

# Strategic Investment Proposals Summary



# Program Capacity Building- \$730K


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**Summary:** We propose making significant investments in program capacity by establishing Impact Grants, a cold storage capacity fund, incentives and stipends for program partners, 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, etc.

## **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 programs to engage in client-focused services.
  - Develop and maintain new relationships with organizations serving underserved population to further increase capacity ensure greater reach
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# Network Capacity Building- \$516K


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**Summary:** We propose making significant investments in network capacity by providing various incentives, Impact Grants and stipends to support agencies' efforts to reach underserved populations and establishing trainings in 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.
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# Client Driven Services- \$328K

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**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.

# Gift Entry Automation- \$53K

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**Summary:** We propose to invest in data entry automation to ensure timely gift processes and combat employee burnout with the increased number of gifts. Investing in data automation will also allow the data entry process to continue with ease if there is employee turnover and will have little impact on the department and the staff.

**Strategic Priority:**

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



# Healthcare Partnerships- \$90K

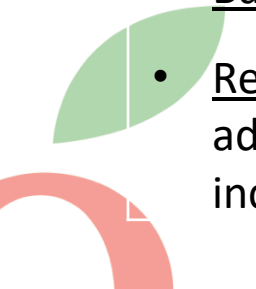
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**Summary:** The FBST will initiate strong healthcare partnerships to establish a foundation in which healthcare networks, clinics and systems can work alongside community organizations to address food insecurity, chronic diseases, health equity, and 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
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# Service Insights- \$333K

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**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- \$230K

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**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- \$480K


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**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.
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**SIF Funded (All Expenses)**

<u>Program</u>	<u>Expense</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>Total</u>	<u>Project Sub-Total</u>
Program Capacity	Program Impact Grants, including for School Food Pantries	\$20,000	\$40,000	\$40,000	\$100,000	
Program Capacity	Program Training	\$0	\$20,000	\$20,000	\$40,000	
Program Capacity	Program Incentives	\$5,000	\$10,000	\$5,000	\$20,000	
Program Capacity	Cold Storage Capacity Fund	\$50,000	\$150,000	\$100,000	\$300,000	
Program Capacity	Community Partner Coalition Stipend Program	\$10,000	\$25,000	\$25,000	\$60,000	
Program Capacity	Diaper Bank	\$10,000	\$25,000	\$25,000	\$60,000	
Program Capacity	Community Redistribution Fund	\$0	\$75,000	\$75,000	\$150,000	\$730,000
Agency Capacity	Partner Agency Impact Grants	\$53,000	\$200,000	\$200,000	\$453,000	
Agency Capacity	Agency Training	\$0	\$20,000	\$20,000	\$40,000	
Agency Capacity	Agency Incentives	\$5,000	\$10,000	\$5,000	\$20,000	
Agency Capacity	Translation Services	\$1,000	\$1,000	\$1,000	\$3,000	\$516,000
Client-Driven Services	Client Stipend Fund	\$6,000	\$22,000	\$22,000	\$50,000	
Client-Driven Services	Hire Community Empowerment Coordinator	\$13,750	\$55,000	\$28,325	\$97,075	
Client-Driven Services	Hire Communications Manager	\$15,000	\$60,000	\$30,900	\$105,900	
Client-Driven Services	Trauma Informed Care Training for Staff & Network	\$0	\$10,000	\$10,000	\$20,000	
Client-Driven Services	Hosting Community Conversations	\$5,000	\$12,500	\$12,500	\$30,000	
Client-Driven Services	Consulting Fees for Listening Sessions/Focus Groups	\$5,000	\$5,000	\$0	\$10,000	
Client-Driven Services	One Click Politics	\$5,000	\$5,000	\$5,000	\$15,000	\$327,975
Data Entry Automation	ImportOmatic Susscription	\$3,640	\$3,640	\$3,640	\$10,920	
Data Entry Automation	List Management	\$7,770	\$0	\$0	\$7,770	
Data Entry Automation	AQ2 Set Up Fee (2 Licenses)	\$27,046	\$0	\$0	\$27,046	
Data Entry Automation	AQ2 Annual License Fees	\$0	\$3,612	\$3,612	\$7,224	\$52,960
Healthcare Partnerships	Wholesale Food	\$6,300	\$18,000	\$40,000	\$64,300	
Healthcare Partnerships	Starter Kit	\$0	\$1,950	\$3,300	\$5,250	
Healthcare Partnerships	JSY Recipe Cards	\$0	\$0	\$1,000	\$1,000	
Healthcare Partnerships	Boxes	\$0	\$1,476	\$3,240	\$4,716	
Healthcare Partnerships	Consultant Fees (Data Review)	\$7,500	\$7,500	\$0	\$15,000	\$90,266
Service Insights	Hire Service Insights Coordinator	\$23,680	\$32,683	\$16,581	\$72,944	
Service Insights	Hire Client Registration Specialist	\$38,146	\$28,708	\$14,564	\$81,418	
Service Insights	Contract Services: 2-1-1 helpline	\$32,860	\$41,860	\$41,860	\$116,580	
Service Insights	Computers (Staff/MFP's/Agencies)	\$20,960	\$13,600	\$8,400	\$42,960	
Service Insights	Internet Access for Pantries	\$6,000	\$6,000	\$6,750	\$18,750	\$332,652
Order Ahead	Hire Program Manager	\$0	\$60,000	\$30,900	\$90,900	
Order Ahead	Program Expenses	\$0	\$70,000	\$70,000	\$140,000	\$230,900
Food Acquisition	Healthy Harvest Increase	\$40,000	\$80,000	\$120,000	\$240,000	
Food Acquisition	Snacks & Ready-to-Eat Meals	\$45,000	\$45,000	\$45,000	\$135,000	
Food Acquisition	MFP Sr. Wholesale Food	\$35,000	\$35,000	\$35,000	\$105,000	\$480,000

