Serving the Nation’s Students
College & University FOOD BANK Alliance

CAMPUS FOOD PANTRY TOOLKIT

SEPTEMBER 2015

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Ramp Pantry at VCU

Full Circle Campus Food Pantry (Below)
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Oregon Food Bank
The Oregon Food Bank takes a holistic approach to ending hunger by bringing our community together to provide food, education and hope to our neighbors in need.

The Oregon Food Bank provide emergency food to people who are hungry through a cooperative statewide network of hunger-relief agencies, helping 1 in 5 households fend off hunger. OFB also leads statewide efforts to increase resources for hungry families and to eliminate the root causes of hunger by advocating for fair public policies, strengthening community food systems and providing nutrition and garden education to help people become more self-sufficient and resourceful.
http://www.oregonfoodbank.org/

Arkansas Foodbank
The Arkansas Foodbank was created on January 17, 1984 as a 501(c)(3) nonprofit organization to serve several central south Arkansas counties by providing an affordable and credible food source for local agencies serving hungry people in the state. By 1986 the Arkansas Foodbank had its first year of distributing 1 million pounds of food. In the 1989 the Foodbank became a member of the Feeding America national network and gained more assistance for acquiring and distributing food. Since that time the organization has grown to include 300 local agencies and delivering over 22 million pounds of food in AF’s service area. According to the 2014 Hunger in America study the Foodbank serves 280,000 people.
www.arkansasfoodbank.org/

Student Government Resource Center
The Student Government Resource Center works to strengthen student governments and state student associations into more effective vehicles for student engagement and empowerment. We do so by providing student governments with resources designed to help them build a culture of organizing and advocacy.
http://studentgovresources.org/
ABOUT CUFBA

The College and University Food Bank Alliance (CUFBA), co-founded by the Michigan State Student Food Bank and the Oregon State University Food Pantry, is a professional organization consisting of campus-based programs focused on alleviating food insecurity, hunger and poverty among college and university students in the United States. Our vision is to alleviate the barriers and challenges associated with food insecurity and hunger so that college and university students can remain in school and ultimately, earn their degrees. We are dedicated to our mission of providing support, training and resources to campus-based food banks and pantries that primarily serve students.

What We Do

At CUFBA, we strive to provide our members with relevant content as it relates to hunger, best practices and campus-based solutions to support campus communities. Additionally, we are here to advocate on our member’s behalf at state and national levels. To read more about what we do, visit www.cufba.org.

“Over 200 members nationwide”

Becoming a Member

Becoming a member of CUFBA is as easy as visiting www.cufba.org/contact/ and completing the online form—and it's FREE. Membership not only gives you access to our resources like this campus pantry toolkit, it connects you to a network of campus-based food programs that are working towards the common goal of ending hunger and promoting food security for their campus community. Members also have access to other supporting materials for assessing the need for a hunger-relief intervention on your campus, tools for getting started and up-to-date information regarding the status of college hunger and food insecurity as well as effective, sustainable ways to combat it. By reading this manual, you have taken a first step to ending hunger on your campus!
Hunger and Food Insecurity

Now more than ever, students from all walks of life are going college. Sadly, barriers such as poverty, financial aid and food insecurity still prohibit students from achieving a college degree. Even though the United States has made substantial progress to ameliorate poverty and food insecurity, students still represent a large percentage of both. The national poverty rate in 2013 was 14.5%, a number dwarfed by the 52% of students living in poverty without relatives or on campus. Likewise, the national rate of food insecurity in 2013 was approximately 14.3%. At this time no comprehensive study of student food insecurity has been conducted nationally in regard to college students; however, several colleges and universities have commissioned their own studies. The University of Arkansas’ 2014 unpublished study found that nearly 35% of its students were food insecure. A rural university in Oregon reported that 59% of its’ students were food insecure. Similarly, two unpublished studies at Bowling Green State University and the University of California, Merced found 19% and 32% of their students to be food insecure respectively. Even Feeding America is seeing students struggle with hunger. Ten percent of Feeding America’s clients are college students, of which 2 million are full-time students and 1 million are part-time students. Available literature suggests that the rate of food insecurity among college students is 1.5 – 4 times greater than that of the national average.

“1 in 10 Feeding America clients are college students”

“3 million hungry students work part-time or full-time jobs”
The most common student on campus is not a recent high school graduate living in a dormitory. In fact, only 11.6% of students lived in college housing or other group quarters from 2009 to 2011—25% of students reported living without a parent or relative.1

Since 2002, nontraditional students have made up 73% of the student population, meaning they possess one of the following criteria: 1) they attend a post-secondary institution part-time, 2) they are employed full-time, 3) they are financially independent, 4) they provide for at least one dependent, 5) they are a single parent, or 6) they do not have a high school diploma.11 Though this definition is broad, large percentages of students fit at least one or more of the characterizations. Nearly 28% of students were considered highly nontraditional (four or more criteria apply), 28% were moderately nontraditional (two or three criteria apply) and 17% were considered minimally nontraditional (one criteria applies).11 Non traditional students also have a tendency to delay their enrollment in higher education. This delay is often the result of medical reasons, family hardship, birth of a child, death of a loved one, full-time employment or a combination of such.6
FINANCIAL AID AND AFFORDABILITY

Nationally, college students experienced a 17% increase in tuition costs for public four-year sector from 2009-2015. Similarly, tuition rates doubled from 1981 to 1982 school year to 2011 to 2012.\textsuperscript{8,10} Tuition and housing costs are rising on campuses; a vast majority of students work low-paying jobs while attending classes; and competition for scholarship and grant opportunities is heavily competitive. The following excerpt provides one explanation of how students afford college.

