

Scholar Citizen Consultants' Report

Prepared for the Radford-Fairlawn Daily Bread



“Share a Meal, Find a Friend”

November 2015

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Disclaimer

This report is based upon work supported by Radford University. Any opinions, findings, conclusions, or recommendations are those of the authors and do not reflect the views of Radford University, its employees or its administration.

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Executive Summary

The Radford-Fairlawn Daily Bread is a non-profit organization based in the city of Radford since 1992. This organization serves the poor by dining services and its Meals on Wheels program. It minimizes wastage of food by using expired canned goods that are still safe to consume. For many in the community, this organization is the last place to go for a hot meal. Without this organization, the poor and homebound would have no other avenue to find food.

Currently, their current building hinders their ability to serve the hungry. The water leakage and water seeping through the building threaten to dismantle the work of this organization. As a result, a plan was needed to revitalize the work this charity accomplishes. The Radford-Fairlawn Daily Bread (henceforth referred to as Daily Bread) deserves the opportunity to continue their vital work without the added stress of a property that does not fully meet the needs of the Daily Bread.

The Radford Host Lions Club (henceforth referred to as the Lions Club), has failed to uphold their commitment to the Daily Bread. The facility that they are currently operating from has problems that hinder the organization. The solutions devised consist of both short-term and long-term tiers. It is highly recommended this organization implement the short-term goals first. If these goals fail, the alternative solution rests solely on the long-term approaches.

Our team has researched four different approaches the Daily Bread could explore to eliminate difficult issues they are facing in their current facility. We specifically looked into four options to alleviate the problems faced by the Daily Bread. The options available to the Daily Bread in the short-term goals include: negotiating with the landlord and relocating to a low-cost

premise. In terms of long-term goals, the Daily Bread would: fundraise for repairs on the current premises and start a capital campaign for a new building. These recommendations needed to be acceptable and accessible to the beneficiaries and stakeholders. We have categorized the options in two ways, short-term and long-term goals. Short-term goals are goals that can be carried out in six months or less. Conversely, long-term goals will take six months to a year to implement.

In terms of short-term goals, construction work to the current building would be the short-term goal. Secondly, this organization can form an agreement with the Lions Club in hopes to fix their current building. This will allow the organization to have documentation to reference in future times. Thirdly, seeking free or low cost construction labor is ideal when negotiating the plan with the Lions Club. An agreement with the lions club will pave the way forward in which the Radford-Fairlawn Daily Bread can operate without complications.

When looking at long-term options for the Radford-Fairlawn Daily Bread, a different location should be sought after. This could either be a low-cost premises or a completely new building. The current building the Radford Fairlawn Daily Bread is operating in is slowly deteriorating. The stakeholders surely would appreciate a brand new building but that may not be within reach. A low cost alternative location is more realistic, however, it is difficult to procure given the amount of money the Radford-Fairlawn Daily Bread has to operate with. Our studies have found that the Daily Bread also spends more on electricity than other locations in the area (Radford City Data, 2015).

We recommend that the program pursue the short-term option, negotiating with the landlord and raise funds for repairs for the premises. Then, if that does not work pursue the long-

term options. In this way, the Daily Bread could resolve its issues in the shortest manner possible.

In the event these measures fail, the long-term goals must be implemented.

Introduction

The Radford-Fairlawn Daily Bread is located in the small city of Radford, Virginia. The population consists of approximately 17,000 people and the unemployment rate is roughly 5.1 percent (Radford City website, 2015). A group of citizens and the Radford Ministerial Association began the organization in 1992. In 1997, Radford-Fairlawn Daily Bread contracted with the Lions Club to rent the kitchen facilities in the Lions Club building at 501 East Main Street, Radford. The organization offers free meals to the hungry. They also offer a program called Meals on Wheels for homebound individuals living in the Radford and Fairlawn area. This program provides 40 to 50 meals daily to people who cannot make it to the facility (Radford-Fairlawn Daily Bread website, 2015).

Their volunteer base and donations are the backbone to the program. One of their volunteers, Elizabeth Bowden, has been with the program since 1992. Even at ninety she continues to work for the Radford-Fairlawn Daily Bread. She said it keeps her busy and gives her something to look forward to. The cooks of the organization state that the program has long-term volunteers as well as various short-term volunteers. Some of these volunteers come from local universities such as Radford and Virginia Tech. On average, they have around thirty-five volunteers every week (Bowden, 2015). (Refer to Appendix 6 to see direct quotes from interview.)

