

FOOD BANK OF THE SOUTHERN TIER

EXECUTIVE COMMITTEE

Tuesday, August 20, 2019

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	Nancy Miller		5
2. Opening Prayer	Steve Hoyt		5
3. Approval of May 14 & June 14, 2019 Minutes	Nancy Miller	Approve	5
4. June BOD Strategy Session Recap	Nancy Miller	Discuss	20
5. 2020 Budget Conversation	Natasha Thompson/ Tim Currie/ Meghan Parsons	Discuss	40
6. September BOD Meeting Agenda	Nancy Miller	Discuss	10
7. BOD Recruitment & Leadership Development <ul style="list-style-type: none">• Erin Summerlee• Jessica Renner	Natasha Thompson	Update	10
8. Personnel Update	Natasha Thompson	Update	10
9. Executive Session	Nancy Miller	Discuss	5

Next Meeting:

Tuesday, September 10, 2019

8:00AM – 10:00AM

Opening Prayer: Natasha Thompson

If you plan to join the meeting remotely, please inform Lynn Dates

Food Bank of the Southern Tier

Executive Committee Meeting

Tuesday, May 14, 2019

Board Member	In Attendance	Unable to Attend
Nancy Miller (Chair)	X	
Steve Hoyt	X	
Joe Thomas	X	
Mary Pat Dolan	X	
<i>Ex-Officio</i>		
Tony Barbaro	X	
Natasha Thompson	X	
<i>Staff</i>		
Meghan Parsons	X	
Randi Quackenbush	X	
Tim Currie	X	

8:00a.m. – 10:00a.m.

1. Welcome & Call to Order

Nancy Miller called the meeting to order at 8:08AM

2. Opening Prayer

Mary Pat Dolan led the opening prayer.

3. Approval of the April 9, 2019 Minutes

Mary Pat Dolan made a motion to approve the April minutes.

Steve Hoyt seconded. None opposed. Minutes approved.

4. Development & Community Engagement Restructure Update

Meghan Parsons shared an update on her progress with the committee and let them know that she hoped to have conversations with her team next week and have the new position posted by 5/24. She expressed confidence in her current plan which takes into account both the needs of the organization and the skills of the people in her department. Meghan also updated the group about Giving is Gorges which is happening on June 12.

5. LEAD NY Presentation

Natasha reviewed her LEAD NY presentation with the group.

6. Community Impact Department Update

Randi Quackenbush provided the committee with an update on the work of the Community Impact Department year to date. She shared that her team is finally complete and that many synergies have been discovered thanks to this new structure.

Collaborations create efficiencies that will hopefully allow us to reach more people and distribute more food. The Community Impact team are learning to work better in complexity and prioritizing data in their decision making. Randi also shared her intention to evaluate the Backpack program and identify opportunities to impact child hunger beyond Backpack. She also noted that the MFP program needs a refresh as well. The group asked Randi to consider how we will measure the success of this program by year end. Randi explained that she recognizes the need to measure outcomes, not just outputs and that this is something that many other food banks have been struggling with.

Committee members suggested that we should be able to articulate how this is working, where are we going and how we will know if we're successful.

7. June BOD Strategy Session Agenda

Natasha asked the committee for feedback on how to best structure our upcoming BOD Strategy Session in June. She shared that the Community Impact and Health & Nutrition Departments will each provide an update to the BOD. After some discussion, it was suggested that we consider which questions we would like to ask the BOD members so that the conversation is focused and fruitful. The group felt that we need to help guide the BOD from programs, which are easier to grasp, and towards partnerships, which can be more difficult to measure. The Executive Committee agreed to meet on June 14 to review Randi & Matt's BOD presentations and provide feedback. Natasha will meet with Randi and Matt in advance of that meeting as well.

8. Other Business

Tim provided an update on the potential sale of our back garage. He shared a summary of the appraisal which came in at \$150,000. After some discussion, the committee members were supportive of moving ahead with negotiations as long as we get fair market value for the property, retain access to our back dock, and ensure that any activities happening on the property don't negatively impact our mission or reputation.

Mary Pat Dolan made a motion to authorize Tim to begin negotiations around the sale of the back garage. Steve Hoyt seconded. All voted in favor. None opposed.

