

# Ingredients for Success

**Tips for  
Creating and  
Structuring  
a Tribal  
Food Voucher  
Program**

Developed by  
Washington Food Coalition  
in association with  
Laura Pierce Consulting

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# Introduction

This guide is prepared as a companion to *Recipes for Success: 97 Innovations & Solutions Developed by Emergency Food Providers in Washington State*, with a focus on best practices for the Washington State Tribal Food Voucher Program (TFVP). Both publications were developed as a part of a capacity building project initiated by the Emergency Food Assistance Program (EFAP). Washington Food Coalition (WFC) won a competitive bid process to implement the project, which included a series of nine regional outreach meetings with emergency food providers around Washington State, numerous in-person and telephone interviews with individuals, an online survey of providers, and action research to discover and document some of the things that are working best in the provision of emergency food to hungry Washington residents. This outreach was completed by WFC staff, with assistance from Laura Pierce, Laura Pierce Consulting, and Cory Sbarbaro, and took place between July 2006 and June 2007. In particular, outreach to tribal food voucher administrators was conducted via a meeting with 12 participants from 9 tribes in February, 2007, at the Muckleshoot Casino. A number of in-person and telephone interviews were conducted subsequently to gather additional information and ensure broad participation.

TFVP allocates and awards state funds to tribes and tribal organizations that issue food vouchers to clients. From July 2005 – June 2006, tribes provided food vouchers to over 6,276 food insecure tribal households. The total number of tribal household members was 18,383. In 2005-2006, 14 tribes and two tribal coalitions (representing an additional 17 tribes) contracted with Washington State for TFVP funding. The funding amounts and customers served varies with the size of each tribe (see chart). Four of these tribes used EFAP funding to support both a food voucher program and food bank operations. One additional tribe chose to utilize EFAP funding exclusively in support of a food bank program.

## EFAP Tribal Allocations for Fiscal Year 2005-2006

TRIBES	Total Voucher Program Funding	Food Bank Funding	Total Voucher Clients
Colville Confederated Tribes	\$ 33,780.00	\$ 0.00	2,117
Jamestown S'Klallam Tribe	4,104.68	1,742.32	171
Lower Elwha Klallam Tribe	5,214.00	1,637.00	260
Lummi Indian Business Council	0.00	17,839.00	n/a
Muckleshoot Tribe	9,950.00	0.00	323
Nooksack Indian Tribe	6,270.00	3,546.00	464
Port Gamble S'Klallam Tribe	6,436.00	1,014.00	551
Quileute Tribal Council	6,261.00	0.00	359
Quinault Indian Nation	12,745.00	0.00	344
Small Tribes Organization of Western Washington	87,084.00	0.00	5,940
South Puget Intertribal Planning Association	45,542.00	0.00	3,282
Spokane Tribe	11,892.11	0.00	498
Stillaguamish Tribe of Indians	4,619.00	0.00	166
Swinomish Indian Tribal Community	6,576.38	0.00	652
Tulalip Tribes	14,454.00	0.00	526
Yakama Nation	36,028.88	0.00	2,730

## Key Questions

Our conversations with TFVP administrators raised the following key questions listed below. Answering these questions in a manner that is congruent with your tribe's needs and resources seems to us to be the key to operating an effective, impactful program. We have used these questions to organize what we learned about best practices. We also urge readers to review the companion publication, *Recipes for Success: 97 Innovations & Solutions Developed by Emergency Food Providers in Washington State*, since it addresses organizational capacity building, resource development and advocacy issues that are also relevant to tribal anti-hunger programs.

1. What is the best way to use EFAP funds to reduce hunger for our tribe: a food voucher program, a food bank, or both?
2. Who should be eligible for our voucher program, and how frequently should we allow people to receive vouchers?
3. How should we staff the food voucher program, and where within the tribe's organizational chart should the program be located?
4. What factors influence the choice of a partner grocery store?
5. How can we establish a productive working relationship with our partner store?
6. How should our voucher be designed, and what is the key information we need to list on it?
7. What are the most effective ways to encourage customers to use vouchers properly, and how should we address misuse?
8. How can I improve information management and reporting?
9. How can I use technology to conduct intake more efficiently?
10. How can tribes improve customer service and convenience?
11. How can tribes collaborate more effectively, with each other and with neighboring non-tribal food banks and meal programs?

**The subsequent chapters address these key questions.**

# Program Administration

## What's Best: Voucher, Food Bank or Both?

The most fundamental question facing tribes with regard to EFAP funding is how best to invest those dollars to reduce hunger among tribal members. Tribes are given the option to administer a food voucher program, run a food bank, or do both. To ensure food security, in most cases, tribes also combine EFAP funded programs with the federal Food Distribution Program on Indian Reservations (FDPIR—commodities), encourage food stamp enrollment or enrollment in other anti-hunger programs. A best practice is to align these programs to allow tribal members to access the appropriate ones via one

stop, and to compare programs to find which would provide maximum benefit (for example, customers can't receive both commodities and food stamps, so they need to determine which program is the best fit for them).

Currently, most participating tribes choose to direct EFAP funding toward a food voucher program. In comparison with a food bank, the TFVP is an easier program to administer, requires less infrastructure demands, space and human resources. In addition, the TFVP gives customers a choice about the types of nutritious foods they purchase. However, four tribes (Jamestown S'Klallam, Lower Elwha, Port Gamble S'Klallam and Nooksack) currently split their allocation and offer customers both groceries from their food bank and occasional vouchers.

One additional policy decision that tribes have to make in establishing their voucher program is whether to allow the purchase of essential non-food items, such as detergent, diapers, shampoo and toilet paper. Some tribes decide to focus exclusively on food, while others find that the non-food items make a big difference to their customers.

