Program Evaluation Matrix

- **Program Name/Description and/or activities**
  Food Pantry Distribution Program: The core of Westmoreland County Food Bank’s (WCFB) work is to acquire food to distribute to needy people throughout Westmoreland County through a network of member agencies comprised primarily of volunteer-run, faith-based organizations. While a number of our member agencies are soup kitchens, shelters, and other on-site feeding programs, the majority of WCFB member agencies are food pantries that make up our Food Pantry Distribution Program. During 2018, WCFB distributed 6.8 million pounds of food. Each year, through the Food Pantry Distribution Program, over 18,000 unduplicated individuals throughout Westmoreland County receive food assistance from WCFB. This program represents 77% of our organizational effort.

- **How are we evaluating the effectiveness (outcomes/impact) of this program? What tools are we using? (e.g. surveys, focus groups, case notes, etc.)**
  Program effectiveness is measured in part by tracking the following: Is there an increase in pounds distributed? Is there an increase in the nutritional value of food provided? Is there an improvement in the quality of food? Are agencies/participants treated respectfully? Are there positive responses in agency and participant satisfaction surveys?

  The tools used are annual client and agency surveys.

- **What quantitative data are we collecting?**
  The monthly information gathered to evaluate the program is quantitative and includes the tracking of pounds of food received, food distributed and discarded, annual cost per pound of food distributed, warehouse employee costs per department/program, monthly inventory data, food pantry order accuracy, number of orders filled, sanitation, pest control, maintenance, safety data, and warehouse volunteer hours.

- **What qualitative data are we collecting?**
  The following qualitative data is tracked: Is there an increase in pounds distributed? Has overtime been reduced or eliminated? Is there improvement in inventory accuracy? Did we receive clean audits by Feeding America, AIB, and state and federal oversight agencies? Is there a significant decrease in the amount of food discarded? Is there a decrease in the cost per pound of food distributed? Is there a reduction in accidents? Is the time to fill orders decreased? Are there positive responses to agency/participant satisfaction surveys?

- **How are we getting input from program participants?**
  In order to elicit feedback from participants, we use input form satisfaction surveys, and established a Concerns and Issues Line at WCFB. It is a separate phone extension dedicated to fielding participants’ thoughts, concerns, and questions. The line is checked daily and participants are contacted to discuss their input/questions when appropriate.
We instituted a Grievance Policy for resolving agency/client disputes. In addition, as mentioned above, satisfaction surveys are sent annually to agencies/participants for their feedback, suggestions, questions, etc.

- **How are we measuring the programmatic efficiency (impact compared to costs)?**
The Food Pantry Distribution Program feeds over 18,000 unduplicated individuals each year. In 2018, WCFB distributed over 6.8 million pounds of food through the Food Pantry Distribution Program, for a cost to WCFB of **$8,873,234** *(this includes the value of donated food distributed)*. All food that is purchased is acquired at wholesale prices or better. Should a client attempt to purchase the same amount in a grocery store they would spend significantly more. This program’s benefit to participants are clearly worth the cost.

- **Are we using the data to improve programs?**
Responses from satisfaction surveys are used for program improvement. For example, when participants indicated that they could not get to the food pantry during the day, we developed pantries that had distributions in the evening and/or weekend. Also, when grievances are filed, we survey agency and participants to see if their issues have been resolved satisfactorily. Our dedicated Concerns and Issues line assure clients are addressed in a timely manner. We also utilize social media (Facebook, Twitter, Instagram) to connect with clients, donors, volunteers and the general community to address any questions and concerns quickly and cost effectively.

- **Are these evaluation methods cost effective?**
Yes, all of our methods are extremely cost effective. Surveys are printed in-house and are recorded online via our website. There is no additional cost to us for the Concerns and Issues line or to utilize social media.

