

Interactions Between USDA Commodity Programs and the Emergency Food Assistance System

As noted in chapter 1, the creation of The Emergency Food Assistance Program (TEFAP) in the early 1980s is widely viewed as a significant factor in the emergence of the EFAS in its current form. Throughout the history of the program, TEFAP and the EFAS have remained highly interconnected, with substantial amounts of TEFAP commodities being distributed through the EFAS. The EFAS also represents a significant distribution channel for a second government commodity program that was also described in chapter 1, the Community Supplemental Food Program (CSFP). However, because CSFP distribution appears to occur mostly outside of the EFAS, the discussion below will focus on TEFAP.

In this chapter, we draw on the survey data and other sources to describe the interaction of these commodity programs and the EFAS.⁴⁴

USDA Commodities as a Share of the Food Distributed by EFAS

About half the kitchens and pantries in the survey reported using USDA commodities, while roughly 84

⁴⁴It should be noted that we do not report direct survey estimates of the pounds of commodities distributed by the pantries and kitchens in our sample. We attempted to obtain these data, but fewer than 50 percent of respondents were able to provide meaningful estimates for these variables. We are therefore not reporting estimates computed from these data because of concerns about nonresponse bias.

percent of food banks did so (table 6.1 and fig. 6.1). These estimates may somewhat understate the true numbers, particularly for kitchens, since some kitchens may not necessarily have known they were handling USDA commodities. Unlike pantries, which must comply with government regulations concerning to whom and how often they distribute TEFAP commodities, kitchens do not face distribution restrictions. This, coupled with the fact that many of these commodities are no longer packaged with USDA markings, may result in lack of awareness among emergency kitchen staff that they are receiving government commodities through their food bank allocations.

As shown in table 6.1, larger EFAS agencies are more likely to use USDA commodities than smaller agencies. This may reflect greater sophistication in dealing with the system or their need for more food than they can obtain locally, or both.

Based on preliminary USDA administrative data, in 2000 TEFAP distributed 422 million pounds of food. This was approximately 14 percent of all food distributed by the EFAS. This estimate is derived in table 6.2, which displays information on TEFAP and CSFP commodities as a proportion of the total amount of food used or distributed by the EFAS providers included in the current study. The first panel of the table presents estimates of the total food distributed by EFAS pantries and kitchens, as derived in chapter 8. These estimates, discussed in detail in that chapter, are that some 3,621 million pounds of food are distributed by pantries and kitchens annually.

Table 6.1—EFAS providers using USDA commodities

Providers	All	Size		
		Small	Medium	Large
		<i>Percent</i>		
Emergency kitchens	54.9	50.0	53.0	63.3
Pantries	51.5	36.4	56.0	68.0
Food banks	83.5	75.4	87.8	87.9

Source: National Emergency Food Assistance System Survey (2000); tabulations for kitchens and pantries are weighted.

As shown in the second panel, estimates from USDA indicate that total food distribution for 2000 under TEFAP was about 422 million pounds (fig. 6.2).

Together, the above estimates imply that the share of these commodities in EFAS food distribution is on the order of 14 percent. In assessing this figure, it should be noted that, in all likelihood, it is an *upper-bound* estimate of the true proportion for 2000, because not

all TEFAP food is distributed through EFAS pantries and kitchens. Some of this food may be distributed directly by the States and, probably more important, some of it may enter the EFAS through food banks but be distributed to such non-EFAS food providers as shelters and group homes, which were not included in the current study.

Despite these factors, pantries and kitchens are the largest group of users of these commodities, and we believe that the 14 percent figure provides a useful indication of the importance of these commodity programs within the EFAS. Further, it should be noted that the amount of available commodities varies considerably from year to year, so that the share of commodities distributed by the EFAS also varies. For instance, based on USDA records, in 1999, approximately 311 million pounds of TEFAP commodities were distributed, which is lower than the 2000 figures shown in the chart.⁴⁵

Table 6.2—USDA commodities as a share of food distribution by the EFAS, 2000

Distribution variables	Food distributed Million pounds
All food distributed by EFAS direct providers¹	
Pantries	2,868
Kitchens	249
Total	3,117
Commodities distributed by TEFAP	422
TEFAP distribution as a share of all food distributed by EFAS (percent)²	13.5

