

## APPENDIX

## BIBLIOGRAPHY

- Susan Amlung, Profits for Non-Profits: Myth or Reality?, Greater New York Fund/Interface, New York, 1985
- Dennis Clark and Merry Guben, Future Bread: How Retail Workers Ransomed Their Jobs and Lives with A Guide To Cooperative Ownership, O&O Investment Fund, Philadelphia, 1983.
- William Duncan, Looking At Income Generating Businesses for Small Nonprofit Organizations, Center for Community Change, Washington, D.C., 1982.
- Linda Gardner, Community Economic Development Strategies: Creating Successful Businesses, National Economic Development & Law Center, Berkeley, CA, 1983.
- Grantsmanship Center News, "Profit-Making by Nonprofits" Vol X, No 2, Issue 46, March/April 1982.
- Sylvia Lewis, "The Food Factor" Planning, December 1984.
- Henry Mestre, "Economic Development and Nonprofits" Economic Development & Law Center Report, May/August 1984.
- Lester Salamon and Alan Abramson, The Federal Budget and the Non-Profit Sector, Urban Institute, Washington, D.C., 1982.
- Mtangulizi Sanyika, "Self-Help Food Strategies: Back-To-Basics" Economic Development & Law Center, Fall 1982.
- Edward Skloot, "Should Not-for-Profits Go Into Business?" Harvard Business Review, Jan/Feb 1982.
- Stephanie Smith, "Venture Strategies in Social Services" Economic Development & Law Center Report, May/August 1984.
- Rick Surpin, Enterprise Development and Worker Ownership: A Strategy for Community Economic Development, Community Service Society-Center for Community Economic Development, New York, March 1984.
- Wim Wiewel and Jim Rickler, Business Spin-Offs: Planning the Organization of Business Activities: A Manual for Non-Profit Organizations, University of Illinois, Chicago, 1982.

Assessment: survey used for assessing existing soup kitchens

EMERGENCY FEEDING PROGRAM  
SURVEY

Code # \_\_\_\_\_

Interviewer: \_\_\_\_\_

Date: \_\_\_\_\_

A. General Information

Name of organization/group \_\_\_\_\_

Address \_\_\_\_\_ Boro \_\_\_\_\_ Zip \_\_\_\_\_

Telephone \_\_\_\_\_ Contact Person \_\_\_\_\_

Days open \_\_\_\_\_ Hours of Operation \_\_\_\_\_

Do you have a catchment area? \_\_\_\_\_ What is it? \_\_\_\_\_

When did your soup kitchen start? (month & year) \_\_\_\_\_

Why did it start? \_\_\_\_\_

How did it start? \_\_\_\_\_

Are you connected to a church? \_\_\_\_\_ synagogue? \_\_\_\_\_

Other? \_\_\_\_\_

Are you tax-exempt? \_\_\_\_\_

Do you have a Health Department licence? \_\_\_\_\_

Any other type of certification? \_\_\_\_\_

Do you have a board of directors? \_\_\_\_\_

Do you have bylaws? \_\_\_\_\_

B. Fund-raising

Are you funded? \_\_\_\_\_

If yes, do you receive money from: Foundations  
Churches  
Greater New York Fund  
Federal

Other sources (please describe) \_\_\_\_\_

How much do you receive? \_\_\_\_\_

What date will those funds end? \_\_\_\_\_

Do you have a fundraising committee? \_\_\_\_\_

If not, who does fundraising? \_\_\_\_\_

C. Food Service

Statistics:

Do you keep records of who you serve? \_\_\_\_\_

How many people do you serve at one sitting? \_\_\_\_\_

What time of the month/year are people mostly coming \_\_\_\_\_

How many people do you serve; yearly \_\_\_\_\_ Monthly \_\_\_\_\_ Daily \_\_\_\_\_

#families \_\_\_\_\_ #individuals \_\_\_\_\_

#children \_\_\_\_\_ #women \_\_\_\_\_ #men \_\_\_\_\_

Who comes to your soup kitchen? \_\_\_\_\_

Community residents \_\_\_\_\_ Residents outside community \_\_\_\_\_

Ethnic Breakdown \_\_\_\_\_

#Unemployed \_\_\_\_\_ #Public assistance \_\_\_\_\_

#other \_\_\_\_\_

Do you provide referrals and if so, what type? \_\_\_\_\_

Do you offer any other services? \_\_\_\_\_



How do people find out about your service? \_\_\_\_\_

List some of the reasons people come to your soup kitchen? \_\_\_\_\_

Food:

Do you serve breakfast \_\_\_\_\_ Lunch \_\_\_\_\_ Dinner? \_\_\_\_\_

Do you serve hot food? \_\_\_\_\_ Cold food? \_\_\_\_\_ both \_\_\_\_\_

What is your average menu? \_\_\_\_\_

Soup? \_\_\_\_\_ Sandwich? \_\_\_\_\_ Coffee/tea? \_\_\_\_\_

Dessert? \_\_\_\_\_ Stew? \_\_\_\_\_

Hot meal (meat, vegetables, potatoes, rice)? Please describe \_\_\_\_\_

Where do you get your food supply from? Donations

Purchase/wholesale

Purchase/neighborhood stores

Government surplus

Other \_\_\_\_\_

How much do you spend on food? per meal? \_\_\_\_\_ weekly

\_\_\_\_\_ monthly

How much do you spend on paper goods, forks, spoons? \_\_\_\_\_ weekly

\_\_\_\_\_ monthly

How much do you serve per oz., cup, etc.? \_\_\_\_\_

D. Staff

How many people work at the soup kitchen? \_\_\_\_\_

Volunteers \_\_\_\_\_ Paid staff \_\_\_\_\_

How many cooks? \_\_\_\_\_ Cooks helper's \_\_\_\_\_

People who serve food \_\_\_\_\_ Other \_\_\_\_\_

How do you recruit volunteers? \_\_\_\_\_

\_\_\_\_\_

Do you train them? \_\_\_\_\_ If so, please describe \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

E. Equipment

Kitchen: Stove \_\_\_\_\_ Household type \_\_\_\_\_ Commercial/restaurant type \_\_\_\_\_

\_\_\_\_\_

Oven; \_\_\_\_\_ Household type \_\_\_\_\_ Commercial type \_\_\_\_\_

Freezer; \_\_\_\_\_ Capacity \_\_\_\_\_ How many cubic feet? \_\_\_\_\_

Do you have dry storage space? \_\_\_\_\_ For how many days? \_\_\_\_\_

Describe storage space (shelves, pantry, size) \_\_\_\_\_

\_\_\_\_\_

How many tables do you have? \_\_\_\_\_ Chairs? \_\_\_\_\_

Do you have your own vehicle to transport food? \_\_\_\_\_

If yes, what kind and how big? \_\_\_\_\_

How often can you use your vehicle? \_\_\_\_\_

F. Needs

What are some of the problems you face? \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

What do you need the most? \_\_\_\_\_

Food? \_\_\_\_\_ What type? \_\_\_\_\_

Equipment? \_\_\_\_\_ What type? \_\_\_\_\_

What other resources/assistance do you need the most? \_\_\_\_\_

Would you be interested in exploring ways to generate income for your soup kitchen?

