May 22, 2013

Mr. Randall A. Wolf

Director

Randall A. Wolf Family Foundation

41450 Boscell Road

Fremont, CA 94538

Dear Randall,

Thank you for opening up this opportunity for us to submit the attached proposal to the Randall A. Wolf Family Foundation requesting support for Tri-City Hot Meals’ new program. Founded in 2003, our organization has since been a cornerstone in our local community’s efforts to alleviate hunger. Now we aspire to make an even bigger impact by growing our organization to include a dinner program.

In the Fremont, Union City, and Newark communities, many low-income individuals and families, at-risk children, senior citizens on fixed incomes, and homeless are severely malnourished and go hungry from day to day. The freshly prepared breakfasts that we serve each Monday, Wednesday, and Friday morning are often the only hot, nutritious meals they enjoy during the week. To address this issue, our organization is working to implement a Tuesday/Thursday dinner program both to shorten the gap between our guests’ meal times and to provide them with more nutritious, filling foods.

Tri-City Hot Meals has already arranged to use the Fremont Community Kitchen facility, and our dedicated volunteers have committed to putting in more time with us to make the new dinner program possible. We will continue receiving food donations from Safeway and Raley’s, and all funding will go toward purchasing most of the foods we serve. Tri-City Hot Meals, unique among soup kitchens, runs like a sit-down restaurant, where our volunteers tend to our guests like waiters and waitresses. This friendly, service-oriented style has created a family among our volunteers and guests, and we will run the dinner program the same way.

Our volunteers will gather data on participation and number of meals served and will acquire qualitative feedback from guests so our board of directors can use the information to evaluate and further develop the new program. We believe that the dinner program will be successful and will become a valuable resource in our community, so we plan to sustain its operations continually through fundraisers, individual gifts, and donations from foundations such as the Fremont Bank Foundation and the Emergency Food and Shelter Program.

To support the launch of this project, Tri-City Hot Meals is requesting a $20,000 grant from the Randall A. Wolf Family Foundation. We understand your broad vision of contributing to your local community through funding a diverse variety of services, and we hope you will add battling hunger in the Tri-City neighborhoods to your list.

Tri-City Hot Meals thanks you for your time and consideration in reviewing our proposal. If you have any questions or would like to further discuss the project, feel free to call me at (510) 328-2133 or email me at kkwong@tchm.org. We are grateful for the chance to share our story with you and look forward to creating a meaningful partnership with your foundation.

Sincerely,

Kristie Kwong

Executive Director

**A PROPOSAL TO THE RANDALL A. WOLF FAMILY FOUNDATION**

***Battling Hunger in the Tri-City Communities***

**Submitted by:**

Tri-City Hot Meals

327 Stevenson Boulevard

Fremont, CA 94538

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Kristie Kwong

Executive Director

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**EXECUTIVE SUMMARY**

Tri-City Hot Meals is seeking a $20,000 grant from the Randall A. Wolf Family Foundation to support the development of a new dinner program to feed the needy in the Fremont, Union City, and Newark areas. Since it was founded in 2003, Tri-City Hot Meals has served over 300,000 hot breakfasts to low-income individuals and families, at-risk children, senior citizens on fixed incomes, and the homeless, all of whom depend on the organization for their primary source of fresh, nutritious meals. We operate as a sit-down restaurant with a team of volunteers who hand-delivers food and serves about 200 guests every Monday, Wednesday, and Friday morning. Adding a dinner program that runs on Tuesdays and Thursdays will provide our guests with hot meals five days a week, giving them a wider variety of foods to meet their numerous nutritional needs.

Through the new dinner program, Tri-City Hot Meals strives to achieve the following objectives over the course of the next year: provide meals to constituents 104 more days a year, serve at least 20,000 dinners, and increase attendance by 10 percent. We will hold the new program at our current location, the Fremont Community Kitchen, using our existing methods of serving with a restaurant style. Tri-City Hot Meals’ dedicated volunteers have committed to supporting the project and will be responsible for picking up food donations from Safeway and Raley’s and for buying additional groceries in addition to working during operation hours.

Our board of directors will conduct monthly evaluations and make necessary adjustments based on information gathered by volunteers, who will record data about participation and number of meals served, collect comment cards, and report any feedback or concerns voiced by our guests. The total budget for the dinner program’s first year is estimated to be $40,000; the grant requested in this proposal will support half the cost with the other half supplemented by other grants and individual contributions. For any overage during the first year and to sustain the program in the future, we plan to obtain funding from various foundations, individual contributions, and fundraisers.

