

FOOD BANK OF THE SOUTHERN TIER

Board of Directors Meeting

June 18, 2020

4:00 PM - 6:00 PM

AGENDA

TOPIC	FACILITATOR	ACTION	TIME
1. Welcome & Call to Order	Joe Thomas		2
2. Opening Prayer	John Bayne		3
3. Approval of Minutes – May 21, 2020	Joe Thomas	Approve	5
4. COVID-19 Update	Natasha Thompson/ Tim Currie/ Meghan Parsons	Discuss	20
5. Strategy Conversation		Activity	
a. SWOT Analysis Presentation	Natasha Thompson		10
b. Client Survey Presentation	Jen Bertron		10
c. Break-out Session set-up	Natasha Thompson		40
1. What did you hear during the SWOT/Client Survey presentations? (What surprised you? What concerns you?)			
2. Based on what you heard, what 2 or 3 things should the Food Bank focus on through the end of 2020?			
3. Based on your experience, what 2 or 3 long-term opportunities or threats should we consider/anticipate?			
d. Reports and group discussion	Joe Thomas		20
6. Next Steps & Wrap-up	Joe Thomas		10

Next Meeting:

September 17, 2020

4:00 PM-6:00 PM

Opening Prayer: Alison Wolfe

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

FOOD BANK OF THE SOUTHERN TIER

Board of Directors Meeting
May 21, 2020 4:00-6:00 PM

Board Member	In Attendance	Unable to Attend
Alison Wolfe	X	
Carin Rouleau	X	
Grace Park	X	
Joe Thomas	X	
John Bayne	X	
Mary Pat Dolan		X
Michael Eisner	X	
Peter Newman	X	
Steve Hoyt	X	
Jessica Renner		X
Karl Krebs	X	
Lorna Swaine-Abdallah	X	
Shannon Matteson	X	
Anis Fadul	X	
Erin Summerlee	X	
Marty Heysham	X	
<i>Ex-Officio</i>		
Natasha Thompson	X	
Laura Opelt	X	
<i>Staff</i>		
Meghan Parsons	X	
Tim Currie	X	
Lynn Dates	X	

1. Welcome & Call to Order

Joe Thomas called the meeting to order at 4:01 PM.

2. Opening Prayer

Carin Rouleau led the opening prayer.

3. Approval of February 20, 2020 Minutes

Karl Krebs made a motion to approve the February 20, 2020 minutes.

Alison Wolf seconded. All were in favor. None opposed.

4. BOD Education – COVID-19 Updates and discussion of the “next phase”

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

Tim reviewed Food Supply noting no new TEFAP streams in Q3, the launch of USDA CFAP and Nourish NY Program pointing out that new programs are providing more perishables. Tim gave praise to partner agencies who are keeping up with increased Food Demand. He noted that monthly costs of Community Food Distributions (CFD) are expected to increase with the addition of Nourish NY product, grants cover “free” product as agency demand for wholesale product costs \$46K per month, pointing out that COVID-related costs include boxes, extra personnel, trucks and storage.

Natasha reviewed Client Demand noting a 53% increase in households served in April (56% in March), that 60% of CFD clients were new to mobile distribution, that we are serving 31% more children and fewer seniors (16%) through CFDs compared to Mobile Food Pantries (MFP), and that a portion of the Jeff Bezos grant fund was allocated to client focused advertising.

Meghan reviewed Fundraising noting that the Annual Fund has raised just over \$3.6M and it is currently 16% over budget goal. She pointed out the success of COVID-inspired gifts and significant increase in the Mother's Day campaign YOY.

Natasha stated that Phase 1 was our emergency response and Phase 2 addresses what we do next. She reviewed the success of working from home, the need to update policies and procedures for those who continue to work in the building, the need to update job descriptions for those who are doing alternate jobs – those who typically interact closely with the public, the need to purchase additional equipment and the addition of a custodial position due to increased cleaning protocols. Board members agreed that adding the custodial position is a good decision.

Natasha reviewed Phase 2 protocols for the Volunteer Program which is slated to resume in July with smaller shifts, confirming that we currently temp-check employees in the office and in the warehouse and will expand this practice to include Volunteers. She reviewed Phase 2 upgrades to the Physical Plant to create a virtually touch-free and social-distanced guided environment for staff, volunteers and visitors. Alison Wolfe pointed out that people do not know how to use personal protective equipment (PPE) properly and suggested that PPE training is integrated into new protocols. The group discussed the cost of upgrades and equipment and was assured by Carin Rouleau that these are strategic improvements in line with food industry standards, providing increased safety for staff and volunteers.