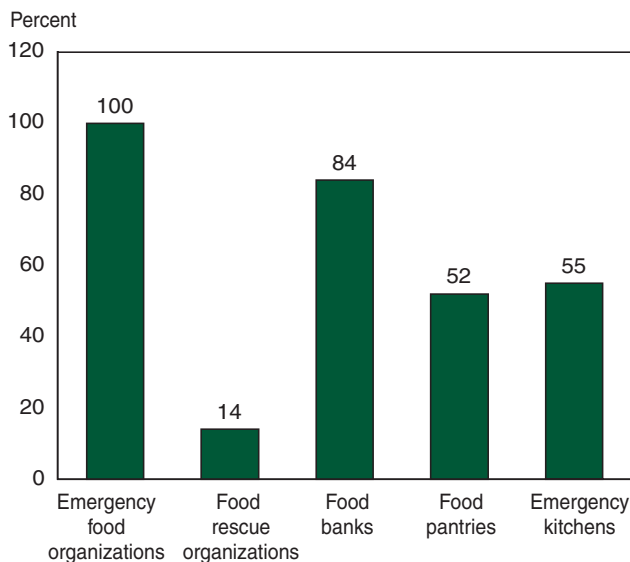
¹EFAS estimates for pounds distributed are drawn from "meal equivalent" data described in chapter 8, using an assumption (discussed in that chapter) that 1.3 pounds of ingredients are used per meal.

²This estimate may overstate the share of TEFAP commodities that are distributed by the EFAS because some government commodities are distributed to such service providers as shelters and group homes, which are not included in the current study.

Source: National Emergency Food Assistance System (2000); weighted tabulations and program data supplied to MPR by USDA, FNS on December 28, 2000.

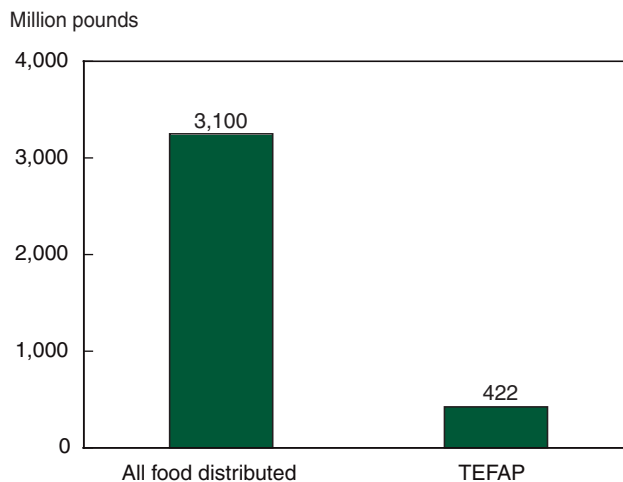
⁴⁵As a check on the validity of the estimates in the text, we note that America's Second Harvest (2000) reports in table 32 that approximately 20 percent of the product that food banks in their system distributed in 1999 was Federal commodities. However, as we have seen, emergency kitchens and food pantries have many sources of food in addition to the food they receive from food banks. Taking this into account, the estimate that commodities make up about 14 percent of total EFAS food distribution seems consistent with the America's Second Harvest data.

Figure 6.1
Use of USDA commodities by EFAS providers



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

Figure 6.2
Estimated pounds of food distributed annually by the EFAS in relation to the size of the TEFAP, 2000



Source: National Emergency Food Assistance System Survey (2000), USDA administrative records.

Types of Commodities Used

The EFAS agencies that reported using or distributing USDA commodities used a broad range of food types (table 6.3). For kitchens, more than 80 percent of all respondents reported using each of the following commodities: canned or frozen meat, poultry, or fish; canned or frozen vegetables or fruit; rice and pasta; and peanut butter. For pantries, the list of most commonly used foods was similar, but it also included dry beans.

Fresh fruits and vegetables were among the commodities reportedly used the least. This probably reflects

the limited availability of these foods: respondents to a different question reported fresh fruits and vegetables to be among the types of food they most commonly needed in larger quantities than were available (tabulated in earlier chapters).

In general, pantries appear less likely than other providers to receive perishable foods from USDA commodity programs. For instance, they are substantially less likely than kitchens to receive such perishables as frozen meat, pastry, fish, and fresh fruit and vegetables.

