



Leveraging Partner Agency Relationships to End Hunger on the Treasure Coast

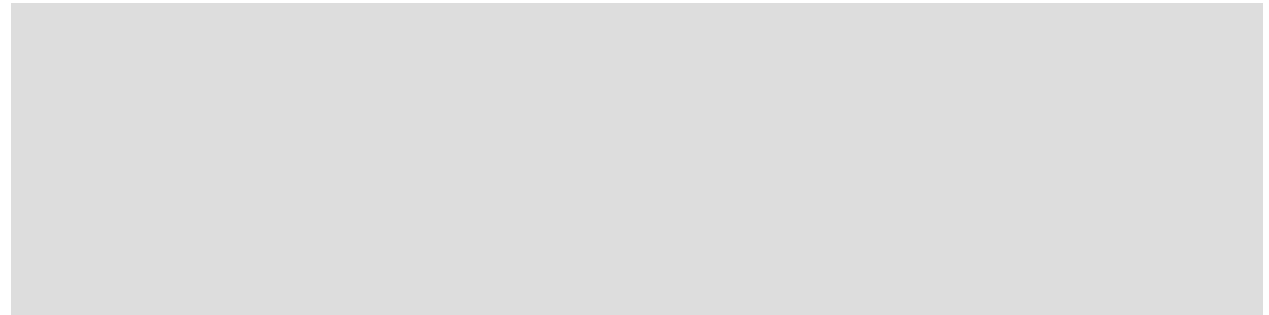
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About the Congressional Hunger Center

The Congressional Hunger Center (CHC) is a 501©3 non-profit that works to make issues of domestic and international hunger a priority to policy makers in the U.S. government, and to raise a new generation of leaders to fight against hunger and poverty. The CHC's mission is to train and inspire leaders who work to end hunger, and to advocate public policies that create a food secure world. The Emerson National Hunger Fellows Program is a social justice program that trains, inspires, and sustains leaders. This program supports a diversity of local and national approaches to eliminate hunger, poverty, and social inequality, particularly racism. Fellows gain field experience fighting hunger and poverty through placements in community-based organizations across the county, and policy experience through placements in Washington, D.C. at government agencies and non-profit organizations.

Table of Contents

I.	Background: Hunger on the Treasure Coast	3
II.	Introduction to the Treasure Coast Food Bank	Error! Bookmark not defined.
III.	Partner Agency Tier Systems	Error! Bookmark not defined.
IV.	Recommended Tier System for TCFB	Error! Bookmark not defined.
V.	Moving Forward: Recommendations for TCFB	Error! Bookmark not defined.
VI.	Appendix.....	Error! Bookmark not defined.

Background: Hunger on the Treasure Coast

Known for miles of sandy beaches and popular resorts, the Treasure Coast is considered a tourist destination by many. However, the Treasure Coast and Okeechobee County is home to approximately 94,150 people who do not know where their next meal is coming from¹. Of those who are food insecure, 27% do not qualify for federal nutrition programs such as SNAP and must rely on charitable food assistance programs like the Treasure Coast Food Bank (TCFB). This has resulted in more individuals relying on TCFB and its partner agency network to cover their most basic needs, putting an increased pressure on non-profits that are already stretched thin. An estimated 17 million meals are missing from the tables of food insecure people on the Treasure Coast each year, and TCFB is working with its partner network to close that gap.

The Treasure Coast Food Bank was founded in 1989 and is currently the largest hunger relief organization serving Okeechobee County, Indian River County, Martin County, and St. Lucie County. A member of Feeding America, TCFB has over 400 partner agencies, including food pantries, soup kitchens, homeless shelters, senior housing, and daycare operations, to whom they provide large commodities of food from name brand manufacturers and USDA commodities on a yearly basis. Mobile food pantries are also operated throughout the counties in high-need areas. Additionally, TCFB operates Your Plate and Whole Child Connection, two organizations that provide SNAP outreach, Medicaid enrollment, and referrals to low-income clients in high-need areas.

TCFB also operates programs for high-need demographics such as children. An estimated 23.3% of children on the Treasure Coast are food insecure, and 24% of these children do not qualify for federal child nutrition programs¹. Food insecurity among children increases significantly in low-resource areas such as Okeechobee County, which has the eighth highest food insecurity rate in Florida. Food insecurity in children is associated with health, behavior, and cognitive deficits, which has long term impacts on the child and the community as a whole². Through various child and teen outreach efforts in low-resource areas, TCFB provides necessary nutrition and basic hygiene products to those in need.

Child outreach programs include the Backpack Program, which distributes backpacks of food to qualifying children on Friday afternoon in various schools to provide food over the weekend. The School Pantry Program is an expansion of the Backpack Program that provides food for students and families. The School Pantry partners with local schools or after school youth clubs and programs providing a variety of shelf-stable food directly to students and families in need on a weekly basis.

