2020

Community Food Bank of Central Alabama Agency Capacity Assessment and Analysis

A report on the results of a comprehensive assessment of the Community Food Bank partner agency network's capacity focusing on gaps in efficiency and including a capacity building strategic plan for the upcoming year

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EXECUTIVE SUMMARY

Introduction

The purpose of conducting a network-wide capacity assessment of our partner agencies is to create a strategic plan that targets agencies and provides resources and services tailored to their needs and capacities. This long-term strategic plan follows the Community Food Bank's vision of ending hunger in central Alabama and collaborating with our partner network to achieve this vision. The results of this capacity assessment allow us to gain a deeper understanding of our partner agencies' capacities, values, and needs.

Methodology

The Community Food Bank utilized a mixed methodological approach to develop the framework for the capacity assessment. This approach combined both quantitative and qualitative research methods to extract the most comprehensive and in-depth responses from subjects. The first method involved a survey distributed to all partner agencies via web, while the second method involved in-person interviews with a sub-sample of agency leadership that represented each county we serve in Alabama.

Assessment Framework

The conceptual framework used as the basis to define and assess the capacity of the Food Bank's network was developed based on the survey questions. The framework identifies three critical factors that impact our partner agencies' efficiency: agency infrastructure, agency accessibility, and agency capacity. These factors are further broken down into categories:

> *Infrastructure:* Food and Produce Service Frequency, Staff/Volunteer Size, Monthly Food Budget, Financial Status, Amount of People Served, Method of Food Distribution

> *Accessibility:* Offers Food Delivery Services, Serves Outside of Neighborhood, Serves Outside of Normal Hours, Requirements Clients Must Meet to Receive Food, Limits to How Often Clients Can Receive Food

> *Capacity:* Dry, Cold, and Frozen Food Storage Capacity, Transportation Barriers, Internet Access, Additional Food Sources, Funding Sources

Scoring System

A scoring guideline was developed to represent the impact of each category on the agencies' infrastructure, accessibility and capacity. The scoring guideline outlines a point system for each category. Agencies are assigned three separate scores for each of the three sectors. This allows our staff to observe agencies' strengths and gaps in different areas and target interventions based on these scores.

Results

The results of the assessment provided insight into capacity gaps impeding the delivery of healthy foods to residents and preventing agencies from meeting their clients' needs. These results were divided into two sections: agency scoring system and agency feedback. The scoring system is based on the results of using the scoring guidelines and the agency feedback is based on the results of qualitative data extracted from in-person interviews.

Overall Key Findings:

- The minority of agencies (27%) report using a client-choice model of food distribution. 58% of agencies cite a lack of space as a barrier, 49% cite a lack of staff or volunteers, 37% cite a lack of funding, and 46% cite a lack of time amongst the biggest barriers to implementing a client-choice model.
- 40% of pantries reported not having enough space to store refrigerated food products, compared to 26% reporting not having enough space to store frozen food products and 18% reporting not having enough space to store dry food products.
- 37% of agencies expressed interest in training for both food safety and fundraising. 42% of agencies were interested in training for promoting healthy eating and healthy behaviors.
- 61% of pantries report wanting to increase their fresh produce distributions to meet their clients' needs with barriers being the short shelf life of produce, high costs, food storage capacity, lack of staff, and the distance from the Food Bank.
- 43% of pantries report that nutrition education for their clients would supplement their services. 40% of pantries would like to provide health screenings for chronic illnesses. 36% of pantries report that they would benefit from SNAP outreach at their programs.
- The majority (86%) of partner agencies identified the Community Food Bank as a strong partner in their efforts to address hunger in their local communities.

Strategic Plan

The results of the capacity assessment were used to inform and shape the specific actions undertaken by the Food Bank as part of our 2020 Network Strategic Plan. The following projects represent a sample of initiatives for this upcoming year:

Food Bank Equipment Library — Designate rental equipment to partner agencies including refrigerators, freezers, trailers, computers, and generators to increase their storage capacity.

2020 Produce Summit — Host a Produce Summit to educate and engage partner agencies in participating in a produce buying cooperative within the network.

Enabled Agencies — Match food assistance programs with nearby grocery stores so they can pick up food donations directly and on a regular basis.

Education and Training Services — Provide training services in fundraising, food safety, and promoting health activities as well as implementing services in pantries like nutrition education, health screenings, and SNAP outreach.

Telehealth Pilot — Distribute health-related services telecommunication technologies.

Nutritional Ranking System — Implement an easy-to-understand system that ranks our food products by nutritional value to make it easier for agencies to choose healthier options.

INTRODUCTION

The Community Food Bank of Central Alabama's mission statement reads: "*We feed people in need today and foster collaborative solutions to end hunger tomorrow.*" The efforts of the Food Bank are guided by a set of strategic directions that work to achieve this mission. The Food Bank operates across 12 counties in central Alabama to feed residents in need, strengthen efforts to end hunger in the region, educate and engage communities with anti-hunger work, and create sustainable impacts in promoting the health of the region. The Community Food Bank aims to decrease the gap between the amount of food needed and the amount of food being distributed in its service area. In order to strategically address this gap, the Food Bank has conducted its first network-wide capacity assessment and analysis to measure the current capacity of its partner agencies and develop a strategic plan for expanding agency capacity to store food, serve more residents in high need areas, and act as platforms for health resources in their communities.

METHODOLOGY

In conducting a network-wide capacity assessment, the Community Food Bank employed a multi-tiered approach in survey distribution. A combination of qualitative and quantitative methods of research were used to develop a multi-dimensional evaluation. Surveys were conducted through in-person interviews, phone interviews, and via web.

CFB Partner Agency Survey

The survey distributed to partner agencies contained 67 questions consisting of multiple-choice, open-ended and Likert scale questions (Appendix A – CFB Partner Agency Survey). The survey was divided into five sections that asked questions about each food program related to its funding, food storage capacity, resources, and food distribution. The last section was devoted to the food program's relationship with the Community Food Bank and included comments and feedback on the Food Bank's programs and services. A total of 106 food pantries participated in the capacity assessment.

Qualitative Interviews with Partner Agencies

A sample of fifteen agencies completed the survey through in-person interviews, with at least one agency representing each of the 12 counties serviced by the Food Bank. Interviews were conducted with food pantry directors using the same questions of the online survey, but interview subjects were encouraged to give additional feedback on their relationship with the Food Bank. This feedback has been incorporated into this report to provide more in-depth information on the types of challenges faced by these programs, the underlying causes, and the types of resources they need to increase their capacity.

Criteria and Scoring System

The results of the survey were used to develop criteria based on the sections of the survey. Three sectors were used for scoring: infrastructure, accessibility, and capacity. Descriptions of the criteria for each category is outlined in the next section on Assessment Framework. See Appendix B for the scoring guidelines that determine the point system for each category.

Agency Scoring

After scoring was complete, agencies were ranked according to the total scores in each sector. Instead of segmenting the agency network into distinct groups, the Food Bank chose to provide three scores to each agency: one in infrastructure, one in accessibility, and one in capacity. Distinguishing categories allows for the Food Bank to be more strategic in its efforts to target interventions to specific agencies with varying scores in each category.

Implementation

Once agencies were provided scores in each category, these labels were incorporated into the agency management system to easily locate each score on an agency's profile. These scores help staff identify which agencies might be suitable for the Food Bank's various initiatives, like providing equipment to agencies with the proper storage space, bringing nutrition interventions to agencies that express interest, and introducing client-choice models of food distribution to agencies with the capacity to implement them. This project contributes to the 2020 Network Strategic Plan that the Food Bank has put in place to pursue strategic directions toward realizing its mission statement.