**\$2,760,753**

**Permanent Expenses Beginning 2024**

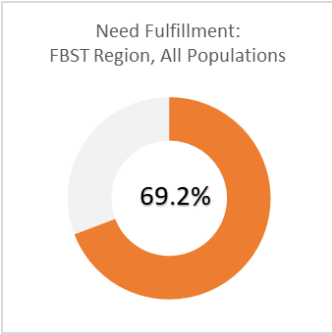
<u>Program</u>	<u>Expense</u>	<u>2024</u>
Program Capacity	Diaper Bank	\$25,000
Client-Driven Services	Hire Community Empowerment Coordinator	\$58,350
Client-Driven Services	Hire Communications Manager	\$63,654
Client-Driven Services	One Click Politics	\$5,000
Data Entry Automation	ImportOmatic Susscription	\$3,640
Data Entry Automation	AQ2 Annual License Fees	\$3,612
Healthcare Partnerships	Wholesale Food	\$40,000
Healthcare Partnerships	Starter Kit	\$3,300
Healthcare Partnerships	Boxes	\$3,240
Service Insights	Hire Service Insights Coordinator	\$51,752
Service Insights	Contract Services: 2-1-1 helpline	\$41,860
Order Ahead	Hire Program Manager	\$63,654
Order Ahead	Program Expenses	\$70,000
Food Acquisition	Healthy Harvest Increase	\$120,000
Food Acquisition	Snacks & Ready-to-Eat Meals	\$45,000
Food Acquisition	MFP Sr. Wholesale Food Increase	\$35,000
		<b>\$633,061</b>

### Executive Summary

In the fall of 2020, the Food Bank of the Southern Tier (FBST) contracted with Horn Research to determine which, if any, underserved populations might exist in their service region. The assessment aimed to also identify the barriers preventing underserved populations from receiving assistance, and provide recommendations to address those barriers.