### Highlights from the Field

- LaJune Rabang, Assistant to the Health & Social Services Director at the Nooksack Tribe, observes that there are gaps in their food security efforts, even with the operation of a food bank, participation in FDPIR, and use of vouchers.
- Christine Kiehl, Economic Services Case Manager, says that the Jamestown S'Klallam Tribe chooses to split their funding allocation in order to ensure that the tribe can respond to special needs and emergency needs. Their vouchers are limited to three times per year to encourage self-sufficiency, and people can visit the food bank monthly. If people utilize both programs, the dollar amount of the food voucher they receive is lower. Becky Charles, Social Services Assistant, Lower Elwha Klallam Tribe, adds that the voucher supplements what she offers in the food bank — customers can use the vouchers to purchase items such as meat and bread.
- The Lummi Tribe has decided to invest all their EFAP funding in a food bank. According to Elaine Jefferson, Community Services Coordinator, they feel that they can help more people through the food bank than through occasional vouchers, thanks to the foods received from Northwest Harvest and Food Lifeline. Administering a food bank also eliminates the potential for vouchers to be used inappropriately or resold, a problem that tribes experience to greater and lesser degrees.



# Determining Eligibility and Frequency of Use

In addition to the decision about what type of program to invest in, tribes also face other decisions related to how they will target their food voucher dollars. Decisions regarding eligibility and frequency of voucher distribution are difficult. Each tribe has a limited budget for the food voucher program, inadequate to meet all the food security needs of low-income tribal members. EFAP offers flexible guidelines to tribes, and each tribe establishes written eligibility criteria and determines voucher value and frequency. Many tribes also adjust the voucher value based on family size.

## Key questions for determining eligibility and frequency of use include:

- Is it better to issue fewer vouchers in larger amounts, or to offer more frequent, smaller vouchers?
- Is it best to give out vouchers according to need, even if funds run out early in the calendar year? Should funds be held to allow for more vouchers to be issued during the holiday season, or should they be distributed throughout the year?
- Since there are insufficient funds to meet all customers' needs, which variable should be adjusted?

Some tribes review these guidelines regularly and have made changes, such as decreasing the frequency of vouchers to ensure that funds are available during the entire year. Another option to possibly explore is changing the income threshold in the eligibility criteria or targeting specific populations.

**The following chart offers some examples of the different approaches tribes are taking to target their food vouchers.**

## Food Voucher Eligibility Criteria, Frequency and Value for Selected Tribes

Tribe	Who's Eligible?	How Often?	Voucher Value
Muckleshoot	Elders (over age 50) and Seniors (over age 60), must live within 35 mile radius of reservation	Once a quarter	\$75
Port Gamble S'Klallam	25% to elders over 55, 25% to TANF or LIHEAP eligible, 25% to foster children/foster homes and 25% as needed/staff discretion	Once a year	\$40
Quileute	Tribal members on and off reservation, often already eligible for other assistance programs	1 voucher per quarter per family, with limit of two per year	\$30, plus an additional \$10 per additional household member up to \$60
Quinault	Self declaration of need and must live within 25 mile radius of reservation boundaries	Three times per year	\$50 head of household, plus \$5 per additional household member up to a maximum of \$75

With regard to frequency, several tribes choose to issue more vouchers around the holiday season. The Yakama Nation concentrates the use of food vouchers during November, December and January for an additional reason. This is a time of higher need, perhaps in part because the tribe is located in an agricultural region and tribal members have greater access to fruits and vegetables in the non-winter months.

## Staffing Structure

Each tribe's human services are organized somewhat differently, and administration of the food voucher program is typically one of a number of responsibilities delegated to a single staff person. Of the 11 tribal staff members that we surveyed, 90% had worked for the tribe six or more years, and fully 45% had been at their tribe more than 15 years. However, in many cases they had worked with the tribal food voucher program for a shorter period of time. For almost 80% of our respondents, the tribal food voucher program takes somewhere between 25-50% of their time.

The table below offers several examples of how TFVP is staffed at different tribes.

### Staffing Arrangements for TFVP at Selected Tribes

Tribe	Office Which Administers Vouchers
Colville	Health & Human Services TFVP staff also administer LIHEAP, Tribal Senior Wood Program, FDPIR, Tribal Gatherings (salmon distribution) and a small clothing bank
Lower Elwha Klallam	TFVP coordinator also manages food bank, FDPIR and LIHEAP programs
Muckleshoot	Senior Services (also offers chore services, transportation assistance, recreational opportunities, home-delivered and congregate meals)
Nooksack	Health & Social Services Department, with the same staff also handling LIHEAP, General Assistance and FDPIR (working with STOWW)
Quileute	Coordinator for TFVP, LIHEAP, General Assistance and Temporary Assistance to Needy Families (TANF)
Yakama	Human Services Department TFVP staff also administer FDPIR and LIHEAP. TFVP is also co-located with Basic Food Education & Outreach and Agricultural Extension.

#### Highlight from the Field

- The Yakama Nation also utilizes job training programs to supplement staffing for human services. For summer 2007, they worked with three women placed through WorkFirst, who provided administrative and customer service assistance as well as worked in their warehouse. They also tap the talents of young people through the Yakama Nation Summer Youth Program.

# Choosing a Partner Store

There are a number of factors to consider in choosing a TFVP partner store, including:

- location,
- distance from the reservation or TFVP office,
- accessibility to customers, food quality and selection,
- ownership (local or national chain, tribal or non-tribal), and
- capacity to provide timely billing and meet other terms of the store agreement.

TFVP administrators also weigh trade-offs such as proximity versus selection of fresh foods, trying to determine the best fit for their customers. Location seems to be the single most important factor in choosing a partner store.

**Some tribes do not have any choice about the grocery store they utilize—in more rural areas, there may be only one store within a reasonable distance. For example, the Quileute tribe uses the only grocery store in Forks.**

Many tribes have relationships with their partner stores that go beyond TFVP, and these existing partnerships influence their choice. Linda Walker, Program Manager at the Yakama Nation, feels that it has been very helpful to their relationship with the Toppenish Safeway that other tribal programs, such as Head Start, the jail and the Basic Food Education and Outreach Program also purchase items at the same store. They have worked together informally to increase their visibility and “purchasing power” with their partner store. The Nooksack Tribe also has similar relationships with their partner store, Cost Cutters.

