

Emergency Kitchens

In many ways, emergency kitchens are the most visible component of the Emergency Food Assistance System (EFAS) network. They tend to serve large numbers of clients at the same time, and many of the people they serve are among the poorest of America's low-income population.⁸ In this chapter, we describe these kitchens and their operations. In the next section, we draw on the survey data to estimate the total number of emergency kitchens in operation throughout the United States. The sections that follow describe some of the basic characteristics of these organizations; the meal services, including the number of meals served and policies that may affect the availability of food; and the types of foods typically available in emergency kitchens, including discussion of the types of foods that are reportedly scarce. The final section describes the kitchens' labor and capital resources.

Number of Kitchens and Meals They Serve Each Day

As noted in chapter 1, there is no national listing of emergency food kitchens. Consequently, there are no definitive data on the number of kitchens in operation. This study has attempted to assemble the most comprehensive list possible of emergency kitchens in the geographic areas covered by the primary sampling units (PSUs), which are typically counties. For these counties, we generally have the best estimates available of the number of operating kitchens. Furthermore, because the sample of PSUs was selected with valid probability sampling methods, it is possible to generalize from the counties covered by the PSUs to the Nation as a whole.

It is highly likely that some kitchens, particularly smaller ones, could have been missed in the sampling work.

⁸Data in Second Harvest (1998) indicate that 78 percent of households served by emergency kitchens in 1997 had annual incomes below \$11,500. The comparable number for emergency food pantries was 73 percent.

Therefore, in all likelihood, our estimates underestimate the actual number of kitchens operating. Nevertheless, the current estimates provide important new information about the number of emergency kitchens in the EFAS.

Estimated Number

Table 2.1 presents our estimates of the total number of kitchens operating in the United States.⁹ We interviewed 1,438 kitchens that had been identified in the initial listing of the sampling frame in the PSUs for the study. Interviews were also completed with an additional 79 kitchens, which we describe as "secondary sample" because they had not been identified in the initial listing process but were found during the initial interviews.¹⁰ Thus the total interview sample is 1,517.

As described in appendix A, when appropriate survey weights are applied to the sample interviewed, reflecting both sample selection probabilities and the incidence of survey nonresponse, the weighted sum of interviews provides an estimate of the overall number of emergency kitchens in the country: 5,093 kitchens.

However, we believe that an additional adjustment is warranted. We anticipated from the outset of the project that the initial sample listings in the PSUs would not be comprehensive, and other kitchens—the "secondary sample"—were identified during the interviewing. But because the secondary cases were not known at the time of the original listing, they are not fully reflected in the weighting structure based on the initial sampling probabilities. To take this into account, we have made an adjustment for the initial undercoverage, shown in lines 8-10 of the table. Line 8 indicates that for every 100 completions with *primary* sample cases, we also completed 5 with *secondary* sample cases. This suggests that if we had interviewed all the esti-

⁹Alaska and Hawaii were excluded from the survey.

¹⁰In some cases the secondary sample was found during calls made to locate the initially listed sample. In other cases, kitchens were identified through questions in the interview itself, which asked respondents for the names of other emergency kitchens in their counties.

mated 3,378 primary sample members we did not interview, an additional 169 kitchens would have been found (that is, 0.05 times 3,378).¹¹

While there is no reason to believe this adjustment is precise, we believe it represents a reasonable approximation of the appropriate correction for the initial undercoverage. At a more intuitive level, the fact that the number of eligible secondary sample cases was quite low in relation to the primary sample suggests that the initial listing was reasonably accurate.

Overall, adding the 5,093 estimate from line 7 and the 169 adjustment from line 10 yields an estimated total of emergency kitchens in the United States of approximately 5,262.

Comparisons With Previous Estimates

There are at least two prior estimates of the number of kitchens in the United States that serve as useful reference points for judging our estimate, one compiled

¹¹This conclusion requires the assumptions that (1) all potential secondary cases would here have been identified in this way, and (2) that the ratio of secondary to primary completions would remain constant. While neither would probably hold exactly, we believe that the method yields a reasonable approximation.

through a survey by Second Harvest and one resulting from the recent study by Burt and her colleagues, discussed in chapter 1, of the homeless and the agencies that serve them. Below, we discuss our estimate in the light of the studies.

Based on a survey of providers in the Second Harvest¹² network conducted in 1997, Second Harvest (1998) estimated that 7,698 emergency kitchens are members of its network, which is 46 percent higher than our estimate of 5,269 kitchens. However, several factors would be expected to produce these different estimates, with the effects possible in either direction. On the one hand, the Second Harvest estimate is limited to kitchens in the Second Harvest network, whereas ours includes all emergency kitchens. Although one would therefore expect Second Harvest's estimates to be somewhat lower than ours, the two estimates would not be expected to differ greatly because of this, since, as we will see later in this chapter, most kitchens draw food supplies from Second Harvest food banks. (About 80 percent of kitchens receive food from food banks and approximately 80 percent of food banks are affiliated with Second Harvest.) On the other hand, our

¹²The Second Harvest organization is now called "America's Second Harvest."

Table 2.1—Estimated number of emergency kitchens in the United States

Variables	Emergency kitchens <i>Number</i>
Base estimate:	
Actual number of kitchens interviewed	
1. From "locatable" sample	1,438
2. From secondary sample	79
3. Total	1,517
Weighted number of kitchens	
4. From "locatable" sample	4,816
5. From secondary sample	277
6. Total	5,093
7. Estimated kitchens in universe, based directly on interviewing results	5,093
Adjustment for possible undercoverage:	
8. Ratio of potential secondary kitchens to "locatable kitchens"	0.05
9. Estimated number of "locatable kitchens," not directly interviewed	3,378
10. Potential additional "secondary" kitchens	169
Adjusted estimate:	
11. Total estimated kitchens, adjusted for possible undercoverage	5,262

"Locatable kitchens" = Kitchens found in initial sample frame.

"Secondary sample" = Kitchens found through a survey interview.

Lines 1 and 2 are unweighted counts of completions.

Lines 4 and 5 are weighted counts of completions with weights based on sampling probabilities and response rates, as described in appendixes A and E.

Line 7 = line 4 + line 5.

Line 8 = line 2 ÷ line 1.

Line 9 = line 4 - line 1.

Line 10 = line 8 x line 9.

Line 11 = line 7 + line 10.

Source: Based on data from the National Emergency Food Assistance System Survey (2000), weighted tabulations.

estimate excludes certain types of food service operations that are in the Second Harvest estimate, such as Kid Cafes that provide food as part of after-school programs. This factor by itself would set the expected difference in the opposite direction.

Further, the Second Harvest estimate, like ours, is based on survey data, and its results may have been affected by the high rates of nonresponse in the survey it is based on. Fewer than 50 percent of Second Harvest food banks that were asked to participate actually did so, and the response rate at the provider level was also below 50 percent. This could have significantly affected the estimated parameters used to calculate the proportion of all Second Harvest providers that were emergency kitchens.¹³

After taking all these factors into account, we believe that the estimated number of 5,262 emergency kitchens we derived is reasonable, although it may be somewhat on the low side.

Another estimate of the number of emergency kitchens in the country was made by Burt et al. (1999), and theirs falls below ours. In a study that focused on institutions serving the homeless, Burt et al. estimated that there are roughly 4,000 emergency kitchens in the United States.¹⁴ It is likely that their number is some-

¹³The estimate of 7,698 Second Harvest kitchens was derived in Second Harvest (1998) by multiplying the estimated total number of programs in the Second Harvest network (94,093) by the proportion of providers that were estimated to be kitchens (0.082). It is quite sensitive to even a relatively small error in this proportion factor.

¹⁴Consistent with the definitions being used in the current study, the number 4,000 from the Burt et al. study cited in the text includes both emergency kitchens at fixed locations and mobile kitchens.

what lower than ours because they limited their focus to facilities serving the homeless, but the numbers are close enough to provide additional support to the view that our estimate is of the correct order of magnitude.

Number of Meals Served

An additional measure of the size of the emergency kitchen network is the number of meals served. As will be discussed in greater detail in the section on meal service characteristics, some emergency kitchens do not operate every day of the week, and most do not serve three meals on the days they are open. Our approach to estimating the total number of meals served during an average day takes these factors into account.

The first column of table 2.2 shows our estimated number of kitchens as 5,262. The second column provides survey-based estimates of the percentages of all emergency kitchens that are open on an average day of the week, for each of the three meals. On an average day, about 38 percent of kitchens provide lunch, the most commonly served meal. Approximately 30 percent serve supper and approximately 23 percent serve breakfast.¹⁵ The third column presents estimates based on our survey of average numbers of clients served at various meals. As shown in the last column, these estimates imply that emergency kitchens provide an average of approximately 474,000 meals per day. As we will see in the discussion on meal service characteristics, it is likely that the number is somewhat greater during weekdays and less on Saturdays and Sundays.

¹⁵We discuss these estimates in additional detail in the section on meal service characteristics, in which the operations of emergency kitchens are examined more fully. We introduce them here to obtain further estimates of the overall size of the system.

Table 2.2—Meals served daily by emergency kitchens

Meal	Estimated number of kitchens	Share of kitchens serving meal on average day ¹	Average number of people served ²	Number of people served on average day ³
	<i>Number</i>	<i>Percent</i>	<i>Number</i>	
Breakfast	5,262	23.3	76	93,000
Lunch	5,262	37.5	112	221,000
Supper	5,262	29.5	103	160,000
Total	NA	NA	NA	474,000

¹Averages were computed from data in table 2.13.

²Obtained from table 2.10. The relevant survey question asked about people served, not meals served. The calculations in the table assume one meal per person at any given eating occasion (such as breakfast or lunch). Of course, people can be counted as receiving more than one meal per day in these calculations, if they come for several meals.

³Computed as the product of the three preceding columns.

NA = Not applicable.

Source: National Emergency Food Assistance System Survey (2000), weighted tabulations.

Characteristics of Emergency Kitchens

There is great diversity among America’s emergency kitchens, but there are also some general key themes that are important in understanding how the kitchens operate and the functions they serve. We explore these themes in this section.

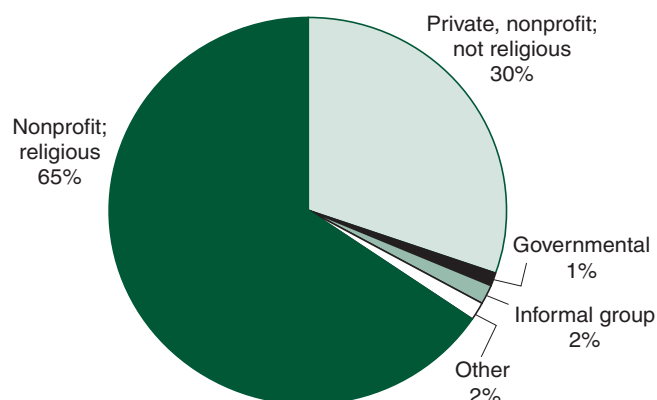
Basic Characteristics

A substantial majority of emergency kitchens—approximately two-thirds—are operated by faith-based organizations, mostly churches (table 2.3; also shown in fig. 2.1). Most of the other kitchens are operated by nonsectarian, nonprofit organizations. Only a very small number are operated by governmental organizations.¹⁶ (The governmental units include local housing authorities and county social service organizations.)

A substantial number of emergency kitchens are affiliated with one or more national organizations. Approximately one-fourth of respondents indicated a connection with the United Way. About 14 percent indicated that they were affiliated with the Salvation Army, and

¹⁶This classification is based on a question that read: “Is your emergency kitchen a nonprofit affiliated with a religious group; another private nonprofit organization; governmental; an informal group of people; or something else?”