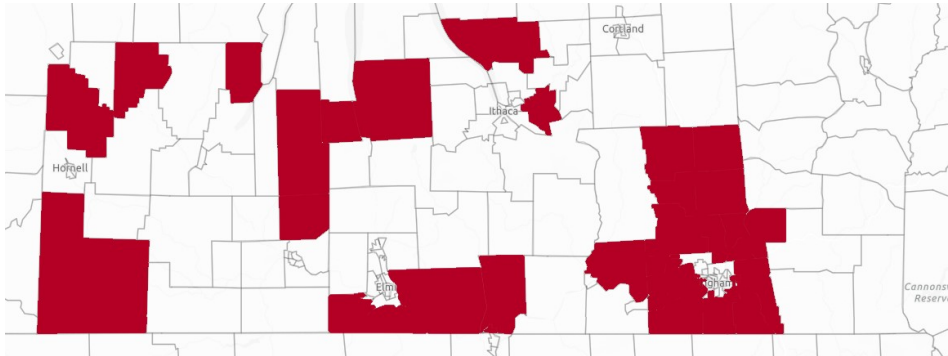
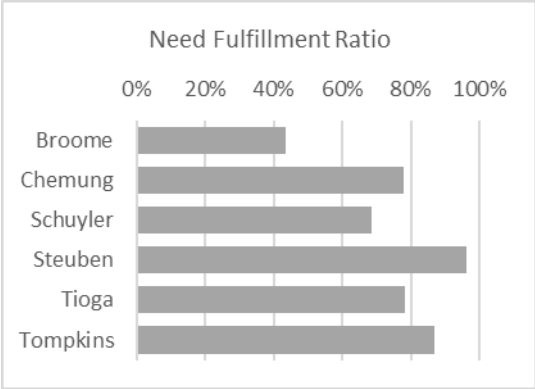
Several data sources have been mined and analyzed to create a need fulfillment ratio to measure the extent to which sub-populations potentially in need of food support are receiving services. The need fulfillment ratio is a simple proportion of the number of people who have been served by FBST resources divided by the number of food insecure people as a whole. Because the COVID-19 pandemic disrupted FBST’s normal distribution, 2019 service data was used as the basis for the population served. A survey was conducted with FBST users (N=1,970) to gather demographic information which is not currently being collected from clients.

In 2019, through MFPs and brick and mortar pantries, FBST served 69.2% of the number of estimated food insecure people in the region. To understand whether the 30% gap in service is based on specific populations being underserved, several sub-groups have been analyzed. A list of potentially underserved sub-groups was generated through a literature review of populations at risk for food insecurity, feedback from FBST staff, and a qualitative survey of pantries and partners. Based on this information, FBST’s service provision were explored by geographic area, and demographic factors, such as racial, ethnic, and cultural identity, age group, disability status, veteran status, gender, and working status.



### Underserved by Geography

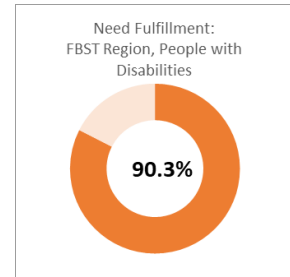
The most consistent service gaps found in previous assessments was between geographic areas. Analysis of 2019 data show continued variation geographically in the use of FBST resources. Broome County has the lowest need fulfillment ratio at 43.7% and Steuben has the highest at 96.2%. The figure below shows that even within counties, there are significant variations in need fulfillment. The regions in red are Census tracts with need fulfillment ratios below 50%.



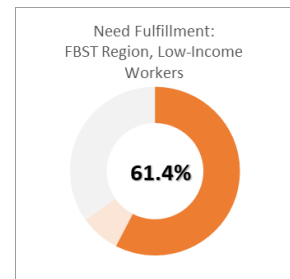
## Underserved by Demographic Characteristics

Several demographic categories, including racial, ethnic, and cultural identity, age group, disability status, veteran status, gender, and working status, were explored to identify any underserved sub-populations. People with disabilities, low-income workers, families with young children, and racial and ethnic groups in specific locations were identified as underserved.

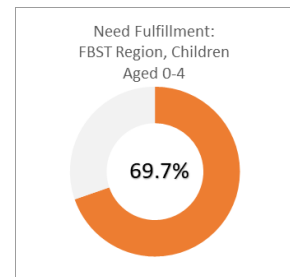
People with disabilities, particularly those who are homebound, were the most frequently mentioned underserved group by stakeholders. Survey and Census data indicate that the bulk of people with disabilities are served by FBST sources, but a small group continues to be underserved. The primary barriers to service associated with this group are transportation, isolation, health limitations, and dietary needs. Analysis found no significant difference in service based on county or type of housing which suggests efforts to reach the underserved population will require focus across geographies, and include both additional senior MFPs and home deliveries.



