



# WORKBOOK

JUNE 2021

*Watch videos and find information about the certification exam:*  
**[www.wafoodcoalition.org](http://www.wafoodcoalition.org)**

Nonprofit essentials  
Food banking  
Volunteers  
Food safety  
Forms



**Washington  
Food Coalition**

Sponsored by the Washington State Department of Agriculture

# NONPROFIT ESSENTIALS

*This workbook supports the Food Bank Certification Course videos. We recommend that you print the workbook and be ready to fill it out through the video series. Writing down information will help you remember, and you will then have a resource to help you prepare for the Certification Exam. Feel free to pause a video at any time to finish your reflection.*

For assistance with the Food Bank Certification Course, email [info@wafoodcoalition.org](mailto:info@wafoodcoalition.org).

## WELCOME

**Video:** Welcome to the Food Bank Certification Course

**Your purpose** is to ensure families and individuals in need have a nutritionally balanced supply of food.

**The purpose of the Food Bank Certification Course** is to ensure you have the knowledge, skills, and resources you need to succeed in your purpose.

**Why are you at your organization?**

**What are your organization's core values?**

**What questions do you have about running a food bank?**

# NONPROFIT ESSENTIALS

## KEY INFORMATION

### A nonprofit is:

- Working within one of three sectors in society (government and private sector are the other two)
- “Owned” by the community, not individuals
- Guided by Articles of Incorporation (externally facing) and Bylaws (internally facing)

### Boards: Purpose

- A board represents the community to the organization and the organization to the community.
- A board ensures that good decisions are made.

### About boards

- Three duties (Duty of Care, Duty of Loyalty, and Duty of Obedience)
- A board has fiduciary responsibilities, which means they need to pay attention to finances.
- A board *as a whole* makes decisions; board members *individually* support the mission.
- A board governs; the staff (even if they are volunteers) manages.
- A board consists of people committed to the mission who bring unique skills, knowledge, and connections to the mission and strategic plan.
- A board uses committees to make progress. Committees are often guided by Bylaws and a strategic plan.

### Fundraising

- Fundraising involves cultivation, solicitation, and stewardship.
- Typical fundraising methods include: individual donors, grants, and contracts
- Food banks are also often supported by: individual giving, local city and county funding, Rotary and other service clubs, **and** events.
- Fundraising is a team effort done by the board, staff, and volunteers

### Finance

- A board member should be reviewing two financial reports regularly: Balance Sheet and Income Statement.
- Nonprofits, different from for profits, manage restricted assets from donations and grants, in-kind contributions, and special events
- Success metrics include: cash reserves, operating deficits, ratio of earned vs contributed income, core operating support (sometimes called overhead), and full participation by board members in finance discussions.

### Risk

- Risk shows up in hiring, how you manage data, in safety, and governance.
- Policies and insurance are important to managing risk.

# NONPROFIT ESSENTIALS

## WORKSHEETS

Complete this information while watching the *Nonprofit Essentials* video.

### 1. Quiz

How is a nonprofit different from a for-profit?	What are two key board member responsibilities?
What elements make a strong fundraising program?	What are two risk factors facing nonprofits?

### 2. Name 4 ways that a nonprofit is different from a for-profit.

\_\_\_\_\_

\_\_\_\_\_

### 3. What are the three duties every board member has?

*Name them and then explain in your own words.*

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4. A board \_\_\_\_\_ . The staff \_\_\_\_\_ .

5. What do we do if we are an all-volunteer nonprofit? \_\_\_\_\_ .

### 6. YOUR TURN QUIZ – Boards

Note any corrections to help you remember.

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

# NONPROFIT ESSENTIALS

7. What are the three elements of fundraising?

\_\_\_\_\_

## 8. YOUR TURN QUIZ – Fundraising

Note any corrections to help you remember.

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

9. Fill in the correct words: A balance sheet is a \_\_\_\_\_ of your organization's finances. It tells you what you \_\_\_\_\_ and \_\_\_\_\_. An income statement (also called Profit/Loss Statement) explains your finances \_\_\_\_\_. It tells you \_\_\_\_\_ and \_\_\_\_\_.

