

FOOD BANK OF THE SOUTHERN TIER

EXECUTIVE COMMITTEE

Tuesday, July 14, 2020

8:00 AM – 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. Opening Prayer	Laura Opelt		2
3. Approval of June 9, 2020 Minutes	Joe Thomas	Approve	1
4. Check-in	Joe Thomas	Discuss	10
5. COVID-19 Updates	Natasha Thompson/ Meghan Parsons/ Tim Currie	Discuss	25
6. June BOD Meeting Debrief & Next Steps	Joe Thomas	Discuss	20
7. Potential Meals on Wheels Partnership	Natasha Thompson	Discuss	20
8. Other Business	Joe Thomas	Discuss	5

Next Meeting:

Tuesday, August 11, 2020

8:00AM – 10:00AM

Opening Prayer: Joe Thomas

****Please RSVP to Lynn Dates: lynn.dates@foodbankst.org****

Food Bank of the Southern Tier

Executive Committee Meeting

Tuesday, June 9, 2020

8:00 am – 10:00 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>		
Laura Opelt	X	
Natasha Thompson	X	
<i>Staff</i>		
Tim Currie	X	
Meghan Parsons	X	
Lynn Dates	X	

1. Welcome & Call to Order

Joe Thomas called the meeting to order 8:02 am.

2. Opening Prayer

Mary Pat Dolan led the opening prayer.

3. Approval of the May 12, 2020 Minutes

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

4. Check-in

Committee members provided updates on their personal & professional lives.

5. COVID-19 Updates

Natasha, Tim, and Meghan reviewed their COVID-19 BOD Update presentation which focused on Operations, Fundraising, and Phase 2 planning.

Tim discussed current inventory including our current supplies of wholesale, TEFAP, and donated product noting that wholesale orders from April have not yet been received and that we've been notified of TEFAP funding through 2021. He pointed out that current TEFAP inventory is lower than normal. Tim reviewed Food Demand pointing out that some low points were because of four-day weeks and that the downward trend is likely due to Food Hubs closing, adding that CFD output is slightly down. Tim reviewed April COVID-related expenses noting that Food Hubs were unable to take perishable or frozen product, \$25K resulted from the Bezos grant spend down, and that some supply expenses are semi-annual. He emphasized that expenses will be between \$70K-\$80K going forward.

Meghan provided an update in fundraising pointing out that \$1.5M was COVID-inspired income and that we are now 24% over budget. With regards to upcoming Development activities she noted that the Harvester will be mailed by the end of June and, aiming to avoid a summer slump, there will be a phone-a-thon to encourage pledges. Meghan informed the group that there is another COVID-related grant opportunity through Feeding America who has \$93M to regrant.

Natasha covered all aspects of Phase 2 planning reminding the group that remote work will continue, that the final Food Hub will be in Corning on June 18, beginning June 26 the Warehouse will shut down for one week and staff lunches will end, that the NOEP (SNAP outreach) contract has ended because NYS is not executing contracts, that Volunteer shifts will begin on or around July 27, and CFDs will continue through the end of August, noting that we have good partnerships with colleges. Natasha went on to review Phase 2 expenses which include \$13K for facility upgrades and \$24K for technology/equipment upgrades noting that we are still working to finalize estimates.

6. SWOT Analysis Activity

SWOT by Executive Committee – with the assistance of Randi Quackenbush and Lyndsey Lyman the group split into two breakout groups for SWOT discussions to prepare for the Board of Director strategy session at the June 18 meeting.

Review staff SWOT – Natasha led the group through Staff SWOT results noting similarities with the Executive Committee’s results.

7. June BOD Meeting Agenda

Finalize questions for BOD Strategy Session – Together the group discussed how they see Board participation during the June meeting to develop an action plan. They discussed positive results from using PantryTrak and Call’Em All to communicate with clients about food availability. It was noted that 18% of clients responded to a survey about their CFD experience; 40 of whom would like to share their story. The group further discussed possible questions to guide future strategy work during the June BOD meeting.

