



Ward Family Foundation, Inc.

Food Pantry Programs

Analysis of Strategies and Operating Practices

July, 2008

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About Ward Family Foundation, Inc.

Ward Family Foundation, Inc. (WFF) was established in January 2001 to assist existing charities improve their effectiveness by implementing best practices. There is a vast network of excellent programs already in place to serve many worthwhile charitable causes. The foundation was inspired by Catholic social teaching which, among other things, recognizes the fundamental right of each human person to life, food, shelter, clothing and medical care. WFF is a 501(c)(3) organization operating as a private operating foundation.

The vision for WFF originated from the personal and business experiences of John L. Ward, the foundation's founder and Chairman of the Board. In 1992, he founded a company to assist businesses improve their operating effectiveness through the use of benchmarking and best practices concepts. Benchmarking is a management tool to help companies remain competitive and become more effective. Best practices are those specific operating practices or philosophies that have been proven to increase effectiveness. WFF wishes to take these proven concepts and practices that have been successfully used in the business world, and apply them to charitable organizations.

WFF would welcome any comments or feedback on this report. We have included the names and phone numbers of the food pantries that participated in this study at Appendix A. WFF would welcome an opportunity to facilitate communication among food pantries regarding specific strategies and operating practices detailed in this report.

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Ward Family Foundation, Inc.

Executive Summary



Executive Summary

Overview

WFF has conducted a study of emergency and transitional shelter programs (published in July, 2002) as well as a study of Safe Haven Programs that serve the chronically homeless, mentally ill person (published in July, 2005). WFF has built on its review of best practices in homeless shelter programs by taking a comprehensive look at the operation of food pantries. Before undertaking this study, WFF met with operators of several food pantries and food banks to determine whether people in the nation's food distribution network believed that a study of food pantries would be useful to their efforts and, if they believed it was, to elicit their recommendations on what it should include. WFF also held discussions with America's Second Harvest about its interest in conducting a study of food pantries and participated in a conference call with members of America's Second Harvest 2007/2008 Agency Relations Council about a study of food pantries. WFF's goal in conducting best practices studies is to help non-profits increase their effectiveness by collecting and disseminating data on other, similar non-profits and, in doing so, to determine which practices most contribute to operational effectiveness. WFF also hopes that this study will be helpful to communities that plan to open food pantries and want to benefit from the experiences of existing pantries.

Identifying Participants for the Study

In an effort to identify food pantries for our study, WFF contacted 150 food banks in all fifty states and the District of Columbia. All were asked to identify several pantries from their state that may wish to participate in our study. Food banks were asked to provide us complete contact information and to include a range of pantries, e.g., rural, urban, full-service and single service pantries, in their response. Food banks from 22 states and the District of Columbia responded to our request. With the contact information provided, WFF distributed its questionnaire to approximately 200 food pantries in those 22 states and the District of Columbia. We received 70 completed questionnaires from 21 states and the District of Columbia for a response rate of 35%.

Best Practices Analysis

Approach

The best practices analysis is a complicated undertaking for Food Pantry programs. In order to incorporate a benchmarking and best practices analysis into the study, we developed a best practices scorecard to be used in ranking each participating food pantry. The scorecard, including the performance criteria and the weightings used, is included at the end of this best practices analysis section. In developing the scorecard, we utilized key criteria that focused on objective efficiency and effectiveness measurements. The 18 food pantries that scored the highest (top 25%) have been segregated and, as a group, are referred to as the Best Practices Benchmark. The remaining 52 participating food pantries were grouped separately for purposes of the analysis that follows, and are referred to as the Overall Benchmark.



Executive Summary

Best Practices Analysis (continued)

Approach (continued)

The names of the 18 food pantries included in the Best Practices Benchmark have not been disclosed. The purpose of this analysis is to benchmark the performance of the Best Practices Benchmark, as a group, with all other food pantries included in the Overall Benchmark. Disclosure of the names of food pantries included in the two benchmark groups is not necessary to accomplish this objective and could distract from it.

The sub-section that follows presents the findings and conclusions that result from this comprehensive benchmarking and best practices analysis:

General Structure

- The Best Practices Benchmark tends to operate as part of a full or multi social service agency. It also tends to be run by a faith-based organization.
- At the Best Practices Benchmark, 61.1% of the programs are part of a full or multi social service agency. This compares with only 43.1% for the Overall Benchmark.
- At the Best Practices Benchmark, 77.8% of the programs are run by a faith-based organization. This compares with 61.5% for the Overall Benchmark.

Performance Measurements

- The amount of food distributed each month, on average, is comparable between the two benchmark groups. However, the Best Practices Benchmark is considerably more cost-effective than the Overall Benchmark.
- The average annual cost per pound of food distributed at the Best Practices Benchmark is \$.13, as compared with \$.63 at the Overall Benchmark.
- The average annual cost per person served at the Best Practices Benchmark is \$2.12, as compared with \$13.81 at the Overall Benchmark.
- The average pounds of food distributed per person per month at the Best Practices Benchmark is 16, as compared with 22 at the Overall Benchmark.

Food Pantry Clients

- The number of individual clients served each month is comparable between the two benchmark groups. In addition, both benchmark groups tend to screen their clients and obtain additional information about the client's personal and family situation.
- Both benchmark groups tend to maintain a database of client information that allows the food pantry to follow-up with clients if needed. At the Best Practices Benchmark, 94.4% of the programs maintain a database of client information, as compared with 78% at the Overall Benchmark.
- The Best Practices Benchmark allows clients access to its pantry much more frequently. At the Best Practices Benchmark, 50% of food pantries allow clients access to its pantry at least once a week, whereas



Executive Summary

Best Practices Analysis (continued)

Food Pantry Clients

only 18% of the Overall Benchmark allow clients access to its pantry at least weekly.

- The Best Practices Benchmark is more likely to try to reduce long term dependence on the food pantry by a particular client. For example, the Best Practices Benchmark tries to discourage long term dependence (although will service anyone who comes) 33.3% of the time, whereas only 17.7% of the Overall Benchmark have this policy. In contrast, only 22.2% of the Best Practices Benchmark have no policy on this issue, whereas 43.1% of the Overall Benchmark have no policy.
- While the Best Practices Benchmark allows clients access to its pantry more frequently, smaller quantities of food are distributed each time clients access the food pantry. For example, 76.4% of the time, the Best Practices Benchmark distributes enough food to its clients for one week or less, whereas only 58% of the Overall Benchmark distributes enough food to its clients for one week or less. This suggests that a more effective operating model involves distributing a lower quantity of food on a more frequent basis.
- The distance clients travel on average to access the food pantry does not vary significantly between the two benchmark groups, nor do the reasons the average client relies on the food pantry.

Food Pantry Basics

- The Best Practices Benchmark seldom turns away clients because of inadequate stocks of food (only 11.1% of the time), whereas the Overall Benchmark turns away clients for this reason more frequently (21.2% of the time).
- The Best Practices Benchmark relies much more heavily on regular mailings to churches and schools to deliver its message to the community (44.4%), as compared with the Overall Benchmark that only uses such mailings 15.4% of the time.

Types and Source of Goods Distributed

- There are several categories of foods and products the Best Practices Benchmark is more likely to distribute than the Overall Benchmark. The Best Practices Benchmark distributes fresh fruits and vegetables 83.3% of the time (as compared with 63.5% at the Overall Benchmark), meats 100% of the time (as compared with 78.9% at the Overall Benchmark), frozen entrees 88.9% of the time (as compared with 59.6% at the Overall Benchmark) and dairy products 88.9% of the time (as compared with 78.9% at the Overall Benchmark).
- The Best Practices Benchmark is more likely to distribute food at full capacity (94.1%), as compared with 81.3% at the Overall Benchmark.
- The nature of the relationship between the food pantry and food banks varies considerably between the two benchmark groups. The Best Practices Benchmark is 35 miles on average from the nearest food bank, as compared with 46 miles at the Overall Benchmark. In addition, 61.1% of the Best Practices Benchmark obtain 75% or more of the food they distribute from area food banks. This is in contrast to the Overall



Executive Summary

Best Practices Analysis (continued)

Types and Source of Goods Distributed (continued)

Benchmark where only 46% of the food pantries obtain 75% or more of the food they distribute from area food banks. This important finding suggests a potential disconnect between food pantry and food bank operations.

- The Best Practices Benchmark is more likely to stock food for special needs clients. At the Best Practices Benchmark, 77.8% stock food for infants and children (as compared with 59.2% at the Overall Benchmark) and 55.6% stock food for diabetics (as compared with only 22.5% at the Overall Benchmark).

Other Services Provided

- The Best Practices Benchmark tends to offer a number of additional services, other than food distribution. For example, 55.6% of the Best Practices Benchmark provide counseling on how to obtain available entitlements such as food stamps (as compared with only 33.3% at the Overall Benchmark), 61.1% provide counseling or other available community services such as free medical clinics (as compared with only 19.6% at the Overall Benchmark), 27.8% provide counseling on the foods that comprise a healthy diet (as compared with only 9.8% at the Overall Benchmark) and 38.9% provide job training assistance (as compared with only 2% at the Overall Benchmark).

Administrative Issues

- The Best Practices Benchmark is more likely to conduct client preference surveys (38.9% conduct them) than the Overall Benchmark (30.8% conduct them).
- In terms of the annual budget, there are subtle differences between the two benchmark groups. For example, the Best Practices Benchmark spends 64.6% of its total budget on the purchase of food from food banks and only 13.7% to purchase food from retail/wholesale establishments. This varies considerably from the Overall Benchmark which spends 49.4% of its budget on the purchase of food from food banks and 20.9% to purchase food from retail/wholesale establishments.
- The Best Practices Benchmark is more likely to have had an independent evaluation of its food pantry. At the Best Practices Benchmark, 66.7% have had an independent evaluation whereas only 39.2% of the Overall Benchmark have done so.



Executive Summary

Best Practices Scorecard

Performance Criteria	Raw Score (0-10)	Weight	Weighted Score
1. Total annual budget divided by pounds of food distributed annually: - under \$.25 per pound (10) - \$.26 - \$1.00 per pound (5) - over \$1.00 (0)	_____	X 15	= _____
2. Pounds of food served per person per month: - over 40 pounds (10) - 15 – 39 pounds (5) - under 15 pounds (0)	_____	X 10	= _____
3. Total annual budget divided by the number of people served per year: - under \$500 (10) - \$501 - \$1,000 (5) - over \$1,000 (0)	_____	X 10	= _____
4. Food pantry has adequate equipment to fully accommodate the needs of its clients: - yes (10) - no (0)	_____	X 5	= _____
5. Food pantry distributes broad categories of foods and products to its clients: - 5 of 7 broad categories (10) - 4 of 7 broad categories (8) - 3 of 7 broad categories (6) - 2 of 7 broad categories (4) - 1 of 7 broad categories (2) - 0 of 7 broad categories (0)	_____	X 10	= _____
6. Food pantry has a policy of trying to reduce long-term dependence on the pantry by a particular client: - discourage long-term dependence, but serve anyone (10) - discourage long-term dependence, and only serve for a limited time (6) - has no policy, serves anyone (2) - has not policy, serves any qualifying person (2)	_____	X 10	= _____



Executive Summary

Best Practices Scorecard

Performance Criteria	Raw Score (0-10)	Weight	Weighted Score
7. Food pantry maintains a database of client information that allows follow-up if needed: - yes (10) - no (0)	_____	X 10	= _____
8. Percentage of clients that are repeat or regular clients: - under 30% (10) - 31% - 60% (5) - over 60% (0)	_____	X 5	= _____
9. Food pantry has to turn away clients because of inadequate stocks of food: - no (10) - yes (0)	_____	X 5	= _____
10. Food pantry offers categories of services other than just food distribution: - 5 of 7 categories (10) - 4 of 7 categories (8) - 3 of 7 categories (6) - 2 of 7 categories (4) - 1 of 7 categories (2) - 0 of 7 categories (0)	_____	X 15	= _____
11. Food pantry has engaged an independent pantry to evaluate the pantry: - yes (10) - no (0)	_____	X 5	= _____
Grand Total		100	_____



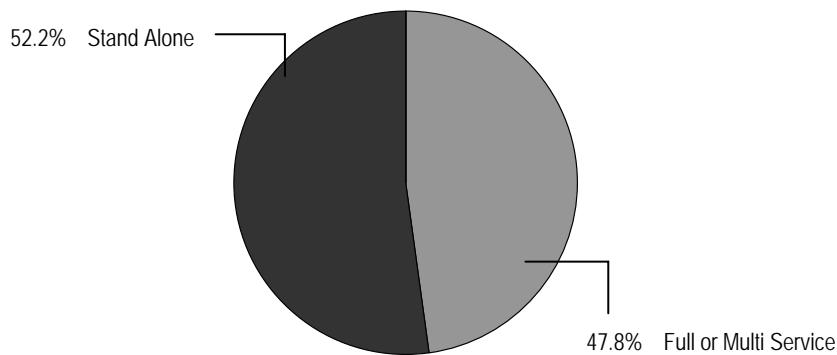
General Overview of All Pantries

General Overview

Who Operates Food Pantries?

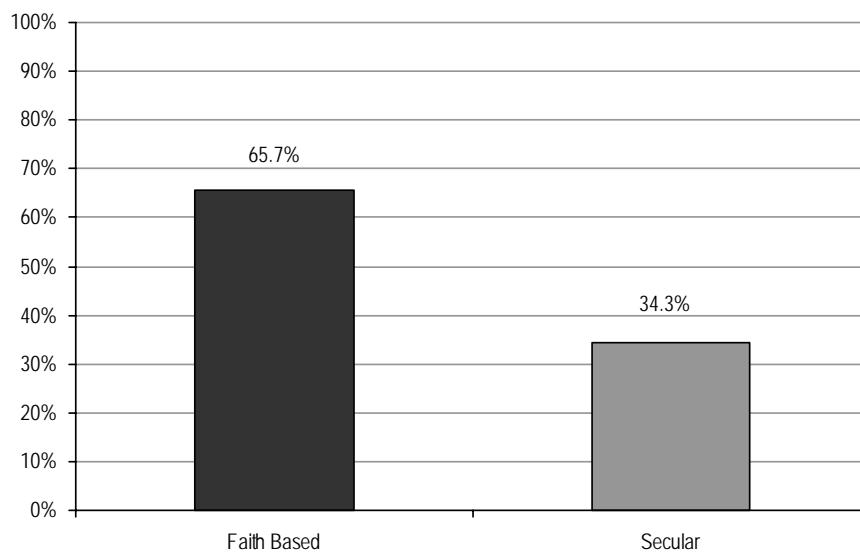
Our survey results indicate that while most food pantries are stand alone organizations (52.2%), a large percentage of them (47.8%) consider themselves to be full or multi- social service organizations that provide services to clients in addition to food and product distribution. Other services provided to clients at food pantries are described on page 43.

Single versus Multi Service Organizations



A large majority of food pantries are run by faith-based organizations (65.7%) as compared to secular organizations (34.3%).

Faith Based Organizations versus Secular Organizations





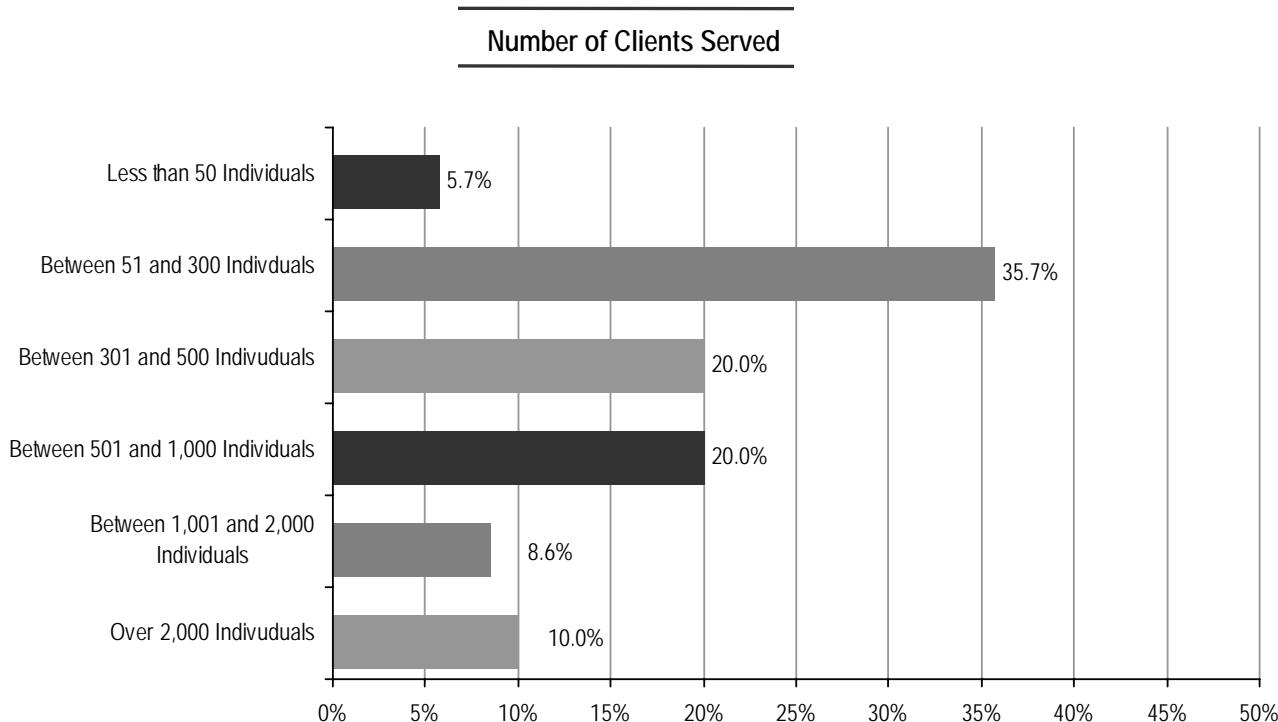
Ward Family Foundation, Inc.

Food Pantry Clients

Food Pantry Clients

Number of Clients Served

Most food pantries surveyed report that they serve between 51 and 300 individuals (not households) each month (35.7%). Only about 6% of the pantries serve fewer than 50 individuals each month, and 10% serve over 2,000 monthly.



Screening of Clients

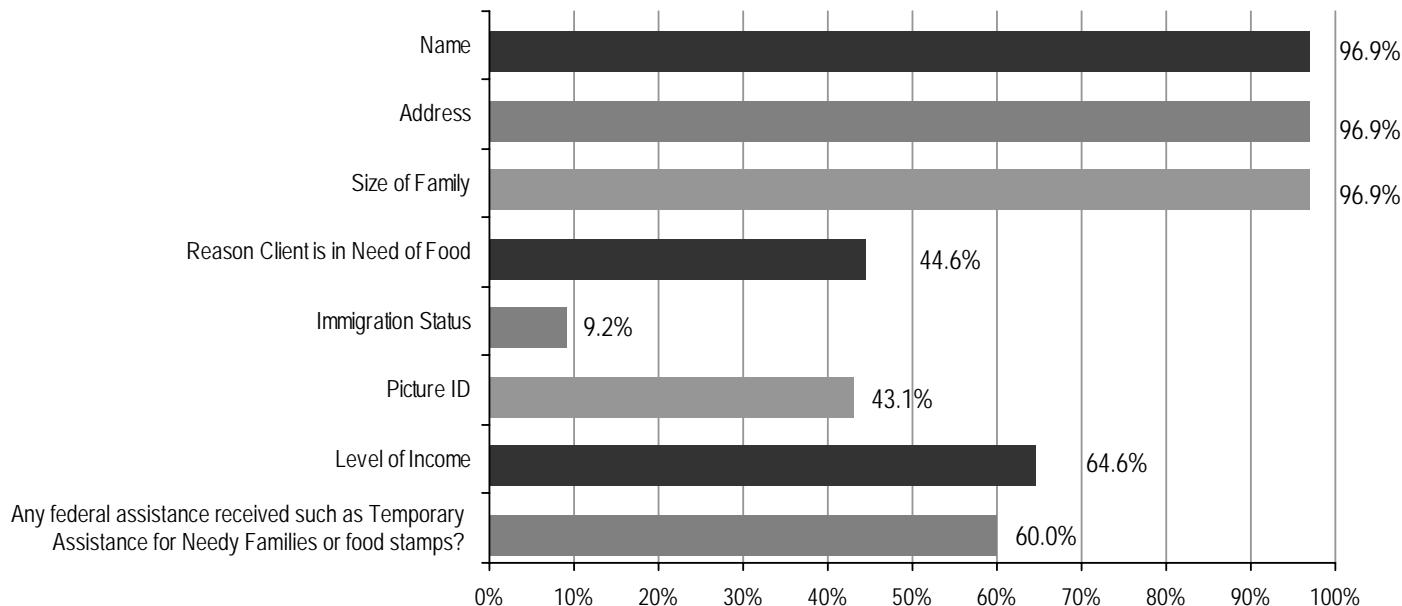
The overwhelming majority of pantries (91.4%) screen their clients, with most (97%) asking for the client's name, address and size of family as well as about any income or federal assistance received (60%). Fewer than half of the pantries inquire about the reason the client is in need of food (44.6%) or ask for a picture ID (43%), and only 9% of pantries surveyed ask about the immigration status of their clients. Most food pantries (82.4%) maintain a database of client information that allows them to follow up with clients if needed.

