

**FOOD BANK OF THE SOUTHERN TIER
STRATEGY COMMITTEE MEETING
March 10, 2022 3:00-4:30 PM**

AGENDA

TOPIC	FACILITATOR	ACTION	TIME
1. Welcome & Introductions	Erin Summerlee	Discuss	15
2. Review Committee Description & Charter	Erin Summerlee	Discuss	10
3. Strategic Investment Fund (SIF) Overview <ul style="list-style-type: none">• History• Project descriptions & budget• Progress to date• Timeline• Kitchen Cabinet	Natasha Thompson/ Matt Griffin/ Randi Quackenbush	Discuss	25
4. Breakout Discussions <ul style="list-style-type: none">• What information does this committee need to make decisions?• How should this committee interact with the SIF Kitchen Cabinet?• What is the best way to keep the BOD informed?	All	Discuss & Decide	30
5. Next Steps <ul style="list-style-type: none">• Confirm 2022 Meeting Schedule<ul style="list-style-type: none">a. May Agenda: Agency Survey Data – Baseline & Goalsb. June BOD Strategy Session Prep	Erin Summerlee	Decide	10
6. Wrap-up / Adjourn	Erin Summerlee	Discussion	5

Next Meeting

TBD

RSVP to Lynn Dates Lynn.Dates@foodbankst.org

FOOD BANK OF THE SOUTHERN TIER

Board of Directors *Committee Description*

STRATEGY COMMITTEE (Ad-hoc)

PURPOSE:

The purpose of the Strategy Committee is to oversee the development and implementation of the Food Bank's Strategic Investment Fund (SIF) in cooperation with the Board of Directors (BOD), President & CEO and staff.

RESPONSIBILITIES:

1. Oversee the development and implementation of the Food Bank's Strategic Investment Fund (SIF) initiatives.
2. Review SIF progress reports and provide feedback as needed. Keep the full BOD informed through regular reports at quarterly meetings.
3. Provide guidance and direction on program development and design with an emphasis on client engagement, data analysis, and evaluation.
4. Identify potential partners that might be able to assist with or benefit from SIF priorities. Make introductions as needed.
5. Assist staff with planning and facilitating BOD education and communication around the SIF.
6. Ensure SIF funds are allocated and spent according to their original intent.

HISTORY:

The Food Bank raised an unprecedented amount of funds in 2020 in support of our COVID relief efforts which resulted in an operating surplus of over \$5M. The board charged the staff to develop a plan to spend down the funds in the spirit of donors' intent. The Senior Leadership Team (SLT) proposed the creation of a Strategic Investment Fund (SIF) to support new and innovative projects to address at least one of more of the following: 1) strategic priority, 2) needs assessment recommendation, or 3) building our internal capacity. Staff were encouraged to submit project proposals which were reviewed and scored by the CEO, COO and CDO. The selected projects were shared with the board for final approval. Most projects have an initial three-year time horizon. We have assembled a SIF Kitchen Cabinet comprised of SIF project leads and SLT members to help move the work forward, maintain accountability, and facilitate learning among members. The Strategy Committee will be the liaison between the SIF Kitchen Cabinet and the full Board.

COMPOSITION:

- Erin Summerlee, Board Member, Chair
- Natasha Thompson, President & CEO
- Randi Quackenbush, Director of Community Impact
- Matt Griffin, Director of Health & Nutrition
- Kathleen Rasmussen, Board Member
- Andy Fagan, Board Member
- Tess McKinley, Committee Member
- Jamila Michener, Committee Member

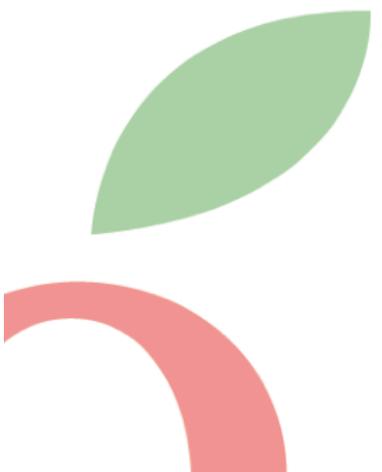
MEETING SCHEDULE:

The Strategy Committee will meet at least four times a year.