Figure 2.1
Types of organizations operating emergency kitchens



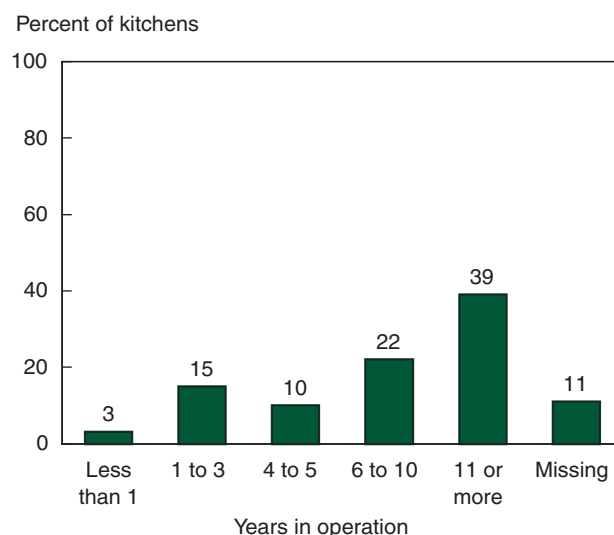
Source: National Emergency Food Assistance System Survey (2000), weighted tabulations.

another 9 percent were affiliated with Catholic Charities. The Red Cross and several other organizations also were mentioned. Although the survey did not collect detailed information about the nature of these reported affiliations, some of them may involve a significant degree of ownership or control by the larger organization, whereas others may principally involve funding relationships. (America’s Second Harvest is not included here as a possible affiliate organization because it is an organization of *food banks*, not kitchens and pantries. Some kitchens and pantries think of themselves as affiliated with America’s Second Harvest, because a food bank from which they obtain food is an affiliate. However, not all kitchens and pantries who receive donations from an America’s Second Harvest food bank think they are affiliated in this way.)

Many emergency kitchens appear to be relatively stable organizations. Roughly three-quarters of the kitchens in our sample had been operating for longer than 5 years, and about 39 percent had been operating for longer than 10 years (fig. 2.2).

Several dynamic change patterns are consistent with these data. On the one hand, kitchens might, over time, move relatively smoothly into and out of the system. On the other hand, two groups of kitchens might exist—one very stable over time, the second characterized by frequent entry and exit of individual kitchens.

Figure 2.2
Length of time operating as an emergency kitchen



Source: National Emergency Food Assistance System Survey (2000), weighted tabulations.

Table 2.3—Selected characteristics of emergency kitchens by metropolitan status

Characteristics	All	Metropolitan status	
		Metropolitan	Nonmetropolitan
		<i>Percent</i>	
Region:			
West	20.6	19.3	28.8
Midwest	24.7	23.7	30.4
South	27.4	27.4	27.5
Northeast	27.4	29.6	14.1
Type of organization			
Nonprofit, associated with religious group	65.5	67.7	52.3
Nonreligious private nonprofit	30.1	28.4	40.5
Informal group of people	1.6	1.2	3.9
Governmental	1.1	1.0	1.9
Other	1.5	1.5	1.5
Selected organizational affiliations¹			
United Way	26.1	25.4	30.4
Salvation Army	14.0	13.8	15.0
Catholic Charities	8.9	9.6	4.4
Red Cross	4.8	4.3	8.4
Other nonprofit organization	18.4	17.7	22.7
Length of time surveyed location has been operating			
Less than 1 year	3.3	2.2	10.0
1 to 3 years	15.0	14.5	18.2
4 to 5 years	9.6	9.8	8.0
6 years or longer			
6 to 10 years	22.3	21.7	26.2
11 to 15 years	12.7	13.8	6.1
16 to 20 years	16.9	17.3	14.6
21 to 25 years	2.7	3.1	0.0
Longer than 25 years	6.8	6.8	7.1
Not specified	10.2	10.4	9.1
Missing data	0.4	0.4	0.6
Programs with which emergency kitchen is co-located²			
Food pantry	39.5	40.1	36.2
Emergency shelter	6.6	5.6	12.2
Food rescue program	1.4	1.2	2.8
Food bank	1.0	.9	1.9
Reasons originally began operating at current location³			
Need for new services	79.6	79.8	78.4
Moved to this site from old location	9.4	9.6	8.9
Program expanded, opened this site	3.0	3.4	0.6
Wanted to be closer to clients	4.3	4.5	3.0
Wanted to be closer to transportation	0.1	0.2	0
Untapped sources of prepared or perishable food	0	0	0
Wanted to be closer to food sources	0.1	0.1	0
More affordable location	0.4	0.2	1.9
Forced to move	0.4	0.3	0.6
Parent organization determined site	0.5	0.5	0
Needed larger facility	2.7	2.9	1.9
Needed handicapped accessible facility	0.4	0.2	1.6
Other	12.3	11.5	17.0
Metropolitan status	100.0	85.6	14.4
Sample size (number)	1,517	1,438	79

¹Categories do not add to 100 percent because many kitchens do not have any organizational affiliations.²Categories do not add to 100 percent because many kitchens are not co-located with another provider.³Categories may sum to more than 100 percent because some kitchens fall into more than one category.

Co-located = Two different programs operating at the same location.

Source: National Emergency Food Assistance System Survey (2000), weighted tabulations.

Alternatively, the data are consistent with the possibility that the number of kitchens entering the system has increased in recent years. We do not have enough information to determine which of these models is more accurate.

Roughly 40 percent of emergency kitchens are co-located with a food pantry. In most instances, it is likely that the pantry is part of the same organization as the emergency kitchen, providing both prepared meals and food for clients to take with them. In other cases, the pantry may be a separate organization operating at the same location.

In order to obtain information on what determines the supply and distribution of emergency kitchen services, respondents were asked why their organizations had originally begun operating at their current locations. By far the most common response—by 80 percent of the respondents—was that the organization had moved to the current location because of a need for additional services in that area. Other common responses were that the organization had moved to the current location from a previous one, that the program had opened at the current site as part of an expansion, and that it wanted to be closer to its clients.

Emergency kitchens operate mostly in metropolitan areas; only about 15 percent are in locations classified by the U.S. Bureau of the Census as nonmetropolitan. However, about one-fifth of the U.S. population and one-fifth of the U.S. population with incomes below the poverty line live in nonmetropolitan locations.¹⁷

These estimates use the standard Census county-based definition of a metropolitan area (U.S. Bureau of the Census, 1991). This classifies the entire population of a given county as either metropolitan or nonmetropolitan. Although the metropolitan-versus-nonmetropolitan distinction cannot be fully equated to urban or rural status, the correlation is high, and the data suggest that emergency kitchens are disproportionately (in relation to the distribution of poor people) an urban phenomenon.

It is likely that this tendency for kitchens to operate more in metropolitan locations partly reflects transportation costs, which are higher in nonmetropolitan

settings. The relatively large proportion of emergency kitchens in metropolitan settings raises the question of adequacy of coverage for low-income households in nonmetropolitan areas. Furthermore, as we will see later, this point is reinforced by the fact that nonmetropolitan kitchens tend to be smaller than their metropolitan counterparts. Issues concerning adequacy of coverage will be examined in detail in chapter 8.

Some emergency kitchens also provide *nonfood* services. As shown in table 2.4 and figure 2.3, about 16 percent provide eligibility counseling related to food stamps or WIC. This relatively low percentage may be of some policy concern; the EFAS would appear to be a natural resource for informing households about USDA nutrition assistance programs and how to gain access to them. These data suggest that this potential is underused.

Other services commonly provided by emergency kitchens include clothing distribution, nutrition counseling, transportation services, and substance-abuse counseling. For most services, more metropolitan than nonmetropolitan kitchens reported offering these services; however, transportation services were much more likely to be offered by nonmetropolitan kitchens. This pattern of findings may reflect the different demographic composition and needs of metropolitan and nonmetropolitan EFAS clients.

Where a kitchen does not provide nonfood services, other organizations at the same location may do so. This was true at 23 percent of the kitchens. The survey did not collect data on the nature of these services.

Table 2.5 shows characteristics of neighborhoods in which the kitchens are located; the neighborhoods are based on their five-digit ZIP Codes. These data confirm that emergency kitchens tend to be clustered in areas of high poverty concentration. For instance, in the Nation as a whole, only about 8 percent of five-digit ZIP Code areas have more than 30 percent of their populations below the poverty line. However, this is true of approximately 22 percent of five-digit ZIP Codes where kitchens in the sample were located. The data also indicate high concentrations of minorities in many of the neighborhoods where kitchens are located. In the country as a whole, only about 8 percent of ZIP Code areas are more than 30 percent African American. However, 22 percent of kitchens are located in ZIP Code areas with higher concentrations of African Americans.

¹⁷U.S. Census Bureau, *Current Population Survey*, Series P-60, Table 15.

Table 2.4—Nonfood services offered by emergency kitchens by metropolitan status

Service	All	Metropolitan status	
		Metropolitan	Nonmetropolitan
		<i>Percent</i>	
Nonfood services offered¹			
Eligibility counseling for food stamps or WIC	16.0	16.4	13.4
Employment training for agencies/clients	18.5	18.8	16.2
Employment training for other people	12.1	12.1	12.0
Distribution of furniture or clothing	52.9	54.1	45.7
Transportation services	30.1	28.2	41.5
Substance abuse counseling	27.2	27.5	26.0
Housing or shelter ²	24.3	23.0	32.4
Nutrition counseling or nutrition education	24.4	25.3	19.2
Health services	19.5	20.0	16.2
Basic adult education	18.5	18.8	16.7
Language translation, including sign language	15.0	16.1	8.5
Consumer counseling and assistance	12.9	13.3	10.2
Supported employment	12.0	11.9	12.7
Legal or accounting services	8.0	7.8	9.1
Missing data	1.6	1.5	1.9
Number of nonfood services offered			
0	25.6	24.7	31.0
1 to 2	31.5	32.2	27.5
3 to 5	22.4	22.7	20.6
More than 5	18.9	18.9	18.9
Missing data	1.6	1.5	1.2
Does any other organization provide nonfood services at the site?			
Yes	22.6	23.2	18.6
No	76.3	75.7	80.4
Missing data	1.1	1.1	1.0
Sample size (number)	1,517	1,438	79

¹Categories sum to more than 100 percent because some kitchens provided more than one response.

²Refers in general to counseling and referral services—most kitchens do not directly provide housing services, and only 6.7 percent are at shelters.

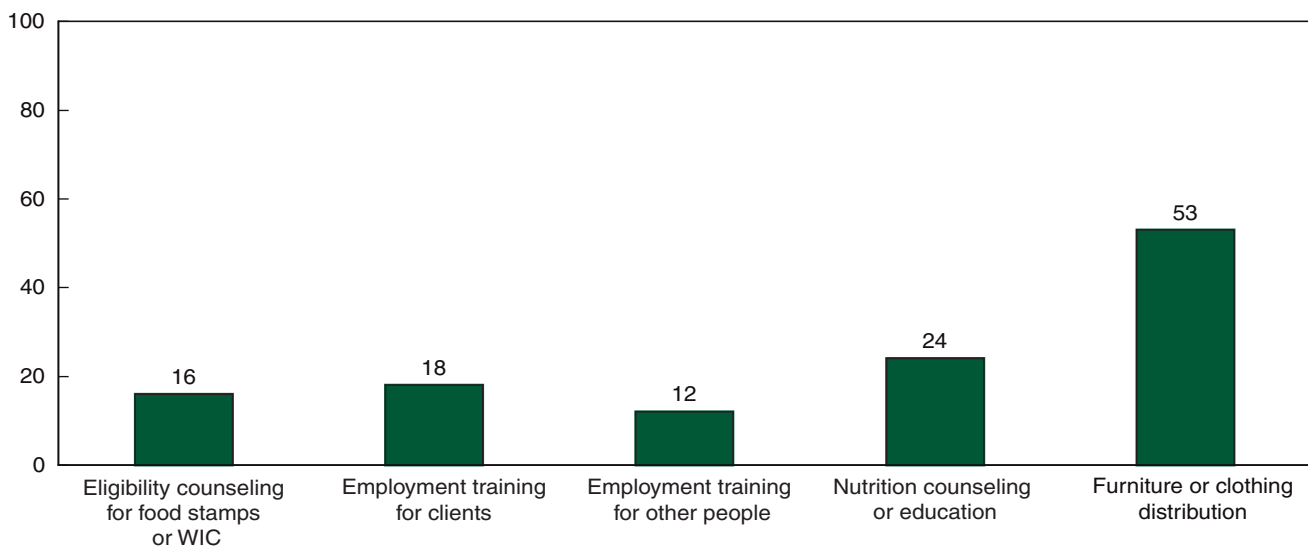
WIC = Special Supplemental Nutrition Program for Women, Infants, and Children.

Source: National Emergency Food Assistance System Survey (2000), weighted tabulations.