TCFB also has Teen Pantries and Diaper Pantries as an extension of their child outreach programs. The Teen Pantry provides personal hygiene items to middle and high school age teens whose families struggle financially. Teens may visit our Teen Pantry every month and may select three to five items, such as deodorant, soaps, hair products, feminine products and hygiene items, at no cost. While this is not a direct extension of hunger relief, the Teen Pantry ensures teenagers can attend school with dignity and without distraction. Diaper Panties provide diapers for families that are struggling financially to make ends meet. Diaper Pantries are designed to help mothers who run short on diapers for their babies and/or toddlers.

¹ Feeding America (2017). *Map the Meal Gap 2017: Highlights of findings for overall and child food insecurity*. Retrieved from <http://www.feedingamerica.org/research/map-the-meal-gap/2015/2015-mapthemealgap-exec-summary.pdf>

² Ralston, K., Treen, K., Coleman-Jensen, A., & Guthrie, J. (2017). *Children's Food Security and USDA Child Nutrition Programs*. Retrieved from www.ers.usda.gov/webdocs/publications/84003/eib-174.pdf?v=42905

In addition to serving children, TCFB also operates programs for another vulnerable population: seniors. One in twelve seniors age 60 and older in the United States is considered food insecure³. Food insecurity in this population is associated with an increased risk of developing negative health conditions such as diabetes, high blood pressure, and asthma. Many seniors are living on limited incomes through Social Security and often must choose between food and paying for utilities, transportation, medical care, or housing. Similar to child food insecurity, the health and economic consequences of senior food insecurity takes a toll on the family and community. TCFB has identified this population as high-need and thus conducts outreach across the four-county service area in an effort to end senior food insecurity.

TCFB senior outreach programs include participation in the Commodity Supplemental Food Program (CSFP), a USDA program designed to improve the health of low-income seniors by supplementing their diets. TCFB is contracted by the Florida Department of Agriculture and Consumer Services to distribute CSFP boxes to 317 seniors in both Indian River and Osceola County once a month. Additionally, TCFB holds the annual Senior Convoy of H.O.P.E. (Healthy Options for the Elderly) which distributes over 1,000 food boxes to low-income seniors across the four-county area. The event brings together advocates, non-profit leaders, and government officials in an effort to raise awareness of senior hunger.

Through various outreach efforts and events, TCFB aims to close the meal gap that exists across the Treasure Coast and Okeechobee County. Approximately 15.1% of the Treasure Coast population is food insecure, including two high-need groups: seniors age 60 and older, and children⁴. Leveraging its partner agency network that operates in almost every corner of the four-county service area, TCFB distributes much needed resources to vulnerable populations in an effort to end hunger in the four-county service area.

³ Zilak, J. P., & Gundersen, C. (2017). *The State of Senior Hunger in America in 2015*. Retrieved from nfesh.org/wp-content/uploads/state-of-senior-hunger-2015-annual-report.pdf

⁴ Feeding America (2017). *Map the Meal Gap 2017: Highlights of findings for overall and child food insecurity*. Retrieved from <http://www.feedingamerica.org/research/map-the-meal-gap/2015/2015-mapthemealgap-exec-summary.pdf>

Introduction to the Treasure Coast Food Bank

In September, TCFB's service area was directly impacted by Hurricane Irma. Thousands were without power for extended periods of time, resulting in large quantities of food loss across the Treasure Coast. TCFB stepped in to provide disaster relief to our neighbors through near daily food distributions. In an effort to provide quick and efficient relief across the four-county service area, TCFB had to rely heavily on partner agencies that could help distribute, pickup, and move product in and out of the warehouse in a timely manner. During this process, it became clear that TCFB needed to take a critical look at their partner agencies and the role they play in alleviating hunger on the Treasure Coast. TCFB needed to know which partner agencies could be relied on and which were simply drawing on the limited resources TCFB could provide. This is essential not only in the event of a disaster but in day-to-day operations.

To identify these more reliable partners, food banks across the Feeding America network have begun the process of segmenting partner agencies. Through this process, partner agencies are internally or externally divided into groups based on partner agency type, capacity, operational features, and performance⁵. Segmentation, or implementing tier systems, identifies a strong and coordinated network of partners that the host food bank can invest in. Through investing in this network, the host food bank ensures resources are going to partner agencies that can adequately distribute the resources into the community in a timely and effective manner, while also furthering the mission and strategic plan of the host food bank and Feeding America.

Given the larger segmentation movement within the Feeding America network and TCFB's need for a strong partner network, TCFB decided to begin the work of implementing a tier system that would identify strong partners while incentivizing and guiding other partners towards best practices.

