

Food Insecurity in the Twin Cities Region

Grant Proposal

Celia Baker

December 4, 2022

Needs Statement

Introduction

Food insecurity in the Twin Cities metropolitan area is a critical and multifaceted concern. Addressing this issue begins with a project that can address infrastructural barriers to food security through research, trial runs, and analysis. The following proposal will outline a needs statement, strategic plan, and budget for this project. Each section provides detail on how the project will be carried out, discusses how funding will be used, and references how the objectives align with those of the National Institute of Food and Agriculture's Community Food Projects Competitive Grant Program (CFPCGP).

The needs statement section provides an overview of the issue of food insecurity, the root causes of the issue, the impact on those facing food insecurity, and why it is critical to address this pressing issue right now. It will also detail how the CFPCGP can provide financial support to aid in pursuing solutions to these challenges, as well as the purposes of pursuing this project, the intended end goals, and objectives.

Mission statement

The project aims to positively impact families facing food insecurity by providing them with improved community infrastructure, support, and hope for a better life.

Introducing the issue of food insecurity

In the Twin Cities, food insecurity is a major issue facing individuals and families alike. Food insecurity, defined as the "state of not having reliable access to enough affordable, nutritious, culturally appropriate food" creates vulnerable populations that face other life challenges as a result ("Food Access," 2019). According to the most recent Map the Meal Gap study by Feeding America, 8.5% of Twin Cities residents are experiencing food insecurity ("Map the Meal Gap," 2020). With a significant number of people being impacted by hunger and food insecurity, finding sustainable solutions is critical for the future wellbeing of the region.

Root causes of food insecurity

The causes of food insecurity and hunger are vast, but two of the most prominent sources are geographic/housing location and transportation access. These issues, in conjunction with their causing food insecurity, often prevent affected people from escaping a cycle of poverty for themselves and future generations.

Geographic location

The *Amherst H. Wilder Foundation* (2020), a St. Paul, MN-based nonprofit organization, found that in 2016, "1.6 million Minnesotans had low retail access to healthy food, based on their distance to a

full-service grocery store” (“Transportation is a Key Component,” 2020). An individual’s geographic location has a major impact on food insecurity, particularly when living in a food desert, or an area “with limited access to retailers selling healthy and affordable foods” (Goodwin, 2020). Historically, Minnesota has used “racial covenants... [that] significantly limited homeownership and wealth creation for Minnesotans of color,” which has only widened the disparity for individuals facing food insecurity (“New Food Insecurity Data,” 2020). Housing location barriers prevent the systematic structures of food deserts in socioeconomically disadvantaged areas from being changed, particularly when transportation is also an issue.

Transportation

Without reliable transportation, individuals are at a further disadvantage when it comes to accessing nutritious food. Reliance on public transportation can create barriers when housing is isolated from accessible and safe public transit within food deserts, often causing these “families [to] eat cheap, filling, and unhealthy food until the next paycheck” or even “skip [meals] entirely” (“Food Access,” 2019).

Cycle of poverty

Both geographic location and transportation influence how families remain in a cycle of poverty. A lack of healthful food can result in lower job success, which perpetuates a cycle of low wages and potential job losses. It has been shown that having a limited income and lacking purchasing power is the “main cause [of] not being able to afford food [at] 40%” (“New Food Insecurity Data,” 2020). Recently, minority groups have been “disproportionately impacted by job losses since the beginning of the [COVID-19] pandemic,” which in turn has affected their available financial resources to access healthful food (“New Food Insecurity Data,” 2020).

Personal and community impact

In addressing the issue of food insecurity, it is important to recognize the effects that individuals and families face when they lack access to healthy food. This includes suppressed personal and community economic productivity and lifelong health issues.

Economic productivity

A lack of healthy, affordable food harms families’ earning power, which keeps them trapped in the cycle of poverty for generations. Nutrition is what sustains the human body, so a lack of food affects both energy and job performance. This issue impacts not only the individual facing food insecurity but also the surrounding community since there are fewer apt workers to fill and maintain professional positions. Thus, these individuals may need public assistance that ultimately comes from local taxpayers.

