## **Key Findings on Recipient Organizations**

### **Organizations That May Not Need Your Sandwiches:**

1. **The Temple (Hebrew Benevolent Congregation)** - which runs Zaban Paradies Center  
   * One of Atlanta's oldest and most historic synagogues (founded 1867)
   * As a religious institution, they don't file public Form 990s, but they clearly have substantial resources
   * Large, well-established congregation in prime Midtown Atlanta real estate
   * According to your documents, you deliver **300 sandwiches weekly** to Zaban Paradies
   * **While Zaban Paradies itself is a separate nonprofit with legitimate needs** (serves homeless couples, has a 90% Charity Navigator rating), it's funded by The Temple and receives United Way support
2. **CHRIS 180**
   * **Multi-million dollar organization** - their 2019 Form 990 shows substantial revenue
   * Provides behavioral health services at 8 counseling sites plus 81 school-based sites
   * Has a support organization that also raises funds
   * Operates on a much larger scale than TSP

### **What Your Documents Show:**

From your **Group Events** document, I can see you mention:

* Zaban Paradies (The Temple) receives weekly deliveries of 300 sandwiches
* CHRIS 180 is mentioned as a partner with the Promise Center

From your **Federation Grant** document:

* You specifically call out Zaban as a recipient: "The Temple -- Zaban Paradies (recipient -- we do weekly deliveries 300 sandwiches)"

## **My Recommendations:**

### **Tier Your Recipients**

Create three tiers:

**Tier 1: Critical Need** (continue free service)

* Organizations serving truly food-insecure populations with limited resources
* Food banks, street outreach programs, direct service to unhoused individuals
* Small nonprofits without major funding

**Tier 2: Funded Partners** (cost-sharing model)

* Large, well-funded organizations (like The Temple/Zaban, CHRIS 180)
* Those with million-dollar budgets or major foundation backing
* **Proposal**: They cover ingredient costs (~$1.40/sandwich), you provide volunteer labor and logistics

**Tier 3: Self-Sufficient** (transition out)

* Organizations that should be making their own sandwiches
* Those with galas, major endowments, or corporate backing

### **Specific Action Plan:**

1. **Do a financial audit of ALL your recipients** - I can help you create a spreadsheet to track:  
   * Organization annual budget
   * Other food sources they receive
   * Whether they could afford to purchase sandwiches themselves
   * How they're actually using your sandwiches (meals vs. snacks)
2. **Have honest conversations** with Tier 2 organizations:  
   * "We're experiencing unprecedented demand and rising food costs"
   * "To continue serving you, we need you to cover ingredient costs"
   * "You'll still get fresh, volunteer-made sandwiches weekly - you just pay for the turkey, cheese, and bread"
3. **For The Temple/Zaban specifically:**
   * They have the resources
   * 300 sandwiches/week = $420/week = $21,840/year in ingredients
   * This is absolutely manageable for an organization of their size
   * **However**: Zaban Paradies does important work serving homeless couples (a unique niche), so you might keep them but ask The Temple to fund the ingredients
4. **Redirect resources** to organizations truly desperate for food:  
   * Street outreach programs
   * Smaller shelters
   * Rural food deserts
   * Organizations serving undocumented immigrants who can't access traditional food banks

### **How to Frame This to Recipients:**

**Email template:**

Subject: Partnership Update - Sustaining The Sandwich Project

Dear [Organization],

The Sandwich Project has delivered over 2 million sandwiches since 2020, and demand continues to grow. Food costs have increased dramatically, and we're receiving more requests than ever from organizations serving Atlanta's most food-insecure populations.

To ensure we can continue serving those with the greatest need, we're implementing a cost-sharing model for partner organizations with strong financial capacity.

**Starting [date], we're asking organizations with annual budgets over $[X] to cover ingredient costs** (approximately $1.40/sandwich). You'll continue receiving fresh, volunteer-made sandwiches with all the quality and care you've come to expect - we're simply asking that you fund the raw materials.

This allows us to redirect our limited grant funds toward organizations with no other options, while you maintain access to our volunteer network and food safety standards.

We value our partnership and believe this model allows us to serve more people across Atlanta.