See table to follow:

Food Pantry Clients

Screening of Clients (continued)

Questions Pantries Ask when Screening Clients



Our survey asked pantries whether they ask any other questions or seek additional information when screening clients. The following are the responses that were provided:

- Social Security Number.
- Is the person or household receiving all the social service assistance they are entitled?
- Source of income.
- No questions are asked, but pantry only takes referrals from social service agencies.
- Pantry checks to see if the client has already been served by the food bank.
- Residency in the area.
- Whether the client has children in the school where the pantry is located.
- Social Security card, government issued ID or birth certificate.
- Proof of town residency, proof of rent/mortgage.
- Medicare, disability – use USDA intake form.

Food Pantry Clients

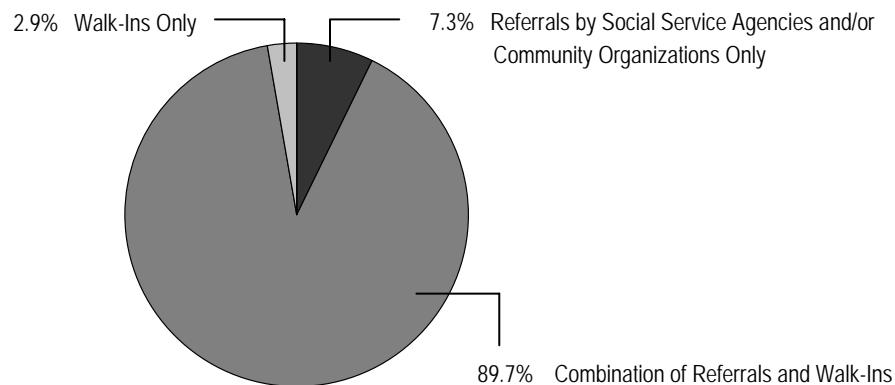
Screening of Clients (continued)

- Pantry completes a detailed questionnaire on clients that asks a variety of questions concerning the client's financial situation, children, needs of and problems facing the family, etc.
- Pantry uses a computer guided intake developed by the pantry to screen for eligibility for everything from TANF to the Earned Income Tax Credit. In addition, pantry asks whether the client is in need of medical, legal or social services, all of which pantry provides. Each initial intake takes about 20 minutes.

How Pantries get Their Clients

About 90% of food pantries get their clients through a combination of referrals and walk-ins. Only 7.3 % of pantry clients come exclusively through referral by social service agencies and/or community organizations. One pantry reports that clients come to it from area churches and another through school PTA communications.

How Pantries Get Their Clients



Slightly over half (57%) of pantries serve only those clients who reside in or belong to a particular service area such as a county, ward, or faith congregation. Most pantry clients (73%) are "regular" or repeat clients, and the average length of time that pantries report serving a particular client is 7.5 years. One pantry reports that it has served a particular client for 25 years; five pantries report that they have served a particular client for 20 years. Our survey asked pantries to tell us whether they have a policy of trying to reduce long-term dependence on the pantry by a particular client or whether they instead have a policy of keeping the doors open to anyone as long as needed. The largest percentage of pantries responding to the survey (37.7%) report that they have no policy on this issue, and that they welcome any qualifying person who comes. While 21.7% report that they try to discourage long-term dependence but will serve anyone who comes to the pantry, only 4.4% of pantries report that they have a policy of trying to discourage long-term dependence and

Food Pantry Clients

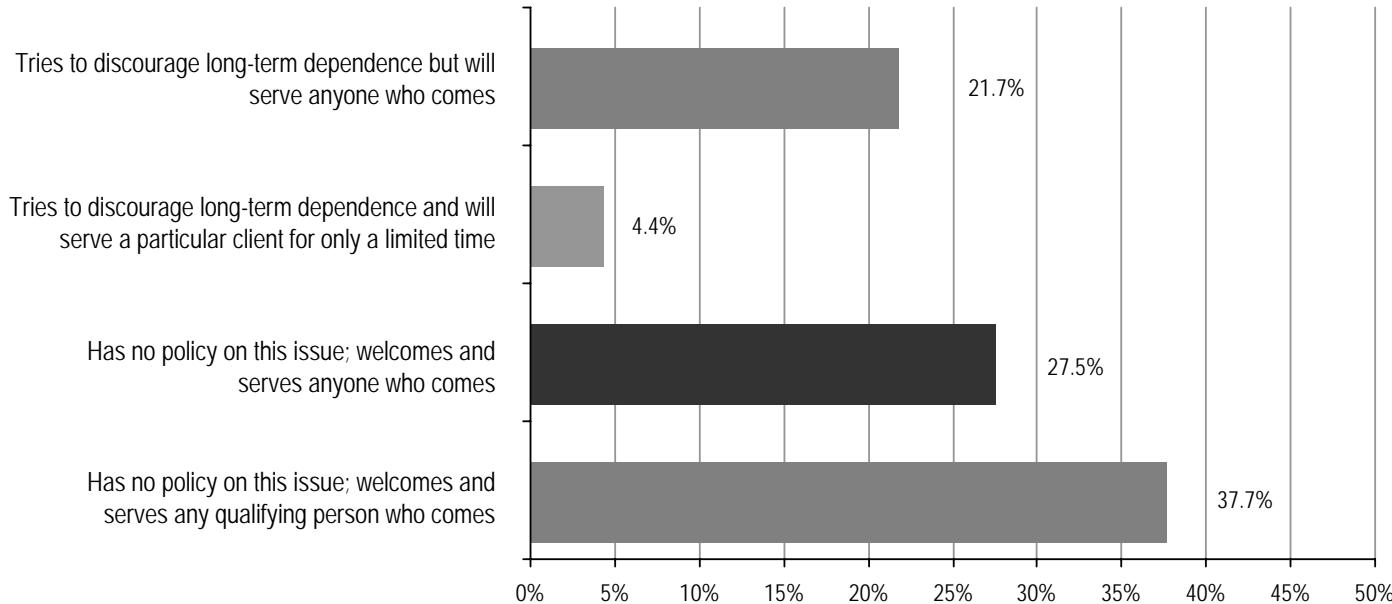
How Pantries get Their Clients (continued)

will serve a particular client for only a limited time. Some pantries provided additional clarification on their policy of either reducing long-term dependence or keeping the doors open to anyone as long as needed.

Following are the clarifications that were provided:

- Pantry serves anyone in need but encourages food stamp application, budgeting workshops and jobs programs.
- Pantry requires that referrals from social service agencies be received every four months on the clients they serve.
- Because pantry is in a small church, it discourages pantry use by the same family every time it is open. But the pantry will distribute food to all that need it more than once a month when the client requests assistance.
- Pantry serves those in need and gives information on where to get work and how to have other needs of the client met.
- Pantry has no formal policy on this issue, but its agency's goal is to help clients become more self-sufficient.
- While pantry serves all eligible clients, it has wrap around services that are designed to assist clients become more stable and have less need for the food pantry.

Pantry Policy on Trying to Reduce Long-Term Dependence

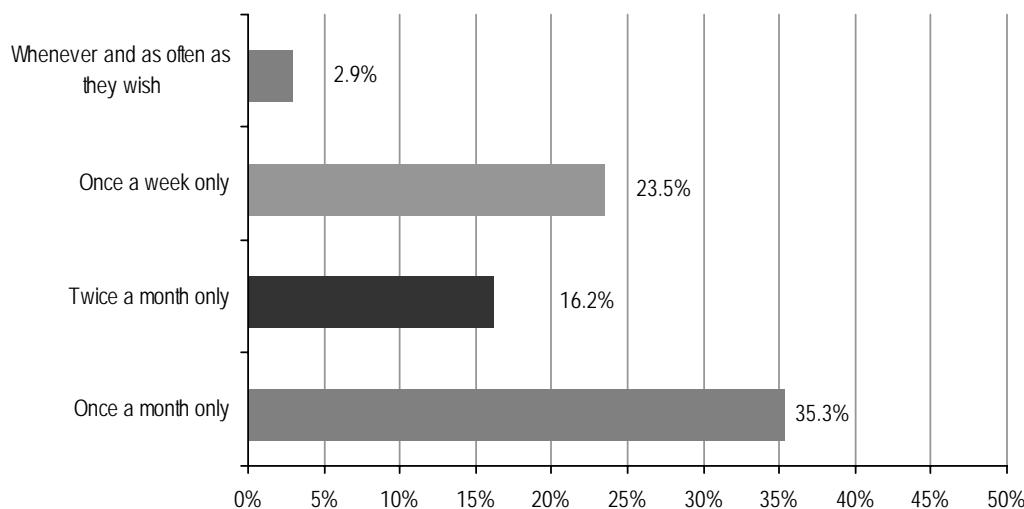


Food Pantry Clients

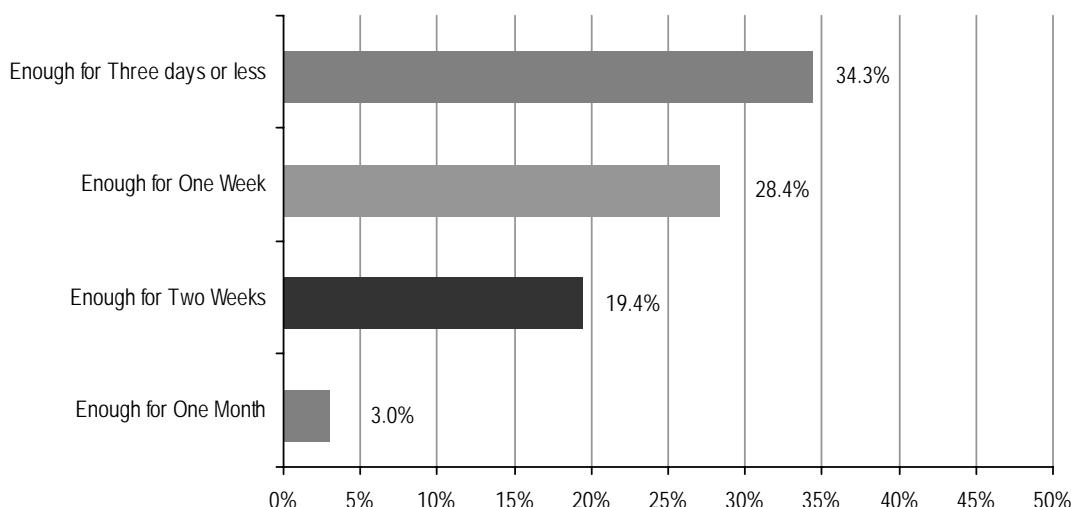
Frequency of Client Access and Amount of Food Provided

Very few pantries (2.9%) report that they allow clients to access their pantry whenever and as often as they wish. 35.3% of pantries report that clients can access the pantry only once a month and fewer (23.5%) allow clients access to their pantry once a week. However, only 3% of pantries report that they provide clients one month's worth of food each time the client comes to the pantry and over 60% report that they provide enough food to their clients for one week or less. One pantry reports that it hopes to see clients only one time on an emergency basis. This clearly indicates that the vast majority of pantries see their role as supplementing another source of food for their clients rather than meeting most or all of their clients' food needs. The two pantries that report allowing clients pantry access whenever and as often as they wish say that clients generally come to the pantry once a week in one case and twice a month in the other case.

Frequency of Client Access to Pantry



Amount of Food Distributed to Clients





Food Pantry Clients

Frequency of Client Access and Amount of Food Provided (continued)

Our survey asked pantries whether any other categories concerning frequency of client access beyond those on our survey and listed in the graph above better described their policy in this area.

The following are the responses that were provided:

- As needed with some clients.
- Twice a week.
- Bread and produce donated by local grocery stores are available daily.
- Although pantry distribution is monthly, cases are also handled based on need.
- Pantry will contact clients if they have an unexpected shipment.
- Once a week for access to a farm wagon; once a month for access to the pantry.
- By referral only.
- Either as often as they need if associated with one of the other programs associated with the pantry, or once a month.
- USDA food once per month; purchased and donated food more than once if needed.
- Although clients can only visit the pantry once a month, pantry has a weekly community food distribution where it distributes perishable items such as bread, desserts, drinks, deli (sandwiches/chicken), restaurant foods (seafood, Italian, chicken, pizza), crackers, fresh produce and meat that they can visit every week.
- Clients access the pantry only for crisis situations.
- On special need.
- Once a month or on an emergency basis.
- Distribution is usually once a month, but emergency food is available other times if needed.
- Pantry operates several different programs and frequency of access depends on the program.
- Four pantries report allowing access only four times a year; one reports allowing access three times a year.

Some pantries were unable to answer the question using the survey's available choices about the amount of food they distribute to clients when they access their pantry and instead provided these responses:

- Pantry doesn't quantify this way. Clients get what is available; it is a fresh foods pantry.
- Five days.
- It all depends on what's in stock.



Food Pantry Clients

Frequency of Client Access and Amount of Food Provided (continued)

- It often depends on the number of clients who come that particular day.
- 1.5 weeks.
- A combination of small and large items.
- It is hard to tell; it depends on what's available through the food bank and donations.
- Ten days.
- 1.5 weeks (with meat distribution).
- It depends on the need.
- 25 pounds.

Distance Clients Travel

Our study indicates that some clients travel quite a distance on average to access their local pantry – the farthest average distance traveled by clients is nearly 23 miles. One pantry in a large, western state reports that clients travel as far as 220 miles to its facility, while another pantry reports sending boxes of product via air to villages as far as 220 miles away. Only 10 pantries report that clients travel no farther than 5 miles to access their pantry.

Why Clients Need Pantries

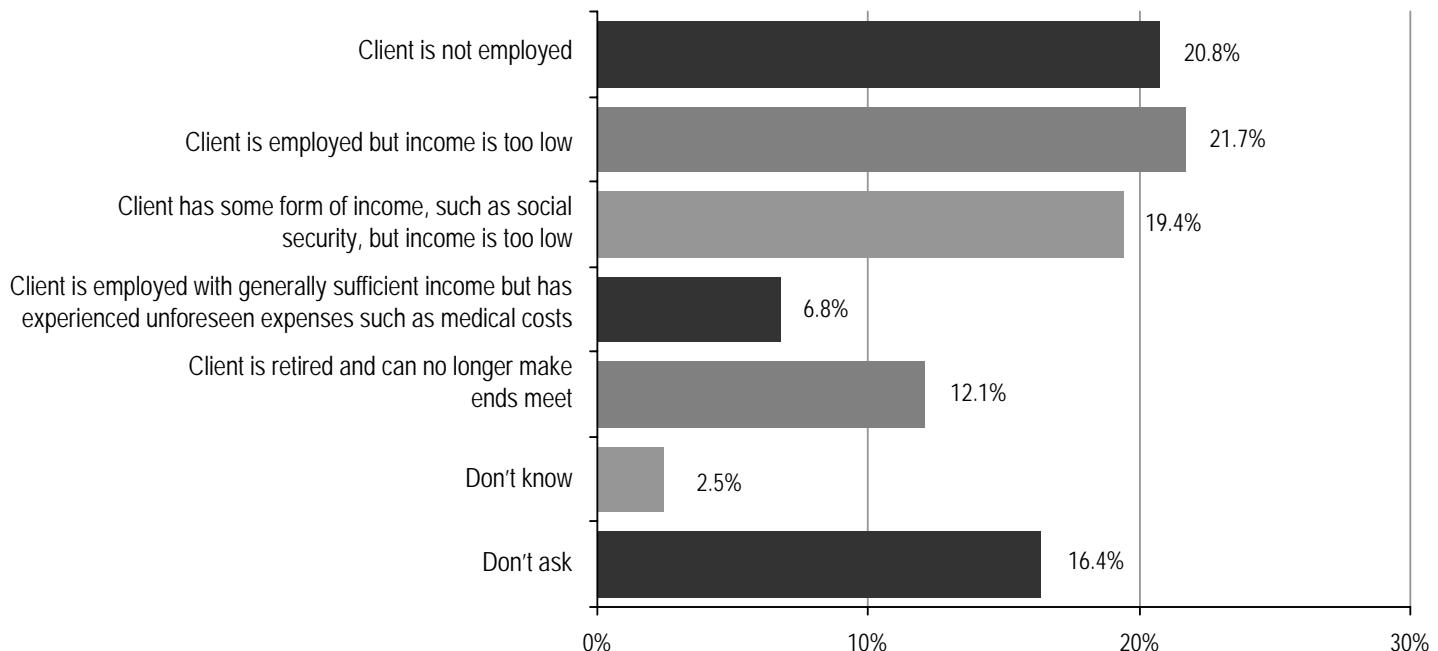
Although 19% of pantries report that they either don't know or don't ask their clients why they need to use their pantry, most pantries were able to explain the reasons their clients typically come to their pantry. Most report that their client is either not employed (20.8%), or is employed or has some form of income, such as social security, but their income is too low (41%). One pantry says that it doesn't know the details of their clients' situation because all of them are referred to the pantry by an outside agency. Another pantry reports that its clients usually have had medical emergencies and cannot work or have had other financial problems that necessitate assistance, although no details are sought from the client.

See table to follow:

Food Pantry Clients

Why Clients Need Pantries (continued)

Why Clients Need Pantries





Ward Family Foundation, Inc.

Food Pantry Basics

Food Pantry Basics

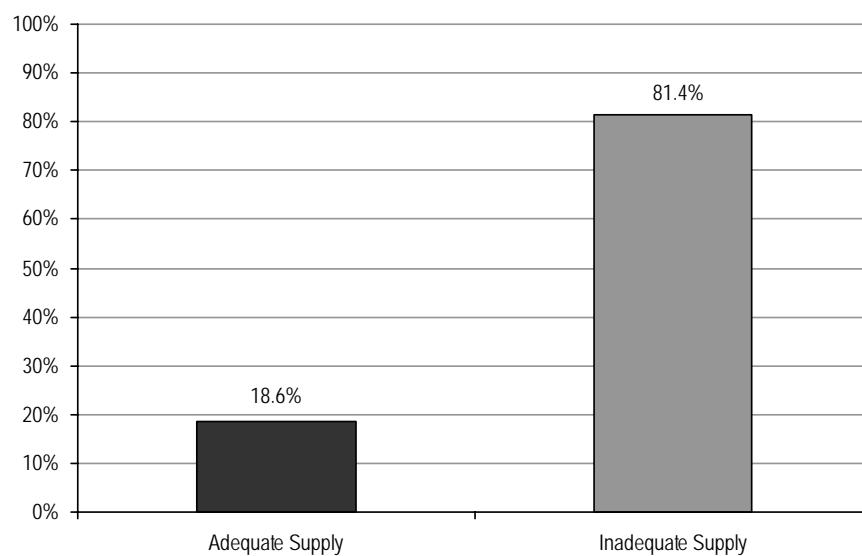
Turning Clients Away

A large majority (81.4%) of pantries report that they do not have to turn clients away because of inadequate stocks of food. But that leaves a sizable percentage (18.6%) of pantries that sometimes send clients away empty handed because of inadequate stocks.

In those cases, we asked a follow-on question about how frequently clients are turned away, and various answers were provided:

- 1.5 times per year.
- Bi-monthly.
- No more than two times this year.
- About two to three weeks per year when donations are down substantially.
- Four times a year.
- 5% of the time.
- Once a month.
- Sometimes weekly.
- Six times a year.
- Two times a year.
- Two pantries report turning away clients monthly.

Do Pantries have Adequate Stocks of Food?





Food Pantry Basics

Turning Clients Away (continued)

Most pantries (55%) report that there are no clients their pantry will not serve. Our survey asked the remaining 45% of pantry respondents why they refuse to serve certain clients. The most common responses were that pantries don't serve people who reside outside their particular service area or who do not meet income eligibility requirements.