8. Other Business – none

Minutes respectfully submitted by,

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

Employee SWOT



SWOT Questions

- What have we learned about ourselves & our organization during the COVID-19 crisis?
- What have we done well? (Strengths)
- What could we have done better? (Weaknesses)
- What should we look out for in the future?
- What could help us serve the community better? (Opportunities)
- What challenges could potentially impact our work? (Threats)

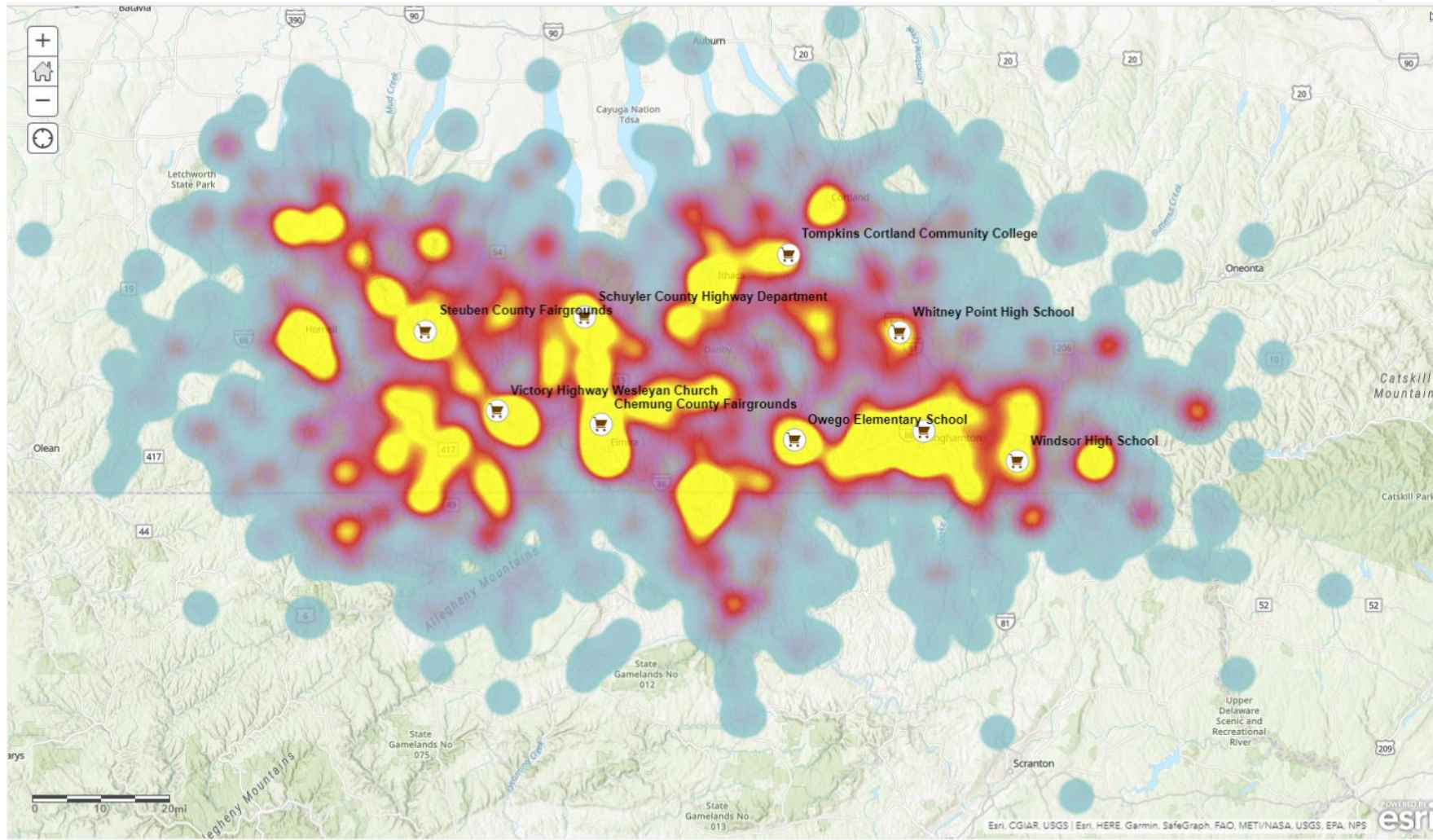
Strengths

- Teamwork
 - Agility & quick emergency response
 - Flexibility of staff to take on new roles & duties
 - Ability to manage increased workload
- Strong Community Relationships
 - Agencies
 - Food hub partners
 - School districts
 - Funders/donors
 - Media

