

OPERATIONS MANUAL

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Table of Contents

1. Vision and Mission Statements	Page 3
2. Operations Strategy	Page 3
3. General Roles and Responsibilities	Page 4
4. Specific Roles and Responsibilities	Page 6
5. Finances	Page 7
6. Space Requirements	Page 8
7. Food Storage	Page 9
8. Determining What to Put in the Backpacks	Page 9
9. Purchasing Food	Page 9
10. Resources	Page 10
APPENDIX A – What you need to start a program	Page 12
APPENDIX B – A few simple rules to live by	Page 13
APPENDIX C - Contract	Page 14
APPENDIX D – Instructions for monthly finance reports	Page 16
APPENDIX E – A National Structure	Page 18

End 68 Hours of Hunger Operations Manual

1. Vision and Mission Statements

End 68 Hours of Hunger is a private, not-for-profit, 501(c) (3) organization. Our vision is to end childhood hunger in America, one school at a time.

Our mission is to confront the approximately 68 hours of hunger that some school children experience between the free lunch they receive in school on Friday and the free breakfast they receive in school on Monday by putting bags of food in the hands of these children to carry them through the weekend.

100% of the donated funds received are used directly to support the feeding of these children through the purchase of food and other necessary supplies to store and deliver food.

All efforts are voluntary! No one gets paid!

Food is either donated or is purchased (by volunteers) and packed into bags or back packs, which are delivered to participating schools. From there, a school employee gets the bags/back packs to the participating students by whatever means they decide works best for them. The students take the bags/back packs home on Friday afternoon, and, if backpacks, return them on Monday morning. Volunteers then pick the back packs up from the office, refill them, and the cycle starts again, every week, through the school year. If the school system supports it, we will continue to deliver bags through the summer months.

2. Operations Strategy

Staffed entirely by volunteers, the operation is similar in scope and responsibility to that of a manufacturing operation with three different functions: Demand, Production, and Supply which includes Fund Raising.

First there is the **Demand** side. The Demand comes directly from the schools served. One person designated by the school communicates the demand from that school directly to the local Program Coordinator. The Demand is communicated in terms of a number (the number of bags/back packs required by the school that week), the number of those students who are female (to avoid sending too many girlish backpacks or too few neutral or boyish backpacks to the school when back packs are used), and the number by gender of those students who may have allergies and what those allergies are.

Secondly there is the **Production** side. Production is generally assigned to five teams, each of which performs the Production function once a month. The Production week begins on Monday, thus the first Monday of the month begins the week of responsibility for Production Team #1. The first task of the Production Team is to pick up the empty backpacks (if required) from the schools where they are used.

Then, sometime during the week the Production Team meets and fills the backpacks (or bags if backpacks are not used) with the designated food. Finally the Production Team is responsible for delivering the full bags/back packs to the designated schools, ensuring the correct number of male/female and allergy bag/back packs are delivered to the correct school.

Thirdly there is the **Supply** side which includes fund raising. The Supply function consists of ordering and purchasing the required food to fulfill the program needs through at least the following two weeks. Once the food is purchased and delivered to the storage location it must be distributed to the appropriate item location so that it is available where it needs to be for the Production Team. The ordering, purchasing, delivery and distribution function can be fulfilled by one person, one team, or two teams. How this function is performed is up to the Program Coordinators. Food may also come from donations. Every item of donated food must be inspected to ensure that it has not expired or been tampered with in any way and that it is appropriate to the program.

In order to have the funds to purchase the food, fund raising is required. This can take whatever form the Program Coordinator chooses so long as it is legal and state and local requirements are met. Raffles, for example, are legal, but in New Hampshire, require state approval. There are numerous opportunities to participate with restaurants and stores to gain a portion of their profits for a period of time, to collect food donated for the program, and to request funds from companies and organizations. Our experience so far is that letter appeals do not work unless followed up with a personal visit.

All approaches to companies for funds must be pre-approved by the Executive Director. This approval may be by phone call, email, in person or by letter. This is to ensure that no two End 68 Hours of Hunger programs approach the same company or organization to request funds, and to ensure that fund raising activities are in compliance with End 68 Hours of Hunger principles. Food drives do not need to be approved.

It is important to remember that **100% of all donated funds must be used to purchase food, and some limited amounts may be used to purchase plastic bags, backpacks, shelving and bins.** No funds that are donated, unless **they are specifically donated for and designated for some other purpose**, may be used for any other purchase. See Section 5 - Finances for how to account for funds that are donated for a specific purpose other than food, and how to account for donations of gift cards.