## Highlights from the Field

- The Nooksack Tribe chose Cost Cutters as their partner store because it is centrally located between Deming, Everson and Lynden.
- The Colville Confederated Tribes makes vouchers available at each of its four district service centers. Mirroring this satellite arrangement, they have partnerships with four stores: three trading posts in Nespelem, Keller and Chelan, and a grocery store in Omak.
- The Quinault Tribe has also chosen to work with two partner stores, one in each of their two main villages, Taholah and Queets. In Taholah, they use the Taholah Mercantile, a tribal store. However, they work with a non-tribal store, Amanda Park Mercantile, in the Queets area, because this is the closest store offering fresh fruits and vegetables.
- The Spokane Tribe partners with their local trading post, located just steps from the TFVP office.

## Developing Store Relationships

A good relationship with the management of the store you partner with can make a big difference in how smoothly your voucher program runs and the experience of your customers when they shop. Many tribes choose to partner with the tribe's Trading Post or Mercantile as a way of supporting tribal enterprises. The tribe's store may also be in close proximity to the office which issues the voucher. Whether working internally with the tribe or externally, both relationships have inherent challenges.

In general, it is worthwhile to:

- get to know your partner store's manager
- clarify contract-related issues such as how disallowed foods will be handled
- strategize together to solve problems that may come up

The store can potentially be an ally and support your program in many ways: stocking nutritious foods, offering their best prices to voucher customers, and monitoring purchases to prevent the purchase of disallowed foods. For example, Scott Peone, Program Manager, Spokane Tribe, finds it easy to keep in communication with the close-by Trading Post, and is working with them to get better produce in for TFVP customers. He also knows which days produce is stocked.

In setting up the store agreement, it is important to clarify the billing process and timeline, as well as the format for billing and what attachments are required (vouchers, receipts). Tribes should make sure they have incorporated the content of the EFAP sample store agreement into their store agreements. It's also a good idea to offer periodic training for checkers so that they are aware of how the program operates and what foods are allowed to be purchased using the tribal food vouchers.

### Highlights from the Field

- South Puget Intertribal Planning Agency (SPIPA) has developed a strong relationship with the grocery stores they partner with. They offer to train store staff and do a short training periodically at staff meetings. They make a point of visiting the store managers regularly to check in and see how things are going. They have also requested that the store save voucher-related receipts rather than giving them to customers who use the vouchers.
- The Spokane Tribe has their partner store print two receipts — one for the customer, one for the store to submit with voucher. Some other tribes also request duplicate receipts at Safeway or other stores where monthly billings have to come from one central location. This way, one set of the receipts can be picked up from the store at the end of every month so the tribe can immediately see what's been purchased and how much was spent. This type of system where the store retains a duplicate receipt for each voucher purchase is used by many tribes and reduces the risk of missing receipts and the information needed for invoicing the State.

## Designing a Voucher

When designing a voucher, there is a conflict between space limitations and the desire to keep the voucher simple, and the need to clearly communicate a number of things about the program. **Each voucher needs to communicate:**

- purchasing parameters
- customer name
- expiration date
- amount of the voucher.

Small Tribes of Western Washington (STOWW) and Colville Confederated Tribes list all the allowed foods on their voucher, focusing on the positive rather than the negative (disallowed foods). This is also a good way to go because it is easier to determine whether a food fits within the guidelines. For example, a rule of “no soda” does not provide definitive guidance about whether Kool-Aid® or sports drinks are allowable. But an allowed food list that includes milk and 100% fruit juice clearly excludes these non-nutritive drinks. *SPIPA’s voucher is reprinted at the back of the booklet.*

## Reducing Voucher Misuse

Some tribes have experienced problems with voucher misuse. The primary type of misuse is the purchase of disallowed foods such as candy or soda. The following examples show the range in responses that different tribes have developed both to cover the unreimbursable costs and to sanction customers:

- Pay disallowed costs out of tribal funds.
- Do not reimburse store for those costs. (Make sure this is discussed with store beforehand and is included in the store agreement.)
- Ask customer to pay back some, if not, all of disallowed costs.
- Give the customer verbal or written notice that they have misused the voucher, and advise of any future consequences for continued misuse.
- Suspend client from TFVP participation for a period of time. Some tribes set up different levels of sanctions for each subsequent offense from a designated number of months or quarters he or she would be ineligible to permanent suspension from the program.
- Garnish per capita payment from tribe when it exists.

### Highlights from the Field

- The Stillaguamish Tribe is among those that use garnishment of the per capita payment to address voucher misuse. “If they buy candy, I take it out of their per capita, even if it’s just a few dollars,” says Jody Soholt, Stillaguamish Community Resource Manager.
- The Tulalip Tribe recently instituted a new policy to address misuse. The policy applies to all tribal assistance programs. If an individual is found to misuse tribal assistance up to \$500, they are suspended for one year, and the penalties are stiffer for larger dollar amounts.

# Information Management & Reporting

**A**lmost all tribes administer TFVP using a paper rather than electronic filing system. Staff use of computers is limited primarily to preparing their monthly report using an EFAP-provided spreadsheet. There are many contributing causes to this low usage of technology, but it seems likely that the lack of attention to this area is due primarily to the small size of the program.

## Highlights from the Field

- Susie Trainor, LIHEAP/GA/TANF Coordinator, Quileute Tribe is one of several TFVP administrators who uses a spreadsheet to track who she has issued a voucher to and how much was spent. For administrators who are comfortable with spreadsheets, this may facilitate easier tracking of voucher usage.
- Debbie Gardipee, WIC, TFVP and LIHEAP Coordinator at South Puget Intertribal Planning Association (SPIPA), is very comfortable working with technology and decided that based on the program usage, she would track customers through a database. “This way, it’s right at my fingertips,” says Gardipee. “I can see a complete customer history.” SPIPA has been using the database since about 1999.
- Small Tribes Organization of Western Washington (STOWW) also uses a customized Access database to track TFVP customers. Lynn Buckner, STOWW’s Program Manager/Bookkeeper, is even able to use this database to issue mail merge letters to customers who purchase disallowed foods.