In order to create a tier system, it was essential to first identify categories that are considered important to TCFB, the community, and the partner agencies themselves for scoring purposes. During disaster relief efforts, we conducted a community survey that reached a large demographic that typically is not surveyed through other TCFB efforts. This survey asked a wide array of questions and allowed us to identify where people are turning to for help and which geographic areas need more assistance than others (Appendix A). Next, we conducted a partner agency survey that collected feedback on the needs and perspectives of the partner network (Appendix B). This anonymous survey allowed partner agencies the opportunity to critique TCFB and the partnership, while also offering opportunities to suggest how the partnership could be improved. The input from the community and partner network surveys was taken into account, along with TCFB's strategic plan, to create a tier system that segments partner agencies based on a wide range of categories.

While segmentation gives TCFB the ability to assess and identify strong partner agencies, partner agencies will also have the opportunity to take advantage of benefits offered to each tier. Benefits include lower maintenance fees, access to bonus product, and assistance from various TCFB program staff members on different agency projects. These benefits provide partner agencies the opportunity to grow as an organization, thus allowing the partnership to strengthen further. Additionally, the benefits incentivize weaker partners to address areas that need improvement. Through the use of segmentation and benefits, TCFB will be able to foster stronger partnerships with its partner network, which will allow TCFB to allocate resources to those who are reliable while also incentivizing weaker partners to become stronger. These measures will allow TCFB to better serve the Treasure Coast and Okeechobee County in accordance with its mission.

⁵ Feeding America (2017). *Partner Segmentation Toolkit: A road map for segmenting your partner network*.

Partner Agency Tier Systems

Partner agency tier systems, also known as agency segmentation, are used by food banks across the Feeding America network to funnel resources into high impact partner agencies, provide support and build partner agency capacity, and provide a consistent evaluation structure. Tier rankings help to identify partner agencies that need assistance and those with whom a partnership with the food bank is no longer beneficial.

The partner agency tier system recommended for TCFB was designed to encourage partner agencies towards best practices while seeking to eliminate or assist with the barriers they experience in serving the community.

Best practices for food pantries are outlined by the following:

1. “Client Choice” pantries to decrease product waste and increase client autonomy
2. Operate during non-traditional business hours (i.e. weekends and evenings) in order to meet the needs of employed clients
3. Refrain from asking for IDs, social security numbers, or other identifying information to ensure food is available and accessible for all

Partner agency barriers are outlined by the following:

1. Lack of transportation
2. Lack of storage and refrigeration space
3. Limited volunteer and staff capacity
4. Insufficient or unstable funding

Tier systems have the potential to be highly beneficial in improving partner agency relationships and operations, however it will not solve all issues. It is important to recognize both the benefits and the barriers that occur with the implementation of a tier system and to address any needs for adjustment.

Benefits of tier system:

1. Identifies which partner agencies are the strongest and can be relied on in urgent situations, such as during Hurricane Irma relief
2. Clearly outlines the food bank’s expectations for partner agencies
3. Provides opportunities to improve lower tier or less established partner agencies through mentorship and offering incentives

Limitations of tier system:

1. It is difficult to include and highlight the nuance and unique strengths of each partner agency. For example, smaller pantries are at a disadvantage based on criteria such as pounds of food distributed or the amount of storage space, but they may still be very beneficial partners. They may operate in a high need area, serve vulnerable populations, or operate during non-traditional business hours.
2. It is essential that a diverse array of factors are taken into account in the creation of a tier system, from organizational capacity to community outreach opportunities, so that partner agencies feel their strengths and weaknesses are being fairly evaluated.

Recommended Tier System for TCFB

Effective tier systems take time and careful attention to be beneficial. We recommend that TCFB have two separate phases to place partner agencies into tiers. The first phase will be a partner agency self-assessment that will take place following the 2018 Partner Agency Conference. It will allow the organizations to place themselves in a Maximizing Access to Products and Services (MAPS) category based on their perceived performance and capacity as a partner agency. This acronym was adopted from the Food Bank of Delaware, as it provided a more positive way to categorize partner agencies based on the level of community assistance their organization is able to provide. This self-assessment will help ensure that partner agencies feel their organization is being fairly and accurately represented. Moreover, this will ensure the MAPS category they are placed in does not come as a surprise. By having a say in their own MAPS placement, partner agencies are more likely to accept this new system, thus improving the overall system implementation.

The second phase of the tier system will be conducted by TCFB staff in 2019 as an evaluation to measure how accurate the partner agency self-evaluation was and to address any discrepancies between the two. This second phase of the tier system will utilize both reported tracking metrics such as pounds of food distributed as well as on-site monitoring evaluations conducted by TCFB staff. The combination of the two phases will result in an organization being officially placed in a MAPS category.