Over the past few years, Radford Fairlawn Daily Bread has worked as a partner agency with Feeding America Southwest Virginia. Through this relationship, they have access to donated food from Wal-Mart and from dining services at Virginia Tech. Radford University provided much of the food for their kitchen for many years, but unfortunately over time, food

donations from the Radford ceased. These actions increased their need for support from the rest of the community and partnerships (Donna Fern, 2015).

Definition of the Problem

The main problem the Radford-Fairlawn Daily Bread faces center around the facility where they run their program. Because the building is located on a steep slope, the building leaks after downpours because of roofing problems and also the location of the building. When there are heavy storms, large amounts of water become trapped directly underneath where the building is located. As a result, water seeps into the food pantry and other locations within the premises.

There are many problems with the insulation as well. Both the front and back entrances have large cracks. These cracks are big enough to let the outside light through when no light should appear. In the winter, the building gets uncomfortably cold. As a result of the poor quality of ventilation, the Radford-Fairlawn Daily Bread experiences a higher than normal electricity bill. (Refer to Appendix 3 to see the disrepair of building).

Analysis of the Options

The options for the organization have been placed into two sections, short-term and long-term options. The short-term goal listed allows the appointed committee to act expeditiously. The short-term goal is seen by the team as most beneficial and feasible. The long-term goals presented should be taken in a longer time frame. The first two options should be implemented in the short term. The next two sections deal with the recommended approaches in the short-term.

1. Collaborate with the Landlord

Should this organization choose this option, it is imperative to introduce a few points. First, discuss the importance of the partnership with the Radford-Fairlawn Daily Bread and the Lions Club. The point in cultivating your organization's accomplishments and credibility amongst the community is to validate your success and to show what the loss of your business would mean to the Lions Club.

To further this point, we suggest writing a proposal about the services you do, such as how you serve over 20,000 meals annually. Also, when discussing the matter with the Lions Club it may be beneficial to add the testimonials from volunteers and their experience with the organization. Ms. Bowden has been a volunteer of Radford-Fairlawn Daily Bread for over twenty years and she has not lost her passion for helping others. Elizabeth Bowden is the eldest volunteer the Daily Bread has. The long time span she has been with the organization gives her input credibility. Utilize her input to further substantiate the good work the Daily Bread accomplishes.

Giving testimonials of dedicated volunteers and individuals you have served will appeal to emotion and hopefully garner emotional appeal from the Lions Club. However, it is important to not only focus on the emotional aspect of your negotiation but the legal as well.

Although the Fairlawn Daily Bread does not have a written agreement with the Lions Club, it is vital to initiate an oral agreement as quickly as possible. There are many minor problems that lead to the major problem of the building itself. From flooding, dilapidated walls,

ceilings, and the lack of a suitable space to store food, all these problems hinder the work of the Daily Bread. This organization deals with these quagmires in order to fulfill its mission.

When discussing these matters it is important to address the lackluster conditions that the Lions Club allowed its facility to fall into. Further, these worsening conditions are potentially violating building codes. For example, the *VA Residential Landlord and Tenant Act: 55-248.27 Rent Escrow* states, if there is a structural or maintenance issue among leased premises, which is being treated with noncompliance by a landlord and constitutes a serious threat to life, health, or safety of employees or operations, the tenant, can file an assertion to a general district court. However for this action to take place, the landlord has to be aware of the issues at hand, and that they are in fact condemnable, but they are unable to help in any manner. (Refer to Appendix 2 to see the full Virginia Landlord and Tenant Act.). If these parameters are not met, then inform the Lions Club you will get an inspector to view their property. In the Virginia Landlord and Tenant Handbook section “A” 55-248.13 indicates the landlord shall:

- Comply with the requirements of applicable building and housing codes materially affecting health and safety.
- Make all repairs and do whatever is necessary to put and keep the premises in a fit and habitable condition.
- Keep all common areas shared by two or more dwelling units of the premises in a clean and structurally safe condition.
- Maintain all electrical, plumbing, sanitary, heating, ventilating, air-conditioning and other facilities and appliances, including elevators, supplied or required to be supplied by him (Virginia Landlord and Tenant Act).

Our team understands the need to look at other building opportunities besides the Lions Club. While the Lion's Club has provided a valuable resource in the past, it may serve the Radford- Fairlawn Daily Bread well to explore other possible venues to host its services. That is not to say that the Lion's Club cannot remain a main contributor to the work of this organization. In fact it would behoove the organization itself to negotiate with the Lions Club.