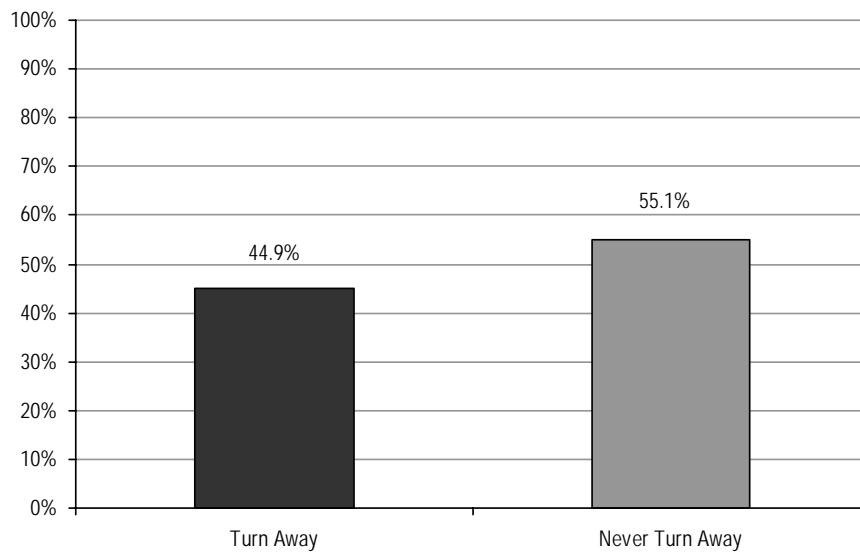
Following are other responses that were provided:

- Won't serve people that pantry detects as being fraudulent.
- Won't serve those who are under the influence of drugs or alcohol because pantry has observed them selling the food to obtain more drugs or alcohol.
- Won't serve people who are disorderly or abusive.
- Clients from outside the local community are generally referred to their own communities for food, but the pantry will help them in emergency circumstances.
- A client was found stealing when our back was turned every time he came.
- Won't serve persons that have been found to be selling the food from the pantry. When pantry receives a complaint, it asks the Sheriff's Office to try to make a purchase from the person.
- Won't serve people who return before their due date.
- Won't serve clients if pantry learns they pick up food from another agency.
- Will only serve people that reside out of pantry district once before directing them to an agency in their area.
- Won't serve people who are not referred to pantry.
- Won't serve people whose income is too high, who are not a resident of the area, or who have a history of behavior problems toward the volunteers.
- Pantry has had to remove three or four clients from its list due to constant breaking of the rules, aggression and disruptive behavior involving the police finally.
- Won't serve people that pantry has witnessed selling their food immediately after obtaining.
- Won't serve people who are found lying to caseworker or who abuse the system.
- Won't serve clients who are under the influence of drugs or alcohol.
- Pantry may ask people to leave if they create problems with other clients. If children are involved, pantry tries to resolve the situation. Problems are generally a result of intoxication.
- Won't serve people who make false statements or use different IDs.
- Won't serve people that don't meet pantry's eligibility requirements. As a general rule, clients must be elderly, disabled, or have minor children in the household and have an income level that would qualify them for food stamps. In addition, pantry only serves clients who live in a particular part of the city.

Food Pantry Basics

Turning Clients Away (continued)

Do Pantries Ever Turn Away Clients?



Hours of Operation

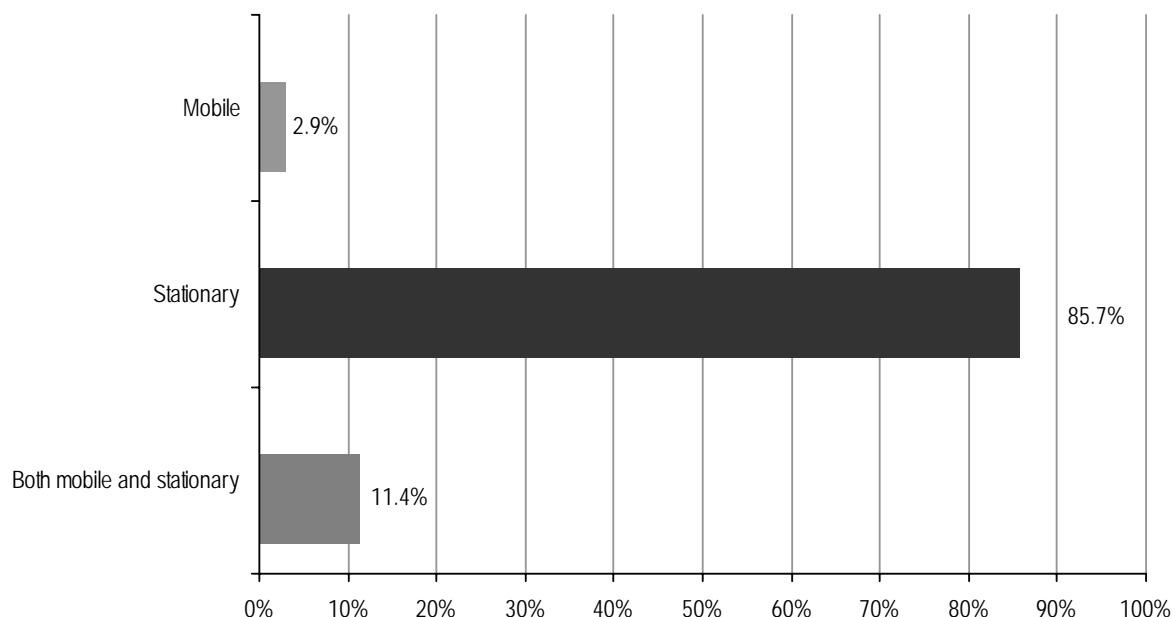
Of the pantries responding to our survey, 40% report that they are open ten or more hours per week. Only 37% report that their pantries are open after hours, which we define as before 8:00 AM and after 5:00 PM; 4% of the pantries are open by appointment only, and 6% of the pantries have fixed hours but will provide food to clients at other times as necessary. One pantry that seeks to serve clients during times when the pantry is closed provides meal vouchers to a local restaurant. These vouchers are distributed by the police department.

Food Pantry Basics

Are Pantries Mobile or Stationary?

As expected, most pantries (85.7%) report that their pantries are stationary, and they operate just one distribution site, but slightly over 11% report that they are both mobile and stationary, and nearly 3% report being exclusively mobile. Two pantries in heavily populated areas report operating 6 and 14 different distribution sites, respectively.

Are Pantries Mobile or Stationary?



How Pantries are Known to Their Communities

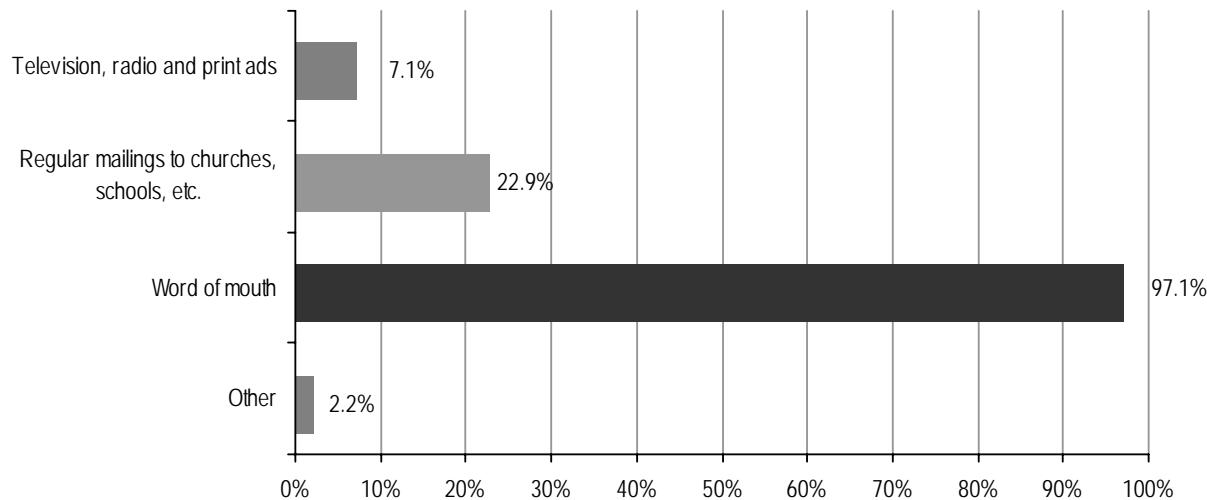
The vast majority of food pantries (97%) depend on word of mouth to make their pantries known to their communities. However, nearly 23% also report that they send out regular mailings to churches, schools, etc. to publicize the work they do. Only 7% of pantries report that they use television, radio and print ads to get the word out. Several pantries say other non-profit and social service agencies in the community tell people about their pantry. Local newspapers help spread the word as well as telephone information referral hotlines.

See table to follow:

Food Pantry Basics

How Pantries are Known to Their Communities (continued)

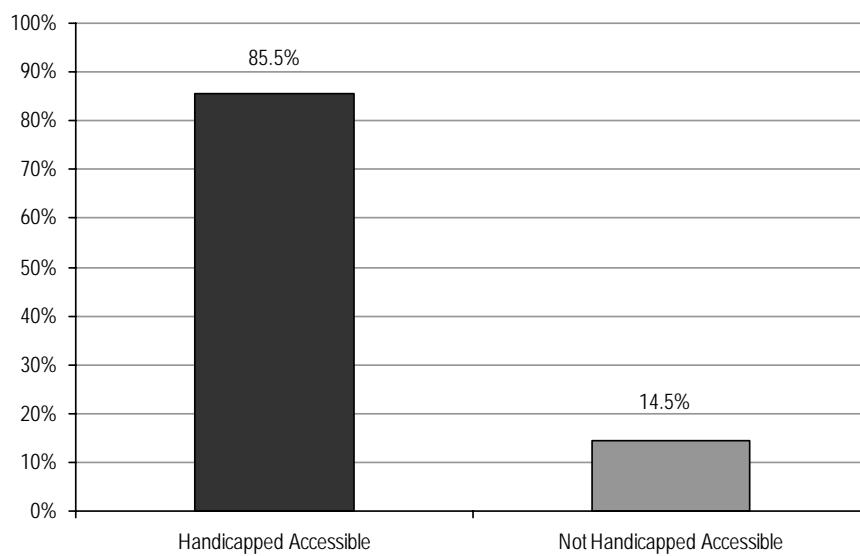
How Pantries are Known to their Communities



Physical Features of Pantries

A large majority (85.5%) of pantries say that their pantries are handicapped accessible.

Are Pantries Handicapped Accessible?

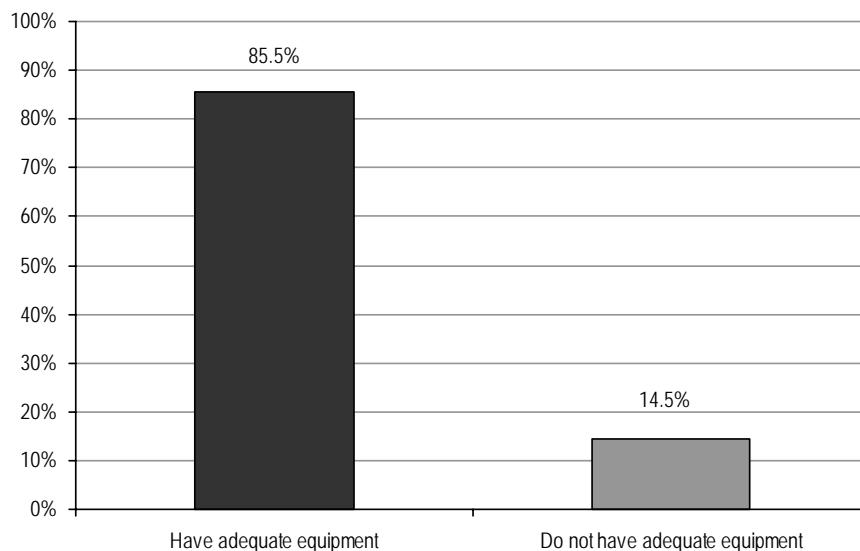


Food Pantry Basics

Physical Features of Pantries (continued)

Most pantries 85.5% say that they have adequate equipment such as refrigerators, freezers and shelving to accommodate fully the needs of their clients. When pantries report that they don't have all they need, often what they are lacking is shelving and storage space. Several, however, also report that they are lacking necessary freezers and refrigerators to allow the pantry to store perishable foods.

Do Pantries Have Adequate Equipment to Serve Their Clients?





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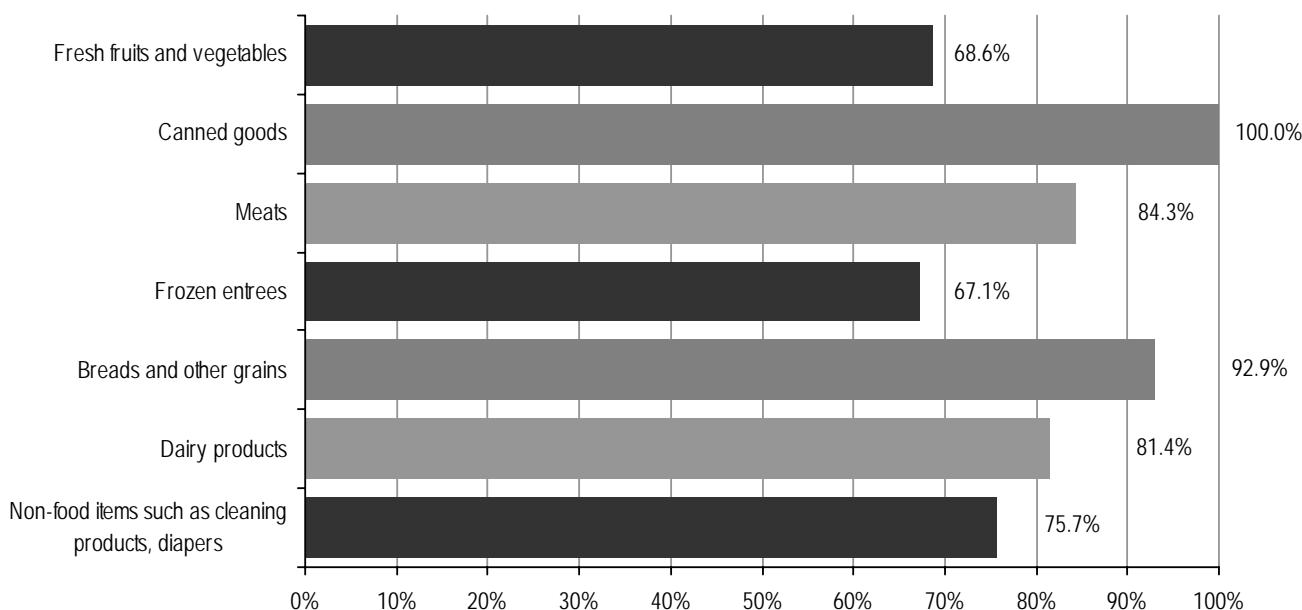
What Food Pantries Distribute and the Source of Those Goods

What Food Pantries Distribute and the Source of Those Goods

Types and Amounts of Product Distributed

All pantries we surveyed distribute canned goods to their clients. Most (92.9%) also distribute breads and other grains and 84.3% distribute some kind of meat. Three-quarters of the pantries also distribute non-food items such as cleaning products and diapers. Most pantries surveyed stock a wide variety of goods to distribute as indicated by the chart below.

What Goods Pantries Distribute



On average, the pantries surveyed distribute nearly 13,680 pounds of food to clients each month. The amounts reported, of course, vary widely as there is a wide disparity in the number of clients served among the different pantries in the survey. The smallest number of pounds of food distributed each month, as reported, is 200 pounds by a pantry that serves between 51-300 individual clients each month; the largest number of pounds distributed is 160,000 pounds by a pantry that serves 2,000 individual clients each month.

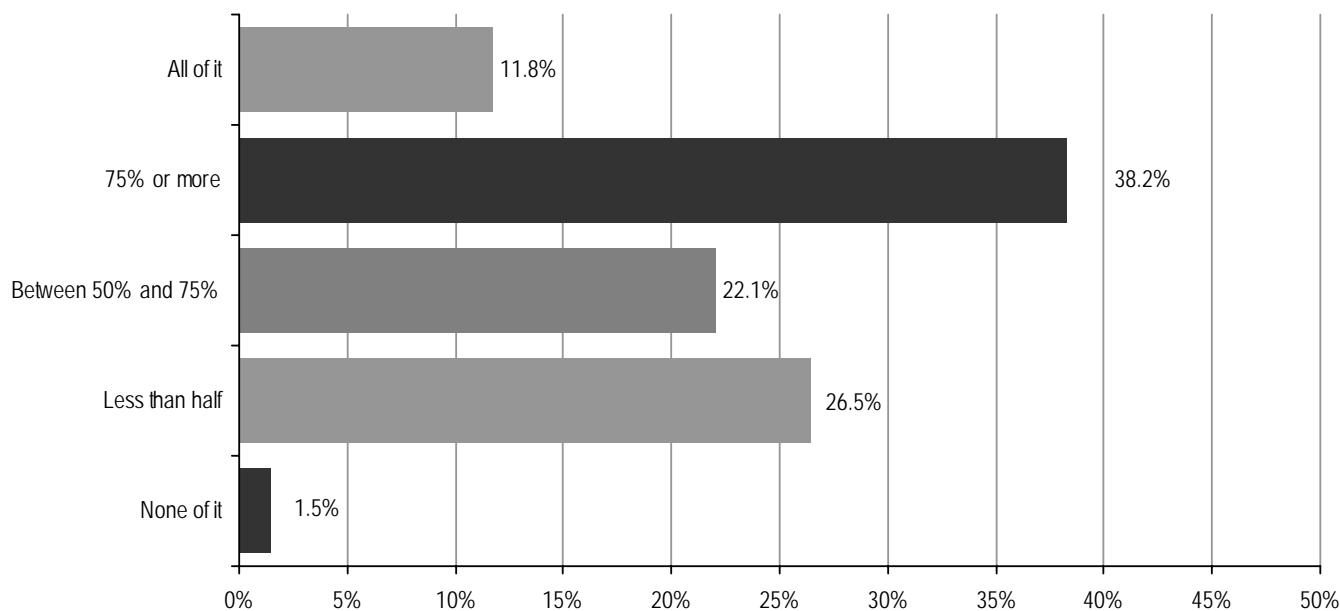
Most pantries (84.6%) report that they typically distribute food at full capacity, meaning that they could not take on any additional food or increase distribution to clients with current resources.

What Food Pantries Distribute and the Source of Those Goods

The Role of Food Banks

While there is an extensive network of food banks throughout the United States that, in most cases, provide food and other products to food pantries at greatly reduced cost, few pantries that were surveyed report that they rely exclusively on food banks. Only 11.8% of pantries report that they receive all of the food they distribute to clients from food banks. 38.2 % of pantries receive 75% or more of the food they distribute from food banks, while 26.5% report that they receive less than half of that amount from food banks. In response to our question concerning the proximity of pantries to the nearest food bank, we learned that a number of pantries are located a substantial distance from their local food bank – 42.8 miles on average. Pantries are fairly evenly divided in terms of how they obtain food from the food bank. Nearly 40% of the pantries surveyed pick the food up directly from the food bank, while 38% of the pantries receive food bank deliveries. The remaining pantries surveyed use a combination of the two methods to acquire items from the food bank.

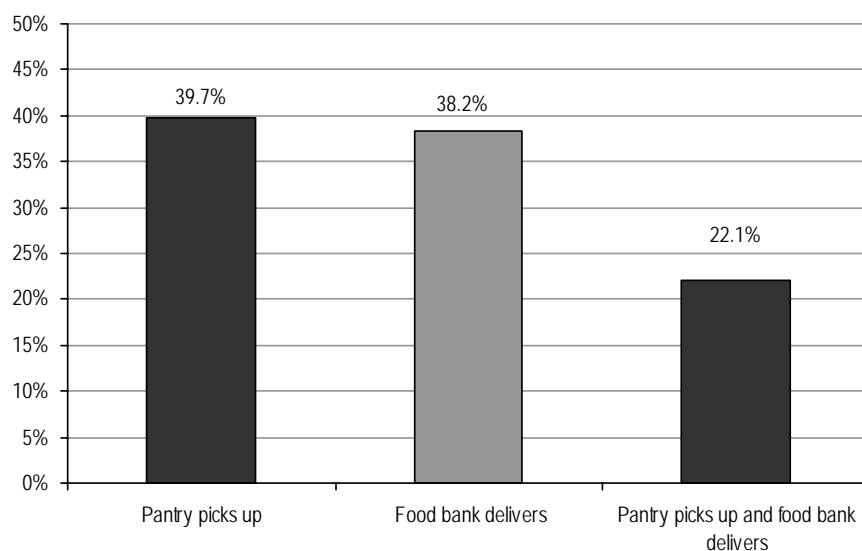
How Much Food Pantries Get from Food Bank



What Food Pantries Distribute and the Source of Those Goods

The Role of Food Banks (continued)

How Pantries Obtain Food Bank Products



There seemed to be little correlation between proximity to the local food bank and the amount of food that pantries acquire there, and only one of the pantries completing our survey cite distance from the food bank as a reason they do not acquire more of its products there. Ten pantries that are twenty miles or less from their food bank report that they get less than half of the food they distribute to clients from their food bank.