Strengths

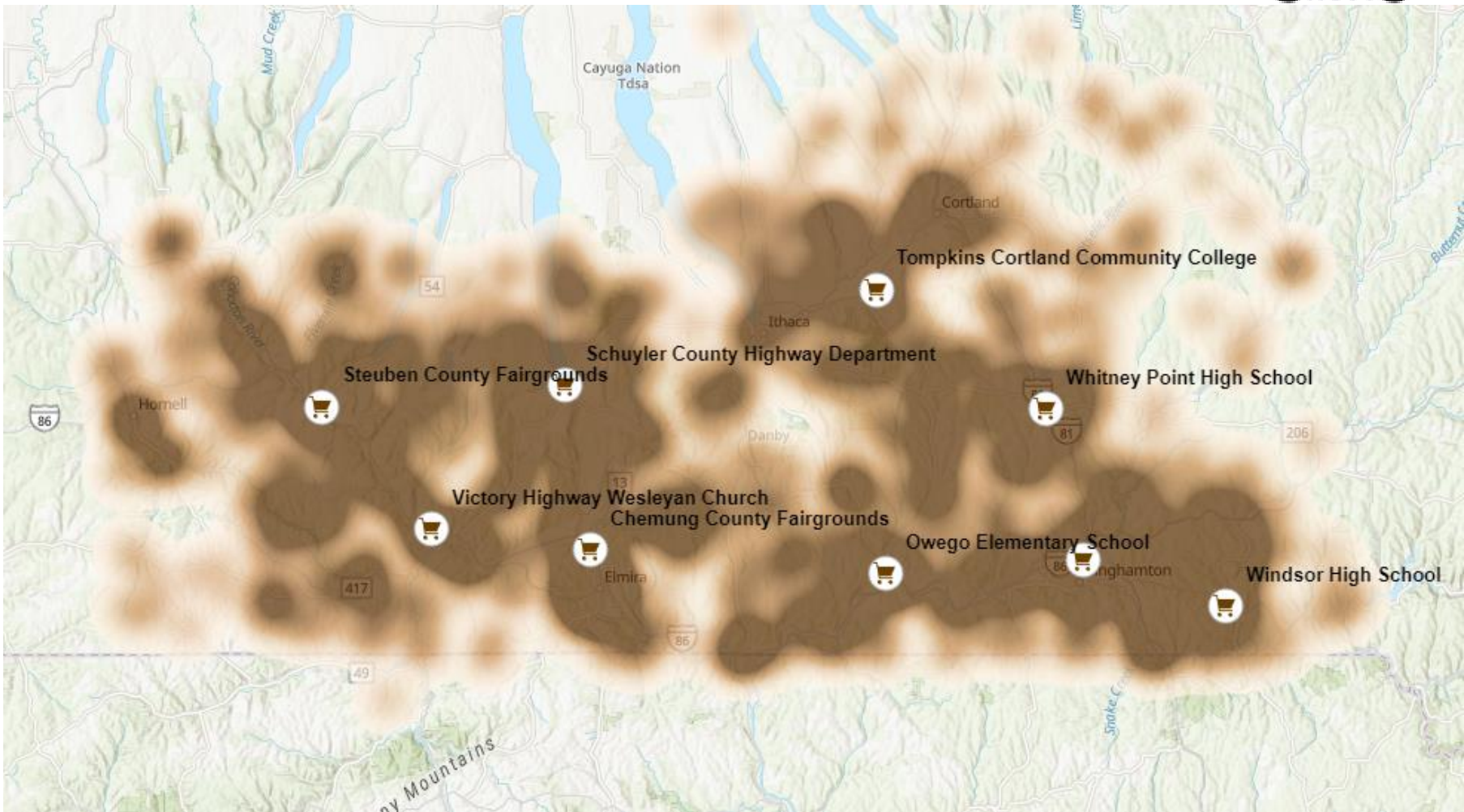
- Technology & Data
 - Internal IT systems & equipment to support remote work
 - Quick to incorporate Zoom & Teams
 - Call 'Em All for client communication & surveys
 - Grasshopper for client registration hotline
 - PantryTrak used for client registration and CFD site selection