Lifelong health issues

The lifelong consequences of deficient nutrients are “associated with poorer health and increased medical costs in both children and adults” (“Food Access,” 2019). One of the main health effects of food insecurity is diabetes, a physically-debilitating illness that can harm financial earning power and personal self-care, inhibiting one’s ability to escape poverty (“The Devastating Consequences,” 2016). In conjunction with low wages, serious and costly health consequences make it a nearly unattainable feat to progress to better housing, transportation, and, thus, more healthful food options. This can have the greatest impact on children when they have limited nutrition, negatively affecting growth and

development, learning, and the ability to achieve academic success that will help them later in life. “When food is not accessible and available to families, children are more likely to be hospitalized, have anemia, and be at risk for developmental concerns and behavior problems, [while] infants born to women who are food-insecure during pregnancy are more likely to be low birth weight and have birth defects” (“Food Access,” 2019).

Problem urgency

The longer people remain in a nutritionally-deficient state and a cycle of food poverty, the harder it is for them to make personal and professional gains in life that can provide their children with a nurturing, lower-stress environment. To address food insecurity is to uplift the quality of life for struggling families, children, and individuals, providing a sense of hope and ensuring the human right to have enough healthy food is upheld. Food insecurity affects all facets of life and is something that no one should have to endure for a lifetime just because of their particular circumstances. When sufficient, healthy food is available to people, many of the personal and community impacts can be reduced, managed, and improved.

A real-life story of food insecurity

Sally is a Native American part of the Monacan tribe. When her husband passed away “she became the sole provider for her young son [but] the money she made working in childcare wasn’t enough to cover all of their bills” (“Real Stories of Hunger,” 2020). She struggled financially and relied on food banks and pantries to make it through. Sally is like many of those facing food insecurity—their unforeseen life circumstances cause desperate situations, forcing them to rely on outside resources to provide for themselves and their families. Individuals like Sally are those who would most greatly benefit from a project focused on ending food insecurity by creating better systems that allow communities to more effectively help families facing this issue.

Project purpose and objectives

A project focused on how to improve transportation barriers and nutrition assistance benefits would support the mission established by the CFPCGP because it would help to “establish and carry out multipurpose community food projects” (National Institute of Food and Agriculture, 2022). When working towards finding a solution to this issue, the following question will guide the project:

How can food insecurity in the Twin Cities be addressed on a local level and how can progress be sustained food the long term?

The sections below will discuss in more detail the project’s approach and how its purpose, values, and objectives follow those of the grant program.

Purpose and values

The main purpose of this project is to reduce food insecurity by meeting the needs of low-income individuals by “increasing the self-reliance of communities in providing for their own food needs” and “promoting comprehensive responses to . . . nutrition issues” (National Institute of Food and Agriculture, 2022). The project’s values of providing individuals and families with support for self-advocacy are in alignment with the CFPCGP’s work to “fight food insecurity through developing community food projects that help promote the self-sufficiency of low-income communities” (National Institute of Food and Agriculture, 2022). The project will provide a system to advocate for struggling

Steps to address food insecurity

This project addresses two primary issues: transportation and the Supplemental Nutrition Assistance Program (SNAP). The three stages of the project are as follows:

Stage 1: Research and transportation improvement plan

Stage 2: Transportation trial run

Stage 3: SNAP benefits improvement plan, SNAP benefits trial run, and access progress

The six main tasks as illustrated in the timeline are further explained below. Each section will expand on the purpose and goals of each task and provide an explanation as to its importance to this project.

Researching food insecurity (One month: January 2023)

The first month of the project will be dedicated to extensive research on the issue of food insecurity in the Twin Cities region. This will include the following courses of action:

1. Research the current systems in place to help people with food insecurity and evaluate their effectiveness.
2. Establish a solution-driven approach for the project that takes into account the challenges of working with low-income, food-insecure people who may be wary of or reluctant to participate in the project.
3. Create a framework for how to collect, analyze, and utilize project data.

Once a sufficient body of research has been compiled on the overall topic, the project planning and development process can begin. This will include determining how to use the gathered information and implement improved systems in communities.

Restructuring public transportation (Two months: February & March 2023)

After research, the project will begin by working towards reasonable solutions to increase public transportation routes and access.

According to 2021 data from the American Community Survey, 47,726 residents of Hennepin County and 22,239 people living in Ramsey County did not own a vehicle (U.S. Census Bureau, 2021). This amounts to nearly 70,000, or 9.32%, of individuals living in Minneapolis, St. Paul, and surrounding suburbs that do not own their own vehicle.