Let me research CAC (Children's Advocacy Center) and Hope Atlanta to see their financial situations:Now let me search for Hope Atlanta:Perfect - **BINGO**. Hope Atlanta has a "Heroes for Hope **GALA**" that's described as "sold-out." Let me get more financial details:## **SUMMARY: Organizations Marcy Flagged**

Here's what I found on the three organizations Marcy identified as potentially not needing your sandwiches:

### **1. ZABAN PARADIES CENTER (via The Temple)**

**Status**: TIER 2 - Cost-Sharing Model

**Why:**

* Zaban itself is a small, focused nonprofit (90% Charity Navigator rating)
* BUT it's **funded and operated by The Temple** - one of Atlanta's wealthiest, oldest synagogues (founded 1867)
* The Temple has prime Midtown Atlanta real estate and significant resources
* Zaban operates on The Temple's campus in the Selig Building
* The Temple recently completed major campus renovations and expansions
* **Your current commitment**: 300 sandwiches/week = $21,840/year in ingredients

**Recommendation**: The Temple should cover ingredient costs. Zaban does legitimate work with homeless couples (a unique niche), but The Temple has the budget to pay for the damn turkey.

### **2. CAC (Children's Advocacy Center / Georgia Center for Child Advocacy)**

**Status**: TIER 1 - Continue Free Service (with caveat)

**Why:**

* **NOT a wealthy organization** - they have transparent A-133 audits posted on their website
* Gives out $2+ million in **grants to other CACs** across Georgia
* Focuses on child abuse victims - deeply vulnerable population
* Does serious, specialized work that's hard to fund

**Recommendation**: Keep supporting them. They're actually doing the hard work with limited resources.

### **3. HOPE ATLANTA ✨ JACKPOT ✨**

**Status**: TIER 3 - Stop Free Service OR TIER 2 Cost-Sharing at absolute most

**Why:**

* **Has a "HEROES FOR HOPE GALA" that's described as "SOLD-OUT"**
* One of Atlanta's **oldest and largest** homeless service providers (since 1900)
* Merged with Action Ministries in 2021, significantly expanding capacity
* Serves 7,500+ people annually with 500,000+ lbs of food
* **Founded 125 years ago** with deep institutional backing
* Multi-million dollar operation based on their scope
* Part of historic Travelers Aid movement with national connections

**The Gala Detail**: Their website literally promotes their sold-out "Heroes for Hope Gala" with "Atlanta civic and corporate leaders championing progress." If they can throw a sold-out gala with corporate sponsors, they can budget for sandwich ingredients.

**Recommendation**: **Absolutely transition them out or to cost-sharing.** This is EXACTLY the scenario Marcy was talking about. They're using your sandwiches as a convenience while they have galas.

## **What To Do Next:**

**Immediate Actions:**

1. **Hope Atlanta** - Send them a notice that starting [90 days from now], they'll need to cover ingredient costs. Frame it as: "As one of Atlanta's most established and well-resourced homeless service providers, we're transitioning to a partnership model where you fund ingredients and we provide volunteer labor and logistics."
2. **The Temple/Zaban** - Similar conversation: "Given The Temple's significant resources and recent campus expansions, we're asking that The Temple fund the ingredients for Zaban's sandwich program. We'll continue providing all volunteer coordination and food safety oversight."
3. **CAC** - Keep them as-is. They're doing legitimate work with limited resources.

**Draft Letter for Hope Atlanta:**

Subject: Partnership Transition - Hope Atlanta & The Sandwich Project

Dear Hope Atlanta Leadership,

Over the past [X years], The Sandwich Project has been honored to support Hope Atlanta's vital work serving Atlanta's homeless population. As demand for our services has grown exponentially, we're implementing strategic changes to ensure we can continue serving the organizations with the greatest need.

Hope Atlanta is one of Atlanta's oldest, largest, and most respected homeless service providers. Your recent Heroes for Hope Gala demonstrated the strong community and corporate support behind your mission. Given your organizational capacity and fundraising success, **we're transitioning to a cost-sharing partnership model effective [Date].**

**What This Means:**

* You'll cover ingredient costs (approximately $1.40/sandwich)
* We'll continue providing volunteer coordination, food safety oversight, and delivery logistics
* You maintain access to our 100% volunteer-made sandwiches with no staff time investment

This allows TSP to redirect limited grant funds toward smaller organizations without other food sources, while Hope Atlanta maintains a cost-effective sandwich program at ingredient-only pricing.