Partner Agencies will be evaluated by 7 sections:

1. Strength of Partnership - This section evaluates the investment of the partner agency in TCFB's mission to end hunger and strategic plan.
2. Organizational Capacity - This section evaluates the capacity of the partner agency to safely store, transport, and distribute food to the community.
3. Food Handling & Distribution - This section evaluates how the food is stored and distributed. It is essential for partner agencies to follow all rules and regulations for food safety and to practice methods such as client choice pantries to decrease waste and allows clients to select the foods they would like for their unique situations.
4. Human Resources - This section evaluates the staff and volunteer capacity of the partner agency.
5. Budget and Funding - This section evaluates the budget and funding of the partner agency.
6. Equity and Inclusion - This section evaluates the how accessible resources are to the community.
7. Client Engagement and Outreach - This section evaluates how partner agencies engage with the community and seek to address the root causes of hunger.

The self-evaluation tool for partner agencies can be found in Appendix C. The recommended benefits for partner agencies can be found in Appendix D.

Recommendations for the Treasure Coast Food Bank

It is essential to communicate early and often with the partner network about the tier system to avoid negative or defensive reactions. The tier system should not be painted as a way to eliminate agencies, but rather as a way for TCFB to invest in agencies, to be more effective in the communities, and to better serve those who experience hunger. Other food banks within the Feeding America network have held round table discussions with more established partner agencies to pitch potential tier systems. This offers food banks the opportunity to hear directly from partner agencies about what would and would not work. This also allows partner agencies to feel that their voices are being heard.

It is crucial that the tier system is used to strengthen partnerships, not to eliminate agencies. The agencies in the partner network are doing important and needed work in their own ways across the four-county service area. This tier system is a way for TCFB to identify which partner agencies are thriving and which need assistance to improve. We recommend creating peer groups so that top tier agencies have the opportunity to mentor bottom tier agencies. This allows top tier agencies to take leadership roles and allows the bottom tier agencies to learn and grow.

We believe it is important to test this tier system and self-evaluation tool on selected partner agencies before the official implementation. Conducting a trial run with a select number of agencies would allow TCFB to see how the tier system works in practice. Moreover, this would allow the selected partner agencies to provide feedback that can be used to improve the overall tier system before it is unveiled to the entire partner network.

Appendix A: Treasure Coast Food Bank Community Survey

This survey was administered to 257 individuals across the Treasure Coast and Okeechobee County during the September and October disaster relief efforts following Hurricane Irma. This survey captured a snapshot of the demographic that typically is not involved with TCFB or other non-profit agencies. With this survey, we were able to see who is in need of assistance and where they turn to when they need help. This also helped us define the high-need, low-resource areas used when creating the tier system and self-evaluation tool.

1. Location

2. What is your 5 digit zip code?

3. Age

- Under 18
- 18-24
- 25-34
- 35-44
- 45-54
- 55-64
- 65-74
- 75-84

4. Which categories describe you? (Select all that apply. You may select more than one group).

- White (For example, German, Irish, English, Italian, Polish, French, etc.)
- Hispanic, Latino, or Spanish origin (For example, Mexican or Mexican American, Puerto Rican, Cuban, Salvadoran, Dominican, Columbian, etc.)
- Black or African American
- Asian (For example, Chinese, Filipino, Asian Indian, Vietnamese, Korean, Japanese)
- American Indian or Alaska Native (For example, Navajo Nation, Blackfeet Tribe, Mayan, Aztec, Native Village of Barrow Inupiat Traditional Government, Nome Eskimo Community, etc.)
- Middle Eastern or North African (For example, Lebanese, Iranian, Egyptian, Syrian Native Hawaiian or Other Pacific Islander (For Example, Native Hawaiian, Samoan, Chamorro, Tongan, Fijian, Marshaliense)
- Some other race, ethnicity, or origin (please write in your response)

5. Besides yourself, do you have any of the following people living in your household? Please circle all that apply.

- Child/children under 18
- Child/children 18 or older
- Parents/Grandparents 65 years or older
- Other adult relative or friend 18 years or older

6. Do you get around for things like shopping, running errands, visiting the doctor, or going to other places in the following ways? Please circle all that apply.

- Drive yourself
- Have other drive you
- Walk
- Ride a bike
- Use public transportation
- Take a taxi/cab
- Use a special transportation service, such as one for seniors or persons with disabilities
- Other

7. Would you turn to the following resources if you, a family member, or friend needed food assistance? Please circle all that apply.