Transportation plays a key role in food accessibility. If people are unable to have a vehicle, then public transportation must be sufficient at meeting their needs. The number of people in these two counties with full reliance on public transportation means that their access to full-service grocery stores is dependent on established transit stops, which can severely limit access based on where they live and the distance to the store. This is particularly problematic for those living in a food desert, or an area “with limited access to retailers selling healthy and affordable foods” (Goodwin, 2020).

This task will consist of understanding how current transportation measures are not working for those facing food insecurity and determining the best course of action for the trial run. This task will also determine how to improve transportation access by meeting with local transportation officials and developing a test run that can analyze the efficiency of an improved transportation infrastructure in the second project stage.

Transportation trial run (Three months: April - June 2023)

Stage two will be exclusively managing and overseeing the first trial run of implementing a program to increase access to a form of public transportation for those in vulnerable, underserved regions. Funding would be used to implement a transportation trial run for three months in low-income regions where food insecurity is a known problem.

The results of the trial run will then be analyzed to determine whether it is financially sensible and community-beneficial to continue the process of transportation restructuring. Moving forward after the trial run to create a permanent restructuring plan would require further research and discussions with local and state government officials to establish a funding plan within Minnesota's annual budget.

At this time, before completing more research to develop a concrete plan, the trial run to increase public transportation access would include the following three aims:

1. Increase bus access by adding additional stops in low-income areas and stops located near full-service grocery stores.
2. Expand service on evenings and weekends to better accommodate the schedules of working adults and families with children.
3. Reach a commitment from food-insecure people to utilize bus transportation at least once per month for three months and respond to a survey regarding how the increased transportation has improved their food security at the end of the trial run.

Working through the issue of transportation will also have the additional positive benefits of better job opportunities and income levels. It has been shown that having a limited income and lacking purchasing power is one of the "main causes [of] not being able to afford food [at] 40%" ("New Food Insecurity Data," 2020). When reliable transportation is secured, people are better able to progress professionally. Therefore, improving transportation would allow for a variety of food insecurity factors to be addressed.

Improving the Supplemental Nutrition Assistance Program (Two months: July & August 2023)

Stage three will focus on repairing the already-established Supplemental Nutrition Assistance Program (SNAP) by creating a more user-friendly and effective system.

Government-supported SNAP currently requires income to be at or below 165% of the federal poverty for eligibility of benefits ("Supplemental Nutrition Assistance Program," 2022). This means that for a family of four, monthly income must be \$3,816 or less, and for an individual, he or she must not bring in more than \$1,870 in one month ("2022 Federal Poverty Guidelines," 2022). These income limits create barriers for people who cannot qualify for SNAP benefits, yet are still living paycheck to paycheck and, hence, food insecure.

Currently, 13.4% of households in Ramsey county and 9.8% in Hennepin county are receiving SNAP benefits (Ohri-Vachaspati, 2016). This means that approximately 11.6% of households in the Twin Cities are participating in this program. It is also important to note that "almost 64% of SNAP participants are in families with children," which is often one of the most vulnerable and negatively affected groups when it comes to food insecurity (Hall & Nchako, 2022).

The need for increased SNAP eligibility is prominent. In order to help with the next task, pre-trial run steps are as follows:

1. Meet with SNAP specialists and advocates from the Minnesota Department of Human Services to gain a deeper understanding of how SNAP benefits are both working and not working for current recipients. This will help put statistics in perspective and connect data to real people.
2. Explore where SNAP benefits are being used, how often, and how much is being spent on each grocery trip. Analyzing this information will allow the ways in which the program needs to expand to be taken into account.
3. Develop a plan for the trial run based on feedback from leaders of the SNAP program and research that was completed as needed to have a full picture of SNAP's current successes and downfalls.

SNAP benefits trial run (Four months: August - November 2023)

The second trial run will target SNAP benefits. The purpose of this trial run is to study the effects of increasing who qualifies for SNAP benefits. Grant funds would be used to distribute benefits each month to 20 families to mimic an increase in the SNAP-eligible population. These funds will be distributed monthly over the course of the four-month trial run to purchase groceries. SNAP uses an electronic benefit transfer, or EBT, which is like a debit card, to distribute funds, so the project would do the same ("Supplemental Nutrition Assistance Program," 2022).