With regards to Food Hubs, Natasha noted that once the Phase 2 Volunteer Program resumes we can scale back off-site Emergency Food Box operations at Hubs and reinforce connections with school districts who will help distribute fresh produce and dairy received from Nourish NY and CFAP programs, adding that Food Hubs have packed over 22,000 boxes since March 20. She explained that New York's reopening process will impact some CFD locations, so we are identifying MFP sites that have the capacity to manage drive-thrus and the client registration process since CFDs have served the same number of people year-over-year.

Natasha shared estimated impacts to Client Demand as the unemployment rate shifts using Feeding America Scenario Planning and focusing on Scenario C which demonstrates the most severe Food Insecurity predictions.

Meghan reviewed Fundraising during Phase 2 emphasizing our "Glide Path", pointing out possible donor fatigue, revising the Annual Fund budget goal, keeping up with stewardship practices for hundreds of new donors and maintaining relationships to steward future increased giving. She explained that due to increased stewardship demands we now have the opportunity to add a Data Entry Specialist position. She also described how events are being reimaged.

Natasha reviewed Next Steps which include Phase 2 budget and timeline, winding down Food Hub operations, development and communication of new Volunteer Program protocols and developing a Glide Path to account for projected increased client demand over the next 12-18 months. Laura Opelt lauded the leadership team noting that she is impressed with the team and its ability to turn on a dime, shift and do hard work.

5. Committee Updates

a. DOR Update

Child Victims Act Update – Carin Rouleau and Laura Opelt explained that COVID-19 has slowed the process which now has a 6-month extension to file a claim, however the August 13 bar date remains the same. Carin noted that the Bishop has asked for prayers because legal fees are substantial.

Mother Cabrini Grant Update – Proposals are currently on hold; Laura will provide an update at next Board meeting.

All Board Convening – Bishop Clark and Tony Barbaro recognition awards will be presented at the Diocese September Board meeting.

b. N&CG Committee

Grace Park summarized the BOD Assessment Results, thanking volunteer Hank Jonas for his continued assistance with the process. Grace went on to review individual comments from the survey as the group

provided discussion and suggestions on how to tailor future surveys. She thanked the Board for their participation and input, noting that she appreciates their feedback.

c. Finance Committee

2019 Audit – Steve Hoyt summarized the audit presentation noting that there was an end of year net surplus, TEFAP had a significant impact in overall support, and donations were up, adding that capital campaign reserves helped with the positive close. He added that the summary addressed the future impact of COVID-19 and reinforced the auditors’ comments that this was a clean audit resulting in a good report.

*Steve Hoyt made a motion to approve the 2019 Audit.
Peter Newman seconded. All were in favor. None opposed.*

Tim Currie reviewed **March Financials & Q1 Adjustments** noting that there are no changes or adjustments at this time.

*Steve Hoyt made a motion to approve March Financials & Q1 Adjustments.
Karl Krebs seconded. All were in favor. None opposed.*

d. Development Committee

Q1 Fundraising Report –Meghan reviewed the Development report which covered all aspects of the Development Departments work, including: COVID Response, BOD giving, donor giving methods, donor giving highlights, current fundraising trends, and Volunteer Program highlights. She provided Gift Entry Support Needs data to support adding a Data Entry Specialist position, noting the need for increased stewardship and donor retention. John Bayne added that the Development Committee supports the addition of this position.

Elmira CDBG Grant – The group reviewed resolution #1 of 2020 and voted to approve:

*Resolution #1 of 2020: Authorization to allow the Food Bank to
apply for \$13,748 in CDBG funds through the City of Elmira.*

Adopted: 5/21/2020 Moved: Karl Krebs, Seconded: Shannon Matteson, Ayes:14, Nays: 0, Abstentions: 0

6. COO Report – Due to the comprehensive nature of the COVID-19 Update during this meeting there was no report given at this time.

7. CEO Report – Due to the comprehensive nature of the COVID-19 Update during this meeting there was no report given at this time.