2. Relocate to Low-Rent Premise

As of right now, based on the budget report provided, this organization pays approximately \$350 a month. (Refer to Appendix 1 for the budget report). Compared to other properties in the area this is a very low rate. Please, understand that it is unlikely to find another premise that is willing to rent out their facility for such a discounted rate. If this organization were to move premises, we do not foresee the Lions Club building meeting current building code regulations. Therefore, the Daily Bread should remind the Lions Club that the current condition of the building is deplorable.

The importance of keeping a place for low rent is imperative to the well-being of the financial abilities for the organization. It goes without saying that the ability to buy and provide food for the kitchen is paramount. The only way to keep a steady budget would be to insure that a low rent property could be obtained.

We found two options on how to fix this problem. The first option is contacting a local Freemason Lodge. In the past, this fraternal organization has contributed to various other organizations around the community. Most times, they are willing to rent out their meeting locations. Further, this organization is often very willing to donate financially to other

organizations and nonprofits in the area. The Freemasons are always looking for ways to enlighten the community about what Freemasonry really is. (Refer to Appendix 7 to see how to contact the Freemasons).

Further, the director of the Radford-Fairlawn Daily Bread asked us to seek out one particular building—the Canton Chinese Restaurant. After seeking information we learned that the owner, Barbara Cook, has already sold the property.

Now, for sections three and four we move into long-term goals. Remember, that these options take time to implement and conclude. These options should be considered only if the short-term goals were unsuccessful.

3. Raise funds for repair of premises

The repairs to the building are a costly project. Replacing a roof is one of the most expensive repairs. Roofing contractors look at several variables to determine the price of a new roof. Some of the criteria include: size, pitch, accessibility and cost of materials. Because of this, prices for a new roof can range drastically. In terms of a ballpark figure, Michael Allen, owner of Above It All Roofing in Irvine, California, says the average cost of a new roof runs as low as \$5,000 for an asphalt shingle roof — the most commonly used roofing material in America — to \$25,000 and up for higher-end roof types. The average price, he says, is \$12,000 (Moor, roofing contractor 2014).

After doing some research, we believe the Radford-Fairlawn Daily Bread may be successful contacting different contractors within the area to ask if they would be interested in helping your mission by providing cheap services to the organization. Students within the area

can be found that are qualified to do this work. They need experience before they start off in the real world and this is one way they can gain it. These types of jobs are desirable to students because it looks great on a job resume. Also, they would be doing the job for a great cause and that is admirable.

Another option is Lowe's, which does charitable work within the community. Lowe's helps community improvement projects that are high-need projects such as: building renovations and upgrades, grounds improvements, technology upgrades, and safety improvements. We have found two grant programs: Lowe's Toolbox for Education and Lowe's Community Partners. We feel this organization meets all the necessary criteria to receive help from Lowe's. (Refer to Appendix 7 for Lowe's website information.)

In our research, we have found that Rural Assistance Center would too be a great avenue for the Radford-Fairlawn Daily Bread to seek assistance. The Rural Assistance Center caters to the nonprofits that fill a niche area within a rural community. The center is comprised of grants and funding that provides money for areas including but not limited to food, economic development, and healthcare. This consulting group urges you to visit this site regularly to find areas of funding relevant to the needs of this organization (Rural Assistance Center, 2015). (Refer to Appendix 7 to see contact information).

4. Launch a capital campaign for a brand new building

While this option is the most desirable it lacks in results that benefit this organization in a quick manner. However, there are some advantages that the Daily Bread can take advantage of.

In some cases, the tax-exempt nature of an organization can have stipulations on how outside money can be utilized. If this organization should choose to implement this option we recommend starting a GoFundMe.

With a “Go Fund Me” approach, the money can be used in a manner that reflects the needs and desires of this organization. Because the money is received in a manner similar to that of a fundraiser, stipulations may exist as to how this money is to be allocated. Should you choose to stay at your present location, the “Go Fund Me” campaign money could be used to fix some of the issues within the building and the premise of your building. However, there are some drawbacks to this sort of funding.

“Go Fund Me” does keep a portion of all generated income. This may prove a waste of time if the amount received is not sufficient by the time “Go Fund Me” takes out its allocated dues. As the chart explains, venturing into the realm of a capital campaign can be a time consuming and costly endeavor. (Refer to Appendix 4 for an implementation chart).