Table 6.3—Use of USDA commodities by EFAS providers

Commodities	Kitchens	Pantries	Food banks	Food rescue organizations
	<i>Percent</i>			
Use USDA commodities	54.9	51.5	83.5	13.6
Types of commodities used¹				
Canned meat, poultry, or fish	86.8	91.1	97.3	75.0
Canned or frozen vegetables	84.1	86.2	94.2	66.7
Rice	81.8	84.4	89.4	58.3
Canned or frozen fruit	81.8	83.2	93.9	58.3
Pasta	81.0	81.6	92.1	58.3
Juices	80.5	82.8	93.9	66.7
Peanut butter	80.1	89.0	93.6	83.3
Dried beans	78.4	82.2	87.3	75.0
Frozen meat, poultry, or fish	74.0	56.3	85.8	66.7
Nonfat dry milk	67.5	78.6	86.1	66.7
Canned or frozen potatoes	67.1	69.1	77.6	41.7
Vegetable oil	61.9	48.7	62.7	33.3
Ready-to-eat cereal	55.4	73.0	73.3	41.7
Oats, grits, or cornmeal	50.7	60.4	66.7	50.0
Flour	49.6	42.6	55.2	33.3
Dried fruit	48.2	56.9	81.5	33.3
Fresh fruit	39.0	26.3	54.2	41.7
Fresh potatoes	36.1	25.6	25.5	8.3
Fresh vegetables	34.6	21.6	28.8	16.7
Egg mix	22.9	21.8	37.6	16.7
Other	4.3	6.1	7.0	0.0
Sample size (number)	1,517	1,617	395	88

¹For providers using commodities.

Source: National Emergency Food Assistance System Survey (2000); tabulations for kitchens and pantries are weighted.

Emergency Food Organizations

Emergency Food Organizations (EFOs) are closely linked to TEFAP, since government commodities are generally the main type of food distributed by these organizations. EFOs were identified through a list obtained from State TEFAP directors. The directors identified 124 EFOs for the study, and interviews were completed with 117 of them, for a response rate of 94 percent.

Definition

For purposes of the current study, an EFO is any organization which (1) has a primary purpose other than emergency food distribution; (2) is designated by the State TEFAP director as an official distribution organization for TEFAP commodities; and (3) distributes the TEFAP food primarily to other EFAS agencies, such as emergency kitchens and pantries (rather than distributing directly to people and households).

It should be noted that this definition is limited to organizations that distribute food to EFAS *providers*, such as emergency kitchens and pantries. Thus, it is limited to organizations that function at the “wholesale” level, as food banks do; it does not include similar organizations that receive State TEFAP allocations but then distribute the food *directly* to individual needy people. For purposes of the current study, the latter organizations were treated as pantries rather than EFOs, since, like pantries, they perform a retail-like function.

This distinction was made for sampling purposes to avoid including the same programs in multiple sampling frames (for example, EFOs and pantries). However, it has some potential to create confusion, because in some States the term “Emergency Food Organization” is used to refer *both* to some organizations distributing TEFAP food to EFAS suppliers *and* to those distributing directly to people and households.^{46, 47}

⁴⁶The official, more inclusive definition is given in the U.S. Code of Federal Regulations, at Section 251.3C.

⁴⁷In principle, EFO-like organizations distributing directly to individuals were eligible for inclusion in our pantry sample frame and may have been identified and listed during the extensive calling of local contacts that was done in assembling the pantry sample frame (see appendix A). Also, information obtained from State TEFAP directors, when it was received in time, was fed back into the pantry-sampling process. We do not know how many of these part-pantry/part-EFO organizations were actually included in the survey. We do note, however, that it is possible that some were missed, because, as discussed above, EFOs typically operate as EFAS organizations only on a periodic basis, depending on when TEFAP commodities become available.

Typically, EFOs are organizations that exist for a purpose other than food distribution.⁴⁸ Some, for instance, are units of local governments; others are “community action programs,” nonprofit community organizations that exist primarily to provide community services or to encourage community development. These organizations usually focus on activities besides food distribution, but several times a year, when TEFAP commodities become available from the State, they arrange to distribute the commodities to local organizations in their communities. From the point of view of the EFOs, it is an opportunity both to provide useful food to their communities and to consolidate their positions within the communities by providing tangible benefits.