9. Executive Session

No Executive Session was requested.

The meeting was adjourned at 10:23 AM

Minutes respectfully submitted by,

Natasha R. Thompson
President & CEO

Food Bank of the Southern Tier

Executive Committee Meeting

Friday, June 14, 2019

8:00a.m. – 10:00a.m.

Board Member	In Attendance	Unable to Attend
Nancy Miller (Chair)	X	
Steve Hoyt	X	
Joe Thomas	X	
Mary Pat Dolan	X	
<i>Ex-Officio</i>		
Tony Barbaro		X
Natasha Thompson		X
<i>Staff</i>		
Matt Griffin	X	
Randi Quackenbush	X	
Jennifer Bertron	X	

1. Welcome & Call to Order

Nancy Miller called the meeting to order at 8:06AM

2. Opening Prayer

Group had a moment of silent reflection.

3. Approval of the May 14, 2019 Minutes

May meeting minutes were not available for this meeting.

4. June BOD Strategy Session Agenda

Randi and Matt gave an overview of the agenda and the board provided input. During the opening welcome, the board will recognize Tony Barbaro and his upcoming retirements. Natasha will share a Strengthen/Strategic Plan update – followed by updates from Matt on Health & Nutrition and Randi on Community Impact. The board will then break into 5 groups – each facilitated by FBST staff to participate in a Data Walk of the information that has come back from the 2019 Backpack needs assessment which is informing changes to youth programs for 2020. This will be followed by a group discussion around questions that Community Impact is looking for guidance from the Board on.

The Executive Committee cautioned against claiming outcomes that are out of the Food Bank's purview – relating both to health and other reported improvements and programs like Fresh Farmacy and Backpack. We can, and should, emphasize what we are doing to

contribute to improvements through the quantity and quality of collaborative partnerships. Theoretical frameworks like Theory of Change and Matrix Mapping are fine to use but we need to bring results and specific applicable questions to the Board.

It was suggested that additional dashboards reflecting outputs and outcomes beyond pounds and people served should be shared on a monthly basis with the Board. ArcGIS maps would be helpful to demonstrating social determinants to health and the link to food and health outcomes in our region. It is also critical that forward motion be made on transitioning from Backpack - this conversation is now in its 3rd year and it feels like little progress has been made.

5. Executive Session

No Executive Session was requested.

<i>Follow Up Items</i>	<i>Person Responsible</i>	<i>Due Date</i>
Clarify questions for Board	Randi/Matt/Jen	6/20
Share School Food Pantry/KFM updates and outcomes in context of Backpack transition	Randi/Jen	6/20
Incorporate summary of network conversations around Backpack transition	Jen	6/20
Link Food and Health outcomes to a source/research	Matt	6/20
Identify additional potential dashboard outcomes for monthly updates	Randi/Matt/Jen	6/20
Share PantryTrak update with Executive Committee	Matt	6/20

The meeting was adjourned at 11:10 AM

Minutes respectfully submitted by,

Jennifer Bertron
Community Impact Manager

Food Pantries & Mobile Food Pantries: Backpack Family Access & Use

Themes

1/3 -1/2 of families are accessing community Food Pantries (FP) & Mobile Food Pantries (MFP) in addition to Backpack Program. At the same time, this means that 2/3-1/2 are not utilizing these resources.

~50% of respondents are aware of FPs and - to a lesser degree MFPs - but don't attend. Transportation and hours of operation/work schedules seem to be the primary barriers. Also some instances of a poor experience in the past.

About 1/3 of respondents aren't even aware of MFPs.

Still confusion/misinformation about food safety and best by/use by dates.

Next Steps

1. Deep dive into data to determine connections between respondents indicating that there is not a FP or MFP and their reported school area to determine if there is a FP or MFP that they are not aware of.
2. Need to understand how to better get the word out about FP and MFP resources, where they do exist. Possibly direct outreach to Backpack families about the new Food Finder.
3. PantryTrak data and client interviews might also help understand how and where to best educate people about available resources and best by/use by dates.
4. Transportation is a real issue – what are some creative solutions? What transportation networks already exist and can be maximized? Meals on Wheels? EOP? Technology similar to Food Delivery Apps? Volunteer drivers?