"... Four out of five students worked part-time jobs averaging 19 hours a week in addition to attending college (Kingkade, 2013). In fact, only 18% of students in the Citigroup and Seventeen's survey reported being able to pay for college by working a job while enrolled in classes. Less than one in five students’ parents were able to pay for all college expenses; the remaining students utilized scholarships (16%) or financial aid (41%) (Kingkade, 2013)."\textsuperscript{6}


If most students fit into the mold described as nontraditional but campus life is geared towards supporting a traditional student’s needs, the picture becomes clearer why so many students face hunger and its’ subsequent problems.

College and university staff members often fast the same challenges associated with being a nontraditional student—they too have families to care for and bills to pay. Many of these hungry employers work full-time jobs near the federal minimum wage, so having a family emergency or becoming sick could be the difference between food on the table or medicine.

Fortunately, we are promoting effective, sustainable solutions like campus food pantries that can ameliorate hunger and food insecurity on college campuses to create a space where a student's potential is not limited by their ability to meet their basic human needs.

“Having a family emergency or sickness could be the difference between food on the table or medicine”
20 Questions You Should Be Able To Answer Before Starting a Campus Food Pantry

1. What is the need on your campus?
2. Who will organize and run the pantry?
3. How will you fund/food raise to get started and keep it going?
4. Who will you serve? (Students, staff, local community, etc.)
5. What kind of space is available on your campus and how can you access it?
6. Can you find a fiscal nonprofit sponsor so you can partner with your state/regional food bank?
7. What are the risk management concerns on your campus?
8. How will you conduct outreach to let people know you exist?
9. What kinds of foods will you offer: nonperishable, frozen, fresh?
10. How often will you distribute?
11. How will you distribute: shopping-style, pre-packaged boxes?
12. Where will you store excess food?
13. How will you recruit and train volunteers?
14. What are your campus food safety policies?
15. How will you maintain confidentiality?
16. What other resources will you offer besides food?
17. How will you determine who qualifies?
18. Who will handle press inquiries?
19. Who are your campus/community partners?
20. What is your sustainably plan?
Once you have had time to consider the above questions and their answers, your first order of business should be to start a steering committee. This can prove to be very useful when trying to answer all of the above questions. Aim to attract 5-8 individuals from across campus that will function as founding members. Spread the word across campus; try to target individuals that are passionate about service, involved in student activities, have an understanding of hunger and food insecurity or a combination of these.

### Administration
- Student Activities
- Student Affairs
- Chancellor’s Office

### Faculty and Staff
- Career Pathways
- Off-Campus Connection
- Campus Health Center
- Social Work Department
- Psychology Department
- Community Engagement
- Campus Dining Halls

### Students
- Student Government
- Registered Student Organizations (RSOs)
- Greek Life

### Potential Steering Committee Members
Each department or group can offer a plethora of experience working with students and the campus community as a whole. As the pantry develops other individual may want to help with the planning. Forming subcommittees is a great way to delegate tasks to new team members. Schedule regular meetings as your plan and develop the campus food pantry. Start with bi-weekly or monthly meetings in the beginning and adjust accordingly as development occurs. Be sure to utilize tools like email and Google Docs to keep everyone informed. Have your steering committee develop a work plan and action steps towards developing and opening the pantry.
After establishing your steering committee, the next priority is to determine the need for a campus food pantry. Doing so will help in the following areas:

- Creating a food program that is appropriate to the size of the need on campus
- Improving efficiency during planning and implementation stages
- Delegating tasks and responsibilities to committee members

The Economic Research Center (ERS), a subdivision of USDA, has a long- and short-form survey to assess hunger and food insecurity that may prove useful. To view these forms by ERS visit http://www.ers.usda.gov/topics/food-nutrition-assistance/food-security-in-the-us/survey-tools.aspx#household. Based on their survey and one of our member organizations, University of Arkansas at Pine Bluff, we have provided a sample survey (Appendix A.).

Arkansas Foodbank
FOOD BANK PARTNERSHIPS

Partnering with regional food banks can provide support in several different areas such as programming, strategic planning, volunteer recruitment, donations and funding avenues. There are a couple tools you can use to locate a regional food bank in your area. Feeding America’s “Find Your Local Food Bank” tool allows you to search hundreds of food banks nationwide via state or zip code (http://www.feedingamerica.org/find-your-local-foodbank/). An alternative web tool at FoodPantries.org provides an interactive map that allows you to search food pantries and food banks by state (http://www.foodpantries.org/).
Some regional food banks require annual membership fees in addition to 501(c)3 nonprofit status or a church qualifier. Nevertheless, the benefits of working with a regional food bank generally outweigh the costs, including access to free or substantially reduced priced food in bulk.

Nonprofit Status or Fiscal Sponsors

Methods you can use to obtain 501(c)3 nonprofit status:

- Find an nonprofit to be your fiscal sponsor
- Apply for 501(c)3 nonprofit status from the IRS

A fiscal sponsor is an organization or church that is willing to share their 501(c)3 nonprofit status or church qualification. The fiscal sponsor will be the official member of record with the regional food bank while the campus food pantry is the beneficiary of services. It is important that you select a fiscal partner that aligns with your mission, goals and objectives.

Benefits to having a fiscal sponsor or church qualifier:

- No reports or applications to file with the IRS
- No annual application or filing fees to renew 501(c)3 nonprofit status
- May provide additional support to the campus food pantry monetarily or through volunteers

Disadvantages to having a fiscal sponsor or church qualifier:

- May require monthly or annual status reports
- Must go through them to access funds and accounts for the pantry
- Not responsible for day-to-day operations of the pantry
Depending on your situation, it may be better to apply for 501(c)3 nonprofit status on your own. Just remember that you are ultimately responsible for meeting IRS requirements and any additional work it may include.