ASSESSMENT FRAMEWORK

The assessment framework outlines the goals and objectives of this project. This conceptual framework is used to provide a basis for defining and assessing the capacity of agencies. All of the partner agencies involved in this assessment are categorized as food pantries. For the purposes of this report, the terms agencies and pantries will be used interchangeably. The framework used to assess the food pantries who partner with the Food Bank was divided into three sectors: infrastructure, accessibility, and capacity. Each sector is defined by categories that contribute to the food pantry's score in each sector.

Agency Infrastructure

The first sector characterizes the food pantry's infrastructure type based on various factors, including their food and produce service frequency, team size, monthly food budget, financial status, the amount of people they serve, and their style of food distribution.
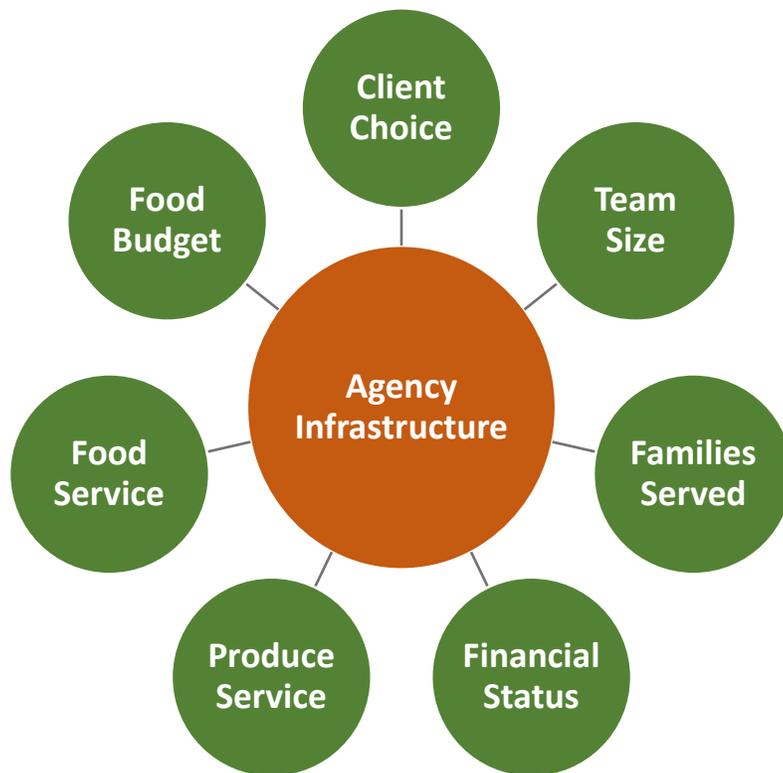
Food Service

Pantries report the frequency at which they distribute food to their clients. This multiple-choice question features the options of 2+ days per week, weekly, 2+ days per month, monthly, once every few months, or only by appointment.

Produce Service

Pantries report the frequency at which they distribute fresh produce to their clients. This multiple-choice question features the options of 2+ days per week, weekly, 2+ days per month, monthly, once every few months, or only by appointment.

Client-Choice

This category determines whether pantries operate under the client-choice model of food distribution. The client-choice model of food distribution means that clients can select the foods they prefer to take home, similarly to shopping at a supermarket. There may be limits on the number of food items clients can take, but clients ultimately have choice over the variety of foods. This category features three options: client-choice style of distribution, pre-packaged style of distribution, or a mix of both styles.

Families Served

Pantries report the average number of families that receive food from their program during each distribution.

Team Size

Pantries determine their team size by the total number of paid staff and volunteers that work with their program.

Food Budget

Pantries report the average amount of money they spend on food per month for their program.

Financial Status

The financial status of each pantry is determined by their answer to a question of whether they have sufficient funds to run their program. There were four options including: "We may not have enough funds to continue and are concerned about the future of our food assistance program", "We have enough funds to continue, but not enough to expand our food assistance program", "We have enough funds to continue and we could possibly expand our food assistance program", or "We have enough funds to continue and we could easily expand our food assistance program".

Agency Accessibility

The second sector of the assessment framework highlights each agency's accessibility. The purpose of this sector is to measure the clients' levels of access to receiving food and other services from each program. Accessibility is a critical factor in meeting the needs of the community surrounding each program. Clients should face a limited amount of barriers in accessing food and other services. This sector scores each agency in order to gauge agency readiness in meeting the capacity of need in their area. Agencies with low accessibility can be provided with further resources to increase their ability to meet people's needs.
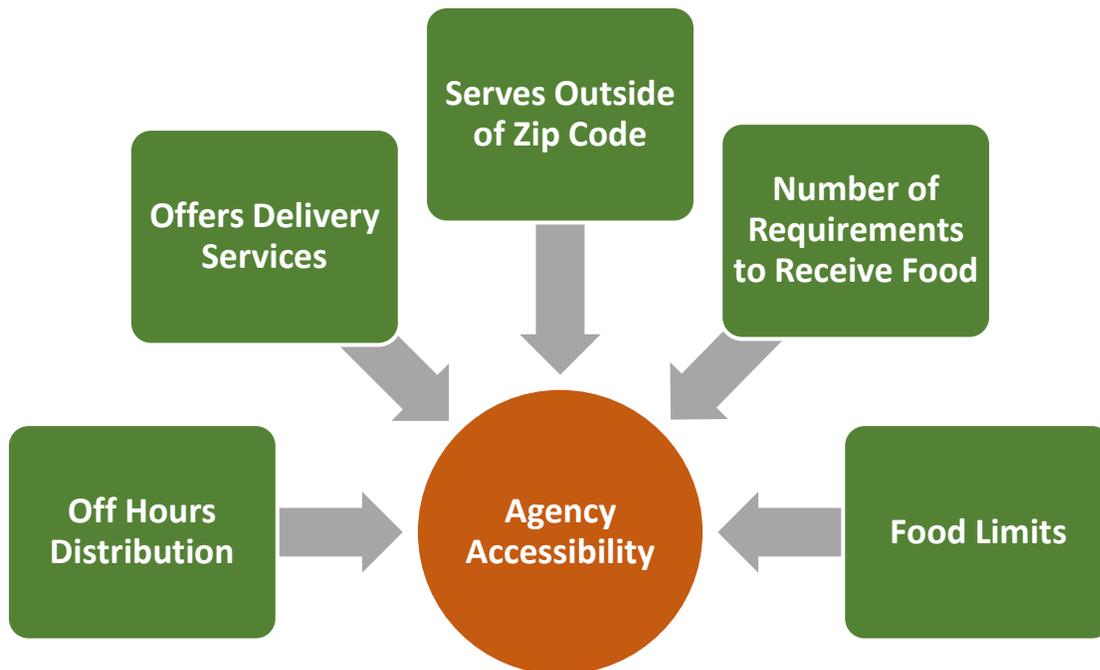
Off Hours Distribution
This category measures whether pantries operate outside of normal business hours including nights and weekends and if food is provided for clients during emergency times.

Offers Delivery Services
This is a yes/no question asking if pantries offer delivery services to homebound clients.

Serves Outside of Zip Code
This category asks which pantries only service clients who live within specific zip code areas.

Number of Requirements to Receive Food
This category asks pantries to identify which requirements clients must meet to receive food services. Requirements include clients having to fill out TEFAP forms, provide government identification, schedule an appointment, show proof of address, and/or have a referral.

Food Limits
This questions asks whether pantries place limits on the amount of times clients can receive food assistance from their program, with the limits ranging from once per week to three times per year.