Organizational Structure of EFOs

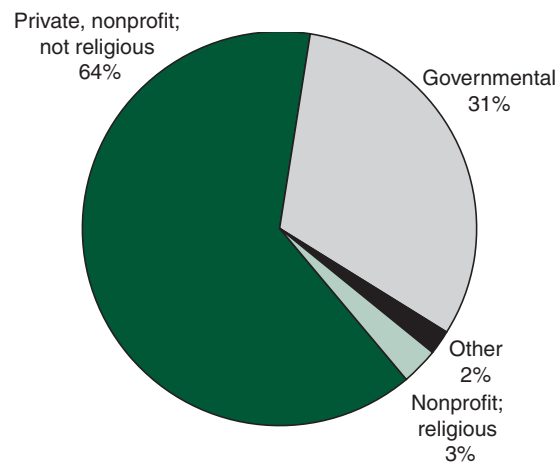
Emergency food organizations are the only type of EFAS organization considered in this study in which a substantial number of the organizations—about 31 percent—are government entities (table 6.4 and fig. 6.3). In particular, it is relatively common for emergency food organizations to be county or city governments. Most of the nongovernment EFOs are nonprofit secular organizations.

Sixty percent of these organization have been operating longer than 5 years. They are seldom co-located with another EFAS provider.

⁴⁸The description of the “typical” EFO in the text is based on informal discussions with people in the EFAS.

Figure 6.3

Types of organizations operating emergency food organizations



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

Table 6.4—Selected characteristics of emergency food organizations

Characteristics	Organizations <i>Percent</i>
Region	
West	12.0
Midwest	48.7
South	15.4
Northeast	23.9
Type of organization	
Nonreligious private nonprofit	63.2
Nonprofit, associated with religious group	3.4
Governmental	30.8
Informal group of people	0.0
Other	1.7
Missing data	0.9
National organizational affiliations¹	
United Way	28.2
Salvation Army	25.6
Red Cross	14.5
Catholic Charities	15.4
Other nonprofit organizations	12.8
None	53.8
Missing data	3.4
Length of time surveyed location has been operating	
Less than 1 year	0.0
1 to 3 years	10.3
4 to 5 years	7.7
6 years or longer	
6 to 10 years	14.5
11 to 15 years	6.8
16 to 20 years	18.8
21 to 25 years	10.3
Longer than 25 years	10.3
Not specified	19.7
Missing data	1.7
Programs with which EFO is co-located	
Food rescue program	2.6
Food pantry	0.0
Emergency kitchen	0.9
Emergency shelter	0.0
Frequency of food distribution	
7 days per week	6.0
5 or 6 days per week	23.1
3 or 4 days per week	9.4
1 or 2 days per week	10.3
2 or 3 days per month	5.1
Once a month	10.3
4 to 7 times a year	17.1
3 or fewer times a year	6.8
Missing data	12.0
Operating hours per day	
As many as 2	12.0
3 to 4	15.4
5 to 6	13.7
7 to 8	45.3
More than 8	11.1
Missing data	2.6
Nonfood services offered¹	
Training in food safety and sanitation	45.3
Technical assistance	55.6
Training in fundraising	7.7
Employment training for agency staff	29.1
Other	23.1
Missing data	4.3
Sample size (number)	117

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

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

About 45 percent of EFOS offer training on food safety and sanitation to the agencies they serve. This is substantially lower than the comparable percentage (73 percent) for food banks (chapter 4). The difference may reflect the fact that, for many EFOs, food handling is not their main activity. It is possible that, implicitly or explicitly, they assume that food safety training will, when necessary, be provided by the food banks from which pantries and kitchens obtain their food.

Operating Characteristics

Compared with food banks and food rescue organizations, emergency food organizations tend to serve relatively small numbers of kitchens and pantries (table 6.5); most serve fewer than 25 pantries and between 1 and 5 kitchens. Many of these organizations serve shelters, and a few serve food banks and other agencies.