Backpack Family Food Preferences

Themes

Families want good things – fresh foods like produce, dairy and meats/proteins. However, much of what they would “choose regularly” at the highest %s are not currently in Backpacks and can't be put in packs under the current shelf-stable model.

Current BP items like canned goods were still over 50% would “choose regularly”

Next Steps

1. Need further breakdown of food categories. Want produce, but will they take all produce that comes through donated or MARC stream?
2. Could referrals to FPs and MFPs help people supplement the shelf-stable Backpack options.

3. What alternative models can get heavy, fresh items to families?

Alternative Models to the Backpack Program for Food Access

Possible Alternatives Shared with Families and School Staff:

- Monthly Kids' Farmers Market distributing fresh produce.
- Weekly or Monthly bag of food for the household for parent/adult to take home from the school bus stop or pick up at school
- Lighter weekly food bag sent home with student, supplemented by a monthly pick up of fresh food by parent/adult
- Monthly Mobile Food Pantry for families at school
- Weekly or monthly food pantry for families at the school
- Monthly Food Fair at school with food tasting, cooking demos and food to take home and make recipes.
- Increasing the amount of food they can get at the community Food Pantry

Themes

Families seem more interested in alternatives to the Backpack Program than school staff – concerns about security/storage/school's role in providing food.

Schools seem more interested in a Mobile School Food Pantry, while families are more interested in a School Food Pantry. May be more discreet for families to access an internal pantry rather than a more visible mobile.

Transportation is a very real concern – some families will not be able to get to the school.

Client choice is critical.

Next Steps

1. Deep dive into data to determine connections between reported transportation issues and preferences for alternative models.
2. Between transportation issues/accessibility and client choice, there is a challenge in supplementing or replacing Backpack. A pilot/Beta Site has to take place, so we can move forward with more data – whether good or bad.
3. Given sample size, how significant are differences really? Re-evaluate after more surveys come in.
4. KFM appears to be the most popular, but would people really sustain going through the winter months?

Programs Serving Families with Kids: Cost Comparisons

Themes

Volume drives down the cost/pound

Expensive to be healthy – ie produce

MFP is cheapest option/pound

All FPs and Programs are under \$1/pound

Can't completely compare programs based on cost/pound because of difference in scale.

BackPack, MFP and Agencies are relatively large compared to Kids' Farmers Market (KFM) and School FP.

Next Steps

1. Map existing resources and compare reach of School FP v Community FP. Is there a regional cost? Community based metric.
2. How will costs change if these programs grow? Is cost per pound high for KFM & SFP because they are small?
3. Can we distribute BPs through agencies?
4. Creative delivery options. Good info for dashboards. Deeper dive into KFM data – what else is it producing?

Other Factors Impacting Backpack Families

Themes

BackPack families are facing a lot of challenges. Surprised that the Cost of Extracurricular Activities was so high and that Utility Costs are more of a challenge than Rent/Mortgage.

Low wages were not identified as high as a challenge, but all of the things impacted by \$\$ were.

Next Steps

1. More thought into how this question is asked in subsequent surveys. Do we continue with a list of options and "other" or leave open ended? Will be interesting to see trends over time. Should include Child Care Costs if
2. Transportation costs and lack of transportation – should be merged or further explained.
3. What kind of health problems are they facing?
4. Helps id needs for partners– social services providing resources ex – HEAP. Not a direct impact on FBST, but opportunity to share info.
5. Is there a correlation between factors and education level – ex student loans?
6. Transportation again coming up. How to help?

