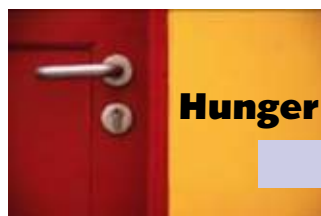


Developing a Meal Program in Seattle

A Resource Manual

From the Volunteers of Hunger Intervention Program



Hunger Intervention Program

www.hungerintervention.org

Developing a Meal Program in Seattle

The Hunger Intervention Program Experience

Disclaimers

The URLs listed in this manual were current as of June, 2008.

Hunger Intervention Program cannot guarantee the accuracy of information in these sites. We have tried to correctly recount factual information. However, our understanding has been gained as lay persons, not as specialists. This manual is not intended to take the place of the advice of professionals for legal, financial, regulatory, or medical issues.

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Foreword

Hunger Intervention Program started officially in 2005 as a church-based program that made and handed out bagged lunches three times a week on the corner of 3rd and Yesler. However, the program had been functioning for a number of years before that time as volunteer group under Operation: Sack Lunch (“OSL”). The “sack lunch” group at Lake City Presbyterian Church used food provided by OSL, food that they purchased, and occasional in-kind donations from other church attendees to make a weekly lunch.

The political climate and financial problems experienced by OSL led to a programmatic break in 2005 and the establishment of a stand-alone program sponsored by LCPC. Thus, the umbrella organization shifted from OSL to LCPC while the meal delivery model remained the same. The entire funding structure for HIP had to change rapidly which, in turn, meant the volunteers of HIP quickly appointed a Board, wrote policies and procedures, and began tracking both volunteer time and expenditures.

Warren Brotnov helped anchor HIP’s bagged lunch program.



In the fall of 2007, for political and practical reasons and to improve service quality, HIP shifted from a street-based sack lunch ministry to providing daily breakfasts in partnership with the Downtown Emergency Service Center shelter. This second pronounced shift in focus left the program structure in place but dramatically changed the service model. Again, many lessons for program development and expansion can be taken from this experience.



Hot breakfasts are served by HIP every weekend. Cereal or other cold menus are served every weekday.

Linda Berger, HIP's Executive Director, and I have been struck over the past 3 years with how many people care deeply about hunger issues but don't know how to get involved. Also, well intentioned people with stop-and-drop food delivery to the homeless may not realize that their energies could be redirected to provide more consistent solutions to hunger issues. At worst, random acts of food kindness may cause illness due to unsafe food handling and often foster poor nutrition in those most vulnerable.

We were also struck by the breadth and depth of knowledge in our community – on everything from nutrition and to food handling to food and funding sources. All these resources can help encourage programs to organize around the goal of providing safe meals to those who need them. A well structured program is attractive to funding organizations and to potential partners. We wondered how we could get the information that we have accumulated out to people, to churches, and to service organizations that would help encourage stable food delivery for shelters and other programs serving the homeless.

This manual is the first step. It is intended to be a handy compilation of websites and contacts for people interested in helping hungry people. It is neither comprehensive nor “the last word” in meal program development. We urge readers to consult experts especially in the areas of financial structure and regulatory compliance as they build their programs.

We also hope that readers will send us corrections, additions, and material to keep the manual's content current. HIP has a number of volunteers who would be happy to consult with other groups.

Contact us at hungerintervention@comcast.net.

A handwritten signature in black ink that reads "Rhoda Ashley Morrow". The signature is written in a cursive, flowing style.

Rhoda Ashley Morrow, PhD
Chair, Advisory Board
Hunger Intervention Program

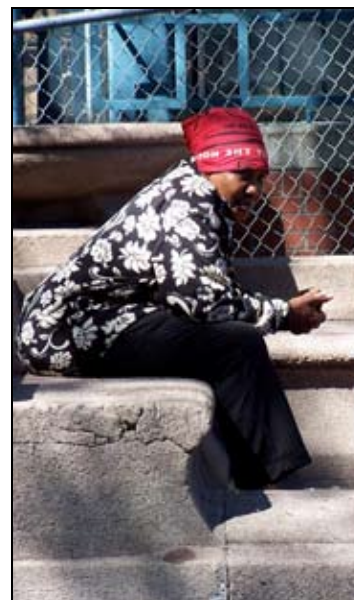
June, 2008

Introduction

This manual is designed, in part, to help programs determine how they can engage in hunger relief. HIP's experience is in the area of meal provision to homeless populations; therefore, this manual does not directly address the needs that food banks fill for those who are food insecure but who have housing. However, much of the information in this manual would be helpful to programs wanting to provide help to food banks or food insecure populations.

The Problem

The needs are huge; over 8000 people are homeless in Seattle with the 2008 one night count of those sleeping without shelter at more than 2600 people. Those left uncounted were in temporary housing or shelters or, simply, not visible to the counters. It's safe to assume that most of these people have hunger as a major issue - although data are lacking to show the extent of the problem or the adequacy of solutions. Inadequate caloric intake or poor nutrition are likely to exacerbate chronic diseases such as diabetes and may result in apathy, poor focus, and emotional liability, all of which can negatively impact the effects of programs intended to lift people out of homelessness through counseling, addiction treatment, and job training.