3. General Roles and Responsibilities

a. The Executive Director

The Executive Director has overall accountability, responsibility and authority over the entire End 68 Hours of Hunger name, program and policies. The Executive Director will ensure that there is training available for all Program Coordinators, approve all marketing materials prior to their being used, will approve all updates to the website, will handle all finances donated to the organization that are not otherwise designated to a particular program site, will collect the financial data from the Program Coordinators for the monthly reports to the Board of Directors and the annual IRS reports, and will serve as a resource for all Program Coordinators, Production Team Leaders, Supply Team Leaders, and will

be the ultimate decision maker in the event of a conflict. Assistant Directors may be recruited, and responsibilities divided as the Directors agree.

b. Program Coordinators

The Program Coordinators are responsible for running their own program including recruiting, supervising, and providing ongoing guidance to the Production Team Leaders, the Supply Team Leaders, and other individuals and teams specific to their program. They determine what food will be distributed in the bags/backpacks and liaison with the school system on all matters. In the absence of any team leaders, the Program Coordinators will be responsible for that function until new team leaders can be recruited and trained for that responsibility. The Program Coordinators will be responsible for all fund raising and donation programs for their site, as well as finding and arranging for space for their production and supply needs. The Program Coordinators will be responsible for forwarding to the Executive Director (or his/her designated representative) all accounting reports **on the tenth of every month** for the previous month, and will ultimately be accountable for ensuring that 100% of all donated funds are used to purchase food or materials specific to the delivery of food. The Program Coordinator is responsible for providing the correct and updated numbers of bags/back packs for each school, by gender (if needed), to the Production Team Leader responsible for that week. Specific responsibilities are given below under Specific Roles and Responsibilities.

c. Production Team Leader

The Production Team Leader is responsible for ensuring that the empty backpacks are picked up from the schools (where applicable), refilled (or bags filled (where used)) and the correct number delivered back to the schools during the week of their responsibility. Each week begins on a Monday, thus the first Monday of the month, even if it is the 7th of the month, is the beginning of the week of responsibility for Production Team 1. The Production Team Leader is responsible for recruiting and maintaining sufficient team members to accomplish the task assigned. The Production Team Leader will ensure that the program site is opened, and locked as appropriate, lights turned off, and recycling and trash removed.

d. Supply Team Leader

The Supply Team Leader will be responsible for inventorying the available food, and ordering, purchasing and delivering the needed supplies to the storage site in a timely manner for the Production Team activities. In some cases the Supply Team Leader function may be split between two or more people, including the Program Coordinator, and the job functions may be assigned at the Program Coordinator's discretion.

Fund raising **MUST** be approved by the Executive Director (or his/her designated representative) prior to soliciting funds from any organization. This is solely to ensure that there is no conflict between program sites. A Program Coordinator may appoint a Fund Raising and Donation Coordinator to

manage this function for their program, however that does not absolve the Program Coordinator from responsibility for getting approval from the Executive Director for Fund Raising.

As the organization grows, some of these responsibilities will be shifted to additional personnel identified in Appendix E.

4. Specific Roles and Responsibilities

a. Program Coordinators:

The Program Coordinators will be responsible for running their own program as identified under General Roles and Responsibilities above.

Specific Responsibilities:

Program Coordinators are responsible for all communication with school personnel about the number of students enrolled in the program and any allergies; with packing team leaders about changes in routines and schedules; with civic organizations and corporations about funding and food drives, and with any other teams working within that program.

They are responsible for fund raising and accounting for all expenditures and income, maintaining space (rodent control, neatness, lights, keys), keeping food stocks sufficient for requirements, ordering food, picking up food, sorting food, and ensuring first in first out use, picking up food from collection points, making changes as needed to quantity and type of food included in bags, clearing all fund requests through their supervisor, and sending monthly accounting reports through their supervisor. Additionally, the Program Coordinator is responsible for sending thank you notes and certificates for donations received, printing brochures and posters for activities and publicity, reporting events to their supervisor for Facebook and the web site, maintaining all records and receipts, reporting news to their supervisor for newsletters and public speaking as required.

Program Coordinators are the most important people in the program, because without them, there is no program. Thus it is incredibly important that Program Coordinators train their successors to ensure that the program can go on, even if they retire.

Because Program Coordinators handle funds in addition to all the other responsibilities, Program Coordinator candidates, and any candidates for handling money for the program, are required to undergo a background investigation and a credit check, and will be required to sign a contract. Both the application and the contract can be found in Appendix C.

b. Executive Director

The Executive Director is ultimately responsible and accountable for all activities within the End 68 Hours of Hunger network. The Executive Director will recruit and manage the Program Coordinators and is the primary End 68 Hours of Hunger point of contact for the communities as well as the programs. The Executive Director will collect financial data and prepare the annual IRS report and Annual Reports and respond to other reporting requirements. The Executive Director will serve as a

resource for anyone who may need questions answered, will serve as liaison with any national agencies with any overlapping missions in the area served by the organization, and will work to ensure that wherever possible assistance with what we have learned is given to those other agencies trying to feed our nation's children. For these reasons, the Executive Director should be someone who has been a Program Coordinator, and has had experience doing these things.

Virtually all of the program requirements are spelled out in this Operations Manual, but for any issues that are not addressed, the Executive Director will either make the final decision or refer it to the Board of Directors for a decision.

Specific Responsibilities:

The Executive Director will be responsible for the operation of the entire End 68 Hours of Hunger organization.

The Executive Director will train Program Coordinators in performance of their responsibilities as spelled out in the Operations Manual, and will serve as a resource in the event of any questions regarding operations. He or she will communicate the End 68 Hours of Hunger mission where and how needed.