The three primary goals of this trial run are as follows:

1. Increase the percentage of Twin Cities' SNAP recipients to above 11.6%.
2. Reduce the number of food-insecure households with increased food benefits.
3. Analyze how the program can be further improved, based on the varying needs of recipients.

During the trial run, a weekly analysis will take place to adapt to the needs of program participants and based on what may or may not be working for the trial run. Further evaluations will be made during the project in order to create a solid plan for this trial run.

Assessing project progress and next steps (One month: December 2023)

After the completion of trial runs for transportation and SNAP benefits, time must be spent reflecting on the results, determining how successful they were, and considering whether they align with the measures of success (listed below). A project analyst will be hired to write a final report summarizing the findings and proposing potential changes that would benefit the low-income and food-insecure population of the Twin Cities.

The final month of the project will also include a time of reflection on whether a continuation of the project or any components of it would be productive for helping food-insecure communities. At that time, if this is decided in the positive, an additional strategic plan will be developed, detailing the use of additional funding and establishing new goals for furthering the project.

Project goals and measuring success

While the primary goal of this project is to increase access to healthy, affordable food, smaller goals must be established that can be met throughout the project as part of measuring project success. Aside from the specific goals outlined through the individual stages and trial runs of the project, the overall project goals are to:

- Learn from leaders working with food-insecure people what is specifically needed in the areas of transportation and SNAP benefits to improve these barriers to affordable, nutritious food.
- Present the results of the trial runs in a meaningful way to legislators, illustrating the positive impacts of improving transportation access and SNAP benefit eligibility and the need to continue increased funding to help those facing food insecurity.
- Draw community awareness to how transportation and SNAP benefits affect food insecurity and how they can be improved.

Success will also be measured using the following statistics:

- Decrease the number of food-insecure individuals from where it currently stands at 9.5%.
- Reduce the number of individuals without access to any form of transportation from the current 9.32%.
- Increase the number of SNAP-eligible families to above 11.6%.

After the project's completion, the project's achievement will be assessed by returning to these initiatives. Reaching full food security for all people in the Twin Cities begins with small steps and the two foci of this project allow for progress to be made and further developments to be determined by having reasonable goals from which to measure project results against.

Looking ahead

The initial plan for the duration of this project is one full year (2023), but the need for project continuation will be assessed on a monthly basis, particularly during the third stage of the project. A request for an extension of funds will be contingent on the success of the trial run programs for both transportation and SNAP benefits. One consideration to further address transportation concerns is to create a car-loan program, similar to one implemented in four rural Minnesota counties that helped people to purchase a car while also repairing their credit history (Wascalus, 2019).

Relieving people of food insecurity is essential to allowing them to have a better quality of life, and if it is necessary to draw out the length of this project to better the community, it can be determined relevant and justified at that time.

Either way, a detailed analytical and quantitative report will be completed on this project to communicate exactly how funds were used, the success of each task, and what was learned in the effort to reduce food insecurity in the Twin Cities.

Budget

The following section presents a budget for addressing food insecurity in the Twin Cities. The budget and narrative both detail how funding from the CFPCGP would be used when carrying out the project.

Food Insecurity Project Budget Summary		
Category	Details	Cost
Staff	Wages for project staff	\$106,000
Fringe benefits	Required benefits and taxes	\$23,320
Development	Meetings and analysis	\$2,520
Trial runs	Costs for implementing two trial runs	\$46,120
Supplies & materials	General office supplies and printer	\$1,080
Travel	Gas expenses	\$1,445
Consultant	Project analyst/report writer	\$1,160
	Total	\$181,645

Narrative and justifications

The budget summary above explains how grant funding will be used and concludes with the total cost of \$181,645. CFPCGP provides funding of \$10,000 - \$400,000 for one to four years based on the project and its goals. So, for the purposes of creating this budget, the project assumes a grant of approximately \$182,000 to work with based on the project plan and length of one year. The breakdown of each cost category, details about the costs, and the cost justification are discussed below.