Figure 2.3

Selected nonfood services offered by emergency kitchens

Percent of kitchens



Source: National Emergency Food Assistance System Survey (2000), weighted tabulations.

Characteristics by Size of Kitchen and Region

In order to examine whether basic operating characteristics varied according to kitchen size, we constructed a rough indicator of size based largely on the maximum number of clients a kitchen reported typically serving at a single meal service in a day. Kitchens were classified as “small” if their largest meal service provided fewer than 60 meals on a typical day, “medium” if they provided between 60 and 120 meals, and “large” if they provided more than 120 meals. If we had insufficient information to base the analysis solely on the number of meals served, then we also took the number of full-time staff into account.¹⁸

As indicated in tables 2.6 and 2.7, in general, basic operating characteristics were quite similar across the three groups. For example, at all size levels, most emergency kitchens have been operating for longer than 5 years and most are run as nonprofit organizations associated with religious groups. Moreover,

roughly 35 percent of the kitchens in each size group are co-located with food pantries.

Metropolitan location, however, is one characteristic that does vary by size. Large kitchens are much more likely to be located in urban areas than are small kitchens (roughly, 93 percent compared with 75 percent). Thus nonmetropolitan populations seem to be disproportionately underserved by emergency kitchens in two ways. First, we saw earlier that, in relation to households in poverty, there are proportionately fewer kitchens in nonmetropolitan areas. Second, as shown here, those kitchens that *are* in nonmetropolitan areas tend to serve fewer clients than their metropolitan counterparts.

Relatively little variation was found when the sample was examined after dividing it among the major regions of the country (tables 2.8 and 2.9). One interesting exception is that the frequency with which emergency kitchens provide eligibility counseling for USDA programs such as food stamps and WIC seems to be higher in the Northeast (table 2.9). It is not clear why this might be, but it may warrant further research, given the recent emphasis on ensuring that all eligible households have access to these programs if they need them.

¹⁸The precise classification algorithm is described in appendix D.

Table 2.5—Characteristics of ZIP Code areas where emergency kitchens are located

Characteristics of ZIP Code area	All U.S. ZIP Codes	Emergency kitchens	Metropolitan status	
			Metropolitan	Nonmetropolitan
<i>Percent</i>				
Percent of people below poverty				
Less than 20	77.5	55.9	52.5	76.2
20 to 30	14.4	14.6	15.6	8.5
More than 30	8.1	22.4	25.0	6.8
Missing data	0.0	7.1	6.9	8.5
Percent White				
Less than 70	12.9	41.5	46.6	11.7
70 to 80	6.2	9.2	9.9	5.6
More than 80	80.9	42.1	36.7	74.2
Missing data	0.0	7.1	6.9	8.5
Percent African American				
Less than 10	81.8	40.8	35.7	71.6
10 to 30	10.0	21.2	22.9	10.9
More than 30	8.2	30.9	34.6	9.1
Missing data	0.0	7.1	6.9	8.5
Percent other races				
Less than 5	80.4	51.7	48.7	69.8
5 to 15	12.2	24.0	24.7	20.0
More than 15	7.5	17.2	19.8	1.7
Missing data	0.0	7.1	6.9	8.5
Sample size (number)	NA	1,517	1,438	79

NA = Not Applicable.

Source: National Emergency Food Assistance System Survey (2000), weighted tabulations, and U.S. 1990 Decennial Census data.

Table 2.6—Selected characteristics of emergency kitchens by size of kitchen

Characteristics	All	Size of kitchen		
		Small	Medium	Large
			<i>Percent</i>	
Region				
West	20.6	19.0	18.1	25.2
Midwest	24.7	25.5	28.1	20.2
South	27.4	31.5	21.9	27.7
Northeast	27.4	24.1	31.9	27.0
Metropolitan status				
Metropolitan	85.6	74.7	90.7	93.5
Nonmetropolitan	14.4	25.3	9.3	6.5
Type of organization				
Nonprofit, associated with religious groups	65.5	59.4	71.1	67.2
Nonreligious private nonprofit	30.1	34.8	25.9	28.8
Informal group of people	1.6	1.8	1.4	1.6
Governmental	1.1	2.0	0.6	0.6
Other	1.5	2.0	0.9	1.6
Selected organizational affiliations¹				
United Way	26.1	25.8	26.8	26.1
Salvation Army	14.0	16.0	14.5	11.2
Catholic Charities	8.9	6.3	10.6	10.1
Red Cross	4.8	6.1	4.7	3.6
Other nonprofit organization	18.4	18.7	17.7	18.8
Length of time survey location has been operating				
Less than 1 year	3.3	3.6	3.3	2.9
1 to 3 years	15.0	19.6	12.5	11.6
4 to 5 years	9.6	18.7	8.5	9.1
6 years or longer				
6 to 10 years	22.3	21.9	26.3	19.2
11 to 15 years	12.7	10.3	14.2	14.5
16 to 20 years	16.9	16.1	14.9	19.9
21 to 25 years	2.7	1.9	2.9	3.5
Longer than 25 years	6.8	5.4	5.6	10.0
Not specified	10.2	10.3	11.5	8.7
Missing data	0.4	0.3	0.4	0.5
Program with which emergency kitchen is co-located²				
Food pantry	39.5	41.8	38.2	37.7
Emergency shelter	6.6	10.8	3.0	4.6
Food rescue program	1.4	2.3	0.3	1.6
Food bank	1.0	0.8	0.1	2.3
Reasons originally began operating at current location³				
Need for new services	79.6	79.0	82.2	77.7
Moved to this site from old location	9.5	9.0	7.8	11.9
Wanted to be closer to clients	4.3	4.9	4.9	2.8
Program expanded, opened this site	3.0	1.9	3.3	3.8
Needed larger facility	2.7	2.8	1.8	3.7
Parent organization determined site	0.5	0.7	0.5	0.2
Needed handicapped accessible facility	0.4	0.5	0.4	0.1
More affordable location	0.4	0.2	0.2	1.0
Forced to move	0.4	0.1	0.3	0.8
Wanted to be closer to transportation	0.1	0.3	0.0	0.1
Wanted to be closer to food sources	0.1	0.0	0.0	0.4
Untapped sources of prepared or perishable food	0.0	0.0	0.0	0.0
Other	12.4	14.3	11.3	11.6
Sample size (number)	1,517	471	495	540

¹Categories do not add to 100 percent because many kitchens do not have any organizational affiliations. ²Categories do not add to 100 percent because many kitchens are not co-located with another provider. ³Categories may add to more than 100 percent because some kitchens provided more than one response.

Co-located = Two different organizations operating at the same location.

Notes: Size variable is based on meals typically served, staffing, and amounts of food used. In general, "small" kitchens serve fewer than 60 people at a meal; "medium" kitchens serve 60 to 120 people; and "large" kitchens serve more than 120 people.

The sample numbers for kitchen sizes do not sum to the total sample because some kitchens did not provide answers and are not included.

Source: National Emergency Food Assistance System Survey (2000), weighted tabulations.

Table 2.7—Nonfood services offered by emergency kitchens by size of kitchen

Services	All	Size of kitchen		
		Small	Medium	Large
			<i>Percent</i>	
Nonfood services offered¹				
Eligibility counseling for food stamps or WIC	16.0	19.1	12.6	15.9
Employment training for agencies/clients	18.5	20.1	17.1	18.1
Employment training for other people	12.1	12.4	9.7	14.4
Distribution of furniture or clothing	52.9	49.6	51.0	58.3
Transportation services	30.1	30.5	31.1	28.4
Substance abuse counseling	27.2	29.9	23.1	27.8
Housing or shelter ²	24.3	30.4	19.1	22.1
Nutrition counseling or nutrition education	24.4	26.9	26.0	19.5
Health services	19.5	17.8	16.2	24.3
Basic adult education	18.5	22.0	14.4	18.8
Language translation, including sign language	15.0	15.1	11.1	19.1
Consumer counseling and assistance	12.9	16.1	11.0	11.2
Supported employment	12.0	12.3	10.4	13.5
Legal or accounting services	8.0	7.0	5.1	12.0
Missing data	1.6	2.4	1.6	0.4
Does any other organization provide nonfood services at the site?				
Yes	22.6	16.8	23.6	29.2
No	76.3	82.0	76.1	69.1
Missing data	1.1	1.2	0.3	1.8
Sample size (number)	1,517	471	495	540

¹Categories sum to more than 100 percent because some kitchens provided more than one response.

²Refers in general to counseling referral services—most kitchens do not directly provide housing services, and only 6.7 percent are at shelters.

WIC = Special Supplemental Nutrition Program for Women, Infants, and Children.

Notes: Size variable is defined on the basis of meals typically served, staffing, and amounts of food used. In general, "small" kitchens serve fewer than 60 people at a meal; "medium" kitchens serve 60 to 120 people; and "large" kitchens serve more than 120 people.

The sample numbers for kitchen sizes do not sum to the total sample because some kitchens did not provide answers and are not included.

Source: National Emergency Food Assistance System Survey (2000), weighted tabulations.

Table 2.8—Selected characteristics of emergency kitchens by region

Characteristics	All	Region			
		West	Midwest	South	Northeast
			<i>Percent</i>		
Size of kitchen					
Small	37.3	34.4	38.4	42.8	32.8
Medium	31.4	27.6	35.8	25.0	36.6
Large	30.7	37.6	25.1	31.0	30.2
Missing data	0.6	0.3	0.7	1.1	0.3
Type of organization					
Nonprofit, associated with religious group	65.5	55.7	66.7	69.4	68.0
Nonreligious private nonprofit	30.1	39.4	27.2	27.6	28.4
Informal group of people	1.6	1.9	3.8	0.2	0.8
Governmental	1.1	0.9	1.6	0.8	1.2
Other	1.5	2.1	0.7	2.0	1.3
Selected organizational affiliations¹					
United Way	26.1	21.4	24.3	24.9	32.5
Salvation Army	13.9	14.4	15.1	13.6	13.0
Red Cross	4.8	4.9	6.8	4.5	3.4
Other nonprofit organization	18.4	18.0	13.2	16.3	25.4
Length of time surveyed location has been operating					
Less than 1 year	3.3	3.3	4.0	4.2	1.7
1 to 3 years	15.0	11.1	12.7	20.9	14.2
4 to 5 years	9.6	8.2	6.7	12.7	10.1
6 years or longer					
6 to 10 years	22.3	22.9	19.6	22.9	23.7
11 to 15 years	12.7	14.3	12.0	10.3	14.7
16 to 20 years	16.9	17.4	19.3	12.2	19.2
21 to 25 years	2.7	2.3	3.4	2.0	2.9
Longer than 25 years	6.8	10.1	8.1	6.2	3.8
Not specified	10.2	9.8	14.2	8.1	9.1
Missing data	0.4	0.7	0.0	0.3	0.6
Programs with which emergency kitchen is co-located²					
Food pantry	39.5	37.1	36.6	48.8	34.6
Emergency shelter	6.6	7.6	7.1	7.0	4.8
Food rescue program	1.4	1.7	1.9	1.4	0.8
Food bank	1.0	3.2	0.4	0.5	0.6
Reasons originally began operating at current location³					
Need for new services	79.6	71.5	78.3	82.4	84.3
Moved to this site from old location	9.5	15.0	9.1	8.9	6.1
Program expanded, opened this site	3.0	5.1	2.3	1.8	3.3
Wanted to be closer to clients	4.3	5.3	3.3	4.7	4.1
Wanted to be closer to transportation	0.1	0.2	0.2	0.0	0.2
Untapped sources of prepared or perishable food	0.0	0.0	0.0	0.0	0.0
Wanted to be closer to food sources	0.1	0.6	0.0	0.0	0.0
More affordable location	0.4	1.7	0.3	0.1	0.0
Forced to move	0.4	1.3	0.0	0.1	0.2
Parent organization determined site	0.5	0.3	0.0	0.5	0.7
Needed larger facility	2.7	4.2	2.9	1.5	2.7
Needed handicapped accessible facility	0.4	0.0	0.6	0.6	0.2
Other	12.3	15.5	11.5	13.3	10.2
Sample size (number)	1,517	340	357	385	435

¹Categories do not add to 100 percent because many kitchens do not have any organizational affiliations.

²Categories do not add to 100 percent because many kitchens are not co-located with another provider.

