

**FOOD BANK OF THE SOUTHERN TIER
EXECUTIVE COMMITTEE**

Tuesday, April 13, 2021

8:00 AM – 9:30 AM

AGENDA

TOPIC	FACILITATOR	ACTION	TIME
1. Welcome and Call to Order	Joe Thomas		2
2. Opening Prayer	Joe Thomas		2
3. Approval of March 9, 2021 Minutes	Joe Thomas	Approve	1
4. Check-in	Joe Thomas	Discuss	10
5. Q1 Operational Update	Natasha Thompson/ Meghan Parsons/ Tim Currie	Discuss	25
6. Strategic Investment Fund RFP	Natasha Thompson	Update	10
7. Mother Cabrini Grant Audit Issue	Natasha Thompson	Update	10
8. Follow-up Items		Update	10
• COO Transition Update	Tim Currie		
• Foodnet MOW Alliance Update	Natasha Thompson		
9. Personnel Update	Natasha Thompson	Update	10
10. Other Business	Joe Thomas	Discuss	5
• Boston Consulting Group Fundraising Model			

Next Meeting:

Tuesday, May 11, 2020

8:00AM – 10:00AM

Opening Prayer: Jack Balinsky

RSVP to Lynn Dates lynn.dates@foodbankst.org

Food Bank of the Southern Tier

Executive Committee Meeting

Tuesday, March 9, 2021 8:00 – 9:30 am

Board Member	In Attendance	Unable to Attend
Joe Thomas (Chair)	X	
Steve Hoyt		X
Mary Pat Dolan	X	
Jessica Renner	X	
<i>Ex-Officio</i>		
Jack Balinsky	X	
Natasha Thompson	X	
<i>Staff/Guest</i>		
Matt Griffin	X	
Lynn Dates	X	

1. Welcome & Call to Order

Joe Thomas called the meeting to order 7:59 am.

2. Opening Prayer

Jessica Renner led the opening prayer.

3. Approval of the February 9, 2021 Minutes

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

4. Check-in

Committee members went around the room and provided updates on their personal & professional lives.

5. PantryTrak Update

Matt provided a PantryTrak update that included the announcement of a new name – FreshTrak – and reviewed the 2021 Q1 FreshTrak Rollout Status Report. Matt added that going forward FANO will be administering FreshTrak at no additional cost to FANO members. He also noted that Kathryn Miller will be a part of the FreshTrak Co-design working group. Matt reviewed changes to FreshTrak and shared 2021 FreshTrak roll-out goals.

6. President & CEO 2021 Workplan

Natasha reviewed her 2021 Workplan noting key areas of work, changes going forward and her thoughts about the upcoming year. The group suggested quarterly updates to the BOD and Committees using KPIs as guides.

*Jessica Renner made a motion to approve the President & CEO 2021 Workplan.
Mary Pat Dolan seconded. None opposed. Workplan approved.*

7. Follow-up

Strategic Plan Update: Equity Lens Work and Supervisor Training – Natasha provided updates on the Strategic Plan and Equity Lens work. She discussed plans for Supervisor training and shared that we have received proposals from Batiste Leadership and Savannah Consulting anticipating that training will commence in April lasting for a year. She noted that this is a positive investment in building and maintaining high trust teams.

Strategic Investment Fund: Draft spreadsheet – Natasha reviewed plans for the Strategic Investment Fund and asked the group for feedback. A suggestion was made to include how we plan to find more people who need food. Another suggestion was made to include a column for each proposal to identify how it connects to the strategic plan. Natasha agreed to resend the strategic plan to the group.

Needs Assessment Communications Plan – Natasha shared our plans to share the results of Needs Assessment with our network, partners, donors, and the general public. She added that this is not a one size fits all approach since each county has different assets and needs. Natasha agreed to resend the Needs Assessment Report to the group.

COO Transition Update – Natasha explained the process that she, Tim, Erica, and Dave have undertaken to plan for Tim’s retirement from FBST in 2022. She noted that Tim brings a great deal of knowledge and high-level financial analysis to the position. With regards to the upcoming retirement of Carol Harris, she noted a conversation with Kathy Johnson, CCDOR CFO, to develop a structure where they could provide us with high-level financial analysis, as needed. Natasha shared that Kathy seemed open to that idea.

Foodnet MOW Alliance Update – Natasha updated the group on the status of the Foodnet MOW Alliance. After discussions between Jack Balinsky and Natasha and subsequent discussions between Jessica Gosa and the Foodnet MOW board, the possible alliance may not move forward at this time.

8. Other Business

Advocacy Network Call Recap – Joe noted that he was pleased by the bipartisan participation on the call.

