economic Research Service (ERS) recently undertook a review of the current data on food waste and built on this knowledge to generate new estimates of food loss by food retailers (supermarkets, convenience stores, and other retail outlets), and consumers and foodservice establishments (storage, preparation, and plate waste in households and foodservice establishments). These losses were estimated by applying known waste factors, gathered from published studies and discussions with commodity experts, to the amount of edible food available for human

Figure 1
While Some Food Is Recoverable, Some Is Not

Not recoverable for human consumption

- Livestock condemned at slaughter because of disease.
- Diseased or otherwise unsafe produce.
- Spoiled perishable food, including meat, dairy, and prepared items.
- Plate waste from foodservice establishments.
- Losses of edible portions associated with processing, such as skin and fat from meat and poultry, and peels from produce.

Recoverable for human consumption

- Edible crops remaining in farmers' fields after harvest.
- Produce rejected because of market "cosmetics" (blemishes, misshapen, etc.)
- Unsold fresh produce from wholesalers and farmers' markets.
- Surplus perishable food from restaurants, cafeterias, caterers, grocery stores, and other foodservice establishments.
- Packaged foods from grocery stores, including overstocked items, dented cans, and seasonal items.

The authors are agricultural economists with the Economic Research Service, USDA. Kantor and Oliveira are with the Food and Consumer Economics Division, Lipton is with the Office of the Administrator, and Manchester is with the Commercial Agriculture Division.

consumption in the United States. However, losses of nonedible food parts such as bones, pits, seeds, and peels, were excluded (see box about measuring food loss).

According to the new ERS estimates, about 96 billion pounds of food, or 27 percent of the 356 billion pounds of the edible food available for human consumption in the United States, were lost to human use at these three marketing stages in 1995 (fig. 2). Fresh fruits and vegetables, fluid milk, grain products, and sweeteners (mostly sugar and high-fructose corn syrup) accounted for two-thirds of these losses (fig. 3).

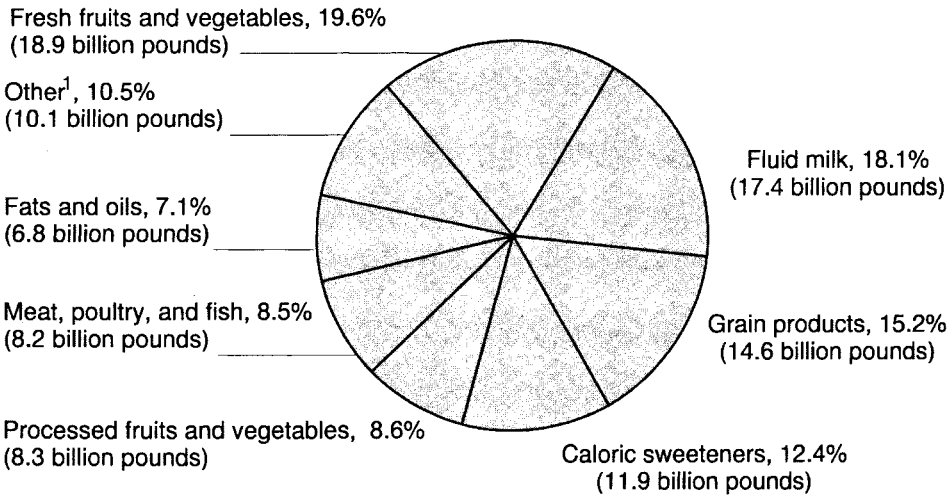
ERS does not know the share of these losses that are recoverable. However, we can get an idea of the significance of loss by calculating the potential benefit of recovery. On average, each American consumes about 3 pounds of food each day. If even 5 percent of the 96 billion pounds were recovered, that quantity would represent the equivalent of a day's food for each of 4 million people. Recovery rates of 10 percent and 25 percent would provide enough food for the equivalent of 8 million and 20 million people, respectively.

The loss estimates presented here are tentative and are intended to serve as a starting point for additional research. Many of the studies on which these estimates are based date from the mid-1970's or before. Dramatic changes have occurred in the food marketing system since then, including innovations in food processing technology and unprecedented growth in the foodservice sector. While we made crude adjustments for these changes in our analysis, additional research—especially updated data on foodservice, processing, and household food losses—is needed to add precision to these estimates and to provide a more complete picture of food loss across the entire marketing system.

Food Losses Begin on the Farm...

Food losses begin on the farm even before a commodity moves into the marketing system. Although ERS was not able to quantify food losses that occur on the farm or between the farm and retail levels, anecdotal evidence suggests that such losses can be significant for some commodities.

Figure 2
More Than 96 Billion Pounds of Edible Food Was Lost by Retailers, Foodservice, and Consumers in 1995



[1] Includes eggs, peanuts, tree nuts, dry beans, peas, and lentils, and dairy products other than fluid milk.
Source: Economic Research Service, U.S. Department of Agriculture.

Periodic preharvest losses occur, for example, because of severe weather, such as droughts and floods, or pest infestations. For example, each year an average 7 percent of U.S. planted acreage was not harvested during 1994-96. Freezes that periodically damage Florida's citrus crop and natural disasters like Hurricane Fran, which destroyed agricultural crops in North Carolina in the fall of 1996, are examples of causes of such losses. Most of these commodities are not recoverable for human use.

On the other hand, many harvesting losses, especially losses of commodities like fruits and vegetables, are often well-suited for recovery efforts. Economic factors, which affect producers' willingness to bring their product to market, are the most common source of such losses.

For example, minimum quality standards for fresh produce set by State and Federal marketing orders, bumper crops that reduce commodity prices, and consumer demand for blemish-free produce often result in the removal of safe and edible produce from the food marketing system. With such requirements in mind, fruit and vegetable producers often harvest selectively, leaving small, misshapen, or otherwise blemished produce in the field, since these commodities would likely be discarded in the packing shed or processing plant.