**On-campus Sponsors**

We recommend seeking a fiscal sponsor or church qualifier for members that do not have the capacity or willingness to complete the annual application process and reporting to the IRS. Several of our members have been successful in partnering with their university foundations to obtain the necessary 501(c)3 nonprofit status. Check with your Office of Advancement on ways to connect with someone from the foundation. It may prove beneficial to have someone on your committee who is connected to the foundation reach out on your behalf. University foundations already possess the appropriate channels of communication for legal, financial and operating purposes. Two members at Pulaski Technical College and the University of Arkansas successfully partnered with their respective foundations to share 501(c)3 nonprofit status.

**Off-campus Sponsors**

If a university foundation is unable to be your fiscal sponsor, there are a host of nonprofits that have 501(c)3 status. Do a web search of organizations that work in the areas of hunger, poverty, social services and community outreach in your city and county—check with faculty or staff to see if they are connected to any organizations that could be potential fiscal sponsors. Some potential partners include local churches, community-based food pantries and organizations like 4-H Club, Boys and Girls Club or United Way.

**Roles and Responsibilities**

A Memorandum of Understanding (MOU) between you and the fiscal sponsor is essential in defining the responsibilities and expectations each of you have. Done properly—an MOU will define a mutual agreement of the terms and conditions you will work under. See Appendix B for our MOU template—modify it to fit your needs.

**501(c)3 Nonprofit Status**

If you are unable to procure a fiscal sponsor you can apply for 501(c)3 nonprofit status independently. This method will require you to do all of the paperwork, filing and reporting that a
fiscal sponsor would—a disadvantage if you lack the time or resources. One of the key benefits of filing independently is that you do not need to develop an MOU with another organization, go through additional work to access your financial account or worry about reporting to another organization. For a resources on how to apply for 501(c)3 nonprofit status, visit http://www.irs.gov/pub/irs-pdf/p4220.pdf.
The Office of Risk Management/Legal will—and should—get involved in the development. There are a host of questions they may want to ask. We have compiled a list of potential questions to aid you the approval process.

**Potential Risk Management Questions**

1. What is the need on your campus?
2. Who will organize and run the pantry?
3. Where will funds come from?
4. Who will be your clientele?
5. Where will the food pantry operate and types of storage do you need?
6. What style/model of food pantry will you operate?
7. What food/product will you offer?
8. How often will you be open?
9. What are your campus food safety policies?
10. How will you maintain confidentiality/anonymity of your clientele?
11. Who are your campus/community partners?
12. What contracts, MOUs and forms have you developed?

Include your fiscal sponsor, regional food bank and the steering committee in at least one meeting with the office of risk management to ensure all parties are operating under the same understanding.

**Bill Emerson Food Donation Act**

In 1996 former President Bill Clinton signed into law the “Bill Emerson Food Donation Act” that protects individuals and organizations that donate food in “good will” to organizations; Feeding America has summarized the bill in addition to producing the full text. There may be local restrictions or guidelines that are specific to your state. Your regional food bank will be aware of such laws if they exist. The University of Arkansas School of Law’s “Legal Guide To Food Recovery” did not find one case of litigation against a program that distributed food in good faith to clients.
Confidentiality, Dignity and Data Collection

Your fiscal sponsor, regional food bank and even funding sources may require you to collect client demographics, usage and other personal or sensitive information. This information should—AND MUST—stay secured. A locked filing cabinet or protected digital files should be stored somewhere outside of the pantry that can ONLY be accessed by the pantry staff.

One way to collect this information is through a “First-Time Application Form. Appendix C contains a template you can modify to fit your specific needs. Notice that the form does not require an individuals name or contact information, but instead uses a pantry ID number that is distributed by volunteers or staff. This adds another level of protection and confidentiality for clients and identifies eligible users. Cards can be issued to clients to show that they have used the pantry in the past and are eligible to use it now.

Campus food pantries offering services to individuals outside of the campus community would then be able to serve all users in a uniformed manner. Making pantry cards with an ID number on it is one way to make sure clients remember their number and prove they are eligible clients.

The dignity of users should be considered when starting a campus food pantry. It is likely volunteers will encounter individuals using the pantry on other parts of campus. It is completely acceptable for volunteers and staff to interact with users outside of the pantry, but they should never discuss an individual’s use of services or confidential information in public unless given permission by that person.

A “Volunteer Agreement Form” (Appendix D) outlines the roles and responsibilities of volunteers and how they should interact with clients inside and outside of the pantry.

Our friends at the Student Government Resource Center (http://studentgovresources.org/) developed a Q&A for administrators and faculty that is useful for answering concerns about a campus food pantry that may or may not be addressed by our list of 12.

Fraud

You may be concerned about the level of fraud or abuse of the campus pantry. Although you can determine eligibility requirements, many of our members operate on the honor system have not reported a problem with this method. Often, students—or staff—would much rather be someone else on campus than in line waiting for a bag or box of food to get them through the week.
Q: What Exactly does a food pantry do?
A: A food pantry is a service that provides food directly to students and/or staff at the university, usually to those who have a place to live but not enough to eat.

Q: What is the difference between a food pantry and a food bank?
A: Food pantries provide food directly to campus community members in need, whereas food banks serve the pantries themselves. A food bank is typically a large warehouse-style facility that collects food from wholesalers, grocery stores and government programs and serves as a distribution center to supply local food pantries, south kitchens and other service agencies.

