

FOOD BANK OF THE SOUTHERN TIER

EXECUTIVE COMMITTEE

Tuesday, January 14, 2020

9:00 AM – 11:00 AM

AGENDA

<u>TOPIC</u>	<u>FACILITATOR</u>	<u>ACTION</u>	<u>TIME</u>
1. Welcome and Call to Order	Nancy Miller		2
2. Opening Prayer	Mary Pat Dolan		2
3. Approval of December 9, 2019 Minutes	Nancy Miller	Approve	1
4. Employee Engagement Focus Group Report	Missy Rittenhouse	Discuss	30
5. Check-in	Nancy Miller	Discuss	10
6. BOD/Committee Volunteer Day Planning	Natasha Thompson	Discuss	15
7. President & CEO 2019 Performance Report	Natasha Thompson	Review/Approve	10
8. Follow-up Items:	Natasha Thompson	Discuss	25
• December BOD Mtg & Mixer Feedback			
• PantryTrak Update			
• Preliminary Year-end Results			
• Sale of Property Update			
• 2020-21 Workplan Update			
• New BOD Orientation			
9. Executive Session	Nancy Miller	Discuss	5

Next Meeting:

Tuesday, February 11, 2020

9:00AM – 11:00AM

Opening Prayer: Joe Thomas

If you plan to join the meeting remotely, please inform Lynn Dates

Food Bank of the Southern Tier

Executive Committee Meeting

Tuesday, December 9, 2019

9:00 a.m. – 11:00 a.m.

Board Member	In Attendance	Unable to Attend
Nancy Miller (Chair)	X	
Steve Hoyt	X	
Joe Thomas	X	
Mary Pat Dolan (by phone)	X	
<i>Ex-Officio</i>		
Laura Opelt		X
Natasha Thompson	X	
<i>Staff</i>		
Lynn Dates		X
Matt Griffin	X	
Kathryn Miller	X	

1. Welcome & Call to Order

Nancy Miller called the meeting to order 9:07 am.

2. Opening Prayer

Joe Thomas led the opening prayer.

3. Approval of the November 19, 2019 Minutes

*Joe Thomas made a motion to approve the November minutes.
Steve Hoyt seconded. None opposed. Minutes approved.*

4. PantryTrak Progress Report

Matt Griffin, Director of Health & Nutrition, and Kathryn Miller, Service Insights Coordinator, provided a status report on PantryTrak for 2019 and reviewed goals for 2020. They shared that most Mobile Food Pantry sites are currently using PantryTrak. There are only a couple of senior sites that aren't currently on board with PantryTrak but their status is uncertain at this time. The goal for 2020 is to get 75% of brick and mortar food pantries using PantryTrak by year end. Our monthly goal is three sites per month which according to Feeding America is standard across the network. Matt shared that CHOW will be managing the roll-out with their 25 locations which should be complete by Q1. Kathryn shared that the PantryTrak interface can be challenging for people with low computer literacy to navigate. She has enjoyed connecting with her colleagues at other food banks who are doing similar work and learning from them.

A question was posed re: what the value of PantryTrak is to pantries. Matt shared that pantries say it is easy to use, especially for reports while Mobile Food Pantries enjoy the key tags. Clients also seem to enjoy the key tags and are disappointed when they visit a site that isn't yet implementing them. The value to the Food Bank is the usage data and the ability to determine how to best allocate resources. It is also helpful during a recall which recently happened. Matt shared that we currently have 20,000 unduplicated households registered in PantryTrak.

Another question was posed re: the rural nature of our service area and what challenges that has posed. Matt shared that the greatest challenge in rural communities is lack of internet access. Many food banks have this issue and PantryTrak is working on a solution that allows data to be entered offline and then uploaded when internet is available.

Another question was posed re: our approach when pantries are already using an alternative database. Matt shared that we have one example of pantry that made the decision to switch from Awards to PantryTrak because it was easier to use. We recognize that this will be a challenge and hope that we can find a way for both databases to “talk”. We also recognize that we probably don’t need to get to 100% utilization rate in order to have meaningful data.