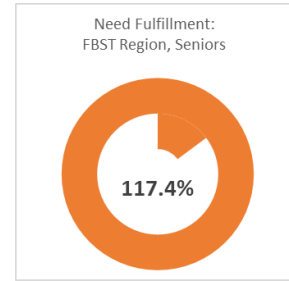
Low-income workers were identified as an underserved population by stakeholders, and data supports that view. The need fulfillment ratio for this group is low at 61.4%. The barriers to receiving support for low-income workers included stigma, access, awareness, and dietary preferences. Survey data indicate that households that participated in a drive-through CFD were more likely to include employed adults than households that had only attended MFPs or brick and mortar pantries. This data suggests that the drive-through model may be less stigmatizing and more convenient for this population.



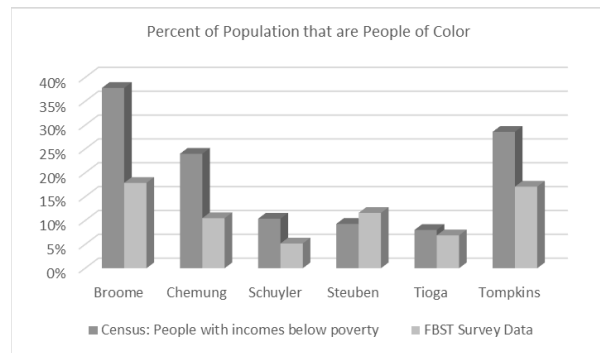
Children were frequently mentioned as an underserved population. The need fulfillment ratio for children, overall, is 64.9%. However, age group is an important factor. Children aged 0-4 have an estimated need fulfillment ratio of 69.7% while children aged 5-17 have an estimated need fulfillment ratio of 119.4%. There was significant variation in the need fulfillment ratio of young children between counties. Schuyler County had the lowest ratio at 59.7% while Tompkins County had the highest at 106.7%. The barriers identified as preventing families with young children from accessing food resources included stigma, transportation, awareness of services, challenges with waiting in line with small children, dietary preferences, and the presence of other food resources. As with low-income workers, families with young children were more likely to attend drive-through CFDs. This may be due to the greater ease of managing small children as well as a reduction in stigma. Families with children are also more likely to use brick and mortar pantries associated with non-profit organizations than churches. This suggests an opportunity to increase participation by fostering relationships with non-profit organizations that serve low-income children.



While stakeholders indicated that older adults were an underserved population, data indicate this is not the case with an overall need fulfillment ratio of 117.4%. There is some indication that seniors who live alone, and do not have transportation, may be somewhat underserved. The key barriers identified for older adults are transportation, stigma, health limitations, and awareness of resources.

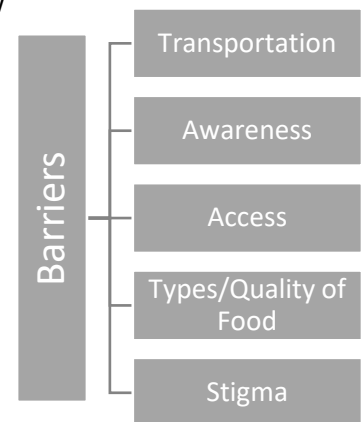


Service by racial, ethnic, and cultural identity was a particularly challenging category to understand. Respondents to the survey showed much less diversity than the population as a whole and an in-depth analysis of distribution data and geographic data indicated that race, ethnicity, and cultural identity is a factor in whether some populations are underserved. In particular, Asian and Hispanic immigrants and refugees were found to be underserved in Broome County. There is some indication that the Black community in Ithaca may be somewhat underserved, and there appear to be isolated problems within some smaller communities where people of color are not welcomed by volunteers at pantries and MFPs. Stakeholders suggested that Middle Eastern immigrants in Broome County may also be underserved, but there is insufficient data to either support or disprove this view. The key barriers associated with the immigrant populations include language, awareness of resources, dietary preferences, and cultural resistance.



### Common Barriers

There are five common barriers which were identified by pantries, community stakeholders, and detailed in other evaluations and needs assessments that cross all populations. Transportation remains a significant issue for both urban and rural populations. Census data show that 20% of households with incomes below 185% of poverty in the FBST region do not have access to a vehicle. Outreach continues to be a challenge in ensuring populations are aware of available resources. Survey data showed that nearly 40% of FBST clients who had not attended a CFD did not know about it. Access to services continues to be limited for people who cannot attend weekday food distributions. There has been very little change in the number of non-weekday hours both pantries and MFPs offer to clients which limits access for all populations. The type and quality of food distributed through pantries and MFPs has been identified as a barrier by clients in several prior assessments. The stigma associated with receiving food assistance continues to be a difficult issue for all populations.