Our survey asked pantries that do not regularly use a food bank to explain the reason for that. When initially completing the survey, few pantries responded to this question. WFF followed up with pantries that reported receiving less than half of the food they distribute to food pantries to try to determine the reason for that.

We were provided a variety of answers as detailed below:

- Local residents and community groups donate items to supply the food pantry. The town served by the pantry believes that if it can support the hungry of its town through donations by the community, then it is best not to take food from the larger supply available at the local food bank, which serves a broad geographic area with many more needy people.
- The pantry does not acquire more products from the local food bank because it doesn't have the "balance" of product that the food pantry wants. For instance, the food bank might have pallets of two liter bottles of soda that weigh a lot and are not what the pantry wants to distribute. Also, food bank stocks are different every time the pantry places an order. The food pantry has also experienced receiving pallets of fresh produce from the food bank only to find later that only the produce on top is fresh and edible.



What Food Pantries Distribute and the Source of Those Goods

The Role of Food Banks (continued)

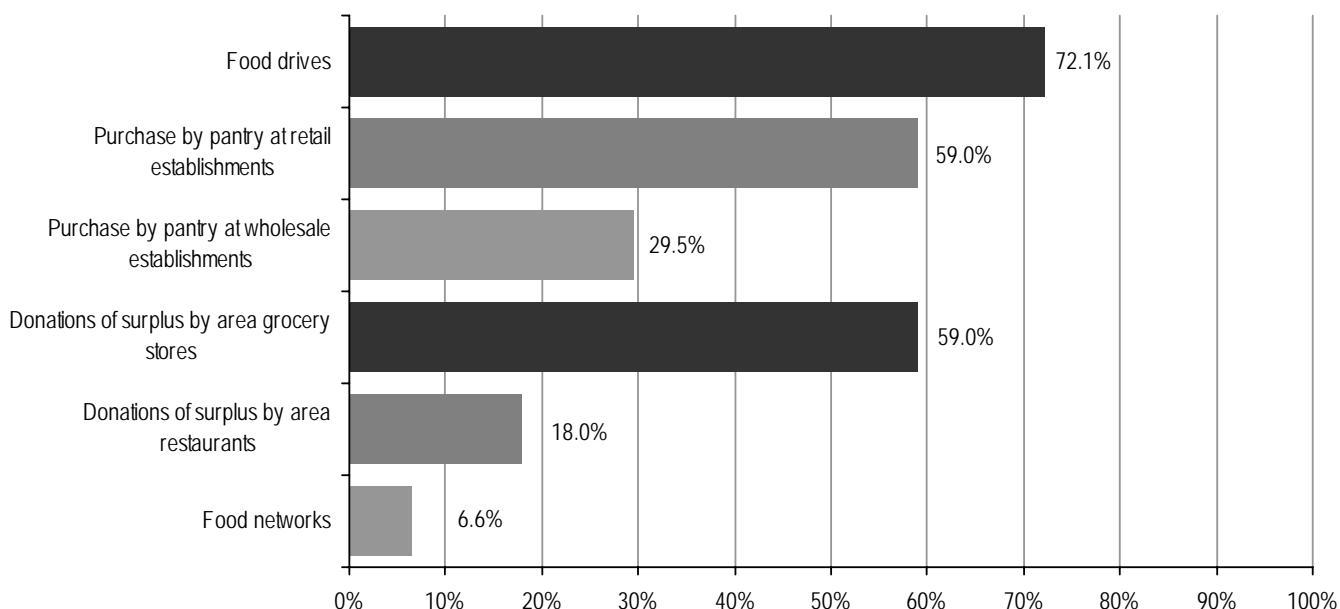
- The food bank doesn't always have enough goods available to stock the food pantry and may have things the pantry doesn't want to distribute, such as sweets and other foods not considered healthy. The food pantry would get all of what it distributes from the food bank if the bank had all the pantry needed.
- The pantry reports that it has a limited amount of resources with which to purchase food from the food bank and that the food bank often has a limited amount of nutritious food available. The food pantry does not order sodas, "junk food" or items with limited protein or nutritional value.
- The food bank provides a limited menu choice.
- The food bank generally doesn't have the items that the food pantry needs such as fruits and vegetables.
- The pantry reports that it often orders things that are on the menu at the food bank, but then finds those items are not available when it travels the distance the next day to pick up the ordered items. This results in a lot of wasted travel time.
- The food pantry distributes non-perishable, canned foods. Most of this kind of food at the food bank is available only through programs administered by the United States Department of Agriculture. The pantry reports that the paperwork to obtain and track these items is too time-consuming and labor intensive to be of value to them.
- The stocks at the Food Bank are too low to be able to always meet the needs of the pantry's clients.
- The pantry reports that if the local Food Bank were closer, the pantry would probably visit it more often. But with the price of fuel, it becomes costly to drive to the food bank, so visits only happen when the pantry needs to purchase large quantities. Also, the pantry has local stores that are willing to work with it when it needs to purchase food, thus making it more cost effective to purchase locally.
- The pantry believes that previous acquisitions from the food bank have not been appetizing and said "Just because someone is hungry doesn't mean they need to eat an unappetizing food."
- The pantry receives donations from churches, schools, individuals and businesses. The pantry is able to fill the needs of the clients this way since, when the contributors organize a food drive, they contact the pantry to determine the greatest need and then emphasize this in their communications with the people making the donations. The food bank can only supply the items in their inventory and this does not necessarily correlate with the client's needs.
- The pantry reports that the food bank's distribution is unreliable: it doesn't have the quantities of food items that the pantry needs, it often has an odd selection of foods that the pantry does not wish to distribute, and it sometimes provides foods that have exceeded their expiration dates.
- The pantry reports that it could not survive without the food that it gets from food drives and that the local food bank would not be able to meet all of its needs; the pantry also reports that food drives help to get out the word about what it does and this opens the door to other types of donations to the pantry.

What Food Pantries Distribute and the Source of Those Goods

The Role of Food Banks (continued)

Our survey asked pantries that do not get all of their food from food banks to list their other sources of food. The majority of pantries (72.1%) hold food drives. Large percentages report that they purchase food at retail establishments (59%) and receive donations of surplus by area grocery stores (59%). Almost 30% report that they purchase products for distribution at wholesale establishments. Most pantries that provided more specific answers to this question about their other sources of food indicated that they relied on donations from individuals and church donations.

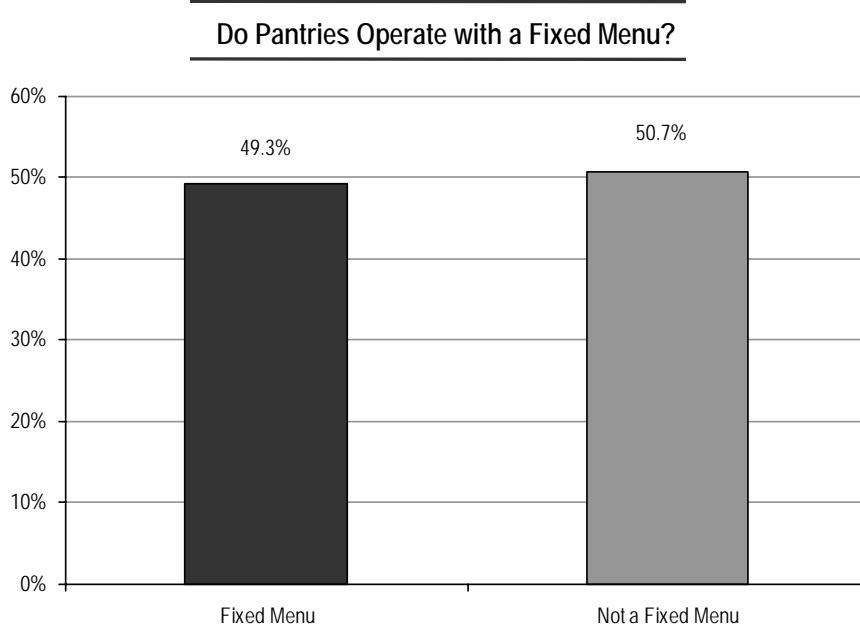
Other than Food Banks, Where Do Pantries Obtain the Products they Distribute?



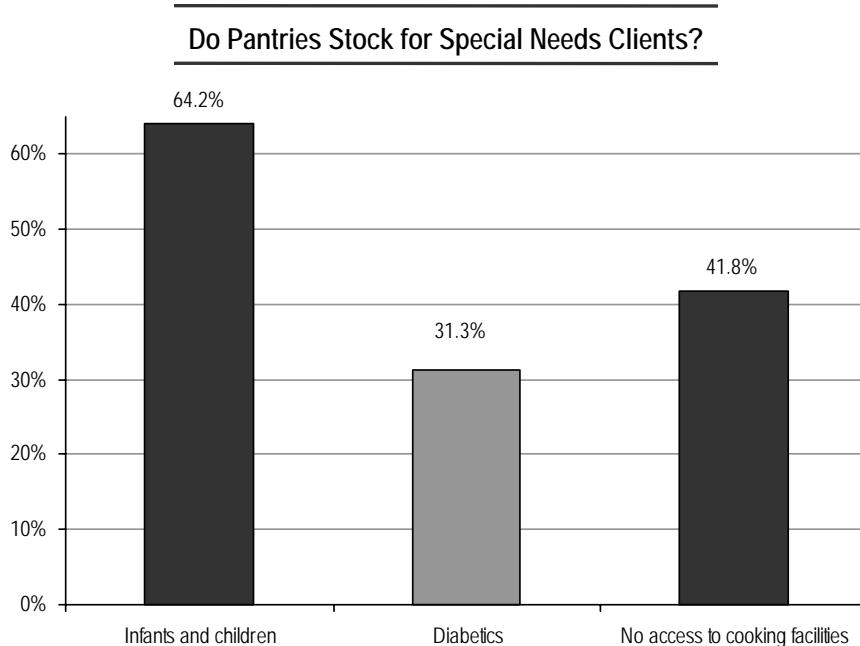
What Food Pantries Distribute and the Source of Those Goods

Serving the Client

Only about half of the pantries we surveyed indicate that they operate with a fixed menu or have a list of items that they feel they must always have in stock.



Pantries make an effort to stock food for special needs clients such as infants and children (64.2%), diabetics (31.3%) and clients who have no access to cooking facilities (41.8%). One pantry reports that it stocks items for the homeless; another tries to stock special needs items for the elderly.

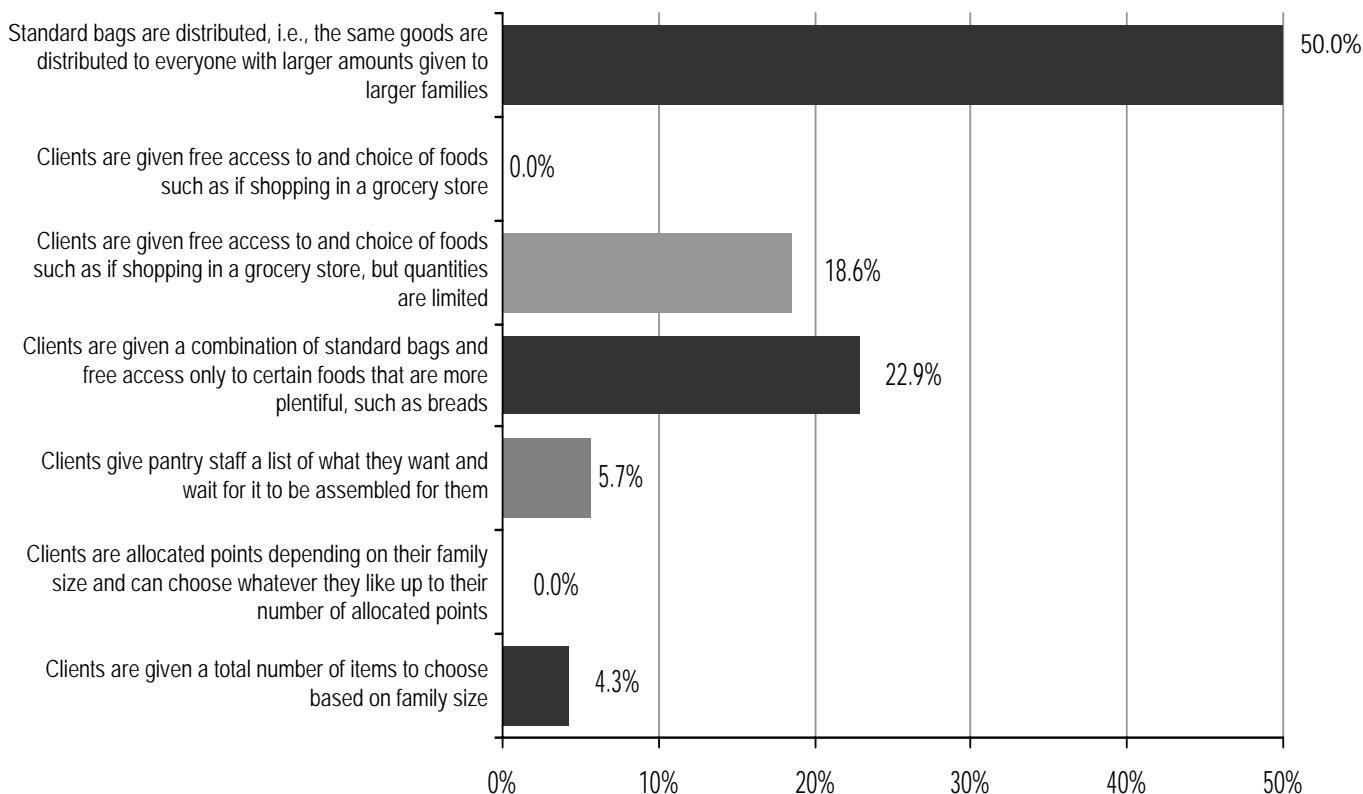


What Food Pantries Distribute and the Source of Those Goods

Serving the Client (continued)

When it comes to the model of food distribution that describes the pantries we surveyed, half of them report that standard bags are distributed, i.e., the same goods are distributed to everyone with larger amounts given to larger families. 22.9% of pantries give clients a combination of standard bags and free access only to certain foods that are more plentiful, such as breads. Only 18.6% of the pantries allow clients free access to and choice of foods at the pantry such as if they were shopping in a grocery store, but with limited quantities. One pantry specifies that clients are accompanied through the pantry by a volunteer and the client is able to choose which foods their family would like, but the client does not have free access and there are quantity limits in place. All models of food distribution reported are shown in the chart below.

Models of Food Distribution

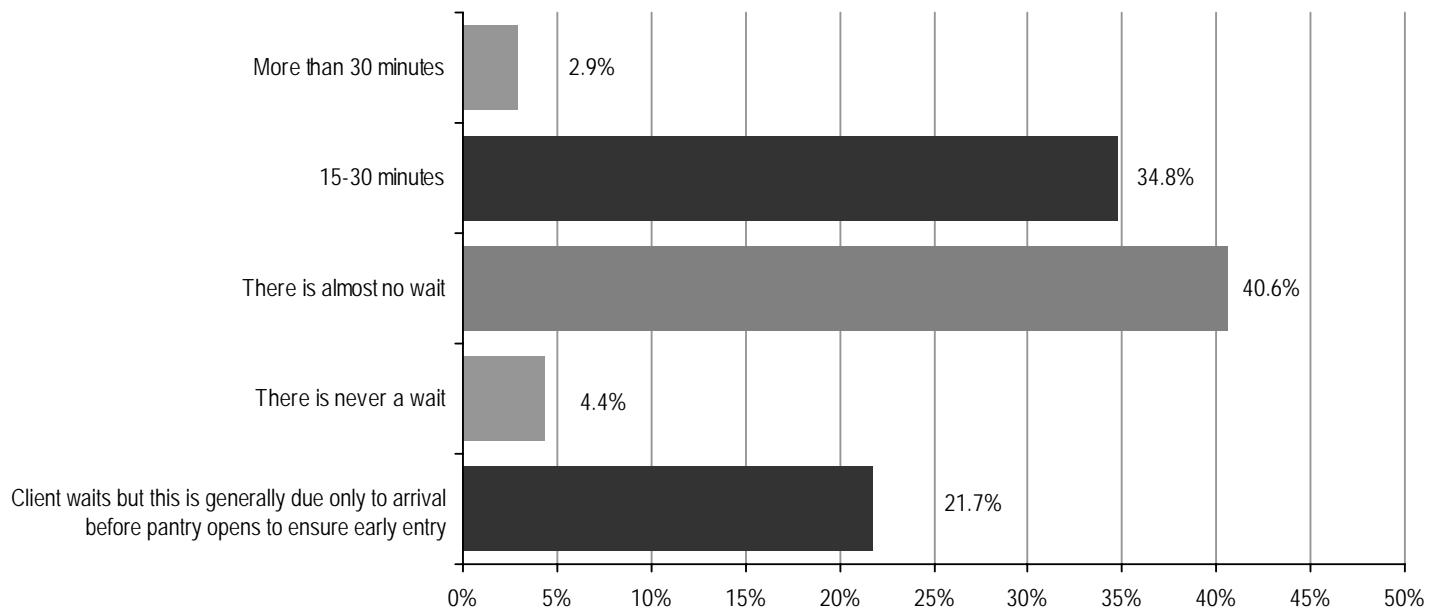


What Food Pantries Distribute and the Source of Those Goods

Serving the Client (continued)

Pantries report that they serve their clients in a relatively timely manner. Only 3% of pantries say their clients typically wait more than 30 minutes at the pantry site before obtaining food. 41% report that there is almost no wait. Nearly 35% report that clients wait between 15-30 minutes and some pantries (22%) report that clients wait but only because they arrive before the pantry opens to ensure early entry.

How Long Clients Wait Before Obtaining Food



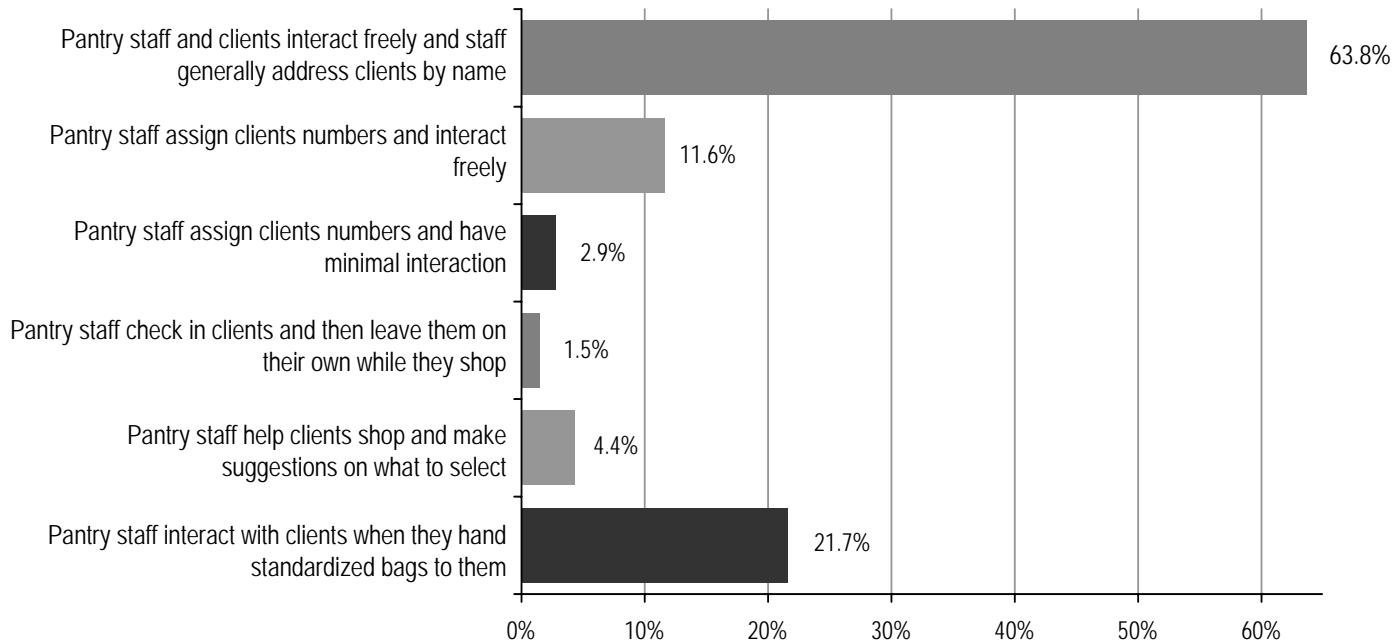
Most pantries (63.8%) enjoy free interaction among staff and clients with their staff generally addressing clients by name. Almost 12% report using a number system while freely interacting with clients. Only 4.4% of these pantries help clients shop and make suggestions on what to select and 2.9% report that they assign clients numbers and have minimal interaction with them. Only 1.5% of the pantries check in clients and then allow them to shop on their own as they would in a grocery store. One pantry that provided additional information about interaction with pantry clients report that staff address regular clients by name, and when a large number of clients are present at the same time, numbers are given out in order for them to be served in the order of arrival. Another pantry said that in order to “connect” with its clients, pantry staff carry the food to the clients’ cars after they sign the necessary form.