Q: What other schools have set up campus food pantries?
A: More than 200 colleges and university have establish food pantries, with many of them being set up in the past five years. Some of the biggest schools with pantries inclu ded Michigan State University, North Caroline State University, Oregon State University, the University of Alabama, The University of Arkansas and the University of Missouri.

Q: Is hunger really an issue for college students?
A: Yes. Nationwide, 73% of college students are nontraditional meaning they don't fit the stereotype of a recent high school graduate who is supported by his or her parents. Many students find it difficult to support their self while also paying for college. According to the census, for students who do not live with relatives or on campus, 52% live below the poverty level. For many students, food insecurity is a real problem. Feeding America reported that 10% of their clients are students, with 2 million working full-time jobs and 1 million working part-time jobs.

Q: What is food insecurity?
A: The USDA defines food insecurity as a situation where ‘consistent access to adequate food is limited by the lack of money and other resources at times during the year.'

Q: If students are suffering from hunger, why can’t they go to food pantries in the community?
A: There are numbers barriers that make it hard for students to use community food pantries: pantries are often located far from campus and many students lack easy access to transportation; community pantries are usually open from 9a.m. – 5p.m., when students are in class; some pantries only serve people who fit certain criteria based on neighborhood, income level or household size, making it hard for students to qualify; and some community pantries refuse to serve students because they don't believe that students need their assistance or don't feel they can use their limited resources on students. It's also important to recognize that some students are afraid or ashamed to access a community food pantry. Providing a pantry on campus can mitigate some of those fears and ultimately get food into the hands of those students who need it.

Q: What happens if someone gets sick from using the pantry?
A: The pantry would follow food safety procedures by our regional food bank to ensure that this doesn’t happen. From a legal standpoint, we'd also have all pantry users sign a waiver recognizing that we can't guarantee the quality of the food they receive and protecting us from any liability. In addition, there's a federal law, the Bill Emerson Good Samaritan Food Donation Act, which protects both the donors and distributors of donated food from liability through donations and services of “good will.”

Q: How are food pantries funded?
A: Every pantry is different. Most pantries receive food donations to meet some of their needs and must fundraise to cover the rest. Many pantries organize fundraising drives to collect donations from supports, community members, businesses or local groups. In addition, many campus food pantries get funding or other support from their student government, campus fees or campus departments.

Q: How do you Determine need or eligibility
A: Typically, campus food pantries serve students and staff at their university based on good faith. We will assume that individuals who utilize the campus pantry are there because they need it.

“This Q&A list has been adapted and modified with permission from the Student Government Resource Center under the Creative Commons Non-Attribution Commercial-ShareAlike 4.0 International License. Learn more at https://creativecommons.org/licenses/by-nc-sa/4.0/.”
There should be at least two staff or faculty members who either operate or know the day-to-day operations of the pantry. These members may come from your steering committee; however, it is unlikely that all the members of your committee will be available to manage and run the day-to-day operations of your pantry. You will need to seek out additional volunteers.

Faculty and Staff

Members of your steering committee may have colleagues that have the time and desire to operate the pantry. Have them reach out to their departments to gauge interest. Faculty and staff need to know when, where and how often the pantry will be open since they already have full-time obligations.

Students

An alternative to utilizing faculty and staff is to develop a student board that allows them the opportunity to direct and take ownership of the campus food pantry. A couple staff members can provide technical assistance and guidance for long-term direction of the pantry and allow students opportunities to plan short-term and daily operations. A student board is one of the most successful ways to get students with the pantry, while engaging in peer-to-peer service. Students develop an understanding of issues affecting their peers while also gaining skills, knowledge and abilities that can further their academic and professional careers. Students gain experience in strategic planning, volunteer management, marketing, supervising, budgeting and communication. This model also
promotes the sustainability and longevity of the pantry See Appendix E for a list of recommended positions and corresponding responsibilities for the student executive board. Of course, each position should be molded to best fit the needs of your campus pantry.

**Recruitment and Training**

Use listervs to identify staff, faculty and students who are interested in volunteering with the pantry. To make the screening and recruitment process easier, see the “Pantry Volunteer Application” form in Appendix F.

We highly recommend developing a training and orientation manual for new volunteers that highlight their responsibilities and tasks.

**Suggested Volunteer Training Topics**

- Opening duties and preparation
- Greeting clients
- Preparing food orders and
- How to stock/store food
- Sorting donations
- Cleaning shelves
- Preparing food (if applicable)
- Closing duties
Campus Food Pantry Setup

Potential Factors Affecting Location

- Available space
- Level of need on your campus
- Volunteer resources

Campus food pantries can take on different shapes and sizes. Creativity and willingness to repurpose space can help you find an ideal location. The space does not have to be a warehouse or aesthetically pleasing, but it does need to be clean, secure and have the capacity to safely store food. Your pantry should also be located in an easily accessible location. Ideal locations might include student unions, campus police stations, dormitories, unused kitchens, or administrative office spaces.

Operating Styles

Campus food pantries range from small food closets to larger warehouse-like facilities. In this guide, we expand on two common models that may require more planning and resources: pre-packed model and shopping-style model. Depending on the above factors, our members have different iterations for each—we focused on the basics.

Pre-Packaged Model

This model is conducive to pantries with limited volunteers and space. A small group of volunteers can manage this operation. Food boxes/bags are prepared in advance, streamlining distribution when the pantry is open. It is easy for a couple of volunteers to break away during distribution to prepare more bags if supplies are running low. This model also guarantees that each client receives an equal portion of food supply every time.
The downside to this model is the lack of user choice—clients may receive food items they do not want, which could ultimately result in wasted food.