“Food is something we base everything around.”

– Jody Soholt, Community Resource Manager  
Stillaguamish Tribe

# Customer Service Models

TFVP staff exhibit a high degree of caring and concern for their customers, and many of them know their customers very well. As Jody Soholt (Stillaguamish) puts it, “I know my families better than anyone. It’s my job to keep our village together.” In addition, TFVP administrators have found simple ways to build relationships with customers during intake. For example, Susie Trainor (Quileute) asks customers their age rather than having them put it on their application form. She’s found this helpful as a way of opening up conversation.

## Education, Information and Referrals

Some tribes provide nutrition education to customers. This support can take many forms:

- Informal counseling and sharing of information by program staff
- Use of WSU Cooperative Extension materials or training
- Targeted information that addresses diabetes, obesity or other health issues that are prevalent among tribal members
- Nutrition education through the Basic Food and Nutrition Education Program

For example, the Spokane Tribe often refers customers to the tribe’s nutritionist, and they have videos on hand about diabetes and food safety.

In addition, most tribes also provide information and referrals to other relevant health and human services. The Spokane Tribe has designed their intake form to capture additional information about customers that can be used to identify what additional services might be of benefit. The Port Gamble S’Klallam Tribe’s intake form asks customers if they would like to learn more about the Basic Food Program or the Supplemental Nutrition Program for Women, Infants, and Children (WIC).

Effective information and referral is often supported by the way the tribes organize human services. As mentioned earlier in this publication, TFVP administrators may have job responsibilities providing oversight to other anti-poverty programs that are relevant to emergency food customers, and/or be co-located with other relevant service providers. As a result, staff often has a high level of knowledge about other resources such as LIHEAP, TANF or other human service programs.

A few tribes go further in providing integrated services for low-income tribal members. For example, Jamestown S’Klallam is able to provide full case management with most of its food bank customers since they have the strong support of the tribe and most customers are full tribal members.

## Outreach and Transportation

Publicizing the availability of vouchers and ensuring that tribal members are able to apply are also important considerations in program administration.

### Highlights from the Field

- The Yakama Nation conducts outreach to tribal members in Klickitat and Skamania Counties, and provides free transportation for customers to travel to their Toppenish offices to receive services such as food vouchers. They also clear their schedules twice a month to ensure that customers traveling in from outlying areas can be seen quickly.
- At the Quinault Reservation, Cherie Edwards, who coordinates the TFVP program is based in Taholah. To make the TFVP accessible to the Tribe’s other village, she travels to Queets. They have partner stores in both areas.
- The Colville Reservation covers a very large area. For this reason, Colville Confederated Tribes operates a community center in each of four district service areas. TFVP applications are available at each location, and a partner store is close by, saving customers the effort of traveling 45 minutes or more to access food vouchers. Each community center returns voucher paperwork monthly to the central office.
- The Muckleshoot Tribe has staff/volunteers accompany seniors on shopping trips. This counts as both a visit and transport in other programs, and they’re able to ensure immediate collection of voucher receipts. Volunteers/Staff can also help monitor that the vouchers are used properly to buy nutritious foods.

# Collaboration

**T**ribal food voucher program administrators face constraints and competing demands that make collaboration and participation in emergency food provider networks difficult. We heard from some tribal staff members that there is friction between tribal and non-tribal food banks in their area, and that some groups tend to be territorial. Further, relations between tribal and non-tribal community members can be impacted by larger community current events, such as disputes over sacred land, burial grounds or fishing rights. Even without these issues, TFVP administrators need to determine whether to collaborate within other programs or departments within their own tribe, with other tribes, or with other emergency food providers. Potential benefits of collaboration include knowledge sharing, support, teaming up to increase clout and advocate for change, program enhancements, and joint fundraising.

## Highlights from the Field

- Jamestown S’Klallam and Lower Elwha S’Klallam are neighboring tribes and have developed a strong collaborative relationship. Christine Kiehl and Becky Charles, both TFVP staff consult on common customers, coordinate food pickups, and carpool to meetings together. Kiehl also serves on the EFAP Advisory Council, and participated in the Clallam County Food Bank Coalition until it petered out a few years ago. This coalition was valuable since the tribe was able to participate in local food drives.
- The Nooksack tribe is highly collaborative. They work with both the Lummi Nation and with Small Tribes Organization of Western Washington (STOWW). In addition, they have developed a good relationship with the Bellingham Food Bank (BFB). BFB picks up food for them in Seattle and holds it for pickup in Bellingham. Finally, they refer their clients for services at the Opportunity Council, primarily energy assistance. LaJune Rabang, Assistant to the Health & Human Services Director comments that the Nooksack food bank is already helping non-tribal Whatcom County residents, and she would like to see more tribal assistance extended beyond their tribe if resources are available.
- Colville Confederated Tribes shares food with Care & Share Food Bank in Grand Coulee and also with Okanogan food banks.

“This is the hub of the reservation.”