Food

While hunger is a real issue for homeless citizens, ironically, food, by the ton, is wasted each year. A Seattle Public Utilities survey in 2004 estimated that nearly 30% of Seattle's commercial solid waste is food, much of it edible, and that nearly 65,000 tons of food was discarded by commercial customers. Grocery stores, restaurants and other food outlets account for much of this waste. Rescue programs are beginning to make this food available to meal programs.



Surplus or unmarketable food is also available. Food that does not meet market targets of public acceptance, or has been over-produced, or that has filling defects or imperfect labels may be donated to food outlets.

Seasonal overruns also generate surplus.

Government price supports result in commodity food distribution through a variety of Federal and State government programs.

This manual gives sources for free surplus or commodity food. One of the biggest challenges for any meal program is to develop standards of meal service and menu selection based on the lowest cost items available. Periodically, very expensive items will be available at no cost. For example, HIP received several dozen cases of Glucerna®, a chocolate meal replacement drink that is safe for diabetics to drink. Glucerna costs nearly \$2 per can in stores and was worth the trouble to arrange menus to serve it. Our breakfast guests enjoyed it very much. We also received 600 pounds of organic fingerling potatoes that retail for nearly \$5 for a 24 ounce bag. Again, our volunteers altered their schedules to process extra hot meals to accommodate this resource. On the other hand, HIP passes up some items such as beverages with high fructose corn syrup that are abundant on the commodity “market”. To help food selection, we recommend that programs establish their nutrition standards with the help of a nutritionist or dietician.

Human Resources

There are untapped resources of good will and desire to help. We have been amazed and gratified at the wonderful volunteers who populate all areas of our program. HIP moved from a core group of about 15 volunteers to well over 100 in about 6 months when we began serving breakfast inside the DESC shelter. One section of this manual gives suggestions for how to build a volunteer base for a meal program.

Our hope is that the lessons HIP learned the hard way, at times, can help others join the effort to translate surplus food into healthy, enjoyable meals for homeless persons in our communities with minimal cost and optimal attention to food safety and dignity preservation.



*Staples of a HIP Breakfast:
homemade muffins and fresh fruit.*

Hints on Building a Program

Introduction

When HIP was chartered in the summer of 2005, the program was out of money and had no stable source of food outside of the in-kind donations from program volunteers and Lake City Presbyterian Church members. HIP used the application form for Northwest Harvest's Hunger Response Network as a template to build the foundation of its program. NWH required specific descriptions of the program's budget, the management structure; mission, bylaws, and volunteer policies. Food safety issues were addressed in the application including storage conditions, conditions of the building, and a checklist of practices and elements of good food management.

Using the framework provided by the NWH Hunger Response Network membership application, HIP immediately began fund raising through events (an annual auction), individual donations and grant writing. Building the program's identity, joining committees and coalitions of similar programs, and developing volunteer support mechanisms were very important in developing a solid financial position and in establishing an identity in the community of hunger response agencies.

Build Program Identity

What's in a name? Remember that the name of your program will define your group to the world. It's worth thought and care by your volunteers and your governing body.

When HIP was chartered as a unique and stand alone program within LCPC, a lot of thought went into whether the group needed a name and, if so, what the name should represent. Being identified only as a group of volunteers from a specific church has some disadvantages: potential donors may not understand what the program does or be unwilling to give money outside their own church or parish. Potential volunteers may assume the program is only for members or affiliates of that church. Thus, we recommend that church-based programs develop unique names.

The name should reflect what you do without restricting what you might want to do in the future. We considered the "Friday Lunch Bunch," "the Sandwich Team", and a variety of other fairly restricted options. Instinctively, these didn't seem quite right. In the end, "Hunger Intervention Program" was selected as descriptive and substantial. Our volunteers liked the acronym, "HIP", as well.

Brand the program. Second to the name, branding is a key element to launching your program successfully. We didn't have human or financial resources to hire a graphic artist or to dream up our own logo. Microsoft clipart provides images that are in the public domain and, therefore, can be used without copyright infringement issues.

Two tips about a brand: In addition to representing your program, be sure your “brand” (colors, logo, motto etc) will survive the test of time. HIP’s first logo was a stylized sandwich. The logo fit the program well and was colorful and easy to use. It looks great on our van.



However, when we changed to an in-shelter breakfast program, the logo no longer accurately represented what HIP does. We changed to a clip art door with great colors that were, unfortunately, difficult to replicate with a standard printer. We love the logo and its message of opening doors but we miss the freedom and economy of producing our own materials with a simpler, less color-dense version.

Use your brand or logo widely. Business cards are critical for networking. They are easy to make on a computer if the logo is appropriate. The design we wanted for cards with HIP’s new logo were impossible on a home printer and we had to pay a professional printer to make them. Still, they are worth the expense to build our contacts and give a professional appearance. Also, our business cards are used for volunteer nametags by affixing a name strip on the face of the card.

Here are a few of the other items for which HIP has used its logo:

- Letterhead and envelopes
- Note cards
- Rack cards
- Website banner
- Program CDs and marketing DVD
- PowerPoint slide shows
- Reports
- Posters and placards
- Volunteer recruitment materials
- Pens
- Name tags for volunteers



The power of using a logo consistently is illustrated in this story involving our van. We bought a used cargo van in 2005. Within a week, we arranged to have a marine sign company near South Lake Union design and apply a banner to the sides and rear doors of the van. Last year, we delivered the van for service and the shop, seeing the colorful logo and website on the van, looked us up on the internet, and, impressed with what they saw, gave us service at no charge. Our van is a mobile ad for our program.