- Local senior centers
- Child care centers
- Family or friends
- Faith-based organizations such as churches or synagogues
- Internet
- Phone book
- Library
- Other

8. Other organizations you would rely on:

9. What services do you use from this organization?

10. What additional services would you like this organization to offer?

Appendix B. Treasure Coast Food Bank Partner Agency Survey

This survey was administered to TCFB's partner agency network in December 2017 and January 2018. This survey captures the partner agency network's perspectives and concerns about the anti-hunger and poverty alleviation work they are doing. With this survey, we were able to identify the best practices and barriers partner agencies face. This information was used to create the tier system and self-evaluation tool.

Employees and Volunteers

1. Do you have paid employees? *
 - Yes
 - No

2. On average, how many hours do your paid employees work per week? *

3. Do you have volunteers? *
 - Yes
 - No

4. On average, how many hours do volunteers help out at your feeding program per week? *

5. How many volunteers do you have on a monthly basis? *

6. What is the age of your volunteers? Select all that apply. * Check all that apply.
 - 10 - 20 years old
 - 20 - 30 years old
 - 30 - 40 years old
 - 40 - 50 years old
 - 50 - 60 years old
 - 60 - 70 years old
 - 70 - 80 years old

7. Where do you source volunteers from? Please select all that apply. *
 - Community Members
 - Churches
 - High Schools
 - Court-Mandated Community Service
 - Local Businesses
 - Other:

Your Feeding Program

8. What is your program's target population? Please select all that apply. *
 - We serve all people
 - Homeless
 - Seniors
 - Single Parents
 - Children / Teenagers
 - People with Mental Disabilities
 - People with Physical Disabilities
 - Active Duty Military
 - People in Recovery

Veterans
Residents of a Specific Geographic Area
Survivors of Domestic Violence
Congregants of a Church / Place of Worship
Other: _____

9. How many times can a client access your services? (excluding TEFAP product) *

As many times as needed
Weekly
Biweekly
Monthly
Quarterly
Annually
Other: _____

10. Do you limit food resource access based on criteria such as zip code or city? *

Yes
No

Other: _____

11. If you limit food resource access, how do you do so and why?

12. TCFB provides Power Purchase Products, which allow agencies to access highly desired staple products at a discounted rate that might not be readily available through donations. Has your organization used this program before? *

Yes
No
Unsure

13. What food item(s) are most requested by your clients? *

14. What food item(s) are clients not interested in receiving? *

Transportation

15. What food transportation resources does your organization possess? Please check all that apply.

Truck
Van
Car
Non-refrigerated box truck
Refrigerated box truck
Bus
Trailer
None
Other:

16. Please rank your organization's ability to pick up product from TCFB's Distribution Center. *

1 2 3 4 5

17. Please rank the condition and reliability of your transportation. *

1 2 3 4 5

18. Please rank your backup transportation options. *

1 2 3 4 5

Your Clients & the Overall Distribution Process

19. Why do your clients need your feeding program? Please select all that apply. *

Client is unemployed

Client is employed but income is too low

Client has some form of income, such as social security, but income is too low

Client is employed with generally sufficient income, but has experienced an unforeseen expense, such as medical costs

Client is retired and can no longer make ends meet

Don't know

Don't ask

20. Are you currently serving Puerto Rico evacuees? *

Yes

No

Unsure

21. Do you currently serve multigenerational families? *

A multigenerational family consists of more than two generations living under the same roof. An example of this would be grandparents living with their grandchildren in the same household.

Yes

No

Unsure

22. How would you rank your organization's ability to provide a welcoming environment for clients? *

1 2 3 4 5

23. How would you rank your organization's ability to provide written and oral communications to meet clients' needs? *
For example, can you provide services in languages other than English?

1 2 3 4 5

24. How would you rank your organization's evaluation process for clients to report their experience and give feedback? *

1 2 3 4 5

25. What is your current distribution process? *

Client Choice: Pantry is set up like a grocery store. Clients may browse goods and select items they want (with or without limits to number of items clients can take).

Pre-Bagged/Boxed with Some Client Choice: Clients receive a standard packed bag but have the option to take a specified amount of additional items or take items others leave behind.

Pre-Bagged/Boxed with No Client Choice: All clients receive the same prepackaged bag of food. They do not have the option to choose the items to take home.

Other: _____

26. Please rank your organization's overall resource distribution process. *

1 2 3 4 5

Advocacy and Outreach Efforts

27. Do you collaborate with other social service agencies? *

Yes

No

28. If so, how and with which agencies?

29. Do you actively look for new programs to benefit clients? *

Yes

No

30. If so, how?

31. Do you participate in regional food security meetings, coalitions, and/or task forces? *

Yes

No

32. If so, which ones?

Your Relationship with the Treasure Coast Food Bank

33. Are you satisfied with the quality of product you are receiving from TCFB? *

Yes

No

34. If you are NOT satisfied, please explain why.

35. Please rank your relationship with TCFB driver and warehouse staff. *

1 2 3 4 5

36. Please use this space to share any comments or concerns you have about your relationship with TCFB delivery and warehouse staff. *