The Executive Director will communicate with Program Coordinators and the Board of Directors primarily by phone and email, however face to face communication is encouraged where, when and how it is possible. To that end, the Executive Director may host meetings of all Program Coordinators as needed to share ideas, brainstorm solutions, and share lessons learned. Gatherings are encouraged.

5. Finances

Each program should have a minimum of two Program Coordinators. They can decide who will do the financial reporting for the program. **Every single check or cash donation** must be deposited directly into the account and accounted for by donor in Excel.

Under NO circumstances can a Program Coordinator present a check and cash it, add someone to the account, open a new account or close the account.

By the tenth of each month a copy of the excel spreadsheet documenting all expenditures and deposits must be emailed sent to the Executive Director.

Donations:

Every donation should be acknowledged by a thank you, by letter, card, or some other means, and be entered into the spreadsheet, last name first. Donations over \$250 should be acknowledged by a thank you on letterhead, and the name of the company added to the website. Send the information to the webmaster, at Webmaster@end68hoursofhunger.org. Donations over \$1000 should be acknowledged by a thank you on letterhead, a certificate, and the logo of the company or organization added to the letterhead for the school year of the donation. Food donations should also be acknowledged by a thank you of some kind if possible.

Accounting functions may be performed by a volunteer other than the Program Coordinator, however the Program Coordinators are responsible and accountable for the function.

Cash donations must be collected and deposited by two people, or tracked by receipt and a deposit receipt to ensure accountability for all cash funds. Checks must be deposited within 10 days of receipt and the appropriate thank you must be sent out prior to deposit of the check. Donations of gift cards must be entered just as cash, donor's last name first, and must be spent within the same month as received, so that the beginning balance for the month and the ending balance for the month match the beginning and ending balance on the bank statement for that month.

Paypal donations are transferred monthly, however advance email notice of paypal donations is provided by the Executive Director so that a Thank You can be sent. No entry should be made in the spreadsheet until the funds are actually transferred. Notification of when the funds are transferred will be sent as they are transferred.

Expenditures:

All expenditures for purchases must be by debit card and must be for food, shelving, backpacks, plastic bags or bins only unless funds have been specifically approved or designated for something else.

NO FUNDS MAY BE DESIGNATED FOR SALARIES OR FOR EXPENSE REIMBURSEMENT WITHOUT THE EXPRESS AND SPECIFIC APPROVAL OF THE EXECUTIVE DIRECTOR.

Receipts – Each month, all receipts must be mailed to the supervisor and must include detailed store receipts for every transaction. Receipts must be held for three full years following the year of the expenditure. Receipts should be maintained in chronological order and should be stapled to the bank statement on which they are posted.

Audits – Audits will be conducted monthly upon receipt of all receipts and bank statements.

6. Space Requirements

It is the responsibility of the Program Coordinator to find space from which to operate the program.

Ideally, 300 square feet of heated, lit space on the ground level is hoped for, however the program can operate out of a smaller unheated, unlit storage unit if necessary, especially if managing under 50 children.

It is highly possible, even likely, that you may find space available in a local church, and that is also a great source of donations, so contacting local churches should be one of your first efforts. Your Production Team leaders will need access at a variety of different times, and your Supply Team personnel will also need access at a variety of different times.

You should have a white board or some other kind of board in the space on which you can keep a record of the number of bags/back packs required by each school by gender, so that the Production Team members know how many bags/back packs they need to pack for each school.

7. Food Storage

Foods in soft packaging (plastic wrap, cardboard, or other soft material) should be kept in bins so that they are not accessible to rodents. Canned goods and plastic bottles can be left out on shelves. Foods should be used in a First In First Out order to ensure that the oldest product is sent out first to avoid distributing any outdated products. Any and all expired products should be thrown away or donated to a food pantry that accepts outdated items. Any and all products that are not fully sealed should be thrown away.

Exterior packaging can be removed and products split up as long as each product placed in a bag/backpack is in original factory sealed packaging. For example, a box of four sleeves of saltines can be opened and a single sleeve or two sleeves of crackers placed in a bag/backpack as long as the sleeves are intact, however **NO** products may be opened and redistributed into zip lock or any other kind of bags.

8. Determining What to Put in the Bags/Backpacks

The food in the bags/backpacks should provide three dinners, two breakfasts and two lunches for a child, and **must include at least 3000 calories**.

The specific food you include can be a combination of canned and packaged goods, purchased and donated foods, and foods which can be eaten without any preparation or food which requires some very minimal preparation. It is recommended that the most complicated preparation should be boiling water either for Ramen noodles, Macaroni and Cheese, or heating soup.

There are many examples on the internet of the kinds of products programs put into bags/backpacks. Locally there are programs which can be used as examples. It is important not to start your program with so much product that your fund raising requirements are extreme. It is recommended that you start with a bag/backpack that costs approximately \$5.00 per week.