Harvesting losses can also be attributed to technological factors, such as increased mechanization, equipment malfunction, and new management practices. Commodities can be lost because mechanized harvesters cannot retrieve the entire item or because the machines are unable to discriminate between immature and ripe products. However, these losses are often viewed as an acceptable tradeoff between field efficiency (lower production costs and faster operation) and increased yields.

Many farmers mitigate harvesting losses by using leftover crops as fertilizer or animal feed. Harvesting losses are also reduced through

gleaning efforts, in which volunteers collect leftover crops from farmers' fields where it is not economically profitable to harvest a crop or after a field has been mechanically harvested.

...And Continue Into Processing and Marketing

Food is subject to additional loss as it leaves the farm and enters the food marketing system.

Some loss occurs in storage, due to insect infestations or mold, deterioration, or improper transportation and handling. Produce, dairy, meat, and other fresh items are subject to shrinkage (loss in weight or volume) due to inadequate packaging or simply the passage of time. Also, fresh foods stored or transported at improper temperatures can deteriorate, wilt, or suffer bacterial degradation or microbial growth. Frequent handling by food processors, brokers, and wholesalers can lead to additional losses. According to published studies, a typical food product is handled an average of 33 times before it is ever touched by a consumer in the supermarket.

Food-safety regulations also divert some product from the human food chain. According to USDA's Food Safety and Inspection Service (FSIS), 0.2 percent of hogs, 1.7 percent of calves, and 0.4 percent of chickens and turkeys were "condemned" or otherwise rejected at slaughter in 1993 and could not be used for human food. After slaughter, some meat is trimmed away because of bruises and other defects. In addition, some viscera, especially livers,

Measuring Food Loss: About the Estimates and the Data

Food is lost at every stage of the U.S. marketing system. However, due to the enormous size and diversity of the American food industry, few studies estimate aggregate marketing losses across the entire food sector. Typically, researchers report food losses as a percentage of food servings, household food stocks, or retail inventories at specific points in the marketing system, such as fresh fruit and vegetable losses in supermarket produce departments, household plate waste, or preparation and storage losses in foodservice operations.

In this study, food loss was estimated by applying these loss factors, gleaned from published studies and discussions with commodity experts, to the amount of food available for human consumption in the United States in 1995. Losses at the retail, foodservice, and consumer level were estimated for 260 individual foods, which were aggregated into the food groups listed in table 1. However, preharvest, on-the-farm, and farm-to-retail losses were not measured.

The amount of food available for human consumption was obtained from national food supply and utilization data, collected and published annually by USDA's Economic Research Service (ERS). These data measure flows from production to end uses of several hundred commodities. ERS commodity specialists construct supply and utilization data sets from a wide variety of sources within the Government and food industry. Food available for consumption is calculated as the difference between available commodity supplies (the sum of production, beginning stocks, and imports) and other uses (seed, feed, and industrial consumption, and exports). These components are either directly measurable or estimated by Government agencies using sampling and statistical techniques.

In this study, the amount of food available for consumption was estimated by adjusting these food supply estimates for the removal of nonedible food parts—peels, skins, bones, pits, and seeds. These adjustments were based on ERS conversion factors that account for processing, trimming, and other weight reductions that occur as raw agricultural commodities are made into semiprocessed and final food products available for consumption at the retail, household, and foodservice levels. These reductions ranged from 5 percent for fresh fruit to more than 30 percent for meat, poultry, and processed vegetables.

Limitations inherent in the food supply data suggest that the loss estimates for the consumer, retail, and foodservice sectors presented in table 1 understate total losses for most agricultural commodities. For example, the food supply data for dairy products measure the consumption of manufactured foods, such as ice cream, skim milk, and mozzarella cheese. As a result, the loss estimate for this group includes only the share of processed dairy foods lost to human use. It does not include the loss of raw milk that occurs earlier in the marketing system as the milk is shipped from the farm to the processing plant and used in manufacturing.

Also, estimates of retail, foodservice, and consumer food losses are likely understated due to limitations in the published studies on which these estimates were based. Food loss, particularly at the consumer level, is by nature difficult to measure accurately. Participants in household surveys on food waste, for example, tend to be highly "reactive"—changing their behavior during the survey period out of reluctance to acknowledge how much food they typically discard. Also, archeological examinations of household garbage may underestimate losses due to some food being fed to pets or being discarded in drains and garbage disposals. In addition, only a very limited number of studies, most of them conducted in school and university cafeterias, have successfully measured plate waste at the institutional and foodservice levels.

are condemned due to safety concerns. Although some of these losses may be preventable through improved farm management and marketing practices, once food becomes spoiled, it is no longer available for human use.

Food losses also occur when raw agricultural commodities are made into final food products. Some of these losses, like removing edible skins from fresh produce, are a normal and necessary part of food processing. For example, about 20 percent of the weight of a fresh apple is lost when it is processed into applesauce. Other processing losses, such as the removal of skin and trimming of fat from meat and poultry, are due to consumer demand for more healthful food choices. Still others, like the increased trimming associated with precut produce, are the result of increased demand for convenience foods from consumers and the foodservice industry.

Although such losses are usually not suitable for direct human consumption, they are often diverted for use in animal feed or as ingredients in other food products. For instance, fresh potatoes lose about half of their weight when they are processed into frozen french fries. Although this appears to represent a "loss" of edible fresh potatoes, most of the "loss" is actually recovered and used by processors for other potato products, such as dehydrated potato flakes and potato starch; and potato skins are often sold to renderers for animal feed.

