

May 13, 2020

To: CBJ Economic Stabilization Task Force  
From: Larry Cotter and Amy Skillbread  
Re:

**Project Description:**

The is a simple yet multi-faceted project. The purpose is to increase and stabilize employment in the food service sector by leveraging available funds and transferring food preparation from various institutions to food service entities. This concept is based upon existing models being employed by the Napa Seafood Foundation ([napaseafoodfoundation.com](http://napaseafoodfoundation.com)) and the World Central Kitchen ([worldcentralkitchen.org](http://worldcentralkitchen.org)).

In those models, restaurants are contracted by the respective foundations to prepare, provide and deliver meals to certain other institutions. In the case of the Napa Seafood Foundation, the meals are delivered to front line defenders in hard hit covid-19 hospitals. There is no ordering from a menu; the restaurant determines the meal. The foundation purchases the meals from the vendor, usually at cost. The front-line defenders win because they enjoy a wholesome seafood meal; the vendor win because they have enhanced economic activity; their employees win because they have expanded employment and earnings; and, in this case, the seafood industry wins because of increased exposure and revenue from sales.

For this project we propose contracting with local restaurants, via an RFP process, to prepare meals for local institutions that are currently using their own staff to prepare meals, or to address other food security needs. This project anticipates a length of six months (July 1 through December 31). We envision three possible levels of activity as follows:

Level 1: The Glory Hole with approximately 100 people to serve.

Level 2: In addition to the Glory Hole, AWARE and folks at the Campground – approximately 250 total.

Level 3: An additional 50 people (for a total of 300 people) who lack food security and are in need of meals.

In addition to the core of this project as described, we are investigating whether this concept can be expanded to continue the school student meal program when that current contract expires at the end of the school year.

The Glory Hole's Executive Director has agreed to participate in this project. As of this writing, we have not contacted AWARE to ascertain their interest.

The Glory Hole presently prepares their own meals using paid staff. This is time consuming and an ineffective use of staff, particularly during this pandemic when stress levels are accelerated and staff time is better used providing case management services to their clients. The Glory Hole will agree to contribute half of their annual food budget (about \$11,000) toward the project and, if desired, provide ingredients from USDA food supplies and Southeast Alaska Food Bank. The Juneau Community Foundation will contribute funding from their COVID-19 Funds: 2020 Food Assistance Fund and/or Community Assistance Fund.

We propose the remaining necessary funds come from the CBJ, potentially using CARES funding. While the details of the use of Federal funds including the CARES Act funding is not yet clear, there are funds to support homelessness and food insecurity arising from COVID-19. In the case of The Glory Hall, they have had to suspend the use of volunteers to make the food and have limited access to the Glory Hall due to the size of the building. In short if there was no COVID-19, they would be operating as they have for years with volunteers donating and making most of the food consumed by their clients. Additionally, if CARES Act funding is available to cover the cost of this program CBJ should determine whether to use it to fund the entire program.

**Costs:**

We propose that the CBJ issue an RFP as quickly as possible for restaurants and caterers to make proposals to effectuate this project. We recommend that multiple entities be selected to spread the benefits and provide for meal variation. The RFP would include meal preparation, boxing of meals for distribution to clients and delivery to 3-5 locations (e.g., The Glory Hall/Warming shelter, AWARE, valley location). Costs estimates from applicants should include both the price of purchasing the ingredients and not purchasing the ingredients. The Glory Hall is able to obtain food from the USDA and the Southeast Alaska Food Bank.

It is difficult to guess what the cost will be for a meal. Shown below are three cost scenarios at \$5.00/meal, \$7.50/meal and \$10/meal. The costs vary wildly and range from \$180,000 on the low end to \$1.1 million on the high. Clearly, the cost of the meal will determine the scope of the program. Once the responses to the RFP have been received it will be possible to determine what is possible.

Additional local economic benefit would be to have a local purchase requirement for fish, greens, and other items as available, if allowed.

Scenario 1	Breakfast # of People	Lunch # of People	Dinner # of People	Cost per meal	Total cost per day	Total cost per week	Total cost July 1- Dec 31
Level 1	0	100	100	\$5.00	\$1,000	\$7,000	\$182,000
Level 2	0	250	250	\$5.00	\$2,500	\$17,500	\$455,000
Level 3	0	300	300	\$5.00	\$3,000	\$21,000	\$546,000

Scenario 2	Breakfast # of People	Lunch # of People	Dinner # of People	Cost per meal	Total cost per day	Total cost per week	Total cost July 1- Dec 31
Level 1	0	100	100	\$7.50	\$1,500	\$10,500	\$273,000
Level 2	0	250	250	\$7.50	\$3,750	\$26,250	\$682,500
Level 3	0	300	300	\$7.50	\$4,500	\$31,500	\$819,000

Scenario 3	Breakfast # of People	Lunch # of People	Dinner # of People	Cost per meal	Total cost per day	Total cost per week	Total cost July 1- Dec 31
Level 1	0	100	100	\$10.00	\$2,000	\$14,000	\$364,000
Level 2	0	250	250	\$10.00	\$5,000	\$35,000	\$910,000
Level 3	0	300	300	\$10.00	\$6,000	\$42,000	\$1,092,000

Level 1 is The Glory Hall and Warming Shelter

Level 2 People is the 100 plus AWARE and Campground

Level 3 is the 250 plus housed people who are food insecure and learn of this opportunity

Scenario 1	Breakfast # of People	Lunch # of People	Dinner # of People	Cost per meal	Total cost per day	Total cost per week	Total cost July 1- Dec 31
Low	0	100	100	\$5.00	\$1,000	\$7,000	\$182,000
Medium	0	250	250	\$5.00	\$2,500	\$17,500	\$455,000
High	0	300	300	\$5.00	\$3,000	\$21,000	\$546,000

Scenario 2	Breakfast # of People	Lunch # of People	Dinner # of People	Cost per meal	Total cost per day	Total cost per week	Total cost July 1- Dec 31
Low	0	100	100	\$7.50	\$1,500	\$10,500	\$273,000
Medium	0	250	250	\$7.50	\$3,750	\$26,250	\$682,500
High	0	300	300	\$7.50	\$4,500	\$31,500	\$819,000

Scenario 3	Breakfast # of People	Lunch # of People	Dinner # of People	Cost per meal	Total cost per day	Total cost per week	Total cost July 1- Dec 31
Low	0	100	100	\$10.00	\$2,000	\$14,000	\$364,000
Medium	0	250	250	\$10.00	\$5,000	\$35,000	\$910,000
High	0	300	300	\$10.00	\$6,000	\$42,000	\$1,092,000

100 People is The Glory Hall and Warming Shelter

250 People is the 100 plus AWARE and Campground

300 People is the 250 plus housed people who are food insecure and learn of this opportunity

Scenario 1 is \$5.00 per meal

Scenario 2 is \$7.50 per meal

Scenario 3 is \$10 per meal