

# FOOD BANK OF THE SOUTHERN TIER

## EXECUTIVE COMMITTEE

Wednesday, December 8, 2021

8:00 – 9:30 AM

### AGENDA

<u>TOPIC</u>	<u>FACILITATOR</u>	<u>ACTION</u>	<u>TIME</u>
1. Welcome and Call to Order	Joe Thomas		2
2. Prayer/Poem/Positivity	Steve Hoyt		2
3. Approval of November 9, 2021 Minutes	Joe Thomas	Approve	1
4. Check-in	Joe Thomas	Discuss	10
5. CEO Update <ul style="list-style-type: none"><li>• 2021 CEO Performance Evaluation Timeline</li><li>• Sabbatical Planning</li></ul>	Natasha Thompson/Joe Thomas	Discuss & Approve	20
6. Facilities Committee Charter	Natasha Thompson	Review & Discuss	10
7. Strategy Committee Charter	Natasha Thompson	Review & Discuss	10
8. December BOD Meeting Agenda	Joe Thomas/Natasha Thompson	Approve	10
9. Other Business	Joe Thomas	Discuss	5

#### Next Meeting:

Tuesday, January 11, 2022

8:00 AM – 10:00 AM

Opening Prayer: Joe Thomas

*RSVP to [Lynn.Dates@foodbankst.org](mailto:Lynn.Dates@foodbankst.org)*

# Food Bank of the Southern Tier

## Executive Committee Meeting

Tuesday, November 9, 2021 8 – 10 am

Board Member	In Attendance	Unable to Attend
Joe Thomas (Chair)	X	
Steve Hoyt	X	
Mary Pat Dolan	X	
Jessica Renner		X
<i>Ex-Officio</i>		
Jack Balinsky	X	
Natasha Thompson	X	
<i>Staff</i>		
Lynn Dates	X	

### 1. Welcome & Call to Order

Joe Thomas called the meeting to order at 7:59 am.

### 2. Prayer/Poem/Positivity

Jack Balinsky led with an opening prayer.

### 3. Approval of the October 12, 2021 Minutes

*Mary Pat Dolan made a motion to approve the October minutes.  
Steve Hoyt seconded. None opposed. Minutes approved.*

### 4. Check-in

Committee members and staff provided updates on their personal & professional lives.

### 5. Debrief BOD Special Session & Next Steps – Joe provided an update about discussions and decisions made during the BOD Special Session on November 4, 2021; the group went on to further discuss their thoughts about the Special Session.

### 6. 2022 Budget & SIF Discussion – Joe and Natasha reviewed plans for approving the 2022 Budget at the December BOD meeting and voting on SIF funding at the February 2022 meeting, adding that in February there will be a more detailed presentation of SIF projects and outline of Phase 2 SIF funding.

### 7. 2022 BOD Slate – Natasha presented the proposed 2022 election slate of directors and officers to the Committee pointing out that there are four definite candidates and one potential candidate, Mike Eisner will not return for another term, and that Joe Thomas, Board President, has agreed to one more year. Joe noted that the N&CG Committee has started assigning committee vice-chairs, which will assist in identifying future Executive Committee members. Lynn will email candidate bios and applications to this committee.

### 8. Holt Project – Natasha reviewed HOLT Architects progress, showing the proposed hybrid work environment master plan and sharing the overall budget for the project. The group discussed the following: Executive Committee understanding of this proposal; creating an ad hoc committee of the BOD; engaging subject matter experts who might volunteer time to review feasibility. The group agreed on presenting to the BOD in December, and Natasha agreed to create an ad hoc committee “charge” that she will have ready for review at the December Executive Committee meeting.