If you chose to implement this option, this group would recommend appointing a specific member of the board to head up this task. The reason for this special appointment is to try to minimize the amount of the time the board would have to focus on this extensive task. This special appointee would be in charge of all fundraising activities to generate sufficient income to invest in a new building. This appointee would deliver monthly updates to the board members and to Donna Fern. These updates would serve to make sure the necessary parties are kept well informed as to the progress of the capital campaign. This group recommends that the board members set up monthly progress intervals. These intervals would serve as a way to measure overall progress toward acquiring the funds necessary to build a new facility. Should the Daily

Bread fail to meet a goal for a particular month, the board and the special appointee should meet to discuss how to meet subsequent goals. If it becomes evident that the capital campaign would fail to meet outlined goals for two consecutive months, the board and the special appointee may reconfigure the monthly goals. If this event occurs, they are should meet with all necessary members as soon as possible.

As should be evident, this option would tie the hands of many members. This option would become the number the focus of the board. As a result, the Radford-Fairlawn Daily Bread may find this option too laborious to attempt. For this reason, this consulting group has scored this option the lowest in terms of possible options. In the estimation of this group, starting a capital campaign would be a method of last resort. Only after exhausting all other means would the Radford-Fairlawn Daily Bread implement a campaign to build a new building.

We do not believe that there are sufficient numbers of charities able to donate to the Radford-Fairlawn Daily Bread for the purposes of a capital campaign. We have found approximately three charities to help fund the Daily Bread. In our estimation, these three charities are not equipped to donate funds for a capital campaign. At best, they may have space to rent for the Radford-Fairlawn Daily Bread to use, or they may be able to donate supplies. Of the charities this group has found, none of them exist to assist nonprofits in starting capital campaigns. As a result, this consulting group firmly feels that the Radford-Fairlawn Daily Bread would be solely reliant on the funds generated from a “Go Fund Me” campaign.

While the Radford-Fairlawn Daily Bread would benefit greatly from a building of its own, the risk of failure greatly outweighs the benefits of obtaining a new building. In the opinion of this consulting group, starting a capital campaign would tie the hands of the board. The

amount of time and effort needed to effectively implement a “Go Fund Me” campaign would severely detract from the mission of the Radford-Fairlawn Daily Bread. In terms of the strategic triangle, starting a capital campaign would hinder the Radford-Fairlawn Daily Bread’s operational capacity. (Refer to Appendix 4 for a visual aid of the strategic triangle). The strategic triangle is a visual representation used to divide an organization into three distinct parts. The top part is public value. This measures what an organization does for a community. For the Daily Bread, it is feeding the hungry. Operational capacity is measures to what extent an organization can carry out its public value. It also measures the resources available to facilitate the public value. The last part are stakeholders. These people contribute their time and resources to help the Daily Bread accomplish its public value.

This consulting group feels that this mission would suffer if key members were concentrated into maintaining a capital campaign. The board and its members maximize their strengths if they feed the hungry. The Radford-Fairlawn Daily Bread cannot be expected to fulfill its goals to the community and effectively manage a capital campaign. As stated earlier, even if a special appointee chief responsibility was to oversee the running of a capital campaign there is no guarantee of the success of the fundraising aspect. This consulting group feels that there are far less risky options available to the Radford-Fairlawn Daily Bread.

More importantly, there are other options that have a far better chance of succeeding than starting a capital campaign for a new building. In referencing the chart listing all options, this consulting group ranked starting a capital campaign as the most risk involved option. While the opportunity is high, the potential for failure to secure a new building outweighs the benefits of a new building. Further, failing to secure the necessary funds would impact those who benefit

from the services from the Radford-Fairlawn Daily Bread the most. The potential of failure would leave this group with nowhere else to go to alleviate their hunger.

In the estimation of the consulting group, when the people who utilize what the Radford-Fairlawn Daily Bread provides for the community say they are not in favor of this idea; the consulting group feels that this organization has no other option but to consider every other option before starting a capital campaign. However, if it becomes apparent that the other options will not suffice, then this option must be turned to quickly. This option cannot be regarded as a quick fix. It can take years from start to finish. As a result, if this appears to be the only option left, the Daily Bread must move quickly to implement this option.

Implementation

The implementation chart is used as a way to visualize all of the options available to you as a solution. Negotiating with your landlord is your easiest option in terms of cost and time. The other options below can alleviate some of the stress off of option one.

We believe you should first contact the landlord and draw up some type of agreement so you have a sense of leverage to refer to in later projects. You can show the Lions Club that you are willing to take some of the burden off of them. You should explain you do not completely depend on them to fix the entire building; you can do this by implementing other options given to you within out chart.