Agency Capacity

CFB Agency Capacity Assessment and Analysis
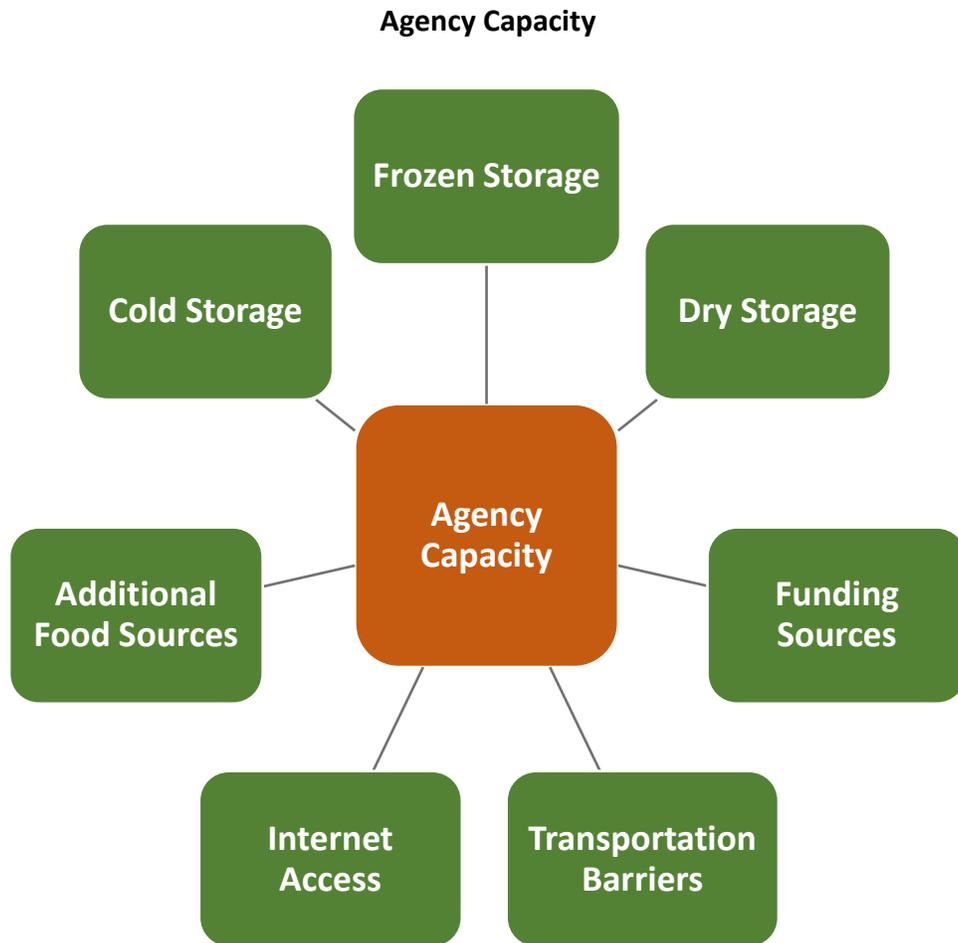
The last sector determines each pantry's capacity to meet the needs of their clients and resources they need to increase client services.

Food Storage
The capacity to store dry food products, refrigerated food products and frozen food products is measured separately for each pantry. The capacity to store dry food is measured by storage space in square feet. The capacity to store refrigerated food is measured by the quantity and size of their refrigerators. The capacity to store frozen food is measured by the quantity and size of their freezers.

Additional Food Sources
Food pantries identify any food sources they used for their food supply in addition to the Food Bank. These sources include retail donations, retail purchases, and food drives.

Funding Sources
Food pantries identify their main source of funding used specifically for their food program. Sources include donations, grants and church budgets.

Transportation Barriers
This category recognizes any barriers that pantries may face in being able to transport food from the Food Bank or other food sources to their program. Barriers may include lack of driver availability, lack of vehicles to transport food, and the amount of distance between their pantry and their food source.

Technology Access
This category asks if pantries have access to reliable wireless internet and computer services.

RESULTS

The results of the assessment is reported in two sections: the agency scoring system and agency feedback. The scoring system is defined by the amount of points awarded in each category. Categories hold different weights according to their impact on the infrastructure, accessibility, and capacity of each pantry. The amount of points awarded for each category is further defined in the agency scoring guideline (See Appendix B — Scoring Guidelines).

The section on agency feedback is based on the open-ended responses to survey questions provided by in-person interviews. Feedback includes partner agency ratings on the Food Bank's services, including the quality of our food supplies, quantity of our food supplies, variety of our food supplies, and the cost of our food supplies. These interviews add in-depth details to the responses of the survey questions that were not available through online surveys.

AGENCY SCORING SYSTEM

The results of the scoring system are reported by each sector: *agency infrastructure, agency accessibility, and agency capacity*. Results are further broken down by category in each sector.

Agency Infrastructure

The maximum amount of points possible in this sector totaled to 70 points with 7 categories and 10 points per category. The scores in this sector ranged from 14 points to 66 points, with a mean score of 35. Points are broken down by category.

Food Service Frequency Score

This category distributes points for the frequency at which pantries distribute food to clients. Out of a score range from 1 – 10 points, the mean score was a 6.5.

Table 1 Food Service Frequency

	Number of Agencies	Percentage of Agencies	Score
2+ days per week	31	29.2%	10
Weekly	14	13.2%	8
2+ days per month	16	15.1%	6
Monthly	42	39.6%	4
Once every few months	2	0.02%	2
By appointment only	1	0.01%	1

Produce Service Frequency

This category distributes points for the frequency at which pantries distribute fresh produce to clients. Out of a score range of 1 – 10 points, the mean score was a 4.6.

Table 2 Produce Service Frequency

	Number of Agencies	Percentage of Agencies	Score
2+ days per week	15	14.2%	10
Weekly	11	10.4%	8
2+ days per month	18	17%	6
Monthly	24	22.6%	4
Once every few months	10	9.4%	2
Rarely/Never	28	26.4%	1

Client-Choice Model of Food Distribution Score

This category distributes points according to the model of food distribution employed by each pantry. Out of a score range of 1 – 10 points, the mean score was a 2.9.

Table 3 Client-Choice Model

	Number of Agencies	Percentage of Agencies	Score
Client Choice Model	16	15.4%	10
Mixed Model	13	12.5%	5
Non-Client Choice Model	75	72.1%	1

Financial Status Score

The financial status of each pantry is self-reported and divided into four options. Pantries reported whether that had sufficient funds to continue their food program and if they had sufficient funds to expand their program. Out of a score range of 1 – 10 points, the mean score was a 3.85.

Table 4 Financial Status

	Number of Agencies	Percentage of Agencies	Score
Continue and Easily Expand	6	5.7%	10
Continue and Possibly Expand	38	35.8%	6
Continue but Not Expand	56	52.8%	2
Not Enough to Continue	5	4.7%	1

Three categories were not included in the score breakdown in this sector: *pantry team size, the average number of families served, and the monthly food budget*. These categories were still factored into the total score of each pantry in this sector, but not included in this breakdown because scores in each category were scaled. The top 25% of pantries all received a score of 10 in each category, the top 50% received a score of 8, the bottom 50% received a score of 4, and the bottom 25% of pantries received a score of 2. The mean score of each category is then a 6 (Appendix B — Scoring Guidelines).

Agency Accessibility

The maximum amount of points possible in this sector totals to 50 points with 5 categories and 10 points per category. Total scores in this sector ranged from 6 points to 50 points with a mean score of 28.5. Points are broken down by category.

Off Hours Distribution Score

This binary category distributes points based on whether food pantries offer their services outside of normal hours, including nights and weekends, and whether they offer food to clients during emergency times. Out of a score range of 1 – 10 points, the mean score was a 4.5.

