



2023 S.L. Gimbel Foundation Food Grant Application Maximum Request: \$1 million

Internal Use Only:
Grant : _____

Organization / Agency Information

1) Organization/Agency Name: World Central Kitchen		
2) Physical Address: 200 Massachusetts Ave NW, 7th Floor		City/State/Zip Washington, DC 20001
2) Mailing Address: 200 Massachusetts Ave NW, 7th Floor		City/State/Zip Washington, DC 20001
4) CEO or Director: Erin Gore		Title: CEO
5) Phone: (202) 844-6330	6) Fax: N/A	7) Email: erin@wck.org
8) Contact Person: Maggie Leahy		Title: Director, Donor Relations
9) Phone: (202) 754-7794	10) Fax: N/A	11) Email: maggie@wck.org
12) Web Site Address: https://wck.org/		13) Tax ID: 27-3521132

Program / Grant Information

Interest Area: Disaster Relief

14) Program/Project Name: WCK's Relief Work			15) Amount of Grant Requested: \$1,000,000
16) Total Organization Budget: \$216,021,028	17) Per 990, Percentage of Program Service Expenses (Column B/ Column A x 100): 89.9%	18) Per 990, Percentage of Management & General Expenses Only (Column C / Column A x 100): 7%	19) Per 990, Percentage of Management & General Expenses and Fundraising (Column C+D / Column A x 100): 10.1%
20) Purpose of Grant Request (one sentence): To support WCK's mission of being food first responders, arriving first to the frontlines to provide fresh meals in response to crises.			
21) Program Start Date (Month and Year): June 2023		22) Program End Date (Month and Year): June 2024	
23) Gimbel Grants Received: List Year(s) and Award Amount(s) - 2020: \$250,000 - 2021: \$500,000			

Signatures

24) Board President / Chair: Robert Wilder, Chairman	Signature:	Date: 3/06/2023
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2023 S.L. Gimbel Foundation Fund APPLICATION

Narrative

Please provide the following information by answering **ALL** questions (I to IV), **12 Font, One Inch Margins**. Use the format below (I to IV). Type your complete answers to the question directly below the question. Please do not delete the questions/instructions/examples and provide clear, specific, and concise answers.

I. Organization Background

A) State the history, mission and/or purpose of your organization.

World Central Kitchen (WCK) is first to the frontlines providing meals in response to crises. Applying our model of quick action, leveraging local resources, and adapting in real time, we have served more than 250 million nourishing meals around the world.

WCK was founded by Chef José Andrés in 2010 following the devastating earthquake in Haiti. Formed with the goal of finding "smart solutions to hunger and poverty," WCK has experienced pivotal moments that helped shape our strategy and mission. Our relief model of responding with urgency by cutting through the red tape really sets WCK apart from more bureaucratic aid organizations. This model took shape after Hurricane Maria devastated Puerto Rico in 2017, when government aid funding was moving slowly but WCK saw that people's hunger was an immediate concern that needed to be addressed. In 2020, in response to COVID-19, WCK engineered an innovative model that leverages existing infrastructure (local restaurants) to address the vast level of need for food relief. During the past year following the invasion of Ukraine, we have served more than 210 million meals—including over 194 million in Ukraine alone—to support communities without food support, showing that WCK has the reach and capacity to launch expansive food relief operations bigger than some of the largest humanitarian aid organizations in the world—and that we lead the way and continue to innovate how food response should be done.

When disaster strikes, knocking out electricity (which can lead to food spoilage), damaging or contaminating water systems, closing grocery stores, washing away roads, and crippling infrastructure, WCK mobilizes with the "urgency of now" to connect with people and organizations on the ground, assess needs in the community, and determine if we can be an additive resource to fill gaps in food and water access. WCK serves comforting meals to survivors of disasters quickly and effectively by partnering with organizations on the ground and activating a network of local restaurants, food trucks, or emergency kitchens. To support regional economies, WCK prioritizes purchasing local ingredients to cook with or distribute directly to families in need.

In 2022, WCK served more than 195 million meals to support communities affected by climate, humanitarian, and community crises.

B) How long has the organization been providing programs and services to the community?

Since 2010, WCK has been responding to humanitarian, climate, and community crises all around the world, including floods, hurricanes, volcanic eruptions, earthquakes, an apartment building collapse, a port explosion, wildfires, refugee crises, a military invasion, and a global pandemic.

WCK's innovative relief model delivers nutritious meals to people who need them while boosting livelihoods, businesses, and economies during times of crisis. This model of quick action and cutting through bureaucracy and red tape that encumbers other established, larger aid organizations took shape following Hurricane Maria in 2017. People were hungry and no one called on chefs—experts in working under pressure and preparing food quickly—to help. We respond with urgency when catastrophes disrupt food and water systems and leave affected communities hungry and thirsty, knowing that people are hungry now.

C) What are some of your past organizational accomplishments (last three years)?

2020: WCK responded to disasters on five continents and served more than 40 million meals in 2020. WCK supported communities in Australia following devastating bushfires; in Puerto Rico after large strong earthquakes; Beirut, Lebanon in the aftermath of a large port explosion; in California and Oregon in response to a historic wildfire season; nationwide across the United States in our Chefs for the Polls initiative to serve meals to individuals at and near polling sites during the 2020 presidential election; and in Guatemala, Honduras, and the Colombian islands of Providencia and San Andrés following Hurricanes Eta and Iota. Additionally, WCK launched our pandemic response in February 2020 to serve meals to quarantined passengers aboard a Princess Cruise ship in Yokohama, Japan. WCK supported passengers on a second quarantined cruise ship in San Francisco, CA and then in mid-March launched our pandemic response that provided more than 38 million meals across the United States, Spain, India, Indonesia, and the Dominican Republic.

2021: WCK served more than nine million meals to support communities affected by disasters in 2021, including climate-related catastrophes such as the severe winter storm in Texas and Mississippi; Snowstorm Filomena in Madrid; flooding in Tennessee, India, and Germany; wildfires on the U.S. West Coast, the Greek Island of Evia, and in Spain; and Hurricane Ida in Louisiana. WCK also activated in response to the earthquakes in Indonesia and Haiti, and the volcano explosions on the St. Vincent and the Grenadines and La Palma of the Canary Islands. WCK mobilized in response to man-made catastrophes such as the escalation of violence in Gaza, the tragic condominium building collapse in Surfside, FL, and multiple humanitarian crises that include influxes of migrants along the U.S./Mexico border, the refugee crisis in Venezuela and Colombia, and the resettlement of Afghan refugees following the Taliban takeover.

In addition, WCK's pandemic response continued in 2021 with food relief efforts in cities including Baltimore, Chicago, Nashville, Minneapolis, New York City, and Washington, DC. Our COVID-19 activation shifted to prioritize WCK Direct, an initiative supported by the S.L. Gimbel Foundation.

2022: WCK served more than 195 million meals to support communities in over 30 countries in 2022. WCK activated in response to 50+ disasters of all types including humanitarian crises (including the

invasion of Ukraine in February 2022, which quickly scaled to be our largest ever relief activation), community crises (including acts of gun violence in Buffalo, Highland Park, and Uvalde), and climate disasters that included Cyclone Batsirai in Madagascar; flooding in Australia, Bangladesh, Brazil, Eastern Kentucky, and India; the water crisis in Mississippi; wildfires in California, New Mexico, and Spain; and Hurricanes Fiona and Ian. Summaries of two of these responses are shared below.

- **Invasion of Ukraine:** On February 24, Russia invaded Ukraine, triggering an international humanitarian and food crisis. WCK activated within hours of the initial invasion, serving hot meals along the Poland/Ukraine border to refugees fleeing the country. We quickly scaled our response to meet the need and set up sites at dozens of border crossings in neighboring countries to support the surge of refugees fleeing Ukraine. Since then, WCK's priorities have been to 1) support refugees both inside and outside Ukraine, 2) provide food relief in liberated towns through hot meals and food kits, 3) distribute food products and produce to areas on the frontline and under Russian attack, and 4) support communities affected by attacks on civilian infrastructure. WCK has served more than 210 million meals—including more than 194 million in Ukraine alone—since the invasion, activating in eight countries in total and partnering with 520+ local restaurants, caterers, and food trucks to bring hope, comfort, and love to communities without food support. Our work in Ukraine has continued into 2022.
- **Hurricane Ian in Florida:** Hurricane Ian hit Florida's southwest Gulf Coast in late September 2022 as a powerful Category 4 hurricane with 150 mph winds, severe storm surges, and heavy rains. The storm shifted slightly south before making landfall and tearing through communities, destroying homes, causing extreme flooding, and washing away roads. WCK prepositioned in Tampa and quickly identified Fort Myers and Pine Island as hard-hit communities in need of support. WCK adapted to prioritize this area and served more than 1 million meals in response to the storm.