Food Bank of the Southern Tier

	2019 Q1 Adjusted	2019 Q1 Adjusted	Variance	% Change Q1 vs. Orig.
REVENUE				
FOOD DISTRIBUTION				
AGENCIES				
SHARED MAINTENANCE	\$268,305	\$268,305	\$0	0%
WHOLESALE FOOD	\$1,270,575	\$1,270,575	\$0	0%
TEFAP FOOD	\$2,130,542	\$2,130,542	\$0	0%
TOTAL AGENCY FOOD	\$3,669,422	\$3,669,422	\$0	0%
MOBILE FOOD PANTRIES				
SHARED MAINTENANCE	\$323,384	\$323,384	\$0	0%
WHOLESALE FOOD	\$58,310	\$58,310	\$0	0%
TEFAP FOOD	\$1,348,134	\$1,348,134	\$0	0%
TOTAL MOBILE FOOD PANTRIES	\$1,729,828	\$1,729,828	\$0	0%
YOUTH PROGRAMS				
SHARED MAINTENANCE	\$24,474	\$24,474	\$0	0%
WHOLESALE FOOD	\$0	\$0	\$0	#DIV/0!
TEFAP FOOD	\$25,000	\$25,000	\$0	0%
TOTAL YOUTH PROGRAMS	\$49,474	\$49,474	\$0	0%
TOTAL FOOD DISTRIBUTION	\$5,448,724	\$5,448,724	\$0	0%
DONATED PRODUCT				
DONATED PRODUCT	\$6,469,975	\$6,469,975	\$0	0%
TOTAL DONATED PRODUCT	\$6,469,975	\$6,469,975	\$0	0%
GRANTS / PROGRAMS				
HPNAP GENERAL OPERATING				
OPERATIONS SUPPORT	\$161,641	\$161,641	\$0	0%
OPERATIONS SUPPORT COLA	\$3,696	\$3,696	\$0	0%
SEED GRANTS	\$0	\$0	\$0	#DIV/0!
AGENCY SANITATION SUPPLIES	\$2,200	\$2,200	\$0	0%
TRANSPORTATION GRANT	\$23,875	\$23,875	\$0	0%
OPERATING INCOME (HPNAP)	\$231,155	\$231,155	\$0	0%
OPERATING INCOME (HPNAP) COLA	\$0	\$0	\$0	#DIV/0!
OPERATING INCOME (JSY)	\$117,675	\$117,675	\$0	0%
TOTAL HPNAP OPERATING	\$540,242	\$540,242	\$0	0%
OTHER GRANTS / PROGRAMS				
CHEMUNG COUNTY	\$30,000	\$30,000	\$0	0%
NOEP	\$65,000	\$65,000	\$0	0%
TEFAP ADMIN	\$155,217	\$155,217	\$0	0%
VENISON PROGRAM	\$10,900	\$10,900	\$0	0%
BACKPACK REIMBURSEMENT	\$14,200	\$14,200	\$0	0%
TOTAL OTHER GRANTS / PGMS	\$275,317	\$275,317	\$0	0%
TOTAL GRANTS / PROGRAMS	\$815,559	\$815,559	\$0	0%
FUNDRAISING / DONATIONS				
CAUSE MARKETING	\$424,200	\$424,200	\$0	0%
SPECIAL EVENTS	275,500	275,500	\$0	0%
DIRECT MAIL	\$696,000	\$696,000	\$0	0%
ONLINE GIVING	105,000	\$105,000	\$0	0%
PERSONAL SOLICITATION	\$50,800	\$50,800	\$0	0%
GENERAL DEVELOPMENT GRANTS	\$283,000	\$283,000	\$0	0%
WHITE MAIL	\$1,140,000	\$1,140,000	\$0	0%
ALL OTHER PRIVATE SUPPORT	\$3,500	\$3,500	\$0	0%
TOTAL FUNDRAISING/DONATIONS	\$2,978,000	\$2,978,000	\$0	0%