Dairy Products and Fresh Produce Account for Largest Share of Retail Food Losses

An estimated 5.4 billion pounds of food, less than 2 percent of edible food supplies, was discarded at the retail level in 1995 (table 1). Nearly half of these retail losses came from

Table 1
Large Food Losses Occurred at the Retail, Foodservice, and Consumer Levels in 1995

Commodity	Edible food supply[1/]	Losses from edible food supply: Retail food loss		Foodservice and consumer food loss		Total retail, foodservice, and consumer food loss	
	Million pounds	*Million pounds*	*Percent*	*Million pounds*	*Percent*	*Million pounds*	*Percent*
Grain products	45,606	912	2	13,682	30	14,594	32
Fruit	48,338	707	2	10,609	23	11,316	23
Fresh	22,389	448	2	6,717	30	7,165	32
Processed	25,949	259	1	3,892	15	4,152	16
Vegetables	63,077	999	2	14,947	24	15,946	25
Fresh	36,830	737	2	11,049	30	11,786	32
Processed	26,247	262	1	3,898	15	4,160	16
Dairy products	76,276	1,525	2	22,883	30	24,408	32
Fluid milk	54,474	1,089	2	16,342	30	17,431	32
Other dairy products	21,802	436	2	6,541	30	6,977	32
Meat, poultry, and fish	51,466	515	1	7,720	15	8,235	16
Red meat	30,350	303	1	4,552	15	4,856	16
Poultry	17,108	171	1	2,566	15	2,737	16
Fish and seafood	4,008	40	1	601	15	641	16
Eggs	7,918	158	2	2,328	29	2,486	31
Dry beans, peas, and lentils	2,263	23	1	336	15	359	16
Tree nuts and peanuts	1,861	19	1	276	15	295	16
Caloric sweeteners	38,827	388	1	11,473	30	11,861	31
Fats and oils	20,250	203	1	6,564	32	6,767	33
Total[2/]	355,883	5,449	2	90,818	26	96,266	27

Notes: [1/] Excludes nonedible food parts such as bones, hides, peels, skins, pits, cores, and seeds. [2/] Totals may not add due to rounding.
Source: Economic Research Service, U.S. Department of Agriculture.

fluid milk and other dairy products and fresh fruits and vegetables. These findings are consistent with published studies on supermarket discard, which show that fresh produce, dairy products, and other perishable items make up the largest share of retail food losses. Overstocking, overtrimming, improper stock rotation, and post-holiday discard of seasonal items like Halloween cookies are the main reasons that retailers discard food.

Another important component of food loss is stock removed from retail shelves because it has reached its "sell-by" date. Such losses chiefly apply to fresh perishable items such as dairy and bakery products. A rise in the number of instore bakeries and freshly prepared specialty and deli items may mean that supermarkets are managing larger quantities of highly perishable food products with shelf lives as short as a few days. Some of these items, such as day-old bread and expired dairy products, are safe to eat for a short time and are potentially recoverable.

Canned fruits and vegetables, breakfast cereals, pasta, and other nonperishable food products get discarded because of crushed, dented, or otherwise damaged packaging, and expired shelf dates. For example, losses of processed fruit and vegetables, including fruit juices (on a fresh-fruit equivalent basis), were estimated at 521 million pounds, or almost 10 percent of total retail food losses in 1995. Most of these losses occur in inventory control, storage, and handling.

High failure rates for new food products may have increased retail food losses in recent years as the number of new product introductions has risen. More than 16,000 new food products—including new sizes, packaging, flavors, and brands of existing products—were placed on U.S. grocery store shelves in 1995, more than double the fewer than 8,000 introduced in 1988. Although ERS does not know the success rate for such products, industry experts estimate that more than 90 percent of new food products are removed from the market.

Food recovery programs, which collect such damaged or unmarketable products from food retailers and distribute them to charitable food organizations, can convert these safe but otherwise "unsaleable" items into consumable food and provide a tax benefit to food retailers who donate their products.

Plate Waste Contributes to Large Losses

From foods forgotten and spoiled in the refrigerator to the uneaten vegetables tossed in the garbage, consumer and foodservice food waste is the single largest source of food loss in the marketing chain. Estimated at 91 billion pounds, this food loss accounted for 26 percent of the edible food available for human consumption in 1995. Fresh fruits and vegetables accounted for 19 percent of consumer and foodservice food losses, with an estimated 18 billion pounds discarded annually. An additional 16 billion pounds of fluid milk—the equivalent of one-third of an 8-ounce glass per person per day—and 14 billion pounds of grain products were also lost. Together these foods accounted for more than half of total estimated consumer and foodservice food losses in 1995, partially reflecting their relative importance in the diet when consumption is measured by the weight of food.

Common sources of foodservice food losses include overpreparation of menu items, expanded menu choices (which can make management of food inventories more difficult), and unexpected fluctuations in food sales due to sudden changes in the weather or other factors beyond the control of foodservice operators. In addition, consumer plate loss may be on the rise at restaurants and other eating places due to a growing trend toward the "upsizing" of food portions.

Unless consumers take home uneaten portions for later consumption, restaurants must discard such plate leftovers for health considerations, meaning that increasing amounts of food may be going to waste.

Household food losses occur because of overpreparation, preparation discard, plate waste, cooking losses, spoiled leftovers, and breakage, spillage, and package failure, either in the home or en route from the point of purchase. A variety of factors, including household size, income, and food-safety concerns, influence the type and quantity of foods lost at this level.

Archeological examinations of household garbage by researchers at the University of Arizona's Garbage Project revealed that household waste is generally lower for frequently purchased staple items like bread, milk, and cereal than for less frequently used specialty products such as sour cream, hot dog buns, or items bought on impulse. They also concluded that large quantities of single food items, entire heads of lettuce, half-eaten boxes of crackers, and sprouted potatoes—rather than plate scraps—account for the largest share of household food loss.

