

FOOD BANK OF THE SOUTHERN TIER

EXECUTIVE COMMITTEE

Tuesday, January 12, 2021

8:00 AM – 10:00 AM

AGENDA

<u>TOPIC</u>	<u>FACILITATOR</u>	<u>ACTION</u>	<u>TIME</u>
1. Welcome and Call to Order	Joe Thomas		2
2. Opening Prayer	Mary Pat Dolan		2
3. Approval of December 8, 2020 Minutes	Joe Thomas	Approve	1
4. Check-in	Joe Thomas	Discuss	10
5. COVID-19 Updates	Natasha Thompson/ Meghan Parsons/ Tim Currie	Discuss	20
6. Needs Assessment/Glide Path Update	Natasha Thompson	Discuss	10
7. Strategic Plan Update	Natasha Thompson	Discuss	10
8. Food Bank/Foodnet Alliance Update	Natasha Thompson	Discuss	10
9. 2020 CEO Performance Report & Evaluation	Natasha Thompson/Joe Thomas	Discuss	10
10. Personnel Update	Natasha Thompson/Tim Currie	Update	10
11. Other Business	Joe Thomas	Approve	5
12. Executive Session	Joe Thomas	Discuss	5

Next Meeting:

Tuesday, February 9, 2020

8:00AM – 10:00AM

Opening Prayer: Steve Hoyt

RSVP to Lynn Dates Lynn.dates@foodbankst.org

Food Bank of the Southern Tier

Executive Committee Meeting

Tuesday, December 8, 2020 8:00 – 10:00 am

Board Member	In Attendance	Unable to Attend
Joe Thomas (Chair)	X	
Steve Hoyt	X	
Mary Pat Dolan	X	
Jessica Renner	X	
Erin Summerlee	X	
<i>Ex-Officio</i>		
Laura Opelt	X	
Natasha Thompson	X	
<i>Staff/Guest</i>		
Tim Currie	X	
Meghan Parsons	X	
Lyndsey Lyman	X	
Lynn Dates	X	

1. Welcome & Call to Order

Joe Thomas called the meeting to order 8:01 am.

2. Opening Prayer

Laura Opelt led the opening prayer.

3. Approval of the November 10, 2020 Minutes

*Mary Pat Dolan made a motion to approve the November minutes.
Jessica Renner seconded. None opposed. Minutes approved.*

4. Check-in

Committee members went around the room and provided updates on their personal & professional lives.

5. Food Bank Advocacy Priorities Update

Erin Summerlee and Lyndsey Lyman shared the updated version of Advocacy Priorities that will be presented for approval at the December BOD meeting. The committee members reviewed and discussed the revised document and agreed that it should be shared with the BOD for approval. Lyndsey noted that we will still create annual legislative agendas and use Advocacy Priorities as an overall guiding document.

*Mary Pat Dolan made a motion to approve the Advocacy Priorities and recommend BOD approval.
Jessica Renner seconded. None opposed. Advocacy Priorities approved.*

6. COVID-19 Updates

Natasha, Tim and Meghan reviewed their COVID-19 BOD update presentation with the group.

Tim reviewed Distribution, noting that November was a strong month for partner distribution, and that the decrease in FBST program distribution was due to the cancelation of seven MFPs the first week in November due to two COVID-19 cases in the warehouse. Tim added that wholesale and USDA receipts continue to outpace last

year. Tim reviewed Financials, specifically Disaster Relief spending through October providing a breakdown in relation to food, personnel, warehouse, operations, development, and capital support.

Meghan provided an update on Fundraising, pointing out that we are currently 9% over the Q2 adjusted budget goal. She added that three major donor asks resulted in \$65K, and that the Turkey Drive resulted in \$200K when it typically totals \$70K which demonstrates that digital and virtual fundraising has remained strong. Meghan informed the committee of our decision to no longer host the Tour de Keuka (TdK) fundraiser. She added that we will work with the TdK committee to help facilitate a smooth transition to another organization.

Natasha reviewed Client Demand and with 93% of pantries reporting, we are seeing an 8% increase in households served for November compared to 2019. Overall, pantries have seen a 13% increase in demand since March. However, the number of households served via MFPs continues to lag behind 2019 numbers due to the transition from CFDs back to traditional MFPs in September. She noted that while households served has declined since transitioning from CFDs to MFPs, the average pounds per household has increased significantly which is attributed to the increase in available perishable products. The group discussed how the Needs Assessment results will help direct future distributions.