**ORGANIZATION INFORMATION**

**History and Mission**

In 2003, in honor of their mother Lindsey Young, Grant and Emma Young founded Tri-City Hot Meals. After retiring, Lindsey devoted the next fifteen years of her life to volunteering in her community. She found not only the most rewarding work but also a second family during the time she served at a soup kitchen in San Francisco. She was filled with passion and loved to share inspiring stories about the people she met and helped at the soup kitchen. Following her passing in 2003, her children Grant and Emma worked to create Tri-City Hot Meals, a sit-down restaurant-style soup kitchen, in their hometown of Fremont to keep the zeal of their mother’s passion for charity work alive by helping those in their community.

Tri-City Hot Meals is 100 percent volunteer-run, with three members serving on the board of directors and a team of Fremont, Union City, and Newark citizens who make the program possible. Volunteers include retirees, unemployed persons, stay-at-home parents, and high-school students. All of Tri-City Hot Meals’ operations — from setting up and cooking to serving and cleaning — are done by dedicated volunteers.

Since it first opened its doors, Tri-City Hot Meals has grown immensely. With only 18 people showing up for breakfast once a week in 2003, the organization is now open three days a week and serves about 200 people each day it opens. Just in the past year, from 2012 to 2013, there has been over a 10 percent increase in the number of guests and an 8 percent increase in the number of meals served. Tri-City Hot Meals has served more than 300,000 breakfasts in the past ten years.

**2003–2004** Tri-City Hot Meals founded; Fremont Community Kitchen donated its space for organization’s operations; averaged 35 guests in attendance on Monday mornings

**2005–2006** Attendance increased to ~75 guests; increased operation time to two days a week (Monday and Friday); gained support of local grocery stores such as Raley’s and Safeway

**2007–2008** Attendance increased to ~125 guests; increased operation time to three days a week (Monday, Wednesday, and Friday)

**2009–2011** Attendance increased to ~180 guests; began partaking in annual Make a Difference Day; created Fun for Funds kid’s summer camp

**2012–2013** Attendance increased to ~200 guests; celebrated 10-year anniversary; plan to start a Tuesday/Thursday dinner program

The mission of Tri-City Hot Meals is to serve the needy and alleviate hunger in the Fremont, Newark, and Union City areas by providing freshly prepared, hot meals to low-income individuals and families, at-risk children, senior citizens on fixed incomes, and the homeless, all while ensuring that guests are served with dignity and respect by the friendly faces of committed volunteers.

**Current Program**

For the past 10 years, Tri-City Hot Meals has been a successful breakfast program, serving hot meals on Monday, Wednesday, and Friday mornings from 7 a.m. to 9 a.m. The program depends on its diligent volunteers’ hard work each day as they cover every part of the operation: They set up the dining area, prepare food, cook food, greet guests, serve food, clean tables, wash dishes, dry dishes, and so on.

Preparation begins at 5 a.m., as volunteers roll in before the sun rises to take care of all the behind-the-scenes work. Volunteers prepare an array of foods, including scrambled eggs, toast, oatmeal, cereal, seasoned potatoes, hash browns, sausage, breakfast burritos, baked croissants, fruit, donuts, other pastries, and more. When everything is ready for the guests, doors open at 7 a.m., and each of the five seats at each of the seven tables is soon completely filled.

Volunteers then hand-deliver plates of fresh, hot breakfast foods to the guests at their own seats and continue to serve and attend to them as a waiter or waitress in a sit-down restaurant would. While the guests are enjoying their meal, volunteers bring food, refills, and drinks at the guests’ requests and clean up their area after they have finished their meal and left.

Elizabeth Sawyer, veteran volunteer at Tri-City Hot Meals, says, “It’s amazing how much effect a simple meal has on our guests. In the last eight years that I’ve been volunteering, I’ve seen this program save lives and change lives through breakfast. Our guests not only find food but solace here. We know them all by first name, and we take time to get to know their stories. We’re a soup kitchen and a family all in one.”

**STATEMENT OF NEED**

Hunger: It’s not easily visible, but it’s everywhere. It’s in every community, in every neighborhood.

Based on the Alameda County Community Food Bank’s 2010 Hunger Study, one in six Alameda County residents needs to visit food banks, food pantries, soup kitchens, senior centers, or shelters on a regular basis. That makes about 169,000 adults who struggle to put food on the table. Twenty-five percent of client households with children reported that their children have felt hungry at least once during the past year, but they could not afford to buy more food. Sixty-seven percent of client households with seniors face low or very low food security. Seventy-eight percent of client households with low-income residents or with only a single employed adult reported that the food they bought in the last 12 months did not last, and they did not have money to buy more. Participants in hunger-relief programs have a median monthly income of $990, compared to the country-wide median of $5,851.