**Shopping-style Model**

This model works best when you have a larger space to accommodate volunteers and users. Since users will be “shopping”, or selecting what food items they need/want, categorize the shelves based on type. (Canned vegetables, soup, canned chicken, fresh produce, etc.). The biggest advantage to this model is offering more choice to users. To improve efficiency, some members have developed a walkthrough plan for users—others have volunteers prepare bags for users using a food request form.

Ram Pantry at VCU
Hours of Operation

From our experience it is best to start out small and scale up your program. Other factors that will affect your hours of operation are the need on campus, volunteer and staff resources, size of facilities and ability to keep food on the shelves. With that said, we recommend that our members start by offering their services once a month for a few months and assess whether or not they can expand their program.

Waiting Area

Regardless of operating model, a waiting area for users is essential. This offers a place for users to wait for food orders and fill out first-time applications. Be sure to provide a place for users to sit or rest their belongings.

Equipment and Storage

The equipment you need for storage will depend on the types of food you want to distribute. The following is a general outline of equipment and supplies you will most likely utilize or need.

Standard Non Food Prep Items:

- Shelves/cabinets for storing food and supplies
- Collection bins for donations
- A dolly for moving heavier items
- Refrigerators and/or freezers (if you intend to distribute fresh or frozen goods)

Standard Food Prep Items:

- Designated hand-washing stations
- Three-compartment sink
- Portioning tables
- Plastic gloves
- Disinfectant and cleaning supplies
Other equipment, supplies and trainings/certifications may also be required. To find out what you need, check with your regional food bank and campus dining facility to get more information.
Safe Food Handling and Certifications

Some regional food banks, especially those that are members of Feeding America, require special trainings and certifications for preparing and handling cooked food. The National Restaurant Association and Feeding America have teamed up to develop a food pantry specific guide called “ServSafe Food Handler Guide for Food Banking”. Their guide covers an array of topics such as personal hygiene, proper sanitation and sterilization, cross-contamination and time-temperature abuse. In the past, other ServSafe trainings and certifications have been used by food pantries preparing or portioning food. Check with your regional food bank to see which certification or training they prefer or require. There is no reason for campus pantries to undergo this training if they do not prepare or portion food.

Food Waste

Reasons Why Clients May Waste or Throw Away Food

- Culturally inappropriate
- Lack of cookware for preparation
- Food allergies or dietary restrictions
- Unsure of how to cook/prepare

To discourage food waste, provide a space where users can leave food that they will not use; this food can be collected at the end of distributions and reused in the future. Another way to discourage food waste is to provide recipe cards for unique or unusual food. If you are operating a shopping-style model that utilizes a food request form, make sure the form screens users for access to running/bottled water, microwave, stove, cooking utensils (pots, can opener, etc.) range/stove, etc.

Additional Supplies

You’ll need office supplies like paper, pens and folders for the welcome area of the pantry. You will also need cleaning products including disinfectant, brooms, mops, buckets, gloves and a safe place to store them.

When distributing food, we encourage you to use reusable grocery. These bags cut down on waste and users can return them to the pantry during future visits.
Marketing

Marketing is important for three reasons:

- To lets users know the pantry is available to them
- To recruit volunteers and supports
- To generate in-kind and monetary donations

Contact your on-campus media outlets (newspaper, e-newsletters, social media and radio) and schedule a meeting with them to promote your work; they may provide their services for free or discounted once they learn what you are doing.

Communication

Reach out to your campus communication department or journalism department and see if there is an opportunity to collaborate. They can help with creating news stories, PSAs and other promotional materials to increase awareness. Be sure to provide content across different mediums (newspaper, e-newsletters, social media, Youtube/video streaming and radio). It is also a good idea to contact off-campus news affiliates, especially for large events.

Advertising

In addition to the channels of communication listed in the previous paragraph, hanging flyers around campus is an inexpensive marketing technique.

Potential Sites for Flyers and Advertisement

- Student Union
- Multi-cultural Center
- Campus Health Center
- Library
- Campus Housing/Dormitories
- Dining Halls
- RSO Offices
- Computer Labs
- Tutoring Center/Writing Lab
- Digital/e-Flyer
FUNDRAISING

Potential On-campus Support

- Student Government “Capital Campaign”
- Faculty, Staff and Administrative “Payroll Deductions”
- Alumni Association “Call to Action”
- Registered Student Organizations (RSOs) “Sponsored Food Drives”
- Greek Organizations “Sponsored Food Drives”

Potential Off-campus Support

- Your Fiscal Sponsor (if applicable)
- Your Regional Food bank “Grant and Awards”
- Local Restaurants or Food Vendors “Nonprofit or Service Organization Highlight”
- Grocery Stores or Supermarket “Proceeds Benefit”

This is not an exhaustive list, but should get you started on creating a fundraising plan to ensure your food pantry keeps its shelves stocked. You will not be able to obtain everything you need to open and operate your campus food pantry though donations alone. A fundraising program consisting of in-kind and monetary sources is key to sustainability.

Food Drives

Food drives are your bread and butter to collecting donations, but they often only source a few different food items each time (canned vegetables, soups, ramen noodles, etc.). Competition often drives results further. One tactic we suggest is creating food drives geared towards specific food items using a point-value system.

Divide the campus into categories (Housing/Dormitories, RSOs, Greek Life and Administration/Staff/Faculty, then assign numeric values to different food items. For example, give shelf stable proteins (peanut butter, canned chicken and canned tuna) five points, pasta and sauce and soups three points and one point for canned vegetables. Doing so will incentivize donors
to purchase and donate better value foods.

