

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

Tuesday, January 11, 2022

8:00 – 10:00 AM

AGENDA

TOPIC	FACILITATOR	ACTION	TIME
1. Welcome and Call to Order <ul style="list-style-type: none">• Karen Dehais	Joe Thomas		2
2. Prayer/Poem/Positivity	Joe Thomas		2
3. Approval of December 8, 2021 Minutes	Joe Thomas	Approve	1
4. Check-in	Joe Thomas	Discuss	10
5. Client Survey Results	Jen Bertron	Review & Discuss	30
6. Spending Down the SIF	Joe Thomas	Discuss	20
7. Follow-up Items <ul style="list-style-type: none">• Strategy Committee Charter• CEO 2021 Performance Report	Natasha Thompson	Review & Approve	20
8. New BOD Member Orientation	Natasha Thompson	Update	10
9. Other Business	Joe Thomas	Discuss	5

Next Meeting:

Tuesday, February 8, 2022

8:00 AM – 10:00 AM

Prayer/Poem/Positivity: Mary Pat Dolan

RSVP to Lynn.Dates@foodbankst.org

Food Bank of the Southern Tier
Executive Committee Meeting
Wednesday, December 8, 2021 **8 – 10 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</i>		
Lynn Dates	X	

1. **Welcome & Call to Order** – Joe Thomas called the meeting to order at 8 am.
2. **Prayer/Poem/Positivity** – Steve Hoyt led with an opening prayer.
3. **Approval of the November 9, 2021 Minutes**
*Steve Hoyt made a motion to approve the November minutes.
 Jessica Renner seconded. None opposed. Minutes approved.*
4. **Check-in** - Committee members and staff provided updates on their personal & professional lives.
5. **CEO Update**
2021 CEO Performance Evaluation Timeline – Natasha reviewed the Process for Evaluation of President & CEO
*Mary Pat Dolan made a motion to approve the 2021 CEO Performance Timeline.
 Steve Hoyt seconded. None opposed. Timeline approved.*

Sabbatical Planning – Natasha reviewed her Sabbatical Checklist for Preparing, Managing, and Re-Entering, noting that Meghan Parsons will be the Acting CEO from June 13 – August 12, 2022. Joe Thomas noted that this sabbatical is well-deserved after 20 years. The group discussed compensation, check signing authorization, and which stakeholders to inform.

*Jessica Renner made a motion to approve the 2022 CEO Sabbatical plan.
 Steve Hoyt seconded. None opposed. Plan approved.*

6. **Facilities Committee Charter** – Natasha reviewed a draft description of the Ad Hoc Facilities Committee comprised of Mary Pat Dolan, Natasha Thompson, Dave Patterson, Erica Loomis, and 3 – 5 community members with facilities expertise, that would work towards hybrid office configurations in 2023.
7. **Strategy Committee Charter** – Natasha reviewed a draft description of the Ad Hoc Strategy Committee specifically tailored to the Strategic Investment Fund (SIF) and comprised of Erin Summerlee, Natasha Thompson, Jen Bertron, Kathleen Rasmussen, Andy Fagan, and Tess McKinley. The group discussed priorities, goals, outcomes, reporting, unanticipated impacts, and interaction with the Finance & Audit Committee.
8. **December BOD Meeting Agenda** – The group discussed adding “Mission Moment,” check signing authority resolution, and CCDOR update to the agenda, as well as Natasha’s sabbatical to the CEO report
9. **Other Business** – None
The meeting adjourned at 9:03 am

Minutes respectfully submitted by, Lynn Dates, *Executive Assistant to Natasha Thompson, President & CEO*

FOOD BANK OF THE SOUTHERN TIER
Board of Directors
Committee Description

STRATEGY COMMITTEE (Ad-hoc)

PURPOSE:

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

RESPONSIBILITIES:

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

HISTORY:

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

COMPOSITION:

- Erin Summerlee, Board Member, Chair
- Natasha Thompson, President & CEO
- Jen Bertron, Community Impact Manager
- Kathleen Rasmussen, Board Member
- Andy Fagan, Board Member
- Tess McKinley, Committee Member
- Jamila Michener, Committee Member

MEETING SCHEDULE:

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

LIMITS OF AUTHORITY:

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

2021 Performance Report for Natasha Thompson, President & CEO

Goal	Strategy	Notes
STRATEGY	<ul style="list-style-type: none"> Lead creation of updated Strategic Plan 	We worked with Batiste Leadership throughout the year on finalizing both the Strategic Plan and updating the organizational values.
	<ul style="list-style-type: none"> Complete Phase 2 of Foodnet MOW Alliance discussion 	The Foodnet MOW alliance was dissolved due to concerns about CCDOR bankruptcy situation. There was no Phase 2.
	<ul style="list-style-type: none"> Lead creation of Strategic Investment Fund (aka Glide Path) 	The Strategic Investment Fund was created with input from BOD and staff. I worked with Meghan and Tim to create an RFP process that allowed all staff to submit proposals for review. The BOD approved the first round of funding in June. We assembled an internal SIF Kitchen Cabinet to help move projects forward and ensure accountability. We are also working on creating an ad-hoc Strategy Committee of the BOD in 2022 to provide guidance and oversight of the SIF.
OPERATIONS	<ul style="list-style-type: none"> Ensure we meet our distribution goal for 2021 	Our distribution for 2021 was 14.7M lbs (including CHOW).
	<ul style="list-style-type: none"> Establish updated dashboards/KPIs that include all departments 	Department Directors began sharing metrics at monthly staff meetings, but we did not formally update our dashboard reports. We plan to do this in 2022.
	<ul style="list-style-type: none"> Lead office space/remote work project 	This was not included in my original 2021 workplan. We engaged HOLT architects to help us consider how to best utilize our space to accommodate hybrid work. This turned out to be a much larger project than we had anticipated at the start. We will be creating an ad-hoc Facilities Committee of the BOD to help us manage this work and provide oversight.
	<ul style="list-style-type: none"> Work with SLT to develop an internal succession plan for key positions 	We did not do this in 2021 but my hope is that my upcoming sabbatical will help move this work forward in 2022.