An example of \$5.00 in food:

Walmart sells \$1.00 bags of cereal, approximately 10 oz., good for two breakfasts.	\$1.00
Walmart sells GV brand canned pasta with meat, roughly 500 calories	\$0.75
Walmart GV brand macaroni and cheese spirals, roughly 750 calories	\$0.42
Ramen noodles, beef or chicken in a package (no cups) 275 calories	\$0.19
Canned fruit	\$0.75
GV Tuna – one can	\$0.60
GV Granola Bars – packages of 18 – two in a backpack	\$0.34
One sleeve of saltine crackers	<u>\$0.35</u>

Total: **\$4.40**

The above should be the minimum quantity of products in each bag/backpack. Other products can be added as fund raising, or food donations are available, but be careful not to set a standard impossible to maintain!

An example of a \$10.00 bag/back pack:

One 18 oz plastic container of Peanut Butter	\$2.56
One box of crackers	\$1.38
One can of tuna	\$0.60
Two cans of soup or pasta and meat	\$1.50
One \$1.00 bag of cereal	\$1.00
Two granola bars	\$0.34
One can of fruit	\$0.75
One box of Macaroni and Cheese	\$0.42
Three snack items	<u>\$1.00</u>
Total:	\$9.55

9. Purchasing Food

Food may be purchased from any source. Many programs shop at Dollar Tree, and also at Walmart, as it has been shown to be the least expensive source for most food used by End 68 Hours of Hunger on a regular basis. You may be able to find products on sale in various stores, including the Dollar Store, which can be used as well.

When purchasing food for the program you must never purchase personal items in the same transaction! A receipt must include ONLY End 68 Hours of Hunger products, and must include ONLY food, shelving, bins, backpacks or bags.

10. Resources

Program Coordinators are authorized access to the Google Drive of the Executive Director which includes numerous folders and files. The files include an official copy of our 501 (c) (3) designation and W-9, logos, photos, brochures, certificates, examples of thank you letters, solicitation letters, business cards, posters, articles on food insecurity, etc., any and all of which can be modified for use. Please remember that a new version of the letterhead should be used for each document since the sponsor logos change!

Other resources include the Program Coordinators of other programs within the network, the website, which includes a list of foods frequently used, answers to frequently asked questions, donation

information, etc., as well as the video series on YouTube. The YouTube series can be accessed by going to www.youtube.com and searching on End 68 Hours of Hunger. All videos by Claire Bloom are training videos and good for use in the program.

APPENDIX A - What you need to Start a Program

The following must be in place to start a program:

A Minimum of Two Program Coordinators not of the same family. This is to ensure that a family emergency doesn't take both coordinators out of the picture.

Space that can be locked. Preferably heated and lighted.

School District Authorization

A bank account with debit cards in the names of the Program Coordinators

Bag/Backpack Packing Teams

A specifically identified list of what food will go into the backpacks

Tables or shelving to hold the food.

Bins to hold the food with soft packaging

Bags or backpacks (if backpacks, you must have at least 2 per child to allow for non-returns)

Special bag/backpack marking for children with food allergies.

At least two weeks of food.

A plan in place to continue to purchase food.

Brochures, business cards, and posters.

Training and scheduling in place for the bag/backpack packing teams.

The number of children by school (by gender if using backpacks) who will be receiving the bags/backpacks.

APPENDIX B

A Few Simple Rules to Live By

The program is flexible, however there are a few rules that are extremely important, and must be followed:

1. 100% of all funds collected will be used to purchase food, bags/backpacks, shelving or bins unless specifically approved and/or designated otherwise by the donor.
2. No child will be denied a bag/ backpack because he/she forgets to bring his/her backpack back to school or does or doesn't do something else in school.
3. A full accounting of all income and expenses will be submitted to the Executive Director electronically (Excel) monthly by the 10th of the month following execution including all receipts (either by scanned image or copies).
4. No expired food will be put into bags/backpacks.
5. All food must be factory wrapped.
6. All prospective sources of funding will be reported to the Executive Director prior to being solicited to avoid conflicting requests by End 68 Hours of Hunger programs.
7. A minimum of 3000 calories must be included in the bags/back packs each weekend.



Appendix C

PROGRAM COORDINATOR AGREEMENT AND LIABILITY RELEASE FORM

As an **End 68 Hours of Hunger** volunteer, the lasting impression you make on those you serve reflects directly on all of us. Please be sure your words and actions help build our program and its reputation for helping to end childhood hunger in America, one school at a time.

1. I _____ agree to work as a Program Coordinator for **End 68 Hours of Hunger**.

2. As Program Coordinator, I will be responsible for running my program site which includes recruiting, supervising, providing ongoing guidance to leaders and teams and coordinating with local school personnel about the needs of children participating in the program.

3. I currently have no known mental or physical condition that would impair my capability for full participation as intended or expected of me. I agree to be trained and abide by that training and any handbook or literature given to me in the role of Program Coordinator, which may be modified from time to time.

4. I agree to be responsible for all fundraising and donation programs for my site, as well as arranging for space for the program's production and supply needs.

5. I am responsible for sending an accounting report to the Local Network Coordinator (or authorized designee) on the first of each month to reflect that 100% of all donated funds are used to purchase food for my site. I recognize that I have a fiduciary duty to **End 68 Hours of Hunger**.