³Categories may sum to more than 100 percent because some kitchens fall into more than one category.

Co-located = Two different programs operating at the same location.

Note: Size variable is based on meals typically served, staffing, and amounts of food used. In general, "small" kitchens serve fewer than 60 people at a meal; medium kitchens serve 60 to 120 people; and "large" kitchens serve more than 120 people.

Source: National Emergency Food Assistance System Survey (2000), weighted tabulations.

Table 2.9—Nonfood services offered by emergency kitchens by region

Service	All	Region				
		West	Midwest	South	Northeast	
			<i>Percent</i>			
Nonfood services offered¹						
Eligibility counseling for food stamps or WIC	16.0	16.3	11.5	14.2	21.6	
Employment training for agencies/clients	18.5	22.9	12.9	20.2	18.3	
Employment training for other people	12.1	14.6	8.4	13.1	12.5	
Distribution of furniture or clothing	52.9	53.5	50.7	50.4	56.9	
Transportation services	30.1	34.1	29.7	36.1	21.7	
Substance abuse counseling	27.2	33.6	16.6	30.8	28.5	
Housing or shelter ²	24.3	32.4	21.0	28.4	17.3	
Nutrition counseling or nutrition education	24.4	24.1	19.0	24.9	29.1	
Health services	19.5	25.9	17.6	17.1	18.7	
Basic adult education	18.5	22.0	12.9	21.5	17.9	
Language translation, including sign language	15.0	22.8	8.5	12.6	17.3	
Consumer counseling and assistance	12.9	15.6	8.1	16.0	12.1	
Supported employment	12.0	12.6	8.8	13.0	13.6	
Legal or accounting services	8.0	11.5	4.3	6.4	10.4	
Missing data	0.6	2.7	1.3	1.0	1.7	
Does any other organization provide nonfood services at the site?						
Yes	22.6	27.2	18.9	22.2	22.7	
No	76.3	71.6	80.3	76.4	76.1	
Missing data	1.1	1.1	0.7	1.3	1.2	
Sample size (number)	1,517	340	357	385	435	

¹Categories sum to more than 100 percent because some kitchens provided more than one response.

²Refers in general to counseling and referral services—most kitchens do not directly provide housing services, and only 6.7 percent are at shelters.

WIC = Special Supplemental Nutrition Program for Women, Infants, and Children.

Note: Size variable is defined on the basis of meals typically served, staffing, and amounts of food used. In general, “small” kitchens serve fewer than 60 people at a meal; “medium” kitchens serve 60 to 120 people; and “large” kitchens serve more than 120 people.

Source: National Emergency Food Assistance System Survey (2000), weighted tabulations.

Meal Service Characteristics of Kitchens

Meal service characteristics vary substantially across kitchens. Most emergency kitchens do not serve meals every day of the week. About one-third serve only 1 day per week, and 14 percent serve meals 2 or 3 days per week (table 2.10). Approximately 51 percent serve meals 4 or more days per week (fig. 2.4).

More than 80 percent of kitchens serve meals on at least some weekdays, but only about half operate on weekends. These findings raise issues of possible undercoverage on weekend days. However, it is possible that some kitchens jointly organize their weekend schedules to try to provide sufficient coverage. We discuss these issues in greater detail in chapter 8.

About 10 percent of kitchens use mobile vans to distribute their meals. This is considerably more common in nonmetropolitan areas, which may reflect the greater dispersion of people needing meals in those areas. Kitchens located in metropolitan areas are about half as likely as those in nonmetropolitan areas to distribute food with vans.

Emergency kitchen staff at most of the kitchens interviewed (73 percent) apportion the food served rather

than permitting clients to serve themselves, and food availability generally appears to be adequate—70 percent of kitchens indicated that “seconds” are always or usually available. About half the kitchens that offered seconds did so on all items, and about half had seconds of only some items.

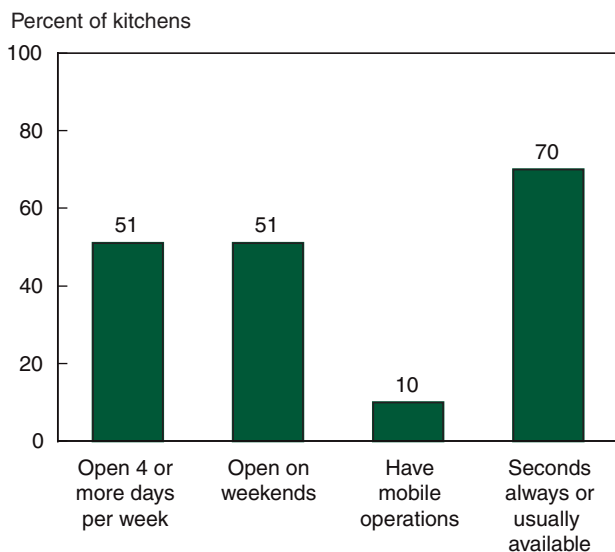
When respondents were asked how they dealt with the possibility of more people arriving for a meal than had been planned for, more than half said they prepared more food. About 15 percent said they reduced portions.

The number of people served varies considerably across kitchens. We focus here on lunches, which are the most commonly served meal; however, our general conclusions apply to the other meals as well. Many kitchens are quite small; about 33 percent serve fewer than 50 at a typical lunch. In contrast, about 14 percent of kitchens serve more than 200 lunches per day, with some serving as many as 600 or 700.¹⁹ As a frame of reference, the food service in a typical suburban

¹⁹The survey questions were asked in terms of people served at each food service occasion. However, reviewers of this report have suggested that it is possible that some respondents may have been thinking about meals served, including seconds, rather than people. Thus, there could be a tendency for the reported numbers to be biased upward somewhat, though we do not believe this effect is substantial.

Figure 2.4

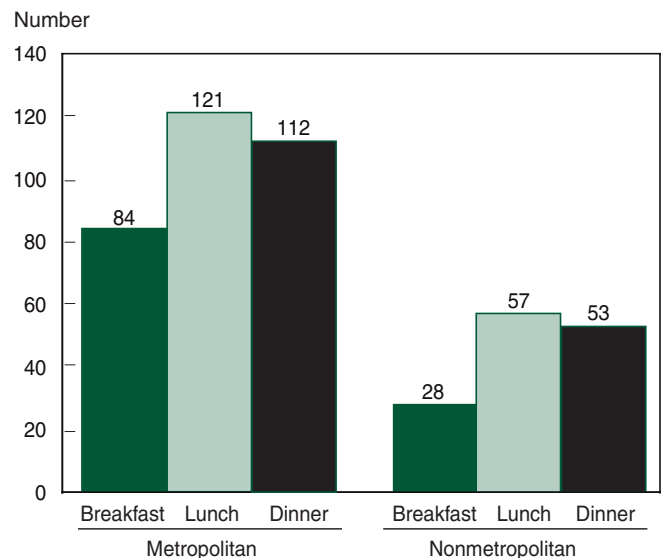
Selected meal service characteristics of emergency kitchens



Source: National Emergency Food Assistance System Survey (2000), weighted tabulations.

Figure 2.5

Average number of people served each meal type in emergency kitchens by metropolitan status



Source: National Emergency Food Assistance System Survey (2000), weighted tabulations.

elementary school might feed around 350 children on a typical day.²⁰

The median number of people receiving lunch service in the metropolitan kitchens was 75, compared with 40 in nonmetropolitan areas. The means were 121 and 57, respectively (fig. 2.5). The larger disparity in the means, relative to the medians, reflects greater skewedness of the metropolitan distribution, which has a number of very large kitchens that serve several hundred clients each.

In general, most of the meal service characteristics appear to be reasonably similar when the data are cross-tabulated by kitchen size (table 2.11). Moreover, as indicated in table 2.12, meal service characteristics are quite similar in different regions of the country.

²⁰The example assumes that a typical elementary school has about 600 students and that approximately 60 percent would buy lunch on an average day.

Table 2.13 displays the percentages of kitchens serving each type of meal on any given day of the week.

Meal service patterns are quite similar on weekdays, with a slight tendency for more kitchens to serve meals on Wednesdays. Each type of meal is noticeably less available on weekends.

An important set of policy concerns revolves around the degree to which all low-income people have effective access to the EFAS. To explore this issue, we asked emergency kitchen staffs whether they had explicit policies as to who could receive food. Only about 15 percent of respondents reported having such policies (table 2.14). Excluding clients who were disruptive or had substance abuse problems was the policy most commonly reported, by 38 percent of respondents who had policies. Other kitchens based exclusions on other criteria, with geographic service areas and income requirements the most commonly mentioned ones. Restricting services to special target groups, such as the elderly or households with children, was also mentioned.

Table 2.10—Selected food distribution characteristics of emergency kitchens by metropolitan status

Distribution characteristics	All	Metropolitan status	
		Metropolitan	Nonmetropolitan
		<i>Percent</i>	
Metropolitan status	100.0	85.6	14.4
Days per week serving meals			
1	33.1	34.6	24.2
2 or 3	13.8	13.5	15.3
4 or 5	22.2	22.2	21.8
6 or 7	28.5	27.1	36.7
Missing data	2.5	2.5	2.0
Days with meal service			
Weekdays only	46.6	47.3	42.3
Weekend only	15.8	16.3	12.4
Weekdays and weekend	35.2	33.8	43.3
Missing data	2.5	2.5	2.0
Meal type			
Breakfast	30.0	29.9	31.0
Lunch	66.1	65.7	68.5
Supper	52.3	50.8	61.2
Snack	11.1	10.3	16.2
Meal service delivery			
Meals served only at kitchen	89.4	90.8	80.7
Meals served only via mobile vans	2.1	2.1	2.0
Meals served at kitchen and via mobile vans	8.3	6.8	17.3
Missing data	0.3	0.3	0.0
Food portioning			
Kitchen/mobile operation staff determine food portions	73.7	74.2	68.2
Clients determine food portions	17.9	17.2	22.0
Kitchen/mobile operation staff, clients determine portions	6.3	6.2	7.1
Other	0.2	0.3	0.0
Missing data	2.3	2.3	2.6
Availability of seconds			
Always or usually	69.8	68.7	76.8
Sometimes	19.5	20.2	15.3
Seldom or never	8.2	8.7	5.3
Missing data	2.5	2.5	2.6
Items available as seconds¹			
All items	52.4	49.4	70.0
Some items	46.2	49.4	28.1
Missing data	1.3	1.2	1.9
Ways of dealing with the possibility that more people than planned for come to a meal			
Change what we serve people at end of line	8.1	57.5	3.0
Reduce size of portions	5.5	13.7	4.4
Always plan for more people and prepare extra food	25.8	9.0	24.2
Prepare more food	58.0	5.7	60.8
Other	14.2	26.1	17.5

See notes at end of table.

—Continued

Table 2.10—Selected food distribution characteristics of emergency kitchens by metropolitan status—Continued

Distribution characteristics	All	Metropolitan status	
		Metropolitan	Nonmetropolitan
		<i>Percent</i>	
Average number of people receiving breakfast on a typical day at kitchens serving breakfast (N = 494)			
1 to 24	27.6	23.0	53.1
25 to 49	22.6	22.4	23.4
50 to 74	15.4	16.8	7.6
75 to 99	8.0	9.5	0.0
100 to 199	14.9	16.0	8.6
200 or more	8.5	10.0	0.0
Missing data	3.0	2.2	7.4
(Mean)	(76.0)	(84.2)	(27.7)
(Median)	(45.0)	(50.0)	(20.0)
Average number of people receiving lunch on a typical day at kitchens serving lunch (N = 1,068)			
1 to 24	12.2	10.3	22.8
25 to 49	20.5	18.0	34.7
50 to 74	17.5	17.2	19.4
75 to 99	10.4	11.6	3.2
100 to 199	22.8	24.3	14.2
200 or more	14.5	16.6	2.2
Missing data	2.2	2.0	3.4
(Mean)	(111.8)	(121.2)	(58.0)
(Median)	(70.0)	(75.0)	(40.0)
Average number of people receiving supper on a typical day at kitchens serving supper (N = 777)			
1 to 24	12.7	11.3	19.8
25 to 49	19.5	18.1	26.7
50 to 74	18.8	17.3	26.6
75 to 99	11.8	12.2	9.7
100 to 199	20.6	23.4	6.2
200 or more	13.0	14.8	3.9
Missing data	3.6	2.9	7.1
(Mean)	(103.0)	(112.1)	(53.4)
(Median)	(65.0)	(75.0)	(45.0)
Average number of people receiving a snack on a typical day at kitchens serving snacks (N = 168)			
1 to 24	35.6	31.1	52.0
25 to 49	26.6	23.5	37.9
50 to 74	19.1	21.5	10.1
75 to 99	3.7	4.7	0.0
100 or more	11.7	13.9	0.0
Missing data	3.3	4.2	0.0
(Mean)	(45.7)	(52.5)	(21.7)
(Median)	(30.0)	(38.0)	(23.0)
Sample size (number)	1,517	1,438	79

¹If seconds are available.