Staff costs

Position	Details	Cost
Executive director	Director to manage and oversee the project	\$50,000
Community outreach coordinator	Coordinator to work with families participating in trial runs; distribute surveys and assess needs	\$39,000
Research assistant	Assistant to complete research, help with planning and development, and assist with trial runs and analysis	\$17,000
	Total	\$106,000

The full-time executive director overseeing the project will be paid \$50,000, based on the average salary of a non-profit program manager in Minneapolis (“Average Program,” n.d.). A community outreach coordinator will work closely with the families participating in the trial runs. This coordinator will be paid \$39,000 based on the average annual salary for a community outreach coordinator in

Minneapolis (“Community Outreach Coordinator,” 2022). In determining the cost of a research assistant, the average hourly pay of \$17 per hour for a University of Minnesota assistant was used as an estimate (“University of Minnesota,” 2022). By predicting that this project will require the research assistant to put in 1,000 hours over the course of the year, the total cost will come out to be \$17,000. These staff costs are effective for all stages of the project.

Fringe benefits

Component	Rate	Total Wages of Staff	Cost
FICA	7.65%	\$106,000	\$8,109
Worker’s Compensation	3.85%	\$106,000	\$4,081
Insurance	10.5%	\$106,000	11,130
		Total	\$23,320

Fringe benefits for staff include required government taxes, as well as insurance benefits to attract and retain staff members for the project. The fringe benefits cost of \$23,320 was calculated using the total wages of \$106,000 for all three staff members using the average fringe benefits rate of 22%, which is divided between three components: FICA (Social Security and Medicare taxes), worker’s compensation, and insurance (Accounting Support, 2021). The rate of each category uses the current rates for these fringe benefit components.

Development

Development Task	Details	Cost
Transportation meetings	Meet with transportation officials in the Twin Cities; determine the approval process required for increasing bus access	\$2,160
SNAP meetings	Meet with SNAP specialists and advocates from the Minnesota Department of Human Services	\$105
SNAP analysis	Cost of analysis work on SNAP benefits current use and needs by the research assistant	\$255
	Total	\$2,520

Development costs include those for meetings and analysis as part of the preparation process for the trial runs. Meetings with transportation officials will include local commissioners, district representatives, and Metropolitan Council planners. While securing these meetings may be at no monetary cost, the labor involved in coordinating and preparing for meetings warrants budgetary reflection. In that case, the average Met Council member makes \$20,000 a year, which was used as the basis of the calculation (Met Council, n.d.). Assuming the meeting with three transportation officials for three hours each (9 hours total), and estimating \$80 an hour based on Met Council’s 20 paid hours per month, the total cost comes to \$2,160. The cost for this development task will be applied during stage 2.

Development costs for SNAP meetings were estimated using the average hourly wage of \$17.30 for a community health advocate in Minneapolis, which comes to a total of \$105 based on meeting for 6 hours (“Average Community Health,” n.d.). The cost of \$255 for the SNAP analysis was determined by the additional 15 hours the research assistant will need to complete working on the analysis at this point of the project at an hourly rate of \$17. These two costs will be relevant during stage 3.

Trial runs

Trial Run Expense	Details	Cost
Bus drivers (3)	Wages for bus drivers driving new service routes	\$9,720
SNAP Benefits	Increase in SNAP benefits for 20 families	\$36,400
	Total	\$46,120

Trial run costs assume the implementation of the two trial runs. The primary expense of the transportation trial run in stage 2 will be wages for bus drivers operating additional routes with increased hours. Bus drivers working for Metro Transit make an average of \$27 per hour (“Bus Driver,” 2021). Predicting the need for three bus drivers to work additional routes over the three-month trial run, with an average of 10 hours per week per driver (360 hours total), the total cost will be \$9,720.

For the SNAP trial run in stage 3, the SNAP benefits cost was calculated using the average benefits of \$355 given to a family with children each month and added \$100 (Hall & Nchako, 2022). In this trial run, 20 families will be provided with increased monthly SNAP benefits of \$455 for four months, coming to a total cost of \$36,400.

Supplies and materials

Item	Details	Cost
General office supplies	Paper, pens, printer ink, staples, tape, file folders, sticky notes, envelopes, clipboards, etc. needed for project functioning	\$780
Printer	One-time cost for a printer to provide general printing needs and mass print of surveys	\$300
	Total	\$1,080

Supplies and materials include general office supplies, such as paper, pens, printer ink, and staples, which will be required to record information and operate the project, with an estimated cost of \$65 per month which comes to a total of \$780 for one year. An upfront, one-time cost of \$300 will also be needed to purchase a printer to mass print surveys for distribution to program participants during both trial runs, as well as for other printing needs of the project staff. The estimated cost of all office supplies was determined using the average price of products at Staples.com (Staples, 2022).