9. Executive Session – The group went into Executive Session at 9:14 am.

The meeting adjourned at 9:24 am

Minutes respectfully submitted by,

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

FOOD BANK OF THE SOUTHERN TIER
Strategic Investment Fund (SIF)
Request for Proposals



The Strategic Investment Fund (SIF) RFP process was developed to inspire Food Bank staff to collaborate across departments and identify innovative ways for our organization to better serve people in need. Your ideas and your voice are important to shaping the work we do.

SIF Purpose

To identify opportunities for strategic investments from a department or cross-functional team/work group that meets one or more of the following criteria:

- Aligns with at least one of our Strategic Priorities (see attached)
- Addresses at least one of the recommendations from the Horn Needs Assessment (see attached)
- Builds our organizational capacity

Please note: Proposals will score higher if they impact or incorporate input from more than one department

SIF Process

Proposals can be submitted by a department or cross-functional team/work group. Proposals submitted by a cross-functional team/work group must be approved by a Director before submission. All proposals must include the following:

1. Description of the investment being proposed and how it fits in with one or more of the criteria above.
2. Anticipated short-term and long-term impact
3. Projected budget (\$25,000 or greater)

Please note: Budgeted expenses can be one-year investments or spent over a maximum of three years.

Only Directors can submit proposals for the addition of a new position. Please be sure to explain how the position will be sustained beyond year three. SIF funds can be used for 100% of staff costs in year 1, 66% in year 2 and 33% in year 3.

Evaluation

Proposals will be evaluated and scored by a review committee comprised of members from the Senior Leadership Team.

Timeline

March 29 – RFP distributed to staff

March 30 – April 23 – Write proposal with permission of Director or supervisor

April 28 – Deadline to submit proposal to Lynn lynn.dates@foodbankst.org

Week of May 3 – Proposals will be reviewed by the review committee

June 17 – The BOD will approve the final draft of the SIF; funding announcements will be made after this date



FOOD BANK OF THE SOUTHERN TIER
Strategic Investment Fund (SIF) Request for Proposals

Please complete the following information. Attach additional pages and support documents as needed.

Date		
Name of Person Submitting Proposal		
Name of Department Director/Supervisor		
Name of Department or Cross-Functional Team/Work Group		
Which of the following does this proposal seek to address? Check all that apply		<input type="checkbox"/> Strategic Priority <input type="checkbox"/> Internal capacity building <input type="checkbox"/> Needs Assessment Recommendation
Description of Strategic Priority/Recommendation		
Description of Investment/Program		
Anticipated Long- & Short-Term Impact		
Investment/Program Length	<input type="checkbox"/> 1-year <input type="checkbox"/> 2-year <input type="checkbox"/> 3-year	

BUDGET

Expense	Amount
TOTAL	

Strategic Overview

Mission

Working together to build and sustain hunger-free communities throughout 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-centered¹, 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.

¹ Being **client-centered** means that we are committed to doing the best job for our clients by understanding their aspirations and desires, and working with them to offer 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 ²
b.	Develop formal and informal cross-training programs to increase the capacity of the team and remove silos ³ .	
c.	Review and update SOPs for key positions to ensure continuity in the roles.	
d.	Use cross-functional teams ⁴ 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.	

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

³ **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.

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

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

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 ⁵ and context ⁶ experts that support our mission and expand opportunities for involvement. Share stories of our partners and their impact.	Increase in community partners Increase in multi-faceted community partners (engaging as donors, volunteers, advocates, food donors)
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 diverse community led committees and initiatives
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.	
d.	Align the allocation of resources to increase equitable, healthy food access.	

⁵ **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.

⁶ **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 Increase in data supported decisions
b.	Collect feedback and input from our partners and clients to improve our services and build a client-centered organization. Celebrate successes and share changes made because of the feedback.	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.	

Horn Needs Assessment Recommendations Summary (Full report available [HERE](#))

Underserved Populations in the Southern Tier Region:

1. [Specific Census Tracts](#) with need fulfillment below 50%
 - Broome: Kirkwood/Fenton, Vestal, Bing Town/Conklin, N Broome, Endwell, Chenango, Endicott/Union
 - Chemung: Southport/Ashland, Baldwin/Chemung
 - Schuyler: Reading, Burdett, Hector, Tyrone, Orange
 - Steuben: Pulteney, Dansville/Freemont, Hornby, Jasper-Troupsburg, Greenwood, W Union, Hartsville, Cohocton
 - Tioga: Northeast of Owego, Waverly/Barton
 - Tompkins: Ellis Hollow, North Lansing
2. Working Families
3. Families w/ Children 0-4
 - Less than 70% need fulfillment: Schuyler, Broome, Chemung, Tioga
 - Less than 80%: Steuben
 - Over 100%: Tompkins
4. Seniors: Less than 100% need fulfillment: Broome & Schuyler (all other over 100%)
5. Homebound – seniors/people w/disabilities/no transportation
6. Race/Ethnicity
 - Broome
 - City of Binghamton: North & South Sides, East Side, First Ward/Ely Park
 - Johnson City
 - Tompkins: Ithaca South Side/South West/Lower West Hill

