Application Form

Introduction

A Word version you may use to draft your application is available here. You must submit your final application through this portal.

The rubric that will be used to score your proposal is available for download.

A brief webinar giving an overview of this application can be viewed here.

Project Name*
Please give your proposal a short, descriptive title. This is how your request will appear throughout the PCF grant portal.

Fighting Food Insecurity in North Greenwood, Clearwater with the Sustain-A-Bowl Food Truck

Mission Statement*
Please write your organization's mission statement below. This should be no longer than one or two sentences.

Founded in 2020, 360 Eats' mission is to create a just and sustainable food system, free from hunger and waste. To accomplish this, we serve nutritious, gourmet meals directly within the communities that need them most, focusing on Clearwater residents who are otherwise underserved by the extant network of food assistance.

Is your organization headquartered in Clearwater?

Why PCF asks this: Given that the City of Clearwater is the funding source for this grant program, PCF may prioritize organizations headquartered in Clearwater or those that have a strong presence in the City.

Yes

Grant Start Date*
PCF expects to issue a contract to approved organizations in September 2023. If awarded with a contract issuance date of September 1, 2023, when would your organization begin to spend funds?

09/01/2023

Grant End Date*
PCF expects the grant period to be between 12 and 24 months for this process. Given this range, when would your organization expect to finish expending funds if awarded?

08/31/2025
Annual Operating Budget*
Please provide the amount of your annual operating budget, (expenditures only) for your entire organization.
$283,717.00

Amount Requested*
The minimum grant request for this process is $50,000.
The maximum grant request for this process is $325,000.
If you request the full $325,000, your organization should be able to demonstrate a significant impact to be made from these funds.

Please be sure that your grant request is proportional to your annual operating budget. If you have any questions about how much funding to request, please contact Jocelyn Howard at jhoward@pinellascf.org.

$53,305.36

Programming
Programming Background*
Please describe the program that this grant would support and how it relates to your mission.

Example
Peer Counseling Services Inc. offers after-school support groups for middle schoolers and high schoolers. Below, Peer Counseling Services Inc. would describe what its programming is, how its programming works, and who is served.

Why PCF asks this: PCF wants to learn about what your organization does and how this work is related to carrying out your mission.

All ingredients for our meals are received as donations from local distributors, grocery chains, and farms—food that would have otherwise gone to waste, typically due to cosmetic flaws or oversupply. Volunteers transport this food to our kitchen and prepare it under the guidance of our Executive Chef, who receives consultations from a registered dietitian to ensure all meals meet our clients’ nutritional needs. The scraps from food preparation are then composted and integrated back into the food system, while the resulting meals are distributed within low-income communities across Pinellas County.

Currently, we are concentrating our efforts on the North Greenwood area, as well as low-income senior housing across Clearwater where residents typically live on fixed incomes at or below the federal poverty level. Both groups have suffered acutely from the effects of recent inflation—according to the Bureau of Labor Statistics, food prices increased by 8.9% in the Tampa Metro during 2022 alone. Moreover, many of our clients find it increasingly difficult to access the food assistance they need, due to soaring transportation costs and the lack of public transit in our region.

In recognition of these issues, we launched the Sustain-A-Bowl Program in November 2022, in which our team delivers meals directly to food-insecure communities using our full-service food truck. The truck’s on-board kitchen enables us to provide hot meals on-demand (a service that few other organizations provide),
while its mobility allows us to operate where food insecurity is most prevalent and where residents are most under-served. Additionally, the engaging serving style of a food truck helps to reduce any stigma associated with receiving food on a donated basis.

In the past six months since this program’s launch, we have prevented over 35,300 pounds of food waste, served over 5,500 free meals, and composted over 3,100 pounds of scraps. With the continued support of PCF, we will be able to broaden our impact to two new distribution sites in North Greenwood. We will also be able to increase our performance on the above metrics by more than 27% over the course of the grant term.

Urgency*
Please describe how the proposed programming is addressing a time-sensitive community need. You may cite data sources.

Why PCF asks this: The City of Clearwater has indicated that this funding should be directed to programming addressing urgent needs.