A 1987 study by the University of Oregon, which examined the reasons that households discard food, suggests that consumer education may play an important role in reducing consumer food loss. In the case of perishable food, knowledge of, or misconceptions about, food safety were the single most important determinants of household food discard. The study indicated that many main meal planners confused quality defects with edibility and were unable to accurately assess whether a food was safe to eat. Such assessments were particularly difficult for consumers under the age of 35. All households had difficulty interpreting package dating information, such as "sell-by" dates or expiration codes.

Looking for Solutions: Food Recovery, Recycling, and Education

Many public and private assistance groups, food retailers, food manufacturers, policymakers, and consumers have looked for ways to prevent food

losses, recover lost food, and reduce solid waste. These efforts reach into every corner of the food marketing system. They include food recovery projects to feed the hungry, recycling projects to conserve resources and reduce waste disposal costs, and educational campaigns and economic incentives to prevent food loss.

Food Recovery Efforts Feed the Hungry

Despite the abundance of food in the United States, hunger is a reality for some Americans with limited financial resources. In 1995, 36.4 million people in this country were living in poverty (annual income of less than $15,569 for a family of four). According to USDA food consumption data for the early 1990's, almost 12 percent of U.S. households with annual incomes below the poverty line reported that they sometimes or often did not get enough to eat. USDA spent almost $38 billion providing food assistance to an estimated 45 million people—about 1 in every 6 Americans—at some time during 1996. In addition, an estimated 150,000 nonprofit organizations, including food banks and neighborhood charity outlets, provided more than 10 percent of the U.S. population with a portion of their nutritional needs. However, even with the extensive network of Federal and private food-assistance programs, almost 20 percent of requests for emergency food assistance went unmet in 1995, according to the U.S. Conference of Mayors.

Thus, other sources of food must be utilized.

The term food "recovery" refers to the collection, or recovery, of wholesome food from farmers' fields, retail stores, or foodservice establishments for distribution to the poor and hungry. Food recovery programs operate across the United States and target many different levels of the food marketing system (see box on food recovery efforts). A few are large operations with offices in many States, but most are small local programs that depend largely on the efforts of volunteers from the surrounding community.

A Citizen's Guide to Food Recovery, recently published by USDA, classifies these efforts into four major types:

Field gleaning—the collection of crops from farmers' fields that have already been mechanically harvested or on fields where it is not economically profitable to harvest;

Perishable food rescue or salvage—the collection of perishable produce from wholesale and retail sources such as supermarkets;

Food rescue—the collection of prepared foods from the foodservice industry, including restaurants, hotels, and caterers; and

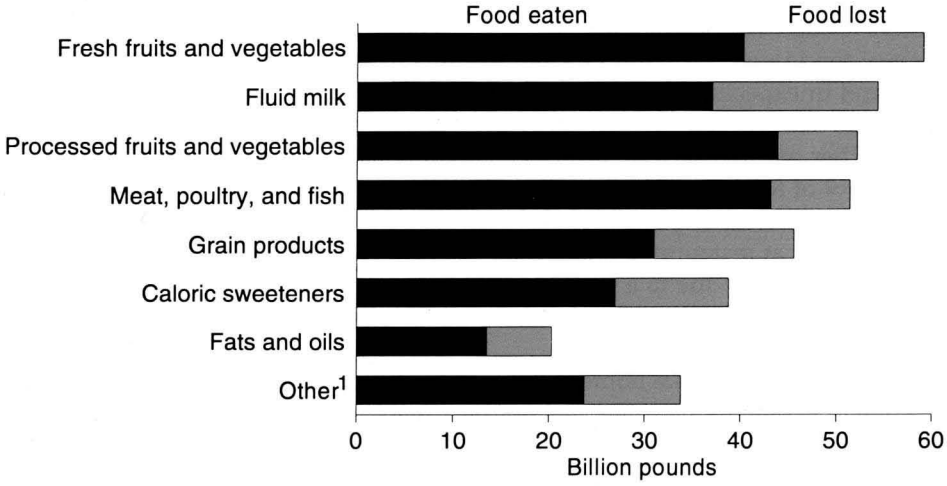
Nonperishable food collection—the collection of processed foods with longer shelf lives.

Once surplus food has been "recovered" or prevented from going to waste, volunteers pick up and deliver the food to groups that serve the needy, either directly through neighborhood charitable organizations, such as food pantries and soup kitchens, or indirectly through food banks. In addition to providing additional quantities of food to hungry people, food recovery efforts can also provide food banks with the ability to offer clients more variety and nutrients in their diets by adding fiber-rich fresh fruits and vegetables and grain products to the typical offerings of nonperishable canned and boxed goods.

Food recovery also has benefits that extend beyond providing food to the needy. For example, the additional food supplied by recovery programs allows agencies that serve the disadvantaged to reallocate money to other needed services, money that they would have otherwise spent on food.

These efforts also provide clean fields and tax savings for farmers who donate unharvested crops and reduce waste-removal fees for supermarkets and foodservice establishments. For example, if 5 percent of retail, foodservice, and consumer food losses in 1995 were recovered rather than discarded as solid waste, about $50 million dollars annually could be saved in solid waste disposal costs for landfills alone. If 10 percent of food losses were recovered, savings for landfill disposal costs would be about $90 million. These savings would increase to $200

Figure 3
Food Losses Vary by Commodity--Largest Losses Were in the Fresh Fruits and Vegetables, Fluid Milk, and Grain Products Sectors in 1995



[1]Other includes eggs, peanuts, tree nuts, dry beans, peas, and lentils, and dairy products other than fluid milk.

Source: Economic Research Service, U.S. Department of Agriculture.

million with a 25-percent recovery rate.

In addition, large amounts of labor, energy, and other inputs are dedicated to producing food. For example, ERS estimated total U.S. farm production expenses—including seed, fertilizer, and other inputs, and labor, machinery, and other operating expenditures—to be $180 billion in 1995. Food recovery and other loss reduction programs can make more efficient use of these resources by reducing the amount of food that goes to waste.