Develop a Website and Email Address

One of the most powerful tools for volunteer recruitment and program recognition is a simple, easy to navigate, professional looking website. HIP is fortunate to have a web-savvy Microsoft veteran on our Board and she designed and populated our basic website. <http://www.hungerintervention.org>. The site is designed to be easy to update. Had we not had this resource, attracting a volunteer or paid web designer would have been a top priority.

Our site is managed and updated by HIP, not by our parent organization. This gives us the flexibility to keep the site current and to change content when needed.

Appoint an Advisory Board

Most funders require a Board of Directors to oversee financial and programmatic management. HIP is unusual in being 100% volunteer and the Board members have been the core movers and shakers as the program moved forward. Our Board members bring a variety of talents, backgrounds, and perspectives. HIP has two trained chefs, an accountant, scientists, an attorney in the social justice arena, and several veteran HIP volunteers who know the territory and can advocate for volunteer interests in the program. There are many resources for learning how to strategically build a board. Nonprofit support agencies including United Way, Northwest Harvest and Volunteer Match all provide courses and materials related to Board development.

<http://www.managementhelp.org/boards/boards.htm> Lots of practical help.

http://www.nonprofitexpert.com/board_development.htm Dig around for books on Board development.

<http://www.uwkc.org/nonprofit/training/calendar.asp> The training calendar from United Way King County always has board development classes.



The Hunger Intervention Program Board at a quarterly meeting

Network

HIP could not have survived the early stages of its development or its rapid expansion phase in 2007-2008 without the help of many people external to the program. How do you find these people? HIP's Executive Director, Linda Berger, its Board Chair, Rhoda Morrow, and key board members embraced every opportunity to tell the program's story and engage others in answering questions or sharing experiences.

One key resource is Meals Partnership Coalition. This group is supported by the City and brings together Meal Programs and representatives from major players in the "meal program food chain" such as Food Lifeline, Northwest Harvest, and the City's Emergency Food Program. There is a nominal fee for membership, based on the size and ability of the program to pay. This is a rich resource for ideas from other programs as well as the hub for centralized communication of grant opportunities, positions available in the area, and information helpful to running a program. Call 1-800-277-9252 for more information.

Joining coalitions or task forces is a good idea. As with any enterprise, those who are involved have greater insight and access to help with funding or program operation. All of these organizations send valuable information on the political and funding climate and engage members in advocacy. Some good starting points for information or membership are listed below. All of these websites have links to yet more organizations – one or two of which might be very useful to a new program:

Washington Food Coalition: <http://www.wafoodcoalition.org/about.html>

Seattle Human Services Coalition: <http://shscoalition.org/>

Interfaith Task Force on Homelessness: <http://itfhomeless.org/>

Committee to End Homelessness in King County: <http://www.cehkc.org/>

Faith-based groups should check their denominational resources for committees, task forces and web-based information.

Develop Volunteer Management Strategies

Select and use a volunteer management system. The more complex your program, the more you need this help. HIP was only one month into volunteer recruitment for the breakfast program when it became clear the program could not proceed without a system for scheduling volunteers. Even with only 3 days a week, tracking assignments on a spreadsheet and individually calling or emailing volunteers was far too time consuming to be sustainable.

Here is a website that lists major systems available:

<http://www.coyotecomunications.com/tech/volmanage.html>

We use the system provided by Volgistics (www.volgistics.com). Volgistics has training modules that can be accessed on their website so that you can try out the system and see if it fits your program's needs. This was an important feature in determining whether to subscribe. The system was far more powerful than we anticipated.

Volgistics is a subscription service that charges based on the number of records (volunteers). We have added functions as time and the learning curve has allowed, beginning with just recording contact information and making a monthly assignment schedule. We then integrated an assignment calendar with our website allowing our volunteers to check or change their schedule from any internet-connected computer. More recently, we set up the front end of the program by installing the Volgistics application on our website. Now, interested potential volunteers can log on to our website and fill out an application. The application then populates the Volgistics record site with contact information and serving preferences.

Volgistics allows HIP to assign volunteers, track their hours, remind them of serving times, and to communicate with subsets of volunteers in a convenient and timely manner from any computer.

Develop Volunteer Recruitment Strategies

Since September 2007, HIP has recruited nearly 100 new volunteers who have served at least 5 hours with the program. About 10 have come from Lake City Presbyterian, attracted by different serving times or types of service than were available in the sandwich program. About 20 are from a church of young adults, 24/7, who were recruited to HIP by one of our board members. Another 50 have come from online volunteer recruitment sites including United Way of King County and VolunteerMatch. The remaining volunteers applied directly through our website application form, having heard about HIP at work, from other volunteers, or from a public service announcement on the radio.

VolunteerMatch: <http://www.volunteermatch.org/>

United Way: <http://www.volunteersolutions.org/uwkc/agency/signup.tcl>

Other sites worth checking out include University Presbyterian's Shoulder-to-Shoulder volunteer matching site and Seattle Works, a site that matches young adults with volunteer opportunities. Both of these sites specialize in one time volunteer opportunities for groups but other matches are also possible.