According to data collected from the Juvenile Welfare Board, 35%-46% of North Greenwood residents receive public assistance and/or SNAP benefits, resulting in the highest rate of food insecurity in Pinellas County. North Greenwood is also one of five food deserts in the county, wherein a substantial proportion of households live over a mile away from the nearest supplier of nutritious food.

Nutrition is a foundational need—when it is met in a sporadic manner, or worse, goes unmet altogether, the resultant psychological strain has ripple effects across nearly all other domains of life (Wolfson, et al., 2021). Several of our clients report being forced to choose between paying for food and necessities such as utilities or healthcare on a regular basis, and some describe the difficulty of focusing on their job or education when they aren’t sure when their next meal will be.

This issue has become more time-sensitive given recent inflation that has strained both food-insecure families and the food assistance programs designed to help them. Especially affected are the one in four food-insecure individuals who report that transportation presents a significant barrier to accessing food assistance (Mui, et al., 2021), and those contending with mobility issues or overfull work schedules.

The Sustain-A-Bowl Meals Program was started to help solve these problems by serving gourmet, nutritious meals directly within the communities that need them most. We believe that few problems are less urgent than members of our community going hungry, and it is our goal to expand our capacity until we are able to meet this need fully.

History in Clearwater*
Please describe how long you’ve been providing services in the City of Clearwater, and the nature of such services.

Why PCF asks this: Given that the City of Clearwater is the funding source for this grant program, PCF may prioritize organizations headquartered in Clearwater or those that have a strong presence in the City.

Though 360 Eats has only existed for roughly three years, we have quickly developed close ties to the City of Clearwater and other food-assistance organizations in the area. We typically partner with organizations that either cannot offer meal services due to a lack of facilities, or already offer meals on a limited basis but are seeking to expand their operations. We also seek partnerships with organizations that have well-developed ties to the community they serve, so as to not duplicate outreach work. Once such a partnership has been established, we work with their staff to determine the optimal service schedule based on client needs, which
may be as little as once a month, or as much as once per week. In either case, we are committed to being a reliable source of nutrition for our clients, and only take on new partner sites with the understanding that we will serve there long-term.

Beginning in September 2021, we have provided meal services in Clearwater on behalf of Pinellas Hope and the Clearwater MLK Jr. Neighborhood Center Coalition. A few months later, we also began serving low-income seniors at the Clear Bay Terrace Apartments. Life Farms-Clearwater has also been a long-term partner, donating thousands of pounds of food.

Following the Sustain-A-Bowl Program’s launch in November 2022, we partnered with the Clearwater Housing Authority and the Pinellas County School Board. Through these partnerships, we conduct eleven meal services per month at low-income senior housing developments, after-school programs, community centers, and emergency shelters across Clearwater. At each of these meal services, an average of 80 people are served.

Today, our ties to the city only continue to strengthen: in March 2023, Trinity Presbyterian Church-Clearwater graciously granted us use of their industrial grade kitchen and an office space that now acts as our headquarters. Given the city’s recent efforts towards community revitalization, we are seeking to expand the Sustain-A-Bowl Program’s reach to three new distribution sites by 2025—one such partnership with the North Greenwood Recreation & Aquatic Complex is already underway.

**Language Capacity**

To what extent will your organization provide the proposed programming in languages other than English? Be specific as to written/digital materials and staff capabilities.

*Why PCF asks this: Approximately 20% of Clearwater residents speak a language other than English in their homes (ACS Community Survey, 2021 1-yr Estimates). PCF is interested in your ability to reach these residents.*

In order to ensure that all clients are provided excellent service, we have made it a goal that for every food service, at least one staff member present can communicate in Spanish. Our Executive Director assists in the majority of food services and typically fills this function, as they possess a moderate level of proficiency in Spanish. Additionally, our recently hired Kitchen Assistant is fully fluent in Spanish and we provide Spanish feedback forms for who need them. Finally, as we are hiring for the second Kitchen Assistant position, we are prioritizing Spanish language capabilities in our search.

Thankfully, language has not been a barrier to providing healthy and delicious food up to this point.

**Outcomes**

Define one to two outcomes already being measured by your organization in relation to the programming this grant would support. This should be the outcome of the overall programming itself. Outcomes are not the number of people you will serve, but how they or their situation will change.