5. December BOD Meeting

Natasha reviewed the draft December BOD meeting agenda with the group and discussed plans for the BOD/Staff mixer. No questions were posed. No suggestions were made.

6. CEO Performance Evaluation Process

Natasha reviewed the CEO Evaluation Process with the group. A question was posed re: what tool Laura plans to use to implement the survey. Natasha agreed to follow up with Laura. Joe agreed to participate in the evaluation discussion on February 11 as incoming BOD Chair.

7. Follow-up Items

- **2020 Meeting Schedule**

Natasha reviews the 2020 meeting schedule with the group. Steve shared that he was unable to attend the BOD meeting on 2/20. No questions were posed.

- **Employee Engagement Survey**

Natasha provided an update on Missy Rittenhouse’s work with staff around the Employee Engagement survey results. She will provide a more formal update at the January Exec Com meeting.

- **2020-21 Work Plan**

Natasha shared that she will be leading the creation of the 2020-21 work plan with input from Dick Shafer rather than paying a consultant.

- **FANO Activities**

Natasha updated the group about her participation on two new Feeding America affiliated groups: the Executive Directors Forum and the Equity Diversity and Inclusion Advisory Committee.

8. Other Items:

Natasha shared that the Nominating & Corporate Governance Committee discussed how we can increase engagement among BOD members at their last meeting and suggested organizing a BOD/Committee weekend repack activity sometime in the Spring. The group liked that idea.

9. Executive Session

No Executive Session was requested.

Other items:

The meeting was adjourned at 10:30 am.

Minutes respectfully submitted by,

Natasha Thompson
President & CEO

Food Bank of the Southern Tier Focus Group Output Post Employee Engagement Survey

November/December, 2019
Prepared by Missy Rittenhouse



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Agenda

- Background
- Key Messages
- Feedback by Topic
 - Post survey expectations
 - Definition of effective communication
 - Barriers to effective communication
 - Knowledge of goals and expectations
 - Change management preparedness
- Recommendations



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Background

- Approach
 - Directors and Managers were interviewed separately as were all employee departments.
 - All employees participated with exception of 2 or 3 due to job responsibilities or work schedule.
 - Sessions ran the full hour and in some cases, ninety minutes.
 - Per review of the survey results, discussions were based on the following areas:
 - Post survey expectations
 - Definition of effective communication
 - Barriers to effective communication
 - Knowledge of goals and expectations
 - Change management preparedness

Key Messages

- The leadership team (CEO and Directors) work hard to provide a work environment to suit employees' life styles.
- Employee turnover happens; therefore, need to have a more focused and effective onboarding process.
 - Must have an approach for preparing and supporting individuals as they move into new managerial positions.
- Core skills which need to be strengthened or leveraged across the organization include:
 - the ability to have crucial conversations,
 - navigate change and,
 - improve processes as part of intact and cross-functional teams.

Review by Topic – Post Survey Expectations

- Strengths:
 - Structured and repeatable way to gain employee input
 - Utilized Feeding America format again
 - Feedback is provided from survey and down to the department level and in most cases is well understood
- Opportunities:
 - Capture employee tenure data within the identification process; a lot of turnover around the time the survey was taken
 - Strive to lessen the time between taking the survey and planning feedback and actions
 - Drive further accountability and report out around action planning

Review by Topic – Post Survey Expectations

Verbatim Comments:

- “While great to have survey process, frustrated that the results are the same – insurance and communication.”
 - “Let’s dig into things at these retreats and meetings so that the discussions result in concrete action and themes aren’t repeated year after year.”
- “Cycle time seemed better this time between participation and report out but it’s still too long. We’ve had a lot of turnover since we took this.”
- “Have the impression that the survey results are taken seriously but need a more time efficient way to measure employee morale.”