About 46 percent of EFOs reported having policies that limit the amount of food client agencies can obtain (table 6.6). The most common one was linking the amount provided to the number of people or households served by the agency. About 62 percent indicated they had policies about the types of agencies that could receive food. Policies frequently mentioned included the requirements that the client agency be a nonprofit organization, that it go through a formal certification process organized by the EFO, that it serve low-income households, and that it have appropriate storage facilities.⁴⁹

Sources of Food

Because of the way that EFOs were defined and the way the sample frame was obtained (that is, from State TEFAP directors), all the EFOs obtain food from government services.⁵⁰ Further, more than 80 percent of

⁴⁹The percentages in the table provide lower-bound estimates of the number of EFOs with various policies. In an open-ended question, the EFOs were asked what their policies were, and the answers were then coded. It is possible that more agencies do use some of the policies but didn't think to mention them.

⁵⁰Five of the 117 EFOs in the sample did not directly report obtaining government food. However, after checking their names to confirm that they appeared to be EFOs, and after checking their other answers to confirm that they were indeed distributing food, we decided to leave them in the sample and to edit their responses to the "food source" question accordingly. Our results would not be substantially changed if they were omitted.

respondents listed such programs as their *primary* source of food (tables 6.7 and 6.8).

Some emergency food organizations also obtained food from other sources. For example, 46 percent got food from wholesalers and retailers and 34 percent got it from farmers and growers.

The EFOs may be getting food from other sources through informal arrangements with other groups, to take advantage of "targets of opportunity." For instance, a food bank that finds itself with more of a perishable food item than it can use may call up a nearby EFAS organization—in some instances, an EFO—to see if that organization can use the item. The EFO may also acquire non-TEFAP foods in connection with other activities. For example, some EFOs may operate training programs for jobs in the food trade. In the context of those programs, they may purchase or otherwise acquire non-TEFAP foods they need for this activity.

About 37 percent of EFOs indicated that they sometimes receive food they cannot use, due to spoilage or other problems (table 6.9). For most EFOs, however, this apparently is not a large problem, since about 89 percent indicated that they are able to distribute at least 90 percent of the food they get. The EFOs who did have food they could not distribute generally indicated that they either spent no substantial staff time disposing of it or only 1 or 2 hours per week.

Sixty-five percent of the EFOs reported some seasonal variation in the availability of food (table 6.10). Of those reporting a variation, 38 percent indicated that it posed problems in their efforts to meet client needs.

Resources

Most of the emergency food organizations (about 89 percent) had paid employees (table 6.11). The average number of paid staff hours per week for those EFOs was about 51. About 74 percent of emergency food organizations use volunteer staff, a somewhat smaller percentage than reported by the other types of EFAS organizations examined, but nonetheless a substantial percentage.

Table 6.5—Selected food distribution characteristics of emergency food organizations

Distribution characteristics	Organizations Percent
Types of agencies served	
Pantries	83.8
Kitchens	45.3
Shelters	46.2
Food banks	20.5
Other agencies	21.4
Missing data	1.7
Number of pantries served by emergency food organizations that serve pantries (N = 100)	
1 to 25	80.0
26 to 50	12.0
51 to 75	2.0
76 to 100	0.0
101 to 150	1.0
151 to 200	0.0
201 to 300	1.0
More than 300	2.0
Missing data	2.0
(Mean)	(24.0)
(Median)	(9.5)
Number of kitchens served by emergency food organizations that serve kitchens (N = 55)	
1 to 5	76.4
6 to 10	10.9
11 to 25	3.6
26 to 50	1.8
51 to 100	1.8
More than 100	1.8
Missing data	3.6
(Mean)	(10.2)
(Median)	(3.0)
Number of food banks served by emergency food organizations that serve food banks (N = 26)	
1 or 2	57.7
3 or 4	11.5
5 or 6	0.0
7 or 8	11.5
9 or 10	3.8
11 to 20	3.8
More than 20	3.8
Missing data	7.7
(Mean)	(7.2)
(Median)	(1.5)
Number of other agencies served by emergency food organizations that serve other agencies (N = 27)	
1 to 10	74.1
11 to 25	0.0
26 to 50	3.7
51 to 75	7.4
76 to 100	0.0
101 to 150	3.7
151 to 200	3.7
201 to 300	0.0
More than 300	0.0
Missing data	7.4
(Mean)	(21.6)
(Median)	(5.0)
Number of shelters served by emergency food organizations that serve shelters (N = 58)	
1 to 5	89.7
6 to 10	1.7
11 to 15	7.7
16 to 20	0.0
21 to 25	0.0
26 to 50	0.0
More than 50	0.0
Missing data	6.9
(Mean)	(2.4)
(Median)	(2.0)
Sample size (number)	117

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

Not surprisingly, given the function of the emergency food organizations within the EFAS, the two major sources of funding they cited were (1) TEFAP administrative funds, and (2) other government sources (table 6.12). Some also received funding from donations and through fundraising.