7. GlidePath Budget Update

Steve Hoyt and Tim updated the group on the Glide Path discussion at December Finance Committee meeting. Natasha emphasized the four steps that will move the GlidePath forward: 1. Determine how much of a year-end surplus we have; 2. Review the results of the Needs Assessment in January; 3. Complete the Strategic Plan; 4. Get a sense of the vulnerability of State and Federal funding. Natasha pointed out what has been done in the interim: added a temporary driver and are considering adding another, bringing back the receptionist position since the number of incoming calls has increased, hiring a third PPC; hiring a new nutrition resource manager to fill a vacant position; and hiring a Client Registration Specialist. The group further discussed increasing the marketing investment to saturate the market reach and serving people who aren't familiar with FBST services. The group added that this is the time to increase spending to reach more people and reiterated the fact that they fully support expenditures to make this happen.

8. Food Bank/Foodnet Alliance Update

Natasha reviewed the work of the Food Bank/Foodnet Alliance Task Force to date and shared their recommendation to move ahead with Phase 2. The group discussed how to best present this information to the BOD as well as Catholic Charities DOR.

9. Review 2021 BOD Slate

Natasha reviewed the 2021 BOD slate with the group and noted that we will be welcoming one new BOD member, Fred VanSickle, and noted his bio in the packet.

10. Approve December BOD Mtg Agenda

The group reviewed and approved the proposed agenda for the December BOD meeting.

11. Other Business

- Confirm 2021 Meeting Dates – All agreed

12. Executive Session – none required

Joe Thomas thanked Laura Opelt for her service to FBST BOD.

Adjourn 9:51 am

Minutes respectfully submitted by,

Lynn Dates, *Executive Assistant to
Natasha Thompson, President & CEO*

Food Bank of the Southern Tier 2021 Hiring Plan

General Operating positions:

1. **Receptionist**- We had attempted to staff this position with volunteers after our previous Receptionist moved into the Food Sourcing Coordinator position, but it hasn't been ideal. We shifted the position from Business Services Department to the Community Impact Department due to high volume of calls from clients & agency partners. This position will report to the Programs & Partnerships Administrative Manager. Expands Programs & Partnerships division from 4 to 5 FTEs.
2. **Health & Nutrition Programs Manager (POSTED)**- Formerly known as Nutrition Resource Manager. Full-time permanent position funded by HPNAP responsible for providing guidance to partner agencies on health and nutrition initiatives. Open in 2020 due to staff turnover. These duties have been fulfilled by the Director of the Health & Nutrition in the interim but is not sustainable, especially if we are looking to grow health care partnerships. Updated JD includes added duties around managing health care partnerships.
3. **Programs & Partnerships Coordinator- (FILLED)** (1) Full-time permanent position responsible for managing programs and partnerships in two counties. Reports to Programs & Partnerships Services Manager. Open in 2020 due to staff turnover.

Disaster Relief positions: (est. 12-24 months)

1. **Client Registration Specialist (POSTED)**- Full-time, temporary position to coordinate client registration process for Mobile Food Pantries until we can revert to previous, walk-up model.
2. **Client Registration Assistant (PROPOSED)**- Part-time, temporary position to assist with phone registration until we can revert to previous walk-up model.

New Glide Path capacity building positions: (100% year 1, 60% year 2, 30% year 3)

1. **Programs & Partnerships Coordinator (FILLED)** (1) Full-time permanent position responsible for managing programs and partnerships in two counties. Reports to Programs & Partnerships Services Manager. Expands Programs & Partnerships division from 5 to 6 FTEs.
2. **Digital Communications Coordinator**- Full-time, permanent position responsible for all digital donor communications, social media and engagement data tracking. Expands Communications division from 1 to 2 FTEs.
3. **Truck Driver (FILLED)**- Full-time, permanent position for anticipated increased distribution levels. Expands driver team from 7 to 8 FTEs.

Confidential

Strategic Overview

Mission

Working together to build and sustain hunger-free communities through-out the Southern Tier.

Vision

The Food Bank of the Southern Tier is committed to creating a future without hunger where access to healthy food by all is recognized as fundamental to the well-being and success of individuals and the foundation of a strong, vibrant society.