See table to follow:

What Food Pantries Distribute and the Source of Those Goods

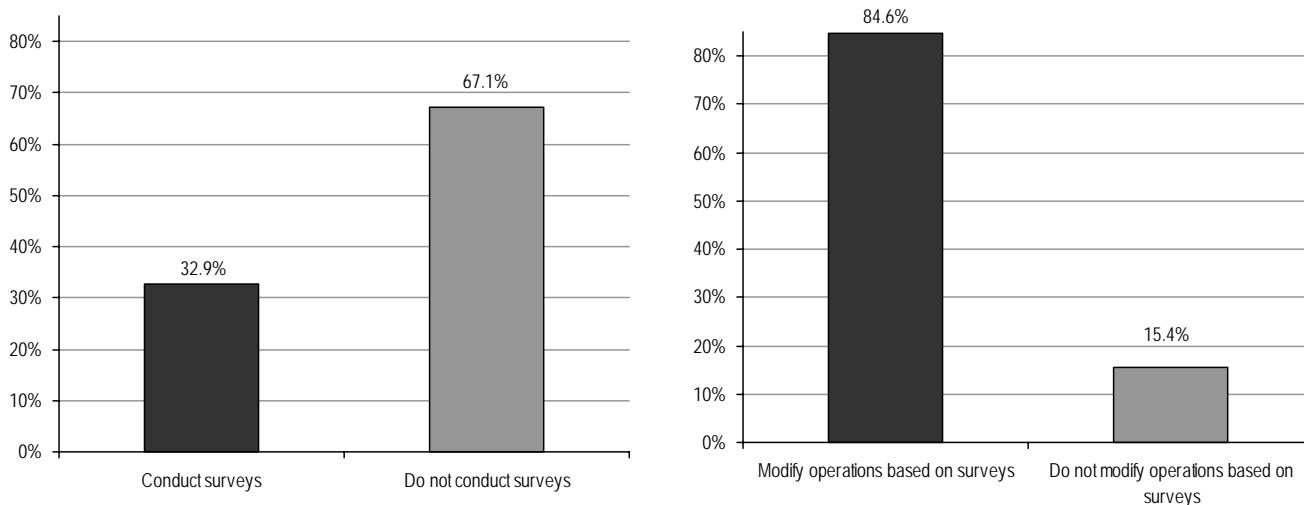
Serving the Client (continued)

Pantry Staff and Client Interaction



Most pantries (67.1%) do not ever conduct client preference surveys, but a large percentage of those that do (84.6%) say they attempt to modify their operations or the types of food they acquire as a result of those surveys.

Client Preference Survey

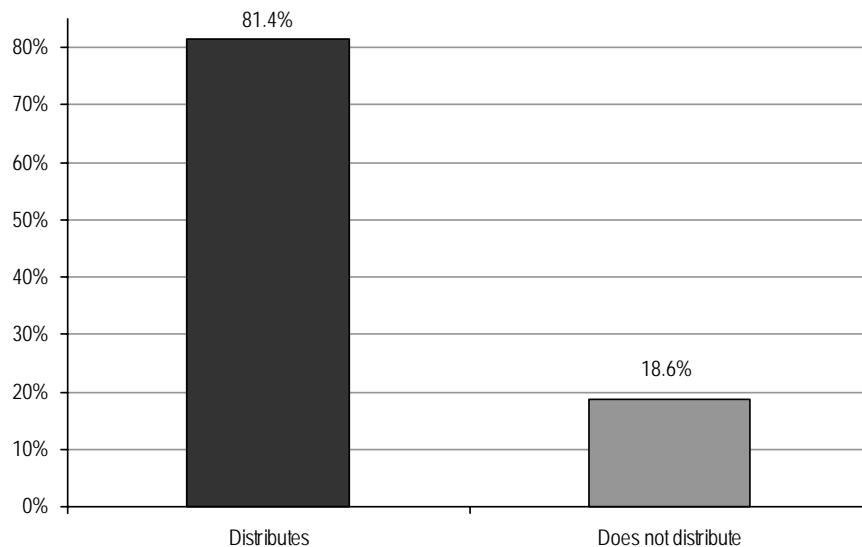


What Food Pantries Distribute and the Source of Those Goods

U.S. Department of Agriculture Commodities

Most pantries (81.4%) include distribution of U.S. Department of Agriculture (USDA) commodities in their pantry operations. We asked pantries that do not distribute these commodities to tell us why not. Two pantries that responded to that question say they don't distribute USDA commodities because of the amount of "red tape" involved. Similarly, another pantry says that distribution of these commodities would require different record keeping and screening of clients. One pantry explains that it does not have enough demand and the pantry has good support from the community to supply all the needed items to its clients. In the case of another pantry, undocumented immigrants who come to the pantry are afraid to sign their names to anything that says "government." One pantry reports that it is unfamiliar with the USDA program.

Distribution of USDA Commodities





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Other Services Food Pantries Provide



Other Services Food Pantries Provide

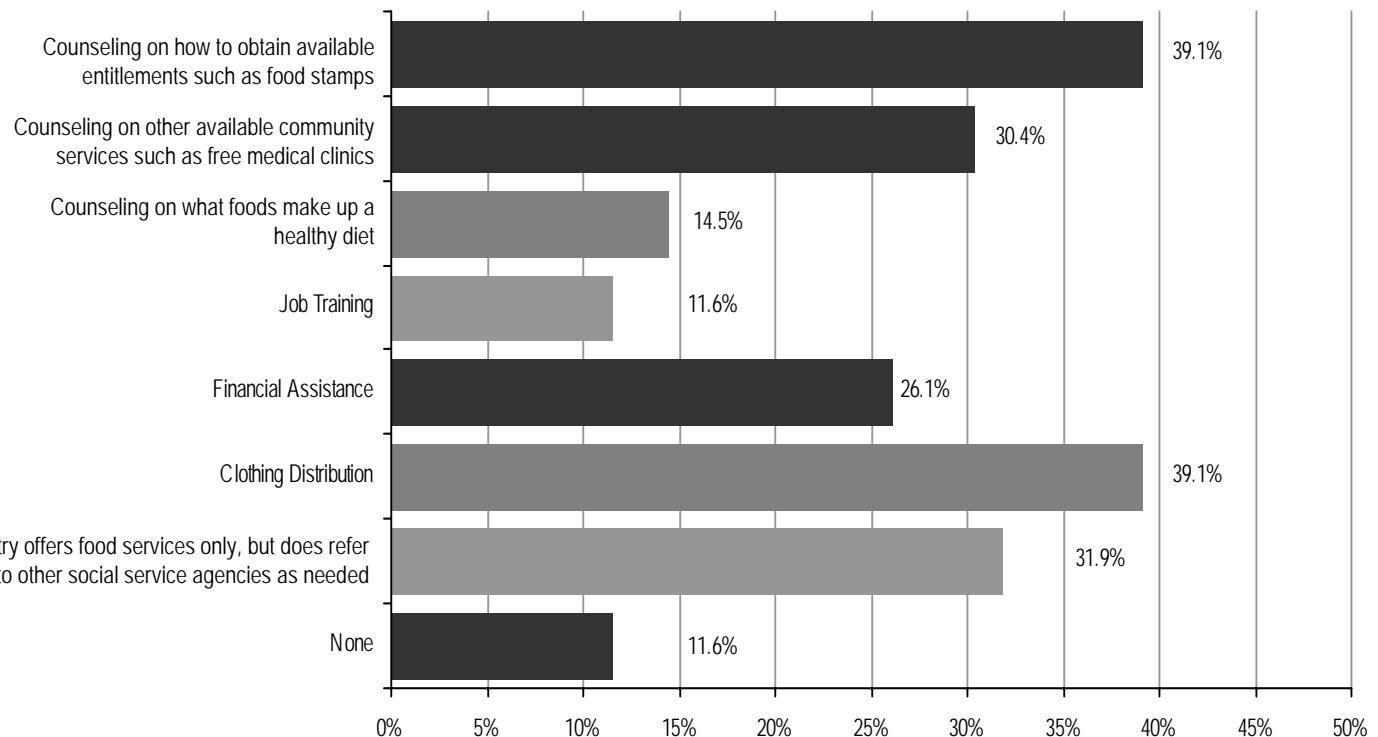
To meet other client needs, a number of pantries provide additional services to clients beyond food distribution. 39% of pantries counsel clients on how to obtain available entitlements such as food stamps, and 39% of pantries provide clothing distribution. Almost 1/3 of the pantries provide counseling on other available community services such as free medical clinics. 26% of the pantries provide financial assistance to clients. Nearly 32% of pantries report that they only offer food services but that they do refer clients to other social service agencies as needed. Only 11.6% of pantries surveyed indicate that they provide no other service or counseling to their clients about outside services.

Some pantries provided additional clarification on services they offer other than food distribution as follows:

- Pantry provides furniture when available.
- Pantry works with the local Extension Office to provide healthy diet and cooking information.
- Pantry refers clients to other social service agencies as needed.
- Pantry assists with vehicle repair, bus transportation, purchase of prescription medications, gasoline to sustain employment and work clothes.
- Pantry provides local job listings.
- Pantry provides tutoring services.
- Pantry is part of a Family Resource Center so participants can come to the office and access any services needed for the family. Staff regularly offer services to families by handing out flyers, brochures and business cards.
- Pantry provides assistance with emergency shelter, permanent housing, Medicaid counseling, Homeless Intervention Prevention Program, transportation assistance, furniture/household items, and case management for supportive housing.
- Pantry provides rent/utility assistance and prescription drug assistance.
- Pantry provides free books and videos.
- Pantry assists with school supplies and school uniforms.
- Pantry operates a low cost thrift shop.
- Pantry assists with toy distribution to needy children.
- Pantry assists with money management programs.
- Pantry operates an on-site medical clinic, legal clinic and social services program.

Other Services Food Pantries Provide

Other Services Food Pantries Provide





Ward Family Foundation, Inc.

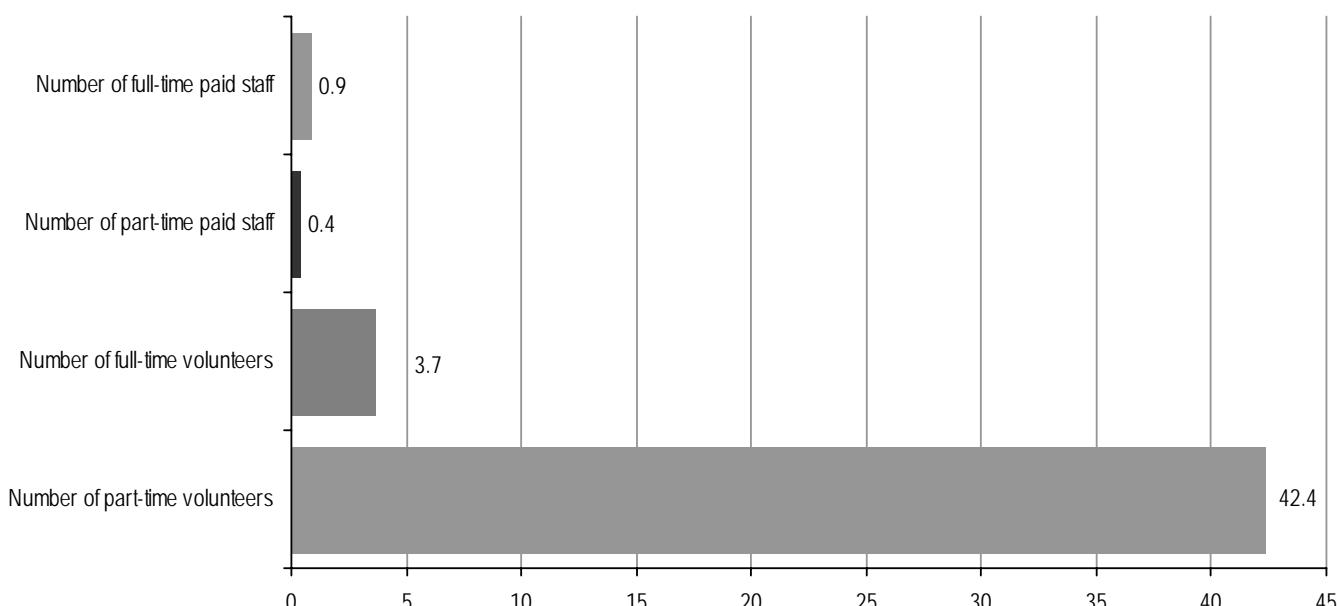
Food Pantry Administrative Issues

Food Pantry Administrative Issues

Pantry Staff

Food pantries depend heavily on volunteers. The pantries that participated in our study have, on average, 42 part-time and almost 4 full-time volunteers who support their pantry in some capacity. Nearly 60% of the pantries responding to our survey rely exclusively on volunteer staff. Pantries that have paid staff report, on average, that pantry staff are paid \$9,300 per year. The salaries reported for individual staff ranged from \$4,000 - \$74,880.

Pantry Staff (average)



Most pantries (67.7%) do not work with any kind of staff position descriptions. Several pantries that do work with such descriptions provided them to WFF to be included in this study. They can be found at Appendix B.



Food Pantry Administrative Issues

Pantry Budgets

Our survey was completed by pantries of varying sizes. Nearly 36% of these pantries serve between 51 and 300 individuals each month, while 10% of them serve over 2,000 individuals each month. Some pantries depend entirely on volunteer staff, while others operate entirely with paid staff. As one would expect with these kinds of disparities, the budgets reported vary widely. The average budget of pantries responding to the questionnaire is \$78,733. The highest budget amount reported was \$1,213,808 for a pantry that serves over 2,000 individuals each month. The lowest amount reported was \$500 - \$700 annually for a pantry that serves between 301 and 500 individuals each month.

Most of the pantry budgets (53.6%) are used to cover the cost of product purchases at the local food bank. Nearly 19% is spent on the purchase of food at retail and wholesale establishments, while 12% is spent on staff salaries. Only 3.3% of pantry budgets are used to cover the cost of pantry rental space.

Some pantries provided additional information on how their money is spent as follows:

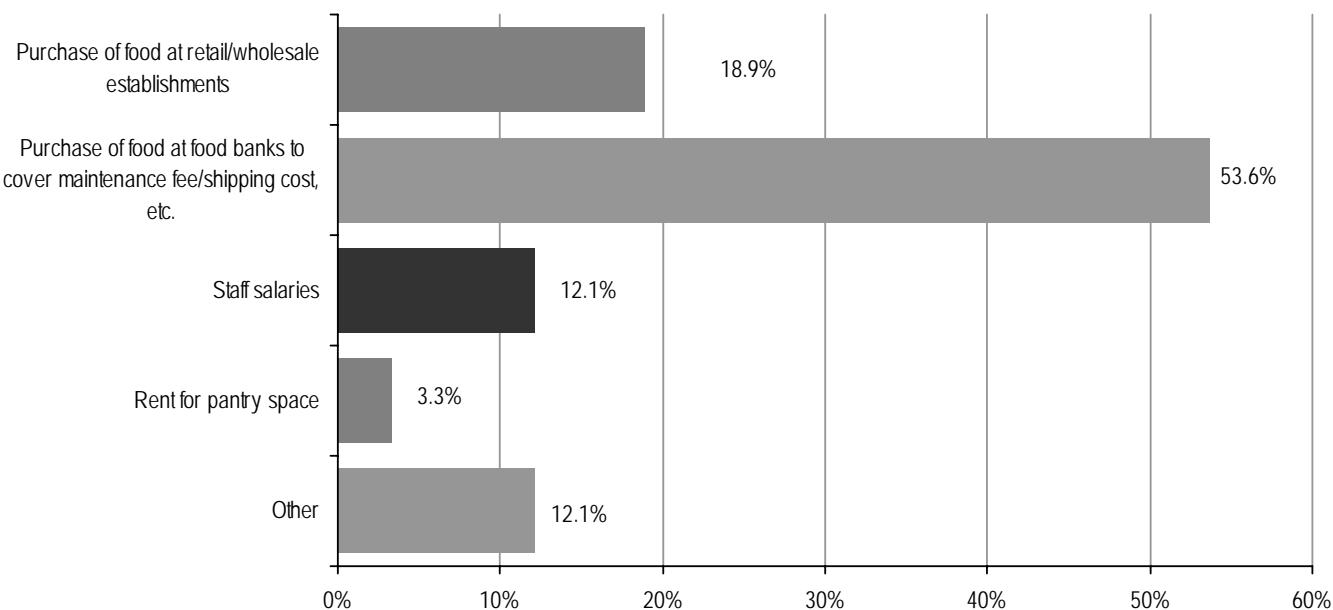
- 5% on vehicle (food transportation) costs.
- 25% on utilities.
- 50% on mortgage.
- 10% on medications for those in need.
- 10% on transportation and supplies.
- 5% on Internet service.
- 10% on phone, copier supplies, tape and boxes for food drives, membership dues to the food bank and food coalition.
- 1.5% on program supplies.
- 5% for bags, print cartridges for printer and copier, paper for reports/declaration forms. Larger purchases such as freezers and carts are approved by a board of directors.
- 12% on food delivery fees, 4% on food packing materials and 37% on non-food products.
- 58% on “related expenses”.

See table to follow:

Food Pantry Administrative Issues

Pantry Budgets (continued)

Where Pantries Spend Their Funds



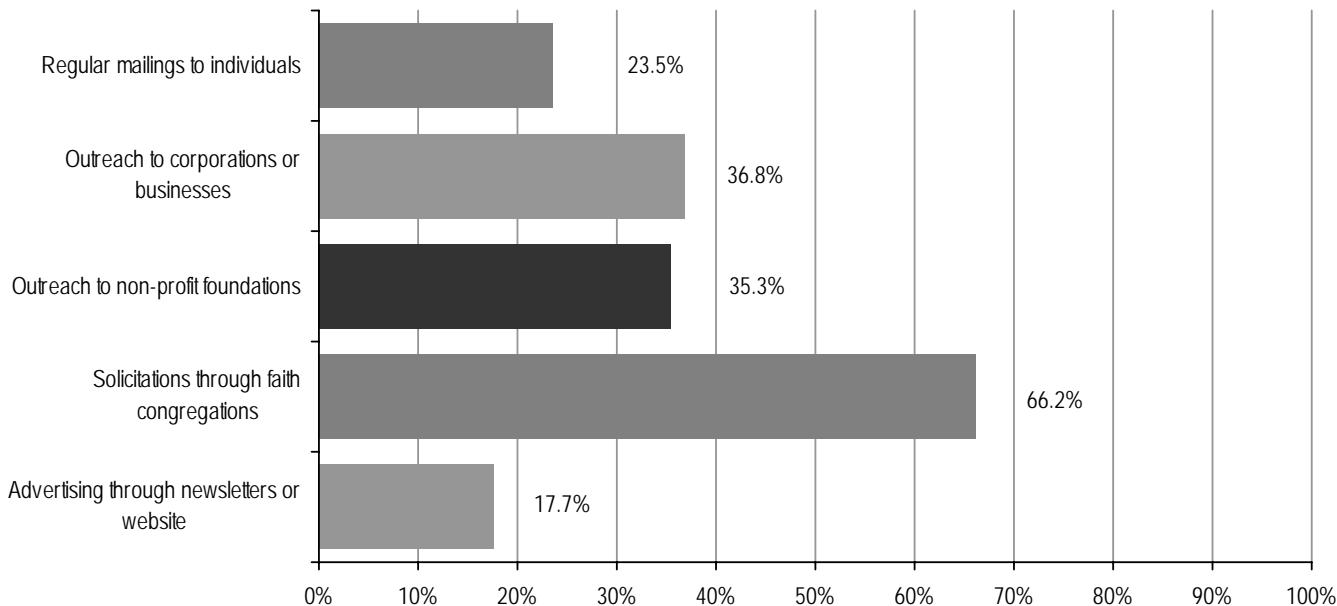
Pantries depend most on the faith community for their financial support: 66.2% of the pantries solicit funds through faith congregations, and nearly 30% of their funding actually comes from faith congregations. Individual contributions are also critical: 23.5% of the pantries solicit funds through regular mailings to individuals, and pantries report that individual contributions make up nearly 26% of their funding. While pantries make a fairly substantial outreach to corporations or businesses – nearly 37% of pantries solicit funds from them – only 7.3% of their funding actually comes from corporations or businesses. Similarly, 35.3% of the pantries solicit funds from non-profit foundations, but they report that only 15.3% of their funding actually comes from these non-profits. Only a small percentage of funding (7.2% and 5.5%) reportedly comes from state and local government funds and federal funds, respectively.