Food recovery, however, is not without cost. Recovery operations face a number of logistical and financial obstacles in the course of turning "lost" food into food suitable for consumption. At times, these obstacles are quite formidable. They include locating food donors and making them aware of organizations that channel donated food to the needy; obtaining financial resources for transporting, storing, and packaging donated foods; securing labor, whether paid or volunteer; and training those workers in safe food handling and preparation methods. Second Harvest, the Nation's largest domestic charitable hunger relief organization, spends more than $5 million annually transporting food from fields, restaurants, and supermarkets to local food banks that serve the needy.

Until recently, many potential food donors were reluctant to participate in food recovery efforts because they feared legal liability if someone were to become ill from eating their donated foods. The Bill Emerson Good Samaritan Food Donation Act, passed by Congress and signed into law by President Clinton in 1996, promotes food recovery by limiting the liability of food donors to instances of gross negligence or intentional misconduct. It also establishes basic nationwide uniform definitions pertaining to the donation and distribution of nutritious foods, which will ensure that donated foods meet all quality and labeling standards of Federal, State, and local laws and regulations.

Food Waste Recycling and Byproduct Use

Technological advances in food processing and food byproduct development can reduce food loss. For example, many food parts that would have been discarded by food processors 10 years ago are finding new value in industrial raw materials or in other food products. These products include livestock feeds, biodiesel (a fuel made from vegetable oils and animal fats), adhesives and solvents derived from citrus oils, pharmaceutical products made from cow's and goat's milk, and juice products and vinegar made from apple peels.

The large volume of shells from raw eggs processed into liquid egg products, for instance, can be used as a source of calcium in poultry feed or as fertilizer. Eggs taken out of their shells by processing machines may also mean lower rates of processing loss, since up to 30 percent of the egg white can stay with the shell when shells from raw eggs are removed manually. Similarly, the introduction of frozen concentrated orange juice has reduced marketing losses for fresh fruit by enabling processors to use bruised or blemished fruit for juice and the nonjuice portions for cattle feed.

Current research on alternative uses for recycled food waste is focusing on animal feed and compost. For example, research is being conducted on the efficient extraction of food waste materials, known as wash water solids, from dairy processing plants. Extraction of these solids reduces waste disposal fees and results in additional income for dairy processors who sell the recovered material for animal feed.

Food waste can also be blended with other organic compounds, such as newspaper, and composted. The resulting organic material could be developed into a soil-conditioning product. Research is also being conducted on converting food waste into a biodegradable film similar to that used for plastic trash bags. The goal is to develop an organic film that would decompose rapidly and could be used in lawn waste composting operations.

Consumer Education and Economic Incentives

While food recovery and recycling technologies may help to utilize food that would otherwise be discarded, programs designed to prevent food loss in the first place may be particularly useful in reducing consumer and foodservice food losses. A number of programs are currently being implemented.

According to *The Wall Street Journal*, economic incentives are largely behind the Boston Market restaurant chain's recent adoption of a computer program that monitors food inventories. As menu items are sold and entered into the cash register, the program converts these items, such as cole slaw or mashed potatoes, into raw ingredients. At the end of each day, food inventories that remain in the kitchen are weighed and entered into the computer where they are compared with estimated food uses based on product sales. The difference between used and remaining inventories provides an instant estimate of preparation and storage losses. Since initiating the program, the chain's self-reported food loss has declined from 5 percent to 1 percent of food inventories.

Some local communities are successfully reducing food and other waste by requiring households and businesses to pay for solid waste disposal based on the amount of trash that they generate, usually by charging higher fees for each additional trash container used. According to the U.S. Environmental Protection Agency (EPA), there are currently more than 2,000 such programs in place nationwide, with average reductions in household solid waste of 25 to 45 percent. A 1994 study conducted for the EPA reported that food accounted for about 8.5 percent of municipal solid waste collected from households and businesses.

Education programs that help consumers change their food discard behavior may also be effective in preventing food loss. For instance, educational programs that help meal planners determine appropriate portion sizes and distinguish between spoiled and safe food can help consumers reduce plate waste and better utilize leftovers. Improved meal planning and purchasing skills—including information that helps consumers understand the meaning of manufacturers' expiration codes, and "use-by" and "sell-by" dates—can reduce the discard of food items.

Government-sponsored initiatives, such as USDA's publication of *A Citizen's Guide to Food Recovery*, along with local efforts to train food recovery volunteers in the safe handling and preparation of rescued food, can increase the safety and efficiency of food recovery efforts. Recent legislation that reduces the liability of food donors has increased the amount of food recovered to feed the needy. Educational programs that increase the awareness of food loss by manufacturers, retailers, and consumers may reduce the amount of food loss and in turn the environmental and economic costs of waste disposal.

Over the long run, the reduction and recovery of uneaten food in the United States is a complex undertaking requiring the involvement of public and private institutions, as well as consumers. Efforts to reduce or prevent food loss must be balanced against the cost of conserving and recovering food. However, successful food recovery programs can provide many benefits to society which can offset a portion of these costs. Among other things, food recovery programs can help to reduce hunger; provide tax savings to farmers, food manufacturers, retailers, foodservice operators, and others that donate food; conserve landfill space; and lessen the costs and environmental impact of solid waste disposal. While our estimates of food loss lack precision, they identify an important issue in the food system that deserves closer attention.

Food Recovery Efforts Reach Across Marketing System

A Citizen's Guide to Food Recovery—USDA has recently published *A Citizen's Guide to Food Recovery*, a resource guide on food recovery programs for businesses, community-based organizations, private citizens, and local governments. The *Guide* is designed to support food recovery by showing communities, individuals, and businesses how to support existing food recovery efforts or to begin new programs in their communities. The *Citizen's Guide* and other sources of information about gleaning and food rescue efforts, including most of those listed below, are available free of charge by calling toll-free 1-800-GLEAN-IT or through the Internet at http://www.usda.gov/fcs/glean.htm.