Common Barriers for All Groups:

1. Transportation (especially in rural communities)
2. Awareness
3. Access
4. Types/Quality of Food Available
5. Stigma

Recommendations:

- Develop client-centered services/programs that respond to identified needs of underserved populations and address barriers.
- Include clients in decision making and/or program design.
- Build partner agency capacity to meet the needs of underserved populations and address barriers.
- Facilitate and improve cross-departmental communication decision-making around programs & partnerships e.g. client outreach, food options, closing/opening sites, etc.
- Establish relationships with new partners to reach underserved populations e.g. programs supporting low-income workers, early Childhood Programs (e.g. Head Start, Child Care, WIC), immigrant & refugee programs, low-income housing (beyond seniors,) County Offices for the Aging & Health Departments, centers for independent living, Community Action Programs, etc.



Feeding America: COVID-19 Response Q4 2020 Updates

FEBRUARY 15, 2021

Three high-level potential outcomes for FA fundraising

a Best case for health: "Science wins"

- COVID-19 treatment/vaccine development is accelerated, along with economic re-opening
- Although unemployment remains high, food insecurity loses mainstream focus
- Giving is redirected towards political causes vs. basic needs

b Mid point: "Base case"

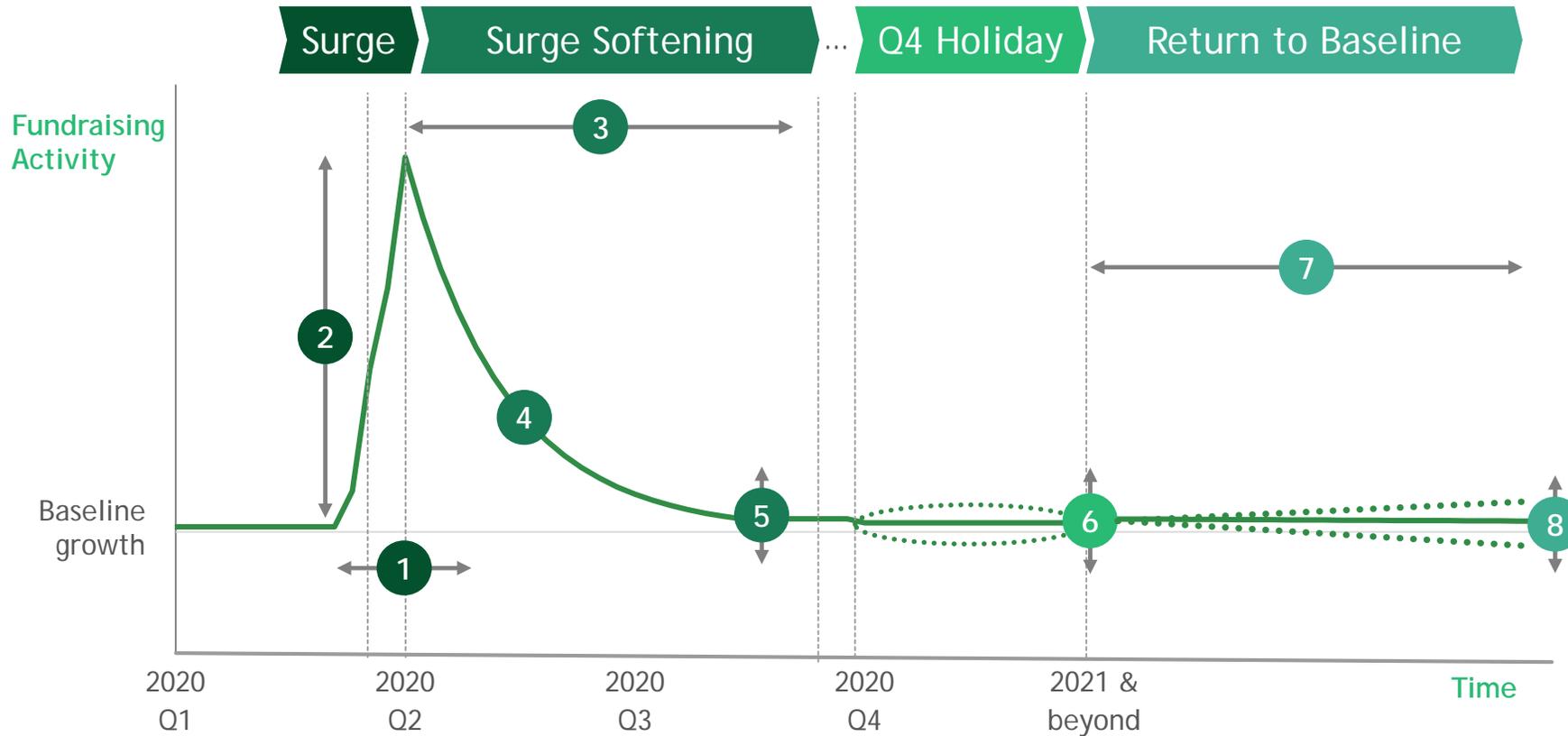
Quantified on following pages

- A single wave of COVID-19 cases is accompanied by a one-time surge in donations
- Economy recovers as treatment/vaccine is developed
- Fundraising gradually returns to "normal" levels

c Worst case for health: "Second wave"

- A second wave of COVID-19 cases is coupled rise in unemployment and another surge in basic needs fundraising
- Economic recovery is delayed and food insecurity stays in focus
- The Bezos gift is the first of many very generous donations

To quantify the impact of each scenario, must answer eight key questions

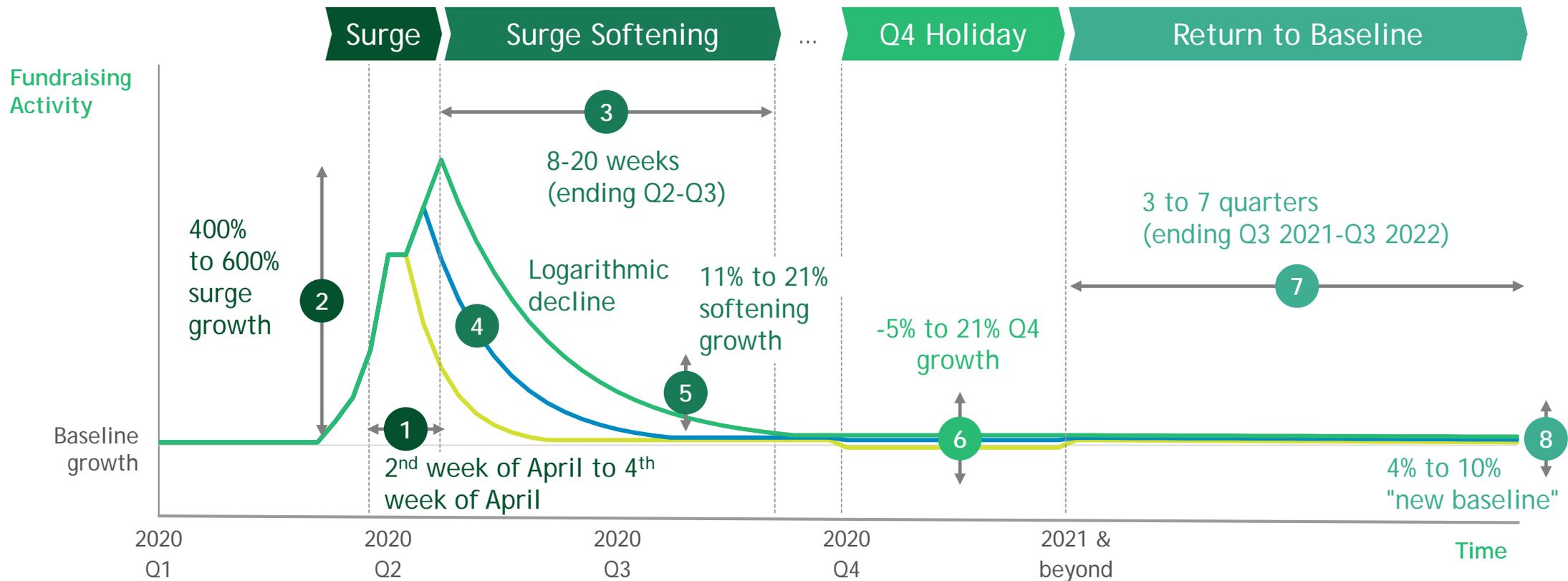


- 1 When does "Surge" peak occur?
- 2 How high is peak "Surge"?
- 3 How long is "Surge Softening"?
- 4 What shape is "surge softening" curve?
- 5 What level will "Surge Softening" fall to?
- 6 What will "Q4 Holiday" look like?
- 7 How long is "Return to Baseline"?
- 8 What is the new baseline growth?