10. Name two success metrics for your organization's finances: \_\_\_\_\_

\_\_\_\_\_

## 11. YOUR TURN QUIZ – Finances

Note any corrections to help you remember.

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

## 12. Let's check in on how you are managing risk:

What policies do you have in place?

- Confidentiality Agreement
- Client Grievance Policy
- Volunteer Grievance Policy
- Conflict of Interest Policy
- Document Retention and Destruction
- Executive Compensation
- Whistleblower Protection

What insurance do you have in place?

- General Liability
- Volunteer Liability
- Directors and Officers
- Workers' Compensation or Coverage for Volunteer Injuries
- Protection of Assets
- Auto/Truck Insurance
- Employee/ Volunteer Dishonesty
- Umbrella

# NONPROFIT ESSENTIALS

## 13. YOUR TURN QUIZ – Risk

- 1. \_\_\_\_\_
- 2. \_\_\_\_\_
- 3. \_\_\_\_\_

Note any corrections to help you remember.

**Nonprofit Essentials**

Notes:

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# FOOD BANKING

## KEY INFORMATION

- Your values will determine many decisions. They will guide you when things get difficult.
- A food bank is a nonprofit with a unique business model.
- A food bank can learn about its clients through a needs assessment, surveys, interviews, and data review.
- Food is provided through government sources (TEFAP, CSFP), providers (Northwest Harvest, Food Lifeline, Second Harvest), purchases (such as by using EFAP funds), and community outreach (food drives), and gleaning.

### Getting set up

#### Planning

- What are your hours and frequency?
- How many families can your program help monthly?
- How much food are you distributing?
- What types of food are you distributing?
- How will you identify clients?
- What outreach efforts, if any, will your program make to assist clients?
- What geography will your program serve? (TEFAP requires that you service anyone who comes to you.)
- Can you accept referrals from other hunger related groups?

#### Policies

- How often can a family receive assistance?
- How will you verify identity? (Not required)

### Physical space

#### 1. Physical space

- Compliance with Department of Health regulations (federal and state requirements)
- Accessibility
- Transportation
- Appearance
- Appeal to customers—welcoming and safe?
- Usability

- Volunteer bag policy (food should not be a form of compensation for a job)
- Grievance procedure
- Handwashing and other safety and health policies
- Policies for posting open hours

#### Forms

- Intake form, either in hard copy or within a database. (Be mindful of the information you collect. There are privacy issues, and remember your core values of dignity and respect. Don't ask anything that you wouldn't want to answer.)
- TEFAP/EFAP forms request information, not require it. You don't have to verify addresses or other information.

### Distribution methods

#### Pre-bagged

- + Inventory
- + Use of volunteer labor
- + Useful in small spaces
- + helps with labelling
- Customers get unwanted food
- Quantities may not be appropriate

#### Client choice

- Involves pre-planning
- Clients choose what they want

Utilizes volunteer labor  
Need to decide quantities by household size or item

#### Shopping

- Need larger space
- Points-based or category-based checkout (use behavioral economics)
- Remember labelling requirements
- Honor system works great

#### Drive through

- Can't stop street traffic
- Get permission
- Consider the need for extra space
- Clear signage
- Client care
- How to track client data
- Wear a mask
- See WFC guidance sheets

#### Home delivery

# FOOD BANKING

## WORKSHEETS

Complete this information while watching the *Food Banking* video.

### 1. Warm-up

What is your food bank's business model?	What policies do you have in place to support your work?
What are your organization's values? How would someone walking into your space know that?	What distribution method do you use now?

### 2. Pre-thinking

What are my organization's core values?	What relationships matter most to us?
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3. Who does the Good Samaritan Law protect? \_\_\_\_\_

Business model: Food products + Clients + Volunteers + Distribution model

4. What is one limiting factor in determining how many people a food bank can serve? (See business model formula above)

\_\_\_\_\_

5. What is one way a food bank can deepen its knowledge about the people it serves?

\_\_\_\_\_

6. Planning questions: Circle the questions you should spend more time exploring.

Questions to explore? \_\_\_\_\_

What are your hours and frequency?

How many families can your program help monthly?

How much food are you distributing?

What types of food are you distributing?



# FOOD BANKING

How will you identify clients?