LIMITS OF AUTHORITY:

The Strategy Committee will submit all recommendations to the Board of Directors for approval.

Strategic Investment Fund Proposals Summary



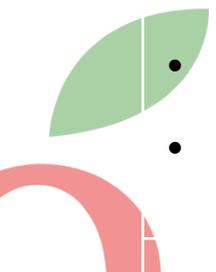
Network & Program Capacity Building- \$1.7M

Summary: We propose making significant investments in network & program capacity by establishing Impact Grants, a cold storage capacity fund, incentives and stipends for agency & program partners to reach underserved populations, evolving youth programs beyond Backpack, establishing a Diaper Bank Program to reach parents of children 0-4, and providing trainings around DEI, Trauma Informed Care, and other capacity building topics.

Strategic Priorities:

- Relationships- Identify and address gaps in our network that impede the equitable distribution of nutritious food. Support our partners to increase their capacity and ensure continuity of services across our region.
- Relationships- Align the allocation of resources to increase equitable, healthy food access

Needs Assessment Recommendations:

- Address common barriers of transportation, awareness, access, type/quality of food available and stigma.
 - Encourage and incentivize pantries to engage in client-focused services e.g. offering home deliveries to most vulnerable and expand hours to meet needs of working families.
 - Develop messaging and training for network pantries with respect to cultural awareness and inclusion.
 - Develop and maintain new relationships with organizations serving underserved population to further increase capacity ensure greater reach
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Client Driven Services- \$328K

Summary: We propose investments in strengthening our connections with people most impacted by food insecurity by building on our Speakers Bureau program and establishing a more formal process for engaging clients and communities in our work.

Strategic Priorities:

- Relationships- Identify and foster relationships with content and context experts that support our mission and expand opportunities for involvement;
- Data- Collect feedback and input from our partners and clients to improve our services and build a client-focused organization.

Needs Assessment Recommendations:

- Integrate clients' desires for services, view of success, and leadership skills. Query underserved populations and refine & tailor foods to better support them;
- Explore community-responsibility and ownership by bringing clients into decision-making and distribution.
- Policies should be created with the full and direct participation of those affected.
- Develop a client-focused communication plan to share info on existing services and communicate the diversity of service users – emphasizing resourcefulness over dependence.

Healthcare Partnerships- \$145K

Summary: The FBST will initiate strong healthcare partnerships to establish a foundation in which healthcare networks, clinics and systems can work alongside community organizations to address food insecurity, chronic diseases, health equity, and social determinants of health in their communities.

Strategic Priorities:

- Equity- The FBST and its partners will identify the prevalence and frequency of chronic diseases among underserved populations, using a health equity lens to address health disparities and include participants as key informants and stakeholders.
- Relationships- Identify and foster relationships with content and context experts that support our mission and expand opportunities for involvement.

Needs Assessment Recommendations:

- Populations addressed: Seniors, homebound, families with children, working families
- Barriers addressed: Transportation, awareness, access, types/quality of available food
- Recommendations: client-centered services that respond to identified needs of underserved populations and address barriers, establish relationship with new partners, cross-department program (H&N and Warehouse), include clients in decision making/design

Service Insights- \$346K

Summary: This proposal includes investments that 1) ensure the continuation of FreshTrak use at Mobile Food Pantries via a pre-registration system, 2) support food pantries already using FreshTrak; and 3) accelerate the expansion of FreshTrak to more food pantries. The budget has funding for staff salary and fringe, programs materials, computers, and technology for use in trainings and to support FreshTrak use by food pantries, and 2-1-1 contract services to handle MFP phone registrations.

Strategic Priorities:

- Relationships- Lead and convene partners to engage in our shared mission and accelerate our impact.
- Data- Use data to build a nourished, more equitable food system.