II. Project Information:

A) Statement of Need

Specify the community need(s) you want to address and are seeking funds for.

Include demographics, geographic characteristics of the area or community to be served, community conditions and income level. Include relevant statistics.

WCK exists to support communities affected by crises by filling gaps in food and water provision. Unfortunately crises continue to occur at a frequency, intensity, and scale that affect large populations and require more from our teams. We are seeking partners to invest in our ability to respond with the “urgency of now” and show up wherever there is a fight so that hungry people may eat.

The number of climate-related disasters has tripled in the past decade compared to the 1980s. Hurricanes are developing earlier (for example, Hurricane Agatha last year was a rare springtime Pacific hurricane and the strongest ever to hit in the month of May) and occurring more frequently. Due to climate change, the likelihood of a hurricane undergoing rapid intensification has increased from 1% in the 1980s to 5% today.

In the United States alone, 90% of American counties have experienced a climate event over the past decade that received a federal disaster declaration. Wildfires are becoming a year-round threat. In late December 2021 and early January 2022, the Marshall Fire in Colorado burned 6k+ acres and was the

state's most destructive wildfire ever in terms of property loss. In 2022, more than 64k wildfires burned 7.4+ million acres, above the annual average and the highest number of wildfires reported in the past decade.

Internationally, wildfires have blazed across Spain and Greece. In February, dry summer heat and strong winds fueled hundreds of wildfires in Chile, already in the midst of what the World Meteorological Organization has called a decade-long "mega drought," affecting the Chile' agricultural sector and forced evacuations.

In 2022 alone, WCK responded to 30 climate-related crises in countries including Afghanistan, Bangladesh, India, Pakistan, and the United States. In Afghanistan, communities were affected by both natural (earthquake) and climate-related (flooding) disasters. In Bangladesh, heavy pre-monsoon rains disrupted the lives of over four million people and damaged homes and crops. In Pakistan, record monsoon rains and melting glaciers in the northern mountain regions unleashed unprecedented flooding during the summer that submerged a third of the country. An estimated 33 million people were affected, millions of acres of crops destroyed, some communities had no access to clean water, and entire villages were cut off from critical services. In addition, WCK responded to three separate flooding disasters in Brazil, Cyclone Batsirai in Madagascar, and flooding in India.

WCK supports communities affected by climate, humanitarian, and community crises, when food and water systems are disrupted and people are in need of aid. In our food relief, WCK aims to be as inclusive as possible. Anyone can come to our public community distributions and pick up food with no questions asked. WCK does not track the demographics of our meal recipients, but it is worth noting that people of all ages, genders, ethnicities, and backgrounds, from countries around the world, receive a WCK meal. WCK also does not track income levels of meal recipients.

B) Project Description

Describe your food distribution program.

1. What are the specific activities of the food program?
2. How do you identify/qualify those in need?
3. How often is the food distribution offered (during COVID and now)?
4. How many people will be served by the food distribution program (children, youth, adults, seniors) that is being considered for the Gimbel Foundation request and the total program?
5. Please explain how you keep track of number of people served.

A grant from the S.L. Gimbel Foundation will support WCK's mission of being first to the frontlines, serving a fresh plate of food to communities affected by humanitarian, climate, and community crises across the world. WCK activates when crises disrupt food and/or water systems, leaving people hungry and in need of water. Our emergency relief model delivers food directly to people affected by crises while boosting livelihoods, businesses, and economies. Program activities are detailed below:

1. WCK deploys our Chef Relief Team when disasters strike, disrupting food systems and leaving affected communities without access to fresh food. WCK mobilizes with the "urgency of now" to connect with people and organizations on the ground, assess needs in the community, and determine if we can be an additive resource to fill gaps in food and water access.

2. When WCK can predict the impact of a crisis, such as for a hurricane, we preposition our teams ahead of landfall and secure a kitchen or series of kitchens to prepare sandwiches for immediate distribution. For less predictable catastrophes (wildfires, volcanic eruptions, earthquakes, etc.), WCK activates within hours and either establishes one or multiple kitchens.
3. WCK sources local ingredients for our hot meals and builds community connections that are paramount to our ability to scale fast and feed when and where others can't. WCK contracts local community members, including those who have lost their jobs or have otherwise suffered hardship, to support our work.
4. WCK partners with organizations on the ground and activates a network of food trucks or emergency kitchens to provide meals to affected communities. If infrastructure is intact, we identify local restaurants, food trucks, and/or catering companies to partner with to prepare the meals.
5. WCK integrates restaurants into our disaster model whenever possible. This allows us to:
 - leverage the existing infrastructure (when and if it exists post-disaster) to provide meals immediately,
 - invest in local economies during a time of disaster in which business as usual tends to halt,
 - ensure the meals we are distributing are culturally relevant, and
 - engage the local community in our response.
6. Once restaurant partners are onboarded; our kitchen is clean, operational, and well established; and we are in a cycle of regularly distributing meals to set locations, WCK's emergency response has scaled and functions on a regular, dependable cadence. WCK acclimates to the unique situation each disaster brings, fine-tunes our meal distributions, and adapts quickly to unforeseen factors such as torrential downpours, strong aftershocks, tornado warnings, etc.
7. When restaurants, grocery stores, and other businesses begin to reopen, food and water systems are restored, and the immediate crisis is over, WCK starts to decrease our presence while still supporting the individuals and families who need more time to recover fully. WCK then withdraws after ensuring any remaining food needs are being met.

WCK identifies communities in need alongside community leaders, and local organizations and governments, and aims to provide food and water as often as needed, to whomever needs it, and for as long as needed.

WCK tracks and evaluates the impact of our work by the number of meals served, rather than the number of people served, as individuals may come and receive meals multiple days and some people may take meals home for their families, making the measuring of this metric extremely difficult. We track the number of meals served along with the number of WCK relief kitchens and/or partner restaurants, and the number of recipient locations, across all of our emergency relief responses. We record this data in AirTable and use Tableau to capture and visualize the information. This capturing, recording, and sharing of data allows us to better understand and amplify the impact of our emergency relief activations. After each emergency response, WCK's Relief Team compiles After Action Reports in which they address major strengths, areas for improvements, and recommendations for future activations. WCK regularly integrates lessons learned and suggestions for future improvement into our relief model to maximize our impact and efficiency.

As a disaster response organization, goal setting or estimating the number of meals served in our relief programming can be especially challenging. WCK does not have a singular playbook for our relief work; instead, we monitor and assess the need for food support for each crisis and respond appropriately. As such, WCK does not set quantitative goals for our relief work: we simply show up with a hot plate of food to provide support for as long as we are needed and we are able to do so. WCK is currently responding to the earthquakes in Türkiye and Syria. By establishing relief kitchens, partnering with local restaurants, and collaborating with local organizations, we are serving more than 500,000 meals per day, and have distributed over 9 million meals in total so far.

At a general \$4 per meal for WCK's disaster relief, we estimate the S.L. Gimbel Foundation's \$1 million grant will help WCK provide more than **225,000** fresh, comforting meals for communities affected by a food crisis. The \$4 is more than a meal; it also supports the livelihoods of community members we hire on a contractual basis as well local businesses from which we source our food ingredients.

C) Project Goal, Objective, Activities and Expected Outcome

1. **Note: Objective, Outcome and Evaluation must all be based on the SAME QUANTIFIABLE CRITERIA (for example, “number served, or acres improved”). This quantifiable criteria should refer to the grant amount you are requesting from the Gimbel Foundation only and not the total program.**

State ONE GOAL, ONE OBJECTIVE, ONE OUTCOME. USE NUMBERS AND DO NOT USE PERCENTAGES.

2. **State ONE project goal. The Goal should be an aspirational statement, a broad statement of purpose for the project.**
3. **State One Objective.** The Objective should be specific, measurable, verifiable, action-oriented, realistic, and time-specific statement intended to guide your organization's activities toward achieving the goal. **Specify the activities** you will undertake to meet the objective and number of participants for each activity.
4. **State One Outcome.** An outcome is the individual, organizational or community-level change that can reasonably occur during the grant period as a result of the proposed activities or services. What is the key anticipated outcome of the project and impact on participants? State in a quantifiable and verifiable term.
5. **Evaluation:** How will progress towards the objective (per above) be tracked and outcome measured?
Provide specific information on how many individuals will be evaluated (should be the same number as in the objective and outcome), how you will collect relevant data and statistics that meet your objective and validate your expected outcome, in a quantifiable manner, as you describe your evaluation process.