Fighting hunger is not just about filling empty stomachs. Not having enough food affects people in all other aspects of their lives, from physical to emotional health.

Consider the two largest groups that receive emergency food in Alameda County: children and seniors. Hunger leads to inadequate energy intake, which has negative effects on cognitive development and emotional well-being and causes a number of other physical problems for growing children. Hungry children are two to four times more susceptible to individual health problems, including frequent colds, unintended weight loss, headaches, fatigue, irritability, and inability to concentrate. Dr. Chris Macfarlane from the Food Research and Action Center notes, “Anxiety, negative feelings about self-worth, and hostility towards the outside world can result from chronic hunger and food insecurity.” For low-income seniors who may already suffer from diseases and disabilities, a lack of nutrition often triggers depression that can manifest into dementia. Inadequate healthy foods in seniors’ diets can also increase their risk for obesity and other diet-related diseases.

At Tri-City Hot Meals, we see these hunger-ridden faces every day, but we also see what a nice hot meal can do for them. By fighting hunger, we are also fighting illness, anxiety, and insecurity: Each plate of food comes with a serving of hope.

**GOALS, OBJECTIVES, AND OUTCOMES**

Our goal at Tri-City Hot Meals is to reduce hunger for underprivileged and homeless individuals in the Tri-City area, so we plan to start a new dinner program to achieve the following objectives:

* Increase the number of days that our constituents receive proper meals by 104 days a year by operating five days instead of three days a week
* Serve at least 20,000 dinners (thus 20,000 more meals overall) over the course of one year
* Reach more constituents by increasing attendance by 10 percent over the course of one year

Executing these objectives will bring about a significant change because for many of our guests, the breakfasts we serve three mornings a week are the only proper meals they get. Supplementing our breakfast program with a dinner program two days a week means that our guests will enjoy fresh meals 260 days a year instead of just 156 days. The dinner program will allow us to offer a wider variety of more satisfying, more filling dinner foods for additional nutrition and to shorten the gap between meal times for our guests.

**METHODS, STAFFING, AND TIMELINE**

Tri-City Hot Meals proposes to create a Tuesday/Thursday dinner program as an addition to our current Monday/Wednesday/Friday breakfast program. The methods that we will use to run the dinner program will be detailed in the section to follow.

**Methods**

In implementing the dinner program, there are four aspects to coordinate: the dining facility, the work crew, the food, and the operation. Most of our existing methods of operation will carry over and apply to this new project.

Tri-City Hot Meals has been partnering with Fremont Community Kitchen, which has donated use of its kitchen and dining area to our organization for the past ten years. Fremont Community Kitchen has agreed to support our proposed dinner program and is willing to donate use of its facility on Tuesday and Thursday evenings from 5 p.m. to 9 p.m.

Our dedicated team of volunteers, 21 of whom are regulars who show up every morning, have also voiced their support of our idea to add a new program. They are committed to serving our community and will volunteer additional time at Tri-City Hot Meals to make this project possible. Furthermore, our breakfast program has limited volunteers during most of the year because it is held during the early hours of the morning when people go to work; with the dinner program, we have the potential to attract new volunteers who might like to participate in our organization in the evenings after work. Our veteran volunteers are highly efficient and competent at their respective tasks, and all new volunteers are trained and given a thorough tutorial by our veterans before going to work.

About 25 percent of the food we serve at Tri-City Hot Meals is donated to us by local supermarkets such as Safeway and Raley’s and by the Alameda County Community Food Bank. The remaining 75 percent comes from support from individual donors in our community and from generous grants. All funding that we receive goes toward purchasing different food items that will give our guests variety in their meals and enhance their diets. In addition, we purchase (and receive donations of) foods such as canned goods, rice, and potatoes that can be bagged and taken to go by our guests. For the dinner program, we will continue to receive donations from the grocery stores, and the grant requested in this proposal will support the purchase of most of the dinner foods and ingredients for the meals. Four of our volunteers rotate to do donation pickups from Safeway and Raley’s and to make all other food purchases.

We will run the dinner program using the same format as the breakfast program, as our methods have proven to work smoothly and efficiently over the years. All preparation work will be done in the first two hours of our four-hour time slot in the Fremont Community Kitchen. From 5 p.m. to 7 p.m., our volunteers will set up the tables, bring out the chairs, prepare place settings, prepare drinks, and cook the food. At 7 p.m., we will open our doors and begin serving the guests until 9 p.m. Volunteers will hand-deliver plates of food and attend to our guests during their meal. After our last guest has left, volunteers will clean the kitchen and dining area, return everything to its original position, and lock up.