Do you work in coordination with other community groups, churches or coalition?

If not, would you be interested in belonging to a Hunter Coalition or Network?

Interviewers recommendation \_\_\_\_\_

Name: \_\_\_\_\_

funded in January 1985

## Community Cafeteria Project

### Purpose

The purpose of this project is to develop a model community cafeteria that will provide free meals to homeless and destitute families and individuals, and simultaneously offer inexpensive, nutritious meals to other residents of a low-income neighborhood.

The long-range aim is for the community cafeteria to become at least partially self-sufficient through income from the paid meals, which can be eaten on site or taken home, in order to support the on-going needs of the poor.

The cafeteria will be designed to be replicable in other communities with similar needs.

### Need

There is a growing need for soup kitchens and similar facilities to provide nutritious food and meals for the homeless and destitute. More and more soup kitchens have opened in New York City in the past three years, but many are constantly threatened with closing and must turn away the needy because they cannot meet the costs.

In addition to the need for more government funding for these projects, there should be some mechanisms developed to maximize the earning capacity or potential earning capacity of these same facilities.

Most soup kitchens now depend on private donations from individuals and/or church or foundations. These have not been enough for complete support. Government funding has been sporadic and inadequate. As a result, many operations cannot meet the real need in their communities.

In addition, most soup kitchens depend heavily on volunteers, and the pressure of the tasks on a day after day, month after month and year after year basis become insupportable. Soup kitchens need at least some basic staff that is paid and can be counted on in a regular way.

Poor communities are not monolithic. Low income areas include many families and individuals who work and have some resources on a regular basis, but little or no access to eating establishments that provide inexpensive, nutritious meals on site or to take home. This is a special problem for single, working parents.

Many families and individuals living in these same communities are just subsisting on public assistance, social security or other inadequate fixed income and sometimes need emergency food or meals. Some families and individuals living in these areas are homeless and/or destitute, and are regularly in need of free, nutritious meals.

There is a need for development of a facility that can respond to all these needs, and at the same time become independent of government and private funds, to the greatest extent possible.

## Evidence of Need

CFRC has been working with a number of communities and organizations to develop the concept of a community cafeteria. We have identified three areas in particular that have shown a great interest in the concept and are in great need.

Brooklyn - we have actually worked with groups in Bedford-Stuyvesant, East New York and Brownsville. The statistics for all three areas are similar. The following data is for Brownsville:

Population of 73,908 in the community district; two functioning soup kitchens that serve about 200-250 per day, 5 days a week; space is limited and there is the need for an additional location.

The area is seeing an increase in the number of homeless and destitute; 44.3% of the people live below the poverty level.

South Bronx - Community District 1 has 78,349 people, 46.6% living below poverty; Community District 2 has 34,307 people, 47.3% living in poverty. There is only one soup kitchen in the area, serving about 100 people daily.

Manhattan - Harlem/Manhattan Valley - of the 105,794 people living in district 10, 43,164 live below the poverty level.

## Program Plan

Community Food Resource Center has already identified available facilities and organizations with both the capacity and the interest to develop a community cafeteria in the three areas detailed above.

Brooklyn- Our Lady of Presentation Church in Brownsville is interested in the concept. Their soup kitchen has no space for expansion, but there is a new facility a short distance from the church, a new Section 8 housing project for the elderly, which will have a new kitchen and dining room that is not earmarked for use at this time. We are in negotiations with the Housing Authority for use of that facility.

In addition, two other areas in Brooklyn have great potential: East New York Training Center has a full kitchen and dining area, not currently in use, which could serve as a combination community cafeteria and training facility for food service. Siloam Church in Bedford Stuyvesant has a wonderful kitchen and dining facility which is located in a skills center, but could be expanded to great community use.

South Bronx - United Bronx Parents and Sports for the People, both located in the heart of the Hunts Point area at 156 Street and Prospect Avenue are interested in the community cafeteria concept. Both have facilities, existing kitchens and dining space. Either group has the capacity individually; both are interested in working together to make sure needs are met and services not duplicated.

All Soul's Church - In Manhattan Valley area, has a Health Department licensed facility, and has evinced great interest in the concept and in working with the local block associations and other neighborhood groups to develop a soup kitchen due to the dire need and lack of services in the area.

Essentially, all these options are possible. What has been lacking is funding to really develop one project as a model which can then be utilized in many areas.

In addition, all these locations offer other supportive services. Our Lady of Presentation has a full service social service unit available to participants; United Bronx Parents offers counseling and advocates for welfare, housing and education needs, operates a day care center and after school program, as well as adult education with GED and ESL classes. They also run a food pantry. All Soul's offers all these same services plus a tutorial and educational program for youth. Their food pantry is available to the needy in the community.

- 1/ Select organization and site. Selection process will include evaluation of capacity of the organization, support from surrounding community, availability of volunteers in the community, feasibility based on prior work.

Feasibility factors include availability of:

- a/ underutilized space
- b/ equipment and capacity of equipment
- c/ internal organizational capacity and support services
- d/ Health Department certification, licensing or potential for receiving such certification quickly; insurance and similar coverage
- e/ competent staff, either on staff or well-known to organization
- f/ financial/fiscal support and competence

- 2/ Hire coordinator and begin all work necessary to prepare site and acquire all necessary licensing and certification.

Meet with food service specialists and consultants to develop complete food service plans, job descriptions, menus, cost analysis, etc.

- 3/ Begin outreach and marketing, both to community at large and to the local social service organizations that will be referring needy clients to the cafeteria; develop voucher mechanism for referrals; advertising campaign to attract paying customers.

- 4/ Begin actual meal service in April. Goal is to serve 500 meals the first month, 720 meals in May, and 2,000 meals in June.

Vouchered/soup kitchen meals are expected to be no more than 25% of the first month, and up to 50% in June. Current estimate is that the paid meal will cost \$2.00, for a complete meal that meets at least one-third of the RDA.

A detailed timetable is attached.

All costs are estimates at this time, and potential income from paid meals is even more of a guess-timate. Any income earned in this initial period will be utilized to help fund the continuation of the project.

## Timetable

### January

#### ACTIVITIES

Identify organization and location

Hire coordinator

Develop support within selected organization for new venture

Volunteer recruitment

✓ Develop job descriptions for cafeteria workers (cook and cook assistant)

✓ Develop accounting system

✓ Investigate insurance needs

✓ Bring in food service consultants

### February

#### ACTIVITIES

✓ Start interviewing for jobs

✓ Plan menus

✓ Develop food purchasing arrangements

✓ Equipment maintenance up-to-date

✓ Arrange for licensing and certification, if needed

Develop referral system with social service agencies

✓ Develop promotion plan

Continue relationship with food service consultants

### March

#### ACTIVITIES

✓ Hire cafeteria workers (2)

✓ Set up referral system

✓ Purchase supplies and additional utensils

✓ Implement promotion plan for the opening

✓ Clean up sit in preparation for opening

✓ Receive food deliveries

### April

#### ACTIVITIES

Work out kinks in the operation

Accounting for meal sales

Monitor referral system

Do promotion for additional day per week in May

Work on fundraising for after June

Open reserve account

Timetable - 2

April cont.