6. I agree to keep track of all donations and send a thank you note to every donor. All cash donors shall be given a written receipt and asked for contact information in order to follow up with a thank you note. All cash donations must be deposited into the site bank account prior to use.

7. I agree to only use authorized intellectual property of **End 68 Hours of Hunger**. In the course of my volunteering, if intellectual property is developed by me or someone at my site, that intellectual property belongs to **End 68 Hours of Hunger** as a 501(c)(3) organization.

8. As a Program Coordinator, I understand that I will not be compensated for any time spent volunteering, nor am I entitled to any benefits, including employment insurance or worker's compensation benefits upon the termination of this agreement or as a result of this service.

9. I am aware that participation in this program may require periods of standing, lifting and carrying and will require the exercise of reasonable care to avoid injury. In consideration of my desire to serve as a Program Coordinator for **End 68 Hours of Hunger**, I hereby assume all responsibility for any and all risk of property damage or bodily injury that I may sustain while participating in any voluntary effort.

10. As a volunteer, I agree to maintain a valid driver's license and current automobile insurance. I will immediately notify my team leader or other supervisor in the event my driver's license becomes restricted, suspended, revoked or expires.

11. I agree that while volunteering for **End 68 Hours of Hunger**, I will:

- (a) Observe all safety rules of **End 68 Hours of Hunger**;
- (b) Make sure the group which I represent and am supervising is following all safety rules at all times;
- (c) Use my best judgment and common sense to avoid injury or damage to myself, the group which I represent, all other persons Programing at **End 68 Hours of Hunger** and all property.

12. As a volunteer, I recognize that I may be dismissed from the position of Program Coordinator or from the program at any time, for any reason. In the event I am dismissed as Program Coordinator or voluntarily end that role, I agree to immediately return all documents, lists, and program materials to my Team Leader (or authorized designee), in order for the program to continue seamlessly. In addition, I will remove my name as an authorized signatory from the site bank account as soon as is practically possible, but in no event more than 7 business days from termination, whether voluntary or involuntary.

13. By signing this release, I state that I have not been convicted of any crime, nor am I charged with any crime or required to register for any sex offender list. I will notify my team leader or supervisor of any criminal charges that are filed against me.

14. Further, I, for myself and my heir, executors, administrators and assigns, hereby release, waive and discharge **End 68 Hours of Hunger** and its officers, directors, employees, agents and Programs of and from any and all claims which I or my heirs, administrators and assigns ever may have against any of the above for, on account of, by reason of or arising in connection with such Program efforts or my participation therein, and hereby waive all such claims, demands and causes of action.

15. I expressly agree that this release, waiver and indemnity agreement is intended to be as broad and inclusive as permitted by the State of _____ and that if any portion thereof is held invalid, it is agreed that the balance shall, notwithstanding, continue in full legal force and effect.

I have carefully read the foregoing release and indemnification and understand the contents thereof and sign this release as my own, free act.

Name: _____

Email Address: _____

Phone Number: _____

Address: _____

Program Coordinator Signature: _____

Witness Signature _____

Print Name _____

Date: _____

Appendix D

Instructions for Monthly Finance Reports

Instructions For Monthly Financial Reports

This documents instructions for how to do the financial report for your End 68 Hours of Hunger program. Please follow these instructions exactly to avoid having to do rework.

If you do not have the Microsoft Office software to do an excel spreadsheet you **can't** do the report, and must find someone who does have the software to do the report.

If you do not have the excel spreadsheet blank document please email me immediately for the format.

Each year you start with a new spreadsheet. At the top of the spreadsheet enter your program name where the XXXX are on the format.

The first line of the report under these heading lines should be the date 1/1/Year **or** the date of the first deposit to your account, and the beginning balance in your account following that deposit. If your account has a balance at the beginning of the year, then the beginning balance should be that amount and must **exactly equal** the ending balance from December 31 of the previous year from your bank statement.

From this point on, every single transaction for the year must be documented on the same spreadsheet. Every January 1st you must start a new spreadsheet, with the December 31 bank balance as the beginning balance for the new year.

Documenting Income

In the first column enter the date on which the income was deposited in the bank. Do NOT enter the date on the check, or the date that you received the income.

Enter the donor's name in the second column, **always entering last name first**, then first name. Do not enter the word donation, or the word "check".

If there are multiple donors for the same deposit, enter each last name, separated by a comma, and don't be concerned if the names overlap the income column.

Enter the total amount of the deposit in the third column.

The balance in the last column will automatically recalculate.

Documenting Expenses

In the first column enter the date on which you had the expense.

In the second column document the name of the store where you spent the money.

In the fourth column document the amount of the expense.

The balance in the last column will automatically recalculate.

Please remember that all funds must be spent on food, bags, backpacks, shelving or bins. No funds may be spent on any other items unless funds were donated for a different purpose, in which case they must be documented as follows:

Documenting donations for items other than food

In the event that you receive a donation for items other than food, you document them exactly as any other income, but put the last name of the donor, and the specific purpose for which the money was donated. These funds must be spent immediately, or within the calendar month in which they are deposited, on the items for which they were donated, and receipts provided to document those expenses.