Needs Assessment Recommendations:

- Data Tracking- Encouraging and incentivizing full participation in using Pantry Trak, or any future client-tracking system, will provide more robust analysis options including the ability to fully understand the extent of cross-program usage, turnover rates, travel to service data, and total number of clients served.



Order Ahead- \$473K

Summary: Order Ahead is an on-line ordering system that would allow clients to select the items they receive from a pre-selected inventory of items. Order Ahead would facilitate client-choice items to be picked up from new and potential partners, such as libraries, YMCAs, and schools. Agencies may also implement this technology to streamline their own processes and offer appointments to clients at times convenient to them.

Strategic Priorities:

- Equity- Identify and address gaps in our network that impede the equitable distribution of nutritious food.
- Relationships- Support our partners to increase their capacity and ensure continuity of services across our region

Needs Assessment Recommendations:

- Continue partnerships with volunteers developed as a result of COVID to provide home delivery to at-risk seniors and other homebound.
- Develop partnerships with orgs which provide in-home services to deliver food to individuals and families with transportation difficulties.
- Partner with non-traditional partners who serve low-income workers and/or employers; children/families; immigrants/refugees to deliver both food and information on resources.
- Design a program that requires a lower volunteer need for sparsely populated, rural areas.
- Consider continuing COVID-type distribution methods such as drive-through and appointment-based options.

Food Acquisition- \$595K

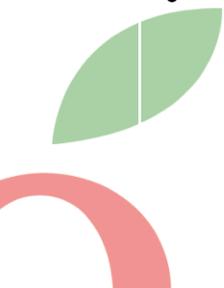
Summary: The Food Acquisition Team proposes to increase our spending on higher quality food that better serves specific populations identified in the Needs Assessment, while supporting local growers.

Strategic Priorities:

- Relationships- Align the allocation of resources to increase equitable, healthy food access
- Relationships- Identify and address gaps in our network that impede the equitable distribution of nutritious food.

Needs Assessment Recommendations:

- Prioritize internal partnering between warehouse and production with staff from nutrition and community impact to better define the contents of food distributions - including ensuring quality.
- Address common barrier of type/quality of food.
- Explore obtaining and distributing cross-cultural foods, e.g. rice, fresh fruits and vegetables; Make culturally appropriate food options available in areas with larger ethnic populations.



SIF Year 1: Building the Foundation 6-Month Progress Report

Team/Project	Goal	Status	Notes
Data & Evaluation	Define organizational outcomes to guide SIF projects	Complete	
Data & Evaluation	Create short-, mid-, and long-term goals & indicators for each outcome	In Process	Good Food and Increase Access outcomes & indicators complete. Strategic Collaboration outcomes & indicators still in process.
Data & Evaluation	Create, distribute & analyze client survey data to establish baselines	Complete	
Data & Evaluation	Create census tract maps to identify underserved communities by Need Fulfillment Rate	Complete	
Data & Evaluation	Create, distribute & analyze agency survey data to establish baselines	In Process	Agency survey is complete and will be distributed by end of February
Data & Evaluation	Complete internal Good Food pounds analysis to determine baselines	In Process	
Data & Evaluation	Establish partner inventory to prioritize allocation of resources and capacity building efforts	In Process	
Data & Evaluation	Convene three Good Food client focus groups	Not Started	To be completed by June 30, 2022
Admin	Establish cross-departmental teams for each outcome	In Process	Good Food and Increase Access teams established. Strategic Collaboration team not yet established.
Admin	Research and acquire project management software	Complete	Acquired Asana in Jan 2022
Admin	Convene SIF Kitchen Cabinet	Complete	Cross-departmental team comprised of SLT members and SIF project leads.
Client Driven Services	Hire Community Engagement Manager & Community Empowerment Coordinator	Complete	
Client Driven Services	Develop Client Communication Plan	In Process	
Client Driven Services	Develop Client Compensation Policy	In Process	
Client Driven Services	Conduct virtual Community Advocates Training (formerly known as Speakers Bureau)	In Process	CAT training split into Level 1 & Level 2. Level 1 training completed in 2021 with 5 participants. Level 2 is in process with 4 participants.
Client Driven Services	Engage clients in Food Finder upgrade project	In Process	Four clients currently engaged in this project.
Program & Network Capacity	Acquire Foundant grant management software	Complete	
Program & Network Capacity	Train staff and agency users on Foundant	Complete	13 staff and 32 agency reps trained
Program & Network Capacity	Establish Cold Storage Fund application & process	Complete	Awarded \$14K to date
Program & Network Capacity	Establish Impact Grant application & process	Complete	Beta group requests: \$186K
Program & Network Capacity	Establish partnership with National Diaper Bank	Complete	We became members in December 2021
Program & Network Capacity	Develop internal program guidelines for 2022 Diaper Bank expansion	In Process	
Program & Network Capacity	Create comprehensive calendar of partner trainings & events throughout the year that align with values & strategic priorities	Complete	Includes updates to Food Bank partnership criteria, Agency Advisory Committee membership criteria, county coalition meeting agendas, etc.