What outreach efforts, if any, will your program make to assist clients?

What geography will your program serve?

Can you accept referrals from other hunger-related groups?

## 7. Policies: Circle the policy(ies) that you should spend more time exploring.

Frequency of assistance

Volunteer bag policy\* \_\_\_\_\_

Grievance procedure

Handwashing and other safety and health policies

Policies for posting open hours

## 8. Forms

Application

Permanent record/database entry

Intake form

TEFAP/EFAP forms\* \_\_\_\_\_

## 9. We gave you more information about the starred (\*) topics above. Add information about these topics on the line.

## 10. YOUR TURN QUIZ – Administration

1. \_\_\_\_\_ Note any corrections to help you remember.

2. \_\_\_\_\_

3. \_\_\_\_\_

## 10. Name 3 fundamental issues every food bank must address when it comes to physical space.

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## 11. Name 3 mission-centered physical space issues every food bank should address.

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## 12. Signage. Circle the characteristics that match your signage. What could you add to express your organizational values?

# FOOD BANKING

- Permanent
- Accurate
- Appeal to customers
- Cultural literacy/ languages of the people you serve
- Emergency signage with phone numbers and addresses
- Fire and exit signs

**13. Distribution methods: Take notes about the 4 methods here:**

Pre-bagged	Client choice
Shopping	Drive through

**14. YOUR TURN QUIZ – Food banking**

- 1. \_\_\_\_\_ Note any corrections to help you remember.
- 2. \_\_\_\_\_

**Food banking**

Notes:

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# VOLUNTEERS

## KEY INFORMATION

### Volunteers are:

- |   |  |   |
|---|--|---|
| <input type="checkbox"/> Invaluable labor     | <input type="checkbox"/> Trusted advocates     | <input type="checkbox"/> Future philanthropists |
| <input type="checkbox"/> Skill based projects | <input type="checkbox"/> Potential donors      | <input type="checkbox"/> Board members          |
| <input type="checkbox"/> Information resource | <input type="checkbox"/> Models of giving back | <input type="checkbox"/> Community liaisons     |

### Planning

- Determine what types of people you need.
- Determine what forms of service you need: short-term, long-term, temporary, one-time
- Set up administrative systems: time log, policies, insurance, and background check system.
- Volunteer Handbook (external) and Volunteer Manual (internal) are helpful.
- Job descriptions clarify the job for you and the volunteer.
  - o Diversity and anti-racism statement
  - o Mission
  - o Goal of project
  - o How it contributes to your mission
  - o Exact tasks
  - o Skills needed
  - o Setting
  - o Schedule and commitment
  - o Training and supervision
  - o Screening process

### Recruitment

#### Who to consider recruiting

- Community members
- Retired seniors
- Students
- Board members
- Donors
- Court ordered community service volunteers
- Clients
- Other \_\_\_\_\_

#### Where to find volunteers

- Local Service Clubs
- Schools (High Schools & Colleges)
- Senior Centers
- Courts & DSHS Workfare
- Businesses
- Religious Organizations
- Civic Organizations – Chamber of Commerce, United Way
- Online, Volunteermatch.org, Idealist.com

### Orient & train

#### Purpose

- To impart knowledge.
- To increase confidence.
- To increase enthusiasm.
- To avoid future problems.
- To Increase retention

#### Topics

- About your organization (mission, vision, culture, history)
- About working at your organization
- About the job they will be doing
- Tour of the facility (including where the first aid kit is kept)
- Introduction to the team

### Recognize & retain

- Know your volunteers and how they want to be recognized
- Recognize ideas: say thanks, write notes, give awards, give gift cards, hold banquets or picnics, and “Volunteer of the Month” as a spotlight (not award).
- Recognize people daily, at milestones (after accomplishment or on birthdays), after hard work, and at set intervals (Volunteer appreciation week)
- Retain volunteers by making the work meaningful and enjoyable. Show them you know them. Invite their input.

Tricky areas include risk, conflict, and ending someone’s volunteering.

# VOLUNTEERS

## WORKSHEETS

Complete this information while watching the *Volunteer Management* video.