In addition to creating the *Citizen's Guide*, USDA has taken a wide variety of steps to promote citizen service related to food recovery and gleaning:

Food Recovery Roundtables—Secretary of Agriculture Dan Glickman has convened "round tables" around the country to bring together interested nonprofit groups, corporate leaders, social service agencies, and Government officials for collaborative action on food recovery.

AmeriCorps Summer of Gleaning—In the Summer of 1996, as one part of its AmeriCorps program, USDA sponsored a special AmeriCorps "Summer of Gleaning" program that implemented 22 food recovery projects in 20 States. The program was based on the so-called "volunteer generator" model, in which a handful of compensated AmeriCorps members recruit volunteers to help implement large-scale tasks. The 88 AmeriCorps members in the summer program recruited over 1,600 volunteers who helped pick, sort, deliver, and prepare recovered foods.

USDA National Hunger Clearinghouse—USDA has contracted with World Hunger Year, a national nonprofit organization, to develop the USDA National Hunger Clearinghouse. The Clearinghouse established a communications network and comprehensive database identifying all known organizations providing hunger- and poverty-related services, particularly organizations supporting food recovery efforts.

Food Safety Training for Food Recovery—USDA's Cooperative State Research, Education and Extension Service (CSREES), in conjunction with the Cooperative Extension System, is helping local hunger groups recover food safely. Nationwide outreach programs like Purdue University's Safe Food for the Hungry and S.T.R.E.T.C.H. (Safety, Training, Resources, and Education to Combat Hunger) teach food-assistance workers how to transport, store, and prepare food safely. They also show groups dedicated to feeding the hungry how to create nutritious meals from the most commonly donated foodstuffs and bulk supplies.

USDA's Food Safety and Inspection Service (FSIS) is working with the Chef and Child Foundation, the philanthropic arm of the American Culinary Federation, to expand food-safety training for people serving food to the needy at nonprofit feeding program sites, including soup kitchens and shelters.

National Collaboration of Youth —USDA signed a Memorandum of Understanding with NCY, an umbrella group for such youth organizations as the Boy and Girl Scouts, Big Brothers/Big Sisters, YMCA of America, and the Boys and Girls Clubs. The agreement specifies how the over 40 million members of NCY organizations will be encouraged to volunteer to recover food.

Federal Cafeterias, Schools, and Farmers' Markets—In conjunction with USDA efforts, the Washington cafeterias of the Department of Justice, the Department of Energy, and the Office of Personnel

Management are donating excess food to the DC Central Kitchen in Washington, DC. The DC Central Kitchen plans and distributes 3,000 meals per day, 7 days a week, to 95 charity outlets across the Washington metropolitan area. The Kitchen is in part staffed by homeless workers—48 per year—who receive 3 months of on-the-job training in food preparation and management from professional chefs who volunteer their skills.

USDA is also helping school districts in both the Washington, DC, and Wichita, KS, areas to involve students in community service activities related to fighting hunger and recovering food. USDA is also working with the nonprofit groups Rock & Wrap It Up! and FoodChain to help students recover food from the School Lunch Program, restaurants, and concerts.

In addition, USDA is helping to promote food recovery from farmers' markets nationwide, including markets held at Federal agencies.

Public Service Announcements—USDA worked with the Fox Television Network to air a plot-related public service announcement on the television show *Party of Five* that promoted food recovery and provided viewers with the 1-800-GLEAN-IT telephone number to obtain the *Citizen's Guide* and other information about gleaning and food rescue.

National Summit on Food Recovery—USDA, the Congressional Hunger Center, and the nonprofit groups Second Harvest and FoodChain will co-sponsor a National Summit on Food Recovery, which will be modeled on President Clinton's Summit on America's Future. The Summit will bring together leaders from State, county, and city governments, Indian tribes, nonprofit organizations, religious groups, large corporations, and small businesses. All attendees will be asked to make specific commitments to increase food recovery prior to the event.

National Week of Food Recovery—President Clinton will declare a National Week of Food Recovery, during which food recovery volunteer projects will occur nationally.

The Federal Government is not alone in its food recovery efforts. Foodservice operators, retailers, nonprofit organizations, and individual citizens are also involved.

FoodChain—FoodChain is the Nation's largest network of prepared and perishable food rescue programs. It opened its doors in 1992 with a staff of one. Today, 116 member programs and 22 associate programs participate in FoodChain, distributing nearly 100 million pounds of food to some 7,000 social service agencies each year.

Foodservice—Hundreds of nationwide and regional restaurant chains of various sizes, along with individual foodservice outlets, are channeling unsold food to local food recovery programs.

Second Harvest—Second Harvest, the largest domestic hunger relief organization, rescued 811.3 million pounds of food in 1995 from going to waste by soliciting donations of food and grocery products from the Nation's food industry.

Society of Saint Andrew (SoSA)—The SoSA Gleaning Network has recovered more than 200 million pounds of fresh fruits and vegetables since its founding in 1979, and distributed them to food pantries and soup kitchens across the United States.

"Unsaleable" Food Products—The food industry has developed a Joint Industry Task Force on Unsaleables to develop new strategies and incentives to improve the condition of dented, bruised, or otherwise damaged food products for food banks. These "unsaleables" are channeled through Product Reclamation Centers, which help retailers recover the food for organizations that assist the needy.