See tables to follow:

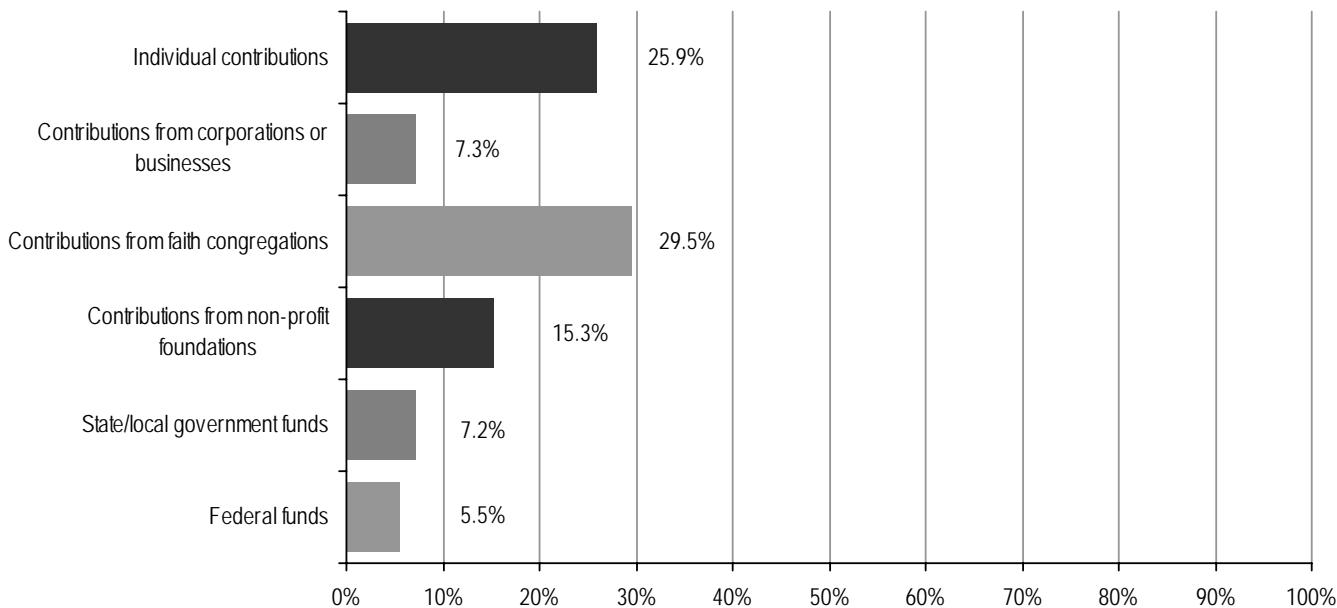
Food Pantry Administrative Issues

Pantry Budgets (continued)

Where Pantries Solicit Funds



Pantries Funding Sources





Food Pantry Administrative Issues

Pantry Budgets (*continued*)

We asked pantries to tell us about any other ways they solicit funds. Following are the responses we received:

- Pantry uses very little solicitation; 90% of our donations are volunteered to us.
- Fundraisers.
- Walk Against Hunger (annual event).
- Annual community service.
- United Way.
- Church donations.
- Fairs, churches.
- Newspaper articles and presentations in the community, Rotory Lions, Kiwanis Clubs, Moose, Elks, Eagles, Game and Fish.
- Pantry is part of the budget of the church that sponsors it.
- All donations are voluntary.
- Newspaper.
- City contract.
- FEMA and city funding.
- Town and county funding.
- Fundraising dinners and silent auctions.
- United Way/Combined Federal Campaign.
- Community food drives/community events.
- Government funding opportunities.

We also asked pantries to tell us about funding sources, by percentage, other than those specified on our questionnaire. Following are the responses we received:

- 23% United Way.
- 20% fundraising.
- 45% local organizations.
- 20% - pantry receives gifts from Disabled American Veterans and other groups that refer clients to it. The amount pantry receives from non-profit foundations varies from year to year depending on grant applications. The pantry gets money or foods through the food bank that are purchased using FEMA



Food Pantry Administrative Issues

Pantry Budgets (continued)

funds. The amount varies. Many churches, schools, and scout organizations give food and or funds to the program.

- 19% United Way, 1.3% organizations.
- 58%, including 57% in-kind donations.

We asked pantries to describe their most successful funding strategies. Following are the responses we received:

- Doing a responsible job and individual thanking of all the people involved in getting us what we need.
- Direct Mail.
- One foundation gave us a grant of \$10,000 and has repeated that grant. We have also gotten one sizable federal government grant but that is not likely to happen again.
- Our fundraisers (Auction, Festival of Trees, etc.).
- Direct appeal to congregants and other interested individuals.
- Walk Against Hunger.
- Individual donations.
- Mailings.
- Before Thanksgiving, all churches have a service to donate money for turkeys.
- Word of mouth and e-mails to meet our needs for food.
- Grants, donations.
- Personal appeal.
- Solicitations (letters and personal contact).
- Church collections.
- Our group sponsored 5th Sunday dinners for contributions to food pantry.
- Having a local "Fair" where we get matching funds from TRIVENT.
- Houses of Worship.
- Donations only.
- School food drive.
- Golf outing.
- Evidence that we meet the needs of the inner city.



Food Pantry Administrative Issues

Pantry Budgets (continued)

- Word of mouth, articles about our pantry, contacting local clubs and churches.
- Word of mouth from successful operations.
- United Way.
- Food drives and church donations.
- Keeping records so others can see the results of our efforts.
- Stories of helping families in need told to churches.
- Securing contract.
- Promote Great Love Spirit.
- RFP process.
- Faith.
- FEMA/e-mail outreach.
- Presentations to other churches and groups. Also, grant applications.
- Annual Feinstein Challenge.
- A local community health foundation has pledged annual grant support for three years which has funded 90% of the pantry's budget. The pantry also makes power point presentations to a local church which has generated committed monthly support.
- Congregation donations.
- Tapping into a nearby retirement community.
- CSBG grant funding.
- To continue to meet schedule for picking up USDA and bread products for small maintenance costs.
- Collect from church members.
- Pantry is part of the regular church budget.
- NAP Grant.
- Gifts from individuals.
- Pantry tells its local ministerium of churches of its needs and they give pantry what they can.
- Direct mail to more households; purchased new mailing list.
- Publicizing our simple and clear mission.



Food Pantry Administrative Issues

Pantry Budgets (continued)

- Individuals provide the most reliable source of revenue with the greatest opportunity for growth. Donors are solicited through direct mail appeals (in-house and prospect), newsletter, special events and one-on-one solicitation. In total, individual donors comprise 40% of pantry's revenue.

Despite the fact that pantries depend heavily on the faith community and individual contributions, where one might expect to see donation amounts fluctuating each year, 72.5% of the pantries say they consider their funding sources to be stable and dependable.

Internal and External Evaluations of Pantries

Most pantries (79%) do not conduct any formal self-evaluation of their pantry operation and slightly over half (53.6%) have ever been evaluated by an independent party. For pantries that say they conduct formal self-evaluation, following are the clarifications they provided about the methods they use:

- Director evaluates what works and doesn't work and changes are made.
- Evaluation is done by pantry Board of Directors.
- Pantry works with the Food Bank and is in the process of introducing elements of client choice. Pantry says that it is in a constant state of evaluation and improvement.
- Pantry reports that staff often meet to discuss best practices in food pantry operations.
- Pantry holds regular meetings.
- Pantry uses client questionnaire.
- Pantry uses daily checklists for cleanliness and on whether equipment is operating properly and monthly meetings with staff and volunteers on how things are going. Clients are invited to write or verbally pass on comments.
- Pantry holds quarterly meeting reviews.
- Pantry holds workshops.
- Board meeting evaluates processes, food lists, etc.
- Pantry does client satisfaction surveys.
- Pantry watches what moves and talks to clients.

Pantries that have had independent parties evaluate their pantry have the following to say about whether the experience was helpful and, if so, how:

- It gives us insight into areas we sometimes overlook. It makes our operation run more smoothly.



Food Pantry Administrative Issues

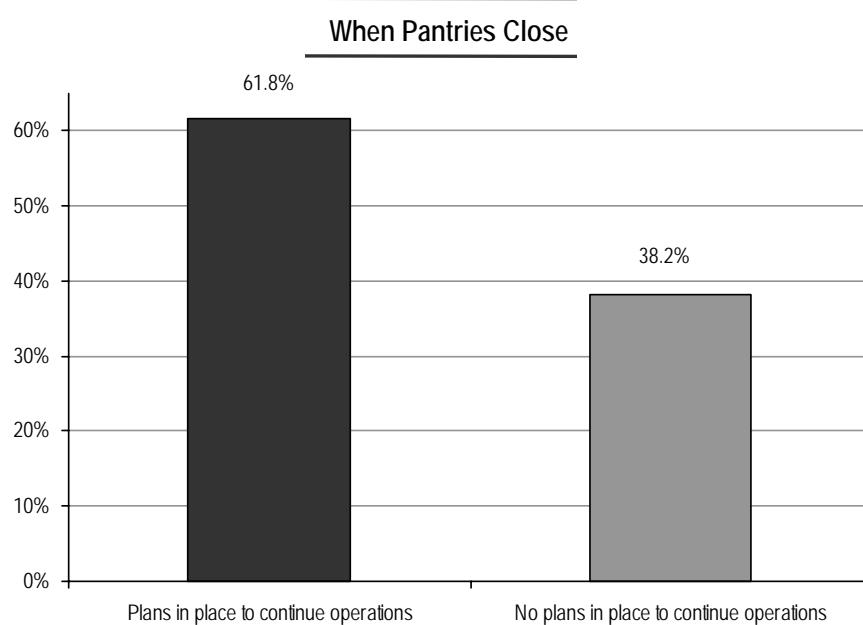
Internal and External Evaluations of Pantries (continued)

- The Food Bank did a survey and site visit. We usually do well on those evaluations.
- This process enabled us to have another set of eyes critique our effectiveness and make suggestions that would benefit the organization.
- Corrections made with positive feedback.
- Yes; verified operational strength.
- Yes; gave advice on making rules.
- State evaluated; provided a pat on the back.
- Learned about keeping freezer at certain temperature.
- The Food Bank of the Rockies, Department of Family Services, County Health officials. The inspections are helpful because it reassures us that we are operating in the safest manner to provide product to our clients.
- America's Second Harvest inspects. Keeps us in line with temperatures in refrigerator and freezers, etc.
- Yes, helps us to keep current.
- Minor changes were made as a result
- Yes, changes were made.
- Board of Health inspection provided helpful guidelines.
- Made some of our food categories more streamlined and actually follow USDA guidelines about ingredients and where to sort food items.
- The food bank points out any problems observed concerning storage, records and recommends changes as necessary.
- It documented that the pantry helps to make ends meet.
- We have an annual inspection by our local food bank for compliance of storage, etc. However, we have not had an independent evaluation of our methods or food resources.
- Always helpful; they convinced us to try client choice.
- Dietary evaluation; revised menu.
- The evaluation gave us insights into how to do things more efficiently.

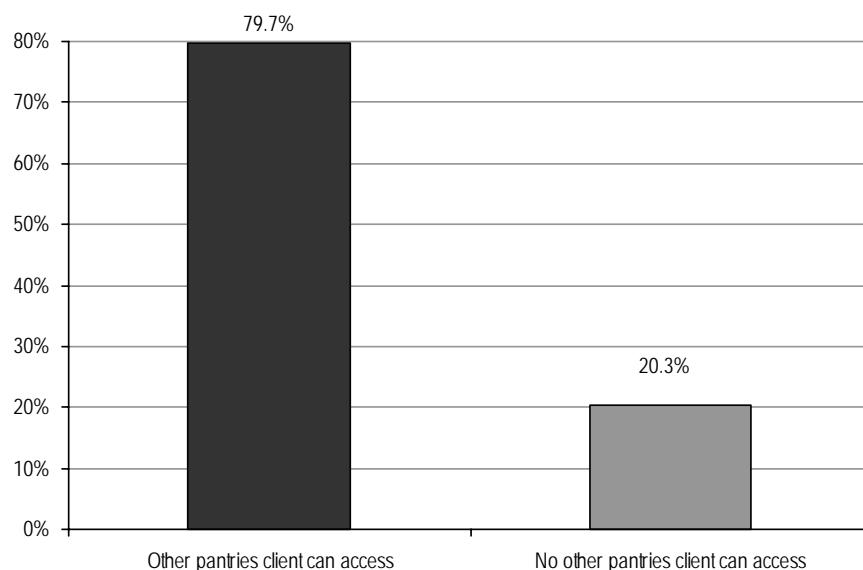
Food Pantry Administrative Issues

When Pantries Close

The majority of pantries (61.8%) have in place a plan to ensure continued operations should its key staff leave, but that leaves a sizable percentage of pantries (38.2%) that could face a disruption in its services in the event of staff turnover. Most pantries (79.7%), however, report that there are other pantries within their immediate area that clients can also access.



Client Access to other Pantries



Food Pantry Administrative Issues

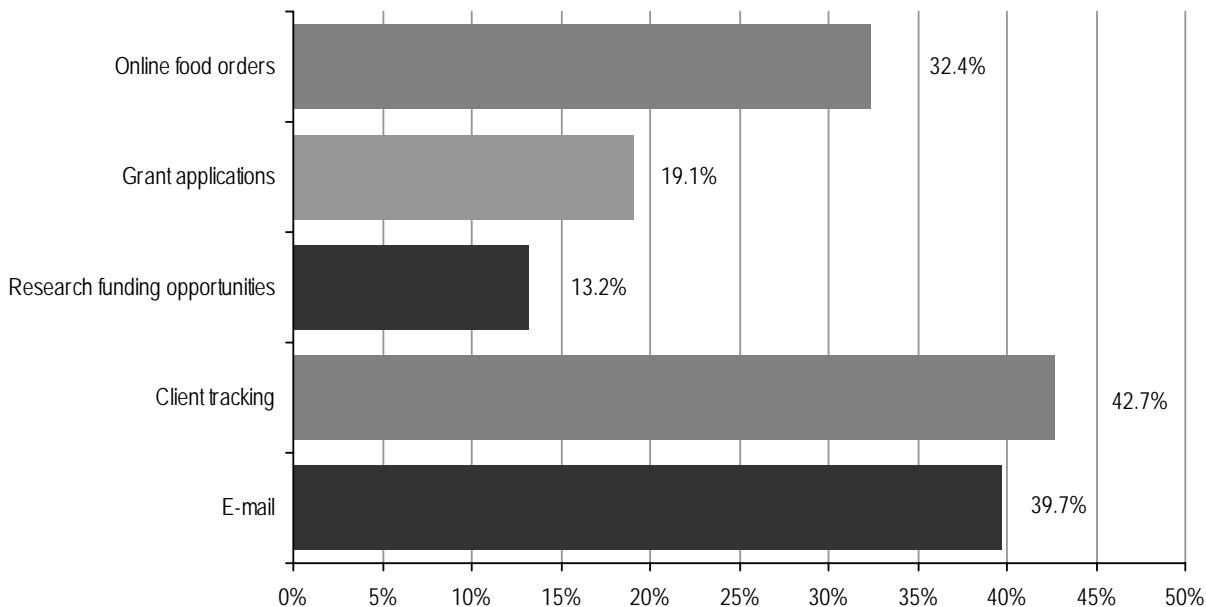
Pantry Use of Computers

Fewer than 1/4 of the pantries have a dedicated computer that they use in support of food pantry operations. Those pantries that do have access to computers report using them as shown in the table below. Two pantries report that they use computers belonging to their pantry volunteers or, in one case, to their church to produce a pantry newsletter. Additional clarifications received on how pantries use computers follow:

- Pantry uses a computer for accounting.
- Although there is a dedicated computer donated for the pantry program, it is generally used for administrative purposes as needed. Most ordering, database maintenance, monthly reporting, quarterly reporting and inventory control are maintained on a personal lap top. A personal online account is also used to order food. There is online access at the pantry's church, but there is not a drop where the computer for this program is located.
- Pantry uses a computer for food and financial donations and for general accounting.
- Pantry uses a computer to produce informational handouts and thank you letters to donors.
- Pantry has two pantry sites which are fully networked. All clients are in the pantry's database and each food pick-up is logged in the database on dedicated computers in the pantries.

Only 23.5% of the pantries have a website.

Pantry Use of Computers





Food Pantry Challenges and Reasons for Success



Food Pantry Challenges and Reasons for Success

Our survey asked pantries to describe the greatest challenge(s) they face. Following are the answers they provided:

- Not enough time/volunteers.
- Huge increase in need and decrease in food resources.
- We have very little space so even if we wanted to operate like a market, we could not do it.
- Keeping food shelves stocked.
- We face the economic struggle daily. Few resources and many hungry people.
- Having enough food during summer period; transportation to pick up food at food bank.
- Funding.
- Having enough food to give out all year long.
- Getting enough food from July to October when people are not thinking of our needs.
- Funding.
- Need for more space.
- Not enough meat products.
- Funding.
- Having sufficient supplies for our clients.
- Not enough resources.
- Dwindling supply of food at Food Bank.
- Money.
- Space.
- Maintaining an inventory that meets the demand of ever increasing numbers of clients.
- Lack of space.
- Keeping a wide variety of types of food.
- The needs and wants of people.
- Food shortage.
- Maintaining good volunteers.
- Finding help in areas where we cannot help.
- Increasing numbers of families that need food assistance with a limited amount of resources.
- Adequate funding.



Food Pantry Challenges and Reasons for Success

- Providing adequate food.
- Because of distance from the food bank, we miss out on a lot of items for pick up; also the pantry continually grows due to the local economy; the pantry has 10/15 new applicants each month.
- Growing numbers of those in need.
- Continued finances to keep open.
- Continued funding.
- Not enough food.
- Not having enough food.
- Having food available.
- Having enough products to meet the needs of the community's needy.
- Limited income/limited space.
- Reducing dependency.
- Meeting needs, not enabling poor choices and decisions.
- Inadequate amount of food.
- Space and volunteers.
- Getting good quality food from Food Bank.
- Language capacity and maintenance of volunteers.
- Turning from church project to stand-alone nonprofit (earlier this year).
- Lack of food for the numbers serving/requesting food and lack of variety of food to allow people to "shop" for their specific needs.
- Keeping up with the demand for assistance with limited funding and staff.
- Finding enough money to purchase food to help all those who need our services.
- Physically able people to unload food when delivered. Funding to purchase food for pantry. Number of personnel trained and available to process USDA paperwork. Personnel qualified to utilize our automated reporting system.
- Keeping the shelves stocked, cuts of the bonus items from USDA has deeply impacted our pantry.
- Maintaining enough inventory to fill orders.
- One of our greatest challenges is having access to sufficient food supply at our local food bank. We have seen a 50% increase in visits to our pantry since this time last year and are needing more



Food Pantry Challenges and Reasons for Success

nonperishable food for our pantry. Thankfully, our local government has contributed FEMA money to our local food bank which allows us to access FEMA food for our pantry. Without this access, we would be hard pressed to keep sufficient food for our pantry without having to continually purchase food products at the retail level. Space is another huge challenge we are facing.