– Scott Peone, Program Manager  
Spokane Tribe



# Other Great Ideas for Enhancing Tribal Food Security

While the primary focus of this publication is on effective management of the TFVP, we learned about a number of innovative ideas that, while not directly related to the TFVP, are food-related and help to enhance the food security and health of tribal members. These ideas are listed below, and we encourage readers to network with these tribes to learn more about their successes:

- The Nooksack Tribe has a growing food bank, and purchase foods to supplement donations received from Northwest Harvest and Bellingham Food Bank. For example, they purchase rice and noodles in bulk and repackage them for food bank customers.
- Every few months, a nutritionist and diabetes specialist from the tribal medical clinic visits the Nooksack food bank during open hours to conduct outreach and serve as a resource for customers.
- The Muckleshoot Tribe provides meat from hunting to Senior Services for use in their senior meal program, and they do not charge for meals on the days this resource is used. In addition, tribal members are allowed to hunt for two elk and one bear per year, and sometimes a person may hunt specifically on behalf of an elder.
- With financial support of the tribe, the Lummi Food Bank is able to offer holiday baskets to customers. In fact, after the TFVP/food bank staff testified to the tribal budget committee to seek funding for Christmas and Thanksgiving baskets, they were delighted to have the tribe approach them to suggest adding Easter food baskets.
- To raise the awareness, the Colville Confederated Tribes' Health and Human Services division has started to share a report on their activities, including food assistance, at monthly tribal council meetings. The updates have been well-received.

## **And, coming soon...**

- The Stillaguamish Tribe has plans to start raising buffalo and have purchased a llama farm. They plan to use the livestock to increase food security and also to utilize the hides.
- The Quileute Tribe is hoping to begin offering homemade baby food and baby food cooking classes to young mothers through a partnership between their TFVP and TANF programs. In addition, they are trying to work out storage issues to be able to freeze and make available traditional native foods (meat, fish, berries, fruits and vegetables) collected through a new TANF hunting and gathering project.

## Conclusion

During our research, we found TFVP administrators to be very open to sharing information with us and among each other. We hope the information we have gleaned will prove helpful to current and future program staff. We also encourage establishing avenues for ongoing networking, such as facilitated meetings, a listserv or other online networking forum, and inclusion of tribal issues in statewide conferences for emergency food providers.

The following are a list of additional questions generated during our research that seem to merit attention and joint problem-solving among tribal food voucher program staff.

- How can we advocate for more attention and resources for our program and other human services within the tribe?
- How can tribal food voucher program coordinators across the state network and share ideas most effectively?
- Are there additional areas where we could collaborate with each other for mutual benefit?
- How can we work more effectively with non-tribal food banks in our area?
- While flexibility is good, are there some areas where standardization would simplify and streamline administration of the tribal food voucher program?
- How might we tap volunteers to fight hunger in our communities?

Some tribes have very limited resources dedicated to emergency food, and staff would be able to grow their programs if they could develop the skills to effectively seek additional support from within and outside the tribe. For this reason, we recommend building TFVP administrators' resource development skills by working with a technical assistance provider such as the Potlatch Fund to provide appropriate training.

# Resources

Another important *Ingredient for Success* is good tools. Below are some of our favorite tools. Categories include: advocacy, desktop tools, emergency food provision, food safety & nutrition, fundraising, information on hunger, organizational strength & capacity, other services & providers, technology, and volunteer management.

In addition to the resources listed below, the Washington State Department of Community, Trade and Economic Development's Emergency Food Assistance Program (EFAP) offers over twenty different training documents on their website. Visit [www.cted.wa.gov/site/666/default.aspx](http://www.cted.wa.gov/site/666/default.aspx).

# Tools

## Advocacy:

### Federal

**Bread for All**, nationwide Christian movement that seeks justice for the world's hungry people by lobbying our nation's decisionmakers. [www.bread.org](http://www.bread.org)

**Center on Budget & Policy Priorities**, organization working at the federal and state levels on fiscal policy and public programs that affect low- and moderate-income families and individuals. [www.cbpp.org](http://www.cbpp.org)

**Coalition on Human Needs**, alliance of national organizations working to promote public policies that address the needs of low-income and other vulnerable people. [www.chn.org](http://www.chn.org)

**Community Food Security Coalition**, coalition of North American organizations, dedicated to building strong, sustainable, local and regional food systems that ensure access to affordable, nutritious, and culturally appropriate food for all people at all times. [www.foodsecurity.org](http://www.foodsecurity.org)

**Food Research and Action Center**, national nonprofit working to improve public policies and public-private partnerships to eradicate hunger and undernutrition in the United States. [www.frac.org](http://www.frac.org)

**Native American Rights Fund (NARF)**, is the oldest and largest nonprofit law firm dedicated to asserting and defending the rights of Indian tribes, organizations and individuals nationwide. Online library and resources available. [www.narf.org](http://www.narf.org).

### State

**Children's Alliance**, Washington's statewide child advocacy organization. [www.childrensalliance.org](http://www.childrensalliance.org)

**Policy Watch**, bulletin about issues and events in Olympia during the state legislative session. Provides information but does not take positions. <http://depts.washington.edu/sswwweb/policyw/>

**Statewide Poverty Action Network**, works to eliminate the root causes of poverty in Washington, organizing social action and influencing decisions in the state capitol. [www.povertyaction.org](http://www.povertyaction.org)

**Washington State Budget and Policy Center**, provides credible, independent and accessible information and analyses of state fiscal issues with particular attention to the impacts on low and moderate-income persons. [www.budgetandpolicy.org](http://www.budgetandpolicy.org)

## Desktop Tools:

**Babblefish**, listing of online language translators. [www.babblefish.com](http://www.babblefish.com)

**Meet-O-Matic**, propose and schedule meetings online and invite participants using your own email system, then monitor responses. [www.meetomatic.com](http://www.meetomatic.com)

**Merriam-Webster**, dictionary and thesaurus with audio pronunciation. [www.m-w.com](http://www.m-w.com)

## Emergency Food Provision How-To's:

**Charity Food Programs That Can End Hunger In America**, by John Arnold, Second Harvest Gleaners Food Bank of West Michigan, 2004. [www.wmgleaners.org](http://www.wmgleaners.org)

**“Hungering for Disaster Preparedness: Strategies, Resources and Tips for Food Pantries and Their Coalitions,”** available on the web at <http://www.solid-ground.org/publications/HDP.pdf>.