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- **Program Name/Description and/or activities**
**Summer Food Service Program:** For eight weeks each summer, WCFB provides free breakfasts and lunches to disadvantaged children through this program. In 2018, the SFSP provided over 10,100 meals to an average of 304 children a day. SFSP represents 1% of our annual operating budget. This program is funded through the Pennsylvania Department of Education (PDE), and funding covers operational costs **($82,521)**.

- **How are we evaluating the effectiveness (outcomes/impact) of this program? What tools are we using? (e.g. surveys, focus groups, case notes, etc.)**
SFSP program effectiveness is measured by monitoring the following item: Is staff friendly and helpful? Are meals served on time and of good quantity and quality? Is the site clean and attractive?

Staff or trained volunteers from WCFB are utilized to monitor every site during the first week of service. All sites are monitored again within the first four weeks of service. Sites are also randomly selected for monitoring by the Pennsylvania Department of
Education (PDE) and the Pennsylvania Department of Agriculture (PDA). Reports are provided to WCFB by both the PDE and PDA regarding site visits.

- **What quantitative data are we collecting?**
  Quantitative data is measured by monitoring the following criteria: Are meals served on time? Is the food maintained at appropriate temperatures? Are food safety/food handling regulations adhered to? Are complete and accurate demographic data kept at each feeding site? Is non-discrimination practiced? Does the site pass all inspections?

- **What qualitative data are we collecting?**
  Qualitative data is measured by monitoring the following items: Is the food of high nutritional value? Is the food fresh and tasty? Are meals served on time? Is the quantity of food sufficient? Are there positive responses to participant satisfaction surveys?

- **How are we getting input from program participants?**
  Each year, satisfaction surveys are sent to participants for their feedback. Survey questions include: is the food appealing and tasty, do the meals represent a nutritious and balanced diet, is there enough food and are meals served on time, and is cold food served cold and is hot food served hot. The Concerns & Issues Line and grievance process are also avenues for participant feedback. All of this valuable information is used for program improvement.

- **How are we measuring the programmatic efficiency (impact compared to costs)?**
  In 2018, the eight week Summer Food Service Program provided over 10,100 meals to an average of 304 children at 15 sites. This program provides important resources to disadvantaged children and is well worth operating. WCFB was reimbursed $34,659 by the Pennsylvania Department of Education for meals served. An additional $10,201 was donated to the program by private sources.

- **Are we using the data to improve programs?**
  Responses from satisfaction surveys are used for program improvement. For example, when participants and site supervisors indicated they would like to see a different selection of food, we worked with Nutrition Inc. to offer a different menu. Instead of one option, sites were offered two meal choices for each day of the program.

- **Are these evaluation methods cost effective?**
  Yes, all of our methods are extremely cost effective. Surveys are printed in-house and are recorded online via our website. There is no additional cost to us for the Concerns and Issues line or to utilize social media.

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- **Program Name/Description and/or activities**
  **Operation Fresh Express (OFE):** Weekly OFE distributions are held at various locations around the county to distribute primarily perishable food like dairy products and produce. In 2018, over 852,000 pounds of supplemental food were distributed to roughly
1,150 households through OFE. This program represents 15% of our annual budget at an operating cost of nearly $1,695,445 in 2018.

- **How are we evaluating the effectiveness (outcomes/impact) of this program? What tools are we using? (e.g. surveys, focus groups, case notes, etc.)**
  OFE program effectiveness is measured primarily by responses to annual participant satisfaction surveys. Survey questions include the following: Is the quality and quantity of food received sufficient? Is the distribution location convenient? Does the local food pantry make participants aware of upcoming OFE distributions in their area? Are participants treated respectfully? Participant feedback is used for program improvement.

- **What quantitative data are we collecting?**
  WCFB documents and monitors the following for OFE: number of participants at each distribution, demographic information on participants, signature of the Self Declaration of Need document, number of volunteers at each distribution, and pounds of food distributed at each distribution.