Table 5 Off-Hours Distribution

	Number of Agencies	Percentage of Agencies	Score
Offers	40	38.5%	10
Does Not Offer	64	61.5%	1

Delivery Services Score

This binary category distributes points based on whether food pantries offer delivery services to homebound clients. Out of a score range of 1 – 10 points, the mean score was a 4.5.

Table 6 Delivery Services

	Number of Agencies	Percentage of Agencies	Score
Offers	39	38.6%	10
Does Not Offer	62	61.4%	1

Service Area Score

This binary category distributes points based on whether food pantries only serve clients that live in certain zip codes. Out of a score range of 1 – 10 points, the mean score was a 7.7.

Table 7 Service Area

	Number of Agencies	Percentage of Agencies	Score
Serves Outside of Zip Code	79	74.5%	10
Does Not Serve Outside of Zip Code	27	25.5%	1

Number of Requirements Score

This category distributes points to each pantry based on the amount of requirements people must meet in order to receive food from their program. Out of a score range of 1-10 points, the mean score was a 5.7.

Table 8 Number of Requirements

	Number of Agencies	Percentage of Agencies	Score
0 -1 requirements	43	40.6%	10
2 requirements	29	27.4%	5
3+ requirements	34	32%	1

Food Limit Score

This category distributes points based on the frequency at which clients can receive food from their food program. If no limits are placed, the pantry receives the highest score. Out of a score range of 1 – 10 points, the mean score is 6.45.

Table 9 Food Limits

	Number of Agencies	Percentage of Agencies	Score
No limits	42	40.4%	10
Once per week	6	5.8%	8
Twice per month	2	1.9%	6
Once per month	45	43.3%	4

4 – 6 times per year	5	4.8%	2
3 or less times per year	4	3.8%	1

Agency Capacity

The maximum of points possible in this sector totals to 55 points with 4 categories being worth 10 points and 3 categories being worth 5 points. Total scores in this sector ranged from 9 points to 48 points with a mean score of 31 points. Points are broken down by category.

Cold Storage Score

This category measures the amount of storage space pantries have for refrigerated food. Out of a score range of 2 – 10 points, the mean score was a 4.

Table 10 Cold Storage

	Number of Agencies	**Percentage of Agencies**	**Score**
4+ refrigerators	8	7.8%	10
3 refrigerators	14	13.7%	8
2 refrigerators	29	28.4%	4
0-1 refrigerators	51	50%	2

Frozen Storage Score

This category measures the amount of storage space pantries have for frozen food. Out of a score range of 2 – 10 points, the mean score was 6.6.

Table 11 Frozen Storage

	Number of Agencies	**Percentage of Agencies**	**Score**
4+ freezers	42	7.8%	10
3 freezers	13	13.7%	8
2 freezers	23	28.4%	4
0-1 freezers	21	50%	2

Internet Access Score

This categories asks agencies to report the reliability and availability of internet access at their food program. Out of a score range of 1 – 10 points, the mean score was a 7.

Table 12 Internet Access

	Number of Agencies	**Percentage of Agencies**	**Score**
Consistently Reliable	65	61.3%	10
Sometimes Slowed or Dropped	13	12.3%	5
Unreliable/ No Internet Access	28	26.4%	1

Transportation Barriers Score

This category tracks the amount of barriers pantries face in transporting food from their food sources to their pantries. Out of a score range of 1 – 5 points, the mean score was a 4.

Table 13 Transportation Barriers

	Number of Agencies	Percentage of Agencies	Score
No barriers	69	65%	5
1 barrier	19	18%	3
2 barriers	9	8.5%	2
3+ barriers	9	8.5%	1

Additional Food Sources Score

This category measures the amount of food sources, including the Food Bank, which pantries use for their food supply. Out of a score range of 1 – 5 points, the mean score was a 2.4.

Table 14 Additional Food Sources

	Number of Agencies	Percentage of Agencies	Score
3 sources	10	9.4%	5
2 sources	32	30.2%	3
1 source	42	39.6%	2
No sources	22	20.8%	1

Funding Sources Score

This category measures the amount of funding sources pantries have available for their food programs. Out of a score range of 1 – 5 points, the mean score was a 2.5.

Table 15 Funding Sources

	Number of Agencies	Percentage of Agencies	Score
3+ sources	5	4.8%	5
2 sources	43	41%	3
1 source	57	54.2%	2

The only category not reflected by these tables is the category for dry storage. While the score in this category does contribute to the overall score of each agency, this category was not included because the scores were ranked. Dry storage space was ranked by four labels of "very large", "large", "medium", and "small". Pantries reported the size of their storage space in square feet and each space was categorized accordingly. "Very large" spaces were the top 25% in terms of square footage and "small" spaces were the bottom 25% in terms of square footage. Scores ranged from 2 – 10 points and the mean score was a 6 (Appendix B — Scoring Guidelines).

AGENCY FEEDBACK

In addition to the agency scoring system, the survey results included qualitative data based on in-person interviews with pantry directors and coordinators. This qualitative data is useful to the Food Bank in giving us insight into the ongoing challenges faced by our partner agencies.

Receiving feedback was helpful in identifying which issues were most important to different pantries and determining an approach to tackling various issues.

Food Storage

One of the most commonly identified ongoing challenge pantries faced was a lack of food storage space, with the amount of space needed most being storage for refrigerated food. 40% of pantries reported not having enough space to store refrigerated food products, compared to 26% reporting not having enough space to store frozen food products and 18% reporting not having enough space to store dry food products. One respondent expressed that they desired to increase the amount of food distributed, but "*to give a lot more food, we'd need a lot more space.*"

While the numbers were able to show us how many pantries were lacking food storage space, the qualitative data exposed some of the barriers that pantries faced in acquiring more space. Another respondent commented on their facility's ability to hold more refrigerators and freezers: "*This is a very old church with a very old basement. That basement ain't supposed to be having four freezers and four fridges running at the same time.*" Some food pantries rented or shared space, which provided an additional barrier to their operations: "*Our facility is not ours alone. Everything we have, we have to share.*"

Some pantries have had to work around the issues through different methods. One pantry director admitted: "*I've got food stored in the supermarket across town, in schools and individual homes.*" It was eye-opening to see that agencies go through such great lengths to meet the needs of their community, even when they don't have the resources to do so.

Client Choice Barriers

One of the goals of the capacity assessment was to gauge agency readiness to adopt a client-choice model of food distribution, in which clients are able to select the foods they want to take home. Data from this assessment allowed us to uncover the most prevalent barriers they face in transitioning from a pre-packaged model of food distribution to a client-choice model. 58% of agencies cite a lack of space as a barrier, 49% cite a lack of staff or volunteers, 37% cite a lack of funding, and 46% cite a lack of time amongst the biggest barriers to implementing a client-choice model. When asked about issues in switching models, one respondent expressed: "*It's hard to just let our clients loose in our food pantry. We'd have to spread out all our supplies and nobody would choose beans.*" Another respondent clarified on how their lack of trained staff prevented them from expanding their services: "*A lot of our volunteers are high school kids that can give out food but they can't do all the ordering and paperwork and stuff like that.*"

Food Bank Services

Respondents of the survey were also able to rank their levels of satisfaction with the Food Bank's current food supply, including the quality, volume, variety and cost of our food products.

