



CAPITAL CAMPAIGN

Building a Healthier Community
through Comprehensive Nutrition CareSM

Commemorating **22** Amazing Years

SERVING OUR COMMUNITY

Any mother would be proud and thankful - one son at Howard University, a second son bound for Notre Dame, and a daughter eager to follow their path to high achievement.

But for Lowanda Strickland, there is another powerful reason for gratitude – her relationship with Open Hand.



For years, she and her children have received nutritious, home-delivered meals tailored to Lowanda’s chronic illness, which severely limits her mobility, and often leaves her without the strength to undertake even the simplest of tasks.

Not only has Open Hand helped Lowanda to better manage her own health, the meals and nutrition education provided by Open Hand have had a profound impact on the children.

Son Cedric, awarded a full college scholarship this past fall, credits Open Hand with his participation in the after-school math club instead of having to rush home to fix the family’s dinner. Through Open Hand, the family now understands the importance of making healthy food choices nutrition in achieving a better quality of life.

Across metropolitan Atlanta, several thousand variations of this story are repeated each day, as Open Hand provides medically-appropriate meals, nutrition education, therapy and coaching to underserved clients like Lowanda.

What’s more, there are thousands of others throughout Georgia who are in vital need of Open Hand’s services.

We simply have to be ready to help them tell their stories.

On A Mission

Open Hand targets a critical need of American society which is particularly serious in Georgia – chronic illness caused or worsened by inadequate nutrition. The Open Hand mission is to provide medically-appropriate meals and nutrition education to individuals who cannot afford proper nutrition, are too sick to prepare their own meals, or are at risk for chronic disease.



**OPEN
HAND**

In making a dramatic quality-of-life difference for clients, Open Hand also is showcasing an essential component of affordable healthcare of the future, grounded in preventive strategies that start with how we eat.

Open Hand's Comprehensive Nutrition CareSM community nutrition programs currently provide more than 500 meals every day to clients who are referred by physicians or care management agencies – including homebound seniors as well as persons challenged by diabetes, HIV, renal failure, cancer, obesity and other nutrition-sensitive conditions.

Throughout its 22-year history, Open Hand has been an entrepreneurial, volunteer-driven organization. More than 18,000 volunteers every year work alongside the 125-person staff, many providing the direct client contact that gives Open Hand its distinctive character of care and compassion. Meanwhile, nearly 20% of the organization's revenue is generated by leveraging core expertise through one of the country's most successful social enterprises, Good Measure MealsTM – which also extends Open Hand's mission across the full socio-economic spectrum.



Demand for Open Hand's service is growing rapidly, averaging a 13% annual increase in recent years. This growth has created the need for a larger facility for efficient meal preparation, volunteer management and food storage. Just as space limits were becoming urgent, the opportunity emerged to lease an adjacent 17,000 square foot facility with a first-refusal option to buy.

This ideal opportunity was quickly seized. Now Open Hand is launching a \$4.2 million capital expansion campaign to support strategic long-term growth plans toward the goal of making nutrition the centerpiece of healthy living and affordable health care.

Open Hand Profile

- **Bold Heritage**

The original name was “Project Open Hand,” founded in 1988 to deliver donated food and friendship to persons in Atlanta dying of AIDS. At a time when fear and ignorance prevailed, this act of compassion took unusual courage. As HIV/AIDS treatment advanced, the focus shifted to providing therapeutic nourishment that helped to prolong and improve quality of life.

Open Hand then expanded its mission to include all persons with virtually any nutrition-sensitive chronic or terminal illness. “Project” was then dropped from the organization’s name to underscore this mission as an enduring commitment.

- **Open Hand Today**

The Open Hand mission is to improve quality of life and health outcomes for the chronically ill; help to prevent at-risk individuals from advancing into chronic illness; educate individuals, families and communities about the link between good health and good nutrition; and address the spread of conditions that severely strain the health care system.

- **Who Is Served**

Nine of every ten Open Hand clients have household income at or below the federal poverty level. Each has been certified by a health care provider to be restricted in their daily activities and have limited ability to prepare their own meals. The current Open Hand service area encompasses any address inside I-285 as well as areas of Bartow, Butts, Carroll, Douglas, Fayette, Floyd, Henry, Rockdale, Spalding, Troup and Walton Counties. Of the total client base, nearly 85% are racial or ethnic minorities. There is an acute need for Open Hand services in rural areas across Georgia, and the organization’s long-term plans include statewide expansion.