As closely as possible to the first of the month, you will receive a copy of your bank statement.

Use this to check your finance report, and email the Executive Director the excel spreadsheet by the 10th of the month, and mail the receipts immediately thereafter.

Under no circumstances should any funds donated for any purpose other than food remain in the account more than one month unless you have the express approval of the Executive Director.

Documenting donations of gift cards

Donations of gift cards should be documented just as any other income, with the donor name and the dollar amount of the gift cards. These gift cards must be spent immediately or within the calendar month in which they are received. The expense is documented under the expense column just as any other expense. Receipts must be submitted for these expenses just as any other.

Under no circumstances should any gift cards donated remain in your possession beyond the calendar month in which they were donated.

PayPal Donations

When the Executive Director is notified of a paypal donation, he/she will forward the donation information to the Program Coordinator. You should immediately send a thank you note to the donor. Sometime between the 15th and the 22nd of the month the funds will be transferred to your account, and you will receive an email letting you know about the transfer. Then and only then should you enter the donation in your spreadsheet. It will be less than the original donation because of the paypal fee of \$0.30 plus 2.75% of the donation.

\$10 = \$9.48, 25 = \$24.15, \$100 = \$97.50 etc.

APPENDIX E – National Organization

The program will always start at the local level with the **Program Coordinators**. Two Program Coordinators can manage up to about 200 students. As more programs begin in a local area they will require someone to assist with coordination between them. As soon as there are more than 40 programs in an area, two **Local Network Coordinators** are required. Two Local Network Coordinators can manage about 40 local programs.

As local programs expand beyond 40 programs, they will require more than one set of Local Network Coordinators, and thus the Local Network Coordinators will require someone to assist with coordination between them. At this point **District Coordinators** are required. Two District Coordinators can manage about 40 local networks. As District Coordinators approach the management of 40 local networks, then they will require additional District Coordinators, and thus the District Coordinators will require someone to assist with coordination between them. At this point, **Area Coordinators** are required. Two Area Coordinators can manage about 40 districts. As Area Coordinators become responsible for 40 or more Districts, then additional Area Coordinators will be required, and they will require someone to assist with coordination between them. At this point, **Regional Coordinators** will be required. Two Regional Coordinators can manage about 40 Areas. As Regional Coordinators become responsible for 40 or more Areas, additional Regional Coordinators will be required, and they will require someone to assist with coordination between them. At this point **Directors** will be required. Two Directors can manage about 40 Regions. As Directors become responsible for more than 40 regions, additional Directors will be required, and they will need someone to coordinate their activities. That person is the **Executive Director**. One Executive Director will manage the oversight of the entire organization. An Assistant Director may be recruited, and responsibilities divided as the two people agree.

b. Local Network Coordinators:

The Local Network Coordinators will recruit, train and supervise their Program Coordinators and are the primary End 68 Hours of Hunger point of contact for the Program Coordinators in their local area. The Local Network Coordinator will collect and approve all financial reports for the annual IRS report, will maintain the list of organizations and/or companies being solicited for funding support, will collect all information required by the District Coordinator for Annual Reports and other reporting requirements, and will serve as a resource for all Program Coordinators who may need questions answered, help speaking before civic groups, assistance with recruiting volunteers or assigning volunteers, guidance on financial management, and/or any number of other activities. For these reasons, the Local Network Coordinator should be someone who has been a Program Coordinator, and has had experience doing these things in the local area.

Virtually all of the program requirements are spelled out in this Operations Manual, but for any issues that are not addressed, the Local Network Coordinator should refer policy decisions to the District Coordinator who will in turn refer them through the network for a decision.

Specific Responsibilities:

Local Network Coordinators will be responsible for the operation of approximately 40 End 68 Hours of Hunger programs.

Using internet and other networking resources, the Local Network Coordinators will recruit Program Coordinators for programs in their local area. This may include recruiting coordinators for new programs and replacing coordinators in existing programs. Resources may include the press, local area United Way job postings for volunteer opportunities, Walmart Volunteer Match job postings for volunteer opportunities, and/or going out to speak with groups about openings that exist in the local network.

The Local Network Coordinators will train Program Coordinators in performance of their responsibilities as spelled out in the Operations Manual, and will serve as a resource in the event of any questions regarding program operations. They will go with the Program Coordinators as required to visit with school personnel, civic groups, companies, and will communicate the End 68 Hours of Hunger vision and mission where and how necessary.

The Local Network Coordinators will communicate with Program Coordinators and their District Coordinator primarily by phone and email, however face to face communication is encouraged where, when and how it is possible. To that end, the Local Network Coordinator may host meetings of all Program Coordinators as needed. It is always helpful to gather Program Coordinators together occasionally to share ideas, brainstorm solutions, and share lessons learned. To this end, gatherings are encouraged.

Financial management is an important part of the Program Coordinator's responsibilities, and to that end the Local Network Coordinators should ensure that Program Coordinators have someone who is responsible for all financial reporting. The financial reporting requirements are very straightforward and can be managed on a simple spreadsheet, however monthly audits of accounts are required, and the format of the financial report should be consistent from program to program. The Local Network Coordinators are responsible for performing these audits, whether by themselves or by designating someone else to do them.