37. Please rank your relationship with TCFB program staff. *

1 2 3 4 5

38. Please use this space to share any comments or concerns you have about your relationship with TCFB program staff. *

39. Please rank your overall relationship with TCFB. *

1 2 3 4 5

40. Please use this space to share any comments or concerns you have about your relationship with TCFB. *

Untitled Section

41. Why do you personally choose to participate in hunger relief work? *

42. What did you like about the 2017 Partner Agency Conference? *

43. What did you not like about the 2017 Partner Agency Conference? *

44. What would you be most interested in learning about at the 2018 Partner Agency Conference?

Each year at the Partner Agency Conference there are educational opportunities for our partner agencies. Please provide us with feedback on the topic you would like to see covered at this year's event. Check all that apply.

How to Recruit, Train, and Maintain Volunteers

Grant Writing

Food Banking 101 Client Engagement

Other:

45 Please use this space to share any additional comments, concerns, compliments, and/or ideas. *

46. If you would like to be contacted by TCFB staff about your answers to this survey please provide your name, email and/or phone number, and agency. A staff member will contact you soon to discuss any comments and/or concerns you have.

Appendix C. Treasure Coast Food Bank Partner Agency Self-Evaluation Tool

This is the tool that would be used by partner agencies to self-evaluate and place themselves into one of the four MAPS categories. This tool allows the partner agencies to see exactly what seven sections they will be assessed on. It also allows partner agencies to see what they can do to move up into different categories. MAPS 1 is considered the ideal partner agency, whereas MAPS 4 indicates a partner agency that needs improvement.

<i>Section 1: Strength of Partnership:</i>				
	MAPS 1	MAPS 2	MAPS 3	MAPS 4
Attendance at TCFB Events (i.e. annual Partner Agency Conference; Outreach Events)	Yes			No
Recognition of TCFB Partnership	Publicizes and actively incorporates partner agency status with TCFB into brand (i.e. includes TCFB logo in press releases, letterhead, and website; TCFB decals on building; includes TCFB in PSAs).	Publicizes partner agency status with TCFB.	Minimal public acknowledgment of TCFB.	Does not publicly acknowledge partner agency status with TCFB.
Compliance	Operates program in accordance with TCFB policies and procedures, submits statistics on time	In compliance, improving statistic reporting	In the process of being in compliance, improving statistic reporting	Not in compliance, does not submit statistics
<i>Section 2: Organizational Capacity:</i>				
	MAPS 1	MAPS 2	MAPS 3	MAPS 4

Refrigeration storage capacity	Agency has completely adequate refrigeration space or capacity.			Agency has inadequate refrigeration space or capacity.
Freezer storage capacity	Agency has completely adequate freezer space or capacity.			Agency has inadequate freezer space or capacity.
Dry storage capacity	Agency has completely adequate dry storage space or capacity.			Agency has inadequate dry storage space or capacity.
Ability to Transport and/or Pick Up Product	Agency owns a vehicle that is always available for product pick up or transport.	Agency owns a vehicle that is often available for product pick up or transport.	Agency has access to a vehicle through volunteers or the community. Cannot pick up or transport consistently.	Agency does not have access to a vehicle and therefore does not have the ability to transport or pick up product.
Ability to Take “Just In Time Product” ⁶	Agency has the capacity to pick up 2 or more bins of product when notified.	Agency has the capacity to pick up 1 bin of product when notified.	Agency has the capacity to pick up product, but it must be cased.	Agency does not have the capacity to pick up extra product.
Yearly Pounds Distributed	100,000 lbs or above	100,000 to 30,000 lbs	30,000 to 5,000 lbs	Below 5,000 lbs
Number of Days Open per Month for Food Access	16 or more days	16 - 7 days	6 - 3 days	2 days or less
Number of Hours Open per Week for Food Access	25 hours or more	24 - 19 hours	18 - 7 hours	6 hours or less
Open Outside of Typical Business Hours (weekends and/or evenings)	Yes			No

⁶ “Just in time product” is defined as an unexpected food delivery that needs to be pushed out to partner agencies in a timely manner (i.e. within the same day).