Review by Topic – Definition of Effective Communication

- Interviewees defined as: (limited existence at FBST)
 - Being kept in the loop – good news and bad
 - Department specific consistency of practice; e.g., use of jargon, meeting agendas, project requirements
 - Timely sharing of information for planning purposes
- Opportunities:
 - Check assumptions – people in new roles are not the experts and need time and training to come up to speed
 - Understand and respect different communication and listening styles
 - Consider alternative option to address loss of receptionist position; point person for volunteers, donors and professionalism “out front”

Review by Topic – Definition of Effective Communication

Verbatim Comments:

- “Defined as enterprise-wide understanding of what’s timely and important”.
- “Different forms and styles of exchange are honored regardless of the methodology – email, face to face, text, etc.”
- “The job is done thoroughly and the outcome is delivered as expected due to clarity at the outset.”
- “Inclusiveness – we can’t say at this point how many departments there are or what they do.”

Review by Topic – Barriers to Effective Communication

- Strengths:
 - Employees genuinely want to do the right things
 - Connectivity between staff on the road and their warehouse colleagues and program contacts has minimally improved
- Opportunities:
 - Although connection are better for mobile staff, variation in technology and skill levels around computers causes inefficiencies
 - Further clarity of messages between and within work groups;
 - e.g., scope of work, desired outcome, level of involvement
 - Raise awareness of how inefficiencies and emotions impact others;
 - e.g., last minute requests, unanswered emails, flared tempers

Review by Topic – Barriers to Effective Communication

- Unproductive meetings – all types, including “All Staff”
 - Content and level of preparedness not clear.
 - Poor facilitation and/or no minutes resulting in getting off track and loss of key messages.
- Decision trees either do not exist, are not followed or are not understood
- Frequency of changing priorities without looping the appropriate parties into the situation
- Organization turn-over across the board
- Inconsistency across departments in holding people accountable for agreed upon actions
- Overuse of technology vs. live conversations

Review by Topic – Barriers to Effective Communication

- Notification about daily volunteer events lacking at times
 - This causes confusion and embarrassment when left out of the loop, especially when interfacing with volunteers or donors
- Pockets of distrust and inability to have frank conversations when things don't run smoothly or personalities clash

Review by Topic – Barriers to Effective Communication

Verbatims:

- “When beginning a new program it would be helpful to all to really pause and determine which departments should be involved. Let people opt in or out as the project/program dictates.”
- “Daily notification of group volunteers is something worth considering as it shows respect and ensures that the right messages get across to the right people.”
- “The property is large and not enough people make the effort to go to other areas to make connections or move their work forward. “
- “Don't know who to go to for what anymore; a lot of change.”

Review by Topic – Knowledge of Goals and Expectations

Strengths:

- Department specific goals may be known, enterprise-wide linkages not well understood
 - e.g., Reorganization of Development, combining of other groups
- New people get the overview of last workplan

Opportunities:

- Know that strategic plan was extended another year yet feels like limbo
- A fair amount of contradiction in how departments approach work which results in confusion
- Time is too limited to pause and plan effectively across the organization

Review by Topic – Knowledge of Goals and Expectations

Verbatims:

- “My opinion is sought out which results in me having a chance to set stretch goals.”
- “Definitely a need to have greater understanding of roles and responsibilities within and across departments. As we have grown, this is even more important.”
- “With extension of strategy, not aware of what’s happening – Need/Feed/Strengthen.”

Review by Topic – Inclusiveness in Change

Strength:

- Visionary leadership who are aware of best practices across the country and counties served

Opportunities:

- Clear articulation of the business case for change, early and often
- Increased awareness during change of :
 - thinking out loud,
 - including people too early in the planning, and
 - telling people vs. asking their opinion at the right time
- Mindfulness that “actions speak louder than words”; e.g., measuring offices for staff moves

Review by Topic – Inclusiveness in Change

Verbatims:

- “Great that leadership has change agents but definitely not an approach embraced by everyone. Feels like a lot of shifting without well thought out planning. Need to know the drivers for change.”
- “Positions often appear to be created for select people vs. for the good of the organization. Often hear, ‘well that’s what he/she wanted’.”
- “No awareness that anyone other than executive team is involved in implementation. Managers and employees could help.”