“Outcomes - are specific, measurable statements that let you know when you have reached your goals. Outcome statements describe specific changes in your knowledge, attitudes, skills, and behaviors you expect to occur as a result of your actions. Good outcome statements are specific, measurable, and realistic.”

(W.K. Kellogg Foundation Logic Model Development Guide)
Example
80% of youth involved in peer counseling will show increased emotional intelligence after six months of participation.

Why PCF asks this: PCF considers measurable outcomes to be a cornerstone of effective social service programming. Tracking outcomes allows both an organization and its supporters to know how effective its programming is and helps an organization improve its programming over time.

By serving an estimated 8,000 meals during the grant term at two new distribution sites in North Greenwood (a doubling of our current capacity in the area), 100% of the ~330 new 360 Eats clients will experience improved food security.

Our free meals provide more than just immediate sustenance: the families we serve who are struggling to live within suffocatingly tight budgets experience a measure of relief and are better positioned to provide for themselves and their families in the long term. Due to the fresh and delicious nature of our meals, many of our clients attend every 360 Eats meal service scheduled in their community and have come to rely on their consistency. Finally, we seek to ensure that all meals are balanced nutritionally, by seeking consultations with a registered dietitian while meal planning and following Harvard’s Healthy Plate as a guideline—as such, our clients often report improved health outcomes over time.

Measurements*

Explain what measurement tools you will use to evaluate the stated outcome(s) above. That is, how will your organization know it is achieving or not achieving the outcome(s) stated above? Stronger requests will use a validated tool or method of data collection.

Example
Peer Counseling Services administers the Schutte Self Report Emotional Intelligence Test before counseling begins, and in six-month intervals thereafter.

Why PCF asks this: PCF would like to know how the outcome(s) you’ve specified are measured, and if you used a validated tool that has been proven in usage outside your organization. If you’ve developed your own tool, please describe how it was made.

We collect data on-site and submit using a custom mobile application to Airtable, a third-party service configured to collect data in the following areas. After food is rescued from local partner organizations, the food is weighed and its quantity is recorded. As meals are delivered at our distribution sites, their number as well as recipient demographics (i.e. age, race, gender) are recorded. These intake forms are simplified and conducted verbally, as we have come to recognize the importance of balancing the need to demonstrate outcomes to our funders with maintaining the comfort and dignity of our clients.

We also employ feedback surveys for each client site and inquire if recipients received an appropriate portion of food, as well as elicit information on their dietary preferences/restrictions and overall satisfaction. Based on the anonymous feedback forms filled out by our clients, the meals provided by our food truck are for many their only meal of the day, while the majority of our clients express appreciation for the meals’ gourmet quality and high satisfaction with our services. Occasionally, feedback provides insight to needed changes to the menu or portions to better accommodate our clients. For instance, at one service location, numerous clients shared feedback that they cannot eat pork due to religious prohibitions. In such cases, adjustments are made on a site-by-site basis.
**Grant Specifics**

**Grant Impact***

How would this grant help your organization and its clients achieve the outcomes stated above? That is, what would you be able to do with this funding that you otherwise could not?

This has been copied from your LOI. Please expand in this question to describe how this grant expands services.

*Why PCF asks this:* The intention of this grant is to fund organizations providing support for individuals and families in Clearwater with emergency housing and social services needs. How that support happens, and how this grant could help, differs from organization to organization. PCF would like to know specifically how this grant would help your organization and the clients you serve.

Currently, we serve roughly 400 people/month in North Greenwood, of which 26% are children (we serve an average of 1019 people/month in Clearwater as a whole). Most of these clients attend our meal services weekly or bi-weekly, often taking additional meals to-go. As we serve clients in a manner that prioritizes their dignity, new clients are more likely to seek out our services for the first time, and existing clients are more likely to return. With this grant, we will be able to add two more service sites in North Greenwood, ultimately doubling our impact there.