SIF Year 1: Building the Foundation 6-Month Progress Report

Team/Project	Goal	Status	Notes
Program & Network Capacity	Develop agency incentive policy/structure to incentivize activities aligned with values & strategic priorities	In Process	
Service Insights	Hire Service Insights Coordinator to assist with FreshTrak roll-out & train	Complete	
Service Insights	Transition all MFP phone registrations to 211	Complete	
Service Insights	Establish Service Insights operation support grant	Complete	Awarded over \$20K in computer equipment & internet reimbursement to 27 agencies
Service Insights	Capture 63% of all MFP & pantry visit in FreshTrak by 6/30/2022	In Process	59% of all visits captured as of 12/2021
Service Insights	Effectively onboard & train new agencies	In Process	Onboarded 13 new agencies to FreshTrak & trained 97 people from 27 sites
Service Insights	Develop a client referral process to share information about local pantries and other services (e.g.SNAP outreach) with MFP-only clients	In Process	Piloted this effort with ten pantries and one county for SNAP outreach services
Healthcare Partnerships	Co-design Health Meets Home (HMH) pilot program with partners from Arnot Health and Lake Erie College of Osteopathic Medicine (LECOM)	Complete	Framework & learnings from the HMH pilot program used to develop a program playbook and inform design of other healthcare partnerships
Healthcare Partnerships	Work with LECOM medical students to identify and recruit 6-10 food insecure households with at least one member who has pre-diabetes for pilot Health Meets Home project	Complete	Students screened 337 patients & found 38% to be food insecure. 10 households selected for pilot. 100% retention rate so far!
Healthcare Partnerships	Develop a starter kit for each HMH participant household that Food Bank volunteers will assemble and LECOM students will distribute to families	Complete	10 starter kits assembled & delivered to 10 households
Healthcare Partnerships	Conduct orientations for LECOM students and HMH program participants	Complete	Completed in-person orientation with students at the Food Bank. Completed virtual orientation for program participants led by LECOM students.
Healthcare Partnerships	Educate LECOM students about food security as a Social Determinant of Health and health equity.	Complete	52 LECOM students involved in program planning & weekly food box deliveries. Students led HMH participant orientation. Students were also invited to participate in Hunger 101 & Racial Wealth Gap workshops. We held two focus groups with students to gauge insights from HMH partnership.
Healthcare Partnerships	Develop food boxes that Food Bank volunteers will assemble and LECOM students will distribute to families on a weekly basis	In Process	8 weeks of deliveries completed in 2021. 26 recipes featured in weekly food boxes. HMH pilot will continue through June 2022.