Recommendations

Issue	Suggested Action	Indicators of Success
<ul style="list-style-type: none"> Survey Expectations 	<ul style="list-style-type: none"> Utilize readily available survey methodology between formal survey cycles to assess key areas; e.g., communication and change aptitude. Ensure each department develops and shares actions registers with deliverables and dates. 	<ul style="list-style-type: none"> Alignment with action plans and desired outcomes by department Action registers are rolled-up and shared with the organization, specifically highlighting accountability factors.
<ul style="list-style-type: none"> Communication 	<ul style="list-style-type: none"> Using an employee team, assess alternatives for consistency at the reception desk. Share process and outcomes with staff and core volunteer group. 	<ul style="list-style-type: none"> Published work-plan with timelines and criteria Explanation of results and ongoing efficiency checkpoints

Recommendations

Issue	Suggested Action	Indicators of Success
<ul style="list-style-type: none"> Communication 	<ul style="list-style-type: none"> Utilize a team charter format to ensure consistency of approach to working across groups Include in this framework determination of how to include other work groups. 	<ul style="list-style-type: none"> Use of format Consistency of report out at All Staff mtgs Meeting project goals, on-time and within budget Increased number of proactively integrated teams Where appropriate, include work product in next survey to determine effectiveness and understanding
<ul style="list-style-type: none"> Communication 	<ul style="list-style-type: none"> Deploy "Meetings 101" information to serve as a baseline format for the organization to drive consistency and expectations. 	<ul style="list-style-type: none"> Clearly defined meeting objectives, outcomes, decisions, pre-work, key messages

Recommendations

Issue	Suggested Action	Indicators of Success
<ul style="list-style-type: none"> Communication 	<ul style="list-style-type: none"> Broadly communicate department mission in support of FBST vision, highlighting primary roles, points of contact, key accomplishments and challenges 	<ul style="list-style-type: none"> “Spotlight on Talent” as poster in break-area, lobby and/or walkways in the facility as well as All Staff meeting
<ul style="list-style-type: none"> Communication 	<ul style="list-style-type: none"> Coach organization leaders in “Crucial Conversations” to build strengthen trust and effectiveness at all levels 	<ul style="list-style-type: none"> Employee feedback
<ul style="list-style-type: none"> Goals and Expectations 	<ul style="list-style-type: none"> Revisit strategic planning process using interim workplans until it is ready for rollout 	<ul style="list-style-type: none"> Workplans developed by each dept. Updated strategic plan completed and communicated

Recommendations

Issue	Suggested Action	Indicators of Success
<ul style="list-style-type: none"> Change inclusiveness 	<ul style="list-style-type: none"> Conduct refresher/initial training for change management 	<ul style="list-style-type: none"> Training completed Change management template utilized consistently Employee feedback

2019 Personal Goals for Natasha Thompson, President & CEO

Goal	Strategies	Metrics	Target Date	Progress
STRATEGY	<ul style="list-style-type: none"> • Work with Senior Leadership Team to successfully manage restructure project. 	<ul style="list-style-type: none"> • Community Impact Department is fully staffed. • Program & partnership innovations are identified for 2020-22 using both quantitative & qualitative data. • Health & Nutrition opportunities/priorities identified for 2020-22. • Program Logistics Manager helps realize efficiencies and program quality improvement. • Development & Community Engagement restructure provides opportunity to focus energy on Major Donor efforts. 	<p>Q1</p> <p>Q3</p> <p>Q3</p> <p>Q2</p> <p>Q2</p>	<ul style="list-style-type: none"> • Community Impact has been fully staffed since April. • Jen Bertron completed quantitative and qualitative evaluations on Kids Farmers' Market, Backpack, School Food Pantry and Advocacy activities. Recommendations will be incorporated into the 2020-21 workplan conversations. • With the decision to leave the NRM position vacant, the Health & Nutrition priorities were not completed in 2019. However, Matt Griffin has created a preliminary plan for 2020-21 workplan and identified potential partners to begin conversations with.
	<ul style="list-style-type: none"> • Accelerate PantryTrak implementation plan and monitor progress. 	<ul style="list-style-type: none"> • 100% of MFP sites & 25% of brick & mortar pantries using PantryTrak by year end. • Monthly progress reports to be shared with Exec Com. 	<p>Q4</p> <p>Q1</p>	<ul style="list-style-type: none"> • The Program Logistics Manager has been a great addition to the team and has allowed Backpack & KFM to run smoothly without interfering with agency deliveries which have been