- **What qualitative data are we collecting?**
  The following qualitative data is tracked: Are the pounds distributed increasing? Is the food distributed nutritious? Is the mix of food adequate? Are there enough staff and volunteers to make the distributions run smoothly? Are the participants treated with dignity and respect? Is there enough food at each distribution? How long are the participants asked to wait? Is the distribution location “user friendly”? 

- **How are we getting input from program participants?**
  Satisfaction surveys are distributed by our volunteers at the distributions and tabulated by volunteers. The Concerns and Issues Line is checked daily to address any additional concerns that may arise after a distribution.

- **How are we measuring the programmatic efficiency (impact compared to costs)?**
  As mentioned previously, all of our programs are primarily evaluated in terms of the quantity and quality of food distributed and whether we are helping to improve the health and quality of life for participants. Sponsorships help defray the program costs.

- **Are we using the data to improve programs?**
  Responses from satisfaction surveys are used for program improvement. For example, we had participants who were arriving close to the end of the distribution due to work. These participants were concerned with the amount of food they were receiving compared to participants who were able to arrive closer to the beginning of the distribution. After a staff discussion, new procedures were implemented to ensure the fair distribution of product consistently throughout the entire distribution.

- **Are these evaluation methods cost effective?**
  Yes, all of our methods are extremely cost effective. Surveys are printed in-house and are recorded online via our website. There is no additional cost to us for the Concerns and Issues line or to utilize social media.
• **Program Name/Description and/or activities**  
Commodity Supplemental Food Program (CSFP): CSFP provides supplemental food boxes to almost 1,400 eligible seniors. In 2018, nearly 443,000 pounds of nutritious, supplemental food were distributed through this program. CSFP represents 3% of our annual budget and costs $225,591 to operate. The CSFP program is annually monitored by and funded through Hunger-Free Pennsylvania and the PDA.

• **How are we evaluating the effectiveness (outcomes/impact) of this program? What tools are we using? (e.g. surveys, focus groups, case notes, etc.)**  
Effectiveness is measured primarily by the results of participant satisfaction surveys which are then used for program improvement. Survey questions include the following: Does the food represent a balanced diet? Are the amounts and quality of the food satisfactory? Can participants incorporate these items into their daily menu? Do participants consume all the food provided? Is the pantry accessible? Are the site personnel friendly and helpful?

• **What quantitative data are we collecting?**  
WCFB documents and monitors the following items for CSFP: Is appropriate paper work submitted in a timely manner? The number of participants receiving CSFP boxes at the pantries. Demographic information about the participants. The number of volunteers used for packing and distribution. Warehouse staff time to supply and restock the assembly line. The pounds distributed. The appropriate documentation collected including annual registration documentation, and clean audits.

• **What qualitative data are we collecting?**  
The following qualitative data is tracked for CSFP: Is the mix of food adequate? Is the quantity sufficient? Is the food appealing and tasty? Is the food nutritious? Is the participant’s experience at the pantry positive?

• **How are we getting input from program participants?**  
Participants are sent annual satisfaction surveys and may utilize the Concerns and Issues Line and grievance process.

• **How are we measuring the programmatic efficiency (impact compared to costs)?**  
This program receives federal funding which covers operational and administrative expenses, our cost is $255,591. Staff time is minimal for CSFP packing, volunteers do most of the work on packing day. Since the CSFP boxes are delivered along with the regular monthly food deliveries, no additional trucking costs are incurred. This program breaks even each year since we receive federal grant funding to run it and it is clearly worth the effort.

• **Are we using the data to improve programs?**
This program is evaluated in terms of the quantity and quality of food distributed and whether we are helping to improve the health and quality of life for participants. Information derived from satisfaction surveys and monitoring by PDA and Hunger-Free Pennsylvania are used for program improvement. For example, we received feedback from participants that they didn’t know how to use some of the items they were receiving such as dried beans. Due to the fact that this program is run using federal commodities, we can’t change the products we are distributing. Instead, we partnered with Penn State Nutrition to provide a monthly newsletter including recipes with food from the CSFP box.