BELOW IS AN EXAMPLE OF GOAL, OBJECTIVE, OUTCOME AND EVALUATION:
Objective, Outcome and Evaluation should align and should be written in a linear format, using actual numbers, and data that are quantifiable and verifiable. Do not use percentages

GOAL: Enhance and supplement the diet of food insecure families and children in Mariposa County with healthy, fresh food each month to improve their health and wellbeing.

OBJECTIVE: Distribute at least **500,000 meals of healthy, fresh food to 15,000 residents in need**.

ACTIVITIES:

- 1) Purchase fresh produce and other food items not provided by existing local farm and USDA sources to support 15,000 food distribution participants monthly.
- 2) Continue to promote monthly food distribution program through community partners across the county.
- 3) Input monthly food distribution data into USDA database system.

OUTCOME: We expect to **provide 500,000 meals to 15,000 food insecure county residents**, increasing their healthy food intake and habits.

EVALUATION: Using the USDA's tracking system we will generate reports on the number of food insecure children and families we have served. We will track our role in **providing 500,000 meals feeding 15,000 food insecure individuals** and account for additional success or lower numbers of individuals served.

WRITE YOUR RESPONSES using the following format for your goal, objective, respective activities and expected outcome:

GOAL: Provide critical aid to communities affected by climate, humanitarian, and community crises through food (WCK meals, restaurant meals, kits that contain ingredients for families to cook themselves) and water support.

OBJECTIVE: Distribute more than **225,000** nourishing meals to communities in need of food support due to a crisis including natural disasters, climate disasters, or humanitarian emergencies through restaurant partnerships and/or WCK relief kitchens.

ACTIVITIES:

- 1) During a WCK emergency response, identify restaurant, food truck, and catering partners through outreach, chef connections, and/or receiving inquiries.
- 2) Work with food supplier partners to determine the number of meals per day or week, and the cost per meal. Ensure meal preparation is in line with WCK's high standards of nutrition, cleanliness, and efficiency.
- 3) Pay food supplier partners for each meal they prepare, providing fair compensation and infusing financial resources into businesses during a time when the economy may have been disrupted.
- 4) If activating a WCK relief kitchen, identify a facility that is large enough and contains the infrastructure needed for our Relief Team to prepare meals at scale. Hire local contractors to support and lead this work on the ground, providing an income opportunity during a time of disaster. Source food ingredients from local businesses, investing in the area's economy.
- 5) Produce thousands of nutritious meals per day, utilizing food supplier partners or WCK relief kitchens, to distribute alongside local partners into communities hit hard by a disaster or to be picked up by the affected community at a centralized location. Grant funds will support more than **225,000** meals.

OUTCOME: WCK expects to provide more than **225,000** fresh meals to communities affected by crises. In addition to nourishment, food also provides comfort and hope, especially in times of crisis.

WCK leverages the power of food to let communities know they are not alone during a disaster, and we are here for them. The positive impacts of a hot plate of food are best described by WCK Chef Shorne. He said, *“It may feel small—a hot meal, but it’s big. It puts a smile on peoples’ faces. That’s the way to live, to help. It’s a beautiful thing, to know you can help someone. A beautiful thing.”*

EVALUATION: WCK will use AirTable and Tableau to track the number of meals served in any emergency response, and allocate the S.L. Gimbel Foundation’s grant to support our most critical needs, providing more than **225,000** meals. We will report back to the S.L. Gimbel Foundation on the disaster response the grant supported, the number of meals provided, and the money invested back into local businesses.

D) Timeline

Provide a timeline for implementing the project. The start date and end date should be the same dates on the cover page. Start date should be 3 months AFTER the submission deadline.

The project start date is: June 6, 2023

The project end date is: June 5, 2024

Include timeframes for specific activities, as appropriate.

While WCK can not predict when or where a crisis will strike, it is the support from partners like the S.L. Gimbel that allows us to respond with the “urgency of now” to serve communities in need. We will report back to the S.L. Gimbel Foundation when we use the support.

E) Target Population

1. Who will this grant serve?

WCK supports communities that have been affected by crises and lack access to fresh food and potable water. While no two disasters are the same, there are populations we serve that are common across some of our responses. For example, during wildfire relief efforts, WCK tends to serve meals to evacuees who have been forced to leave their home and stay in a shelter, and first responders who have worked long hours, with little time for rest or food, to battle the blazes. Following hurricanes and the earthquakes in Türkiye and Syria, WCK provided food relief to search-and-rescue teams working tirelessly to save lives with no access to a hot, fresh meal. In the direct aftermath of a disaster, when our Relief Team is scouting needs for food support while distributing sandwiches and/or hot meals to communities beginning to rebuild and first responders carrying out their heroic work, we often hear that our aid is the first food support they have received. For example, after the devastating flooding that inundated eastern Kentucky in July 2022, we met Bradley and Pamela on a meal distribution run, who were salvaging their belongings and drying our family photos. They shared, *“When we’re cleaning, we don’t think about eating, and these hot meals are so satisfying—they make you think about the people who prepared them. The people who remember that we are out here.”*

Similarly, after Hurricane Ian made landfall on Florida’s southwest Gulf Coast in late September 2022, WCK served meals to Julianne in hard-hit Venice who said, *“When we came back to our house, the water was up to my knees. Now we’re cutting the walls because the mold was up to our waist, throughout. We had to throw away everything from the refrigerator, we lost everything. It’s amazing to have a company that feeds the people that are trying to get back to their lives! Thank you, thank you.”*

Communities in most need of support are identified in consultation with community organizations, local governments, other humanitarian organizations in the area, and, sometimes, word of mouth. For example, also during our response to Hurricane Ian, a USPS mail carrier informed our meal distribution team on Pine Island that there were vulnerable senior citizens on her regular service route—after receiving this information, we made sure to check on them and bring meals, and continued to do so for as long as needed.

Disasters also disproportionately affect marginalized populations. Underserved communities are often the first to lose access to fresh food (due to economic factors and/or a lack of investment in the communities, i.e. limited number of grocery stores) and may need the most food support to recover. WCK prioritizes the hardest-hit communities through our local connections and food supplier partners. We also employ people from within the community to support our work, contracting people who have lost jobs or otherwise suffered hardship due to a disaster.

2. How many people will be impacted? Provide a breakdown: Number of Children, Youth, Adults, Seniors.

WCK does not track the number of people served and the demographics of our meal recipients; however, there are instances where a certain demographic is the most in need of food and water support. During the first weeks and months following Russia's invasion of Ukraine in February 2022, hundreds of thousands of refugees were crossing the Ukrainian border into neighboring countries each day. Refugees were primarily women and children as men had to remain in Ukraine. Now, WCK's emergency response team in Ukraine travels to recently liberated communities as soon as it is safe to do so to provide hot meals and food kits. The populations of liberated towns and villages are much smaller than pre-war times as those who were able and wanted to get out have evacuated. However, the population that remains are primarily those who were unable to leave—such as the elderly and less mobile.

F) Community Partners

1. How does this program relate to other existing projects in the community?
2. Who are your key community partners? Provide a brief description of each key partner and their role(s) in this program.

Partnership and collaboration with other organizations is essential to all of WCK's work. Our activations rely on local organizations and leaders to inform community needs and culturally appropriate practices. We partner with local community-based organizations to provide more nuanced and local knowledge in much of our work. The actors we partner with vary based on local needs and the organizations that have a presence in each location.

In our emergency relief situations, we also coordinate with international, national, and local organizations in the same space, such as the Red Cross and Team Rubicon. In some cases, the Red Cross seeks WCK's assistance in providing meals for evacuees staying in shelters during crises such as wildfires. We also work with organizations that can help us reach the places most in need. For example, we have accompanied Cajun Navy, a Louisiana-based relief organization, to hand out meals and sandwiches during their search and rescue missions in the aftermath of hurricanes. In our response

to the invasion of Ukraine, organizations we supported include Tikva, which sourced kosher ingredients for meals they provided to Jewish refugees staying in Romania. As procuring these ingredients was more expensive than anticipated, WCK stepped in to support them in serving three meals per day, relieving a big burden from Tikva and bolstering the great work that they do. WCK's collaboration with Tikva is an example of WCK identifying community-led work being conducted on the ground and doing our best to provide support. In Türkiye, WCK partnered with local chefs and organizations to provide meals immediately, while procuring kitchens that our Relief Team could leverage to produce thousands of meals each day. We worked with a partner kitchen in the hard-hit city of Elbistan that was established by a group of local chefs eager to start cooking for families in need.