Participants of the dinner program will predominantly be the same guests who come for breakfast each morning. We will personally notify our regulars of the new addition and expect to see them come for dinner as well. Tri-City Hot Meals will also publish a news release in local newspapers including *Tri-City Voice*, *The Argus*, and the *Hayward Daily Review* bothto alert the public for potential new guests and to attract more volunteers.

**Staffing**

Tri-City Hot Meals is 100 percent volunteer-based. The three members on the board of directors, who are also unpaid volunteers, are responsible for the overall management of the organization, raising funds, and making arrangements with donors. Otherwise, Tri-City Hot Meals is run by our own generous community members who put their heart into their work at our organization.

As mentioned, our volunteers are responsible for the entire operation of our existing breakfast program, and they will perform all the same duties for this new dinner program. There are no specific requirements for new volunteers, and no special training or experience is necessary. Most of our volunteers are retirees, stay-at-home parents, and unemployed individuals; during the summer, we are privileged to have a large group of high-school volunteers from the Fremont School District, as well, and they are all enthusiastic and very hardworking. Our veteran volunteers give new volunteers a tour of the facility, provide specific directions for each task, and walk them through the process of serving, tending to, and cleaning up after our guests. New volunteers usually shadow a veteran for a little while on their first day, and then they begin to work independently. Tri-City Hot Meals’ longest-standing veteran, Elizabeth Sawyer, oversees all volunteers to ensure a great experience for everyone in the program — volunteers and guests alike.

**Timeline**

Tri-City Hot Meals aims to have the new dinner program implemented at the beginning of August 2013, given that we obtain sufficient funding.

**Jun ’13** Make new donation arrangements with Safeway and Raley’s to accommodate dinner meals

**Jul ’13** Finalize arrangements with Fremont Community Kitchen and volunteers

**Aug ’13** Launch dinner program

From August 2013 through August 2014, we will work to reach our stated objectives of serving at least 20,000 dinners and increasing attendance by 10 percent.

**EVALUATION**

At Tri-City Hot Meals, we care about our impact on our community. We have consistently gathered quantitative data and qualitative feedback over the past ten years to measure the efficacy of our breakfast program and to ensure that our guests are getting the best experience possible. Our volunteers are responsible for gathering all data and feedback during operation times, while our board of directors conducts the evaluation of that information on a monthly basis.

Each day that we open, we have a volunteer stationed at the door who greets our guests while using a hand tally counter to take note of attendance. The volunteer then documents the number of guests in our record book at the end of each day. In addition, we have our volunteers keep track of the plates of food that they serve. When a guest sits down and is given his or her first plate of food, the volunteer marks “First” on our tally sheet; any refills from then on are marked as a “Second” on the sheet. With this system, we are always aware of both participation and the average amount of food that is needed each day.

At the end of each month, our board synthesizes all the collected data and creates charts that are then translated into line graphs. We use these graphs to show trends from month to month as well as to consolidate data that is compared from year to year. We look at hard numbers and also calculate percentage of change in terms of increased/decreased participation and meals served. Through this method, we are able to see whether we are meeting our stated objectives of serving at least 20,000 dinners and raising attendance by 10 percent over the course of one year. We will definitely meet our objective of serving our constituents an added 104 days per year as long as we operate Monday through Friday, though some unforeseen circumstances (such as power outages or water leaks) do arise on rare occasions.

Our guests are most important to us at Tri-City Hot Meals. Our regular volunteers and regular guests are all well-acquainted with one another, and we treat everyone like family. Newcomers are always made to feel welcome and also quickly assimilate into the family. Volunteers take time to speak with our guests to get to know them, and we encourage guests to let us know if they have requests, concerns, or anything they would like to tell us. Aside from casual conversations, we also provide comment cards at the door for feedback. We learn a lot about the needs of our guests from conversing with them, and we try our best to accommodate their requests.

Tri-City Hot Meals does not prepare official reports, but both our board and volunteers take collected data and feedback seriously. If we are not meeting our objectives, we will find new ways to market our organization, gain exposure, and bring more guests in so that we can serve more members of our community. We work to ensure that we are meeting our goals, and we will continue to use the information we collect to shape our organization.