Seattle Works: <http://www.seattleworks.com>

Shoulder-to-Shoulder: <http://www.telstarsoftware.com/shouldertoshoulder/>



Volunteers Andrea Dai, Marvin Walker, and Linda Berger pose for HIP's marketing DVD in the DESC Shelter kitchen.

Develop a Volunteer Retention Plan

HIP volunteers are remarkable people. Keeping them involved in the program is very important to the HIP Board. Some volunteer management systems track birthdays and service hours and will automatically send appropriate greetings. HIP has preferred a more personal approach using the internet to send group emails to update volunteers with progress reports and milestones achieved by the program. Each volunteer undergoes a personal interview which lasts about an hour. We ask about current job and school activities and volunteer experience. These interviews are very enlightening for placing volunteers well within the program and for later communications. Volunteer recognition events such as brunches and dinners are held at least once a year. When menus change or operations change in the shelter, we use email to immediately apprise our serving teams.

The Presidential Service Award system is another approach to honor volunteers.

<http://www.presidentialserviceawards.gov/index.cfm>

Food Safety Resources – Guidelines and Regulations

Introduction

Food safety is a critical issue for meal providers. Government agencies set guidelines, draft regulations, and monitor establishments that provide food to the public. Nonprofit or church-based programs that provide meals to the homeless hold a unique position in the regulated world of food service. First, they may rely on donated food to operate. Unlike purchased food, donated food may fall outside of the regulated chain of handling that covers purveyors of food to stores, restaurants and catering businesses. Second, meal programs often rely on volunteers who may or may not have backgrounds or training in safe food handling. Finally, the location used by a meal program may not be co-located at the kitchen where meals are prepared. The meal program may have little control initially over the conditions of the meal site. However, serving conditions should be considered in developing a meal program.

Homeless persons are often extra-vulnerable to illness. Food-borne pathogens that might give a healthy, well nourished adult a brief tummy ache or bout of diarrhea can be devastating to a shelter resident. Moreover, crowded shelters foster secondary cases of some food-borne illnesses due to crowding, shared restroom facilities, and poor hygiene challenges of residents. So delivering food free of pathogens is extremely important. Pathogens or toxins can be introduced to menu items by cooks, by food handlers, or from the environment. All these sources must be considered and the risk reduced for serving illness-producing pathogens with the food!

Fortunately, a great deal of help is available. This section seeks to provide information on food safety regulations and to provide resources for answering questions that arise in program development.



“HIP-Zip” meals are packaged, chilled and readied for transport in accord with WAC 246-215 regulations.

Washington State Food Regulations

The most complete and helpful document is the Washington State Retail Food Code Working Document from the Food Safety Program of the Washington State Department of Health Division of Environmental Health. It is also referred to as Chapter 246-215 Washington Administrative Code (WAC) or “WAC 246-215”, for short. WAC 246-215 is a 108 page document that is a modification of the 2001 Food Code developed by the United States Public Health Service Food and Drug Administration. It is found online: <http://www.doh.wa.gov/ehp/sf/Pubs/FoodRule/food-rule-working-doc.pdf>

Hints on using the WAC 246-215

The Working Document combines federal regulations (in Arial font) with Washington Administrative Code elements (in Times New Roman font). Words that are CAPITALIZED are defined in the first chapter of the document – the caps are not meant to emphasize any particular concept. Similarly, words in italics are not requirements but are included to convey extra information.

There are, indeed, penalties for violating the rules and regulations of WAC246-215. Violations may be prosecuted under RCW 70.05.120 or civil penalties may be imposed under the local health department rules. This sounds scary, but remember that the regulations provide the roadmap for safe food that is not a source of food borne outbreaks of disease.

WAC 246-215 – Notable Sections

Chapter 1 includes definitions of terms. Note that essentially all scenarios of food preparation that might apply to a meal service for the homeless are covered under “food establishment.” However, there are some important exceptions that are related to serving non-potentially hazardous foods (example: commercially manufactured and wrapped items or hot beverages) without touching the food inside. In these cases, food handling practices required of food establishments are not required.

Chapter 2 describes the “person-in-charge” role for food establishments and lists personal cleanliness rules.

Chapter 3 describes the sources of foods; how to document their origins, and the ways to protect these foods from contamination. Section 3-3 includes how to prevent contamination of food from:

- Employees (or volunteers)
- Food and Ingredients (“cross-contamination.”)
- Ice used as a coolant
- Equipment, utensils, linens
- Premises*
- Consumers
- Other sources

*Chapter 3-305 stipulates how food is to be stored. Food in packages and working containers may be stored at least 6 inches off the floor except for cased food in waterproof containers such as bottles or cans. These items may be stored on the floor if the floor is clean and the product is not exposed to moisture (3.305.11c).



HIP storage room is dry and secure with case goods stored on pallets.

Chapter 3 sections 4 and 5 include how to destroy pathogens in food by freezing, cooking, or re-heating and how to limit growth of remaining organisms that are not destroyed using temperature control and time held before consumption as public health controls. Much of this information is covered in more user-friendly manner in the Food Handlers Permit materials (see below).

Chapter 3-7 describes how to discard contaminated or unsafe food.

Chapter 3-8 describes how to handle food that is served to a “highly susceptible population” defined as persons who are more likely than other people to experience food borne disease because they are immunocompromised or in a facility providing custodial care, health care, or assisted living, or a senior center. Many homeless populations fit one or more of these criteria. Practices to safely use eggs and juice products are specifically defined in this section.