FOOD SERVICE

Open for operation twice a week/serving 50 meals per day

May

ACTIVITIES

Do promotion for full operation in June

Monitor referral system

Prepare cafeteria workers for full operation

Continue work on fundraising

FOOD SERVICE

Open for a third day each week/serving 60 meals per day

June

ACTIVITIES

Analyze operation

Prepare final report

FOOD SERVICE

Open for five days per week/serving 100 meals per day

Evaluation

Evaluation will be based on a number of factors:

- 1/ Ability to actually develop the community cafeteria
- 2/ Type, number and quality of meals served. This will be judged from a nutritional point of view, and through participant questionnaires.
- 3/ Referral system function, to be discussed with local social service agencies
- 4/ Cost control: actual costs of food, labor, etc.
- 5/ Accounting systems developed
- 6/ Replicability



Community Cafeteria ProjectBUDGET      January, 1985-June, 1985      (24 weeks)

Cafeteria Coordinator	@ \$15,000	\$ 6,923
Cook	(5 hrs/day) @ \$7.00/hr (15 wks)	2,625
Helper	(5 hrs/day) @ \$5.00/hr (13 wks)	1,625
		<hr/>
		\$11,173
	Fringe Benefits @20%	2,234
		<hr/>
		\$13,407

Consultants

Community Food Resource Center	(1day/wk)	2,400
Food Service Specialists		500
Nutritionists		250
		<hr/>
		3,150

TOTAL PERSONNEL COSTS

16,557

OTPS

Food Costs	(\$1.00/meal)	3,220
Miscellaneous meal costs	(paper, etc.)	1,200
		<hr/>

TOTAL OTPS

4,420

---

TOTAL      \$20,977

THE GODIAN FELLOWSHIP, INC.  
**GODIAN FELLOWSHIP CHURCH**  
**GODIAN FOOD CENTER** **GODIAN INSTITUTE**  
106-07-11 Guy R. Brewer Blvd. Jamaica, N.Y. 11433 212/523-7309  
Rev. Carl L. Baldwin, Pastor

Dear Community Leader:

We are ready to begin rehabilitation of our building at Guy R. Brewer Blvd. and South Road in Jamaica as a new multi-purpose community facility. The facility will include a 300 seat sanctuary, kitchen, dinning room seating 160, the food distribution center, conference room, meeting rooms and classrooms.

We believe this building will fill a vital need in our community, but would appreciate your filling in the survey below to confirm our opinion. You are under no obligation whatsoever and all responses will be confidential. If you do let us know your needs, we can shape the community facility to better serve you and our community.

If you would like further information on the building, please leave your name and address at the end of the survey and return it in the stamped self-addressed envelope. We thank you in advance for your time and cooperation.

THE GODIAN FELLOWSHIP, INC.  
**GODIAN FELLOWSHIP CHURCH**  
COMMUNITY FACILITY SURVEY

Q 1) Does your organization sponsor meetings or special events that make use of a community facility (check one)?

1 NO \_\_\_\_\_

2 YES \_\_\_\_\_

Q 2) Do your individual members sponsor meetings and special events that make use of a community facility (check one)?

1 NO \_\_\_\_\_

2 YES \_\_\_\_\_

Q 3) If yes to either of the above, which kinds of events (check below)?	Of these events, how many times a year (specify number)?	Average number of people attending (specify number)?	Where do you hold these events now (specify)?	Do you pay for use of those facilities (specify)?	For which of the following events would your organization and members utilize a new facility in our neighborhood (check one)?	For which events would you be interested in food service (check events)?
A. MEETINGS _____						
B. BANQUETS _____						
C. WEDDINGS _____						
D. LUNCHEONS _____						
E. BREAKFASTS _____						
F. DINNERS _____						
G. FUNDRAISERS _____						
H. CONFERENCES _____						
I. CULTURAL AFFAIRS _____						
J. OTHER (specify) _____						

Thank you very much for your cooperation.

Name \_\_\_\_\_

Organization \_\_\_\_\_

Address \_\_\_\_\_

Zip \_\_\_\_\_

Phone \_\_\_\_\_

Draft Community Cafeteria Survey

Q 1) Do you live in Harlem (circle one)?

1 NO

2 YES

Q 2) Do you work in Harlem (circle one)?

1 NO

2 YES

If yes to any of the above continue, otherwise stop interview.

Q 3) Interviewer: Observe respondents gender and circle one

1 FEMALE

2 MALE

Q 4) How would you describe your race or ethnicity (circle one)?

1 HISPANIC

2 BLACK

3 ASIAN

4 WHITE

5 OTHER (specify) \_\_\_\_\_

Q 5) How many people live with you (specify number)?

\_\_\_/\_\_\_/\_\_\_ PEOPLE

Q 6) How old are you (specify number)?

\_\_\_/\_\_\_/\_\_\_ YEARS

Q 7) Taking last month for example, how much did you spend on  
(specify for each item below, in dollars rounded off):

a. Food you prepared and ate at home?

\_\_\_/\_\_\_/\_\_\_/\_\_\_ DOLLARS

b. Food you ate out?

\_\_\_/\_\_\_/\_\_\_/\_\_\_ DOLLARS

Q 8) During the last month, how many meals did you eat out (specify number)?

a. Breakfast \_\_\_/\_\_\_/\_\_\_ MEALS

b. Lunch \_\_\_/\_\_\_/\_\_\_ MEALS

c. Dinner \_\_\_/\_\_\_/\_\_\_ MEALS

Q 9) Taking the last month, how many of the meals eaten out were take-  
out meals - not eaten at the place of purchase (specify number)?

\_\_\_/\_\_\_/\_\_\_ MEALS

Q 10) What types of places to you prefer to eat at (circle all that apply)?

1 FAST FOOD

2 DELI

3 LUNCHEONETTE?COFFEEHOUSE

4 RESTAURANT

5 OTHER (specify) \_\_\_\_\_

Q 11) What is the name of your favorite place to eat out at (specify name)?

NAMES: \_\_\_\_\_

Q 12) What is the name of your second favorite place to eat out at (specify name)?

NAMES: \_\_\_\_\_

Q 13) How do you normally get to your favorite place to eat out (circle one)?

- 1 WALK
- 2 SUBWAY
- 3 BUS
- 4 CAR

Q 14) Taking last month, how often did you have meals delivered to you (specify number)?

               MEALS

Q 15) For your favorite place to eat, how important are the following (circle one for each below)?

	<u>VERY</u> <u>IMPORTANT</u>	<u>IMPORTANT</u>	<u>NOT</u> <u>IMPORTANT</u>
a. price	1	2	3
b. quality of food	1	2	3
c. kind of food	1	2	3
d. location	1	2	3
e. community-owned	1	2	3
f. place to hang out	1	2	3

Q 16) If we opened a community cafeteria in Harlem on St. Nicholas Avenue at 114th Street, would you eat there (circle one)?

- 1 FREQUENTLY
- 2 OFTEN
- 3 SELDOM
- 4 NEVER

Q 17) Please circle the category that most clearly shows the total annual income of all the people in your household, including income from jobs, social security, government support or other income.