FOOD SUPPLY RATINGS

Legend: ■ Poor ■ Fair ■ Good ■ Excellent

QUALITY: Poor 0, Fair 11, Good 56, Excellent 41
VOLUME: Poor 2, Fair 12, Good 57, Excellent 37
VARIETY: Poor 3, Fair 34, Good 44, Excellent 27
COST: Poor 1, Fair 14, Good 46, Excellent 48
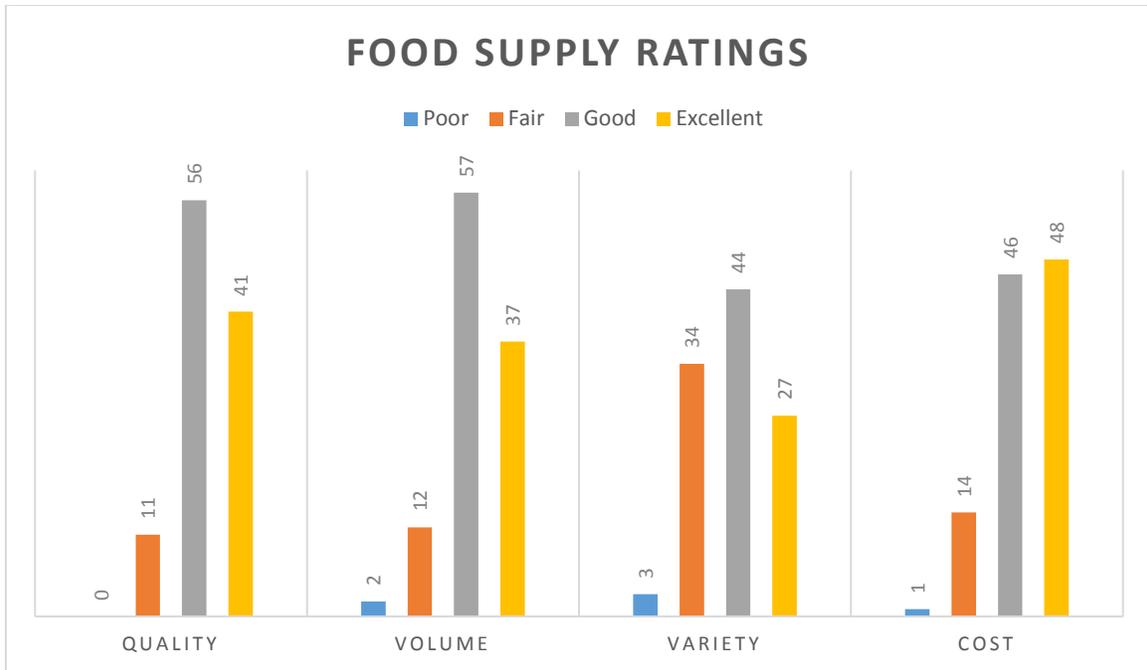
These ratings provided insight into areas in which partner agencies think the Food Bank excels and areas in which there is room for improvement. Overall, the lowest ranked aspect of the food supply was found in its variety followed by the cost of the food products.

Food Variety

Qualitative data allowed us to gather details surrounding agencies' lower ratings of the variety of our food supplies. One respondent brought up the point: "*I know we're trying to switch to more healthy options but when you've only got dry beans and canned beans, we could use some more variety there.*" When asked what the Community Food Bank could do to strengthen their partnership with the agencies, one respondent wrote that the Food Bank could "*have a larger variety of food items to choose from, including more vegetables*" and another pantry echoed that the Food Bank could "*offer more choices for foods.*"

Food Costs

Some pantries relayed the challenges they faced with the cost of purchasing food from the Food Bank. One respondent discussed their desire to purchase more food products, but the costs was a major barrier: "*These are items we would love to have, but we can't afford to get. We have to pay for lights, fuel, internet, and we have no ability to share maintenance costs with our clients.*" When asked what the Community Food Bank could do to strengthen their partnership with the agencies, one respondent wrote that it would be beneficial if the Food Bank "*became more cost efficient.*"

Results Summary

The combination of both qualitative and quantitative data in our surveys allowed us to take a closer look at each agency's current situation. We were able to pinpoint specific barriers that agencies faced in meeting the needs of their community, resources that agencies need most, and feedback that agencies have the Food Bank's services. All of these responses are invaluable in helping the Food Bank strengthen our relationship with partner agencies and ensure that residents across Central Alabama are able to get the assistance they need from ourselves and our partners.

The results of the assessment revealed information critical to the Food Bank's vision for the future. These results will inform a number of initiatives the Food Bank has put in place to support partner agencies in expanding their services. The 2020 Network Strategic Plan incorporates these results into identifying agencies to target for these initiatives and identifying agencies that need additional resources in order to continue and expand their program. The directions taken by the Strategic Plan for 2020 are underlined by specific actions that the Food Bank will take throughout the year.

2020 NETWORK STRATEGIC PLAN

The Community Food Bank's strategic plan for this year is guided by our values and mission. We aim to support the community of Central Alabama through our stewardship of resources, integrity in our actions, collaboration with those who share our vision, respect for all, and a sense of urgency to reflect the immediate needs of the people we serve. Our vision centers on transforming food pantries to food and health resource centers that provide a variety of services to address public health concerns in their communities. Four strategic directions are being undertaken to achieve this vision:

> **FEED:** Supply the most nutritious food as sustainably, safely and equitably as feasible to our agency network and residents in need.

> **NOURISH:** Create and sustain a network environment among our diverse stakeholders to foster collaboration, encourage innovation and unify efforts to end hunger and promote a culture of health.

> **UNITE:** Educate and engage the community in the work of ending hunger.

> **SUSTAIN:** Aim for robust operations, including sound governance, appropriate financial resources, adequate facilities and infrastructure, staffing sufficient to ensure organizational health and disaster preparedness that position the Food Bank to respond to varying conditions beyond its control.

The specific actions taken to pursue each strategic direction are informed and shaped by the results of the network capacity assessment. One of the most important questions in the survey asked agencies, *"What are your goals for meeting the needs of your clients?"* In response, 56% of agencies reported wanting to increase the number of clients they serve, 54% reported wanting to increase the amount of food given to each client, and 42% reported wanting to offer services more hours/days of the week. We want to work with our partners in helping them reach their goals and increase their capacities. The capacity assessment allows us to consider the current resources and barriers that are found at each separate agency in determining what actions we should take. As a result, the following projects have been designed and/or implemented to meet the needs of our partner network:

Equipment Library
The Community Food Bank currently operates an Equipment Library from which our agencies can borrow a limited supply of equipment when available to support their food assistance programs. We found that the most common reason agencies haven't requested equipment through this program was a lack of awareness. Through this survey, we were able to increase awareness and comprise a list of agencies' equipment requests. This list is being used as a resource to develop and expand our current inventory.

One of the most prevalent and ongoing challenges for our partner agencies is a lack of storage space for their food supplies. The biggest barriers to increasing storage space is the availability of equipment. Pantries have cited a need for equipment like refrigerators, freezers, and trailers. These types of equipment would increase the volume of food pantries can store and distribute to their clients.

Respondents of our survey have also emphasized their need for other various types of equipment. One respondent reported: *"We pick up every week and just don't have the capacity to shelve the abundance of the items."* This allowed us to add shelving to our list of equipment requests. Another agency expressed a need to *"build a ramp for ease of our clients and computer equipment to educate our clients."* The Equipment Library is one way in which we can increase the capacity and accessibility of our partners.

2020 Produce Summit
In 2019, the Community Food Bank conducted a regional, comprehensive hunger study of our service area to provide a deeper understanding of the needs of our community. We found that only 12% of people report eating the recommended amount of vegetables per day and only 30% reported eating the recommended amount of fruit per day. The needs of the community reflect the needs of our partner agencies.