Geographic Area Served	High-need area as identified by the Emerson National Hunger Fellows. ⁷		Not a high-need area as identified by the Emerson National Hunger Fellows.
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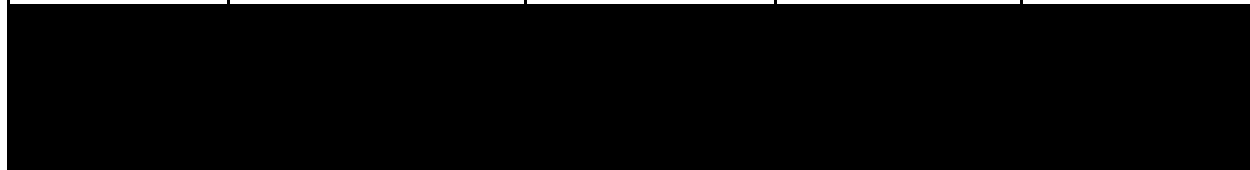
Section 3: Food Handling and Distribution:

	MAPS 1	MAPS 2	MAPS 3	MAPS 4
Food Safety	Program constantly follows food safety and sanitations regulations. Follows First In, First Out (FIFO).	Program follows food safety and sanitation regulations. Follows FIFO.	Program practices minimum food safety skills. Follows FIFO, but may have stockpiling issues.	Program does not practice food safety. Does not follow FIFO.

⁷ The areas identified through the Emerson National Hunger Fellows research include Okeechobee County, Fellsmere, Indiantown, Sebastian, Gifford, and Wabasso. This is based on levels of community food insecurity and available food resources (such as pantries or soup kitchens) in the area.

Food Storage	<p>Area where food is kept is clean and organized in accordance with the Department of Health guidelines.</p> <p>All food is kept off the floor.</p> <p>Storage areas have the correct temperatures and the program monitors temperatures.</p> <p>Storage space is safe and secure. Food store equipment is cleaned and monitored.</p>	<p>Program has clean and organized area with a clear storage system in place.</p> <p>All food is kept off the floor.</p> <p>Storage areas have the correct temperatures and monitors temperatures.</p>	<p>Program has a clean and organized area but no clear storage system in place.</p>	<p>Area where food is kept is disorganized. Food is stored on the floor, is overcrowded and/or has incorrect temperatures.</p>
Food Distribution	<p>There is a smooth system in place with fair and equitable distribution. Wait times are minimized.</p>	<p>There is a smooth system in place and distribution occurs in a timely manner.</p>	<p>There is a minimal system in place. Crowd control and codes of conduct are enforced, but wait times can be long.</p>	<p>Program has limited planning. There are often extensive wait times.</p>
Client Choice	<p>Guests select the food they receive within the food groups using a nutritional point system (i.e. the grocery store model).</p>	<p>Guest select the food they receive based on products available (i.e. client choice).</p>	<p>Guests receive a packed bag but may take “extra” food items if they are available.</p>	<p>Guests do not select what foods they receive (i.e. packed bag or box).</p>
<i>Section 4: Human Resources:</i>				
	MAPS 1	MAPS 2	MAPS 3	MAPS 4

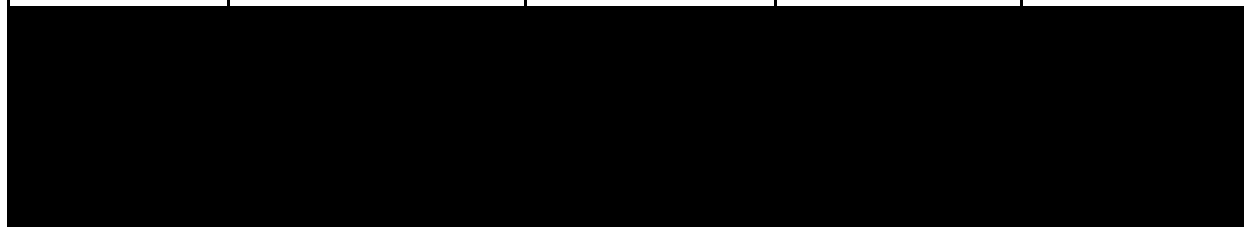
Staffing Capacity	Agency has ample staff at all times. Can call in additional support to fill in when necessary.	Agency has adequate number of staff at all times.	Agency has enough staff to maintain daily operations, but occasional reduced staff may disrupt activities.	Agency does not have enough staff to maintain operations day to day.
Volunteer Recruitment and Management	Agency has an extremely effective volunteer recruitment strategy and uses several retention strategies. Agency utilizes broad base to avoid burnout.	Agency has a fairly effective volunteer recruitment strategy and uses some retention strategies. Agency is working towards using a broad base to avoid burnout.	Agency has a minimally effective volunteer recruitment and management strategy.	Agency has no volunteer recruitment, management, or retention strategy.
Volunteer Capacity	Agency works to tailor volunteer talents and skills with job duties and all necessary operational tasks are fulfilled.	Agency utilizes volunteers to perform necessary operational tasks	Volunteer base is limited in their ability to perform necessary operational tasks.	Volunteer base is unable to perform necessary operational tasks.