**Are these evaluation methods cost effective?**
Yes, all of our methods are extremely cost effective. These evaluation methods are very inexpensive since the surveys are sent through the pantries and tabulated by volunteers and the inspections are conducted free of charge.

**Program Name/Description and/or activities**

**Backpack Program**: Grant funding made it possible to bring back the Backpack Program in 2016. This program provides nutritious food to children at risk of hunger. Each week, at seven sites (Derry Middle School, Monessen Elementary School, Monessen Middle School, Ramsay Elementary School in Mt. Pleasant, H.W. Good Elementary School in Herminie, Westmoreland CTC in New Stanton, and Marian Elementary School in Belle Vernon) backpacks are distributed to children to take home on weekends and holidays when adequate food might not be available. Recipients are identified by the schools and participants qualify based on their eligibility for the National School Lunch Program. In 2018, almost 40,000 pounds of food were distributed to 320 children. The program cost WCFB $95,349 to operate or about 1% of our operating budget. Program costs were covered by grant funding and sponsorships.

**How are we evaluating the effectiveness (outcomes/impact) of this program? What tools are we using? (e.g. surveys, focus groups, case notes, etc.)**
The Backpack Program is measured primarily by responses to annual satisfaction surveys. Separate surveys were issued to the participant children and to their parent(s)/guardian(s). Survey questions included: Were participants satisfied with the quality and quantity of food? Was there enough variety? Did the food represent a balanced diet? Were there sufficient fruits and vegetables provided? Did the food last the weekend? Survey responses were used for program improvement.

**What quantitative data are we collecting?**
The following quantitative data was collected, cost and quantity of food purchased, children served, and inventory tracking.

**What qualitative data are we collecting?**
The following qualitative data was collected: Was the food nutritious? Was the quantity sufficient? Was the food child-friendly? Was the food tasty and appealing? Were there
positive responses to participant satisfaction surveys? Were positive improvements seen in the child’s health? Were positive improvements seen in the child’s academic performance? Do students seem excited about the program? Are students in this program showing better attendance?

- **How are we getting input from program participants?**
  Annually, participants and their parents and/or guardians were sent satisfaction surveys (as mentioned above). In addition, participant families were able to use the Concerns and Issues Line and grievance process for feedback and for resolving disputes. Schools were also surveyed to determine if this program made a noticeable impact on the participants.

- **How are we measuring the programmatic efficiency (impact compared to costs)?**
  This program provides nutritious, child-friendly food to 320 children each month. In order to control costs, WCFB works with Project Preserve out of the Second Harvest Food Bank in Middle Tennessee to supply pre-packed meal kits that include a two-day supply of food. Backpacks are delivered along regular delivery routes saving additional transportation costs. Program sponsorships assist in defraying costs. Volunteers tabulated participant satisfaction surveys, thereby minimizing staff costs.

- **Are we using the data to improve programs?**
  This program was evaluated in terms of the quality and quantity of food provided and its impact on the health and quality of life of participants. For example, surveys showed that children were dissatisfied with the limited selection of food. In working with Project Preserve, we are now able to offer nine different packs of food.

- **Are these evaluation methods cost effective?**
  Yes. As detailed above, program evaluations are inexpensive and staff time is minimized through the use of volunteers.

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**Program Name/Description and/or activities**

**Outreach and Expansion Project:** In 2007, the Westmoreland County Food Bank conducted a Gap Study, which determined that there were 40,000 people who qualified for but were not receiving food-assistance; this was in addition to the 18,000 already being served by WCFB. After extensive research and planning, the WCFB Board of Directors agreed to align with Feeding America’s Strategic Plan for outreach and expansion throughout Westmoreland County. The focus of this strategy was to find new food, new funds and new friends to assist in reaching the underserved while maintaining quality service for current consumers.