Funds from this grant will be directed towards paying for the portions of our Executive Director’s and Executive Chef’s labor that pertain to our North Greenwood Expansion Plan. Until recently, they carried out the totality of the work of this program with the help of a few volunteers. While relying on a staff of two was necessary in the initial start-up phase of our organization, it has become apparent the needs of the communities we serve outstrip our current capacity. As such, we recently hired a part-time Kitchen Assistant and are in the process of hiring a second. With funds from this grant, our Executive Chef will train and manage the new Kitchen Assistants, integrate the new distribution sites into our current operations, and manage a greater volume of food acquisition and preparation. Our Executive Director will obtain two new community partnerships to provide sites for meal services, market the new meal services in the surrounding community, and obtain a new food distributor partnership to accommodate the increased need for ingredients, all while continuing to assist during food preparation and meal services.

The demographics groups targeted by the Sustain-A-Bowl Program are typically underserved by other methods of food assistance due to lack of transportation or disability, including homebound seniors, low-income families, the unhoused, and at-risk youth. We believe our mission to create a “just and sustainable food system free from hunger and food waste” is best fulfilled by continuing to serve those who do not have easy access to other food assistance measures. Without this grant, 360 Eats would have to delay these activities until another source of funding was procured, and potential clients who currently experience barriers in accessing food assistance in North Greenwood will continue to do so.

**Reduction in Funding***

Due to limited funding, your request amount may not be fully awarded if it is moved forward in the grant process. How would reduced/partial funding impact your proposed program?

*Why PCF asks this:* The review committee that ultimately recommends proposals for funding may consider partial funding. PCF would like to know upfront what impact this would have on your proposal.
The request in the full application differs from that of the LOI, in that we have reduced the amount to reflect only the cost of the Executive Director and Executive Chef’s labor that would be put towards the North Greenwood Expansion Plan over the next two years, as opposed to the amount which would cover the entirety of their labor taking place in Clearwater as a whole. For every further reduction to this amount in increments of $6.66, one less meal could be served.

In the event that our grant request is not fully funded, our executive team would seek to acquire the funds necessary to cover the costs of labor for this project by other means, such as additional grants, corporate sponsorships, and donations, or by increasing the resources put towards Zero-Waste Catering (our revenue-generating initiative that supports a portion of the operation of the free meals program and is described below in “Sustainability”).

If for whatever reason not enough funding can be acquired, our team would pivot to revise program goals to be in line with funding constraints. For instance, the new service sites in Clearwater would still be added to the Sustain-A-Bowl Program, but the plan’s implementation would be changed, such that the number of meal services scheduled per month at each site may be reduced. Alternatively, we may add a single site with the same number of meal services per month, dependent on community needs as expressed by clients and our Distribution Partners. 360 Eats is adaptable—that said, the amount requested is based on legitimate need.

**Sustainability**

Given that this funding is time-limited, how does your organization plan to sustain the programming expansion? If there is no sustainability plan, how would your organization effectively wind down the expansion when this funding ends?

*Why PCF asks this: Due to the size and potential impact of this grant, PCF would like to know how clients would be supported after the grant period ends.*

Our organization acknowledges that grant funding is time-limited and often not renewable. As part of a sustainable program strategy, 360 Eats launched our Zero Waste Catering Service in March 2023, which provides high-end catering to large events and acts as a revenue stream to partially support our free meals program—we anticipate generating enough funds to offset half the costs needed to sustain the free meals program during the months the Zero Waste Catering Service is active.

The catalyst for Zero Waste Catering originated from a grant from the American Heart Association, whose team has committed to helping to develop this service and ensure its long-term success. With their support, we have booked 6 large-scale catering events, resulting in revenues of $11,500 to date. Due to the prohibitive heat, we will not be booking events May-July, but catering events will resume in the fall. Combined with an income strategy of private donations, fundraisers, and corporate sponsors, we will be well positioned to continue program services past the timeframe of this grant. Additionally, given our past success in obtaining grant funding to support initiatives, we feel confident that other organizations will continue to see the value in our service model and fund its continued operations.

For food-insecure individuals and their families, the dependability and consistency of food assistance measures is essential. With that in mind, we feel confident that 360 Eats clients will continue to be served due to the variety of funding resources in the sustainable program strategy, but in the event of funding barriers and/or short-falls, 360 Eats can tap into existing partnerships in the community to direct clients to outside resources.
Governance/Financials

Board List*
Please upload a current list of your organization's Board of Directors.