National team consistently reviewing the answers to these questions

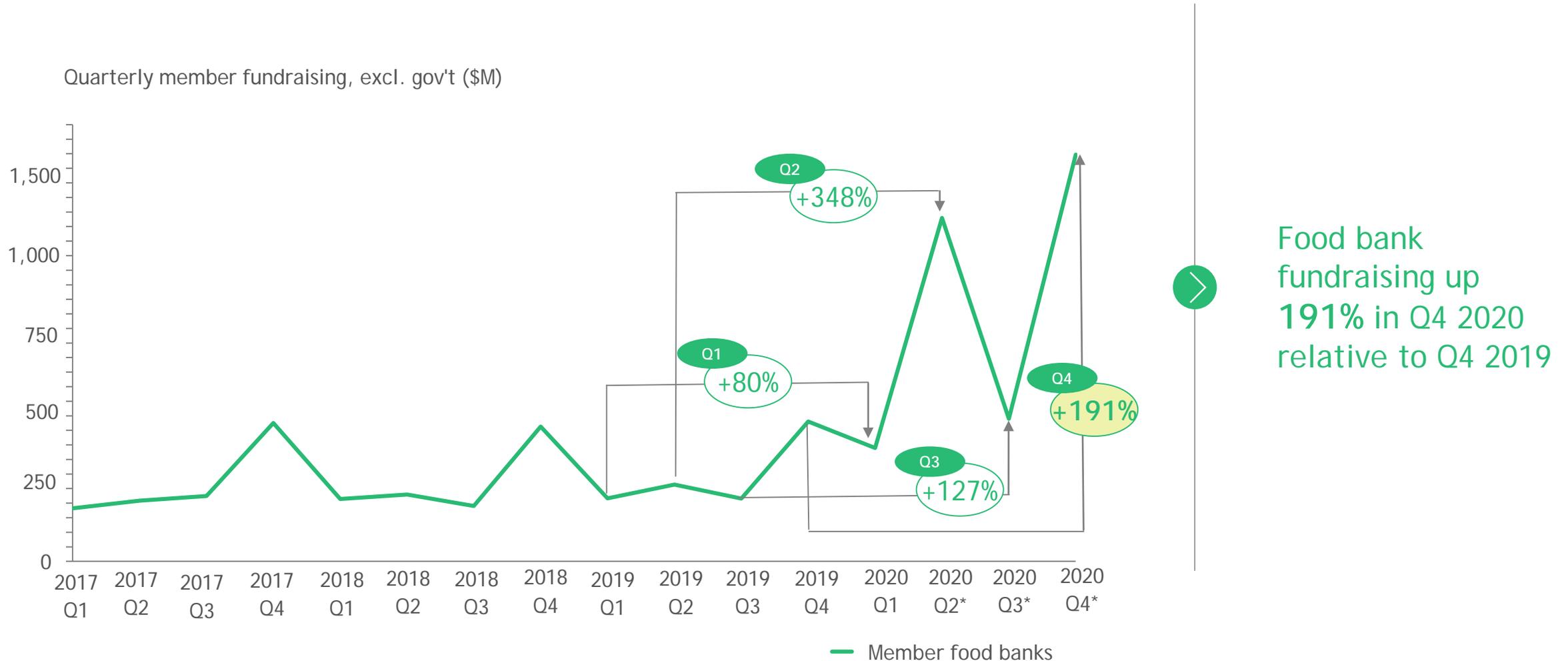
Based on our initial assumptions, middle case member scenario is 70% growth in 2020 fundraising relative to 2019

Fundraising \$ (2019 CAGR)	2020	2021	2022
Best case	\$2.5B (110%)	\$1.6B (17%)	\$1.8B (15%)
Middle case	\$2.0B (70%)	\$1.5B (11%)	\$1.6B (10%)
Worst case	\$1.7B (40%)	\$1.3B (6%)	\$1.4B (5%)