To summarize, the planning and implementation of the Outreach & Expansion Project enabled WCFB to focus on achieving outcomes in order to expand and improve services to the un-served in Westmoreland County and to develop and institute innovative systems and best practices. Essentially, the implementation of the Outreach & Expansion Project in 2009/2010 has enabled us to expand services through our existing Food Pantry.
Distribution Program. It has helped us develop a template for ending hunger and food-insecurity that can be replicated community by community throughout Westmoreland County and throughout the Feeding America Network.

Beyond the pilot we have conducted and will continue to conduct outreach efforts and expansion of services to the Mt. Pleasant, New Kensington, Monessen and Ligonier areas, ultimately offering expanded services throughout Westmoreland County. In this manner, we’ll achieve our mission to enable all Westmoreland County residents who are hungry or at risk of hunger to have ready access to food, and support Feeding America’s national, anti-hunger objectives. Since its inception, WCFB has added over 2,000 more clients to pantry rolls through Outreach and Expansion. The focus in 2019 and 2020 will be the West Newton area.

- **How are we evaluating the effectiveness (outcomes/impact) of this program? What tools are we using? (e.g. surveys, focus groups, case notes, etc.)**
  Outcomes for the Outreach & Expansion Pilot Project are primarily measured by participant satisfaction survey results. Survey questions include: Is the quality and quantity of food provided sufficient? Are participants treated respectfully at the pilot pantries? Do participants have more money for other expenses because of the food provided? The Concerns and Issues Line and grievance process are avenues for feedback and conflict resolution.

- **What quantitative data are we collecting?**
  This program is meticulously monitored, we track the number of new people/households served by the pilot pantries, the increase in the pounds of food provided to pantries, the assessment and addressing pilot pantry capacity issues, overall fundraising results impacted by pilot marketing efforts, the increase in the success of advocacy efforts, and the attitude of WCFB and pantry staff/volunteers.

- **What qualitative data are we collecting?**
  The following qualitative data was collected: Did we feed more people? Did we increase food to the pilot pantries? Did we increase pantries’ capacity to provide more food to more people? Were fundraising and advocacy efforts successful? Were participant satisfaction survey responses positive?

- **How are we getting input from program participants?**
  Satisfaction surveys were sent to pilot pantries. New participants at pantries were sent satisfaction surveys and the responses were overwhelmingly positive.

- **How are we measuring the programmatic efficiency (impact compared to costs)?**
  Our costs for Outreach & Expansion Project in 2018, were $29,599 (about 1% of our annual operating budget), and income was $50,000. The program is well worth the expense because it enables us to develop a model that will be used throughout the county as outreach and expansion efforts continue. In 2010, the WCFB Outreach & Expansion Project was named Agency Capacity Program of the Year by Feeding America.
• **Are we using the data to improve programs?**
The project allowed us to develop a template for reaching the un-served in our community and this is core to achieving our mission. Based on feedback and research conducted during the original Gap Study, we were able to open new pantries to serve these additional participants.

• **Are these evaluation methods cost effective?**
Yes. As detailed above, program evaluations are inexpensive and staff time is minimized through the use of volunteers.

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• **Program Name/Description and/or activities**
**Military Share Program:** In 2014, Feeding America released the Hunger in America national study and revealed that, one in five, 20% of households served by the Feeding America network has at least one member that has served in the military. In 2018, 1,055 individuals served by WCFB identified themselves as veterans. Our military families are frequently overlooked for many public assistance programs, yet they are more often those who need aid the most.

We launched the Military Share Program in 2016. This new program supplies up to 192 military families in Westmoreland County with a box full of fresh, frozen, and nonperishable food items. WCFB worked with representatives from the Pennsylvania National Guard Family Assistant Center to deliver this much needed aid. With six distribution events in 2018, distributed over 100,500 pounds of charitable food assistance. Since many who serve are hesitant to accept assistance, the aid was delivered in a convenient and discreet manner on-site at a local armory. The $48,997 cost to operate the program was 100% covered by grants.