When possible, we work with local restaurants, food trucks, and caterers in our emergency work. This ensures we provide culturally relevant food and that we are able to begin serving meals immediately without having to rely on establishing a kitchen. By working with restaurants and other food businesses and vendors, we support local economies and livelihoods.

3. How are you utilizing volunteers?

WCK volunteers support activations in a variety of ways. These typically include everything from making sandwiches and packing meals to serving as drivers to drop off meals at distribution sites. WCK does not know exactly where we will activate and when volunteer support is needed, but we release a call when volunteers are needed providing specific details of opportunities to help. Over time, we have developed a large volunteer corps that anyone can choose to join, so we have a network to call on when volunteers are needed.

G) Use of Grant Funds

How will you use the grant funds? This answer should align with the specific activities previously outlined in C) Project Goal, Objectives, Activities and Expected Outcomes

WCK will use the S.L. Gimbel Foundation grant funds to provide nourishing meals quickly and efficiently after a crisis, purchased from food supplier partners or prepared out of a WCK relief kitchen using locally purchased ingredients and employing community members. We anticipate a \$1 million grant will provide more than **225,000** meals.

III. Project Future

A) Sustainability

Explain how you will support this project after the grant performance period. Include plans for fundraising or increasing financial support designated for the project.

WCK is actively raising funds from corporations, foundations, and individuals to fuel our emergency relief work across the globe. We welcome the investment and partnership of like-minded organizations as we respond to crises—including multiple disasters simultaneously—and support communities with love, hope, and empathy. WCK fundraises for different layers of support: 1) general operation, 2) Climate Disaster Fund, or 3) specific to an emergency response.

The expenses that make up our general operating budget are the backbone of our organization and allow us to have a significant impact on the communities we serve. Unrestricted donations allow us to

allocate resources where they are most needed as well as help WCK invest in the people, systems, and structures of our organization—so that we are able to show up the best we can to feed communities in need.

WCK is building our global teams and investing in the people and systems driving our work to allow us to respond to more crises, faster. In our work, collaborating with partners to fuel our work on the ground ensures the sustainability of our response. As a WCK emergency relief effort is concluding, we will ensure any remaining food needs are being met and donate any remaining food/water/supplies we have to our local partners, so they can continue doing their amazing work.

A grant from the S.L. Gimbel Foundation will equate to more fresh, comforting meals for communities affected by crises. Your investment in our work will have a ripple effect by supporting the livelihoods of the community members we hired on a contractual basis, as well local businesses from which we sourced our food, ingredients, and meals.

IV. Governance, Executive Leadership and Key Personnel/Staff Qualifications

A) Governance

1. Describe your board of directors and the role it plays in the organization.

WCK's Board of Directors is composed of eight professionals who have a variety of restaurant industry, non-profit, and government agency experience. They meet four times each year to make decisions regarding strategic plans, budgets, and other governance-level decisions (not day-to-day operational decisions).

2. What committees exist within your board of directors?

Within our Board of Directors, there is a Finance Committee and an Audit Committee. In the past six months, a Search Committee within our Board of Directors led the process to hire a new CEO to lead WCK growth.

3. How does the board of directors make decisions?

The Board of Directors make governance-level decisions with majority votes.

B) Management

1. Describe the qualifications of key personnel/staff responsible for the project.

Erin Gore | Chief Executive Officer

Erin joined the WCK team in July 2019 to lead our philanthropic relationships and development team, driving the organization's revenue growth. After nearly four years, in March 2022, Erin stepped into the role of Chief Executive Officer. Erin brings more than 15 years of nonprofit fundraising and partnership building experience to the team. Prior to WCK, Erin worked at Malala Fund, the nonprofit organization founded by Nobel Peace Prize laureate and student activist Malala Yousafzai, and Share Our Strength.

Jason Collis | VP, Relief

Chef Jason began working with WCK in 2017 during the Thomas Fire in California and has since assisted with various WCK efforts across the US and internationally. He brings more than 20 years of experience in the food and beverage industry, where he launched several successful businesses. Now, as VP of Relief, Chef Jason oversees all of our relief work—from emergency response to special operations. He also utilizes his experience in procurement and operations to help our field operations run smoothly.

Val Gonzalez | Senior VP, Finance

Val is a Certified Public Accountant (CPA) with a bachelor's degree in economics and has extensive experience in financial reporting, analysis, and compliance.

2. What is the CEO/President/Executive Director Salary?

- \$320,000

2023 S.L. Gimbel Foundation APPLICATION

V. Project Budget and Narrative (Do not delete these instructions on your completed form).

Please provide a detailed line-item budget for your project by completing the budget form below. **The maximum requested amount is \$1,000,000 or 25% of your operating budget, whichever is less, OR the amount on your invitation to apply per the email.** Delineate your line items requests per example below:

- 90% of total request for the purchase of food items only. (Ex. Total request of \$1,000,000; 90% is \$900,000 for food)
- 10% of total request for **transportation OR for coordination** (Ex. Total request of \$1,000,000; 10% is \$100,000 for transportation)
- Canned tuna will not be funded.

Food items must be specific and delineated (i.e. canned vegetables, soup, pasta, dried beans, rice, etc.). For each food item, indicate the cost per unit (pound, carton, case, etc.) and the quantity. See attached example.

Line Item Request	Line Item Explanation	Support From Your Agency	Support From Other Funders	Requested Amount From Gimbel	Line Item Total of Project
Direct: Prepared Meal Purchases (Restaurants, Food Trucks, Caterers); Bulk Food and Beverage Purchases	Costs of providing meals prepared by WCK partner restaurants, food trucks, and caterers. Cost of purchasing bulk food and beverages from food vendors. For international emergency responses, costs average ~\$4 per meal, and for domestic, ~\$6-\$8 per meal.		\$151,099,996	\$900,000	\$151,999,996
Direct: Land and Air Meals Delivery	Costs associated with delivering fresh meals, nourishing food kits, and/or water		\$3,650,000	\$50,000	\$3,700,000
Indirect: Overhead/Coordinating	Indirect costs including salaries and wages, occupancy, and travel costs.		\$22,602,115	\$50,000	\$22,652,115
TOTALS:			\$177,352,111	\$1,000,000	\$178,352,111

Provide a narrative for the line item Transportation OR Coordination.

Direct: Prepared Meal Purchases (Restaurants, Food Trucks, Caterers); Bulk Food and Beverage Purchases: Fresh, nourishing meals purchased from WCK restaurant, food truck, and caterer partners for communities in need of support following a crisis. Food ingredients and beverages (i.e. water) purchased in bulk from local food suppliers. The entirety of grant funds allocated to this line item is put directly back into local businesses supporting a WCK emergency response.

Direct: Land and Air Meals Delivery: A crucial element of our relief work, WCK delivers meals through any means available—from airplanes, helicopters, and boats, to horseback and rickshaws, and our amphibious vehicle the SHERP. In emergency responses where transportation is severely disrupted—roads damaged or washed away, air travel halted, communications down, bridges collapsed—meal delivery is the infrastructural backbone of WCK’s activation and makes their work possible.

Indirect: Overhead/Coordinating: Overhead expenses include General and Administrative Expenses, Professional Fees (PR and Communications Consultants), Consulting Fees (General, Legal Fees, and Accounting Professional fees), and Occupancy expenses (such as WCK’s HQ office rent).

2023 S.L. Gimbel Foundation APPLICATION

VI. Sources of Funding: Please list your current sources of funding and amounts.

Secured/Awarded

Name of Funder: Foundation, Corporation, Government, Individual donors, In-Kind, Other (specify)	Amount
EPIC Games: Corporation	\$27,506,275
Howard G. Buffett Foundation: Individual	\$20,047,044
José Andrés/Courage and Civility Award Jeff Bezos: Individual	\$20,002,744
Meta Platforms, Inc.: Corporation	\$11,767,512
Bloomberg Philanthropies: Individual	\$10,250,000
Anonymous: Individual	\$10,000,000
American Red Cross: Organization	\$6,000,000
Mike and Jackie Bezos and Family: Individual	\$5,098,374

Pending

Name of Funder: Foundation, Corporation, Government, Individual donors, Other (specify)	Amount	Decision Date
FedEx Corporation: Corporation	\$400,000	3/31/2023
Home Depot Foundation: Corporation	\$300,000	3/31/2023
Dalio Philanthropies: Individual	\$150,000	3/31/2023
The McKesson Foundation: Foundation	\$100,000	4/30/2023
Argosy Foundation: Foundation	\$50,000	3/31/2023
D. J. McManus Foundation: Individual	\$50,000	3/31/2023
John K. & Elizabeth W. Knorr Charitable Foundation: Individual	\$50,000	4/30/2023
S&P Global Foundation: Corporation	\$50,000	3/31/2023

Diversity of Funding Sources: A financially healthy organization should have a diverse mix of funding sources. Complete those categories that apply to your organization using figures from your most recent fiscal year.