If the landlord does not agree to this than you should start trying to look at option B, relocate to low-rent premises. You could contact the Freemason's and see if they are willing to

help you with your cause. This could even be done before you negotiate with your landlord so you know how to weigh your options.

Option C mainly compliments option A because this option takes pressure away from the landlord and allows you to make your agreement with the Lions Club less confrontational and more about meeting each other in the middle.

Option D should only be used if all else fails. Launching a capital campaign for a brand new building would be the ideal thing to do, but the resources simply just are not there. If the Lions Club disagrees with your plan and you cannot find an alternative low-rent location then you should take this option into consideration. The only way this could be an option is if the organization received a large amount of money to conduct a project strictly based on building a new premises. Within our research we believe a Go Fund me account could be set up to raise some money toward this, but not enough to get the project finished. (Refer to Appendix 4 to view implementation chart and further explanation of how it works.)

Conclusion

It is recommended that option A is pursued as a top priority. The Lions Club could be brought to a negotiation to secure their cooperation in solving the problems. A sanitary, well maintained dining hall, kitchen and pantry are important to the charitable mission of the Daily Bread. At the same time, the Daily Bread could begin to search for low-rent premises as alternatives to the Lions Club in the surrounding area.

If the short term options fail to produce results, the Daily Bread can engage the long-term options. First is to organize a fundraising campaign or grant-writing effort to raise money

for the repairs. Finally, if all the above fail, we recommend that the Daily Bred pursue a capital campaign to fund and build a new home.

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Appendix 1: Radford-Fairlawn Daily Bread Budget

Income		Expenses	
United Way	\$9,500	Salaries & Wages	\$22,900
Contributions	\$23,500	Taxes	\$5,250
Trollinger Trust	\$8,400	Professional Fees	\$350
Meals on Wheels	\$5,000	Supplies	\$4,800
Craigie Foundation	\$3,500	Telephone	\$1,200
Wells Fargo	\$1,000	Postage	\$200
EFSP	\$500	Rent	\$4,200
Interest	\$500	Utilities	\$9,400
TOTAL	\$51,000	Insurance	\$1,200
		Equipment	\$1,000
		Repairs & Maintenance	\$1,200
		Printing & Copying	\$100
		Feeding America Dues	\$75
		Other Cost	\$400
		Total	\$52,325

Appendix 2: Option to Collaborate with the Landlord

- Communicate organization is an asset to the community
- Discuss importance of partnership
- Add testimonials from volunteers
- Building codes

http://www.dhcd.virginia.gov/HomelessnesstoHomeownership/PDFs/Landlord_Tenant_Handbook.pdf This particular website link allows the Radford-Fairlawn Daily Bread the specific link to the Virginia Landlord and Tenant Act PDF file.

Specific Sections in the Virginia Landlord and Tenant Act to read:

- Section 55-248.21 Noncompliance by Landlord
- Section 55-248. 12: 2 Required disclosures for properties with detective drywall; remedy for nondisclosure
- Section 55.248.13 Landlord to maintain fit premises

<http://www.dhcd.virginia.gov/index.php/dhcd-resources/landlord-tenant-handbook.html>

This particular website link allows the Radford- Fairlawn Daily Bread options of seeking legal counsel.