MFP Heat Map





CFD Heat Map



Weaknesses

- Managing wholesale food supply
- Internal communication
 - Shifting roles & responsibilities
 - Changes in priorities
 - Donor communication
 - Cross-departmental communication
 - Relationships & trust
 - Agency contact information
- Impact on employees
 - Anxiety & stress
 - Unfamiliar & additional duties
 - Increased workload

Opportunities

- Leverage new & enhanced partnerships
 - Expand reach to underserved groups (seniors, veterans, disabled, etc)
 - School-based MFPs and/or pantries
 - Explore “last-mile” solutions
- Use data to improve services
 - Continue roll-out of PantryTrak to agencies
 - Add demographic info to client records
 - Work with BU & Cornell on heat maps & surveys

Opportunities

- Apply lessons learned during COVID response into Phase 2
 - Use CFD model to improve MFPs
 - Restart Volunteer Program
 - Rethink events
 - Maintain staff connections
 - Prepare ourselves for a second wave
- Help agencies reopen
- Collect & share stories of impact & hope

Threats

- Long-term supply chain issues
- Long-term economic impact
 - Decreased revenue from fundraising
 - Loss of local, state & federal funding
 - Increased client demand
- Team/culture
 - Staff burn-out & anxiety
 - Disconnection & silo-ing
- Second wave

Other considerations

- How do we best manage headcount? Which positions are necessary for short-term vs. long-term?
- How will racial, civil and economic unrest throughout the nation impact our area?
- What is our commitment to diversity, equity and inclusion?
- Are there opportunities to develop more strategic partnerships with other local organizations?

BOD Input



BOD Questions

- What did you hear during the SWOT/Client Survey presentations? (What surprised you? What concerns you?)
- Based on what you heard, what 2 or 3 things should the Food Bank focus on through the end of 2020?
- Based on your experience, what 2 or 3 long-term opportunities or threats should we consider/anticipate?

What they heard

- **Agility & flexibility** in response to community needs
- Use of **technology** to make decisions, work remotely, stay connected and better serve people in need
- Impressed by **community partners** who stepped up
- Pleased to know that **clients are satisfied** with CFDs
- Concerned about **long-term impact on staff**
- Surprised that some clients reported receiving **too much food**, especially beans & lentils!
- This experience has changed the Food Bank and will continue to do so

Focus through 2020

- Monitor **food supply & monetary donations**
- **Maintain client connections** & solicit their feedback to improve programs & services
- Prepare for a **second wave**
- Explore what role **partners** can play in long-term
- **Take care of staff**- focus on employee well-being, preventing burn-out, & adjusting to the “new normal”
- **Help pantries** reopen or adjust/improve their distribution models
- **Communicate, communicate, communicate**- with all internal & external stakeholders

Long-term Opportunities/Threats

- Understand the **demographic & socio-economic trends** in the Southern Tier region
- Recognize that **we can't do everything** & need to work with partners
- **Advocacy** will become more important as need increases
- Continue to **communicate** what we're doing & demonstrate impact
- **Document** everything we've done so that we'll be better prepared for next time
- Resist the urge to "overbuild"

Next Steps

- Leadership Team to identify key focus areas through end of 2020
- Employee teams will be assembled to provide input on work plan development through July
- Final 2020 work plan to be completed by August 3
- Longer-term strategic planning process still in development
- Considering a consultant to assist with this in Q4