• **How are we evaluating the effectiveness (outcomes/impact) of this program? What tools are we using? (e.g. surveys, focus groups, case notes, etc.)**
This program is unique in that anonymity is required by the military. Feedback is provided to us from the Family Assistance Coordinators through the National Guard. Response has been overwhelmingly positive. Going forward, as we conduct distributions at local VFW locations and pantry sites, we will be surveying clients.

• **What quantitative data are we collecting?**
The only information that is able to be provided to us is number in household and age ranges of the individuals. Internally, we also track cost of food purchased and inventory. Everything else remains confidential due to military practices.

• **What qualitative data are we collecting?**
The following qualitative data is collected: Was there adequate food to feed the families? How was the quality of the food? What other sites can be utilized to hold the distributions so that more veterans can participate?
- **How are we getting input from program participants?**  
  We do not receive it directly from the veterans because of the anonymity. We do, however, receive feedback from the Family Assistance Coordinators who work one-on-one with the families.

- **How are we measuring the programmatic efficiency (impact compared to costs)?**  
  The Military Share Program cost $48,997 to WCFB. The cost was 100% covered by grants and fed 192 military families. The program is well worth the cost to feed hungry veterans and active military.

- **Are we using the data to improve programs?**  
  Yes we are. When the Family Assistance Coordinator gives suggestions for different types of food, we accommodate those requests. We also work closely with the Family Assistance Coordinator to rotate distributions evenly so more veterans are able to receive services.

- **Are these evaluation methods cost effective?**  
  Yes, since confidentiality is required, all communication is verbal or via email and therefore, extremely cost effective.

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- **Program Name/Description and/or activities**  
  **SNAP Application Assistance Program:** WCFB assists food insecure households apply for the Supplemental Nutrition Assistance Program (SNAP), formerly known as food stamps. Outreach for this program is done at food pantries, meal programs, and community events. Applications are completed via phone with an individual and submitted electronically via Compass, Pennsylvania’s online benefit portal. WCFB’s SNAP Application Assistance program began in 2015 through a grant from Feeding America. In 2019, WCFB was awarded a grant contract through the PA Department of Human Services to provide SNAP Outreach throughout Westmoreland County. This grant allowed WCFB to increase program capacity with the hiring of another staff member to work with the SNAP program.

- **How are we evaluating the effectiveness (outcomes/impact) of this program? What tools are we using? (e.g. surveys, focus groups, case notes, etc.)**  
  We send surveys to every individual we have assisted to complete a SNAP application.

- **What quantitative data are we collecting?**  
  During and after the application process, we are collecting quantitative information such as, contact information, application approval status, race/ethnicity, number of working adults in the household, disability, homelessness, and veteran statuses, as well as referral source to the program. On the follow up survey, we are collecting information about their experience with the application assistance, such as did they find the program coordinator respectful and courteous, the ease of the application process, if they would recommend the service to a friend, were they approved to receive benefits, and if so is this additional
resource helping to extend their monthly budget.

- **What qualitative data are we collecting?**
  Data is collected the number of applications submitted, whether the application was approved or denied, and the e-form number of the application.

- **How are we getting input from program participants?**
  Surveys are mailed to each applicant following the application process. Each survey is accompanied with a postage paid return envelope so applicants can easily reply.

- **How are we measuring the programmatic efficiency (impact compared to costs)?**
  WCFB is constantly searching for grant funding to support this program in order to reduce the dependency on general operating funds. Feeding America issues a SNAP impact calculator that quantifies the number of meals provided by the number of SNAP Applications completed, based upon local economic data. In 2018, the program submitted 162 applications, resulting in an estimated 159,950 meals and $870,383 in local economic impact.

- **Are we using the data to improve programs?**
  Survey data is reviewed at least annually to ensure that program methods are producing beneficial results to our applicants.

- **Are these evaluation methods cost effective?**
  Our primary evaluation method is a survey that is mailed to the applicant with an included postage paid return envelope. The only costs incurred by this method are the cost of postage for two letters. It takes minimal staff time to input survey results into our electronic survey tool.