- **How**

Each week, more than 700 volunteers package and deliver meals to 5000 medically referred clients with nutrition-sensitive chronic or terminal illness. For many clients, especially homebound seniors, Open Hand makes it possible to continue living at home versus having to move to a taxpayer-subsidized institutional setting.

Every medically-appropriate meal is planned by dietitians according to the client's dietary needs and cultural preferences. Meals are prepared to be delicious as well as nutritionally therapeutic. Clients receive expert nutrition education and coaching to maximize the impact of the meal program.

For chronically ill clients, common measurable outcomes are evident in improved blood glucose, blood pressure and weight. For the most fragile clients, the most important benefits often are the interaction with compassionate Open Hand volunteers and staff, and the peace of mind in knowing that they can always count on receiving their wholesome, delicious meals.

A complementary business unit and social enterprise, Good Measure MealsSM, leverages Open Hand's core competency to provide over \$3 million in annual revenue by bringing calorie- and portion-controlled, gourmet-quality meal plans to a general public that is keenly interested in managing their weight and their overall health. Distribution occurs through high-affinity channels such as health clubs and wellness centers.

To maintain control of all nutrition content, Open Hand purchases all food used in the preparation its meals. Donated food is not utilized.

- **Rising Demand**

In 2000, Open Hand served fewer than 800 clients. Today more than 5000 receive meals every week. From 438,000 meals in year in 2000, the organization now prepares and delivers nearly 1.7 million meals annually.

- **Powerful Partnerships**

Collaboration is embedded in the Open Hand approach. We work with community partners from the private and public sectors throughout metro Atlanta including:

AbsoluteCARE Medical Center

AID Atlanta, Inc.

AID Gwinnett, Inc.

American Diabetes Association

Atlanta Regional Commission

Atlanta Union Mission

Auburn Senior Center

AUM Community Ministries, LLC

Benson Senior Center

Camp Truitt Senior Center
City of Atlanta
City of Atlanta & U.S. H.U.D.
City of Atlanta/CDBG
Cobb County Senior Services
Crabapple Senior Center
DeKalb County Senior Services
Dogwood Senior Center
Emory School of Medicine: Division of Infectious Diseases
Emory University/Crawford Long
Fairburn Senior Center
Fayette Senior Services, Inc.
Fulton County Human Services Department
Fulton County Office of Aging
Fuqua Center of Emory University
Gateway 24/7 Homeless Service Center
Georgia Department of Community Affairs
Georgia State University
Grady Diabetes Clinic
Grady Infectious Disease Program
Greater Atlanta Association of Diabetes Educators
Greater Atlanta Dietetic Association
Hapeville Senior Center
Jerusalem House
New Horizon Senior Center
Northside Senior Center
Palmetto Senior Center
Roswell Senior Center
Ryan White Office
SCS ADC Senior Center
Senior Citizen Services of Metropolitan Atlanta
Senior Services North Fulton
Senior Services South Fulton
SOURCE/Wesley Woods
Southeast Senior Center
St. Joseph's Mercy Care Services
The Atlanta Community Food Bank
UniHealth Solutions
United Way of Metropolitan Atlanta, Inc.
Visiting Nurse Health System

Community Need - and Opportunity

Open Hand is focused on sustaining excellence in existing operations, including continued expansion to serve more clients referred from health care professionals and agencies of metro Atlanta. This has immense quality-of-life implications for thousands of ill and at-risk clients and their caregivers.

Just as significant, the next-generation impact on personal behavior, public health priorities and the state's health care system can be transformational.

Therapeutic nutrition is highly relevant for the entire state. National studies routinely place Georgia high in a wide range of health risk factors associated with poor nutrition:

- High incidence of obesity and diabetes
- Low utilization of primary care due to lack of insurance and above-average poverty rate
- Low rate of adults engaged in physical activity.

In combination, these factors create an alarming health landscape for the state. A report by the Trust for America's Health has placed Georgia 14th among the states for adult obesity, 15th for hypertension and 17th for diabetes. Each of these conditions is a prime factor in early disability and death, and also in skyrocketing health care costs.