- 1 LESS THAN \$6,999
- 2 \$7,000 - \$11,999
- 3 \$12,000 - \$19,999
- 4 \$20,000 - \$25,999
- 5 \$26,000 OR MORE

14/21/84

on  
UBP stationary

Take-Home Meals

We would like to introduce you to the idea of having a take-home meal program available to you in the evenings. Many of us have responsibilities that make it hard to always have an evening meal on the table. UBP is starting this program to respond to our needs. The more information you share with us the better we can serve you and your family.

(signed)

Q <sup>1</sup>/<sub>5</sub>) How many people live with you (specify number)?

            PEOPLE

Q <sup>2</sup>/<sub>7</sub>) Taking last month for example, how much did you spend on (specify for each item below, in dollars rounded off):

a. Food you prepared and ate at home?

                DOLLARS

b. Food you ate out?

                DOLLARS

Q <sup>3</sup>/<sub>8</sub>) During the last month, how many meals did you eat out (specify number)?

a. Breakfast             MEALS

b. Lunch             MEALS

c. Dinner             MEALS

Q <sup>4</sup>/<sub>9</sub>) Taking the last month, how many of the meals eaten out were take-out meals - not eaten at the place of purchase (specify number)?

            MEALS

Q <sup>5</sup>/<sub>10</sub>) What types of places to you prefer to eat at (circle all that apply)?

1 FAST FOOD

2 DELI

3 LUNCHEONETTE? COFFEEHOUSE

4 RESTAURANT

5 OTHER (specify) \_\_\_\_\_

Q <sup>6</sup>/<sub>11</sub>) What is the name of your favorite place to eat out at (specify name)?

NAMES: \_\_\_\_\_

Q <sup>7</sup>/<sub>13</sub>) How do you normally get to your favorite place to eat out (circle one)?

1 WALK

2 SUBWAY

3 BUS

4 CAR

Q <sup>8</sup>/<sub>14</sub>) Taking last month, how often did you have meals delivered to you (specify number)?

            MEALS

Q 17) Please circle the category that most clearly shows the total annual income of all the people in your household, including income from jobs, social security, government support or other income.

1 LESS THAN \$6,999

2 \$7,000 - \$11,999

3 \$12,000 - \$19,999

4 \$20,000 - \$25,999 OR MORE

~~5 \$26,000 OR MORE~~

Q 18) If we opened a community cafeteria that had a take-home operation in the Bronx near 156th and Prospect, where the food quality was good and the prices reasonable would you order food from there (circle one)?

1 TWICE A WEEK

2 ONCE A WEEK

3 ONCE EVERY TWO WEEKS

4 ONCE A MONTH

5 NEVER

YES: I am interested in participating in this venture. I would like to have (please circle one) 1 2 3 4 5 meals per week.

Please contact me. MY NAME \_\_\_\_\_  
MY PHONE \_\_\_\_\_

NO: I am not interested at this time. However, I would like to be kept informed.

NAME \_\_\_\_\_  
ADDRESS \_\_\_\_\_



# coalition against hunger

c/o FOOD AND HUNGER HOTLINE  
17 MURRAY STREET - 5th FLOOR  
NEW YORK CITY, NEW YORK 10007

January 18, 1985

Mr. George Gross  
Commissioner, Human Resources Administration  
250 Church Street 15 Floor  
New York, New York 10013

Dear Commissioner Gross:

We are a Task Force of the New York City Coalition Against Hunger made up of non-profit organizations currently operating or planning pilot meal programs for residents of welfare hotels. All of these programs were developed in response to the inadequate array of benefits which residents receive, leaving families and individuals without adequate food.

While we understand that the Human Resources Administration is also exploring ways to provide meals, we are deeply concerned about reports that the Agency plans to correspondingly reduce benefit levels for all residents of hotels to whom meals are served. Our most pressing concern is that no loss of benefits be incurred by families or individuals who receive meals or food through any of the supplementary programs now in existence or being developed. Public assistance benefits are not adequate to meet the food needs of welfare hotel residents, even if maximum allowances are received under AFDC and/or Home Relief, food stamps and the restaurant allowance. This is the reason pilot programs are being developed. The critical issue for us is to ensure that welfare hotel residents have enough to obtain adequate food.

We therefore request your assurance that HRA will not in any way lower the benefits for residents who may participate in these programs. As the Task Force will be reporting to the Coalition in two weeks, we would appreciate your earliest response.

Sincerely,

*Donna A. Lawrence*

Donna A. Lawrence  
for the NYC Coalition Against  
Hunger

cc: Governor Mario Cuomo  
Cesar Perales  
Stanley Brezenoff  
Carol Bellamy  
Ilene Margolin

Ellen Ferber  
Catholic Charities  
Donna Della Monica  
Jack Doyle  
Michael Sandifer

Task Force Members:  
Rev. Carl Baldwin  
Godian Food Center  
Tom Styron  
Coalition for the Homeless  
Linda Johnson  
Food & Hunger Hotline  
Ros Everdell  
Kathy Goldman  
Community Food Resource Center  
Gwen McGuire  
Manhattan Church of the  
Nazarene

**COMMUNITY FOOD RESOURCE CENTER, INC.**

17 Murray Street, 4th Floor  
New York, New York 10007

Kathy Goldman, Director

212-349-8155

January 14, 1985

George Gross  
Commissioner  
Human Resources Administration  
250 Church Street  
New York, N.Y. 10013

Dear Commissioner Gross:

We are very concerned with the handling of the bid and contract procedure for the provision of food to the Emergency Assistance Units (EAUs).


It was our understanding that the bid was to be sent to soup kitchens and other non-profit community food programs, and that CFRC also was to receive a copy. This did not happen despite months of discussions as well as your assurance of a change in procedure.

As was agreed at these discussions, on October 10, 1984 CFRC sent a list of potential bidders for the EAU food packages to Bob Riley, then head of the Office of Procurement. Numerous telephone conversations took place with Anne Sommers between October and December 1984. On December 11th, 1984, we received a letter from you stating that an amendment to the bid would permit each EAU to be bid separately as well as all of them as a group. We were very pleased that this important change had been accomplished.

Despite all of this, none of the groups or CFRC received any bid or contract material and now we are told that the process has been completed. This is the second time that a new contract has been signed and none of the non-profits contacted. We want to reiterate that this effort is part of a process of finding creative and innovative ways in which the city/HRA can support the work and utilize the expertise of the soup kitchens and other community meal programs. We are very disturbed that after months of work HRA chose to completely disregard the agreed upon process.

We request copies of the bid and the contract, the names of bidders who received the bid, and the final contract. We will pick up the material. If copies cannot be made available immediately, we will come to HRA to review the materials.

Sincerely,

  
Kathy Goldman  
Director

  
Ros Everdell  
Project Director

/re

**COMMUNITY FOOD RESOURCE CENTER, INC.**

17 Murray Street, 4th Floor  
New York, New York 10007

Kathy Goldman, Director

212-349-8155

December 21, 1984

George Gross  
Commissioner  
Human Resources Administration  
250 Church Street  
New York, N.Y. 10013

Dear Commissioner Gross:

We received your letter of December 11th concerning the development of new funding options for emergency food providers.