8. Executive Session: The Board went into Executive Session at 6:00 PM

*Resolution #2 of 2020: Authorization to issue bonuses to employees in appreciation
for their efforts during the COVID-19 crisis.*

Adopted: 5/21/2020, Moved: Karl Krebs, Seconded: Shannon Matteson, Ayes: 14, Nays: 0, Abstentions: 0

Minutes respectfully submitted by,

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

Food Bank of the Southern Tier

Executive Summary

2020 Community Food Distribution Client Survey

The Food Bank could not safely host Mobile Food Pantry distributions (MFP) after the COVID-19 pandemic required large-scale social distancing in mid-March. **As a result, Mobile Food Pantries were suspended and replaced with drive-thru Community Food Distributions (CFD).**

Pantry Trak MFP household data was used to identify high need areas and **10 CFD locations** capable of facilitating a drive-thru distribution for up to 500 households were selected.

- Broome County: SUNY Broome, Binghamton, High Schools in Whitney Point & Windsor
- Chemung County: County Fairgrounds, Horseheads
- Schuyler County: Highway Department, Watkins Glen and moved to Watkins Glen International Racetrack for improved traffic flow
- Steuben County: County Fairgrounds, Bath, Wesleyan Church, Painted Post & High School, Hornell
- Tioga County: Elementary School, Owego
- Tompkins County: Tompkins Cortland Community College, Dryden

A **pre-registration process** was implemented to ensure distributions did not exceed a safe limit of 500 vehicles, ensuring each household received approximately the same amount and variety of food. Pre-registration opened two days before each distribution and was available online or by calling an 888 number to reach trained staff and volunteers. Pre-registration also helped ensure that Pantry Trak household data continued to be collected. Most participants pre-registered, but no one was turned away if there was still food left and about 250 households were served without registering.

March-May 2020 CFD Summary:

- 18 distributions
- Nearly 712,000 pounds of food distributed
- More than 7,700 households served, resulting in more than 23,000 requests for food
- 215 deliveries were coordinated with partners to ensure households without transportation or who could not leave their homes received food

June 2020 Client Survey

Survey Goals:

- Process Evaluation: Registration and Drive-thru/delivery
- Product satisfaction: Quantity, quality, variety, ease of making meals
- Participant comfort level
- Comparison of MFP and CFD
- Online Food Finder satisfaction
- Demographics & COVID-19 Impact
- Story collecting & Relationship building

Of the nearly 5,000 unique households that attended at least one CFD from March-May, 4,162 had valid phone numbers and were notified of the survey through an automated call-em-all service by phone call or text. Respondents were also entered in a drawing for a \$20 grocery store gift card. 774 surveys were completed either through an online survey link or by contacting the Community Impact Manager by phone.

Process Evaluation & Product Satisfaction

Registration

Households gave the registration process high marks. On a scale of 1-5 – where 1 was the worst and 5 was the best – respondents rated the following a 4 or 5: Amount of time it took to register: 94%, Ease of registering: 96% & Helpfulness of operator (if by phone): 97%. Comments consistently referenced the easy, fast process and excellent customer service.

Drive-thru/Delivery

Again, responding households were overall very satisfied. Respondents rated the following a 4 or 5: Amount of time the distribution took: 78%, Convenience of the CFD location: 92%, Helpfulness of staff/volunteers: 94% &, if applicable, Delivery process: 95%. Comments consistently praised how organized the distributions are and the volunteers/staff onsite. Wait time was the most common critique, but many also mentioned that they understand this is to be expected with the volume of participants.

Satisfaction with Food

All CFDs distributed perishable items including, dairy, meats and produce and some during the month of April also distributed a shelf-stable food box with grains/pastas, dried beans and canned goods. The food boxes were discontinued due to supply chain issues and the lack of enough quantity and variety of these food items.

Regarding the perishable items, 87% of respondents rated the quality, variety and ease of making meals with the food provided a 4 or 5. 92% gave the same rating for the amount of food they received.

Of those that also received the shelf-stable food box, respondents rated the following a 4 or 5: variety: 82%, ease of making meals 86%, amount of food: 89%.

Comments did indicate that produce quality can be an issue, that people have food safety concerns based on container dates that are close or past and that 1-person households may be receiving more food than they can reasonably use.