Intent

Desired-Future State

A client-focused, engaged, high-performing team, leading a collaborative effort across our region to ensure equitable access to nutritious food.

Priorities

1. **Culture.** Align the team around our shared purpose, values and culture to build a cohesive, high-trust, and empowered organization.
2. **People.** Build programmatic and management capacity to sustain our commitment to high performance and increase the strength and continuity of the team.
3. **Equity.** Build and lead a vision for equity within our service area so that everyone can thrive.
4. **Relationships.** Lead and convene partners to engage in our shared mission and accelerate our impact.
5. **Data.** Collect and use data to build a nourished, more equitable food system.

Priorities in Detail

1. **Culture.** Align the organization around our shared purpose, values and culture to build a cohesive, high-trust, and empowered organization.

	Key Result Areas	Measures of Success
1.	Revise, update and roll out our core values with all-staff involvement.	Increase in organizational cohesion and alignment
2.	Integrate the core values and our commitment to equity. Update and standardize the recruitment, selection, onboarding and performance review processes. Develop a 'Values in Action' program to bring the values to life.	Decrease in Says/Does gap Number of 'Values in Action' presented
3.	Upskill managers and supervisors with skills and techniques to build and lead a high-performing, empowered, learning organization.	Increase in team learning
4.	Build a cohesive, high-performing senior leadership team. Review and establish best practices, including team norms for alignment, decision making, feedback, accountability, and learning.	Clarity in decision making

2. **People.** Build programmatic and management capacity to sustain our commitment to high performance and increase the strength and continuity of the team.

	Key Result Area	Measures of Success
1.	Develop a talent planning process that addresses low performing and high potential team members. Identify leader competencies and required skills at every level of management within the organization.	Decrease in voluntary turnover Increase in engagement and morale
2.	Develop formal and informal cross-training programs to increase the capacity of the team and remove silos.	Increase in leadership bench strength
3.	Review and update SOPs for key positions to ensure continuity in the roles.	Increase in effective difficult conversations (feedback, coaching)
4.	Use cross-functional teams to break down silos and unite team members across departments and locations. Develop a uniform process for establishing cross-functional teams and implement it across the organization.	

3. **Equity.** Build and lead a vision for equity within our service area so that everyone can thrive.

	Key Result Area	Measures of Success
1.	Engage staff, board members and our partners to co-create a definition and vision for equity in support of our mission. Use data that identifies underserved people within our region to inform this work.	Working definition of equity for FBST
2.	Assess our organization and board for inequities and develop organizational goals to close the gap between says and does. Develop and share a system of accountability.	Improved outcomes among diverse groups we serve
3.	Roll out our vision for equity within the organization and across the network. Develop a communication plan to reach all stakeholders.	Established accountability for equity
4.	Celebrate success and tell stories of staff and partner agencies bringing to life our commitment to equity.	Equitably serving our region

4. **Relationships.** Lead and convene partners to engage in our shared mission and accelerate our impact.

	Key Result Area	Measures of Success
1.	Identify and develop partnerships and programs that improve equitable access to healthy food. Share stories of our partners and their impact.	Increase in community partner engagement and leadership
2.	Collaborate with our partners to develop and advance our advocacy goals, cultivate advocates and reduce food insecurity. Convene and/or engage county level food policy councils, food coalitions, and other community groups. Unite shared efforts and mobilize agencies to participate.	Number of community partners
3.	Identify and address gaps in our network that impede the equitable distribution of food. Support our partners to increase their capacity and ensure continuity of services across our region.	Increase in community ownership of committees and initiatives
4.	Align the allocation and redistribution of resources to increase equitable, healthy food access.	Increase in physical infrastructure to support equitable distribution of food

5. **Data.** Use data to build a nourished, more equitable food system.

	Key Result Area	Measures of Success
1.	Collect data required to measure progress on the organization’s goals, including the commitment to equity. Develop a comprehensive set of indicators and the appropriate tools and software to track progress.	Established set of indicators Identified software to support data collection
2.	Collect feedback and input from our partners and clients to improve our services and build a client-focused organization. Celebrate successes and share changes made based on the feedback.	Increase in data supported decisions
3.	Clearly determine how data is used and shared, and standardize ways to use data to inform decisions.	
4.	Communicate internally and externally about the evolution of which indicators matter, and how data is collected and used to inform decision making.	