Funding Source	Amount	% of Total Revenue	Funding Source	Amount	% of Total Revenue
Contributions	\$385,863,109	74.76%	Organizations (i.e. other nonprofits)	\$20,080,518	3.89%
Fundraising/Special Events					
Corp/Foundation Grants	\$110,195,311	21.35%			
Government Grants	\$26,318	0.01%			

Notes:

S.L. Gimbel Foundation APPLICATION

VII. Financial Analysis

Agency Name: World Central Kitchen

Most Current Fiscal Year (Dates): From 1/1/2021 (most recently audited) To: 12/31/2021 (most recently audited)

This section presents an overview of an applicant organization's financial health and will be reviewed along with the grant proposal. Provide all the information requested on your **entire organization**. Include any notes that may explain any extraordinary circumstances. Information should be taken from your most recent 990 and audit. **Double check your figures!**

Form 990, Part IX: Statement of Functional Expenses

(This should be your recently filed Form 990 and should not be more than 2 years old)

1) Transfer the totals for each of the columns, Line 25- Total functional expenses (page 10)

(A) Total Expenses	(B) Program service expenses	(C) Management & general expenses	(D) Fundraising expenses
\$79,002,314	\$71,032,123	\$5,532,139	\$2,438,025

2) Calculate the percentages of Columns B, C, and D, over A (per totals above)

- Program services (B) – A general rule is that at least 75% of total expenses should be used to support programs
- Management & general administration (C) – A general rule is that no more than 15% of total expenses should be used for management & general expenses
- Fundraising (D) – A general rule is that no more than 10% of total expenses should be used for fundraising

(A) Total Expenses	(B) Program service expenses	(C) Management & general expenses	(D) Fundraising expenses
	Columns B / A x 100	Columns C / A x 100	Columns D / A x 100
Must equal 100%	89.9%	7.0%	3.1%

3) Calculate the difference between your CURRENT year budget for management & general expenses and your previous management & general expenses per your 990 (Column C)

Percentage of Organization's <u>Current</u> Total Budget used for Administration	Column C, Management & general expenses per 990 above	Differential
\$22,972,115 (2023)	\$5,532,139 (2021)	\$17,439,976 (315.25%)

If the differential is above (+) or below (-) **10%**, provide an explanation:

This differential is over a two-year period, and WCK has grown significantly during this time. At the end of 2020, WCK had 47 full-time staff. We currently have over 90 and have increased salary and wages expenses as a result. We have invested in our relief efforts by building our capacity to respond

to even more crises with the rapid food-first relief that WCK provides best. This has included building regional teams across the world and hiring additional staff across our Relief and Operations teams so that we can respond to multiple concurrent emergencies. WCK's revenue has significantly increased as we have increased the scale of our operations, which has allowed us to make these important and strategic investments.

S.L. Gimbel Foundation APPLICATION

Quick Ratio: Measures the level of liquidity and measures only current assets that can be quickly turned to cash. A generally standard Quick Ratio equals 1 or more.

Cash	+ Accounts Receivables	/Current Liabilities	= Quick Ratio
\$100,707,258	\$9,214,194	\$2,994,382	36.7

Excess or Deficit for the Year:

Excess or (Deficit) Most recent fiscal year end	Excess or (Deficit) Prior fiscal year end
\$89,266,160 (2022; unaudited)	\$43,798,925 (2021)

Notes:

VIII. EMAIL TWO PDF files to Gimbel@iegives.org

A. One PDF file of the following, #1 to #5

B. Second PDF file of the following, #6 & #7

# 1	Completed Grant Application Form (cover sheet, narrative), budget page and budget narrative (see sample) and sources of funding, financial analysis page	# 6	A copy of your most recent year-end financial statements (audited if available)
# 2	Your current operating budget and the previous year's actual expenses (see sample Budget Comparison)	# 7	A copy of your most recent 990. Please make sure that the Form 990 you submit is no more than two (2) years old.
# 3	Part IX <u>only</u> of the 990 form, Statement of Functional Expenses (one page). Please make sure that the Form 990 you submit is no more than two (2) years old.		
# 4	For past grantees, a copy of your most recent final report.		
# 5	A copy of your current 501(c)(3) letter from the IRS		

SAMPLE Budget Comparison

	Actuals Most Recently Completed Year	Budget Projections Current Year	Variance
	20	20	
Income			
Individual Contributions	-	-	-
Corporate Contributions	-	-	-
Foundation Grants	-	-	-
Government Contributions	-	-	-
Other Earned Income	-	-	-
Other Unearned Income	-	-	-
Interest & Dividend Income	-	-	-
Total Income	-	-	-
Expenditures			
Personnel			
Salary CEO – Required	-	-	-
Staff Salary (total)	-	-	-
Payroll Taxes	-	-	-
Insurance - Workers' Comp	-	-	-
Insurance - Health	-	-	-
Payroll Services	-	-	-
Retirement	-	-	-
Total Personnel	-	-	-
General Program/Administrative			
Bank/Investment Fee	-	-	-
Publications	-	-	-
Conferences & Meetings	-	-	-
Mileage	-	-	-
Audit & Accounting	-	-	-
Program Consultants	-	-	-
Insurance Expense	-	-	-
Telephone Expense - Land Lines	-	-	-
DSL & Internet	-	-	-
Website	-	-	-
Office Supplies	-	-	-
Postage & Delivery	-	-	-
Printing & Copying	-	-	-
Miscellaneous	-	-	-
Total General Program/Administrative	-	-	-
Total Expenditures	-	-	-
Revenue Less Expense	-	-	-

**S.L. Gimbel Foundation Fund
Food Grant Application**

III. Project Budget SAMPLE

Project Budget and Narrative (Do not delete these instructions on your completed form).

Please provide a detailed line-item budget for your project by completing the budget form below.

The maximum requested amount is \$1,000,000 or 25% of your operating budget, whichever is less. Delineate your line items requests per examples below:

- 90% of total request for the purchase of food items only. (Ex. Total request of \$1,000,000; 90% is \$900,000 for food)
- 10% of total request for transportation **OR for coordination** (Ex. Total request of \$1,000,000; 10% is \$100,000 for transportation)
- Canned tuna will not be funded.

Food items must be delineated (i.e. canned vegetables, soup, pasta, dried beans, rice, etc.).

For each food item, indicate the cost per unit (pound, carton, case, etc.) and the quantity. See attached example.

Line Item Request	Line Item Explanation	Support From Your Agency	Support From Other Funders	Requested Amount From Gimbel	Line Item Total of Project
Eggs	15 dz/case, \$12/case , 4,000 cases			\$48,000	\$48,000
Fresh Milk	½ gallon 1%, \$2/unit , 196,000 units delivered			\$392,000	\$392,000
Cooking Oil	12 32 oz case, \$23/case , 4,000 cases			\$92,000	\$92,000
Frozen Chicken Breast	75 ind. wrapped breasts/case, \$115/case , 3,200 cases			\$368,000	\$368,000
Coordination	10% of \$1,000,000 total request			\$100,000	\$100,000
TOTALS:				\$1,000,000	\$1,000,000

World Central Kitchen - Revenues & Expendit

Created using Sage Intacct Planning on March 3, 2023		Total Budget
Revenues	\$	247,000,000
Operating expenses	\$	216,021,028
WCK02-Management & General	\$	22,332,115
CEO Salary	\$	320,000
WCK03-Fundraising	\$	7,486,386
WCK04-Program Services	\$	185,203,372
Capital Expenditures	\$	8,580,000
Relief	\$	171,443,846
Operational Expenses	\$	171,443,846
General & Administrative	\$	1,120,000
Office Supplies	\$	30,000
Printing & Copying Expenses	\$	10,000
Phones, Internet, Utilities	\$	50,000
IT/Software	\$	250,000
Consulting Fees-General	\$	780,000
Procurement & Logistics	\$	3,370,080
Facilities Repair & Maintenance	\$	300,000
Branding Apparel	\$	75,000
Air Freight-Non Food	\$	200,000
Bulk Food & Beverage Purchases	\$	1,000,000
Food Containers	\$	200,000
Kitchen Paper Goods & Disposables	\$	200,000
Kitchen Location Supplies	\$	15,000
Kitchen Equipment Parts	\$	5,000
Smallware and Utensils	\$	30,000
Kitchen Equipment <5k	\$	200,000
Packaging and Storage Consumables	\$	100,000
WCK Printed Items	\$	50,000
Ops Equipment and Machinery <5k	\$	20,000
Personal Protective Equipment & Supplies	\$	15,000
Safety & Security Gear, Equipment	\$	25,000
Comms Supplies & Kits	\$	144,000
Non-Food Supplies & Materials	\$	300,000
Utility Vehicle rentals	\$	25,000
Vehicle Tolls & Fines	\$	480
Vehicle Taxes & Registration	\$	2,000
Vehicle Repair & Maintenance	\$	10,000
Vehicle Fuel (other than meal delivery)	\$	3,600
Land Freight-Non Food	\$	350,000
Sea Freight-Non Food	\$	100,000
Relief Operations	\$	166,428,706