It is not clear why all EFOs did not say they were getting TEFAP administration funds, but it is possible that they included such funds under the “other” government category. It is also possible that these funding arrangements do not exist in practice in all States in all situations.

Conclusions

This section has developed an outline of how EFOs operate, but a number of interesting questions remain that might be addressed through future, perhaps more qualitative, research. For instance, it would be helpful to have a better understanding of how States choose between EFOs and food banks to distribute TEFAP commodities. Similarly, it would help to have more information about the effects of the choice, in terms of how efficiently TEFAP commodities get distributed and to whom.

Table 6.6—Policies used by emergency food organizations to limit the amount of food they distribute

Policies	Have the policy Percent
Have policies limiting the amount of food an agency can obtain	46.2
Methods used to restrict the amount of food an agency can obtain^{1,2}	
Link amount provided to number of recipients served by agency	70.4
Set limits on amount provided per visit or shipment	20.4
Restrict number of visits or shipments	5.6
Link amount provided to storage capacity	5.6
Link amount provided to urgency of need of agency recipients	1.9
Link amount provided to amount previously provided	5.6
Other	9.3
Have policies limiting which agencies can receive food	62.4
Policies used to restrict which agencies can receive food^{2,3}	
Must be 501(c)(3) nonprofit organization	39.7
Must be certified or complete an approval process by EFO	21.9
Must serve low-income households	17.8
Must have appropriate storage facilities	21.9
Must be located in service area or/in specific ZIP Code(s)	12.3
Must be affiliated with church or other agency	4.1
Must provide own transportation	2.7
Must be referred by church or other agency	0.0
Must not sell food	2.7
Must be an emergency food provider	2.7
Must meet State and Federal guidelines	4.1
Agency cannot place restrictions on clients seeking food	1.4
Must sign an agreement or contract	9.6
Must follow TEFAP guidelines	2.7
Must be a pantry	4.1
Must comply with reporting requirements	5.5
Other	9.6
Sample size (number)	117

¹Includes only EFOs that have policies limiting the amount of food an agency can obtain.

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

³Includes only EFOs that have policies restricting which agencies can receive food.

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

Table 6.7—Sources of food supplies for emergency food organizations

Source	Use the source
	<i>Percent</i>
State or Federal programs	100.0
Wholesalers or retailers	46.2
Received donation of a salable product	29.1
Salvaged food	17.1
Purchased food at market price	24.8
Allocations from food banks and/or similar nonprofit organizations, such as Second Harvest	43.6
Food rescue programs	10.3
Direct donations from manufacturers	31.6
Community donations	51.3
Farmers and growers	34.2
Received a direct donation	30.8
Received food from field-gleaning	15.4
Received leftovers from farmers' markets	8.5
Purchased food at market price	0.9
Leftovers from places that serve food	12.8
Other sources	8.5
Use of local sources	
Obtain food from manufacturers in kitchen's service area	22.2
Obtain food from farmers in EFO's service area	26.6
Sample size (number)	117

Note: Total exceeds 100 percent because respondent EFOs reported using multiple sources for food supplies.

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

Table 6.8—Primary sources of food supplies for emergency food organizations

Source	Source is primary
	<i>Percent</i>
State or Federal programs	81.2
Community donations	12.8
Wholesalers or retailers	9.4
Received donation of a salable product	2.6
Salvaged food	0.9
Purchased food at market price	6.0
Allocations from food banks and/or similar nonprofit organizations, such as Second Harvest	11.1
Food rescue programs	0.9
Direct donations from manufacturers	0.9
Farmers and growers	3.4
Received a direct donation	2.6
Received food from field-gleaning	0.9
Received leftovers from farmers' markets	0.0
Purchased food at market price	0.0
Leftovers from places that serve food	0.9
Other sources	0.0
Sample size (number)	117

Note: Total exceeds 100 percent because respondent EFOs reported using multiple sources for food supplies.