We are very pleased to hear that the RFP for food at the EAU's has been amended to include bidders who want to serve only one location. We would appreciate seeing the bid before it is finalized to ensure that the procedure be truly supportive to soup kitchen participation, not prohibitive. Some specific questions are; when the RFP will go out, the length of time the contract covers, whether transportation is part of the bid and is the 241 Church Street EAU included. We would also like a copy of the current contract including the price of the food now being purchased.

The ideas for dining programs for families living in hotels were developed by emergency food providers, and some have begun such programs. HRA did not originate the idea, and we feel it is most appropriate that those who conceived and have implemented these programs be involved in further planning, rather than HRA staff presenting a fait accompli to the groups.

There are 11,000 members of families being housed by HRA in hotels, and solving the problem of food for these families requires looking closely at the larger picture before putting together a package of needed solutions. For example, Gwen McGuire, director Manhattan Church of the Nazarene soup kitchen, has opened up a special meal service in addition to her regular soup kitchen hours as a time for families from the Crown Hotel, next door to her facility, to eat. She felt that specific needs of the families could best be met with a separate meal. Ms. McGuire has developed a solid model project which we feel deserves support from HRA and which is probably replicable. CFRC staff has been looking at the potential availability of Federal food program funds to subsidize some meals. A number of possibilities exist that should be discussed and examined.

We think the most productive follow-up would be work sessions with appropriate HRA staff, representatives of groups that are looking at or trying innovative programs and CFRC staff. We look forward to hearing from you regarding these suggestions.

Sincerely,

  
Kathy Goldman  
Director

  
Ros Everdell  
Project Director





HUMAN RESOURCES ADMINISTRATION  
250 CHURCH STREET, NEW YORK, N.Y. 10013

GEORGE GROSS  
*Administrator/Commissioner*

December 11, 1984

Ms. Kathy Goldman  
Ms. Ros Everdell  
The Community Food Resource Center  
17 Murray Street  
New York, New York 10007

Dear Ms. Goldman and Ms. Everdell:

I received your letter of October 24, 1984 concerning the need for the development of new funding options for soup kitchens and food pantries.

Although I only have been Commissioner a few months, my experience has confirmed your statements regarding the professionalism of some emergency food providers and their need for additional financial assistance. I assure you that I, along with other members of the City Administration, am committed to looking for new ways to assist soup kitchens and food pantries to help the poor.

As you have requested, we have amended the RFP for the provision of sandwiches and juice to the Emergency Assistance Units (EAUs) so that bidders can opt to bid to serve one EAU or all four. I hope this will prove helpful to the organizations you represent.

As you know, Deputy Administrator Trobe of Family and Adult Services has made a commitment to look for new funding sources to assist Food for Survival and its member organizations. We are also exploring the possibility of sponsoring, in some way, family dining programs for families living in hotels. We will be happy to talk with you about these programs when our plans are further along.

Thank you for your suggestions and for your work on behalf of hungry New Yorkers.

Sincerely,

George Gross

# COMMUNITY FOOD RESOURCE CENTER, INC.

17 Murray Street, 4th Floor  
New York, New York 10007

Kathy Goldman, Director

212-349-8155

October 24, 1984

Mr. George Gross  
Commissioner  
Human Resources Administration  
250 Church Street  
New York, N.Y. 10013

Dear Commissioner Gross:

The Community Food Resource Center has been working with emergency food providers to look at possible **options to help generate income**, as so many of them are constantly facing financial crises. A number of soup kitchens and community meal programs have excellent facilities and quite professional operations, and feed a large number of people on a regular basis.

As an out growth of this work, earlier this year we opened discussions with the Human Resources Administration in which we proposed a number of ideas that can be of value to the city as well as a source of support for emergency food providers, including:

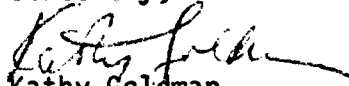
- 1) HRA currently contracts with private vendors to provide food at the Emergency Assistance Unit (EAU) at 241 Church Street. Three additional EAU's will be opened shortly, one each in the Bronx, Brooklyn and Queens, and food will also be available for clients at those locations. We suggested that HRA contract with local soup kitchens or other community meal programs for these food packages.
- 2) Soup kitchens near city shelters provide meals for many of the shelter clients, but they operate on donations and voluntary contributions. A contractual arrangement that acknowledges the fact that the soup kitchen feeds homeless and hungry people that the city would otherwise be feeding is appropriate.
- 3) A number of soup kitchens are near hotels and other temporary shelters that house families with children, in addition to single individuals. The food allowance for these families is very inadequate and when they exhaust their funds these people go to the soup kitchens and food pantries and receive food. Again, a specific arrangement should be made so that families with children can receive nutritious meals in a decent setting, with support from the city for the meal program.

These ideas were met with interest from Commissioner Krauskopf, but since then, despite numerous discussions with HRA staff, nothing has happened. During this period, HRA signed a new contract for food at the EAU, but we were never contacted, although a soup kitchen was ready and able to prepare and deliver the food.

We would like to request a meeting with the appropriate HRA officials to discuss this matter further, hopefully come to an agreement, and begin to work out the details.

We look forward to hearing from you.

Sincerely,



Kathy Goldman

Director



Ros Everdell

Project Director

cc. Carol Bellamy, City Council President  
Marian Schwarz, Coordinator Youth Services, Office of the Mayor  
Anne Sommers, Special Assistant to the Commissioner, HRA





HUMAN RESOURCES ADMINISTRATION  
250 CHURCH STREET, NEW YORK, N.Y. 10013

JAMES A. (Jack) KRAUSKOPF  
Administrator/Commissioner

April 27, 1984

Ms. Kathy Goldman  
Director  
Community Food Resource Center, Inc.  
17 Murray Street 4th Floor  
New York, New York 10007

Dear Ms. <sup>Kathy</sup> Goldman:

Thank you for your letter. I too am pleased that the Human Resources Administration will be continuing its work with the Food for Survival Food Bank.

The snacks provided to our clients in the Emergency Assistance Unit are provided by a contract with the American Red Cross. At the present time, it is our intention to continue with this arrangement.

Public assistance families in temporary housing are provided with their regular pre-added allowance which includes money for food, with an additional restaurant allowance (\$64 per person per month) and with a food stamp allotment. This is the maximum amount allowed under State law. The amounts of the grants provided to families residing in temporary housing do not place a greater hardship on these families relative to other public assistance families. Families do have access to soup kitchens throughout the City, as well as to the surplus food distribution program. In fact, the Children's Aid Society provides meals to families at the Regent. If other soup kitchens wished to contribute to other hotel families we would, of course, welcome it.

We are interested in being of any assistance possible to you and to the various fine organizations throughout the city that are providing food to the needy. Should you have any other suggestions you would like to discuss with us, please feel free to contact Ms. Karen Dauksis, Director of the HRA-NYC Needy Family Food Distribution Program, Ms. Dauksis can be reached at 334-1690.

Sincerely,

James A. Krauskopf

**COMMUNITY FOOD RESOURCE CENTER, INC.**

17 Murray Street, 4th Floor  
New York, New York 10007

Kathy Goldman, Director

212-349-8155

April 3, 1984

James Krauskopf  
Commissioner  
Human Resources Administration  
250 Church  
New York, New York 10013

Dear Commissioner Krauskopf:

I was very pleased with the meeting about the Food for Survival Foodbank, and that New York City, through the Human Resources Administration, will continue to support its work.