Chapter 4 describes equipment, utensils and linens including maintenance and operation and cleaning of equipment and utensils. This chapter should be reviewed carefully by those setting up kitchens. Sanitization is covered in 4-7.

Chapter 5 covers water, plumbing, and waste in food preparation and serving sites. Hand washing facilities and employee restrooms are described.

Physical facilities, handling poisonous or toxic materials and details of compliance and enforcement are covered in the final chapters.

Donated food

Chapter 9 of the WAC 246-215 gives the requirements for donated food distributing organizations including records needed on donated food. These requirements allow food borne outbreak investigations to proceed quickly and effectively to limit disease spread. Some important limitations (refer to Chapter 9 Section 4 for details):

The program's PIC must ensure that food received has been protected from cross-contamination and has been stored at the proper temperature.

- The following foods should not be accepted or used: home-canned food, canned foods in containers that are dented or rusted, distressed foods, infant formula past the expiration date.
- Donated foods prepared in residential kitchens are basically limited to baked goods that are not considered potentially hazardous. For example, HIP receives muffins baked in home kitchens but not pies or other baked goods that require temperature control.
- Records must be kept for 30 days after receiving donated food. Source, quantity, type and receiving date of the foods must be recorded.



HIP's Friday Team PIC, Nancy Albright, confers about donation records with HIP Volunteer Kathleen Bledsoe

The Seattle Hunger Map website has some excellent information on how to manage and document donated food. <http://www.hungermaps.org/seattle>

Washington State Food Handler's Permits



Public Health departments across the state conduct training courses in safe food handling. Food Handler Permits are awarded to those completing the course and passing an exam covering the information. Cost of the course is \$10. Meal programs must have a person-in-charge (PIC) on site during food preparation and serving. The PIC must hold a current Food Handler Permit and be prepared to answer questions relating to food temperature control, food safety practices and prevention of cross contamination.

HIP tracks Food Handler's permit expiration dates. Volgistics can send reminders when renewal is needed.

HIP volunteer, Sean McKee, knows safe food handling practices

Information on the permit and locations of classes in King County:
<http://www.metrokc.gov/health/foodsfty/foodhandlerscard.htm>

Food Establishment Site Inspections

Food donation programs like Northwest Harvest and Food Lifeline may inspect facilities where meal programs prepare food. Church kitchens and kitchens in other types of venues can receive an inspection and permit to operate from Seattle King County Public Health. The link below is a 2007 flyer that lists contact people who specialize in food safety.

<http://www.metrokc.gov/health/foodsfty/menu-review-2007.pdf> .

Foods that are exempt from permitting:

<http://www.metrokc.gov/health/foodsfty/food-exempt-from-code-non-establishment.pdf>

From the **Metro King County** website, (updated August 2007):

<http://www.metrokc.gov/health/foodsfty/food-exempt-foodcode.htm>

- **Trish Ryan, Sr. Environmental Health Specialist**
For food establishments in the City of Seattle

Environmental Health Division
401 - 5th Avenue, Suite 1100
Seattle, WA 98104-2333
Phone: 206-263-8484

- **Diane Agasid-Bondoc, Sr. Environmental Health Specialist**
For food establishments in unincorporated South King County and South King County suburban cities

Alder Square Public Health Center

Environmental Health Division
1404 Central Ave. S., Suite 101
Kent, WA 98032
Phone: 206-205-1903

- **Mike Bratcher, Sr. Environmental Health Specialist**
For food establishments in unincorporated North and East King County, North and East suburban cities

Northshore Public Health Center

Environmental Health Division
10808 NE 145th St.
Bothell, WA 98011
Phone: 206-296-9741

Other Helpful Sites

Information on the federal government's food safety programs.

Food safety and regulations <http://www.foodsafety.gov/~fsg/fsgadvic.html>

US FDA Center for Food Safety and Applied Nutrition <http://vm.cfsan.fda.gov/>



The volunteers of 24/7, a local church service group, prepare a hot meal entrée for Hunger Intervention Program in the Lake City Presbyterian Church kitchen.

Sources of Free or Low Cost Food – Seattle Area

Introduction

A number of government, private, and nonprofit organizations provide food to meal programs. These organizations require applications. The application process assures that programs are nonprofit, that food is going to persons in need, and that safe food handling and serving procedures are in place. Some require a site visit and monthly reports.

Donated food. A wide variety of free and safe food sources exist in Seattle. Our area is enjoying an upsurge in interest in using government commodity foods and food from a number of areas of the food industry to alleviate hunger. Distressed products, production overruns, short-dated food, food with mislabeled packaging, discontinued brands, and salvage foods are all processed through large facilities such as Northwest Harvest (“NWH”) and Food Lifeline.

Rescue food. Increasingly, food left over from restaurants or nearing outdates in grocery stores are becoming available. Companies realize tax benefits and save dump fees when they donate food. Some meal programs contract directly with stores and restaurants, others rely on centralized processing by NWH and Food Lifeline. The latter approach has the benefit that food specialists assure that food given is safe to eat.

If your meal program receives perishable rescue food through an intermediary, be sure that organization operates in compliance with standards set by Washington State and with federal food handling and safety regulations. Meals Partnership Coalition is a good source of information on food sources from both staff and other member programs. (Call 1-800-277-9252 for more information).