Even intercollegiate rivalries can benefit your campus food pantry. The University of Missouri Tiger Pantry and University of Arkansas Full Circle Campus Food Pantry compete in an annual competition called “Food Fight” to collect the most donations during basketball season. Donations are collected up to the week the schools play each other and the winner is announced at the game. CUFBA alone has over 200 campus food pantries across the nation—there may be a friendly “rivalry” waiting near you!

Another way to encourage food-specific donations is to create a list of “most needed” items. This can work in tandem with the previous food drive technique or be a separate tool that is updated throughout the school year based on your inventory.

**Budgeting**

For your convenience, we have included a sample budget based on expenses from other campus food pantries. The needs and development of campus food pantries are based so many varying factors, it is difficult to pinpoint exactly how much money each of our individual members will need to operate. Use the sample budget in Appendix G as a starting point and grow from there. The list of expenses may not reflect your actual costs or needed items; however, it should prompt you to think about additional expenses.

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**Final Remarks**

We have covered the basics of setting up your campus food pantry and highlighted some techniques, challenges and resources to assist you along the way. We also know that developing a campus pantry is a daunting task; this manual is your guide to creating a program that is not only effective, but also sustainable. Challenges and obstacles will present at later times—many of which may not be covered by this guide. Nonetheless, CUFBA is here to support you to the best of our ability. Whether you need additional information for setting up your campus pantry, a place to share ideas and successes with your peers or need up-to-date information on campus food insecurity and hunger we can—and will—be their to assist our members!
REFERENCES


APPENDIX A

Sample Survey to Determine Need

The purpose of the food pantry would be to address food insecurity that may exist among the student population. The United States Department of Agriculture defines food insecurity as meaning: “Consistent access to adequate food is limited by a lack of money and other resources at times during the year.”

Completing this survey is voluntary and your participation can be withdrawn at any time. Your answers are completely anonymous. No identifying information is requested. However, your participation is extremely important, as the results of this survey, in part, will be used to determine if establishing a student food pantry will be pursued in the very near future. The time required to complete the survey is about 5 minutes or less.

Which of the following best describes you? (Select one)
1. Student
2. Faculty
3. Staff
4. Administrator

STUDENT QUESTIONS:
While a student at [COLLEGE OR UNIVERSITY] has there ever been a time when you did not have enough food for yourself or your household?
1. Yes
2. No

How often has your food supply been inadequate?
1. 0 – times per semester
2. 1-2 times per semester
3. 3-4 times per semester
4. 5 or more time per semester

While a student at [COLLEGE OR UNIVERSITY] has there ever been a time when you were aware of another student (not yourself) that did not have enough food for themselves or their household?
1. Yes
2. No

How often would you estimate the food supply for other students (not yourself) has been inadequate?
1. 0 – times per semester
2. 1-2 times per semester
3. 3-4 times per semester
4. 5 or more time per semester

If there was an occasion when you or other students didn’t have enough food, in your opinion,
would you or would other students use a food pantry if one were available on campus?
   1. Never Use
   2. Almost Never Use
   3. Occasionally/Sometimes
   4. Almost Every Time
   5. Frequently Use

If you were in need and considered using a food pantry, what type of pantry would you prefer?
   1. A pre-packaged box of food that can be picked up.
   2. A shopping style pantry where each student can select food needed.

For a food pantry to operate efficiently it would need a group of committed volunteers. Would you be willing to volunteer to work on occasion in the pantry?
   1. Yes
   2. No
   3. Maybe

State your level of agreement with the following statement. A student food pantry is needed at [COLLEGE OR UNIVERSITY].
   1. Strongly Disagree
   2. Disagree
   3. Undecided
   4. Agree
   5. Strongly Agree

How are you classified?
   1. Freshman
   2. Sophomore
   3. Junior
   4. Senior
   5. Graduate Student
   6. Other (Please Specify) _________________________________

Where do you live?
   1. On-campus
   2. Off campus

Counting yourself, dependent children, spouse or significant other, how many people are currently in your household?
   1. 1
   2. 2
   3. 3
   4. 4
   5. 5 or more
Finally, what questions, comments, concerns, or suggestions do you have about establishing a student food pantry at [COLLEGE OR UNIVERSITY]?

FACULTY, STAFF, ADMINISTRATION QUESTIONS:
Are you aware of a situation or have personal knowledge of a student having an inadequate supply of food?
   1. Yes
   2. No

In your opinion, to what degree is food insecurity a problem among the [COLLEGE OR UNIVERSITY] student population?
   1. Not at all a problem
   2. Minor problem
   3. Moderate problem
   4. Serious problem
   5. Don’t Know

For a food pantry to operate efficiently it would need a group of committed volunteers. Do you advise a club/organization whose members would be willing to volunteer to work on occasion at a food pantry if one was established?
   1. Yes
   2. No

The food pantry would need to raise start-up funds and would conduct food drives on occasion to stock the pantry. Would you and or the members of a club/organization you advise be willing to donate to the pantry?
   1. Yes
   2. No
   3. Maybe

Would you be interested in volunteering in one or more of the following roles? (Check all that apply)
   1. Not interested at this time
   2. Donor
   3. Advisory Council Member
   4. Other ____________________________________________________________
Suppose it was determined that there was a need for a student food pantry and it was approved to proceed with establishing a pantry. Where would you suggest the pantry be housed?

State your level of agreement with the following statement. A student food pantry is needed at [College or University].