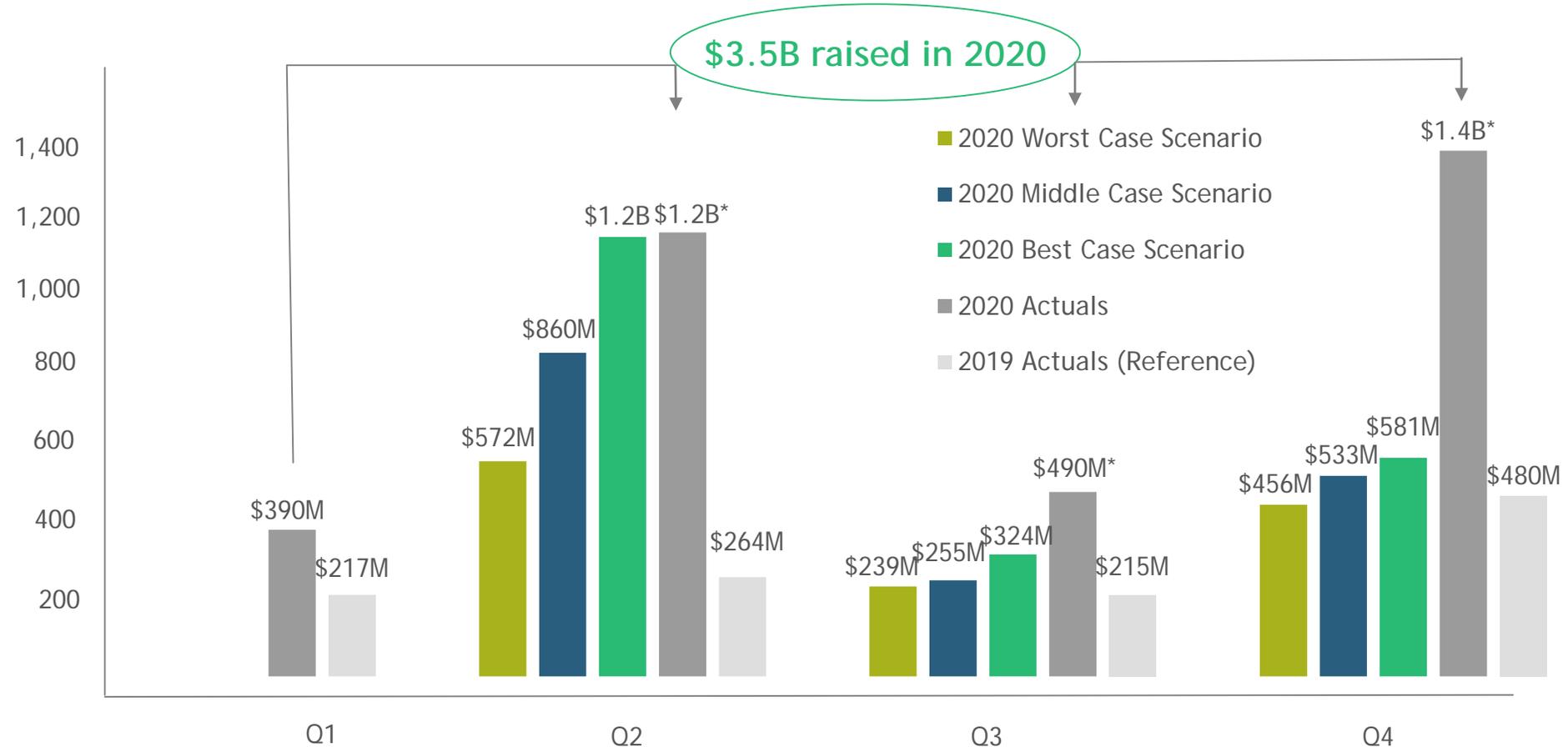
Note: 2020 impact model assumes exponential change during "Surge" & "Surge Softening" and linear change during "Return to Baseline"; Does not account for distribution of FANO COVID funds to member food banks
 Source: Expert interviews; FANO data; BCG analysis

The COVID crisis created a fundraising boom for network food banks in each quarter of 2020 relative to the year prior