	2019 Q1 Adjusted	2019 Q1 Adjusted	Variance	% Change Q1 vs. Orig.
OTHER INCOME				
OTHER INCOME	\$57,930	\$57,930	\$0	0%
TOTAL OTHER INCOME	\$57,930	\$57,930	\$0	0%
TOTAL REVENUE	\$15,770,188	\$15,770,188	\$0	0%
EXPENSES				
PERSONNEL EXPENSES				
SALARIES	\$2,136,412	\$2,077,326	\$59,086	3%
FRINGE BENEFITS	\$598,523	\$588,268	\$10,256	2%
OTHER	\$13,600	\$13,600	\$0	0%
TOTAL PERSONNEL EXPENSES	\$2,748,535	\$2,679,194	\$69,342	3%
FOOD EXPENSE				
AGENCIES				
WHOLESALE FOOD	\$1,104,848	\$1,104,848	\$0	0%
TEFAP FOOD	\$2,130,542	\$2,130,542	\$0	0%
TOTAL AGENCIES	\$3,235,390	\$3,235,390	\$0	0%
MOBILE FOOD PANTRIES				
MFP SHARED MAINTENANCE	\$169,506	\$169,506	\$0	0%
WHOLESALE FOOD	\$80,616	\$80,616	\$0	0%
TEFAP FOOD	\$1,348,134	\$1,348,134	\$0	0%
TOTAL MOBILE FOOD PANTRIES	\$1,598,256	\$1,598,256	\$0	0%
YOUTH PROGRAMS				
SHARED MAINTENANCE	\$24,474	\$24,474	\$0	0%
WHOLESALE FOOD	\$175,057	\$175,057	\$0	0%
TEFAP FOOD	\$25,000	\$25,000	\$0	0%
TOTAL YOUTH PROGRAMS	\$224,531	\$224,531	\$0	0%
TOTAL FOOD EXPENSE	\$5,058,177	\$5,058,177	\$0	0%
OTHER FOOD EXPENSES				
OTHER FOOD/PROGRAM				
OTHER FOOD/PROGRAM	\$230,421	\$230,421	\$0	0%
TOTAL OTHER FOOD/PROGRAM	\$230,421	\$230,421	\$0	0%
PRODUCT ACQUISITION FREIGHT				
PRODUCT FREIGHT	\$134,087	\$134,087	\$0	0%
TOTAL PRODUCT FREIGHT	\$134,087	\$134,087	\$0	0%
TOTAL OTHER FOOD EXPENSES	\$364,508	\$364,508	\$0	0%
DONATED PRODUCT				
DONATED PRODUCT	\$6,469,975	\$6,469,975	\$0	0%
TOTAL DONATED PRODUCT	\$6,469,975	\$6,469,975	\$0	0%
WAREHOUSE / DISTRIBUTION				
VEHICLE	\$95,758	\$95,758	\$0	0%
WAREHOUSE	\$32,550	\$32,550	\$0	0%
PRODUCTION ROOM	\$11,000	\$11,000	\$0	0%
TOTAL WAREHOUSE / DISTRIBUTION	\$139,308	\$139,308	\$0	0%
GENERAL OPERATIONS				
BUILDING	\$163,069	\$161,454	\$1,615	1%
GENERAL OFFICE	\$89,638	\$88,750	\$888	1%
TECHNOLOGY/SERVICES	\$105,713	\$85,854	\$19,859	23%
STAFF EXPENSES	\$49,796	\$49,303	\$493	1%
CONTRACT SERVICES	\$322,786	\$316,457	\$6,329	2%
TOTAL GENERAL OPERATIONS	\$731,001	\$701,818	\$29,183	4%

	2019 Q1 Adjusted	2019 Q1 Adjusted	Variance	% Change Q1 vs. Orig.
DEVELOPMENT/PR				
SPECIAL EVENTS	\$63,883	\$62,630	\$1,253	2%
DIRECT MAIL	\$274,945	\$269,554	\$5,391	2%
GEN. DEVELOPMENT / PR EXPENSE	\$94,248	\$92,400	\$1,848	2%
TOTAL DEVELOPMENT/PR	\$433,076	\$424,584	\$8,492	2%
ADVOCACY & EDUCATION				
ADVOCACY & EDUCATION	\$15,275	\$15,275	\$0	0%
TOTAL ADVOCACY & EDUCATION	\$15,275	\$15,275	\$0	0%
AGENCY CAPACITY BUILDING				
OPERATION SUPPORT	\$167,537	\$167,537	\$0	0%
TOTAL HPNAP OPERATION SUPPORT	\$167,537	\$167,537	\$0	0%
TOTAL EXPENSES	\$16,127,392	\$16,020,376	\$107,016	1%
NET BEFORE CAP CAMPAIGN ALLOC	(\$357,204)	(\$250,188)	(\$107,016)	43%
CAPITAL CAMPAIGN ALLOCATIONS				
CAPITAL CAMPAIGN ALLOCATIONS	\$0	\$60,965	(\$60,965)	-100%
TRUCK CAMPAIGN ALLOCATIONS	\$38,195	\$49,277	(\$11,082)	-22%
TOTAL CAP CAMPAIGN ALLOC	\$38,195	\$110,242	(\$72,047)	-65%
NET BEFORE CAPITAL EXPENSES	(\$319,009)	(\$139,946)	(\$179,063)	128%
CAPITAL EXPENSES				
CAPITAL EQUIPMENT	\$0	\$0	\$0	#DIV/0!
EQUIPMENT/FURNITURE PURCHASES	\$0	\$0	\$0	#DIV/0!
CAPITAL IMPROVEMENTS	\$0	\$64,827	\$64,827	#DIV/0!
TOTAL CAPITAL EXPENSES	\$0	\$64,827	\$64,827	#DIV/0!
NET BEFORE NON-OPERATING	(\$319,009)	(\$204,773)	(\$114,236)	56%
NON-OPERATING ADJUSTMENTS				
ADVERTISING - OTHER	\$0	\$0	\$0	#DIV/0!
TOTAL NON-OPERATING ADJUSTMEN	\$0	\$0	\$0	#DIV/0!
NET SPPLUS/DEFICT	(\$319,009)	(\$204,773)	(\$114,236)	56%