**Serving Up Justice: How to Design an Emergency Feeding Program and Build Community Food Security**, by Caroline Fanning and Lani M'cleod, available from World Hunger Year, 212-629-8850. [www.worldhungeryear.org](http://www.worldhungeryear.org)

**Washington Food Coalition**, offers technical assistance to emergency food providers in Washington State. 1-877-729-0501 or 206-729-0501, [www.wafoodcoalition.org](http://www.wafoodcoalition.org)

## Food Safety & Nutrition:

**Basic Food Nutrition Education Program's Resource Link page**, provides a comprehensive list of resources in diverse categories. [http://www.doh.wa.gov/cfh/bfnep/resource\\_links.htm](http://www.doh.wa.gov/cfh/bfnep/resource_links.htm)

**Food Distribution Program on Indian Reservation (FDPIR)**, federal commodity food program home page features lots of resources including commodity fact sheets and recipes. <http://www.fns.usda.gov/fdd/programs/fdpi/>

**Food Service Rule**, guide to food safety standards from the Washington Department of Health. [www.doh.wa.gov/ehp/sf/food/FoodRuleMain.htm](http://www.doh.wa.gov/ehp/sf/food/FoodRuleMain.htm)

**Native American Nutrition Education Database**, sponsored by the Food and Nutrition Information Center/National Agricultural Library/USDA. A catalog of over 50 different publications relating to food and nutrition for Native Americans. <http://peaches.nal.usda.gov/pubs/ethnic/NativeAmericanResources.asp>

**United Tribes Technical College Extension Program**, offers educational materials for a fee by mail including “Bison & Nutrition” and “The Four Directions to Eating Lean and Being Lean.” <http://landgrant.uttc.edu/extension.asp>

**USDA Meat & Poultry Hotline**, Food safety questions? They have answers. 1-888-674-6854, [www.fsis.usda.gov/Food\\_Safety\\_Education/USDA\\_Meat\\_&\\_Poultry\\_Hotline/index.asp](http://www.fsis.usda.gov/Food_Safety_Education/USDA_Meat_&_Poultry_Hotline/index.asp)

**WSU Extension Nutrition Education**, programs offered to help Washington residents make healthier food choices, extend their food resources, manage their diabetes to live a healthier life and handle food safely to keep their families well. <http://nutrition.wsu.edu>

## Fundraising:

**Foundation Center**, features information and resources on grants, catalogue of nonprofit literature, and search for funders in your area. [www.foundationcenter.org](http://www.foundationcenter.org)

*The Grassroots Fundraising Journal*, fundraising tips and tools. 1-888-458-8588, [www.grassrootsfundraising.org](http://www.grassrootsfundraising.org)

*How to Succeed in Fundraising by Really Trying*, tips from philanthropist Lewis B. Cullman on how to execute a fundraising campaign. Witty and brief, available at [www.LewisCullman.com](http://www.LewisCullman.com).

**Feinstein Foundation**, has given away \$1 million each spring for the past ten years to hunger fighting agencies as part of its National Challenge. [www.feinsteinfoundation.org](http://www.feinsteinfoundation.org)

**Kraft Foods, Inc.**, Community Nutrition Program, announces annual Request for Proposal (RFP) and more. [http://kraft.com/responsibility/contributions\\_communities.aspx](http://kraft.com/responsibility/contributions_communities.aspx)

**MAZON: A Jewish Response to Hunger**, national nonprofit agency that allocates funding to prevent and alleviate hunger among people of all faiths and backgrounds. [www.mazon.org](http://www.mazon.org)

**Northwest Development Officers Association (NDOA)**, provides comprehensive training opportunities and support for nonprofit fundraisers. [www.ndoa.org](http://www.ndoa.org)

**Philanthropy Northwest**, association that promotes effectiveness in philanthropy. The 'Looking for a Grant?' page features tips and resources for grant-seekers. [www.philanthropynw.org](http://www.philanthropynw.org)

**Potlatch Foundation**, a Native-led grantmaking foundation and leadership development organization offering culturally appropriate training and technical assistance to build the capacity of grantmakers, Tribes, Native groups, and other Native grant seekers in Washington, Oregon, Idaho and Western Montana. [www.potlatchfund.org](http://www.potlatchfund.org)

## Information on Hunger & Food Security Initiatives:

**World Hunger Year**, WHY, is a national and international leader in the fight against hunger and poverty, with an emphasis on supporting grassroots organizations. [www.worldhungeryear.org](http://www.worldhungeryear.org)

**America's Second Harvest — The Nation's Food Bank Network**, the largest charitable domestic hunger-relief organization in the country. Works through a nationwide network of distribution centers. Provides information and statistics about hunger and foodbanking. [www.secondharvest.org](http://www.secondharvest.org)

## Organizational Strength & Capacity:

**CompassPoint Nonprofit Services**, includes a resources directory, featuring the Nonprofit Genie FAQ section with everything from board development to federal form 990 to volunteer management. [www.compasspoint.org](http://www.compasspoint.org)

**Free Management Library**, online library with over 75 searchable topics on activities necessary to plan, organize, lead, and coordinate activities in an organization. [www.managementhelp.org](http://www.managementhelp.org)

**Fieldstone Alliance**, practical nonprofit publications on a range of management and community organizing topics. [www.fieldstonealliance.org](http://www.fieldstonealliance.org)

**How to Form and Maintain a Nonprofit in Washington State**, free publication from the King County Bar Association with legal advice and sample bylaws, [www.kcba.org/ScriptContent/KCBA/publications/pdf/nonprofit/NPHandbook.pdf](http://www.kcba.org/ScriptContent/KCBA/publications/pdf/nonprofit/NPHandbook.pdf)

**IKNOW**, Interactive Knowledge for Nonprofit Organizations Worldwide, a clearinghouse for links to websites containing nonprofit information. [www.iknow.org](http://www.iknow.org)

**Innovation Network**, national organization offering web-based tools and program planning, with some resources available for free to those who register. [www.innonet.org](http://www.innonet.org)

**Kellogg Foundation**, offers toolkits on communication, evaluation, and policy, and a host of other free publications. [www.wkkf.org](http://www.wkkf.org)