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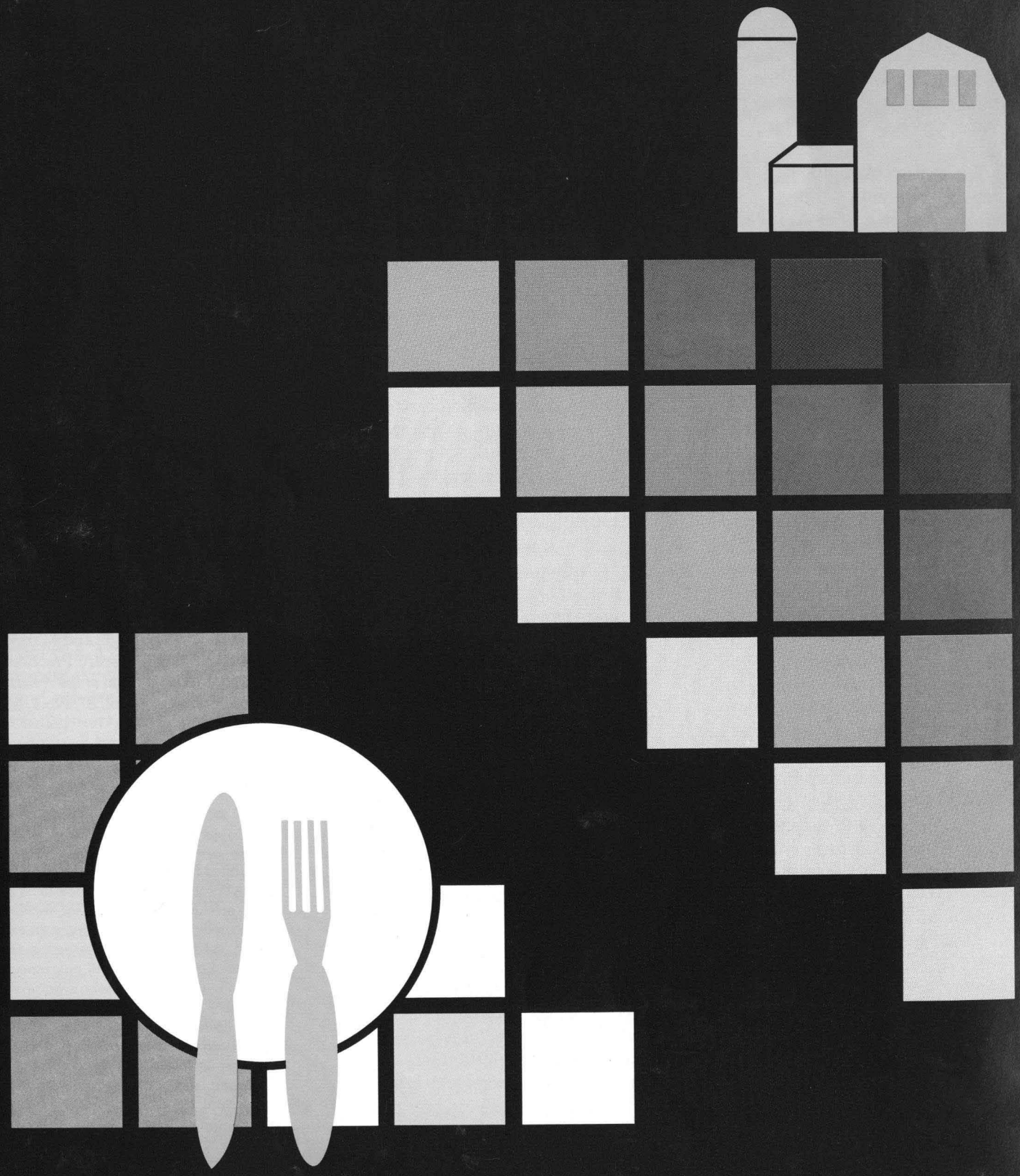
USDA United States Department of Agriculture

ERS Economic Research Service



D.C. Hunger Action strives to end hunger and achieve food security in Washington, D.C., through education, advocacy, and empowerment.

Where we come from— D.C. Hunger Action was founded in October 1984 when D.C.– based leaders in the world hunger movement expressed concern about the hunger they witnessed in their own backyard. In response, the World Hunger Education Services founded a project called D.C. Hunger Action. In 1990, DCHA left World Hunger Education Service and became a 501(c)(3) non-profit organization in its own right.

What we believe—We are committed to a vision of food security—the access, by all people, at all times, to enough nutritious, culturally acceptable food to lead a healthy, productive life. In this vision, access to food is recognized as a human right. Government, communities, and individuals share responsibility for developing and sustaining well-functioning community-based food production, distribution, and consumption systems, including a secure safety net.

What we do—Fulfilling this vision demands that we infuse our efforts with a systemic perspective, a focus on long-term solutions, a commitment to building community resources, and a dedication to individual and community empowerment. These principles guide our work, which we pursue through four program areas:

The Building Blocks program *seeks to improve children's readiness to learn by working with educators, parents, and students to raise participation in child nutrition programs where those programs already exist and by initiating such programs where they do not yet exist.*

The public policy program *advocates for social, economic, and environmental policies and practices that further the goals of community food security.*

The benefits access program *guides hungry people to the emergency food programs, public benefits, shelters, and self-help programs that offer first steps towards self-sufficiency.*

Community organizing efforts *help community residents, social service providers, and policy makers achieve food security on the neighborhood level.*

Where we are going—It is our experience that hunger is a result of an intricate set of political, economic, cultural, and personal factors, and that any long-term solution to hunger must address all of these factors. Because both the causes of and the solutions to hunger are so complex, D.C. Hunger Action embraces opportunities to collaborate with people and organizations of different backgrounds, ideologies, and approaches on activities that bring us closer to achieving food security.

Donations to D.C. Hunger Action are tax-exempt to the extent allowed by law.

Children are hungry in Washington, D.C.