The Local Network Coordinators are responsible for ensuring that 100% of all funds received are spent on food unless they have been otherwise approved or designated, and will consolidate all financial reports for their network monthly and again annually, reporting all results to the District Coordinators no later than the 15th of each month and January 20 of each year for the previous calendar year. This report must include the following:

Gross Revenue for the Network - including the names and addresses and amount donated for any donors providing \$5000 or more in a calendar year.

Gross Expense for the Network - broken down into the categories of food, shelving and bins, and any other expenses which MUST BE ITEMIZED.

The Local Network Coordinators will forward all funds received to the specific program to which they are allocated. Any undesignated funds not allocated to a specific program should be maintained in a separate account to facilitate sustainability of all programs. This may include allocating funds designated for new program start ups to the District Coordinator in the event that there are no new programs starting in their own local network.

The Local Network Coordinators will maintain the official list of all organizations and companies from which funds are being solicited by Program Coordinators in their local network, and will be the final arbiter of any disagreements over who can solicit funding from which sources.

c. District Coordinators

The District Coordinators will recruit, train and manage their Local Network Coordinators and are the primary End 68 Hours of Hunger points of contact for the Local Network Coordinators in their local area. The District Coordinators will collect financial data from the Local Network Coordinators for the monthly reports and annual IRS report, and collect program information for Annual Reports and other reporting requirements, and forward it to the Area Coordinators. The District Coordinators will serve as a resource for all Local Network Coordinators who may need questions answered. The District Coordinators will serve as liaison with any agencies with any overlapping missions in the area served by the local networks, and will work to ensure that wherever possible assistance with what we have learned is given to those other agencies trying to feed our children. For these reasons, the District Coordinators should be people who have been Local Network Coordinators, or Program Coordinators and have had experience doing these things in the local area.

Virtually all of the program requirements are spelled out in this Operations Manual, but for any issues that are not addressed, the District Coordinators should refer policy decisions to the Area Coordinators who will in turn refer them through the network for a decision.

Specific Responsibilities:

District Coordinators will be responsible for the operation of approximately 40 End 68 Hours of Hunger Local Networks.

The District Coordinators will recruit Local Network Coordinators from among the Program Coordinators in the network. This may include recruiting coordinators for new networks and replacing coordinators in existing networks.

The District Coordinators will train Local Network Coordinators in performance of their responsibilities as spelled out in the Operations Manual, and will serve as a resource in the event of any questions regarding network operations. They will communicate the End 68 Hours of Hunger mission where and how needed.

The District Coordinators will communicate with Local Network Coordinators and their Area Coordinators primarily by phone and email, however face to face communication is encouraged where, when and how it is possible. To that end, the District Coordinators may host meetings of all Local Network Coordinators as needed, and may even host meetings of all Program Coordinators to share ideas, brainstorm solutions, and share lessons learned. To this end, district gatherings are encouraged.

The District Coordinators will consolidate all financial reports for their district monthly and annually, reporting all results to the Area Coordinators no later than the 20th of each month and January 30th of each year for the previous calendar year. This report must include the following:

Gross Revenue for the Network - including the names and addresses and amount donated for any donors providing \$5000 or more in a calendar year.

Gross Expense for the Network - broken down into the categories of food, shelving and bins, and any other expenses which MUST BE ITEMIZED.

d. Area Coordinators

The Area Coordinators will recruit, train and manage their District Coordinators and are the primary End 68 Hours of Hunger points of contact for the District Coordinators in their area. The Area Coordinators will collect financial data from the District Coordinators for the monthly reports and annual IRS report, and for Annual Reports and other reporting requirements, and forward it to the Region Coordinators. The Area Coordinators will serve as a resource for all District Coordinators who may need questions answered. The Area Coordinators will serve as liaison with any national agencies with any overlapping missions in the area served by the districts in their jurisdiction, and will work to ensure that wherever possible assistance with what we have learned is given to those other agencies trying to feed our children. For these reasons, the Area Coordinators should be people who have been Local Network Coordinators or Program Coordinators, and have had experience doing these things in the geographical area.

Virtually all of the program requirements are spelled out in this Operations Manual, but for any issues that are not addressed, the Area Coordinators should refer policy decisions to the Region Coordinators who will in turn refer them through the network for a decision.

Specific Responsibilities:

Area Coordinators will be responsible for the operation of approximately 40 End 68 Hours of Hunger Districts.

The Area Coordinators will recruit District Coordinators from among the Local Network and District Coordinators in the area. This may include recruiting coordinators for new districts and replacing coordinators in existing districts.

The Area Coordinators will train District Coordinators in performance of their responsibilities as spelled out in this Operations Manual, and will serve as a resource in the event of any questions regarding

network operations. They will communicate the End 68 Hours of Hunger mission where and how needed.

The Area Coordinators will communicate with District Coordinators and their Regional Coordinators primarily by phone and email, however face to face communication is encouraged where, when and how it is possible. To that end, the Area Coordinators may host meetings of all District Coordinators as needed, and may even host meetings of all Local Network Coordinators to share ideas, brainstorm solutions, and share lessons learned. To this end, area gatherings are encouraged.