Non-Food Supplies & Materials	\$	600,000
Comms Supplies & Kits	\$	18,000
Safety & Security Gear, Equipment	\$	100,000
Personal Protective Equipment & Supplies	\$	25,000
Ops Equipment and Machinery <5k	\$	25,000
WCK Printed Items	\$	1,620,000
Packaging and Storage Consumables	\$	110,000
Kitchen Equipment <5k	\$	25,000
Smallware and Utensils	\$	36,000
Kitchen Equipment Parts	\$	18,000
Kitchen Equipment Rental Expense	\$	120,000
Kitchen Location Supplies	\$	120,000
Cooking Fuel & Utilities	\$	180,000
Kitchen Paper Goods & Disposables	\$	120,000
Food Containers	\$	90,000
Bulk Food & Beverage Purchases	\$	129,999,996
Sea- Meals Delivery	\$	10,000
Operational & Capital Grants	\$	1,000,000
Inkind Expenses	\$	100,000
Prepared Meal Purchases-Restaurants	\$	21,000,000
Kitchen Services	\$	50,000
Air-Meals Delivery	\$	100,000
Land-Meals Delivery	\$	3,600,000
Meals Delivery Independent Contractor	\$	150,000
Independent Contractor Fees	\$	3,500,000
International Transaction Fees	\$	450,000
Travel Expenses	\$	2,851,710
Rent - Field Locations	\$	360,000
Rent- Storage Expenses	\$	50,000
Relief Training	\$	157,800
Consulting Fees-General	\$	75,000
Travel Expenses	\$	48,800
Independent Contractor Fees	\$	25,000
Non-Food Supplies & Materials	\$	3,500
Office equipment (other than electronic) <5k	\$	5,500
Culinary Operations	\$	189,260
Entertainment & Meals 1	\$	2,500
Event Food/Catering/Beverages 1	\$	2,500
Postage and Delivery	\$	2,500
Rent - Field Locations	\$	20,000
Consulting Fees-General	\$	15,000
Travel Expenses	\$	17,760
Independent Contractor Fees	\$	104,000
Training & Development	\$	5,000
Non-Food Supplies & Materials	\$	20,000

WASH	\$	178,000
Consulting Fees-General	\$	110,000
Travel Expenses	\$	10,000
Independent Contractor Fees	\$	25,000
Training & Development	\$	3,000
Non-Food Supplies & Materials	\$	30,000
Operational Expenditures	\$	3,719,526
Capital Expenditures	\$	1,200,000
WCK Spain-Delegacion de Fundacion Extranjera	\$	260,000
No Function	\$	359,155
Other income/expenses	\$	116,000
Net revenues/expenditures	\$	30,862,972

World Central Kitchen, Inc

Statement of Activities – Consolidated (in USD)

Reporting Book: ACCRUAL

As of Date: 12/31/2022

Location: World Central Kitchen, Inc



Year To Date
12/31/2022

Operating Revenue

Grant Revenue – Governmental	416,456.00
Grant Revenue – Other	55,290,932.90
Total Grant Revenues	55,707,388.90
Program Revenue	232,341.90
Investment Income	(1,307,213.61)
Contributions	434,054,209.80
Revenue – Other	103,090.93

Total Operating Revenue

\$488,789,817.92

Expenditures

Direct

Independent Contractor Fees	6,415,315.47
Meals Delivery Independent Contractor	410,637.42
Land-Meals Delivery	1,433,298.99
Sea- Meals Delivery	3,165.68
Air-Meals Delivery	444,120.64
Non-Food Supplies & Materials	1,570,260.63
Comms Supplies & Kits	65,777.67
IT Supplies & Pheripherals	83,359.42
Safety & Security Gear, Equipment	115,110.04
Personal Protective Equipment & Supplies	40,131.41
Ops Equipment and Machinery <5k	40,601.68
Branding Apparel	265,204.64
WCK Printed Items	2,999,156.50
Packaging and Storage Consumables	684,021.89
Kitchen Equipment <5k	434,117.12
Smallware and Utensils	45,688.73
Kitchen Equipment Parts	16,046.03
Kitchen Equipment Rental Expense	278,722.70
Kitchen Location Supplies	136,162.60
Cooking Fuel & Utilities	200,767.30
Kitchen Services	198,693.68
Kitchen Paper Goods & Disposables	580,243.94
Food Containers	45,090.47
Bulk Food & Beverage Purchases	157,539,131.18
Prepared Meal Purchases-Restaurants	190,584,812.55
Prepared Meal Purchases-Catering & Food Service	134,125.29
Unapplied Cash Expenditure	(5,629.45)
Inkind Expenses	21,508.00
Operational & Capital Grants	4,911,168.70
Grantee Training & Development	2,841.14
Exchange Gain or Loss	213,598.99

Total Direct

\$368,907,251.05

Personnel	
Salary and Wages	5,552,156.45
PR Benefits <i>CEO: \$240,000</i>	1,087,883.79
PR Taxes	421,374.19
Payroll Expenditures	
Training & Development	61,822.95
Payroll Processing Fees	17,333.43
Staff personal Expenses	(7,164.04)
Recruitment Expenses	145,388.72
Total Payroll Expenditures	217,381.06
Total Personnel	\$7,278,795.49
Occupancy	1,435,966.50
Professional Fees	
PR & Comms Consultants	948,459.87
Consulting Fees-General	2,141,416.29
Legal Fees	309,209.08
Accounting Professional Fees	121,000.00
Total Professional Fees	\$3,520,085.24
General and Administrative Expenses	
Advertising and Promotion	1,478,876.38
Bad Debt Expenses	13,866.80
Business Licenses and Permits	20,944.29
Charitable Contributions	262,873.21
Fundraising Fees	7,536,083.94
Credit Card and Other Service Charges	466,392.95
Due and Subscriptions	104,359.14
Equipment Rental	840,178.69
Facilities	50,881.10
Insurance	208,618.12
Meals and Entertainment	259,944.29
Miscellaneous Expense	1,096.00
Office Supplies	18,612.16
Other Expenses	839,539.56
Printing and Publications	17,324.26
Postage and Delivery	74,129.99
Repairs and Maintenance	94,487.90
Taxes	59,217.95
Telecommunication	1,278,453.49
Travel Expenses	3,609,613.93
Utilities	146,065.26
Total General and Administrative Expenses	\$17,381,559.41
Total Expenditures	\$399,523,657.69
Change In Net Assets	\$89,266,160.23
*+ Net Assets - Beginning	\$113,562,627.14
Net Assets - Ending	\$202,828,787.37

Part IX Statement of Functional Expenses

Section 501(c)(3) and 501(c)(4) organizations must complete all columns. All other organizations must complete column (A).

Check if Schedule O contains a response or note to any line in this Part IX ☐

Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.	(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
1 Grants and other assistance to domestic organizations and domestic governments. See Part IV, line 21 ...	941,560.	941,560.		
2 Grants and other assistance to domestic individuals. See Part IV, line 22	345,635.	345,635.		
3 Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, lines 15 and 16	921,976.	921,976.		
4 Benefits paid to or for members				
5 Compensation of current officers, directors, trustees, and key employees	802,950.	197,536.	605,414.	
6 Compensation not included above to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B)				
7 Other salaries and wages	4,514,481.	2,306,077.	1,564,107.	644,297.
8 Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions)	177,374.	83,513.	72,369.	21,492.
9 Other employee benefits	636,007.	299,452.	259,492.	77,063.
10 Payroll taxes	431,969.	203,385.	176,244.	52,340.
11 Fees for services (nonemployees):				
a Management	949,169.	304,378.	564,245.	80,546.
b Legal	112,519.		112,519.	
c Accounting	112,000.		112,000.	
d Lobbying	5,000.		5,000.	
e Professional fundraising services. See Part IV, line 17				
f Investment management fees				
g Other. (If line 11g amount exceeds 10% of line 25, column (A), amount, list line 11g expenses on Sch O.)	2,816,480.	2,678,114.	90,953.	47,413.
12 Advertising and promotion	10,812.	10,333.	118.	361.
13 Office expenses	2,066,257.	1,336,533.	587,007.	142,717.
14 Information technology				
15 Royalties				
16 Occupancy	441,479.	80,726.	359,221.	1,532.
17 Travel	1,122,575.	946,682.	150,838.	25,055.
18 Payments of travel or entertainment expenses for any federal, state, or local public officials ...				
19 Conferences, conventions, and meetings				
20 Interest				
21 Payments to affiliates				
22 Depreciation, depletion, and amortization	130,390.	130,390.		
23 Insurance	262,338.	17,527.	243,795.	1,016.
24 Other expenses. Itemize expenses not covered above. (List miscellaneous expenses on line 24e. If line 24e amount exceeds 10% of line 25, column (A), amount, list line 24e expenses on Schedule O.)				
a FOOD AND SUPPLIES	60,134,290.	59,611,002.	516,021.	7,267.
b LICENSES AND FEES	1,502,744.	55,070.	110,721.	1,336,953.
c FACILITIES, FOOD AND EN	564,309.	562,234.	2,075.	0.
d _____				
e All other expenses _____				
25 Total functional expenses. Add lines 1 through 24e	79,002,314.	71,032,123.	5,532,139.	2,438,052.
26 Joint costs. Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation.				