Feelings about Attending the CFD

Survey takers were asked if they were comfortable participating in the CFD program. The vast majority – 90% – reported that they were definitely comfortable, 9% were somewhat comfortable and 1% were not at all comfortable. 20 respondents shared comments about their discomfort and the primary theme was around the idea of needing to get help for food and seeing people they knew at the distributions. Many also shared that the ability to stay in their car helped with privacy and the workers/volunteers were welcoming.

Comparison of Mobile Food Pantries (MFP) and Community Food Distributions (CFD)

52% of the survey takers also attended a Mobile Food Pantry before they were suspended mid-March. These respondents were asked additional questions to help determine their preference for each model related to the convenience of the distribution location, amount of time spent at the distribution, quality, variety and amount of food received, helpfulness of onsite staff/volunteers and their overall comfort. Overall, respondents rated the models as being about the same across most areas. However, there were a few themes that emerged:

1. When it comes to the amount of time spent at the distributions, there was an increase in the % of respondents who preferred the CFD model. Based on comments, it may be because the pre-registration process guarantees people don't have to arrive early to ensure their spot and then wait for the distribution to start.
2. From a comfort perspective, there was a strong preference in the comments for the ability to stay in the vehicle at the CFD. Seniors, the disabled and people with kids commented about this. Standing in line in all types of weather or waiting for long periods of time in crowded waiting rooms is difficult for these populations.
3. MFPs do provide choice and allow people to pick what they prefer and know they can use. This emerged as one of the areas the MFP was better at – and people understand that the social distancing requirements make it more difficult at the present time.

In addition to this feedback, the Food Bank is also tracking comparative data for April-May 2019 MFP participation and April-May 2020 CFD participation. Across our service area number of 2020 CFD households served is up 13% compared to 2019 MFP households served. However, in Steuben County, households served are down 25%.

COVID-19 Impact on Households

52% of households have at least one person who is at higher risk for serious illness from COVID-19 due to age or a long-term health problem.

37% feel that it will be a lot more challenging for them to make ends meet over the next 3 months and 41% feel it will be a little more challenging to do so.

Other Food Supports

Large percentages of respondents are not receiving food support from any other programs or services. 55% do not participate in the Supplemental Nutrition Assistance Program (SNAP) – formerly known as food stamps. 41% have never received food from a food pantry or meal site and 23% did before the pandemic but have not since.

Story Collecting & Building Relationship

At the end of the survey, respondents were asked if they would be interested in being contacted by the Food Bank to share their story in more detail. More than 80 respondents agreed, and the Advocacy & Education Manager and Communication Manager are working together to connect with respondents both for story collection, but also advocacy opportunities.

Recommendations

1. Overall the CFD program is strong and should continue through the summer months as the MFP is slowly brought back online.
 - Where possible, we should consider ways to offer choice or consider household size.
 - Education on container dates is needed for participants to be comfortable consuming items that are still safe. A flyer was created for the June 12 SUNY Broome distribution for all households and will be evaluated on an ongoing basis.
 - Produce quality will continue to be evaluated, but early issues have largely been taken care of now that we are receiving Grade 1 produce through Nourish NY and USDA.
 - During the registration process, we should emphasize that the wait time will be greatly reduced by arriving between the operating hours rather than coming early. The confirmation number ensures access to the same quantity/quality product even if they come during the 2nd half of the distribution.
 - Some additional survey analysis is needed to identify if there are site specific trends that need to be addressed.
2. As we bring back key MFP locations as drive-thru, we can be confident that participants will be comfortable staying in their cars and pre-registering. Other considerations:
 - Steuben County needs to be prioritized to ensure people in the western part – Woodhull, Jasper, Troupsburg, Canisteo, Greenwood – have access.
 - Delivery options will need to continue
3. The automated Call-em-All system has been used to notify Mobile Food Pantry participants of the suspension of that program and the dates and locations of new Community Food Distributions. It has also been used when registration has been slow to make sure past attendees know about distributions. Although this survey did not focus on this aspect, comments indicate that people like the reminders and may be relying on them to find out about the distributions. Moving forward, we should consider a formal process/schedule for these communications to ensure people are not missing distributions if we are not consistently using this notification system. In addition, data collected at registration about how people are hearing about the distributions will be further analyzed.
4. This survey also asked about use and satisfaction with the Food Bank Online Food Finder. This question has not yet been analyzed. Once completed, these details and further recommendations will be incorporated.