In another arena, Community Food Resource Center has been working with a number of emergency food providers to look at possible options to help generate income, as so many of them are constantly facing financial crises. A number of the soup kitchens have excellent facilities and quite professional operations, and feed a large number of people on a regular basis.

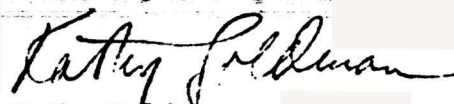
We would like the opportunity to discuss with you and/or appropriate staff ways in which HRA might contract with non-profit groups to provide food for some HRA programs. For example, the Emergency Assistance Unit now provides some food for clients under a contract with a private vendor. We would like to explore the possibility of this food being provided by a non-profit kitchen.

Another program we would like to look at is a soup kitchen in the mid-town area which feeds families housed in nearby welfare hotels. The families receive money to purchase food at restaurants, but when they run out of funds they go to the soup kitchen. Perhaps an arrangement can be made between the city and the soup kitchen to provide wholesome meals to the families in temporary shelter on a regular basis.

We think these and other ideas should be explored and are of potential value to the city as well as a source of support to emergency food providers.

I look forward to hearing from you.

Sincerely,



Kathy Goldman  
Director

/clm





HUMAN RESOURCES ADMINISTRATION  
250 CHURCH STREET, NEW YORK, N.Y. 10013

GEORGE GROSS  
Administrator/Commissioner

December 13, 1984

Ms. Donna Lawrence  
Community Food Resource Center  
17 Murray Street  
New York, New York 10007

Dear Ms. Lawrence:

Thank you for your November 19, 1984 letter which summarizes my meeting with the Coalition Against Hunger on November 15. I share your optimism that the Human Resources Administration (HRA) and the Coalition can work together to reduce hunger in New York City.

As the Coalition requested, I have looked into the following issues:

- o Expedited Food Stamps - HRA does work to ensure that applicants are aware of expedited benefits. Recent audits show that in the vast majority of cases, food stamp applicants are made aware of expedited benefits. Audits for the last six to 12 months show that in 96.5 percent of the Income Maintenance (IM) Centers and in 100 percent of the Food Stamp Offices visited, signs describing the benefits were posted. Discussions about the availability of expedited food stamps took place in 92.5 percent of the IM Centers and 100 percent of the Food Stamp Offices visited.

*set  
timetable*

*Food stamp  
coalition  
-comptroller*

On a regular basis, we study pending applications in the IM Centers — where most applications for expedited benefits are made — to determine why the public assistance applicants did not receive an expedited benefit. In a sample of 1,200 cases from the period October 1983 to July, 1984, 53.8 percent received an expedited benefit, while 46.2 percent did not. In looking at the cases in which expedited benefits were not granted, we found that 43.3 percent of the cases involved members of households where other members who were not applying for public assistance had to apply for food stamps. Another 24.9 percent were not eligible because they had received an ATP for the month they applied. The others were not eligible for a benefit because they could not prove their identity (2.3 percent), or had excess income (13.7 percent). The remainder (16.8 percent) did not want the benefits.

We recognize that far more pending cases seem to receive expedited benefits than do the cases that are accepted for public assistance, where

the rate is 28 percent (3,500 out of 12,500). We are planning a study of accepted cases to determine if the reasons expedited benefits were not granted are similar to the reasons found in the study of pending cases. We will be happy to share the results of the study when they are final.

- o Emergency Assistance - In 1983, HRA initiated a special cash benefit in lieu of immediate issuance of expedited food stamps to take the sting out of our change from same day expedited benefits to a system that provides the benefit either in person within two days or through the mail within two to five days. During the transition period, staff were told to provide the cash benefit when a client indicated he/she would go hungry if funds were not available immediately. Under the soon to be implemented Electronic Payment Fund Transfer (EPFT) system, we will be able to provide expedited benefits the day after an applicant establishes eligibility. Although few people requested the cash grant during the transition period, we view it as a safety valve and plan to keep it in place.

As the Coalition's request, HRA's General Counsel is studying whether HRA is required to provide emergency assistance as an entitlement to every applicant who qualifies for expedited benefits. We expect an answer by January. As you know, the State Department of Social Services has already stated that it does not consider emergency assistance to be an entitlement.

- o Emergency Food for Hotel Families - It is HRA policy to have food available on-site at hotels wherever possible to be used when no other food is available and a family would otherwise go hungry. Typically, these foods include cereal, peanut butter and jelly, juice, crackers, and other foods that do not require cooking or refrigeration. Smaller hotels, which do not have storage space, must depend on the larger hotels. We are working to ensure that the hotels have a constant supply of emergency food. In the past, we did have problems in arranging for timely deliveries.

- o Dining Programs for Hotel Families - We recognize that many families living in hotels, especially in the Mid-town area, have had a difficult time making their food dollars stretch. We are exploring the possibility of providing financial assistance to soup kitchens interested in operating family dining programs. We will share our plans with you as they take shape.

- o Public Assistance Applications at the EAUs - HRA would prefer to provide new bi-lingual informational materials on available entitlements, eligibility requirements including necessary documentation, and application procedures. The material would help applicants to prepare for their application interview the next day. While we appreciate the Coalition's desire to accelerate the public assistance and food stamp application processes, we do not believe providing pre-screening at the EAUs will speed the process. The application process begins when the client's information is entered into the public assistance database; the EAUs are not tied into either the public assistance or food stamp databases. The applications of most new applicants referred by the EAUs to the IM Centers are filed on the day they walk in and interviews are

Adv. Cl. to each EAU - R

held the same day. Not a single day will be gained by having the client fill in the application at the EAU.

I am attaching a new brochure that is being passed out at the EAUs that explains what services are available through an EAU. Please let us know if you believe it leaves unanswered any questions relevant to the EAU.

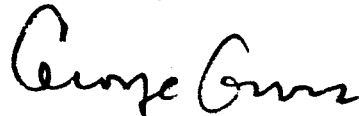
- o Regular Meetings with HRA - I have asked Karen Dauksis, Director of the emergency food programs; Anne Sommers, my Special Assistant; and Jon Rosenhein, Special Assistant to the Executive Deputy Administrator for Program Operations, to begin meeting with Coalition members on a regular basis. They will report back to me, and other appropriate Agency staff, any recommendations made at the meetings.

I am happy to report that we have made progress in speeding food deliveries. We have contracted for additional vehicles to complete the deliveries scheduled through January. In response to your concerns, I directed my staff to make sure that workers who deliver the food assist the groups to unload the trucks. We are arranging for vehicles to be used for the second round of deliveries that will begin in February. When ordering for the next phase of the project, our orders will concentrate on high protein foods.

A review of our federal surplus food program showed that the vast majority of the groups have been able to deal with the few, necessary, administrative requirements imposed by HRA. When the program began in October 1983, 359 programs took part. In June, 1984, the number had grown to 790 groups. Today, we are at capacity with 934 groups participating.

I hope I have answered the questions raised at our meeting. Thank you for your suggestions and recommendations. I look forward to working with the Coalition in the future.