Appendix 3: Evidence of the Problems in the Premises

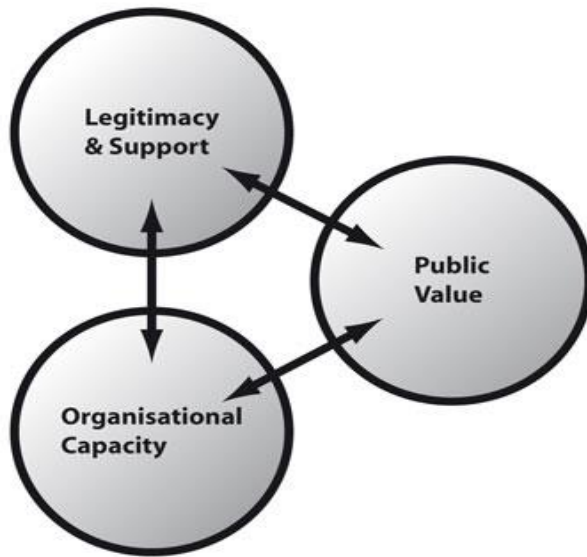


Appendix 4: Implementation Chart

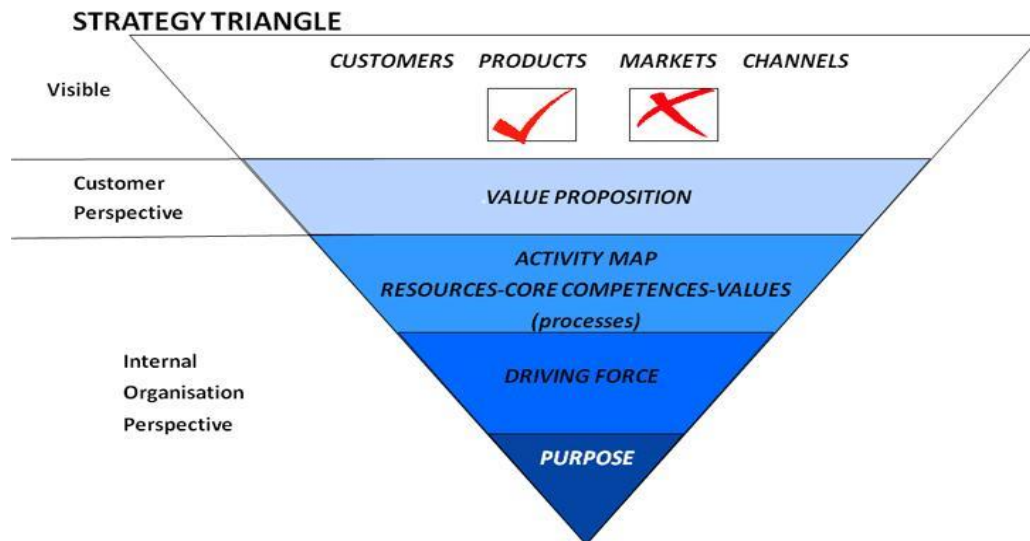
	Options	Cost in Time	Cost in Money	Accessibility to Beneficiaries	Acceptable to Stakeholders	Total
Option A	Negotiate with the landlord	5	5	3	4	17
Option B	Relocate to other low-rent premises	1	3	4	5	13
Option C	Raise funds for the repair of premises	2	2	4	4	12
Option D	Launch capital campaign for a brand new building	1	1	5	4	11

The **Implementation Chart** uses a scale of 1 to 5 to determine the criteria that matter to the organization most. “1” being a very difficult and unfavorable solution, and 5 being a very achievable or attractive solution. For example Option A scores a five in cost in time and money, also scoring fairly high with the other criteria categories. Thus, scoring the highest out of all the other available options making it the preferred, first-choice option. The score in the last column, alludes to the desirability, feasibility, and costs of the options.

Appendix 5: Strategic Triangle



The strategic triangle summarises a company's strategy



Appendix 6: Quotes from Interviews with Volunteers

Elizabeth Bowden (volunteer), John Rutherford (volunteer), and Barbra Shealer (Paid cook)

“I started working for the Daily Bread May 6, 1992. What makes me want to be here is working with the people. We treat them like family, and I enjoy the fellowship we have with the people. That’s what keeps me going.” - *Elizabeth Bowden volunteer* (interviewed and recorded on November 2, 2015)

“I’ve been here for nineteen years and have never looked back” - *John Rutherford volunteer* (Interviewed and Recorded November 2, 2015)

Barbra Shealer talked about how the Daily Bread became a place of peace for her after her husband passed away. She was very emotional when discussing how she felt about serving those in the community in need.

Appendix 7: Contact Information

- Freemasons:

One way they do this is by seeking out people or organizations in need. Should you want to contact this organization, the closest Freemason Lodge is 1206 Downey Street in Radford. The person you would need to contact about assistance to your organization would be the Lodge Secretary. If the secretary agrees to your idea, members of the Lodge would put the idea to a vote. If funding passes a vote, then they would contact the Daily Bread about how best to fund the Radford-Fairlawn Daily Bread.

- Lowe's:

We encourage you to contact them directly through the store or go to their donations website at <http://responsibility.lowes.com/apply-for-a-grant/>.

- Rural Assistance Center:

The Rural Assistance Center information specialists would be happy to assist you in your search for information. The RAC Office is currently staffed Monday-Friday 8:00am - 5:00pm. You can reach them by phone (1-800-270-1898) or email (info@racoline.org).

- Popular contractors in the area to consider calling:

- Woodworks Restoration and Remodel- (540) 731-0021

- Unlimited Construction Inc.- (540) 639-1478

- RBI Builders- (540) 639-1310