Note: All tabulations include meals served in mobile operations.

Source: National Emergency Food Assistance System Survey 2000, weighted tabulations.

Table 2.11—Selected food distribution characteristics of emergency kitchens by size of kitchen

Distribution characteristics	All	Size of kitchen		
		Small	Medium	Large
			<i>Percent</i>	
Size of kitchen	100.0	37.3	31.4	30.0
Days per week serving meals				
1	33.1	26.9	38.9	35.2
2 or 3	13.8	14.1	15.5	11.6
4 or 5	22.2	23.2	23.5	19.6
6 or 7	28.5	33.6	19.8	31.0
Missing data	2.5	2.2	2.4	2.6
Days with meal service				
Weekdays only	46.6	44.3	54.5	41.6
Weekend only	15.8	13.5	17.2	17.2
Weekdays and weekend	35.2	40.0	26.0	38.6
Missing data	2.5	2.2	2.4	2.6
Meal type				
Breakfast	30.0	35.4	23.3	30.3
Lunch	66.1	65.1	64.5	69.0
Supper	52.3	58.6	48.9	48.3
Snack	11.1	16.3	8.8	6.8
Meal service delivery				
Meals served only at kitchen	89.4	91.0	92.3	84.4
Meals served only via mobile vans	2.1	2.0	1.9	2.4
Meals served at kitchen and via mobile vans	8.3	6.4	5.8	13.1
Missing data	0.3	0.6	0.0	0.1
Food portioning				
Kitchen/mobile operation staff determine food portions	73.7	65.6	77.1	78.4
Clients determine food portions	17.9	23.7	14.9	14.1
Kitchen/mobile operation staff/clients determine portions	6.3	8.5	5.1	5.0
Other	0.2	0.0	0.7	0.0
Missing data	2.3	2.2	2.2	2.5
Availability of seconds				
Always or usually	69.8	75.6	67.3	65.4
Sometimes	19.5	15.9	23.0	20.4
Seldom or never	8.2	6.2	7.4	11.4
Missing data	2.5	2.2	2.3	2.8
Items available as seconds¹				
All items	52.4	54.1	49.7	53.1
Some items	46.2	44.6	49.2	45.4
Missing data	1.3	1.3	1.1	1.6
Ways of dealing with the possibility that more people than planned for come to a meal				
Prepare more food	58.0	59.3	56.9	58.1
Always plan for more people and prepare extra food	25.8	24.9	25.6	27.0
Change what we serve people at end of line	8.1	6.7	10.7	7.3
Reduce size of portions	5.5	5.1	5.7	5.7
Other	14.2	18.0	11.7	12.0
Sample size (number)	1,518	472	495	540

¹If seconds are available.

Notes: Size variable is based on meals typically served, staffing, and amounts of food used. In general, "small" kitchens serve fewer than 60 people at a meal; "medium" kitchens serve 60 to 120 people; and "large" kitchens serve more than 120 people.

The sample numbers for kitchen sizes do not sum to the total sample because some kitchens did not provide answers and are not included.

Source: National Emergency Food Assistance System Survey (2000), weighted tabulations.

Table 2.12—Selected food distribution characteristics of emergency kitchens by region

Distribution characteristics	All	Region			
		West	Midwest	South	Northeast
			<i>Percent</i>		
Region	100.0	20.6	24.7	27.4	27.4
Days per week serving meals					
1	33.1	24.2	36.9	30.5	39.0
2 or 3	13.8	11.8	15.0	12.1	15.9
4 or 5	22.2	21.6	22.7	20.4	23.9
6 or 7	28.5	40.3	22.9	33.6	19.4
Missing data	2.5	2.1	2.5	3.4	1.8
Days with meal service					
Weekdays only	46.6	40.8	52.6	45.3	46.8
Weekdays and weekend	35.2	45.6	30.1	39.5	27.6
Weekend only	15.8	11.5	14.8	11.8	23.8
Missing data	2.5	2.1	2.5	3.4	1.8
Meal type					
Breakfast	30.0	41.3	22.5	35.6	22.8
Lunch	66.1	70.5	60.7	66.8	67.1
Supper	52.3	56.9	56.6	53.7	43.7
Snack	11.1	12.8	8.0	16.7	7.0
Meal service delivery					
Meals served only at kitchen	89.4	84.7	92.5	85.6	93.8
Meals served at kitchen and via mobile vans	8.3	12.7	5.6	11.3	4.4
Meals served only via mobile vans	2.1	2.1	1.9	2.5	1.8
Missing data	0.3	0.5	0.0	0.6	0.0
Food portioning					
Kitchen/mobile operation staff determine food portions	73.7	70.4	72.5	71.0	78.6
Clients determine food portions	17.9	21.5	19.1	18.4	13.5
Kitchen/mobile operation staff, clients determine portions	6.3	5.6	6.1	7.7	5.7
Other	0.2	0.3	0.4	0.0	0.3
Missing data	2.3	2.3	1.9	3.0	2.0
Availability of seconds					
Always or usually	69.8	70.4	77.9	64.2	67.8
Sometimes	19.5	16.3	14.0	24.3	21.8
Seldom or never	8.2	10.6	5.9	8.5	8.1
Missing data	2.5	2.7	2.1	3.0	2.3
Items available as seconds¹					
All items	52.4	52.1	60.3	46.0	51.7
Some items	46.2	46.8	38.5	53.2	46.2
Missing data	1.3	1.1	1.2	0.8	2.1
Ways of dealing with the possibility that more people than planned for come to a meal					
Prepare more food	58.0	56.4	56.8	58.8	59.5
Always plan for more people and prepare extra food	25.8	25.5	27.8	21.4	28.7
Change what we serve people at end of line	8.1	6.2	9.3	8.0	8.7
Reduce size of portions	5.5	8.9	5.1	5.3	3.3
Other	14.2	16.0	14.5	15.4	11.4

See notes at end of table.

—Continued

Table 2.12—Selected food distribution characteristics of emergency kitchens by region—Continued

Distribution characteristics	All	Region				
		West	Midwest	South	Northeast	
			<i>Percent</i>			
Average number of people receiving breakfast on a typical day at kitchens serving breakfast (N = 494)						
1 to 24	27.6	30.6	25.8	28.5	23.8	
25 to 49	22.6	15.3	20.9	29.1	23.9	
50 to 74	15.4	12.0	18.1	16.8	15.5	
75 to 99	8.0	8.6	9.9	3.6	12.4	
100 to 199	14.9	18.9	7.9	16.5	13.0	
200 or more	8.5	12.1	11.0	4.2	8.0	
Missing data	3.0	2.5	6.3	1.3	3.5	
(Mean)	(76.0)	(96.5)	(74.5)	(57.6)	(78.0)	
(Median)	(45.0)	(50.0)	(50.0)	(40.0)	(50.0)	
Average number of people receiving lunch on a typical day at kitchens serving lunch (N = 1,068)						
1 to 24	12.2	14.4	13.9	16.6	4.4	
25 to 49	20.5	23.5	15.8	22.0	20.4	
50 to 74	17.5	11.8	24.4	17.4	16.5	
75 to 99	10.4	5.8	9.1	10.3	15.2	
100 to 199	22.8	23.0	22.1	16.7	29.3	
200 or more	14.5	19.0	11.4	15.3	12.5	
Missing data	2.2	2.5	3.2	1.7	1.7	
(Mean)	(111.8)	(135.3)	(101.7)	(98.6)	(114.7)	
(Median)	(70.0)	(70.0)	(65.0)	(60.0)	(80.0)	
Average number of people receiving supper on a typical day at kitchens serving supper (N = 777)						
1 to 24	12.7	15.2	11.8	14.6	8.6	
25 to 49	19.5	14.4	17.6	20.7	25.2	
50 to 74	18.8	15.3	20.1	21.3	17.7	
75 to 99	11.8	12.5	18.6	5.2	11.9	
100 to 199	20.6	20.3	17.7	21.1	23.5	
200 or more	13.0	19.1	11.0	11.8	10.9	
Missing data	3.6	3.2	3.2	5.3	2.2	
(Mean)	(103.0)	(130.2)	(95.9)	(94.3)	(95.3)	
(Median)	(65.0)	(80.0)	(70.0)	(58.0)	(65.0)	
Average number of people receiving a snack on a typical day at kitchens serving snacks (N = 168)						
1 to 24	35.6	34.5	38.7	44.8	13.5	
25 to 49	26.6	29.0	27.9	23.9	27.0	
50 to 74	19.1	25.1	15.1	20.5	11.5	
75 to 99	3.7	1.8	5.3	2.0	8.6	
100 or more	11.7	7.9	11.5	6.7	28.7	
Missing data	3.3	1.7	4.3	2.1	10.7	
(Mean)	(45.7)	(44.5)	(48.1)	(37.3)	(64.7)	
(Median)	(30.0)	(25.0)	(30.0)	(25.0)	(50.0)	
Sample size (number)	1,517	340	357	385	435	

¹If seconds are available.

Source: National Emergency Food Assistance System Survey (2000), weighted tabulations.

Table 2.13—Meals served onsite by emergency kitchens on a given day of the week

Day	Breakfast	Lunch	Supper	Snack
	<i>Percent</i>			
Sunday	20.8	24.5	24.2	6.3
Monday	24.4	39.8	30.4	9.5
Tuesday	24.4	42.3	30.7	9.0
Wednesday	24.6	43.2	33.4	9.4
Thursday	24.5	42.7	31.7	9.2
Friday	24.1	39.7	30.9	8.7
Saturday	20.7	30.6	25.6	6.4
Any day of the week	30.0	66.1	52.3	11.1

Note: Respondents were asked, "Which days of the week does this kitchen serve meals on site?" They were not asked the number of weeks per year the kitchen is open for business. Thus, for example, the percentages should be interpreted as follows: 20.8 percent of kitchens serve breakfast on at least some Sundays.

Source: National Emergency Food Assistance System Survey (2000), weighted tabulations.

Table 2.14—Policies used by kitchens to limit who can receive food by size of kitchen

Policies	All	Size of kitchen		
		Small	Medium	Large
	<i>Percent</i>			
Have policies limiting people who can receive food	15.0	18.6	13.2	12.3
Policies to restrict people who can receive food^{1,2}				
Exclude if drug or alcohol problem or behavior problem	38.5	32.1	43.0	46.7
Serves only older people	7.7	11.6	4.5	4.2
Must meet certain income guidelines	6.1	4.1	12.8	2.5
Serves only children	5.9	4.8	7.0	7.2
Must reside in service area	5.2	6.8	5.5	2.2
Must be referred by church or other agency	3.4	5.7	2.9	0.0
Must have children in household	3.0	2.9	1.1	5.2
Must pay a small fee	0.5	1.0	0.0	0.0
Must provide services to agency and/or make donations	0.5	0.4	0.0	1.3
Must have U.S. citizenship	0.2	0.4	0.0	0.0
Limited to some other target group	11.1	9.0	14.8	11.0
Other	18.0	21.4	9.2	18.1
Sample size (number)	1,517	471	495	540

¹Includes emergency kitchens that have policies restricting people who can receive food.

²Categories may sum to more than 100 percent because some kitchens provided more than one response.

Notes: Size variable is defined on the basis of meals typically served, staffing, and amounts of food used. In general, "small" kitchens serve fewer than 60 people at a meal; "medium" kitchens serve 60 to 120 people; and "large" kitchens serve more than 120 people.

The sample numbers for kitchen sizes do not sum to the total sample because some kitchens did not provide answers and are not included.

Source: National Emergency Food Assistance System Survey (2000), weighted tabulations.