About 11,000
low-income children
in the nation's capital
are hungry

•

An additional 13,500 children
are at risk of hunger

•

Sixty percent of low-income
families say they regularly
run out of money to buy food

•

Hungry children in D.C.
are nearly 13 times
more likely to experience
involuntary weight loss than low-
income children
who are not hungry

•

When asked how best
to relieve hunger, low-income
families ask for better jobs,
higher wages, affordable
housing, more education,
and cheaper food

Source: "In the Shadow of the Capitol: Childhood Hunger in Washington, D.C.," published by D.C. Hunger Action (1994)

D.C. Hunger Action
1317 G Street, N.W.
Washington, D.C. 20005
(202) 347-4441 (phone)
(202) 347-3256 (fax)

D.C. HUNGER ACTION

fighting hunger and poverty in Washington, D.C.

PLACE STAMP HERE

The Education Department
Capital Area Community Food Bank
645 Taylor Street, N.E.
Washington, D.C. 20017-2063

Foods & Skills is a program of the Capital Area Community Food Bank, a private, non-profit food distribution center founded in 1980 to provide nutritionally balanced meals for hungry people in the Washington Metropolitan area.

The Food Bank distributes donated and purchased food to soup kitchens, pantries, shelters and other certified charitable agencies, which provide this food to hungry people.

The Food Bank's Education Programs help the hungry to better use their resources. In addition to Foods & Skills, these programs include Hunger 101, Adopt-a Nutritionist, a Food Demonstration Program, and the CEED (*Community Educational Economic Development*) Youth Leadership Program. Lois Kauffman is Director of Education.

Capital Area Community Food Bank

FOODS & SKILLS

Helping People Help Themselves

An Education Program of the **Capital Area Community Food Bank**

"The person who is hungry cannot possibly learn new skills. Foods & Skills is unique because it addresses this fact. Some organizations only feed; some only teach skills. But you cannot separate the needs. If you are hungry you cannot learn."

Veronica Parke, Martha's Table

The Foods & Skills program teaches nutrition, cooking and other valuable skills to people with limited resources. The program is organized and run by a local food assistance agency and is funded by the Capital Area Community Food Bank.

Classes are held once a week for 8-10 weeks in 3-4 hour sessions. They are held at the sponsoring agencies, at churches, shelters, or other community locations.

Half of each weekly lesson is devoted to teaching the basics of nutrition, using the Food Guide Pyramid. Participants also learn how to prepare a healthful meal on a limited budget Each participant receives a bag of groceries containing the ingredients for that day's recipes, which enables them to recreate the meal at home based on the nutrition lesson.

The other half of the lesson teaches a life skill. This may include parenting, income management, first-aid, or resumé writing. The topics are selected based on the needs of the participants and the sponsoring organization's goals. The program concludes with a formal graduation and a certificate of participation.

Throughout the program, participants learn about the other services available to them throughout the community. Foods & Skills also fosters a network among the participants, encouraging them to rely on one another as the need arises.

Program Goals

Foods & Skills is designed to assist participants to:

- Learn nutrition
- Prepare nutritious food
- Learn to prepare new recipes
- Learn to eat nutritious snacks
- Read food labels
- Shop on a limited income
- Learn life skills such as parenting, home repair, and computer skills
- Learn self-sufficiency and self-esteem
- Create community
- Break the cycle of dependency

How is the program funded?

The Food Bank funds the Foods & Skills programs through mini-grants to the sponsoring agencies. The grants help pay for food, babysitting, transportation, speakers and other elements needed for the program.

Developing a successful program

The Food Bank is committed to helping member food assistance agencies and other community organizations develop a successful Foods & Skills program. We provide all the guidelines necessary to get a program started.

Although each sponsoring organization is in charge of its own program, the Food Bank can provide assistance in planning a curriculum, identifying speakers, and providing recipes and nutrition lessons.

Nutrition—Cooking Skills—Life Skills
The Ingredients for Success

The Foods & Skills program empowers people. Many program graduates no longer return to agencies for emergency assistance. Many obtain jobs. Others go on to get their GEDs and enroll in college. Some have returned to the program to teach.

As Heidi Kennedy, Nutrition Educator at the Arlington County Cooperative Extension Program said, "The weeks I spent in [the Foods & Skills program] empowered me with an unbelievable sense of self confidence. Today I help facilitate Foods & Skills programs for others. The program truly changed my life."

JOIN US!

If you are a food assistance provider, a youth group, a church group, or any organization that works with at-risk individuals, the people you serve can benefit from Foods & Skills.

The Foods & Skills program is also an opportunity for dedicated adults to help those at-risk.

Please contact me about:

☐ Setting up a program at my organization or agency.
☐ Assisting in developing a program.
☐ Teaching a session.

Name

Address

City/State Zip

Phone

Fax

Area of interest

I'd like to provide financial support:

☐ VISA ☐ Mastercard ☐ Check
☐ $250 ☐ $100 ☐ $35 ☐ Other _____

Name

Card Number Expiration Date

Signature

For more information please contact:

The Education Department
Capital Area Community Food Bank
645 Taylor Street, N.E.
Washington, D.C. 20017-2063
Phone: (202) 526-5344 ext. 226
Fax: (202) 529-1767

Carver/Langston Coalition, Inc..

Community Development Goals:

Establish

A "Holistic" Community Development Corporation, (CDC)

Aquire

An Asset Base

Set up

A "One Stop Shop" Holistic community Center

Implement

A comprehensive integrated job creation strategy

Address

Assessment, case management, social support services, technical and academic education, business skills training, personal and community economic development.

Empower

Disadvantaged, unemployed, low income, at risk, poor, homeless residents of the Carver Terrace and Langston Dwelling communities and in particular it's youth population.

Foster

Spiritual inspiration, increased self-esteem, economic self-sufficiency, family preservation, healthy life styles, collective activity, neighborhood revitalization, business development.

Decrease

Anti-social behavior, crime, teen pregnancy, substance abuses, poverty, unemployment, neighborhood decay, small business failures.

Involve

Neighborhood community-wide participation from the start and throughout the development of the CDC

Make a difference

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