PDF and Word formats are accepted.
Board.docx

Organization Budget*
Please upload your most recent, board-approved organizational budget. You may add any notes regarding your budget below.

PDF and Excel files are acceptable.
360 Eats IS Summary June 2023.pdf

Project Budget*
Please use this template to describe expenses for this program. You should use this template to provide a budget narrative as well, explaining the purpose of each expense and how it relates to the program.

The more specific your line items, the better. Any staff member(s) that would not be 100% funded by this grant should be shown with the time and effort that would be allocated to this grant.
360-Eats-Clearwater-Budget-Detail.xlsx

Capital Purchases*
Capital expenses in your proposal should be shown to remove barriers to expanding services. Please describe below:

1. What percentage of your request is capital?
2. Describe why capital purchases are needed, and how they directly support the programming described in this proposal.

If your request does not include capital purchases, write "N/A" below.

Why PCF asks this: Unlike other local opportunities using ARPA funding, this grant opportunity is not meant to primarily fund capital needs. While capital purchases are permitted, the acquisition must be connected to your programming and should be helping unlock operational resources.

N/A
Additional Upload

Additional Upload*
If you have additional documents to support your application, you may upload them here. Please limit your upload to five pages. PDF files are accepted.
360 Eats’ Sustain-A-Bowl Program in Pictures (1).pdf
File Attachment Summary

**Applicant File Uploads**

- Board.docx
- 360 Eats IS Summary June 2023.pdf
- 360-Eats-Clearwater-Budget-Detail.xlsx
- 360 Eats' Sustain-A-Bowl Program in Pictures (1).pdf
Cameron Macleish, Chair and Executive Director, worked as a fundraiser for Greenpeace when he started a Youtube project called Cooking with Trash with his mother Ellen to spread awareness about the issue of food waste. In 2020, 360 Eats was born from their shared passion for combating food waste and insecurity.

Ellen Macleish, Vice Chairman and Executive Chef, has been a chef in the Tampa Bay region for eight years, and imbues the 360 Eats menu with her passion for nutritious and natural food.

Geoffrey Anderson, Treasurer, is the Director of Corporate Development at ResMed and a Partner at Social Venture Partners Tampa Bay. He deploys his expertise in corporate development and finance to guide 360 Eats’ strategy and create the organization's budget.

Casey Wright, Board Member, is the VP of Operations for US Foods, and has been instrumental in planning and managing 360 Eats’ operations.

Steve Marciano, Board Member, is an Operations Manager in the BayCare Health System, who uses his numerous experiences on nonprofit boards to govern 360 Eats’ board.

Sarah Liakos, Board Member, is the VP of Wagner Property Group, and uses her extensive network in the Tampa Bay area and membership of the of Junior League of Clearwater/Dunedin and Palm Harbor Cares to connect 360 Eats with helpful organizations and individuals.

Megan McGee, Board Member, is the Assistant Director of the St. Petersburg Police Department uses her varied experiences in nonprofit management and grants administration to help 360 Eats obtain funding.
<table>
<thead>
<tr>
<th>Q1 21</th>
<th>Q2 21</th>
<th>Q3 21</th>
<th>Q4 21</th>
<th>Q1 22</th>
<th>Q2 22</th>
<th>Q3 22</th>
<th>Q4 22</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>81%</td>
<td>86%</td>
<td>90%</td>
<td>97%</td>
<td>81%</td>
<td>85%</td>
<td>92%</td>
</tr>
<tr>
<td>Expenses</td>
<td>16%</td>
<td>20%</td>
<td>22%</td>
<td>26%</td>
<td>16%</td>
<td>18%</td>
<td>20%</td>
</tr>
<tr>
<td>Net Profit</td>
<td>65%</td>
<td>69%</td>
<td>67%</td>
<td>46%</td>
<td>65%</td>
<td>67%</td>
<td>72%</td>
</tr>
</tbody>
</table>

### Summary P&L

- **Revenue**
  - **Q1 21**: 26,884
  - **Q2 21**: 30,347
  - **Q3 21**: 73,034
  - **Q4 21**: 73,034

- **Expenses**
  - **Q1 21**: 1,725
  - **Q2 21**: 1,963
  - **Q3 21**: 1,963
  - **Q4 21**: 1,963