1. Strongly Disagree
2. Disagree
3. Undecided
4. Agree
5. Strongly Agree

Finally, what questions, comments, concerns, or suggestions do you have regarding establishing a food pantry for the [College or University] student population?
**APPENDIX B**

**Memorandum of Understanding Between Fiscal Sponsor and Food Pantry**

_______________________________ has agreed to be the “fiscal sponsor” of
_______________________________, the “food pantry,” until 501(c)3 nonprofit status is
independently obtained by said food pantry. Responsibilities of the fiscal sponsor include collecting
and retaining all financial contributions made to the campus food pantry; providing access to
financial contributions made to the food pantry for operation, upkeep and program services; and
upholding and maintaining all legal obligations of a 501(c)3 organization. The relationship between
the fiscal sponsor and food pantry is subject to review on an annual basis, beginning when both
parties have signed the MOU. The fiscal sponsor may occasionally provide financial support in the
form of donations, but is not financially responsible should damage occur to the pantry space,
product, staff, or volunteers. Operation of the campus food pantry shall be the sole responsibility of
the food pantry, including but not limited to hours of operation, volunteer recruitment, scheduling
and staffing, food drives, marketing and promotion and distribution of services and product. The
fiscal sponsor is not responsible for paying salaries, stipends, or wages for anyone hired to operate
the campus food pantry.

**Acceptance of Terms and Conditions**

The parties of this MOU are named below and by signing indicate that they have read, understand,
and agree to all of the terms and conditions of this MOU.

Fiscal Sponsor: ________________ Date: ________________

Food Pantry: ________________ Date: ________________


APPENDIX C

FIRST-TIME APPLICATION FORM

**General Information:**

ID Number (Assigned) ___________________ E-Mail Address ___________________

Ethnicity (Choose all that apply): Caucasian___ African American/Black___ Latino___ Asian___ Middle Eastern___ Pacific Islander___ Native American/Alaskan___ Other___

Age___

Gender: Male ___ Female ___ Transgender___

**Campus Status (Mark all that apply in each row):**

Full-Time Status___ Part-Time Status___

Traditional Student ___ Non-Traditional Student ___

Staff ___ Faculty ___ Veteran___

**Household Information:**

How many individuals are in your household? ___

How many of those individuals are under the age of 18? ___

Do you have personal transportation? Yes___ No___

Are you employed? Yes___ No___ If ‘Yes,’ Full-Time___ Part-Time___

How many people in your household are employed? ___

What type of housing do you have? On-campus___ Off-campus___ Other___

Which benefit(s) do you or someone in your household receive SNAP___ TANF___ WIC___

If your household does not receive any of the programs, are you interested in learning more about them? Yes___ No___ If ‘Yes,’ which program(s)? SNAP___ TANF___ WIC___

**Acceptance of Free Food and Waiver of Liability:**

By my signature I acknowledge the receipt of free food from the food pantry. I understand this is a gift and not a reoccurring obligation by the college or university, food pantry, or fiscal sponsor. I further understand and agree that by accepting this donated food I freely and voluntarily, with full knowledge, hold harmless and in no way liable or responsible for the quality, condition or packaging of food, college or university, its officers, agents, employees, students, donors, volunteers, and food suppliers.

Signature: ____________________________ Date: ____________________
APPENDIX D

VOLUNTEER AGREEMENT AND WAIVER

I. STATUS AS A VOLUNTEER. I, ________________________________, have voluntarily agreed to assist with the ________________________________, the “food pantry”. I understand as a volunteer that I will not be paid for my services, that I will not be covered by any medical or other insurance coverage and that I will not be eligible for any Workers’ Compensation benefits in connection with my service.

II. RELEASE AND WAIVER OF LIABILITY AND HOLD HARMLESS. I hereby generally and forever release and discharge, and agree not to sue the food pantry, the university or campus, its officers, employees, agents, students, volunteers and suppliers, from and against any and all manner of claims, causes of action, or liability which I may have now or at any time in the future which may arise out of or relate to any injury, loss, damage or harm of any kind which may result or may happen to me while I am volunteering with the food pantry, including any injury, loss, damage or harm which may result from the negligence of the college or university, its officers, employees, agents, students, volunteers and/or suppliers.

I further agree to indemnify, defend, protect, and hold harmless the food pantry, college or university, its officers, employees, agents, students, volunteers and/or suppliers, from and against any and all manner of claims, causes of action, or liability, arising out of or relating to any accident, injury illness or damage, including death, to me which may occur during my voluntary participation in the food pantry.

III. CONFIDENTIALITY. As a volunteer of the food pantry, I agree to maintain the privacy and confidentiality of any and all personal information of users. I recognize the value and sensitivity of confidential information, and I agree not to copy, discuss, or otherwise disclose any participant information to anyone who does not have official responsibilities regarding that information of the food pantry. I agree to keep all participant information completely confidential for an indefinite period of time, even after I am no longer volunteering with the food pantry. I understand that failure to comply with this policy will result in my immediate dismissal as a volunteer.

I HAVE CAREFULLY READ THIS RELEASE AND WAIVER OF LIABILITY AND FULLY UNDERSTAND ITS CONTENTS. I ACKNOWLEDGE AND AGREE THAT THIS RELEASE AND WAIVER OF LIABILITY SHALL BE BINDING UPON MY SURVIVORS, HEIRS, SUCCESSORS, AND ASSIGNS. I AM AWARE THAT THIS RELEASE AND WAIVER OF LIABILITY IS A RELEASE OF LIABILITY, INCLUDING BUT NOT LIMITED TO, LIABILITY FOR NEGLIGENCE, AND AN INDEMNIFICATION AGREEMENT, AND I SIGN IT OF MY OWN FREE WILL.

I am over the age of eighteen (18) years and am competent to sign this Volunteer Agreement.