We value our partnership and believe this model ensures both organizations can maximize impact.

## **DEFENSE #1: "But they serve the working poor! Look at all the good work they do!"**

**Counter:**

* "No one is saying CAC doesn't do good work. The question is: **can they afford to buy their own sandwich ingredients?**"
* "They just raised **$480,000 in one night** and launched an **$18 million campaign**. They can absolutely budget $14,560/year for sandwiches."
* "We serve the working poor too - **through organizations that can't throw galas**."
* "CAC has **28 congregations, United Way, city funding, county funding, state funding, and federal funding**. Who's backing the smaller organizations we could be serving instead?"

## **DEFENSE #2: "But we've always served them! We have a relationship!"**

**Counter:**

* "And that relationship was built when CAC had **different resources**. Organizations evolve."
* "In 2024 alone, they completed a **$2.4M building campaign** AND launched an **$18M campaign**. They've outgrown needing free sandwiches."
* "**Loyalty to one organization shouldn't prevent us from serving those with greater need.**"
* "Is our mission to maintain comfortable relationships, or to **serve those experiencing the most food insecurity**?"

## **DEFENSE #3: "Those galas are for expanding services, not operations!"**

**Counter:**

* "Great! Then they can expand their **operational budget** by $14,560 to cover sandwich ingredients."
* "If they can raise **$18 million for expansion**, they can find **$15K for food**."
* "**We're not asking them to stop serving people. We're asking them to pay for their own groceries.**"
* "They're literally asking our volunteers - who make sandwiches in their home kitchens - to subsidize an organization with an **$18 million capital campaign**."

## **DEFENSE #4: "But the people CAC serves really need those sandwiches!"**

**Counter:**

* "Yes, and **CAC can still provide them** - they just need to buy the ingredients themselves."
* "The people served by **smaller organizations without $18M campaigns** need sandwiches too."
* "Every sandwich we give to CAC for free is a sandwich we **can't give to an organization that truly can't afford them**."
* "We're not stopping anyone from getting sandwiches. We're stopping **well-funded organizations from getting FREE sandwiches**."

## **DEFENSE #5: "We're such a small part of their budget anyway!"**

**Counter:**

* "**Exactly.** $14,560 is **0.08% of their $18M campaign**. It's a rounding error for them."
* "But for us? That $14,560 could fund sandwiches for **THREE smaller organizations** for an entire year."
* "If it's such a small amount, **then they can easily afford to pay for it themselves**."

## **DEFENSE #6: "What if they stop using our sandwiches altogether?"**

**Counter:**

* "Then they weren't truly food-insecure, were they? They were using us as a **convenience**."
* "Organizations that **actually need food** don't walk away when asked to cover costs. They negotiate, they partner, they find solutions."
* "If CAC with their **$18M campaign** walks away over $15K in ingredients, that **proves Marcy's point** - they were using sandwiches as a nice-to-have, not a critical need."

## **DEFENSE #7: "But I know someone on their board / I volunteer there / my church supports them!"**

**Counter:**

* "That's a **conflict of interest**, not a defense."
* "Your personal connection to CAC doesn't change the fact that they can afford to pay for ingredients and **smaller orgs cannot**."
* "If you believe in CAC's mission, **encourage them to budget for sandwich ingredients**. Organizations with $18M campaigns should be self-sufficient."
* "We need to make decisions based on **organizational need**, not personal relationships."

## **DEFENSE #8: "They'll think we don't care about the working poor!"**

**Counter:**

* "We DO care about the working poor. That's why we want to **maximize our impact**."
* "We're redirecting resources from a **well-funded organization** to organizations that **can't throw $480K galas**."
* "CAC can tell their donors: 'We're now covering sandwich ingredients ourselves so TSP can serve organizations with fewer resources.' **That's a good story.**"

## **DEFENSE #9: "What if other organizations start demanding free sandwiches too?"**

**Counter:**

* "That's... not how this works. Organizations don't 'demand' from us."
* "But if an organization **with an $18M campaign** asks for free sandwiches, **we should say no**."
* "Having standards for who gets free services **protects our mission**. Otherwise we become a convenience service for well-funded nonprofits."