- Finding volunteers and donations.
- Keeping staff consistent.
- Need of more choices of food.
- Need for empty boxes to distribute food.
- Getting clients through in a timely fashion.
- Supplying ethnic foods.
- The increasing number of individuals needing our help, especially families with children.
- Rising food costs and decreasing USDA contributions.

Our questionnaire also asked pantries to tell us what they believe most contributes to their pantry's success. Following are the answers they provided:

- Dedication by present volunteers.
- Volunteers have small jobs to avoid burnout and we all appreciate each other. We pray together and listen to each other and try to be understanding of each others' differences and come to equitable solutions if problems arise. We consider ourselves a family. Volunteers who do not share the service mentality of the whole usually do not stay long. We seem always to have volunteers with particular talents we need from recycling to carpet cleaning to legal services, and they are all very willing to donate their skills. We make use of Boy Scouts, Home Schoolers and kids who are in trouble and need service work. I don't know how it works, but it seems that when we need something, it shows up.
- The operational model. It is efficient and gives people choices.
- The faithfulness of our donors and a dedicated staff who care about people.
- Generous contributions.
- The fact that we love the people and want to serve them in any way possible. We are service oriented.
- Support from the community (volunteers, food, funding).
- The people.
- Interest of others in funding; volunteers.
- Our volunteers who enjoy what we do.
- Local not-for-profit foundation being available for us to depend upon.



Food Pantry Challenges and Reasons for Success

- Grants, donations.
- The dedication of the volunteers, and the fact that the pantry is staffed entirely by volunteers, allowing the pantry to use 100% of its raised funds to purchase products for distribution; pantry is also well-organized with an established routine.
- Prayers.
- Dedicated staff.
- Sincerity of volunteers.
- Supervision, expertise and leadership.
- Great volunteers.
- Word of mouth results in lots of food being given out.
- Dedicated volunteer staff.
- Volunteers.
- Canned goods.
- The want to make a difference in the community with the seniors.
- Being well organized.
- Staff and volunteers.
- Public awareness.
- Volunteers and faithful contributors.
- Lots of love, patience and wonderful volunteers; pantry also noted that one of its biggest helps is a connection with the local correctional center. That center usually sends 6 or 8 inmates monthly (2 days). They help unload trucks and pack boxes. Also, they help with set up and clean up.
- Our faith.
- Willing spirit to serve.
- Community support and sufficient number of volunteers.
- A wonderful church congregation.
- My volunteer.
- Generosity of congregations and community schools and businesses.
- The Lord.
- Continuity and simplicity.
- A loving environment.



Food Pantry Challenges and Reasons for Success

- Commitment of staff and local churches to see that our food pantry is a useful part of our ministry to the community.
- Supplements low income needs.
- Volunteers.
- Partnership established with Food Bank and School Administration.
- Quality and quantity of food, respect by program of participants and hard work by staff and volunteers.
- The volunteers and people who run the pantry are people who came to get food; the pantry is run for and by the same people.
- Staff.
- God's grace and kindness to all of those in need.
- Longevity of the staff.
- Volunteer attitudes. All clients are treated with respect.
- Community support.
- We treat our clients with dignity and respect by allowing them to participate in choosing the foods their families need and enjoy. Our volunteers interact on a personal level with each client who visits our Center and often times we have opportunity to pray and share the love of Christ with them. Our service area is a specific area of our county and we are well acquainted with families in the area.
- Dedicated volunteers.
- The desire of our volunteers to remain diligent and caring towards those we serve.
- The Lord and our church members.
- Volunteers.
- Great volunteers and a good choice of food.
- The networking of pantry director and community support.
- Our community support through the churches and our large group of volunteers.
- We operate in a wealthy and generous community.
- Great support from the county government and the community.
- Food Bank.
- Excellent staff, great volunteers, good reputation, wrap-around services.



Ward Family Foundation, Inc.

Food Pantry's Relationship to the Community

Food Pantry's Relationship to the Community

Determining Community Need

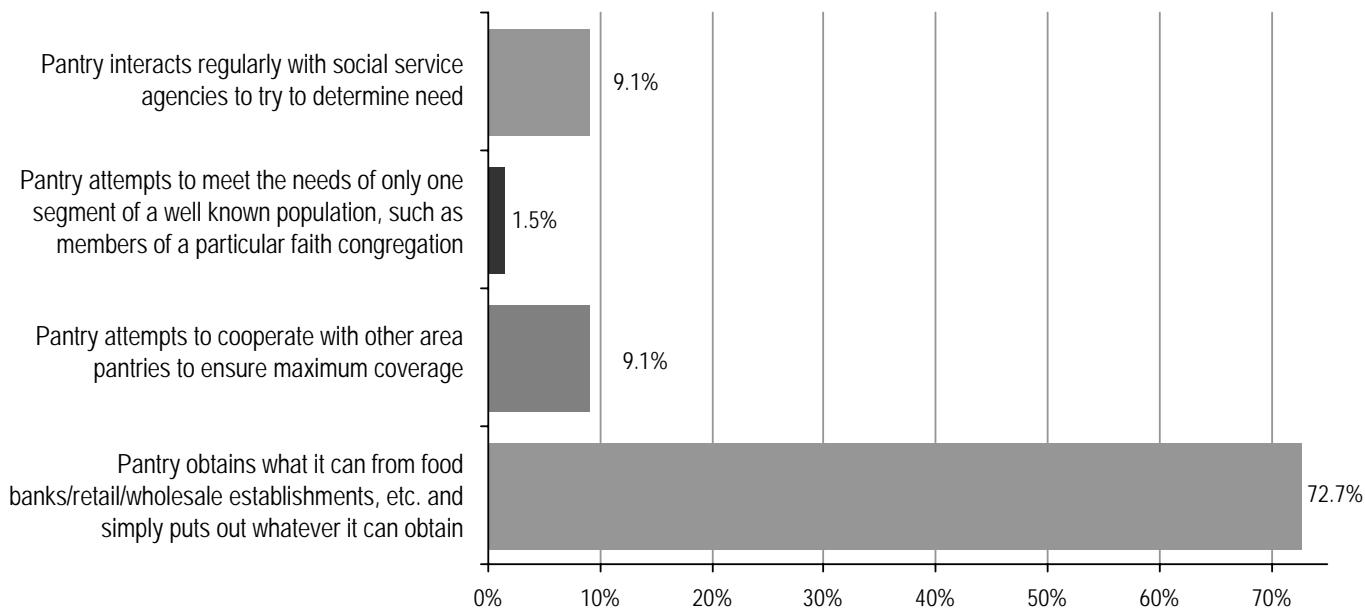
Few pantries interact with other members of the community such as social service agencies or other area pantries to try to determine community need. A sizable percentage of pantries (72.7%) report that they simply obtain what they can from food banks, retail establishments, wholesale establishments, and other sources and put out whatever they can for clients to access. Only 9.1% of pantries interact regularly with social service agencies to try to determine the community's food need. A few pantries provided additional information on the question including a description of a comprehensive approach to determine community need that one pantry takes. That pantry looks at several things:

- whether grocery stores experience an increase in the amount of loss directly related to shoplifting or employee theft;
- whether there is an increase in the number of people eating at the community soup kitchen;
- whether there is an increase in the number of people receiving food stamps;
- whether there is an increase in the number of people using another area pantry as well as their own pantry.

If there are increases in all of these categories, especially in the area of grocery store loss, that indicates to the pantry that food availability is not meeting the community's needs.

Another pantry reports that it is undergoing a strategic plan and has just surveyed the community to try to better understand the food needs of the community.

Determining Community Need





Food Pantry's Relationship to the Community

Pantry Involvement in Public Policy Debate

Nearly 90% of pantries surveyed say they never participate in public policy decisions or legislative initiatives. However, several do specify that they are very proactive in this area and take these steps:

- Sponsor lectures and forums on poverty, try to keep abreast of current issues, and testify before the City Council.
- Testify at appropriations hearings and call state representatives.
- Provide education to the state legislature describing how increasing funds to purchase USDA Food Commodity items is a better use of scarce resources than for some of the other state funded programs. The pantry also educates federal elected officials on livable wage campaigns, minimum wage, Low-Income housing Trust Funding, Medicare Part D prescription drug plans, etc.
- Run an advocacy program focused on three core areas: 1) food/nutrition; 2) affordable housing; 3) health/mental health. The Food and Nutrition goals for 2008 include increasing accessibility to fresh produce for people living in low income neighborhoods and increasing access and ease in applying for food stamps by becoming a Food Stamp Application site.



Ward Family Foundation, Inc.

Appendix A



Appendix A

Alabama

Catholic Social Services, Chatom; 251-847-2708
Regency Church of Christ, Mobile; 251-345-8050
Samuel Chapel AME Church, Prichard; 251-456-7588

Alaska

Bristol Bay Native Association, Dillingham; 907-842-3663
Chugiak Eagle River Food Pantry, Eagle River; 907-694-5228

Arizona

H.O.P.E. Outreach, Mesa; 480-844-4487
Round Valley Cares, Inc., Springerville
Society of St. Vincent De Paul of All Saints Church, Mesa; 480-985-7693
Taiwan Buddhist Tzu Chi Foundation, Chandler; 480-838-6556
Tri-Community Food Bank, Inc., Mammoth; 520-487-2010

California

Derek Silva Community, San Francisco; 415-575-3830
The Food Pantry, San Francisco; 415-695-0416
John Muir Elementary School, San Francisco; 415-241-6335
OMI Family Resource Center, San Francisco; 415-406-1370
South Coast Fellowship Food Pantry, Ventura; 805-658-7223

Colorado

Food Share, Fort Collins; 970-530-3110
Food Chare, Loveland; 970-530-3110

Connecticut

Enfield Food Shelter, Enfield; 860-741-7321
MACC Pantry, Manchester; 860-647-8003

District of Columbia

Bread for the City; Washington, DC; 202-265-2400
Father McKenna Center, Washington, DC 202-842-1112

Florida

Faith Based Human Care Network Altoona Food Pantry, Altoona; 352-669-1382
Our Lady of the Lakes/St. Vincent De Paul Society; Deltona; 386-860-0603
Semoran Food Pantry, Orlando; 407-658-0999
St. Joseph Food Pantry, Moore Haven; 863-946-0696
St. Paul's Food Pantry; Leesburg; 352-787-6354
St. Vincent de Paul, Apopka; 407-886-4602

Georgia

Joseph House, Hinesville; 912-876-3115
Life Enhancement and Enrichment Program, Inc., Savannah; 912-233-9767
Savannah Baptist Center, Savannah; 912-232-1033
Tri-State Food Pantry, Inc., Trenton; 706-657-4887



Appendix A

Indiana

Chapel Rock Food Pantry, Indianapolis; 317-247-9739
Community Care of Garrett, Garrett; 260-357-3315
Community & Churches Food Pantry, Winchester; 765-584-1250
Harlan/Grabill Food Pantry, Harlan; 260-657-5364

Iowa

New Hartford United Methodist Church Food Pantry, New Hartford; 319-983-2322
Salvation Army, Waterloo; 319-235-9358
South Tama County Food Pantry, Tama; 641-484-4805

Maryland

The Fort Washington Food Pantry, Fort Washington; 301-248-4290
Tanner Community Resource Center, Oxon Hill; 301-839-8153

Mississippi

Saucier Community Food Pantry, Saucier; 228-832-3737

New Hampshire

Berlin CAP Food Pantry, Berlin; 603-752-3248
Friends of Forgotten Children, Concord; 603-753-4801

New Jersey

AC Rescue Mission, Atlantic City; 609-347-5517
E and L Caring Agency, Inc., Willingboro; 609-835-9696
Kaighn Avenue Food Ministries, Camden; 856-365-4496
New Mickle Baptist Church, Camden; 609-871-0865

New York

Blessed Sacrament Parish Food Pantry, Albany; 518-482-3375
Sacred Heart, Albany; 518-434-0680
Town of Bethlehem Food Pantry, Delmar; 518-439-4955

North Dakota

FM Emergency Food Pantry; Fargo; 701-237-9337
Nelson County Food Pantry; Michigan; 701-259-2225

Pennsylvania

Bethel-Tulpehocken; Bethel; 717-933-4060
Central Park UMC Food Ministry, Reading; 610-375-2662
Conrad Weiser Food Pantry, Robesonia; 610-693-8313
Northeastern Berks Pantry, Kurtztown; 610-683-7791

South Carolina

Restoration Ministries, N. Charleston; 843-478-5226

South Dakota

The Salvation Army, Watertown; 605-886-4030
Mobridge Food Pantry, Mobridge; 605-845-7855



Appendix A

Virginia

Arlington Food Assistance Center, Arlington; 703-845-8486
Boykins United Methodist Church Food Pantry, Boykins; 757-654-6888
Food for Others, Fairfax; 703-207-9173
Fishes & Loaves Ministry, Ocean View Presbyterian Church, Norfolk; 757-588-7775
First United Baptist Church, Gloucester; 804-693-5150
Grove Christian Outreach Center, Williamsburg; 757-887-1100
Jerusalem Baptist Church, Waverly; 757-294-0139
Link's Food Pantry, Newport News; 757-595-1953
Star of the Sea Outreach, Virginia Beach; 757-428-1244

Wyoming

Interfaith-Good Samaritan, Laramie; 307-742-4240
The Lord's Storehouse, Evanston; 307-444-8169



Ward Family Foundation, Inc.

Appendix B

JOB ANNOUNCEMENT

POSITION: Driver/Warehouse Worker

REPORTS TO: Executive Director and Warehouse Manager

SUMMARY STATEMENT OF POSITION:

Under the direct supervision of the Warehouse Manager, the Driver/Warehouse Worker performs two distinct functions: 1) drives [REDACTED] vehicles, primarily to pick up donated food, 2) performs duties as required in the warehouse.

PRIMARY DUTIES:

- 1) Driving
 - a) Pick up donated food and other products from retail establishments as needed.
 - b) Load the vehicle at the store and unload it at the warehouse.
 - c) Perform routine cleaning and preventative maintenance on [REDACTED] vehicles and report maintenance needed and damage that may occur to the Warehouse Manager.
- 2) Warehouse work
 - a) Help to unload and load vehicles at the [REDACTED] loading dock.
 - b) Weigh in and weigh out food.
 - c) Pack food boxes for distribution as required
 - d) Work with staff and volunteers to sort produce, canned good and other items for distribution.
 - e) Rotate with staff and volunteers to clean the kitchen area, offices, bathrooms and take out trash as necessary.

ADDITIONAL DUTIES: All other duties assigned, as requested by the Executive Director or Warehouse Manager.

SPECIAL REQUIREMENTS:

- 1) Must possess a valid driver's license
- 2) Must supply a clean DMV report
- 3) Must be able and willing to lift heavy loads

PREFERRED QUALIFICATIONS:

- 1) High school graduation or GED.
- 2) Understanding of and commitment to the work of [REDACTED]
- 3) Willingness to work on whatever job is required

STATUS:

- 1) Full time – 9:30 to 6 p.m., Monday through Friday
- 2) Hourly
- 3) Non-Exempt

BENEFITS:

- Paid vacation and sick leave
- Health insurance plan
- Retirement plan

For additional information please contact [REDACTED] at: [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

[REDACTED] Job Description

Position: Food Services Assistant

Reports to: Director of Food Services

Job summary:

Full time staff for Pantry is part of the paid and volunteer team providing a daily pantry program.

Hours: Monday through Friday 8:30am-4:30pm

Responsibilities:

1. Provides on-site supervision of Pantry during client use.
 - Maintains a safe and welcoming atmosphere for clients.
 - Interviews clients and maintain demographic information in database.
 - Maintains client files
 - Supervises volunteers
2. Supervises Mobile Foodshare distributions
3. Secures and properly maintains storage of all foods and storage areas.
4. Prepares daily service delivery reports as required by funders and the Conference.
5. Assists in maintaining in-kind donation vouchers, records.
6. Assists Director with clerical and administrative tasks as requested.
7. Supervises or carries out daily site set up and clean up to meet health/welfare standards.

Reporting to this position: Volunteers and community service placements.

Physical demands / working conditions:

Must be able to stand for long periods of time and lift 40 pounds.

Qualifications:

1. Must have good communication and inter-personal skills.
2. Familiarity with Access database
3. Ability to work both independently and as a team in creating a supportive environment.
4. Willingness to work within agency policies and philosophies.

[REDACTED]

[REDACTED]

[REDACTED]

Job Description for the Executive Director*

EXECUTIVE DIRECTOR:

The Executive Director is the Chief Executive Officer of the [REDACTED]. The Executive Director reports directly to the Board of Directors and is responsible for the organization's consistent achievement of its mission and objectives. In program development and administration, the Executive Director will supervise the overall operation of the program and is responsible for each specific area as defined in the job description.

- **In specific committee responsibility, the Executive Director will:**

1. Assure that the organization has a long-range strategy which achieves its mission and toward which it makes consistent and timely progress.
2. Provide leadership in developing programs, organizational structure, and financial plans with the Board of Directors and implement the plans and policies authorized by the Board of Directors.
3. Promote active and broad participation by volunteers in all areas of the organization's work.
4. Maintain official records and documents.
5. Ensure compliance with federal, state, and local regulations.
6. Maintain a working knowledge of significant developments in the field.

- **In communications, the Executive Director will:**

1. Fully inform the Board of Directors about the status of the organization and all important factors influencing it.
2. Publicize the activities, the programs, and the goals of the organization.
3. Establish sound working relationships and cooperative agreements with local government agencies, community groups and organizations.
4. Represent the program and the point of view of the organization to agencies, organizations, businesses, corporations, and the general public.

- **In relationships with staff, the Executive Director will:**

1. Oversee and work jointly with the managers (Client Manager, Donation Manager, Event Manager, Grant Manager, Publicity Manager, Store Manager, Volunteer Manager) to assure effective operation.
2. Be responsible for maintaining sound financial practices.

- In relations with staff, the Executive Director will (continued):

3. Work with the Treasurer and the Board of Directors to develop a budget.
4. Assure that the organization operates within its budget.
5. Promote and develop fundraising activities and seek grants to ensure that the organization has adequate funds to fulfill its mission.
6. Conduct the official correspondence of the organization jointly with the president and the secretary of the Board of Directors.
7. Execute legal documents with the Board of Directors and the officers of the organization.

The duties of the Executive Director include but are not limited to the following:

- creation of a letter to be mailed to the churches and schools twice within a calendar year;
- completion of all forms and renewals required by [REDACTED], SSNA, TEFAP, FEMA, United Way, and all other organizations requesting information;
- maintenance of the [REDACTED] checkbook;
- payment of all bills, making copies of the bills and filing these for documentation, and forwarding copies of all bills to the Treasurer;
- tabulation of the end of the month statistics about client information and forwarding this data to [REDACTED];
- forwarding monthly bank statements to the Treasurer;
- submission of monthly expenses (fees, mileage) to the Treasurer for reimbursement;
- validation of [REDACTED] delivery invoices with items received and send a copy to the Treasurer;
- attendance at meetings of the [REDACTED] of Christian Churches;
- attendance [REDACTED] Rotary Club luncheon meetings;
- answering all phone messages and forwarding information to the appropriate manager;
- being available to receive bread and bakery items from the Adult Care Center;
- preparation, submission, and presentation of the application for the grant from the Town of [REDACTED];
- researching information about potential Federal grants;
- collaboration with the Store Manager to review inventory and order food and related items from [REDACTED];
- permission from the Town Council to place signs publicizing the Association of National Letter Carriers' Food Drive at specific locations;
- submission of editorial letters of appreciation to commend individuals and organizations who assist the [REDACTED] with fundraising and/or food drives;
- speeches to organizations about the mission and the operation of the [REDACTED]
- conducting tours of the facility;
- education of the public about the needs of the clients and the opportunities for volunteering at the [REDACTED]

- involvement the local schools with special projects (decorating holiday bags, etc.);
- maintenance of adequate supplies for printings and mailings;
- collaboration with the Events Manager to schedule, plan, and prepare for special events.