The survey results revealed that many pantries are in need of fresh produce. 61% of pantries report wanting to increase their fresh produce distributions to meet their clients' needs. The biggest barriers identified were the short shelf life of produce, high costs, food storage capacity,

lack of staff, and long distances from the Food Bank. To dismantle some of these barriers, the Food Bank will host a Produce Summit among partner agencies. The Produce Summit operates as a produce buying cooperative within our partner network that makes it easier for pantries to secure fresh produce for lower costs and from food sources closer in distance. This capacity assessment has worked to identify agencies that are willing to participate and that would benefit from this program.

Nutritional Ranking System

In collaboration with Feeding America, the Community Food Bank is among the first to adopt the Supporting Wellness at Pantries (SWAP) Stoplight Nutrition Ranking System. This ranking system labels food products depending on their nutritional information based on their levels of sugar, saturated fat, and sodium. This ranking system has been implemented to counter the high rates of chronic diseases, like diabetes, hypertension, and high cholesterol, found among the people we serve. The nutritional ranking system is easy to understand as it labels food products according to how often people should consume them to promote optimal health. Foods that should be consumed often are labeled 'green', foods that should be consumed sometimes are labeled 'yellow', and foods that should be consumed rarely are ranked 'orange'. This makes it much easier for pantries to purchase food products that are healthier without having to assess their nutritional information. The Food Bank also supports pantries in implementing this system at their own facilities so that their clients have an increased ability to make healthier food choices.

Telehealth Pilot

One of the actions the Food Bank has taken is in designing and launching a telehealth pilot in collaboration with healthcare partners, telehealth companies, and partner agencies. The results of our study have revealed that of the people we serve, 80% suffer from high blood pressure, 44% from diabetes, and 51% from high cholesterol. The rates of chronic illnesses in this region are much higher compared to the national average. The ability to distribute health-related services through telecommunication technologies greatly increases clients' access to these services. Our aim is to collaborate with our partner agencies in providing these technologies at various facilities to increase access.

Enabled Agencies

The biggest challenge our food pantries face in being able to increase their fresh produce distribution is the distance from the Food Bank to their facility. Fresh produce must be picked up and distributed often to avoid food waste. Through our survey, we were able to ask for agency input on solving this issue. One pantry suggested that the Food Bank take part in "*finding and helping us to combine with local grocery store for products."* Another pantry insisted that "*allowing agencies to directly partner with local grocery stores to pick up produce will eliminate the waste caused by holding too long before scheduled pickups."*

To overcome these obstacles, the Food Bank has the ability to match food assistance programs with nearby grocery stores so they can pick up food donations on a regular basis. Enabled agencies are agencies that have been matched with a grocery store to pick up donations directly. They commit to reporting requirements and picking up food donations on a definite schedule usually one to three times per week. This survey asks agencies to record whether they are interested in joining this program. As a result, we have seen an increase in the number of agencies applying to become enabled agencies.

Education and Training

In the section of the survey surrounding agencies' relationship to the Food Bank, we ask respondents which types of services the Food Bank could provide that would be most beneficial for their clients. 43% of pantries report that nutrition education for their clients would supplement their services. 40% of pantries would like to provide health screenings for chronic illnesses. 36% of pantries report that they would benefit from SNAP outreach at their programs. Additional services included cooking demonstrations, computer classes, and grooming and personal hygiene services. One agency shared that "*having access to a nutritionist would be a big help.*"

In addition, we ask agencies which types of training services would be helpful for their food program staff and volunteers. These services include training in food safety, fundraising, and promoting healthy eating and healthy behaviors. 37% of agencies expressed interest in training for both food safety and fundraising. 42% of agencies were interested in training for promoting healthy eating and healthy behaviors. The responses to these questions allow the Food Bank to increase their services according to need. The strategic plan for the upcoming year includes assisting with SNAP applications and screening for benefits in more counties, hosting county-level meetings for partner agencies to educate on health promotion activities, and enabling Food Bank staff to assume various roles at individual pantries.

Summary

The projects listed above are just some of the actions that the Food Bank has put in place to address the needs of the people we serve. These projects center on the input and responses of our partners as a result of the capacity assessment. We aim to explore a synergistic collaboration with our entire partner agency network to increase the strength and capacity of all organizations designed to end hunger in central Alabama. We recognize that our efforts and the efforts of others are maximized by working together. Ending hunger in the region requires the power of the entire community. This strategic plan allows us to work together to realize a future where every family in central Alabama has access to enough nutritious food to maintain a healthy lifestyle.

Appendix A. Partner Agency Survey

Study Title: Agency Network Capacity Assessment

Researcher: Community Food Bank of Central Alabama

What is the purpose of this study?

The purpose of this study is to assess how the Community Food Bank can best support their partner agencies that want to improve their client services, such as increasing their number of clients and offering more health resources to their community. We want to expand the Community Food Bank's role in providing you resources, and this survey will help us measure the extent of support that you need. The data collected will provide useful information in helping us expand our services and strengthening our relationship with our partner agencies as well as promoting collaboration within our agency network. We greatly appreciate your support in this study and thank you for your participation!

What will I be asked?

This survey includes five sections that ask questions about your food program related to its funding, food storage capacity, resources, and food distribution. It also includes questions about your relationship with the Community Food Bank and any feedback you might have for us. Please answer the questions as best as you can!

How long will it take?

There are 5 sections in this survey and it should take approximately one hour to complete.

Benefits

There are no direct benefits to you for completing this survey. However, each agency that fully completes this survey is eligible for a $50 credit with the Community Food Bank to be issued out on a weekly basis. This credit will only be issued once for each agency. Only one member of your food program needs to complete this questionnaire. There is no need to notify us that you have completed the survey to receive your credit.

Contact Information

For questions about the research: Contact Methany Eltigani, 205-942-8911 ext. 122, fellow@feedingal.org.

Thank you for your participation!

Agency Name:

Agency Number:

County:

Mailing Address:

Physical Address:

Contact Information:

Name:

Phone Number:

Email:

1. **What type of food assistance do you offer?**
   Check all that apply:
   - ❏ Food pantry
   - ❏ Soup Kitchen
   - ❏ Residential Facility
   - ❏ Backpack / Weekend meals for kids
   - ❏ Senior Grocery Program / CSFP
   - ❏ Summer Meal Site

2. **Is your organization faith-based or religiously affiliated?**
   - ❏ Yes
   - ❏ No

Please answer the following questions regarding funding for your food assistance program:

3. **What are your main sources of funding?**
   - ❏ Donations
   - ❏ Grants
   - ❏ Church Budget
   - ❏ Other:

4. **How many paid staff members are currently on your food assistance program team?**

5. **How many volunteers are currently on your food assistance program team?**

6. **How would you describe the financial stability of your food assistance program?**
    - ❑ We may not have enough funds to continue and are concerned about the future of our food assistance program.
    - ❑ We have enough funds to continue, but not enough to expand our food assistance program.
    - ❑ We have enough funds to continue and we could possibly expand our food assistance program.
    - ❑ We have enough funds to continue and we could easily expand our food assistance program.

7. **On average, how much money is your organization able to spend on food per month?**

8. **Which is the main source you use for your food supply?**
    Please select one:
    - ❑ Grocery store donations
    - ❑ Community Food Bank
    - ❑ Purchasing from grocery stores or outlets like Costco and Sam's Club
    - ❑ Food drives, church donations, individual donations, etc.
    - ❑ Other:

9. **Which other sources do you use for your food supply?**
    Check all that apply:
    - ❑ Grocery store donations
    - ❑ Community Food Bank
    - ❑ Purchasing from grocery stores or outlets like Costco or Sam's Club
    - ❑ Food drives, church donations, individual donations, etc.
    - ❑ Other:
    - ❑ None of the above

==**Please answer the following questions regarding your food storage capacity:**==

10. **How many freezers do you have at your facility?**

11. Please describe the size of the freezers you have at your facility:
   Select one answer for each option:

	Residential Freezer	Chest Freezer	Commercial Freezer	Walk-in freezer
Freezer #1				
Freezer #2				
Freezer #3				
Freezer #4				
Freezer #5				

12. How would you describe your capacity to store frozen food?
   ❑ We do not have enough storage space for frozen food to meet our clients' needs.
   ❑ We have just enough storage space for frozen food to meet our clients' needs.
   ❑ We have more storage space for frozen food than we currently need.