Signature: ____________________________________________

Parent/Guardian if under 18 years: ________________________________

Date: ____________________________________________

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Student Board Roles and Responsibilities

Campus Food Pantry Chair

- Open the campus food pantry
- Act as liaison between campus food pantry staff and student coordinators
- Conduct biweekly meetings with staff and student board
- Maintain responsibility over pantry operations and is present during operating hours
- Ensure all coordinators are updated regularly and completing their own responsibilities on time
- Assist other Coordinators in any way possible
- Delegate tasks to other student coordinator positions when needed
- Perform any tasks or duties as requested by staff

Campus Food Pantry Volunteer Coordinator

- Update all volunteer materials as necessary
- Recruit and train volunteers
- Schedule volunteers for shifts to serve and maintain attendance
- Update volunteer list
- Plan volunteer appreciate event
- Perform any tasks or duties as requested by staff

Applications/Requests Coordinator

- Open the pantry if the pantry chair is unavailable.
- Organize and submit monthly reports to the regional food bank
- File “First-time” applications and “Request Forms”
- Administer surveys to users for annual reporting
- Complete the annual survey for the regional food bank
- Complete annual reports of the campus food pantry
- Perform any tasks or duties as requested by staff
Food Drive and Donation Coordinator

- Coordinate food drives on and off campus
- Collect donations from on- and off-campus locations
- Log in-kind and monetarily donations to the campus food pantry
- Distribute thank you cards to organizations and individuals that donated to the campus food pantry
- Perform any tasks or duties as requested by staff

Marketing and Outreach Coordinator

- Maintain active presence on social media (Twitter, Facebook, Instagram, etc.)
- Create and update marketing materials for the campus food pantry
- Distribute materials on and off campus
- Respond to inquiries about the campus food pantry
- Perform any tasks or duties as requested by staff
Appendix F

Sample Volunteer Recruitment Form

Name: ___________________________ Phone: ___________________________
Classification: ___________________ Email: ___________________________

1. Have you volunteered in the pantry before? ___Yes ___No
   If yes, in what capacity (i.e. weekly/monthly volunteer, extra help, day-of-service)
                                                                                                      
   If no, why do you want to volunteer?
                                                                                                      
                                                                                                      
2. How often are you interested in volunteering?
   ___ As often as needed ___ Once a week ___ Once a month
   ___ Other: please state __________________________

3. All volunteers are required to attend a volunteer orientation, even if you have volunteered in the
   pantry before. Orientation(s) will be held [Where] from [Time] on [Date(s)]. Will you be able to attend
   any of the orientations?
   ___ Yes ___ No

4. Please mark the following days and times you are available to volunteer:

<table>
<thead>
<tr>
<th>Day</th>
<th>Morning Shift</th>
<th>Afternoon Shift</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monday</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tuesday</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Wednesday</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Thursday</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Friday</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Saturday</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sunday</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Applications are due [Date and Time]. Drop off your application to [Person] at [Location] or email it to
[Email Address]. Selections will be made based on application and availability by [Date and Time].
Submit your application before the due date for full consideration. If you have any questions or concerns
about volunteering please contact [Person] at [Email/Phone Number]
### Appendix G

## Sample Pantry Budget

<table>
<thead>
<tr>
<th>Phase I - Development Funds</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regional Food Bank Membership Fees</td>
<td>$75</td>
</tr>
<tr>
<td>Reusable Bags</td>
<td>$200</td>
</tr>
<tr>
<td>Heavy Duty Shelving</td>
<td>$2,000</td>
</tr>
<tr>
<td>Fire Extinguisher With Bracket and Installation</td>
<td>$130</td>
</tr>
<tr>
<td>Wall Mounted Paper Towel Holder and Soap Dispenser</td>
<td>$100</td>
</tr>
<tr>
<td>Industrial Mop Bucket and Cleaner</td>
<td>$107</td>
</tr>
<tr>
<td>Broom and Dust Pan</td>
<td>$30</td>
</tr>
<tr>
<td>Laundry Detergent</td>
<td>$15</td>
</tr>
<tr>
<td>Storage Containers and Collection Bins</td>
<td>$100</td>
</tr>
<tr>
<td>Food Prep Supplies (Gloves, Disinfectants, Hairnets, etc.)</td>
<td>$50</td>
</tr>
<tr>
<td>Utility Cart and Dolly</td>
<td>$150</td>
</tr>
<tr>
<td>Computer and Software</td>
<td>$200</td>
</tr>
<tr>
<td>Office Furniture (Table, Chairs and Light Fixtures)</td>
<td>$500</td>
</tr>
<tr>
<td>Office Supplies (Paper, Clipboards, Pens, etc.)</td>
<td>$60</td>
</tr>
<tr>
<td><strong>Phase I Total</strong></td>
<td><strong>$3,260</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Phase II - Operating Funds</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Regional Food Bank Orders</td>
<td>$3,000</td>
</tr>
<tr>
<td>Food Purchasing Funds</td>
<td>$1,000</td>
</tr>
<tr>
<td>Printing Materials (Brochures, Flyers, Forms, etc.)</td>
<td>$200</td>
</tr>
<tr>
<td>Transportation</td>
<td>$300</td>
</tr>
<tr>
<td>Food Pantry Intern (Federal Student Worker Optional)</td>
<td>$2,000</td>
</tr>
<tr>
<td><strong>Phase II Total</strong></td>
<td><strong>$6,500</strong></td>
</tr>
<tr>
<td><strong>Total Cost of Phase I &amp; II</strong></td>
<td><strong>$9,760</strong></td>
</tr>
</tbody>
</table>