PERSONNEL/ CULTURE	<ul style="list-style-type: none"> • Successfully manage COO transition process 	<p>We are grateful to Tim for giving us ample notice of his intent to retire which allowed us to put together a training and transition plan for Dave and Erica. While they still have quite a bit to learn in their new roles, I believe they are both well positioned for success.</p>
	<ul style="list-style-type: none"> • Oversee implementation of supervisor training program 	<p>We have retained Rhonda Morton, of Savannah Consulting, to facilitate the supervisor training program which consists of one-on-one coaching sessions with Rhonda, cross-departmental peer groups, several workshops on leadership topics and panel discussions with SLT members. We have heard positive reviews from participants and all are grateful for the opportunity.</p>
	<ul style="list-style-type: none"> • Work with SLT to drive Equity Lens work 	<p>We have completed Phase 1 of our Equity work which included updating our organizational values, training the Senior Leadership Team on DEI, developing an Equity Lens decision-making tool, and deploying a culture survey for staff. We have recently moved into Phase 2 of this work which kicked off with an organizational DEI assessment to identify opportunities for improvement.</p>
DEVELOPMENT/ FUNDRAISING	<ul style="list-style-type: none"> • Work with CDO to ensure fundraising goal is met 	<p>While I did my best to support Meghan and her team, she deserves a majority of the credit for surpassing her adjusted goal of \$4.2M by \$1.5M (at the time of this writing!)</p>
ADVOCACY/ EDUCATION	<ul style="list-style-type: none"> • Finalize and roll-out 2021 Legislative Agenda based on Advocacy Priorities 	<p>The Advocacy Committee helped us develop our Advocacy Priorities which were approved by the BOD earlier this year. We made the difficult decision over the summer to dissolve the Advocacy Committee and move oversight of advocacy efforts to the Executive Committee.</p>
	<ul style="list-style-type: none"> • Continue to build local network of advocates 	<p>We hosted our first virtual Network Advocacy Call this year which was well attended by both community advocates and elected officials including Donna Lupardo, Chris Friend, Anna Kelles, and Alison Hunt from Rep. Tom Reed's office. We intend to host more of these types of events in 2022.</p>

	<ul style="list-style-type: none"> • Work with Feeding NYS and other partners on increasing HPNAP funding & making Nourish NY permanent 	<p>Nourish NY was approved by the legislature as a permanent program and signed into law by Governor Hochul in December. We were pleased that the CCDOR public policy committee included this as one of their priorities for 2021!</p> <p>We will be working with other Feeding NYS food banks on advocating to increase HPNAP funding in 2022.</p>
BOD MANAGEMENT	<ul style="list-style-type: none"> • Increase BOD diversity 	<p>I worked closely with the Nominating & Corporate Governance Committee to prioritize diversity in our BOD recruitment efforts. We met with several candidates and successfully recruited five new BOD members for 2022 who we feel will bring some diverse perspectives to the BOD.</p>
	<ul style="list-style-type: none"> • Increase BOD engagement 	<p>We had hoped to bring BOD and Committee members together in person to volunteer in September but unfortunately that was canceled due to COVID. Hopefully, we can reschedule for 2022.</p> <p>We will also be looking at ways to keep former BOD members engaged with the Food Bank and have assembled a small committee to help move that along.</p>
ADDITIONAL ACTIVITIES	<ul style="list-style-type: none"> • Complete Season 3 of WSKG/ Chasing the Dream project 	<p>I completed Season 3 of Chasing the Dream in June after many delays due to COVID. There may be additional opportunities to work with WSKG in 2022.</p>
	<ul style="list-style-type: none"> • Convene CCDOR Food Security Group 	<p>This group met twice in 2021 and there seems to be enthusiasm around continuing to meet. Someone else may need to take the lead in 2022.</p>
	<ul style="list-style-type: none"> • Feeding NYS Advocacy Committee Chair 	<p>This was not included in my original 2021 workplan. I was asked to serve as Chair of the Feeding NYS Advocacy Committee.</p>
AWARDS/ RECOGNITION	<ul style="list-style-type: none"> • 2021 Bishop Clark Award 	<p>Recognized by Bishop Matano and CCDOR for 20 years of service to Catholic Charities and leadership through COVID.</p>
	<ul style="list-style-type: none"> • 2021 Woman of Distinction Award 	<p>Recognized by Senator Tom O'Mara for 20 years of service at the Food Bank and leadership through COVID.</p>

FOOD BANK OF THE SOUTHERN TIER
Board of Directors
New Member Orientation
Wednesday, February 10, 2021
9 – 11 am

AGENDA

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| I. | Welcome & Introductions | 5 |
| II. | Food Banking 101
(10 minutes with Jack added at last minute) | 90 |
| | a. Overview w/ Natasha Thompson | |
| | b. Warehouse Operations Overview w/ Dave Patterson | |
| | c. Community Impact Department Overview w/ Randi Quackenbush | |
| | d. Health & Nutrition Department Overview w/ Matt Griffin | |
| <hr/> <i>10 MINUTE BREAK</i> <hr/> | | |
| | e. Development & Community Engagement w/ Meghan Parsons | |
| | f. Understanding Food Bank Financials w/ Tim Currie | |
| III. | BOD Member Expectations w/ Joe Thomas | 5 |
| IV. | Accessing the BOD Portal w/ Lynn Dates | 5 |
| V. | Questions & Adjourn | 5 |