**BUDGET**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | **Project Budget: Income** | | | | |
|  |  | |  | |  |
| 1 | Applicant Agency: Tri-City Hot Meals | | | | |
| 2 | Project Year: Aug 2013–Aug 2014 | | | | |
| 3 | Request to Fund: $20,000 | | | | |
| 4 | Budget prepared by: Kristie Kwong | Phone Number: (510) 328-2133 | | | |
|  |  |  | |  | |
| 5 | **PROGRAM/PROJECT INCOME1** |  | |  | |
| 6 | **Source** | **Committed** | | **Pending** | |
| 7 | **Contributed Income** |  | |  | |
| 8 | Requested in this Proposal | $0 | | $20,000 | |
|  |  |  | |  | |
| 9 | **Foundations** |  | |  | |
| 10 | Fremont Bank Foundation | $3,000 | | $0 | |
| 11 | Emergency Food and Shelter Program | $12,000 | | $0 | |
|  |  |  | |  | |
| 12 | **Individual Contributions** | $10,000 | | $0 | |
|  |  |  | |  | |
| 13 | **Subtotal – Contributed Income** | $25,000 | | $20,000 | |
|  |  |  | |  | |
| 14 | **Earned Revenue** | $0 | | $0 | |
|  |  |  | |  | |
| 15 | **Subtotal – Earned Revenue** | $0 | | $0 | |
|  |  |  | |  | |
| 16 | **Subtotal – All Income and Revenue** | $25,000 | | $20,000 | |
|  |  |  | |  | |
| 17 | **TOTAL COMMITTED AND PENDING INCOME** | $45,000 | | | |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **Project Budget: Expenses** | | | |
|  |  |  | |  |
| 18 | **EXPENSES** | | **Project Expense** | |
| 19 | **Salaries for project staff** | | $0 | |
|  |  |  | |  |
| 20 | **Total Personnel Expenses** |  | | $0 |
|  |  |  | |  |
| 21 | **Non-Personnel** |  | |  |
| 22 | Food purchase |  | | $40,000 |
|  |  |  | |  |
| 23 | **Total Non-personnel Expenses** |  | | $40,000 |
|  |  |  | |  |
| 24 | **TOTAL EXPENSES** | | $40,000 | |
| 25 | **DIFFERENCE** (Total Committed & Pending Income less Total Expenses) | | $5,000 | |

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Project Budget: In-Kind** | | |
|  |  |  |  |
| 26 | **IN-KIND CONTRIBUTIONS** | | **Estimated Value** |
| 27 | **Volunteer Services** (volunteers fulfill all operational roles) | | |
|  | Avg 21 regular volunteers @ $24.75/hr x 4 hrs/day x 104 days/yr |  | $216,216 |
|  |  | |  |
| 28 | **Other In-Kind Contributions** | | |
| 29 | Fremont Community Kitchen facility usage ($110/hr x 4 hrs x 104 days/yr) |  | $45,760 |
|  |  | |  |
| 30 | **TOTAL IN-KIND CONTRIBUTIONS** | | $261,976 |

**SUSTAINABILITY**

With the initiation of the new dinner program, Tri-City Hot Meals aims to be a Monday through Friday operation hereafter, with breakfast on Mondays, Wednesdays, and Fridays and dinner on Tuesdays and Thursdays. Based on the success of our breakfast segment thus far, we believe that dinners will further enhance our organization’s ability to serve the community and will work to sustain the new program for years to come.

We have estimated that the dinner program will cost about $40,000 (in food purchases not including food donations from grocery stores) in its first year, so the funds requested in this grant would help to support half the cost. The Fremont Bank Foundation, Emergency Food and Shelter Program, and individual donors have committed to supporting Tri-City Hot Meals with a combined total of $25,000, which will cover the rest of the cost and some overage.

In the future, Tri-City Hot Meals expects to continue receiving funding and direct food donation support from the following sources:

* Emergency Food and Shelter Program
* Fremont Bank Foundation
* Individual donations
* Safeway and Raley’s
* Alameda County Community Food Bank

In addition, we also participate annually in two fundraisers:

* Make a Difference Day, in which we host a food drive
* Fun for Funds, a kid’s summer camp run by our volunteers where fees are donations that go toward the Tri-City Hot Meals fund

We hope to build a partnership with the Randall A. Wolf Family Foundation as we work together to launch the new dinner program, and we hope that you will consider a future proposal from Tri-City Hot Meals.

**CONCLUSION**

Each person who walks into the doors of Tri-City Hot Meals has a valuable story to share. The spirits that live behind these stories, however, are often stifled by hunger and poverty. Like family, we sit down, talk, and bond with our guests over food: A cup of coffee and a piece of toast are the gateway to instilling faith in these people that they are cared for by their community.

A $20,000 grant from the Randall A. Wolf Family Foundation will change more than 200 lives — the lives of our friends, family, and neighbors.