The Area Coordinators will consolidate all financial reports for their area monthly and annually, reporting all results to the Region Coordinators no later than the 10th of the month following execution and February 10th of each year for the previous calendar year. This report must include the following:

Gross Revenue for the Network - including the names and addresses and amount donated for any donors providing \$5000 or more in a calendar year.

Gross Expense for the Network - broken down into the categories of food, shelving and bins, and any other expenses which MUST BE ITEMIZED.

e. Regional Coordinators

The Regional Coordinators will recruit and manage their Area Coordinators and are the primary End 68 Hours of Hunger point of contact for the Area Coordinators in their region. The Region Coordinators will collect financial data from the Area Coordinators for the monthly reports and annual IRS report, and for Annual Reports and other reporting requirements as required, and forward it to their Directors. The Regional Coordinators will serve as a resource for all Area Coordinators in their jurisdiction who may need questions answered. The Regional Coordinators will serve as liaison with any national agencies with any overlapping missions in the area served by the region, and will work to ensure that wherever possible assistance with what we have learned is given to those other agencies trying to feed our children. For these reasons, the Regional Coordinators should be people who have been Local Network Coordinators or Program Coordinators, and have had experience doing these things in the region.

Virtually all of the program requirements are spelled out in this Operations Manual, but for any issues that are not addressed, the Regional Coordinators should refer policy decisions to their Directors who will in turn refer them through the network for a decision.

Specific Responsibilities:

Regional Coordinators will be responsible for the operation of approximately 40 End 68 Hours of Hunger Areas.

The Regional Coordinators will recruit Area Coordinators from among the Local Network and Area District Coordinators in the area. This may include recruiting coordinators for new Areas and replacing coordinators in existing Areas.

The Regional Coordinators will train Area Coordinators in performance of their responsibilities as spelled out in the Operations Manual, and will serve as a resource in the event of any questions regarding network operations. They will communicate the End 68 Hours of Hunger mission where and how needed.

The Regional Coordinators will communicate with Area Coordinators and their Directors primarily by phone and email, however face to face communication is encouraged where, when and how it is possible. To that end, the Regional Coordinators may host meetings of all Area Coordinators as needed, and may even host meetings of all District and Area Coordinators to share ideas, brainstorm solutions, and share lessons learned. To this end, Regional gatherings are encouraged.

The Regional Coordinators will consolidate all financial reports for their region annually, reporting all results to their Directors no later than the 15th of each month for the month following execution and February 28th of each year for the previous calendar year. This report must include the following:

Gross Revenue for the Network - including the names and addresses and amount donated for any donors providing \$5000 or more in a calendar year.

Gross Expense for the Network - broken down into the categories of food, shelving and bins, and any other expenses which MUST BE ITEMIZED.

f. Directors

Directors will recruit and manage their Regional Coordinators, and are the primary End 68 Hours of Hunger points of contact for the Regional Coordinators under their responsibility. The Directors will collect financial data from the Regional Coordinators for the annual IRS report, and for Annual Reports and other reporting requirements, and forward it to the Executive Director. The Directors will serve as a resource for all Regional Coordinators who may need questions answered. The Directors will serve as liaison with any national agencies with any overlapping missions in the area served by the regions, and will work to ensure that wherever possible assistance with what we have learned is given to those other agencies trying to feed our children. For these reasons, the Directors should be people who have been a Local Network Coordinators or Program Coordinators, and have had experience doing these things in the region.

Virtually all of the program requirements are spelled out in the Operations Manual, but for any issues that are not addressed, the Directors should refer policy decisions to the Executive Director who will either make the final decision or refer it to the Board of Directors for a decision.

Specific Responsibilities:

Directors will be responsible for the operation of approximately 40 End 68 Hours of Hunger Regions.

Directors will recruit Regional Coordinators from among the Local Network, District, and Area Coordinators in the area. This may include recruiting coordinators for new Regions and replacing coordinators in existing Regions.

Directors will train Regional Coordinators in performance of their responsibilities as spelled out in this Operations Manual, and will serve as a resource in the event of any questions regarding network operations. They will communicate the End 68 Hours of Hunger mission where and how needed.

Directors will communicate with Regional Coordinators and the Executive Director primarily by phone and email, however face to face communication is encouraged where, when and how it is possible. To that end, Directors may host meetings of all Regional Coordinators as needed, and may even host meetings of all Regional, Area and District Coordinators to share ideas, brainstorm solutions, and share lessons learned. To this end, gatherings are encouraged.

The Directors will consolidate all financial reports for their area of responsibility annually, reporting all results to the Executive Director no later than the 20th of each month for the previous month of execution, and March 10th of each year for the previous calendar year. This report must include the following:

Gross Revenue for the Network - including the names and addresses and amount donated for any donors providing \$5000 or more in a calendar year.

Gross Expense for the Network - broken down into the categories of food, shelving and bins, and any other expenses which **MUST BE ITEMIZED**.