Foods Used by Emergency Kitchens

Emergency kitchens draw on a wide variety of sources to obtain the food they use to prepare their meals (table 2.15 and fig. 2.6). Eighty-one percent obtain food from food banks.²¹ Community donations, such as those from local food drives, are also a very important food source used by 77 percent of kitchens. Interestingly, about 76 percent also use commercial sources such as wholesalers and retailers, and 59 percent of kitchens in the overall sample reported obtaining at least some of their food at market prices.²² The relatively high percentage of those obtaining at least some foods at market price is interesting, in that the food is obviously more expensive than if it were obtained free through a donation or at the low “shared maintenance fees” charged by the food banks. While we do not have direct information on this, a possible explanation is that much of this retail food is bought in relatively small amounts to provide items needed for planned meals but not available from lower cost sources.

In order to further explore the role of food banks in the EFAS, organizational characteristics were cross-tabulated by whether food banks were used as a food source (table 2.16). The results show relatively few clear patterns. There seems to be some tendency for kitchens in the South and the Northeast to use food banks and for larger kitchens to be more likely to use them. Also (and probably associated with the size differential), kitchens in metropolitan areas are more likely to use food banks.

As shown in table 2.17, many of the patterns having to do with overall sources of food are mirrored in tabulations of the kitchens’ primary food sources. Food banks, which represent the primary source for slightly less than half of all kitchens, place highest in this ranking. However, although food banks clearly are the most common “primary” source, they are far from being the only one, and there appear to be other important distribution channels on which many kitchens rely heavily. In particular, both commercial sources (for 32 percent of

kitchens) and community donations (for 24 percent) are significant sources. Larger kitchens are more likely to report using commercial sources; smaller kitchens are more likely to draw heavily on community donations.

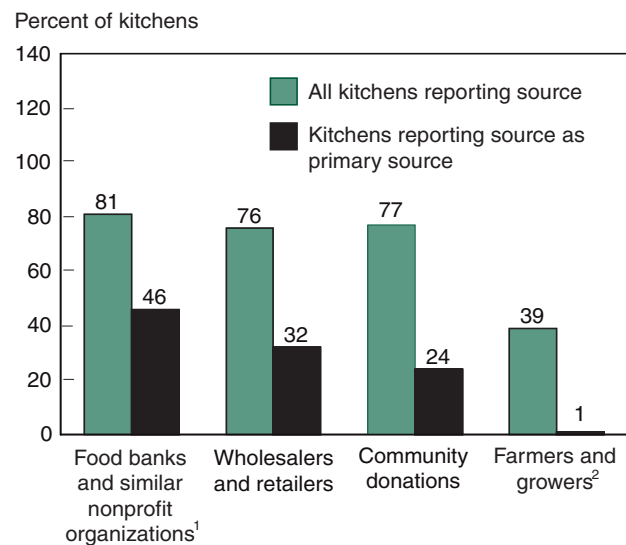
As with many food service operations, emergency kitchens sometimes find that they cannot use all the food they receive. This can happen, for instance, if inappropriate or unusable foods are received or if the pattern of food receipt over time makes it impossible to use all the food before it spoils. We asked kitchens whether they sometimes received food that they could not use because of spoilage or other problems, and about 44 percent indicated that this sometimes happens (table 2.18).

Of kitchens that reported having at least some unusable food, 52 percent indicated that no paid staff time per week was spent in dealing with it; 6 percent reported spending more than 2 hours of paid staff time. Volunteer time was more likely to be utilized in dealing with the unused food; 29 percent of respondents who had unused food indicated that more than 2 hours of volunteer time per week were spent dealing with it. This may simply reflect the greater reliance that kitchens place on volunteers as compared with paid labor.

Seventy-three percent of kitchens stated that the availability of food varies by time of year (table 2.19). However, the majority of those who said this—69

Figure 2.6

Sources of food for emergency kitchens



¹Includes those mentioning America's Second Harvest.

²Includes food purchased at retail prices, gleaned, left over, and salvaged. Source: National Emergency Food Assistance System Survey (2000), weighted tabulations.

²¹In the questions that asked respondents to provide food sources, “food banks” and “Second Harvest” were separate response categories. However, because many respondents seemed to use the two categories interchangeably, they have been aggregated in the analysis.

²²The percentage given in the text is based on a variable (not shown separately in the table) that combines two lines of table 2.15, one being food purchased from retailers and wholesalers at market price and the other food purchased from farms and growers at market price.

percent—indicated that this variation does not pose a significant problem for them.

Most kitchens reported making use of a broad cross-section of types of food (table 2.20). The most commonly used food types, from a comprehensive list of 16 categories, were bread products, grain products, and meat, poultry, and fish. At least 95 percent of respondent kitchens used foods of each of these types. Smaller percentages of kitchens used snack foods (78 percent of respondents); baby food (45 percent); and complete meals, such as canned stew or frozen dinners (31 percent).

We had originally included a series of questions in the data collection instrument to elicit information about the amounts of foods that kitchens used. However, nearly 70 percent of the kitchens surveyed were unable to provide this information. Therefore, we are not

reporting these data because it is highly unlikely that the kitchens that did have the information are representative of kitchens overall. In particular it is likely that, on average, the reporting kitchens are larger and more sophisticated than nonreporting kitchens.

Seventy-eight percent of emergency kitchens indicated that there were additional kinds of food they could use more of (table 2.21). By far the most common category of food additionally needed was meat, poultry, and fish, mentioned by 63 percent of those who indicated a need for additional food types. Other food types frequently mentioned as being in short supply (and the percentage of kitchens mentioning them) were: fresh fruits and vegetables (38 percent); dairy products (29 percent); frozen and canned fruit and vegetables (23 percent); cereals, pasta, and rice (18 percent); and dry beans and eggs (13 percent).

Table 2.15—Sources of food supplies for emergency kitchens by size of kitchen

Policies	All	Size of kitchen		
		Small	Medium	Large
<i>Percent</i>				
Allocations from food banks and/or similar nonprofit organizations, such as Second Harvest	81.3	80.2	76.2	87.7
Community donations	76.6	77.1	74.2	79.2
Wholesalers or retailers	76.5	70.7	77.1	83.1
Purchased food at market price ¹	59.0	52.5	58.6	67.2
Received donation of a salable product ¹	38.6	37.1	36.3	43.0
Salvaged food ¹	30.1	28.6	26.1	36.5
Leftovers from places that serve food	45.1	49.6	35.5	49.9
Farmers and growers	38.9	42.0	31.4	43.5
Purchased food at market price ²	2.9	2.4	2.6	3.8
Received a direct donation ²	37.1	40.6	29.5	41.2
Received leftovers from farmers' markets ²	15.8	17.6	13.5	16.4
Received food from field gleaning ²	13.6	13.5	10.9	16.8
State or Federal programs	33.8	33.0	32.1	37.2
Direct donations from manufacturers	30.9	30.4	25.6	37.0
Food rescue programs	17.4	14.7	16.3	22.1
Other sources	8.1	7.7	6.7	10.2
Service area sources³				
Manufacturers in service area	20.8	19.1	16.9	26.8
Farms in service area	28.4	33.2	22.9	28.5
Sample size (number)	1,517	471	495	540

¹Subgroup percentages are based on all kitchens, not just those obtaining food from wholesalers or retailers.

²Subgroup percentages are based on all kitchens, not just those obtaining food from farmers and growers.

³Entries in this category may overlap with previous entries. The focus of this panel is receipt of food specifically from sources within each kitchen's service area.

Notes: Total exceeds 100 percent because respondent emergency kitchens reported using multiple sources for food supplies. Size variable is based on meals typically served, staffing, and amounts of food used. In general, "small" kitchens serve fewer than 60 people at a meal; "medium" kitchens serve 60 to 120 people; and "large" kitchens serve more than 120 people.

The sample numbers for kitchen sizes do not sum to the total sample because some kitchens did not provide answers and are not included.

Source: National Emergency Food Assistance System Survey (2000), weighted tabulations

Table 2.16—Selected characteristics of emergency kitchens by whether they obtain food from food banks

Characteristics	All	Obtain food from food bank?	
		Yes	No
		<i>Percent</i>	
Size of kitchen			
Small	37.3	36.7	38.8
Medium	31.4	29.4	39.5
Large	30.7	33.1	21.4
Missing data	0.6	0.7	0.4
Region			
West	20.6	19.5	26.5
Midwest	24.7	23.5	28.8
South	27.4	28.5	23.1
Northeast	27.4	28.4	21.7
Metropolitan status			
Metropolitan	85.6	87.1	78.6
Nonmetropolitan	14.4	12.9	21.4
Type of organization			
Nonprofit, associated with religious group	65.5	65.2	66.4
Nonreligious private nonprofit	30.1	31.0	26.9
Informal group of people	1.6	1.2	3.7
Governmental	1.1	1.1	1.3
Other	1.5	1.5	1.8
Selected organizational affiliations¹			
United Way	26.1	29.6	11.4
Salvation Army	14.0	15.6	7.2
Catholic Charities	8.9	9.5	6.0
Red Cross	4.8	5.2	3.1
Other nonprofit organization	18.4	21.0	7.1
Length of time surveyed location has been operating			
Less than 1 year	3.3	2.8	5.8
1 to 3 years	15.0	14.0	20.2
4 to 5 years	9.6	9.7	9.3
6 years or longer			
6 to 10 years	22.3	22.5	20.0
11 to 15 years	12.7	12.8	12.3
16 to 20 years	16.9	17.0	17.2
21 to 25 years	2.7	2.6	3.3
Longer than 25 years	6.8	7.4	3.9
Not specified	10.2	10.6	7.9
Missing data	0.4	0.4	0.2
Programs with which emergency kitchen is co-located²			
Food pantry	39.5	41.8	28.9
Emergency shelter	6.6	6.2	8.5
Food rescue program	1.4	1.6	0.6
Food bank	1.0	0.8	2.2
Sample size (number)	1,517	1,260	240

¹Categories do not add to 100 percent because many kitchens do not have any organizational affiliations.

²Categories do not add to 100 percent because many kitchens are not co-located with another provider.

Co-located = Two different programs operating at the same location.

Notes: Size variable is defined on the basis of meals typically served, staffing, and amounts of food used. In general, "small" kitchens serve fewer than 60 people at a meal; "medium" kitchens serve 60 to 120 people; and "large" kitchens serve more than 120 people..

The sample numbers for kitchen sizes do not sum to the total sample because some kitchens did not provide answers and are not included.

Source: National Emergency Food Assistance System Survey (2000).

Table 2.17—Primary source of food supplies for emergency kitchens by size of kitchen

Sources	All	Size of kitchen		
		Small	Medium	Large
		<i>Percent</i>		
Allocations from food banks and/or similar nonprofit organizations¹	46.3	45.5	45.9	47.6
Wholesalers or retailers	31.7	28.3	30.6	37.0
Purchased food at market price	26.6	25.4	24.8	30.2
Received donation of a salable product	3.3	2.9	3.7	3.2
Salvaged food	1.9	0.5	1.9	3.5
Community donations	23.9	28.0	22.7	20.4
State or Federal programs	6.8	4.9	7.4	8.5
Leftovers from places that serve food	2.4	3.5	1.0	2.5
Food rescue programs	2.0	1.5	1.9	2.8
Direct donations from manufacturers	1.6	1.4	1.3	2.0
Farmers and growers	0.9	0.3	0.8	1.8
Purchased food at market price	0.0	0.0	0.1	0.0
Received a direct donation	0.5	0.3	0.2	0.9
Received leftovers from farmers' markets	0.3	0.0	0.4	0.6
Received food from field-gleaning	0.1	0.0	0.0	0.2
Other sources	1.3	1.0	1.5	1.5
Sample size (number)	1,517	471	495	540

¹Includes those mentioning America's Second Harvest.

Notes: Totals add up to slightly more than 100 percent because a few respondents could not name a single primary source and gave two or three responses.

The sample numbers for kitchen sizes do not sum to the total sample because some kitchens did not provide answers and are not included.

Source: National Emergency Food Assistance System Survey (2000), weighted tabulations.