### 9. Other Business - Jack commended this group on their thoughtfulness during discussions and overall good work.

The meeting adjourned at 8:50 am

Minutes respectfully submitted by, Lynn Dates, *Executive Assistant to  
Natasha Thompson, President & CEO*

**FOOD BANK OF THE SOUTHERN TIER  
PROCESS FOR EVALUATION OF  
PRESIDENT & CEO'S 2021 PERFORMANCE**

- 1) By **January 14, 2022** Natasha distributes a President & CEO performance report for 2021 to BOD members
- 2) By **January 17, 2022** Lynn Dates distributes a link to the CEO evaluation survey to BOD members & FBST staff who directly report to Natasha.
  - a. Evaluation results, for both groups, will be sent directly to Joe Thomas.
  - b. Lynn will monitor those who have not responded and will send reminders and keep Joe abreast of the percentage of respondents.
- 3) By **February 1, 2022**, Joe will distribute, to the Executive Committee (including Karen Dehais), a summary of the evaluation for both the Board Members and Employees.
- 4) Executive Committee (including Karen) will connect via zoom/ in person &/or by conference call on **February 8, 2022**, without Natasha, to review the evaluation and prepare a summary statement of performance for 2021 along with suggestions for any adjustments and future objectives.
- 5) Joe Thomas and Karen Dehais will meet with Natasha to communicate the summary of the evaluation after the Executive Committee meeting on **February 8, 2022**.
- 6) At the **February 17, 2022** Board meeting, the Executive Committee will report its summary of Natasha's 2021 performance along with any recommendations regarding compensation.
- 7) Any COLA or salary adjustments will be managed by Karen, according to the direction set forth by Karen and the Board.

**SABBATICALS:  
A Checklist for Preparing, Managing, and Re-Entering**

**PRE-DEPARTURE PREPARATIONS**  
(at least 6 months out)

**Executive Director**

- Establish a Temporary Leadership Plan with Executive Committee of Board
- Identify primary executive function to be covered during the sabbatical
- Identify all projects to be managed during the sabbatical period (this may include fundraising events, board meetings, newsletter oversight, etc.)
- Work with Board to designate which manager(s) will cover each function and project
- Work with Board to designate one manager to serve as Acting Executive Director
- Devise and execute an orientation and training program for the designee(s) for the functions they will carry.  
Preparations could include:
  - Workshops and classes
  - Mentoring
  - Pre-departure delegation and feedback
  - Relationship building with key stake holders
- Identify external peers or consultant to be on call as problem solving resources for Acting Executive Director
- Identify important external stakeholders to be informed of Acting Executive's status at point of executive's departure
- Present pre-departure plan to BOD for ratification
- Develop Plan to manage all documents, internal communications, and external communications requiring the executive's response
- Prepare plans for a smooth transition upon return
  - Keep the schedule light
  - Schedule a meeting with Acting Executive Director to share learnings and express appreciation for the additional work the Acting ED took on. (A dinner or some other more formal appreciation is recommended)

**Board of Directors**

- Prepare Executive Committee to provide support to Acting Executive during the sabbatical
- Clarify the limits of executive authority for the Acting Executive Director
- Develop communication plan for key external stakeholders to be informed of Acting Executive's status at the point of executive's departure
- Establish compensation to be provided for Acting Executive and possibly other staff who take on additional responsibilities during temporary ED departure

**MANAGING DURING THE SABBATICAL**

**Executive Director**

- Remain detached from the organization for the duration of the sabbatical to allow the management team and others to take on complete responsibility

**Board of Directors**

- Executive Committee establishes regular check-in conversations with Acting Executive

**Acting Executive Director**

- Check-in with support resources as needed
- Keep track of issues and business to be discussed in a post-sabbatical debriefing with the Executive Director