For certain segments of the population – seniors, African-Americans and low-income households – the risk rankings are even worse.

Open Hand is the only health care support organization in Georgia positioned to provide high-quality nutritionally therapeutic meals on a wide scale. Currently discussions are underway with UPS about a distribution plan that would make possible efficient expansion into rural communities. Just as chronically ill persons across metro Atlanta are healthier today because of Open Hand's work, soon the same can become true for thousands more throughout Georgia.

Room to Grow and Expand Our Reach

Current service levels have strained Open Hand's operations at 176 Ottley Drive, off Interstate-85 in midtown Atlanta. For several years, the organization has studied several options to secure adequate space for its expanding meal preparation and volunteer traffic, and also to consolidate staff which now is divided between two locations.

The Open Hand Board carefully has considered a complete relocation as well as further dividing the operation by obtaining additional space elsewhere. From an efficiency and cost savings perspective, neither of these options were favorable. The best solution has always been to secure immediately adjacent space, which was tried in the past without success.

Then last year, a 17,000 foot warehouse on connected property became available for lease with a right of first refusal to purchase. The warehouse provides the right size in the right place and the right time. By acting on this opportunity, Open Hand is in position to realize multiple strategic advantages:

- Gain critically needed space for current operations, especially food storage and logistics, with room for continued growth to meet demand. The renovation includes new refrigeration and packaging equipment.
- Enhance the volunteer experience with adequate parking and activity space to accommodate 700 volunteers a week – including work areas, training space, break area, and efficient interior traffic flow. Maintaining and recruiting volunteers is mission-critical for Open Hand. In 2008 volunteers provided the equivalent of \$1,650,000 in labor costs.
- Protect Open Hand's \$1 million investment in the existing kitchen and food prep infrastructure, avoiding costs of relocation/replacement
- Consolidate all staff and administrative functions in one location, with upgraded communication and technology
- Provide improved facilities for the rapidly growing social enterprise Good Measure Meals, with its vital revenue stream in support of the overall Open Hand mission

- Retain valuable access to interstate highways and other major arteries, which simplifies volunteer participation and distribution of meals
- Connect the existing headquarters with the newly-leased warehouse in a manner that will facilitate more efficient operations and provide an appealing green space feature for use by staff and volunteers

For Open Hand and the community it serves, this campaign is literally a life changing moment to sustain momentum toward better health through sound nutrition.

The most immediate impact will be seen in more service to more clients with nutrition-sensitive illness, or are at risk for these conditions, in metro Atlanta.

All of Georgia will ultimately benefit as the organization gradually fulfills its goal of expanding into rural areas that currently have no access to comprehensive nutritional-meal therapy and education.

Even more far-reaching, Open Hand's growth will add momentum to nutrition-focused prevention as a pillar of American health care. This unique model combines therapeutic nutrition for the most needy with a revenue-generating meal program for the health-conscious paying public. It can become a widely replicated feature of next-generation health care not only in Georgia, but throughout the country.

The day will come when preventive health care focused on nutrition is fully integrated into the behaviors and mindset of Americans. Open Hand is paving the way, and the success of this capital expansion campaign will constitute an important step.

Project Budget

Estimated Project Cost: \$4.2 million

Project: The renovation and lease of 181 Armour Drive and associated expenses to relocate staff and applicable operations to this facility, located directly behind Open Hand's current facility at 176 Ottley Drive.

Capital:

Renovation at 181 Armour Drive	\$2,405,326
Equipment/expansion of OH production capacity	\$530,791
Furniture and fixtures	\$150,000
Architect Fees	\$178,000
Moving Expenses	\$20,000
Technology equipment	\$45,000
Impact fees/permits	\$2,000
Sitework (fencing, paving, etc.)	\$10,403
Legal/Loan fees	\$18,000 (1% of loan amt)
Fundraising Campaign expenses	\$126,000
Interest-carry during construction	\$182,701
TOTAL ESTIMATED CAPITAL COSTS	\$3,668,221
PROJECT AND CAMPAIGN CONTINGENCY	\$513,551
TOTAL ESTIMATED PROJECT COSTS	\$4,181,772