13. How many refrigerators do you have at your facility?

14. Please describe the size of the refrigerators you have at your facility.
   Select one answer for each option:

	Residential refrigerator	Refrigerator that is half or ¼ the size of a home refrigerator	Commercial refrigerator	Walk-in refrigerator
Refrigerator #1				
Refrigerator #2				
Refrigerator #3				

Refrigerator #4				
Refrigerator #5				

15. How would you describe your capacity to store refrigerated food?
- ❏ We do not have enough storage space for refrigerated food to meet our clients' needs.
- ❏ We have just enough storage space for refrigerated food to meet our clients' needs.
- ❏ We have more storage space for refrigerated food than we currently need.

16. How much dry space (in square feet) do you have to store food?

17. How would you describe your capacity to store dry food?
- ❏ We do not have enough storage space for dry food to meet our clients' needs.
- ❏ We have just enough storage space for dry food to meet our clients' needs.
- ❏ We have more storage space for dry food than we currently need.

18. Which food storage capacity would you be interested in expanding?
Check all that apply:
- ❏ Frozen
- ❏ Refrigerated
- ❏ Dry Food
- ❏ All of the above
- ❏ None of the above

19. If you are interested in expanding your food storage capacity, which materials or equipment would you need?
Check all that apply:
- ❏ Freezers
- ❏ Refrigerators
- ❏ Dry storage space
- ❏ Funding
- ❏ Technology/Internet Access
- ❏ Larger facility
- ❏ Other:

20. How often do you check and record temperatures for dry, refrigerated, and freezer storage areas?
- ❏ Daily
- ❏ Two or more times per week
- ❏ Weekly
- ❏ Biweekly
- ❏ Other:

21. The USDA <u>requires</u> that you record temperatures for dry, refrigerated and freezer storage areas on a daily basis. If you have not been logging daily temperatures, which barriers have prevented you from being able to log daily temperatures?
- ❏ Facility operating hours
- ❏ Lack of staff or volunteers
- ❏ Lack of funding
- ❏ Did not know/was not aware of USDA requirements
- ❏ Other:

22. Has your agency ever checked out or borrowed equipment from the Community Food Bank's equipment library?

   *The Community Food Bank currently operates an equipment library from which our agencies can borrow a limited supply of equipment like coolers, freezers and trailers when available to support their food assistance programs.

- ❏ Yes
- ❏ No
- ❏ No, but interested

23. If yes, which equipment has your agency checked out or borrowed from the Community Food Bank's equipment library?
Check all that apply:
- ❏ Refrigerators
- ❏ Freezers
- ❏ Trailers
- ❏ Computers
- ❏ Dollies
- ❏ Generators
- ❏ Other:

24. Which equipment would your agency be interested in checking out if available?
- ❏ Refrigerators
- ❏ Freezers
- ❏ Trailers
- ❏ Computers
- ❏ Dollies
- ❏ Generators
- ❏ None of the above
- ❏ Other:

Please answer the following questions regarding your food distribution:

25. How often do you distribute food?
Please select one:
- ❏ Two or more days per week
- ❏ Once per week
- ❏ Two or more days per month
- ❏ Once per month
- ❏ Once every few months

26. Please include the days and times at which your program is open and distributes food:

27. How often do you distribute fresh produce?
- ❏ Two or more days per week
- ❏ Once per week
- ❏ Two or more days per month
- ❏ Once per month
- ❏ Once every few months
- ❏ Rarely

28. How often would you like to distribute fresh produce?
- ❏ More than once a week
- ❏ Weekly
- ❏ Biweekly
- ❏ Monthly
- ❏ We would like to keep our fresh produce distribution times the same

29. Do you have any barriers that prevent you from distributing fresh produce as often as you would like?
   Check all that apply:

   ❏ Short shelf life
   ❏ Distance from Food Bank
   ❏ Storage capacity/facility size
   ❏ Lack of volunteers or staff
   ❏ Lack of demand for fresh produce
   ❏ Funding
   ❏ None of the above
   ❏ Other:

30. In principle, would you be willing to collaborate with Community Food Bank and other food pantries so we can purchase fresh produce by the tractor trailer load at wholesale prices rather than relying on "top off" produce with a short shelf life?
   ❏ Yes
   ❏ No
   ❏ Maybe

31. Would you be willing to allocate a portion of your food budget toward these coordinated fresh produce purchases with us on a regular basis, such as monthly?
   ❏ Yes
   ❏ No
   ❏ Maybe

32. How many vehicles do you currently have to pick up orders from the Food Bank?

33. Which type of vehicle(s) do you use to pick up orders from the Food Bank?
   Check all that apply:

   ❏ Open bed truck
   ❏ Open bed trailer
   ❏ Van
   ❏ SUV
   ❏ Box truck
   ❏ Covered trailer
   ❏ Other:

34. Is your agency an enabled agency*?

        *In some cases, the Community Food Bank is able to match food assistance programs with nearby grocery stores like Walmart or Aldi so they can pick up food donations on a regular basis. Enabled agencies are agencies that have been matched with a grocery store to pick up donations directly. They commit to reporting requirements and picking up food donations on a definite schedule usually one to three times per week.

    ❏ Yes
    ❏ No
    ❏ No, but we are interested in being matched with a nearby grocery store

<mark>**Please answer the following questions regarding your program's resources:**</mark>

35. On average, how many households do you serve during each distribution?

36. Which of the following populations do you serve?
Check all that apply:

    ❏ Seniors
    ❏ People with disabilities
    ❏ Veterans
    ❏ Families
    ❏ Residents with specific illnesses
    ❏ Homebound residents
    ❏ All of the above
    ❏ Other:

37. Does your food assistance program provide reasonable access and accommodation for people (clients, customers, volunteers, members of the public) with physical challenges or disabilities?

    ❏ Yes
    ❏ No
    ❏ I'm not sure

38. If yes, in what ways does your food assistance program provide services that are accessible to people with physical challenges?
Check all that apply:

    ❏ We offer delivery services to people who are homebound.

❏ We encourage people who are homebound to send a proxy (such as a neighbor or relative) to collect their food supplies.
❏ Our facility has an accessible entrance that is sufficiently wide and easy to operate.
❏ Our parking lot has designated handicapped or accessible parking spaces.
❏ Our facility provides ramps and/or platform lifts in alternative to stairs.
❏ Our facility provides accessible toilets for people of all genders and abilities.
❏ Other:

39. Please select which requirements clients must meet to receive food from your program:
❏ Schedule an appointment
❏ Present government ID
❏ Proof of address
❏ TEFAP form
❏ No requirements
❏ Other:

40. Do you only serve clients that live in a certain zip code?
❏ Yes
❏ No

Which zip code(s)?

41. Do you have limits on the number of times clients may receive food assistance from you?
❏ Yes
❏ No

What are the limits?