**SABBATICALS:  
A Checklist for Preparing, Managing, and Re-Entering**

**RE-ENTRY AND DEBRIEFING LESSONS LEARNED**

- In preparing to re-enter, the ED considers 4 questions:
  - What are my expectations and hopes going forward in my job?
  - What am I going to focus on in my first two months back?
  - What am I going to bring back from my sabbatical?
  - What pre-sabbatical habits and behaviors am I leaving behind?
- Similarly, the managers, just prior to the return of the executive director, a debrief on:
  - What was refreshing and different in the way the agency was managed during the ED's absence?
  - What other insights on managing the agency were gained during the sabbatical?
  - What new ways of managing do we want to ask the ED to consider on their return?
  - What gifts and talents of the ED did we especially miss during their absence?
  - Are there any outstanding issues or disputes that need resolution with the help of the ED on their return?
- The executive director and managers meet to discuss their reflections and insights. (At any one of these debriefing steps, it may be helpful to have third part facilitation in order to maximize insights to be gained and provide a neutral guide and mediator)
  - The executive director offers their resolutions for how they expect to practice better self-care habits and to perform differently on the job
  - The managers offer their insights and requests for how they would like the agency managed differently going forward
  - The executive director and managers resolve difference in their expectations and make explicit their agreements on changes expected of one another going forward
  - The executive director sees to the resolution of any issues or disputes that arose during the sabbatical
- Executive "eases" back into full duties and schedule over 3 – 4 weeks, e.g., no major writing deadline in first month
- Executive meets individually with Acting Executive Director and with managers and debriefs with them on their experiences during the executive's absence and issues needing attention:
  - What was refreshing and different in the management style of the Acting Executive?
  - Are there any outstanding issues or disputes that need resolution?
- Board and executive formally acknowledge and thank Acting Executive Director
- Executive conducts performance evaluation on tenure of Acting Executive Director to provide learning for the Acting Executive.

**SABBATICALS:  
A Checklist for Preparing, Managing, and Re-Entering**

**CEO Sabbatical Temporary Leadership Plan**

**Effective:** June 13-August 12

**Acting CEO:** Meghan Parsons?

**Primary Executive Functions:**

- Strategy- Meghan
- Operations- Dave
- Personnel/Culture- Erica/Meghan
- Development/Fundraising- Meghan
- Advocacy/Education- Randi (including Feeding NYS Advocacy Committee?)
- BOD Management- Meghan/Lynn
- CCDOR ED Meetings- Meghan
- Feeding NYS Meetings- Meghan

**Special Projects:**

- Phase 2 DEI work- Meghan/Erica
- SIF Kitchen Cabinet- Meghan/Lynn
- Facilities Committee -Meghan/Lynn (Dave to assist)
- Strategy Committee- Meghan/Lynn (Jen B to assist)

**Mentors & Resources:**

- Lynn Dates, Executive Assistant (set up weekly meetings)
- Karen Dehais, CCDOR ED (introduce & set up monthly meetings)
- Joe Thomas, BOD Chair (set up monthly meetings)
- Jeanette?

**External Stakeholders to Inform:**

- Donors?
- Check signing
- Contractors
- Others?

**Communications & Documents Management:**

- Set up email forwarding or out of office reply. (Send to Lynn so she can forward to the right people?)
- Lynn to assist with determining what needs to be saved for my return.

# FOOD BANK OF THE SOUTHERN TIER

## Board of Directors Meeting

December 16, 2021

4:00 PM - 6:00 PM

### AGENDA

<b>TOPIC</b>	<b>FACILITATOR</b>	<b>ACTION</b>	<b>TIME</b>
1. Welcome & Call to Order	Joe Thomas		3
2. Prayer/Poem/Positivity	Erin Summerlee		2
3. Approval of Minutes – September 16, 2021	Joe Thomas	Approve	5
4. BOD Education: DEI update???			
5. Committee Reports			40
a. Development Committee	John Bayne	Update	
• 2021 Fundraising Progress			
• BOD Giving			
b. Executive Committee	Joe Thomas	Update	
• 2021 CEO Performance Evaluation Plan			
• Facilities Committee			
• Strategy Committee			
c. Finance Committee	Steve Hoyt	Approve	
• September Financials			
• Q3 Adjustments			
• 2022 Budget			
d. Nominating & Corporate Governance	Grace Park	Approve	
• 2022 BOD Slate & Committee Appointments			
• 2022 Meeting Schedule			
• BOD Assessment			
6. COO Report	Dave Patterson	Update	5
7. CEO Report	Natasha Thompson	Update	5
8. Executive Session	Joe Thomas		5

#### Next Meeting:

February 17, 2022

4:00 PM-6:00 PM

Opening Prayer: Grace Park