The following is an annotated list of major food sources in the Seattle area.

Free Bulk or Commodity Food Sources

Northwest Harvest: <http://www.northwestharvest.org>

Northwest Harvest is a statewide, community supported nonprofit with 501(c)(3) status that dispenses 18 million pounds of food per year all over the state of Washington.

- NWH Hunger Response Network. Programs may apply for partnership status. HIP received major guidance to identify the important components of a meal program just by filling out the application for the Hunger Response Network. There are 300 food banks and meal programs currently enrolled.

Contact:

Bonnie Baker, Membership Manager

PO Box 12272

Seattle, WA 98102

bonnieb@northwestharvest.org

- The NWH website lists its Hunger Response Network partners – many are excellent resources of information and for sharing of food. Go to: http://www.northwestharvest.org/Our_Partners/Partner_Programs.htm
- Northwest Harvest Distribution Center. Food is picked up on an appointment basis at the NWH warehouse in Kent:
22220 West Valley Hwy (no mail, please)
Kent WA 98032
(800)722-6924
- Programs can sign up to receive the list of available food products on their pickup day by phone or by email.
- Annual reapplication is necessary; monthly service information must be filed to remain current.
- Annual meeting in the spring of each year includes valuable workshops on various topics of interest to food banks and meal providers.

A Northwest Harvest worker loads donated food into the HIP van.



Food Lifeline: <http://www.foodlifeline.org>

As the Western Washington affiliate of America's Second Harvest, Food Lifeline is the state's largest hunger relief agency, distributing nearly 22 million pounds of food per year to its member agencies of food banks and meal programs.

Meal programs can apply for agency status. This involves filling out a form and hosting a site visit at which time Food Lifeline staff will inspect the program's food preparation area, the building and access, and the program's documentation procedures for safe food handling.

- For information, contact:
Tiffani Kaech
1702 NE 150th
Shoreline, WA 98155
1-800-404-7543
(206) 545-FOOD
(206) 545-6600, tel.
(206) 545-6616, fax
TiffaniK@fll.org or:

<http://www.foodlifeline.org/contact/index.cfm>

- The Food Lifeline Seattle Distribution Center gives food allotments to approved agencies once a week. Agencies are given pickup windows. Allotment size is based on the number of meals served per month. The meal program agrees to bring sufficient transportation to carry away the entire week's allotment. Food is usually packed on a standard pallet; use of vehicles with capacity for 1-2 pallets is encouraged. Smaller programs may combine their pickups.
- The distribution center is located in Seattle's SoDo district:
4011 6th Ave. South
Seattle, WA 98108

TEFAP (The Emergency Food Assistance Program)

<http://www.fns.usda.gov/fdd/programs/tefap/>

This USDA (US Department of Agriculture) program purchases commodity foods and distributes it to states according to a formula based on the number of unemployed or low-income citizens of individual states. TEFAP is administered by the USDA's Food and Nutrition Service ("FNS"). The FNS has a terrific website that explains the details of the federal commodity food distribution system:

<http://www.fns.usda.gov/>

States determine the distribution mechanism of these products; generally through the food bank system. Washington State contracts with Second Harvest and Food Lifeline to distribute TEFAP foods to their member agencies. Thus, to get federal commodity foods through TEFAP, Food Lifeline membership is needed.

A wide variety of food is available through the TEFAP program; although not every item is available every week. For a list of the 2007 foods, see the Federal Register article at this link:

<http://www.fns.usda.gov/fdd/regs/notices/FRNotice-FY07TefapCommodities.pdf>

- The FNS regulates how commodity foods are used. An agency wishing to obtain food through TEFAP agrees to abide by these rules as posted at http://www.fns.usda.gov/fdd/regs/final/7cfr250_07donatedfoods.pdf

In brief, agencies must agree to give TEFAP foods only to qualifying individuals. Transfer of foods to other agencies is limited to those agencies with agreements with FNS or its designees.

- TEFAP applications can be obtained through Food Lifeline for its member agencies.
- TEFAP orders are made online once a month and the allotted food is picked up with the regular online Food Lifeline order.

Food Rescue Programs for Perishable Foods

Seattle's Table

Seattle's Table is a rescue program that takes in, and distributes, surplus prepared food from local restaurants, hotels, caterers, universities, and other local food service providers. Food Lifeline collects the food and distributes it the same day to selected member programs in King County. Currently 1.6 million pounds of food is rescued each year through this program.

- Application is through Food Lifeline.

Produce for the People

Produce for the People began as a pilot project in 1997 and has grown to distribute 1.7 million pounds per year of edible, but not sellable fresh produce from local wholesalers and retailers.

- Participation and distribution are via Food Lifeline.

Grocery Rescue

Grocery Rescue began in 2002 and is another Food Lifeline program. Grocery Rescue deploys 2 trucks daily to collect produce, dairy, meat, bakery and dry items from over 20 grocery stores to distribute to neighborhood food banks and meal programs.

- Participation in Grocery Rescue is through Food Lifeline and is for its member agencies.

Seattle Food Recovery Initiative

This program was introduced in 2007 by Seattle Public Utilities in an effort to divert edible food from the commercial waste stream by helping restaurants, hotels and other institutions to donate surplus food to hunger agencies. It is estimated that 30% of Seattle's commercial solid waste is food—much of it edible.