Sincerely,



George Gross

accepting groups into city food

# COMMUNITY FOOD RESOURCE CENTER, INC.

17 Murray Street, 4th Floor  
New York, New York 10007

Kathy Goldman, Director

212-349-8155

December 19, 1984

George Gross  
Commissioner  
Human Resources Administration  
250 Church Street  
New York, NY 10013

Dear Commissioner Gross:

We were very pleased with our meeting last month, and were looking forward to a refreshingly candid and responsive reply from a new administrator. We were, therefore, disappointed in your letter of December 13th, which reflected the type of defensive statistics-mongering we have grown accustomed to from HRA staff in the past. We realize that you must depend on line staff, but the letter indicates a lack of understanding of the basic issues we raised, and inadequate/incomplete responses to the questions we posed.

The following are specific areas that require additional information:

- Expedited Food Stamps. Where are the recent audits referred to in the letter that show that the vast majority of food stamp applicants are made aware of expedited benefits? Who has copies of these audits? Who conducts the audits? What indices are used? How often are the audits done? We also question the assumption that applicants are made aware of expedited food stamps because a sign describing these benefits is posted. In the 92.5% of IM centers and 100% of food stamp offices visited where discussions about the availability of expedited food stamps took place, who did these discussions take place with? Workers? Applicants? How many applicants were informed through these discussions? How many were screened for expedited food stamps?

The next two paragraphs regarding "pending applications in the IM centers" are totally unclear, confusing and do not respond to our main point, that there remains a huge gap between acceptance rates of public assistance cases and expedited food stamp issuances. None of HRA's statistics addresses this. More relevant data would be income and resources of public assistance applicants as indicators of the expected rate of expedited food stamp issuances, compared to the actual rate of such issuances.

- Emergency Assistance. Emergency cash grants are a means of preventing hunger and/or homelessness. It is our experience that HRA workers wait for the client to say the exact words that trigger this benefit! We continue to be horrified by this practice, which prevents destitute people from receiving benefits.



- Emergency Food for Hotel Families. What are the guidelines of "HRA's policy" that determines which hotels have food on-site wherever possible? Which hotels get the food? What amounts and types? How are smaller hotels notified of the availability of getting the food from other hotels? How are hotel residents made aware of the food?

- Dining Programs for Hotel Families. We are offended by the statement that providing financial assistance to soup kitchens is HRA's plan that will be shared with us. In fact some groups in the Coalition Against Hunger have been pressuring HRA all year to do exactly that. It would be far more appropriate to consult with the groups that originated the idea and with soup kitchen providers, rather than sharing the plan after it is written.

- Public Assistance Applications at the EAUs. We disagree that pre-screening at the EAU will not speed up the application process for public assistance. We contend that HRA workers who can provide on-site assistance is far more effective than having only written materials available. Mr. Martin Burdick admitted that very few people from the EAU ever show up at IM centers later. This clearly indicates a huge failing in the service delivery system. For those who do show up at IM centers the next day or so, what is the outcome? How many receive expedited food stamps? How many receive emergency cash grants? Public assistance benefits? Food stamp benefits?

The New York City Coalition Against Hunger repeats its request that permanent advisory councils to each borough EAU be set up that includes local community groups and advocates who work with hungry and homeless people.

We have arranged a meeting with your appointed representatives for December 27th to begin discussions on these issues. We hope that the contents of this letter will be addressed in a comprehensive and substantive manner at that meeting. We also hope that you will be present at this first meeting.

Sincerely,

*Donna Lawrence*

Donna Lawrence  
for the New York City  
Coalition Against Hunger

/am

cc: Anne Sommers  
Karen Dauksis  
Jon Rosenheim

CFRC Board of Directors Meeting on Community Economic Development

NOVEMBER 8th, 1984

5:30PM to 9PM

Purpose: To increase board and staff knowledge of CED and its implications for CFRC

To understand the benefits and changes the CED approach can bring to CFRC

To lay the groundwork for the board and the staff to set goals and direction of the CED work

To enable the board and the staff to understand and support the organization's CED approach

Background: CFRC has been assisting groups in setting up economic development projects and income generating projects (ie. MAP's meal program and food service training program and the Food for Survival FoodBank). Since it started in 1980, CFRC has had two experiences with direct service ventures, the Women's Bakery and the Community Food Buying Service. The Bakery got to the feasibility stage while the Buying Service closed after two years of operation. CFRC is now offering technical assistance to a number of soup kitchens around the city on finding ways to reuse their kitchen facilities to create jobs and generate income within their communities.

The purpose of the training is to get input from an expert in the field of community economic development. To explore and define with the board and the staff what is community economic development? What is the developmental approach and what are the differences and similarities to an advocacy approach? What are the particular opportunities for CED in the area of food? What are the implications, both political and organizational, for this work? What are the options for CFRC? What are the elements of a CED strategy that apply to a nonprofit going into business?

CFRC's work in this area has been defined as direct service (CFRC running a venture) and indirect service (CFRC providing technical assistance to community-based organizations to start food-related CED projects). Many lessons have been learned from the two direct service programs and the indirect service work. With the closing of the Buying Service in September, CFRC wants to relook and redefine this area of its work.

10/4/84

To: All members of CFRC Board of Directors

From: Fran Barrett, Chairperson



### Board Meetings

There are two meetings scheduled after clearing with everyone's calendars:

MONDAY, OCTOBER 22nd. 6:00 PM to 8:30 PM

This is a regular Board meeting. Tobey Klass has spoken to everyone about internal Board changes, and we have to discuss the results of those meetings.

In addition, we need to be brought up to date on the closing of the Buying Service and repercussions within CFRC, response of the funders, etc.

Another major issue has arisen as a result of great progress in our work with the State Health Department. The Commodity Supplemental Food Program will be coming into the state and city, mainly thanks to Agnes and CFRC. What our role should be is a big decision for CFRC.

The second meeting is in response to the Board's decision to examine the issue of community economic development and to determine CFRC's future work in this area. A meeting on this topic has been arranged for

THURSDAY, NOVEMBER 8th 5:30PM to 9:00 PM.

All interested Board members are welcome, and, in fact if you want anyone else there please call me.

As you all know, Ros Everdell has been attending New Hampshire College and will be completing the Community Economic Development Program there in December. Michael Swack, director of that program will give a presentation. Ros prepared the attached memo.