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

Table 6.9—Spoilage of food received by emergency food organizations

Spoilage-related variables	Organizations
Percentage of food received that is distributed	<i>Percent</i>
90-100	88.9
85-89	0.9
Less than 85	4.3
Missing data	6.0
Does EFO receive food that cannot be used, due to spoilage and other problems?	
Yes	36.8
No	63.2
Missing data	0.0
Estimated paid staff hours spent disposing of unusable food, per week	
0	41.9
1	34.9
2	2.3
>2	16.3
Missing data	4.7
Estimated volunteer hours spent disposing of unusable food, per week	
0	46.5
1	25.6
2	11.6
>2	14.0
Missing data	2.3
Sample size (number)	117

Source: National Emergency Food Assistance System (2000).

Table 6.10—Variation in food supply of emergency food organizations

Food supply variables	Organizations
	<i>Percent</i>
Does type and quality of food obtained vary by time of year?	
Yes	65.0
No	34.2
Missing data	0.9
Is this a problem in meeting client needs?	
Yes	38.2
No	60.5
Missing data	1.3
Sample size (number)	117

Source: National Emergency Food Assistance System (2000).

Table 6.11—Full-time-equivalent staff employed by emergency food organizations

Employee category	Emergency food organizations	Average staff hours used per week for emergency food organizations with staff type
	<i>Percent</i>	<i>Hours</i>
Paid employees	88.9	51.1
Supervisory personnel	78.6	27.9
Clerical staff	36.8	21.6
Nonskilled help	23.1	40.4
Nutritionists	6.0	11.0
Skilled kitchen help	0.9	1.0
Other help for program	12.0	31.5
Volunteer employees	74.4	154.6
Nonskilled help	55.6	154.7
Clerical staff	21.4	29.0
Supervisory personnel	29.9	30.8
Nutritionists	10.3	6.9
Skilled kitchen help	4.3	1.0
Other help for program	10.3	50.0
Unpaid employees¹	41.0	33.0
Nonskilled help	29.1	27.2
Clerical staff	1.7	13.0
Supervisory personnel	2.6	4.3
Skilled kitchen help	0.0	0.0
Nutritionists	0.0	0.0
Other help for program	6.8	60.5
All employees	97.4	161.1
Supervisory personnel	87.2	35.1
Nonskilled help	69.2	162.0
Clerical staff	52.1	27.0
Nutritionists	15.4	9.0
Skilled kitchen help	5.1	1.0
Other help for program	23.1	57.7
Sample size (number)	117	NA

¹Includes workers performing court-ordered community service or welfare-related work. NA = Not applicable. Note: Many of the Emergency Food Organizations were unable to estimate the number of hours worked per week by staff type. Thus, the average number of FTE employees is based on less than 100 percent of the number of Emergency Food Organizations that reported having the staff type. Source: National Emergency Food Assistance System Survey (2000).

Table 6.12—Funding sources for emergency food organizations

Sources of funding	Emergency food organizations that use source	Operating budget that source contributes (mean %) ¹
	<i>Percent</i>	
Government		
FEMA funds	21.4	13.0
TEFAP administrative funds	71.8	46.9
Other government sources	46.2	62.7
Nongovernment		
Donations from local individuals or groups	22.2	19.5
Fundraising activities	14.5	12.1
United way	12.0	9.7
Grants from foundations	7.7	15.0
National organizations	1.7	10.5
Fees from clients	1.7	6.0
Other sources	7.7	31.1
Missing data	10.3	NA

¹When source is used. Many of the EFOs that reported using a particular food source were unable to estimate its contribution to the operating budget. Thus, for most sources of funding, the percentage they contribute to the operating budget is calculated based on 77 to 87 percent of the EFOs using the funding source. FEMA = Federal Emergency Management Agency. TEFAP = The Emergency Food Assistance Program. NA = Not applicable. Note: Total exceeds 100 percent because many respondent EFOs reported having multiple funding sources. Source: National Emergency Food Assistance System Survey (2000).