Check here ☐ if following SOP 98-2 (ASC 958-720)

INLAND EMPIRE COMMUNITY FOUNDATION

S. L. GIMBEL FOUNDATION FUND

Please complete the form and type your answers directly underneath the questions. Leave one space between numbered questions.

ORGANIZATION INFORMATION

1. **Name of your Organization:** World Central Kitchen
2. **Grant #:** 20372
3. **Grant Amount:** \$500,000
4. **Date Awarded** (date on award letter): 12/29/2021
5. **Grant Period (Indicate start date and end date per Grant Agreement):** December 29, 2021 to December 29, 2022
6. **Location of your Organization (City, State):** Washington, DC
7. **Name and Title of person completing evaluation:** Maggie Leahy | Director, Donor Relations
8. **Phone Number:** 202-754-7794
9. **Email Address:** Maggie@wck.org

KEY OUTCOMES AND RESULTS

10. Total number of clients served through this grant funding:

A) **Per original grant application, what is the estimate number served:** 45,000 meals

B) **Actual number served:** World Central Kitchen (WCK) has tracked and measured the impact of this grant funding by the number of meals served. The S.L. Gimbel Foundation's grant supported 46,432 nourishing meals from 26 restaurant partners in four cities, Charlotte, Los Angeles, New York City, and Washington, DC. \$450,000 of the \$500,000 grant was put directly back into local food suppliers, supporting livelihoods and local economies. The remaining \$50,000 for indirect expenses covered delivery tips, which also benefited people's livelihoods.

11. **Describe the project's key outcomes and results based on the goals and objectives.**

(Include the program accomplishments as a result of the Gimbel grant AND for the entire program. Please make the distinction between the Gimbel funded program accomplishments and the total organizational program, as a whole).

Goal: The goal of WCK Direct, our text-to-order program, was to address food insecurity exacerbated by the COVID-19 pandemic in cities across America.

Activities: In response to the health, economic, and humanitarian consequences of COVID-19, WCK set out to provide meals to communities affected by the pandemic, prioritizing the elderly, unsheltered populations, frontline medical staff, and people experiencing economic hardship and struggling to put food on the table. In 2022, WCK's response continued through our text-to-order program WCK Direct, which we developed to provide nourishing meals to households experiencing economic or other hardship due to the lingering impacts of the pandemic.

WCK Direct was a program that addressed the dramatic rise in food insecurity, the increased strain on the emergency food system, and the struggling restaurant industry. Program activities included:

1. Working with trusted community-based partner organizations to identify households experiencing food and nutrition security due to the pandemic, including families who have suffered economic hardship and do not have access to adequate food support.
2. Onboarding new households onto the technology-based platform, and training them on how to use it.
3. Households placing orders through the platform via text (text "FOOD") or phone call, selecting a local participating restaurant to order meals from. Households could order meat and vegetarian meal options.
4. Restaurants receiving these orders, preparing the meals, and scheduling deliveries or packaging the food for in-restaurant pick up.
5. Delivering meals through our partners at DoorDash, which offered free deliveries and access to their technology through a third party integration. For meals delivered through DoorDash, WCK tipped all drivers for their service.
6. Receiving feedback from households and restaurants on the impact of WCK Direct, and regularly integrating this feedback into refining the program. For example, in late 2021 and into 2022, WCK rolled out a system to streamline all program information in one main hub instead of using multiple applications. This gave our team more bandwidth to support households and restaurants. The app was also more convenient for restaurants, as they could view past orders, invoice more easily, and review meal orders more clearly.

At the height of WCK Direct, the program was operating in nine cities across the United States. Below are the numbers of meals served (over all time of the program and during the S.L. Gimbel Foundation's grant term), restaurant partners, and enrolled households in each city WCK Direct operated:

City	# of Meals Served (Total)	# of Meals Served During Grant Period	# of Restaurants	# of Households Enrolled
Baltimore	19,183	19,183	2	180
Charlotte	43,621	43,548	3	685
Chicago	59,692	42,371	5	752
DC	43,540	39,587	4	766
Los Angeles	66,829	66,540	12	1,689
Minneapolis	19,916	19,891	5	735
Nashville	4,745	4,745	3	168
NYC	285,806	114,013	21	1,235
Oakland	55,343	35,176	5	623
Total	598,675	385,054	60	6,833

Objective: In terms of specific quantifiable criteria:

A) Per original grant application: Serve 45,000 restaurant-prepared meals through WCK Direct to households experiencing food insecurity, providing nourishment, comfort, and hope.

B) Actual grant outcome, results, accomplishments: The grant from the S.L. Gimbel Foundation supported:

- 26,198 meals from 12 restaurant partners in New York City, disbursing \$261,520 into local businesses;
- 836 meals from one restaurant partner in Charlotte, putting \$6,688 into a local restaurant;
- 6,682 meals from nine restaurant partners in Los Angeles, with \$68,525 invested backed into local businesses;
- 12,716 meals from four restaurant partners in Washington, DC, putting \$113,267 into local food suppliers.

In total, \$450,000 of the S.L. Gimbel Foundation's grant funded 46,432 nutritious meals and was disbursed directly into local restaurants, benefiting businesses and economies. The \$50,000 allocated to indirect expenses — vital to the successful implementation of WCK Direct — covered tips paid to delivery drivers. The S.L. Gimbel Foundation's grant supported meals, businesses, and livelihoods, and we hope you share our pride in the work we accomplished together.

12. Describe any challenges/obstacles the organization encountered (if any) in attaining goals and objectives.

WCK Direct was developed in response to the pandemic. With the program's success in providing food relief, we see WCK Direct as an integral component of our relief work moving forward. We will integrate WCK Direct when and where it makes sense into our responses to acute disasters, supporting our efforts to serve meals quickly and efficiently while promoting dignity. For example, we activated our Relief Team to lend support to the grieving community in Highland Park following the tragic mass shooting at a July 4th parade last year. We rolled out WCK Direct to help support families going through so much hardship following the shooting. Amidst speaking with the FBI, counseling services, and having loved ones injured and in the hospital, many families shared that they could not even think about cooking. We were humbled to be able to offer a convenient meal delivery service for families, and we served 1,085 meals through WCK Direct.

As the COVID-19 pandemic continues to shift and communities adapt in different ways, the challenges that WCK Direct is addressing now stem more from ongoing systemic issues, rather than an acute crisis. In focusing on our mission of being food first responders, providing nourishing food in response to crises, WCK will transition away from using WCK Direct to address existing food insecurity and will instead focus WCK Direct as a component of our emergency relief programming. We are currently exploring how this will look and what technology and infrastructure investments will be needed to make the program dynamic and useful in a relief setting. We will be happy to keep the S.L. Gimbel Foundation updated as our plans evolve.

13. How did you overcome and/or address the challenges and obstacles?

WCK has not encountered any further challenges or obstacles in attaining the goals and objectives of WCK Direct and the grant from the S.L. Gimbel Foundation since submitting our interim report at the end of June 2022. Looking ahead, WCK is pivoting to utilize WCK Direct as a component of our emergency relief work rather than an ongoing, stand alone program.