## COMMUNITY FOOD RESOURCE CENTER

## Community Economic Development

Workplan and timetable - Jan 1 - April 1, 1985

WEEK BEGINNING	TECHNICAL ASSISTANCE	CONFERENCE	SNAP PROJECT (I)	CFBS REPORT
Jan 1st	<ul style="list-style-type: none"> <li>. Call groups about SNAP II</li> <li>. Mtg w/Rev Jones about SNAP II proposal and need to hire someone</li> <li>. CRE mtg w/ Godian about fund-raising strategy</li> <li>. Set up mtg w/ Friends &amp; Parents on the Move</li> </ul>	<ul style="list-style-type: none"> <li>. Identify sites for conference</li> <li>. Identify mailing lists (ie. CRE=200)</li> </ul>	<ul style="list-style-type: none"> <li>. Mtg w/ Rev Jones &amp; Powis to discuss SNAP proposal, possibilities, timetable, available resources, etc.</li> </ul>	<ul style="list-style-type: none"> <li>. Go over draft w/ KG</li> <li>. Develop outline w/ additional sections and changes</li> </ul>
Jan 7th	<ul style="list-style-type: none"> <li>. Visit Gould Trng Prog.</li> <li>. SNAP II proposals due</li> <li>. OLP-speed up dept Aging assessment for sr program</li> <li>-mtg w/ Lynn Shea concerning kitchen changes</li> <li>. Manhattan Church-followup w/HRA</li> <li>-work on RFP for EAUs</li> <li>. Send out Interface Report to Bd</li> </ul>	<ul style="list-style-type: none"> <li>. Secure possible site(s)</li> <li>. Develop format for conference</li> <li>. Outline "What You Need To Know" fact sheets</li> </ul>	<ul style="list-style-type: none"> <li>. Discussions at CFRC about pros &amp; cons or organizations &amp; locations: UBP &amp; S. Brx, All Soul's, and OLP &amp; Brownsville &amp; East NY</li> </ul>	<ul style="list-style-type: none"> <li>. Rework draft from outline</li> </ul>
Jan 14th	<ul style="list-style-type: none"> <li>. UBP may apply for own SNAP II grant=CFRC 1 day a week similar to SNAP I workplan</li> <li>. All Soul's may apply for own SNAP II grant = CFRC 1 day a week, again similar to SNAP I workplan</li> </ul>	<ul style="list-style-type: none"> <li>. Discuss format of conference w/KG</li> <li>. Identify and contact possible speakers, presentors (ie. health dept, successful models, legal issues,etc)</li> </ul>	<ul style="list-style-type: none"> <li>. Identify organization &amp; location</li> <li>. Develop working agreements w/ organization, ie. # of days, supervision, accounting, etc.</li> <li>. Develop job description for coordinator</li> </ul>	<ul style="list-style-type: none"> <li>. Reworked draft to KG</li> </ul>



Workplan & Timetable Jan 1 - April 1, 1985

WEEK BEGINNING	TECHNICAL ASSISTANCE	CONFERENCE	SNAP I PROJECT	CFBS REPORT
Jan 21st	. Work is ongoing with targeted groups	<ul style="list-style-type: none"> <li>. Draft "Need To Know" fact sheets</li> <li>. Continue contacting pre-sentors</li> <li>. Final format of conference</li> </ul>	<ul style="list-style-type: none"> <li>. Hire coordinator</li> <li>. Develop job descriptions for cafeteria workers (2)</li> <li>. Identify food service specialists and tasks</li> <li>. Develop division of labor btwn Ros &amp; coord.</li> <li>. Compile lists &amp; contacts w/ community groups in area &amp; their services</li> </ul>	. draft back from KG for final reworking
Jan 28th		. Develop information packets for participants	<ul style="list-style-type: none"> <li>. Develop plans &amp; needs for volunteers &amp; their recruitment</li> <li>. Investigate insurance needs and secure</li> <li>. Develop accounting system</li> <li>. Develop survey to publiciz &amp; identify interest</li> <li>. Publicize available jobs</li> <li>. Develop flyer on cafe/kit</li> </ul>	. Final copy typed and sent to; Board, Tuttle, Presbyterians, Episcopal, Burden and Penney.
Feb 4th	Ros on vacation (2/4-2/12)-----		<ul style="list-style-type: none"> <li>. Conduct market survey</li> <li>. Assess equipment maintenance needs and make arrangements</li> <li>. Develop referral system w/ groups in area</li> </ul>	

CED  
Workplan & Timetable Jan 1 - April 1, 1985

WEEK BEGINNING	TECHNICAL ASSISTANCE	CONFERENCE	SNAP I PROJECT	REPORTS & CFTP
Feb 11th		<ul style="list-style-type: none"> <li>. Collect materials to provide to groups</li> </ul>	<ul style="list-style-type: none"> <li>. Start interviewing for jobs</li> <li>. Develop promotion plan</li> <li>. Arrange for licensing &amp; certification, if needed</li> <li>. Complete food service plans</li> <li>. Plan menus</li> </ul>	<ul style="list-style-type: none"> <li>. Outline w/ KG second report, if needed</li> </ul>
Feb 18th		<ul style="list-style-type: none"> <li>. Develop conference announcement leaflet for mailing</li> </ul>	<ul style="list-style-type: none"> <li>. Analyze survey results</li> <li>. Develop financial projections for food service plan</li> <li>. Develop vouchers for agency referral system</li> <li>. Identify funding needs and sources after June</li> </ul>	<ul style="list-style-type: none"> <li>. Write report</li> </ul>
Feb 25th		<ul style="list-style-type: none"> <li>. Leaflet printed</li> <li>. Final version of Need To Know fact sheets</li> </ul>	<ul style="list-style-type: none"> <li>. Develop food purchasing arrangements</li> <li>. Start promotion plans</li> <li>. Develop packets for agencies, including vouchers</li> </ul>	<ul style="list-style-type: none"> <li>. Draft to KG</li> </ul>
March 4th		<ul style="list-style-type: none"> <li>. Conference announcements mailed out</li> <li>. Print Need To Know fact sheets</li> <li>. Ads placed in ANHD, City Limits etc. announcing conference</li> </ul>	<ul style="list-style-type: none"> <li>. Mail packets to groups concerning referral system, include vouchers</li> <li>. Fundraising plans for after June started</li> </ul>	<ul style="list-style-type: none"> <li>. Reworking, if needed, to have final draft</li> </ul>

## Workplan &amp; Timetable Jan 1 - April 1, 1985

WEEK BEGINNING	TECHNICAL ASSISTANCE	CONFERENCE	SNAP I PROJECT	REPORTS & CFTP
March 11th		<ul style="list-style-type: none"> <li>. Confirmation of speakers, presentors</li> </ul>	<ul style="list-style-type: none"> <li>. Hire cafeteria workers (2)</li> <li>. Purchase supplies &amp; additional utensils</li> <li>. Continue promotion for opening</li> </ul>	<ul style="list-style-type: none"> <li>. Start work on CFTP</li> <li>. Identify options for CFTP structure</li> <li>. Start financial projections</li> </ul>
March 18th		<ul style="list-style-type: none"> <li>. Develop press release on conference</li> </ul>	<ul style="list-style-type: none"> <li>. Clean up site &amp; prepare for opening</li> </ul>	<ul style="list-style-type: none"> <li>. Work on financial projections</li> </ul>
March 25th		<ul style="list-style-type: none"> <li>. Put together information packets for participants</li> <li>. Mail press release</li> <li>. Final confirmations</li> <li>. Find microphone, if needed</li> </ul>	<ul style="list-style-type: none"> <li>. Receive food deliveries</li> <li>. Monitor expenses</li> </ul>	<ul style="list-style-type: none"> <li>. Work on financial projections</li> </ul>
April 1st		<ul style="list-style-type: none"> <li>. Conference HELD (schools spring break 4/5-4/12)</li> </ul>	<ul style="list-style-type: none"> <li>. Cafeteria/Kitchen open two days a week</li> <li>. Conduct cost analysis</li> </ul>	<ul style="list-style-type: none"> <li>. Financial projection complete</li> </ul>