CONFIDENTIAL

Potential Items for Savings:

	TOTAL PERSONNEL EXPENSES		\$69,342	3% COLA	
	PENSION		\$57,072	Pension Drops to 3%	
	Healthy Harvest		\$93,269	Total FBST HH Spend	
	TOTAL PRODUCT FREIGHT		\$134,087	Total Freight-in Budget	
	YOUTH PROGRAMS WHOLESALE FOOD		\$175,057	Total YP WH Spend	
	MOBILE FOOD PANTRIES WHOLESALE FOOD		\$29,912	Total MFP WH Spend	
	STAFF EXPENSES: Conferences & Staff Dev.		\$29,600	Total Conf & Staff Dev Spend	
	NRM		\$55,624	Salary & Fringe	
	Advocacy & Education Manager		\$58,484	Salary & Fringe	
	MFP Driver		\$55,154	Salary & Fringe	
	Pantry Trak Spec		\$45,393	Salary & Fringe	
	Pantry Trak Operating Expenses		\$20,004	Total Non-Personnel Cost	
		Total	\$822,999		
	TOTAL PERSONNEL EXPENSES		\$34,671	1.50% COLA	
	PENSION		\$57,072	Pension Drops to 3%	
	Healthy Harvest		\$23,317	25% FBST HH Spend	
	TOTAL PRODUCT FREIGHT		\$33,522	25% Freight-in Budget	
	YOUTH PROGRAMS WHOLESALE FOOD		\$43,764	25% YP WH Spend	
	MOBILE FOOD PANTRIES WHOLESALE FOOD		\$0	Already 50% Cut in 2019	
	STAFF EXPENSES: Conferences & Staff Dev.		\$14,800	25% Conf & Staff Dev Spend	
	NRM		\$55,624	Salary & Fringe	
		Total	\$262,771		

Erin Summerlee - Biographical Sketch

Erin Summerlee is the Director of the Food and Health Network at Rural Health Network of South Central NY based in Binghamton. Erin works to link food access, health, and sustainable agriculture in support of a thriving regional food system and local communities. Over the past six years she has focused on the development of innovative new programs, infrastructure, and policy towards these goals. Key areas of work include the South Central NY Fruit & Vegetable Prescription Program and other food as medicine initiatives; Southern Tier Farm to School Program in 26 school districts, Farm to School AmeriCorps program; the Food and Health Volunteer Corps; and food systems planning and policy.

Erin attended Loyola University of Chicago and farmed in Chelsea, Michigan before returning to NY. She is a member of the Food Bank of the Southern Tier's Advocacy Committee, Farm to Institution NYS Leadership Team, NYS Farm to School Coordinating Committee, Board of Directors for the Center for Agricultural Development & Entrepreneurship, and Co-Chair of the Management Committee for the Northeast Organic Farming Association of NY, Certified Organic LLC. Outside of work you can find Erin cooking, hiking with her dog, gardening, or traveling to explore new food and good music.