## Recommendations

### Internal Conversations, Coordination & Partnerships

As FBST looks to address underserved populations, it is important to consider a key question: ***“Who are we serving with this decision, and who are we leaving out?”*** Having this question become a regular part of discussions can help ensure FBST services are meeting the needs of all people. More robust internal partnerships should be explored to reinforce decision-making processes which most effectively address both internal FBST needs and client needs. Senior leadership should provide more guidance on priorities related to the cost and quality of food distribution contents.

FBST should optimize on employee skills in marketing and communication by cross-tasking staff to better promote FBST resources to communities in need, particularly underserved populations. Better communication with communities may result in reduced stigma, and a better understanding of the value of receiving food from pantries.

### Client-Centered & Client-Directed Services

Many barriers could be effectively addressed through a commitment to client-centered services. Encouraging and incentivizing network pantries to offer more non-weekday hours and deliveries to homebound clients are recommended. In addition, continuing to offer new distribution models, such as drive-through MFPs and appointments for pick-up, should be considered as an option to reach traditionally underserved populations. Refining and tailoring foods for population-specific distributions may better support seniors, families with children, and culturally diverse populations. Additionally, there is an opportunity to bring clients into the decision-making process to integrate clients’ views, needs, and skills. Having a more robust integration of client opinions may help to alleviate stigma, address other barriers, and increase satisfaction.

### Non-Traditional Relationships

Past evaluations have recommended fostering non-traditional partnerships to reach different populations. COVID provided a powerful need for new partnerships and FBST optimized on several of those opportunities. Developing and maintaining new relationships with other organizations serving underserved populations can further increase capacity and ensure greater reach.

### Data Tracking

FBST has increased the emphasis on data collection, tracking, and analysis. Continued efforts to both refine and expand data collection can be an effective tool in driving programming decision-making. An overarching data tracking and evaluation plan should be developed which articulates FBST goals, the metrics being used to assess success in meeting those goals, and the methods to gather metric data. In addition to the evaluation plan, a process for strategic analysis and decision-making for programming decisions should be designed and implemented.



# 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<sup>1</sup>, 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.

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<sup>1</sup> Being **client-centered** means that we are committed to doing the best job for our clients by understanding their aspirations and desires, and offering the most appropriate solutions for them. It is more than a mental attitude and an ethical stance. It is also a skill set. In order to be client-centered, we must be able to effectively listen and understand our clients and their needs.

## 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
a.	Revise, update and roll out our core values with all-staff involvement.	Increase alignment with stated Values and Culture  Increase in engagement and trust  Establish recognition program around our Values  Decrease in voluntary turnover
b.	Integrate the core values and our commitment to equity. Update the recruitment, selection, onboarding and performance review processes. Develop a 'Values in Action' program to bring the values to life.	
c.	Develop managers and supervisors with skills and techniques to build and lead a high-performing, empowered, learning organization.	
d.	Build a cohesive, high-performing senior leadership team. Review and establish best practices, including team norms for alignment, decision making, feedback, accountability, and learning.	

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
a.	Build a talent planning process to help our team members grow and develop. Identify leader competencies and required skills at every level of management within the organization.	Increase in leadership bench strength <sup>2</sup>
b.	Develop formal and informal cross-training programs to increase the capacity of the team and remove silos <sup>3</sup> .	
c.	Review and update SOPs for key positions to ensure continuity in the roles.	
d.	Use cross-functional teams <sup>4</sup> 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.	

<sup>2</sup> **Leadership bench strength** refers to the number of internal employees skilled and ready to fill vacant leadership and other positions.

<sup>3</sup> **Organizational silos** describe the isolation that occurs when employees or entire departments within an organization do not want to, do not know how, or do not have the adequate means to share information or knowledge with each other.

<sup>4</sup> **Cross-functional teams** are a team of people from different functional areas within an organization, such as agency services, operations, finance and development. The teams are typically launched as working groups with a clear purpose and goal.