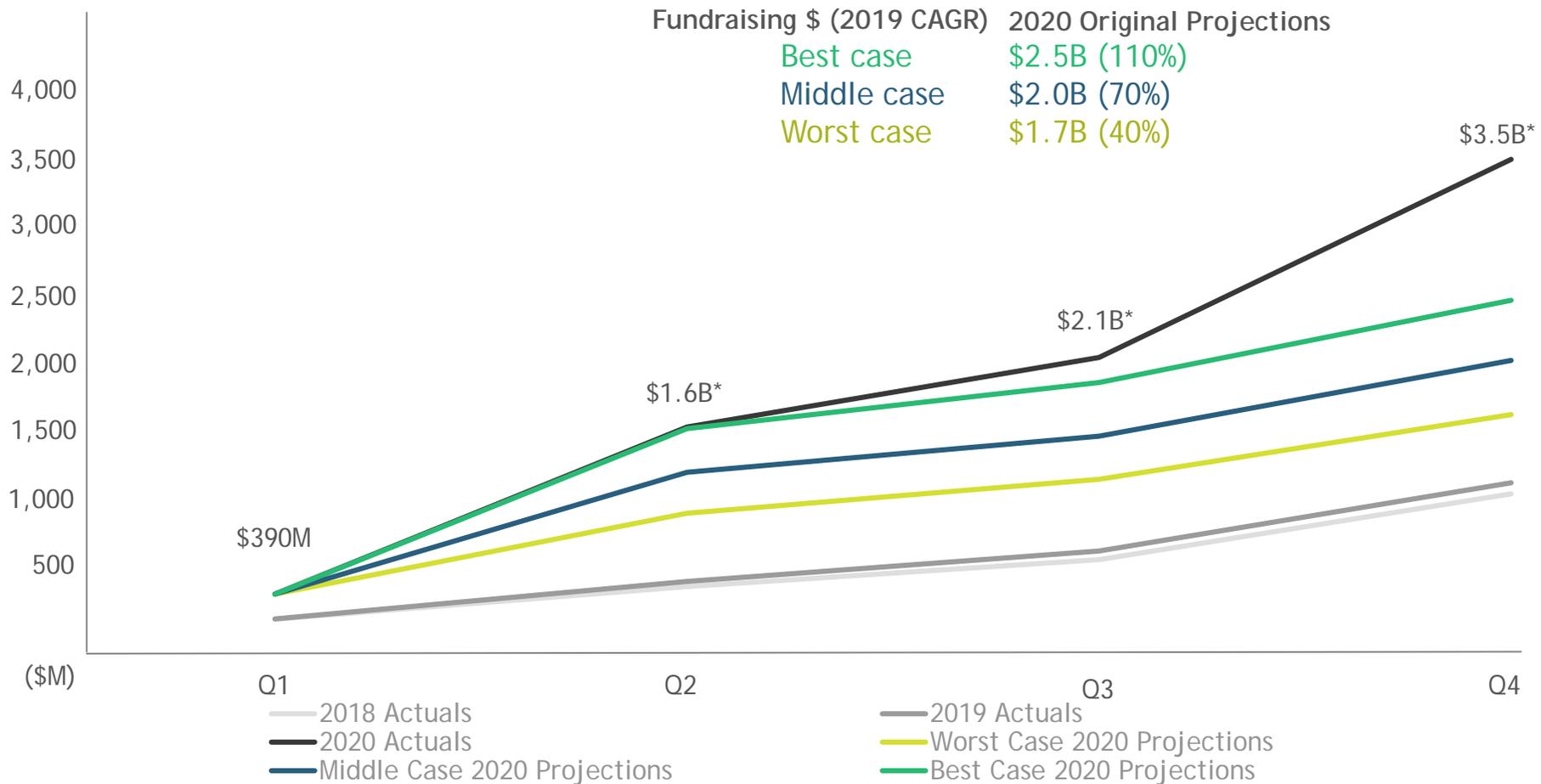
Note: Q2 2020 actuals exclude \$101.5M in Bezos pass-through funds to member food banks; 8 food banks appeared not to report Bezos funding in QPR
 Note: Q3 2020 actuals exclude \$93.12M in Phase 3 COVID pass-through funds to member food banks; 15 food banks appeared not to report this funding in QPR
 Note: Q4 2020 actuals exclude \$8M in Phase 4 COVID pass-through funds to member food banks; 3 food banks appeared not to report this funding in QPR
 Source: FANO data; BCG & FANO analysis

Fundraising actuals from the QPR met or surpassed the best-case scenario projections in each quarter of 2020