- Seattle Food Recovery hosts The Seattle Hunger Map site that provides lists and locations of registered hunger agencies; a good source for networking.

<http://www.hungermaps.org/seattle>

Contact: Mark Musick, Project Manager, 206-463-4736;
email: mark-musick@comcast.net

Solid Ground's Lettuce Link

Lettuce Link supplied 40,000 pounds of organic produce to food banks and meal programs last year. The program partners with Seattle's P-Patch program to make sure food is well used. <http://www.cityfarmer.org/lettucelink.html>

Private Sources

HIP has several home gardeners who share fresh produce and fruit with the program. This is a wonderful way to engage supporters' unique talents.

Bob Boatsman harvests fresh carrots for HIP's Linda Berger.



Sources of Low Cost or Wholesale Bulk Foods

Charlie's Produce (wholesale prices, delivery): <http://www.charliesproduce.com/>

Costco: <http://www.costco.com>

Business memberships available for nonprofits. Online ordering; delivery.

- Aurora Villiage:
1175 North 205th St
Seattle WA 98133
M-F 11:00am - 8:30pm
Sat. 9:30am - 6:00pm
Sun. 10:00am - 6:00pm
(206) 546-0480
- Seattle:
4401 4th Ave South
Seattle, WA 98134
M-F 11:00am - 8:30pm
Sat. 9:30am - 6:00pm
Sun. 10:00am - 6:00pm
(206) 674-1220

Cash and Carry (Several area stores. Wholesale prices; restaurant ware):

- Sodo district
1760 4th Ave S
Seattle 98134
(206) 343-7156
- Haller Lake
13102 Stone Ave N
Seattle, WA 98133
(206) 364-1733_
- Ballard
1155 NW Ballard Way
Seattle, WA 98107
(206) 789-7242_
- Beacon Hill
1915 21st Ave S
Seattle, WA 98144
(206) 302-0215_



Recipe Sources

Introduction

One of the biggest challenges for HIP was finding and adapting recipes for large numbers of servings. The Armed Services Recipe Service has 3000 recipes for 100 portions plus food measurement conversion tables and other handy information. One of our volunteers printed the breakfast recipes and other information and made a hardcopy recipe reference book for HIP. The Armed Services Recipe Service is the single best source of recipes that we have found but we have found several other helpful sites, as well.

Armed Forces Recipe Service (free download; 180 MB):

<http://www.quartermaster.army.mil/aces/downloads.html#Recipes>

Recipes for commodity foods from the USDA:

http://www.fns.usda.gov/fdd/programs/tefap/cfs_tefap.htm

Recipes for 50 and 100 servings:

<http://www.ed.state.nh.us/education/doe/organization/programsupport/bnps/cookbook.pdf>

Cooking for a crowd:

<http://www.RecipeLand.com>

HIP Chef Paul Michelson and volunteers Rachel and Nick Tomzcek prepare a hot meal entrée for breakfast.



Finances

Introduction

Meal programs face tremendous challenges in this era of rising food prices and increasing prevalence of food insecurity and hunger. Food donations are important elements of successful meal programs but other expenses also must be covered. While the topics of funding and fund-raising are beyond the scope of this manual, we offer a few points for meal programs to consider along with several online resources for more information.

Finding Funding Sources

Grants are available from community, corporate, private, State and Federal Resources. National charitable giving programs from faith based organizations are also important sources of funds and are not necessarily limited to groups within respective denominations. Local foundations, local employers, and contacts through program volunteers are all good sources of help. HIP has found seminars and newsletters through membership in both United Way of King County and Volunteer Match to help with fundraising.

Developing a realistic budget for the operation is a key first step in determining strategies for fundraising. Most meal programs in Seattle rely on a combination of fundraising events, grant proposals, and direct donation campaigns. In-kind donations of food, in particular, can significantly support meal programs and should be factored into budgets.

The value of volunteer time is an important component of a budget that represents the worth of your program. Here are two websites, one from the private sector, and one from the US Department of Labor to help with these estimates. The state of Washington hourly volunteer wage is estimated at \$19.53. Specialty jobs should be checked at the Department of Labor site.

http://www.independentsector.org/programs/research/volunteer_time.html

<http://www.bls.gov/bls/blswage.htm>

In-kind food donations may be estimated by the fair market value of items (accurate, but tedious to record and calculate), by a formula based on weight of foods received at \$1.60 per pound, an acceptable figure in Washington State in 2007.

Faith-Based Funding Organizations

Presbyterian Church USA: <http://www.pcusa.org/hunger/grants.htm>

Catholic Charities USA: <http://www.catholiccharitiesusa.org/NetCommunity/Page.aspx?pid=193&srcid=-2>

Evangelical Lutheran Church of America: <http://archive.elca.org/grantinghope/>

Guides for Grant Writing and Sources of Grants:

<http://www.npguides.org/>

<http://www.mcf.org/mcf/grant/writing.htm>

<http://www.cof.org/council/content.cfm?ItemNumber=586&navItemNumber=2477>

Online Donation

Each organization has to decide how to solicit and accept donations. Online donation allows the donor to make a cash contribution via PayPal or a secure credit card site. However, the charitable agency either pays a monthly charge, or gives back a percentage of each donation, or both. Monthly charges may or may not be pegged to the donation volume or dollar total. These charges can significantly lower the value of each online donation but can also encourage donors who enjoy the convenient format. One frequently used online donating interface is Network for Good.