**Nonprofit Facilities Financing**, program of the Washington State Housing Finance Commission (WSHFC), helps organizations access below-market rate interest loans — through bonds — to fund a wide variety of projects. 1-800-767-4663, [www.wshfc.org](http://www.wshfc.org)

**Third Sector New England**, provides support, training and management resources to strengthen individual nonprofit organizations and to build the capacity of the nonprofit community. Visit the Articles page in the Resources section. [www.tsne.org](http://www.tsne.org)

**Alliance of Nonprofits for Insurance, Risk Retention Group**, publishes a number of free guides to risk management and understanding your insurance needs, for example, developing a vehicle safety program and appropriate policies, <http://www.ani-rrg.org/>

**3 Days, 3 Ways**, public motivation campaign sponsored by the King County Office of Emergency Management to help individuals, families, and communities prepare for emergencies and disasters. [www.govlink.org/3days3ways](http://www.govlink.org/3days3ways)

**Washington Voluntary Organizations Active in Disaster**, WAVOAD, works within the state to improve responses to disaster situations through collaboration among its members. (360) 479-5176, [www.wavoad.org](http://www.wavoad.org)

## Other Services & Providers:

**Columbia Legal Services**, nonprofit organization employing lawyers and legal workers who provide legal assistance to low-income and special needs people and organizations in Washington. [www.columbialegal.org](http://www.columbialegal.org)

**Community Voice Mail**, makes a phone number with voice mail possible for thousands of people each year. [www.cvm.org](http://www.cvm.org)

**Washington Attorneys Assisting Community Organizations**, connects nonprofit organizations statewide with free business legal counsel through volunteer attorneys. [www.waaco.org](http://www.waaco.org)

**WithinReach**, statewide organization providing resources for maternal, child, and family health. Operates several toll-free information and referral lines. [www.withinreachwa.org](http://www.withinreachwa.org)

## Technology:

**Tech Soup**, a nonprofit technical support organization that offers nearly free software by some of the biggest companies and provides a monthly update with tips. [www.techsoup.org](http://www.techsoup.org)

**NPower**, technology-related technical assistance for nonprofits, including classes and online technology assessment and planning tools, [www.npower.org](http://www.npower.org)

**Del.icio.us**, social bookmarks manager which allows you to save and access bookmarked websites from any web connection. <http://del.icio.us/>

**Ebase**, free database program, designed specifically for non-profits by nonprofits. [www.ebase.org](http://www.ebase.org)

**Idealware**, free candid Consumer-Reports-style reviews and articles about software of interest to nonprofits. [www.idealware.org](http://www.idealware.org)

**Survey Monkey**, create professional online surveys quickly and easily, free for small surveys. [www.surveymonkey.com](http://www.surveymonkey.com)

## Volunteer Management:

**Idealist**, a comprehensive networking site for nonprofit organizations and volunteers. [www.idealist.org](http://www.idealist.org)

**National Volunteer Week**, typically in April, is a great time to recognize and show appreciation for volunteers. [www.pointsoflight.org](http://www.pointsoflight.org)

**Volunteer Match**, a leading website for connecting volunteers and nonprofit volunteer opportunities, [www.volunteermatch.org](http://www.volunteermatch.org).  
Craig's List is also a good place to list, <http://geo.craigslist.org/iso/us/wa>, and your local United Way may also assist with volunteer recruitment.

**Volunteer Resource**, library of resources and effective practices on volunteering and volunteer management. [www.volunteerresource.org](http://www.volunteerresource.org)

**Congressional Hunger Center**, non-profit anti-hunger leadership training organization located in Washington, DC. The Bill Emerson National Hunger Fellows Program places participants with local hunger-fighting organizations around the country for 6 months. [www.hungercenter.org](http://www.hungercenter.org)

## Contact Information for EFAP Tribal Food Voucher Contractors

### **Colville Confederated Tribes**

Dorothy Palmer  
PO Box 150  
Nespelem, WA 99155  
(509) 634-2770  
<http://colvilletribes.com>  
*Counties: Ferry, Okanogan*

### **Jamestown S'Klallam Indian Tribe**

Christine Kiehl  
1033 Old Blyn Highway  
Sequim, WA 98382  
(360) 681-4636  
[www.jamestowntribe.org](http://www.jamestowntribe.org)  
*County: Clallam*

### **Lower Elwha Klallam Tribe**

Becky Charles  
3080 Lower Elwha Road  
Port Angeles, WA 98363  
(360) 452-8471 x 221  
<http://elwha.org>  
*County: Clallam*

### **Lummi Nation**

Elaine Jefferson  
2590 Lummi View Drive  
Bellingham, WA 98226  
(360) 758-3066  
[www.lummi-nsn.org](http://www.lummi-nsn.org)  
*County: Whatcom*

### **Muckleshoot Tribe**

Rita Bear Gray  
39015 172nd Avenue SE  
Auburn, WA 98002  
(253) 876-3259  
[www.muckleshoot.nsn.us](http://www.muckleshoot.nsn.us)  
*County: King*

### **Nooksack Indian Tribe**

LaJune Rabang  
PO Box 157  
Deming, WA 98244  
(360) 592-9400  
[www.nooksack-tribe.org](http://www.nooksack-tribe.org)  
*County: Whatcom*

### **Port Gamble S'Klallam Tribe**

Marilyn Olson  
31912 Little Boston Road NE  
Kingston, WA 98346  
(360) 297-9636  
[www.pgst.nsn.us](http://www.pgst.nsn.us)  
*County: Kitsap*

### **Quileute Tribe**

Susie Trainor  
PO Box 219  
La Push, WA 98350  
(360) 374-4271  
[www.quileutenation.org](http://www.quileutenation.org)  
*County: Clallam*

### **Quinault Indian Nation**

Cherie Edwards  
PO Box 189  
Taholah, WA 98587  
(888) 616-8211 x273  
[www.quinaultindiannation.com](http://www.quinaultindiannation.com)  
*County: Grays Harbor*