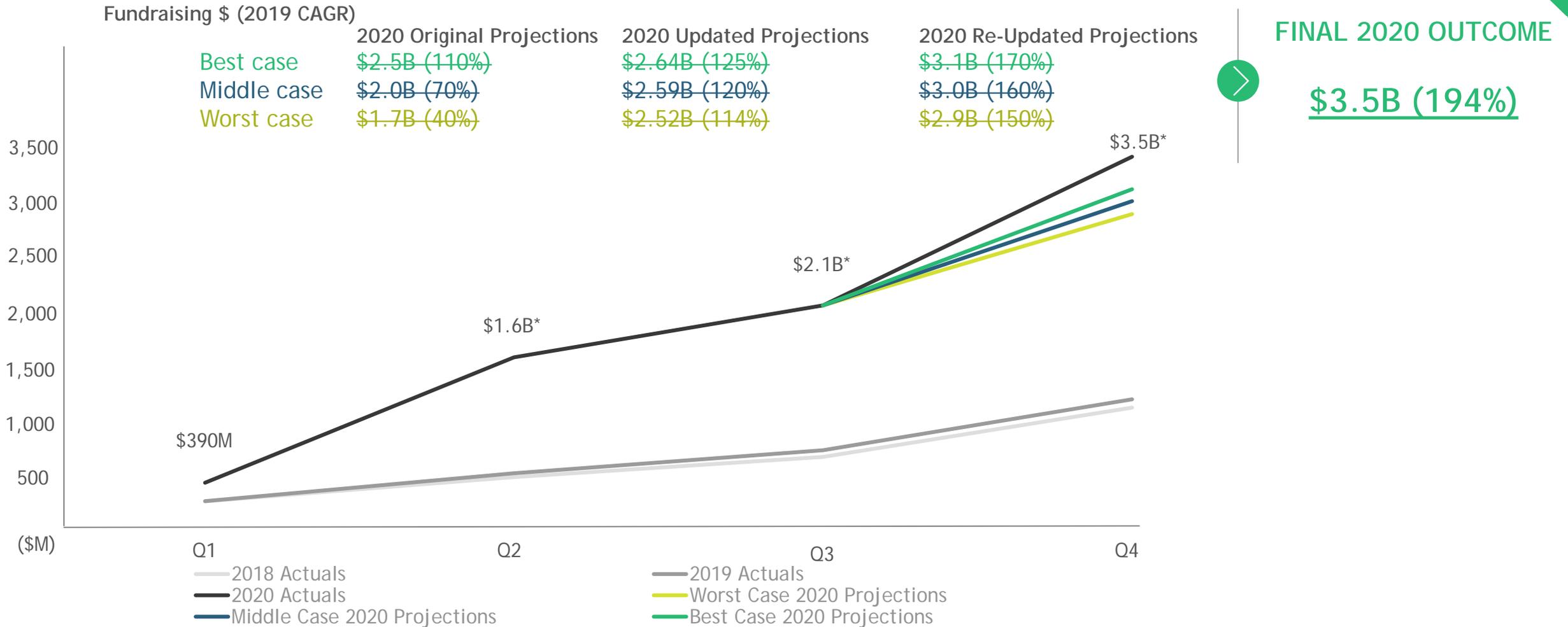
Note: Q2 2020 actuals exclude \$101.5M in Bezos pass-through funds to member food banks; 8 food banks appeared not to report Bezos funding in QPR
 Note: Q3 2020 actuals exclude \$93.12M in Phase 3 COVID pass-through funds to member food banks; 15 food banks appeared not to report this funding in QPR
 Note: Q4 2020 actuals exclude \$8M in Phase 4 COVID pass-through funds to member food banks; 3 food banks appeared not to report this funding in QPR
 Source: FANO data; BCG & FANO analysis

Taken together, the fundraising continued to accelerate well past the cumulative best-case scenarios for 2020



Note: Q2 2020 actuals exclude \$101.5M in Bezos pass-through funds to member food banks; 8 food banks appeared not to report Bezos funding in QPR
 Note: Q3 2020 actuals exclude \$93.12M in Phase 3 COVID pass-through funds to member food banks; 15 food banks appeared not to report this funding in QPR
 Note: Q4 2020 actuals exclude \$8M in Phase 4 COVID pass-through funds to member food banks; 3 food banks appeared not to report this funding in QPR
 Source: FANO data; BCG & FANO analysis

Even as we continued to update the projections, our most aggressive projections did not match the total fundraising the network achieved - nearly tripling 2019 totals



Note: Q2 2020 actuals exclude \$101.5M in Bezos pass-through funds to member food banks; 8 food banks appeared not to report Bezos funding in QPR
 Note: Q3 2020 actuals exclude \$93.12M in Phase 3 COVID pass-through funds to member food banks; 15 food banks appeared not to report this funding in QPR
 Note: Q4 2020 actuals exclude \$8M in Phase 4 COVID pass-through funds to member food banks; 3 food banks appeared not to report this funding in QPR
 Source: FANO data; BCG & FANO analysis

Updated projections for 2021 and 2022 suggest a more gradual return to higher baseline levels

Original Projections:

Fundraising \$ (2019 CAGR)	2020	2021	2022
Best case	\$2.5B (110%)	\$1.6B (17%)	\$1.8B (15%)
Middle case	\$2.0B (70%)	\$1.5B (11%)	\$1.6B (10%)
Worst case	\$1.7B (40%)	\$1.3B (6%)	\$1.4B (5%)

Revised Projections*:

Fundraising \$ (2019 CAGR)	2020 ACTUALS	2021	2022
Best case	\$3.5B (194%)	\$2.2B (38%)	\$2.5B (29%)
Middle case	\$3.5B (194%)	\$2.1B (34%)	\$2.2B (24%)
Worst case	\$3.5B (194%)	\$1.8B (24%)	\$2.0B (19%)

*Note: Updated projections take the originally projected rates of decline from 2020 and apply those rates against 2020 actuals