1. When you think about volunteer management, what comes to mind?

### 2. YOUR TURN QUIZ – Strategy

1. \_\_\_\_\_ Note any corrections to help you remember.

2. \_\_\_\_\_

3. \_\_\_\_\_

3. Name a source of volunteers that you haven't recruited from in the past.

4. Describe your application and screening process.

5. List as many elements of an effective orientation as you can remember.

6. Describe one way your food bank could recognize and retain volunteers beyond what you are already doing.

### 7. YOUR TURN QUIZ – Systems

1. \_\_\_\_\_ Note any corrections to help you remember.

2. \_\_\_\_\_

3. \_\_\_\_\_

Notes:

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# FOOD SAFETY

## KEY INFORMATION

- Contamination comes from three main sources: the food itself, people, and external hazards.
- A foodborne illness is any illness which is caused by eating contaminated food or water.
- The Foodborne Illness formula is *Pathogens + Food + Environmental issues + Time = Risky situation*.
- There are three main categories of pathogens: bacteria, parasites, and viruses.
- Different pathogens take different amounts of time to cause harm.
- Hazardous foods typically come from animals, are cut open, are low acid, or are grown on the ground.

### Environmental issues that introduce hazards:

- Temperature: Temperature Control for Safety Foods (or TCS Foods)
- Moisture
- Cross-contamination

### Storing

- Monitor food at all points of distribution: before delivery, receiving, storing, tracking, and distributing.
- Proper temperatures: 41° F or less (refrigerator), 0° F, or less (freezer), 50-70° F (dry goods).
- Spot problems: swollen ends, leaks, seal problems, popped lids, dents, and rust.
- Labels should include: what the food is, ingredients, date, source, and allergens.
- Surfaces touched by hands or food should be washed, rinsed, and sanitized before and after use.

### Personal hygiene

- Wash hands for 20 seconds minimum.
- Wash all six regions of your hands: front, back, fingers, thumbs, tips, and wrists.
- Wash hands using soap and water. Hand sanitizer is not as good as handwashing.
- Wash hands before handling food, and after using the toilet, handling raw meat, handling garbage, smoking, coming in contact with bodily fluids (sneezing, coughing), handling chemicals, and handling animals.
- Wash hands before and after wearing gloves.
- Change gloves regularly. Never reuse gloves.

Proper work attire includes: apron, clean clothing, appropriate shoes, hat/hair restraint, and no jewelry.

### Hazards

#### **Physical**

Hair  
Glass  
Rust  
Paper  
Plastic  
Scabs  
Flies  
Bones from meat/fish

#### **Chemical**

Pesticides sprayed on fruit or vegetables  
Freezer refrigerants  
Drugs  
Food additives  
Cleaning products

#### **Pests**

Sightings of live or dead bodies or eggs  
Droppings/smear marks against the wall  
Glow in the dark urine  
Damaged packaging  
Gnawed plugs  
Sounds or smells

### Management systems

- Create a culture that supports safety and health.
- Active Managerial Control is the practice of being pro-active; you must have a Person In Charge (PIC)
- Certified Food Protection Certification required starting in March 2023.

# FOOD SAFETY

## WORKSHEETS

Complete this information while watching the *Food Safety* video.

### 1. YOUR TURN QUIZ – Pre-quiz

Note any corrections to help you remember.

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

### 2. Why are these foods hazardous?

Cut foods \_\_\_\_\_

Cooked foods \_\_\_\_\_

Canned foods \_\_\_\_\_

Foods grown on ground \_\_\_\_\_

We will pay close attention if the food is:

\_\_\_\_\_  
\_\_\_\_\_

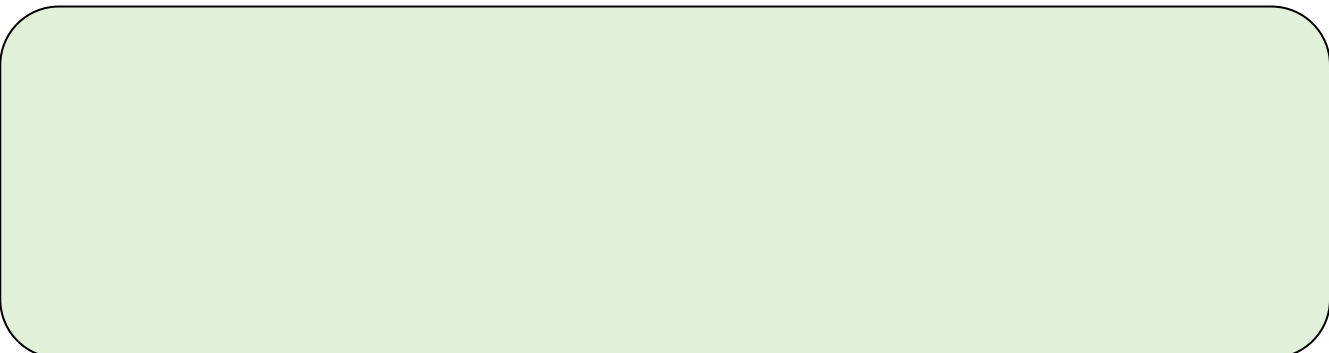
\_\_\_\_\_  
\_\_\_\_\_

### 3. Which element of the foodborne illness formula would you like to spend more time on?

### 4. Steps for moving this chicken from a bulk container to the refrigerator.

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

### 5. Split pea soup label:



# FOOD SAFETY

## 6. YOUR TURN – Food borne illness

Note any corrections to help you remember.

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_

## 7. YOUR TURN – Hygiene pre-quiz

Note any corrections to help you remember.

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_

## 8. What is on your checklist for a new set of volunteers?

## 9. Culture

What “stuff” around your building shows your commitment to safety and health?

What do you see people do or hear people say that shows a commitment to safety and health?

# FOOD SAFETY

## 10. YOUR TURN – Final quiz

Note any corrections to help you remember.

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

4. \_\_\_\_\_

### Food safety

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# FORMS

## KEY INFORMATION

### Partners

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#### Nonprofit Partners

Food Lifeline (Western WA) - <https://foodlifeline.org/partner-agencies/>

Second Harvest (Eastern WA) - <https://2-harvest.org/>

Northwest Harvest - <https://www.northwestharvest.org/our-work/community-programs/partner-food-programs/>

#### Agency Partners - <https://agr.wa.gov/>

Federal: **The** Emergency Food Assistance Program (TEFAP) and others – *FOOD for food and meal programs*

State: Emergency Food Assistance Program (EFAP) and others – *MONEY for food banks only*

Match required (100%)

Insurance required

Other policies

### Definitions

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**Contractor:** an applicant that has been awarded state and/or federal funds and holds a contract with the WSDA to administer food assistance programs within a county, multi-county region, a tribe or tribes.

**Subcontractor:** an associated tribe, food bank, or meal program that performs some or all of the contractual obligations of the contractor. A subcontractor receives food, funds, or support from a contractor and serves clients directly.

**Unduplicated client:** Served by an emergency food provider for the first time in the current fiscal year

**Duplicated client:** a client served by an emergency food provider for an additional time during the current fiscal year

**Full service client:** a client who receives food bags with at least three of any of the five main food groups as identified by USDA.

**Special dietary needs client:** a client who has been given a food bag designated to meet special nutrition needs.

**Supplemental client:** a client who receives fewer than three of the food groups, such as a loaf of bread or some potatoes (and nothing more)

**Kids weekend bags client (EFAP):** a client who receives a food bag for one person consisting of four meals, comprised of three of the five food groups for at least two days.

### Indirect formula

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Allocation – exclusion (equipment) = Modified total cost.

Modified total cost / 1 + percentage\* = Total operations.

Total operations x percentage = **Maximum amount for indirect.**

\*10% is a standard percentage in federal procurement.

# FORMS

## WORKSHEETS

Complete this information while watching the *Food Safety* video.

### 1. YOUR TURN QUIZ – Partners

Note any corrections to help you remember.

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

4. \_\_\_\_\_

5. \_\_\_\_\_

### 2. YOUR TURN

What data or story from your food program would show the problem of hunger or impact of your solution?

### 3. YOUR TURN – Definitions

Note any corrections to help you remember.

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

### 4. EFAP Forms

What are indirect costs?

What are supplemental clients?

What are full-service clients?

What match is required with EFAP?