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

	Key Result Area	Measures of Success
a.	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
b.	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.	Establish organizational accountability for equity
c.	Roll out our vision for equity within the organization and across the network. Develop a communication plan to reach all stakeholders.	Improved outcomes for underserved populations
d.	Recognize success and share stories of staff and partner agencies bringing to life our commitment to equity.	Reduce service gaps

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

	Key Result Area	Measures of Success
a.	Identify and foster relationships with content <sup>5</sup> and context <sup>6</sup> experts that support our mission and expand opportunities for involvement. Share stories of our partners and their impact.	Increase in community partners
b.	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.	Increase in multi-faceted community partners (engaging as donors, volunteers, advocates, food donors)
c.	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.	Increase in diverse community led committees and initiatives
d.	Align the allocation of resources to increase equitable, healthy food access.	

<sup>5</sup> **Content Experts** are professionals, staff in your organization, service providers, and leaders with formal power who have the knowledge, tools, and resources to address the issue.

<sup>6</sup> **Context Experts** are community members who experientially know about food insecurity and feel the impact it has on their everyday lives.

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

	Key Result Area	Measures of Success
a.	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.	Identify and integrate software to support data collection
b.	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 because of the feedback.	Increase in data supported decisions  Update organizational indicators/ dashboard
c.	Clearly determine how data is used and shared, and standardize ways to use data to inform decisions. Communicate internally and externally about the evolution of which indicators matter.	

## Measures of Success – *at a glance*

1. Increase alignment with stated values and culture
2. Increase in engagement and trust
3. Establish recognition program around our Values
4. Decrease in voluntary turnover
5. Increase in leadership bench strength
6. Establish working definition of equity for FBST
7. Establish organizational accountability for equity
8. Improve outcomes among underserved populations
9. Reduce service gaps
10. Increase in community partners
11. Increase in multi-faceted community partners (engaging as donors, volunteers, advocates, food donors)
12. Increase in diverse community led committees and initiatives
13. Identify and integrate software to support data collection
14. Increase in data supported decisions
15. Update organizational indicators/ dashboard

# FOOD BANK OF THE SOUTHERN TIER

## Board of Directors Meeting

June 17, 2021

4:00 PM - 6:00 PM

### AGENDA

<u>TOPIC</u>	<u>FACILITATOR</u>	<u>ACTION</u>	<u>TIME</u>
1. Welcome & Call to Order	Joe Thomas		3
2. Opening Prayer	Jack Balinsky		2
3. Strategic Investment Fund Presentation	Joe Thomas		40
a. Introduction & Summary	Natasha Thompson		
b. Building Network Resiliency	Randi Quackenbush/ Jen Bertron/ Lyndsey Lyman		
2. Break-out Sessions	Natasha Thompson		20
3. Reports and Group Discussion	Joe Thomas	Discuss	10
4. Strategic Investment Fund Presentation (continued)			15
a. Personnel	Natasha Thompson		
b. Long-Term Financials	Tim Currie		
4. Resolution	Joe Thomas	Approve	5
5. Next Steps & Wrap-up	Joe Thomas		20

#### Next Meeting:

September 16, 2021

4:00 PM-6:00 PM

Opening Prayer: Michael Eisner

**\*\*Please RSVP to Lynn Dates: [lynn.dates@foodbankst.org](mailto:lynn.dates@foodbankst.org)\*\***



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**Food Bank of the Southern Tier**  
**Board of Directors**  
**June 17, 2021**

**Resolution #2 of 2021: Authorization to Fund the Proposed Strategic Investments using the Board Designated Strategic Investment Fund (SIF).**

**Whereas**, the Board of Directors of the Food Bank met at a regularly scheduled meeting on June 17<sup>th</sup>, 2021; and

**Whereas**, a quorum of Directors was present at said meeting; and

**Whereas**, the Board of Directors of the Food Bank of the Southern Tier approved the creation of a Board Designated Strategic Investment Fund (SIF) at its May 20<sup>th</sup>, 2021 meeting; and

**Whereas**, the balance available to the SIF as of December 31<sup>st</sup>, 2020 was \$5,011,445; and

**Whereas**, the CEO of the Food Bank of the Southern Tier has requested funding up to \$400,000 for the first-year expenses related to Round 1 strategic investments; now therefore be it

**Resolved**, that the CEO of the Food Bank of the Southern Tier will direct the allocation of said funds as outlined in the presentation at today's meeting, effective immediately.

Adopted:

Moved: John Bayne

Seconded: Fred Van Sickle

Ayes: 14

Nays: 0

Abstentions: 1