Section 5: Budget and Funding:

	MAPS 1	MAPS 2	MAPS 3	MAPS 4
Funding	Stable and diverse funding. Active in applying for outside grants.	Funding is stable. May apply for grants.	Funding is stable Does not apply for grants.	Funding is unstable. Does not apply for grants.
Budget	Agency has a highly sophisticated budgeting strategy. Financial statements are developed regularly and analyzed by leadership.	Agency has a moderately sophisticated annual budgeting strategy.	Agency has an effective but basic budget.	Agency does not have a budget.

Fundraising	Has active diverse fundraising. Solicits funds and food from multiple community sources.	Participates in existing fundraising. Solicits affiliated organizations or congregations for financial and/or food donations.	No active fundraising. Dependent on state grants and/or TEFAP. Solicits food donations.	No active fundraising. Dependent on state grants and/or TEFAP. Does not solicit food donations.
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Section 6: Equity and Inclusion:

	MAPS 1	MAPS 2	MAPS 3	MAPS 4
Commitment to Cultural Responsiveness	Agency demonstrates thorough commitment to cultural responsiveness in that all persons from the surrounding community are welcomed and can access services regardless of race, ethnicity, gender, familial status, sexual orientation, religion, socioeconomic status, or background.	Agency demonstrates moderate commitment to cultural responsiveness.	Agency demonstrates minimal commitment to cultural responsiveness.	Agency does not demonstrate commitment to cultural responsiveness.
Language Accessibility	Agency provides excellent services for non-English speakers including translated materials and consistent bilingual staff and volunteers to help interpret in one or more languages other than English.	Agency provides adequate services for non-English speakers including translated materials and regular interpretation in at least one language other than English.	Agency provides some services for non-English speakers. Translated materials are limited to what is provided by TCFB.	Agency is only able to provide services in English.



Section 7: Client Engagement and Outreach Efforts

	MAPS 1	MAPS 2	MAPS 3	MAPS 4
Community Outreach Efforts	Program has a positive reputation in the community. Actively advertises services with other agencies, program brochures, websites, etc. Maintains relationships outside of the emergency food network as a resource for people in need.	Builds relationships with the community. Actively advertises services with other agencies, program brochures, websites, etc.	Promotes program in the community beyond word of mouth.	Operates program in isolation without outreach. Guests find program through word of mouth.
Referrals	Agency provides frequent referrals that are consistently active, current, and specific.	Agency provides frequent referrals but not always active, current, or specific.	Agency provides passive (such as a poster or flyer), out-of-date, or not specific referrals.	Agency does not provide referrals.

D. Treasure Coast Food Bank Maximizing Access to Products and Services Benefits

Below are the suggested partner agency benefits. In an effort to funnel more resources into high impact partner agencies and incentivize developing partner agencies towards more effective practices, benefits will be associated with the different MAPS categories. Partner agencies are eligible for benefits based on MAPS categories, but may not receive benefits. Benefits are given on a case-by-case basis as determined by Treasure Coast Food Bank staff.

	MAPS 1	MAPS 2	MAPS 3	MAPS 4
Access to Bonus Product	Preferential access to bonus product.	Secondary access to bonus product.	No access to bonus product.	No access to bonus product.
TCFB Trainings (Food Safety, Food Banking 101, Volunteer Recruitment)	Primary access to trainings.	Secondary access to trainings.	Tertiary access to trainings.	Will be provided with sources to obtain food training elsewhere.
Access to Volunteer Recruitment	Access to TCFB volunteer recruitment system; priority access to volunteer recruitment trainings.	No access to TCFB volunteer recruitment system; secondary access to volunteer recruitment trainings.	No access to TCFB volunteer recruitment system; tertiary access to volunteer recruitment trainings.	No access to TCFB volunteer recruitment system or volunteer recruitment trainings.
Assistance with Translation of Agency Materials	Translation of all feeding and outreach program materials.	Translation of essential feeding and outreach program materials.	No access to translation services.	No access to translation services.
Assistance with Social Media Development	Access to TCFB social media team and/or support.	No access to TCFB social media team and/or support.	No access to TCFB social media team and/or support.	No access to TCFB social media team and/or support.
Access to Assistance for Community Food Drive Planning	Access to TCFB community food drive planning.	No access to community food drive planning.	No access to community food drive planning.	No access to community food drive planning.
Eligible for Public Relations Opportunities (TV interviews, news articles)	Highlighted in monthly partner agency newsletter; Invited to press conferences; Included in news articles and TV	Highlighted in monthly partner agency newsletter.	Ineligible for public relations opportunities.	Ineligible for public relations opportunities.

	interviews when applicable.			
Technical Support for Grant Writing	Access to grant writing workshops and/or support	No access to grant writing workshops and/or support	No access to grant writing workshops and/or support	No access to grant writing workshops and/or support
Access to USDA Commodities	Priority access to government commodities.	Secondary access to government commodities.	No access to government commodities.	No access to government commodities.