Interface for online donation: <http://www.networkforgood.org/>

PayPal: https://www.paypal.com/us/cgi-bin/webscr?cmd=_home-merchant&nav=2

Employers' Giving and Matching Programs

Many local employers solicit charitable contributions on behalf of registered charities. HIP, for example, is a listed charity with the University of Washington's Combined Fund Drive. UW employees can have donations withheld from their paychecks and sent to HIP, a convenient situation for both donor and program. Other employers (Microsoft and Washington Mutual, for example) will match employee donations.

Getting a program listed with donation systems or matching programs can be a challenge. Some may require registration as a charity with the Washington Secretary of State's office. The link to the page with instructions and registration forms is: <http://www.secstate.wa.gov/charities/>

This registration is important, not just for enrolling a program into a donation system but to provide a site for prospective donors to check out the legitimacy of a program.

“Non-Profit” versus “Tax Exempt” versus “501(c)(3)”

While these terms are used interchangeably, strictly speaking, they mean different things. Non-profit status is conferred by the state. Having a non-profit does not mean the organization is automatically made exempt from federal income tax. So a non-profit may not have tax exempt status and a tax exempt organization may not necessarily be registered as a non-profit.

The term “501(c)(3) refers to the section of the Internal Revenue Code that confers tax exempt status. There are a number of 501(c) designations but 501(c)(3) is the most common as it covers charitable and religious organizations. Having 501(c)(3) status means that donations are tax deductible, an advantage for donors. In addition, the organization is exempt from paying federal tax on these donations or other income generated.

Starting a Non-Profit

Good outline and resource for what is needed in Washington State to start a nonprofit. The site includes links and forms required. <http://www.wcnwebsite.org/howto/index.htm>

From UW Extension, a very comprehensive list of FAQs, and annotated links of resources. <http://www.wcnwebsite.org/howto/index.htm>

Nonprofit Assistance Center, Seattle (206) 324-5850 Ext 10

Applying for Tax Exempt Status Under 501(c)

Some resources for obtaining tax exempt status:

IRS Tax-Exempt specialists can be consulted by calling (877) 829-5500. Call this number to request a packet of their forms needed to start a nonprofit.

A step-by-step explanation of the application process. <http://www.irs.gov/charities/charitable/article/0,,id=123072,00.html>

IRS Exempt Organization Customer Service. <http://www.irs.gov/charities/article/0,,id=96085,00.html>

Top 10 reasons for delays in processing requests. <http://www.irs.gov/charities/article/0,,id=96361,00.html>

IRS publications:

- Publication 4220, Applying for Tax Exempt Status <http://www.irs.gov/pub/irs-pdf/p4220.pdf>
- Publication 557, Tax Exempt Status of your Organization <http://www.irs.gov/pub/irs-pdf/p557.pdf>
- Publication 4221, Compliance Guideline <http://www.irs.gov/pub/irs-pdf/p4221.pdf>

Meal Programs, Food Banks, and Shelters – Seattle Area

Introduction

Making an impact to alleviate hunger can be as complex as starting a full meal program or as simple as volunteering for an established program. There are a number of resources to identify current programs so that people or programs can find a match by geographic location, target population of those in need, or type of service. Part of the purpose of this manual is to encourage groups that wish to provide meals to establish stable partnerships with shelters and assisted housing. Therefore, we are also listing internet sites to visit to learn about shelters and other programs that distribute food.

Emergency Food Program of the Human Services Division, Seattle

<http://www.seattle.gov/humanservices/emergencyservices/emergencyfood.htm>

- This site provides comprehensive lists in pdf format of both Food Banks and sites/ programs that serve hot meals.
- Guide to groups wishing to provide food for the homeless in Seattle:

<http://www.seattle.gov/humanservices/emergencyservices/GuideMealsHomeless.pdf>

The Seattle Hunger Map

<http://hungermaps.org/seattle/>

- Lists and provides map of meal providers in Seattle

Emergency Feeding Program

www.emergencyfeeding.org

- Collects and redistributes donated food in packs, including specialty packs, to low income families at many distribution sites in King County. The sites are, in their own right, worthy programs serving homeless and food insecure citizens.

Seattle Foundation

<http://www.seattlefoundation.org/page28183.cfm>

- Information on local programs including The Children's Alliance (providing hot breakfast and lunches during school vacations) and Senior Services (providing frozen ready-to-heat custom meals to shut-ins).

Seattle Crisis Resource

<http://www.scn.org/crisis/food.html>

- SCR's Food Bank list – with contacts and hours

Washington Food System Directory

<http://wafoodsystem.jot.com/WikiHome/Hunger>

- An interesting collection of organizations involved in hunger relief; alliances, coalitions, and other advocacy groups.

Washington State Food Banks Map

<http://cted.wa.gov/maps/>

- Locations of all registered food banks in the state

Food Link

<http://www.foodlinkseattle.org/>

- Volunteer program that connects food from the Pike Place Market with area food banks.

City Funded Shelters

<http://www.seattle.gov/humanservices/emergencyservices/shelter/temporary.htm>

City Funded Transitional Housing

<http://www.seattle.gov/humanservices/emergencyservices/shelter/transitionalhousing.htm>



*HIP's serving partner, the Downtown
Emergency Service Center Shelter, in Downtown Seattle.*