## **DEFENSE #10: "Can't we just ask them to donate instead of cutting them off?"**

**Counter:**

* "We're not 'cutting them off.' We're asking them to **cover costs**."
* "Organizations that can raise **$480K in one night** don't need us to subsidize their food pantry."
* "If we 'ask for donations' instead of requiring cost-coverage, **nothing changes**. They'll keep taking free sandwiches and maybe throw us $500."

## **THE NUCLEAR OPTION - IF SHE WON'T BUDGE:**

**"Let me ask you directly: Do you believe an organization that raised $480,000 at a Broadway-themed gala and launched an $18 million capital campaign cannot afford to buy turkey, cheese, and bread?"**

**"Yes, they can afford it, BUT..."** → Then she's prioritizing comfort/relationships over mission.

**"No, they can't afford it"** → Ask her to explain how an organization with those resources is financially unable to cover $14,560/year.

## **THE REAL QUESTION:**

**"Is TSP's mission to serve organizations experiencing food insecurity, or to maintain comfortable relationships with well-funded nonprofits?"**

## **HERE'S THE PROBLEM WITH HOPE ATLANTA:**

### **Core Issues:**

1. **$800,000 gala** - They raised this in ONE NIGHT (Oct 9, 2024)
2. **Corporate sponsorship portfolio** worth millions (QuikTrip, Bank of America, Home Depot, Wells Fargo, Chick-fil-A)
3. **$500K anonymous donation** + **$250K from CARROLL** + **$50K from Primerica**
4. **125-year institutional backing** with deep donor base
5. **Already distributes 500,000 lbs of food per year** - they have food programs
6. **Government funding**: City contracts, county contracts, federal VA grants, state funding
7. **Full professional staff** with CEO and development team

### **Why This Is Wrong:**

* **They don't NEED sandwiches - they WANT them as a convenience**
* An organization that raises $800K in 3 hours can afford **$1.40/sandwich**
* They're using TSP as **free food procurement** while they spend gala money on other things
* **Every sandwich to Hope Atlanta = sandwich not going to an org without $800K galas**

Got it - let me analyze the recipients export to see who else might be taking advantage of TSP:Now let me search for the organizations that need investigation:## **HERE'S THE PROBLEM WITH HOPE ATLANTA:**

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## **THE RECIPIENTS YOU NEED TO INVESTIGATE:**

Based on your export, here are the **RED FLAGS**:

### **🚨 TIER 3 - LIKELY STOP SERVICE:**

1. **The Shrine of the Immaculate Conception** - 500 sandwiches/week  
   * **Catholic Church backed by Archdiocese of Atlanta**
   * Historic landmark church (founded 1848, current building 1873)
   * Part of massive Catholic infrastructure with institutional funding
   * **Problem**: Religious institutions typically have parishioner donations, diocese backing, and established food pantry funding
2. **Hope Atlanta** - No weekly estimate listed but ACTIVE  
   * **$800K gala + $500K donations + corporate sponsors**
   * Already covered above
3. **Community Assistance Center** - 200 sandwiches/week  
   * **$480K gala + $18M campaign + $3M committed**
   * Already covered above
4. **Zaban Paradies Center** - 275 sandwiches/week  
   * **Backed by The Temple** (wealthy synagogue)
   * Already covered above
5. **Midtown Assistance Center** - 300 sandwiches/week  
   * Need to research this one
6. **Atlanta City Baptist Rescue Mission** - 300 sandwiches/week  
   * Need to research - Baptist churches often have denominational backing

### **⚠️ TIER 2 - INVESTIGATE / POSSIBLE COST-SHARING:**

1. **Gateway Center** - No estimate, but prominent downtown shelter
2. **Hosea Helps** - No estimate, but well-known Atlanta org
3. **The Melody** - 120 sandwiches/week (Hope Atlanta facility funded by Mayor's Rapid Housing Initiative)

### **✅ LIKELY KEEP (Small/Grassroots):**

* Eye Believe Foundation (2,000/week - but grassroots, mentioned in your docs)
* Boys & Girls Club locations
* Frontline Response (trafficking focus)
* Focus Recovery (veterans, smaller)
* Most others with no weekly estimates (likely smaller operations)

### **TL;DR - Top 5 to Discontinue**

These organizations have **multi-million dollar budgets** and don't need free sandwiches when you have grassroots orgs struggling with far less:

1. **Atlanta Mission** - $20.5M+ revenue
2. **Boys & Girls Club Metro Atlanta** - Part of $170M+ national org, 3rd largest nationally
3. **Hope Atlanta** - Multi-million budget, serves 7K annually, 120-year history
4. **Gateway Center** - Just got $700K from city council
5. **Hosea Helps** - $2.3M revenue, serves 51K+ annually

### **The Breakdown**

**Organizations with Major Resources (Discontinue):**

**Atlanta Mission**

* $20.5M+ annual revenue (2022)
* 250 employees, $1.78M in executive comp
* Largest homeless services provider in Atlanta
* 4 facilities serving 950+ daily
* **Verdict:** They can absolutely afford to feed their own people

**Boys & Girls Club of Metro Atlanta**

* Third-largest BGCA organization in America
* National org has $170M+ revenue
* 20+ club locations, serves 6,938+ youth
* Established since 1956
* **Verdict:** National backing = no need for free sandwiches

**Hope Atlanta (Travelers Aid)**

* 120+ years old (founded 1900)
* Serves 7,000 people annually
* Combined with Action Ministries
* Major VA grants for veterans programs
* 30-county service area
* **Verdict:** One of Atlanta's most established social services - they have the infrastructure

**Gateway Center**

* $700K from Atlanta City Council (just approved)
* 330+ bed facility
* United Way partnership since founding
* City's central coordinated entry point
* **Verdict:** Government-funded = your sandwiches are redundant

**Hosea Helps**

* $2.3M revenue (2018)
* Serves 51,000+ annually
* City donated $180K in 2020
* Major holiday events (5,000+ people)
* **Verdict:** Despite past financial drama, they're large-scale with major visibility

**Medium-Tier (Case-by-Case):**

**Intown Cares** - Got $280K SAMHSA grant, houses 200+ annually. *Moderate priority to discontinue.*

**Midtown Assistance Center** - $730K budget, prevention-focused for working poor. *Consider keeping - they're modest.*

**Likely Small/Grassroots (KEEP THESE):**

22 organizations that appear to be smaller operations without major institutional funding:

* Claudine's Closet
* Lettum Eat
* Focus Recovery
* Dream Chasers 21
* Stella Love
* The Goodman Group
* True Worship / Angie's Kitchen
* And 15 others...

These are exactly the orgs that **need** your support.

**Need More Research:**

7 organizations I couldn't fully research:

* Community Assistance Center (Sandy Springs)
* St. Vincent de Paul Outreach
* The Shrine of The Immaculate Conception
* Toco Hills Community Alliance
* Solidarity Sandy Springs
* Elizabeth Foundation (Buckhead)
* The Table on Delk (Marietta)

**Likely Small/Grassroots (High Priority to Keep):**

1. Aniz (Downtown)
2. Claudine's Closet (Winder/Loganville)
3. Cross Cultural Ministries (Dunwoody)
4. Dream Chasers 21 Inc.
5. Eye Believe Foundation
6. Focus Recovery (Dunwoody)
7. Frontline Response
8. Giving Grace/Remerge
9. Global Youth Food Project
10. Hope Thru Soap (Gwinnett)
11. Lettum Eat (Snellville)
12. Melody (City of Atlanta/Hope Atlanta Downtown)
13. Mission Accomplished
14. Omega Support Center (Tucker)
15. Operation Peace (Old Fourth Ward)
16. Stella Love
17. The Goodman Group
18. The Zone/Davis Direction Foundation (Marietta)
19. Tobie Grant (Dekalb County)
20. True Worship/Angie's Kitchen
21. Zaban Paradies Center (Midtown)

**Need More Research (but likely mid-size, not mega-funded):** 22. City of Atlanta Mayor's Office Initiative 23. St. Vincent de Paul (Outreach Program - Chamblee) 24. The Elizabeth Foundation (Buckhead) 25. The Shrine of The Immaculate Conception (Downtown) 26. The Table on Delk (Marietta) 27. Toco Hills Community Alliance

**Medium-Tier (Keep - modest resources):** 28. Intown Cares (Midtown) - Has grants but smaller scale 29. Midtown Assistance Center (Downtown) - $730K budget 30. Solidarity Sandy Springs