Table 2.18—Spoilage of food by size of kitchen

Food-spoilage variables	All	Size of kitchen		
		Small	Medium	Large
		<i>Percent</i>		
Does kitchen receive food that cannot be used, due to spoilage and other problems?				
Yes	43.6	45.1	38.8	49.6
No	56.0	56.5	60.9	50.1
Missing data	0.4	0.4	0.3	0.2
Estimated paid staff hours spent disposing of unusable food, per week¹				
0	51.8	57.7	52.8	44.4
1	17.0	15.2	20.3	16.3
2	8.7	9.2	5.4	11.1
More than 2	16.6	14.9	14.5	20.2
Missing data	5.9	3.0	7.0	8.1
Estimated volunteer hours spent disposing of unusable food, per week¹				
0	32.2	40.4	28.1	27.3
1	20.1	19.0	22.0	19.7
2	12.6	9.8	16.7	12.4
More than 2	28.7	25.8	27.8	32.7
Missing data	6.4	5.0	5.3	8.0
Sample size (number)	1,517	471	495	540

¹Includes emergency kitchens that receive food that cannot be used.

Notes: Size variable is based on meals typically served, staffing, and amounts of food used. In general, "small" kitchens serve fewer than 60 people at a meal; "medium" kitchens serve 60 to 120 people; and "large" kitchens serve more than 120 people.

The sample numbers for kitchen sizes do not sum to the total sample because some kitchens did not provide answers and are not included.

Source: National Emergency Food Assistance System Survey (2000), weighted tabulations.

Table 2.19—Variation in food supply available to emergency kitchens by size of kitchen

Food supply variables	All	Size of kitchen		
		Small	Medium	Large
		<i>Percent</i>		
Does type and quality of food obtained vary by time of year?				
Yes	72.8	76.2	68.6	72.6
No	25.5	22.1	29.7	25.6
Missing data	1.7	1.7	1.7	1.7
Is this a problem in meeting client needs?				
Yes	30.2	29.3	27.6	33.6
No	69.1	70.4	72.0	64.6
Missing data	0.8	0.2	0.4	1.8
Sample size (number)	1,517	471	495	540

Notes: Size variable is defined on the basis of meals typically served, staffing, and amounts of food used. In general, "small" kitchens serve fewer than 60 people at a meal; "medium" kitchens serve 60 to 120 people; and "large" kitchens serve more than 120 people.

The sample numbers for kitchen sizes do not sum to the total sample because some kitchens did not provide answers and are not included.

Source: National Emergency Food Assistance System Survey (2000), weighted tabulations.

Table 2.20—Types of food obtained by emergency kitchens during the previous 12 months

Food type	Emergency kitchens that receive food type
	<i>Percent</i>
Bread products	96.4
Cereal, pasta, and rice ¹	95.1
Meat, poultry, fish	95.2
Frozen, canned, and dried fruits and vegetables and fruit juice	94.9
Dry and canned beans, eggs, nuts, peanut butter	94.3
Desserts	93.2
Fats and oils	92.5
Spices and condiments	92.1
Soft drinks, coffee, tea, and other nonjuice beverages	91.5
Fresh fruit and vegetables	90.6
Dairy products	86.7
Snack foods	77.9
Baby food, formula, and nutritional supplements or aids	44.8
Complete meals, entrees, and prepared foods ²	30.4
Sample size (number)	1,517

¹Includes nonbread grain products, such as rice, barley, and noodles.

²Includes packaged meals drawing on multiple food groups, such as canned meat and vegetable products or frozen lasagna dinners.

Source: National Emergency Food Assistance System Survey (2000), weighted tabulations.

Table 2.21—Types of foods for which emergency kitchens could use additional quantities

Food shortfalls	Emergency kitchens
	<i>Percent</i>
Could use additional quantities of food	78.1
Types of food needed¹	
Meat, poultry, and fish	63.0
Fresh fruits and vegetables	37.6
Dairy products	29.0
Frozen, canned, and dried fruits and vegetables and fruit juices	23.2
Cereals, pasta, and rice	17.5
Dry and canned beans, eggs, nuts, peanut butter	12.8
Spices and condiments	8.3
Fats and oils	7.4
Soft drinks, coffee, tea, and other nonjuice beverages	6.4
Bread products	3.6
Baby food, formula, and nutritional supplements or aids	2.6
Desserts	2.6
Snack foods	1.5
Complete meals, entrees, and prepared foods ²	2.4
All food types	7.7
Sample size (number)	1,321

¹Percentage of kitchens needing more of the particular food type listed.

²Includes packaged meals drawing on multiple food groups, such as canned meat and vegetable products or frozen lasagna dinner.

Note: Due to an incorrect skip pattern in the survey, some kitchens were not asked this question. Hence, the sample size in this table is smaller than the one listed in previous tables.

Source: National Emergency Food Assistance System Survey (2000), weighted tabulations.

Staffing and Other Resources

Emergency kitchens must have sufficient quantities of various kinds of resources to operate effectively. In particular, they need food, staff, and physical facilities and equipment to produce and serve meals. The previous section examined the availability of food. In this section, we examine staffing and other resources.

Budgets

Operating budgets differ substantially across kitchens. Seven percent of kitchens reported operating with essentially no cash budget (table 2.22), while the median kitchen had an operating budget in the range of \$5,000 to \$10,000. More than a quarter of the kitchens had budgets in excess of \$20,000. When asked about their food-purchasing budgets, about 37 percent of kitchens reported spending less than \$5,000; 15 percent spent more than \$20,000. As shown in the table, there is some degree of correlation between the sizes of kitchens, as measured by number of clients served, and their operating budgets. However, this correlation is far from exact, and even some large kitchens apparently function with relatively small operating budgets.

Staffing

Emergency kitchens are highly dependent on volunteer labor. Indeed, only about half the kitchens in our sample reported employing any *paid* staff at all, while

about 95 percent used volunteers (table 2.23 and fig. 2.7). The average kitchen with paid employees used about 107 hours of paid staff time per week; the comparable number for volunteer workers is 97 staff hours.

Paid staff members were used most commonly in supervisory positions. However, they also performed a variety of other functions, including clerical work and skilled and unskilled kitchen work. Although volunteers were most often used as unskilled help, they also frequently performed supervisory duties (in 55 percent of kitchens).

Physical Capacity

About 28 percent of emergency kitchens own the building in which they operate (table 2.24). We also asked kitchens to estimate their available square footage. Only about half were able to give us an estimate; we do not present these data because they may not be representative of all kitchens.

Virtually all the kitchens reported having at least some refrigeration capacity, and about one-fourth had walk-in refrigerators. The comparable numbers for freezers are only slightly lower.

In order to explore whether there are systematic relationships between physical plant and size, table 2.25 displays cross-tabulations between physical capacity and kitchen size. As might be expected, larger kitchens are more likely than smaller ones to own their buildings and to have walk-in refrigerator capacity and off-site storage space.

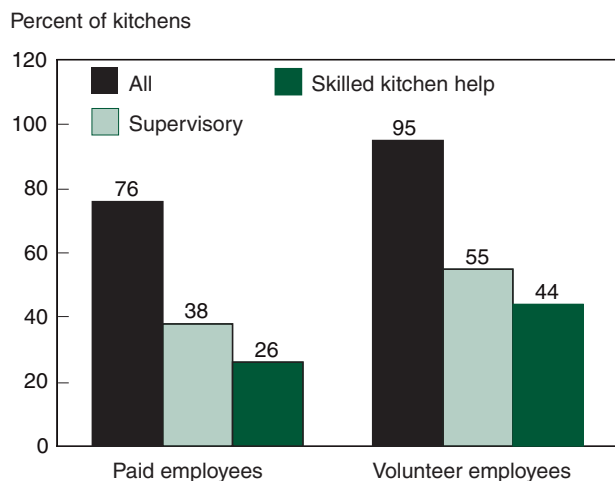
Given the potential importance of an emergency kitchen's owning its building for ensuring its long-term stability, it is of interest to examine the kitchen characteristics that are associated with building ownership. As shown in table 2.26, however, other than the apparent correlation with large size noted earlier, there seem to be no clear patterns in the data.

Funding

Emergency kitchens draw on a broad set of sources, most of them local, for their funding. About two-thirds reported receiving funds from local individuals or groups (table 2.27). On average, this funding source represented more than half the budgets for these kitchens. About 34 percent of kitchens reported receiving money through direct fundraising activities. Other significant funding sources included the United Way,

Figure 2.7

Use of paid and volunteer staff by emergency kitchens for all and selected staff categories



Source: National Emergency Food Assistance System Survey (2000), weighted tabulations.

grants from foundations, and the Federal Emergency Management Agency (FEMA).²³

One source of funding that—though relatively uncommon—is of particular interest is fees or contributions from clients. As shown in table 2.28, approximately 2 percent of kitchens indicated that they had a specified fee per meal, with the median fee being \$3.00. However, many clients are apparently unable to pay the fee or choose not to, since about half of the respondents (54 percent of kitchens) reported that 25 percent or fewer

of their clients actually paid. Voluntary contributions were even less common. Only about 1 percent of agencies reported receiving them, and most of those agencies received contributions only from small proportions of the people they serve.

In addition to cash support, many kitchens obtained assistance in the form of various in-kind donations. These include food, as discussed earlier, and also such donations as facilities, building maintenance, utilities, and transport of food (table 2.29). Some of these items can be very expensive, and it is likely that they are often critical to the operation of those emergency kitchens to which they are provided. Of particular importance are donations of facilities, which are received by about 41 percent of kitchens.

²³FEMA regional offices distribute grants to State and local governments and private, nonprofit organizations to help them maintain preparedness for an emergency, such as a natural disaster. Many emergency kitchens receive such grants.

Table 2.22—Operating budgets of emergency kitchens by size of kitchen

Dollar amounts	All	Size of kitchen		
		Small	Medium	Large
		<i>Percent</i>		
Total operating budget for past 12 months				
0	7.4	9.1	8.0	4.3
1 to 1,000	4.8	7.0	5.6	1.3
1,001 to 5,000	18.1	23.3	18.3	11.5
5,001 to 10,000	14.7	14.6	14.4	15.1
10,001 to 20,000	11.6	13.0	11.4	10.3
More than 20,000	25.5	15.9	24.0	39.0
Missing data	18.1	17.1	18.4	18.4
Budget for purchasing food for past 12 months				
0	3.5	3.5	4.3	2.3
1 to 1,000	7.1	11.4	6.9	2.3
1,001 to 5,000	25.9	31.8	27.7	17.4
5,001 to 10,000	17.2	16.9	15.1	19.7
10,001 to 20,000	10.8	11.2	9.9	11.4
More than 20,000	15.2	5.9	13.9	27.7
Missing data	20.4	19.4	22.2	19.0
Sample size (number)	1,517	471	495	540

Notes: Size variable is defined on the basis of meals typically served, staffing, and amounts of food used. In general, “small” kitchens serve fewer than 60 people at a meal; “medium” kitchens serve 60 to 120 people; and “large” kitchens serve more than 120 people.

The sample numbers for kitchen sizes do not sum to the total sample because some kitchens did not provide answers and are not included.

Source: National Emergency Food Assistance System Survey (2000), weighted tabulations.

Table 2.23—Type and number of staff hours used by emergency kitchens

Staff category	Kitchens having staff type ¹	Average staff hours used per week for kitchens with staff type
	<i>Percent</i>	<i>Hours</i>
Paid employees	46.5	106.7
Supervisory personnel	38.0	49.9
Skilled kitchen help	25.7	45.1
Nonskilled help	21.7	46.7
Clerical staff	15.4	34.9
Nutritionists	4.7	20.1
Other help for program	7.5	48.7
Volunteer employees	94.7	96.7
Nonskilled help	86.4	62.4
Supervisory personnel	55.1	28.6
Skilled kitchen help	44.1	23.1
Clerical staff	29.1	14.6
Nutritionists	14.4	7.9
Other help for program	17.8	38.7
Unpaid employees²	39.7	32.1
Nonskilled help	32.6	27.7
Skilled kitchen help	4.4	14.1
Supervisory personnel	3.2	30.7
Clerical staff	2.3	15.1
Nutritionists	1.0	10.8
Other help for program	4.0	16.7
All employees	99.0	145.5
Nonskilled help	92.3	78.3
Supervisory personnel	84.6	41.6
Skilled kitchen help	65.5	34.4
Clerical staff	42.0	22.9
Nutritionists	19.1	11.2
Other help for program	24.2	45.9
Sample size (number)	1,517	NA

¹The base for all percentages is all emergency kitchens.