Travel

Travel	Details	Cost
Gas expenses	Travel for meetings, overseeing trial runs	\$1,445

In estimating 400 miles of travel over the duration of the project with the current price of gas at \$3.61, the total cost will be \$1,445 (“Minnesota Average Gas Prices,” 2022). Travel costs will be pertinent in stages 2 and 3 when staff will be attending meetings, implementing and managing the trial runs, and working with trial run participants.

Consultant

Consultant	Details	Cost
Project analyst/report writer	Analyze results of the project; determine if objectives were met; write final report	\$1,610

As the final part of the project, a professional project analyst/report writer will be hired to assess the progress and compile the results of the project. The estimated cost of \$1,610 was determined by the average pay of \$46 per hour for a report writer/analyst, assuming it will require 35 hours of work (“Hourly Wage for Report Writer,” n.d.).

Conclusion

The budget explained how provided grant funding will be used in conjunction with the tasks of the strategic plan, as well as in attempts to achieve the project’s aforementioned objectives and success standards. The proposed budget of \$181,645 is appropriate for the extent of this project, which will undertake two trial runs with an aim to determine how the current structures in place for low-income and food-insecure populations are impacting their ability to reach a stable level of food security. The budget is all-inclusive of foreseen costs since it considers upfront, recurring, and one-time costs during the project, including consultant costs and travel expenses to manage the trial runs. The narrative in the budget further justified the costs based on similar, relevant items, helping to define the financial execution of the project.

Proposal Summary

Addressing transportation and government assistance programs to more effectively benefit the Twin Cities’ food-insecure population in this project is a starting point for further infrastructure changes to tackle the complex issue. The longer people remain food insecure, the longer they remain in a cycle of poverty, experience serious health issues, and have a low quality of life—all reasons underscoring the importance of moving forward with this project sooner rather than later. In order to efficiently reach objectives, the one-year project is asking for a grant of \$182,000 from the Community Food Projects Competitive Grant Program. Through provided funding, this project will be able to work towards sustainable solutions to the food insecurity that is negatively impacting many Twin Cities residents on a daily basis. It is critical for the wellbeing of the region that potential solutions to this issue be passionately sought to fight for those whose circumstances have prevented them from doing so themselves.

References

- Accounting support. (2021, May 27). *What you need to know about a fringe benefit rate*. Points North. <https://www.points-north.com/what-you-need-to-know-about-a-fringe-benefit-rate#:~:text=A%20fringe%20benefit%20rate%20shows,fringe%20benefit%20rate%20is%2030%25>.
- Average community health advocate hourly pay in Minneapolis, Minnesota. (n.d.). Payscale. https://www.payscale.com/research/US/Job=Community_Health_Advocate/Hourly_Rate/e70c7771/Minneapolis-MN
- Average program manager, non-profit organization salary in Minneapolis, Minnesota. (n.d.). Payscale. https://www.payscale.com/research/US/Job=Program_Manager%2C_Non-Profit_Organization/Salary/88ce1dc3/Minneapolis-MN
- Bus driver & rail operator hiring. (2021). Metro Transit. <https://www.metrotransit.org/bus-driver-hiring>
- Coleman-Jensen, A., Rabbit, M.P., Gregory, C. A., & Singh, A. (2018, September). *Household food security in the United States in 2017*. USDA Economic Research Service. <https://www.ers.usda.gov/publications/pub-details/?pubid=90022>
- Community outreach coordinator salary in Minneapolis, MN. (2022, November 4). ZipRecruiter. <https://www.ziprecruiter.com/Salaries/Community-Outreach-Coordinator-Salary-in-Minneapolis,MN#:~:text=How%20much%20does%20a%20Community,be%20approximately%20%2418.86%20an%20hour>.
- The devastating consequences of unequal food access: The role of race and income in diabetes*. (2016, April 12). Union of Concerned Scientists. <https://www.ucsusa.org/resources/devastating-consequences-unequal-food-access#ucs-report-downloads>
- Food access: Access to healthy to healthy and affordable food*. (2019, May 1). Minnesota Department of Health. <https://www.health.state.mn.us/docs/communities/titlev/foodaccess.pdf>
- Goodwin, A. (2020, November 24). *Equitable access to healthy food options: A public health issue*. ProMedica. <https://www.promedica.org/newsroom/sdoh/equitable-access-to-healthy-food-options-a-public-health-issue>
- Hall, L., & Nchako, C. (2022, April 25). *A closer look at who benefits from SNAP: State-by-state fact sheets [Minnesota]*. Center on Budget and Policy Priorities. <https://www.cbpp.org/research/food-assistance/a-closer-look-at-who-benefits-from-snap-state-by-state-fact-sheets#Minnesota>
- Hourly wage for report writer/analyst -EPIC certified salary in the United States. (n.d.). Salary.com. <https://www.salary.com/research/salary/alternate/report-writer-analyst-epic-certified-hourly-wages#:~:text=The%20average%20hourly%20wage%20foranReport,falls%20between%20%2441%20and%20%2451>.
- Hunger in Minnesota*. (2020). Feeding America. <https://www.feedingamerica.org/hunger-in-america/minnesota>