Good Food Goals		
Clients Reporting That:	2021 Baseline	2024 Goal
Quality of perishable food meets needs	62%	80%
Quality of shelf-stable food meets needs	70%	80%
Type & variety of food meet needs	61%	80%
Enough healthy food choices	62%	80%
Quantity of perishable food meets needs	50%	70%
Quantity of shelf-stable food meets needs	55%	70%
Able to get food that meets special dietary needs	15%	30%
Able to get food that meets cultural needs	18%	30%
Able to choose foods they want & need	31%	80%
Partners Reporting:	2022 Baseline	2024 Goal
Desire to increase ordering of choose often foods	TBD	TBD
FBST menu & deliveries meet Good Food Standards	TBD	TBD
Desire to understand & meet identified food needs	TBD	TBD
Seek to understand needs through engagement	TBD	TBD
That they offer client choice (*based on client survey/will compare to partner survey)	47%*	100%
No barriers to offering more perishable pounds	TBD	TBD
No barriers to meeting food needs of community	TBD	TBD
FBST Data	2021 Baseline	2024 Goal
Avg pounds of perishable food/person	TBD	TBD
% Grocery programs (FP/MFP) meeting perishable goal	TBD	TBD
% Choose Often foods distributed	51%	60%
Increasing Access Goals		
Clients reporting following barrier to access:	2021 Baseline	2024 Goal
Couldn't find information about where they could get free groceries	52%	30%
Missed a registration deadline/registration was full	45%	?
Site wasn't open on days/times they needed	40%	20%
Transportation issues	32%	20%
Didn't feel safe/comfortable/welcome	28%	10%
Clients reporting access to information:	2021 Baseline	2024 Goal
Have used resources to find food (formerly Food Finder)	37%	60%

Able to get food as a result of resource	88%	95%
New clients report getting food as a result of outreach	Est 2022	TBD
Agencies Reporting: (may be redundant to below)	2021 Baseline	2024 Goal
Willingness to offer more evening & weekend hours	TBD	TBD
Willingness to open more than 1 time a month	TBD	TBD
Willingness to allow clients to access more than 1 time a month	TBD	TBD
Willingness to expand or start home delivery	TBD	TBD
Understanding of Trauma Informed Care principles	TBD	TBD
FBST Data	2021 Baseline	2024 Goal
% offering evening & weekend hours	TBD	TBD
% open at last weekly	TBD	TBD
% allowing clients access more than	TBD	TBD
% offering home delivery	TBD	TBD
% implementing Trauma Informed Care Principles	TBD	TBD
Broome Geographic Need Fulfillment	46%	55%
Chemung Geographic Need Fulfillment	53%	60%
Schuyler Geographic Need Fulfillment	66%	70%
Steuben Geographic Need Fulfillment	72%	80%
Tioga Geographic Need Fulfillment	81%	90%
Tompkins Geographic Need Fulfillment	133%	133%
Service Area Geographic Need Fulfillment	70%	75%
Low-income Workers Need Fulfillment	61%	TBD
Families with Young Children Need Fulfillment	70%	TBD
Racial, Ethnic & Cultural Need Fulfillment	TBD	TBD
Strategic Collaboration Goals		
Clients reporting:	2021 Baseline	2024 Goal
Know who to talk to if they have a question or concern	53%	70%
If they have a question, satisfied with how it is handled	72%	85%
Agree sites share important information	68%	80%
Feel that sites care about their thoughts & opinions	64%	80%
Agencies reporting:	2021 Baseline	2024 Goal
Non-traditional partnerships to reach underserved populations	TBD	TBD

Staff/volunteers participate in Advocacy & Education Pathway	TBD	TBD
Engage in re-occurring advocacy	TBD	TBD
Share volunteer opportunities with clients	TBD	TBD
Share information with clients about changes/decisions	TBD	TBD
FBST Data	2021 Baseline	2024 Goal
# of feedback sessions	TBD	TBD
# Community Advocate Graduates	TBD	TBD
# Civic Engagement Participants	TBD	TBD
# Stakeholders receiving Advocacy alerts	TBD	TBD
% of stakeholder taking action on alerts	TBD	TBD
# non-traditional partners helping reach underserved	TBD	TBD