DRAFT

2020 Personal Goals for Natasha Thompson, President & CEO

Goal	Strategies	Metrics	Target Date	Progress
STRATEGY	<ul style="list-style-type: none"> • Lead creation of 2020-21 workplan • Plan for strategic plan refresh in 2021 	<ul style="list-style-type: none"> • Develop timeline & process • Completed workplan • Develop process & timeline for refresh 	<p>Feb</p> <p>May</p>	<ul style="list-style-type: none"> • Timeline completed. • This objective was paused for several months during our COVID response efforts. • We made the decision in August to engage a consultant to help us incorporate our COVID learnings, along with employee & BOD SWOTs, into an updated Strategic Plan which will be completed in February 2021. • We also engaged another consultant to conduct a Needs Assessment that will help us identify the most vulnerable clients in our service area and provide recommendations on how to best serve them.
OPERATIONS	<ul style="list-style-type: none"> • Ensure we meet our distribution & financial goals for 2020 	<ul style="list-style-type: none"> • Distribution goal= 14M lbs (including CHOW) • Fundraising goal = \$3M 	<p>Dec</p>	<ul style="list-style-type: none"> • We exceeded our distribution and fundraising projections for 2020 due to COVID. • Distribution = 17.5M lbs • Fundraising = \$7.7M • We made several strategic investments in organizational capacity including upgrading our

				<p>phone system to better support remote work, hiring a full-time Donor Relations Coordinator to handle gift entry, and purchasing a second tractor-trailer with funds from FANO.</p> <ul style="list-style-type: none"> We also completed various facility upgrades to ensure the health and safety of staff and volunteers.
PERSONNEL/ CULTURE	<ul style="list-style-type: none"> Develop succession plans for key positions Incorporate employee engagement survey recommendations into 2020-21 workplan 	<ul style="list-style-type: none"> Completed succession plans Improved Employee Engagement score 	<p>Dec</p> <p>Aug</p>	<ul style="list-style-type: none"> We did not create succession plan for key positions this year. We did see improvements in Employee Engagement with the latest survey showing 81.2% favorability score compared to 73.6% in 2019. The Senior Leadership Team was especially focused on supporting staff during this challenging time by providing flexibility, hazard pay, and bonuses.
DEVELOPMENT/ FUNDRAISING	<ul style="list-style-type: none"> Work with VP of Development & Community Engagement to develop a plan to commemorate Food Bank 40th Anniversary 	<ul style="list-style-type: none"> Finalized plan approved by Development Committee & BOD 	<p>Sep</p>	<ul style="list-style-type: none"> This did not happen.
ADVOCACY/ EDUCATION	<ul style="list-style-type: none"> Work to prevent proposed cuts to the SNAP program Engage CCDOR in Hunger Action Month activities 	<ul style="list-style-type: none"> Elected officials are informed General public is informed 	<p>Dec</p> <p>Dec</p>	<ul style="list-style-type: none"> Due to COVID, we shifted our advocacy focus. We advocated for temporary increases to SNAP benefits, increased funding for TEFAP and eliminating the congregate requirement for

		<ul style="list-style-type: none"> • Each CCDOR agency with a food program engages in at least one HAM activity 	Sep	Summer Food reimbursement to allow schools to feed children over the summer months.
BOD MANAGEMENT	<ul style="list-style-type: none"> • Recruit new BOD members • Increase engagement among existing BOD members 	<ul style="list-style-type: none"> • At least one new BOD member recruited for 2021 • Finalize BOD Officers for 2021 • Plan & facilitate BOD/Committee volunteer day • Develop regular BOD communication plan to include performance metrics 	Dec May March	<ul style="list-style-type: none"> • We are welcoming one new BOD member in 2021. • We had planned a BOD & Committee member volunteer day in May but that was canceled due to COVID. • My regular communication to the BOD consisted of COVID-related updates, not performance metrics.
EXTERNAL ACTIVITIES	<ul style="list-style-type: none"> • Participate in Feeding America Equity, Diversity & Inclusion Advisory Committee • Complete Season 3 of WSKG/ Chasing the Dream project • Join Community Foundation of Tompkins County BOD 			<ul style="list-style-type: none"> • The EDI committee met remotely in 2020. • Production of season 3 episodes was delayed due to COVID and will continue through 2021. • Completed my first year on the Community Foundation BOD. • NEW-Completed a certificate program in Diversity & Inclusion through eCornell