14. Describe any unintended positive outcomes as a result of the efforts supported by this grant.

To build upon what we shared in our interim report, an unintended positive outcome WCK has often heard is that WCK Direct created opportunities for restaurants and meals recipients to develop close relationships, and also meet new people coming to receive food. Ana, the owner of partner restaurant **Soana** in Charlotte, told us that providing meals through WCK Direct to households experiencing food insecurity has helped her business and established a level of respect and trust in her community. Ana said, *"Being a part of [WCK Direct] has been a blessing, because while helping people in need this program has helped fill in gaps when the restaurant was slow. It has also given us the opportunity to see new faces, and — even if the food*

is at no cost to them — these are people who have enjoyed their food...It has also created a different level of respect from families, churches, and people in our community in general who have thanked us for being a part of what WCK Direct is set out to accomplish, which is helping families in need.” **The S.L. Gimbel Foundation’s grant supported nearly 850 meals from Saona.**



In addition, Peter, owner and chef of WCK partner **Open Crumb** in Washington, DC, cooks family-inspired Ghanaian meals from scratch alongside his mother and two brothers. The majority of DC households ordering meals through WCK Direct from the restaurant chose to have their meals delivered, and since many recipients became regular customers, the team at Open Crumb began to recognize families by name! One of their most loved dishes was a beef stew seasoned with thyme, cumin, black pepper, garlic powder, paprika, oregano, and *“a few of mom’s secrets.”* **The S.L. Gimbel Foundation’s grant supported nearly 5,000 meals from Open Crumb.**

Fred and Stacy of the restaurant **George and the Dragon** in Minneapolis, echoed this sentiment and also how WCK’s partnership empowered them to support their neighbors in need:

“World Central Kitchen has provided us with such a fantastic opportunity. Partnering with them has allowed us to help and touch those in need in our community. Often businesses and people ask themselves what they can do to help out those in need in their community and that question is met with a lot of obstacles. We don’t know where to start. How do we know which people need our help and are we really helping out the right people? We would love to help out, but we are just not in a position financially to make a difference....The number of questions and hurdles to climb can be a lot for a small business. World Central Kitchen’s partnership allows us to overcome those challenges by providing a seamless system with the proper tools and economic support to succeed.

Our greatest joy with this partnership is getting to know the people we are helping. We have met a wide variety of guests who we have helped since our partnership started in Aug 2022. Almost every guest I have met has been extremely grateful and thankful. This has brought us much joy as we are making a difference in our community. Their smiles and gratitude make it all worthwhile. Thank you for helping us provide over 1,200 meals in just over two months.”

15. Briefly describe the impact this grant has had on the organization and community served.

WCK Direct had a significant impact on the communities we served. The S.L. Gimbel Foundation's grant supported meals, providing nourishment to households experiencing food insecurity while also investing financial resources into local restaurants. Throughout the program, WCK received very positive feedback from meal recipients, restaurant partners, and community based organizations that highlighted this impact. We are pleased to share some of this feedback below.

Meal Recipient Feedback

WCK Direct was designed to be a convenient and dignified way for households experiencing food and nutrition insecurity due to the pandemic to receive nourishing meals. We heard from WCK Direct meal recipients onboarded through community partner Lehman College in The Bronx, New York:

- *"It is so easy to order food. Way easier than an app. You just order with a message... WCK has made my life so much easier."*
- *"I was worried because me and my mom didn't have food for the weekend, then I got the text from WCK that I can now order food. I am so incredibly thankful that we have food for the weekend!"*

One meal recipient in Brooklyn shared, *"Thank you kindly for the delicious food yesterday. The nutrition and respect that comes with this assistance you all provide here is immeasurable and priceless. I won't forget it."* As households were able to order meals at no cost specifically for their needs, tastes, and schedules, WCK Direct promoted dignity and flexibility for our enrolled families.

Restaurant Feedback

Our valued restaurant partners have shared with us some of the significant impacts WCK Direct has had on their businesses, as well as some positive outcomes of the program.

In addition to the feedback shared above and in the "Success Story" section below, Uyen of partner restaurant **Bé Ừ** in Los Angeles appreciated WCK Direct. Uyen told us: *"The World Central Kitchen program is one of the most important partnerships that I have developed since opening my restaurant in 2021. The program helps me to achieve my two top goals, which is to provide fresh and flavorful food options to families who may not otherwise be able to afford these meals regularly, and to stabilize my restaurant finances by providing a steady source of income weekly. Additionally, the WCK staff has been incredibly helpful and accommodating to my schedule as a busy chef-owner, and I am thrilled to continue this partnership!"* **The S.L. Gimbel Foundation's grant supported nearly 300 meals from Bé Ừ.**

Community Based Organization (CBO) Feedback

CBO partners were vital to the successful implementation of WCK Direct. They helped us identify households experiencing food and nutrition insecurity, facilitate connections with families, and train families on using our platform.

One CBO partner in Minneapolis shared: *“The overall feedback has been very positive. Some people use it every day, and some use it as an emergency option when they run out of food and cannot afford groceries for a few days. I would definitely recommend the program! Many of our patients experience food insecurity, and we typically refer them to local food shelves, but that is not always the most convenient or most immediate solution, so it’s been a great option to have. We recently had an elderly patient state that she tends to utilize WCK at the end of the month when her food resources become more limited or when exhaustion due to illness makes it difficult to prepare meals at home. She said that the program has been a ‘godsend.’”*

The Community Development Director at Harris YMCA, a CBO partner in Charlotte, told us: *“WCK Direct has been a blessing to the families in our community. As some of our community members still struggle to find jobs or with poor health due to the pandemic, WCK Direct has given them the opportunity to provide nutritious and delicious food for their families while maintaining their dignity and giving them peace of mind. We look forward to seeing this program grow to reach many more families all around Charlotte in the months ahead.”*

BUDGET

16. Please provide a budget expenditure report. Also, provide a budget narrative that explains how the funds were utilized, what was purchased, what were the expenses items based upon the original budget submitted and approved. Use the form below and expand as needed:

Line Item	Line item description	Approved amount from TCF (per the submitted budget)	Actual Expenditure
Direct Costs: Meals	These direct costs are the restaurant-prepared meals that are delivered to or picked up by households experiencing food insecurity. At \$10 per meal, the S.L. Gimbel Foundation’s \$500,000 grant will provide 45,000 meals.	\$450,000	\$450,000
Coordination Costs	10% of the grant will be allocated to program coordination costs, which	\$50,000	\$50,000

	include program staff costs and contractor fees. These expenses are critical to the successful implementation of our program.		

SUCCESS STORIES

17. Please tell us ONE success story.

Ariana and Luis, of restaurant partner Served 2 Enjoy in Los Angeles, shared:

“It has truly been an honor to serve fresh, delicious and nutritious meals...Serving these meals has been one of our biggest accomplishments of our foodservice career. Through this program we have been able to make a difference in our community by serving folks hot meals, all while allowing us to keep our business afloat (especially after the pandemic). Thank you for including us in this humanitarian endeavor.”

The S.L. Gimbel Foundation’s grant supported more than 1,000 meals from Served 2 Enjoy.

INTERNAL REVENUE SERVICE
P. O. BOX 2508
CINCINNATI, OH 45201

DEPARTMENT OF THE TREASURY

Date: JAN 17 2012

WORLD CENTRAL KITCHEN INCORPORATED
C/O COURTNEY SCHMIDT
1625 EYE ST NW
WASHINGTON, DC 20006

Employer Identification Number:
27-3521132
DLN:
17053139312021
Contact Person:
ANGELA M BENDER ID# 31162
Contact Telephone Number:
(877) 829-5500
Accounting Period Ending:
December 31
Public Charity Status:
170(b)(1)(A)(vi)
Form 990 Required:
Yes
Effective Date of Exemption:
August 23, 2010
Contribution Deductibility:
Yes
Addendum Applies:
No

Dear Applicant:

We are pleased to inform you that upon review of your application for tax exempt status we have determined that you are exempt from Federal income tax under section 501(c)(3) of the Internal Revenue Code. Contributions to you are deductible under section 170 of the Code. You are also qualified to receive tax deductible bequests, devises, transfers or gifts under section 2055, 2106 or 2522 of the Code. Because this letter could help resolve any questions regarding your exempt status, you should keep it in your permanent records.

Organizations exempt under section 501(c)(3) of the Code are further classified as either public charities or private foundations. We determined that you are a public charity under the Code section(s) listed in the heading of this letter.

Please see enclosed Publication 4221-PC, Compliance Guide for 501(c)(3) Public Charities, for some helpful information about your responsibilities as an exempt organization.

WORLD CENTRAL KITCHEN INCORPORATED

We have sent a copy of this letter to your representative as indicated in your power of attorney.

Sincerely,

A handwritten signature in dark ink, appearing to read "Lois G. Lerner". The signature is fluid and cursive, with a large initial "L" and "G".

Lois G. Lerner
Director, Exempt Organizations

Enclosure: Publication 4221-PC