*Adapted from "JOB DESCRIPTION FOR EXECUTIVE OFFICER," Jan Masaoka as published in "BOARD CAFÉ," CompassPoint Nonprofit Services and the National Center for Nonprofit Boards, 706 Mission Street, San Francisco, CA 95126

2nd DRAFT - Created and adapted by [REDACTED] President/Secretary on June 4, 2007



Demographic Data Form

Name (*please print*) _____ Date: _____

Number of persons in household _____

Household Income \$ _____ Weekly _____ Monthly _____ Yearly _____

1. Are you (*please check one*):

Hispanic or Latino Not Hispanic or Latino

2. Race of household (*please check one*):

<input type="checkbox"/> Black	<input type="checkbox"/> American Indian or Alaskan native
<input type="checkbox"/> White	<input type="checkbox"/> Multi-Race
<input type="checkbox"/> Middle Eastern	<input type="checkbox"/> Other
<input type="checkbox"/> Asian/Pacific Islander	

3. Is yours a female-headed household? Yes No

4. Do you have one or more children under 18 years in your household? Yes No

5. Does anyone in your household have a permanent physical or mental disability which substantially limits one or more major life activities? Yes No

6. Is there anyone in your household aged 55 or older? Yes No

7. Is anyone in your household unemployed and seeking employment at present? Yes No

8. I am a current recipient of TANF Yes No

I am an ex-recipient of TANF Yes No

(updated 7/20/2007)

THE [REDACTED] SERVICE
[REDACTED] INTAKE POLICY

Our Community Emergency Assistance program is designed to alleviate a potential crisis in a client's life. Therefore, our services will be rendered, when available, upon a verifiable emergency. People find themselves in need of emergency assistance for a number of reasons and so it will be handled on a case by case basis.

- A. **FOOD PANTRY:** This assistance is based solely upon the availability of groceries in our pantry.
- B. **THRIFT STORE VOUCHERS:** Based upon availability of merchandise and established need, a voucher shall be issued for the following items from stock:
 - 1) Three full sets of clothing, one coat and one pair of shoes per household member as deemed necessary.
 - 2) Apartment needs and any other necessary items determined and approved by the Caseworker.
 - 3) Store Manager can determine which item can be vouchered if more than 1 exist.
- C. **LODGING AND MEALS:** NON-South Dakota Residents (Transients):
 - a. One night at the Drake Motor Inn/Guest House
 - b. One breakfast and one dinner per person at Coffeyville Café/The Grainery
- D. **TRANSPORTATION:** Gas Voucher or Bus Ticket
 - 1) **NON-RESIDENTS** (Transients) Gas Voucher
 - a. **Gas Voucher**
 - 1. Clients must have **Valid Driver's License**
 - b. **Bus Ticket**
 - 1. One way to either Sioux Falls, SD or Fargo, ND
 - 2) **SOUTH DAKOTA RESIDENT** Gas Voucher or Bus Ticket
 - a. **Gas Voucher**
 - 1. Clients must have **Valid Driver's**
 - 2. Evidence of a **Verifiable Emergency**.
 - b. **Bus Ticket**
 - 1. Evidence of a **Verifiable Emergency**. (One way only to Sioux Falls or Aberdeen , SD or Fargo, ND.
- E. **OTHER ASSISTANCE**
 - 1) **Utilities** – No Deposits -- \$50.00 on existing bill (one time per year)
 - 2) **Rental Assistance** -- No Deposits -- \$100.00 (one time per year)
 - 3) **Prescriptions** -- **Approximately \$20.00**; Original Prescription must be presented so amount can be determined before filling.

Client Intake

Added to Computer

Worker: _____
 Date: _____
 Referred by: _____

- Office Visit
 Phone

I. Description:

a) Client Information

NAME _____ S.S.# _____ AGE _____ D.O.B. _____

ADDRESS _____ HOW LONG? _____

TELEPHONE (H) _____ (W) _____ (Other) _____

TOWNSHIP _____ SCHOOL DISTRICT _____

MARITAL STATUS: M S Sep D NR WD

EMPLOYER _____ HOW LONG? _____

ADDRESS _____

JOB DESCRIPTION _____ EDUCATION LEVEL _____

b) Person System: Family/Household

NAME _____ S.S.# _____ AGE _____ D.O.B. _____

EMPLOYER _____ HOW LONG? _____

ADDRESS _____

JOB DESCRIPTION _____ EDUCATION LEVEL _____

Household Size	_____	# Black	_____	# Unemployed	_____
Sngl Hsehold Head	_____	# White	_____	Below Poverty	_____
# Female	_____	# Hispanic	_____	At/Near Poverty	_____
# Male	_____	# Asian	_____	Middle	_____
# Homeless	_____	# Nat. Amer.	_____	Upper	_____

- | | | | |
|---|--|---|---|
| <input type="checkbox"/> Aging | <input type="checkbox"/> Employ/Unemploy | <input type="checkbox"/> Legal | <input type="checkbox"/> Pregnancy |
| <input type="checkbox"/> Child Abuse | <input type="checkbox"/> Financial | <input type="checkbox"/> Lonely/Isolated | <input type="checkbox"/> Single Parent |
| <input type="checkbox"/> Children & Youth | <input type="checkbox"/> Fire/Disaster | <input type="checkbox"/> Marit Fam Conflict | <input type="checkbox"/> Student Needs |
| <input type="checkbox"/> Clothing/Furniture | <input type="checkbox"/> Housing | <input type="checkbox"/> Mental Health | <input type="checkbox"/> Substance |
| <input type="checkbox"/> Domestic Violence | <input type="checkbox"/> Hunger | <input type="checkbox"/> Physical Health | <input type="checkbox"/> Transportation |

c) CHILDREN

II. Informal Resources

Relatives/Friends:

NAME	RELATION	ADDRESS	PHONE #	TYPE

III. Societal Resources/Agencies

- Alcoholics Anonymous/Narcotics Anon.
- Area Agency on Aging
- A.H.E.D.D. Berks/Reading Area
- ALANON
- B.C. Children & Youth Services
- Berks Community Action Program
- Berks County Employment & Training
- Berks County Housing Authority
- Berks County Job Center
- Berks County Mental Health Association
- Berks Personnel Network
- Berks Visiting Nurse
- Berks Women in Crisis
- Big Brother/Big Sister
- Boyertown Multi Service
- Budget Counseling Center
- Caron Counseling Service
- Catholic Social Service Agency
- Central Penn Legal Services
- CHADD (Reading - Allentown)
- CONCERN
- Consumer Credit Counseling Service

- | | |
|-------------------------------------|------------------------|
| <input type="radio"/> | currently involved |
| <input checked="" type="checkbox"/> | information & referral |

- Dept of Public Welfare
 - Cash Assistance
 - Food Stamps
 - Medical Assistance
- Easter Seals
- Food Pantry: _____
- Goodwill Industry
- Head Start
- New Directions
- Office of Vocational Rehabilitation
- PIN
- Psych Counseling Agencies
 - Center for Mental Health
 - Family Guidance
 - Family Life Services
 - Other: _____
- Reading Rehab
- Red Cross
- Salvation Army - Reading
- Salvation Army - Service Unit: _____
- Service Access & Management/MHMR
- Sexual Assault Resource Center
- SHARE
- Social Security Office
- Threshold Rehabilitation Services
- Women, Infants & Children (WIC)
- Other: _____
- _____
- _____

IV. Formal Resources:

	ORGANIZATION	CONTACT PERSON	ADDRESS	PHONE	PERSONS INVOLVED	EXTENT OF INVOLVEMENT
CHURCH						
CHURCH						
CHURCH						
ORGANIZATION						
ORGANIZATION						
YOUTH GROUP						
OTHER						
OTHER						

Strengths & Skills	Need Areas

III. Financial

a) Assets:

Checking Acct: _____ Bank: _____

Savings Acct: _____ Bank: _____

Retirement Pension/ VA: _____

Other _____

b) Income:

HOUSEHOLD INCOME INFORMATION	(BI) - WEEKLY Gross - Net	MONTHLY Gross Net	ANNUAL	DOC. PRESENTED
EMPLOYMENT:				
SELF EMPLOYMENT INCOME:				
SOC. SEC. (GREEN CHECK):				
SOC. SEC. (GREEN CHECK):				
SSI:				
SSDI:				
SPOUSE (SSI):				
SPOUSE (SSDI):				
WORKMEN'S COMPENSATION:				
UNEMPLOYMENT COMP:				
RETIREMENT/PENSION/VA:				
RENT INCOME:				
INTEREST:				
CHILD SUPPORT:				
DPA CASH ASSIST.: CASE #:				
DPA FOOD STAMPS: CASE #:				
TOTAL:				

Expenses		A: Basic monthly expenses				B: Misc. non-monthly expenses				C: Delinquent bills or termination notices			
TYPE		A	B	C	Company	TYPE		A	B	C	Company		
Rent/Mortgage						Child Care							
Taxes						Child Support							
Utilities						Groceries							
Fuel						Food a.f. Home							
Electric						Cigarettes							
Gasoline						Alcohol/Drugs							
Cable						Pets							
Water						Haircuts							
Trash						Postage							
Phone						Laundromat							
Insurance						Entertainment							
Car						Subscriptions							
Health						Clothing							
Life						Layaways							
Home/Rent						Gifts & Donations							
Medical						Vacations							
Doctors						Christmas Club							
Hospitals						Dues							
Prescriptions						Other							
Car Expenses						Total Column Two							
Payments						Total Column One							
Inspec/Regis						Total Both Columns							
Repairs						Grand Total							
Credit Cards													
Debts													
Family													
Friends													
Total Column One													

I, the undersigned, hereby authorize [REDACTED] to release any or all information as needed to help provide me with necessary assistance. I do hereby release [REDACTED] from any liability as they seek to assist me.

CLIENT SIGNATURE: _____

APPLICATION FOR ASSISTANCE

Name _____

Social Security Number

911 Address _____

Referred By _____

Phone Number _____

Number of Children

Number of Adults

Number in Household

Spouse Working _____

Total Household Income Per Month

Employment

Applied for Food Stamps _____

Receiving Food Stamps

Reason for Needing Help

RELEASE

The applicant for assistance does hereby forever absolutely release the [REDACTED] Inc., and [REDACTED] Church, and any of its agents, employees, officers or assigns from any and all liability whatsoever of any kind which may arise from this application and the furnishing of any assistance whatsoever. I agree to notify the above of any change in household income or number of people in the household on my next visit after the change.

Signature of Applicant

Date

*****READ THIS STATEMENT BEFORE SIGNING BELOW:**

"I certify that the above information is true and correct. I certify that no other member of my household has applied for and received a USDA food allotment from this specific distribution. I understand that misrepresentation of need, or sale or exchange of USDA commodities is prohibited and can result in a fine, imprisonment or both."

Signature of Applicant

Date

Instructions for completing the Client Information Form

The [REDACTED] case worker MUST complete the Client Information Form on every client who wants assistance.

If the client does not want their name used, enter Jane or John Doe. Please check the files for a Jane or John Doe and add this client to that sheet.

Name: Print the clients last name, first name, age and sex to complete line.
Immediately, print the last name and first name at the top of the sheet then print the last name and first name on the side of the sheet for ease of filing.

Address: Print the address from the clients I.D. card. (Drivers license, etc.)

City: Print the city from the I.D. card.

Phone Number: Enter a working phone number. If they give a number from a neighbor or family member, enter the persons name.

Adult Name: Enter all adults living at the above address. Enter their relationship, age and sex.

Children Name: Enter the names of all children living at the address. Enter their relationship, age and sex.

Employer: Enter the name, address and phone number of the employer of the client.

Spouses Employer: Enter the name, address and phone number of the spouses employer.

Notes: Enter special items about the client that a future case worker should know.

Signature: The client must sign sheet.

Date: The case worker must enter the date and then sign the sheet.

In the first box there is:

TEFAP: Check if the TEFAP form was completed and signed.

Referral Given: Check yes if the Community Resource Sheet was given. Check no if it was not given.

Date: Enter the Date.

Bags Given: Enter the number of bags given.

Case Number: The case number will be entered by the recorder.

Each time a client comes for assistance, a new box will be completed.

If financial assistance is given, enter the amount in the box with the proper date.

Client Information Form

Name _____ Age _____ Sex _____
Last _____ First _____

Address _____

City _____ Phone # _____

Family Information

Adult Name	Relationship	Age	Sex

Children Name	Relationship	Age	Sex

Employer (Name, Address, Phone) _____

Spouse's Employer (Name, Address, Phone) _____

NOTES:

Release of Information: I hereby authorize _____ to request and/or release any and all information necessary to facilitate provision of services. Information must be correct under penalty of law.

Signature _____

Date _____

Case Worker _____

Date	Bags	Case #		Date	Bags	Case #
TFFAP		Referral	Yes	No		
Date	Bags	Case #		Date	Bags	Case #

HUMAN NEEDS FORM

Case Number: _____
Contact Date: _____
Initial Contact Date: _____
Service Requested: _____
Referred By: _____

PERSONAL INFORMATION

Name _____

Address	First	Last	Significant Other's name
Telephone	Street	City	Zip
DOB:	Social Security #:		
No. In Family:	Age:		
Veteran:	Marital Status: <input type="checkbox"/> Mar <input type="checkbox"/> Div <input type="checkbox"/> Sing <input type="checkbox"/> Sep		
Male	Female		
FemHOH	MaleHOH	TeenHOH	ElderlyHOH
Ethnic Background: <input type="checkbox"/> White <input type="checkbox"/> Black		<input type="checkbox"/> Hispanic	<input type="checkbox"/> Asian <input type="checkbox"/> NA <input type="checkbox"/> Other
Children:	Gender:	Age:	
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

Next of Kin/Conservator: _____

Address: _____

Phone: _____

Relationship: _____

SOURCE OF INCOME

Monthly Income: _____ Income

Level: _____

Employment: _____ SS/SSI/SSD: _____ SAGA: _____

Unemployment: _____ TANF: _____ Workers' Comp: _____

Child Support: _____ NONE: _____

VA: _____

Other: _____

RENT: Weekly _____ Monthly _____ Sec 8? _____

FOOD STAMPS: _____ Y _____ N Amount: _____

Employer: _____

Address: _____

REASON FOR NEED

No Income Temp Fin Set Back New Household Illness
Lost Job Lost Time Work Poor Budgeting Not eligible for Benefits
Change In Household Unemployment Benefits Ran Out
Removed GA Removed TANF Released from Institution
Other

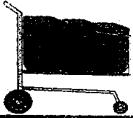
CONTRIBUTING FACTORS

Substance Abuse _____ New to Area _____ Domestic Violence _____
Mental Illness _____ Evict/Host Home _____ Expenses Exceed Income _____ Illness _____
Divorce/Separation _____

Assistance Granted: Yes _____ No _____
Type of Assistance: _____

CASE MANAGER: _____

SUMMARY OF INTERVIEW AND ASSISTANCE



CLIENT INTAKE FORM



CLIENT:	Last Name	First	MI	Disabled? Y or N
	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="checkbox"/>
	Address	Phone	Sex	DOB <input type="text"/> / <input type="text"/> / <input type="text"/>
	<input type="text"/>	(860) - <input type="text"/>	<input type="text"/>	<input type="text"/>

FAMILY:	Last Name	First	MI	Child/Adult	Disabled	YorN	Date Of Birth
	<input type="text"/>						
	<input type="text"/>						
	<input type="text"/>						
	<input type="text"/>						
	<input type="text"/>						
	<input type="text"/>						

INCOME:	WAGES EARNED	SS-SSI-SSD *	FOOD STAMPS	1/2 RENT SUBSIDY	OTHER
Amount:	<input type="text"/>				
Frequency:	<input type="text"/>				
Annualized:	1)	2)	3)	4)	5)

* SS = Social Security; SSI = Special Supplemental Income; SSD = Social Security Disability

RENT/MORTGAGE: _____
SUBSIDY IF ANY: _____
CLIENT PAYS: _____

TOTAL ANNUAL INCOME:
Add amounts in Boxes 1) through 5)
\$ _____

DECISION:

Qualified:
Weekly
Monthly
Not Qualified:
Documentation
Income

REMARKS: (Use other side if more space is needed.)

NOTE: The purpose of the [redacted] is to provide food to those in need who meet income guidelines. We are staffed by volunteers who have no professional training or expertise in food processing, packaging, storage, or distribution. We are no more qualified than you to determine the condition of food you receive. The [redacted] cannot take responsibility for its condition. For your own protection, we urge you to inspect the packaging and contents carefully for signs of tampering and for the condition of the food prior to use.

I DECLARE THAT I AM AWARE OF THE INCOME GUIDELINES THAT ALLOW ME TO RECEIVE FOOD AND HAVE PROVIDED OR WILL PROVIDE QUALIFYING DOCUMENTATION. I UNDERSTAND THAT THIS FOOD IS FOR MY FAMILY'S USE AND MAY NOT BE SOLD OR TRANSFERRED IN ANY MANNER.

CLIENT SIGNATURE: _____

[redacted] Interviewer: _____ Date: _____

**Food & Integrated Resources
INTAKE FORM**

Food Bank _____

Resident Transient

TODAY'S DATE:

Applicant's Name (Last, First, Middle Initial)

Street Address, City, Zip Code

Mailing Address, if different

Phone # _____
Emergency Phone # _____

PLEASE CIRCLE EVERYTHING THAT APPLIES TO YOU:

HOUSING TYPE:	FAMILY TYPE:	TYPE OF ASSISTANCE YOU NEED:	Income for past 30 days	Programs	
				Salary \$	Social Security SSI
Own/Buying Rent	F = Female Single Parent M = Male Single Parent	Food Box	Alimony \$	Does this household receive food stamps? Yes <input type="checkbox"/> No <input type="checkbox"/>	If "No", has household applied? Yes <input type="checkbox"/> No <input type="checkbox"/>
Homeless Other	A = Adults with Children S = Single Person N = Adults - no children O = Other	Child Support \$	General Assist \$	If "No", why not?	
		Unemployment \$	Interest/Other Income		
		No Income			

Were you or anyone in your household assisted with any of the above by any church, agency, or other organization in the last 14 months? YES / NO (CIRCLE ONE) If yes, by whom were you helped? _____

Language: English Spanish Other (circle one)	Number in Household	Number Employed	Monthly Rent/Mortgage \$	Monthly Utility Cost \$
--	---------------------	-----------------	--------------------------	-------------------------

PLEASE FILL OUT INFORMATION FOR ALL HOUSEHOLD MEMBERS BELOW

Race/Ethnicity	Relationship to Head of Household	Marital Status	Employment Status
W - White (1)	H = Head of HH	N = Never Married	F = Full Time R = Retired
B = Black (2)	S = Spouse	M = Married	P = Part Time O = Odd Jobs
N = Native American (3)	C = Child	S = Separated	U = Unemployed
H = Hispanic (4)	O = Other	D = Divorced	S = Seeking Employment
A = Asian (5)	F = Foster Child	NR = Not Related	N = Not available to work (disabled, student, etc.)
O = Other (6)	GC = Grandchild	W = Widowed	

(Adult) Household Last Name, First Name, Middle Initial	Birth Date	Age	Sex	Race	Relationship to Head of Household	Marital Status	Employment Status
1) APPLICANT	- - -	- -	M F				
2)	- - -	- -	M F				
3)	- - -	- -	M F				
4)	- - -	- -	M F				

ANSWER

STATEMENT OF TRUTH:

I swear and affirm that the information on this form is true and correct to the best of my knowledge. I understand that the information provided will become a permanent file with access limited to representatives of [REDACTED] and referral resources, and that no information obtained from this form and/or application shall be made public in such a manner that my dwelling or household can be identified.

I authorize the release of information. I understand that the food bank will keep this information confidential.

This consent, unless expressly revoked earlier, expires in ~~365~~ days.

RELEASE OF CONFIDENTIAL INFORMATION:

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FOR OFFICE USE ONLY

[REDACTED] Intake/Case Record

Surname/Apellido		First Name(s)		Woman's Maiden Name		Language
Address/Direction/Apartamento						Incoming Date
Telephone No./Telefono		Parish			<u>***Circle Ethnic Background(s)***</u> <u>Needed for United Food Bank</u>	
Family/Familia		Age	Date of Birth	Occupation/School/or Whereabouts if Away	Caucasian	African American
(1) Man/Esposo					Hispanic	Native American
(2) Woman/Esposa					Asian	Other
(3) Names of Single Children		Sex			<u>***Circle Marital Status***</u>	
(4)					Married	Single
(5)					Divorced	Widowed
(6)					Separated	Unmarried Couple
(7)					Rent	Own Home
(8)					<u>***Financial Assistance Information***</u>	
(9)					Salary	
(10)					Unemployment	
(A) Others in Household		Sex	Age	Date of Birth if known	Relationship to Head	Food Stamps
(B)						Soc. Security
(C)						Soc. Sec. Ins.
(D)						Welfare
(E)						AHCCCS
						AFDC
						WIC
						TOTAL:
						Rent/Own
						DIFFERENCE:

I authorize [REDACTED] to release any information to qualified persons/agencies pertinent to efforts which will assist me/us.

Signed: _____ Date: _____ Interviewer's Initials: _____ Date: _____

[REDACTED] Intake/Case Record