²Includes workers performing court-ordered community service or welfare-related work.

NA = Not applicable.

Note: Many emergency kitchens that reported having particular types of staff were unable to estimate the number of hours worked per week by staff type. Thus, the average number of full-time-equivalent employees is calculated based on 21 to 97 percent of the number of kitchens that have the staff type.

Source: National Emergency Food Assistance System Survey (2000), weighted tabulations.

Table 2.24—Physical capacity, facilities, and equipment used by emergency kitchens by metropolitan status

Capacity/equipment	All	Metropolitan status	
		Metropolitan	Nonmetropolitan
		<i>Percent</i>	
Maximum number of people who can be seated and fed at one time			
Fewer than 25	6.1	6.1	6.1
26 to 50	18.1	16.4	27.9
51 to 75	16.9	16.4	19.6
76 to 100	18.7	18.9	17.6
101 to 150	16.0	17.0	10.5
151 to 200	8.6	8.8	7.3
201 to 300	7.2	7.5	5.5
More than 300	2.8	3.3	0.0
Missing data	5.7	5.7	5.5
Emergency kitchen owns building	27.8	27.9	27.1
Refrigeration capacity			
Has home refrigerator onsite	55.9	53.7	68.7
Has other type of refrigerator onsite	38.1	39.3	30.7
Has walk-in refrigerator onsite	24.2	25.9	13.8
No refrigeration capacity onsite	0.8	0.9	0.0
Freezer capacity			
Has home freezer onsite	56.5	54.3	70.0
Has other type of freezer onsite	32.3	33.1	27.9
Has walk-in freezer onsite	22.4	23.6	15.3
No freezer capacity onsite	2.7	2.9	2.0
Storage			
Has separate warehouse for food storage	19.8	20.6	14.9
Has other offsite storage	9.6	9.3	11.3
Food preparation equipment			
Owns onsite equipment	67.4	66.7	71.0
Has onsite equipment but does not own it	25.6	25.8	24.7
Has access to equipment to prepare hot meals or components of meals offsite	3.6	4.0	1.4
Does not have access to equipment to prepare hot meals or components of meals	2.2	2.5	0.6
Preservation or processing facilities			
Has access to facilities to preserve or process perishable foods	19.6	19.9	17.9
Has access to refrigerated vehicles to transport prepared or perishable foods	6.2	7.0	1.2
Repackaging equipment or facilities			
Has access to equipment or facilities to repackaging foods, such as rice or dry beans	29.2	29.9	25.6
Transportation for delivery or pickup of food			
Has vehicles but does not own them	45.5	46.2	41.7
Owns vehicles	37.3	37.2	38.0
Does not have vehicles	16.5	15.9	20.3
Sample size (number)	1,517	1,438	79

Source: National Emergency Food Assistance System Survey (2000), weighted tabulations.

Table 2.25—Physical capacity, facilities, and equipment used by emergency kitchens by size of kitchen

Dollar amounts	All	Size of kitchen		
		Small	Medium	Large
		<i>Percent</i>		
Maximum number of people who can be seated and fed at one time				
Fewer than 25	6.1	11.7	1.4	4.0
26 to 50	18.1	30.2	12.9	8.9
51 to 75	16.9	20.0	18.3	11.7
76 to 100	18.7	16.3	23.8	16.6
101 to 150	16.0	9.4	20.7	19.4
151 to 200	8.6	3.1	9.7	14.0
201 to 300	7.2	2.4	6.2	13.8
More than 300	2.8	1.1	2.7	5.0
Missing data	5.7	5.7	4.3	6.5
Emergency kitchen owns building	27.8	28.4	24.3	30.8
Refrigeration capacity				
Has home refrigerator onsite	55.9	67.4	54.9	43.1
Has other type of refrigerator onsite	38.1	29.6	44.0	42.3
Has walk-in refrigerator onsite	24.2	16.4	19.4	38.7
No refrigeration capacity onsite	0.8	0.7	0.8	0.8
Freezer capacity				
Has home freezer onsite	56.5	67.2	57.2	42.7
Has other type of freezer onsite	32.3	30.9	33.3	33.5
Has walk-in freezer onsite	22.4	13.5	20.3	35.5
No freezer capacity onsite	2.7	2.9	2.9	2.6
Storage				
Has separate warehouse for food storage	19.8	15.2	16.4	28.8
Has other offsite storage	9.6	8.3	7.8	13.3
Food preparation equipment				
Owns onsite equipment	67.4	68.4	65.2	69.2
Has onsite equipment but does not own it	25.6	24.2	28.5	24.1
Has access to equipment to prepare hot meals or components of meals offsite	3.6	4.5	2.4	3.6
Does not have access to equipment to prepare hot meals or components of meals	2.2	1.8	2.6	2.3
Preservation or processing facilities				
Has access to facilities to preserve or process perishable foods	19.6	22.1	16.0	20.5
Has access to refrigerated vehicles to transport prepared or perishable foods	6.2	4.8	6.2	8.0
Repackaging equipment or facilities				
Has access to equipment or facilities to repackage foods, such as rice or dry beans	29.2	29.8	29.9	28.1
Transportation for delivery or pickup of food				
Has vehicles but does not own them	45.5	47.9	48.7	39.2
Owns vehicles	37.3	31.4	34.7	47.2
Does not have vehicles	16.5	20.4	15.8	12.9
Sample size (number)	1,517	471	495	540

Notes: Size variable is based on meals typically served, staffing, and amounts of food used. In general, "small" kitchens serve fewer than 60 people at a meal; "medium" kitchens serve 60 to 120 people; and "large" kitchens serve more than 120 people.

The sample numbers for kitchen sizes do not sum to the total sample because some kitchens did not provide answers and are not included.

Source: National Emergency Food Assistance System Survey (2000), weighted tabulations.

Table 2.26—Selected characteristics of emergency kitchens by whether they own their buildings

Characteristics	All	Own building?	
		Yes	No
		<i>Percent</i>	
Size of kitchen			
Small	37.3	38.1	36.7
Medium	31.4	27.4	33.2
Large	30.7	34.0	29.5
Missing	0.6	0.5	0.6
Region			
West	20.6	22.6	19.4
Midwest	24.7	21.6	26.0
South	27.4	30.9	26.1
Northeast	27.4	24.9	28.5
Metropolitan status			
Metropolitan	85.6	85.9	85.8
Nonmetropolitan	14.4	14.1	14.2
Type of organization			
Nonprofit, associated with religious group	65.5	62.9	67.3
Nonreligious private nonprofit	30.1	33.8	28.2
Governmental	1.1	1.6	0.9
Informal group of people	1.6	0.9	1.6
Other	1.5	0.8	1.8
Selected organizational affiliations¹			
United Way	26.1	29.0	25.1
Salvation Army	14.0	15.6	13.3
Catholic Charities	8.9	9.2	8.8
Red Cross	4.8	5.9	4.1
Other nonprofit organization	18.1	16.8	19.3
Length of time surveyed location has been operating			
Less than 1 year	3.3	4.0	2.7
1 to 3 years	15.0	12.6	16.2
4 to 5 years	9.6	8.6	9.9
6 years or longer			
6 to 10 years	22.3	20.6	23.4
11 to 15 years	12.7	10.3	14.0
16 to 20 years	16.9	19.7	16.1
21 to 25 years	2.7	2.7	2.7
Longer than 25 years	6.8	12.5	4.4
Not specified	10.2	8.5	10.3
Missing data	0.4	0.4	0.4
Programs with which emergency kitchen is co-located²			
Food pantry	39.5	43.0	38.4
Emergency shelter	6.6	10.0	5.1
Food rescue program	1.4	2.0	1.3
Food bank	1.0	0.7	1.2
Sample size (number)	1,517	432	1,053

¹Categories do not add to 100 percent because many kitchens do not have any organizational affiliations.

²Categories do not add to 100 percent because many kitchens are not co-located with another provider.

Note: The sample sizes for “yes” and “no” responses do not sum to the total sample because some kitchens did not provide answers and are not included.

Co-located = Two different programs operating at the same location.

Source: National Emergency Food Assistance System Survey (2000), weighted tabulations.

Table 2.27—Funding sources for emergency kitchens

Source of funding	Kitchens that use source ¹ (N = 1,517)	Operating budget from source (mean %) ^{1,2,3}
Government sources		<i>Percent</i>
FEMA funds	22.9	16.8
TEFAP administrative funds	4.0	26.8
Other government sources	18.0	33.2
Nongovernment sources		
Donations from local individuals or groups	69.4	60.0
Fundraising activities	33.7	28.7
Grants from foundations	21.2	19.4
United Way	19.9	17.4
Fees from clients	4.5	23.4
National organizations	3.3	20.8
Other sources	20.5	42.6
Missing data	3.9	NA
Sample size (number)	1,517	NA

¹Total exceeds 100 percent because many respondent kitchens reported having multiple funding sources.

²When source is used.

³Many emergency kitchens that reported using a particular funding source were unable to estimate its contribution to the operating budget. Thus, the percentage that most sources of funding contribute to the operating budget is calculated based on 61 to 80 percent of the number of kitchens using the funding source.

FEMA = Federal Emergency Management Agency.

TEFAP = The Emergency Food Assistance Program.

NA = Not applicable.

Source: National Emergency Food Assistance System Survey (2000), weighted tabulations.

Table 2.28—Fees and contributions received from clients of emergency kitchens by size of kitchen (percentages unless otherwise stated)

Client contributions	All	Size of kitchen		
		Small	Medium	Large
		<i>Percent</i>		
Fees from clients				
Percent of kitchens charging a specific fee per meal	1.7	2.4	1.3	1.0
Median specified fee in dollars (N = 24) ¹	3.00	4.00	3.75	1.5
Average specified fee in dollars (N = 24) ¹	3.20	3.67	3.26	2.18
Percent of clients actually paying fee (N = 23)				
1 to 25	49.9	66.8	8.4	56.0
26 to 50	1.9	3.4	0.0	0.0
51 to 75	1.3	2.4	0.0	0.0
76 to 100	46.9	27.4	91.6	44.0
Voluntary contributions from clients				
Percent of kitchens receiving voluntary contributions	0.6	0.7	0.6	0.4
Median voluntary contribution (N = 12) ²	1.00	0.70	1.00	2.50
Average voluntary contribution (N = 12) ²	1.32	1.00	1.04	2.31
Percentage of clients actually making a voluntary contribution (N = 14)				
1 to 25	72.4	80.8	81.5	38.0
26 to 50	16.2	7.9	0.0	62.0
51 to 75	5.3	11.3	0.0	0.0
76 to 100	6.0	0.0	18.5	0.0
Sample size (number)	1,517	471	495	540

¹Includes kitchens that reported charging a specific fee per meal.

²Includes kitchens that reported receiving voluntary contributions.

Note: The sample numbers for kitchen sizes do not sum to the total sample because some kitchens did not provide answers and are not included.

Source: National Emergency Food Assistance System Survey (2000), weighted tabulations.

Table 2.29—Donated or reduced-price goods and services received by emergency kitchens by size of kitchen

Donated goods and services	All	Size of kitchen		
		Small	Medium	Large
		<i>Percent</i>		
Facilities				
Building maintenance	43.8	41.2	51.6	39.2
Facilities, including rent or other space related costs	41.3	35.0	50.9	38.9
Utilities, including heating and air-conditioning	37.4	33.7	45.1	34.5
Other				
Transportation for food	42.3	40.3	49.1	38.1
Equipment maintenance, including equipment maintenance contracts	35.0	33.1	40.4	31.8
Materials for packaging food	32.3	30.8	36.6	29.7
Legal and accounting services	29.3	26.1	33.4	29.4
Computer equipment or training	24.1	23.7	25.7	22.9
Other	5.9	5.3	4.1	8.5
Do not know about any donated or reduced-price goods and services	3.7	3.9	4.8	2.3
Sample size (number)	1,517	471	495	540

Notes : Size variable is based on meals typically served, staffing, and amounts of food used. In general, "small" kitchens serve fewer than 60 people at a meal; "medium" kitchens serve 60 to 120 people; and "large" kitchens serve more than 120 people.

The sample numbers for kitchen sizes do not sum to the total sample because some kitchens did not provide answers and are not included

Source: National Emergency Food Assistance System Survey (2000), weighted tabulations.