- **Net Profit**
  - **Q1 21**: 4,575
  - **Q2 21**: 6,419
  - **Q3 21**: 3,825
  - **Q4 21**: 445

### Pounds of Food Donated

- **Q1 21**: 931
- **Q2 21**: 672
- **Q3 21**: 718
- **Q4 21**: 445

### Pounds of Food Donated

- **Q1 21**: 49,622
- **Q2 21**: 34,174
- **Q3 21**: 15,449
- **Q4 21**: 1,000

### Summary Graphs

- **Quarterly Revenue and Margin**
- **Total Cash Balance**
- **Pounds of Food Collected**
- **Pounds of Food Donated**
- **Pounds of Food Donated**
## Budget Detail

**ORGANIZATION NAME: 360 Eats**

<table>
<thead>
<tr>
<th>EXPENSES</th>
<th>Total Project Cost</th>
<th>ARPA Grant Request</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1 Salaries</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Show your calculations. Include any project staff that will be paid a percentage of time from ARPA funds. Explain what will they do, how many hours will they work on the project.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Executive Director: salary + payroll taxes for two years</td>
<td>$121,148.50</td>
<td>$26,652.68</td>
</tr>
<tr>
<td>Functions: obtain new community partnerships, obtain one new distributor partnership, market new meal services, hire kitchen assistant, establish employment and administrative policies for additional employees, assist in food preparation and meal services</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hours worked on project over two years: 915*</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Executive Chef: salary + payroll taxes for two years</td>
<td>$121,148.50</td>
<td>$26,652.68</td>
</tr>
<tr>
<td>Functions: integrate new distribution sites into current operations; manage food acquisition, inventory, and preparation; train new Kitchen Assistants; train and supervise volunteers</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hours worked on project over two years: 915*</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

* figure based on the Greenwood Expansion Plan making up 22% of Sustain-A-Bowl operations, multiplied by the 4160 hours each staff member will work over the two year period.

<table>
<thead>
<tr>
<th>Total Salaries Sub-Total</th>
<th>$242,297.00</th>
<th>$53,305.36</th>
</tr>
</thead>
</table>

| **2 Fringe Benefits** | | |
| etc. | 0 | |
| Fringe Benefits Sub-Total | $ - | $ - |

| **3 Contractual** | | |
| Show calculations for reimbursement. Include: funds to hire someone for the project who is not a member of the agency’s staff; Name of person/company, if known; What will they do? | | |
| Contractual Sub-Total | $ - | $ - |

| **4 Equipment** | | |
| This is the category requesting to purchase a major piece of equipment such as a computer or copy machine and during the grant period, must be used primarily for the project. Explain: What is the specific item and how did you determine its cost? Why is this needed for the project? Please show any calculations. | | |
| Equipment Sub-Total | $ - | $ - |

| **5 Travel** | | |
| Provide any travel costs and calculations. Include, for example, if you plan to reimburse project staff for local travel and/or to send for out of town training/conference. Show calculations. | | |
| Supplies Sub-Total | \$ - | \$ - |

6 Supplies
What specific items, how many, unit and extended cost? Include expendable items, including office supplies necessary for day to day project activities.

| Supplies Sub-Total | \$ - | \$ - |

7 Other
Includes miscellaneous items that do not fit into any other category such as, but not limited to, costs for printing, duplication of project-related materials. Provide details. Emergency Relief fits here.

| Other Expenses Subtotal | \$ - | \$ - |

TOTAL EXPENSES
\$ 242,297.00 \$ 53,305.36

Difference between requested ARPA grant and project cost
\$ 188,991.64
Three variations on a Sustain-A-Bowl meal. At each food service, clients can choose their protein, carb, vegetable, and sauce from 2-3 options.
Cilantro lime chicken, honey roasted sweet potatoes, corn and okra fritters with red grape BBQ sauce.

Whether the meal is catered or free, we make sure it is delicious and nutritious!
Catering an Earth Day celebration at Met West International. All funds helped support our free meals program.
Thank you both so much for the best food! It was a joy to have you and I’m very grateful for the food. God Job.

God Bless

Heartfelt Thanks

Caryn