❏ Once per week
❏ Once per month
❏ Six times per year
❏ Three times per year
❏ Other:

42. How would you describe your style of food distribution?
Please select one:

❏ Client choice (supermarket style where clients can select the foods they prefer)

❏ Clients choose from an order form or visual display
❏ Clients are handed pre-packed bags/boxes and can add additional food items that they select themselves
❏ Clients are handed pre-packed bags/boxes
❏ Other:

43. If you don't already, would you be interested in implementing a client-choice model* of food distribution?

> ***The client-choice model of food distribution means that clients can select the foods they prefer to take home. This distribution may be set up similar to shopping at a supermarket. There may be limits on the number of food items clients can take- however, clients have choice over the variety of foods.**

❏ Yes
❏ No
❏ Maybe

44. Which barriers would you face in implementing a client-choice model? Check all that apply:

❏ Lack of space
❏ Lack of volunteers or staff
❏ Lack of funding
❏ Lack of time
❏ Other:

45. If you offer clients pre-packaged food boxes, do you have a "share table" available where clients can leave items that they will not eat for others to take home?

❏ Yes
❏ No

46. Do you have access to a computer and internet services at your food assistance program?

❏ Yes
❏ No

47. How reliable is the internet service at your food assistance program?

❏ Consistently reliable
❏ Sometimes slowed or dropped
❏ Unreliable

48. How is this technology used at your food assistance program?
Check all that apply:

- ❏ Placing and reporting orders
- ❏ Tracking client intake and maintaining client records
- ❏ Taking inventory
- ❏ Fundraising
- ❏ Email
- ❏ Statistics
- ❏ All of the above
- ❏ Other:

49. Do any of the following options represent your goals for meeting clients' needs?
Check all that apply:

- ❏ We want to increase the number of clients served.
- ❏ We want to increase the amount of food given to each client.
- ❏ We want to offer services more hours/days of the week.
- ❏ None of the above
- ❏ Other:

50. Do any of the following barriers prevent you from reaching these goals?
Check all that apply:

- ❏ Food storage capacity
- ❏ Transportation -vehicle size
- ❏ Transportation - distance from Food Bank
- ❏ Transportation - driver availability
- ❏ Lack of funding
- ❏ Lack of staff or volunteers
- ❏ None of the above
- ❏ Other:

51. Which of the following services would you be interested in providing at your program?
Check all that apply:

- ❏ Nutrition education
- ❏ SNAP (formerly known as food stamps) outreach
- ❏ Health screenings for conditions like diabetes, high blood pressure, etc.

❏ We already provide these services at our program.
❏ None of the above
❏ Other:

52. **Please rate the following aspects of the services provided by the Community Food Bank.**
    Select one answer for each option:

	Poor	Fair	Good	Excellent	N/A
The quality of our food supplies					
The volume of our food supplies					
The variety of our food supplies					
The cost of our food supplies					

53. **To what extent do you agree with the following statement:** The food that I pick up from the Community Food Bank always matches what I ordered.
    ❏ Strongly disagree
    ❏ Somewhat disagree
    ❏ Neither agree nor disagree
    ❏ Somewhat agree
    ❏ Strongly agree

54. **To what extent do you agree with the following statement:** The food that I pick up from the Community Food Bank is always ready for pick up when scheduled.
    ❏ Strongly disagree
    ❏ Somewhat disagree
    ❏ Neither agree nor disagree
    ❏ Somewhat agree
    ❏ Strongly agree

55. Do you have any feedback for our Summer Meals program?

56. Do you have any feedback for our Senior Grocery (CSFP) program?

57. Do you receive any of our weekly newsletters?
- ❏ Yes
- ❏ No

58. How would you rate the content of weekly newsletters we send out?
- ❏ Poor
- ❏ Fair
- ❏ Average
- ❏ Good
- ❏ Excellent

59. What additional topic areas would you like to see us cover in the weekly newsletter?

60. Do you receive any of our periodic advocacy alerts about proposed laws or regulations that might impact your food program?
- ❏ Yes
- ❏ No
- ❏ I'm not sure

61. How important to you is the information in the advocacy alerts?
- ❏ Not at all important
- ❏ Somewhat important
- ❏ Neutral
- ❏ Important
- ❏ Very important

62. To what extent do you agree that the information in the advocacy alerts makes it easier for you to contact your legislator?
- ❏ Strongly disagree
- ❏ Somewhat disagree
- ❏ Neutral
- ❏ Somewhat agree
- ❏ Strongly agree

63. How can we improve our advocacy alerts?

64. If you don't already, would you like to receive our advocacy alerts?
- ❏ Yes
- ❏ No

65. Which forms of training from the Community Food Bank would be beneficial to your food assistance program?
Check all that apply:

- ❏ Food safety
- ❏ Fundraising
- ❏ Promoting healthy eating
- ❏ Promoting healthy behaviors
- ❏ None of the above
- ❏ Other:

66. Please read the following statements and select the one that most closely matches your opinion:
- a. The Community Food Bank of Central Alabama is a great partner in your efforts to address hunger in your local community.
- b. The Community Food Bank of Central Alabama is a source of the food you distribute and that's about all they do for you.

Please explain why you chose that option:

67. Thinking about all of the ways your agency interacts with the Community Food Bank of Central Alabama, what could we do to be a better partner with you to address hunger in your local community?

Appendix B. Scoring Guidelines

Agency Infrastructure	Total Points Possible	Scoring Guideline
Food Service Frequency	10	10 = 2+ days per week, 8 = weekly, 6 = 2+ days per month, 4 = monthly, 2 = once every few months, 1 = by appointment
Produce Service Frequency	10	10 = 2+ days per week, 8 = weekly, 6 = 2+ days per month, 4 = monthly, 2 = once every few months, 1 = rarely/never
Client-Choice Model of Distribution	10	10 = 100%, 5 = Mixed Models, 1 = No
Average Number of Families Served Per Distribution	10	10 = top 25%, 8 = top 50%, 4 = bottom 50%, 2= bottom 25%
Number of Staff/Volunteers	10	10 = top 25%, 8 = top 50%, 4 = bottom 50%, 2 = bottom 25%
Monthly Food Budget	10	10 = top 25%, 8 = top 50%, 4 = bottom 50%, 2 = bottom 25%
Financial Status	10	10 = enough to continue + easily expand, 6 = enough to continue + possibly expand, 2 = enough to continue, but not expand, 1 = not enough to continue
Maximum Points	**70**	**Minimum Points: 10**
Agency Accessibility	**Total Points Possible**	**Scoring Guideline**
Off Hours Distribution (Evenings/Weekends/Emergencies)	5	5 = Yes, 1 = No
Offers Delivery Services	5	5 = Yes, 1 = No
Serves Evenings/Weekends	5	5 = Yes, 1 = No
Serves Outside of Zip Code	5	5 = Yes, 1 = No
Number of Requirements to Receive Food	5	5 = 0-1 requirements, 3 = 2-3 requiremnts, 1 = 4+ requirements
Maximum Points	**35**	**Minimum Points: 7**
Agency Capacity	**Total Points Possible**	**Scoring Guideline**
Dry Storage	10	10 = very large, 8 = large, 4 = medium, 2 = small
Cold Storage	10	10 = 4+ refrigerators, 8 = 3 refrigerators, 4 = 2 refrigerators, 2 = 0-1 refrigerators
Frozen Storage	10	10 = 4+ freezers, 8 = 3 freezers, 4 = 2 freezers, 2 = 0-1 freezers
Technology Access	10	10 = reliable internet access, 5 = unreliable internet access, 1 = no internet access
Transportation Barriers	5	5 = no barriers, 3 = 1 barrier, 2 = 2 barriers, 1 = 3+ barriers
Additional Food Sources	5	5 = 3 sources, 3 = 2 sources, 2 = 1 source, 1 = no additional sources
Funding Sources	5	5 = 3+ sources, 3 = 2 sources, 2 = 1 source, 1 = no sources
Maximum Points	**55**	**Minimum Points: 10**