				<p>quite heavy given the supply of TEFAP.</p> <ul style="list-style-type: none"> • Development & Community Engagement has been fully staffed since August 26. We have seen tremendous process improvements in a short period of time which led in large part to our surpassing our original goal! • 95% of MFPs and 16% of pantries were using PantryTrak at year end. • The Executive Committee has been receiving PantryTrak progress reports. Kathryn Miller, our new Service Insights Coordinator, started in her new role on August 19.
OPERATIONS	<ul style="list-style-type: none"> • Ensure we meet our distribution & financial goals for 2019 	<ul style="list-style-type: none"> • Distribution goal= 11.2M lbs (without CHOW) • Fundraising goal = \$2.9M 	Q4	<ul style="list-style-type: none"> • Our total distribution for 2019 (without CHOW) was 11,533,464M (3% over goal) • Our total fundraising for 2019 was \$3,029,565 (2% over goal!)
PERSONNEL/ CULTURE	<ul style="list-style-type: none"> • Facilitate Employee Engagement survey & respond to feedback 	<ul style="list-style-type: none"> • Positive favorable response rate compared to 2018, especially in light of restructure. • Custom questions in the Employee Engagement survey find that a majority of employees understand 	Q3	<ul style="list-style-type: none"> • Employee Engagement decreased slightly in 2019 compared to 2018. We believe this was largely due to the restructure.

		and embrace their new roles and feel positive about the reasons for/potential impact of restructuring project.		<ul style="list-style-type: none"> We retained Missy Rittenhouse to conduct employee feedback sessions and develop recommendations for improvement which will be incorporated into the 2020-21 workplan.
DEVELOPMENT/ FUNDRAISING	<ul style="list-style-type: none"> Work with VP and team to finalize new department structure and 2019 fundraising plan. 	<ul style="list-style-type: none"> Finalize new department structure Determine main themes for annual cases for support Update financials to align with revenue streams Implement a Major Donor strategy 	<p>Q1</p> <p>Q3</p> <p>Q1</p> <p>Q2</p>	<ul style="list-style-type: none"> The new department structure was presented and approved by the BOD in Q1. Cases for Support will be completed in Q1 2020. We worked with CCDOR Finance Department to update our financials to align with revenue streams in Q1. Despite turnover in the Major Giving Officer position in August, we made considerable progress with donor engagement in Q4 which resulted in many increased gifts at year end. We are excited to see what a full staffed department will be able to accomplish in a year.
ADVOCACY/ EDUCATION	<ul style="list-style-type: none"> Establish a positive relationship with Rep Brindisi & Rep Delgado 	<ul style="list-style-type: none"> Organize at least one activity with each Rep and partners in Broome County. 	<p>Q4</p>	<ul style="list-style-type: none"> We did not accomplish this goal due our Advocacy & Education Manager going out on maternity leave. In truth, our Advocacy efforts fell through the cracks during the restructure.

<p>BOD MANAGEMENT</p>	<ul style="list-style-type: none"> Recruit new BOD members & develop leadership among existing BOD members 	<ul style="list-style-type: none"> At least two new BOD members recruited for 2020 	<p>Q4</p>	<ul style="list-style-type: none"> We currently have recruited two strong BOD candidates for 2020.
<p>EXTERNAL ACTIVITIES</p>	<ul style="list-style-type: none"> Graduate from LEAD NY program Complete season 2 of WSKG/ Chasing the Dream project Join Finger Lakes Regional Prosperity Board, a project of TCAD (Tompkins County Area Development) 	<ul style="list-style-type: none"> Final report to BOD in May 	<p>Q2</p> <p>Q3</p> <p>Q2</p>	<ul style="list-style-type: none"> I graduated from LEAD NY in April and presented my final report to the BOD in May. Season 2 of WSKG aired on Friday, September 13. We participated in several public screenings as well as two “Lunch & Learns” at Corning Inc. I officially joined the FLRPNET BOD in May. I also joined Feeding America’s Equity, Diversity & Inclusion Advisory Committee.