### **Small Tribes Organization of Western WA (STOWW)**

Lynn Buckner  
3040 96th Street S.  
Lakewood, WA 98499  
(800) 567-6690

### **South Puget Intertribal Planning Agency (SPIPA)**

Debbie Gardipee  
SE 3104 SE Old Olympic Highway  
Shelton, WA 98584  
(360) 426-3990 x 214  
[www.spipa.org](http://www.spipa.org)

### **Spokane Tribe**

Scott Peone  
PO Box 540  
Wellpinit, WA 99040  
(509) 258-7145  
[www.spokanetribe.com](http://www.spokanetribe.com)  
*County: Stevens*

### **Stillaguamish Tribe of Indians**

Jody Soholt  
3439 Stoluckguamish Lane  
Arlington, WA 98223  
(360) 652-7362 x 242  
*County: Snohomish*

### **Swinomish Indian Tribal Community**

Janet Wilbur, Marlo Quintasket  
PO Box 388  
La Connor, WA 98257  
(360) 466-7300 (Janet)  
(360) 466-7319 (Marlo)  
[www.swinomish.org](http://www.swinomish.org)  
*County: Skagit*

### **Tulalip Tribes**

Sandy Tracy  
6700 Totem Beach Road  
Tulalip, WA 98271  
(360) 651-4345  
*County: Snohomish*

### **Confederated Tribes and Bands of the Yakama Nation**

Linda Walker, Dorothy Winnier  
PO Box 151  
Toppenish, WA 98948  
(509) 865-5121 x 4536  
*Counties: Klickitat, Yakima*



## Tribal Application Process

Tips from the Emergency Food Assistance Program (EFAP)

April 2007

- Be sure to get your application postmarked on time.
- Before deciding how to spend your money, in which budget categories, speak with those in your tribe or agency who know about your administrative and operational costs. What makes sense for your tribe/organization?
- Make sure that the yearly budgets on the face sheet agrees with the yearly totals on the allocation table for your tribe, or in the case of SPIPA and STOWW, the totals for all the tribes for which you are applying.
- List all of your matching funds on the Budget Summary page. Minimum match is 35%. One-half of the match must be “hard” match or cash. The balance can be donated match such as donated labor, food and transportation.
- Return the original application with the original signature. Make sure the person signing is authorized to sign.
- Return the following with the application (Use Checklist!):
  - Proof of your current liability and fidelity (employee dishonesty) insurance.
  - Signature Authorization Form.
  - Your most recent audit, if it has not been previously sent. (If you don't know, call Susan or Mary).  
*Note: Our contract requires that the audit's Schedule of Expenditures (or Financial Assistance) itemize the EFAP funds received. If your audit has not included this in the past, please ask your finance director to let your auditor know to include this information in future audits.*
  - For food banks, if purchasing equipment costing \$5,000 or more, the Equipment Purchase Request/Approval form.
  - All attachments that apply. The Assurances (Attachment A) must be signed and dated.
- After CTED has reviewed the application and has determined that it is complete, CTED sends 3 copies of the contract face sheet, the Specific Terms and Conditions and General Terms and Conditions to the chair or executive director. All 3 copies must be signed, dated and returned. The tribe/agency should keep both of the Terms and Conditions.
- CTED's representative signs and dates the 3 copies, and one completed original is returned to the contractor.

## Sample Form

**SAMPLE TRIBAL FOOD VOUCHER**

– *Courtesy of South Puget Intertribal Planning Agency (SPIPA)*

Voucher No. \_\_\_\_\_

DATE: \_\_\_\_\_

Client: \_\_\_\_\_

Client No. \_\_\_\_\_

Amount of Voucher \_\_\_\_\_

Store \_\_\_\_\_

Signature of Tribal Agent \_\_\_\_\_

Dear Tribal Member: You are participating in the only Tribal Food Voucher Program in the whole United States! The rule is simple: You may only buy items on the list below. If you use this voucher, you are saying that you understand that you can only buy items on the list below, and that you understand you may be denied future vouchers if you buy items not on the list.

We Wish You Healthy and Happy Meal Times

**Food Items**

- Baby food
- Baby formula
- Bread
- Butter & Margarine
- Canned goods
- Cereal
- Cheese
- Cottage cheese
- Corn meal
- Corn starch
- Dairy & dairy substitutes
- Dried peas & beans
- Eggs & egg substitutes
- Ensure & substitutes
- Fish- fresh, frozen, canned, dried
- Flour, all types
- Fruit - fresh, frozen, canned, dried
- Glucerna & substitutes
- Grains
- Gravy
- Jams, Jelly & preserves
- Juices, not punch
- Ketchup
- Legumes
- Meat – fresh, frozen, canned, dried
- Milk – fresh, canned, powered

**Food Items**

- Molasses
- Mustard
- Noodles
- Nuts
- Oils for cooking
- Peanut Butter
- Pepper
- Pickles
- Potatoes
- Relish
- Rice
- Rolls, not pastries
- Salad Dressing
- Salt
- Sauces
- Seafood – fresh, frozen, canned, dried
- Shortening
- Sour Cream
- Spices
- Stuffing
- Sugar & Sugar substitutes
- Syrup
- Tea
- Tortillas, all types
- Vegetables – fresh, frozen, canned, dried
- Yogurt

**Non-Food Items**

- Cleaning Products
- Dental Floss
- Denture Products
- Deodorant
- Diapers-Baby & Adult
- Dish Soap
- Feminine Hygiene items
- Laundry Detergent
- Paper towels
- Shampoo & Conditioner
- Soap
- Toilet Paper
- Tooth Brushes
- Toothpaste

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**Washington Food Coalition (WFC)**  
PO Box 95752  
Seattle, WA 98145  
**TEL:** 206-729-0501 or 1-877-729-0501  
**FAX:** 206-729-0504  
[www.wafoodcoalition.org](http://www.wafoodcoalition.org)

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