Map the meal gap: Food insecurity among overall population in Minnesota counties. (2020). Feeding America. <https://map.feedingamerica.org/county/2020/overall/minnesota>

Met Council (n.d.) . Position description: Council member, Metropolitan Council. Metropolitan Council. <https://metro council.org/About-Us/Who-We-Are/CouncilMembers/Appointment-Process/Position-Description-Council-Member.aspx>

Minnesota average gas prices. (2022, November 8). AAA. <https://gasprices.aaa.com/?state=MN>

Minnesota facts: Supplemental nutrition assistance program. (2018, February). Food Research & Action Center. <https://frac.org/wp-content/uploads/snap-facts-mn.pdf>

National Institute of Food and Agriculture. (2022). *Community food projects competitive grant program.* United States Department of Agriculture. <https://www.nifa.usda.gov/grants/programs/hunger-food-security-programs/community-food-projects-competitive-grant-program-cfpccg>

New food insecurity data highlight Minnesota's continuing disparities and the need for multi-sector solutions. (2020, September 30). Amherst H. Wilder Foundation. <https://www.wilder.org/articles/new-food-insecurity-data-highlight-minnesotas-continuing-disparities-and-need-multi-sector>

Ohri-Vachaspati, P. (2016). *Households participating in SNAP by county, 2012-2016.* Food Research & Action Center. <https://frac.org/snap-county-map/tables/snap-county-tab-2016.html>

Real stories of hunger: Sally's story. (2020). Feeding America. <https://www.feedingamerica.org/hunger-in-america/real-stories-of-hunger/sallys-story>

Staples. (2022). Office supplies. https://www.staples.com/Office-Supplies/cat_SC1

Supplemental Nutrition Assistance Program (SNAP). (2022). Minnesota Department of Human Services. <https://mn.gov/dhs/people-we-serve/adults/economic-assistance/food-nutrition/programs-and-services/supplemental-nutrition-assistance-program.jsp>

Transportation is a key component of equitable food access. (2020, November 30). Amherst H. Wilder Foundation. <https://www.wilder.org/articles/transportation-key-component-equitable-food-access>

2022 Federal Poverty Guidelines. (2022). ProJusticeMN. <https://www.projusticemn.org/fedpovertyguidelines/>

University of Minnesota research assistant hourly pay. (2022, October 9). Glassdoor. https://www.glassdoor.com/Hourly-Pay/University-of-Minnesota-Research-Assistant-Hourly-Pay-E3735_D_KO24,42.htm

U.S. Census Bureau. (2021). *Household size by vehicles available, 2021 American community survey 1-year estimates.* [B08201]. The Census Bureau. <https://data.census.gov/cedsci/table?q=transportation&tid=ACSDT1Y2021.B08141>

Wascalus, J. (2019, November 12). *No car and too far: Transportation solutions for vulnerable populations in greater Minnesota.* Minnesota Compass. <https://www.mncompass.org/data-insights/articles/no-car-and-too-far-transportation-solutions-vulnerable-populations-greater>